

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on October 25, 2022, at 6:35 p.m. in Room #325, Windsor Campus.

Present:

Mr. A. Barron
Mr. M. Beale
Mr. K. Beaudoin
Mr. W. Beck
Ms. P. Corro-Battagello
Ms. P. France, **President**
Mr. C. Hotham
Mr. J. Parent
Ms. J. Piccinato, **Chair**
Mr. A. Provost
Mr. R. Renaud
Mr. G. Rossi, **Vice Chair**
Mr. E. Sovran, **Past Chair**
Mr. A. Teshuba
Ms. M. Watters
Ms. G. Wrye

Regrets:

Ms. R. Khosla

Also Present:

Ms. K. Adams, Board Secretary
Mr. E.P. Chant, Editor, SAINT, Student Newspaper
Ms. R. Demchuk, Associate Vice President, Safety, Security and Facilities Management
Mr. J. Fairley, Vice President, College Communications & Community Relations
Mr. W. Habash, Senior Vice President, Academic & College Operations
Mr. B. Jones, Retirees' Association, Observer
Mr. M. Jones, Vice President, Finance & Chief Financial Officer
Mr. B. Lattuca, Chair, School of Skilled Trades and Apprenticeship
Ms. K. Parrinello, Support Staff Observer
Mr. M. Silvaggi, Vice President, Academic and Registrar
Mr. A. Singh, Associate Vice President and Chief Information Officer
Mr. N. Singh, SRC President, virtually
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
Mr. L. Zuccato, Dean, Schools of Engineering Technologies, Apprenticeship and Skilled Trades

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'**.

Ms. J. Piccinato chaired the meeting and Ms. Adams was the recording Board Secretary.

1.0 Adoption of the Agenda and Declaration of Conflict of Interest

Hearing no declarations of conflict of interest and no changes to the agenda, it was

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

2.0 Approval of the Minutes of the Full Board meeting held on Tuesday, September 25, 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 September 25, 2022 meeting.

3.0 Constituent Reports

Retirees' Association

Mr. Jones reported the following initiatives and activities on behalf of the Retirees' Association:

- Mr. Totten provided an Archives presentation prior to the Retirees' Board meeting.
- The Executive Orientation was held on September 21, 2022, following the Board meeting and was well attended. The Treasurers' report shows that the Retirees' Association is financially sound.
- Planning is underway for a variety of Fall and Winter events including the following:
 - The Windsor and Chatham Christmas luncheons; cost, door prizes, 50/50 raffles and plants for the tables.

- Potential destinations and planning for a Winter 2023 trip.
- Honourable Charmaine Williams, Minister of Women's Social and Economic Opportunity provided a presentation regarding women in STEM and skilled trades programs.
- Mr. Jones congratulated the Women's Softball, Men's Baseball and Saints Football teams on their championship wins over the weekend.

Support Staff

Ms. Parrinello reported the following initiatives and activities on behalf of the Support Staff:

- OPSEU/SEFPO Full-Time support staff at Ontario's 24 public colleges voted in favour of a three-year Collective Agreement with the College Employer Council.
- Part-Time support-staff union members will be attending the Provincial Divisional on November 4 and 5, 2022.
- The College's Wellness Committee continues to offer lunch time fitness options for all staff, including yoga, Thai Chi, basketball and fitness classes.

Student Representative Council (SRC)

Mr. Singh reported the following initiatives and activities on behalf of the SRC:

- The SRC continues to plan for and provide great supports, services and campus life for Fall 2022.
- The Vice Presidents held the first Class Rep meeting on October 4, 2022, as they work to better engage our students. Class Rep meetings will also be scheduled at our Ace Acumen campuses.
- The SRC has increased ratification amounts for Fall 2022 and there have been 25 clubs ratified to date. The Volunteer Coordinator is working with the clubs who are still looking to get ratified.
- SRC has distributed approximately 3,000 Transit Windsor passes to Windsor students with an additional 1,000 students opting out to date.
- Activities and initiatives for Fall 2022 include the following:
 - Weekly Yoga.
 - Gaymes night.
 - Mackflash trivia.
 - Therapy dogs.
 - Esports activities.
 - Monthly Board programming initiatives.
 - Career sessions and workshops.

- Bowling.
 - Magic Shows and concerts.
 - Live mental health talks with celebrities.
 - Cooking videos.
 - Business communication seminars.
 - Halloween activities; pumpkin carving, costume contest and scare house.
 - Movie on the Field at Acumen Stadium.
- The SRC continues to offer Food Bank services and has now launched this service at the Ace Acumen campuses.
 - Interviews for the 2022-2023 SRC Director positions have concluded, and the successful candidates were Keith DeRamos, Khushi Patel and Nour Takach. Preparations are underway for the 2023-2024 elections, to be held in January.
 - The SRC hosted a workshop regarding Sexual Violence Prevention and consensual relationships. Alisha Fisher, International Relationship Coach, moderated the workshop.
 - The SRC continues to work with the Centre for Academic Excellence (CAE) to ensure that students understand the importance of Academic Integrity and that they are aware of available supports and consequences of non-compliance. October 19, 2022 was the National Day of Action Against Contract Cheating. The SRC gave away Timbits at the Windsor and Downtown campuses in honour of “Donut Cheat Day”, promoted a “Learn It to Earn It” tutorial and #SaintsDontCheat.
 - The student computer labs are open and running at 100% capacity at the Windsor and Downtown locations.
 - Three volunteer leads have been hired at the Ace Acumen campuses for the Inclusivity, Academic Integrity and Health and Wellness Committees.

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. She outlined the events and initiatives that have occurred since the last Board meeting:

- The Fall Academic Excellence Awards banquet was held on Thursday, September 29, 2022. The banquet marked the beginning of the Fall Convocation sessions.
- The Workplace Safety Insurance Board (WSIB) provided the College with a report including our statistics as of July 31, 2022. The College has had its lowest rate of claims registered and allowed since 2015. In addition, there have only been nine incidents so far, the lowest since 2009.

- On Tuesday, September 27, 2022, the College's Career Services department held the Health Care Career Fair. There were eleven employers from the healthcare community, set up in the lobby of the Toldo Centre and nearly 350 students who attended the event. Students submitted applications and some employers were able to schedule interviews with potential candidates.
- The College participated in Orange Shirt Day on Friday, September 30, 2022, wearing an orange shirt to recognize the experience of those who went to Indian Residential Schools, to honour them and show a collective commitment to ensure that Every Child Matters.
- The School of Skilled Trades, in collaboration with the Windsor-Essex Catholic District School Board (WECDSB), hosted forty-four high school students on September 30, 2022, and let them experience what being a student at St. Clair College is like. The students had the opportunity to observe Carpentry and Plumbing labs and experience the classroom environment. They were then divided into groups and given hands-on projects. The students will return on Friday, November 11, 2022, to complete their projects in the classroom.
- Fall 2022 convocation sessions were held in Windsor on Tuesday, October 4, 2022, in Chatham on Thursday, October 6, 2022 and the Ace Acumen session was held on Wednesday, October 19, 2022 in Toronto. Between the sessions, nearly 3,000 graduates crossed the stage.
- On Tuesday, October 4, 2022, the College held the pinning ceremony for Nursing graduates. Debra Cooper-Burger, 2010 Alumni of Distinction, was the keynote speaker.
- Honourable Charmaine Williams, Minister of Women's Social and Economic Opportunity, visited the College on Thursday, October 6, 2022. She spoke to staff and students about the amazing possibilities for women in STEM programs, toured the Ford Centre for Excellence in Manufacturing (FCEM) and met the students in the Millwright program of Women's Enterprise Skills Training of Windsor (WEST).
- In collaboration with local industry, Invest Windsor-Essex and Workforce Windsor-Essex, the College hosted 45 high school students in the Engineering and Skilled Trades labs on Friday, October 7, 2022, as part of National Manufacturing Day. The students were able to tour the labs, see the state-of-the-art equipment and manufacturing spaces and learn about the program pathways that the College has to offer.
- St. Clair Saints Women's Softball team won their second Canadian Collegiate Softball Association National title on Sunday, October 9, 2022, hosted at the Sports Park diamond. Pitcher Bryanna Kressler was named the Saints' Player of the Game, as well as the Championship MVP and Tournament Top Pitcher.
- Chatham-Kent Crowfest 2022 was held Wednesday, October 12 – Saturday, October 15, 2022. The College was one of the main event sponsors of the celebration. The Crowfest Gala was held on Thursday, October 13, 2022. St. Clair College

Powerline students assisted Chatham-Kent in lighting the parks and Downtown Chatham for the events.

- On Saturday, October 15, 2022, Brenda Huff, faculty in the Early Childhood Education (ECE) program, opened a new outdoor ECE lab at the Chatham Campus for families from the community to come and experience. The “Loose Parts” event is a Research and Development project as part of a change in the ECE program curriculum with the introduction of an Outdoor Education course.
- The College’s Open House is scheduled for Saturday, November 12, 2022, where potential students can learn about the College’s 120+ programs, scholarship and financial aid opportunities, meet with faculty and some industry partners. Stellantis and LGS will be onsite with displays about the future of jobs in Windsor-Essex, as it relates to their battery plant joint venture with NextStar Energy.
- On Tuesday, October 18, 2022, President France participated in the one-day Committee of Presidents (COP) meeting, held virtually. The topics of discussion included:
 - Colleges Ontario’s Audited Financial Statements.
 - Applied Research Advocacy.
 - Fiscal Sustainability.
 - Apprenticeship.
 - Technology Teachers’ Qualifications.
 - Partnering with Municipalities.
 - Long-Term Advocacy.
- As a result of several inquiries at the September 2022 Board meeting, regarding the College’s investment portfolio, particularly those funds that are being actively managed, the President’s Report includes the College’s investment policy statement as of September 30, 2022. The President noted that the College’s investment manager, RBC Dominion Securities (RBS-DS), has brought the equity portfolio almost to the minimum threshold allowed. The President’s Report includes additional advisements from RBC-DS regarding the actively managed funds.
- President France received a letter from Human Resources at Valiant TMS, recognizing the tremendous work being done by the College’s Electromechanical Engineering – Robotics program. The letter noted that the graduates hired from this program and the quality and skill level of these graduates, continues to improve each year. The President thanked Valiant for the letter of recognition and acknowledged that we are very fortunate to have such an amazing team at St. Clair College. She thanked Valiant for their overt and ongoing support of the College.
- The College has been actively increasing its engagement with the Greater Essex County District School Board and the Windsor-Essex Catholic District School Board to promote the programs that we offer and to enhance recruitment efforts. In addition, the College has made arrangements to host both School Boards on campus, including dates with their teachers, counsellors and students.

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 Increase Enrolment – Maintain Domestic Enrolment.
- 5.2 Increase Corporate Training – Enhance our Reputation as a Training Centre for the Workforce of our Community.
- 5.3 Brand Identification – Continuation of New Brand “Rise Above the Ordinary” Initiatives.
- 5.4 Development of Human Resources – Staff Wellness.

RESOLVED THAT the Board of Governors receive and approve the contents of the October 25, 2022 Consent Agenda, as presented.

6.0 Monitoring Reports

6.1 Financial Monitoring Update

The Board Chair called upon Mr. Marc Jones to speak to this item. Mr. Jones noted that the financial monitoring update outlining the financial results for the six months ended September 30, 2022, was included in the Full Board agenda package.

Mr. Jones highlighted the following from the report:

- The net surplus at September 30, 2022 of \$13.2 million, represents an increase of \$5.6 million from the net surplus noted for the 2021 comparative period of \$7.5 million. This variance is primarily due to the following:

Revenues

- Interest Income increased \$1.3 million, over the comparative period as a result of higher interest rates.
- PCPP Fee for Service has increased \$2.3 million, as a result of higher enrolment.
- Administration Fees of \$780,000.

- Ancillary Operations have increased by \$962,417 over the 2021 comparative period, primarily due to improvements from the St. Clair College Centre for the Arts, Parking and Residence operations.
- Expenditures related to COVID-19 have decreased \$2.3 million for the 2021 comparative period.

Expenditures

- Total Salaries and Benefits have increased over the comparative period by \$1.4 million due to net new staffing, compensation adjustments and additional resources to meet the College's operational needs.
- Total Non-Salary expenditures have increased over the 2021 comparative period by \$5.7 million.
- Increase in Advertising of \$1 million as a result of College recruitment and branding initiatives, as well as the contribution to the new acute care hospital.

After a brief discussion it was

RESOLVED THAT the Board of Governors receive the contents Financial Update for the six months Ended September 30, 2022, for Information.

6.2 Risk Management

The Board Chair called upon Mr. Habash to speak to this item. Mr. Habash noted that the Risk Management Report was included in the Full Board Agenda package. The PowerPoint presentation will review some of the highlights of the Enterprise Risk Management strategy that was implemented this past year.

- Although there is risk in nearly everything that we do, we need to continue to implement plans to further our strategic and operational priorities, while identifying, assessing, monitoring and mitigating risks. Risk Management compliments the College's business operations and resource allocation process.
- Mr. Habash outlined the eight Risk Management categories.
- Risk Management identifies two elements:
 1. The probability of the risk from high to low, not applicable or to be determined.
 2. The impact to the College, should the risk occur, from high to low in severity, or not applicable.

3. The model then prioritizes the risk based on the combination of the probability and impact of each risk.
- This model brings consistency in the way we categorize the College's risks. While the focus remains on the College's highest risks with the greatest impact, the goal is to implement plans for all levels of risk to the organization.
 - Mr. Habash outlined the Risk Management Flow:
 - Departmental.
 - ERMC.
 - Senior Operations Group.
 - Board of Governors.
 - The Enterprise Risk Management Committee (ERMC) is a multi-discipline team that meets monthly in order to review the Risk Register and ensure that progress is being made in mitigating or correcting the identified risks. The ERMC will provide support and guidance as needed. The ERMC provides a monthly report to SOG, as they are responsible for the overall Risk Management of the organization. SOG will then present an annual Risk Management report to the Board of Governors.
 - The Risk Management register is a simplified tool that summarizes the information and tracks the progress of all risks and risk plans.
 - Mr. Habash provided a risk rating summary with a breakdown of low, medium and high risks, as well as a further breakdown by sector.
 - Mr. Habash noted that each category of risk is reviewed based on a schedule for 2022. He also provided the risk status changes that occurred over the past year.
 - Included in the presentation was a summary chart of all high risks. The presentation will focus on three of the listed high risks:

1. Active Events Update

Ms. Rebecca Demchuk reviewed the risk for Active Events and what the College has completed over the year, including:

- The review of the Emergency Response Plan by, Al Frederick, Retired Chief, Windsor Police Services, who provided the College with recommendations.
- The engagement of the Windsor Police Active Attacker Response Team.

2. Disaster Recovery Server Room Update

Mr. Amar Singh reviewed the risk for the Disaster Recovery Computer Server Room Protection.

- The updates for the Disaster Recovery/Server Room.

3. IT Security/Cybersecurity Update

Mr. Singh reviewed the risk for IT Security/Cybersecurity.

- Recent attacks.
- Risk mitigation.
- Educational campaign with all staff.

A Governor inquired whether the College's IT Department has any penetration tests scheduled.

Mr. Singh noted that he is currently working with firms to complete an assessment and follow-up will be completed on recommendations from the assessment. At that time a penetration test will be scheduled. He noted that the last penetration test was completed approximately ten years ago and is now due.

A Governor inquired what is the biggest risk from a cybersecurity perspective and what information would they be looking to get.

Mr. Singh responded that RansomWare would pose the largest threat. Mr. Singh noted that the College holds a variety of information that would be valuable to a cyber attacker (such as payroll, social insurance data and bio-demographic data that could be used). Ultimately, hackers could potentially hold our data ransom and as a result, the College would not be able to perform its core business functions.

A Governor inquired about the communications plan and if it has been incorporated into the cybersecurity plan?

Mr. Singh noted that from a cybersecurity perspective, communication plans are within the RansomWare playbook, including how we communicate and to whom. If the threat is external, the College engages legal advisors to provide guidance as to what communications should and should not be released to the public.

Mr. Jones provided a high-level overview of Insurance coverage from a liability perspective.

There was a discussion regarding the Risk Management presentation. A Governor requested College Administration to review the presented content to ensure it is appropriate for Full Board. After a brief discussion it was

RESOLVED THAT the Board of Governors receive the Risk Management Report, for Information, as amended.

Mr. Habash's PowerPoint presentation is attached as Item #6.2.

7.0 Information Items

7.1 Apprenticeship Key Performance Indicators (KPI)

The Board Chair called upon Mr. M. Silvaggi to speak to this item. Mr. Silvaggi noted that the 2021-2022 Apprenticeship Key Performance Indicator (KPI) results were included in the Full Board agenda package and provided a brief PowerPoint presentation, highlighting the following:

- Included in the Apprenticeship KPI are the following capstone questions:
 - Knowledge and Skills – Overall, how satisfied are you that the knowledge and skills your apprenticeship program gives you will be useful in your future career?
 - Learning Experiences – Overall, how satisfied are you with the learning experiences in your apprenticeship program?
 - Services – Overall, how satisfied are you with the services available to you as an apprenticeship student at St. Clair College?
 - Facilities/Resources – Overall, how satisfied are you with the facilities and resources at St. Clair?
 - Overall – The average of the four capstone questions.
- The red line indicator on the included graphs reflects provincial results. In 2017-2018, this data was no longer collected as the Ministry no longer mandated the survey. St. Clair College continued to collect this data as a tool for additional feedback. The administration of the internal survey was interrupted in 2020-2021 by COVID-19 implications but resumed in 2021-2022 and was successfully administered as designed and intended.
- The Apprenticeship KPI survey for 2021-2022 was administered from November 2021 to July 2022, in order to capture the feedback of as many part-time and full-time apprentices as possible.
- Mr. Silvaggi reviewed the history of St. Clair College Apprenticeship results, focusing on the evident reduction in the College's scores from 2020-2021.
- 2020-2021 represented a time in the midst of COVID-19. From an Apprenticeship perspective, the College was one of few institutions offering Apprenticeship training at that time. As a result, the College showed a strong commitment to our students, despite interruptions and changing mandates. The College's results for 2020-2021 show an improvement. These results were comprised primarily by new apprentices, in Level One and Level Two. The students recognized all the efforts of the College to allow them to progress and continue their training.

- In 2021-2022, the College's Apprenticeship KPI results declined. However, the comparison is not ideal. Apprentices during this survey cycle were comprised of those enrolled in Level Two or Level Three, have been enrolled in their training over a longer period of time, experienced the effects of COVID and how the pandemic affected their ability to work.
- Upon closer examination the 2021-2022 results have increased over 2019-2020 and are consistently better than prior years.
- Mr. Silvaggi reviewed the action plan regarding the delivery of apprenticeship curriculum, as well as its quality and effectiveness:
 - Improved communication strategies.
 - One-Stop Shop services specific to Apprenticeship start-up.
 - Class representative model.
 - Administration visits to classrooms.
 - Work to improve survey participation.

After a brief discussion it was,

RESOLVED THAT the Board of Governors receive this update regarding the 2021-2022 Apprenticeship KPI Survey results, for information.

Mr. Silvaggi's PowerPoint Presentation is attached as Item #7.1.

8.0 **By-law and Policy Review**

8.1 **By-law 13: The President – 2nd Reading**

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 13: The President, as presented.

8.2 By-law 14: Treasurer – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 14: Treasurer, as presented.

8.3 By-law 15: Corporate Secretary – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 15: Corporate Secretary, as presented.

8.4 By-law 16: Secretary to the Board – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 15: Secretary to the Board, as presented.

8.5 Ontario Not-For-Profit Corporations Act (ONCA) Update

- By-law 7: Eligibility for Membership – 2nd Reading
- By-law 21: Board Meetings – 2nd Reading
- Policy 2003 – 5: Code of Conduct (Governor Standard of Care) – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 7: Eligibility for Membership, as amended.

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 21: Board Meetings, as amended.

After a brief discussion, it was,

RESOLVED THAT the Board of
Governors approve the 2nd
reading of Policy 2003-5: Code of
Conduct, as amended.

10.0 Date of the Next Meeting

10.1 The next Board meeting is scheduled for Tuesday, November 22, 2022.

The Full Board meeting adjourned at 7:30 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

504th FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, October 25, 2022

TIME: Immediately following In-Camera

PLACE: President's Board Room #342

NOTE: Dinner will be available for SOG and constituents at 5:00 p.m. in the Staff Lounge

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 SEPTEMBER 27, 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 her report to the Board apprising the Board of any new developments since the last meeting.

5.0 CONSENT AGENDA

- 5.1 Increase Enrolment – Maintain Domestic Enrolment

Information Item – Administration has provided a report on Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Maintain postsecondary full-time enrolment within existing corridor, attached as Item #5.1.

- 5.2 Increase Corporate Training – Enhance our Reputation as a Training Centre for the Workforce of our Community

Information Item – Administration has provided a report on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) – Excluding PCPP, increase entrepreneurial (non-public) revenue by 3% (15% over 5 years), attached as Item #5.2.

- 5.3 Brand Identification – Continuation of New Brand “Rise Above the Ordinary” Initiatives

Information Item – Administration has provided a report on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) – The number of actions taken to increase brand awareness, attached as Item #5.3.

- 5.4 Development of Human Resources – Staff Wellness

Information Item – Administration has provided a report on Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness) – Continue to promote staff collaboration and engagement through monthly or quarterly activities, attached as Item #5.4.

6.0 MONITORING REPORTS

- 6.1 Financial Monitoring Update

Information Item – An update has been provided to the Board regarding Actual to Budget: April 1, 2022 – September 30, 2022, attached as Item #6.1.

- 6.2 Risk Management

Information Item – Administration has provided a report to the Board regarding Risk Management, attached as Item #6.2.

7.0 INFORMATION ITEMS

- 7.1 Apprenticeship Key Performance Indicators (KPI)

Information Item – Administration has provided a report to the Board regarding the Apprenticeship Key Performance Indicators (KPI), attached as Item #7.1.

8.0 BY-LAW AND POLICY REVIEW

- 8.1 By-law 13: The President – 2nd Reading

Approval Item – The Board will review By-law 13: The President for 2nd reading, attached as Item #8.1.

8.2 By-law 14: Treasurer – 2nd Reading

Approval Item – The Board will review By-law 14: Treasurer for 2nd reading, attached as Item #8.2.

8.3 By-law 15: Corporate Secretary – 2nd Reading

Approval Item – The Board will review By-law 15: Corporate Secretary for 2nd reading, attached as Item #8.3.

8.4 By-law 16: Secretary to the Board – 2nd Reading

Approval Item – The Board will review By-law 16: Secretary to the Board for 2nd reading, attached as Item #8.4.

8.5 Ontario Not-For-Profit Corporations Act (ONCA) Update

- By-law 7: Eligibility for Membership – 2nd Reading
- By-law 21: Board Meetings – 2nd Reading
- Policy 2003 – 5: Code of Conduct (Governor Standard of Care) – 2nd Reading

Approval Item – The Board will review By-law 7: Eligibility for Membership, By-law 21: Board Meetings and 2003 – 5: Code of Conduct (Governor Standard of Care), as per compliance with ONCA for 2nd reading, attached as Item #8.5.

9.0 DATE OF THE NEXT MEETING

- 9.1 The next meeting is scheduled for Tuesday, November 22, 2022, at the Windsor Campus.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: OCTOBER 25, 2022

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

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

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2022-2023). This update pertains to Strategic Direction #2 Students (Retention, Graduation Rate and Success) – Increase Enrolment. Specific details include the following:

Goal	Objective	Measure	Deadline
Increase Enrolment	Maintain domestic enrolment.	Maintain post-secondary full-time enrolment within existing corridor.	Annually

BACKGROUND:

Enrolment-based funding provides grants based on historical enrolments. It is intended to provide a level of stability and predictability that allows colleges to engage in multi-year planning. Colleges entered the corridor model for Enrolment-Based Funding for domestic students in 2019-2020. The Ministry of Colleges and Universities (MCU) allocates the Core Operating Grant (Enrolment-Based Envelope) based on enrolment through the corridor mechanism.

A college's Full-Time Equivalent (FTE) enrolment is converted into Weighted Funding Units (WFU), which are established from the Ministry's evaluation of each academic program's duration, cost, and complexity of delivery. Colleges receive an unchanged share of funding provided its enrolment remains within a specific range (the corridor), represented by WFU and calculated on a three-year average, two-year slip.

The Ministry established each college's respective corridor mid-point. From the mid-point, the ceiling allows for a 3% increase (+3%) and 7% decrease (-7%). St. Clair College's enrolment corridor details are as follows:

Fiscal Year	Ceiling +3%	Midpoint	Floor -7%	FTE Actual	WFU Actual	WFU Corridor
2016-17	-	-	-	8,105.69	10,350.83	10,522.75
2017-18	-	-	-	7,716.99	10,009.24	10,542.09
2018-19	-	-	-	7,502.19	9,813.22	10,471.31
2019-20	10,595.77	10,287.16	9,567.06	7,375.22	9,712.14	10,287.16
2020-21	10,595.77	10,287.16	9,567.06	6,932.67	9,019.61	10,057.76
2021-22	10,595.77	10,287.16	9,567.06	6,902.50	9,150.04	9,844.87
2022-23	10,595.77	10,287.16	9,567.06	-	-	9,745.83

Based on the above results, there is no projected loss in Enrolment-based funding (i.e. corridor) for 2022-2023. A funding decrease of \$69,223 is anticipated in 2023-2024 when we fall below the corridor floor. We were expected to fall below in 2022-2023 but this changed when the Ministry implemented it's COVID-19 mitigation measure and removed 2020-2021 WFUs from the calculations.

Since April 2022, the College has returned to face-to-face recruiting and student engagement.

To increase our domestic enrolment in 2022-2023, initiatives include the following:

1. Emphasizing the College brand in all local marketing, sponsorship, events and community partnerships throughout Chatham-Kent and Windsor- Essex.
2. Planning tours and presentations for local guidance counselors, faculty and board administration that focuses on STEM (Science Technology Engineering and Math) programs offered by the College.
3. Working with industry and community partners to provide joint recruiting efforts by educating our local high school students, faculty, guidance counselors and parents. These partnerships will help support the benefits of a St. Clair College education to students, parents and high school influencers.
4. Continuing to use research data on programs and student demographics to develop targeted marketing campaigns throughout Windsor-Essex, Chatham-Kent and the Western Ontario region.
5. Engaging with the Retention Committee to analyze and understand retention rates and develop plans to improve student retention.
6. Continuing to have the Enrolment Management Committee focus on identifying new opportunities and programs to attract domestic students.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #2 Students (Retention, Graduation Rate and Success) as it pertains to increasing enrolment, for information.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: OCTOBER 25, 2022

RE: STRATEGIC DIRECTIONS UPDATE – COMMUNITY ENGAGEMENT (LEADERSHIP, COMMUNICATION AND PARTNERSHIP) – INCREASE CORPORATE TRAINING

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

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2022–2023). This update pertains to Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) – Increase Corporate Training to enhance our reputation as a training centre for the workforce of our community. Specific details include the following:

Goal	Objective	Measure	Deadline
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).	Annually

BACKGROUND:

St. Clair College's Corporate and Professional Training division extends the College's programs and training services to business and industry. This division specializes in providing the kind of learning and training that is required by companies who view employee skills enhancement and education as a business tool to maintain their competitive edge in the global marketplace. St. Clair College's Corporate and Professional Training Programs are custom designed to fit industry's specific needs, delivering affordable, results-oriented training, both nationally and internationally.

Corporate Training revenue has increased 11% during 2021-2022 over the previous year and we continue to add new clients/employers and new training initiatives each year. St. Clair College was meeting its strategic objective of increasing Corporate Training, averaging a 38% increase over the 2016-2020 years. The current year's revenue is projected to

surpass the last 2 years and finish near the base year level (2015-2016).

Year	Revenue	Increase
2015-2016	\$625,489	Base Year
2016-2017	\$840,458	34 % Increase from Base Year
2017-2018	\$950,260	52% Increase from Base Year
2018-2019	\$887,178	42% Increase from Base Year
2019-2020	\$775,913	24% Increase from Base Year
2020-2021	\$429,763	31% Decrease from Base Year
2021-2022	\$476,044	24% Decrease from Base Year
2022-2023	\$308,569	April 1, 2022 to September 30, 2022 (mid-year).

Although employer expenditures for Corporate Training saw a decline due to the pandemic and a need for employers to reprioritize expenditures, there continues to be an increasing need for Corporate Training. This need is expected to continue as the post-pandemic recovery continues.

St. Clair College continues to deliver customized corporate and professional training for several key local and global businesses, including Windsor Regional Hospital, City of Windsor, Ford Motor Company, Hiram Walker, Greater Essex County District School Board, Women’s Enterprise Skills Training of Windsor (WEST), as well as a number of Tier 1 and 2 suppliers to Original Equipment Manufacturers (OEMs). Our advanced manufacturing knowledge and training programs afford us the ability to continually seek new opportunities.

While there have been several additional Corporate Training clients/employers, a new training project of note was for the Municipality of Chatham-Kent that commenced in March 2022 and was completed in June 2022 for Early Childhood Education (ECE). St. Clair College provided customized training to assist with the dire need for workers in Chatham-Kent.

In addition, with a successful track record of delivering apprenticeship aptitude testing in Windsor and Essex County for a number of key local employers, Corporate Training was able to support this initiative for General Motors at their Oshawa plants in order to select the most suitable candidates for their internal apprenticeship program.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) – Increase Corporate Training in an effort to enhance our reputation as a training centre for the workforce of our community, for information.



ST. CLAIR

COLLEGE

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: OCTOBER 25, 2022

RE: STRATEGIC DIRECTIONS UPDATE – COMMUNITY ENGAGEMENT (LEADERSHIP, COMMUNICATION AND PARTNERSHIP) – BRAND IDENTIFICATION

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

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2022-2023). This update is related to Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership), regarding brand identification and the continuation of the new brand “Rise Above the Ordinary” initiatives. Specific details include the following:

Goal	Objective	Measure	Target
Brand Identification.	Continuation of new brand “Rise Above the Ordinary” initiatives.	Number of actions taken to increase brand awareness.	Annually

BACKGROUND:

St. Clair College’s 2022-2023 Rise Above the Ordinary recruitment initiatives are focused on face-to-face delivery as we have progressed out of COVID-19 restrictions. Our long-standing taglines: “Start Here Go Anywhere” and “Rise Above the Ordinary” have continued. Other campaign taglines and themes used throughout the recruitment cycle include: Take Flight, Saints Nation, Saints Strong and The World Needs You - See Beyond Today.

New taglines and themes, such as Women in Robotics – Future Focused has been developed to resonate with females that are poised to be innovative and future leaders

in engineering and robotics. This campaign features current robotic students and will extend to other STEM (Science, Technology, Engineering and Math) related programs to increase female enrolment.

Recruitment Activities

School Visits and College Fairs

As restrictions have lifted, the domestic recruiting team are booked with in-person visits including students on our campuses, school visits within our catchment area and provincially. The marketing and recruitment team also do individual, family and group tours as requested.

Open Houses

The upcoming Fall Open House on Saturday, November 12, 2022, will be a return to a campus wide face-to-face event. Each campus will be open for prospective students to meet our faculty, learn about our student services, see our facilities and meet industry partners who hire our students. We are planning to have industry partners join the Open House to promote their organizations and industries.

Local School Board Engagement

In the summer, discussions commenced with the administration of both the Public and Catholic School Boards in Windsor-Essex County. The focus of these discussions was on STEM programs offered by the College. Enrolment in STEM programs has declined in recent years the College is aiming to change this trend. Recent community announcements regarding renewed investments in manufacturing and community partnerships will provide some direction for program development that will assist with the future needs of local industry.

