

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

488th FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, February 23, 2021

TIME: 5:30 p.m. – Meeting

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

AGENDA

1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST

2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON JANUARY 26, 2021 IN WINDSOR, ON

3.0 CONSTITUENT REPORTS

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

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

5.0 CONSENT AGENDA

5.1 Academic – Increase Online Course Offerings

Information Item – Administration has provided a report on Strategic Direction #1 – Excellence – Increase the total number of online courses offered at St. Clair College by 7% over five years. Concentration will be on high demand courses, attached as [Item #5.1](#).

5.2 Academic – Creation of Draft Self Study for Quality Audit

Information Item – Administration has provided a report on Strategic Direction #1 – Academic Excellence – An update pertaining to the development of the draft Self Study for the Quality Audit, attached as [Item #5.2](#).

5.3 Support Student Success – Increase Student Success

Information Item – Administration has provided a report on Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Monitor, analyze review and report impact of English testing for international students, attached as [Item #5.3](#).

5.4 Support Student Success – Increase Student Success

Information Item – Administration has provided a report on Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Increase institutional efforts to enhance Soft Skills for students through various mechanisms/activities (ie. online tools, mock interviews), attached as [Item #5.4](#).

5.5 Fall 2020 Apprenticeship KPI Results

Information Item – Administration has provided a report outlining the Fall 2020 Apprenticeship KPI Results, attached as [Item #5.5](#).

5.6 Administrative and Student Service Excellence – Review and Implementation of New Student Satisfaction Survey (KPI Survey)

Information Item – Administration has provided a report on Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Development and implementation of survey, attached as [Item #5.6](#).

5.7 Increase Community Engagement – Strengthen the Connection Between the College and the Community to Reinforce College Brand and Image Through Volunteerism and/or Experiential Learning

Information Item – Administration has provided a report on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) – Increase community awareness of engagement/support of College staff and students, attached as [Item #5.7](#).

5.8 Campus Beautification – Continue to Beautify the College Campuses to Maximize Brand

Information Item – Administration has provided a report on Strategic Direction #4 – Facilities Enhancement – Annual plan for Campus beautification developed, attached as [Item #5.8](#).

5.9 2021 Winter Enrolment/Registration Report: Domestic and International (College Charter – Minister's Binding Policy Directive – Ministry Mandate – College Mandate)

Information Item – Administration has provided a report outlining the College's 2021 Winter Enrolment, attached as [Item #5.9](#).

5.10 International Business Management Program – Funded

Approval Item – Administration has provided a request for new program approval for International Business Management (IBM) – Funded, attached as [Item #5.10](#).

6.0 MONITORING REPORTS

6.1 Financial Monitoring Report
(Required by the Ministry – Reg. 34/03, Article 8)

Approval Item – Administration has provided the Board with a financial update for the period ended December 31, 2020, attached as [Item #6.1](#).

7.0 INFORMATION ITEMS

7.1 Program Advisory Committees

Information Item – Administration has provided an update regarding the Program Advisory Committees (PAC) for the 2019-2020 academic year, attached as [Item #7.1](#).

7.2 CICan 2021

Information Item – The Board Chair will provide information about the CIGan Conference being held virtually, April 26 – 28, 2021.

8.0 BY-LAW AND POLICY REVIEW

8.1 Policy 2003-19: Fiscal Condition – 2nd Reading

Approval Item – The Board will review policy 2003-19 for 2nd reading, attached as [Item #8.1](#).

8.2 Policy 2003-20: Resource Development – 2nd Reading

Approval Item – The Board will review policy 2003-20 for 2nd reading, attached as [Item #8.2](#).

8.3 Policy 2003-21: Communications and Counsel – 1st Reading

Approval Item – The Board will review policy 2003-21 for 1st reading, attached as [Item #8.3](#).

9.0 DATE OF THE NEXT MEETING

9.1 The next meeting is scheduled for Tuesday, March 23, 2021 at the Windsor Campus.

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held virtually on January 26, 2021 at 5:30 p.m., Windsor, ON

Present:

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

Also Present:

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

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

Ms. N. Jammu-Taylor 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, November 24, 2020 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 November 24, 2020 meeting.

3.0 Constituent Reports

Student Representative Council (SRC)

Mr. Gutierrez Calzada reported the following on behalf of the SRC:

- The SRC is excited to continue serving and assisting our students through online activities and initiatives.
- January 25 – January 29, 2021 is #BellLetsTalk week and the SRC is heavily promoting RealCampus.ca, a student assistance program that offers all students at St. Clair College therapy, counselling and other health and wellness support outside of what is available on campus.
- The SRC has partnered with Algonquin College to host a live, virtual event with Serena Ryder on Thursday, January 28, 2021 at 1:00 p.m. as part of the #BellLetsTalk campaign. Serena Ryder is a Canadian singer and songwriter who will share her personal experiences with mental health, followed by a performance.
- The SRC reported the following ongoing activities and initiatives for the Winter semester:
 - Continue to engage and promote clubs on campus.
 - Bi-weekly Tuesday Trivia nights.
 - Virtual therapy dogs.
 - Mental health workshops with RealCampus.ca

- Wednesday paint nights for students in isolation.
 - Virtual Gayme nights in partnership with Windsor Pride.
 - Art therapy with Erika Reid each Wednesday at 3:00 p.m. for international students in isolation. All students who register will have their supplies provided.
 - Student painting sessions with paints and canvas being supplied for their first session.
 - Career Service workshops will be offered in Financial Literacy, as well as, Interview Tips and Tricks.
- The next Class Rep meeting is scheduled for Thursday, January 28, 2021 at 3:00 p.m. via Zoom. The Ace Acumen campus has also been invited to participate in the meeting so that they are aware of the available services and activities and can bring forward any questions or concerns.
 - Applications are now available to apply to be a part of the 2021-2022 SRC Executive Team; President, VP of Student Affairs and VP of Downtown Affairs. The deadline to apply is February 1, 2021.

Faculty

Mr. Freer reported the following on behalf of the Faculty:

- For the past few years, the Advertising and Communications Management students have run an internal Advertising Agency called the “Fizz Agency”. This is a student run agency that allows the students to gain experience working with actual clients.
- The “Fizz Agency” has also allowed the opportunity for the program to form industry partnerships with such organizations as HubSpot and Hootsuite, leading social media and digital marketing tools.
- HubSpot will feature the College’s Advertising and Marketing Communications program in their Spotlight Page that showcases their Amazing “EPs” (Educational Partners). The SpotLight Page showcases global educational institutions and St. Clair College will be the first Canadian school featured on this level, an amazing achievement!

Support Staff

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

- Support Staff elections for steward, trustee and executive positions were held on Friday, December 18, 2020, with the newly elected team taking effect immediately.
- OPSEU Local 137 has offered the opportunity for all Union Stewards to participate in evening classes, providing Labour Community Advocate Training. The classes begin February 17, 2021 and run once per week until April 28, 2021.
- The Wellness Committee continues to offer various activities, including 15-minute chair yoga with Kelly Henley, fitness sessions with Peter Soulliere and mental health coping strategies to assist through the ongoing pandemic.

Retirees' Association

Mr. Jones submitted the following report on behalf of the Retirees' Association:

- The Retirees' Association continues to hold virtual monthly meetings through the pandemic.
- The Retirees' Association reported the following activities:
 - The contribution of nearly \$1,000 to the Student Food Bank.
 - Sponsorship of a hole at the College's Woodland Hills Golf Course for the 2021 season.
 - Reviewing the function of the Retirees' Goodwill Committee to assist in better serving our members.
 - The Social Committee is working to expand their approach in maintaining a connection with members, sending out "Thinking of You" greeting cards and running contests such as "Take a Gamble".
 - The Retirees' Association is awarding two-\$500 scholarships, one each to a student from the Windsor and Chatham campuses.

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 distributed by email and can be found on the Board portal. She outlined the events and initiatives that have occurred since the last Board meeting:

- Full-time postsecondary enrolment reached 14,330 as of January 25, 2021 which surpassed the Fall 2020 Day 10 Enrolment of 13,885. The Winter 2021 Day 10 Enrolment report will be completed as of January 29, 2021 and administration will provide the Board with an update at the February meeting.
- All programs with a regulatory body will begin classes on Monday, January 11, 2021 with the remaining programs beginning on Monday, January 18, 2021. The College is in compliance with all provincial regulations imposed as part of the provincial lockdown. Class schedules will not change if the lockdown is lifted to ensure consistency for our staff and students from a planning perspective.
- As previously communicated via email to the Board of Governors, in order to remain compliant with provincial lockdown regulations, the maximum number of students per class section is ten. As a result, the College has made the decision to suspend all Level 1 Apprenticeship and Pre-Apprenticeship programs for the Winter semester. The intake for these programs will be revisited for the Spring 2021 semester.
- The College has developed a new employer partnership with the Canadian Centre for Diversity and Inclusion (CCDI). CCDI is designed to assist employers with diversity and inclusion, human rights and equity and human resource practitioners to effectively address diversity, equity and inclusion within the workplace. As a result of the

partnership, College staff will have access to webinars on diversity and inclusion and the College will also be working with specific teams to set up instructor led training. The College is also pursuing avenues for students to access and benefit from this partnership.

- St. Clair College continues to support the Windsor-Essex Automobility Hub partnership with PEM Motion, an organization that offers consulting and engineering services to start-ups in the electric vehicle industry. St. Clair College along with representatives from the University of Windsor and the Windsor-Essex Economic Development Corporation (WEEDC), had previously met with PEM Motion and toured their facilities in Germany. An exclusive MOU was developed among the consortium to perform a feasibility study to determine the viability of establishing a Canadian location in Windsor-Essex.

Phase 2 of the consortium begins on Wednesday, January 27, 2021 with a meeting between all of the stakeholders, outlining the plan for establishing the Hub.

- On December 18, 2020, the College was advised by the Ministry of Colleges and Universities that the Diagnostic Cardiac Sonography program was approved for funding and is now Ontario Student Assistance Program (OSAP) eligible.

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, has been posted on the Board portal and is attached.

5.0 Consent Agenda

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

- 5.1 Research and Development – Promote Interdisciplinary Research Aligned With Area of Program Strengths/Degree Offerings.
- 5.2 Increase Community Engagement – Strengthen the Connection Between the College and the Community to Reinforce College Brand and Image Through Volunteerism and/or Experiential Learning.

RESOLVED THAT the Board of Governors receive and approve the contents of the January 26, 2021 Consent Agenda, as presented.

6.0 Monitoring Reports

6.1 Financial Monitoring Report

The Board Chair called upon Mr. Jones to report on this item. Mr. Jones reviewed the information contained in the Financial Monitoring Report for the eight months ended November 30, 2020 and provided a PowerPoint presentation which highlighted the following:

Income Statement for the Period Ending November 30, 2020

- The net surplus at November 30, 2020 of \$11 million is an increase of \$7.9 million over the 2019 comparative period of \$3.1 million.

- Based on information that the Finance Department has available to date, College Administration is forecasting the surplus to be approximately \$35 million at fiscal year-end.

Revenues:

At November 30, 2020 in a year over year comparison:

- Ministry Operating Grants have increased over the 2019 comparative period by \$605,602. This is primarily due to the Holdback grant under the Differentiation Envelope being flowed to the College bi-monthly instead of at the end of the fiscal year.
- Contract Income has decreased from the 2019 comparative period by \$58,000.
- Tuition Revenue has increased over the 2019 comparative period by \$16.8 million, primarily due to the following:
 - Domestic Tuition has decreased from the comparative period by \$455,000 due to lower enrolment.
 - International Tuition Revenue has increased over the 2019 comparative period by \$860,000 due to those eligible students within the International Business Management program that received a free semester in the Spring or Fall 2019 semesters, as well as, an increase in tuition for the 2020-2021 academic year.
 - PCPP Tuition Revenue has increased over the 2019 comparative period by \$17.7 million due to higher enrolment.
- Total Other Income has increased over the 2019 comparative period by \$2.6 million due to the following:
 - An increase in PCPP Fee-for-Service Revenue due to enrolment growth at the Toronto Campuses.
 - A decrease in Investment Income due to the decline in interest rates.
 - A decrease in International Projects Revenue due to COVID-19 travel restrictions.

Actual to Budget at November 30, 2020

- Ministry Operating Grants, Contract Income, Tuition Revenue and Total Other Revenue are all consistent with budget at November 30, 2020.

Expenditures:

At November 30, 2020 in a year over year comparison:

- Total Salary and Benefits have decreased over the 2019 comparative period by \$4.7 million primarily due to part-time Faculty and part-time Support staffing costs, as a result of lower enrolment and cost saving strategies.

- Total Non-Salary Expenditures have increased by \$13.5 million due to Contracted Educational Services, as a result of higher enrolment from students attending the Toronto Campuses and flowing the applicable funds to Ace Acumen.
- An increase in Contracted Education Services due to the College collecting tuition revenues from students attending the Toronto Campus and flowing the applicable funds to Ace Acumen. Expenses associated with Ace Acumen account for approximately \$13 million of the increase.
- If the Contracted Education Services expense was removed from the calculation, the Total Non-Salary Expenditures have decreased by nearly \$4 million from the 2019 comparative period, which reflects Senior Administration's efforts to find cost saving measures in response to COVID-19.

Actual to Budget at November 30, 2020

- Total Salary and Benefits are trending below the interim budget projection due to lower part-time staffing costs and lower utilization of budgets that were requested at mid-year review.
- Non-Salary Expenditures are trending below budget which is largely due to one-time cost pressures that have not yet come to fruition but may in the remainder of the fiscal year.
- This also reflects conservative budget estimates that were submitted with the mid-year review.

Ancillary Operations

- The Ancillary Operations deficit of \$1.65 million reflects a decrease of \$3.3 million from the 2019 comparative period due to COVID-19. The pandemic has significantly restricted the revenue generating ability of the St. Clair College Centre for the Arts, Parking and Residence operations.

Capital Update at December 2020

- Administration is endeavouring to spend the remaining \$4.1 million that is available in the capital budget for this fiscal year.
- There are some significant costs that are yet to be incurred over the next three to four months. COVID-19 has had an impact on some of the capital budget projects. Of the College capital budget funded through Operating Funds, there most likely will be some unspent funds by the end of the fiscal year. College Administration will review the outstanding projects during the 2021-2022 budget process.

RESOLVED THAT the Board of Governors receive the report on the financial results for the eight months ended November 30, 2020 as information.

Mr. Jones' PowerPoint presentation is attached as [Item # 6.1](#).

6.2 Strategic Mandate Agreement 3 (SMA3)

Mr. Jones provided a report with an update on Year 1 (2020-2021) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3), attached to the Full Board agenda.

The report highlighted the following:

- On November 9, 2020 the Ministry provided the College with the timelines and key milestones for the Annual SMA3 Evaluation.
- The College will meet the key milestones provided in the SMA3 Annual Evaluation Report provided by the Ministry.
- College Administration will bring a report to the Board in Spring 2021 providing the following information:
 1. Results of the Year 1 Annual Evaluation process.
 2. Finalized metric weightings for Years 2-4.
 3. Year 2 (2021-2022) targets.

RESOLVED THAT the Board of Governors receive this update on Year 1 (2020-2021) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3), as information.

7.0 By-law and Policy Review

7.1 Policy 2003-18: Budget Development – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of Policy 2003-18: Budget Development, as presented.

7.2 Policy 2003-19: Fiscal Condition – 1st Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of Policy 2003-19: Fiscal Condition, as presented.

7.3 Policy 2003-20: Resource Development – 1st Reading

After a brief discussion, it was,

RESOLVED THAT the Board of
Governors approve the 1st
reading of Policy 2003-20
Resource Development, as
presented.

8.0 Date of the Next Meeting

8.1 The next meeting is scheduled for Tuesday, February 23, 2021.

The Full Board meeting adjourned at 5:55 p.m.

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ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

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NOTICE OF MEETING

DATE: Tuesday, January 26, 2021

TIME: 5:30 p.m. – Meeting

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

AGENDA

1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST

2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON NOVEMBER 24, 2020 IN WINDSOR, ON

3.0 CONSTITUENT REPORTS

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

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

5.0 CONSENT AGENDA

5.1 Research and Development – Promote Interdisciplinary Research Aligned With Area of Program Strengths/Degree Offerings

Information Item – Administration has provided a report on Strategic Direction #1 – Academic Excellence:

- Plan and conduct research professional development sessions, research scholarship and innovation days for faculty. Concentration to be added in Schools offering degrees.
- Implement and maintain a database regarding internal research projects.
- Increase communication and showcase College research internally and externally, attached as Item #5.1.

- 5.2 Increase Community Engagement – Strengthen the Connection Between the College and the Community to Reinforce College Brand and Image Through Volunteerism and/or Experiential Learning

Information Item – Administration has provided a report on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) – Creation and engagement of the “Community Saints” in conjunction with the Alumni, SRC, TSI and SSAA and document impact, attached as Item #5.2.

6.0 MONITORING REPORTS

- 6.1 Financial Monitoring Report
(Required by the Ministry – Reg. 34/03, Article 8)

Approval Item – Administration has provided the Board with a financial update in regards to Actual to Budget April 1, 2020 – November 30, 2020, attached as Item #6.1.

- 6.2 Strategic Mandate Agreement 3 (SMA3)

Information Item – Administration has provided the Board with an update in regards to the Strategic Mandate Agreement 3 (SMA3).

7.0 BY-LAW AND POLICY REVIEW

- 7.1 Policy 2003-18: Budget Development – 2nd Reading

Approval Item – The Board will review policy 2003-18 for 2nd reading, attached as Item #7.1.

- 7.2 Policy 2003-19: Fiscal Condition – 1st Reading

Approval Item – The Board will review policy 2003-19 for 1st reading, attached as Item #7.2.

- 7.3 Policy 2003-20: Resource Development – 1st Reading

Approval Item – The Board will review policy 2003-20 for 1st reading, attached as Item #7.3.

8.0 DATE OF THE NEXT MEETING

- 8.1 The next meeting is scheduled for Tuesday, February 23, 2020, location or virtual meeting to be determined.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JANUARY 26, 2021

RE: RESEARCH AND DEVELOPMENT

SECTOR: WASEEM HABASH, VICE PRESIDENT, ACADEMIC

AIM:

To provide the Board with an update on the Strategic Directions (2020 – 2021). This update pertains to Strategic Direction – #1 – Academic Excellence – Research and Development. Specific details include the following:

Goal	Objective	Measure	Target
Research and Development	Promote interdisciplinary research aligned with area of program strengths/degree offerings.	Plan and conduct research professional development sessions, research scholarship and innovation days for faculty. Concentration to be added in Schools offering degrees.	January 2021
	Document and increase the number of students participating in research.	Implement and maintain a database regarding internal research projects.	January 2021
	Increase awareness of St. Clair College research.	Increase communication and showcase College research internally and externally.	January 2021

BACKGROUND:

The Board of Governors recognizes the importance of Research and Development (R&D) at St. Clair College and continues to profile it in their Strategic Directions for 2020-2025.

