

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on March 22, 2022, at 7:00 p.m. in Room 321 at the Windsor Campus

Present:

Mr. K. Beaudoin
Mr. W. Beck
Ms. M. DeSchutter
Ms. P. France, **President**
Mr. C. Hotham, virtually
Ms. R. Khosla
Mr. J. Parent
Ms. J. Piccinato, **Vice Chair**
Mr. A. Provost
Mr. R. Renaud
Mr. G. Rossi
Mr. N. Singh
Mr. E. Sovran, **Chair**
Ms. M. Watters, virtually
Ms. T. Wonsch

Regrets:

Ms. T. Bendo
Mr. A. Teshuba

Also Present:

Ms. K. Adams, Board Secretary
Mr. E.P. Chant, Editor, SAINT, Student Newspaper
Mr. J. Fairley, Vice President, College Communications & Community Relations
Mr. W. Habash, Vice President, Academic
Mr. B. Jones, Retirees' Association Observer
Mr. M. Jones, Vice President, Finance & Chief Financial Officer
Mr. R. Nicoletti, Executive Director, President's Office, Corporate Secretary & Ministry Compliancy
Mr. R. Seguin, Vice President, International Relations, Training & Campus Development
Mr. J. Sirianni, Vice President, Human Resources, Safety & Facilities Management

Having a quorum of Governors in attendance either virtually or in person, the Notice of Meeting and the Agenda having been duly sent to all Board members, the meeting was declared regularly constituted. A copy of the Notice of Meeting/Agenda is attached as **Appendix 'A'**.

Mr. E. Sovran chaired the meeting and Ms. Adams was the recording Board Secretary.

1.0 Adoption of the Agenda and Declaration of Conflict of Interest

The Board Chair requested the following amendments to the agenda:

Item #5.5 – Financial Sustainability – College Sustainability, be removed from the Consent Agenda and brought forward to a future Board meeting.

Item #8.1 By-law #5: Governance – 1st Reading

The Board Chair noted that an amendment had been made to this item and distributed to the Board as part of the Full Board meeting documents.

Hearing no additional amendments or conflicts of interest, it was

RESOLVED THAT the Board
of Governors adopt the Full
Board agenda as amended.

2.0 Approval of the Minutes of the Full Board meeting held on Tuesday February 22, 2022, in Windsor, ON

Hearing no amendments, errors or omissions to the minutes, it was

RESOLVED THAT the Board of
Governors approve the Full Board
minutes of the February 22, 2022
meeting.

3.0 Constituent Reports

Retirees' Association

Mr. B. Jones reported the following on behalf of the Retirees' Association:

- Mr. Jones noted that Mr. Andy Faas recently visited the Windsor Campus. Mr. Faas has been a strong supporter of St. Clair College. Mr. Fairley provided Mr. Faas with a tour of the Windsor campuses prior to his meeting with the student leaders.
- Ms. Sue McLelland, President of the Retirees' Association will attend the Alumni of Distinction Awards being held on April 29, 2022, at the St. Clair College Centre for the Arts.
- The Retirees' Association will once again sponsor a hole at Woodland Hills Golf Course for the 2022 season.

- As restrictions are lifting, the Retirees' Association is looking forward to in-person social activities, including a potential outing to the Victoria Playhouse Petrolia and the annual invitation to the country home of retiree Mr. Paul Chortos in the fall. The Retirees' Association is also looking forward to its first in-person meeting.

4.0 President's Report

The Board Chair called on the President to provide her report to the Board.

Ms. France noted that the President's Report was included in the Full Board meeting documents, distributed by email and has been posted to the Board portal. She outlined the events and initiatives that have occurred since the last Board meeting:

- The President noted that on Thursday, March 17, 2022, the College Employer Council (CEC) and OPSEU issued a joint statement announcing that they had reached an agreement to enter binding interest arbitration and the faculty strike that was scheduled to begin on March 18, 2022, was cancelled. As a result, all labour disruptions were cancelled and there will be no further disruptions to academic studies this year.
- St. Clair College's Spring Open House will be held on Saturday, March 26, 2022. As there was the potential for a work stoppage, the College moved the event from in-person to virtual. Prospective students will be able to explore student life, learn about the College's programs, participate in online sessions with program Chairs and get information on available scholarships and bursaries. Prospective students will be able to request additional information and campus tours.
- The College will be holding their annual Scholarship Awards Events in-person on Wednesday, March 23 and Monday, March 28, 2022, in Windsor and Wednesday, March 30, 2022, in Chatham.
- In response to the announcement made by the Ontario Chief Medical Officer of Health, St. Clair College will continue with the mask mandate, as per the current policy and with the support of our local public health agency until the end of the Winter 2022 semester. The College will also move from active to passive screening for entry to the campuses.
- Applications are now open for the 2022 ATHENA Scholarship program for those who meet the criteria. Students must demonstrate academic excellence, community involvement and be engaged in leadership activities, while having increased leadership opportunities for women by mentoring and leading activities to help women reach their full potential.
- On Tuesday, March 8, 2022, the College welcomed Mr. Andy Faas, a long-time supporter and donor of the College. Mr. Faas graduated from St. Clair College in 1972 and was a SRC President during his studies. During his visit, Mr. Faas met with the College's student groups to provide guidance, insight and to discuss current

College events. He also took the opportunity to tour some of the College's campuses and met with President France and some College Administrators.

- St. Clair College has partnered with Respect, Educate, Empower Survivors (REES) to make online reporting of sexual violence available to the campus community. REES is a 24-hour, seven day a week, centralized online reporting and information platform that provides increased options to report sexual violence and provides critical information about resources and supports available both on campus and in the community.
- St. Clair College's Susan Taylor, Program Manager, Innovation, Entrepreneurship and Student Experience, was the recipient of the Journey Towards Success – Visionary Award by the Women's Enterprise Skills Training of Windsor Inc. (WEST). The award was given as part of the 2022 International Women's Day Virtual Gala on Tuesday, March 8, 2022.

The President's report is attached to the minutes as Item #4.0.

The President also noted that the media report was sent out electronically and is attached for information.

5.0 Consent Agenda

The Board Chair noted the following items that have been provided on the Consent Agenda:

- 5.1 Support Student Success – Document an Inventory of Current Events and Expand Outreach by Adding New Initiatives and Opportunities for Student Engagement.
- 5.2 Support Student Success – Maintain and Report on Athletic Performance Indicators (APIs) That Align With Academic/Corporate Policies.
- 5.3 Increase Enrolment – International Enrolment.
- 5.4 Development of Human Resources – Staff Development.
- 5.6 Financial Sustainability – Financial Efficiency.

RESOLVED THAT the Board of Governors receive and approve the contents of the March 22, 2022 Consent Agenda, as amended.

6.0 Information Items

6.1 Audit Committee Report

The Board Chair called upon Mr. Renaud, Chair of the Audit and Finance Committee for this item. Mr. Renaud provided a report, highlighting the following:

- An Audit and Finance Committee meeting was held on Friday, March 11, 2022, where quorum was met with four members of the committee present.
- The minutes of the November 12, 2021, meeting were approved.
- Cynthia Swift, Partner, KPMG, presented the Audit Plan for the College's fiscal year ending March 31, 2022, which was approved by the Audit and Finance Committee.
- Mr. Marc Jones presented the 2022-2023 Financial Plan, which will be presented to the Board this evening.
- Discussions surrounding the College's strategic capital projects and the Internal Reserves for Financial Sustainability and Deferred Maintenance occurred. College Administration will provide an update to the Audit and Finance Committee at its next scheduled meeting on May 18, 2022, regarding the strategic capital projects.
- The Audit and Finance Committee approved the recommendation that the Board of Governors approve the 2022-2023 Financial Plan.

7.0 Approval Items

7.1 2022-2023 Budget Presentation

Summary of Revenues and Expenditures:

The College is projecting a 2022-2023 budget surplus of \$32.9 million, which is a \$12 million increase from the 2021-2022 Mid-Year budget forecast of \$20.8 million. He also noted that the College is still trending towards an approximate surplus of over \$30 million for the 2021-2022 fiscal year, dependent on international student withdrawals from opt-ins, COVID-19 expenditures and Faculty Collective Bargaining Agreement negotiations.

Revenue:

Revenues are projected to increase \$31 million over the 2021-2022 Mid-Year Budget Review.

The following highlights the major changes in revenue compared to the 2021-2022 Mid-Year Budget Review:

- Total Ministry of Colleges and Universities (MCU) Operating Grants have decreased \$1.9 million.
 - An increase in the International Student Recovery program due to the planned higher international student enrolment.
- Total Contract Income decreased by \$4.9 million, primarily due to the Ontario government's Personal Support Worker Accelerated program ending on March 31, 2022.
- Total Tuition revenue increased by \$31.5 million.
 - Increased domestic post-secondary tuition revenue of \$9,017 based on an enrolment projection of 7,006 domestic students, a planned increase of 315 students or 5% from Fall 2021 Day 10 enrolment and reflects a 0% tuition increase.
 - Increased international post-secondary tuition revenue of \$21.1 million or 32% based on an enrolment projection of 4,650 international students, a planned increase of 20% or 784 students from Fall 2021 Day 10 enrolment and reflects a 0% tuition increase.
 - Increased PCPP tuition revenue of \$10.4 million or 18% based on an enrolment projection of 3,500 international students, a planned increase of 16% or 476 students from Fall 2021 Day 10 enrolment and reflects a 0% tuition increase.
 - The College's total registrations for 2022-2023 is projected to be slightly more than 15,000, an increase of more than 1,500 registrations from the 2021-2022 fiscal year.
 - The Auditor General of Ontario's (AGO) report noted that St. Clair College had the 15th lowest domestic student average tuition rate and the 5th lowest international student average tuition rate in the sector.
- Total Other Income increased by \$2.6 million.
 - Increase in PCPP Fee-for-Service revenue of \$3.2 million due to the planned enrolment of 3,500 students for the fiscal year.

Expenditures:

- Expenditures are projected to increase \$19.1 million over the 2021-2022 Mid-Year Budget Review.

The following highlights the major changes in expenditures compared to the 2021-2022 Mid-Year Budget Review:

- Total Salaries and Benefits have increased by \$5.6 million from the 2021-2022 Mid-Year Budget Review due to the following:
 - Compensation adjustments across all constituent groups.
 - Normalized staffing levels.
 - College re-organization.
 - The increase in Salaries and Benefits for 2022-2023 reflects eleven net new staff, as well as additional part-time resources to teach and support the 2022-2023 enrolment plan.
- Total Non-Salary Expenditures are projected to increase by \$11.5 million from the Mid-Year Review, primarily due to the following:
 - An increase in Contracted Educational Services as a result of higher PCPP enrolment as the College collects additional tuition which is flowed to Ace Acumen.
 - An increase in Contracted Services Other as a result of the higher international tuition budget.
 - An increase in Instructional Supplies as a result of the higher enrolment plan and programs that include material and kit fees.
 - An increase in Amortization Expense as a result of the significant 2022-2023 capital budget, \$5.7 million funded through Unrestricted Reserves, as well as the \$10 million Deferred Maintenance budget.
 - In addition, 2022-2023 will see the capitalizing of the Zekelman Academic Tower.
 - A decrease in Insurance Expense that reflects a refinement in the College's budget estimate for the assurance for international students' health and dental premiums.
 - A decrease in Stipends, Allowances and Scholarships, as this was tied to the Personal Support Worker Accelerated Grant that will come to an end.

Ancillary Operations:

- The total Ancillary operations surplus of \$1.2 million is an increase of \$1.9 million from the Mid-Year Budget Review 2021-2022 deficit of \$676,538. This is a result of the COVID-19 pandemic having a lessened impact on the revenue

generating ability of the St. Clair College Centre for the Arts, Parking and Residence operations for most of the fiscal year.

- In addition, the Parking Revenue budget does reflect a ten percent increase in parking rates that was approved with the Student Fee Protocol.

Statement of Financial Position:

Assets - \$581 million

- Cash and other current assets are in a good position and the Capital Assets reflect the College's 2022-2023 capital plan.

Liabilities - \$372 million

- Deferred Revenue - \$151 million.
- Debt - \$20 million.

Net Assets - \$209 million

- Unrestricted Net Assets of \$7 million.
- Internally Restricted Assets of \$116 million.

Non-Committed Cash Projections:

Non-Committed Cash Projections are \$1.3 million for the 2022-2023 fiscal year. As the 2021-2022 fiscal year will likely end with a \$30 million surplus, this balance should reflect an additional \$10 million at March 31, 2023.

Capital Outlay - \$24.33 million, which reflects an estimated spend of \$11 million and \$6.5 million respectively for the Parking Deck and Welcome Centre, \$5.76 million for capital and \$1.07 related to an accounting standard update for asset retirement obligation.

Capital:

- The 2022-2023 Capital Plan is budgeted at \$5.7 million, funded through Unrestricted Reserves.
 - Robotics Lab – Lab renovation in order to upgrade equipment and increase capacity.
 - Cabana Road Entrance – Carryover project that was not completed in 2021-2022.
 - Disaster Recovery – The installation of a second server room, located at the Chatham Campus.
 - Doors and Cameras – For Risk Management purposes.

- Zekelman Centre of Academic Excellence – The project will be completed in May 2022, which will impact the timing of the OFA loan.

Deferred Maintenance 2022-2023 Spending Plan:

- The 2022–2023 Deferred Maintenance Project Plan is budgeted at \$10 million.
- Of the \$10 million budgeted, \$7.5 million will be funded from the Deferred Maintenance Reserve and \$2.5 million from the Ministry of Colleges and Universities, Facilities Renewal Program (FRP) grant, as yet to be determined.
- Should additional funds be required for Deferred Maintenance, an update will be provided to the Board of Governors.

Financial Sustainability Metrics:

- The projections for the seven Financial Sustainability Metrics show strong financial results.
- The College’s metrics are all well above the MCU benchmarks and zero flags are expected.

Internally Restricted Reserves: Projection to March 31, 2023

Financial Sustainability	\$73.8 million
Deferred Maintenance	\$24.5 million
Strategic Projects	\$17.5 million
Total	\$115.8 million

Internally Restricted Reserves of \$26.5 million reflects an allocation of \$11 million and \$6.5 million respectively for the Parking Deck and Welcome Centre into a Strategic Capital Project Reserve for 2023-2024, \$1.1 million interest allocation into the Financial Sustainability Reserve and \$7.9 million into the Deferred Maintenance Reserve.

Student Fee Structure 2022-2023

- The Student Fee Structure for 2022-2023 was included in the Financial Plan and was approved by the Compulsory Ancillary Fee Protocol Committee on March 4, 2022.
- The intent of the Committee is to approve tuition and ancillary fees, with the MCU regulations for the upcoming academic year. MCU has just confirmed that the Tuition Fee Framework and Ancillary guidelines for the 2022-2023 academic year will remain the same as 2021-2022.

Following the 2022-2023 Financial plan presentation, the Board Chair called for any additional questions or comments.

Following the discussion it was,

RESOLVED THAT the Board of Governors approve the 2022-2023 Financial Plan as presented.

7.2 2022-2023 Strategic Directions

- The Strategic Directions for April 1, 2020 to March 31, 2025, consist of 18 goals, 32 objectives and 46 clearly defined measurables and align the College to meet the established commitments of the Strategic Mandate Agreement 3 (SMA3).
- Administration completes a review of the Strategic Directions annually to ensure they remain in alignment with the objectives of the College. Administration made no modifications to the Strategic Directions for the period of April 1, 2022 to March 31, 2023. Once approved, the Strategic Directions, April 1, 2022 to March 31, 2023, will be prepared in a booklet format and distributed to all staff.

After a brief discussion, it was

RESOLVED THAT the Board of Governors approve the Strategic Directions for the period of April 1, 2022 to March 31, 2023.

8.0 By-law and Policy Review

8.1 By-law 5: Governance

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of By-law 5: Governance, as amended.

8.2 By-law 7: Eligibility for Membership

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of By-law 7: Eligibility for Membership, as presented.

8.3 By-law 8: Vacancies

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of By-law 8: Vacancies, as presented.

8.4 Policy 2003-18: Budget Development

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of Policy 2003-18: Budget Development, as amended.

9.0 Date of the Next Meeting

9.1 The next Board meeting is scheduled for Tuesday, April 26, 2022.

The Full Board meeting adjourned at 7:25 p.m.

MISSION STATEMENT

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

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

498th FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, March 22, 2022

TIME: Immediately Following the In-Camera Meeting at
Approximately 7:00 p.m.

NOTE: This meeting will be held virtually with the meeting
invitation forthcoming.

AGENDA

1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST

2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON
FEBRUARY 22, 2022 IN WINDSOR, ON

3.0 CONSTITUENT REPORTS

4.0 PRESIDENT'S REPORT
(Policy – Executive Limitations Communication & Counsel #2003-21)

Information Item – The President will provide a report to the Board apprising the Board of any new developments since the last meeting.

5.0 CONSENT AGENDA

5.1 Support Student Success – Document an Inventory of Current Events and Expand Outreach by Adding New Initiatives and Opportunities for Student Engagement

Information Item – Administration has provided a report on Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Continue to increase “Campus Life” activities by three new events per year, attached as Item #5.1.

5.2 Support Student Success – Maintain and Report on Athletic Performance Indicators (APIs) that align with Academic/Corporate Priorities

Information Item – Administration has provided a report on Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Collective Varsity GPA, scholarship achievement rate, departmental win/loss record, provincial/national recognition hits and increase athletic department revenue, attached as Item #5.2.

5.3 Increase Enrolment – International Enrolment

Information Item – Administration has provided a report on Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Maintain/grow current international enrolment in Windsor and Chatham, attached as Item #5.3.

5.4 Development of Human Resources – Staff Development

Information Item – Administration has provided a report on Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness):

- a) Continuation of staff orientation (part-time/full-time, academic and non-academic) and appropriate orientation material; and
- b) 1% of budget allocation for staff development, attached as Item #5.4.

5.5 Financial Sustainability – College Sustainability

Information Item – Administration has provided a report on Strategic Direction #6 – Financial Health and Sustainability – Increase sustainability fund, attached as Item #5.5.

5.6 Financial Sustainability – Financial Efficiency

Information Item – Administration has provided a report on Strategic Direction #6 – Financial Health and Sustainability – Review and analyze the impact of a “Centralized Expense” allocation and monitoring to achieve more realistic financial results, attached as Item #5.6.

6.0 INFORMATION ITEMS

6.1 Audit Committee Report

Information Item – The Chair of the Audit Committee will provide the Board with an update regarding the meeting held on Friday, March 4, 2022.

7.0 APPROVAL ITEMS

7.1 2022-2023 Budget Presentation

Approval Item – Administration will present the 2022-2023 Budget to the Board for approval, attached as Item #7.1.

7.2 2022-2023 Strategic Directions

Approval Item – Administration will provide the Board with the Strategic Directions: April 1, 2022 – March 31, 2023, attached as Item #7.2.

8.0 BY-LAW AND POLICY REVIEW

8.1 By-law 5: Governance – 1st Reading

Approval Item – The Board will review By-law 5: Governance for 1st reading, attached as Item #8.1.

8.2 By-law 7: Eligibility for Membership – 1st Reading

Approval Item – The Board will review By-law 7: Eligibility for Membership for 1st reading, attached as Item #8.2.

8.3 By-law 8: Vacancies– 1st Reading

Approval Item – The Board will review By-law 8: Vacancies for 1st reading, attached as Item #8.3.

8.4 Policy 2003-18: Budget Development – 1st Reading

Approval Item – The Board will review Policy 2003-18: Budget Development for 1st reading, attached as Item #8.4.

9.0 NEW BUSINESS

10.0 DATE OF THE NEXT MEETING

10.1 The next meeting is scheduled for Tuesday April 26, 2022 at the Windsor Campus.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 22, 2022

RE: STRATEGIC DIRECTIONS UPDATE (2021-2022) – STUDENTS (RETENTION, GRADUATION RATE AND SUCCESS) – SUPPORT STUDENT SUCCESS – CAMPUS LIFE ACTIVITIES

SECTOR: COLLEGE COMMUNICATIONS AND COMMUNITY RELATIONS – JOHN FAIRLEY, VICE PRESIDENT

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2021-2022). This update is related to Strategic Direction #2 - Students (Retention, Graduation Rate and Success) - Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.

Goal	Objective	Measure	Target
Support Student Success.	Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.	Continue to increase "Campus Life" activities by 3 new events per year.	March - Annually.

BACKGROUND:

St. Clair College believes that student life is significantly important and strives to create an environment that fosters team spirit, collaboration and community involvement which are key ingredients of a comprehensive and well-balanced education.

To support this Strategic Direction, the College provides the Board a list of three new student-oriented initiatives run by the College or in partnership with the Student

Representative Council (SRC), Saints Student Athletic Association (SSAA) and Thames Students Incorporated (TSI).

As we commenced the second school year amid the COVID-19 pandemic while following public health directives the College and its student groups embraced the return of face-to-face learning in September 2021. Although there continued to be some

virtual events, the focus became the “live” events that enhanced campus life during the 2021-2022 school year.

SRC

1. In partnership with other Ontario Colleges, online, virtual and in person celebrity speakers were made available to students. This year we welcomed several guest speakers who spoke on the topic of Mental Health and to provide support for the impact that COVID-19 has had. Some of the guest speakers included the following:
 - a. John Herrington, Astronaut (in partnership with St. Clair College Indigenous Services);
 - b. Andre DeGrasse, Canadian Olympic Medalist;
 - c. Simu Liu, Actor and stuntman, most famous for his recent movie Shang-Chi (2021), and host of the 2022 Juno Awards; and
 - d. Arlene Dickinson, Business Entrepreneur, investor and television personality.
2. The SRC relied on some of the new student committees to help the College better reach the student body. SRC Onboarded several volunteer student leads to assist with the following:
 - Sexual Violence Prevention.
 - Campus Safety.
 - Mental Health and Wellness.
 - Diversity and Inclusion.
 - Career Services.

These student groups programmed and created student life content to raise awareness for specific topics each month including consent, healthy dating, human trafficking, and violence against dating/women.

3. This year the SRC launched a new program called “Take a Break With the Board”. These events were created by our student Board of Directors to help get students involved on campus. Events include bowling at a local bowling alley, skating on the pond and Charles Clarke Square downtown (in partnership with a local community church for skate rental costs), tie-dye nights, circus weeks and music bingos.

TSI

1. Food Truck Frenzy

TSI hosted an event where local food trucks set up in front of the College and offered a variety of great food for our students. Chatham Campus students received a voucher, allowing them to receive five free meals for one week! This event was well attended and left students asking for another Food Truck Frenzy to be hosted on campus. The event allowed students to form new connections within the community with some great local businesses.