We have started to bring local grade 11 and 12 high school students onto campus to provide an intentional presentation and tour of specific College programs and facilities that align with potential program interest.

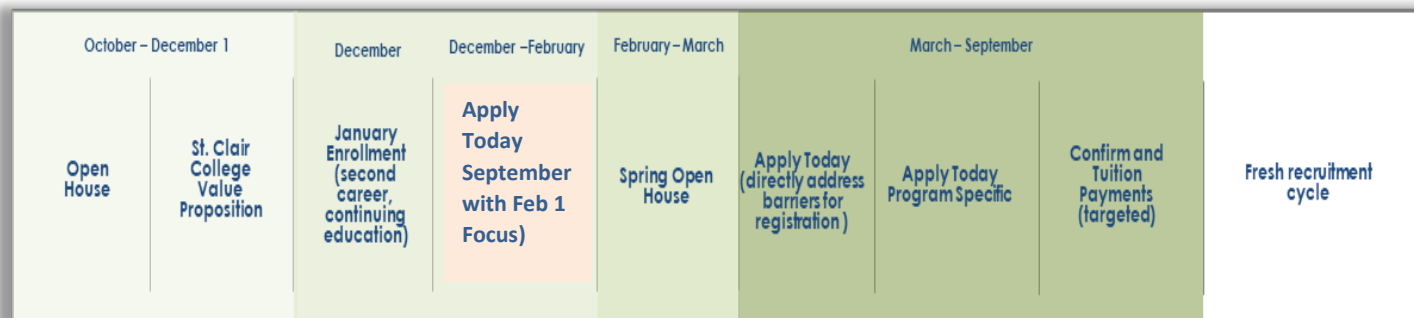
There will be an invitation for campus visits sent out to all local STEM high school teachers and guidance councillors to tour our facilities, learn about our programs and meet the industry partners who hire our students. We are also planning visits to our industry partner locations for both high students and invited guests from the school boards. In the new year, we will also begin to host tours with local grade seven and eight students so that they begin to get familiar with St. Clair College and the programs that we offer. Parents will be invited for focused events throughout the year to learn about the College programs and career potential offered by a St. Clair College education.

Saints Athletics Success

The success and investment in the St. Clair College Saints varsity programs have boosted the brand of the College. The "Saints Nation" brand has been very popular and is being used by our student groups and for promotion of team sports. The excitement

of team sports with spectators has allowed the College to engage our community to come to the campus and see our facilities. The recruiting effort of varsity athletes, both locally and provincially has been impactful for our overall domestic strategy.

The following is a year at a glance overview and was used as a framework to develop a consistent brand story.



Online Strategy

For various campaigns, data is collected from online College recruitment and branding initiatives to gain insight into student preferences.

April 1, 2022 – October 11, 2022 (Globally)

1. Programmatic (program specific) and Behavioural (student experience).
 - Delivered a total 4,050,000 million impressions on ad sets.
 - This equates to 19,400 clicks to campaign related sites.
 - Click through rate 0.48 %.
2. Facebook/Instagram
 - Impressions (each time someone sees the ad): 3,884,473.
 - Clicks on the ad: 39,871.
 - Reach (number of unique individuals): 419,392.
 - Landing Page Views (people who click on the ad and land on our website): 2,263.
3. Google Text and Display (Google Search, Display and YouTube)
 - Generated 259,490 impressions.
 - Clicks on the ad: 2,055.

Traditional Media

1. Radio
 - Bell Media: AM800, 93.9 FM, 88.7 FM commercials and sponsorships.
 - Blackburn Radio: commercials and sponsorships in Windsor-Essex and Chatham-Kent.
 - Wallaceburg 99.1 FM commercials and sponsorships.

2. Newspapers – Community, National, Online and Trade Publications
 - Windsor Star, Chatham Daily News, Essex Free Press / The Drive / Biz X/ Windsor Life / Neighbours LaSalle / Southpoint Sun (Leamington)/ Wallaceburg Courier/ OSCA / Skills Ontario / WE Manufacture / Perspective (Globe and Mail) / Toronto Star / National Post / Harrow News (new this year) / Macleans.
3. Billboard
 - Year-round contracts were purchased, securing key locations throughout Windsor, Chatham and Wallaceburg.
4. Television
 - CTV, CBC, YourTV (Cogeco Cable) commercials and sponsorships.
5. Website Traffic
 - The Website traffic and number of sessions has steadily increased since the implementation of the digital recruitment strategy. Overall, there were 1.1 million users on the site between April 1, 2022 – October 11, 2022.
 - Million page views (duplicated, defined as the total number of pages the 1.1 million users viewed on stclaircollege.com)
 - The bounce rate in the range of 26 – 40% is considered excellent, stclaircollege.com is at 40.13% (A *bounce* is a single-page session on your site. In Analytics, a bounce is calculated specifically when a user opens a single page on your site and then exits without triggering any other requests to the Analytics server during that session).

During the last fiscal year, the recruitment team, along with Douglas Marketing Group (DMG) have continued to grow the microsite with pages that are specific and targeted for future students. This was presented as a first phase to the recruitment strategy and has become the hub for all online advertising initiatives as well as virtual recruitment outreach.

Discoverstclaircollege.com and st.claircollege.com work in tandem and pull relevant information from each other based on the users' stage of decision making. This is possible with tagging at key access points and buttons within the website. The following charts outline the total visits from the discoverstclaircollege.com site and the form completions on the site that are used by the recruitment team for follow up and ongoing communications.

Top 5 Pages on Discover St. Clair College Microsite	Pageviews
/ (Home)	44,340
/start-here	29,438
/register-spring	10,245
/take-a-virtual-tour	7,739
/admissions-handbook	5,095

This represents traffic from April 1, 2022- October 11, 2022

To date, the discoverstclaircollege.com domain has collected a total of 6,407 unique user submissions. The total leads reflect form submissions with questions to the recruitment team, registration for events such as information nights or open houses, as well as electronic download of the 2023 admissions handbook.

Non-Traditional Marketing

Other branding initiatives this year include:

- Ongoing campus beautification initiatives across all campuses.
- Replacement of College banners on campuses and on downtown streets.
- Increased student space at the Downtown Windsor campus
- Social Media use of hashtags #saintsnation #stclaircollege, #riseabovetheordinary.
- Increase engagement on all social platforms including TikTok.
- Working with the Alumni Association to use funding to support cross promotion and community presence at local events.
- Branding in Alumni Association monthly newsletters and Alumni social media platforms of Facebook, Instagram and Twitter.
- Community engagement with Saints athletics in partnerships and hosting of tournaments and games at the Sports Park and SportsPlex.
- Event Partnerships and Sponsorships (Ruthven Apple Festival, Chatham Crowfest, Chatham Armouries Holiday Light Festival, Downtown Windsor weekly market vendor, Windsor International Film Festival, Chamber of Commerce Business Excellence Awards (BEA) sponsorships in Windsor and Chatham).
- Partnerships with our student groups SSAA, SRC and TSI.
- Partnerships with Windsor Tennis Management and local charity groups at the Zekelman Tennis Centre.
- Partnership with Art Gallery of Windsor and Zekelman Foundation for outdoor art displays on our Windsor campus.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) regarding brand identification and the continuation of the new brand “Rise Above the Ordinary” initiatives, for information.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: OCTOBER 25, 2022

RE: STRATEGIC DIRECTIONS UPDATE – HUMAN RESOURCES (STAFF DEVELOPMENT, EFFICIENCY, EFFECTIVENESS AND WELLNESS) – DEVELOPMENT OF HUMAN RESOURCES – STAFF WELLNESS

SECTOR: INTERNATIONAL RELATIONS, CAMPUS DEVELOPMENT AND STUDENT SERVICES – RON SEGUIN, VICE PRESIDENT AND HUMAN RESOURCES, SAFETY, SECURITY AND FACILITIES MANAGEMENT – JOE SIRIANNI, VICE PRESIDENT

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2022–2023). This update is related to Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness) regarding the commitment to promote staff collaboration and engagement through monthly or quarterly activities.

Goal	Objective	Measure	Deadline
Development of Human Resources.	Staff wellness.	Continue to promote staff collaboration and engagement through monthly or quarterly activities.	Annually

BACKGROUND:

The College, recognizing that staff wellness is critical to the wellbeing of employees created both the Staff Engagement and Staff Wellness Committees. Both committees are comprised of representatives from faculty, support staff and administration.

The Staff Engagement Committee’s mandate is to foster staff relationships, facilitate networking, recognition and engagement among St. Clair College staff while encouraging professional, collegiate environments and experiences.

The Staff Wellness Committee’s mandate is to promote a work environment that encourages healthy lifestyle choices, decreases the risk of illness and disease, and addresses our employees’ physical and mental health and general well-being.

Starting in September 2022, the Staff Engagement Committee and Staff Wellness Committees were combined into one Staff Engagement and Wellness Committee.

Staff Engagement Committee

The 2022-2023 Staff Engagement/Appreciation initiatives include:

- St. Clair Day was celebrated on June 24, 2022 (brunch was provided) and all staff received a golf shirt as a token of appreciation.
- Welcome back BBQ was held on August 29, 2022.
- St. Clair College Staff Cares- Welcome back to campus initiatives during the week of September 6th included:
 - Tuesday, September 6, 2022- Staff were welcomed back to campus. Assorted k-cups of coffees, teas, latte, hot chocolate, and apple cider were provided in the staff lounge. K-cups and supplies were refreshed throughout the week. St. Clair College Staff Cares (SCCSC) posters and communication containing the phrase 'Enjoy something hot or cold, because you should be told, Thanks a 'latte' for all you do!'
 - Wednesday, September 7, 2022- 'Extra' brand gum packs were distributed in the staff lounge. SCCSC posters and communication containing the phrase 'The difference between ordinary and extraordinary is the little extra. Thanks for going the extra mile for St. Clair College!'
 - Thursday, September 8, 2022- Mini chocolate bars were distributed in the staff lounge. SCCSC posters and communication containing the phrase 'It's such a treat to have a great staff like you!'
 - Friday, September 9, 2022- Small candy treat packs were distributed in the staff lounge. SCCSC posters and communication containing the phrase 'You are o'Fish'ally the best! The fun 'treats' are a small token of the College's appreciation of all that the St. Clair College family does to make our College a great place to be!

Staff Wellness Committee

The Staff Wellness Committee developed monthly themes emphasizing wellness. Each month, for six months, emails were circulated with information to create awareness and promote the monthly theme. In addition, activities throughout the month were structured for continued promotion. The monthly themes included:

- Emotional Wellness.
- Intellectual Wellness.
- Environmental Wellness.
- Spiritual Wellness.
- Physical Wellness.
- Social Wellness.

The 2022-2023 Wellness Committee initiatives include:

- Virtual yoga (monthly).
- Chair Yoga and Guided Meditation sessions (monthly).
- Choose to Improve Program lead by the Health Centre, an 8-week program of healthy living.
- Bike Workshop: Bike Safety in Windsor and on Campus by Bike Windsor Essex.
- Herb Gray Parkway Walk/Run Group.
- Outdoor group fitness with Pete Soulliere. Staff badminton, basketball, and volleyball.
- Wellness SCC Strong Survey.
- Monthly Wellness email distribution on the 6 Dimensions of Wellness.
- Bell “Let’s Talk” video promotion on mental health and mental health resources.
- Work from home ergonomic resources and a new Office Ergonomics Policy.
- Earth Day communication and resources.
- Downtown Core Partnership initiatives with community partners.
- SCC Wellness Committee Recipe Contest- \$100 Gift Card to Williams Food Equipment.
- 30-day Meal Prep Challenge through FSEAP.
- Staff Golf Tournament at Woodland Hills.

The Committee continues to meet and develop new ideas to promote employee wellness and positive collaboration. The committee believes that the biggest focus in the coming months will be mental health.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness) regarding the commitment to promote staff collaboration and engagement through monthly or quarterly activities, for information.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: OCTOBER 25, 2022

**RE: FINANCIAL MONITORING REPORT
FINANCIAL RESULTS FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2022**

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

AIM:

To provide the Board with a report on the financial results for the six months ended September 30, 2022.

BACKGROUND:

It is the practice of St. Clair College to review its expenditure and revenue patterns to ensure that the financial plan is being achieved. Administration continues to enhance its reporting on these patterns. To this end, Administration communicated to the Board of Governors that regular financial reports would be provided.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the Financial Monitoring Report for the six months ended September 30, 2022, as information.

SUMMARY OF REVENUES AND EXPENDITURES (Schedule 1)

The net surplus at September 30, 2022 of \$13,227,295 is an increase of \$5,652,046 from the net surplus noted for the 2021 comparative period of \$7,575,249. The variance is primarily due to the following:

- Tuition Revenue, Contract Income, Interest Income, PCPP Fee-for-Service, Divisional Income, Salaries and Benefits, Advertising, Contracted Educational Services, Insurance, Premise Rental, Stipends & Allowances, Other Expenditures, Amortization and Ancillary Operations.

REVENUE (Schedule 2)

The following highlights the major changes in revenue compared to the original budget projections and the 2021 comparative period:

- MCU Operating Grants are trending consistent with the original budget projection at 53% and have decreased over the 2021 comparative period by \$147,023 or 1%.

SMA3 Performance based funding was implemented in 2020-21. The College's proportion of Enrolment Envelope to Differentiation Envelope funding has shifted from 58% and 42% (2021-22) to 47% and 53% (2022-23) respectively. Given the uncertainty regarding COVID-19, in February 2022, the Ministry continued the suspended Performance based funding for one additional year. As a result, these funds are not at risk for 2022-23.

- Contract Income is trending below the original budget projection at 45% and has decreased over the 2021 comparative period by \$1,566,265 or 21%. The decrease is due to the Ontario government's funding for an accelerated Personal Support Worker program that covers students' tuition and other expenses beginning for the Fall semester instead of the Spring semester in the prior year.

Contract Income is established based on agreements with the Ministry and other partners. The College anticipates being below its budget projections. However, any shortfalls in contract income will be mostly offset by a decrease in expenditures.

- Total Tuition revenue is trending below the original budget projection at 39% and has increased over the 2021 comparative period by \$5,974,502 or 9% due to the following:
 - Decrease in Domestic Tuition revenue of \$733,554 over the comparative period due to lower enrolment for the Spring semester.
 - Increase in International Tuition revenue of \$838,279 over the comparative period due to unrealized tuition refunds from the Winter 2022 semester and a higher Winter semester revenue deferral being realized for the current year.
 - Increase in PCPP Tuition revenue of \$5,289,016 over the comparative period due

to higher enrolment at Ace Acumen for the Spring and Fall semesters.

- Total “Other” income is trending above the original budget projection at 65% and has increased over the 2021 comparative period by \$7,594,841 or 29% due to the following:
 - Increase in PCPP Fee-for-Service of \$2,334,101 due to higher enrolment at Ace Acumen for the Spring and Fall semesters.
 - Increase in Divisional Income of \$2,601,176 due to higher international student insurance fees as a result of higher PCPP enrolment.
 - Increase in Interest Income of \$1,398,443 due to significant increases in the Bank of Canada’s policy interest rate and interest realized from maturing GICs.

EXPENDITURES (Schedule 3)

The following highlights the major changes in expenditures compared to the original budget projections and the 2021 comparative period:

- Total Salaries & Benefits are trending consistent with the original budget projection at 49%, and have increased over the 2021 comparative period by \$1,429,222 or 3%. The increase is primarily due to net new staffing, compensation adjustments and additional resources to meet the College’s operational needs.
- Total Non-Salary expenditures are trending above the original budget projection at 44% and have increased over the 2021 comparative period by \$5,737,204 or 9%. The increase is due to the following:
 - Increase in Advertising as a result of College recruitment and branding initiatives and support of a new acute care hospital.
 - Increase in Contracted Educational Services as a result of higher enrolment from students attending the Toronto Campuses, and flowing the applicable funds to Ace Acumen.
 - Increase in Insurance due to new, higher international student insurance fees as a result of higher PCPP enrolment, and due to the College’s corporate insurance premiums increasing because of the hardened insurance market.
 - Decrease in Premise Rental due to the international student arrival protocol no longer being active.
 - Decrease in Stipends & Allowances and Other Expenditures due to timing of funds flowed to students registered in the accelerated Personal Support Worker program.
 - Increase in Amortization due to the College’s significant investment in its capital infrastructure during the prior year.

Many expenditures are cyclical and follow the timing associated with the academic year.

Administration is managing Non-Salary expenditures through ongoing Senior Operating Group (SOG) review to ensure the overall expenditures budget is met.

ANCILLARY OPERATIONS (Schedule 4 & 4B)

- The Ancillary Operations deficit of \$194,428 is trending below the original budget projection of \$1,241,671 and has improved by \$962,417 over the 2021 comparative period. This is primarily due to improvements from the St. Clair College Centre for the Arts, Parking and Residence operations.

SCHEDULE 1

ST. CLAIR COLLEGE
 SUMMARY OF REVENUES AND EXPENDITURES
 FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2022

	A	B	A - B	
MCU BUDGET (12 months)	ACTUAL (6 months)	ACTUAL PRIOR YEAR (6 months)	VARIANCE (6 months)	
<u>REVENUE</u>				
MCU Operating Grants	40,057,466	21,063,511	21,210,534	(147,023)
Contract Income	12,980,052	5,920,184	7,486,449	(1,566,265)
Tuition	179,778,136	69,383,638	63,409,136	5,974,502
Other	52,966,211	34,214,487	26,619,646	7,594,841
Total Operating	285,781,865	130,581,820	118,725,765	11,856,055
Total Ancillary	11,047,240	4,686,460	1,505,269	3,181,191
TOTAL REVENUE	296,829,105	135,268,280	120,231,034	15,037,246
<u>EXPENDITURES</u>				
Salary & Benefits	98,901,572	48,672,565	47,243,343	1,429,222
Non-Salary	155,213,607	68,487,532	62,750,328	5,737,204
Ancillary	9,805,569	4,880,888	2,662,114	2,218,774
TOTAL EXPENDITURES	263,920,748	122,040,985	112,655,785	9,385,200
Total Net Surplus / (Deficit)	32,908,357	\$13,227,295	\$7,575,249	\$5,652,046

ST. CLAIR COLLEGE
REVENUES
FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2022

	A	B	A - B	
MCU BUDGET <u>(12 months)</u>	ACTUAL <u>(6 months)</u>	ACTUAL PRIOR YEAR <u>(6 months)</u>	VARIANCE <u>(6 months)</u>	
<u>REVENUE</u>				
Enrolment Based Envelope: see note 1	20,501,552	10,471,813	13,126,616	(2,654,803)
Differentiation Envelope: see note 2	23,740,713	11,979,491	9,324,685	2,654,806
Special Purpose / Other Grants: see note 3	(4,184,799)	(1,387,793)	(1,240,767)	(147,026)
<i>Total MCU Operating Grants</i>	40,057,466	21,063,511	21,210,534	(147,023)
Apprenticeship	3,926,656	1,685,909	1,713,112	(27,203)
Canada Ontario Jobs Grant	507,216	93,781	95,597	(1,816)
Employment Ontario	3,056,813	1,528,398	1,528,398	-
Youth Job Connection	1,337,400	601,580	692,880	(91,300)
Literacy & Basic Skills	1,386,172	693,078	693,078	-
School College Work Initiative	1,671,242	493,049	-	493,049
Second Career	450,000	175,158	320,188	(145,030)
Other: see note 4	644,553	649,231	2,443,196	(1,793,965)
<i>Total Contract Income</i>	12,980,052	5,920,184	7,486,449	(1,566,265)
Post Secondary - Domestic	23,862,060	7,303,862	8,037,416	(733,554)
Post Secondary - International	88,117,273	28,485,827	27,647,548	838,279
Post Secondary - PCPP	67,109,803	32,516,916	27,227,900	5,289,016
Continuing Education	689,000	1,077,033	496,272	580,761
<i>Total Tuition</i>	179,778,136	69,383,638	63,409,136	5,974,502
Interest Income	4,700,000	3,471,364	2,072,921	1,398,443
Contract Training	210,000	290,743	48,339	242,404
International Projects	210,000	81,110	58,750	22,360
PCPP Fee-for-Service	23,043,225	15,800,557	13,466,456	2,334,101
Other: see note 5	1,777,790	2,197,448	1,093,697	1,103,751
Divisional Income	17,323,203	9,542,138	6,940,962	2,601,176
Amortization DCC	5,701,993	2,831,127	2,938,521	(107,394)
<i>Total Other</i>	52,966,211	34,214,487	26,619,646	7,594,841
Total Revenue Before Ancillary	285,781,865	130,581,820	118,725,765	11,856,055
Ancillary Revenue (Schedule 4)	11,047,240	4,686,460	1,505,269	3,181,191
Total Revenues	\$296,829,105	\$135,268,280	\$120,231,034	\$15,037,246

SCHEDULE 3

ST. CLAIR COLLEGE
EXPENDITURES
FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2022

	A	B	A - B	
MCU BUDGET	ACTUAL	ACTUAL	VARIANCE	
<u>(12 months)</u>	<u>(6 months)</u>	<u>(6 months)</u>	<u>(6 months)</u>	
<u>SALARY & BENEFITS</u>				
Administrative : Full-Time	8,495,806	4,693,400	4,375,978	317,422
Administrative : Part-Time	2,210,004	1,299,863	802,504	497,359
Faculty: Full-Time	34,193,600	17,365,881	17,398,586	(32,705)
Faculty : Part-Time	14,613,677	5,975,118	5,899,615	75,503
Support : Full-Time	16,546,754	7,990,428	8,133,798	(143,370)
Support : Part-Time	5,545,283	2,465,501	1,921,768	543,733
Fringe Benefits	17,296,448	8,882,374	8,711,094	171,280
Total Salary & Benefits	98,901,572	48,672,565	47,243,343	1,429,222
<u>NON-SALARY</u>				
Advertising	2,424,826	2,040,970	1,004,203	1,036,767
Contracted Cleaning Services	3,503,000	1,754,000	1,348,914	405,086
Contracted Educational Services	70,269,605	33,631,571	28,158,597	5,472,974
Contracted Services Other	21,467,000	5,229,610	5,204,128	25,482
Equipment Maintenance & Repairs	3,545,306	1,948,751	1,715,413	233,338
Equipment Rentals	2,905,033	1,746,416	1,570,275	176,141
Instructional Supplies	6,177,653	3,064,846	2,889,260	175,586
Insurance	6,215,957	3,537,466	2,535,554	1,001,912
Janitorial & Maintenance Supplies	542,900	401,247	165,337	235,910
Memberships & Dues	595,833	419,484	440,895	(21,411)
Municipal Taxes	740,454	627,879	646,862	(18,983)
Office Supplies	844,261	261,282	280,259	(18,977)
Premise Rental	3,619,424	1,269,806	2,709,303	(1,439,497)
Professional Development	611,786	172,828	154,439	18,389
Security Services	2,678,500	1,028,248	1,206,789	(178,541)
Stipends & Allowances	2,870,534	763,837	2,211,666	(1,447,829)
Student Assistance 30% Tuition	2,032,250	465,303	846,140	(380,837)
Travel	822,810	248,088	143,681	104,407
Utilities	4,928,300	1,884,581	1,608,384	276,197
Other: see note 6	5,302,473	2,029,563	2,545,551	(515,988)
Amortization	13,115,702	5,961,756	5,364,678	597,078
Total Non-Salary	155,213,607	68,487,532	62,750,328	5,737,204
Total Operating Expenses	254,115,179	117,160,097	109,993,671	7,166,426
Ancillary Expenses (Schedule 4)	9,805,569	4,880,888	2,662,114	2,218,774
Total Expenditures	\$263,920,748	\$122,040,985	\$112,655,785	\$9,385,200

**ST. CLAIR COLLEGE
ANCILLARY OPERATIONS
FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2022**

	A	B	A - B	
MCU BUDGET <u>(12 months)</u>	ACTUAL <u>(6 months)</u>	ACTUAL PRIOR YEAR <u>(6 months)</u>	VARIANCE <u>(6 months)</u>	
<u>Revenue</u>				
Beverage & Cafeteria	70,740	11,989	4,311	7,678
Bookstore - Windsor & Chatham	175,000	34,668	21,021	13,647
IRCDSS Special Events & Projects	132,000	45,229	8,558	36,671
Lockers Administration	30,000	32,295	22,350	9,945
Parking Lots	2,183,000	541,557	69,909	471,648
Residence - Windsor	2,800,000	783,641	161,806	621,835
St Clair College Centre for the Arts	3,641,500	2,031,189	257,388	1,773,801
Varsity Sports	1,400,000	726,960	504,829	222,131
Sports Park	200,000	100,000	75,000	25,000
Woodland Hills Golf Course	415,000	378,932	380,097	(1,165)
	<u>11,047,240</u>	<u>4,686,460</u>	<u>1,505,269</u>	<u>3,181,191</u>
<u>Expenditures</u>				
IRCDSS Special Events & Projects	115,000	73,804	17,396	56,408
Lockers Administration	-	3,542	4,313	3,542
Parking Lots	1,630,570	588,306	417,586	170,720
Residence - Windsor	2,200,000	1,012,826	736,669	276,157
Residence - Chatham	95,000	25,990	29,557	(3,567)
St Clair College Centre for the Arts	3,613,822	2,020,811	870,253	1,150,558
Varsity Sports	1,616,577	731,352	244,280	487,072
Sports Park	200,000	71,874	32,732	39,142
Woodland Hills Golf Course	334,600	352,383	309,328	43,055
	<u>9,805,569</u>	<u>4,880,888</u>	<u>2,662,114</u>	
Total Net Surplus / (Deficit)	<u>\$1,241,671</u>	<u>(\$194,428)</u>	<u>(\$1,156,845)</u>	<u>\$962,417</u>

ST. CLAIR COLLEGE
ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)
FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2022

SCHEDULE 4B

	MCU BUDGET (12 months)	ACTUAL (6 months)	ACTUAL PRIOR YEAR (6 months)
Beverage Supplier: Revenue	70,740	11,989	4,311
Bookstore - Windsor & Chatham: Revenue	175,000	34,668	21,021
Lockers Administration: Revenue	30,000	32,295	22,350
Lockers Administration: Expenditures	-	3,542	4,313
	<u>30,000</u>	<u>28,753</u>	<u>18,037</u>
IRCDSS Special Events & Projects: Revenue	132,000	45,229	8,558
IRCDSS Special Events & Projects: Expenditures	115,000	73,804	17,396
	<u>17,000</u>	<u>(28,575)</u>	<u>(8,838)</u>
Parking Lots: Revenue	2,183,000	541,557	69,909
Parking Lots: Expenditures	1,630,570	588,306	417,586
	<u>552,430</u>	<u>(46,749)</u>	<u>(347,677)</u>
Residence - Windsor: Revenue	2,800,000	783,641	161,806
Residence - Windsor: Expenditures	2,200,000	1,012,826	736,669
	<u>600,000</u>	<u>(229,185)</u>	<u>(574,863)</u>
Residence - Chatham: Expenditures	95,000	25,990	29,557
St. Clair College Centre for the Arts: Revenue	3,641,500	2,031,189	257,388
St. Clair College Centre for the Arts: Expenditures	3,613,822	2,020,811	870,253
	<u>27,678</u>	<u>10,378</u>	<u>(612,865)</u>
Varsity Sports: Revenue	1,400,000	726,960	504,829
Varsity Sports: Expenditures	1,616,577	731,352	244,280
	<u>(216,577)</u>	<u>(4,392)</u>	<u>260,549</u>
Sports Park: Revenue	200,000	100,000	75,000
Sports Park: Expenditures	200,000	71,874	32,732
	<u>-</u>	<u>28,126</u>	<u>42,268</u>
Woodland Hills Golf Course: Revenue	415,000	378,932	380,097
Woodland Hills Golf Course: Expenditures	334,600	352,383	309,328
	<u>80,400</u>	<u>26,549</u>	<u>70,769</u>
Total Revenue	<u>11,047,240</u>	<u>4,686,460</u>	<u>1,505,269</u>
Total Expenditures	<u>9,805,569</u>	<u>4,880,888</u>	<u>2,662,114</u>
Total Net Surplus / (Deficit)	<u>\$1,241,671</u>	<u>(\$194,428)</u>	<u>(\$1,156,845)</u>

Notes: Revenues & Expenditures

Note 1 **REVENUE: Enrolment Based Envelope**
Core Operating Grant

Note 2 **REVENUE: Differentiation Envelope**
Performance Funding

Note 3 **REVENUE: Other MCU Grants**
Accessibility Funding
Child and Youth Mental Health
Clinical Education / Nursing Enrolment
Expansion
Collaborative Nursing
COVID-19 Support
International Student Recovery
Mental Health Worker and Services
Municipal Taxes

Note 4 **REVENUE: Other**
Access and Inclusion
Campus Safety
Career Ready Fund
Credit Transfer Institutional Grant
Indigenous Student Success Fund
Indigenous Targeted Initiatives Fund
Interpreters
Personal Support Worker - Accelerated
Reporting Entities
Summer Experience
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
Student Scholarships Other
Telephone
Vehicle Expenses



TO: BOARD OF GOVERNORS
FROM: PATRICIA FRANCE, PRESIDENT
DATE: OCTOBER 25, 2022
RE: RISK ASSESSMENT/MANAGEMENT REPORT
SECTOR: ALL SECTORS

AIM:

To provide the Board with an update regarding St. Clair College's Risk Assessment/Management Report.

BACKGROUND:

St. Clair continues to incorporate Risk Management into the daily operations of the College by anticipating potential risks, ensuring risk mitigation strategies are in place and the continuous review of the eight identified risk categories.

Since 2009, as part of the College's Risk Mitigation Strategies, a formal Risk Assessment/Management Report is prepared annually and is presented to the Board of Governors for information.

Senior Management ensures that appropriate steps are taken to identify, assess and manage risk and potential hazards associated with the organization, its activities and services. The College's Risk Management strategy provides a structured and coherent approach to analyzing, managing and mitigating risk.

A cross-functional Risk Management Committee has been established and meets on a monthly basis to regularly review, assess and update new developments or actions taken. The Risk Register is reviewed monthly to ensure plans are progressing appropriately. Any delays or difficulties are brought to the attention of the appropriate Sector Head for assistance and escalation purposes. Additionally, each risk is individually reviewed to ensure relevance, that it is appropriately rated and that all mitigating strategies are documented and implemented. Any suggested changes are reviewed monthly by the Senior Operating Group (SOG).

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive St. Clair College's Risk Assessment/Management Report for information.



ST. CLAIR
COLLEGE



Risk **M**anagement **R**eport

Risk Management

Preamble

St. Clair College has incorporated risk management into the daily operations of the College by anticipating potential risks and planning reasonable recourses. Since 2009, a formal Risk Management Report is conducted annually and presented to the Board of Governors. Other proactive measures include:

- Policy development.
- Promoting health and safety.
- Professional development.
- Safeguarding our staff, students and other clients.
- The development of Business Continuity Plans to ensure the effective, continuous operations of the College and conducting ongoing reviews for risk mitigation opportunities.

At St. Clair College, risk management is the process of identifying, analyzing and addressing areas of existing or potential risks. Proactive risk management practices can help avoid or reduce liability to the College. The risk management strategy includes four basic questions:

1. What can go wrong?
2. What can we do to prevent it from happening?
3. What will we do if it happens?
4. If something happens, how will we pay for it?