To support Research and Development, St. Clair College partners with local businesses and organizations to address their specific innovation needs through the development, testing and implementation of new products, services, processes and technologies. These innovations are then implemented through research and development investment, commercialization activities and enhanced student and employee training.

Collaborative participation with Applied Research and Development at St. Clair College will help position Windsor-Essex and Chatham-Kent as competitive regions for innovation, generating new revenues and high-value jobs, both locally and throughout Canada.

The following outlines the Applied Research and Development initiatives that operationalize the objectives within the 2020–2021 Strategic Directions:

1. Promote Interdisciplinary Research Aligned with Area of Program Strengths/Degree Offerings

The measure of this objective is “Plan and conduct research professional development sessions, research scholarship, and innovation days for faculty. Concentration to be added in Schools offering degrees.”

To this end, we have conducted the following professional development:

1. We have recently acquired robotics and vision equipment to conduct research projects. We have conducted training sessions for our researchers for equipment utilization.
2. Through a regional initiative focusing on building capacity for research in automobility, an online event, Automobility Academic Partnership, was held. Interdisciplinary faculty from St. Clair College and the University of Windsor collaborated on this initiative.
3. WE-SPARK, our local health institute, hosts think tanks on a bimonthly basis, bringing together various diverse researchers from the College, University of Windsor, and healthcare organizations. St. Clair faculty have participated in these events to brainstorm ideas for research projects. One of the brainstorming sessions was led by St. Clair College faculty.

4. WE-SPARK awarded a number of grants focusing on COVID-19. Weekly virtual events were held to provide a forum for researchers to present their topics. Faculty from Nursing, Data Analytics, and Fashion Design participated in these sessions, which included colleagues from the University of Windsor, Hotel-Dieu Grace Healthcare, and Windsor Regional Hospital.
5. In support of research in the School of Nursing, Applied Research and Development staff meet with the Nursing Committee to provide support and information on research activities and to assist with the development of research scholarship strategies.

2. Document and Increase the Number of Students Participating in Research

The measure of this objective is to “Implement and maintain a database regarding internal research projects”.

To this end, we have conducted the following:

1. The R&D department has purchased project management database software to track all research projects. The database is currently being populated and developed for optimization, as some programming is required.
2. The R&D department, in collaboration with the Genesis Centre, is developing a strategy to coordinate efforts to promote and document internal innovation projects.
3. The R&D department has been engaging with faculty that oversee Capstone projects to assist with the facilitation of tracking and promoting internally driven innovation projects.

3. Increase Awareness of St. Clair College Research

The measure of this objective is to “Increase communication and showcase College research internally and externally”.

To this end, we have conducted the following:

1. Applied Research and Development has updated their webpage, where students and potential industry partners can learn about our facilities, thematic research areas and collaboration opportunities. A link to our webpage can be found on St. Clair College’s website at <https://www.stclaircollege.ca/applied-research>.
2. We have distributed an R&D newsletter (Appendix A) internally throughout the College early in the winter semester. This newsletter highlights the successes of the previous year, programs that have been involved in research activities and upcoming opportunities.

3. The R&D department has a twitter account @StClairResearch, in which we promote success stories in the department.
4. The R&D department held a public event with TELUS to announce the installation of 5G technology in the Ford Centre for Excellence in Manufacturing and the Centre of Applied Health Science buildings. This 5G technology provides the Research department the ability to engage in projects that require large volumes of instantaneous data, such as in manufacturing, health care and mobility environments. This event received significant media coverage, showcasing the College's initiatives in pursuing emerging technologies.
5. The Director of Applied Research and Development was interviewed on CBC radio on the topic of autonomous vehicles and the College's investment and research in that field.
6. The Director of Applied Research and Development participated as a panel member at a couple of virtual conferences (local automobility forum and the Automotive Parts Manufacturers' Association (APMA) conference). These opportunities promoted the St. Clair College Research and Development department.
7. The R&D and Marketing departments have promoted some of our success stories such as, the 5G announcement and the 3D printing of a lawnmower for a startup company. These successes have been promoted on the College's website and through social media.
8. During the initial stages of the COVID-19 pandemic, the R&D department worked closely with industry and community partners to assist with treatment and protection from the virus. Examples include assisting with the development and testing of a ventilator concept and developing standardized sewing protocols for a mobilized community organization making masks for long-term care homes. These events received local media attention, highlighting St. Clair College as a strong community partner.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction – #1 – Academic Excellence – Research and Development.

Appendix A



January 2020

APPLIED RESEARCH & DEVELOPMENT

Welcome

Welcome to our 2020 Research and Development (R&D) newsletter. The R&D Department continues to engage students, researchers, and industry to advance knowledge, explore advanced technologies and services, and help industry excel in a competitive global market.

In 2019, the R&D Department completed projects initiated in the previous year, continued working on longer-term projects, and initiated several new projects, engaging new companies and allowing more students to obtain advanced experiential learning. Industry approaches us with their specific challenges, in which they are unable to solve due to time, capacity, or specialized knowledge constraints. In many instances, our research teams perform work that is cutting edge for the industry clients, resulting in the advanced work-integrated learning opportunities.

Next Steps

We continue to secure and expand projects related to the advanced manufacturing industry, and our emphasis on initiating research activities in other areas such as agriculture, and health and

social sciences is gaining traction (see next page). A new area of exploration for R&D is the mobility sector, which can be defined as the ability to transport people and goods. The Windsor-Essex region has placed an emphasis on diversification, and mobility is one of the target sectors, with the emphasis being transporting people and goods across the border. The primary focus of mobility is on autonomous, connected, and electric vehicles, which encompasses a wide range of knowledge and skills, such as sensor technology, data, logistics, engineering, etc.

Last year, we announced the receipt of grant funds to start a 3D Innovation Lab. This year, we received funds to purchase collaborative robots and an automated guided vehicle. These will be up and running shortly and will allow us to provide research capacity to the region's large automation cluster.

Looking ahead

As we continue to solidify our R&D capacity in various areas across the College, our goal is to foster an environment of

research and innovation, and continue to engage students and faculty with industry.



Peter Wawrow,
Director, Applied R&D

stclaircollege.ca |    

RESEARCH SPOTLIGHT

Advanced Manufacturing – Digital Twins are the latest innovation phenomenon in the engineering world. Using virtual models, we are creating digital clones of physical products. This process allows us to improve designs, save manufacturing time and money by solving problems proactively in the digital world before real world implementation. Having the ability to run simulations, make changes, and apply sensors for feedback, allows one to stay ahead of the curve in an industry that is always improving and progressing. The full capabilities of a Digital Twin include the physical product interacting with sensors, which brings the entire scope together; fully demonstrating just how powerful this new technology can be. St. Clair has been making great progress in this new field with a strategic partnership allowing the College access to the largest publicly available Virtual Reality Cave in Canada to further develop our capabilities in new innovation trends.



Linsey Kerkhove,
R&D Program Manager

Agri-Food and Beverage research covers areas of manufacturing, processing and packaging, working with the agriculture, greenhouse, and food and beverage industries, which encompasses areas of study such as Chemistry, Robotics, and Culinary to help identify and provide solutions to inefficiencies. Evidenced through the generation of meaningful chemical testing data and analysis for the beer brewing industry helps identify areas to achieve consistent quality recipes and flavours, and cost saving initiatives. Engineering designs help solve heating and cooling temperature issues in the manufacture of food sauce and dressings, thus creating time and cost saving initiatives to the process. Applying robotics assists in developing more efficient vegetable packaging solutions by implementing detection, and pick and pack functions to reduce repetitive and physically straining tasks. Utilizing St. Clair College's unique and varying disciplines of study in the application of research sets us up very well to collaborate with partners in the Agri-Food and Beverage industries.



John Lopez,
R&D Program Manager

Health and Social Science-based research projects and initiatives have been rapidly growing over the last year, driven by community needs and faculty interests across the Schools of Community Studies, Nursing, Health Sciences, Business and IT, and the First Nation, Métis, and Inuit Services. These diverse activities broadly aim to inform, and ultimately provide our community with improved quality of, and equitable access to the resources that they need to be healthy and feel successful in life. In addition to these activities, St. Clair College has become a founding member in a regional effort to ignite and grow collaborative health research; announcements to follow in early 2020.



Michelle Nevett,
R&D Program Manager



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JANUARY 26, 2021

**RE: STRATEGIC DIRECTIONS 2020-2021
INCREASE COMMUNITY ENGAGEMENT**

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

AIM:

To provide the Board of Governors with an update on Strategic Direction # 3 – Community Engagement (Leadership, Communication and Partnership) – Increase Community Engagement. Specific details include the following:

Goal	Objective	Measure	Target
Increase Community Engagement	Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism and/or Experiential Learning.	Creation and engagement of the “Community Saints” in conjunction with SRC, TSI, SSAA and Alumni and document impact.	January-Annually

BACKGROUND:

As an outcome of the Strategic Directions 2020-2025, Administration is to provide an annual report to the Board that contains information regarding the College, the College’s student groups and the St. Clair College Alumni Association’s involvement in our communities. This past year, COVID-19 has minimalized the ability of our student groups and Alumni to engage in community events. Yet, the College, student groups, their clubs and the Alumni Association have still been able to make an impact on many aspects of our community to reinforce our College brand and support students and community engagement.

St. Clair College:

St. Clair College has been an active community partner with many groups and organizations in this unique time of COVID -19. In the Spring, the College continued with its sponsorship of the First Robotics teams throughout Windsor-Essex and Chatham-Kent. Each local participating high school team received \$1,000 in support and each student who was a member of the team and attended the College in September received a \$1,000 entrance award.

As COVID-19 began to emerge as a serious health threat in the early Spring of 2020, St. Clair College became Ontario's first post-secondary institution to turn over one of its buildings to a regional healthcare system for use as a field hospital. St. Clair College and Windsor Regional Hospital signed an agreement in April 2020 to transform the school's SportsPlex – a stand-alone athletic facility on the main campus – into a Field Hospital for the duration of the COVID-19 pandemic. The last COVID patient was discharged in June, and by August, the site was used for COVID-19 testing.

Currently, it is being used for the distribution of the vaccine for healthcare workers.

- In March, St. Clair College donated hospital beds, ventilators and PPE to local hospitals as the pandemic began to take hold amid concerns of a shortage of medical supplies.
- In March, St. Clair College Respiratory Therapy students were granted early licenses from the College of Respiratory Therapists of Ontario, to be placed into action in the fight against the virus.
- In April, the College, student government groups and our Alumni Association donated \$50,000 to help Windsor Regional Hospital with the purchase of new ventilators in the immediate fight against COVID-19.
- In April, St. Clair College's HealthPlex, on the Chatham Campus, was turned over to the Chatham-Kent Health Alliance to use as a Field Hospital for the duration of the COVID-19 pandemic.
- In April, a group of faculty members from Respiratory Therapy and BioMedical Engineering Technology helped a local tool and die manufacturer develop a "simple little device" to help with breathing in the event there was a shortage of mechanical ventilators. The project was sent to Health Canada for approval.
- In April, a St. Clair College data analytics professor was awarded 1 of 21 research grants by WE-Spark Health Institute, a newly formed organization that funds local, health-related research projects.

In August, the College, in partnership with LiUNA! 625 sponsored the Windsor International Film Festival (WIFF) summer event, "**WIFF Under the Stars**" in lieu of their annual festival. The Windsor International Film Festival provided three weeks of drive-in movie screenings at the Windsor Waterfront Festival Plaza throughout August and September. Unfortunately, WIFF's annual festival had to be cancelled because of COVID.

In early November, the College was approached to be the host of the first ever Reverse Windsor Santa Claus Parade. The Windsor Parade Corporation took a different approach to the annual Santa Claus Parade. With the help of the City of Windsor and the College, the public was invited to drive through a stationary Santa Claus Parade. The parade floats were set up throughout the St. Clair College property and people were able to drive-by the displays and exhibitions. The College also designed an online registration system for the public to schedule an appointment to drive through the parade.

In December, the College continued the tradition of providing to our community, The S'Aints Sleighing Hunger Concert. It was the 10th anniversary of the holiday concert, which has raised more than \$270,000 over the last decade for area food banks. With the need for assistance in the community greater than ever, the group of veteran musicians decided to go virtual, since an in-person concert was not feasible this year. The S'Aints concert was broadcast virtually on December 18th. The concert raised \$75,500 from ticket sales and sponsorships. The funds will be used to replenish shelves at the Unemployed Help Centre food bank in Windsor and Chatham's Outreach for Hunger food bank and our own student's food banks.

SRC:

The Student Representative Council (SRC) continued its yearly outreach throughout our community. The SRC was the first to host a virtual Relay for Life benefitting the Canadian Cancer Society. When the campaign got underway early in 2020, a goal of \$20,000 was set. With all of the pledged donations received, organizers of St. Clair College's Relay for Life were proud to announce that the inaugural event far exceeded its fundraising target, raising \$27,864.67 for the Canadian Cancer Society.

Before COVID-19 restrictions began, the SRC and the Enactus Club introduced Project reVERT, a student-driven, environmental initiative aimed at reimagining current recycling practices. Their primary focus revolved around a five-tier bin system, separated into categories of waste, organics, paper, aluminum and plastic. By separating these resources, unnecessary waste was diverted from landfills and the likelihood of cross-contamination was significantly reduced. This, paired with educational campaigns throughout the community, increased the likelihood of successful recycling and shaped the picture of a greener future. The SRC and the Enactus Club hosted educational and interactive displays at Windsor's Devonshire Mall.

The SRC continued its assistance for local agencies through its annual volunteer fair and supported several community initiatives, including the Kaitlyn Bedard Bone Marrow Drive, Hats for Healthcare and the Goodfellows paper sales drive. Unfortunately, many of our student clubs were unable to proceed with their plans for community outreach initiatives as a result of COVID-19.

In Fall 2020, the SRC provided the use of the Student Life Centre (SLC) at the Windsor campus to the Southwestern Ontario Easter Seals Association for the organization's 38th annual telethon. This two-day telethon was broadcast on CTV and viewed throughout Southwestern Ontario, raising over \$107,000 for local Easter Seals families.

In December, the SRC continued to provide support for students and their families during the holiday season. The SRC provided both food and gift cards for the purchases of gifts, groceries and other needs over the holidays.

SSAA:

The Saints Student Athletic Association (SSAA) has been uniquely involved in our community this past year. Michael Beale, President of the SSAA, along with two other members of the SSAA Board presented a cheque for \$500 to the Canadian Mental Health Association. The Board was happy to direct receipts from its golf tournament in September to such a great cause.

The St. Clair College Varsity Cross Country team volunteered to sell Goodfellows papers during the annual Christmas drive held in November. Under the leadership of Coach Paul Boots, the team contributed an amazing \$19,409 to the Windsor Goodfellows.

The SSAA brought out members of the Board and their loveable mascot Griff to be part of the Santa Claus Drive-Thru Parade held at the St. Clair College Windsor Campus on December 5, 2020. The group was masked up for the event and handed out St. Clair College colouring books and crayons to children as they drove through the parade route.

TSI:

Thames Student Incorporated (TSI) and its student clubs at the Chatham campus planned and participated in a number of events, donating time and funds to various efforts.

The RPN club donated funds to the Chatham-Kent Women's Shelter (\$500) and Hope Haven Men's Shelter (\$500) in Fall 2020. They have been working with Riverview Gardens and have created a student position to facilitate social media for families to stay connected during the pandemic. As an economic stimulus throughout the year, they have partnered with local businesses totaling over \$20,000 to give back to students at the College.

TSI continued their participation in the Chatham-Kent Special Olympics Polar Plunge and are planning the process to participate in a virtual polar plunge for 2021. As an Association, they donated to Chatham Outreach for Hunger to help support the community food bank.

Alumni Association:

The St. Clair College Alumni Association continues its support in sponsorships throughout our community. Many of the annual community events were postponed or cancelled as a result of the pandemic, but the Alumni Association still found events in which to be engaged.

This year, the Alumni Association has sponsored the following:

- Can-Am Police-Fire Golf Tournament.
- Children's Aid Society Embracing Families Fund Campaign/Gourmet Gardens Canadian Mental Health Association - Ride Don't Hide.
- June 27 Miracle Community Food Drive.
- Transition To Betterness (T2B) Ride to Survive.
- Windsor Eats Vendor Outdoor Food Hall at Lanspeary Park.
- Grow On Windsor IV Poles for Cancer Patients.
- CBC Sounds of the Season supporting the Unemployed Help Centre.
- Downtown Windsor Business Improvement Association's Virtual Santa Meet and Greet.
- The S'Aints Virtual Holiday Concert to support local food banks in Windsor-Essex and Chatham-Kent.

The Alumni Association has started a "Win A #SaintsStrong Lunch for Your Workplace" promotion. This promotion asks workplaces to nominate themselves on the Alumni website, sharing why their workplace is #SaintsStrong and the number of St. Clair College Alumni they employ. Two workplaces per month will be awarded with Alumni swag, lunch from Capri Pizza for up to 20 people and will be featured in the monthly Alumni newsletter.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction # 3 – Community Engagement (Leadership, Communication and Partnership) – Increase Community Engagement, for information.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JANUARY 26, 2021

**RE: FINANCIAL MONITORING REPORT
FINANCIAL RESULTS FOR THE EIGHT MONTHS ENDED
NOVEMBER 30, 2020**

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

AIM:

To provide the Board with a report on the financial results for the eight months ended November 30, 2020.

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. To this end, College 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 eight months ended November 30, 2020, as information.

SUMMARY OF REVENUES AND EXPENDITURES (Schedule 1)

The net surplus at November 30, 2020 of \$11,058,656 is an increase of \$7,901,631 from the net surplus noted for the 2019 comparative period of \$3,157,025. The variance is primarily due to the following:

- Revenues: Increases in Tuition and Other Revenue, and a decrease in Ancillary Revenue.
- Expenditures: Increases in Contracted Educational Services and Amortization, and decreases in Salaries and Benefits, Advertising, Travel, Utilities, Other Expenses, and Ancillary Expenses.

REVENUE (Schedule 2)

The following highlights the major changes in revenue compared to the interim budget projections and the 2019 comparative period:

- Year-to-date MCU Operating Grants are consistent with the interim budget projection at 68% and has increased over the 2019 comparative period by \$605,602 or 2% due to the following:
 - SMA3 Performance based funding was implemented in 2020-21. As a result, the College's proportion of Enrolment Envelope to Differentiation Envelope funding was adjusted from 98% and 2% (2019-20) to 70% and 30% (2020-21) respectively. In addition, the Holdback grant under the Differentiation Envelope is flowing bi-monthly instead of at the end of the fiscal year.
- Year-to-date Contract Income is trending below the interim budget projection at 50% and has decreased over the 2019 comparative period by \$57,599 or 1%. The trend below the interim budget projection is due to the timing of transfer payments associated with the School College Work Initiative Grant.