2. Giveaway Boxes

Each month of the academic year, TSI released online themed boxes. Students were allowed to register online for the giveaways. These giveaways were a huge success with the students. The goal was to frame each month's box around what students would find relevant according to season and academic dates. Each box had a wide variety of items that would be beneficial for students, many of the items were also locally sourced which

helped local artisans. Monthly themes included:

- September: Welcome back kits.
- October: Picnic pack.
- November: Technology pack.
- January: Fitness box.
- February: Growth kit.
- April: Self-care kit.

3. Outdoor Farmers Market

In the Fall semester, TSI had several local vendors set up on the path into the College. This gave students the opportunity to get to know more about the Chatham-Kent community and a wide variety of local artisans were able to share their creations with our students. There was a wide variety of vendors that included homemade cookies, snacks and candles. You couldn't have farmer's markets without farmers. TSI invited and highlighted local farmers who sold fresh fruits and vegetables to our students at a very low cost.

SSAA

1. The SSAA, with the assistance of the College, hosted the St. Clair Fratmen for their inaugural season at the new Acumen Stadium. The Board navigated the ever-changing COVID-19 regulations to pack the stadium for four regular season home games and two playoff games, starting in late August and running through to November. The St. Clair Fratmen had a perfect regular season finish and ended 9-1 overall.
2. The Saints Student Athletic Association invited the student body out in early October for a fun night under the lights at the brand-new SportsPark for the first ever beach volleyball tournament. On Thursday, October 7, 2021, teams played for the first time on the sand courts located next to the Zekelman Tennis Centre. The Board plans to continue the fun throughout the summer with tournaments and league play for students.
3. The SSAA was met with success during their Dodgeball Tournament held on December 2, 2021 in the Classic gym. Students had a great night of fun and exercise and based on the success of this tournament, the SSAA plans to start hosting an annual Dodgeball tournament with the winners taking home the trophy.

ST. CLAIR COLLEGE

1. The new Sports Park was the focus for sports and student engagement during the Fall semester. The community guidelines allowed varsity sports to be reinstated and spectators were allowed in the stands.
 - Fall 2021 was the inaugural season of the St. Clair College Fratmen Football team, who were successful in reaching the provincial championship game, hosted at Acumen stadium.
 - Men's and Women's Varsity Soccer were successful in their first season playing at the SportsPark.
 - Women's Softball played their Fall season at the new softball park located in the Sports Park and hosted the OCAA finals.

- The Zekelman Indoor Tennis Centre was able to start marketing their facility and services to students.
2. The College sponsored one of the light features at the City of Windsor's "Bright Lights" from December 2, 2021, to January 16, 2022. This free community event has become a holiday tradition at Jackson Park. This holiday season, it was estimated that more than 100,000 people enjoyed the lights, displays and holiday cheer of the 2021 "Windsor Wonderland," which was on par with the impressive attendance from pre-pandemic years.
 3. In Chatham, the College and Alumni Association partnered for "The Armoury in Lights", a community-based event presented in the Municipality of Chatham-Kent. The event combines live performances at Christmas with stunning light shows on the historic Chatham Armoury, using projection mapping technology.
 4. Two community events were held during the Halloween and Christmas seasons featuring live performances & lighting shows. Students and staff were provided tickets to watch the lights, listen to music from the comfort of their vehicles, drive-in style. The main performances focused on the Armoury Building and the events expanded to include an illuminated drive through the adjoining Tecumseh Park where local artists, performers and students from local schools showcased their talents. There were multiple shows per evening and weekends from October 24 - 30, 2021 and December 5 - 12, 2021. There was also a Christmas Market inside the Armoury from November 26 - December 1, 2021.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #2 - Students (Retention, Graduation Rate and Success) – Continue to increase "Campus Life" activities by three new events per year, as information.



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 22, 2022

RE: STRATEGIC DIRECTIONS UPDATE (2021-2022) – STUDENTS (RETENTION, GRADUATION RATE AND SUCCESS) – SUPPORT STUDENT SUCCESS.

SECTOR: INTERNATIONAL RELATIONS, CAMPUS DEVELOPMENT AND STUDENT SERVICES – RON SEGUIN, VICE PRESIDENT

AIM:

To provide the Board with an update on the Strategic Directions (2021-2022). This update pertains to Strategic Direction # 2 – Students (Retention, Graduation Rate and Success) - Maintain and report on Athletic Performance Indicators (API's) that align with academic/corporate priorities. Specific details include the following:

Goal	Objective	Measure	Target
Support Student Success	Maintain and report on Athletic Performance Indicators (API's) 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. Increase athletic department revenue.	March – Annually.

BACKGROUND:

The St. Clair College Athletics Department has designed and implemented a set of performance indicators that enable the College to measure the academic and athletic achievements of its varsity athletic programs.

The following five metrics have been developed and are currently used by staff as a basis for improving performance:

Performance Indicator	2021-2022	2020-2021	2019-2020
1. Varsity Grade Point Average.	2.84	3.09	2.73
2. Scholarship Achievement Rate.	83%	85%	80%
3. Departmental Win/Loss Record.	66-23-1	No Season	104-56-3
4. Provincial/National Recognition.	P34 / N14	No Season	P66 / N28
5. Revenue.	\$1,179,219	\$1,144,307	\$921,969

***Given the cancellation of varsity sport in 2020-2021, a 3-year analysis is provided for comparative purposes.**

In summary, the API results indicate that:

- The College’s 175 varsity athletes had a collective grade point average of 2.84.
- 83% of varsity athletes successfully completed each course they were enrolled in and maintained a minimum Grade Point Average of 2.0, achieving the requirement to receive a \$1,250 athletic scholarship per sport semester. Ten percent of our athletes are currently enrolled in degree programs.
- In 2020-2021 all Saints teams practiced and selected rosters. While basketball and volleyball teams were sidelined, outdoor sports were fortunate enough to complete a full semester of unrestricted games in the Fall, with outstanding results. The Men’s Baseball team won provincial gold and the Women’s Softball team brought home a double silver in provincial and national competitions. During this successful run, St. Clair College also played host to both Softball and Soccer Provincial Championships along with the College National Golf Tournament at Ambassador Golf Club.
- In 2021-2022, Saints teams were ranked provincially (34 times) and nationally (14 times), for a total of 48 recognized rankings.
- Although the Fall varsity season for indoor sports was cancelled, the basketball and volleyball teams played a combined 47 exhibition games (not including practices) both home and away to keep our student athletes training and engaged during the semester.
- The various departments/programs comprising Saints Athletics brought in revenue totaling \$1,179,219.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction # 2 – Students (Retention, Graduation Rate and Success) - Maintain and report on Athletic Performance Indicators (API’s) that align with academic/corporate priorities, for information.



ST. CLAIR

COLLEGE

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 29, 2022

RE: STRATEGIC DIRECTIONS UPDATE – STUDENTS (RETENTION, GRADUATION RATE AND SUCCESS) – INCREASE ENROLMENT

SECTOR: INTERNATIONAL RELATIONS, CAMPUS DEVELOPMENT AND STUDENT SERVICES - RON SEGUIN, VICE PRESIDENT

AIM:

To provide the Board with an update on the Strategic Directions (2021 – 2022). This update pertains to Strategic Direction # 2 – Students (Retention, Graduation Rate and Success) – Maintain/grow current international enrolment in Windsor and Chatham. Specific details include the following:

Goal	Objective	Measure	Target
Increase Enrolment.	International Enrolment.	Maintain/grow current international enrolment in Windsor and Chatham.	March - Annually.

BACKGROUND:

Since Winter 2018, St. Clair College has accomplished significant international enrolment growth in our Windsor and Chatham campuses, growing from 2,315 to 4,517 full-time students.

Windsor - Chatham	
Day 10 International Enrolment	
2018 Winter	2,315 Students
2019 Winter	4,475 Students
2020 Winter	4,870 Students
2021 Winter	4,684 Students
2022 Winter	4,517 Students

Although incremental growth took place over the 3-year period from 2018 to 2020, the College has experienced a slight enrolment decline over the last 2 years. Specifically, a small decrease of 3.56% from Winter 2021 to Winter 2022 enrolment occurred. This decrease continues to be directly related to the challenges brought on by the COVID-19 pandemic and the subsequent barriers that exist in obtaining student visas overseas.

Currently, potential international students are hesitant to begin their studies online until they receive official study permit approvals. This phenomenon has now existed for the last seven semester intakes. The St. Clair College International Department continues to receive substantial payments/deposits from potential international students, but a high degree of uncertainty continues with visa approvals as the pandemic situation evolves. For the Winter 2022 Semester, the College sent out 3120 acceptances but received 1887 payments. From the students that paid, 650 had uploaded their study permits and another 350 had opted in. Approximately 60% (210 students) who had opted in received their study permit. The current payment to study permit conversion rate is 46%.

Since Winter 2019, the College has averaged 4,636 enrolled international students at the Windsor and Chatham campuses, an average increase of 3.6% over the 2019 base year.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction # 2 as it pertains to maintain and report on Increase Enrolment – Maintain/grow current international enrolment in Windsor and Chatham.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 22, 2022

**RE: STRATEGIC DIRECTIONS UPDATE (2021-2022) – HUMAN RESOURCES
(STAFF DEVELOPMENT, EFFICIENCY, EFFECTIVENESS & WELLNESS)
– DEVELOPMENT OF HUMAN RESOURCES**

**SECTOR: HUMAN RESOURCES, SAFETY, SECURITY AND FACILITIES
MANAGEMENT – JOE SIRIANNI, VICE PRESIDENT**

AIM:

To provide the Board with an update on the Strategic Directions (2021 – 2022). This update pertains to Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness, and Wellness) regarding Staff Development. Specific details include the following:

Goal	Objective	Measure	Deadline
Development of our Human Resources	Staff Development.	1. Continuation of staff orientation (part-time/full-time academic and non-academic) and appropriate orientation material. 2. 1% of Budget allocated for staff development.	March – Annually.

1. To support Strategic Direction #4, Human Resources holds monthly employee Onboarding sessions (orientation) for all new employees to the College. The orientation gatherings introduces new employees to St. Clair College’s Vision, Mission, Values and culture. These sessions are important to explain roles, responsibilities, expectations and rights to the employees.

Other training initiatives (orientation) include:

- a) **Teaching and Learning** – Through the Centre for Academic Excellence (CAE), an orientation in Teaching and Learning (T&L) is offered for new part-time and full-time faculty. The purpose of the T&L training is to introduce the basics of good teaching practices along with introducing participants to semester planning, lesson planning and assessment strategies. All new part-time faculty are required to participate upon the commencement of their employment with the College. New full-time faculty are also required to participate in a one-week Onboarding orientation immediately after their College Educators; Development Program residency.
- b) **College Educators' Development Program** - The College Educators' Development Program (CEDP) is a faculty training program offered jointly by the six Western Ontario colleges of which St. Clair College is an active participant. CEDP is a fully outcome-based, assessed learning experience for faculty. Through the use of online modules, short residencies and applied learning activities (e.g. faculty mentors, teaching portfolios and teaching circles), participants obtain a thorough grounding in Outcome-Based Education, Ministry of Colleges and Universities (MCU) standards, course and lesson planning, classroom management, integration of teaching with technology, effective assessment practices and professional development strategies. Newly hired full-time members of faculty are required to complete CEDP as part of their letter of employment.
- c) **Mentoring** - All new full-time faculty participate in a formal mentoring program. In addition, the mentoring program is open to all faculty who request it.
- d) **Instructional Skills Workshop** - To support part-time faculty, the CAE in conjunction with the Continuing Education Department, offers the Instructional Skills Workshop (ISW) program. The ISW program is an intensive three day nationally recognized professional development activity that enhances the teaching effectiveness of both new and experienced educators. The focus of the ISW program is on lesson plan development and delivery.
- e) **Internal Training Sessions** – To support further educational opportunities for all in employees, Human Resources has offered the following courses during the year:
 - Certificate in Leadership and Cultural Management.
 - Developing Assertiveness for Dealing with Toxic/High Conflict People.
 - Conflict Resolution for (almost) all Situations.
 - Communicating for Impact: Organizing Ourselves to be Understood.
 - Listening for Impact: Organizing Ourselves to Understand.
 - Personality-Based Time, Attention and Energy Management.
 - The Psychology of Electronic Communications.
 - CCDI - Diversity and Inclusion.
 - CCDI - Unconscious Bias.

f) **Training Guides** – Human Resources developed the following guides for Administrators:

- Administrators Training Guide.
- SWF Handbook for Administrators.

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

The College traditionally experiences high participation and utilization in Professional Development opportunities. However, during the COVID-19 pandemic, the College has realized a decline in such activities with a utilization rate of 68.5% of the budget allocation for the 2021–2022 fiscal year, but an increase from the 2020-2021 year of 26%.

The Professional Development budget for 2021-2022 is \$583,538 (1% of Budget).

In addition to the professional development training the College also offers the following training and development initiatives:

- a) Tuition Reimbursement – upon successful completion, the College reimburses the employee for approved educational course(s) that align with the employee's personal pursuit of their goals and will benefit the College.
- b) In House Service Training.
- c) Legislative Training.
- d) Coordinators Training.
- e) Strategic Credential Upgrading (PHD & Masters).
- f) Blackboard Training.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #4 as it pertains to the Development of our Human Resources – Staff Development, for information.



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS FROM:
PATRICIA FRANCE, PRESIDENT

DATE: MARCH 22, 2022

RE: STRATEGIC DIRECTION UPDATE (2021-2022): FINANCIAL HEALTH AND SUSTAINABILITY – COLLEGE SUSTAINABILITY

SECTOR: FINANCE
MARC JONES, VICE PRESIDENT & CHIEF FINANCIAL OFFICER

AIM:

To provide the Board with an update on Strategic Directions (2021 – 2022). This update pertains to Strategic Direction #6 – Financial Health and Sustainability, regarding an increase to the sustainability fund.

Goal	Objective	Measure	Target
Financial Sustainability.	College sustainability.	Increase sustainability fund.	March - Annually.

BACKGROUND:

The following table summarizes the financial sustainability reserve balance as of March 22, 2022:

Line Item	Amount
March 22, 2022 Balance	\$66,361,216
Consists of:	
Principal	\$65,000,000
Interest	\$1,361,216

At the March 23, 2021 Board of Governors meeting, Administration presented the 2021-2022 budget which was approved by the Board of Governors. The budget contained a planned allocation of \$5,000,000 to Internal Reserves for financial sustainability, in addition to estimated interest income. As a result of this planned allocation, the Financial Sustainability Reserve at March 31, 2022 is forecasted to have a balance of \$72,931,488. The forecasted Financial Sustainability Reserve balance is compliant with the College's Internally Restricted Funds Policy 4.5, which requires the reserve to be maintained at a minimum 3% of budgeted operating revenues.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #6 – Financial Health and Sustainability, regarding an increase to the sustainability fund, as information.



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 22, 2022

RE: STRATEGIC DIRECTION UPDATE (2021-2022): FINANCIAL HEALTH AND SUSTAINABILITY – REVIEW POSSIBILITY OF CENTRALIZED BUDGETING

SECTOR: FINANCE
MARC JONES, VICE PRESIDENT & CHIEF FINANCIAL OFFICER

AIM:

To provide the Board with an update on Strategic Directions (2021 – 2022). This update pertains to Strategic Direction #6 – Financial Health and Sustainability, regarding the possible implementation of centralized budgeting.

Goal	Objective	Measure	Target
Financial Efficiency.	Review possibility of centralized budgeting.	Review and analyze the impact of a “Centralized Expense” allocation and monitoring to achieve more realistic financial results.	March 2022.

BACKGROUND:

Over the past five years, the Finance department has implemented the following enhancements to the budget process:

- PeopleSoft module for budget data entry and reporting to increase accuracy and lessen reliance on manual spreadsheets.
- PeopleSoft module to forecast full-time staff salaries and benefits that is derived from the HR/Payroll system to increase accuracy and lessen manual intervention.
- Centralized planning assumptions provided to budget holders.

- Aligned the College's enrolment plan with the tuition revenue budget and Public College Private Partner (PCPP) revenue and expense budget by utilizing program academic achievement level enrolment, tuition rates and attrition.
- Key expense accruals and revenue deferrals are recorded in the College's month-end financial reports to provide results on an accrual basis.
- Aligned Ministry grant recoveries within the proper fiscal year budget.
- Provided budget holders with a Committed Expenditure report to assist with refining non-salary budget estimates given the report displays unpaid liabilities and actual spend relative to budget.
- Provided budget holders with a Return on Investment (ROI) calculator to assist with their capital budget requests.
- Provided academic budget holders with a material / kit fee calculator to assist with developing their academic program divisional revenue budget.
- Program costing within the Academic Interface is another tool that provides the Academic Sector with greater insights into their revenue and cost drivers to assist with budget estimates and decision making related to full-time staffing requests and part-time faculty resources. Program Costing is a mandatory component of the Annual Program Review.
- The Manager, Institutional Data and Enterprise Analytics has provided numerous reports to administration which analyzes trends related to enrolment, retention, SMA3, academic program contribution margin, full-time staff to student ratio, etc.
- Many reports are available through the Microsoft Power BI platform where budget holders can analyze their respective results.

In addition to the above, the Institutional Data and Enterprise Analytics Office is developing a model to be utilized in determining part-time faculty budget estimates for each Academic School. We anticipate this model being implemented for the 2023-24 fiscal year budget.

The enhancements noted above provide senior management with greater insights into budget results and enhance budget accuracy. However, the Finance department has communicated the following assertions to senior management outlining the challenges around the College's budget process:

- Ineffective culture for budget accountabilities at the budget holder level.
- Budget holder lack of adherence to Finance budget direction.
- Inefficiencies caused by lack of budget training at the department level.
- Ability to confirm budget requests.
- Duplication of effort being expended.

In an effort to gain internal "buy-in" for its assertions, the Finance department engaged KPMG to perform an independent assessment. KPMG's assessment was undertaken by conducting interviews with various divisional stakeholders and reviewing information provided by Finance.

KPMG supported the assertions made by the Finance department and noted the following recommendations:

Budget Challenge	Recommendation
Ineffective culture for budget accountabilities.	The College should heighten the culture of accountability for effective budget management by all budget holders. This accountability should be part of how a budget holder performance is assessed. The accountability should continue to be emphasized through the standardized budget training provided by Finance.
Lack of adherence to Finance budget direction.	The College should consider a zero-based budgeting process, whereby all expenses must be justified and approved for each new budget period. Standardized budget training delivered by Finance, should continue its clear guidelines for completing budget submissions, as well as budgeting best practices.
Capacity constraints.	Finance should continue its investigation and advocacy for the resources (i.e. technology, staff, etc) required to create capacity for enhanced data analysis and forecasting, and to enhance capacity to analyze and validate budget submissions, and actual expenditure patterns.
Inefficiencies caused by lack of budget training at the department level.	The College should investigate the development of standardized budget training at the department level, which Finance would provide to all employees in a budget-management role. As employees are hired externally into these roles, or promoted internally, they should be required to complete this training as a condition of their budget authority. Employees in budget management roles should be required to refresh this training periodically.
Duplication of effort being expended.	The College requires an integrated budgeting software to streamline and more effectively control the budget preparation and monitoring process. The tool should be accessible by all budget holders and enable Finance to perform a challenge function on budget submissions, and efficiently prepare the consolidated budget report.

The KPMG report was brought forward to the Senior Operations Group (SOG) to collaborate on the report's recommendations. The following actions were supported and/or actioned:

- Due to the existing challenges presented by ineffective budget accountability, lack of adherence to budget direction and capacity constraints:
 - Moving to a College-wide centralized expense allocation would not be effective at this time. It would result in negative unintended consequences in the budget process at the budget holder level. The desired objective is an effective “bottom-up” budget approach. As a result, it is critical that budget setting remain with budget holders so they “own their budgets”.
 - The implementation of a centralized budget software at this time would not be effective as it would likely introduce additional bottlenecks in the process that would put the completion of budget deadlines at risk. A budget software or module is a long-term initiative that could be addressed once the underlying budget challenges are resolved.
- The Finance department has identified over eleven (11) potential projects to provide operational efficiencies and/or systemization of some budget planning assumptions. These envisioned operational efficiencies could provide more flexibility to the Finance department so additional resource(s) can potentially be deployed to assist with the budget process. The systemization of more budget planning assumptions (centralized or departmental) will ensure they are known, and data will be more fact driven at the departmental level. Additional net new staffing related specifically for budget purposes is not a college priority at this time due the College monitoring its fixed overhead expenses for financial sustainability purposes. However, additional staff have been added in the Finance department.
- Finance has implemented standardized budget training for those administrators in a budget-management role, emphasizes the requirements for budget accountability, and reinforces the need to follow issued budget directions. Through the recent Administrator Training Guide developed by Human Resources, a new administrator will be required to obtain sign off by the Finance department for demonstrating an understanding of budget management and its processes. Additional budget training refreshers will be scheduled annually during All Administrators meetings.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #6 – Financial Health and Sustainability, regarding the review of the possibility for centralized budgeting, as information.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 22, 2022

RE: 2022-2023 FINANCIAL PLAN REPORT

SECTOR: FINANCE
MARC JONES, VICE PRESIDENT & CHIEF FINANCIAL OFFICER

AIM:

To obtain Board approval for the 2022-2023 Financial Plan Report.

BACKGROUND:

The proposed 2022-2023 Financial Plan Report incorporates the following financial information:

1. Statement of Operations Budget
2. Statement of Financial Position Projection
3. Non-Committed Cash Projection
4. Financial Sustainability Metrics
5. Student Fees: 2022-2023 Academic Year

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the 2022-2023 Financial Plan Report.

STATEMENT OF OPERATIONS BUDGET

EXECUTIVE SUMMARY (Schedule I)

The purpose of the Financial Plan Report is to highlight the operating plan for the next fiscal year to the Board of Governors. The Financial Plan Report is consistent with the operational requirements and capital expenditures framework of the current Strategic Directions.

The Mid-Year Review 2021-22 budget approved by the Board on November 23, 2021 provided for a surplus position of \$20,831,041. The Statement of Operations Budget for 2022-23 is projecting a surplus of \$32,908,357, representing an increase of \$12,077,316 or 58% over the Mid-Year Review 2021-22 budget.

The projection for total operating and ancillary revenue for 2022-23 is \$296,829,105, representing an increase of \$31,224,972 or 12% over the Mid-Year Review 2021-22 budget of \$265,604,132.