Risk Management Strategy

Our risk management strategy provides a structured, coherent approach to identifying, assessing and managing risk. It builds in a process for regularly updating and reviewing the assessment based on new developments or actions taken.

In 2009, the College implemented a formal Enterprise Risk Management Committee to oversee risk at the College. In addition, St. Clair's strategy incorporates a process for regularly updating and reviewing the risk management assessment based on new developments or actions taken. Risk management is used to compliment the College's business planning and resource allocation processes, at a strategic, departmental, project or site level.

1. Identify the Risk

Every operation involves some degree of risk or uncertainty about future events. An important step in managing those risks is to acknowledge and identify them.

When identifying risks, the College is committed to ensuring that appropriate measures are put in place to:

1. Safeguard the lives and safety of students, staff and visitors.
2. Mitigate personal injuries that can or will occur.
3. Protect the assets of St. Clair College.

4. Preserve our ability to ensure ongoing operations of St. Clair College.
5. Protect the reputation and goodwill of St. Clair College.

To support the above objectives, the following main categories continue to be used to identify potential risks. These include:

1. Academic and Student Services
2. Facilities Management
3. Financial
4. Human Resources
5. Health and Safety
6. Health Services
7. Information Technology
8. Corporate

2. **Analyze and Categorize the Risk**

Evaluate and prioritize the risk. Under this step, the Senior Operations Group (SOG) assesses the probability of each threat becoming a reality and estimates the possible impact to the institution (effect and cost).

Probability Scale

As reflected in the current Risk Assessment (attached to the agenda), each risk element identifies the probability of occurrence has been determined based on the following scale:

Symbol	Probability	Colour	Description
H	High	Red	Has happened frequently or has a very significant chance of happening in the future.
M	Medium	Orange	Has happened occasionally or has a reasonable chance of happening in the future.
L	Low	Green	Has happened infrequently or is not expected to happen.
NA	Not Applicable	Not Applicable	Risk is irrelevant to the operation of the College.
TBD	To be determined	To be determined	Additional information is required to determine probability. Considered as high probability until otherwise identified.

Impact Scale

The following simplified scale is used to determine “Impact” if the risk were to occur:

Rating	Description	Impact on Organization
3	High	The issue would have a major impact on services.
2	Medium	The issue would have some impact on services.
1	Low	No service disruption or negative effects are expected. Any negative impact can be corrected without significant effort or visibility.
0	Not Applicable	The risk is not relevant.

3. Risk Prioritization

Moving forward, under the new Risk Assessment Model, the sum of the probability and impact associated with each identified risk will be used to prioritize the potential risks and to determine possible outcomes. It is recognized that virtually all activities carry a degree of uncertainty and require the College to strike an appropriate balance between managing risks and pursuing strategic opportunities.

		Impact			
		0	1	2	3
Probability	HIGH	H0	H1	H2	H3
	MEDIUM	M0	M1	M2	M3
	LOW	L0	L1	L2	L3

Legend: Risk Level

	HIGH		MEDIUM		LOW
--	------	--	--------	--	-----

4. Existing Controls

The team identifies any current controls that has been implemented to mitigate each identified risk.

5. Manage the Risk

The next step is to determine how the risk will be managed or minimized. Controls, procedures, policies or operational steps will be outlined indicating how the risk is being managed and/or minimized.

6. Review the Risk

Our risk management process includes regularly updating and reviewing the assessment based on new developments or actions taken.

7. Roles and Responsibilities

1. Departmental Level – Managers and Program Chairs

- Determines who is to participate in the risk management framework development within their own portfolio.
- With input from the identified departmental team, risks from within their portfolio that may impact the College's strategic and operational objectives are determined.
- Ensures that a Detailed Plan Form is completed for each identified risk and implemented (each plan must be approved by the appropriate Sector Head)
- Monitors, addresses and reports on the status of the key risks monthly to the Enterprise Risk Management Committee.
- Integrates risk management principles into business processes and the management of day-to-day activities.
- Fosters a culture of risk awareness within their portfolio.

2. Deans and Associate Vice Presidents

- Provides support and assistance to Chairs and Managers as required.
- Ensures that regular monitoring of each risk occurs and that expected performance levels are being achieved.
- Ensures that monthly updates are received to determine whether the risk management processes, including risk treatment and controls, are suitable, adequate and effective in achieving mitigation.
- Escalates any unexpected or newly identified risk to the Sector Head immediately.

3. Enterprise Risk Management Committee

- Meets monthly.
- Ensure that monthly updates are received to determine whether the risk management processes, including risk treatment and controls, are suitable, adequate and effective in achieving mitigation.
- Provides assistance on the internal controls and mitigation plans as required.
- Escalates any concerns to the appropriate Sector Head.
- Ensures similar risks are being addressed corporately.
- Prepares annual report for the Board of Governors.

4. Senior Operating Group

- Reviews each detailed plan and approves appropriateness of the detailed risk plan for their sector.

- Ensure that monthly updates are received to determine whether the risk management processes, including risk treatment and controls, are suitable, adequate and effective in achieving mitigation for their own sector.
 - Responsible for reviewing the execution and effectiveness of the College's Risk Management Program.
 - The SOG weekly agenda includes Risk Management as a perpetual agenda item.
5. Board of Governors
- Receives annual Risk Management Report.
 - Reviews, at least annually, the register of high risks and ensuring mitigation plans are in place to address these risks.

Information and Communication

Managers and staff, at all levels, have a responsibility to identify, evaluate, report and manage risks.

Monitoring

SOG will continually measure and monitor the risk environment and the performance of the risk management strategies. The management team will foster a culture that provides for disseminating best practices, lessons learned, and expertise acquired from our risk management activities across the organization. Monitoring will be done through the Enterprise Risk Management Committee, who will provide SOG with a monthly, status update for each risk, through the appropriate Sector Head.

Summary

The College seeks to foster a culture that is risk-aware without being risk-averse, pursuing opportunities that further strategic and operational priorities while effectively managing risk. Senior Management ensures that appropriate steps are taken to identify, assess and manage risk and potential hazards associated with the organization, its activities and services. The College's risk management strategy provides a structured and coherent approach to identifying, assessing, monitoring and managing risk. A Risk Management Committee has been established and endeavours to meet on a monthly basis to regularly review, assess, and update new developments or actions taken.

Appendix A – Detailed Plan Form

Appendix B – Risk Management Register Form

Appendix C - Enterprise Risk Management Committee – Terms of Reference

Appendix D – Individual Category Review Process



Section 1: Risk Identification					
Risk #	Risk Category/Sector:				
Description of Risk: <i>Please provide a high-level description of the risk</i>					
Lead/Team:					Date:
Risk Factors: <ul style="list-style-type: none"> <i>Please identify who and what may be affected by this risk. i.e., students, staff, academic integrity, delayed graduation, infrastructure issues etc.</i> 					
Risk Impact: <ul style="list-style-type: none"> <i>Please identify what will happen if the risk materializes</i> 					
Existing Control Procedures: <ul style="list-style-type: none"> <i>Please list the current controls that are in place to mitigate this risk</i> 					
Risk Rating	Direct Risk			SECTOR HEAD APPROVAL	
	Probability Scale	Impact Scale	Risk Level	DATE:	
			<i>Combination of probability & impact scale</i>	SIGNATURE:	



Detailed Risk Plan

Section 2: Risk Mitigation		
Possible Mitigation Options	Analysis Result (Accept/Reject)	
	<i>Will this option provide the anticipated/expected outcomes?</i>	
Risk Mitigation Plan		
Action Item	Action By	Timeline
Resource Requirement:		
Reporting and Monitoring Required:		
Completed By:	Date:	

Appendix C - Enterprise Risk Management Committee (ERMC) – Terms of Reference

Committee Purpose/Mandate

The ERMC is an operational committee set up by the Senior Operating Group (SOG) to oversee and provide direction on matters of risk management at the College as it relates to the day-to-day operations or the Strategic Directions of St. Clair College. This committee reports to SOG.

The purpose of enterprise risk management is to integrate the process of managing risk into the overall governance, strategy, planning, management, and reporting processes of the College.

ERMC Responsibilities

- Oversee the college-wide risk management process on behalf of SOG
 - Recommend Risk Management Policy, framework, and procedures.
 - Monthly review of Risk Register and status.
 - Ensure that risks associated with emergency preparedness and business continuity are addressed in appropriate plans.
 - Assist in the identification and quantification of fundamental risks affecting the College. and ensure the follow-up arrangements are in place to mitigate those risks.
 - Informs SOG of risks and controls that need further assessment.
 - Help embed a risk management culture into major decisions through risk education, high level controls and procedures.
 - Provide monthly Risk Register update to SOG.
 - At least annually prepares Risk Management Report for the Board of Governors.

Meetings

- The committee shall meet monthly.
- Ad-hoc meetings shall be held as required.
- Minutes shall be recorded and submitted to SOG on a monthly basis.

Membership

- Membership shall be cross functional and appointed by SOG and include the AVP/Director or designate from the following departments:
 - SOG
 - President's Office
 - Financial Services
 - Facilities Management
 - Student Services
 - Registration
 - Information Technology
 - Academics
 - Human Resources
 - Physical Security Team Lead
 - Occupational Health and Safety
 - Centre for Academic Excellence (CAE)

Appendix D - Risk Management - Individual Category Review Process

- Each committee member should review the details of each risk and be prepared to discuss the following elements:
 - Is the probability rating appropriate?
 - Does the impact reflect the level of significance that can occur?
 - Is the risk rating appropriate?
 - Are the current controls relevant and current? Any missing? Do any need to be removed?
 - Are the preventative strategies relevant and current? Any missing? Do any need to be removed?
 - Anything the team has not considered?

RISK MANAGEMENT REGISTER

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES (PS)	LEAD	SECTOR HEAD	EXPECTED TIMELINE TO COMPLETE (PS)	STATUS
1. Academic and Student Services										
1.1	Academic Integrity	MEDIUM	2	M2	<ul style="list-style-type: none"> • Protocols and workflow to address academic misconduct: The CAE conducts workshops for students referred after an academic misconduct has been reported. • Student Code of Rights and Responsibilities. • Database for recording AI misconduct. 	<ul style="list-style-type: none"> • Research, identify and develop resources for faculty and students. • Develop initiatives to promote a strong culture of AI. • Improve communication structure. • Establish a robust website and resource centre. • Streamline the appeal process. • Curriculum and assessment strategies that promote academic integrity. Careful consideration should be given to using non-exam evaluations when appropriate. 	Lindi	Patti	Ongoing	In Progress
1.2	Program Accreditation	LOW	3	L3	<ul style="list-style-type: none"> • Complying with program standards and accreditation standards. • Annual Internal Program Review. • Cyclical Review Process. • External Review Process. • Internal Auditing of Annual reviews, PLAR, Transfer Credit, Cyclical Reviews, Action item completion and Credit Transfers. • Implement recommendations of Accreditation Panels where possible. • Ongoing communication with corresponding accrediting bodies. • Comparison of benchmarking facilities and curriculum content with other colleges. • Community feedback (Placements, Program Advisory Committees, etc.). 	<ul style="list-style-type: none"> • Ongoing review of College policies. • Upgrading academic equipment/facilities. • Community feedback (Placements, Program Advisory Committees, etc.). • Internal auditor training. This will allow us to build capacity. • Streamline the process of accreditation and align with cyclical review process. • Evidence tracking similar to what is done with CQAAP. 	Lindi	Patti	Ongoing	In Progress
1.3	Meeting Enrolment Projections	HIGH	3	H3	<ul style="list-style-type: none"> • The creation of a College 'Enrolment Management Committee' (EMC). • Aggressive marketing strategies for domestic enrolment developed with SOG input. • Development of special strategies to mitigate loss of graduating high school students to comparable programs at Fanshawe and Lambton Colleges from Chatham-Kent and Essex County. 	<ul style="list-style-type: none"> • Weekly, detailed report reviewed by SOG with action plans as required. • International student arrival SOP that was approved by provincial & federal agencies. • Creation of a department with a focus on Student Retention and Academic Advising 	Mike	Ron	Ongoing	In Progress

					<ul style="list-style-type: none"> • Increase institutional space. • Continued partnership strategies (Articulation Agreements). • Continued engagement of the Recruitment and Retention Committee. • Stronger emphasis on student life by implementing "Destination College" initiatives with a focus on the Student Life Centre, Esports Arena, Sports Park, Academic Tower, and the provision of culturally diverse events. • Annual Report presented to the Board of Governors regarding the progress of new programs for monitoring purposes and to allow for continuous improvements. • The creation of the Institutional Data and Enterprise Analytics position to provide additional analytical support in understanding enrolment trends and support decision making. 	<ul style="list-style-type: none"> • with six FTEs as a pilot. A plan being created on increasing domestic enrolment. • Develop formal marketing and recruitment plan. • New program development such as Cybersecurity, Project Management, Greenhouse Technician and Emerging Technologies Programs. • Analyze why college application numbers are decreasing and university numbers are increasing. • Marketing/ recruiting sessions in high schools. 				
1.4	International Student Recruitment	HIGH	3	H3	<ul style="list-style-type: none"> • Ongoing efforts by the College Program Accountability Committee (CPAC) for the oversight of new program development and existing program sustainability. • Review of educational landscape as it relates to new developments in the province and region. • Work with local governments to identify/create areas of need. • Ongoing review and development based on EMC and community feedback. 	<ul style="list-style-type: none"> • Weekly, detailed report reviewed by SOG with action plans as required. • International student arrival SOP that was approved by provincial & federal agencies. • Creation of a department with a focus on Student Retention and Academic Advising with six FTEs as a pilot. A plan being created on increasing domestic enrolment. • New program development for international students to include Greenhouse Technician, Cybersecurity and Project Management. 	Mike	Ron	Ongoing	In Progress
1.5	Program Mix	MEDIUM	2	M2	<ul style="list-style-type: none"> • Ongoing efforts by the College Program Accountability Committee (CPAC) for the oversight of new program development and existing program sustainability. • Review of educational landscape as it relates to new developments in the province and region. • Work with local governments to identify/create areas of need. • Ongoing review and development based on EMC and community feedback. 	<ul style="list-style-type: none"> • Monthly meetings to review new submissions and updates. Submissions are reviewed and approved by Vice President Academic (VPA), before proceeding to SOG. The final phase is approved by SOG and Board of Governors (BOG). • Review of Admission stats at EMC and SOG. A plan for creation of program in Emerging Technologies. 	Mike	Waseem	Ongoing	In Progress
1.6	Academic Equipment Replacement/Upgrade	MEDIUM	1	M1	<ul style="list-style-type: none"> • Submission of capital requirements (with prioritization) incorporated as part of the annual budget process and the mid-year budget review. • Provincial government funding of CERF for further capital upgrades. 	<ul style="list-style-type: none"> • The budget for 2021-2022 is \$12M for capital equipment and improvements. • The asset management initiative will track the age of equipment and proactively determine replacement needs. 	Marc/Waseem	Marc/Waseem	Ongoing	In Progress

					<ul style="list-style-type: none"> • Creation of Internally Restricted Funds Policy (2019). • Ministry of Labour, Training and Skills Development provided funding for the Academic Enhancement Fund (AEF) for further capital upgrades. 					
1.7	Quality Assurance	MEDIUM	2	M2	<ul style="list-style-type: none"> • Quality Assurance Committee chaired by the College President that includes: <ul style="list-style-type: none"> o Annual audit of Course Outlines. o Internal Audits on Advanced Standing. o PAC Meetings and Annual Program Reviews. o Annual Reviews are conducted each Spring for all programs. o Cyclical Reviews are scheduled and performed for all programs every five years. o Continued investment in the College's Centre for Academic Excellence including Academic Integrity Officer for awareness and oversight of Academic Integrity. o Key performance metrics reviewed annually and strategies aligned for improvement with Services and Academics. o Development and deployment of Student Engagement Survey (SES). o Review and adherence to Quality Learning Environment Policy. o Instructional Feedback Surveys (IFS) conducted and reviewed every semester. o Ongoing training and development for new and existing faculty. o Internal Audits on Transfer Credits, Cyclical Reviews, Action Items Completion and Annual Program Reviews. o Creation of a depository documenting all Experiential Learning initiatives. o Mandatory review date being applied to all College policies. All policies are to be reviewed at a minimum of every five years. • Catalogue of quality teaching material available to faculty. o QA protocols and oversight of Public College Private Partnership (PCPP) performed by St. Clair College Administration. 	<ul style="list-style-type: none"> • Development of virtual reality team to enhance learning and practical skills while decreasing dependency on in-person performance. • Annual funding available for professional development and College Educator Development Program (CEDP). • Development of repository for all stored evidence to be reviewed monthly as part of the Quality Assurance Committee. • Enhanced online training modules for Blackboard and other effective teaching and learning strategies. • CAE offers Professional Development and organizes events to increase awareness and promote QA. Strategies may include: <ul style="list-style-type: none"> o Monthly presentations at Chairs and/or CHOG; o A few times a year present specific topics at Student Breakfast, All Admin, All Academic; o Presentations/updates to BOG. o Implement QA Coffee break. 	Lindi	Patti	Ongoing	In Progress
1.8	Student Accidents/ Incidents/Violent Behaviour	MEDIUM	2	M2	<ul style="list-style-type: none"> • Code of Student Rights and Responsibilities reviewed and revised annually by internal and external advisors, including the College legal advisor for Code matters. 	<ul style="list-style-type: none"> • The Campus Care Team meets on a weekly basis to assess behaviour concern reports. A Behaviour Intervention Plan guides the team, and the College is a member of NaBita, a National threat assessment 	Rebecca	Joe	Ongoing	In Progress

					<ul style="list-style-type: none"> • Departmental Health and Safety policies, procedures and regulations are reviewed regularly by the College's Joint Health and Safety Committee. • Respectful Workplace and Education Policy reviewed annually. Changes are communicated to all staff. • Workplace Violence and Prevention training is part of the College's Health and Safety training, that all employees must complete and refresh every 3 years. • A Campus Active Shooter video has been used for Active Attacker training for staff and students. • A Sexual Violence Prevention Committee has been established to implement measures to reduce incidents of sexual violence on and off campus which includes communication, training, and educational activities. • The Sexual Assault and Sexual Violence Policy and Procedure was first initiated in 2016 and underwent a significant update in 2020 as a stand-alone policy. Another significance update was completed in 2022. • The College has a standing policy "Procedures for Dealing with Student Behavioural Concerns" along with the Campus Care Team. The purpose of both is to identify behaviours of concern early and provide a care team approach/plan for early intervention. 	<ul style="list-style-type: none"> organization which provides resources and consultation. • Departmental 'Violence Risk Assessment' (VRA) are conducted in conjunction with departmental health and safety risk assessments every two years or when circumstances dictate a review. • Security is present at all campus locations. A staffed Dispatch Centre is in place at the Windsor Campus, monitoring all campus locations. • Added Police presence - contract duty Police Officers, are hired for Windsor Downtown campus locations on a rotating 4-hour/day basis for the Fall and Winter semesters. • Annual mandatory consent training at both the Windsor and Chatham residences. • The College works closely with the Sexual Assault Crisis Centre. • The Alertus system is in place for panic buttons, emergency communications and mobile call for help. • Active shooter tabletop drill completed. • A retired Police Chief has reviewed current policies and procedures and made recommendations. • Based on the feedback from the tabletop exercise and the retired Police Chief, we have modified our policies and procedures, developed our own active event safety video, and mandated for staff training. In addition, we are currently in process of renumbering all buildings and rooms as recommended. 				
1.9	Knowledge/Implementation of Immigration Laws/Regulations	HIGH	1	H1	<ul style="list-style-type: none"> • All College related admission documents and website have been reviewed by our lawyers and modified appropriately. • Robust protocol for posting and removing of information from website. 	<ul style="list-style-type: none"> • The College has three staff members currently in IRCC training to become certified as immigration advisors for the sole purpose of ensuring acquired knowledge of changing immigration legislation/guidelines. • SOG has monthly updates from the College's immigration lawyer on changing legislation and/or government bulletins. 	Ron	Ron	Ongoing	In Progress

1. 10	Student Lawsuits/ Harassment/Bullying Complaints	HIGH	1	H1	<ul style="list-style-type: none"> • Quality Learning Environment Policy. • Grade Appeal Policy. • Staff training conducted annually on 'Duty to Accommodate', etc. • 'Conduct Depository' created in the Student Administration System to allow better monitoring of progressive/repeated negative behaviour across the College community. • Dedicated College Resolution Officer appointed to allow for greater dedication of resources consistently across campuses and to provide updates as required. • Student lawsuits/harassment/bullying complaints are brought to the Board of Governors for information purposes. 	<ul style="list-style-type: none"> • Code of Student Rights and Responsibility reviewed annually by the College and our lawyer to ensure compliancy with any changes in applicable legislation (Human Rights, natural justice, etc.) prior to the upcoming academic year. • Formal meetings with student leaders (SRC, TSI, SSAA) monthly and College executive assigned as liaison. • Investigations of harassment/bullying are now done by a third party to ensure unbiased investigations are conducted. 	Beth/ Rebecca	Joe	Ongoing	In Progress
1. 11	Compliance with Accessibility for Ontarians with Disabilities Act; Human Rights Commission Policies Related to Accessibility and Human Rights	HIGH	1	H1	<ul style="list-style-type: none"> • The College's Accessibility Committee meets three times per year. • All staff are trained in Customer Service for Persons with Disabilities and Integrated Accessibility Regulation Standards. • All staff who deliver and develop curriculum are trained in Educator Awareness Training. • Human Resources recruitment policies rewritten for compliancy and reviewed annually. • Development and implementation of Student Equity, Inclusion and Accessibility Policy (2016). • Professional Development offered such as Mental Health First Aid Training, Identifying and Referring Students in Distress and Accommodation Plans. • Clockwork Software allows secure documentation of disabilities and provides a direct method of sending official Accommodation Plans to faculty and students without compromising privacy. 	<ul style="list-style-type: none"> • Website indicates St. Clair College's commitment and understanding of compliance obligations; Accessibility Plan posted on the web. • Created online Student Orientation to Accessibility Services (SOAR) stclaircollege.ca/soar as a way to provide transition information to students and parents during COVID regarding accessibility services. • Transition workshops are hosted at St. Clair to communicate and promote available services to incoming students with accessibility needs. • Sessions provided to all faculty on the new Ontario Human Rights Code expectations pertaining to postsecondary students with disabilities. • Accessibility assessments are being conducted across all sites to develop a plan for compliance with 2025 building code changes as they relate to accessibility. • External accessibility audit was conducted by FCAPX for all College buildings to assess needs and help develop a long-term accessibility plan. • Annual Accessibility Status Report will be published to the college website that documents the identification, removal, and prevention of barriers for the year. • Incorporate a universal design for learning in curriculum development and design. 	Art	Ron	Ongoing	In Progress

						<ul style="list-style-type: none"> Increase collaboration between Student Services and the CAE. External accessibility audit. Perform an annual accessibility status report. Incorporate a universal design for learning in curriculum development and design. <p>Increase collaboration between Student Services and CAE.</p>				
1. 12	Varsity Athletics	LOW	1	L1	<ul style="list-style-type: none"> Emergency Information Form provided in the event therapy is required. Physical evaluation recommended to all students prior to participation. Annual Coaches Training. OCAA Concussion Protocol - a Certified Athletic Therapist is at every game. Coaches and Assistant Coaches are responsible for oversight of all trips and appropriate behaviour from athletes. All travel is chaperoned. Student consent required to participate in varsity sports/intramurals. 	<ul style="list-style-type: none"> All athletes complete a pre-participation electronic medical evaluation through Privit. A report is generated that flags any medical conditions/issues. Privit also houses the concussion education resources that each athlete must review and sign off. For 'high impact sports', athletes complete a baseline impact test that is used for comparison if an athlete sustains a concussion. Return to play protocols are consistent with the OCAA protocol and Rowan's Law for Ontario. 	Christi	Ron	Ongoing	In Progress
1. 13	SportsPlex/HealthPlex	LOW	1	L1	<ul style="list-style-type: none"> Use of SportsPlex/HealthPlex Waiver Forms. Use of Police Clearance Forms. 	<ul style="list-style-type: none"> Physical Activity Readiness Questionnaire required for fitness and instructor led courses. Third party events require certificate of insurance naming the College as an additional insured party. 	Christi	Ron	Ongoing	Monitoring
2. Facilities Management										
2.1	Deferred Maintenance	HIGH	3	H3	<ul style="list-style-type: none"> Preventative maintenance, documentation of equipment and status, five-year plan to address highest priority, MCU and College funding commitments. A Building Condition Assessment has been completed for most buildings and Deferred Maintenance items prioritized by year with year one being the most critical. Preventative maintenance, documentation of equipment and status, five-year plan to address highest priority, MCU and College funding commitments in place. Building Condition Assessments (BCA's) have been completed for most buildings. Deferred Maintenance items actioned based on priorities set out in BCA's and current operational concerns. 	<ul style="list-style-type: none"> Development of a five-year plan for Deferred Maintenance starting in 2021-2022 Annual review of priorities. An Internally Restricted Reserves fund has been established for Deferred Maintenance. A five-year plan for Deferred Maintenance was developed in 2021-2022 and is modified annually based on a review of priorities, current operational concerns, areas subject to renovation, etc. An Internally Restricted Reserves fund has been established for Deferred Maintenance. Ministry committed funding is in place for two more years. 	Rebecca	Joe	Ongoing	In Progress

						<ul style="list-style-type: none"> • Building condition assessments for the Fire Hall and Woodland Hills have been completed. Plans for these buildings will be rolled up into the master Deferred Maintenance Plan. • \$10M has been allocated for Deferred Maintenance for 2022-2023. To date, \$3.8M has been spent. 				
3. Financial										
3.1	Asset Protection	MEDIUM	2	M2	<ul style="list-style-type: none"> • Operating and capital budgets. • Insurance. • Investment and endowment policy for Foundation investments. • Approval/Signature Authorization for Acquisition and/or Sale of Goods and Services Policy. • Fixed Assets Acquisition Policy. • Fixed Assets Disposition Policy. • Purchasing Policy. • External audit. • Monthly account reconciliations. • The College has engaged FCAPX to create an asset management plan during the 2021-2022 fiscal year. • Deferred Maintenance practice approved by the BOG Audit and Finance Committee. The College has established an Internally Restricted Reserves fund for deferred maintenance. • Administration across all departments is responsible to ensure compliance with the applicable policies and business processes. • Management accountability. 	<ul style="list-style-type: none"> • Asset management plan. • Currently in the final stages of drafting an asset management plan. • Remind staff to follow current policies and approvals before assets are removed from the property. 	Marc	Marc	Ongoing	In Progress
3.2	Fraud/Theft	LOW	3	L3	<ul style="list-style-type: none"> • Cash Receipts Control Policy, Internal Departmental Procedures for all College departments. • Approval/Signature Authorization for Acquisition and/or Sales of Goods and Services Policy. • Monthly account reconciliations. • Administration across all departments is responsible to ensure that adequate controls and business processes exist to minimize the risk. • Management accountability. 	<ul style="list-style-type: none"> • The Board Audit and Finance Committee reviews and monitors as it's an annual process as part of the College's external audit. • Segregation of duties to minimize risk. • Physical controls (i.e. vault, safe). • Ongoing management and review of processes. • No formal process outside of an external audit that address financial related matters. • Best practice requires a fraud risk assessment be performed to identify whether internal controls to prevent and detect fraud are adequate in non-Finance departments. 	All	Marc	Ongoing	Monitoring

3.3	Management Override	MEDIUM	2	M2	<ul style="list-style-type: none"> • Audit and Finance Committee. • KPMG external audit. • Monitoring reports to the BOG. • Management accountability. • Segregation of duties. • Limited access. • College policy and procedures. 	<ul style="list-style-type: none"> • Management accountability. • Ensure management team is familiar with risks and implications beyond financial related risks, when policies, practices and directives are overridden. • Marc will touch base with Joe to possibly include in training manuals. 	All	Marc	Ongoing	Monitoring
3.4	Segregation of Duties	MEDIUM	2	M2	<ul style="list-style-type: none"> • Audit and Finance Committee • KPMG external audit • Management accountability. 	<ul style="list-style-type: none"> • Internal control documentation (flowcharts, policy/procedure manuals, narrative descriptions, etc) will be developed for the complex and/or high-risk departments/functions. • Present policy/best practices to management team to ensure they're looking for gaps that can break down controls. 	All	Marc	Ongoing	Monitoring
3.5	Policy and/or Business Process Compliancy	MEDIUM	2	M2	<ul style="list-style-type: none"> • Some departments will bring compliance reports to SOG. • Section 28 Attestation to BOG annually. • Management accountability. 	<ul style="list-style-type: none"> • Monitoring reports to the BOG. • Policy tracking sheet to SOG on a monthly basis. • Finance will bring every non-compliant limited tendering form to SOG for documentation purposes. This change in compliance reporting to SOG will endeavour a change in administration accountability. 	All	Marc	Ongoing	Monitoring
3.6	Revenues: Corridor Funding - Falling Below the 7% floor. Risk of Lost Funding in 2022-2023 and 2023- 2024 SMA3 -Performance-Based Funding Increases Risk of Lost Funding. Increases to 60% Rate by 2024-2025. Declining Domestic Enrolment: 10-year Trend. Confirmations Lower Than Prior Year. Reliance on Quickie Admits. Increased PCPP Competition (especially in the GTA). COVID-19 (Federal SOP Costly, International	HIGH	3	H3	<ul style="list-style-type: none"> • Budget process used to determine revenue projections (conservative approach taken). A two-year forecast is included in the budget. • Monthly account reconciliations performed. • Monthly budget to actual reports provided to budget holders. • Mid-year budget review process used to minimize financial risk. • CFO reports any potential risks to SOG for assessment, review, and action. • Internally Restricted Funds Policy and related BOG Executive Limitations. As of June 30, 2020, \$40M Internally Restricted into reserves for financial sustainability. • Regular financial monitoring reports to the BOG. • Five-year enrolment plan developed. • New Program Costing Model reflects the impact that new programs do not bring additional funding. • Weighted Funding Units (WFU) reports and forecast are brought annually to SOG. 	<ul style="list-style-type: none"> • Enrolment Management Committee to monitor declining domestic enrolment, sustain international enrolment and increase the distribution of the international student population across a greater number of source countries. • CPAC to assist the Academic Sector in identifying opportunities. • Enrolment is an agenda item that is discussed at SOG on a weekly basis. • Advocate to lift tuition freeze (domestic since 2019 and international since 2021.) • Continuous sustainability discussions with MCU. Government cannot sustain 24 public colleges without international enrolment (ASCC, SOG, COP). College closures and/or shared services likely. • Monitor impact of COVID-19. • Increase the distribution of the international student population across a greater number of source countries. 	All	Marc	Ongoing	Monitoring