Contract income is established based on agreements with the Ministry and other partners. The College anticipates meeting its budget projections. Any shortfalls in contract income will be mostly offset by a decrease in expenditures.

- Total Tuition revenue is consistent with the interim budget projection at 53% and has increased over the 2019 comparative period by \$16,855,762 or 29% due to the following:

- Decrease in Domestic Tuition revenue of \$455,441 over the comparative period due to lower enrolment.
- Increase in International Tuition revenue of \$860,193 over the comparative period due to those eligible students within the International Business program that received a free semester in the Spring 2019 and Fall 2019 semesters.
- Increase in PCPP Tuition revenue of \$17,708,730 over the comparative period due to higher enrolment.
- Total “Other” income is consistent with the interim budget projection at 63% and has increased over the 2019 comparative period by \$2,617,248 or 11% due to the following:
 - Decrease in Investment Income due to the decline in interest rates.
 - Decrease in International Projects due to COVID-19.
 - Increase in PCPP Fee-for-Service due to enrolment growth at the Toronto Campuses.
 - Decrease in Divisional Income due to lower kit and material fees as a result of lower enrolment.

EXPENDITURES (Schedule 3)

The following highlights the major changes in expenditures compared to the interim budget projections and the 2019 comparative period:

- Total Salaries & Benefits are trending below the interim budget projection at 65%, and have decreased over the 2019 comparative period by \$4,734,348 or 8%. The decrease is primarily due to Part-Time Faculty and Part-Time Support, as a result of lower enrolment and cost saving strategies.
- Total Non-Salary expenditures are trending below the interim budget projection at 54%, and have increased over the 2019 comparative period by \$13,553,092 or 25%. The increase is due to Contracted Educational Services as a result of higher enrolment from students attending the Toronto Campuses, and flowing the applicable funds to Ace Acumen.

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, in order to minimize discretionary spending due to COVID-19.

ANCILLARY OPERATIONS (Schedule 4 & 4B)

- The Ancillary Operations deficit of \$1,652,889 is trending below the interim budget deficit projection of \$2,923,224 and reflects a decrease of \$3,300,638 over the 2019 comparative period due to COVID-19. The pandemic has restricted the revenue generating ability of the St. Clair College Centre for the Arts, Parking and Residence operations.

SCHEDULE 1

ST. CLAIR COLLEGE
SUMMARY OF REVENUES AND EXPENDITURES
FOR THE EIGHT MONTHS ENDED NOVEMBER 30, 2020

	MCU INTERIM BUDGET <u>(12 months)</u>	A ACTUAL YR-TO-DATE <u>(8 months)</u>	B ACTUAL PRIOR YEAR <u>(8 months)</u>	A - B VARIANCE <u>(8 months)</u>
<u>REVENUE</u>				
MCU Operating Grants	42,217,956	28,866,557	28,260,955	605,602
Contract Income	14,848,140	7,442,897	7,500,496	(57,599)
Tuition	143,567,551	75,463,271	58,607,509	16,855,762
Other	41,909,340	26,399,336	23,782,088	2,617,248
Total Operating Revenue	242,542,987	138,172,061	118,151,048	20,021,013
Total Ancillary Revenue	3,554,946	1,568,997	7,668,504	(6,099,507)
TOTAL REVENUE	246,097,933	139,741,058	125,819,552	13,921,506
<u>EXPENDITURES</u>				
Salary & Benefits	87,633,128	57,072,593	61,806,941	(4,734,348)
Non-Salary	126,702,390	68,387,923	54,834,831	13,553,092
Ancillary	6,478,170	3,221,886	6,020,755	(2,798,869)
TOTAL EXPENDITURES	220,813,688	128,682,402	122,662,527	6,019,875
Total Net Surplus / (Deficit)	\$25,284,245	\$11,058,656	\$3,157,025	\$7,901,631

SCHEDULE 2

ST. CLAIR COLLEGE
REVENUES
FOR THE EIGHT MONTHS ENDED NOVEMBER 30, 2020

	MCU INTERIM BUDGET (12 months)	A ACTUAL YR-TO-DATE (8 months)	B ACTUAL PRIOR YEAR (8 months)	A - B VARIANCE (8 months)
REVENUE				
Enrolment Based Envelope: see note 1	31,406,373	21,060,865	28,457,988	(7,397,123)
Differentiation Envelope: see note 2	13,311,305	8,874,203	511,770	8,362,433
Special Purpose / Other Grants: see note 3	(2,499,722)	(1,068,511)	(708,803)	(359,708)
Total MCU Operating Grants	42,217,956	28,866,557	28,260,955	605,602
Apprenticeship	3,389,888	1,916,842	2,169,104	(252,262)
Canada Ontario Jobs Grant	507,216	347,911	174,024	173,887
Employment Ontario	3,056,813	2,060,804	2,119,664	(58,860)
Youth Job Connection	1,158,120	865,320	954,120	(88,800)
Literacy & Basic Skills	1,376,172	924,104	924,104	-
School College Work Initiative	3,810,923	516,839	509,578	7,261
Second Career	317,286	331,148	449,523	(118,375)
Other: see note 4	1,231,722	479,929	200,379	279,550
Total Contract Income	14,848,140	7,442,897	7,500,496	(57,599)
Post Secondary - Domestic	24,136,465	10,750,129	11,205,570	(455,441)
Post Secondary - International	72,231,899	36,349,352	35,489,159	860,193
Post Secondary - PCPP	46,583,947	28,058,424	10,349,694	17,708,730
Continuing Education	615,240	305,366	1,563,086	(1,257,720)
Total Tuition	143,567,551	75,463,271	58,607,509	16,855,762
Investment Income	3,880,000	2,333,333	3,000,000	(666,667)
Contract Training	184,869	102,581	182,276	(79,695)
International Projects	125,000	126,000	1,102,233	(976,233)
PCPP Fee-for-Service	16,839,038	10,343,605	4,028,520	6,315,085
Other: see note 5	1,982,215	1,913,116	2,104,116	(191,000)
Technology Access Fee	630,188	343,714	315,094	28,620
Divisional Income	12,652,271	7,530,798	9,394,852	(1,864,054)
Amortization DCC	5,615,759	3,706,189	3,654,997	51,192
Total Other	41,909,340	26,399,336	23,782,088	2,617,248
				-
Total Revenue Before Ancillary	242,542,987	138,172,061	118,151,048	20,021,013
				-
Ancillary Revenue (Schedule 4)	3,554,946	1,568,997	7,668,504	(6,099,507)
Total Revenues	\$246,097,933	\$139,741,058	\$125,819,552	\$13,921,506

SCHEDULE 3

**ST. CLAIR COLLEGE
EXPENDITURES
FOR THE EIGHT MONTHS ENDED NOVEMBER 30, 2020**

	MCU INTERIM BUDGET (12 months)	A ACTUAL YR-TO-DATE (8 months)	B ACTUAL PRIOR YEAR (8 months)	A - B VARIANCE (8 months)
<u>SALARY & BENEFITS</u>				
Administrative : Full-Time	7,205,642	4,915,577	4,731,205	184,372
Administrative : Part-Time	891,987	589,366	994,095	(404,729)
Faculty: Full-Time	33,034,986	22,572,737	21,375,959	1,196,778
Faculty : Part-Time	12,538,480	7,202,330	10,124,436	(2,922,106)
Support : Full-Time	14,591,745	9,652,654	10,061,472	(408,818)
Support : Part-Time	3,262,237	1,884,572	3,960,573	(2,076,001)
Fringe Benefits	16,108,053	10,255,357	10,559,201	(303,844)
Total Salary & Benefits	87,633,128	57,072,593	61,806,941	(4,734,348)
<u>NON-SALARY</u>				
Advertising	2,115,958	822,355	1,487,930	(665,575)
Contracted Cleaning Services	3,083,750	1,782,202	1,897,522	(115,320)
Contracted Educational Services	51,465,572	29,126,245	11,760,596	17,365,649
Contracted Services Other	18,805,040	8,937,269	8,887,518	49,751
Equipment Maintenance & Repairs	3,381,653	1,900,137	1,747,196	152,941
Equipment Rentals	2,899,496	1,509,266	1,956,629	(447,363)
Instructional Supplies	4,692,132	2,885,846	3,022,392	(136,546)
Insurance	6,479,126	4,480,773	4,550,052	(69,279)
Janitorial & Maintenance Supplies	811,898	543,220	405,385	137,835
Memberships & Dues	621,135	364,570	446,764	(82,194)
Municipal Taxes	778,375	717,079	903,833	(186,754)
Office Supplies	686,561	305,883	669,099	(363,216)
Premise Rental	2,320,315	1,526,686	1,250,244	276,442
Professional Development	559,313	108,753	308,445	(199,692)
Security Services	2,240,000	1,065,027	951,080	113,947
Stipends & Allowances	3,852,005	788,539	889,556	(101,017)
Student Assistance 30% Tuition	2,032,250	953,838	1,252,285	(298,447)
Travel	358,079	45,022	595,974	(550,952)
Utilities	4,620,726	2,184,145	2,901,484	(717,339)
Other: see note 6	4,432,621	1,534,340	2,873,457	(1,339,117)
Amortization	10,466,385	6,806,728	6,077,390	729,338
Total Non-Salary	126,702,390	68,387,923	54,834,831	13,553,092
Total Operating Expenses	214,335,518	125,460,516	116,641,772	8,818,744
Ancillary Expenses (Schedule 4)	6,478,170	3,221,886	6,020,755	(2,798,869)
Total Expenditures	\$220,813,688	\$128,682,402	\$122,662,527	\$6,019,875

SCHEDULE 4

**ST. CLAIR COLLEGE
ANCILLARY OPERATIONS
FOR THE EIGHT MONTHS ENDED NOVEMBER 30, 2020**

	MCU INTERIM BUDGET (12 months)	A ACTUAL YR-TO-DATE (8 months)	B ACTUAL PRIOR YEAR (8 months)	A - B VARIANCE (8 months)
<u>Revenue</u>				
Beverage Supplier	3,469	1,601	47,508	(45,907)
Bookstore - Windsor & Chatham	135,000	105,863	128,343	(22,480)
IRCDSS Special Events & Projects	106,500	48,868	77,361	(28,493)
Lockers Administration	-	-	45,278	(45,278)
Parking Lots	-	66,839	1,548,954	(1,482,115)
Residence - Windsor	1,490,966	463,232	1,647,063	(1,183,831)
Green Giants	1,000	3,008	130,743	(127,735)
St Clair College Centre for the Arts	118,011	75,076	3,092,045	(3,016,969)
Sky Volleyball	10,000	10,295	93,626	(83,331)
Varsity Sports	1,260,000	508,398	548,152	(39,754)
Sports Park	130,000	25,000	-	25,000
Woodland Hills Golf Course	300,000	260,817	309,431	(48,614)
	<u>3,554,946</u>	<u>1,568,997</u>	<u>7,668,504</u>	<u>(6,099,507)</u>
<u>Expenditures</u>				
IRCDSS Special Events & Projects	101,000	11,845	79,810	(67,965)
Lockers Administration	-	2,340	-	2,340
Parking Lots	1,201,197	613,937	495,291	118,646
Residence - Windsor	2,063,597	1,016,708	1,392,184	(375,476)
Residence - Chatham	210,000	99,730	18,360	81,370
Green Giants	1,000	236	107,916	(107,680)
St Clair College Centre for the Arts	1,203,226	828,363	2,661,269	(1,832,906)
Sky Volleyball	10,000	8,232	120,675	(112,443)
Varsity Sports	1,260,000	318,204	851,235	(533,031)
Sports Park	130,000	21,554	-	21,554
Woodland Hills Golf Course	298,150	300,737	294,015	6,722
	<u>6,478,170</u>	<u>3,221,886</u>	<u>6,020,755</u>	<u>(2,798,869)</u>
Total Net Surplus / (Deficit)	<u>(\$2,923,224)</u>	<u>(\$1,652,889)</u>	<u>\$1,647,749</u>	<u>(\$3,300,638)</u>

ST. CLAIR COLLEGE
ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)
FOR THE EIGHT MONTHS ENDED NOVEMBER 30, 2020

SCHEDULE 4B

	MCU INTERIM BUDGET (12 months)	ACTUAL YR-TO-DATE (8 months)	ACTUAL PRIOR YEAR (8 months)
Beverage Supplier: Revenue	3,469	1,601	47,508
Bookstore - Windsor & Chatham: Revenue	135,000	105,863	128,343
Lockers Administration: Revenue	-	-	45,278
Lockers Administration: Expenditures	-	2,340	-
	-	(2,340)	45,278
IRCDSS Special Events & Projects: Revenue	106,500	48,868	77,361
IRCDSS Special Events & Projects: Expenditures	101,000	11,845	79,810
	5,500	37,023	(2,449)
Parking Lots: Revenue	-	66,839	1,548,954
Parking Lots: Expenditures	1,201,197	613,937	495,291
	(1,201,197)	(547,098)	1,053,663
Residence - Windsor: Revenue	1,490,966	463,232	1,647,063
Residence - Windsor: Expenditures	2,063,597	1,016,708	1,392,184
	(572,631)	(553,476)	254,879
Residence - Chatham: Expenditures	210,000	99,730	18,360
Green Giants: Revenue	1,000	3,008	130,743
Green Giants: Expenditures	1,000	236	107,916
	-	2,772	22,827
St. Clair College Centre for the Arts: Revenue	118,011	75,076	3,092,045
St. Clair College Centre for the Arts: Expenditures	1,203,226	828,363	2,661,269
	(1,085,215)	(753,287)	430,776
Sky Volleyball: Revenue	10,000	10,295	93,626
Sky Volleyball: Expenditures	10,000	8,232	120,675
	-	2,063	(27,049)
Varsity Sports: Revenue	1,260,000	508,398	548,152
Varsity Sports: Expenditures	1,260,000	318,204	851,235
	-	190,194	(303,083)
Sports Park: Revenue	130,000	25,000	-
Sports Park: Expenditures	130,000	21,554	-
	-	3,446	-
Woodland Hills Golf Course: Revenue	300,000	260,817	309,431
Woodland Hills Golf Course: Expenditures	298,150	300,737	294,015
	1,850	(39,920)	15,416
Total Revenue	3,554,946	1,568,997	7,668,504
Total Expenditures	6,478,170	3,221,886	6,020,755
Surplus / (Deficit)	(\$2,923,224)	(\$1,652,889)	\$1,647,749

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 for Disabled Students
Clinical Education
Collaborative Nursing
COVID-19 Support
International Student Recovery
Mental Health Worker and Services
Municipal Taxes

Note 4 **REVENUE: Other**
Career Ready Fund
Credit Transfer Institutional Grant
Indigenous Student Success Fund
Reporting Entities
Women Campus Safety
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
Unrestricted Donations

Notes: Revenues & Expenditures (continued)

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: JANUARY 26, 2021

RE: STRATEGIC MANDATE AGREEMENT 3 (SMA3)

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

AIM:

To provide the Board with an update on Year 1 (2020-2021) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3).

BACKGROUND:

At the September 22, 2020 Board meeting, the President notified the Board that the Ministry reinitiated the SMA3 process with the opportunity for all institutions to make changes to their existing metrics to provide greater flexibility. The Ministry also delayed the start of performance-based funding for two years (2020-2021 and 2021-2022). The College submitted the revised SMA3 by the deadline of August 31, 2020. The President expressed her thanks to the Ministry for their flexibility in light of COVID-19 while institutions work to understand the impacts of the pandemic as they move toward performance-based funding. She also noted that we are awaiting answers regarding the phased-in approach to performance-based funding when the SMA3 recommences.

The Ministry's Performance-Based Funding Technical Manual noted that in the Fall of each fiscal year, the SMA3 Annual Evaluation Report would be produced, prepopulated, coordinated by the Ministry and communicated to colleges for review and validation. On November 9, 2020 the Ministry provided the College with the timelines and key milestones for the Annual Evaluation.

The College will meet the key milestones noted below. In addition, Administration will bring a report to the Board during Spring 2021 to communicate the following:

- Results of the Year 1 Annual Evaluation process.
- Finalized metric weightings for Years 2 to 4.
- Year 2 (2021-2022) targets.

Date	Key Milestone	Description
November 19, 2020	Pre-launch Engagement	Technical session with colleges to review planned SMA3 Annual Evaluation process and discuss analysis of COVID-19 metric impacts
December 11, 2020	Year 1 SMA3 Annual Evaluation Launch	Institutions to receive SMA3 Metric and Data Workbooks with updated data for Ministry and third-party sourced metrics
December 18, 2020	Deadline for Feedback on Metric Analysis	Institutions, along with Colleges Ontario, will have the opportunity to provide written feedback on the assessment of COVID-19 impacts on the SMA3 metrics
January 25, 2021	Deadline for Completed SMA3 Workbooks	Colleges to submit validated workbooks, including updated data for institution-specific metrics
February 8, 2021	Return Workbooks with Year 2 Targets	Ministry to provide workbooks with Year 2 targets for institutions' review
February 22, 2021	Deadline to Finalize Weightings and Confirm Year 2 Targets	Institutions to review Year 2 targets and finalize their metric weightings for Years 2 to 4
March 1, 2021	Provide Finalized Workbooks to Institutions	Ministry to distribute via email finalized SMA3 Metric and Data Workbooks to colleges; workbooks will contain preliminary performance-based funding notional allocations
April 12, 2021	Provide Final Notional Allocations	Ministry to provide SMA3 Metric and Data Workbooks updated with final performance-based funding notional allocations
May 31, 2021	SMA3 Year 1 Results Posted to Ontario.ca	Ministry to post Year 1 SMA3 metric performance results

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Year 1 (2020-2021) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3), as information.

POLICY TYPE:	Executive Limitations	NUMBER:	2003-18
POLICY TITLE:	Budget Development	DATE:	May 2003
		REVISED:	May 2009
		REVIEWED:	January 2021

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

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

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

The President will:

1. Present a budget that takes into account the Board's directions and the Strategic Directions.
2. Propose a budget which includes reasonable expected outcomes, anticipated returns on expenditures and processes of accountability for new projects and initiatives.
3. Propose a budget which sets a reasonable level of expenditure for travel and accommodation commensurate with the directions of the Board and with the economic realities of the day.
4. Review and recommend the current condition of the internally restricted Board Reserves which includes related generated income.

POLICY TYPE: Executive Limitations

NUMBER: 2003-19

POLICY TITLE: Fiscal Condition

DATE: May 2003

REVISED: May 2009

REVIEWED: January 2021

With respect to the actual, ongoing condition of the organization's financial health, the President may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board Ends priorities or fail to comply with legislation or regulations.