The projection for total operating and ancillary expenditures for 2022-23 is \$263,920,748 representing an increase of \$19,147,658 or 8% over the Mid-Year Review 2021-22 budget of \$244,773,091

CHANGES TO REVENUE (Schedule II)

The following highlights the major changes in revenue compared to the Mid-Year Review 2021-22 budget:

- Total MCU Operating Grants decreased by \$1,916,561 or 5% of the Mid-Year Review 2021-22 budget primarily due to the following:
 - Increase in the International Student Recovery program due to planned higher international student enrolment.
 - Appropriate planning to reflect 2022-23 being the third year of SMA3 performance based funding where the funding 'freeze' is scheduled to be removed.
- Total Contract Income decreased by \$4,990,364 or 28% of the Mid-Year Review 2021-22 budget primarily due to the following:
 - The Ontario government's accelerated Personal Support Worker program ending on March 31, 2022.

- Total Tuition revenue increased by \$31,590,044 or 21% of the Mid-Year Review 2021-22 budget due to the following:
 - Increase in domestic post-secondary tuition revenue of \$9,017 or 0.04%, based on an enrolment projection of 7,006 domestic students. This is a planned increase of 5% or 315 students from the Day 10 Fall 2021 revised enrolment of 6,691 and does not reflect a tuition increase.
 - Increase in international post-secondary tuition revenue of \$21,133,672 or 32% based on an enrolment projection of 4,650 international students. This is a planned increase of 20% or 784 students from the Day 10 Fall 2021 revised enrolment of 3,866 and does not reflect a tuition increase.
 - Increase in Public College Private Partnership (PCPP) revenue of \$10,447,455 or 18% based on an enrolment projection of 3,500 international students. This is a planned increase of 16% or 476 students from the Day 10 Fall 2021 enrolment of 3,024 and does not include a tuition increase.
- Total “Other” income increased by \$2,633,381 or 5% of the Mid-Year Review 2021-22 budget due to the following:
 - Increase in PCPP Fee-for-Service revenue of \$3,179,118 due to planned enrolment above 3,000 students over the entire fiscal year.

CHANGES TO EXPENDITURES (Schedule III)

The following highlights the major changes in expenditures compared to the Mid-Year Review 2021-22 budget:

- Total Salaries & Benefits increased by \$5,637,940 or 6% of the Mid-Year Review 2021-22 budget due to increases across the following:
 - Administrative Full-Time salaries: \$367,333
 - Administrative Part-Time salaries: \$431,897
 - Faculty Full-Time salaries: \$1,371,861
 - Faculty Part-Time salaries: \$504,108
 - Support Full-Time salaries: \$1,463,830
 - Support Part-Time salaries: \$873,766
 - Fringe Benefits of \$625,145 due to the above salary increases and rising benefit costs.

The \$5,637,940 increase is due to the following:

- College organizational changes.
- Full-time positions across several constituent groups not filled during the 2021-22 year and hiring was delayed, and compensation adjustments.
- Additional part-time staffing resources to assist in addressing institutional priorities and work volumes.
- Total Non-Salary Expenditures increased by \$11,519,453 or 8% of the Mid-Year Review 2021-22 budget is primarily due to the following:
 - Increase in Contracted Educational Services: \$10,517,932
 - Increase in Contracted Services Other: \$3,715,851
 - Increase in Instructional Supplies: \$908,470
 - Decrease in Insurance: \$1,163,039
 - Decrease in Stipends & Allowances & Scholarships: \$3,917,403
 - Increase in Amortization: \$2,118,135

CHANGES IN ANCILLARY OPERATIONS (Schedules IV - A & B)

The total Ancillary Operations surplus of \$1,241,671 is an increase of \$1,918,209 from the Mid-Year Review 2021-22 deficit of \$676,538. The surplus projection is due to the following:

- The COVID-19 pandemic having a lessened impact on the revenue generating ability of the St. Clair College Centre for the Arts, Parking and Residence operations for most of the fiscal year.

SCHEDULE I

**St. Clair College of Applied Arts and Technology
Statement of Operations Summary: 2022-23**

	A MYR Income Statement 2021-22 \$	B Budget Income Statement 2022-23 \$	B - A Variance \$	
<u>REVENUE</u>				
MCU Operating Grants	41,974,027	40,057,466	(1,916,561)	
Contract Income	17,970,416	12,980,052	(4,990,364)	
Tuition	148,188,092	179,778,136	31,590,044	
Other	50,332,830	52,966,211	2,633,381	
Total Operating Revenue	258,465,365	285,781,865	27,316,499	
Total Ancillary Revenue	7,138,767	11,047,240	3,908,473	
TOTAL REVENUE	265,604,132	296,829,105	31,224,972	12%
<u>EXPENDITURES</u>				
Salaries & Benefits	93,263,632	98,901,572	5,637,940	
Non Salary	143,694,154	155,213,607	11,519,454	
Total Operating Expenditures	236,957,786	254,115,179	17,157,393	
Total Ancillary Expenditures	7,815,305	9,805,569	1,990,264	
TOTAL EXPENDITURES	244,773,091	263,920,748	19,147,658	8%
TOTAL SURPLUS / (DEFICIT)	20,831,041	32,908,357	12,077,316	58%

SCHEDULE II

St. Clair College of Applied Arts and Technology Statement of Revenue: 2022-23				
	A MYR Income Statement 2021-22 \$	B Budget Income Statement 2022-23 \$	B - A Variance \$	
REVENUE				
Enrolment Based Envelope: see note 1	25,993,959	20,501,552	(5,492,407)	
Differentiation Envelope: see note 2	18,649,371	23,740,713	5,091,342	
Special Purpose / Other Grants: see note 3	(2,669,303)	(4,184,799)	(1,515,496)	
Total MCU Operating Grants	41,974,027	40,057,466	(1,916,561)	-5%
Apprenticeship	3,634,046	3,926,656	292,610	
Canada Ontario Jobs Grant	507,216	507,216	-	
Employment Ontario	3,056,813	3,056,813	-	
Youth Job Connection	1,337,400	1,337,400	-	
Literacy & Basic Skills	1,386,172	1,386,172	-	
School College Work Initiative	1,671,242	1,671,242	-	
Second Career	450,000	450,000	-	
Other: see note 4	5,927,527	644,553	(5,282,974)	
Total Contract Income	17,970,416	12,980,052	(4,990,364)	-28%
Post Secondary - Domestic	23,853,043	23,862,060	9,017	
Post Secondary - International	66,983,601	88,117,273	21,133,672	
Post Secondary - PCPP	56,662,348	67,109,803	10,447,455	
Continuing Education	689,100	689,000	(100)	
Total Tuition	148,188,092	179,778,136	31,590,044	21%
Investment Income	4,700,000	4,700,000	-	
Contract Training	185,000	210,000	25,000	
International Projects	195,000	210,000	15,000	
PCPP Fee-for-Service	19,864,107	23,043,225	3,179,118	
Other: see note 5	1,678,999	1,777,790	98,791	
Divisional Income	17,769,123	17,323,203	(445,920)	
Amortization of DCC	5,940,601	5,701,993	(238,608)	
Total Other	50,332,830	52,966,211	2,633,381	5%
Total Revenue Before Ancillary	258,465,365	285,781,865	27,316,499	
Ancillary Revenue	7,138,767	11,047,240	3,908,473	55%
TOTAL REVENUE	265,604,132	296,829,105	31,224,972	12%

SCHEDULE III

**St. Clair College of Applied Arts and Technology
Statement of Expenditures: 2022-23**

	A MYR Income Statement 2021-22 \$	B Budget Income Statement 2022-23 \$	B - A Variance \$	
EXPENDITURES				
Administrative: Full-Time	8,128,473	8,495,806	367,333	
Administrative: Part-Time	1,778,107	2,210,004	431,897	
Faculty: Full-Time	32,821,739	34,193,600	1,371,861	
Faculty: Part-Time	14,109,569	14,613,677	504,108	
Support: Full-Time	15,082,924	16,546,754	1,463,830	
Support: Part-Time	4,671,517	5,545,283	873,766	
Fringe Benefits	16,671,303	17,296,448	625,145	
Total Salaries & Benefits	93,263,632	98,901,572	5,637,940	6%
Advertising	2,239,891	2,424,826	184,935	
Contracted Cleaning Service	3,149,300	3,503,000	353,700	
Contracted Educational Services	59,751,673	70,269,605	10,517,932	
Contracted Services Other	17,751,149	21,467,000	3,715,851	
Equipment Maintenance & Repairs	3,671,512	3,545,306	(126,206)	
Equipment Rentals	2,700,700	2,905,033	204,333	
Instructional Supplies	5,269,183	6,177,653	908,470	
Insurance	7,378,996	6,215,957	(1,163,039)	
Janitorial & Maintenance Supplies	567,550	542,900	(24,650)	
Memberships & Dues	615,279	595,833	(19,446)	
Municipal Taxes	740,454	740,454	-	
Office Supplies	1,163,317	844,261	(319,056)	
Premise Rental	4,052,941	3,619,424	(433,517)	
Professional Development	583,538	611,786	28,248	
Security Services	2,971,500	2,678,500	(293,000)	
Stipends & Allowances & Scholarships	6,787,937	2,870,534	(3,917,403)	
Student Assistance: 30% Tuition	2,032,250	2,032,250	-	
Travel	689,115	822,810	133,695	
Utilities	4,938,300	4,928,300	(10,000)	
Other: see note 6	5,642,002	5,302,473	(339,529)	
Amortization	10,997,567	13,115,702	2,118,135	
Total Non-Salary Expenditures	143,694,154	155,213,607	11,519,453	8%
Total Operating Expenditures	236,957,786	254,115,179	17,157,393	7%
Ancillary Expenditures	7,815,305	9,805,569	1,990,264	25%
TOTAL EXPENDITURES	244,773,091	263,920,748	19,147,658	8%

SCHEDULE IV A

St. Clair College of Applied Arts and Technology Statement of Ancillary Operations: 2022-23				
	A	B		
	MYR	Budget		
	Income	Income		
	Statement	Statement	B - A	
	2021-22	2022-23	Variance	
	\$	\$	\$	
<u>Ancillary: Revenue</u>				
Beverage Supplier	20,000	70,740	50,740	
Bookstore - Windsor & Chatham	175,000	175,000	-	
Green Giants	2,000	1,000	(1,000)	
IRCDSS Special Events & Projects	119,500	129,000	9,500	
Lockers Administration	48,000	30,000	(18,000)	
Parking Lots	1,250,000	2,183,000	933,000	
Residence - Windsor	2,829,878	2,800,000	(29,878)	
Sky Volleyball	-	2,000	2,000	
St. Clair College Centre for the Arts	694,389	3,641,500	2,947,111	
Varsity Sports	1,400,000	1,400,000	-	
Sports Park	200,000	200,000	-	
Woodland Hills Golf Course	400,000	415,000	15,000	
Total Revenue	7,138,767	11,047,240	3,908,473	55%
<u>Ancillary: Expense</u>				
IRCDSS Special Events & Projects	110,000	115,000	5,000	
Parking Lots	1,579,150	1,630,570	51,420	
Residence - Windsor	2,224,150	2,200,000	(24,150)	
Residence - Chatham	95,000	95,000	-	
St. Clair College Centre for the Arts	1,883,234	3,613,822	1,730,588	
Varsity Sports	1,425,621	1,616,577	190,956	
Sports Park	200,000	200,000	-	
Woodland Hills Golf Course	298,150	334,600	36,450	
Total Expenditures	7,815,305	9,805,569	1,990,264	25%

SCHEDULE IV B

St. Clair College of Applied Arts and Technology			
Statement of Ancillary Operations Surplus/(Deficit): 2022-23			
	A	B	
	MYR	Budget	
	Income	Income	
	Statement	Statement	B - A
	2021-22	2022-23	Variance
	\$	\$	\$
Beverage Supplier: Revenue	20,000	70,740	50,740
Bookstore - Windsor & Chatham: Revenue	175,000	175,000	-
Sky Volleyball: Revenue	-	2,000	2,000
Sky Volleyball: Expenditures	-	-	-
	-	2,000	2,000
Green Giants: Revenue	2,000	1,000	(1,000)
Green Giants: Expenditures	-	-	-
	2,000	1,000	(1,000)
Lockers Administration: Revenue	48,000	30,000	(18,000)
IRCDSS Special Events & Projects: Revenue	119,500	129,000	9,500
IRCDSS Special Events & Projects: Expenditures	110,000	115,000	5,000
	9,500	14,000	4,500
Parking Lots: Revenue	1,250,000	2,183,000	933,000
Parking Lots: Expenditures	1,579,150	1,630,570	51,420
	(329,150)	552,430	881,580
Residence - Windsor: Revenue	2,829,878	2,800,000	(29,878)
Residence - Windsor: Expenditures	2,224,150	2,200,000	(24,150)
	605,728	600,000	(5,728)
Residence - Chatham: Expenditures	95,000	95,000	-
St. Clair College Centre for the Arts: Revenue	694,389	3,641,500	2,947,111
St. Clair College Centre for the Arts: Expenditures	1,883,234	3,613,822	1,730,588
	(1,188,845)	27,678	1,216,523
Varsity Sports: Revenue	1,400,000	1,400,000	-
Varsity Sports: Expenditures	1,425,621	1,616,577	190,956
	(25,621)	(216,577)	(190,956)
Sports Park: Revenue	200,000	200,000	-
Sports Park: Expenditures	200,000	200,000	-
	-	-	-
Woodland Hills Golf Course: Revenue	400,000	415,000	15,000
Woodland Hills Golf Course: Expenditures	298,150	334,600	36,450
	101,850	80,400	(21,450)
Total Revenue	7,138,767	11,047,240	3,908,473
Total Expenditures	7,815,305	9,805,569	1,990,264
Surplus/(Deficit)	(676,538)	1,241,671	1,918,209

Notes: Statement of Revenue & Expenditures

Note 1 REVENUE: Enrolment Based Envelope

Core Operating Grant

Note 2 REVENUE: Differentiation Envelope

Performance Funding

Note 3 REVENUE: Special Purpose / Other Grants

Accessibility Funding
Clinical Education
Collaborative Nursing
COVID-19 Support
International Student Recovery
Mental Health Worker and Services
Municipal Taxes

Note 4 REVENUE: Other

Access and Inclusion Program
Campus Safety
Career Ready Fund
Credit Transfer Institutional Grant
Indigenous Student Success Fund
Indigenous Targeted Initiatives Fund
Ontario Post Secondary Access and Inclusion Program
Personal Support Worker - Accelerated
Reporting Entities
WSIB

Note 5 REVENUE: Other

Administration Fees
Apprenticeship Classroom Fees
Credit Transfer Fees
CT In-Service Teacher Training
Gain/Loss on Sale of Assets
Graduation Fees
Miscellaneous Income
Termination Gratuities
Unrestricted Donations

Note 6 EXPENDITURES: Other

Audit Fees
Bad Debt
Bank Charges
Building Repairs & Maintenance
Capital Non-Depreciable
College Employer Council
Field Studies
Food Service
Grounds Maintenance
Learning Resource Material
Long-Term Debt Interest
Postage
Professional Fees
Staff Employment
Telephone
Vehicle

STATEMENT OF FINANCIAL POSITION PROJECTION

The intent of this report is to provide the Board with a forecast of our 2022-23 financial position at the end of the College's fiscal year in regard to Assets, Liabilities and Net Assets, based on information known when the budget was developed.

St. Clair College of Applied Arts and Technology
Statement of Financial Position Projection
(\$ in 000's)

	3/22/2022	11/23/2021
	Budget	Mid-Year
	2022-23	2021-22
1 Assets	580,631	534,074
11 Cash and Cash Equivalents	74,250	53,148
12 Accounts Receivable	10,515	10,515
14 Other Current Assets	242,172	238,727
15 CIP	17,577	24,077
16 Tangible Capital Assets	419,902	379,130
161 Land	6,086	6,086
162 Site Improvements	26,173	22,507
163 Building	279,027	247,857
164 Furniture and Equipment	102,598	96,660
165 IT	-	-
169 Other TCA	6,018	6,018
17 Tangible Capital Asset Accumulated Amortization	(196,144)	(183,028)
172 AA Site Improvements	(11,906)	(10,180)
173 AA Building	(92,977)	(86,645)
174 AA Furniture and Equipment	(86,400)	(82,128)
179 AA Other TCA	(4,861)	(4,075)
18 Long Term Receivable	-	-
19 Investments and Other Long Term Assets	12,359	11,505
2 Liabilities	371,603	351,092
21 Bank Indebtedness	-	-
22 Accounts Payable and Accrued Liabilities	60,958	60,502
221 Accounts Payable and Accrued Liabilities	58,856	58,856
222 Accrued Interest	-	201
223 Current Portion of Long term liabilities	2,102	1,444
23 Deferred Revenue	151,460	124,894
231 Deferred Revenue	8,405	8,405
232 Deferred Tuition Revenue	143,055	116,490
24 Restricted Contribution	1,968	1,968
25 Deferred Capital Contributions	133,621	135,814
26 Capital Lease	-	-
27 Debt	19,909	24,226
29 Other Long Term Liabilities	3,687	3,687
3 Net Assets	209,028	182,982
31 Unrestricted Net Assets	7,090	17,226
32 Internally Restricted Net Assets	115,851	96,992
33 Investment in Capital Assets	76,205	58,882
36 Restricted Contributions	-	-
37 Endowments	9,882	9,882
38 Accumulated Re-measurement Gain & Losses	-	-
Assets - Liabilities - Net Assets	-	-

NON-COMMITTED CASH PROJECTION

The intent of this report is to provide the Board with an indication of our 2022-23 non-committed cash surplus position at the end of the College's fiscal year. The report also identifies the capital projects that are funded from operating reserves, and funds being allocated towards internal reserves.

St. Clair College of Applied Arts and Technology
Non-Committed Cash Projection
(\$ in 000's)

	MYR 2021-22 \$	Budget 2022-23 \$	Variance \$
Unrestricted Net Assets, Prior Year ⁽¹⁾	30,898	19,614	(11,284)
Operating			
Budget Surplus	20,831	32,908	12,077
Amortization (net)	5,057	7,414	2,357
Adjusted Budget Surplus	25,888	40,322	14,434
Capital			
Grant Revenues	6,108	3,509	(2,599)
Grant Expenditures	(6,108)	(3,509)	2,599
Funded by Unrestricted Reserves	(13,246)	(23,265)	(10,019)
Funded by Loan Facility / Levy	(18,500)	-	18,500
Asset Retirement Obligation Adjustment	-	(1,068)	(1,068)
Net Outlay for Capital	(31,746)	(24,333)	7,413
Debt			
Repayment of Long-Term Debt	(1,368)	(2,006)	(638)
Proceeds from Long-Term Debt	16,310	-	(16,310)
Net Change in Long-Term Debt	14,942	(2,006)	(16,948)
iii. Other:			
Internally Restricted Reserves	(22,757)	(26,507)	(3,750)
Net Change in Other	(22,757)	(26,507)	(3,750)
Unrestricted Net Assets, End of Year	17,226	7,090	(10,135)
Unrestricted Net Assets Adjustment ⁽¹⁾	(7,273)	(5,721)	1,552
Non-Committed Cash Projection	9,953	1,369	(8,583)

⁽¹⁾ The College uses its unrestricted net assets balance from the prior fiscal year-end (after post-employment and vacation pay adjustments), as a planning benchmark for projecting non-committed cash. Adjustments by management are made to the projected unrestricted net assets balance to account for other estimates and assumptions for reported asset and liability amounts (i.e. collectability of student receivables).

FINANCIAL SUSTAINABILITY METRICS

The intent of this report is to provide the Board with an estimate of the 2022-23 MCU Financial Indicators based on information known when the budget was developed.

**St. Clair College of Applied Arts and Technology
Financial Sustainability Metrics**

		Actual	11/23/2021 Estimate	3/22/2022 Estimate
		<u>3/31/2021</u>	<u>3/31/2022</u>	<u>3/31/2023</u>
Annual Surplus / Deficit	greater than \$0	\$ 39,208,200	\$ 20,831,041	\$ 32,908,357
Accumulated Surplus / Deficit	greater than \$0	\$ 160,080,458	\$ 173,100,199	\$ 199,146,269
Quick Ratio	greater than 1	5.31	5.00	5.36
Debt to Asset Ratio	less than 35%	13.98%	16.87%	14.81%
Debt Servicing Ratio	less than 3%	0.56%	0.52%	0.66%
Net Assets to Expense Ratio	greater than 60%	144.59%	126.20%	126.09%
Net Income to Revenue Ratio	greater than 1.5%	16.48%	7.84%	11.09%
Number of Flags		0	0	0

STUDENT FEES

The intent of this report is to provide the Board with the proposed Student Fees for the 2022-23 academic year. This annual document was prepared for the Student Fee Protocol meeting held on March 4, 2022. The Compulsory Ancillary Fee Protocol Committee is comprised of Administration, Student Representative Council Inc., Thames Student Incorporated, and the Student Athletic Association. The intent of the Committee is to approve tuition and ancillary fees, within the Ministry of Colleges and Universities regulations for the upcoming academic year. The Student Fees have continued to be prepared in accordance with the Ministry of Colleges and Universities Tuition Fee Framework and Ancillary Guidelines as of September 2021. As of March 4, 2022, the Ministry has not released the Tuition Fee Framework and Ancillary Guidelines for the 2022-2023 academic year.

The Student Fees form the basis of tuition and ancillary fees for anticipated programs to be offered during the 2022-23 academic year. This report includes the following appendices:

- Appendix A: 2022-23 Student Fees Summary of Changes
- Appendix B: Student Fees 2022-23

2022/2023 Student Fees

Summary of Changes

As of March 3, 2022, MCU has not released the Tuition Fee Framework for the 2022-2023 academic year. As a result, in the event changes are required to revisit Student Fees 2022-2023, the Compulsory Ancillary Fee Protocol Committee will reconvene and establish revised Student Fees for the upcoming academic year.

The proposed fee changes for the upcoming 2022-2023 academic year are limited to ancillary fees. St. Clair College has self-imposed a tuition freeze for the 2022-2023. This freeze applies to both domestic and international tuition fees. It is anticipated that the new tuition fee framework, once announced, will coincide with this direction.