	Students Unable to get to Canada and as a Result Defer Enrollment if no In-class Learning, Low Visa Approvals).				<ul style="list-style-type: none"> • PCPP is actively monitored and managed by the respective stakeholders to ensure compliance with the MCU PCPP Directive. • Collection of all tuition and related fees and remitting appropriate amounts to our partner. A security deposit (currently set to reach \$3M) is held as a contingency. • MCU Tuition and Ancillary Fee Framework. • Funding through SMA3 will not be at risk and will be frozen for the 2020-2021 and 2021-2022 fiscal years. 	<ul style="list-style-type: none"> • Increasing PCPP competition outside of GTA based on increased competition in the GTA (13 partners = approx. 60,000 students) for Fall 2021. Recent FOI request to divulge PCPP agreements. • Monitor Strategic Mandate Agreement (SMA) 3 performance and any potential financial impact. • Management team should continue to discuss all the parameters around revenue. • Trend analysis and other reports with additional insights can be provided by C. Pyne in his new role. • New Director of Academic Operations will take lead on program development and support. 				
3.7	Expenses:	MEDIUM	2	M2	<ul style="list-style-type: none"> • Budget process used to determine revenue projections (conservative approach taken). A two-year forecast is included in the budget. • Monthly account reconciliations performed. • Monthly budget to actual reports provided to budget holders. • Mid-Year Review Budget process used to minimize financial risk. • Purchasing and expense guidelines available for administration and staff. • CFO reports any potential risk to SOG for assessment, review, and action. 	<ul style="list-style-type: none"> • Manage/monitor any increase of fixed overhead. • Non-competitive spend leading to higher costs. • Systematize budget allocations for direct costing. • Review and monitor all academic programs that do not meet the 40% internal contribution margin benchmark. • Sustainability. • Monitor capital invested in underperforming programs and review ROI. • Academic program sustainability: longevity of international student volume, SMA3, enrolment focus of new programs, 60/40 enrolment catchment area ratio; disconnect exists. • Implement business practice to ensure the development of a business case and operational plan for new projects/initiatives, change in operations, etc. • Unbudgeted expenditures from COVID-19 (i.e. enhanced safety measures if in-class learning returns for Fall 2021, smaller section sizes relative to budget due to COVID-19 restrictions, etc.). • Review and where appropriate implement virtual and/or augmented reality education in academic program(s). IT investment in 	All	Marc	Ongoing	Monitoring

					<ul style="list-style-type: none"> non-academic departments to allow for additional efficiencies. Continue the messaging that management must be cognizant of the College's fixed overhead. The sustainability fund is available for periods of challenging times. Administration must develop business cases to ensure resources are adequately aligned with business objectives. Continue to rely on IT improvements to provide additional reporting for budget holders which helps them monitor budget status and projections. 					
4. Human resources										
4.1	Offsite Teams With No Management Presence	LOW	1	L1	<ul style="list-style-type: none"> Departmental controls and procedures. New Manager, Employment Centres in place as of May 10, 2021. Manager, Employment Centres will be on site at the three Employment Centres on a rotating basis. AVP, E&TS to continue to oversee the sites to provide guidance and mentorship for the new Manager. 	<ul style="list-style-type: none"> Standard Operating Procedures, Protocols and Workflows are being finalized for each key area of operations for the Employment Centres (e.g. intake, employment consulting, placements, follow ups, etc.) to facilitate transition with new Manager and ensure cohesiveness and understanding of individual roles and importance to the success of the Centres. Workload and targets distributed based on role and performance actively monitored by the new Manager. New Manager to conduct weekly site meetings with the teams at each Centre to determine and address issues. Virginia Russell has been hired as Manager for all three EO offices. 	Ron	Ron	Ongoing	Monitoring
4.2	Staffing, Staff Retention and Succession Planning	HIGH	2	H2	<ul style="list-style-type: none"> Recruitment and Selection Policy Recruitment and Selection Procedure - to ensure equity and unbiased selection. Adherence to Faculty and Support Staff Collective Agreements. Staff Wellness Committee's mandate is to promote a work environment that encourages healthy lifestyle choices, decreases the risk of illness and disease, and addresses our employees' physical, mental health and general well-being. Medical note required for all full-time staff at the time of offer. Talent Management Policy was developed and created in 2016. 	<ul style="list-style-type: none"> Use of exit interviews to provide feedback from departing employees. Strategies to mitigate impact of critical staff leaving includes the following strategies: <ul style="list-style-type: none"> Back up staff are designated, or step-by-step instructions are available for most critical functions (Desk manuals). Agency staff available for interim requirements of special skills (electrician, etc.). Succession planning template created populated and reviewed annually. 	Lynn	Joe	Ongoing	In Progress

					<ul style="list-style-type: none"> • Yearly allocation to support professional development and tuition reimbursement programs. • Annual performance appraisals. • Staff Engagement Committee is to foster staff relationships, facilitate networking, recognition and engagement among St. Clair College staff while encouraging professional, collegiate environments and experiences. • Protocols and workflows have been created to facilitate transition and training of new personnel in Centre for Academic Excellence (CAE). • Ensure CAE workload is distributed based on expertise and is monitored regularly. • Training conducted regularly. • Bi-weekly one-on-one meetings to determine and address issues with new CAE staff. 	<ul style="list-style-type: none"> o Presidential Succession Plan documented for emergency purposes. <ul style="list-style-type: none"> o Annual retirement planning. o Tuition Reimbursement allows employees to continue to pursue educational goals and to fulfill career growth opportunities. o Certificate in Leadership and Culture Management. o Succession planning identification for 'next level' potential by sector. o Six course leadership certificate by Dr. Voakes o Plan is being developed to identify project lead and Delegate for CAE. o Investigate alternative methods to increase efficiencies in the CAE (i.e. automate program curriculum mapping, create workflow for program curriculum charts). o Create a project management schedule to identify bottlenecks and priorities and manage workload in the CAE. o Work with the Human Resources department to identify effective strategies for succession planning and team building. <ul style="list-style-type: none"> • Professional Development workshops (13 different) offered in May and June and repeated in July and August 2022 for all employees. • Human Resources Department will be providing internal training for administrators on topics such as Conducting Performance Appraisals, Creating PDF's, Interviews, etc. • Human Resources created Training guides for Administrators including understanding all three collective agreements, and understanding Article 11 – SWF's in the Academic CA. • Human Resources developed an Administrator's Training handbook outlining all areas of the College and Operations that new Administrators must complete as part of their manual performance review (entire handbook must 				
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						be signed off as completed over a three-year period).				
4.3	WSIB Claims	MEDIUM	1	M1	<ul style="list-style-type: none"> Return to Work (RTW) Committee in place. Return to Work Policy incorporates a full RTW protocol. Functional Ability Form (FAF) required for all staff absent from work that may require accommodation(s). 	<ul style="list-style-type: none"> College has engaged third party claims management company to address complicated WSIB claims. New Experimental Experience Rating (NEER) statements and quarterly WSIB reports are reviewed by SOG. Staff ergonomic assessments are completed on request. New Musculoskeletal Disorder Prevention Program is complete with SOG approval. Monthly Manager inspections with required submission of report. Annual staff training for safety and ergonomics. 	Rebecca	Joe	Ongoing	In Progress
4.4	Human Rights/Harassment/Bullying Staff	LOW	2	L2	<ul style="list-style-type: none"> Adherence to Collective Agreements and Legislation. Legal advice obtained when required (expertise in Human Rights/Harassment laws). 	<ul style="list-style-type: none"> Respectful Workplace and Educational Policy reviewed annually. College Resolution Officer is formally assigned to the Respectful Workplace and Educational Policy for continuity and communication of policy. A third-party investigator now investigates these cases, in a timely manner, and provides findings and recommendations. Health and Safety Training is required for all new employees and ongoing for all staff every 3 years. Volume of activity is low. Grievances generally settled quickly. 	Lynn	Joe	Ongoing	Monitoring
4.5	Grievances/Lawsuits/Union Relationships	LOW	2	L2	<ul style="list-style-type: none"> St. Clair College is a responsible employer, setting fair personnel policies and meeting all known legal and contractual obligations. St. Clair College promotes a culture of openness and transparency to support collaboration and discussion. Most internal issues are resolved without grievances or lawsuits. 	<ul style="list-style-type: none"> Legal advice is obtained when required (Expertise in Collective Agreements, Terminations, Grievances or Lawsuits). UCC are in place for both Faculty and Support staff to allow effective communication of key issues. Volume of activity is low. Grievances are generally settled quickly. 	Lynn	Joe	Ongoing	Monitoring
5. Health and Safety										
5.1	Pandemic/Infectious Disease Mitigation Planning (Non- Pandemic Times)	HIGH	3	H3	<ul style="list-style-type: none"> College Pandemic plan has been revised significantly in light of this year's pandemic and is posted on the internet. The Pandemic Steering Committee is engaged and meets on a bi-weekly basis to review cases and make recommendations for additional protection measures. Vaccine policy. 	<ul style="list-style-type: none"> Review Infection Control policy annually and update as appropriate. Revised signage, screening, PPE, etc. as appropriate. Safety Ambassadors. COVID-19 admin team. 	Rebecca	Joe	Ongoing	Monitoring

					<ul style="list-style-type: none"> • Updated COVID-19 policy with Fall protocols. • Centralization of COVID-19 pandemic plans for future reference. • Internet/intranet site created to ensure effective communication to students and staff which allows for ongoing updates as required. This site is used extensively to answer questions and provide updates to both staff and students. • Health and Safety, along with College Health Centres, work regularly with local Public Health Units to review best practices, share procedures, ensure communication both ways, discuss cases and strategies to mitigate, keep abreast of new and upcoming health concerns and ensure that vaccination programs are up to date. • An International Student SOP (Standard Operating Procedure) has been created and is still utilized. • PH partnership for tracing/notification of infectious disease protocols, signage, safe food handling requirements as appropriate, etc. • Merv 9-13 Filters/ Fresh air and/or UV on AHU's/RTU's, increased, cleaning, PH partnership for tracing/notification of covid infections, signage, policies and procedures, screening, designated entrances, reduced section sizes, physical distancing requirements, PPE requirements, etc. 	<ul style="list-style-type: none"> • Pandemic plan is in place and will be reviewed and replaced depending on future outbreaks or pandemics. • The Pandemic Steering Committee is currently not meeting. • The vaccination policy and other precautions are not currently required. Enhanced cleaning protocols continue to be implemented. • We continue to update and manage fresh air and UV using RTU within recommendations. • Requirements will continue to be reviewed and adjusted as necessary 				
5.2	Health and Safety/Ministry of Labour Compliance	LOW	2	L2	<ul style="list-style-type: none"> • OHS Manager and OHS Officer in place. • H&S training required of all new employees and refreshed with all employees every three years, training matrix developed for various departments to address specific training needs (i.e. fork truck driving), JHSC at all campuses work collaboratively, issues over two months old go to SOG, strong return to work committee and protocols, JHSC and Manager inspections are completed monthly, H&S Discipline policy in place, strong Wellness Committee. • Dedicated Health and Safety Manager and Officer. • Required Monthly Management Inspections assigned and monitored. • Health and Safety training provided for all Managers. • Health and Safety Awareness training required of all new staff within one week of hire and a refresher is required of all staff every 3 years. 	<ul style="list-style-type: none"> • Ensure Manager understand the importance of their roles in health and safety. Provide additional training. • Ensure all inspections are reviewed and items are addressed in a timely manner. • Ensure timely and complete investigation into incidents involving injury and strong measures are put in place to avoid a repeat incident. • Establish a H&S Management system internally, the Health & Safety team has started to work on the gap analysis. • Update H&S training module on LMS for 2022 training year. 	Rebecca	Joe	Ongoing	Monitoring

				<ul style="list-style-type: none"> • Training matrix established for all employee groups and training on equipment and materials are conducted as required by law or CSA standards. • Senior Management participation on the Health and Safety Committee. • Annual review of Health and Safety Polices. Current Policies include the following: <ul style="list-style-type: none"> o Health and Safety Program Manual o Health and Safety Policy o Health and Safety Discipline Policy o Incident Reporting and Investigation Procedure o Blood and Bodily Fluid Spills o WHMIS (Workplace Hazardous Materials Information System) Program Roles and Responsibilities of Workplace Parties. o Hazard Reporting o Emergency Eyewash and Shower Station o Video Surveillance o Workplace Hazard Assessments o Personal Protective Equipment (PPE) o Work Refusal Procedure o Provision for First Aid and Automatic External Defibrillator (AED) Response o Smoking, Alcohol and Substance Abuse Policy o Workplace Violence Prevention and Reporting o Respectful Work and Educational Place Policy o Footwear Policy o Workplace Wellness Policy o Healthy Food Policy o Employee Fitness Policy o Infection Control Policy o Bike Friendly Workplace Policy o Occupational Health and Safety Orientation and Training Procedure o Contractor Management Policy o WSIB Return to Work/ Temporary Modified Work Program o Workplace Mental Wellbeing o Cardiovascular and Respiratory Health Management o Slips, Trips and Fall Prevention o Take Your Kids to Work Day o Staff Protocols for Dealing with Student/Staff Behavioural Concerns o Equipment Purchase, Donations and/or 					
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					<p>Modifications – Safety Review</p> <ul style="list-style-type: none"> o Hot Work Procedure o Sexual Misconduct Policy and Procedure o Emergency Response Plan o Pandemic Related Emergency Addendums o Working at Heights Program <ul style="list-style-type: none"> • Progressive Disciplinary Health and Safety Policy in place to ensure compliance to the College’s Health and Safety Program. • Health and Safety is a standard weekly agenda item at SOG meetings. • “Two-Month-Old” items discussed and documented at SOG meetings for resolution. • Health and Safety & Ministry of Labour combined compliance was cleaned up of duplications and overlaps. 					
5.3	Emergency associated with fire, active shooter, bomb threat, violence, and disruptive behaviour, etc.	HIGH	3	H3	<ul style="list-style-type: none"> • A comprehensive Emergency Response Plan (ERP) has been created and is reviewed annually by the Health and Safety Committee and the Emergency Management Planning Committee. Specific plans have been developed for: <ul style="list-style-type: none"> o Medical Emergencies. o Fire Emergency (for each Campus). o Severe Weather. o Hazardous Material Release. o Bomb Threat. o Active Attacker. o Elevator Failure Procedure. o Other Emergencies (Power Outage, Gas Leak, Water Main Break.) • Fire Drill conducted annually at all campuses. • Respectful Work and Educational Place Policy. • The College has purchased an emergency communication system called Alertus which includes a safety app. Emergency communications are pushed to all users. In addition, staff and students can alert Security to situations through the app. • An active attacker video has been used for training purposes for staff as a regular mandatory requirement. • NABITA members for training and support. • Several of the College’s team members have completed Violence Risk Assessment training over the last number of years. • Emergency numbers have been set up for Windsor and Chatham campuses. 	<ul style="list-style-type: none"> • Updating the Emergency response module for LMS and doing a spotlight on safety on a monthly basis as well as providing subject focused information for the monthly manager inspections. • Draft script for active attacker is now complete. • Windsor Police have completed an emergency exercise on campus and has offered to work through emergency protocols as they relate to active attacker, with the focus on WPS and College interaction. • Tabletop exercises will be conducted on a quarterly basis. • Emergency Response Plan was reviewed and recommendations provided by retired Police Chief. • Based on the feedback from the tabletop exercise and the retired Police Chief, we have modified our policies and procedures, developed our own active event safety video, and mandated for staff training. In addition, we are currently in process of renumbering all buildings and rooms as recommended. 	Rebecca	Joe	Ongoing	Monitoring

					<ul style="list-style-type: none"> •Emergency Planning Committee that reviews the Emergency Response Plan annually. Two tabletops have been done. One Active Shooter live exercise was completed. Fire drills are annual. •Emergency Response Plan in place to address the most common type of emergencies. •Emergency Response training module. •Emergency response guide posted in all office complexes and classrooms. •Some members of the Emergency Response Team (ERT) have completed IMS 100 (basic emergency response training). •Fire and Emergency Communication systems are tested monthly and inspected annually per fire code. •Behaviour Assessment and Care Team (BACT) •Alertus Emergency Communication system •Designated emergency lines (4911 and 3911) •An Active Attacker video license has been purchased for use in training. •An Active Attacker training module has been added to Thrives. •Chatham Powerline Compound: <ul style="list-style-type: none"> o Security performs rounds. o Police are aware and assist with monitoring. o Faculty are not to leave out items of value, should be moved to locked storage. 					
5.4	Asbestos Control	Medium	1	M1	<ul style="list-style-type: none"> • The College has had asbestos surveys from 2007-2014. • The College has a significant amount of asbestos in the older buildings. As most asbestos is within ceilings and walls; it is difficult to remove the asbestos without deep renovations. • When a renovation of an area is scheduled, asbestos abatement is planned in the area and the asbestos surveys are updated. • General asbestos information is included in Health and Safety training. 	<ul style="list-style-type: none"> • The College has an Asbestos Management Plan, as required by regulation. • The Asbestos Management Plan is provided to Contractors. • The Asbestos surveys and Management Plan is on the College intranet. • Testing is conducted prior to project start if the status of the material is in question. • Asbestos is inspected visually annually. • Surveys (documentation) are updated annually. • The College is currently undergoing an asbestos assessment. 	Rebecca	Joe	Ongoing	Monitoring
6. Health Services										
6.1	Substance Control	MEDIUM	2	M2	<ul style="list-style-type: none"> • Communication around approved areas to smoke on campus have been sent to all staff and students. 	<ul style="list-style-type: none"> • The College has updated its Smoking, Alcohol and Substance Abuse Policy which has been approved by the Health and Safety Committee and SOG. This 	Rebecca	Joe	Ongoing	Monitoring

						incorporates the new cannabis de-regulation. <ul style="list-style-type: none"> • A plan is being developed to restart communication for this initiative for Fall 2022. 				
6.2	Other Infectious Concerns	MEDIUM	1	M1	<ul style="list-style-type: none"> • Signage for proper handwashing. • Food safety training for those cooking/serving food. • Hand sanitizer and sanitizing wipes throughout the campuses. • Infectious disease surveillance program • Collaboration with Public Health Units. • Infectious disease policy in place. • Pandemic Plan in place. 	<ul style="list-style-type: none"> •The College is notified by the Public Health Unit should a student be diagnosed with an infectious disease for which surveillance protocols need to be established. The Manager, Health, Safety and Wellness and the Health Centre team works closely with the Public Health Unit when such concerns arise. •Communication and education protocols are put in effect per the Public Health Unit guidelines. (Example: with the increase in International students, there has been a slight increase in cases related to Tuberculosis, as it is a disease that is more prevalent outside of Canada.) 	Rebecca	Joe	Ongoing	Monitoring

7. Information Technology

7.1	Information Technology – Data Corruption, etc.	LOW	3	L3	<ul style="list-style-type: none"> • Annual IT Audit performed by external auditors which includes security, change management processes and documentation, account creation/modifications, duties and responsibilities of staff and Disaster Recovery Plan and review of IT Policies and Procedures. • Daily, Weekly, and Monthly disk to disk backup procedures are in place to protect critical data. • Backup disks are kept off site with full redundancy on critical systems. • Backup tape drive and tapes have been purchased and stored offline, to provide further protection from cyber-attacks. • Cyber and business interruption insurance has been purchased. • Annual review of IT Polices include the following: <ol style="list-style-type: none"> 1. Asset Management: <ul style="list-style-type: none"> o Asset Control o Peripheral Devices o Maintenance 2. Software Licensing/Deployment: <ul style="list-style-type: none"> o Software Licensing o Software Procurement o Software Deployment 	<ul style="list-style-type: none"> • Continuous review of policies and input. • Updating policies and procedures. 	Amar	John	Ongoing	Monitoring
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					<ul style="list-style-type: none"> 3. Software Maintenance/Upgrades/Enhancements: <ul style="list-style-type: none"> o Software Maintenance o Software – Request for Modification 4. Network Infrastructure: <ul style="list-style-type: none"> o Network Access o Wireless Technologies o Firewall o Virtual Private Network (VPN) 5. Web/Email: <ul style="list-style-type: none"> o User Accounts o Usernames and Passwords 6. Web Pages: <ul style="list-style-type: none"> o Acceptable Use Policy o Computing, Network Communication Resources 7. Principles: <ul style="list-style-type: none"> o Unacceptable Uses o Discipline, Jurisdiction and Penalties 8. Supplemental Email Use Policy Student Email Policy 					
7.2	Computer Server Room Protection	HIGH	3	H3	<ul style="list-style-type: none"> • Disaster Recovery plan developed in 2015. 	<ul style="list-style-type: none"> • Review and develop plan to duplicate server room, off campus, to expedite return to normal service level should a catastrophe occur with greater dependency on IT. • A duplication plan and budget have been submitted and approved. Implementation of the plan is in progress. 	Amar	John	Ongoing	Monitoring
7.3	IT Security	HIGH	3	H3	<ul style="list-style-type: none"> • The College has created a Cyber-Security strategy that will provide an opportunity to grow our security posture. • IT policies pertaining to security include: <ul style="list-style-type: none"> • Defining the need for Security. • Security policy. • Security processes are audited annually. • The College is a stakeholder member of CWE (Connecting Windsor Essex), a group that provides the College with additional oversight of upstream network providers. • The College has partnered with 12 other colleges and 5 universities for a shared CISO - Chief Information Security Officer through ORION. The goal of this group is to share security governance models, as well as share security threat intelligence and remediation. 	<ul style="list-style-type: none"> • New firewalls have been acquired with the capability of intrusion detection that will not allow any IP address into the College network unless an explicit rule has been put in place. • State full packet inspection as well as application analysis that will help with unwanted access to the College. • Logging all user traffic which allows the College to conduct security investigation in a more efficient manner. • Minimal access is allowed for VPN (Virtual Private Network) access which requires two levels of authentication into the College. • Student and College Administration domains are separated to prevent unauthorized access, as well Finance 	Amar	John	Ongoing	Monitoring

					<ul style="list-style-type: none"> • Cyber and business interruption insurance has been purchased. 	<ul style="list-style-type: none"> • systems are only available internal to the College network. • IT Services currently has third party monitoring of College network connectivity, 24 hours/day. • Cyber security education for the institution to be implemented. 				
8. Corporate										
8.1	PCI Compliancy	LOW	2	L2	<ul style="list-style-type: none"> • Review PCI Compliancy Plan on an ongoing basis. • Firewalls have been acquired that now conform to PCI compliancy standards. • Acceptance of credit cards for tuition payments has been in place since September 2017. 	<ul style="list-style-type: none"> • The majority of payments are completed through online banking since the start of the COVID-19 pandemic. • Firewalls have been acquired that now conform to PCI compliancy standards. • A PCI policy is in development. 	Amar/ Marc	Marc	Ongoing	Monitoring
8.2	Business Continuity Plans (BCP)	MEDIUM	2	M2	<ul style="list-style-type: none"> • Each department has developed BCP. 	<ul style="list-style-type: none"> • Annual review and revision of each BCP. • Review/revision date to be documented on each plan. • Sector Heads are to approve all plans and revisions by June 30, 2022. • All BCPs are to be submitted to the RM TEAMS site by August 31, 2022. 	All	Sector Heads	June 30, 2022	Plan in Place
8.3	Insurance (Insurer concerns)	HIGH	3	H3	<ul style="list-style-type: none"> • Adequate insurance determined, secured, and reviewed annually (includes general liability and director and officers' liability). • General liability has a total coverage of \$40M. • St Clair College is one of 21 colleges included in the college sector insurance consortium. • Any known potential risks are communicated and discussed with the insurer. • Cyber, business interruption, active assailant, terrorism, and sabotage insurance is in place. • Appendix A - insurance limits. • COVID-19 and similar viruses are now exclusions on all of the College's liability policies. • Deductibles have increased (i.e. to \$250k) substantially in order to avoid large premiums and due to the 'hardening' insurance market. 	<ul style="list-style-type: none"> • Insurance renewals continue to be challenging in recent years. Large insurers have made a business decision to pull out of providing coverage for the education sector resulting in less insurers in the marketplace. Our broker, AON, conducted a fulsome marketing exercise and indicated the insurance market had continued to harden and that the education sector had experienced large losses, mostly due to aging infrastructure and cyber events. • The consortium's joint insurance committee selected an adjusting service which is a requirement of the insurer providing the property coverage. • St. Clair, along with approximately 50% of the other colleges are investigating/submitted applications to CURIE for a self-insure model. Depending on the outcome, this could have implications for the consortium that remains with AON. 	Marc/ Ron	Marc/ Ron	Ongoing	Monitoring

						<ul style="list-style-type: none"> • Events at SCCCA now require a \$2 million insurance liability as of July 1, 2022. Rental policies will be updated. 				
8.4	Goodwill and Reputation of St. Clair College	MEDIUM	1	M1	<ul style="list-style-type: none"> • Departmental manager approval process for external marketing requests and for use of College website. • Senior manager responsible for St. Clair College media to ensure consistent messaging and to build relationships with the media. • Marketing and Recruiting reinforces St. Clair College brand on all social media platforms. • Each College student group has an assigned member of SOG as their liaison. • Social media, media outlets and publications are monitored daily by a team of College personnel to react to or clarify issues which require a quick response. • The Vice President of College Communications and Community relations provides a weekly report during the SOG meeting. • The President's Office has an open-door policy to encourage communication and dispute resolution. 	<ul style="list-style-type: none"> • Create a corporate logo policy. • Create an approval process for external marketing to include submission review and approval. • Review and revise as necessary, the existing Social media Management Policy. • Create a College website use and monitoring policy. • Any brand potential risk is reviewed and discussed by the Senior Operations Group (SOG). • Monthly meetings scheduled with SRC/TSI/SAA and the SOG to ensure complaints or concerns are dealt with in a timely manner. 	John	John	Ongoing	In Progress
8.5	Alcohol Management Policy	MEDIUM	3	M3	<ul style="list-style-type: none"> • Departmental procedures. 	<ul style="list-style-type: none"> • Creation of a responsible beverage program and awareness. HR requirement for Smart Serve with key positions. • Engage Stakeholders. • Employees continue to go through all training, sign offs etc. 	Joe	John	Ongoing	In Progress
8.6	Downtown Safety for Staff and Students	MEDIUM	1	M1	<ul style="list-style-type: none"> • A safe walk program was implemented in 2019. Additional Security was initiated. Windsor Police were consulted and will do walk throughs of our buildings regularly while operational. 	<ul style="list-style-type: none"> • SRC is planning to reimplement Safe Walk. • Additional Security rover has been added downtown. • 24-hour security was added downtown. • All security cameras are functional. 	Rebeca	Joe	Ongoing	Monitoring
8.7	Ministry Compliance/Special Projects, (CERF/Multi-Year Agreement, Special Funding, etc.)	LOW	1	L1	<ul style="list-style-type: none"> • Leads identified for all major projects. • Major projects are standard agenda items on SOG Agenda to ensure compliance, and project progress (on date/on budget). • College review and follow up prior to deadline submissions by Presidents Office. • Management accountability amongst those that are the functional leads for the numerous Ministry reporting, attestations, etc. 	<ul style="list-style-type: none"> • Financial controls, documentation, and reporting as required. • President's signature process and protocol. • Ministry contract reporting dates spreadsheet and reminder emails. • Management accountability amongst those that are the functional leads for the numerous Ministry reporting, attestations, etc. • Ministry compliance applies to many departments / functions beyond Finance, which the VP, Finance has no authority, accountability, nor involvement. This 	All	Marc	Ongoing	Monitoring

						includes, but not limited to the following: annual report (CCCR), enrolment reporting (R.O.), tuition framework (R.O.), student services grants (IRCDSS), E.O. (IRCDSS), PCPP (IRCDSS), governance (PRES), etc.				
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ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: OCTOBER 25, 2022

RE: 2021-2022 APPRENTICESHIP KEY PERFORMANCE INDICATOR (KPI) RESULTS

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

ACADEMICS
MICHAEL SILVAGGI, VICE PRESIDENT AND REGISTRAR

AIM:

To provide the Board with an update regarding the College's 2021-2022 Apprenticeship KPI Survey results.

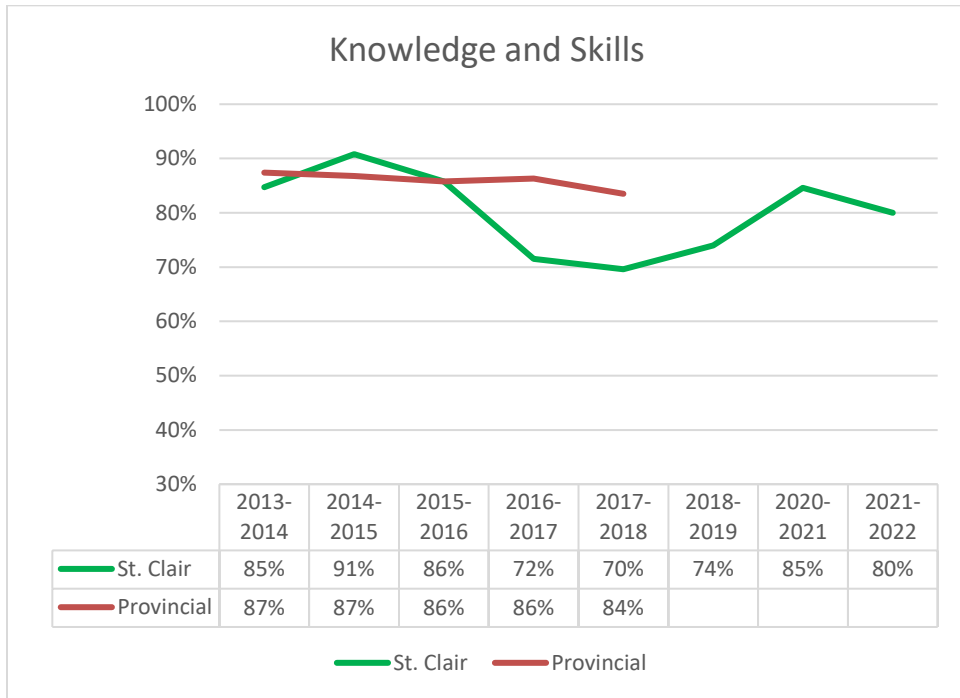
BACKGROUND:

From the 2013-2014 to 2017-2018 academic years, the Apprenticeship KPI survey ran alongside the similarly mandated post-secondary Student Satisfaction KPI survey. In 2018-2019, the Apprenticeship KPI survey was conducted, however results were not released by the Ministry due to a change in policy that made the survey non-mandatory. The College's internal administration of the survey was pre-empted in 2019-2020 and interrupted in 2020-2021 by COVID-19 complications. The 2021-2022 survey was successfully administered as designed and intended.

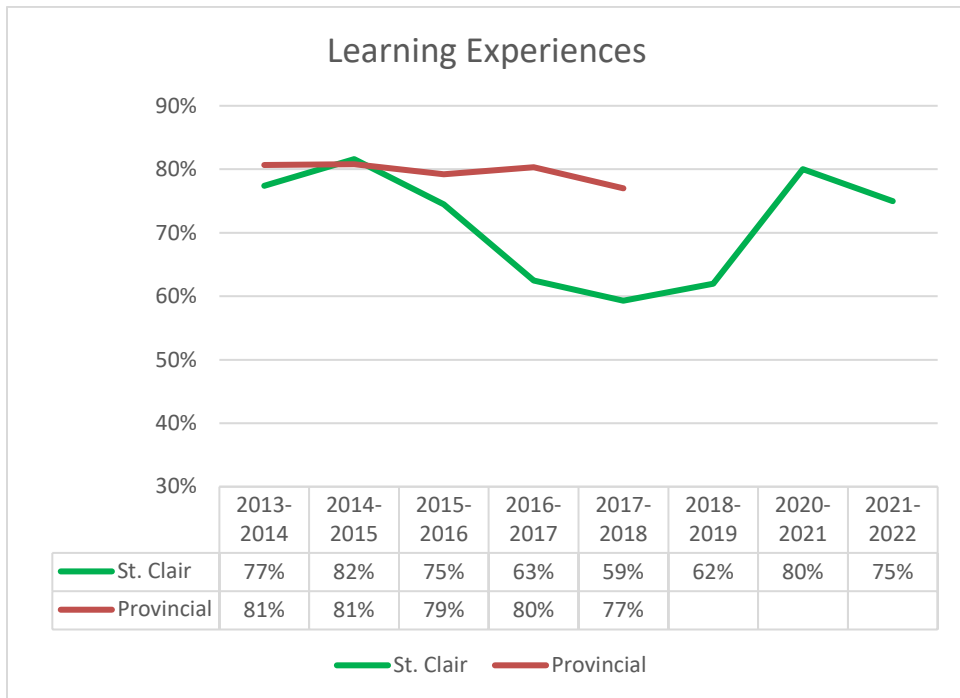
The Apprenticeship KPI survey for the 2021-2022 academic year was administered in seven waves between November 2021 and July 2022. Multiple administrations allowed all part-time and full-time apprentices in day classes and night classes an opportunity to provide feedback.