Accordingly, the President shall not:

1. Cause or allow any conflict of interest in awarding purchases or other contracts.
2. Allow policies or practices which are in conflict with generally accepted accounting principles.
3. Make purchases without due consideration to quality, after purchase service, value for dollar, and opportunity for fair competition.
4. Access internally restricted funds and related generated income without Board approval.
5. Allow untimely handling of accounts payable and accounts receivable.

Accordingly, the President will provide, no less than three times a year, financial statements and commentary on the fiscal health of the College.



POLICY TYPE:	Executive Limitations	NUMBER:	2003-20
POLICY TITLE:	Resource Development	DATE:	May 2003
		REVISED:	June 2009
		REVIEWED:	January 2021

The Board recognizes and supports the need to establish development programs to diversify the funding base of St. Clair College. The Board also recognizes and supports the leadership role which the St. Clair College Foundation has in developing and implementing strategic development plans to ensure that diversification of funding continues.

Accordingly, the President will:

1. Ensure that any fundraising activity or resource development project:
 - a) Supports the St. Clair College Strategic Directions.
2. Have the approval of the Board to establish any new capital or other such special campaign.

PRESIDENT'S REPORT

Meeting of the Board of Governors
Full Board – January 26, 2021

1. Winter 2021 Enrolment

Winter 2021 Registration Statistics Summary (Domestic & International) as of January 25, 2021			
	Domestic Full-Time	International Full-Time	Total FT Enrolment
Windsor Chatham Intakes (NEW)	532	1,219	1,751
Windsor Chatham Returning	6,126	3,489	9,615
Windsor Chatham Total	6,658	4,708	11,366
Acumen Intakes	0	658	658
Acumen Returning	0	2,306	2,306
Acumen Total	0	2,964	2,964
SCC Total Enrolment	6,658	7,672	14,330

Good news! As of January 25, 2021, full-time postsecondary enrolment was at 14,330. As we have not surpassed the Day 10 measurement date (January 29, 2021), we have exceeded Fall 2020 Day 10 enrolment of 13,885. This is an increase of 445 students overall.

2. Provincial COVID Lockdown

The Premier of Ontario placed the entire province in lockdown from December 26, 2020 to January 23, 2021. The College's plans for the January 2021 semester will continue as planned and as previously communicated to students. The plan was developed based on the assumption that the province would be in lockdown and is compliant with the required regulations. All programs with a regulatory body will commence classes on January 11, 2021, and the remaining programs will begin classes on January 18, 2021. Students have been asked to check the College's website for their program start date. All face-to-face delivery has been altered to meet the provincial mandate. Program schedules have been uploaded to student SIS accounts.

3. Level 1 Apprenticeship/Pre-Apprenticeship Suspension

Due to COVID-19 and the current provincial lockdown (with maximum sections of no more than 10), the College has made the decision to suspend all Level 1 Apprenticeship and Pre-Apprenticeship program intakes. A comprehensive list of all suspended intakes along with their projected restart dates was distributed to the Board in an e-mail on January 7, 2021. This decision will be revisited for May commencements.



4. Diversity & Inclusion Training

The College has embarked on a new employer-partnership with the Canadian Centre for Diversity and Inclusion (CCDI). The CCDI is a made-in-Canada solution designed to help employers, diversity and inclusion/human rights/equity and human resources practitioners effectively address the full picture of diversity, equity and inclusion within the workplace. Founded and run by experienced diversity and inclusion practitioners, CCDI's focus is on practical sustainable solutions that help employers move toward true inclusion. Through this partnership, College staff will have access to webinars on diversity and inclusion. The College will also be working with specific teams to set up instructor led training. Staff have been invited to register for the knowledge repository where they can find resources and recorded webinars.

Staff were invited to participate in a webinar on January 14, 2021 on Diversity and Inclusion fundamentals to continue the College's journey of advancing diversity and inclusion within the College. This webinar is also being made available for student viewing on the College's website.

5. Windsor-Essex Automobility Hub

St. Clair College continues to be engaged as a partner to support a Windsor-Essex Automobility Hub in conjunction with PEM Motion. The scope of PEM Motion is to offer consulting and engineering services to start-ups in the electric vehicle industry in order to build innovative products, as well as scale up companies. In a relatively short time, they have spun off several companies out of the Aachen, Germany location, resulting in more than 1,500 new jobs, over 300 million Euro in revenue and more than 30,000 vehicles produced per year. The products range from an electric vehicle specifically designed for the German postal service, an affordable small electric passenger vehicle and an e-scooter. PEM is expanding globally with a facility in Monterrey, Mexico and most recently, in Sacramento, California.

Following an initial visit to Windsor from PEM representatives, a delegation representing St. Clair College, the University of Windsor and the Windsor-Essex Economic Development Corporation (WEEDC) met with PEM and toured their facilities in Germany. An exclusive MOU was developed between the Windsor-Essex region and PEM to perform a feasibility study to determine the viability of establishing a Canadian arm of PEM Motion in Windsor-Essex.

The start of Phase 2 begins on January 27, 2021 with a meeting between all stakeholders, outlining the plan for establishing the Hub. It is already off to a good start with a first customer secured before its launch. Enwin has requested the Automobility Hub provide them with three (3) e-vehicles.

6. Diagnostic Cardiac Sonography

On December 18, 2020, the College was advised by the Ministry of Colleges and Universities that the Diagnostic Cardiac Sonography program was approved for funding and Ontario Student Assistance Program (OSAP) eligibility purposes.

St. Clair College In The News

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St. Clair College to receive almost \$2.5M for upgrades, repairs

St. Clair College will receive nearly \$2.5 million from the province to make much-needed repairs and upgrades to its aging facilities.

Chatham Daily News / Chatham This Week - November 20, 2020



Chatham-Kent-Leamington MPP Rick Nicholls announces \$2.49 million in provincial government funding for maintenance and upgrades at St. Clair College at the Chatham campus in Chatham, Ont., on Friday, Nov. 20, 2020. (Mark Malone/Chatham Daily News)

St. Clair College will receive nearly \$2.5 million from the province to make much-needed repairs and upgrades to its aging facilities.

Chatham-Kent—Leamington MPP Rick Nicholls announced the funding Friday at the Chatham campus, where approximately 1,500 of the college's 13,000 students are enrolled.

"There's a need to upgrade our educational facilities," Nicholls said. "Many of them are in dire need of retrofits or, in some cases, even new additions. The government has recognized that. As a result of that, we are providing funding to keep our students at top-quality colleges and universities."

The college does not yet have a breakdown on how the money will be divided between its main campus in Windsor and its satellite campuses in Chatham and Toronto.

"We very much appreciate the ministry's recognition that we need high-quality facilities to deliver high-quality education," college president Patti France said in a statement. "Given that the college-wide college system was founded in the late-1960s, many of our primary buildings are now over 50 years old. As anyone who has owned a half-century-old home knows, the maintenance list is a long and ongoing one."

St. Clair will receive \$2.49 million through the province's \$144-million Facilities Renewal Program.

It will also receive \$763,500 to buy instructional equipment and resources through the \$20-million Colleges Equipment and Renewal Fund.

“The college is such an important part of our community,” Chatham-Kent Mayor Darrin Canniff said to Nicholls. “Thank you for bringing this money because I know it’s going to keep getting better and better here.”

Investing in St. Clair College can help Chatham-Kent by bringing in students, Nicholls said.

“These capital funds make a real difference, not only to our province’s colleges and universities but to students and our local communities. ... With the quality education that our colleges and our universities provide students, that may mean that these students don’t go back to their previous hometown but they actually stay in the community where they actually obtained their education because there are jobs waiting for them,” Nicholls said.

The province’s economy has been “slammed” during the COVID-19 pandemic, but putting money into post-secondary schools can help with a recovery, he said.

The money will “ensure that our training partners, our education partners have the best type of facilities that will enhance student learning as well,” he said. “By working together, we can ensure that our province gets back on track and remains home to the best education system in the workplace.”

Province commits nearly 2.5M to St. Clair College



Funding announcement at St. Clair College in Chatham. November 20, 2020. (Photo by Paul Pedro)
Blackburn News - November 21, 2020

A provincial investment of \$164 million to address maintenance backlogs, upgrades and repairs at Ontario's colleges and universities will benefit St. Clair College.

Chatham-Kent-Leamington MPP Rick Nicholls was at St. Clair College's Thames Campus in Chatham on Friday for the funding announcement.

"Investing in education only benefits everyone in the long run and with the increased number of high-school students pursuing post-secondary education, the \$2.49 million will be extremely helpful towards needed maintenance and campus upgrades at St. Clair College," said Nicholls.

Although the announcement was made at the school's campus in Chatham, Nicholls said it will be up to college officials on how/ if the money is divided between the Chatham and Windsor campuses.

Vice President of College Communications and Community Relations John Fairly said the college was only made aware of the funding on Thursday so details as to where the money will be allocated still needs to be worked out.

"This is a college that's in the know and on the go," said Nicholls. "This is a tough time right now, I know. We want to be there to support our educational institutions."

Funding through the Facilities Renewal Program (FRP) saw an increase in 2020-2021 of more than \$73 million, according to a media release from the province. The provincial government said \$20 million in capital funding through the Colleges Equipment and Renewal Fund (CERF) will also be used to buy and renew learning resources and equipment at Ontario colleges.

"Well-maintained facilities and the latest in learning tools and equipment are critical parts of a post-secondary education," said Minister of Colleges and Universities Ross Romano. "By investing in post-secondary infrastructure, we are supporting economic recovery, creating jobs and ensuring students obtain the skills they need for the in-demand jobs of today and tomorrow."

As for why now, Nicholls said the need may not have been as predominant in previous years.

“I think that with online learning and the need for improved and higher quality — higher standards of education for students, we figured this was the time now to do it,” he said.

St. Clair College President Patti France was not on hand at the funding announcement but said in a statement, the funding will come in handy as many primary buildings are more than 50 years old.

“As anyone who has owned a half-century-old home knows, the maintenance list is a long and ongoing one,” she said. “We’re very thankful that this funding will allow us to tackle our ‘to-do list.’”

St. Clair College to receive \$2.49 million from province toward repairs and upgrades

CTV Windsor Web Writer - Sunday, November 22, 2020



The entrance to St. Clair College's main campus in Windsor. Photo taken August 22, 2019. WINDSOR, ONT. -- St. Clair College will receive a \$2.49 million boost from the province to help with “critical repairs” and campus upgrades.

Chatham-Kent-Leamington MPP Rick Nicholls made the announcement Friday at St. Clair’s Chatham campus.

“Today’s announcement is one I’ve been very excited to have go public,” Nicholls said in a news release. “Investing in education only benefits everyone in the long run and with the increased number of high-school students pursuing post-secondary education, the \$2.49 million will be extremely helpful towards needed maintenance and campus upgrades at St. Clair College.”

The province announced in its 2020 budget [“Ontario's Action Plan: Protect, Support, Recover”](#), an investment in critical maintenance, repairs, upgrades and renewals of \$466 million in capital grants over three years for Ontario’s universities and colleges.

The investment under the Facilities Renewal Program includes \$144 million in 2020-2021 — an increase of \$73 million from last year, \$144 million in 2021-2022 and \$178 million in 2022-2023.

“We very much appreciate the ministry’s recognition that we need high-quality facilities to deliver high-quality education,” St. Clair College President Patti France said in a news release. “Given that the province-wide college system was founded in the late-1960s, many of our primary buildings are now over 50 years old. As anyone who has owned a half-century-old home knows, the maintenance list is a long and ongoing one. We’re very thankful that this funding will allow us to tackle our ‘to-do list’.”

As part of the Colleges Equipment and Renewal Fund (CERF), Ontario is also granting \$20 million in capital funding to help colleges buy and renew instructional equipment and learning resources.

This year, some of the funding is being used toward equipment to support virtual learning during COVID-19.

St. Clair College will receive an additional \$763,500 through the renewal fund.

St. Clair College Gets Additional \$2M to Upgrade Aging Facilities

AM800 CKLW - Sunday, November 22nd 2020



Chatham-Kent-Leamington MPP Rick Nicholls makes a funding announcement St. Clair College's Chatham Campus at 1001 Grand Ave. W. on Friday November 20, 2020 (Photo courtesy of St. Clair College)

St. Clair College received \$2-million in additional funding from the province to upgrade aging facilities.

The college will received an increase of \$1.6-million for a total of \$2.5-million under the Facility Renewal Program (FRP) and a \$458,000 bump to \$763,000 for the College Equipment Renewal Fund (CERF) for 2020-2021.

Chatham-Kent-Leamington MPP Rick Nicholls made the announcement at the college's Chatham Campus at 1001 Grand Ave. W. Friday.

St. Clair's Vice President of Communications John Fairley says the college has buildings that are more than 60 years old with \$42-million in deferred maintenance projects.

"This helps us cover some of those cost at both our campuses in Windsor as well as our campus in Chatham," he added. "When you get a little bit of extra money it helps out to at least prioritize what we can put some of this extra money towards that we weren't counting on."

Fairley says upgrading lighting, heating, and cooling systems at older facilities is on the list — improvements that could free up cash for projects down the road.

"There's obviously less cost in running modern equipment, so those are the kinds of bonuses that we have when we start looking at replacing and doing things with the maintenance list," he says.

The Ontario government is investing \$144-million province wide under the FRP and \$20-million through the CERF in 2020-2021.

Several of the buildings on the University of Windsor's main campus fall under the FRP program.

Director of Public Affairs John Colman tells AM800 News the university hasn't received word on funding yet, "but we welcome the initiative, and look forward to receiving more details."

Saints Finish Top 8 in Rocket League Playoffs

AM800 CKLW – November 23, 2020



St Clair Saints Gaming (image courtesy of @SaintsGaming Twitter account)

The St. Clair Saints Rocket League Team was the top placing Canadian team on Sunday in the North American Rocket League Playoffs.

The Saints earned a bye on Saturday after going 13-1 in the regular season.

On Sunday, the Saints trimmed the Rochester Institute of Technology in the round of 32 winning the best of five series, 3-2.

They also dropped Colorado State University 3-1 but lost 4-0 to Georgia Tech 4-0 in the Quarterfinals.

With a top 8 finish in the Saints qualified to the Collegiate Rocket League Wildcard event, considered the premier level of competition in the sport at the collegiate level.

St Clair's Tyler "Fusion" Bellavance, Kamal Alhariri, Ryan "Cuhriz" Gray, and Mark "Endeavor" Apigo earned \$2500 in scholarship prizing for their efforts.

In other Saints Esports news, the Call of Duty team is off to a 2-0 start in the brand new Cold War season.

The Saints defeated Bethany College and the Stevens Institute of Technology.

Seniors can ease affordable housing waitlist: Councillor

The Chatham Voice - Mon., Nov. 23, 2020

Sharing is caring, and also a cheap and affordable way to live, according to one Chatham-Kent councillor.

On Monday, South Kent Coun. Mary Clare Latimer will be presenting council with a motion that staff investigate the implementation, maintenance and benefits of starting a Chatham-Kent Homeshare Program.

A homeshare program is when residents, most commonly seniors, open up their home to those in need of affordable housing. The idea is that an individual will help out a senior with their everyday needs in exchange for no rent or very low rent.

“It’s a way where anyone can age comfortably and safely in their own home,” Latimer said. “Also I think it really addresses that isolation piece and intergenerational support as well. I really like that piece about it.”

Latimer said home sharing happens all the time in an informal way between family or friends. The program would be a more formal way to help connect individuals with someone they might not know.

“This may not be for everyone obviously. But it’s another tool in the tool box.”

Latimer said Chatham-Kent remains a “housing first” champion, as also noted in her motion. There are currently 749 individuals on the waitlist for affordable housing, the majority of which have jobs but spend 30-40 per cent of their income on rent.

Latimer said there is a lot of underutilized real estate and infrastructure in Chatham-Kent with a lot of seniors living in houses that have two or three empty bedrooms.

“There are a lot of people (seniors) caught. They can’t sell their home and buy another home. And they don’t want to move into a retirement home because it’s too expensive. They can’t afford that without selling their home. So they’re caught, there’s nowhere to go.”

Other programs in Sarnia, Burlington and Toronto have been successful, according to preliminary research Latimer has done.

Most programs have started through connecting students with seniors. Latimer hopes to use that model and hopes to partner with St. Clair College to pair international students with residents.

Latimer does not expect the program will pick up quickly during COVID-19.

“But I think it’s something we need to have there in our toolbox like I said, because it may be an option where people are at least considering it and they can look at it.”

Most programs have leases with clauses in them, such as a probation period, and include the terms of agreement like a normal rent agreement would. An example could be a lease that states the renter pays nothing and in exchange they must mow the lawn, do the groceries once a week and prepare meals everyday.

“It’s really a fantastic way and economical way to live. And we’ve gotten away from that. You know our whole culture is to live independently but in other cultures, very much you live together and support each other financially and socially and emotionally.”

Latimer said it would be most appropriate to find a community partner to run the program and city staff should only enable it. If passed, staff will be expected to report back to council by January 2021 on the viability of such a program.

Student mental health struggles through pandemic issues

Windsor Star - Nov 24, 2020



St. Clair College mental health counsellor Greg Lowry talks about student issues involved with online learning and virtual classrooms. Photo by Nick Brancaccio /Windsor Star

Whether in the elementary, high school or post-secondary phase of their education, more students are feeling anxious and stressed out as they negotiate their way through an unprecedented pandemic.

Sleep patterns are a mess for many teenagers and the isolated reality of remote learning is leaving others disinterested or facing mental health challenges.

Counsellors in both the Windsor Essex Catholic District School Board and the Greater Essex County District School Board are hearing similar stories of frustration and fear.

“Our experience is that they do have more concerns around anxiety and depression as well,” said Joe Ibrahim, a superintendent of student success with the Catholic board.

“From the outset we knew this COVID 19 pandemic is stressful for everyone,” Ibrahim said. “So we did anticipate that and we wanted to prepare and be proactive for our students.”

The Catholic board hired eight additional staff in the roles of either Child Youth Workers or mental health professionals.

Ibrahim said the board provided professional development for teachers and principals to aid in recognizing a struggling student early on.

“We want them to recognize when things might not be going well for a student as quickly as possible and connect them with counsellors,” he said.

At the public board, counsellors are seeing a significant increase in student absenteeism.

There’s a widespread mental health impact on students

“The number of attendance referrals is huge,” said Charysse Pawley, a social worker and attendance counsellor with the board. “It’s heartbreaking.”



Charysse Pawley a social worker with the Greater Essex County District School Board.

The board is in the process of hiring two additional re-engagement/attendance counsellors.

Pawley said a report analyzing attendance data will be available next month.

One of the biggest issues, she said, is the disrupted sleep routine of teenagers in particular.