I. Non-Compulsory Non-Tuition Related Incidental Fees

- Parking Fee
 - Annual General and Premium parking passes will increase by 10%.
 - Day students requiring parking at the South, Downtown and Chatham Campuses will be assessed a parking fee of \$132.00 per semester (\$264.00 per year i.e., Fall & Winter semesters) for a general non-gated lot and \$165.00 per semester (\$330.00 per year i.e., Fall & Winter semesters) for a gated lot at South and Chatham Campuses only. In the event shorter term parking is required, a weekly permit may be purchased for \$16.50 per week or \$50.00 per month. Hourly parking in the pay and display lots is \$2.00 per hour, with a daily maximum of \$12.00 per day.

II. Mandatory Ancillary Fees

- Student Buildings Operating Fee – Windsor
 - Annual fee increased from \$160 to \$180. The increase will offset additional costs related to the student centre upgrades, eSports arena, etc.
- Student Buildings Operating Fee – Chatham
 - Annual fee increased from \$100 to \$120. The increase will offset additional costs related to the student centre operations.
- Academic Support Fee
 - Annual fee decreased from \$175 to \$155. The decrease to the fee was a result of a review/projected annual

expenditures. The breakdown between student government and St. Clair College was amended to 65/35 from 70/30 (as previously published) to reflect the actual disbursement of fees.

- Transit Windsor Bus Pass – Windsor
 - Beginning in Fall 2022, for a period of 3 academic years, all full-time students enrolling for the 2022-2023 academic year will be assessed a student fee of \$274.00 each Fall Semester. The payment of that fee will entitle them to a Transit Windsor bus pass for one full year (September 1, 2022, to August 31, 2023). Reduced fees are applicable for the January and May intakes. Opt-out opportunities exist, however this will be capped at 40% or deadline date (whichever comes first).
- Thames Students Incorporated Inc. Membership Fee
 - Increase from \$60 to \$70 for TSI membership.

III. Program Material Fees

A request was sent to all Program Chairs and Coordinators to submit material and kit fee proposals for the 2022-2023 academic year. Proposals included cost estimates from potential vendors. In some instances, cost estimates were valid for shorter periods of time. At time of purchase, if actual costs are higher than anticipated, it will be our intent to adjust as deemed necessary. There are material fee changes noted in the Student Fees 2022-2023, however they are denoted as New, Increase, Decrease, or Same. Upon request, additional supporting documentation may be provided for review.

**Student
Fees
2022-2023**



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ST. CLAIR COLLEGE
REGISTRAR'S OFFICE
STUDENT FEE POLICY 2022-2023

INTRODUCTION AND ACCOUNTABILITY

This document is a statement of College Policy relating to the assessment of student fees. The annual St. Clair College fee schedule is developed by applying our internal policy guidelines to the annual policy statement issued by the Ministry of Colleges and Universities (MCU).

Recommendations for changes to this policy are forwarded to the Senior Operations Group for approval. The fee schedules resulting from the application of these policies will be forwarded annually to the Board of Governors for approval.

The Registrar is accountable for the assessment and collection of all student fees in compliance with this policy. The Fee Schedule for 2022-2023 is shown in Appendix I.

NOTE: As of March 3, 2022, MCU has not released the Tuition Fee Framework for the 2022-2023 academic year. As a result, in the event changes are required to revisit Student Fees 2022-2023, the Compulsory Ancillary Fee Protocol Committee will reconvene and establish revised Student Fees for the upcoming academic year.

(A) TUITION FEES

1. Full-time Post-secondary Program Fees – Regulated Programs

The tuition fee charged to a full-time post-secondary student for a period of in-school activity (usually a term or semester) is defined by MCU and calculated as follows:

$$\frac{\text{S.T. F.} \times \text{T.F.F.} \times \text{Wks. per term}}{\text{Total program wks.}}$$

Where S.T.F. = Standard Tuition Fee; defined annually by MCU.

T.F.F. = Tuition Fee Factor for the specific program, as assigned by MCU.

2. Full-time Post-secondary Program Fees – Additional High Demand

At the discretion of the Board of Governors, the College can introduce additional high demand fees for programs where the Board identifies that there is demand for spaces, strong employment prospects and the expectation of high income for graduates, to a maximum of 15 per cent of College enrolment. (See Appendix II for a listing of High Demand Programs).

3. Full-time Ontario College Graduate Certificate Fees

At the discretion of the Board of Governors, additional high demand may be introduced for students in full-time Ontario College Graduate Certificate programs. This enrolment is excluded from the 15% overall enrolment calculation.

4. Fees for Part-time Activity

a) Fully Funded Part-time Activity

The standard tuition fee for all part-time activity that is recognized for full provincial funding is assessed based on the contact hour fee as specified annually by MCU (standard part-time tuition fee = \$6.11 per hour).

b) Other Part-time Activity

Colleges may charge fees, as they deem appropriate for courses that are not recognized for full provincial funding.

NOTE: To determine full-time or part-time status, the student's total course registrations less non-funded courses will be considered in the program registration.

5. Fees for Prior Learning Assessment (PLA) Activity

Tuition fees for portfolio development courses are to be assessed as a flat rate.

In no case can the PLA fee exceed the regular course tuition fee, based on MCU's specified part-time rates.

MCU policy does not define a minimum fee (PLA fee = \$141.09).

6. Fees for Auditing Students

Colleges may charge fees, as they deem appropriate for auditing students. Auditing students are not to be included in the enrolment report for funding purposes.

7. Fees for International Students

The College defines international student fees each year. International students cannot be counted for funding purposes but are reported to MCU. International students are generally accepted into undersubscribed programs. High demand fees are excluded from the International Student Fees.

8. U.S.A. Fees

The College has a fee policy that is applicable only to students from the United States of America. These reduced fees do not apply to oversubscribed programs, as U.S.A. students are generally accepted into undersubscribed programs. High demand fees are excluded from the U.S.A. Fees.

9. Special Fees

9.1 Special Reduced Fees

St. Clair College recognizes the need to accommodate the special needs of certain members of its constituency and as a result may reduce fees for some of these populations.

a) Students on Social Assistance

Eligible part-time students, day or evening, will have tuition fees assessed based on 20% of the regular tuition to a minimum of \$20.00 per course. These reductions will apply only to fully funded (MCU) courses. The College reserves the right to exclude specifically designed courses. These reductions will be subject to available space in individual course sections. There will be no reduction of applicable service fees, registration, material fees, etc.

b) College Employees and Retirees

Any full-time employee, part-time employee (who is working at least 24 hours/week during the semester in which the course is offered), or a full-time College employee who has officially retired may take a College course upon payment of a non-refundable tuition fee of \$20.00. The College reserves the right to exclude specifically designated courses. These reductions will be subject to available space in individual course sections. There will be no reduction of material fees, etc. Prior Learning Assessments (PLA) are excluded from the \$20.00 reduced fees.

c) Employee Tuition Payroll Deduction

Payroll deduction is available for full-time employees, for dependents enrolled in full-time programs. Please check with the Registrar's Office for details and available updates.

d) Senior Discount

Seniors (age 60 and over) who register for part-time evening courses will be given a 10% discount. Seniors will be exempt from ancillary fees. There will be no reduction of material fees. These reductions will apply only to fully funded (MCU) courses. The College reserves the right to

exclude specifically designated courses.

e) City of Windsor Employees

For a period of ten (10) years beginning March 2007, employees of the City of Windsor shall be permitted to enroll in any part-time credit course offered by the College at a discounted rate of thirty (30%) percent of the regular tuition charged to students for each course. The reduction is subject to space availability and provided priority of enrolment in each course shall be given to students paying full tuition. The College has approved an extension of this arrangement for the 2022-2023 academic year.

9.2 Work Experience Fees

There are three forms of work experience that impact upon a student's fee assessment – clinical training, field placement and co-operative education. Where the work experience is included within a full-time program schedule, the full-time fees include the assessment of Work Experience. Clinical training is included in a student's full-time assessment. Clinical training, taken on a part-time basis, is assessed on the current hourly standard tuition fee.

Field placement is included in a student's full-time assessment. Fees for field placement courses taken by part-time students will be established by program and program requirements (i.e., cost of supervision, field placement location, specialized skills for supervisors, etc.).

Co-operative education fees will be established by program and program requirements (i.e., cost of supervision, field placement location, specialized skills for supervisors, etc.).

NOTE: Where a student is enrolled in an additional course(s)

While in a Field Placement/Co-Op semester, the regular fee assessments will apply for those courses in addition to the Field Placement/Co-Op fees.

9.3 Course Overload Fee

A student whose course load (hours of contact) exceed that normally taken by students in that academic achievement level (AAL) of the program, will be assessed fees for the overload at the previously described part-time rates.

(B) INCIDENTAL FEES

1. Tuition-Related Incidental Fees

Tuition-related incidental fees are included in the standard tuition fee. That is, having paid the required standard tuition fee, a student **cannot** be required to bear additional charges for any tuition-related fees.

Tuition-related fees include:

- Lab and shop costs
- Costs of consumable supplies and equipment and instruments not retained by the students
- Costs of mandatory field trips and mandatory field placement
- Costs of mandatory travel

2. Non-Tuition Related Incidental Fees

The College may assess non-tuition related incidental fees as described below:

- The cost of fees charged for Co-op program work semesters.
- To encourage the completion of some action by a specified deadline date (to permit College planning and resource allocation).
- To recover all, or part of the cost, of some activity requested by the student.
- To recover the cost of learning materials, equipment and/or clothing retained by the student.
- The cost of appeals, additional examinations and transcripts, graduation, parking charges and student identification cards.

A compulsory non-tuition related incidental fee is defined as a fee imposed or administered by the College in addition to standard tuition fees, which a student is required to pay to enroll in, or successfully complete, any course or program eligible for provincial funding. All compulsory non-tuition related incidental fees must be approved by the College's Compulsory Ancillary Student Fee Protocol Committee and the Board of Governors.

3. Summary of Non-Compulsory Non-Tuition Related Incidental Fees

3.1 OSAP Deferral Fee

Full-time post-secondary students, who have applied for OSAP, may request to defer their fees with a payment of \$100.00 per academic year until their OSAP application has been processed at MCU, Student Support Branch. A payment of this fee is applied towards tuition fees.

3.2 Grade Appeal Fee

Students requesting a review of a final grade will be assessed a fee of \$25.00 per course reviewed. This fee is refunded if the review is upheld.

3.3 Income Tax Receipt

All eligible students are provided with a copy of their Income Tax Receipt free of charge through the SIS. A fee of \$15.00 will be required for students requesting receipts (if applicable) for tax years prior to 2004.

3.4 Locker Fee

Students at all campuses may lease a locker for a fee of \$15.00 per semester.

3.5 Parking Fee

Day students requiring parking at the South, Downtown and Chatham Campuses will be assessed a parking fee of \$132.00 per semester (\$264.00 per year i.e., Fall & Winter semesters) for a general non-gated lot and \$165.00 per semester (\$330.00 per year i.e., Fall & Winter semesters) for a gated lot at South and Chatham Campuses only. In the event shorter term parking is required, a weekly permit may be purchased for \$16.50 per week or \$50.00 per month. Hourly parking in the pay and display lots is \$2.00 per hour, with a daily maximum of \$12.00 per day.

3.6 Course Description Fee

A charge of \$1.00 per course description to a maximum of \$25.00 will be applied. Additional copies will be \$5.00 per set and faxed copies will be \$5.00 per course.

3.7 Credit Transfer Assessment Fee

A charge of \$25.00 per course evaluation, up to a \$100.00 maximum per submission is applicable.

4. Summary of Essential Non-Tuition Related Incidental Fees

These fees do not apply to contract training courses/programs.

4.1 Student Buildings Operating Fee – Windsor and Ace Acumen

A Student Buildings Operating Fee of \$180.00 per year will be assessed to all full-time students registered at the Windsor and Ace Acumen Campuses. This fee will provide funds to support projects that will improve student life and learning on the campuses.

A Student Buildings Operating Fee of \$2.75 per course per semester

will be assessed to all part-time students.

4.2 Student Buildings Operating Fee - Chatham

A Student Buildings Operating Fee of \$120.00 per year will be assessed to all full-time students registered at the Chatham Campus. This fee will provide funds to support projects that will improve student life and learning on the campus.

A Student Buildings Operating Fee of \$2.50 per course per semester will be assessed to all part-time students.

4.3 Student Centre Capital Fee - Chatham

A Student Centre Capital Fee of \$150.00 per year will be assessed to all full-time students registered at the Chatham Campus for a period of ten (10 years). This fee was approved by a TSI referendum in Fall 2015 to help with the cost of the cafeteria and student centre expansion.

4.4 Student Achievement and Records - Graduation/Transcripts

A Student Achievement and Records Fee of \$55.00 will be assessed annually to all full-time students registered at all campuses. The fee offsets the costs associated with the ongoing management and production of student records. In addition, this amount incorporates a \$35 fee related to Convocation. The total fee also includes the \$20 annual cost of producing two (2) official transcripts annually. Each individual request beyond the above will incur an additional cost of \$10.00 per copy.

All part-time students will be assessed a \$9.00 per semester fee.

4.5 Athletics and Recreation Operating Fee

An Athletics & Recreation Operating Fee of \$180.00 per year will be assessed to all full-time students registered at the Windsor, Chatham and Ace Acumen Campuses. This fee offsets the costs to support athletic intramurals, recreation, and varsity sports. This fee will be split amongst the College (70%) and SSAA (30%) in Windsor; TSI and Ace Acumen will receive 100% to support intramurals and recreation activities in Chatham and the Ace Acumen Campuses.

An Athletics & Recreation Operating Fee of \$2.75 per course per semester will be assessed to all part-time students in a program of study.

4.6 Student Card Fee

All full-time post-secondary students will be assessed a \$20.00 student card fee. Student cards provide students with the ability to prove their student status immediately. The student card is required to access the library, computer labs, and photocopy machines. A student card fee of \$20.00 will be allocated annually for renewal and maintenance purposes.

4.7 Health Insurance Fee

All full-time domestic post-secondary students at all Campuses will be assessed a fee of \$310.00 per year (pro-rated for programs that start in Winter \$237.00 and Spring \$163.00) to cover the cost of a student health insurance plan. This \$310.00 includes a mandatory and non-refundable Accidental Death and Dismemberment fee of \$2.95. Full-time students are able to opt-out of their health insurance plan during the beginning of each academic year. See <https://wespeakstudent.com/> for details.

All international students are assessed a fee of \$750.00 per year (pro-rated for programs that start in Winter \$540.00 and Spring \$340.00). The fees associated with health insurance are mandatory as a result of the coverage and benefits afforded to international students. There are no opt-out opportunities provided to international students as it relates to health insurance. All international students are assessed a pro-rated fee per semester, to a yearly maximum of \$750.00.

4.8 Academic Support Fee

A total Academic Support Fee of \$155.00 will be assessed to all students at all campuses to provide academic support that encourages and strengthens student success. Services includes amenities such as peer tutoring, group tutoring, faculty support and walk-in services for Math and English, open/general computer labs, workshops, support programming, THRIVES (Toolbox for Help and Resources to Increase Value and Empower Students) and other numerous on-line resources, Orientation, etc. This fee is split between St. Clair College (35%) and Thames Student Incorporated/Student Representative Council (65%) based on the service lead.

Included in this fee assessment are the following printing capabilities: All students will receive 250 B&W free impressions (single-sided page) each semester for academic purposes. The 250 impressions do not carry over from semester to semester. Once the 250 limit is reached each semester, the following charges will apply:

Printing fees regardless of paper size:

- Single: 15¢

- Two-sided: 20¢
- Colour Single: 30¢
- Colour Two-sided: 50¢

The Academic Support Fee of \$18.00 per course per semester will be assessed to all part-time students.

4.9 Campus Safety Fee

A Campus Safety Fee of \$15.00 will be assessed to all full-time students at all campuses to promote on-campus safety and wellness. Such programs and services may include a walk safe program, on campus programming, information, and awareness.

The Campus Safety fee of \$1.00 per course per semester will be assessed to all part-time students.

4.10 Health and Counselling Fee

A Health & Counselling Fee of \$35.00 will be assessed to all full-time students at all campuses to support on-campus access to health professionals/social workers for basic medical care, mental health care and online resources to support a culture of wellness on campus. Examples include wellness programming such as exam preparation support, mental health awareness and support activities, nutrition workshops and events. Online resources such as “Real Campus” and “Student Health 101” are also included.

The Health and Counselling Fee of \$1.00 per course per semester will be assessed to all part-time students.

4.11 Athletics and Recreation - Recreation/Fitness Centre Capital Fee - Windsor

Beginning Fall 2008, a Recreation Centre Fee of \$150.00 will be assessed to all full-time students for a period of ten (10) years to offset capital construction costs. Part-time students will be assessed \$7.50 per course. The Student Representative Council Inc. has approved an extension of the capital construction fee for an additional fifteen (15) years (inclusive of Fall 2033) to enable the enhancement of recreation/fitness facilities available to students at the Windsor Campus only.

4.12 Career Services

A fee of \$10.00 per year will be assessed to all full-time students, at all campuses to support career related services made available to the

broader student body, including career days, employer visits, workshops, resume clinics, information sessions, job fairs, job boards, job placement services, etc.

A Career Services Fee of \$1.00 per course per semester will be assessed to all part-time students enrolled in a program of study.

4.13 Student Buildings - Academic Tower/Student Centre Expansion Fee - Windsor

Beginning Fall 2018, an expansion/construction fee of \$100.00 per year will be assessed to all full-time Windsor students only for a period of 10 years (inclusive of Fall 2027). This fee will assist with the capital cost to build additional floors on top of the original Student Centre. This expansion coincides with the vision of the Student Representative Council Inc. Added amenities such as a pharmacy, banking facilities, etc. are being considered. In addition, the Zekelman School of Business and Information Technology will be relocated to the new tower.

4.14 Student Buildings - Healthplex Equipment Renewal Fee - Chatham

Beginning in Fall 2018, a Healthplex Equipment Renewal Fee of \$100.00 per year will be assessed to all full-time Chatham students only. This fee will be utilized to ensure the Healthplex continues to provide updated equipment, equipment maintenance and ongoing enhancements for students to enjoy.

4.15 Program Material Fees

Please refer to Appendix III for a list of applicable material fees for the 2022-2023 academic year.

4.16 Program Compulsory Fees

All full-time students in the Music Theatre-Performance program will be assessed mandatory fees of \$1,800.00 in addition to the tuition fee. This fee will be utilized specifically to offset the additional costs associated with productions and the individualized faculty sessions required in the voice and acting disciplines.

4.17 Apprenticeship Ancillary Fees

All registered full-time apprentices will pay ancillary fees like those assessed in Continuing Education. Program material fees and kit fees are applicable as deemed necessary by the School of Skilled Trades and approved by the Compulsory Ancillary Student Fee Protocol Committee for 2022-2023. All registered part-time apprentices will pay the associated part-time fee rates like Continuing Education.

4.18 Transit Windsor Bus Pass

Beginning in Fall 2022, for a period of 3 academic years, all full-time students enrolling for the 2022-2023 academic year will be assessed a student fee of \$274.00 each Fall Semester. The payment of that fee will entitle them to a Transit Windsor bus pass for one full year (September 1, 2022, to August 31, 2023).

For January-start students (enrolling at the beginning of the Winter semester), an eight-month-long pass will be provided (until the end of August) for \$182.00. For May-start students (enrolling at the beginning of the Spring semester), a four-month-long pass will be provided (until the end of August) for \$91.00.

These are "universal" passes. They do not restrict ridership to transportation to and from school. They can be used on any day, at any time, to ride on any route, to go to anywhere serviced by Transit Windsor.

Students who reside in a community not serviced by Transit Windsor will have grounds to "opt-out" for this fee. Through a declaration that you live in a community other than Windsor or LaSalle (serviced by Transit Windsor) will entitle you to obtain a refund of the bus pass fee that will be reimbursed by a process outlined by the Student Representative Council (SRC).

If you are a full-time student and live in a Transit Windsor serviced area, but must drive a car to campus, you may also "opt-out" for this fee. To qualify, the student must drive their own vehicle to campus, and have purchased a college parking lot permit.

It is important to note that up to 40 percent of a semester's enrolment may "opt-out" of the new fee, based solely on the two grounds cited above. In all cases, opt-outs will be processed on a "first-come/first-served" basis, by a deadline of either September 30 or when the 40 percent cap is reached. (There will be similar deadlines for January- and May-intake enrolment.) Once that date-deadline or 40 percent limit is reached, no further opt-outs will be allowed for any reason.

Any inquiries related to the Transit Windsor Bus Pass shall be directed to the Student Representative Council (SRC).

5. Summary of Essential Membership Fees

The following list includes essential membership fees at St. Clair College.

5.1 Student Representative Council Membership Fee

A membership fee of \$70.00 is applicable for students registered at the Windsor and Ace Acumen Campuses. Please see the Student Representative Council for a list of benefits and services. This is an annual fee regardless of date of membership.

5.2 Thames Students Incorporated Inc. Membership Fee

A membership fee of \$70.00 is applicable for students registered at the Chatham Campus. Please see Thames Students Incorporated Inc. for a list of benefits and services. This is an annual fee regardless of date of membership.

The Student Representative Council (SRC) and Thames Students Incorporated (TSI) membership fees are used to actively engage and represent all students outside of the classroom and enrich their overall college experience through orientation; educational and engaging campus events; and health and wellness focused events and workshops for personal growth both on and off campus. SRC/TSI provides access to study spaces, food services, employment and volunteer opportunities, graduation photos and other meaningful student related services.

Both student associations provide meaningful support for students throughout the academic year, including student representation to senior administration of the College. SRC/TSI consistently work and advocate for the student population to add valuable new supports.

St. Clair College encourages students to connect with their student associations through their offices or social media.

5.3 Alumni Association Membership Fee

A membership of \$50.00 is applicable for students registered at all Campuses. Please see the Alumni Office for a list of benefits and services. This is an annual fee regardless of date of membership.

(C) TUITION FEE REFUNDS

1. Tuition Fee Refunds for Post-Secondary Programs

a) Canadian Citizens and Landed Immigrants

Students who officially withdraw prior to the tenth (10) day of class of the beginning of a semester will receive a refund calculated as follows:

- i) Full-time Student – assessed semester fees less \$100.00 administration fee that the College will withhold.
Part-time Student – assessed semester fees less \$25.00 administration fee per course that the College will withhold.
- ii) Fees paid in advance for a second and subsequent semesters will be refunded in full. Students who officially withdraw after the tuition refund date (i.e., ten [10] class days for a 15-week semester), will receive a full refund of any fees paid in advance for subsequent semesters.
- iii) For students who do not register on a semester basis (i.e., continuous intake), the principles implicit in the above policy will apply.

b) International and U.S.A. Students

International and U.S.A. students are provided with a student visa with the understanding that the student will register, and remain, as a full-time student. The College will require proof of registration at another institution in order to process a withdrawal and refund prior to the tenth (10) day of class for the current semester. Additional bank fees (i.e. wire transfer) may be applied upon processing a refund.