RESULTS:

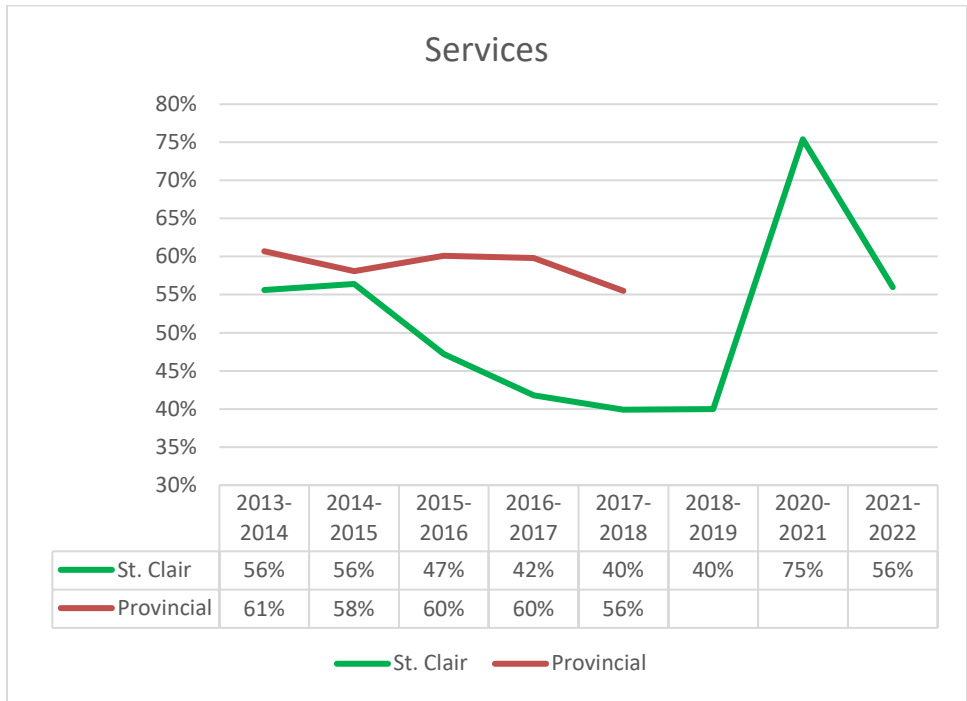
Below are the satisfaction rates for the capstone questions of the Apprenticeship KPI survey. Results from all waves were combined. As the survey was conducted internally, we cannot benchmark the College's performance against Provincial results.



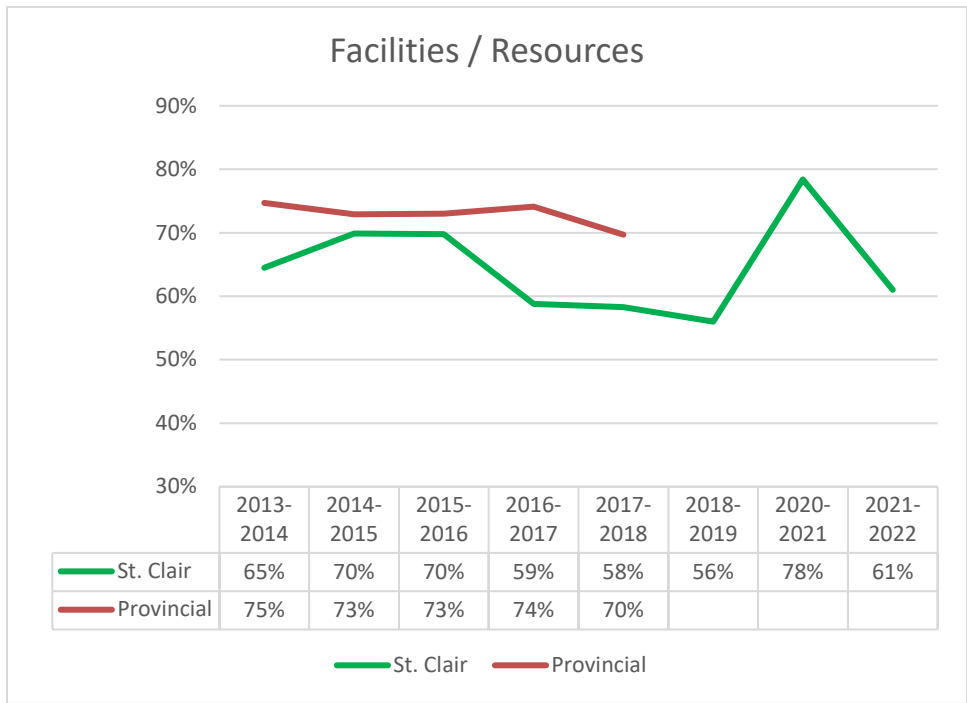
Knowledge and Skill Capstone: Overall, how satisfied are you that the knowledge and skills your apprenticeship program gives you will be useful in your future career?



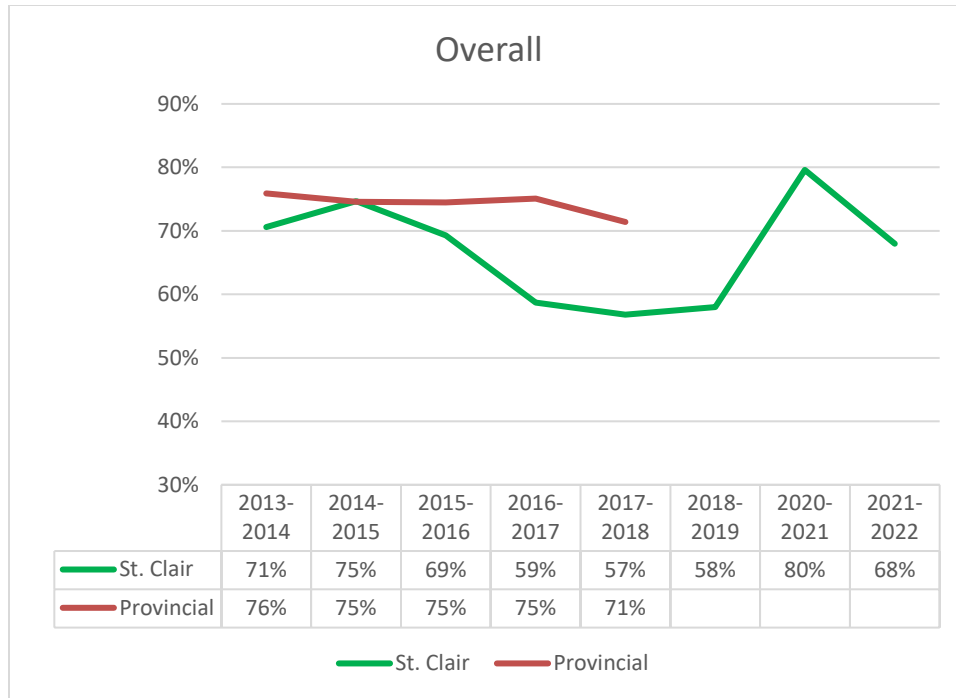
Learning Experiences Capstone: Overall, how satisfied are you with the learning experiences in your apprenticeship program?



Services Capstone: Overall, how satisfied are you with the services available to you as an apprenticeship student at St. Clair?



Facilities and Resources Capstone: Overall, how satisfied are you with the facilities and resources at St. Clair?



The overall result is the average of the four capstone questions.

ACTION PLAN:

An analysis of the College’s 2021-2022 Apprenticeship KPI Survey results provides administration an opportunity to reflect upon this time and review our delivery of apprenticeship curriculum, as well as its quality and effectiveness.

During the COVID-19 pandemic, St. Clair College was one of the few public colleges that pivoted and rose to the challenge of offering in-person curriculum to registered apprentices, understanding the importance of skilled trades to our community. As Ministry mandates and protocols evolved, apprenticeship program delivery was interrupted, postponed and rescheduled numerous times. It is reasonable to believe that this uncertainty experienced by our apprentices negatively impacted our 2021-2022 KPI Survey results, given the overall experience endured.

KPI Survey participation rates reflect only a small percentage of registered apprentices. To improve participation to acquire an accurate representation of student experience, course instructors will allot time within class to complete surveys and ensure the importance of KPI Surveys are considered. Communication strategies will be implemented to increase awareness of registration and start-up protocols. Although the College’s service departments continually offer a “one-stop” service model during the onset of each semester, the College will ensure services are available specifically to registered apprentices as their semester start dates differ from post-secondary classes. As well, the College will re-implement class representative nominations to ensure registered apprentices have a conduit to express questions and concerns on an ongoing basis.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update regarding the College's 2021-2022 Apprenticeship KPI Survey results, for information.

**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	The President	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 13
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: September 27, 2022
Mandatory Review Date:		

The President

- 13.1 The Board shall appoint a President, whose terms and conditions of employment shall be confirmed in a written contract with the Board no later than thirty (30) days following the appointment of the President.
- 13.2 The President shall have full authority to manage and direct the business and affairs of the College and to employ and discharge agents and employees of the College.
- 13.3 The President shall report to and be under the direction of the Board, shall conform to all lawful orders given by the Board, shall sit on such committees directed by the Board and shall at all reasonable times, provide the Board all information they may require regarding the affairs of the College.
- 13.4 In the event that the President is unable to perform the duties of the position due to illness or extended leave over 30 days, the Board shall approve the appointment of the person or persons delegated the authority of the President.
- 13.5 The President shall not have authority to conduct a review or investigation, or effect a legal settlement, of any matter involving the College that directly or indirectly involves or is related to the President, or the conduct of the President, without the prior approval of the Board. In the event a claim, complaint, action, grievance, lawsuit or other legal proceeding is made against the President (arising out of the discharge of his duties as President of the College), the President shall forthwith notify the Board of the existence of the matter.

**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Treasurer	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 14
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: January 28, 2014
Mandatory Review Date:		

Treasurer

- 14.1 The Treasurer shall be appointed yearly at the first meeting in the calendar year and approved by the Board of Governors. The Treasurer shall be a signing officer of the Corporation.
- 14.2 The Treasurer shall ensure that the College keeps full and accurate account of all receipts and disbursements of the Corporation in proper books of account and that the College ensures that all moneys or other valuable effects in the name and to the credit of the Corporation are deposited in such banks as may from time to time be designated by the Board of Governors.
- 14.3 A Chair of the Audit Committee, appointed by the Board of Governors will work with the Treasurer, who is a member of the Committee, to ensure that the College distribute the funds of the Corporation under the direction of the Board of Governors, and that the College renders an account of all transactions to the Board of Governors as and when required.
- 14.4 The Treasurer shall ensure that the College cooperates with its auditors during any audit of the accounts and shall also perform such other duties as directed by the Board.
- 14.5 The Treasurer may be the chair of the Audit Committee.



**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Corporate Secretary	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 15
Effective Date:	June 25, 2013	Page: 1 of 1
Supersedes:	November 24, 1998	Last Review Date: June 25, 2013
Mandatory Review Date:		

Corporate Secretary

The senior person responsible for the administrative duties in the Office of the President will serve as Corporate Secretary.

Whereas the Chair of the Board is responsible for the integrity of the Board process, the Corporate Secretary is responsible for the integrity of the Board documents. The Corporate Secretary ensures that Board procedures are both followed and regularly reviewed. All Governors should have access to the advice and services of the Corporate Secretary and should recognize that the Chair is entitled to the strong support of the Corporate Secretary in ensuring the effective functioning of the Board.

The Corporate Secretary shall be the custodian of the corporate seal of the College and all books, papers, legal and financial records, correspondence, contracts and other documents belonging to the College, which the Corporate Secretary shall publicly disclose only when duly authorized to do so by a resolution of the Board or as required by law.

Specific issues include the following:

- a) The Corporate Secretary will serve as the recording secretary for all In-Camera meetings of the Board. In the absence of the Corporate Secretary, the Board Secretary or a member of the Board will serve as recording secretary at the discretion of the Board Chair.
- b) In the absence of both the Chair and the Vice Chair, the Corporate Secretary shall call the Board meeting to order provided there is quorum and shall serve as Chair while the Board elects a Temporary Chair.



**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Secretary to the Board	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 16
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: September 27, 2022
Mandatory Review Date:		

Secretary to the Board

The Secretary shall be appointed by the office of the President and reports directly to the Corporate Secretary. The Secretary to the Board shall give notice of all meetings pertaining to the Board and related committees and shall keep a full and accurate record of all respective proceedings.

The title “Board Secretary” shall be listed under the attendees list, and in the body of the minutes, the term, “Recording Board Secretary” shall be used for clarification and audit purposes.

The Secretary shall also perform other duties as may from time to time be determined by the Board of Governors and/or the President.

The Secretary will be selected in an interview process that will include the Corporate Secretary, and the Chair and Vice Chair. The Corporate Secretary will serve in the role of Hiring Manager during the selection process.



**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).

7.4 As per the Ontario Not-for-profit Corporations Act, 2010 (ONCA), a Governor must be an individual who:

- is eighteen or more years of age;
- is not an undischarged bankrupt;
- has not been found under the *Substitute Decisions Act, 1992*, or under the *Mental Health Act* to be incapable of managing property;
- has not been found to be incapable by any court in Canada or elsewhere; and
- has not been declared an ineligible individual under the *Income Tax Act (Canada)*.

7.5 Each Governor will attest to hold office before or within 10 days after election or appointment as per ONCA requirements.

- Attestations will be maintained by the Board Secretary.



**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Board Meetings	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 21
Effective Date:	March 29, 2016	Page: 1 of 2
Supersedes:	November 24, 1998	Last Review Date: March 29, 2016
Mandatory Review Date:		

Board Meetings

- 21.1 Meetings of the members of the Board shall normally be scheduled on a monthly basis, from September to June each year at the College or elsewhere as the Board may determine and on such day as the Board shall appoint. A copy of any resolution of the Board fixing the place and time of the regular meeting schedule, once approved, shall be provided to every Board member and no further notice shall be required.
- 21.2 Annual General Meeting of the members of the Board shall be held at the College or elsewhere, as the Board may determine and on such day as the Board shall appoint. At every annual meeting or at such other meeting as the Board may determine, in addition to any other business that may be transacted, reports of members of the Board, the year-end financial statement and the report of the auditors shall be presented and the auditor shall be appointed or confirmed for the ensuing year. The members of the Board may consider and transact any business, either special or general, without any notice therefore at any meeting of the Board.
- 21.3 Annual or any other general or special meeting of the members of the Board may be called by the Chair, the Vice Chair, the President or by the Secretary to the Board on the direction of the Chair, the Vice Chair, the President or any five members at the Head Office of the College or elsewhere in Ontario and on such day and at such time as that person or persons shall determine and the purpose of the meeting shall be disclosed in the notice of meeting.
- 21.4 Notice of the date, time and place of each meeting of the Board, other than meetings set out in Article 21.1, shall be given to each member not less than forty-eight (48) hours (exclusive of any part of a Non-Business Day) before the time when the meeting is to be held. Where every member of the Board is in attendance and provides consent the notice period may be waived.
- 21.5 If all members of the Board present or participating in a meeting consent, a member of the Board may participate in a meeting of the Board or of a committee of the Board by means of such telephone, electronic or other communications facilities as permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously. A member of the

Board participating in such a meeting by such means is deemed to be present at the meeting.

21.6 A governor present at a meeting is deemed to have consented to any resolution passed, unless:

- Their dissent is recorded in the minutes;
- They request that their dissent be entered into the minutes;
- They give their dissent to the secretary of the meeting before it ends; or
- They submit their dissent immediately after the meeting ends.

21.7 If a governor votes or consents to a resolution, they are not entitled to enter a dissent.

21.8 If a governor is not present at a meeting, the governor is deemed to have consented to any resolution or action at that meeting, unless they dissent within 7 days of becoming aware of the resolution.

21.5—

21.621.9 Subject to section 21.7 all meetings of the Board shall be held in public. All matters of a confidential nature, pursuant to the criteria set out in section 21.5, shall be considered by the Board *In-Camera* unless the Board, by majority vote, resolves to consider a specific confidential matter in a public session.

21.721.10 Matters of a confidential nature which shall be considered by the Board in closed (In-Camera) session shall include, but not be limited to:

- a) all matters pertaining to the College President's terms of employment, including selection, evaluation, contract terms and termination;
- b) all matters pertaining to the terms of employment of any individual employee including, but not limited to, disciplinary matters;
- c) all matters in litigation, threatened litigation or potential litigation affecting the College;
- d) the receipt of advice, whether written or oral, that is subject to solicitor-client privilege including all communications for the purpose of pending, threatened or contemplated litigation affecting the College;
- e) the sale, transfer, gifting, exchange, lease, expropriation, mortgaging, or encumbering of real property by or in favour of the College,
- f) all matters pertaining to the security of persons and property relating to the College;
- g) all matters pertaining to the specific terms of labour relations issues including, but not limited to, collective bargaining;
- h) any matter of a personal nature involving an individual, unless such individual requests, and the Board agrees, that that part of the meeting may be open to the public, in accordance with subsection 5(7) of Ontario Regulation 34/03;
- i) all matters comprising information that is prohibited from disclosure by law, including, but not limited to, the Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.F.3 and the Personal Information Protection and Electronic Documents Act, S.C. 2000, c.5;

- j) any other matters which, in the opinion of a majority of the Board, the public disclosure thereof would be prejudicial to or jeopardize the strategic interests of the College or its students.

- k) all consideration of whether a specific item should be discussed in camera.



POLICY AND PROCEDURE MANUAL

Policy Title:	Code of Conduct (Governor Standard of Care)	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-5
Effective Date:	May 28, 2019	Page: 1 of 3
Supersedes:	May 31, 2003	Last Review Date: May 28, 2019
Mandatory Review Date:	May 28, 2024	

Board members will be independent, impartial and responsible in order to effectively govern the College. This Code of Conduct is intended to set basic rules for Board members in order to maintain the Board’s integrity and the confidence of the community.

1. Board members will be ethical and professional. This includes proper use of authority and appropriate decorum when acting as Board members. Board members will treat one another, students and staff with respect, cooperation and will deal openly on all matters.
2. Members are accountable to exercise the powers and discharge the duties of their office honestly, in good faith and in the best interest of the College. Governors shall exercise care, diligence and skill that a reasonable prudent person would exercise in comparable circumstances and may benefit from case law on similar provisions in business corporations acts.

3.1 Governors can rely in good faith on:

- i. Financial statements represented by officer or auditor to present fairly the financial position of the corporation.
- ii. Report or advice of an officer or employee – if reasonable in the circumstances to rely on report or advice.
- iii. Report or advice of an expert: lawyer, accountant, engineer, appraiser or other person whose profession lends credibility to statements made by them.

3. Board members will not communicate any matter designated as confidential to anyone.

3.4. Board members will abide by the confidentiality of information in perpetuity.

- 4.1 Board members will not waive Board rights to confidentiality including discussions which occur at legally-held-in-camera meetings of the Board.
- 4.2 Board members will enforce upon themselves whatever discipline is needed to govern with excellence including a resolution of censure or a request for removal of a Board member.
- 4.3 Members of the Board who are students or employees of the College should not raise issues at the Board level which affect them personally. Such issues should be handled through the regular avenues of communications within the College.

4.5. Board members will not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.

- 5.1 Board members' interaction with the President or with staff will recognize that any individual member or group of members does not have authority other than that explicitly stated in Board policies.
- 5.2 Board members' interaction with the public, press or other entities will recognize the same limitation and the similar inability of any member(s) to speak for the Board.
- 5.3 Board members will make no evaluations of the President or staff performance except as that performance is assessed against explicit Board policies by the official process.
- 5.4 Board members will encourage employees to utilize reporting lines within the administration to bring their concerns to the Board.

6. Board members will be familiar with the incorporating documents of St. Clair College, Board By-laws, Board regulations, Board policies and organizational structure of the College, as well as the general rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.

6.1 The following list identifies the non-delegable powers that must be exercised by the full board of governors:

- i. Filling board vacancies/auditor vacancies.
- ii. Issuing debt obligations (except as specifically authorized by governors).
- iii. Approving financial statements.
- 5-iv. Adopting, amending and repealing by-laws.

6-7. Board members will be well prepared for each meeting and for the discussion of any item.

7-8. Board members will take part in educational activities that will assist them in carrying out their responsibilities.

8-9. Board members will attend meetings on a regular and punctual basis.

- 10. Governors when acting as Governors, are expected to consider and represent the interests of the College and its community as a whole in preference to any other interests which that Governor may also have or represent.
- 11. In keeping with the Minister's Binding Policy Directive and the "Conflict of Interest" Policy Framework Governors must declare a conflict of interest, at the earliest opportunity, with respect to their fiduciary responsibility and are expected to adhere to the Minister's Binding Policy Directive pertaining to the "Conflict of Interest".

As members of the Board of St. Clair College, Board members are guided by the Ontario Ministry of Colleges and Universities Act, particularly, Regulation 770 and the Minister's Binding Policy Framework. The following specific points, however, are particularly to be noted in the conduct of the Board matters:

- 1. Board members must be sensitive to conflicts of interest whether it is actual, perceived or potential and should be guided by the Provincial guidelines in those matters. A conflict of interest declaration must be made on any items or discussions which cut across members' involvement with respect to other organizations or possible gains to themselves or their families.
- 2. Board members should avoid raising any specific cases in respect to professors/instructors, students, or employees at the Board meetings. Such items should be discussed with the President or Chair of the Board outside of the context of the formal meeting of the Board.

Process for Declaring a Conflict of Interest

At the beginning of every Board meeting, the Chair of the Board is to ask, and have recorded in the minutes, whether any Governor has a conflict to declare with respect to any agenda item. A Governor who has a conflict of interest is to declare the conflict and the general nature of the conflict.

In keeping with best practices, Board members that have declared conflict are to leave the room prior to that particular agenda item being discussed. This includes both open and closed/in camera meetings, and in cases of actual, perceived and potential conflict.

This approach provides the best protection for the Board and the individual Governor, to avoid any claims that the Governor influenced a Board decision for his/her benefit or to benefit the conflicting interest.

Handling Violations of the Code of Conduct

A Board member who is alleged to have violated the Code of Conduct will be informed in writing and will be allowed to present his/her views of such alleged breach at the next Board meeting. The complaining party must be identified. If the complaining party is a member, he/she and the respondent member will absent themselves from any vote upon resolution of censure or other action that may be brought by the members. Members who are found to have violated the Code of Conduct may be subject to censure.

PRESIDENT’S REPORT

Meeting of the Board of Governors
Full Board – October 25, 2022

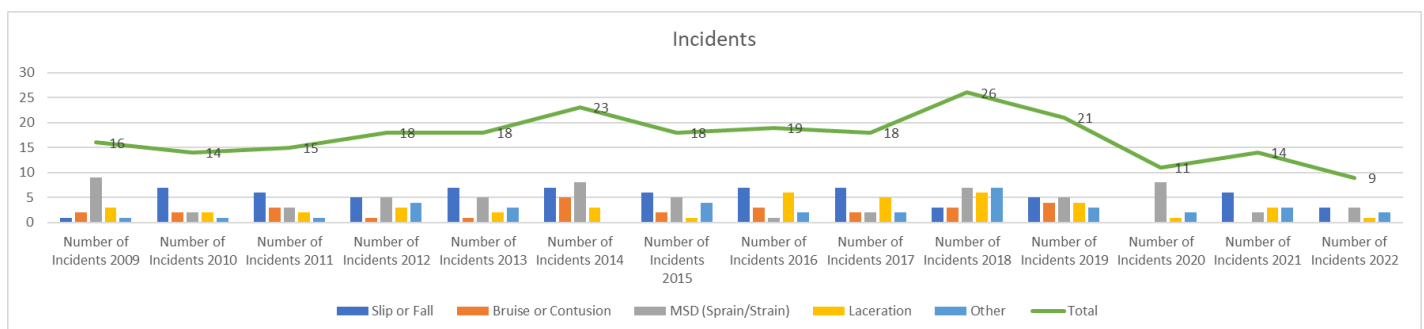
1. Fall 2022 Academic Excellence Awards

The Fall 2022 Academic Excellence Awards banquet was held on Thursday, September 29, 2022 at the St. Clair College Centre for the Arts. The banquet kicked off the Fall Convocation season with three (3) graduation sessions scheduled in Windsor, Chatham and Toronto. *Congratulations, Saints!*



2. WSIB Status Report

The College received a report from the Workplace Safety Insurance Board (WSIB) on our statistics as of July 31, 2022. As of that date, the College has only had nine (9) claims registered and seven (7) allowed claims which are the lowest rates since 2015. In addition, there have only been nine (9) incidents so far which is the lowest number since 2009. The report also advised that there have been seventy-four (74) days lost so far in 2022, however, sixty-six (66) of these days are from one claim and was an isolated incident. As always, St. Clair College will continue to ensure that the safety of staff and students is our highest priority.



3. Health Care Career Fair

The College's Career Services department held a Health Care Career Fair on Tuesday, September 27, 2022 from 10:00 a.m. to 2:00 p.m. in the lobby of the Toldo Centre. The event was well attended and had between 300 – 350 students pass through. There were eleven (11) employers in attendance including: Bayshore Home Healthcare, Chatham Kent Health Alliance, Erie Shores Healthcare, Clear Medical Imaging, Windsor Regional Hospital, Hotel Dieu Grace Hospital, Heron Terrace Nursing Homes, Richmond Terrace LTC, Chartwell Royal Oak, VON Windsor-Essex and Saint Elizabeth Healthcare.

The employers were all very grateful for the opportunity to meet St. Clair College students and Alumni face-to-face and were very pleased with the turnout. One employer collected over seventy-five (75) applications and another was able to schedule four (4) interviews with potential candidates.



4. Orange Shirt Day

St. Clair College proudly participated in Orange Shirt Day on Friday, September 30, 2022 which was the 9th annual day in recognition of the damage done by the Residential School system. September 30th falls during the time of year when Indigenous children were taken away to residential schools. Wearing an orange shirt is a national movement to recognize the experience of those who went to Indian Residential Schools, to honour them, and show a collective commitment to ensure that Every Child Matters.



5. High School Student College Experience

On Friday, September 30, 2022, the School of Skilled Trades hosted forty-four (44) high school students to provide them with a taste of what being a student at St. Clair College is like. The event was held in collaboration with the Windsor Essex Catholic District School Board (WECDSB) and is one of a series of events that has been planned throughout the Fall. The students arrived at the College at 10:00 a.m. and visited in-process Carpentry and Plumbing labs to experience what a College classroom environment is like. Students were divided into two groups to work on hands-on projects. Students were then treated to lunch, were provided with apprenticeship program information and then participated in a Q&A session. The same group of students are scheduled to return on Friday, November 11, 2022 to complete their projects and experience another day of College life.

6. Fall 2022 Convocation

The Windsor and Chatham Fall 2022 Convocation sessions were held on Tuesday, October 4, 2022 in Windsor and on Thursday, October 6, 2022. Approximately 1,800 students graduated from our Windsor and Chatham campuses. Students were thrilled to once again cross the stage to receive their diplomas. The Convocation sessions for our Ace Acumen Academy students was held on Wednesday, October 12, 2022 in Toronto with another 1,100 students who crossed the stage. *Congratulations to all our graduates!*



7. Pinning Ceremony

On Tuesday, October 4, 2022, the College was proud to hold a pinning ceremony for our Nursing graduates. Debra Cooper-Burger, a 2010 Alumni of Distinction award winner, was the keynote speaker at the event. *Congratulations to our 2022 Nursing graduates!*



8. Visit From Minister Hon. Charmaine Williams

On Thursday, October 6, 2022, St. Clair College was honoured to have the Honourable Charmaine Williams, Minister of Women's Social and Economic Opportunity, visit the College to talk to staff and students about the amazing possibilities for women in STEM (science, technology, engineering, math). The Minister toured the Ford Centre of Excellence in Manufacturing and met the students in the Women's Enterprise Skills Training of Windsor (WEST) Millwright program.



9. National Manufacturing Day

In collaboration with local industry, Invest Windsor-Essex and Workforce Windsor Essex, the College hosted forty-five (45) high school students to tour our Engineering and Skilled Trades labs on Friday, October 7, 2022. As part of National Manufacturing Day, the students toured local manufacturing plants and were invited to the College for information on the College's pathways. Students were able to visit many of the College's labs and see, firsthand, the state-of-the-art equipment and manufacturing spaces available at the College. The event was well received by the students and provided an excellent experience for them to connect their career aspirations to the pathway the College provides for meet their goals.



10. St. Clair Wins Second CCSA National Title



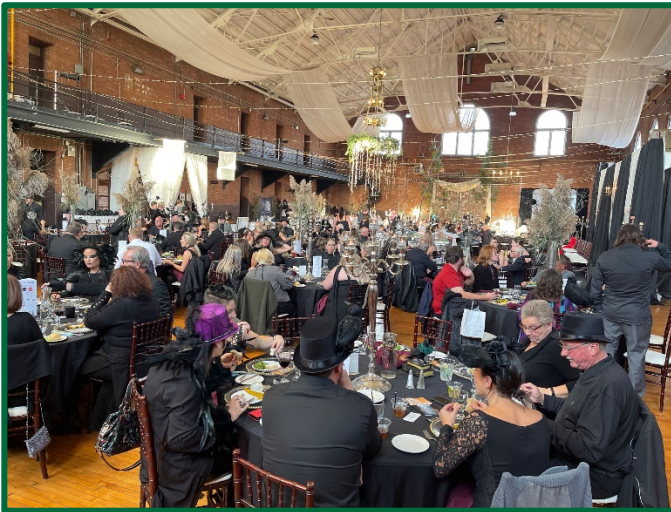
The St. Clair College Saints won their second Canadian Collegiate Softball Association National title with a convincing 9-0 victory over the Western University Mustangs on Sunday, October 9, 2022 at the Main Campus SportsPark diamond.

In the Gold Medal game, the teams played scoreless for two innings before St. Clair scored 3 runs in the third inning with Championship All-Star selection Amy Claydon (Cambridge, ON) singling home fellow All-Star Sierra Baltzer (LaSalle, ON) to open the scoring. Catcher Emily Erskine (Brampton, ON) doubled to drive in Judy Lafleur (Essex, ON) along with Bryanna Kressler (Kitchener, ON) to make it 3-0. The Saints added two more runs in the fifth inning for a 5-0 advantage when Kressler carried the left field fence with a 2-run homer. St. Clair put the game out of reach with four more runs in the sixth inning on a 2-RBI single by Baltzer, a triple by Saints' Player of the Game Kressler which was followed by a Jacklyn Yewchyn (Windsor, ON) RBI single that completed the scoring.

For her efforts, Kressler was named the Championship MVP along with the Tournament Top Pitcher selection which included a 9-strikeout shutout performance in the final game while surrendering just 3 hits with no walks but was equally impressive at the plate where she fell just a double short of the cycle with 3 RBI's.