“It’s been clear through our school climate surveys that sleep was an issue years ago and then — welcome to March,” she said. “From March to September, students have had their routines turned completely upside down. We’re hearing of kids in Grade 5 and 6 that are staying up until 5 a.m.”

Pawley noted some students are struggling to handle the condensed learning time frames of the COVID quadmester system.

Others are simply not engaged when it comes to remote learning.

“It can be difficult, how do you motivate them?” Pawley said, adding technical issues with remote learning only add to the disconnect.

Greg Lowry is a mental health counsellor working with students at St. Clair College.

“The primary issue I get with students is general anxiety,” said Lowry who has been seconded to his college role by the Canadian Mental Health Association – Windsor Essex County Branch. “We are seeing an increase in anxiety brought on by the social isolation and the fact there are no face-to-face classes. It’s causing a lot of struggle mentally, socially and academically as well.”

Some students are away from home for the first time, finding their way during a pandemic that “is adding layers of stress to a stressful situation. It is like piling on,” Lowry said. “In the last three or four weeks we are starting to see more of the new students who are reaching out now because the anxiety and stress has started to overwhelm them. We’re consistently getting new referrals and I expect that to continue as we move through the holiday season.”

Dr. Mohsan Beg is the executive director and clinical psychologist for the University of Windsor’s Student Counselling Centre.

Beg is also seeing the detrimental effects of isolation on students who are sitting in front of a computer day after day instead of on campus with their peers.

“Isolation is a big factor,” Beg said. “When it comes to mental health difficulties, isolation is one of the main driving causes.”

He said the centre started this fall offering a virtual COVID-19 drop in support group three times a week.

He noted while in terms of straight numbers of clients, “we’re down 30 per cent from where we were last year but what’s interesting is our appointments are the same. So these same students need help and they need more sustained help.”

Since mid-March, the centre has worked with 600 students and handled 3,300 appointments.

Statistics Canada did a survey of over 100,000 post-secondary students between April and May to gauge how they’ve been impacted by COVID-19.



St. Clair College mental health counsellor Greg Lowry is photographed outside the main campus Thursday.

At 48 per cent, almost half of those surveyed reported they had lost a job or been temporarily laid off. Over a third said they had a planned work placement delayed or cancelled. Fully 47 per cent were concerned about their ability to return to school next term. They listed worries over exhausting savings, taking on more student debt, lost job prospects and an inability to pay bills and tuition.

“There’s a widespread mental health impact on students,” Beg said. “Especially when this is an age group where peer group is so important. All their coping skills, we tell them to socialize, go to the gym, play sports, that’s all been taken away. It’s a double whammy.”

CMHA tips for students include taking care of your body by getting enough sleep, eating well and drinking water. The association suggests building resiliency and reaching out to family and friends for support.

Mental health supports are also available in the community through the CMHA-WECB.

BounceBack is a free, guided self-help program for people 15 and up who are feeling mild to moderate anxiety or depression. It’s available at bouncebackontario.ca.

Information on campus mental health resources across Ontario is available at campusmentalhealth.ca.

There is also treatment and support for children, youth and families free of charge through Children’s Mental Health Ontario Centres at cmho.org.

Local female machinist named one of Canada's 100 most powerful women

Windsor Star - Dec 02, 2020



Elizabeth Moses works in skilled trades and is a graduate of St. Clair College.

Elizabeth Moses does not shy away from a challenge.

So when she somehow wound up in a mostly male woodworking class at Assumption, she decided to make the best of it.

Now 22, Moses has become an enthusiastic advocate for women in the skilled trades, one who was just recognized for it nationally by the Women's Executive Network (WXN).

Each year, WXN honours the Top 100 Most Powerful Women Awards. Moses, who earned her apprenticeship as a machinist, won in the Skilled Trades category.

The awards recognize "outstanding women across Canada who advocate for workforce diversity and inspire tomorrow's leaders," according to WXN's website.

Moses is an ambassador for FIRST Robotics Canada, the Canadian Mental Health Association — Windsor-Essex County branch and she's a tutor at the Women's Enterprise Skills Training of Windsor (WEST).

"It's crazy," she says of winning the WXN award. "For something that was sort of accidental."



Elizabeth Moses works in skilled trades and is a graduate of St. Clair College.

The accident was winding up in that woodworking class which led to an invitation from her teacher, Michael Costello, to join the school's robotics team.

“I had no idea why he would invite me, I had no real abilities but I figured he must see something in me that I don’t see myself,” Moses recalled.

She spent three years on Assumption’s team which became another important step towards a career in the trades.

“In Grade 12, I was trying to figure out where to go to university or college and I saw a poster in the hallway at school about the pre-apprenticeship program at St. Clair College.”

With money also an obstacle, the fact that the program was offered free of tuition sealed the deal for Moses.

“People said it would be the worst decision of my life to do that course but I decided it was the best option for me.”¹



Elizabeth Moses has been named to the 2020 Canada’s Most Powerful Women: Top 100 Award Winners list which was released by Women’s Executive Network and Presenting Partner KPMG in Canada today, recognizing 106 outstanding women across Canada who advocate for workforce diversity and inspire tomorrow’s leaders. Moses is a graduate of St. Clair College and works in the machining industry.

Moses embraced her new skill set and worked three years as a machinist for Windsor Mold Group where she earned her apprenticeship papers.

St. Clair honoured her as its Skilled Trade Alumni of Distinction for 2020-2021.

“I graduated and I was debt free,” she said.

Currently laid off due to the COVID-19 pandemic, she’s hoping to land another job while working towards her Red Seal certification.

“Working at Windsor Mold ended up being great,” she said. “There were not a lot of women there but the guys were so kind. They taught me and they vouched for me. “

Just like the woodworking class and the robotics team before that, Moses learned to step into a male dominated setting and give it a chance.

“It taught me not to judge a situation before I join,” she said.

She’s sharing that lesson as a tutor at WEST — which works with visible minority women, many of them newcomers to Canada.

Moses came to Canada with her family from Sudan when she was five years old.

She strives to show the women at WEST how to lift themselves out of poverty and support their future through skilled trades.

“I can help them with their journey,” she said. “I know how hard and scary it can be. I want some of them to find a trade and enjoy this work like I did.”

Businesswoman Sherrilynn Colley-Vegh wrote Moses’ nomination for the WXN Skilled Trades award with letters of recommendation from local consultant Gail Robertson and and former First Robotics vice-president Kim Cooper.

Colley-Vegh also nominated Moses for her WEtech Alliance Tech Mentor of the Year Award in 2019.

As part of the selection by WXN, Moses will attend a two-day virtual leadership summit Wednesday and Thursday where she’ll serve as a panelist for a discussion on Shattering Stereotypes in Science, Technology and Trades.

“I’m happy to be invited,” Moses said. “I wasn’t expecting that but I get to share my message on a national stage.”

Sabres have enjoyed plenty of success in two decades under Moore

Windsor Star - Dec 02, 2020



In this 2017 file photo, Sandwich Sabres' head track and field coach Rob Moore helps an injured Alexandra Newhook, from General Amherst, off the track after she was injured while running hurdles at the WECSSAA track and field championships. Photo by Jason Kryk /Windsor Star

Rob Moore admits he had not really kept track of the numbers over the years.

The 47-year-old Moore has helped to build a track and field powerhouse at Sandwich Secondary School.

Sabres have enjoyed plenty of success in two decades under Moore

“It was supposed to be Rob’s 20th year at Sandwich and we were thinking about doing something special,” said Kurt Downes, who heads the Border City Athletic Club track and field program and has Moore as an associate coach. “We started looking at all his accolades that he had done in those 20 years and it’s pretty outstanding.”

According to Downes, since coming on board in 2000 at Sandwich, the Sabres have produced 249 OFSAA qualifiers, two OFSAA overall team titles, 22 OFSAA individual champions, 71 OFSAA medals, 75, WECSSAA relay medals, 52 SWOSSAA relay medals, 33 OFSAA West Regional medals and 10 OFSAA relay medals. Sandwich has won 10-straight WECSSAA overall team titles and six of the last seven SWOSSAA overall team titles while producing 29 female school records and 26 male school records.

“I just want the kids to have fun, be apart of a team and have an experience they’ll never forget in high school,” Moore said. “We’ve got kids that started dating in track and field that are now married.”

When Steve Chamko turned the program over the Moore at the turn of the century, the school had about 30 or 40 kids. Before the COVID-19 pandemic shut down high school sports last year, Moore had 182 students signed up for track and field.

“I just wanted to coach and to have a facility like (the Robert Carrick Complex) is wonderful and Steve was great to work with,” Moore said. “We only had 30 or 40 kids, but some phenomenal athletes like Kelley Park, Derek Quigley and Shelby Aldous.”

Moore, who ran hurdles in high school at Kennedy and went to the Canadian junior championships. He went to St. Clair College and never got to run for legendary University of Windsor Lancers head coach Dennis Fairall, but brought his team-first approach to Sandwich.

“I liked the way he mentored,” Moore said. “He really emphasized team and family and I brought that into the program at Sandwich.”

But for all the talented athletes Fairall had at the University of Windsor, he surrounded himself with just as many high-quality coaches and Moore feels he's done the same.

"It took four or five years," Moore said. "At first, it was me and Steph Katt, but then we started getting former athletes to comeback. As one coach, I can't do it all. You can't build a program with one and what's made it great is the great coaching staff around us. I think that's what makes it a family program."

Downes, who ran for Fairall and was also part of his staff along with another track and field legend in Gary Malloy, felt it was important not to let Moore's accomplishment over two decades simply pass quietly.

"When I thought about it, it really mirrors something Dennis would have done or Gary," Downes said. "I wish we could have done a big celebration at WECSSAA, but COVID dictates what would and wouldn't happen, but he's done so much for the kids and the community."

Prior to Border City's practice on Monday, Moore was presented with a special photo that shows all of his accomplishments at Sandwich, which was produced by Kennedy Campeau. It will be turned into two plaques with one being placed at the track and the other inside the school next to all the records.

"I had no idea that was coming or they were doing it," Moore said. "It was shocking and I was a little overwhelmed. I don't look at this stuff as a coach. I just want to coach. I'm thankful for what they do, but it was nice to know coaches and kids think about it."

Residents Being Asked to Register in Advance for Windsor's Santa Claus Parade

AM800 CKLW - Wednesday, December 2nd 2020



Courtesy of the DWBIA

The Windsor Parade Corporation is taking a different approach to city Santa Claus Parade to help cut down on line ups.

Due to COVID-19, parades have shifted to a drive-thru model this year and the events that have already taken place in the county have seen major back-ups with many parade goers having to wait hours to get in.

This from the parade corporation's executive director Maggie Durocher who says the city's version of the event will be run with several time slots and residents will have to make reservations in advance.

She says St. Clair College is hosting the event, but doesn't have a large staging area for people to wait.

"We don't have a long area where we can afford to have cars backed up because it impedes EMS, fire and police services. So we've had to do it a little bit different to ensure that we can move participants through the parade route in an expedient fashion."

Durocher says the event is still free to attend, but you must register.

"I really want to stress, these are free, it's just done as a traffic management system. So what happens is people pick a time, they provide their license plate number and the time they want and they'll be ushered into the appropriate parking lot."

She says it's been a learning experience.

"Every one we have is a little bit different. We started out in Kingsville and that was shock and awe with the number of people that showed up. We mitigated that last week, we had a different solution prepared and then this week it changes a little bit again. We want to be respectful of the communities that host these parades."

Windsor's Santa Claus Parade goes Saturday, December 5 from 6pm to 9pm at the St. Clair College Windsor campus — residents must enter at the Cabana Rd. entrance.

A link to make a reservation can be found at stclaircollege.ca.

Windsor's drive-thru Santa Claus parade moves to reservation system

Free tickets must be booked online in advance

CBC News · Dec 03, 2020



The 52nd Annual Windsor Santa Claus Parade is a drive-thru event. Free tickets must be booked in advance. (Windsor Parade Corporation/Facebook)

Anyone looking to get a glimpse of Santa Claus in Windsor on Saturday will have to make an appointment.

The drive-thru Windsor Santa Claus Parade is moving to a reservation system after some other events in the region saw [congestion issues and long waits](#).

Tickets are free, and reservations can be made [here](#).

This year's event was changed to a drive-thru, or reverse parade, due to the COVID-19 pandemic. Attendees remain in their vehicles and drive by the floats. The parade will feature entertainers, inflatables and horse units.

"Although far from a normal parade concept, this method allows for social distancing and has been reviewed by the Windsor Essex County Health Unit," the City of Windsor said in a statement.

The parade, which is produced by the non-profit Windsor Parade Corporation, is being held on Saturday at 6 p.m. to 9 p.m. on the St. Clair College Windsor Campus.

In a statement, the city said ticketed admission will allow vehicles to smoothly move onto the parade route, as well as minimize traffic congestion on Cabana Rd.

Parade officials have established half-hour time blocks for families to book their visit. As of publication, the earliest slots (ending at 7:30 p.m.) are full.

Annual 'Sleighting Hunger' charity concert goes virtual this season

CTV Windsor News - Saturday, December 5, 2020



The S'Aints band will carry on their annual holiday charity concert online this year.

WINDSOR, ONT. -- Windsor's best-known philanthropic band, the S'Aints, will keep "Sleighting Hunger" this holiday season as their annual festive show goes virtual this year.

The group of veteran musicians typically perform at Caesar's Windsor for the event, but it will be broadcast virtually this year from inside St. Clair College, where the festive tradition began.

"The group was 100 per cent behind the idea," said drummer Jeff Burrows. "The concern was whether we could get together and film it. So, everybody maintained their distance...and we went back to St. Clair, where the show began 10 years ago."

Burrows says the holiday concert has raised more than \$270,000 over the last decade for area food banks. With the need for assistance in the community greater than ever, The S'Aints decided to go virtual, since an in-person concert was out of the question this year.

"It would have been a tragedy for us to cancel this year," Burrows said.

The S'Aints 2020 Sleighting Hunger concert will be broadcast virtually on December 18, at 7 p.m. Tickets are available [online](#) and prices start at \$25 for General Admission, to \$50 for a family bundle. Other tickets can be purchased in a package which includes a Christmas album and the 10th anniversary live album.

The concert is sponsored by St. Clair College, in partnership with LiUNA Local 625.

Proceeds raised will help the Unemployed Help Centre food bank in Windsor and Chatham's Outreach for Hunger food bank.

Maxed-out reverse Santa Claus parade brings joy, frustration

Windsor Star - Dec 06, 2020



Santa Claus and Mrs. Claus wave at cars passing by during the 52nd Annual Windsor Santa Claus Parade presented in a drive-by format at St. Clair College, Saturday, Dec. 6, 2020. Photo by Dax Melmer /Windsor Star

The Windsor drive-by reverse Santa Claus parade was a victim of its own success, seeing some vehicles that had previously registered turned away by police Saturday from the holiday spectacle held on the grounds of St. Clair College.

However, despite the glitch — and some upset commenters on social media — thousands of happy visitors took in the sights and sounds of the annual Santa Claus parade, albeit from the warmth of their vehicles this year due to COVID-19 restrictions.

Those who made it in to view the 52nd annual parade were greeted by illuminated floats, bobbing inflatables, a pipe band, flag-waving horseback riders, a fire juggler and plenty of bright holiday lights. Delighted faces on young and old alike told the story.

Santa and Mrs. Claus rounded out the holiday spectacular.

Maggie Durocher, executive director of the Windsor Parade Corporation, said 1,500 people had registered to view the drive-thru reverse parade, signing up for one of six designated start times that were half an hour apart, starting at 6 p.m.

The City of Windsor co-sponsored the event. Durocher said St. Clair College managed the booking system.

Before the parade began, Durocher admitted there were already people disappointed they couldn't make a reservation. Bookings for 1,500 vehicles filled up within 24 hours of availability.



Cars line up as they wait for the start of the 52nd Annual Windsor Santa Claus Parade presented in a drive-thru format at St. Clair College, Saturday, Dec. 6, 2020. Photo by Dax Melmer /Windsor Star

“Obviously this is something the community wanted. They’ve been stacked up, crazy popular,” she said, referring to previous parade events in Kingsville and Amherstburg that drew huge crowds.

Durocher said Amherstburg’s event flowed very well, with cars lining up on Simcoe Street to enter the parade grounds.

“This week we’ve got a massive number of police officers our crews are working with to ensure people are coming at their prescribed time,” she said. “We just can’t gridlock the city.”

But at 8:28 p.m., a tweet from the Windsor Parade Corp. warned that, “Due to traffic congestion on surface streets in South Windsor Windsor Police are shutting down access to the reverse parade. If you are not at St. Clair by 8:45 you will unfortunately not get in.”

The stationary parade was made possible by volunteers who spent hundreds of hours preparing, many working since July to prep or reconfigure floats.

Windsor Parade Corporation dedicated this year’s Windsor event to the late Clayton Massender, a long-time volunteer and retired Essex-Windsor EMS member.

“We have managed three parades in three totally different areas — and worked so hard,” Durocher said.

“We’re a family. We’re a parade family and we care about each other. And like I said, this one’s for Clayton.”

The parade can still be experienced via television broadcasts on [YourTV Windsor](#) (formerly Cogeco Windsor, Channel 11), on the following dates: Dec. 12 at 3 and 7:30 p.m., Dec. 13 at 10 a.m., 3:30 and 10:30 p.m., Dec. 17 and 18 at 7 and 9:30 p.m., Dec. 19 at 3 and 8:30 p.m. and Dec. 20 at 4 p.m.



Disney characters wave to passing cars during the 52nd Annual Windsor Santa Claus Parade presented in a drive thru format at St. Clair College, Saturday, Dec. 6, 2020. Photo by Dax Melmer /Windsor

Saints Add Top Recruits

AM800 CKLW - Sunday, December 6th 2020



Saints add 3 players for 2021 season (photo courtesy of SaintsAthletics)

The St. Clair College Department of Athletics and women's volleyball program has signed three local recruits, Mikayla Stocks, Ashley Maleyko, and Jade Thompson for the 2021-22 season.

Stocks is from LaSalle where she is attending Sandwich Secondary School. While at Sandwich she was a 3 time WECSSAA Champion which included three undefeated seasons. She also has played with Sky Volley Windsor, South County and Michigan Force Clubs.

Maleyko is a LaSalle native who will be graduating from Villanova High School. The 5'10 Outside Hitter/Middle Blocker also has played for the Sky Volley Windsor Club. She won the Coaches Award with Sky in 2017 and 2019.

Thompson is from Windsor where she is finishing up her high school career at St. Joseph's where she was a WECSSAA finalist in 2017 and 2018. The 6'0 Middle Blocker also played club volleyball for the South County Bandits where she won the South County Award of Merit in 2019.

St. Clair finished the 2019-20 regular season with a record of 13-5 in the OCAA West Division ending up in 3rd place. The Saints won bronze at the OCAA Championship only losing to the eventual champions Fanshawe in the semi final.