- i) International and U.S.A. students who officially withdraw prior to the tenth (10) day of class of the beginning of a semester will receive a refund of full tuition paid, less the \$2432.11 administration fee and any applicable bank fees (i.e. wire transfer) the institution will incur.
- ii) For International and U.S.A. students who do not register on a semester basis (i.e., continuous intake), the principles implicit in the above policy will apply.

2. Part-time - Continuing Education

REFUND TABLE	
TIMETABLE	AMOUNT
On or after the 1st day of classes but not later than the 10 th business day of the course	100% of tuition + GST minus a \$25.00 Administration Fee (per course)
On or after the 11 th business day of the course	NO REFUND

3. Continuing Education Refund Policy

Where a course or workshop is 20 hours or less in duration, an official withdrawal must be received on, or before, the business day prior to the date of the first class. For courses, or workshops, more than 20 hours in duration:

- An official withdrawal prior to the date on which the first class occurs will result in a full refund.
- An official withdrawal on, or after, the first day of class but not later than the tenth business day of the course will result in a full refund **LESS** a \$25.00 Administration Fee per course.
- No refund will apply to an official withdrawal on, or after, the eleventh business day of the course.

A P P E N D I X I

FEE SCHEDULE 2022-2023

EXAMPLE OF ANNUAL STANDARD TUITION FEES FOR A FIRST-YEAR STUDENT							
FEES	WINDSOR	CHATHAM	INTL WINDSOR	INTL CHATHAM	USA WINDSOR	USA CHATHAM	ACE ACUMEN
Standard Tuition	2722.62	2722.62	13,640.76	13,640.76	7,841.38	7,841.38	13,640.76
Student Buildings - Windsor Building Operating	180.00	N/A	180.00	N/A	180.00	N/A	180.00
Student Buildings - Windsor - Academic Tower/Student Centre Expansion	100.00	N/A	100.00	N/A	100.00	N/A	N/A
Student Buildings - Chatham Building Operating	N/A	120.00	N/A	120.00	N/A	120.00	N/A
Student Buildings - Chatham Student Centre Capital	N/A	150.00	N/A	150.00	N/A	150.00	N/A
Student Buildings - Chatham - Healthplex Capital Equipment Renewal	N/A	100.00	N/A	100.00	N/A	100.00	N/A
Student Achievement and Records - Graduation	35.00	35.00	35.00	35.00	35.00	35.00	35.00
Student Achievement and Records - Transcripts	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Health Insurance	310.00	310.00	750.00	750.00	750.00	750.00	750.00
Athletics & Recreation - Windsor Capital	150.00	N/A	150.00	N/A	150.00	N/A	N/A
Athletics & Recreation - Windsor Operating	180.00	N/A	180.00	N/A	180.00	N/A	180.00
Athletics & Recreation - Chatham Operating	N/A	175.00	N/A	175.00	N/A	175.00	N/A
Academic Support - Student Representative Council	100.75	N/A	100.75	N/A	100.75	N/A	100.75
Academic Support - Thames Student Incorporated	N/A	100.75	N/A	100.75	N/A	100.75	N/A
Academic Support - St. Clair College	54.25	54.25	54.25	54.25	54.25	54.25	54.25
Campus Safety - Windsor Campus	15.00	N/A	15.00	N/A	15.00	N/A	15.00
Campus Safety - Chatham Campus	N/A	15.00	N/A	15.00	N/A	15.00	N/A
Career Services	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Student ID Cards	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Health & Counselling	35.00	35.00	35.00	35.00	35.00	35.00	35.00
Transit Windsor Bus Pass	274.00	N/A	274.00	N/A	274.00	N/A	N/A
SRC Membership Fee	70.00	N/A	70.00	N/A	70.00	N/A	70.00
TSI Membership Fee	N/A	70.00	N/A	70.00	N/A	70.00	N/A
Alumni Membership Fee	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Total Tuition Fees	\$4,326.62	\$3,987.62	\$15,684.76	\$15,345.76	\$9,885.38	\$9,546.38	\$15,160.76

Please Note: The College reserves the right to change, amend or alter fees as necessary without notice or prejudice.

A P P E N D I X I I

H I G H D E M A N D P R O G R A M S 2 0 2 2 - 2 0 2 3

HIGH DEMAND PROGRAMS 2022-2023

Program Code

Program Name

H850/K950

Collaborative Nursing

H800

Dental Hygiene

H863/K963

Practical Nurse

H837

Medical Laboratory Science

H974

Cardiovascular Technology

H796

Diagnostic Medical Sonography

H795

Respiratory Therapy

A P P E N D I X III

MATERIAL FEES

2021/2022 MATERIAL/KIT FEES

Program	Amount	New/Revised/ Remove	Budget Details
B877 Fashion Design	\$375 2 nd Yr	Same	<p>2nd year students need these specialized supplies to complete their assignments and projects in semester 3.</p> <p>The 'Tailoring Kit' is needed for students to complete a tailored jacket project in FAS306 in semester 3. It includes essential specialized supplies needed to construct a tailored jacket and meet the learning outcomes. Cost \$175.00.</p> <p>Photo Shoot Kit Fee: As part of the assessments in FAS411 Fashion Marketing and Presentation, the student is required to complete a photo shoot with fashion photographer, models, hair, and make-up stylists. Students receive copies of the photos taken in a digital format to use for their portfolios, branding-social media and websites, media kits, line sheets, look books and marketing materials.</p> <p>Included in our \$200.00 photo shoots, students work with a professional fashion photographer on location at the photographer's studio. Students collaborate with the hair and make-up teams that are headed by industry professionals that work with students and graduates from the SCC Hairstyling and Esthetician programs.</p> <p>The fashion design program can offer the photo shoots at the very reasonable cost of \$200. per student due to the number of shoots that are booked through the program for this project. If a student was to individually pay for a similar set up with a photographer, hair and make-up stylists, the cost would be approximately \$500.00 minimum and up.</p>
B877 Fashion Design	\$659.50 1 st Yr	Increase	<p>The Fashion Kit is required for all 1st year students. It includes essential specialized tools need for the industry to complete pattern drafting and sewing construction samples and projects. Students need these essential specialized tools that are not available locally. Students must use quality, industry standard tools to complete the samples and projects to meet their learning outcomes. The cost is \$525</p> <p>J.J. Pizzuto's Fabric Science Swatch Kit – requesting to be included in 1st year tuition. Edition: 11th ISBN: 9781628926576 current price in SCC bookstore is \$134.50 + tax</p>
T020/T026/T154 Arch/Civil/Const	\$275 A01	Same	<p>Hard Hat/Safety Glasses \$20 Vests for Surveying \$10(currently share would like to own) Fall Arrest Training (3 Year Certification) \$125 CVL 105 Surveying 1 Notes Package \$20 Materials for projects \$100</p>
T046 Construction Mgt	\$175	Increase	<p>Current fee covers, Hard Hat, safety glasses, Safety vest, and working at Heights training/ certificate for their placements. Looking to add 125 to be able to cover the Working at Heights training by 3rd party.</p>
B904 Sport Management	\$80 1 st Yr	Same	<p>High Five (PHCD) Requesting the renewal of the 1st year, semester one only, \$80.00 certification fee for PHCD certification (Principles of Healthy Childhood Development) for Sport and Recreation Management Students Principles of Healthy Childhood Development PHCD, otherwise referred to as High Five</p>

			<p><u>What is High Five (PHCD)</u></p> <p>HIGH FIVE® is Canada's quality standard for children's programs. Before HIGH FIVE, no standard existed and there was a clear need for an innovative approach to help organizations enhance program quality and provide positive experiences for children, which would remain with them for a lifetime.</p> <p>HIGH FIVE is Canada's only comprehensive quality standard for children's sport and recreation. Founded in 2001 by Parks and Recreation Ontario (PRO), HIGH FIVE offers a holistic approach to healthy child development, based on years of research, and validated by experts in related fields.</p> <p>HIGH FIVE is a required certification for anyone interested in employment in the recreation industry. The City of Windsor is officially HIGH FIVE Accredited.</p>										
K766 Powerline	\$2658 A01	Increase	Supplier costs went up. Breakdown available upon request.										
H800 Dental Hygiene Year 1/2	\$3145.21 1 st Yr	Increase	DH Year I – increase due to the addition of specialized instruments- implant scaler and probe, customs fees increase and IPAC changes to policy for infection control. (Increase number of gowns, masks, and gloves.)										
	\$4245.39 2 nd Yr	Increase	DH Year II – increase in customs fee and IPAC changes to policy for infection control. (Increase number of gowns, masks, and gloves.) Breakdown available upon request.										
T855 Mechanical Eng. Tech- Industrial	\$135 1 st Yr	Same	The Current 1 st year cost is \$75 With the current issues with the cleanliness of the equipment that is reused between classes, would be beneficial to supply a helmet, gloves, and cotton jacket to the students to have as their own to keep.										
T867 Mechanical Tech CAD/CAM	\$75/Yr	Same	Expected costs of providing students material for project assessments										
T867 Mechanical Tech CAD/CAM	\$612 A01	Same	\$612 – Toolbox (Breakdown available upon request.) It has been deemed very beneficial for students to purchase their own "kit", making them more accountable and marketable for employment, and all tools are deemed necessary for their vocation thereafter. Identical type, quality, size, and make of hand tools, measuring tools, and cutting tools is essential for consistent training in the lab										
T929 Electronics Eng Tech – Industrial Automation	\$250 1 st Yr \$210 2 nd Yr \$30 3 rd Yr	Same	Breakdown available upon request.										
T941/T940/T942 Power Eng Tech	\$175 A01	Increase	Lab PPE requirements. This is a one-time kit which covers T940, T941, T942 (A01) and includes the following: Safety Shoes, Safety glasses, Hard Hat, Ear protection on the hard hat, 2 pair of gloves, earpieces for the 2- way radios.										
T974 Electro. Eng. Techn- Robotics	\$93 1 st Yr	Same	Breakdown available upon request.										
T826 kit fee	\$35 A01	New	Cannon project – The fee is to build a small cannon.										
B940 Hospitality	\$525 A01	Decrease	<table> <tr> <td>1.FST Basics Certification</td> <td>\$43.50</td> </tr> <tr> <td>2.Service Excellence Certification</td> <td>\$50.85</td> </tr> <tr> <td>3.Smart Serve Certification</td> <td>\$34.95</td> </tr> <tr> <td>5.Uniforms- service</td> <td>\$294.00</td> </tr> <tr> <td>6.Bartending Tool Kit</td> <td>\$101.70</td> </tr> </table>	1.FST Basics Certification	\$43.50	2.Service Excellence Certification	\$50.85	3.Smart Serve Certification	\$34.95	5.Uniforms- service	\$294.00	6.Bartending Tool Kit	\$101.70
1.FST Basics Certification	\$43.50												
2.Service Excellence Certification	\$50.85												
3.Smart Serve Certification	\$34.95												
5.Uniforms- service	\$294.00												
6.Bartending Tool Kit	\$101.70												

T755 Biomedical Engineering Tech	\$87.50 1 st Yr \$278 2 nd Yr	Increase	\$87.5 – Year 1 – All existing kits: Electrical components. The price has increased by \$2.50 to reflect inflation of the cost. \$278 – Year 2 – This Year 2 kit allows students to have their own tools, gain a knowledge of basic tools and prepare them for life in the field. The price has increase by \$8 to reflect inflation of the cost.
H912 Adv. Medical Esthetics	\$1450	Same	Identical fee applicable to the current Esthetician program. The fee will be reevaluated before the proposed launch of the program for cost saving and duplication if a student is entering the program after completing the SCC Esthetician program.
H795 Respiratory Therapy	\$59.95 1 st Yr	Increase	There has been a significant increase in cost for supplies to create the kit. All items have been searched for best price on a routine basis. Kit is necessary for students to enhance hands-on learning with basic respiratory therapy devices and to allow for their use by the student to whom the kit belongs. Equipment that would normally be disposed after one use can be used repeatedly (in lab and at home for practice) because only one person is using it. This reduces cost and maintains infection prevention and control.
H795 Respiratory Therapy	\$59.95 3 rd Yr	New	Comp Tracker Service Web based software for recording of clinical competencies. Required for Semesters 5 and 6. These reports are available to students post-graduation. <ol style="list-style-type: none"> 1. For clinical competencies, efficient recording, reviewing, and assessing completed competencies 2. Web based software accessible to the student, preceptors, and faculty at any time 3. Reporting for Accreditation is made easier with many more comprehensive reports. 4. No paper is required and makes for efficient reporting from preceptors. 5. No accessing Blackboard or problems with logging in or password expiring. 6. Much more secure for student records. 7. Students can access their results at any time in the future and download completed competencies for future reference. 8. Can monitor students with real time updates and reporting. 9. Apple or Android devices compatible 10. Support provided 24 hours per day
H796 Diagnostic Med Sonography	\$169.00 1 st Yr	Same	Ergonomics Kit \$124 The kit includes all the following items: <ul style="list-style-type: none"> • Exercise Poster • Exercise Tubing • Pocket Exercise Cards • Hand Strengthening Putty • Cable Brace Total \$124.00
H797 Cardiac Sonography	\$149 1 st Yr	New	Ergonomics Kit \$124 The kit includes all the following items: <ul style="list-style-type: none"> • Exercise Poster • Exercise Tubing • Pocket Exercise Cards • Hand Strengthening Putty • Cable Brace Total \$124.00

K893 OTA/PTA	\$45 per Year	Increase	Gentle Persuasive Approach (GPA) course fee and certificate Goniometer for joint measurement. Education on handling of clients with dementia Joint ROM measurement.
H258 Vet Tech	\$12.43 A01 \$92.98 A02 \$64.41 A04 Hesi Exam	Same A01/A02 Increase A04	1 st semester – Goggles – \$2.26, Name tags - \$10.17 2 nd semester – Stethoscope – \$91.28, Bandage scissors- \$1.70 4 th semester – Hesi exam - \$64.41 USD Total = \$169.82
H915 Dental Assisting	\$2693.04 1 st Yr	Increase	Breakdown available upon request.
T914 Hair Styling	\$1265 Kit \$90 Mat Fee	Increase Same	Student Kit \$1265 – The kit comes with all the equipment needed to complete the 1 st year fast track program and to get started in industry. It comes with 4 manikin heads which are used to teach our students many haircuts, color, and chemical services prior to live models. All kit items are used weekly in the classroom. Breakdown available upon request. Material fee \$90.00 – Students can have their hair colored in the lab monthly at no additional cost to them.
T167 Motive Power	\$535 A01	Increase	Kits provided allow a good start to tooling required in the field to get started within the job requirements See spreadsheet for breakdown
T947/K231 Electrical Techniques	\$575 A01	Same	This fee is for basic hand tools and meters that a student would be required to have when starting on the job with an Electrical Employer. These tools are also used in the lab throughout the semester. All the tools are of very high quality and therefore when the student first arrives on the jobsite, they can be confident that they have the proper tools to get started in the trade.
T949 Welding Techniques	\$315 A01 kit \$100 mat fee	Increase Same	Breakdown available upon request. Material fee offsets costs associated with weld projects, i.e., jack stands.
H299 Med Lab Technician	\$55 A03	New	Comp Tracker Service Web based software for recording of clinical competencies for 3 rd semester placements. These reports are available to students post-graduation. <ol style="list-style-type: none"> 1. For clinical competencies, efficient recording, reviewing, and assessing completed competencies 2. Web based software accessible to the student, preceptors, and faculty at any time 3. Reporting for Accreditation is made easier with many more comprehensive reports. 4. No paper is required and makes for efficient reporting from preceptors. 5. No accessing Blackboard or problems with logging in or password expiring. 6. Much more secure for student records. 7. Students can access their results at any time in the future and download completed competencies for future reference. 8. Can monitor students with real time updates and reporting. 9. Apple or Android devices compatible 10. Support provided 24 hours per day

H837 Med Lab Technology	\$110 3 rd Yr	New	<p>Comp Tracker Service Web based software for recording of clinical competencies for 5th and 6th semester placements. These reports are available to students post-graduation.</p> <ol style="list-style-type: none"> 1. For clinical competencies, efficient recording, reviewing, and assessing completed competencies 2. Web based software accessible to the student, preceptors, and faculty at any time 3. Reporting for Accreditation is made easier with many more comprehensive reports. 4. No paper is required and makes for efficient reporting from preceptors. 5. No accessing Blackboard or problems with logging in or password expiring. 6. Much more secure for student records. 7. Students can access their results at any time in the future and download completed competencies for future reference. 8. Can monitor students with real time updates and reporting. 9. Apple or Android devices compatible 10. Support provided 24 hours per day
H812 Pharmacy Technician	\$55 A04 & A06	New	<p>Comp Tracker Service Web based software for recording of clinical competencies. These reports are available to students post-graduation.</p> <ol style="list-style-type: none"> 1. For clinical competencies, efficient recording, reviewing, and assessing completed competencies 2. Web based software accessible to the student, preceptors, and faculty at any time 3. Reporting for Accreditation is made easier with many more comprehensive reports. 4. No paper is required and makes for efficient reporting from preceptors. 5. No accessing Blackboard or problems with logging in or password expiring. 6. Much more secure for student records. 7. Students can access their results at any time in the future and download completed competencies for future reference. 8. Can monitor students with real time updates and reporting. 9. Apple or Android devices compatible 10. Support provided 24 hours per day
H840/K940 Paramedic	\$110 per Year	New	<p>Comp Tracker Service Web based software for recording of clinical competencies. Required for Year I and Year II students (4 semesters). These reports are available to students post-graduation.</p> <ol style="list-style-type: none"> 1. For clinical competencies, efficient recording, reviewing, and assessing completed competencies 2. Web based software accessible to the student, preceptors, and faculty at any time 3. Reporting for Accreditation is made easier with many more comprehensive reports. 4. No paper is required and makes for efficient reporting from preceptors. 5. No accessing Blackboard or problems with logging in or password expiring. 6. Much more secure for student records. 7. Students can access their results at any time in the future and download completed competencies for future reference. 8. Can monitor students with real time updates and reporting. 9. Apple or Android devices compatible 10. Support provided 24 hours per day
H863/K963 Practical Nursing	\$610.90 A01 \$99 per Term	Same	<p>Elsevier Clinical Learning Suite (CLS) and 3 e-texts I also need to increase the basic kit fee by \$10 due to increased costs. The Elsevier CLS and 4 e-texts come to \$511.90 plus \$99 for material kits each semester (inclusive of A01 to A05).</p>
H850/K950/K963	\$74 per Year	Same	<p>The cost of the kits is approximately \$74 per student per year. This fee offsets the budget for material kit fees.</p>

H854/K954 Collab Nursing RN Chatham			
B999/M999 International Bus Management	\$500 A01 \$791 A03 \$35 A04	Same Increase Same	AAL 1 -All FT students in this program are assessed a \$500 exam fee. This exam fee is required by the Forum for International Trade Training (FITT) for designation as a Certified International Trade Professional (CIPT). This is prepaying the exam fee for the students. The students still must write the exam with FITT. AAL3 – The Canadian International Freight Forwarders Association (CIFFA) has revised their contract with the College. This new fee structure requires payment of \$2000 per year per campus for the license fee and an additional \$700 plus HST per student. In addition to the \$2000 per year per campus for the CIFFA license fee, the College will also be required to pay \$791 per student. This student price includes e-textbooks for the 4 CIFFA courses, online exams administered for all 4 CIFFA courses, access to online lessons for the International Transportation & Trade and the Essentials of Freight Forwarding courses and make up exams at no charge for those achieving 60%+. Students also receive connections with CIFFA members for potential job placements, access to career days, and CIFFA e-certificates. AAL 4 - IBM2000 requires use of the Descartes Import/Export Software. Cost of this this software license to the College is \$35 per student.
B009/B012 Business Marketing	\$56.50 A04	New	MRK419 uses Simple Survey, a Canadian company that provides an online marketing research web application that allows users to build and administer surveys, as well as create reports and analyze data. The price includes: 1 Soho Plan with simple survey/ 1 enterprise plan with simple survey for instructor of MRK 419 for 1 year. The subscription to a new web-based marketing research platform is essential for MRK419. This software ensures that we are teaching students current marketing research methodologies in the classroom. Through Simple Survey, students can create and administer surveys, enter data, and create reports to analyze the data and turn it into actionable marketing insights.
B831 Culinary Management	\$573.45 Material \$874 Kit	Increase in Materials Decrease in kit	\$500 for food products needed in lab. \$874 for kit and uniform see Adding FST Basics Certification \$38.50 and Smart Service Certification \$34.95
T866 Horticulture	\$400 Kit \$40.50 Mat A01	Decrease Same	Kits provided allows a good start to tooling required in the field to get started within the job requirements, material allows the students to plant products/ feed, grow plants and take it home upon completion Breakdown available upon request.
T805 Woodworking	\$200 per Year Mat Fee	Same	\$200.00 per year material fee to cover the cost of materials that students will retain (i.e., projects).
B912 Esthetician	\$1730 Kit \$135 Material Fee	Increase	Breakdown available upon request.
T876 Pre- Service Fire	\$1279 Kit fee	Decrease	Kit fee is currently \$1100. Students need certified fire helmet \$380, boots \$140, 2-gloves \$210, safety glasses \$5, hearing protection and hood \$28. For their uniform they need safety shoes \$90, 2-pants \$120, 3- tee shirts \$33, collared shirt \$49, sweatshirt \$70 and belt \$7. This brings the total to approx. \$1279 with tax.
T965 Carpentry	\$100 Kit fee	New	Fee covers material costs for cabinet, Mirror frame the students make and can take home.
T954 Plumbing	\$475 Kit fee	Increase	Kit fee covers a complete tote with tools for the trade. A great starter-kit.
T207 HRAC	\$620.00 Kit	Same	Breakdown available upon request.
T836 Chemical Laboratory Tech	\$200.00 per Year	Same	Refundable fee of \$200.00 per year for glassware utilized for experiments, less deductions based upon glassware loss and breakage.
K788 Elect. Eng. Tech	\$200 1 st Yr	Same	Provide a set of Philips and cabinet tip slotted screwdrivers and terminal block screwdrivers and wire cutter/ strippers and pliers. Also require a keyed padlock

			and a small tool bag or pouch to store the tools and lock in. This can be provided at a cost of \$200, student would be responsible to store tools and would keep tools upon leaving the program.
429A Gen Machinist	\$55 A01 \$305 A02 \$175 A03	Same	Material fees cover the projects that they Machine and build which they take home at the end if so desired. Fee supplies monies for the materials to build the project that they can take home should they desire to do so.
431A Mold Maker	\$55 A01 \$276 A02 \$250 A03	Same	Material fees cover the projects that they Machine and build which they take home at the end if so desired. Fee supplies monies for the materials to build the project that they can take home should they desire to do so.
403A Carpentry	\$50	New	Kit fee would cover the material costs used to build the students project/ projects that they can take home when complete if desired to do so (i.e., small doghouse).
T971 Pre-App CNC-IMM	\$560 \$50 Mat fee	Decrease	The bulk of these tools are usually purchased through the same supplier, as there are limited people to purchase them from at a reasonable value. The basic tools for the start-up are purchased to allow the student a decent start in the working world.
T797 Pre-App CNC-PMC	\$635 Kit fee \$27 Mat fee	Increase	Tool kit purchased for the class. Breakdown available upon request.
T804 Pre-App Truck & Coach	\$850	New	Tool kit purchased for the class. Breakdown available upon request.
430A Tool & Die Maker	\$55 A01 \$130 A02 \$150 A03	Same	Material fees cover the projects that they Machine and build which they take home at the end if so desired.
332A Hairstylist	\$20 A01/A02	Same	Material fee offsets costs associated with hair colors used by students monthly.
415A Cook	\$250 A01/A02	Same	
B992 CYC	\$45.20 per Year	New	Membership is \$45.20 per year. As a condition of program accreditation, the students gain access to eBooks and the professional journal (Relational Journal of Child and Youth Care). Student membership is available to students who are registered in an accredited Child and Youth Care diploma or degree program. Student memberships are valid only while the member is enrolled in their program. Upon graduation, student members would apply to Full Professional Certified Membership. This level of Student Membership will not be entitled to vote at member meetings.