11. 2022 Crowfest

St. Clair College was one of the Main Event Sponsors of the 2022 Chatham-Kent Crowfest. Crowfest is a celebration of all things “crow” in Chatham-Kent. While crows are in Chatham-Kent year-round, they are very noticeable in the month of October. There were daily activities for Crowfest in Downtown Chatham starting on Wednesday, October 12, leading up to the main events on Friday, October 14 and Saturday, October 15. The Crowfest Gala was held on Thursday, October 13, 2022.



12. St. Clair College Powerline Students Help

In addition to being a Main Sponsor, the College’s Powerline students assisted Chatham-Kent in lighting the parks and Downtown Chatham for Crowfest. St. Clair College is always willing to lend a hand to our community partners!



13. "Loose Parts" Event

On Saturday, October 15, 2022, ECE Professor, Brenda Huff, opened a new outdoor ECE lab at the Chatham Campus for families from the community to come and experience. The "Loose Parts" event is part of an R&D development project and a change in the ECE program curriculum having introduced an Outdoor Education course as part of the program. The outdoor lab is behind the Mary Uniac Building.



RISE ABOVE THE ORDINARY

14. November 2022 Open House

An Open House has been scheduled for Saturday, November 12, 2022. Visitors can learn about the College's 120+ programs, learn about scholarships, meet faculty and some industry partners that hire our graduates. Representatives from LGS and Stellantis will be onsite with displays about the future of jobs in Windsor-Essex with their battery plant joint venture NextStar Energy.



ST. CLAIR COLLEGE

ENTER FOR A CHANCE TO WIN UP TO \$10,000 IN SCHOLARSHIPS!

JOIN US AT OUR OPEN HOUSE

120+ PROGRAMS

\$4M SCHOLARSHIPS & BURSARIES AWARDED

87.5% OF OUR GRADUATES ARE EMPLOYED WITHIN 6 MONTHS OF GRADUATION

WINDSOR | CHATHAM | STCLAIRCOLLEGE.CA | @ f t i d



WHAT TO EXPECT

- Learn about our 120+ unique programs including our two degree programs.
- Meet the faculty and industry partners that hire our graduates.
- Meet with the industry partners driving our region's innovation.
- Learn how you can earn scholarships and help pay for tuition.

STELLANTIS

LG

NEXTSTAR ENERGY

LGS and Stellantis displays to learn about the future of jobs in Windsor-Essex with their battery plant joint venture NextStar Energy.

RISE ABOVE THE ORDINARY

REGISTER FOR OUR OPEN HOUSE

NOVEMBER 12TH 10 AM - 1 PM

ST. CLAIR COLLEGE

WINDSOR | CHATHAM | STCLAIRCOLLEGE.CA | @ f t i d

15. COP Meeting Summary

President France participated in a Committee of Presidents (COP) meeting which was held on Tuesday, October 18, 2022. The one-day meeting was held virtually and included the following discussion items:

- Colleges Ontario's Audited Financial Statements:** The Committee of Presidents (COP) approved Colleges Ontario's audited financial statements for 2021-22. The statements show the organization had a small surplus. COP also approved the reappointment of KPMG for a three-year term as the external auditor for Colleges Ontario and its five related operating entities.
- Applied Research Advocacy:** Colleges Ontario presented a multi-year plan to lobby for enhanced funding for applied research at colleges. The strategy aims to build a more substantial case for the Ontario government on the benefits of applied research. It includes conducting campus tours for MPPs, commissioning a third-party report on the economic value of the research and gathering endorsements from employers that have benefited from the research. Colleges work with over 1,300 employers each year on market-driven research projects that lead to new products and to innovations that makes businesses more efficient.

COP Meeting Summary – *continued*

- **Fiscal Sustainability:** The presidents discussed work being done by the sector to develop an advocacy strategy about the colleges' long-term fiscal challenges. This included a discussion of possible recommendations to the province about tuition fees. Currently, the tuition for college programs in Ontario is among the lowest in Canada. In the recent provincial election, the sector called for the creation of a distinct tuition policy for colleges that isn't tied to government decisions about university tuition.
- **Apprenticeship:** Janet Hope, the Vice-President of Innovation and Research at Colleges Ontario, described work being done to create recommendations to the government to strengthen apprenticeship training. Information is currently being gathered by the sector's apprenticeship task force on the colleges' tangible achievements delivering the in-class portion of training to most apprentices. The task force is also looking at options to enhance access to trades programs and apprenticeship for international students. Meanwhile, colleges will begin to award new certificates to graduates in some of the apprenticeship programs that have been validated by the sector's Ontario College Quality Assurance Service.
- **Technology Teachers' Qualifications:** An update was provided on Colleges Ontario's discussions with the Ontario College of Teachers (OCT) about enhancing the colleges' role in teacher training. Currently, colleges are required to partner with faculties of education on training programs for working teachers in technology areas. The OCT has changed its rules to allow colleges to independently offer these courses and is interested in encouraging colleges to also partner further with teachers' colleges for basic teacher training. A Colleges Ontario working group is exploring how colleges could expand their involvement in these areas.
- **Partnering with Municipalities:** Presidents received an update on new partnership possibilities between the sector and municipalities. The Association of Municipalities of Ontario (AMO) is currently creating a workforce development strategy for municipal employees. AMO has discussed with Colleges Ontario whether colleges could provide upskilling programs in a broad range of fields. These might be offered as short-term micro-credential programs or as hybrid programs (combining in-person and online learning).
- **Long-Term Advocacy:** The presidents had a brainstorming discussion about possible advocacy priorities for the coming years. The ideas included an enhancement of e-learning opportunities, the possible creation of master's degree programs at colleges, proposed measures to address students' challenges with mental health issues and addiction, and how colleges could help boost productivity in Ontario.



16. Investment Portfolio Update

At the September 2022 Board meeting, several inquiries were made regarding the College's investment portfolio, particularly those funds being actively managed. As a result, Administration has provided the following update:

The College's investment policy statement as of September 30, 2022 is in the following position:

Asset Class	Minimum	Target	Maximum	September 30, 2022
Fixed Income & Cash	50%	60%	70%	68.16%
Equity	30%	40%	50%	31.84%

The College's investment manager, RBC Dominion Securities (RBC-DS) has brought the equity portfolio almost to the minimum threshold allowed.

In addition, RBC-DS has advised:

- As of September 30, 2022, the College's investment portfolio has declined 6.89% since March 31, 2022.
- For the calendar year 2022, the investment returns are a negative \$1,435,146. However, from July 14, 2013 to September 30, 2022, the total investment return has been \$2,911,332.
- It does not foresee a doomsday scenario for the stock market in October 2022.
- Due to the balanced / diversified approach in the College's equity portfolio, it is not realizing the same rate of decline as being experienced in the respective stock markets.
- RBC-DS is comfortable with the investment plan / strategy for the College given its long-term investment horizon.
- The investment portfolio has a hedge to minimize any exposure from currency fluctuations.
- The investment managers (Canadian and U.S.) used by RBC-DS in the equity portfolio are good. They have struggled this year, as have many investment managers, but their long-term performance has been good.
- Given the recent stock market declines, equities are currently cheap to purchase.
- Regarding the June 2022 \$5,000,000 College contribution to the Foundation, the Foundation Board approved RBC-DS recommendation to be cautious and keep \$2,200,000 of the funds in a high interest savings account to see what happens with the other portion of the money, invested in bonds, which allows the portfolio to take advantage of higher rates.



17. Valiant – Letter of Recognition

On Friday, October 14, 2022, the President received a letter from the Senior Manager of Human Resources at Valiant TMS recognizing the tremendous work being done by the College's Electromechanical Engineering – Robotics program. The letter advised that Valiant hires a number of graduates from this program and the quality and skill level of our graduates continues to improve each year. The College's faculty, and in particular, Al Douglas, have done an exceptional job in growing this program.

The President thanked Valiant for the letter of recognition and acknowledged that we are very fortunate to have such an amazing team at St. Clair. In addition, the President thanked Valiant for their overt and ongoing support of the College. Our relationship with Valiant is extremely important to us and we truly appreciate their ongoing encouragement and collaboration.

VALIANT TMS

October 14, 2022

Patricia France, President
Waseem Habash, Senior Vice President, Academic and College Operations

Patti, Waseem

I would like to take this opportunity to recognize the tremendous work being done by St. Clair College's **Electromechanical Engineering – Robotics** program.

Each year we hire a number of graduates from this program, into positions including Robot Programmers, PLC Programmers and Robotic Simulation Designers, and the quality and skill level of the graduates we are hiring continues to improve each year. Graduates from this program are able to hit the ground running quicker than any other university or college program we hire students from. The students we are hiring have also shown the ability to grow and develop at a much quicker pace than typical in our industry – we have had some move into senior level, leader level and even supervisor level positions in less than 5 years from graduation. Imagine, less than 5 years after graduating, and supervising a team of dozens of robot programmers, on millions of dollars worth of projects.

Al Douglas and his team have done a great job building, maintaining and growing this program. He and his professors came from industry, and they constantly put the effort in to engage with industry, and make sure the course content reflects current industry needs; not easy in the automation industry where new technologies are constantly being developed.

Last week, we had 250+ local high school students tour through some of our Valiant TMS facilities. For those interested in the robotics and automation they saw, we made sure to let them know if this is a career they are interested in, they need to take a look at the Robotics program at St. Clair College, as we consider it the top program of its kind in the country.

Thank you for your support of this program, and I hope the college is able to continue its commitment and investment in new technologies and teaching resources to ensure students in this program continue to learn the newest technologies in the rapidly developing automation industry.

Sincerely,



Mike Van Nie
Senior Manager, Human Resources

Valiant Machine & Tool Inc.
6555 Hawthorne Drive, Windsor, Ontario, Canada N8T 3G6
Phone 519-974-5200 | US Phone 248-588-4510 | info@valianttms.com | www.valianttms.com

A VALIANT TMS COMPANY

18. School Board Recruitment Efforts

The College has been actively increasing our engagement with both the Greater Essex County District School Board (GECDSB) and the Windsor Essex Catholic District School Board (WECDSB) to promote our programs and to enhance our recruitment efforts to high school students. Arrangements have been made to host both School Boards on campus (please refer to the table on the next page), including dates with their teachers, counsellors and students, to provide them with tours of our facilities and information on our programs and services.

On Wednesday, October 19, 2022, the College hosted Counsellors and Student Success teachers from the Greater Essex County District School Board (GECDSB) for a “Day On Campus” event to review the School Within A College (SWAC) program in the morning and to provide STEM tours in the afternoon. In total, there were thirty-four (34) Counsellors who attended

This same group is coming back in November for a full day with the postsecondary team.

In addition, arrangements are also being made to host “Parent’s Nights” at each high school where the College will join Stellantis in presenting the job opportunities at their new facility and the College programs that will assist in getting those jobs.

On the following page is a cursory list of engagement activities that have been scheduled with both School Boards. Additional dates will be added as arrangements have been made.

School Board Recruitment Efforts – Important Dates:

Windsor-Essex Catholic School Board (WECDSB):	Greater Essex County District School Board (GECDSB):
<ul style="list-style-type: none">● Monday, October 17, 2022:<ul style="list-style-type: none">○ STEM Teachers and Counsellors from High Schools<ul style="list-style-type: none">● Tour of campus, presentations by some of our STEM Program Coordinators and Chairs.● Tuesday, November 1, 2022:<ul style="list-style-type: none">○ Students from St. Annes.<ul style="list-style-type: none">▪ STEM Tours, Interactive activities, and Industry Partners on campus.▪ Centerline, Integrity and Stellantis/LGES.▪ In the New Year, we will be working on additional tours, including grade 7 and 8 students.▪ Handouts for parents, including invitation to our Open House.● Wednesday, November 2, 2022:<ul style="list-style-type: none">○ Students from Holy Names.● Thursday, November 3, 2022:<ul style="list-style-type: none">○ Students from Villanova.	<ul style="list-style-type: none">● Wednesday, October 19, 2022:<ul style="list-style-type: none">○ Counselors and Student Success teachers attending our campus.<ul style="list-style-type: none">● Review with School within a College (SWAC) in the morning and STEM tours in afternoon.● Thursday, November 10, 2022:<ul style="list-style-type: none">○ High school Guidance Heads● Thursday, November 17, 2022:<ul style="list-style-type: none">○ Recruiting Office<ul style="list-style-type: none">● Health and Wellness Programs promotion.● Tuesday, November 22, 2022:<ul style="list-style-type: none">○ Emergency Services● Monday, December 5, 2022:<ul style="list-style-type: none">○ Hospitality● Tuesday, December 20, 2022:<ul style="list-style-type: none">○ Counselors and Student Success Teachers.<ul style="list-style-type: none">● Tour of entire College and all programs.

19. Architectural Technology Program MOU

On Friday, October 21, 2022, the College signed a 3-year Memorandum of Understanding (MOU) with the Windsor-Essex Catholic District School Board (WECDSB) which will help catholic high school students in pursuing careers in Architectural Technology. The MOU was signed at St. Joseph High School by Emelda Byrne, Director of Education, WECDSB and Michael Silvaggi, Vice President Academic & Registrar. Although the MOU is focused on architectural design, the experiential learning it will provide will give students valuable experience and insight into other design-related careers such as graphic design, construction, engineering, manufacturing and computer aided design.



Tech Design Partners

WECDSB signs MOU with St. Clair College for improved student opportunities

(Windsor, Ontario, Friday, October 21, 2022) - Catholic high school students interested in pursuing careers related to the fascinating field of technical design will have greater access to post-secondary opportunities well before they graduate now that a new Memorandum of Understanding has been signed with St. Clair College.

The three-year MOU, signed by the Windsor-Essex Catholic District School Board and the Architectural Technology Program at the college, strengthens the partnership between the two institutions and ensures that they will participate in:

- Mentoring of students interested in the field of Architectural Technology
- Exchange of faculty and scholars as guest speakers
- Exchange of materials, publications, and information
- Joint organization of seminars, workshops, studios, and conferences
- Development of opportunities for student growth and participation in joint educational field trips and or projects

The MOU was signed today at St. Joseph Catholic High School by Emelda Byrne, Director of Education for the Windsor-Essex Catholic District School Board and Michael Silvaggi, Vice President, Academic & Registrar, St. Clair College.

Although the MOU is focused on architectural design, the experiential learning it will provide for WECDSB students will give them valuable experience and insight into other design-related careers including everything from graphic design, construction, engineering, manufacturing and computer-aided design.

"This partnership will broaden horizons by providing some wonderful new opportunities for our students," said Director Byrne. "It will help them explore a variety of potential career pathways by meeting faculty members, post-secondary students currently studying design, and by visiting potential employers in the field."

"St. Clair College is extremely proud that we are able to formally recognize and celebrate our ongoing collaboration with WECDSB. These efforts focus on student success and community prosperity," said Silvaggi.

Contact:
Stephen Fields
Communications Coordinator, Windsor-Essex Catholic District School Board
519-253-2481 ext 1246
stephen_fields@wecdsb.on.ca

20. Look Again! Outside: St. Clair College

Art Windsor-Essex (AWE) has placed eleven reproductions of art from its collection throughout St. Clair College's Main Campus, turning it into an outdoor art gallery. Art collector and philanthropist Stephanie Zekelman has selected these eleven works by eight different artists in this latest edition of *Look Again! Outside*, joining a family of other outdoor artwork reproductions throughout Windsor, including Downtown Windsor. A media launch was held on Friday, October 21, 2022 with remarks from President France, Stephanie Zekelman of the Stephanie and Barry Zekelman Foundation and Jennifer Matotek, Executive Director of Art Windsor-Essex. There was also a walking tour of the reproductions.

Look Again! Outside: St Clair College will be on view for the next several years. The artworks are intended to enrich the experience of walking around campus, and viewers are encouraged to engage with the displays to consider new perspectives and ways of thinking. Students are also invited to create a web app in the coming months that will allow viewers to access information about the artworks using their personal devices, adding a digital interactive layer to the exhibition.



21. Phase 1 of Chatham Campus Beautification

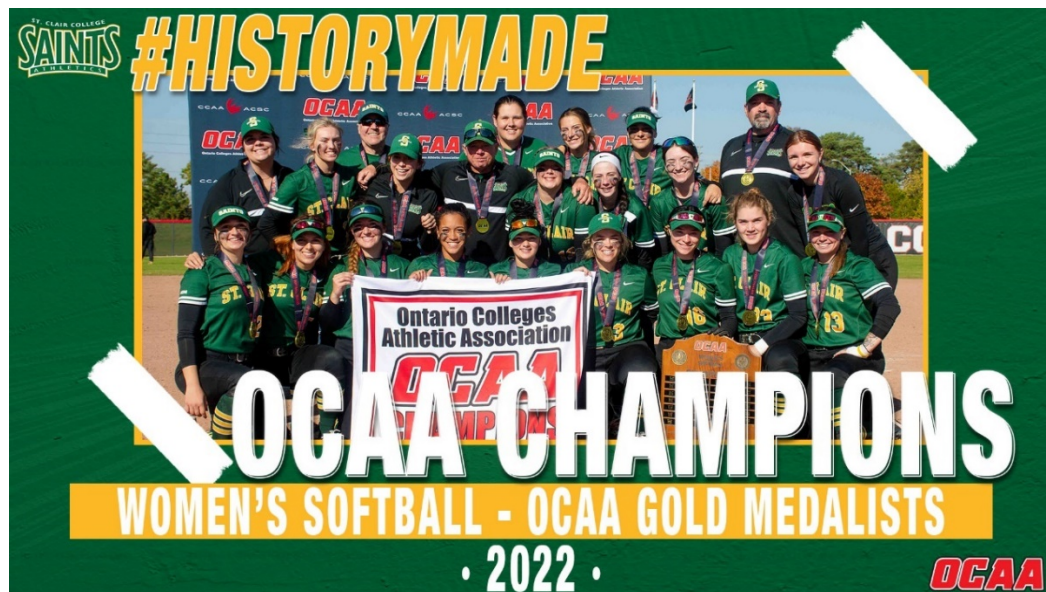
The Chatham Campus main lobby was updated during the Summer to include new tile floor, a new cork floor seating area and refreshed interior painting throughout. This update has given the main lobby a new modernized look and is a big success with staff and students. In addition, TSI refreshed their space with new paint. In the Summer of 2023, the College hopes to install new flooring, paint and ceilings in the two main academic hallways along with a much-needed refresh to three classrooms.



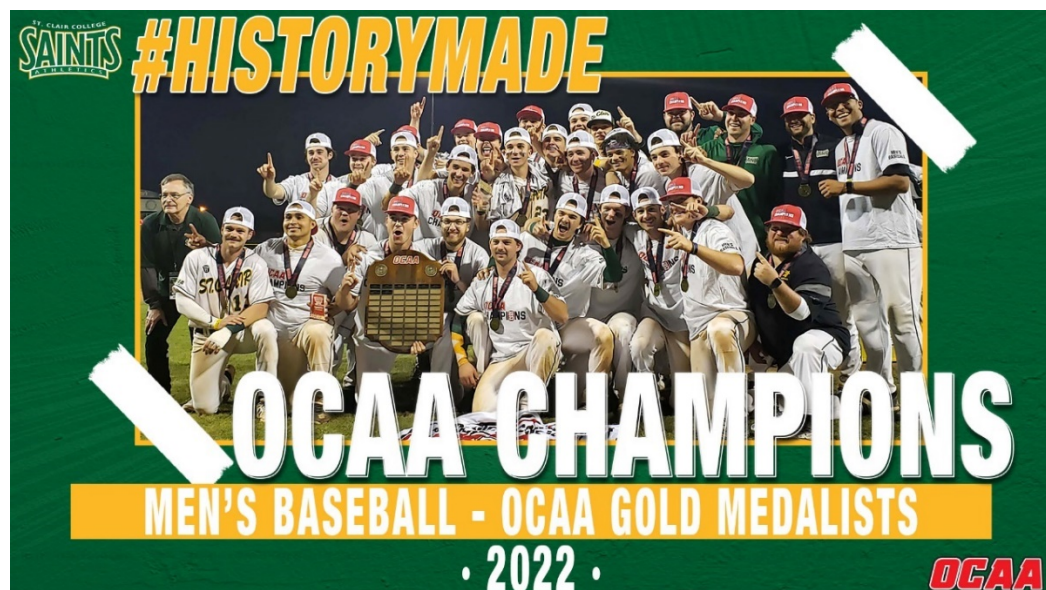
22. Saints Champions!

Several of our Saints athletic teams had a winning day on Saturday, October 22, 2022; specifically:

- **Women's Softball:** The Women's Softball team won OCAA Gold defeating Durham College. The team are now provincial champions and national champions. St. Clair College is the "only" college to ever win a softball national championship and has now won it twice in 2015 and 2022. It is also worth noting that this is the 4th team in College history to post a perfect season going 34-0, however, this is the first female team in College history to obtain a perfect season. The College would like to recognize Doug Wiseman for his efforts in ensuring this team's success...*congratulations!*



- **Men's Baseball:** The Men's Baseball team completed a long road by winning 3 back-to-back games. The College competed against Humber twice to win OCAA gold for the 7th time confirming our place as Canada's best college baseball team. The College would like to recognize Roberto Duncan for his efforts in ensuring this team's success...*congratulations!*



- **Saints Football:** On Saturday, October 22, 2022, the St. Clair Saints Football Team won the Ontario Football Conference (OFC) Provincial Championship in convincing fashion defeating the rival London Beefeaters. History was made as St. Clair is the only college to have ever won a provincial football championship in the leagues 90-year history. The College would like to recognize Mike Lechance for his efforts in ensuring this team's success...*congratulations!*

The Saints play the Okanagan Sun from the British Columbia league on Saturday, October 29, 2022 at Acumen Stadium at 7:00 p.m.



23. S'Aints Holiday Celebration

The S'Aints will be performing their S'Aints Sleighing Hunger Concert at the Colosseum at Caesar's Windsor on Friday, December 23, 2022 at 8:00 p.m. If you would like to attend, please contact Kristen Adams (Ext. 2704 or kadams@stclaircollege.ca) and she will arrange for tickets on your behalf.



THE S'AINTS
A HOLIDAY CELEBRATION CHARITY CONCERT
ALL AGES • DECEMBER 23



St. Clair College In The News

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PHOTOS: Annual Suicide Awareness Month Community Walk

[WindsoriteDOTca](#) - Sunday September 25th, 2022



The annual Suicide Awareness Month Walk with [CMHA](#) took place Sunday morning, returning to the in-person event for a 2km or 5km walk. This year's event once again took off from the SportsPlex at St. Clair College.

The yearly event raises funds and awareness to go towards suicide prevention and awareness, and to remind everyone that they are not alone.

Learn more about Suicide Awareness Month and further resources on the CMHA website [here](#).







Hundreds hit the pavement for suicide prevention walk in Windsor, Ont.



Walkers take a trip around the St. Clair College campus for the annual suicide prevention walk in Windsor, Ont. on September 25, 2022. (Rich Garton/CTV News Windsor)

CTV Windsor News Reporter - Sept. 25, 2022

Lacing up your sneakers for a cause took new meaning Sunday as hundreds pounded the pavement to support suicide prevention in Windsor.

The walk was hosted by the Canadian Mental Health Association (CMHA), where participants trekked either two kilometres or five kilometres around the St. Clair College main campus.

Organizers say any given day, we lose 10 people to suicide and the walk is a community effort to allow healing, connection and a renewal of hope.

“So to have a walk to really allow healing, connection and hope to be renewed is so impactful for someone that has been impacted by suicide loss,” says Jenny Lee Almeida, a mental health educator at the CMHA.

It also included special donations from a number of families who hosted community events throughout the year in honour of people they have lost to suicide.

“What's beautiful is it stays within the community to further support training resources, and to meet people where they're at struggling with thoughts of suicide to know that help is there,” adds Almeida.

The CMHA estimates this event alone will collect \$30,000 for local programming to support families coping with suicide loss, grief bereavement and suicide prevention.

“To varying degrees, we've all come together and we've been impacted by suicide. So we've come together to say ‘Hey, let's recreate hope. Let's heal and let's get through this together because we're not alone,’” Almeida says.

Governor General service awards handed out to Essex-Windsor EMS



Paramedics with Essex-Windsor EMS were awarded Governor General's exemplary service awards on Sept. 26, 2022. (Source: @EssexWindsorEMS/Twitter)

[CTVNewsWindsor.ca](https://www.ctvnews.ca) - Sept. 27, 2022

A dozen paramedics with Essex-Windsor EMS have been awarded Governor General's exemplary service awards.

The medals were handed out Monday evening at the St. Clair College Centre for the Arts.

To receive the honour, a paramedic must have completed at least 20 years of service with emergency medical services — At least 10 years of which have been served in the performance of duties involving potential risk and have a record of exemplary service.

Chatham-Kent Crowfest shaping up to be fun-filled community event

A bird once the bane of Chatham-Kent's existence will be cause for a community celebration when the inaugural Crowfest hits downtown Chatham in mid-October.

Chatham Daily News - Sep 28, 2022



Crowfest co-chairs, Mayor Darrin Canniff, left, and Andrew Thiel, middle, are joined by John Fairley, vice-president of college communications and community relations with St. Clair College, a major sponsor, in hoisting a metal Crowfest sign on Wednesday in downtown Chatham. (Ellwood Shreve/Chatham Daily News)

A bird once the bane of Chatham-Kent's existence will be cause for a community celebration when the inaugural Crowfest hits downtown Chatham in mid-October.

Co-chair Andrew Thiel said more than \$150,000 is being spent to put on the event, thanks to local sponsors. This will allow organizers to bring in world-class buskers and offer \$13,000 in prizes for a costume contest, along with a "Duelling Pianos" event to kick off Crowfest.

Details about what is planned during the four days of Crowfest from Oct. 12-15 were provided to local media on Wednesday. A full schedule of events is also available at www.crowfestck.com.

Thiel said the quality of buskers lined up is impressive, noting the performers are coming from such locales as Ireland, Australia and across the United States.

"The quality of the buskers is world class and that's really going to be one of the key elements to Crowfest," he said.

He added the buskers are fabulous and "the interaction with crowds is amazing."

Thiel said free family-friendly busker shows will take place on King Street in downtown Chatham beginning at 5 p.m. on Friday, Oct. 14, and continue throughout Sat., Oct. 15.

An adult version of the buskers is being held at the Crowbar, set up behind the Sons of Kent Brewery in downtown Chatham, from 8 p.m. to 11 p.m. on Oct. 15., he said. Tickets to that event will be \$10.

The costume contest is expected to be a big draw, especially with a \$5,000 prize going to the winner of the master category. There are several other cash prizes up for grabs in the various categories, including many for kids.

Mayor Darrin Canniff, who is co-chair of Crowfest, said the costume contest is attracting many people from out of town to the event.

He expects to see “some pretty spectacular costumes” entered into the contest.

Canniff said the goal is to both make this a great local event and attract people from across the region to Chatham-Kent.

“I would love to see as many people from Chatham-Kent coming as possible,” he said.

He said organizers anticipate the buzz from the first Crowfest, especially with plans to have a significant presence on social media, should create interest in next year’s event.

Thiel said the buskers booked for Crowfest have a combined social media reach of more than two-million followers across the world.

“I expect attendance to come up significantly next year once people really start understanding what this really is,” Canniff said.

Tickets are going fast for the Crowfest Gala, being held at the Chatham Armoury on Oct. 13. This celebration includes dinner and a hypnotist comedy show by Richard Cole, That Hypnotist Guy.

Tickets, which cost \$100, are available online at www.cktickets.com. Proceeds will go to Big Brothers Big Sisters, Community Living Chatham-Kent and PAWR.

There are plenty of free events, including a full slate of entertainment in Tecumseh Park during Crowfest. King Street will close at 1 p.m. on Oct. 14 and be filled with vendors. Many businesses will have Crow-themed decorations or scarecrows on display for a chance to win cash prizes.

A night market will also take place on Oct.14 from 3 p.m. to 11 p.m.

“We’re really looking forward to having King Street come alive in the evening,” Thiel said.

A main sponsor of the festival is St. Clair College.

John Fairley, vice-president of college communications and community relations, said the event is a great opportunity for St. Clair to step in and join the community.

After learning about Crowfest and the partners already on board, Fairley said the festival was the “kind of thing that we like to be a part of.”

“We are so pleased to be part of this,” he said.

There are still some more details expected about a haunted house addition to Crowfest.

Thiel said details are also being finalized for the Crow Your Boat Race planned for Oct. 15.

“We were informed that crows don’t swim, so we’ll put them in some boats and we’re going to float them down the Thames River,” he quipped.

St. Clair College raises \$1.1-million in support of new Acute Care hospital

AM800 CKLW - Wednesday, September 28th 2022



Photo Credit: Courtesy of St. Clair College Website

After taking a hiatus due to the COVID-19 pandemic, the St. Clair College Gourmet Food and Wine Gala came back stronger than ever.

\$1.1-million was raised during the 28th annual event, and the funding will support the new acute care hospital for Windsor-Essex.

Of the \$1.1-million, \$500,000 was pledged from the St. Clair College Alumni Association to support the future of its students and healthcare in the region.

John Fairley, Vice President College Communications & Community Relations, says during the five course meal, St. Clair also recognized the hard work of front line workers with Essex-Windsor EMS, Windsor Fire and Rescue Service and the Windsor Police Service.

He says they decided to put the gala on for another year to help out with the big project.

"We decided to raise money for state of the art equipment that's going to be needed for the new hospital and that is needed now, so with working with Windsor Regional Hospital's Foundation we put together the evening. We've been planning for about six months on this."

He says it was one of the most successful fundraising events the college has taken part in.

"The biggest donation came through the \$1.1-million in contribution in pledges came from the Alumni Association of the college. And they donated \$500,000 to the foundation of the hospital. It's very significant for us, it's probably one of the biggest fundraiser's in the history of the college since 1967."



Photo Credit: Courtesy of St. Clair College Website

Fairley says it was important to show all healthcare and frontline workers that St. Clair stands with them, especially after a rough two years with the COVID-19 pandemic.

"We wanted to make sure that they knew, as well as the existing alumni that are there, and those that are going to school presently for those healthcare and frontline workers, that we stand with them in the past, and we stand with the future with what healthcare is going to mean in the next 10 years in this community."

Over 500 people attended the gala. It is unsure at this time how the \$1.1-million will be distributed throughout the new acute care hospital.

On Tuesday, it was announced that [*Stantec Architecture has been selected to help design the new Windsor-Essex Acute Care Hospital project.*](#)

Construction of the \$2-billion hospital at County Road 42 and the 9th Concession is expected to take four years, putting the competition date in 2031.

Windsor marks 2nd National Day for Truth and Reconciliation in Ojibway Park

'Even if it hurts, knowledge is what you need,' says Windsor's Indigenous storyteller

CBC News · Sep 30, 2022



Theresa Sims spoke and sang traditional songs at the event in Ojibway Park Friday. Sims is Windsor's Indigenous Storyteller and is the cultural language specialist at Ska:na Family Learning Centre. (Jennifer La Grassa/CBC)

WARNING: This story contains distressing details.

Looking out over the crowd at Ojibway Park, which had gathered Friday to mark Canada's second National Day for Truth and Reconciliation, Windsor's Indigenous storyteller Theresa Sims spoke her truth.

Sims shared stories about her parents, both of whom were residential school survivors, and the trauma they had experienced.

"I'm here today, because my mother survived the Mohawk Institute — just barely," Sims said.

"She couldn't speak any English, so they took a broom, put it over the well [and] they suspended this little 5-year-old and she hung there until she could say please and thank you in English."