The Saints were ranked as high as 3rd in the OCAA during the season and were ranked as high as 13th in Canada.

Jarvis: Ontario considers field hospitals for long-term care residents, cites Windsor

Windsor Star - Dec 08, 2020



Windsor Regional Hospital's field hospital at the St. Clair College SportsPlex is shown on Friday, April 17, 2020.

The staffing crisis at Heron Terrace long-term care home in Windsor during the pandemic's first wave last spring was so dire that at one point only three employees showed up to care for 140 residents.

It took so long — five days — to get residents' test results that Windsor Regional Hospital began labelling residents as hospital patients to get the results faster.

These revelations are contained in a transcript of Windsor Regional's testimony before Ontario's Long-Term Care COVID-19 Commission on Nov. 19. The transcript was released Monday. The commission released its second interim report Friday.

The hospital was asked to testify about using its field hospital in the St. Clair College SportsPlex to care for and cohort long-term care residents infected with the virus.

With more than 100 outbreaks in long-term care and retirement homes in Ontario in the last six weeks, including six in Windsor and Essex County, and 300 more deaths, Premier Doug Ford said last week the government is considering field hospitals to help care for and cohort residents and cited Windsor as an example.

"We have a great field hospital in Windsor," he told the daily briefing. "Definitely we're looking at it. We're considering it."

The government's comments came after it was pressed on the issue in the legislature last week. Long-Term Care Minister Merrilee Fullerton acknowledged that ward rooms in long-term care homes "are a real problem."



Windsor Regional Hospital's field hospital at the St. Clair College SportsPlex is shown on Friday, April 17, 2020.

NDP MPP John Vanthof responded, "(Use) field hospitals or rent hotel rooms or do something ... Come up with a plan."

Heron Terrace residents were moved to the field hospital in April after a crippling outbreak and staff shortage.

The day that only three staff showed up, the home was able to get immediate, temporary help, “but that was incredibly alarming,” John Scotland, CEO of Steeves and Rozema Group, which owns Heron Terrace, said in an interview.

“It became obvious that Heron Terrace couldn’t sustain their operations,” Windsor Regional CEO David Musyj told the three-member commission.

The field hospital was initially planned for additional capacity if there was a surge in COVID-19 patients in Windsor Regional, the designated COVID-19 hospital here. But the surge happened in long-term care homes, and the province asked hospitals to help the homes deal with the outbreaks.

There has been debate about whether long-term care residents, many suffering dementia, should be moved.

Moving them is risky, Musyj acknowledged to the commission, but he said, “I’ll be blunt. They’re going to die in place. The goal here is to survive.

“That’s no disrespect to the long-term care home,” he said. “Some just can’t do it. It just starts unwinding so quickly.”



Dr. Marguerite Chevalier, lead physician for the field hospital, speaks to front-line medical staff during a meeting at the Windsor Regional Hospital Field Hospital at the St. Clair College SportsPlex, during the COVID-19 pandemic, Wednesday, May 13, 2020

Dr. Marguerite Chevalier, lead physician for the field hospital, told the commission, “I’ll be honest with you ... had we not moved them, that whole facility would have been infected.”

“At one point,” she said, “it felt like we were in a sinking ship because we could not get them out of outbreak.”

The purpose of the field hospital was to take infected patients out of the home to prevent further spread, Musyj told the commission.

“Our theory is if you have five positives in long-term care, you’ve technically got ten. You’re chasing your tail at a certain point. Especially in a lot of these facilities, there’s no way they can cohort safely in place.”

Said Chevalier, “Once it (the virus) gets into a home, it’s like wildfire without the proper help.”

The commission in its interim report repeated that infected residents should have the option to transfer to alternate settings to prevent further virus spread and help them recover.

Homes “should be required to work with their hospital, public health partners and others to put plans in place to quickly decant residents to other facilities, where necessary,” the report states.

Scotland called the field hospital “a godsend.”

“It prevented further spread,” he said. “It meant that those with COVID (at the field hospital) and those at the home got the best care possible.”

Most universities and colleges have facilities like the SportsPlex, Musyj told the commission. They’re provincial assets, and they aren’t being used during the pandemic.

The transcript contained numerous interesting revelations. All tests from here were going to Toronto in April. It took five days to get results.

“In the meantime, the virus was just replicating in the long-term care homes,” Chevalier said.

“I remember ... being so frustrated ... I said ... we need to put them all through the hospital...make them as if they’re a hospital patient because we could get priority in the broken system.

“And that did...swing the tide a little bit.”

Some personal support workers in long-term care homes wore the same pair of gloves to care for multiple residents, Chevalier told the commission.

“They didn’t understand infection control because that’s not been a big focus of their training,” she said.

Local hospitals have since paired with long-term care and retirement homes to help with infection prevention and control and outbreaks.

Asked why long-term care staff weren’t showing up for work, Chevalier said some had been infected “but most of it was fear.”

They saw what was happening in New York and Detroit. They didn’t have proper personal protective equipment or know how to use it.

“They were scared. They thought, ‘I’m not getting paid enough to do this.’”

Even at Windsor Regional, before the hospital admitted its first COVID patient, “you could feel the palpable anxiety from staff,” Chevalier said.

One doctor’s husband made 3D printed shields because the hospital didn’t have any yet.

Musyj and Chevalier testified for 90 minutes.

Windsor Regional’s 100-bed field hospital was the first to open in Ontario and is believed to be the only one used for long-term care residents. It cared for 52 residents between April and June.

It’s currently closed but remains ready to reopen.

Windsor Regional has received many calls in the last month from provincial and municipal officials asking how the field hospital was built and operated.

“There is a lot of interest across the province,” Musyj said in an interview.

UWindsor, St. Clair College adjust to grey zone lockdown

Windsor Star - Dec 14, 2020



Front entrance to St. Clair College main campus is seen Monday. Photo by Nick Brancaccio /Windsor Star

Students at both St. Clair College and the University of Windsor are in the midst of writing exams virtually this week, meaning campuses were almost empty even before the Windsor-Essex region moved to a grey-lockdown position Monday.

For St. Clair College, approximately a dozen programs require more practical hands-on exams in person.

John Fairley, the college's vice-president of communications and community relations, said adjustments were made to ensure students were socially distanced with nine per room. Exam sessions were scheduled throughout the day and evening.

"This way all students from all programs would not be on campus at the same time for exams," Fairley noted.

In addition, all non-essential college employees are allowed to work from home until Jan. 5.

St. Clair's winter semester starts Jan. 18 for the majority of programs while some that have specific accreditation requirements will open Jan. 11.

At the university, "all of the exams are virtual," said Jennie Atkins, the executive director of continuing education and the person tasked with heading up the university's Return to Campus work group.

Atkins noted the move to grey-lockdown in the fight against the COVID-19 pandemic has affected the university's research labs.

"We did transition our research areas to a revised framework with adjusted capacity," she said.

Study spaces at the Leddy Library and the CAW Student Centre have closed, as have the Forge Fitness Centre and the St. Denis Centre.

The university has reverted to an essential workers model when it comes to staff on campus and even then there's been "a reduction and rotation of on-campus shifts," Atkins said.

The winter semester opens Jan. 11 which is the same day grey-lockdown restrictions could end.

"If it's extended that will impact our winter semester," Atkins said.

S'Aints Sleighing Hunger Concert Going Virtual

AM800 CKLW – December 17, 2020



The S'Aints perform a mini concert to promote their Ninth version December 20, Caesars Windsor, November 13, 2019 (by AM800's Peter Langille)

[The S'Aints are back for their annual "Sleighing Hunger" concert](#), but this year is going to look a little bit different due to the pandemic.

It's the tenth year for the fundraiser which usually consists of a live concert benefiting local food banks.

S'Aints drummer Jeff Burrows says the band didn't want to let the tenth anniversary pass without a show and with a live event not possible this year's concert is going virtual.

Burrows says the show had to go on.

"It's an opportunity to sort of keep going in order to get as much funds as we can to the food banks," says Burrows. "There's still a need for everything like fresh fruits and fresh vegetables and so forth. It's another tough year, obviously, with COVID going on."

He says, on a positive note, the online show will allow the band to reach a new audience.

"For us, it's another opportunity to grow the whole event because there's a lot of people from around the world that would love to see the band and it's a rockin', fun Christmas show," he says.

The 2020 edition of "Sleighing Hunger" will be broadcast virtually on December 18 at 7pm.

The annual concert has raised more than \$270,000 over the past decade.

1st doses of COVID-19 vaccine to be administered Tuesday in Windsor

'Limited' supply delivered, vaccinations to start on Tuesday

CBC News · Dec 21, 2020



The first doses of the Pfizer-BioNTech vaccine will be administered in Windsor starting on Tuesday. (Evan Mitsui/CBC)

The long wait for the COVID-19 vaccine is about to end for some Windsor-Essex residents.

Windsor Regional Hospital announced Monday that the first shipment of the Pfizer-BioNtech vaccine has arrived in the region and will vaccinate just under 2,000 people. After training and preparations take place on Monday, vaccinations will start on Tuesday.

The supply was delivered to the St. Clair College Sportsplex on Monday and is now being stored in freezers at – 80 C, the hospital said.

"This is an exciting time in our community as we receive the initial supply of long-awaited doses to vaccinate against the COVID-19 virus," WRH President and CEO David Musyj said.

"We know this is just the start, and that initial vaccinations will be limited. However, like all communities across Canada, we look forward to the opportunities next year to bring vaccinations to individuals across Windsor-Essex."



Santa delivers COVID-19 vaccines to St. Clair College's Sportsplex Monday.

There is a significant police and security presence in order to safeguard the vaccine, according to the hospital.

The first group the province is focusing on is workers at long-term care and retirement homes that are not in outbreak, in red zones and grey lockdown regions.

Musyj said they will start by vaccinating 35 per cent of staff at a time to ensure that vaccinations go smoothly and there are no adverse reactions. He added that while there hasn't been much evidence of poor reactions globally, it is a strategy that is being recommended.

Since the vaccine requires two doses, Musyj said that when people receive the first dose, they will be given an appointment to come in and get the second dose.

As more of the vaccine becomes available, it will be distributed to additional priority populations.

Rise of the ghost kitchen: Restaurateurs embrace new concepts in pandemic

Windsor Star - Dec 23, 2020



Adam El-Dika operator of WhamBurg displays one of his signature burgers on Thursday, November 26, 2020 on the campus of the University of Windsor. Photo by Dan Janisse /Windsor Star

The desperation to outlast the COVID-19 pandemic has inspired local restaurateurs to embrace the new trends of ghost kitchens and virtual restaurants and some traditional dine-in eateries ponder whether take-out only is their future.

Having seen 90 per cent of his business disappear this year, Mare Nostrum owner Adam El-Dika started what is believed to be Windsor's first virtual restaurant last month.

[WhamBurg](#), which has a smashed burger concept available for delivery or pickup only, operates out of Mare Nostrum's kitchen after the Lebanese-based restaurant closes at 3 p.m.

"In our situation, on the university's campus, there were just very few people around," El-Dika said. "With people restricted to coming here, we had to find a concept to bring food to people."

"I researched it and it was four months in the developing."

The virtual restaurant concept is when owners use their own bricks and mortar establishments to run an entirely separate establishment. There's no dining in.

The challenge is explaining the concept to first-time customers

[WhamBurg](#) takes orders online and uses Uber Eats and Skip The Dishes for delivery.

The ghost concept sees someone rent kitchen space to produce food. It can be for consumption on site, delivery or a catering service.

"The response has been very positive so far," El-Dika said. "We chose the smash burger, fries and shakes menu because no one locally is really focusing on just a smash burger menu."

El-Dika said designing a menu that travels well was a challenge.



Adam El-Dika operator of WhamBurg cooks one of his signature burgers on Thursday, November 26, 2020 on the campus of the University of Windsor. Photo by Dan Janisse /Windsor Star

It requires using high quality, locally sourced meats from the Butcher of Kingsville and fries created for takeout.

El-Dika has also found specialized environmentally friendly packaging that keeps the food hot without a lot of condensation.

He added the virtual and ghost kitchen concepts are also subject to all the same public health and safety standards as any bricks and mortar establishment.

“The challenge is explaining the concept to first-time customers,” El-Dika said. “Why should they order from us when they’ve never been to our establishment or heard anything? A storefront gives you that.

“We’ve really had to build our brand by engaging on social media.”

Despite those challenges, El-Dika believes the virtual restaurant and the ghost kitchen are here to stay.

Restaurants Canada senior economist Chris Elliott said early research backs that opinion.

“We do know, that COVID-19 has accelerated the growth in ghost kitchens,” Elliott said.

“A survey of Canadians at the beginning of this year found that 55 per cent said they would be interested in ordering food for delivery from a ghost kitchen. This figure rises to 72 per cent for those 18 to 34 year olds.”

Elliott said currently just four per cent of restaurant operators surveyed operate a ghost kitchen, but that figure is expected to grow to 12 per cent over the next two years.

Christian Pinnard, who co-owns downtown Windsor’s Primary Social Club with Nic Puim, began offering his club’s commercial kitchen for use earlier this year.

Currently three groups use the facility regularly.

“I saw there’s a lot people doing interesting stuff at the (downtown) farmers market and I thought of offering a per use kitchen,” Pinnard said.

“I call it the side-hustle kitchen. The whole point was to help them take their side hustle serious.”

Since the end of summer, BZB Test Kitchen owners Maurice Boire and Sergio Zevallos have taken over much of the time, along with weekly pop-up Kieus Pizza. A group from the restaurant incubator Cook-Up, which helps female entrepreneurs with a focus on immigrant women, also uses Primary Social.

Anything that creates more opportunities can't be dismissed

Although Pinnard envisions the ghost kitchen as a potential new revenue stream in the future, he's currently offering the groups his facilities free of charge as well as mentoring them to help nurture their businesses.

"You can't preach community when it's convenient," Pinnard said. "If I'm in the position to help other people who are getting hammered by the same restrictions I am, I really do try to practice what I preach."

However, he cautions owners offering kitchen access must be sure everyone has the certifications to handle food and ability to use and clean equipment properly.

With both BZB owners also teaching in St. Clair College's culinary arts program overseeing the managing of the kitchen, Pinnard said the ghost kitchen concept has worked well to date.

"I think the concept is sound," Pinnard said. "It get more people into the industry and funnels more money into the industry to create jobs and income."

"Anything that creates more opportunities can't be dismissed."

Boire, who also operates Chef's Temper catering and knife restoration service, said there are endless possibilities to what can be done with ghost kitchens.



Van Niforos , right, works with Andy St. Louis in the kitchen at Windsor's Penalty Box restaurant on Nov. 1, 2017, in Windsor. Photo by Jason Kryk /Windsor Star

By lessening some of the financial risks, it allows entrepreneurs to push the envelope a bit in other areas.

"You can dip your toe in the water, see what works and what doesn't," Boire said. "It gives you some flexibility without diving all in."

In larger Canadian and U.S. cities the ghost/virtual concepts have been commercialized and scaled to reduce costs, improve efficiency and help with branding.

They're purpose-built food production facilities with delivery service only that can be used by a multitude of restaurants operating out of a centralized location.

These kitchen operations, known as cloud kitchens, are heavily tech and logistics oriented and can track what menu items are most popular at specific times based on data.

Boire's is attempting to push the envelope further locally by developing his idea for contracted kitchen services. Under this plan, he'd be hired to oversee all the food preparation and kitchen staff.

"The restaurant owner would get a percentage of the food services and I would get the rest," Boire said.

"The owner is then free to concentrate on marketing, attracting customers and doesn't have to worry that there's five cooks in the kitchen and only one customer. That will be my problem."

Boire said he's in discussions currently with establishments about employing the concept.

In addition, Boire is using his ghost kitchen time at Primary Social to build his brand by videoing his food prep for YouTube and Podcasts.

In September he held a Chefs in Trenches cooking competition that was filmed and posted to YouTube.

Among the big challenges of ghost kitchens are the logistics of operating in space that isn't your permanent home.

Storage, avoiding food wastage and mobility in some cases can be complicated.

"Some owners aren't up for that," Boire said.

"Christian deserves a lot of credit for this pilot project. He's really been supportive of people trying to get into the industry."

Sometimes the ghost kitchen concept is about more than just creating a food business.

Cook-Up co-founders Delna Buhariwalla and Trishauna Linton use it to change the lives of female entrepreneurs, especially new Canadian women.

The restaurant incubator, which operates out of the Downtown Windsor Business Accelerator, is currently helping six fledgeling businesses through coaching, connections to mentors in the industry and obtaining access to commercial kitchens.

"Many have been running informal businesses for a year and are now ready to formalize it and grow it," Buhariwalla said. "They're women who have been around food businesses and have skills. We're trying to help them build a solid foundation to succeed in the market place."

"The traditional model of entering the industry is not open to them because of the overhead and upfront costs."

Cook-Up's clientele all started at Primary Social, but also now have access to a commercial kitchen at the DWBA. There the businesses rotate through the daily Cook-Up Market Place.

Linton said awareness of the ghost kitchen concept is growing, encouraging others to consider the opportunity.

She added the COVID pandemic has opened up opportunities as most restaurants aren't operating at full capacity

"Sharing space, resources, making connections and relationships working together in the space, it's not just for the food industry it's an idea that's become quite popular elsewhere," Linton said.

“Restaurants have a chance to add value, a new revenue stream, to their business.”

While the hope is a COVID-19 vaccine is the shot in the arm the restaurant industry desperately needs, those in the food service sector admit the virus has permanently changed things.

Some, like Koolini’s owner Leo De Luca, didn’t need a pandemic to see the new directions and opportunities in the industry. De Luca turned his very popular sit-down restaurant into a catering, takeout and delivery operation in 2014.



Koolini’s Leo De Luca is photographed at his restaurant in Windsor on Tuesday, January 21, 2013. The restaurant suspended the dinning room operation to make room for an expanded catering business.

Van Niforos, owner of another local favourite The Penalty Box, admits the uncertainty he expects in the industry for the next two years has him pondering whether he’ll remain take-out operation for the foreseeable future.

“I don’t know if we’ll go back to dining in,” Niforos said. “The virus has taken us so far off our base.

“Many of these changes will become permanent. The next three or four years takeout is going to be a big percentage of our business.”

Niforos said prior to COVID-19, 50 per cent of his business was takeout. He added that so far this year, the number of meals ordered has remained about the same as last year.

“We’re down a little (revenue) because people don’t order drinks and appetizers like they do when they dine in,” Niforos said.

He admits the thought of becoming takeout only pains him.

“You come out of the kitchen and the dining room is empty and dark and there are three or four people waiting at the front,” Niforos said. “That’s not why I got into this business. I miss the socialization part of it.

“It’s a completely different job without it.”