Please Note: The College reserves the right to change, amend or alter fees as necessary without notice or prejudice.

A P P E N D I X I V

DEFINITIONS

DEFINITIONS

Ancillary Fees

Fees for items not covered by the tuition fees established for a course or program of instruction that students may be required to pay upon enrolment. The Ministry approves categories of ancillary fees.

Auditing Students

Students who are registered in a course or program, but do not receive credit towards a diploma or certificate. Such students do not take examinations or receive grades. When a student audits a Ministry funded course, no Ministry funding is received.

Clinical Training

Clinical training is non-paid work experience that is supervised and monitored by, or on behalf of, St. Clair College personnel. Clinical experiences are scheduled as a part of regular program offerings.

Compulsory/Essential Ancillary Fees

Ancillary fees that a student is required to pay in order to enroll in any course or program of instruction.

Field Placement

A field placement is the work experience component of a program. While there is no hour-for-hour supervision by St. Clair College personnel, there are periodic visits to the work setting. A report may be a part of the course requirement.

Full-time Student

A full-time student is one who is registered for 66 2/3% of the courses or 70% of the hours in the suggested student program as outlined in the College Calendar. A student granted advance standing or an exemption from a course is not considered to be enrolled in the course.

High Demand Program of Instruction

A program of instruction eligible for general purpose operating grant funding for which colleges have the discretion to charge fees above the maximum permitted for regular fee programs. This discretion is allowed for applied degree, post-basic or Baccalaureate of Nursing programs and/or for basic programs that have been determined to meet each of the following three criteria:

1. there is high demand for instructional space;
2. graduates have above-average prospects for employment; and
3. graduates have the potential to earn an above-average income.

International Student

An International Student for fee purposes is defined as a student who is not a Canadian or a U.S.A. citizen; not a permanent resident; not a dependent or a representative of a Foreign Government [Section 7(l) of Immigration Act]; or not a dependent of persons in Canada for the temporary exercise of their profession, trade or occupation [Section 7(l)h of Immigration Act].

Ontario Student Assistance Program (OSAP)

Supplementary financial assistance based on demonstrated financial need, operated by the province to help students from lower-income family's meet the costs of post-secondary education.

Part-time Student

A part-time student is a student who is registered for less than 66 2/3% of the courses or 70% of the hours in the suggested student program, as outlined in the College Calendar. This includes students taking Continuing Education courses.

Post Basic Program

A program designed to provide additional or advanced skills that will enhance an existing knowledge base for which a certificate, diploma or degree has been awarded.

Post-Secondary Program

A program designed for individuals who have an Ontario Secondary School Diploma or equivalent.

Semester

In the case of most full-time post-secondary programs, it is the objective to achieve two equal semesters per regular academic year, with minor variations as required.

Student Contact Hour

A unit representing one student enrolled in one required hour of instruction.

Term

A term will normally be a semester, or a quarter as determined by the student's program.

APPENDIX V

STUDENT FEE APPROVALS

In consultation with the Compulsory Ancillary Student Fee Protocol Committee, we are recommending the proposed 'Student Fees 2022-2023' be applied for the 2022-2023 academic year. We have reviewed and accept the proposed 'Student Fees 2022-2023' as presented.

Signatures:

_____ Date: _____
Student Representative
Compulsory Ancillary Student Fee Protocol Committee

_____ Date: _____
Student Representative
Compulsory Ancillary Student Fee Protocol Committee

_____ Date: _____
Chair
Compulsory Ancillary Student Fee Protocol Committee

_____ Date: _____
President, St. Clair College



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 22, 2022

RE: STRATEGIC DIRECTIONS APRIL 1, 2022 – MARCH 31, 2023

SECTOR: ALL – SENIOR OPERATIONS GROUP

AIM

To obtain Board of Governors approval for the Strategic Directions for the period April 1, 2022 to March 31, 2023.

BACKGROUND

The Strategic Directions align the six pillars of the College; Academic Excellence, Students, Community Engagement, Human Resources, Facilities Enhancement and Financial Health and Sustainability, with the foundational principles; Mission, Vision and Values to achieve the goal for St. Clair College to “Rise Above the Ordinary”.

The Strategic Directions for April 1, 2020 to March 31, 2025 consist of 18 goals, 32 objectives and 46 clearly defined measurables, and align the College to meet the established commitments of the Strategic Mandate Agreement 3 (SMA3).

Administration completes a review of the Strategic Directions annually to ensure they remain in alignment with the objectives of the College. The Strategic Directions for the period of April 1, 2022 to March 31, 2023 are attached.

RECOMMENDATION

IT IS RECOMMENDED THAT the Board of Governors approve the Strategic Directions for the period April 1, 2022 to March 31, 2023.

Goal	Objective	Measure
1. Academic Excellence		
Academic	Increase online course offerings.	Increase the total number of online courses offered at St. Clair College by 7% over 5 years. Concentration will be on high demand courses.
Research & Development	Promote interdisciplinary research aligned with area of program strengths/degree offerings.	Plan and conduct research professional development sessions, research scholarship and innovation days for faculty. Concentration to be added in Schools offering degrees.
	Document and increase the number of students participating in research.	Implement and maintain a database regarding internal research projects.
	Increase awareness of St. Clair College research.	Increase communication and showcase College research internally and externally.
Student Pathways	Continue to create academic pathways (college to college, college to university, university to college).	Continue to increase the current number of student pathways year over year. Promote student pathways for heightened awareness.
2. Students (Retention, Graduation Rate and Success)		
Support Student Success	Increase student success.	Increase institutional efforts to enhance Soft Skills for students through various mechanisms and activities (ie. online tools, mock interviews). (#1)
	Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.	Continue to increase “Campus Life” activities by three new events per year.
	Maintain and report on Athletic Performance Indicators (API’s) 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. Increase athletic department revenue.

Goal	Objective	Measure
Increase Enrolment	International enrolment.	Maintain/grow current international enrolment in Windsor and Chatham.
	Maintain domestic enrolment.	Maintain PS full-time enrolment within existing corridor.
3. Community Engagement (Leadership, Communication and Partnership)		
Increase/Monitor Community Local Impact	Monitor and increase economic impact on local community.	Conduct annual research of community spending and impact.
Increase Corporate Training	Enhance our reputation as a training centre for the workforce of our community.	Excluding PCPP, increase entrepreneurial (non-public) revenue by 3% (15% over 5 years).
Brand Identification	Continuation of new brand “Rise Above The Ordinary” initiatives.	Number of actions taken to increase brand awareness.
Increase Community Engagement	Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism and/or Experiential Learning.	Creation and engagement of the “Community Saints” in conjunction with the Alumni, SRC, TSI and SAA and document impact.
		Increase community awareness of engagement/support of College staff and students. (#2)
4. Human Resources (Staff Development, Efficiency, Effectiveness and Wellness)		
Development of Human Resources	Staff development.	Continuation of staff orientation (part-time/full-time, academic and non-academic) and appropriate orientation material. (#3)
		1% of budget allocation for staff development.
	Staff Wellness	Continue to promote staff collaboration and engagement through monthly or quarterly activities.
		Monitor institutional WSIB lost sick time.

Goal	Objective	Measure
5. Facilities Enhancement		
Campus Enhancement	Increase parking capacity.	Implementation of parking plan.
Campus Beautification	Continue to beautify the College campuses and maximize brand.	Annual plan for Campus Beautification developed.
6. Financial Health and Sustainability		
Financial Sustainability	Balanced budgets.	Achieve balanced budgets annually. (#4)
	College sustainability.	Increase sustainability fund.
	Maintaining financial sustainability in accordance with MCU financial metrics.	Meeting or exceeding Ministry defined benchmarks. (#5)
Financial Efficiency	Review possibility of Centralized Budgeting.	Review and analyze the impact of a “Centralized Expense” allocation and monitoring to achieve more realistic financial results.
Financial Transparency	Provide relevant and transparent reporting on financial position to the Board: <ul style="list-style-type: none"> ▪ Budget ▪ Mid-Year Review ▪ Financial Statements 	Complete interim reporting based on pre-determined deadlines.

LEGEND:

AVP – Associate Vice President
 API – Athletic Performance Indicator
 BCA – Building Condition Assessment
 CAE – Centre for Academic Excellence
 EL – Experiential Learning
 GPA – Grade Point Average

KPI – Key Performance Indicator
 MCU – Ministry of Colleges and Universities
 PCPP – Public College Private Partner
 SCC – St. Clair College
 SMA – Strategic Mandate Agreement
 SOG – Senior Operations Group

Baseline: 2019/20, and subsequently, the previous year.

**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Governance	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 5
Effective Date:	June 25, 2019	Page: 1 of 1
Supersedes:	May 22, 2012	Last Review Date: June 25, 2019
Mandatory Review Date:		

Governance

- 5.1 The affairs of the College shall be governed by a Board which shall consist of persons elected and appointed Governors of the College in accordance with the provisions of the Ontario Colleges of Applied Arts and Technology Act, 2002 and Regulation 34/03 appended hereto as Appendix “A”.
- 5.2 Unless otherwise changed by law or by By-law, the Board shall be composed of seventeen (17) members appointed or elected in accordance with this By-law and Regulation 34/03.
- 5.3 Twelve (12) external members shall be appointed to the Board by the Lieutenant Governor in Council/Order in Council (LGIC/OIC). (Note: 1/3 of the membership is selected by the LGIC, 2/3 are selected by the St. Clair College Board of Governors).
- 5.4 One (1) Academic staff representative, duly elected in accordance with election procedures established by the Board.
- 5.5 One (1) Administrative staff representative, duly elected in accordance with election procedures established by the Board.
- 5.6 One (1) Support Staff representative, duly elected in accordance with election procedures established by the Board.
- 5.7 One (1) Student Representative to be appointed following a selection process to be established by the Board. The eligible candidates to be selected from the duly elected Student Representatives.
- 5.8 The President of the College shall be a voting member of the Board.
- 5.9 No internal Board member may be elected a member of the Board unless in accordance with election procedures (Appendix E) established and approved by Board By-law and included in the operational procedure of the College.

**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Eligibility for Membership	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 7
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: January 31, 2012
Mandatory Review Date:		

Eligibility for Membership

- 7.1 Eligibility for Board members appointed under Section 5.3 as an external member shall be as prescribed by Ontario Regulation 34/03.
- 7.2 Board members appointed under section 5.4, 5.5 and 5.6 shall be full-time employees of the College.
- 7.3 Board members appointed under Section 5.7 shall be students enrolled in a full-time program leading to a St. Clair College Certificate, Diploma, or Applied Degree recognized by the Ministry of Colleges and Universities (MCU).

**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Vacancies	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 8
Effective Date:	June 25, 2019	Page: 1 of 1
Supersedes:	September 25, 2012	Last Review Date: June 25, 2019
Mandatory Review Date:		

Vacancies

- 8.1 Vacancies for members appointed under Section 5.3 shall be determined and filled in accordance with Ontario Regulation 34/03.
- 8.2 Board member vacancies under Governance sections 5.4, 5.5, 5.6 and 5.7 shall be determined and filled in accordance with Board By-law established to elect new members and in accordance with Ontario Regulation 34/03.



**POLICY AND
PROCEDURE MANUAL**

Policy Title:	Budget Development	Area of Responsibility: Board of Governors
Policy Section:	Executive Limitations	Policy No: 2003-18
Effective Date:	May 26, 2009	Page: 1 of 2
Supersedes:	May 31, 2003	Last Review Date: January 24, 2021
Mandatory Review Date:	January 27, 2026	

Budget development or expenditures during any fiscal year or the remaining part of any fiscal year will not deviate from Board Ends priorities, risk fiscal jeopardy, fail to be derived from a multi-year plan nor fail to show a generally acceptable level of foresight.

The President shall not cause or allow a budget to be developed which:

1. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items and disclosure of planning assumptions.
2. Does not provide the annual operating funds for Board prerogatives such as Board development, Board and Committee meetings and Board professional fees.
3. Projects the expenditures in any fiscal year of more funds than are conservatively projected to be received in that period.
4. Endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve Ends in future years.
5. Incorporates a forecast deficit.

The President will:

1. Present a budget that takes into account the Board’s directions and the Strategic Directions.
2. Propose a budget which includes reasonable expected outcomes, anticipated returns on expenditures and processes of accountability for new projects and initiatives.
3. Propose a budget which sets a reasonable level of expenditure for travel and accommodation commensurate with the directions of the Board and with the economic realities of the day.

4. Review and recommend the current condition of the internally restricted Board Reserves which includes related generated income.
5. Propose a budget where the College's overall budget surplus cannot be lower than the Public College Private Partnership (PCPP) budget surplus, unless approved by the Board of Govenors.

PRESIDENT'S REPORT

Meeting of the Board of Governors
Full Board – March 22, 2022

1. Colleges and OPSEU Agree to Unconditional Interest Arbitration

On Thursday, March 17, 2022, the CEC and OPSEU/SEFPO issued a joint statement announcing that they had reached an agreement to enter binding interest arbitration and the strike that was scheduled to commence at 12:01am on March 18, 2022, was called off. All labour disruptions, including the work-to-rule campaign that started at the end of the Fall semester, were cancelled when the two sides agreed to arbitration, meaning there will be no further disruption to academic studies this year.

There were two (2) types of arbitration proposed during this round of bargaining; specifically:

- **Union Proposed Final Interest Arbitration.** In November the Union proposed that both parties proceed to arbitration but only on the issues they refused to concede. Management had already offered no concessions and they wanted to arbitrate against the remaining issues that management refused. They wanted arbitration on just the differences between the parties without prejudice offers that were on the table as of March 17. Since the CEC's without prejudice offer contained only changes to the collective agreement that the union wanted (workload committee, EDI committee, their counsellor definition) they expected to get only more of their proposals during arbitration.
- **Management Proposed Final Offer Selection.** Management had proposed this type of arbitration in November. This type is where the Arbitrator chooses between the offers as they are presented.

During last week's discussions, Management proposed "Unconditional" Final Interest Arbitration on the original offers. This is what was agreed to so as to avoid the strike. Effectively, the CEC proposed that both parties proceed with the type of arbitration that would be expected from Back To Work Legislation. The CEC proposed this in mid-afternoon, after the Union informed them they would not abandon their demands for dispute mechanisms in each of the three committees (Workload, EDI, T&R).

OPSEU/SEFPO agreed with the Unconditional Final Interest Arbitration proposal. This will be arbitration on both Union and Management offers as presented in September, thus reopening all demands and withdrawing all offers.

The terms and conditions of employment that were introduced by the colleges on December 13, 2021, will continue to apply until the Arbitrator (Kaplan) issues his arbitration award unless the parties agree to a change in the interim.

Mediator William Kaplan will act as the arbiter and come up with a new collective agreement for the faculty before the end of the semester.

RISE ABOVE THE ORDINARY

2. Open House – March 26, 2022

Due to the potential work stoppage announcement that was made on March 14, 2022, the College decided to pivot the scheduled Spring Open House from an in-person to a virtual event. As such, the virtual event will take place on Saturday, March 26, 2022 from 10:00 a.m. to 1:00 p.m. Prospective students will be able to explore student life, learn about the College's programs, participate in online sessions with program Chairs and get information on the College's scholarships and bursaries. Prospective students can also contact members of the College's recruitment team to ask questions and to request additional information. College tours are available on an ongoing basis as requested.

3. Scholarship Nights

The annual Scholarship Awards Events will be held in-person and have been scheduled as follows:

- **Windsor Night #1:** Wednesday, March 23, 2022, 5:30 pm at St. Clair College Centre for the Arts
- **Windsor Night #2: Monday, March 28, 2022, 5:30 pm** at St. Clair College Centre for the Arts
- **Chatham Luncheon: Wednesday, March 30, 2022, 11:30 am** at Club Lentinas

4. COVID Safety Protocol Update

In response to the announcement made by the Ontario Chief Medical Officer of Health on March 9, 2022, St. Clair College will continue with the mask mandate, as per the current policy and with the support of our local public health agency, until the end of the Winter 2022 Semester. The expected mask mandate end date is May 1, 2022. The safety of all students and staff is our top priority and this cautious approach is one step to help to ensure a successful completion to the semester.

Additionally, effective March 21, 2022, St. Clair College will move from active to passive screening. This means that the daily questionnaire will not need to be formally completed through the Student Information System (SIS). The College believes that everyone understands the symptoms of COVID-19 and the requirement to stay home if ill. The close contact/household contact self-isolation requirements have been updated by the province and have been posted to the College's COVID-19 webpage.

5. ATHENA Scholarship

Applications are being received for the 2022 ATHENA Scholarship Program. Application forms are available at www.windsorchamber.org/athena or www.athenascholarshipwindsor.com. Applicants must meet the following criteria:

- be between the ages of 18 and 30 years;
- be presently enrolled full-time (attending primarily during the day) in a college or university;
- have spent a significant and substantial period of time (at least 16 months as of April 29, 2022) in Windsor/Essex County.

Students must demonstrate academic excellence, community involvement and be engaged in leadership activities. Most importantly, they must have increased the leadership opportunities for women by mentoring and leading activities to help women reach their full potential.

Four scholarships of \$5,000 each will be awarded as follows:

- one to a **St. Clair College** student;
- one to a **University of Windsor** student;
- one to a student who is attending **any college or university** provided applicant has spent a significant period of time in Windsor/Essex County (see above);
- one to a **University of Windsor Faculty of Law** Student.

Applications must be delivered or mailed to the Chamber office before **Friday, April 29, 2022 at 4:00 p.m.** Additional information can be found at <https://www.stclaircollege.ca/financial-aid/external-scholarships-bursaries#athenafund>.

6. VIP Visitor

On Tuesday, March 8, 2022, the College welcomed Andy Faas, a long-time supporter and donor of the College, who arrived in-town for a visit. The visit marked the 50th anniversary of Andy Faas' graduation from St. Clair College in 1972. Andy Faas, a former SRC President himself, met with members of the College's Student Groups for an informal meeting to provide guidance, insight and to discuss current College events. Andy Faas toured several of the College's campuses and was very impressed with the recent growth and improvements that have been made. Andy Faas also met with several administrators, including President France. We look forward to welcoming Andy again for another visit in the near future!



7. St. Clair College Launches Online Reporting for Campus Sexual Violence

St. Clair College has partnered with [REES](#) (Respect, Educate, Empower Survivors) to make online reporting available to the campus community. REES is a 24-hour, seven-day-a-week centralized online reporting and information platform that provides increased options for students, staff and faculty to report sexual violence. REES includes multiple reporting options and critical information about resources and supports available both on campus and in the community.

“We are pleased to partner with REES to provide a secure online platform to report incidents of sexual misconduct,” said College President Patti France. “St. Clair is committed to addressing any incident of sexual violence on campus. All members of the College community will now have a platform to create a record of an incident and the opportunity to personally determine how to report it, whether it is through anonymous channels or through campus connections.”

According to a 2019 [Stats Canada Survey on Individual Safety in the Postsecondary Student Population](#), 71% of postsecondary students witnessed or experienced unwanted sexualized behaviours over the past year, yet less than one in ten spoke about what happened with someone associated with the school.

St. Clair College is the first college in Ontario to adopt the REES platform and joins the University of Windsor, Red River College, Okanagan College, Mount Allison University, St. Francis Xavier University and others in implementing REES.

8. College Employee Wins WEST’s Visionary Award

College employee, Susan Taylor, Program Manager, Innovation, Entrepreneurship & Student Experience, was the recipient of the Journey Towards Success – Visionary Award by the Women’s Enterprise Skills Training of Windsor Inc. (WEST) as part of the 2022 International Women’s Day Virtual Gala which took place on Tuesday, March 8, 2022.

Susan was recognized for her entrepreneurial acumen, her community involvement and her volunteer work. St. Clair College is proud of Susan, of her accomplishments and of the contributions that she has made both at the College and in the community.



St. Clair College In The News

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School buses cancelled across region because of snow, 401 closed in Chatham-Kent



CTV News London Assignment Editor - Feb. 18, 2022

All school buses in the region have been cancelled following Thursday's dumping of snow.

All buses are cancelled for the city of Windsor and Essex County although it's PA day for elementary and secondary students. Buses are also cancelled in Chatham-Kent and Sarnia-Lambton.

Meanwhile, secondary school students across Lambton-Kent will be doing remote, teacher-led virtual learning today. All secondary schools will be closed to students for in-person learning.

The University of Windsor has also cancelled all classes Friday because of the inclement weather. St .Clair College has also cancelled all in-person classes, labs and clinical placements until 12 p.m.

Although Environment Canada has lifted warnings for our area, many roads remain icy and snow covered from Thursday's freezing rain and heavy snow. Motorists should give themselves extra time to get to their destinations Friday and drive according to road conditions.