The National Day for Truth and Reconciliation is a time to remember children who died while being forced to attend church-run and government-funded residential schools, those who survived and made it home, and the families and communities still affected by lasting trauma.

The day was made a federal statutory holiday last year, realizing a recommendation made by the Truth and Reconciliation Commission.

Sims also described how in residential school her mother saw a young boy die after he greeted her in their language.

"That sight stayed with her, all her life, to see a child — the same age as her — so she learned to be very good and do whatever they said," she said, adding that her father survived after being left to suffer from tuberculosis as part of an experiment.

Sims told CBC News she shared these stories with the community because they need to "hear the truth."

"Even if it hurts, knowledge is what you need," said Sims, who is also the cultural language specialist for Ska:na Family Learning Centre.



The National Day for Truth and Reconciliation is about remembering the children who were forced to go to residential schools. (Jennifer La Grassa/CBC)

Those who attended the event in Windsor were also able to take nature walks through the park, speak to vendors and eat some traditional Indigenous foods.

Edwin Wright, who is from Walpole Island First Nation, is in his first year of culinary school at St. Clair College. He cooked an array of foods for people to enjoy.

"The fried bread is my mother, it's her recipe," Wright said, adding that the recipe has been passed down for generations.

Day for reflection, learning

Clarissa Wheeler attended the event to learn more about her own background, as she said she recently found out that she is Mohawk.

"I don't really know anything about my native heritage, so I thought today I would come and listen to the stories," she said.

"Being out here, amongst the trees and the nature, it made me feel, somehow connected."



Edwin Wright, left, cooked the food for the day's events and Naomi Beauchesne, right, organized the day. (Jennifer La Grassa/CBC)

Naomi Beauchesne, who is Ojibway First Nation, organized the events that took place at Ojibway Park.

"I would really like Indigenous youth to know there are support systems for them," she said.

"I feel like a lot of people think residential schools, the impact was a million years ago, when it wasn't. There's so much trauma even now ... it's not that residential schools ended and everything was better ... it's not just like it's elders that suffered through this, no it's generational."

Support is available for anyone affected by their experience at residential schools or by the latest reports.

A national Indian Residential School Crisis Line has been set up to provide support for survivors and those affected. People can access emotional and crisis referral services by calling the 24-hour national crisis line: 1-866-925-4419.

Mental health counselling and crisis support is also available 24 hours a day, seven days a week through the Hope for Wellness hotline at 1-855-242-3310 or by online chat at www.hopeforwellness.ca.

Art installation by post-secondary students aims to boost COVID vaccine confidence



Vaccine art installation at St. Clair College in Windsor, Ont. (Source: St. Clair College)

CTV Windsor Multi-Skilled Journalist / Digital Lead - Oct. 3, 2022

Windsor post-secondary students are hoping an art installation will help boost COVID-19 vaccine confidence.

The Students Igniting Vaccine Confidence team, supported by WE-SPARK Health Institute in collaboration with St. Clair College and the University of Windsor organized the project.

“Vaccine confidence is the trust people have in vaccines, the healthcare providers who administer them, and the health system from which they come” said Loretta Sbrocca, University of Windsor research associate and Students Igniting Vaccine Confidence campaign lead. “Art is a unique communication tool; it provides a chance for people to meet, experience, discuss and think—in person. Also, effective communication needs to be tailored to resonate with specific audiences - that is why the art was created by students, for students.”

The five artists gathered at two locations at the St. Clair College main campus on Oct. 2.

“I joined the Sparking Vaccine Confidence project in hopes of employing my artistic and creative lens in an effort to build vaccine confidence within underrepresented and minority groups,” said Aya El-Hashemi, University of Windsor, MSc. translational health science candidate.

Other artists included Gillian Marocko and Isabel De Zubiria from St. Clair College, along with Elyssa Biscocho and Ruqayyah Faizan from the University of Windsor.

St. Clair College hosting fall convocation ceremonies

AM800 CKLW - Tuesday, October 4th 2022



St. Clair College's South Windsor campus at 2000 Talbot Rd. W. (AM800 file photo)

St. Clair College will hold its 55th convocation ceremonies this week.

The first of seven sessions goes Tuesday at the WFCU Centre at 10:30am and then at 2:30pm.

Ceremonies will be held in Chatham at the Capitol Theatre Thursday afternoon at 2.

Graduation ceremonies are also scheduled for the Toronto students in three sessions October 19th at the Meridian Arts Centre.

In all, 2,800 students will be graduating from St. Clair.

Niagara College hosts OCAA golf championships

Hosts leave national golf qualifier empty-handed

Welland Tribune - Thu., Oct. 6, 2022

Humber topped the leaderboard when the Ontario Colleges Athletic Association (OCAA) Golf Championships wrapped up Wednesday at Legends on the Niagara in Niagara Falls.

Besides winning gold in the women's flight and trailing only Fanshawe to earn the silver medal in the men's first division, golfers from the community college in Toronto swept all three individual medals in the women's flight and settled for silver in the men's division.

Georgian won the bronze medal among men's teams in the top division that also included golfers from Durham, which finished fourth at the three-day tournament at the course's Battlefield layout, and St. Lawrence, which placed last in the field.

St. Clair, silver, and St. Lawrence, bronze, rounded out the medallists among women's team as Humber achieved a three-peat.

Host Niagara finished third in the men's second division behind St. Clair and Lakehead and ahead of Sault and Confederation.

Niagara did not field a women's team nor did it have any golfers competing as individuals in the women's flight.

Following are the scores for the Niagara College golfers who competed at the qualifier for the national championships: 20. Anthony Sartor, 83-77-82=242; 31. Johnny Romak, 84-86-89=259; 39. Reid Perusini, 89-94-86=269; 41. Owen Tope, 92-90-91=273; 45. Tegan De Lellis, 108-100-81=289.

Fanshawe's Mitchel Hampson topped the field of 49 with a three-round total of 210 – 70, 70, 70 – at the par-72 course. Ben Landers, Fanshawe, 74-74-66=213; and Daniel Talmage, 74-74-69=217; went home with the silver and bronze medals, respectively.

Finishing 1-2-3 and receiving medals in the women's flight were three members of Humber's team: Madison Ouellette, 72-73-82=227; Hayley McCallum, 82-78-80=240; Elaine Surjoprajogo, 78-86-78=242.

McCallum teed off on Monday hoping to win the gold medal for a record third year in a row. Ouellette came into the tournament as the defending silver medallist and Elaine Surjoprajogo was the 2021 bronze co-medallist.

The Canadian Collegiate Athletic Association Golf National Championships are scheduled to take place Oct. 17-21 at Deer Creek Golf Club in Ajax, Ont., east of Toronto.

St. Clair College grads from Chatham Campus begin new chapter in life

Chatham Daily News - Oct 07, 2022



Approximately 200 St. Clair College graduates from the Chatham campus are moving on to the next step in their lives following a fall convocation session held at the Capitol Theatre in downtown Chatham Thursday.

The students graduated from several programs offered at the local college campus, including: business accounting, business, developmental service worker, office administration for both executive and health services, early childhood education, powerline technician, electrical engineering technician, occupational therapy assistant, police foundations, personal support worker, practical nursing, border services, and child and youth care.



Approximately 200 St. Clair College graduates from the Chatham Campus are moving on to the next stage in their lives after the fall convocation session was held at the Capitol Theatre in Chatham on Thursday.

The guest speaker for the 55th convocation was Karen Bolger, executive director of Community Living Essex, who graduated from the developmental service worker program at the Chatham campus in 1985.

“I think it’s important for graduates to hear from people who were once in their shoes, graduating,” Bolger said.

She added the new graduates are nervous, anxious, and not sure what to expect in the future.

“I feel honoured to be able to share my experience and to be able to provide them with hopefully a little confidence and some motivation as they leave the college and start to head out for either additional education or their careers of the future,” Bolger said.

“I think it’s important to be able to talk with students about the successes and challenges they’re going to face moving forward and things to expect.”

Something Bolger would tell herself when she graduated 37 years ago is “to always keep looking forward, to never give up and to work really hard because good things happen if you work hard at it.”

Today, Bolger leads an organization that supports more than 700 children, youth and adults with intellectual disabilities across Essex County, with a workforce of about 740 employees.

She said she believes it’s critical to talk about the work she does and the difference it makes with the hope it will motivate or inspire others to come into the sector that serves people with intellectual disabilities.

Windsor comedian returning home for one show Friday night

CBC Windsor - Friday., October 7, 2022

Comedian Dave Merheje takes questions after winning a Juno Award in 2019. Merheje is performing a homecoming show Friday night at Windsor's Chrysler Theatre. (CBC - image credit)

He's home for one night.

Comedian Dave Merheje is performing a homecoming show tonight at the Chrysler Theatre. His motivation to perform for one night in his hometown came out of the blue.

"I don't remember who brought it up," he told *Windsor Morning* host Nav Nanwa in a conversation at the Chrysler Theatre. "I always love performing in Windsor. It brought up the idea of homecoming and Thanksgiving. I got to be a 'distinct alumni' [of St. Clair College], which I didn't think I'd ever be."

Merheje has found success on stage and on the small screen. He won the 2019 Juno Award for Comedy Album of the Year with *Good Friend Bad Grammar* and he stars on the Hulu comedy show *Ramy*.

Merheje has always been proud of his Windsor roots. His latest special on Crave even contains a replica of the Ambassador Bridge on stage.

"People talk crap about Windsor everywhere," he told *Windsor Morning* host Nav Nanwa. "I found it was very multicultural when I was growing up. It still is. There's a big Lebanese population, so I always felt a sense of community. A lot of my material is derived from my family and from Windsor, so Windsor is very important to me."

Merheje says his family has been supportive of his career.

"Anytime I do a show here, 98 per cent of the time they come out," he said. "Whether it's the whole family or just a majority, they're here to support me. They watch everything."

Merheje says he feels fortunate to have a supportive family. He says Middle Eastern parents are not always supportive of their children pursuing comedy as a career.

"My parents, from day one, have been open," he said.

One of his favourite performances of his career happened this summer here in Windsor. In front of a packed audience at Rockhead Pub, his immediate and extended family was in the front row.

"I remember sweating because it was hot," Merheje said. "My sister passed me a napkin from the front row and it stopped the show. I asked, 'What are you doing?' and she said, 'You're sweating.'"

Windsor barber lines up future, shares story with Kennedy high school students



CTV Windsor News Reporter - Oct. 7, 2022

Kennedy student Ashreff El-Hassan wishes his lunch hour was a highlight like it was Friday.

“They gotta do this more,” he said.

El-Hassan was one of many that drifted through the school cafeteria to watch Mohsin Khan offer free haircuts while sharing his message of hope to students.

“Stay on the straight path. Do your work and you'll be successful,” those are words he heard from Khan, who returned to his high school roots with scissors in hand offering to clip out the negativity felt by students.

“I got myself in a lot of trouble,” said Khan.

The 19-year old was rolling with the wrong crowd but he got a wakeup call shortly after being stabbed.

Between cuts he told students, “what I have to realize is that I'm making all the mistakes in life and I'm gonna flip it, make it a positive.”

“I realized my life is nothing good right now and I'm not doing anything good for myself. I turned 18 realizing okay, I gotta pick myself up and become somebody better for the community.”

Khan leaned on his barbering skills to help himself climb out of his shell. He recently started a cleaning company and is a business student at St. Clair College.

His story was inspiring to Ayah Khanafer, the school’s board liason.

“Look where he is now even if there was rough stuff in his past. He made it out and he's influencing the younger generation to do the same which I think is great,” Khanafer said.

Kahn didn’t have a role model and wishes he had someone to tell him his life was like a bad haricut.

“I wanna be that person I wanted to have,” he said.

Hadi Saleh was all ears while getting his hair tapered.
Full Board Minutes:
October 25, 2022

“In two years I gotta start working and see what I'm gonna do in life,” said the grade 11 student. “This message is helping me get through.”

School principal Kyle Berard heard Khan’s story before allowing him to address the school community.

“I want kids to hear the message that, look beyond high school. Do good things now so that you can get ready to do better things later,” he said. “That's what we always tell kids.”

Joanna Conrad, executive director of Youth Diversion, was glad to hear about Khan’s turnaround.

“I’m proud of him without even knowing him,” she said.

Youth Diversion helps youth at risk from experiencing an intervention moment as Khan did.

“To hear from someone else ‘I see something in you. You can be something better than you are doing in this moment’ that can go a long way,” Conrad said.

“We want them to understand you're responsible for your own fate so how are we going to help you make choices to get you to the best place possible.”

SAINTS MARCH TO WIN

Windsor Star- 11 Oct 2022 Print Edition



DAN JANISSE

The St. Clair Saints beat the Western University Mustangs 9-0 Sunday to claim the team's first collegiate national title since 2015. Above, the Saints celebrate a home run on Saturday against UBC. The championship was hosted by St. Clair College.

Moments like Sunday are what brought Lasalle's Sierra Baltzer home.

A two-sport standout, Baltzer accepted a track and field scholarship at Wayne State University in Detroit. After an injury-plagued first season, she returned home to play softball with the St. Clair Saints this season.

The 18-year-old Baltzer, who is a former provincial team player, was named a tournament all-star on Sunday after the Saints beat the Western University Mustangs 9-0 to claim the team's first Canadian Collegiate Softball Association national title since 2015.

“It means everything coming off a bad first year in the States where I got injured and couldn't win anything,” said Baltzer, who was an OFSAA medallist in relay and hurdles at Sandwich high school. “Coming home and being in the team environment, it's a welcome back and now this team gold.”

The host Saints rolled through the tournament with a 5-0 record and outscored the opposition 42-2.

“The games weren't as easy as they looked,” Saints head coach Doug Wiseman said. “This team plays every pitch, every play as if it's its last. I think we're better defensively than offensively, in my opinion, but this team works hard.”

The Saints opened the eightteam event with a 10-1 win over the University of Toronto, followed by a 6-0 win over Durham College.

St. Clair wrapped up first place in its pool with a dominating 10-0 win over the University of British Columbia Okanagan in a rematch of last year's championship game that the Saints lost 5-4.

“It was definitely on my mind for 365 days of how things ended,” Wiseman said.

Baltzer, who plays centre field for the Saints, is one of six new additions to this year's roster, but said she knew last year's loss in the final had not been forgotten by returning players.

“It did sting for them,” Baltzer said. “We were so ready and not nervous at all.”

St. Clair moved into the final with a 7-1 win over Durham, which sits second in OCAA regular-season standings behind the Saints.

“I think it's the first time where I felt we were a little nervous,” Baltzer said. “It's hard to beat a team five times because we see each other so much and know what each can bring.”

Baltzer had two hits, drove in two runs and scored two runs. Pitcher Bryanna Kressler won her third game of the tournament and helped her own cause with three hits, including a home run, and drove in three runs. She was named championship MVP.

Amy Claydon joined Baltzer on the tournament all-star team.

Former Grace Hospital Site Developer Announces Affiliation Agreements With College, University And Offers Tenant Updates

WindsoriteDOT.ca news - Wednesday October 12th, 2022



The developers of the former Grace Hospital site in West Windsor, Fairmount Properties, announced affiliation agreements with St. Clair College and the University of Windsor and provided updates on a healthcare offering, retail, grocery operators, and restaurants.

Fairmount Properties has engaged one of the premier architects in the world, Callison RTKL to design this transformation initiative. Callison RTKL has designed other high-profile projects, including Flats East Bank, waterfront development, and Pinecrest, both developed by Fairmount Properties and both top North American award recipients.

“This is not a simple strip retail project or freestanding apartment building. The Global Village is a complex, multi-faceted mixed-use district which requires significantly more planning and effort on the front end,” said Randy Ruttenberg, Founder and Principal at Fairmount Properties.

Fairmount Properties has reached affiliation agreements with St. Clair College and the University of Windsor to co-market the housing for nearly 500 students in modern and cutting-edge residences.

They have also has a signed Letter of Intent with a major operator of healthcare practice groups who will lease 14,000 sq. ft. of space within the Global Village.

The goal of providing retail and restaurant amenities for those living and working in the Global Village and the broader community. Fairmount Properties is in advance discussions with two grocery operators, one from Canada and one from Michigan, and will select one by year’s end. This will be a smaller format store between 9500-12,000 sq. ft. with a focus on produce, meats, seafood, everyday staples, and prepared meals.

The developer has also had preliminary discussions with operators within its target categories of health and fitness, coffee, fast casual food offerings, sit-down restaurants, and smaller boutiques.

Fairmount anticipates making final decisions in 6 to 12 months.

Fairmount Properties reveals plans to transform former Grace Hospital site into \$100M Global Village



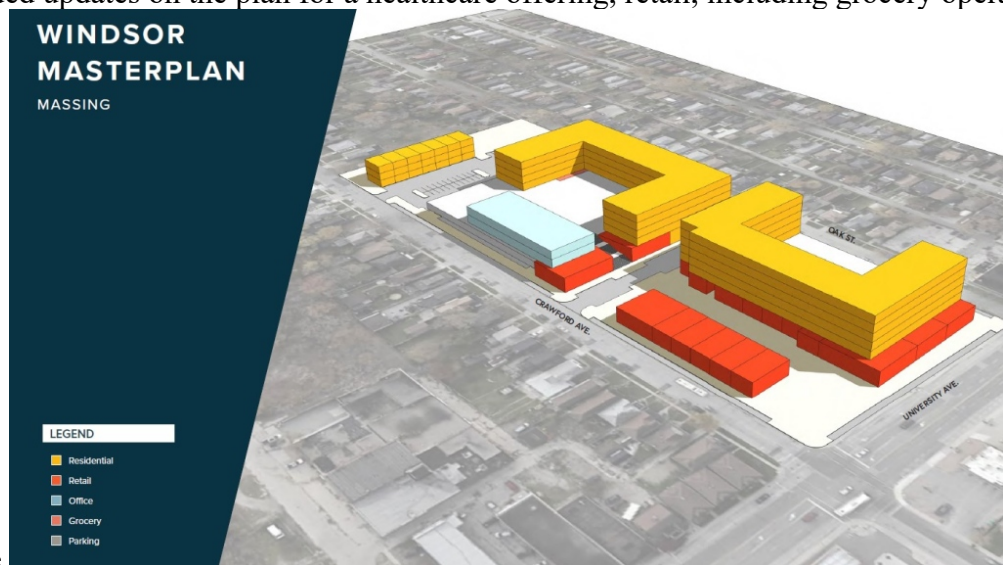
Randy Ruttenburg, founder and principal of Fairmount, and Scott McGraw, Canadian liaison for Fairmount in Windsor, Ont., on Wednesday, Oct. 12, 2022. (Travis Fortnum/CTV News Windsor)

[CTVNewsWindsor.ca](https://www.ctvnews.ca/windsor) - Oct. 12, 2022

The developer of the \$100-million Global Village Windsor project announced affiliation agreements with educational institutions as part of the plan for the former Grace Hospital site.

Fairmount Properties provided details of the link with St. Clair College and the University of Windsor on Wednesday.

The company also provided updates on the plan for a healthcare offering, retail, including grocery operators



and restaurants at the site. Master plan for the former Grace Hospital site in Windsor, Ont. (Source: Fairmount Properties)

The hospital, which was at the corner of University Avenue West and Crawford Avenue, closed in 2004 and was demolished in 2013, standing empty for nine years.

Fairmount previously announced some details of its goals for the location in December, 2020.

The company says the pandemic slowed progress; however, the developer used this time strategically to lock down user groups and finalize design concepts.

While Fairmount Properties will likely maintain a local architectural production partner, the company has engaged Callison RTKL to design the transformation initiative. Callison RTKL has designed other high-profile projects including Flats East Bank, waterfront development, and Pinecrest both developed by Fairmount Properties and both top North American award recipients.

“This is not a simple strip retail project or freestanding apartment building. The Global Village is a complex, multi-faceted mixed-use district which requires significantly more planning and effort on the front end,” said Randy Ruttenberg, founder and principal at Fairmount Properties.

Fairmount Properties has achieved 31 separate groundbreakings and nearly \$2 billion of projects completed over the past 24 years.

“We look forward to bringing our placemaking experience to Windsor in what we hope will be many more projects in Windsor/Essex for Fairmount Properties,” said Ruttenberg.

The company says the Global Village continues to meet the initial goals the developer set forth in the original submission:

The goal of housing international students in a safe and affordable manner. To meet this goal, Fairmount Properties has reached affiliation agreements with both St. Clair College and the University of Windsor to co-market the housing for nearly 500 students in modern and cutting-edge residences with programming and amenities that aim to retain this great knowledge base following graduation.

To retain healthcare offerings within this submarket. To meet this goal, Fairmount Properties has a signed Letter of Intent with a major operator of healthcare practice groups who will lease 14,000 sq. ft. of space within the Global Village.

Providing retail and restaurant amenities for those living and working in the Global Village and the broader community. Fairmount Properties is in advance discussions with two grocery operators, one from Canada and one from Michigan, and will select one by year end. This will be a smaller format store between 9500-12,000 sq. ft. with a focus on produce, meats, seafood, everyday staples, and prepared meals. The developer has also had preliminary discussions with operators within its target categories of health and fitness, coffee, fast casual food offerings, sit down restaurants, and smaller boutiques.

Fairmount anticipates making final decisions in 6-12 months.

Tecumseh-natives in Florida to assist with Hurricane Ian recovery

CTV Windsor reporter/anchor - Oct. 17, 2022

Two Tecumseh natives are in Florida to assist with the recovery of Hurricane Ian.

Luke Sanko moved from Tecumseh to Fort Myers last year to work as the facilities manager for Hertz Arena.

The arena is now an evacuation centre for displaced residents of Hurricane Ian.

“We serve breakfast, lunch and dinner. We're constantly cleaning bathrooms and changing garbages. These people are going through such a hard time, so I just try to clean up their little areas,” said Sanko.

“At its peak, we had about 1,200 people living in the building.”

Sanko who had never experienced a major natural disaster growing up Tecumseh is now tasked with leading a Hurricane Ian recovery team at Hertz Arena.



Luke Sanko, who works as the facilities manager for Hertz Arena, helps with hurricane relief efforts in Fort Myers, Florida. (Courtesy: Luke Sanko) “It's crazy. Some people have a car, some people have nothing, some have just the clothes on their body,” Sanko said.

Sanko’s cousin Victor Morassutti travelled from Tecumseh to lend a hand at Hertz Arena.

“We've been working a lot, mostly janitorial stuff. We're making sure they have a spot where they can go and it's not so dirty,” said Morassutti.

Morassutti is currently studying border services at St. Clair College. He says parents who work as first responders inspired him to volunteer in Florida.

“I feel like it's in my blood to help others. It warms my heart to help these people,” said Morassutti.

Sanko’s has started a [GoFundMe page](#) to help his colleagues and other displaced residents get back on their feet.

“I’m going to Ross for Less, Home Depot, Home Goods, Target to get gift \$500 gift cards and hand them out to people,” he said.

S'aints holiday fundraiser returns to casino Dec. 23

Windsor Star - 19 Oct 2022 – PRINT EDITION

Windsor super group the S'aints will return to the Caesars Windsor stage in December for its annual Sleighing Hunger fundraising concert.

“The success of this concert is truly a community effort,” said S'aints drummer Jeff Burrows, also a member of the Tea Party. “For every seat filled in The Colosseum, we know it means more people are being fed and shelves are being filled. This is a collective effort and one that is very close to our hearts.”

The all ages show, staged in partnership with St. Clair College and Caesars Windsor Cares, starts at 8 p.m. on Dec. 23 in The Colosseum.

Band members include Jody Raffoul, Jeff Burrows, Wes Buckley, Kelly (Mr. Chill) Hoppe, David Cyrenne, Kelly Authier, Marty

Bak, Liz Robinson, Stephanie Baker and Jim O'neil.

Spectators can expect an evening of traditional holiday tunes with an “electrifying, upbeat rock edge.”

Caesars Windsor said 100 per cent of the ticket proceeds will go toward helping people in need in the Windsor-essex and Chatham regions.

The band will unveil a fundraising CD called Imagine No Hunger on Nov. 23 during a brief sneak peak acoustic set on the casino's Cosmos stage. That starts at 11 a.m.

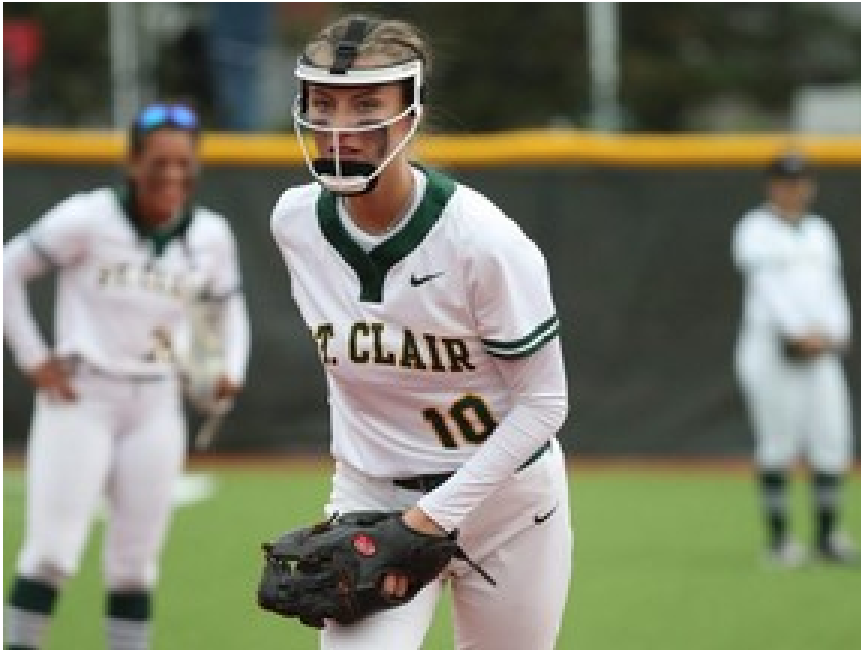
The CD will be available for \$10 at the sneak peak event, as well as sleighinghunger.com, St. Clair College campuses and other locations throughout Essex County.

Tickets for the Dec. 23 show go on sale at 10 a.m. Friday. They will be available at the Caesars Windsor box office, along with caesarswindsor.com and ticketmaster.ca.

Local roundup: Copley wins OCAA rookie award

St. Clair Saints pitcher Mckenna Copley of Dover Centre is the rookie of the year in the OCAA softball league.

St. Thomas Time Journal - Oct 20, 2022



St. Clair Saints pitcher Mckenna Copley is the 2022 softball rookie of the year in the Ontario Colleges Athletic Association. (Bill Smith/St. Clair Saints Photo)

St. Clair Saints pitcher Mckenna Copley of Dover Centre is the rookie of the year in the Ontario Colleges Athletic Association softball league.

Copley is also a first-team all-star. She went 13-0 while throwing a team-high 55 innings for the undefeated Saints.

The Ecole Secondaire de Pain Court graduate ranked first in wins, second in earned-run average (0.89) and fifth in strikeouts (50) in the OCAA regular season.

Fanshawe Falcons catcher Marandee Hunter of Chatham is a second-team all-star. She hit .343 with 15 RBIs and 17 runs in 24 games.

The OCAA championship begins Thursday in London.

St. Clair Saints pitcher Sam McKinlay of Tilbury is an OCAA baseball second-team all-star.

McKinlay led the conference with a 0.74 earned-run average in the regular season.

The Ursuline College Chatham graduate had a 2-1 record with 25 strikeouts in 19 innings.

The OCAA championship begins Thursday in Tecumseh.

The S’Aints, St. Clair College, And Caesars Windsor Cares Join Together To Sleigh Hunger

[windsoriteDOTca News Staff](#) - Thursday October 20th, 2022



Windsor’s philanthropic super-group, The S’Aints, will join forces with St. Clair College and Caesars Windsor Cares to sleigh hunger with an all-ages fundraising concert on The Colosseum stage, Friday, December 23rd at 8:00pm.

A holiday celebration for the whole family to enjoy, this festive evening of music will showcase The S’Aints band in all their rock glory, featuring the immensely talented lineup of Jody Raffoul, Jeff Burrows, Wes Buckley, Kelly “Mr. Chill” Hoppe, David Cyrenne, Kelly Authier, Marty Bak, Liz Robinson, Stephanie Baker, and Jim O’Neil.

Just in time for the holidays, Sleighing Hunger brings The S’Aints together to perform traditional holiday tunes with an electrifying, upbeat rock edge.

100% of ticket proceeds proudly stay within the local community, benefiting those in need in Windsor-Essex and Chatham. Now celebrating being back on The Colosseum stage, the band hopes to continue to build on past success to feed even more hungry in the community.

Tickets go on sale at 10am EST on Friday, October 21st. Ticket purchases can be made through [caesarswindsor.com](#) or [ticketmaster.ca](#). The Box Office is open Saturday & Sunday from Noon to 8:00pm and on Show Days from Noon to 10:00pm.

School board and college sign MOU for architectural studies



St. Joseph High School students in design technology, October 21, 2022.
Blackburn News - October 21, 2022

The Windsor Essex Catholic District School Board and St. Clair College have a new agreement to assist students in the architectural design field.

The three-year memorandum of understanding will give high school students the opportunity to explore St. Clair College programs, share materials, and be mentored by college students in the same field.

“The real intent behind the MOU is to actually start to create more of a link and more of a physical connection and experience for both high school students and St. Clair students,” said St. Clair College Professor Ken Acton.

Although the focus of the agreement is on the architectural field it will also give students insight into graphic design, construction, engineering, manufacturing, and computer-aided design.

“This is just another opportunity for us to open students’ eyes. A lot of the students that sign up for these optional courses, they don’t necessarily know what they are getting themselves into, they don’t know that these are areas that they could study in the future,” said Josh Spina, tech design teacher at St. Joseph High School.

Acton said it’s important to help students explore these fields because they will be in high demand for a long time to come.

“Windsor is going to experience growth, there’s no question, and the construction sector will continue to boom and all of these jobs, architectural technology, the construction sector, trades, they will all be in need, there’s no question,” said Acton.

Catholic Board Signs MOU With St. Clair College For Improved Student Opportunities

[windsoriteDOTca News Staff](#) - Friday October 21st, 2022



Catholic high school students interested in pursuing careers related to the fascinating field of technical design will have greater access to post-secondary opportunities well before they graduate now that a new Memorandum of Understanding has been signed with St. Clair College.

The three-year MOU, signed by the Windsor-Essex Catholic District School Board and the Architectural Technology Program at the college, strengthens the partnership between the two institutions and ensures that they will participate in:

- Mentoring of students interested in the field of Architectural Technology
- Exchange of faculty and scholars as guest speakers
- Exchange of materials, publications, and information
- Joint organization of seminars, workshops, studios, and conferences
- Development of opportunities for student growth and participation in joint educational field trips and or projects

English Catholic board partners with St. Clair College tech design program

Windsor Star - Oct 21, 2022



The entrance to south campus of St. Clair College is seen on Tuesday, January 18, 2022.

Local Catholic high school students interested in pursuing a career in technical design will now have more opportunities to learn thanks to a partnership between their school board and St. Clair College.

A new memorandum of understanding signed by the Windsor-Essex Catholic District School Board and the architectural technology program at the college will see both institutions offer student mentorship and exchange faculty and scholars as guest speakers.

Under the three-year MOU, which was signed on Friday, the college and board will hold joint seminars, workshops, studios and conferences; exchange materials, publications, and information; and hold joint educational field trips and project opportunities.