WARMINGTON: Rules allow many to fly to Canada without COVID test

Toronto Sun - Dec 28, 2020



Abdul Basith arrives at Pearson International Airport from India on Dec. 27, 2020 to study in Canada Photo by Ernest Doroszuk, Toronto Sun /Toronto Sun

With Ontario's latest pandemic lockdown, you can't go to a New Year's Eve party, shop in a store, hit the gym, or do a lot of other things.

But travellers can fly to Toronto from places like India or Nigeria to visit family or pursue university studies with no problem. There are no strict lockdown measures in place at Pearson International to deal with that concern.

There was no required COVID-19 test at the airport, either.

"I didn't have a test, but they did take my phone number," said a woman Sunday, after a 15-hour flight from India.

Her 14-day quarantine is on the honour system. On the same flight, were four polite young men from India who were waiting to board a bus to Windsor where they are enrolled in an international business program at St. Clair College.

"It's very exciting," said Abdul Basith, from Kerala, a state on the southwestern coast of India.

He and pals Melwin Andony, Shabeeb Kallarakalatummal and Royce Rumao already completed their first semester of the two-year program at home, studying online with teachers in Windsor. When school starts in January, they will still learn online — but only from a residence in Windsor.

While Ontario kids' school year is being delayed, and we couldn't have the complete family over for Christmas dinner, Canada welcomes people from abroad to study on their computers.

Dara Sayo flew in from Nigeria through Frankfurt to attend the University of Waterloo. She won't be able to go eat in a pub or restaurant or go to a hairstylist, but she will be able to study online.

These all are very nice young people.

There's no criticism of them for taking the opportunity to travel freely without proper coronavirus screening. But criticism is warranted for those responsible for creating such loopholes.

It's why Premier Doug Ford and Toronto Mayor John Tory have been asking the federal government for COVID testing at the airport.

"Our government has been calling on the feds for four months for testing at airports," Ford told reporters this week. "We hear every week about dozens of flights coming in unchecked and bringing in COVID with them. And it's unacceptable."

Ford promised that if necessary, Ontario will step up to test people at the airports.

Tory told *CP24* Sunday he's calling for "strict enforcement" of quarantines for people who arrive here to "minimize" any "spread."

Pearson International Airport also wants more COVID-19 testing.

"We are very supportive of an arrivals testing framework for international passengers," said Pearson spokesperson Robin Smith. "This would be a further enhancement to the Healthy Airport protocols that we already have in place. To bring this type of program into effect, we need government support. We are ready and willing to work with our government partners to implement such a program because we believe testing is a necessary next step in our Healthy Airport commitment."

Meanwhile, the pharmacy at the airport is closed.

None of the people we talked with at Pearson Sunday were tested here for the virus that has locked down the world.

Ford, Tory, and Pearson officials are correct to lobby the federal government to right this situation immediately.

However, one can't help but wonder why the drive-through Polar Drive Christmas light show at Pearson was forced to close to under lockdown protocols but planeloads of people from foreign countries can walk in without being screened?

Why are the malls closed again?

Instead of testing, why not ban all international and domestic flights at least until they can get minor hockey back on and the barbershops open?

Why does Tory keep telling people to "stay home" while thousands of people are flying into the city each day?

Wouldn't it better to ask those promising students to stay home and continue their online studies from abroad until the pandemic is over?

Or do we just open everything back up and admit there really is no lockdown?

St. Clair College Has Strong 2020 Despite COVID-19: France

Sunday, January 3, 2021



(AM800 file photo)

St. Clair College has been learning how to survive under the new normal.

It took every staff member and student, but President Patti France says 2020 was a productive year.

France says the college didn't rule out the possibility enrolment would take a huge hit due to COVID-19.

"In the end I think our reputation and the quality of our education led to an increase in enrolment this year," she says. "Even in the midst of this pandemic it's quite a rarity for the post-secondary as a whole within Ontario. I think that's a huge win for us."

When students return to on campus learning, France says they'll have some new amenities to enjoy.

"Our Sports Park, which we were able to do even in the middle of the pandemic and launch the academic tower to house the expansion of the school of business, information and technology," says France. "Although there's been delays, we've also started the construction at our new residence for Windsor."

France says the pandemic brought out the best in staff and students in 2020.

"There's been all sorts of obstacles, but at the end of the day I think we all tried to be flexible and also to be kind and understanding from a multitude of perspectives," she added.

France says everyone on campus was able to adjust and it allowed the school to graduate "several thousand" students.

Remote learning will continue in the New Year, but France is hopeful in-person learning will resume in the fall of 2021.

St. Clair among top research colleges in Canada

Education News Canada - January 7, 2021



Peter Wawrow, Director of Applied Research and Development, speaks at an event earlier this year.

St. Clair College made the list of Canada's Top 50 Research Colleges in 2020.

The annual ranking by Research Infosource Inc., is based on the amount of research grants colleges receive, along with contracts and contributions from third parties. St. Clair came in at number 50, making the list this year for the first time.

"I feel honoured that our research efforts have been recognized in Canada's Top 50 Research Colleges," said Peter Wawrow, Director of Applied Research and Development at St. Clair College. "It is validation that the efforts we have made over the past couple of years are now starting to pay off."

St. Clair received a total of \$702,852 in sponsored research, with almost \$487,000 of that in grants and contributions, and more than \$216,000 of in-kind support.

Wawrow said St. Clair received several small research grants, along with a couple of larger grants from the Natural Sciences and Engineering Research Council (NSERC) and the provincial government. The majority of gifts in-kind were donated by corporate sources.

"This is the result of a couple of years of developing relationships with industry partners, resulting in more projects for the College," Wawrow said.

Waseem Habash, the College's Vice President, Academic, said St. Clair's goal is to support industry in their quest to constantly improve while helping students learn about new technology first hand. "They both benefit from research," Habash said. "The conduit is our faculty and they deserve credit for passing on their expertise."

There are 13 faculty members who are involved in research projects, along with 10 contract researchers and 81 paid students.

"It puts St. Clair College on the map for research and gives us an opportunity to build our research capacity," Wawrow said.

Windsor engineering prof recognized for electric vehicle research

Windsor Star - Jan 07, 2021



"Huge recognition." University of Windsor professor Narayan Kar is shown at the faculty of engineering building on Jan. 7, 2021. Photo by Dan Janisse /Windsor Star

University of Windsor engineering professor Narayan Kar has been recognized by National Research Council Canada as one of the nation's leading electric vehicle experts by making him a Tier 1 research chair.

The appointment brings \$200,000 worth of annual federal government support for Kar's electric motor and propulsion research program for the next seven years with an option to extend it for a further seven years.

Windsor engineering prof recognized for electric vehicle research

"It's a huge recognition for us," said Kar, who has previously held a Tier II chair worth \$100,000 annually for EV research.

"The CRC position brings funding, but it also brings recognition to the University of Windsor and strengthens interest in our research from companies.

"Because of this recognition, those who are involved in advanced EV research will come to us because the University of Windsor is being recognized as experts."

Kar and his research team have already built a formidable reputation for their electric vehicle work that has drawn the attention of original equipment manufacturers (OEMs), Tier 1 suppliers and government partners.

This past summer, Kar's team landed \$4.3 million in funding to produce a next generation electric motor by 2025.

The university received \$1.9 million from the Natural Sciences and Engineering Research Council of Canada, with private industry partners Ford Motor Co., Nema Corp. and D&V Electronics contributing \$2.4 million.

Kar said the National Research Council funding will help accelerate that research.

“The research is going very well and we’re optimistic we’ll have a prototype ready in 2023 and have it in an on-road vehicle in 2025 for actual testing,” Kar said.

“We’re drawing more attention from companies. I have a meeting (Wednesday) with another multibillion-dollar automotive company interested in our work.”



University of Windsor professor Narayan Kar is shown at the faculty of engineering building on Thursday. Photo by Dan Janisse /Windsor Star

Kar added the funding will also allow for some additional staff and help build a research network beyond the university.

“It will allow us to build teams and partnerships,” Kar said. “We can go after larger grants.

“This allows us to bring industry, academia and government together and approach problems in a larger and more effective way. A multi-discipline approach can solve problems much better and quicker.”

An example of the value of such outside-the-box thinking, said Kar, was bringing St. Clair College students into his research program. The students have been immersed in the college’s hands-on approach and have brought a beneficial perspective to problem solving because of their different experiences.

“One of the biggest things we’re doing in this research is we’re training and mentoring the next generation of engineers for electric vehicles and the environmental needs,” Kar said.

“This chair helps us attract the crème-of-the-crème student because of the program’s recognition.

“With about 100 automotive manufacturers, multiple OEMs, Ford and FCA having local research and development centres, and the university’s Centre for Automotive Research and Education, we feel we should be the automotive university.”

'A Hero Lives Here' sign campaign receives financial support

CTV Windsor - Thursday, January 14, 2021



Lawn sign from the "A HERO LIVES HERE" campaign in Windsor, Ont. on Monday, Jan. 11, 2020.

WINDSOR, ONT -- The "A Hero Lives Here" lawn sign campaign to thank health care workers is receiving financial support.

St. Clair College Alumni association has donated \$3,000 to the health care lawn sign campaign.

College officials say many health care workers are college alumni including organizer, Dominique Gravel.

"We thought if we can put a large donation towards such a great project that we can reach more and more and really encourage more individuals to step out," says Ryan Pebbles, board member on the St. Clair College Alumni Association board of directors.

"We understand this is 'A Hero Lives Here' campaign in regards to the medical field, such as PSWs, nurses, any sort of health care realm, but we understand there are heroes amongst us in every realm so any essential worker we really thought deserved a shout out and potentially increased the sign awareness campaign."

Organizer, Dominique Gravel says with St. Clair College's donation, she has purchased 300 more signs.

Gravel says there are now 750 signs printed for front yards across the region.

However, despite all the community support, Gravel says it will have come to an end at midnight Wednesday because this too is affected by lockdown restrictions.

"As of 12:01 Thursday, we will be pausing our campaign with the signs. Due to the spread of this virus, we want to keep our numbers low. We want to respect each other and stop the spread of this virus, keep everybody safe and at home," says Gravel.

"As soon as it's safe to do so, we will start rolling out these signs again within our community. Due to the donation with the college, from the alumni, we are going to take these funds and get these signs out as soon as it's safe to do so."

Pandemic-battered single mom makes COVID career pivot

Windsor Star - Jan 15, 2021



Kourtney Belisle and her daughter Andi, 4, are shown at their Windsor home on Thursday, January 14, 2021. Belisle left northern Ontario after COVID forced her to close her fitness business. She joined the Women in Skilled Trades apprenticeship program in Windsor which has been delayed due to the pandemic.

The COVID-19 pandemic has taken some pretty hard shots at Kourtney Belisle, but the 29-year-old single mom simply refuses to break.

First the pandemic forced Belisle to close the fitness studio she owned and operated in North Bay.

A fledgling business venture started in the summer of 2019, she had to shut down last January when her studio lost heat and while she waited on a furnace repair.

When she finally got back up and running, she trained a client who subsequently came down with COVID, forcing her to close the doors again.

After quarantining, Belisle started once more to rejuvenate her business when the government announced its first provincewide lockdown in March.

“I had basically been out of business since the beginning of 2020,” said Belisle. “I had zero income from the studio and I was self employed so I didn’t qualify for EI (Employment Insurance) or social assistance. Those were some really dark moments.”

Belisle finally made the gut-wrenching decision to let her business dream go in early June.

“I had to lick my wounds,” she said. “I washed my hands of the industry and I had to deal with all the business debt I’d incurred but I’m a glass-half-full sort of person and I just kept saying an opportunity will come my way.”

On a casual stroll through the internet — “I don’t even remember what I was searching for” — she spotted a flyer from Windsor’s Women’s Enterprise Skills Training (WEST) about a pre-apprenticeship program designed to get more women into the skilled trades.

She recalled a time back in high school when she thought having a trade seemed like a good career move.

“Of course, I went to an all-girls Catholic high school so there were zero shop opportunities.”

She inquired about the program, which is run through St. Clair College, and was told she had to live in Windsor to be eligible.

“I thought this is something I could see myself doing so I moved — in the middle of a pandemic,” said Belisle, who has no family here.

At that point in July, there was no certainty she’d even get into the program.

“I figured what have I got to lose?” she said. “Everything had collapsed. I literally lost everything and already hit rock bottom so why not go for it?”

She found a place to live for her and her daughter Andi, a plucky four-year-old with Down syndrome who shares her mother’s adventurous spirit.

Belisle continued WEST’s application process of testing, interviews and workshops.

After an initial delay, Belisle found out she had secured a place in the pre-apprenticeship program for millwrights. But instead of starting in early August, it was delayed to November.

Finally, Belisle got to start the in-school curriculum at the main campus. She was learning how to operate a CNC machine and read a blueprint among other skills. By mid-March she and others would be ready for an eight-week training placement.

COVID, however, has stepped in once again and messed with Belisle’s plans.



Kourtney Belisle and her daughter Andi, 4, are shown at their Windsor, ON. Home..

The second provincewide lockdown announced earlier this week has led the college to postpone the WEST program until after April 26.

Other face-to-face pre-apprenticeship and apprenticeship programs have also been placed on hold due to the latest lockdown.

“It’s certainly been an interesting year,” Belisle said. “Now, I’m just waiting and looking forward to getting back into it.”

In the meantime, she continues to search for a job in production or manufacturing so she can start networking within the industry.



Financial Monitoring Report

November 30, 2020

Presentation to the Board of Governors

January 26, 2021

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- Income Statement for the Eight Months Ended November 30, 2020
- Capital Update at December 2020
- Recommendation

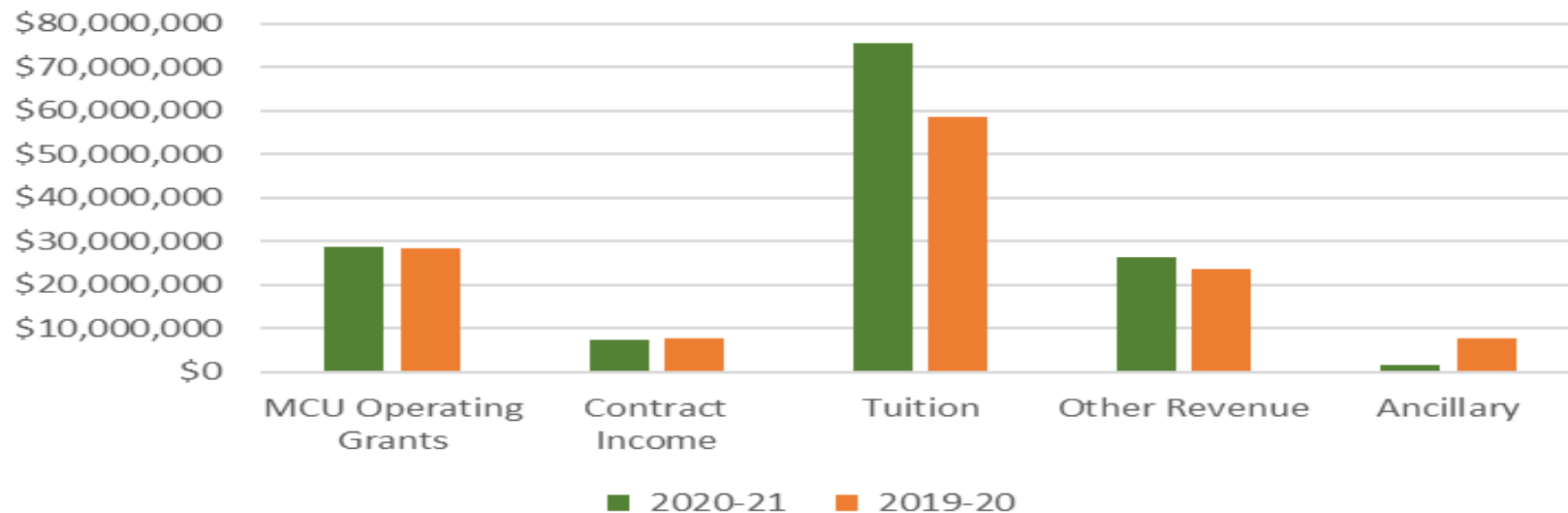
Summary of Revenues and Expenditures

Schedule I (in 000s)

Line Item	Fiscal Year Budget	November 2020 Actual	November 2019 Actual
Revenue	\$246,098	\$139,741	\$125,819
Expenditures	\$220,814	\$128,682	\$122,662
Surplus	\$25,284	\$11,059	\$3,157