There are reports of several crashes along the 400-series highways across Southwestern Ontario. Westbound Hwy. 401 is closed between Chatham and Tilbury because of a collision near Merlin Road.

OPP had to close some stretches of the 401 near Tilbury and the 402 in Lambton County Thursday because of numerous crashes and poor driving conditions.

Cleanup commences following Thursday snowfall in Windsor-Essex

City of Windsor says clean up could take until Saturday morning

CBC News · Feb 18, 2022



Rain, sleet and snow that hit the region Thursday evening into early Friday morning is making clean up a challenge in Windsor-Essex. (Mike Evans/CBC)

The City of Windsor is working to clear streets, after rain, sleet and snow hit the region Thursday.

School bus routes were cancelled due to weather conditions in Windsor-Essex Friday morning, however it's also a PA day for elementary and secondary students.

St. Clair College shifted to online learning until noon Friday to allow for some cleanup before the commute, while the University of Windsor remained open for all in-person learning.

The City of Windsor has been working to keep roads clean since Thursday night.

"Yesterday was extremely challenging for us, we had the rain and then the sleet and followed up by snow and in the middle of a high-traffic time, so it was extremely challenging overnight," said Phong Nguy, manager of operations for the city's public works department.

"We got a really heavy dumping of snow in the morning plus high drifts so it was extremely challenging."

Nguy said as of Friday morning the city is trying to catch up, but that the roads are "passable" for the commute.

The city has salted roads and started plowing, but clean up may take some time.

"It's going to take a little bit longer than tonight, probably until early morning until we see cleanup complete," said Nguy.

Environment Canada has lifted all weather warnings and statements.

St. Clair College basketball welcomes fans back at home games

The women's basketball team hosted its first OCAA game since March of 2020 this weekend.

CBC News · Feb 21, 2021



Saints fans were allowed to attend in person at the St. Clair College sportsplex for the first time this year.

St. Clair College basketball players had the benefit of fans in the stands for the first time in months this weekend as both the women's and men's teams took to the court.

"It brings some nice energy here," co-head coach Matt Sykes of the Saint's men's team said.

"It's nice to see everyone just getting back to normal, as best as we can."

Both the women's and men's teams made their home debuts earlier this month to fanless stands. The Ontario Colleges Athletic Association (OCAA) delayed the start of Winter indoor sports in the new year due to the pandemic. Games resumed earlier this month but this weekend, fans were let back in — a big benefit, according to the players.

"Definitely feels a bit more normal from no fans to fans," men's player Jesiah Deerr said. "Honestly, just fill it up now to full capacity."

For the women, facing off against the Sheridan College Bruins was their first time hosting a OCAA contest since March of 2020. Grace Smrke, who also plays on the Saint's team, was happy fans were there for it.

"I personally don't like playing without the fans," player Grace Smrke said. "It's so much more hype with all the fans, it gets your energy up a lot more."

The fans who chose to attend were happy to be back in person as well.

"It's not the same on television. You want to be able to see the players live, get the action live," fan Dan Dominguez said. "It's a lot more entertaining... just great to be back in the gym."

Polar Plunge making a virtual splash for the second year in a row

AM800 CKLW – February 22, 2022



AM800 file photo

The Polar Plunge will be making a virtual splash for the second year in a row today, and some students at St. Clair College will be heading out to take part.

Participants have received pledges to jump in snow banks, pour water over their heads, take ice cold baths, or participate in snow related activities in support of the Special Olympics beginning at 12 p.m.

Molly Heath, an event organizer and third year student of the Police Foundations program, says this year will be a little different compared to last year.

"The college wanted to do it somewhat together, so we're doing a water gun fight, we're going to have a fire truck there with a hose and just get creative in our own way. If there's snow maybe a snowball fight or snow angels."

Heath says it means a lot to her as a student to help run this event.

"The Special Olympics are amazing. It raises money for the athletes and the coaches and I think it's great to get the word out there, get people involved, especially during the pandemic when we couldn't get together, so I think it's very important."

Ed Marocko, a professor of the Police Foundations/Protection Security and Investigations program, says the school has been very active with the local law enforcement for both hosting and supporting the Polar Plunge since 2015.

He says the event wouldn't be possible without the students.

"This is a total student driven event, it's really the brain child of our students in the program. They are all law enforcement aspiring students so this event fits well with them."

Over \$300,000 has been raised locally for the Special Olympics since 2015. To donate or be a part of this year's Polar Plunge, you can visit their [website](#).

St. Clair College 'Polar Plunge' gets participants out in the snow



Students and dignitaries plunged into a frigid swimming pool at St. Clair College for a good cause. CTV Windsor - Feb. 22, 2022

The annual Polar Plunge at St. Clair College had a different look this year.

Participants took pledges to jump in snow banks, pour water over their heads, take ice cold baths, or participate in snow-related activities — all in support of Special Olympics.

The event is student-driven.

“So they're out here to support our athletes, for their upcoming games, and to support Special Olympics Ontario,” community liaison officer Terry Seguin said. “Together, the law enforcement community and the community itself, have gotten together to raise tens of millions of dollars to support these athletes.”

More than \$300,000 has been raised locally toward Special Olympics Ontario since 2015.

St. Clair College PSI Program Virtual Polar Plunge

Windsor Star – Print Edition – Feb. 23, 2022



PHOTO BY JACOB WELLS

COOL FUNDRAISER St. Clair College student Liam Johnson gets a snow shower during the Virtual Polar Plunge in support of the Special Olympics on Tuesday at the main campus. Chilly weather returns Wednesday with highs of -5C, but the skies are expected to clear.

1

United Way accepting donations on Tampon Tuesday

Postmedia - Mar 01, 2022



John Levesque from Local 195, grabs a box of donated tampons during the Tampon Tuesday Drive-Thru Drop Off Event outside the offices of United Way/Centraide Windsor-Essex County on Tuesday, March 9, 2021.

Tuesday marks International Women's Day and locally that also means it's Tampon Tuesday, an event that raises awareness and collects menstrual products to help address period poverty.

United Way Centraide Windsor-Essex County in partnership with Windsor District Labour Council is again this year holding a drive-thru drop-off collection from 3 to 7 p.m. at 300 Giles Blvd. E.

Businesses and other organizations are being encouraged to collect menstrual hygiene products to support people in need in Windsor and Essex County. Individual donations are also welcome.

This year's recipients include House of Sophrosyne, Pozitive Pathways, Street Help, St. Clair College-SRC food bank, University of Windsor-UWSA campus food pantry, United Way's On Track to Success Program and Windsor-Essex Food Bank Association.

Participants are asked to enter the parking lot off McDougall Avenue and exit on to Giles Boulevard when dropping off.

For further information, call 519-259-6195.

International Women's Day is a global day celebrating the social, economic, cultural, and political achievements of women.

St. Clair honours Alumni of Distinction

Windsor Star - Mar 03, 2022



St. Clair College is pictured, Monday, January 25, 2021.

Business leaders, a conservationist and a designer are among those honoured as Alumni of Distinction for 2022 by St. Clair College.

“The 2022 recipients of St. Clair College’s Alumni of Distinction come from diverse backgrounds, but they have all reached great success in their chosen fields,” said a media release announcing the honourees.

Michael Audet (Business Common 1988), Karen Bolger (Developmental Service Worker 1985), Tim Byrne (Civil Engineering Technology 1979), Kristin Kennedy (Nursing 1997), Tomoko Oxenfarth (Fashion Design Technician 2020) and Chris Vadori (Advertising 2010) are the latest group of alumni recognized by the college.

Audet, the Chief Executive Officer of E.L.K. Energy, is being honoured in the category of Business & I.T.

Bolger, the Executive Director of Community Living Essex, is being honoured in the category of Community Studies.

Byrne, the Chief Administrative Officer of Essex Region Conservation Authority, is being honoured in the category of Technology/Engineering.

Kennedy, the President and Chief Executive Officer of Erie Shores Health Care, is being honoured in the category of Nursing/Health Sciences.

Oxenfarth, the Designer/Owner of Maison Louise, is being honoured as a recent graduate.

Vadori, the Social Media Manager for Canada, Skip the Dishes, is being honoured in the category of Creative Arts (Media, Art & Design).

“There’s a dual purpose of the Alumni of Distinction program,” said college president Patti France. “It does exist, most certainly, to pay tribute to the remarkable achievements of the recipients — both professionally, and in recognition of the many beneficial contributions they’ve made to their communities. It also serves as a source of inspiration to current and prospective students: to demonstrate to them, in the form of an individual who has excelled, that a St. Clair education is the basis of tremendous success and fulfilment.”

A total of 125 graduates have been recognized by the college since 1992.

France said the award recipients will be asked to be guest speakers at convocation ceremonies in 2022-2023.

This year’s Alumni of Distinction ceremony will take place Friday, April 29, in the Alumni Skyline room at the St. Clair College Centre for the Arts in downtown Windsor. Tickets are \$60 and available by calling 519-972-2747 or visiting stclairalumni.com for more information.

“The Alumni of Distinction awards are a true reflection of the college’s motto ‘Start Here, Go Anywhere,’” said John Feldman, President St. Clair College Alumni Association. “This year, the honourees have made remarkable strides in their journey from St. Clair College. We are looking forward to sharing their unique story with all of our students, alumni, and our community.”

Last year’s ceremony was held as a virtual event due to the COVID-19 pandemic.

Student groups across Ontario urging colleges, union to return to bargaining table

AM800 CKLW – Monday, March 7, 2022



Photo courtesy: St. Clair College

College student groups from across Ontario are calling for contract talks to resume.

More than a dozen student associations have come together to send an open letter to keep bargaining going in good faith to keep colleges open.

Talks broke off when OPSEU rejected the college employer council's latest contract offer.

St. Clair College student representative council president Shubham Sharma says, with COVID-19 disruptions, it's been a tough couple of years for students.

"We are staying neutral. All the college student associations are staying neutral in this bargaining. We just don't want to get caught up in between because we just want to study and graduate. We don't want to get into all these things."

He says students are growing fearful of a strike.

"The fear is just we don't want the 2017 strike to repeat for five weeks," he continued. "That is why we sent out a letter immediately so that the union as well as the college administration is aware of it."

Sharma says the return to in-person learning is going well and he'd hate to see students have to take a step backward.

"Right now, everything is stable. To be very honest, our college admin team has done a great job, but we just wanted to take action. All the student associations, we had to reach out to them and tell them please don't repeat like the 2017 strike which happened, which was not good," Sharma said.

If a faculty strike were to take place, more than 240,000 post-secondary students would be directly affected.

There's no word yet as to when parties may return to the bargaining table.

Local roundup: St. Clair women's basketball team completes unbeaten regular season

Windsor Star - Mar 07, 2022



WINDSOR, ONTARIO:.. MARCH 5, 2022 - St.Clair's Logan Kucera drives to the net in OCAA women's basketball between the St. Clair Saints and the Redeemer Royals at the St. Clair College SportsPlex, on Saturday, March 5, 2022.

The St. Clair Saints women's basketball teams completed an unbeaten regular season for just the fourth time in school history.

St. Clair scored a 90-74 victory over the Redeemer Royals on Saturday at the SportsPlex and will have home-court advantage through the OCAA playoffs.

Tied at the half, the Saints closed strongly for the double-digit victory. Logan Kucera led the way with 27 points against the Royals (3-5). Shae-Lyn Murphy finished with 18 points for St. Clair while Jana Kucera added 12 points and Jessica Paolini chipped in with 10 points.

The St. Clair men's team lost its regular-season finale in overtime to Redeemer by a 103-101 score. The loss had no impact on the standings with the Saints sitting in second place in the West Division.

David Gomez Jr. paced the Saints (7-2) with 33 points. Chad Vincent-Simon finished with 19 points while Jesiah Deerr added 18 points and Darnelle Peddie another 15 points against the Royals (5-4).

Workforce WindsorEssex report studies progress of female entrepreneurs

Windsor Star - Mar 07, 2022



Tashlyn Teskey with Workforce WindsorEssex is shown on Monday, March 7, 2022

Opportunities for female entrepreneurs are improving, but several areas need to be addressed if the region is to maintain the momentum it's building to support female entrepreneurship, according to a Workforce WindsorEssex study released Monday.

There is a need to expand entrepreneurship in schools, add communal spaces for innovators, ensure diversification and to designate a staff position to direct people to support programs.

"In terms of our ecosystem overall, the community has been adaptive and responsive to what needs to happen," said Tashlyn Teskey, author of the RISE Windsor-Essex Needs Assessment 2022 report, which is part of the federal government's Women's Entrepreneurship Strategy.

"We're definitely better off. The past year we saw more female entrepreneurs engaged in programs and we saw new programs introduced."

Among the key success stories of the past couple of years are the Women of Windsor Mentorship Collaboration, the Women in STEM Club at St. Clair College and the Venture Women's Program at the University of Windsor.

The Downtown Farmers Market also continues to be a valuable incubator for fledgling businesses who have gone on to open storefront operations.

However, Teskey said there's still a significant amount of uncertainty and room for improvement.

A survey of female business owners found 51 per cent felt things were improving for women owning businesses, 42 per cent were unsure and the rest felt things were worse off.

One of the trouble spots remains getting more women interested in science, technology, engineering and math related businesses and emerging technologies.

There was a decline in the past year in female owned STEM-businesses and women remain vastly outnumbered in engineering programs at the post-secondary level.

However, there are more women in MBA programs locally than men and there's a balance in the sciences.

"It's leaving us in a position of not being able to compete with the Silicon Valley of Canada (Waterloo)," Teskey said.

"There aren't enough women locally in STEM program, so that results in fewer role models in business. Female entrepreneurs don't see themselves creating a tech start up here or they start here, get frustrated and give up or take their business to Waterloo.

"We're losing scaling-up opportunities."

Teskey recommends pulling a page from Detroit's playbook and hosting homecoming events to lure locals in the tech sector back to the area or at least make them aware of potential new opportunities to invest in.

"Those events have been very successful for Detroit," Teskey said.

"There are a lot of tech things happening in Windsor, especially as the area transforms to automobility. We have to make them aware of what's happening."

Teskey said having physical spaces that allow innovators and solo entrepreneurs a place to work, combined with having access to service providers to direct them to programs and funding, is vital to creating a tech community outside of the auto industry.

"There's a real lack of a physical presence or a hub like this to serve entrepreneurs in Leamington and Kingsville," Teskey said. "We also need this type of connecting space in Windsor to expand on what the Downtown Windsor Business Accelerator is doing."

Teskey said female entrepreneurs have begun bouncing back from the challenges of the COVID-19 pandemic.

However, supports in the area of child care remain an obstacle to regaining more women in the workforce.

The study also found that there's a lack of diverse role models and mentors as well as programs to meet the differing needs of female entrepreneurs.

Specifically, new immigrants and the Indigenous and Black communities need tailor-made programs. Among the suggestions put forward are microloans for young businesses that don't require putting up substantial collateral.

"Lots of the trouble spots are around who are we able to help in the most effective way," Teskey said. "There are a few demographic groups that need more specific programs in the financial and legal knowledge area."

Skilled trades, arts and tech can do more to recruit, retain women, these advocates say

'Slow but steady progress' made in tech industry, Ontario Centre of Innovation CEO says

CBC News · Mar 08, 2022



Shelby Dunn of Windsor, Ont., is seen in this file photo. She completed her masonry qualifications straight from high school through a skilled trades program between the Windsor-Essex Catholic District School Board and St. Clair College. (Amy Dodge/CBC)

Whether it's in the arts, skilled trades or technology, advocates in those fields say their industries can and should be doing more to recruit and retain women.

Tuesday is International Women's Day and CBC Kitchener-Waterloo's *The Morning Edition* heard from women who say progress has been made in their industry, but in each case, they said employers could do a better job of supporting women in their work.

Skilled trades

There is still a small group of people who continue to believe women don't belong in skilled trades, said France Daviault, executive director of the Canadian Apprenticeship Forum.

She said in recent years, there have been "promising trends" in recruiting more women to the trades, but right now, the industry's workforce is about five per cent women, which is a "very, very small number," she said.

Daviault said companies need to "state the obvious" in things like job postings, saying women are welcome to apply.

Once women apply and get the jobs, she said employers need to do more to ensure women aren't being bullied or harassed on job sites, which she says is one of the main reasons she hears from women who decide to leave the industry.

"The culture on the work site needs to catch up and change. And that takes action," Daviault said.

She said companies need to put into place policies and processes for inclusion in general. This should focus not just on women, but also BIPOC women, Indigenous women and people from the LGBTQ-plus community.

Her advice to young women thinking about a career in skilled trades is to do their research, build their skill set and then find an employer who has a proven track record of hiring women.

The arts

In a panel hosted by Wilfrid Laurier University on Monday, three artists spoke about how more can be done to help women succeed.

Larissa Koniuk, one of the founders of Bicycle Opera in Toronto, said new mothers face challenges if they want to be in the performing arts.

"The rehearsal hours, the way things are done, it doesn't make room if you chose to breastfeed a newborn," she said. She's starting a new show that will be "going to be inclusive of families."



Melissa Falconer, Larissa Koniuk and Nelu Handa we're part of a panel discussion hosted by Wilfrid Laurier University celebrating women in the arts. (Wilfrid Laurier University)

Nelu Handa, who has written for Baroness Von Sketch, TallBoyz and Jane, champions for greater representation in acting and in comedy. She hosts a comedy showcase for women of colour.

"[It's] letting women of colour know there is a space for them," she said.

Melissa Falconer, a visual artist, said she's wanted to create work to help people see themselves in their pieces and the message is that they should love themselves.

Tech

When it comes to getting women into tech jobs, "we still have quite a bit of work to do," said Claudia Krywiak, president and CEO of the Ontario Centre of Innovation. She also serves on the board of the Accelerator Centre in Waterloo, Ont.

"Despite advances being made in recent years, unfortunately women still remain less likely to choose a career in technology, in engineering, in mathematics and computer science," she said.

Krywiak noted that in large tech companies, women often make up just a quarter of the workforce. In smaller tech startups, it may be closer to 30 per cent.

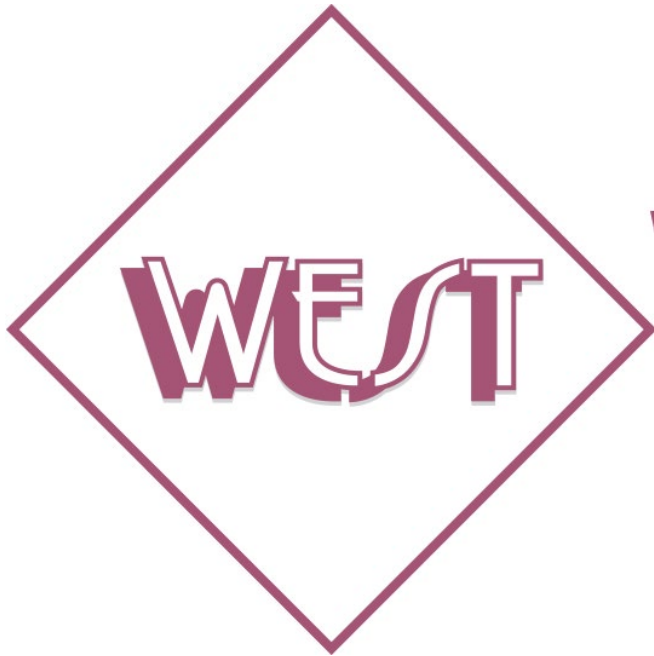
She said that is growth from a decade ago, and views it as "slow but steady progress."

Women in tech need access to funding, the ability to network with others, mentorship opportunities and sponsorship where women can be paired with someone to help them advance their careers.

"The good news is increasingly, especially in Ontario and for example in the Waterloo, Kitchener region, there are a number of initiatives that help women with these two areas, to reduce some of the barriers around access to capital, access to network, access to sponsors and mentors," she said.

WEST Hands Out Journey Towards Success Awards

[windsoriteDOTca News Staff](#) - Wednesday March 9th, 2022



Women's Enterprise Skills Training of Windsor handed out the 2022 Journey Towards Success Awards this past Tuesday at the International Women's Day Gala.

The Journey to Success awards recognize individuals, businesses and organizations in Windsor-Essex that support Women's Enterprise Skills Training of Windsor, Inc. (WEST), our mission and assist women on their journey toward success.

"We are so pleased to see everyone come together at the gala to celebrate the differences individuals are making so that we can continue to live in a society where men and women with equal ability, education, and experience also have equal opportunities," said Rose Anguiano Hurst, Executive Director of Women's Enterprise Skills Training of Windsor, Inc. (WEST). "Each of us can make a difference and these awards are one way of inspiring each of us, no matter where we work, to do our part to work against the bias, discrimination and stereotypes," she added

The following award recipients in each category received a WEST 2022 Journey Towards Success Award:

- Winner of the Break the Bias Award: Bridging North America
- Winner of the New Excellence in Partnership Award: John Wigle, Bike Windsor Essex
- Winner of The VIP Award – New Business Partner: Academy Truck Driving
- Winner of The Phenomenal Women Award: Evon Karayan, WEST Participant
- Winner of the Innovation Award: Priya Chana, WEST Participant
- Winner of the Diversity Equity and Inclusion Award: Bonnie Douglas, CCWESTT
- Winner of the Sisterhood Award: Sungee John, ECCCA
- Winner of the Perseverance Award: Dr. Ali Khan, Advanced Urgent Dental
- Winner of the Youth Community Leadership Award: Fatima Al Hakim, WEST Participant
- Winner of the Allyship Award: Justin Falconer, Workforce Windsor Essex
- Winner of the Influencer Award: Marium Tolson- Murty, University of Windsor
- Winner of the Visionary Award: Susan Taylor, St. Clair College, Genesis
- Winner of Daphne V. Clarke Trailblazer Award: Maryan Amalow, University of Windsor

Canada to get first-of-its-kind 3D printed housing project in Leamington, Ontario

IT World Canada - March 9, 2022



- 3D home Modelling Concept, 3D Printer Head Design the Residential Building Source: sorbetto | Getty Images
- Invest WindsorEssex (IWE), the economic development organization for the Windsor-Essex region of Ontario, has showcased the design of a 3D printed home in virtual reality as part of a first-of-its-kind in Canada housing project led by [Habitat for Humanity Windsor-Essex](#) and in partnership with the [University of Windsor](#).
- Habitat for Humanity Windsor-Essex is a non-profit organization that aims to mobilize volunteers and community partners to build affordable housing and promote home ownership as a means to breaking the cycle of poverty.
- This [pilot project](#), set to be completed by April 2022, will result in four units (four-plex design) in a self-contained home and will be available through Habitat's partnership with [The Bridge Youth Resource Centre](#) for individuals and couples in need of affordable housing in the municipality of Leamington.