“This partnership will broaden horizons by providing some wonderful new opportunities for our students,” said Emelda Byrne, the school board’s director. “It will help them explore a variety of potential career pathways by meeting faculty members, post-secondary students currently studying design, and by visiting potential employers in the field.”

Although the partnership is focused on architectural design, it’s expected to give high school students experience and insight into other design-related careers, including graphic design, construction, engineering, manufacturing, and computer-aided design.

“St. Clair College is extremely proud that we are able to formally recognize and celebrate our ongoing collaboration with WECDSB. These efforts focus on student success and community prosperity,” said Michael Silvaggi, the college’s vice-president academic and registrar.

St. Clair refuses to be denied in claiming OFC championship

Windsor Star - Oct 23, 2022



St. Clair Saints' receiver Enzey Youyoute runs the ball against the London Beefeaters during Saturday's OFC championship at Acumen Stadium. Photo by Dan Janisse /Windsor Star

The St. Clair Saints were not going to be denied this time.

Still stinging from losing a 14-point lead in last year's Ontario Football Conference final, the club secured its first league title since 2017 on Saturday with a dominating 38-7 win over the two-time defending champion London Beefeaters at Acumen Stadium.

"I'm not a big guy to get emotional, but that was the most emotional I've been, along with my fellow guys that have been here five years," Saints' fifth-year linebacker Josh Allen said. "It's been a long time coming, we're happy, we're emotional, but it's here now."

The club, formerly the AKO Fratmen, dropped the 2018 OFC final on the road in Hamilton. In 2019, the top-seeded Fratmen were upset by London. After no season in 2020 due to the COVID-19 pandemic, the club returned last year and watched that 14-point lead disappear in a 15-14 loss to London.

"We were crying," Saints' fifth-year receiver Jared Hayes-Williams said of Saturday's emotional win. "We've never felt this before. We get to the championship, we lose, we lose, we lose. We finally got a win.

"It means everything. I knew London wasn't going to give up. We just had to make sure we took care of business. I knew we could do it."

Hayes-Williams called Saturday's win the completion of the redemption tour, which also featured a win over Hamilton in the league semis.

"It means everything, it really does," the 22-year-old Hayes-Williams said. "If you look at all the guys here four years, we lose our first year to Hamilton, we lose back-to-back to London and now we finally get one. We went through Hamilton in the first first round of the playoffs, so that was taken care of, and we get to London and we took care of business."

St. Clair will now host the Okanagan Sun in the Canadian Junior Football League semis on Saturday.

"We're not done yet," Hayes-Williams said. "We've still got more games to play."

The Saints dominated the game statistically with 572 yards in net offence, with 400 of that coming on the ground, to just 165 yards for London, but St. Clair held a slim 14-7 lead at the half.

“We didn’t make any adjustments at the half,” Saints’ head coach Mike LaChance said. “We talked about the finish all year. Just about finishing every play, finishing every day. It doesn’t always work that way, but it has to be your mindset. I thought we did a good job of it (Saturday), especially in the second half.”

St. Clair scored 24-unanswered points to pull away in the second half and Hayes-Williams got it going by pulling in a 45-yard touchdown pass from Andrew Brush.

“That was the biggest relief,” Hayes-Williams said. “He gave me a shot and I made a play.”

Running back M.J. Doyle-Marshall, who rushed for 137 yards, had touchdown runs of 18 and four yards. Brush also hit Enzey Youyoute with an 82-yard touchdown pass and ran in another from a yard out. Connor Rafferty converted all five scores, added a single and the Saints were credited with a safety.

“There’s a lot of new guys on this team and it was nice to come in without all that bother from the past two years, but we got it done and I think that’s all that matters,” the 22-year-old Allen said. “What’s in the past, is in the past and we’re focused on the present now.”

Saints take improbable routes to OCAA softball title as well as baseball title

Windsor Star - Oct 23, 2022



Pitcher Bryanna Kressler was named tournament MVP as the St. Clair Saints claimed the OCAA softball title in London. Photo by Dax Melmer /Windsor Star

The St. Clair Saints took improbable routes to both an OCAA softball title as well as a baseball title.

The softball team completed an unbeaten season by rolling through the OCAA championship to win gold in London. Meanwhile, the baseball team became the first OCAA club to record three-straight wins on the final day to rally to take the title in the double-knockout tournament.

“I think this is going to be a moment in history,” Saints’ outfielder Judy Lafleur said of the two titles.

Lafleur, who is from Essex, had two hits and drove in two runs to earn game MVP honours in the gold-medal match, which St. Clair took 4-0 over the Durham Lords.

“It’s great team to be a part of,” Lafleur said. “I don’t think I’ve ever seen this much talent on a team. It’s amazing to be a part of this experience.”

St. Clair rolled through regular-season play with a perfect 24-0 record. The team went 5-0 to claim its first Canadian Collegiate Softball Association national title since 2015 earlier this month.

At the OCAA tournament, the Saints added another three wins to push the team’s record to 32-0. St. Clair opened with an 11-0 win over Durham on Saturday and then edged Fanshawe 3-1 to go directly to the gold-medal final. Durham needed to beat the Saints twice in the double-knockout tournament to claim the title, but St. Clair took care of business immediately.

“I definitely felt it was the most talented team we’ve ever assembled and now you can put a stamp on it as the best ever assembled,” said Saints’ head coach Doug Wiseman, who saw the team claim its first title since 2014. “They play with respect, class and give 100 per cent effort all the time.”

Pitcher Bryanna Kressler allowed just four hits over seven innings while striking out seven to earn tournament MVP honours. Shortstop Shae-Lyn Murphy and first baseman Amy Claydon were named to the tournament all-star team.

It was a far more daunting road for the baseball team to its seventh OCAA title in the least nine years and it started early Saturday with a comeback 10-9 win over Fanshawe just to get a crack at the gold medal.

St. Clair trailed 5-0 in the game, but first baseman Colin Robinson homered twice and drove in three runs to spark the rally.

“I’ve got to give a lot of credit to the guys,” Saints’ manager Roberto Duncan said. “They stood out and did things properly on the last day.

“A lot of guys were injured, we were running out pitchers, but we had a lot of guys do a little bit of everything.”

That put the Saints up against Humber, which had reached the final by beating St. Clair 12-3 on Friday. The second-seeded Saints, who hosted the event at Lacasse Park, needed to beat the top-seeded Hawks twice in order to secure the gold medal in the double-knockout tournament.

“We had some scary moments,” Robinson said. “Beating Humber’s hard, but we knew, if anyone was doing it, it was us.

“We all had that moment of, ‘Why not us?’ No one had ever done it that way (beating the unbeaten team in back-to-back games), but we knew we could do it.”

A nine-run first inning and 14-hit attack paced the Saints to an 11-6 win in the first game. Trailing by a run in the fifth inning, the Saints exploded for five runs and went on to a 10-4 victory in the second game to clinch the gold medal.

“An unbelievable day and season,” Robinson said. “We didn’t do anything easy. Everything we got got was hard fought and to win three games on Saturday sums it up. We don’t give up.”

St. Clair College wins three provincial championships in the same day

AM800 CKLW – October 24, 2022

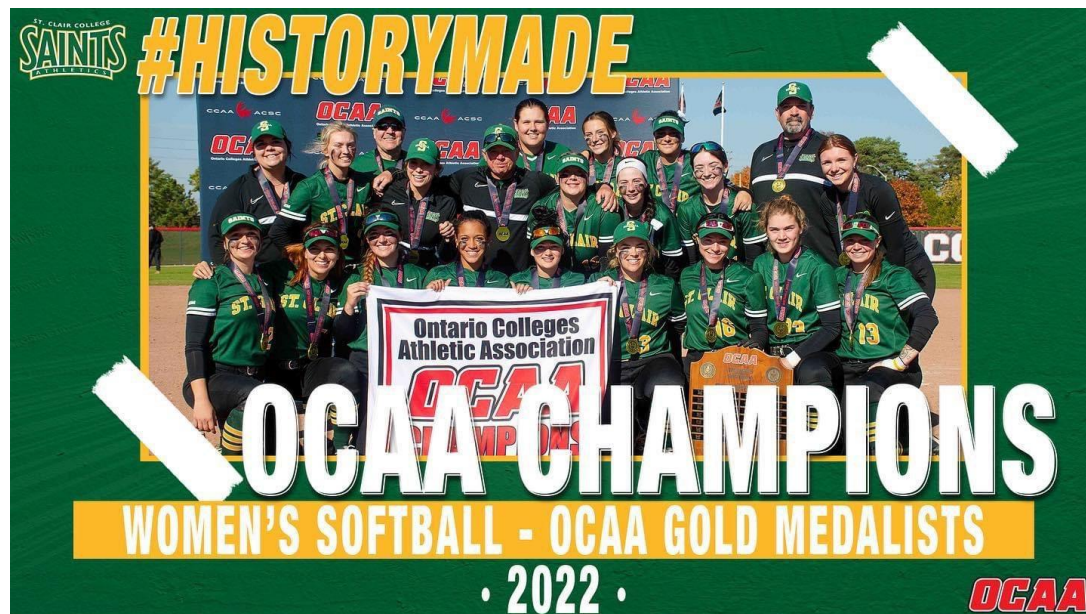


Photo courtesy of St. Clair College

St. Clair College Athletics made school history over the weekend, winning three provincial championships in one day for the first time.

The Saints started their day off Saturday, with the Women's Softball team winning the OCAA Gold medal beating Durham College 4-0 and hosting a perfect season.

St. Clair's men's baseball team then went on to win their 7th gold medal in nine years by defeating Humber College 10-4 at home.

St. Clair would later win their first Ontario Football conference title after having an undefeated season and beating the London Beefeaters 38-7 at the Acumen Stadium.

Vice president of Student Services at St. Clair College Ron Seguin says there was one word to describe how the weekend went.

"Rewarding is the word I would use, lots of long hours, hard work, great recruitment by our coaches and great support from our schools, so it's extremely rewarding."

Seguin says the students are proud of their accomplishments.

"They feel part of Saints Nation and a part of a successful program, there's great collegiality. Winning is special, it creates great feelings and what a day it was for us."

He says the college has had significant growth in its athletic programs over the years.

"We are at record levels of varsity athletes, we have just over 280 varsity athletes this year. The coaching staff are larger and more assisting than ever before. The campus is sprawling with sports and recreation facilities that not only help our college athletes but the college population at large."

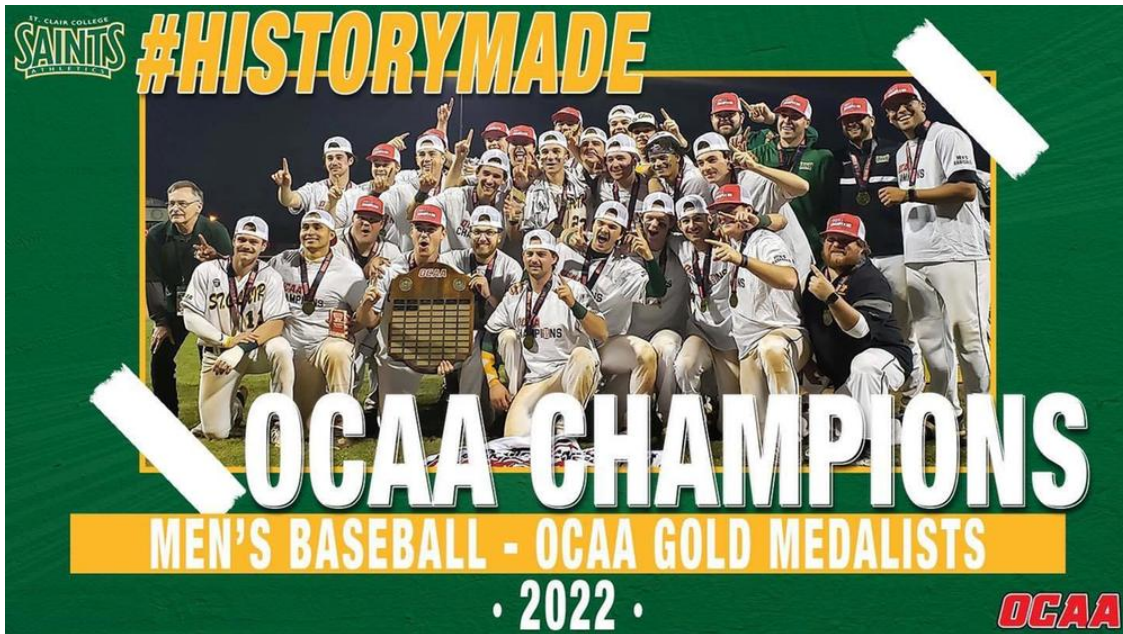


Photo courtesy of St. Clair College

The Saints football team will be making history once more next weekend, against the number 1 ranked Okanagan Sun as they play the first-ever national semi-final on the college's campus.



ST. CLAIR

COLLEGE

**ENTERPRISE
RISK
MANAGEMENT**

Board of Governors

October 25 , 2022

Full Board Minutes:
October 25, 2022

Item #6.2
1 of 24



- 1. Risk Management Process.**
- 2. Risk Management Categories.**
- 3. Probabilities/Impact.**
- 4. Prioritizing the Risk.**
- 5. Risk Management Flow/Register.**
- 6. Risk Rating/Risk Priorities.**
- 7. Risk Management Monitoring Process.**
- 8. Update on three High Priorities Risks.**
 - Active Events.**
 - Disaster Recovery – Server Room Protection**
 - IT Security/Cybersecurity.**

Risk Management



- Risk-aware without being risk-averse.
- Furthering strategic and operational priorities.
- Identifying, assessing, monitoring and managing risk.

Risk Management Categories

- 1. Academic and Student Services**
- 2. Facilities Management**
- 3. Financial**
- 4. Human Resources**
- 5. Health and Safety**
- 6. Health Services**
- 7. Information Technology**
- 8. Corporate**

Risk Management - Probability

Symbol	Probability	Colour	Description
H	High	Red	Has happened frequently or has a very significant chance of happening in the future.
M	Medium	Orange	Has happened occasionally or has a reasonable chance of happening in the future.
L	Low	Green	Has happened infrequently or is not expected to happen.
NA	Not Applicable	Not Applicable	Risk is irrelevant to the operation of the College.
TBD	To be determined	To be determined	Additional information is required to determine probability. Considered as high probability until otherwise identified.

Risk Management - Impact

Rating	Description	Impact on Organization
3	High	The issue would have a major impact on services.
2	Medium	The issue would have some impact on services.
1	Low	No service disruption or negative effects are expected. Any negative impact can be corrected without significant effort or visibility.
0	Not Applicable	The risk is not relevant.

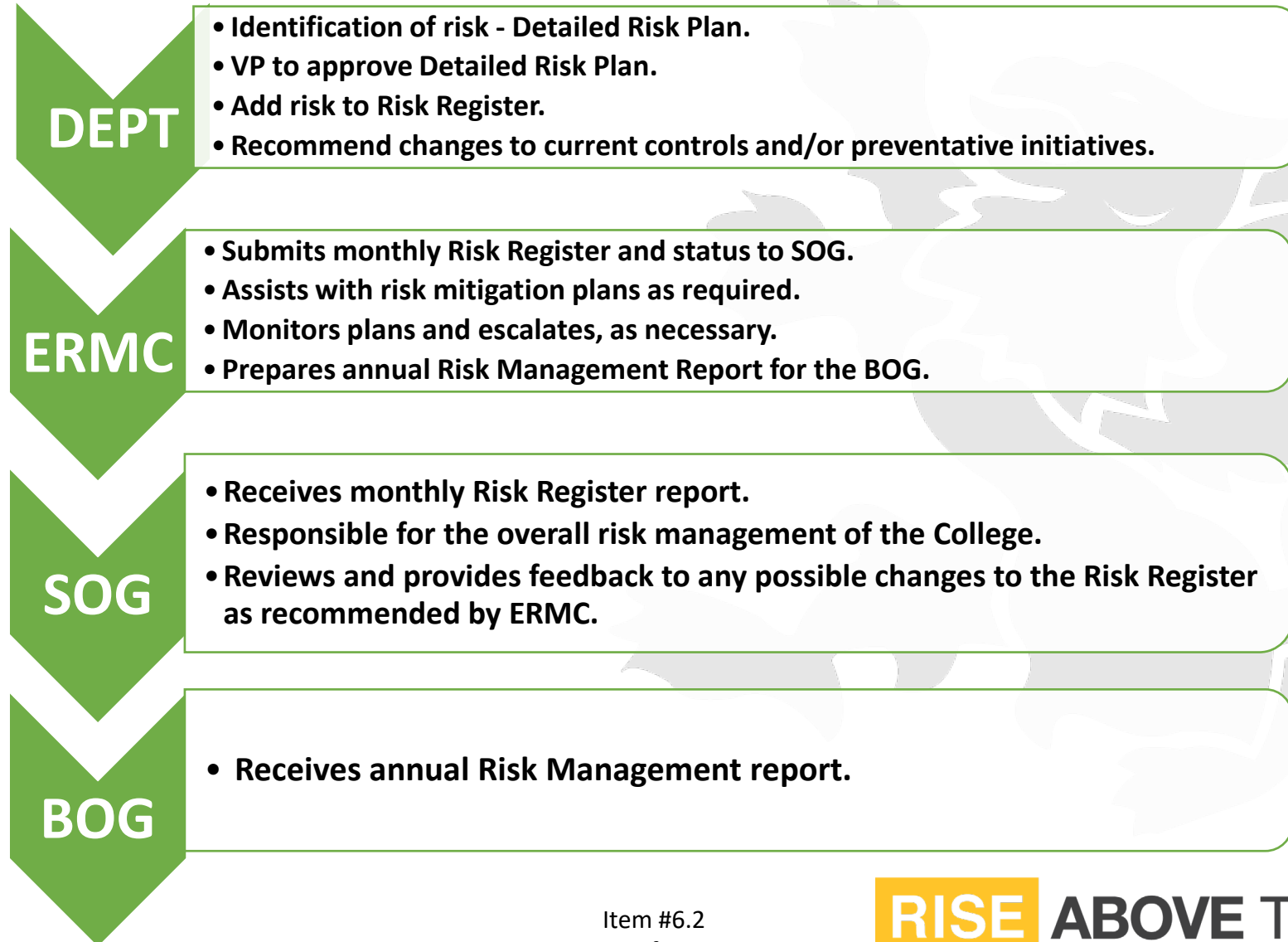
Prioritizing the Risk

RISK LEVEL

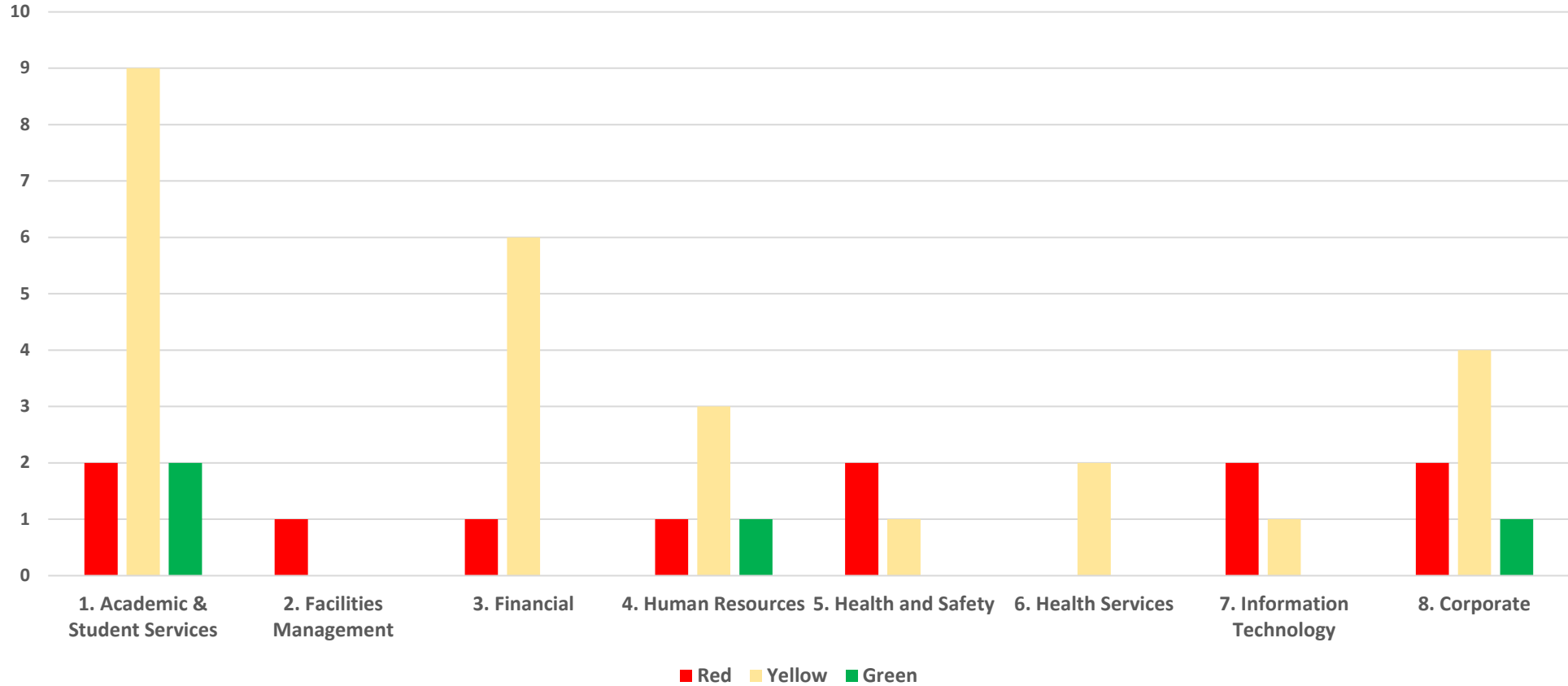
	HIGH
	MEDIUM
	LOW

		Impact				
		0	1	2	3	
Probability	HIGH	H0	H1	H2	H3	
	MEDIUM	M0	M1	M2	M3	
	LOW	L0	L1	L2	L3	

Risk Management Flow



Risk Priorities, by Category



Summary of High (Red) Risk Priorities

Risk	Risk Priority
Meeting Enrolment Projections	H3
International Student Recruitment - Diversification	H3
Deferred Maintenance	H3
Revenues	H3
Pandemic/Infectious Disease	H3
Emergencies – Fire/Active Shooter, etc.	H3
Disaster Recovery/Server Room	H3
IT Security	H3
Liability Insurance	H3
Alcohol Management Policy	M3
Succession Planning	H2

Risk Management Monitoring

- Individual category review schedule established.
- Individual Sector proposes changes to each risk as appropriate.
- Changes are reviewed at monthly ERMC meeting and feedback solicited.
- Recommendations are sent to SOG for their review and feedback.
- Monitoring through monthly meetings, status update for each risk, through the appropriate Sector Head.
- Fostering a culture of best practices, lessons learned, and expertise acquired.

Individual Category Review Schedule for 2022

MONTH	CATEGORIES PRESENTING
<i>January</i>	Academic & Student Services (1.1 – 1.13)
<i>February</i>	Facilities Management & IT (2.1 & 7.1 - 7.3)
<i>March</i>	Financial Services (3.1 – 3.7)
<i>April</i>	Human Resources (4.1 – 4.7)
<i>May</i>	Health and Safety & Health Services (5.1 – 6.2)
<i>June</i>	Corporate (8.1 – 8.7)

Risk Priorities Changes

RISK STATUS CHANGES DURING THE YEAR	
RISK RATING DECREASE	RATING CHANGE
Human Rights/Harassment/Bullying Staff	M to L
Grievances/Lawsuits/Union Relationships	M to L
RISK COMPLETED	RATING
Full Time Faculty CBA	H3
Full Time Support CBA	H3
RISK ADDED	RATING
Asbestos Control	M1



ST. CLAIR
COLLEGE

ACTIVE EVENTS Update

Active Events

- Emergency Response Plan was reviewed, and recommendations made by retired Police Chief.
- Windsor Police Active Attacker Response team was engaged and provided site wide recommendations.

- As a result of the feedback:
 - The Emergency Response Plan policy and procedures were updated.
 - The Emergency Response Training for staff on LMS and website have been updated to include the new SCC Active Attacker Video (Run, Hide, Fight) as a mandatory module.
 - The Active Attacker Video is now included in student orientation.
 - The College has currently begun to implement a new room and building numbering system across all campuses to help emergency responders more easily identify locations in the case of an emergency.
 - Quarterly table-top exercises.
 - Added Police to our Campus Care Team, a team which proactively addresses concerning behaviour.



ST. CLAIR

COLLEGE

DISASTER RECOVERY COMPUTER SERVER ROOM PROTECTION Update

Disaster Recovery/Server Room

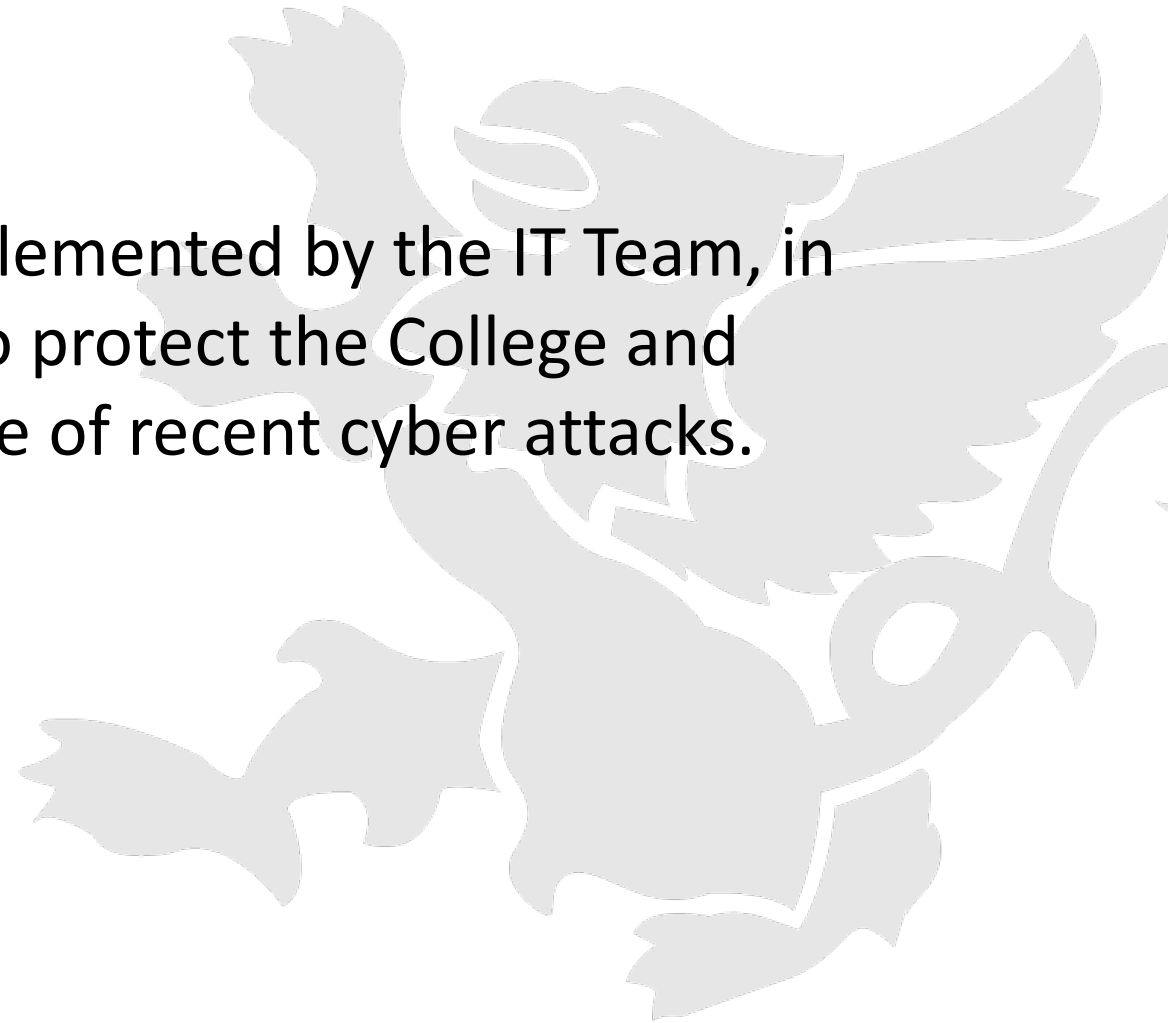
- Vendor has been chosen (Dell) Purchase orders have been generated for the physical build of the data center
 - Server and software requirements for server room duplication are currently being assessed.
- It is expected that the physical data center will be complete by March 31, 2023.
 - The generators are currently on back order with an expected delivery of early 4th quarter 2023.
 - The logical build for redundancy will be ongoing with major completion by August 31, 2023.



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IT SECURITY/CYBERSECURITY Update

Additional mitigating steps have been implemented by the IT Team, in addition to the strategies from last year, to protect the College and minimize risks due to the aggressive nature of recent cyber attacks. These include:



1. Moved the College to a **Zero trust posture**. Any activity made on our IT infrastructure will now be consider potentially hostile and as such all activity will be monitored and possibly investigated.
2. The following Email protocols have been disabled on our Exchange Mail System - **SMTP, IMAP, POP3**.
3. Even the slightest suspicion of activity that may be considered out of bounds, will immediately result in the segregation of the computer, server or application without prior notice.
4. Spam filters were adjusted one level higher than last year. (There is a possibility that good emails may be blocked).
5. New features on our permitter firewalls have been added.
6. Assisted local organization with rebuild post cyber attack.
7. Multi-factorial authentication system wide has been instituted for all staff.
 - Student MFA goal is Winter 2023.
8. Member of Orion.
 - Connects universities, colleges, hospitals and research facilities.
 - Provides vast array of IT support including cybersecurity products and services.

9. Contracted Secure Works to triage/evaluate potential risks for Zero-Day exploits.
10. Borden Ladner Gervais LLP.
 - Provides cybersecurity incident management services.
 - BLG is recommendation from our insurance company (available upon request).
 - On retainer for SCC.
11. Security software update for all critical servers as per Microsoft.
12. Ontario Broader Public Sector Cyber Incident Communications Protocol.
13. Staff and student educational/awareness campaigns (ongoing and directed to College community).
14. Ransomware playbook has been developed and IT and SOG have been trained on the processes in the unlikely event of an attack.
15. Cybersecurity Officer position will be recruited.



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Questions?



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**2021-2022
APPRENTICESHIP KPI
RESULTS**

RISE ABOVE THE ORDINARY



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2021-2022 APPRENTICESHIP KPI YEAR OVER YEAR COMPARISON

	2020-2021	2021-2022
Knowledge and Skills	85%	80%
Learning Experiences	80%	75%
Services	75%	56%
Facilities	78%	61%
Overall	80%	68%

RISE ABOVE THE ORDINARY



2021-2022 APPRENTICESHIP KPI ACTION PLANS

- Improved communication strategies will be implemented to ensure College information regarding services and protocols are made directly available to apprentices via classroom visits.
- One-Stop Shop services specific to the Apprenticeship start-up.
- Class representative model to be restarted. This ensures apprentices have the appropriate opportunity to express questions and concerns on an ongoing basis.
- Administration visits to the classrooms to discuss and identify student concerns, highlight perceived issues related to curriculum, equipment, schedules, etc. In 2019 (prior to the onset of Covid-19), apprentices offered 200 items of concern. Administration utilized this list to prepare specific action plans for each.
- To offset poor survey participation, program faculty/instructors have been asked to allot time within the existing scheduled classes to complete the survey.

RISE ABOVE THE ORDINARY