It will be a historic build as the first 3D printed structure for residential use in Canada. An emerging technology, 3D printing could be a game-changing solution to the current housing crisis through increasing efficiency of building, promoting housing density and reducing costs associated with construction, says [IWE](#).

- “We are excited about this innovative solution to addressing the national housing crisis,” said Hilda MacDonald, mayor of the Municipality of Leamington. “We are very grateful the Municipality of Leamington was selected as the location of this first-of-its-kind fully accessible 3D multi-unit residential build.”



- Hilda MacDonald, Mayor of the Municipality of Leamington (Source: IWE)
- Through the IWE [digital twinning program](#) in partnership with St. Clair College, the IWE team, led by digital twin technician Bryan Holmes, used the computer-assisted design (CAD) model of the building and brought the home to life in its [virtual reality \(VR\) Cave](#), which is an immersive and active virtual reality environment integrated with state-of-the-art hardware and software. This process identified how the new design would ultimately look and allowed builders to perform an accessibility audit on the homes to ensure they are fully accessible prior to construction, explains IWE.
- IWE’s VR Cave is a facility that serves as a teaching, training, and research tool for the region and beyond, designed to support connected and autonomous vehicle development. VR provides many opportunities to aid in product development, including simulation, skills training, communication, and collaboration. Virtual prototyping allows products and processes to be tested before final verification with physical prototypes is performed.
- The digital twin highlights what is possible when you utilize the latest technologies in both the design and building process to ensure efficiency and accuracy. IWE says it is excited to have worked with Habitat for Humanity Windsor-Essex and community partners to highlight how this cutting-edge building method can be used on future builds locally and across the country.
- “The innovation required for this project goes beyond the printing technology. These will be tiny homes but we also want to make sure they are built for accessibility to meet the needs of all members of our community. At Habitat for Humanity our goal is always to build safe, decent and affordable homes,” said Fiona Coughlin, chief executive officer of Habitat for Humanity Windsor-Essex. “Through partnering with Invest WindsorEssex, we can be sure we do this before the homes physically exist.”

Local roundup: Mulder signs in Australia

Chatham Daily News - Mar 11, 2022

Mulder signs with Australian team

Chatham's Tyrone Mulder has signed in Australia with the Valentine Football Club's senior squad.

The Valentine Phoenix of Hunter Region, New South Wales, play in the National Premier Leagues, a second-tier circuit.

"Tyrone will make a great addition to our front third with hopefully plenty of goals and assists," the Valentine Football Club said in a statement.

Mulder played this past season with Western University after two seasons at St. Clair College. He was the St. Clair Saints' top goal-scorer in 2018, tied for the team lead in 2019 and was also an OCAA West Division second-team all-star in '19.

St. Clair College's Alumni of Distinction awards to be celebrated in-person this year

[AM800 CKLW](#) - Monday, March 14th 2022



Photo courtesy: St. Clair College

St. Clair College is happy to report an in-person celebration will be returning as it gets set to honour its latest class of Alumni of Distinction recipients.

This from Vice President of College Communications and Community Relations John Fairley who says the event has forced to go virtual for the past two years due to the COVID-19 pandemic.

This year's recipients cover a wide range of backgrounds from CEOs and executive directors to fashion designers and social media managers.

Fairley says, since 1992, the list of honourees has grown to 125.

"It's a good time to celebrate when people are looking where am I going to go for post secondary education? Going to college, can I ever be someone? If I take this kind of thing, could I ever run a company or be an executive director? And I think this year's list certainly proves that."

He says 2022's class is a great example of where you can go with a college education.

"Everyone started at the bottom. Everyone started working their way up. With the college experience, the hands on experience, and hearing some of these stories, they have just built on what they learned at the college."

Fairley says it's great to get back to some normalcy.

"It's so great to be able to have people back to the traditional dinner and having one together and having people with their friends, their co-workers and family together, saying how proud they are. Nothing beats being together and, boy oh boy, after the last couple of years we're really looking forward to this one."

The 2022 edition of the Alumni of Distinction awards takes place on April 29 at the St. Clair College Centre for the Arts in downtown Windsor — tickets can be purchased at stclairalumni.com.

The full list of recipients can be seen below:

Full Board Minutes:
March 22, 2022

Media Report
21 of 25

- Michael Audet, Chief Executive Officer, E.L.K. Energy (Essex. Lakeshore. Kingsville. Energy), graduated in 1988 from the Business Common program. He is being honoured in the category of Business & I.T.
- Karen Bolger, Executive Director, Community Living Essex, graduated in 1985 from the Developmental Service Worker program. She is being honoured in the category of Community Studies.
- Tim Byrne, Chief Administrative Officer, Essex Region Conservation Authority, graduated in 1979 from the Civil Engineering Technology program. He is being honoured in the category of Technology / Engineering.
- Kristin Kennedy, President and Chief Executive Officer, Erie Shores Health Care, graduated in 1997 from the Nursing program. She is being honoured in the category of Nursing/Health Sciences.
- Tomoko Oxenfarth, Designer/Owner of Maison Louise, graduated in 2020 from the Fashion Design Technician program. She is being honoured as a Recent Grad.
- Chris Vadori, Social Media Manager – Canada, Skip the Dishes, graduated in 2010 from the Advertising program. He is being honoured in the category of Creative Arts (Media, Art & Design).

Possible Strike At The College Friday

[windsoriteDOTca News Staff](#) - Monday March 14th, 2022



There could be a strike at St. Clair College on Friday.

The OPSEU bargaining team for 24 Ontario colleges representing full-time and partial-load instructors, librarians, and counsellors gave notice Monday of a work stoppage starting Friday, March 18th, 2022.

The union says they will be on the picket line at 12:01am if the College Employer Council (CEC) does not agree to voluntary binding interest arbitration.

The faculty rejected a final offer last month and have been working to rule since December.

“Our members are fighting for the best education for students,” said JP Hornick, chair of the bargaining team. “We haven’t made any unreasonable demands, and everything we have asked for is easily achievable.”

College union threatens strike action

AM800 CKLW - Monday, March 14th, 2022



(AM800 file photo)

A strike threat has been made by the union representing faculty at Ontario 24 public colleges including St. Clair College in Windsor and Chatham.

OPSEU says 16-thousand members will walk off the job at 12:01 a.m. on Friday, March 18 if the College Employer Council (CEC) does not agree to voluntary binding arbitration.

JP Hornick, chair of the OPSEU bargaining team, says faculty are desperately trying to avoid a strike but the CEC is refusing to bargain or be reasonable.

Union members rejected a final offer presented by the council last month.

Minister says college students can't afford strike as faculty threaten to walk out

AM800 CKLW – March 15, 2022



Photo courtesy: St. Clair College

Ontario's colleges and universities minister says ahead of a walk-out planned Friday by college professors and other academic staff that students can't afford a strike right now.

After various COVID-19 disruptions to learning, Jill Dunlop says students are finally back in the classroom, which is where they need to be and where the best education takes place.

She says she has heard from students and parents who are very upset.

The Ontario Public Service Employees Union's college faculty bargaining team has told colleges that they will go on strike Friday if the institutions don't agree to binding interest arbitration on the remaining issues.

The College Employer Council says it will agree to final offer arbitration, which allows an arbitrator to simply choose between one final offer or the other.

The union recommended its members reject the colleges' final offer in January, listing key issues as workload, the contracting out of faculty work, and benefits for part-time faculty.



Financial Plan Report 2022-2023

Full Board Presentation to the Board of Governors

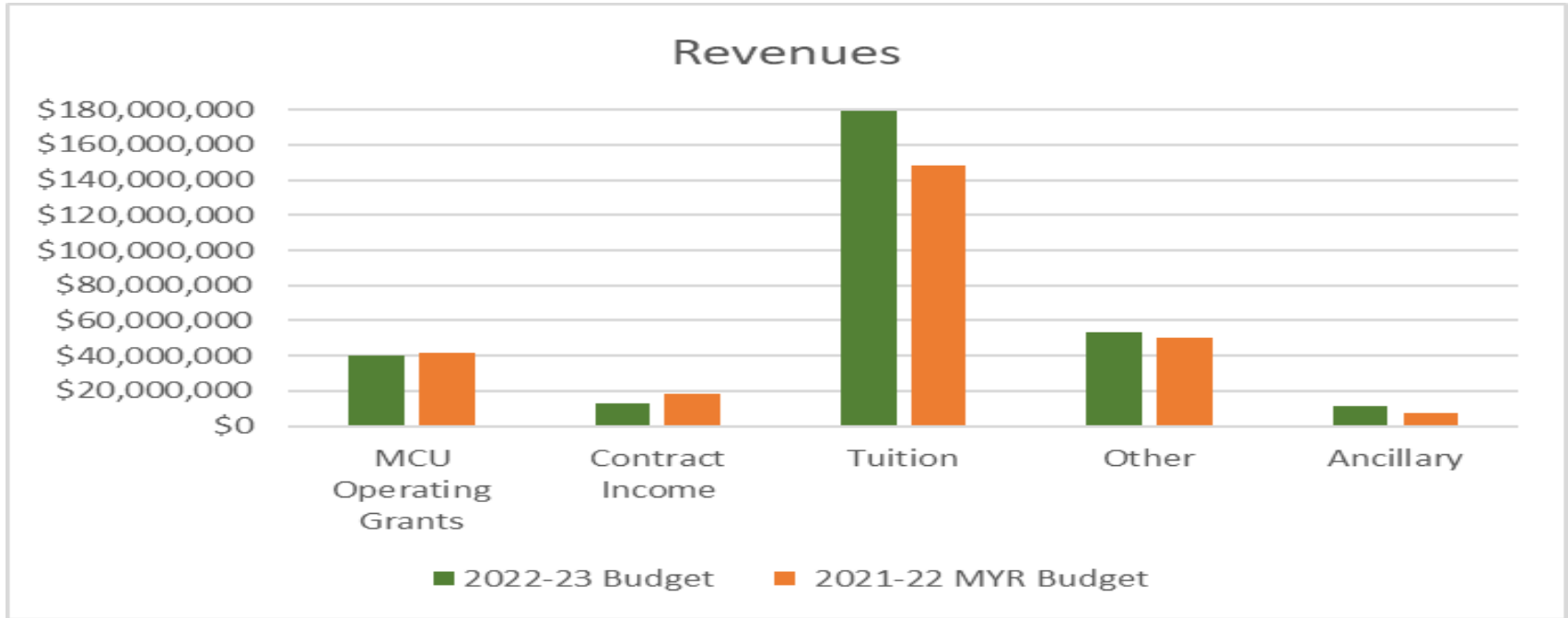
March 22, 2022



Summary of Revenues and Expenditures

Schedule I (in 000s)			
Line Item	2021-22 Mid Year Budget	2022-23 Budget Forecast	Variance
Revenue	\$265,604	\$296,829	\$31,225
Expenditures	\$244,773	\$263,921	\$19,148
Surplus	\$20,831	\$32,908	\$12,077

Revenues



Revenues



* International Tuition

* PCPP Tuition

* PCPP Fee-for-Service

* International Student
Recovery (ISR)

* PSW-Accelerated Grant

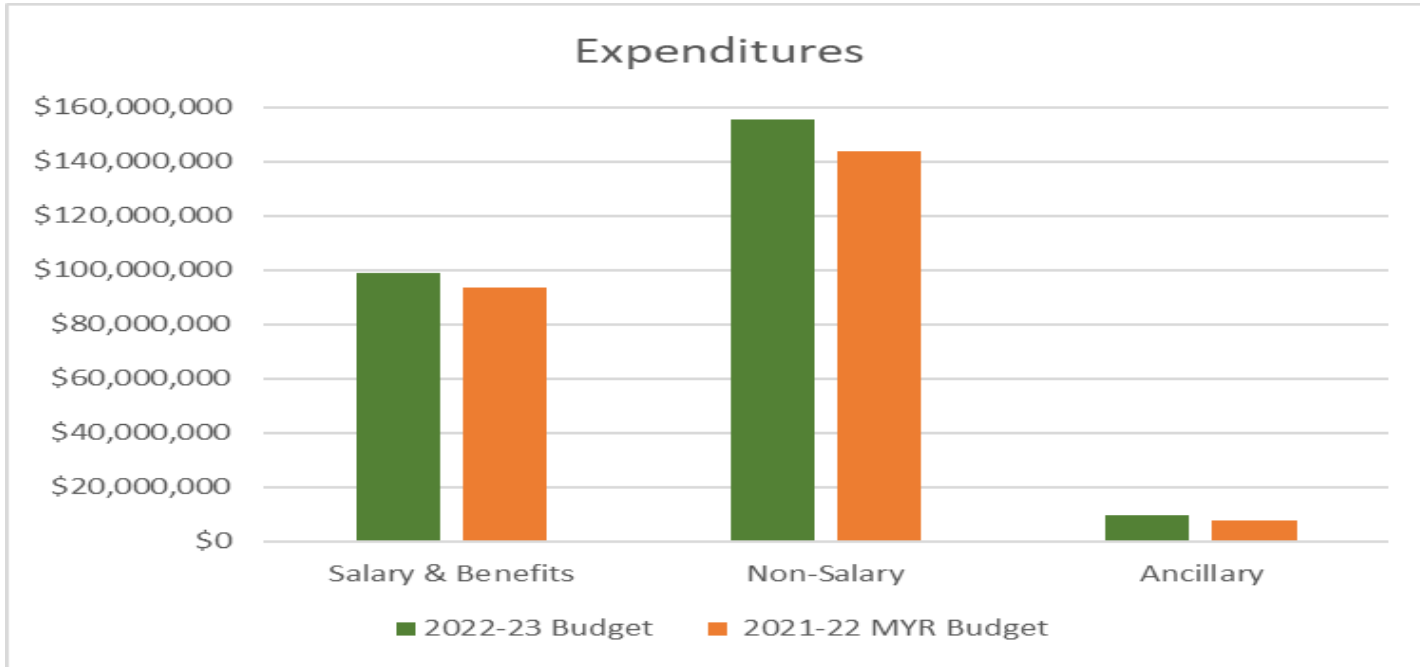


Overall, revenues increased \$31,224,972 or 12%.

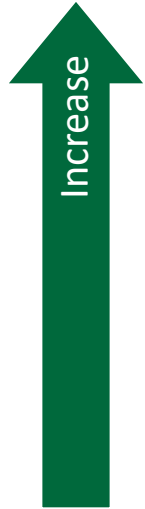
- Domestic Post-Secondary Tuition
 - Based on 7,006 Fall 2022 Day 10 full-time domestic students.
 - Planned increase of 5% or 315 students from Fall 2021 Day 10.
 - Reflects a \$ nil tuition increase.
 - 60% of Windsor-Essex / Chatham-Kent enrolment.
- International Post-Secondary Tuition
 - Based on 4,650 Fall 2022 Day 10 full-time international students.
 - Planned increase of 20% or 784 students from Fall 2021 Day 10.
 - Reflects a \$ nil tuition increase.
 - 40% of Windsor-Essex / Chatham-Kent enrolment.

- PCPP Post-Secondary Tuition
 - Based on 3,500 Fall 2022 Day 10 full-time international students.
 - Planned increase of 16% or 476 students from Fall 2021 Day 10.
 - Reflects a \$ nil tuition increase.

Expenditures



Expenditures



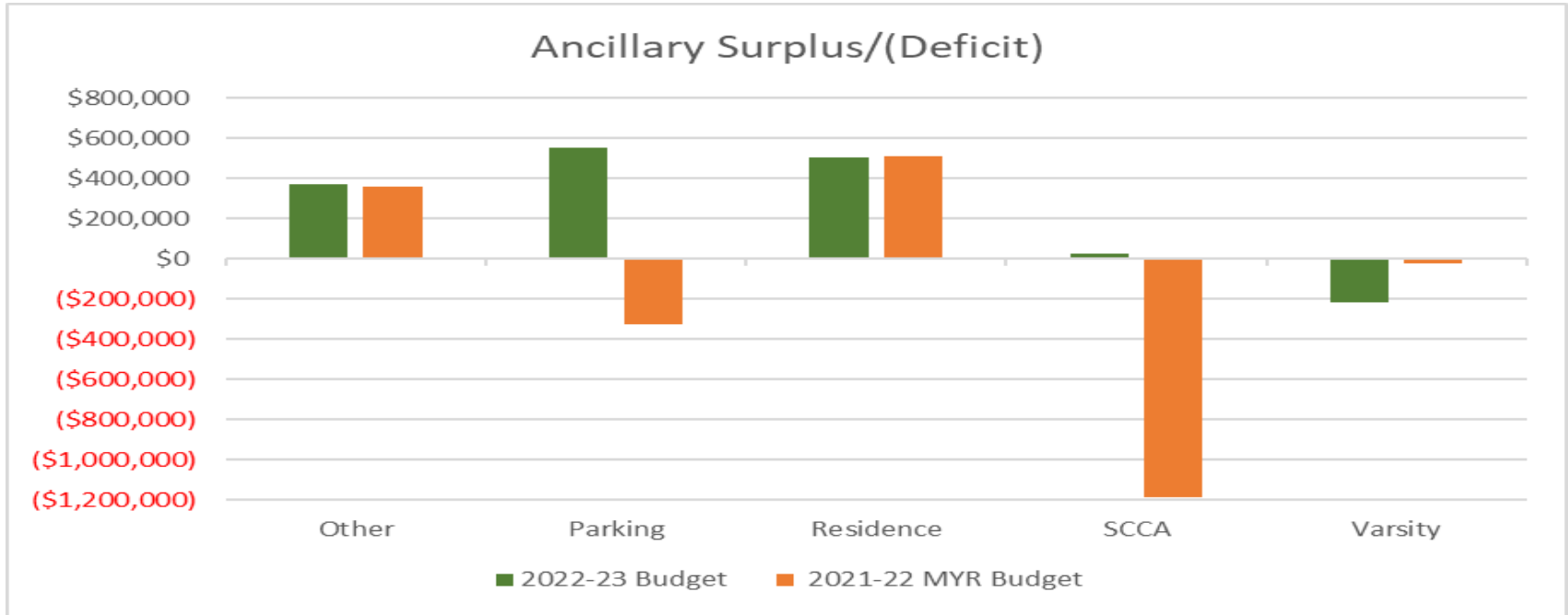
- * Salaries & Benefits
- * Contracted Educational Services
- * Contracted Services Other
- * Instructional Supplies
- * Amortization

- * Insurance
- * Stipends & Allowances & Scholarships



Overall, expenditures increased \$19,147,658 or 8%.

Ancillary





Statement of Financial Position Projection

- Assets \$581M
 - ❖ Cash and Cash Equivalents \$74M
 - ❖ Other Current Assets \$242M
 - ❖ Capital Assets \$224M (net).
- Liabilities \$372M
 - ❖ Deferred Revenue \$151M.
 - ❖ Debt \$20M.
- Net Assets \$209M
 - ❖ Unrestricted \$7M.
 - ❖ Internally Restricted \$116M.



Non-Committed Cash Projection (in 000s)

Line Item	2021-22 MYR Budget	2022-23 Budget	Variance
Prior Year Balance	\$30,898	\$19,614	(\$11,284)
Operating Surplus	\$25,888	\$40,322	\$14,434
Capital Outlay (net)	(\$31,746)	(\$24,333)	\$7,413
Long-Term Debt	\$14,942	(\$2,006)	(\$16,948)
Internally Restricted	(\$22,757)	(\$26,507)	(\$3,750)
Adjustment	(\$7,273)	(\$5,721)	\$1,552
Non-Committed Cash Projection	\$9,953	\$1,369	(\$8,583)

RISE ABOVE THE ORDINARY



Capital

- Capital Budget = \$5,765,000
 - Robotics = \$2,200,000
 - Disaster recovery = \$1,500,000
 - Cabana Entrance = \$600,000
 - Doors and cameras = \$200,000
 - Other = \$265,000
 - Contingency = \$1,000,000

Deferred Maintenance: 2022-23 Spending Plan

- Roofs = \$1.125M
- Mechanical = \$1.380M
- Parking & Sidewalks = \$1.100M
- Lighting = \$935k
- Elevators/Escalators = \$985k
- Plumbing = \$210k
- Building Envelope = \$1.402M
- Windows = \$810k
- Doors = \$395k
- Other = \$1.658M

*2022-23 deferred maintenance project plan = \$10M. Estimated project amounts reflect \$7.5M funded from reserve and \$2.5M from MCU FRP 2022-23 grant TBD.



Internally Restricted Reserves: Projection to March 31, 2023

Date	Financial Sustainability	Deferred Maintenance	Strategic Projects	Total
March 31, 2022*	\$72,931,488	\$24,059,499	-	\$96,990,987
Contribution	\$917,632	\$7,951,602	\$17,500,000	\$26,369,234
Withdrawal	-	(\$7,509,200)	-	(\$7,509,200)
March 31, 2023*	\$73,849,120	\$24,501,901	\$17,500,000	\$115,851,021

*indicates estimated balances.



Financial Sustainability Metrics

Metric	Measure	Actual 2020-21	Estimate 2021-22	Estimate 2022-23
Annual Surplus / Deficit	> \$0	\$39,208,200	\$20,831,041	\$32,908,357
Accumulated Surplus / Deficit	> \$0	\$160,080,458	\$173,100,199	\$199,146,269
Quick Ratio	> 1	5.31	5.00	5.36
Debt to Asset Ratio	< 35%	13.98%	16.87%	14.81%
Debt Servicing Ratio	< 3%	0.56%	0.52%	0.66%
Net Assets to Expense Ratio	> 60%	144.59%	126.20%	126.09%
Net Income to Revenue Ratio	> 1.5%	16.48%	7.84%	11.09%
Number of Flags	-	-	-	-

Student Fee Structure 2022-2023

- This annual document was prepared for the Student Fee Protocol meeting held on March 4, 2022.
- The Compulsory Ancillary Fee Protocol Committee is comprised of Administration, Student Representative Council Inc., Thames Student Incorporated, and the Student Athletic Association.
- The intent of the Committee is to approve tuition and ancillary fees, with the Ministry of Colleges and Universities regulations for the upcoming academic year.
- The Student Fees have continued to be prepared in accordance with the existing Ministry of Colleges and Universities Tuition Fee Framework and Ancillary Guidelines. As of March 4, 2022, the Ministry has not released the Tuition Fee Framework and Ancillary Guidelines for the 2022-2023 academic year.

Recommendation

- IT IS RECOMMENDED THAT the Board of Governors approve the 2022-23 Financial Plan Report.



Questions?