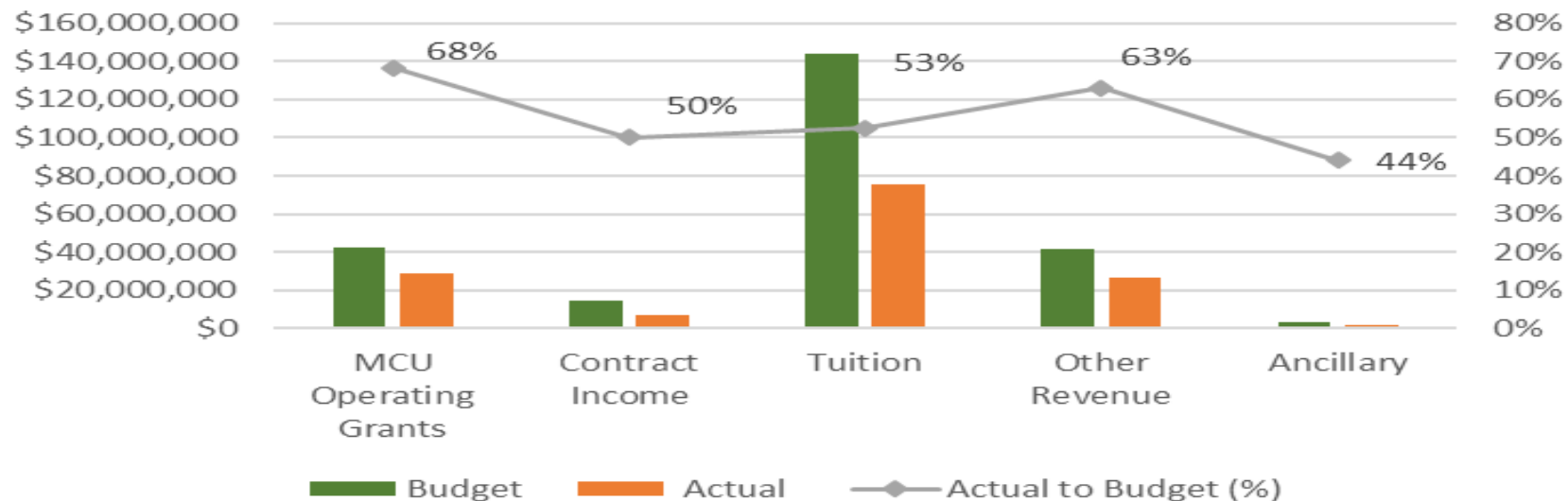
Revenues

Revenues: Nov.30 YTD - Year over Year

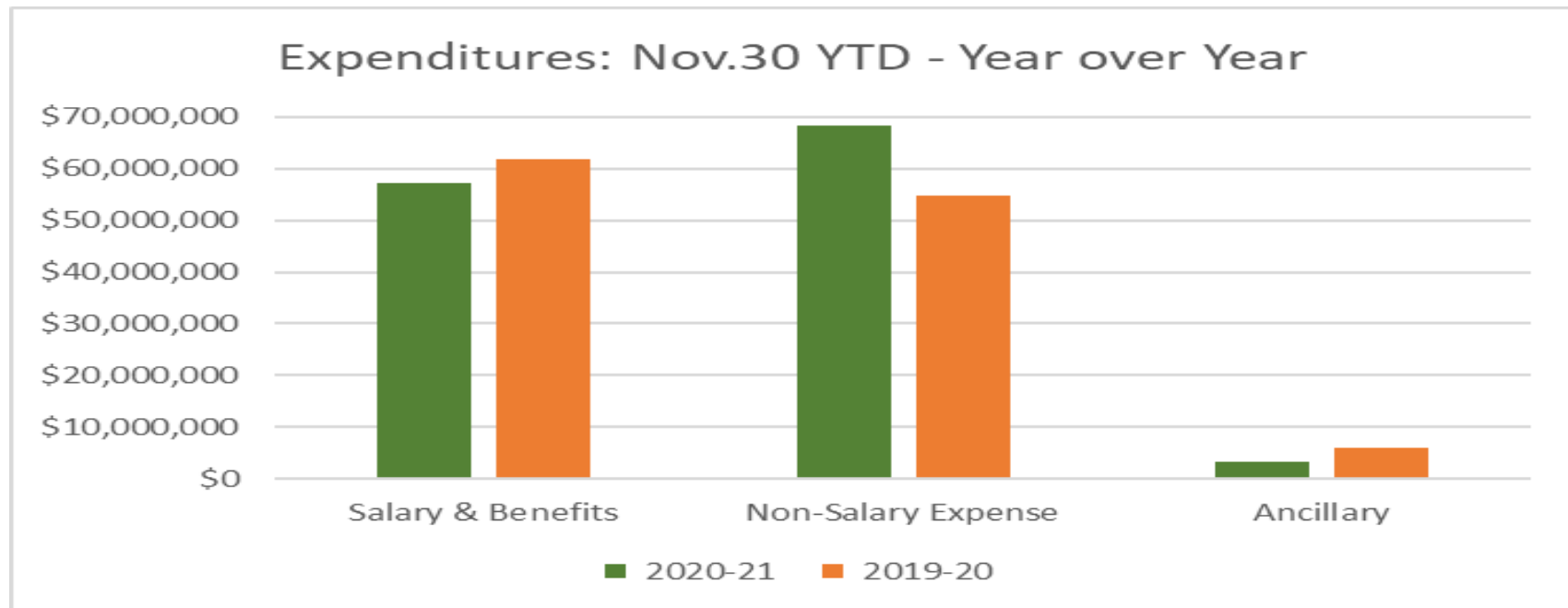


Revenues

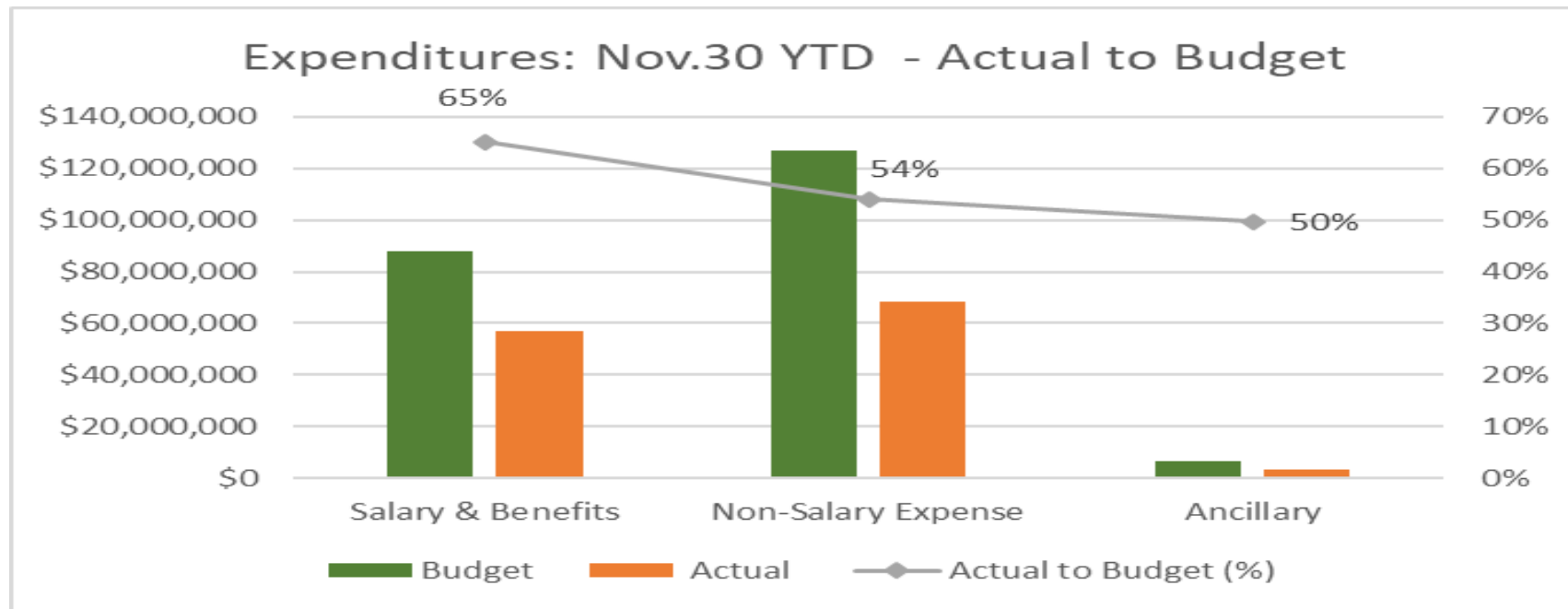
Revenues: Nov.30 YTD - Actual to Budget



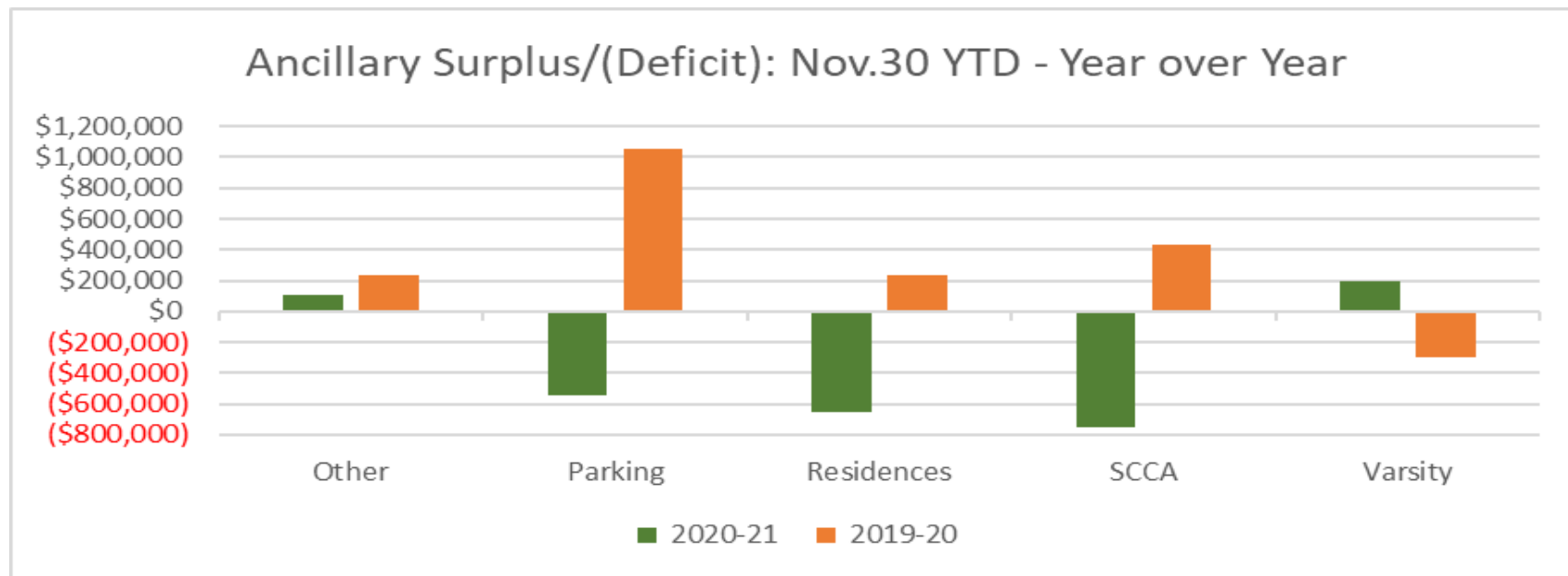
Expenditures



Expenditures



Ancillary



RISE ABOVE THE ORDINARY

Capital Update at December 2020

Project	Fiscal Year Budget	Actual Spend	Variance
Capital Grants	\$1,858,009	\$1,599,446	\$258,563
Operating Funds	\$8,000,000	\$4,074,640	\$3,925,360
Total	\$9,858,009	\$5,674,086	\$4,183,923

Recommendation

- IT IS RECOMMENDED THAT the Board of Governors:
Receive the Financial Monitoring report as at
November 30, 2020 as information.



Questions?



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: FEBRUARY 23, 2021

**RE: STRATEGIC DIRECTIONS UPDATE – ACADEMIC EXCELLENCE -
INCREASE ONLINE COURSE OFFERINGS**

**SECTOR: ACADEMIC – WASEEM HABASH, VICE PRESIDENT
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 (2020–2021). This update pertains to Strategic Direction #1 – Academic Excellence regarding the commitment to increase online course offerings. Specific details include the following:

Goal	Objective	Measure	Target
Academic.	Increase online course offerings.	Increase the total number of online courses offered at St. Clair College by 7% over 5 years. Concentration will be on high demand courses.	February 2021

BACKGROUND:

There is a strategic focus on developing and converting high demand courses for delivery through St. Clair College's eCampus. The College has achieved success in its focus to convert and deliver 75 high demand courses online through eCampus achieving a 47% increase, well exceeding the Strategic Direction measure of 7%.

Academic Year	# of High Demand Courses Developed/Converted to Online	Increase in High Demand Courses Online
2019-20	51	
2020-21	75	47%

Although the five-year target of 7% from the 2019-2020 baseline year has been surpassed, it is the goal of the College to continue to develop additional online courses.

Since the initial transition to remote delivery, the College has expedited its strategic objective to incorporate innovative approaches to online delivery incorporating strategies and methods, such as:

- Embracing technology including Blackboard Collaborate™ Learning Management System (LMS) that allows for a simple and reliable virtual classroom that powers our online teaching and conferencing needs including virtual faculty office hours.
- Enabling remote access to on campus labs with specific software, Cad Cam etc.
- Integrating Augmented Reality (AR), Virtual Reality (VR), and Artificial Intelligence (AI).
- Adopting virtual proctoring tools such as Respondus and Examity to promote academic integrity when testing.
- The Centre for Academic Excellence (CAE) expanded its Blackboard support with a group of Blackboard faculty mentors and enhanced Blackboard training webinars/virtual support.
- The College explored additional opportunities for Professional Development in online delivery and engaged all full-time and part-time faculty in completing FutureLearn 'How to Teach Online: Providing Continuity for Students'.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #1 – Academic Excellence regarding the commitment to increase online course offerings, for information.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: FEBRUARY 23, 2021

**RE: STRATEGIC DIRECTIONS UPDATE – ACADEMIC EXCELLENCE –
QUALITY AUDIT DRAFT SELF STUDY**

**SECTOR: LINDI PRENDI, EXECUTIVE DIRECTOR, CENTRE FOR ACADEMIC
EXCELLENCE**

AIM:

To update the Board of Governors regarding the status of the quality audit draft self-study report.

BACKGROUND:

The College Quality Assurance Audit Process (CQAAP) is an institutional level process that employs an evidence-based assessment model to measure the level or existence of quality at Ontario Colleges. Its purpose is developmental, and its intent is to ensure continual improvement. Colleges are required to undergo a quality assurance audit every five (5) years.

The audit process is comprised of several stages: a self-study carried out by the college, a site visit, an audit report written by the audit panel, a review of the report and approval by the OCQAS Management Board and an 18-month follow-up report submitted by the college.

The self-study report demonstrates the College's critical and comprehensive assessment of the effectiveness of the quality assurance mechanisms. This assessment is conducted according to the CQAAP criteria comprised of six (6) standards and their accompanying thirty-two (32) requirements. This report is concise, supported by relevant evidence and accompanied by a continuous improvement action plan.

At present, the self-study report is in the final draft stage. The narrative has been completed for all standards and accompanying requirements. Collection of data

documenting the implementation of our quality assurance mechanisms, as well as any relevant corrective measures taken to improve quality, was facilitated through collaboration and joint efforts of all departments at the College. The data was analyzed to allow for tracking and review of the effectiveness of our mechanisms.

The next step is to draw on conclusions for each component of our quality assurance systems and the system as a whole, and to create an action plan that identifies corrective measures in an effort to address areas for improvement observed through this quality assurance exercise.

As mentioned at the Committee of the Whole meeting, once the document has been finalized, it will be provided to the Board.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board receives the notice of the status update regarding the CQAAP draft self-study report, as information.

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: FEBRUARY 23, 2021

RE: STRATEGIC DIRECTIONS UPDATE – STUDENTS (Retention, Graduation Rate and Success) INCREASE STUDENT SUCCESS – ENGLISH TESTING

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 (2020–2021). This update pertains to Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Monitor, analyze, review and report impact of English testing for international students. Specific details include the following:

Goal	Objective	Measure	Target
Support Student Success.	Increase Student Success.	Monitor, analyze, review and report impact of English testing for international students.	February 2021

BACKGROUND:

The Student Success Centre team is committed to assisting St. Clair College students to improve their English reading and writing skills at the college level. Given the pandemic situation, there are currently no in-person assessments and services. The team is offering services virtually to all students studying locally and abroad.

Student Success Technologists reach out to all first-year international students at the beginning of each semester to welcome them, highlight available services and provide instructions. The team helps students with the assessment process and coaches students on success pathways.

The Accuplacer assessment platform uses the latest computer-adaptive technology, with assessment questions that are based on a student's skill level. The Accuplacer assessments allow the College to gain an accurate measure of a student's academic English skills to provide the appropriate resources to help students be successful at the college level.

MyLab Writing is another adopted learning tool that empowers domestic and international students through self-paced personalized learning to upgrade their English language skills to succeed at college. It provides targeted skill practice through personalized and adaptive instruction, unique to every student. Starting with the Path Builder, the results from each student's learning path provides a personalized pathway for that student to build their English skills through a variety of activities.

The College has adopted a new re-admission procedure requiring English assessment as a mandatory first step for re-admission. Dismissed students are provided with instructions for next steps should they want to be considered for re-admission based on College policies and procedures. This new process connects students with the Student Success Centre to utilize the services and supports that are available to assist all St. Clair College students with English language, reading and writing skills at the college level.

Term	Assessment Invites	By Campus	Accuplacer Assessments	Assessments By Campus	MyLabWriting Activations
FALL 2019	1,883	946 Windsor 801 Downtown 136 Chatham	534	177 Windsor 336 Downtown 21 Chatham	59
WINTER 2020	1,498	890 Windsor 608 Downtown	391	158 Windsor 233 Downtown	250
FALL 2020	1,118	494 Windsor 558 Downtown 66 Chatham	237	Approx. 90% studying remotely	54
WINTER 2021 (in progress)	1,633	727 Windsor 867 Downtown 39 Chatham	262	Assessments proctored remotely	262

Winter 2021 includes all international student dismissals required to complete Accuplacer Assessments prior to academic readmission.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Monitor, analyze, review and report impact of English testing for international students, for information.

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: FEBRUARY 23, 2021

RE: STRATEGIC DIRECTIONS UPDATE – STUDENTS (Retention, Graduation Rate and Success) INCREASE STUDENT SUCCESS - SOFT SKILLS

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 (2020–2021). This update pertains to Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Increase institutional efforts to enhance Soft Skills for students through various mechanisms and activities (*i.e.* online tools, mock interviews). Specific details include the following:

Goal	Objective	Measure	Target
Support Student Success.	Increase student success.	Increase institutional efforts to enhance Soft Skills for students through various mechanisms and activities (<i>i.e.</i> Online tools, mock interviews).	February 2021

BACKGROUND:

Career Services has been strategically positioned to support students in a variety of ways. While traditionally Career Services supports students with career and employment objectives, the services and supports offered have expanded to include a range of activities to increase Soft Skills. Often employers are indicating that Soft Skills are equally or more important when hiring than hard skills. Career Services quickly pivoted to offering virtual services for students and employers through email, telephone, website and the St. Clair College Career Central electronic portal.

Some of the Career Services activities and mechanisms to support students include:

1. Resume critique and feedback – providing coaching and assisting students to identify and articulate their Soft Skills; reviewing and assisting students to locate the Essential Employability Skills (EES) that are outlined on their Course Outlines and form part of their learning in achieving course/program outcomes.

2. Interview Preparation – providing coaching and assisting students in preparation for interviews with prospective employers including mock interviews and more recently preparing for and excelling at virtual interviews.
3. Offering virtual workshops and class presentations to assist students.
4. The Industry Liaison Office assists employers with navigating the more than 120+ programs and to identify students and graduates who will meet their workforce needs, highlighting the vocational learning outcomes (VLOs - hard skills) as well as the Essential Employability Skills (EES - Soft Skills) that an employer could expect from a graduate of a particular program.

Having direct contact and building relationships with hiring managers allows for staff to have good insight with respect to employers' needs and work with students to help them understand employers' needs. This additional insight provides students with a chance to reflect on their strengths/skill sets and express these to a prospective employer.

Summary of services offered:

Year	Career Services Campus	Class Presentation/ Workshops	Employers Posting Jobs
2019-2020	Windsor Campuses	1523	1275
	Chatham Campus	880	54
2020-2021	Windsor Campuses	1679	1363
To date	Chatham Campus	367	128

St. Clair College continues to be committed to supporting student success and will deliver strategic supports and services to provide graduates with the necessary skills and qualifications to be successful in their career aspirations and address employer needs.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #2 - Students (Retention, Graduation Rate and Success) – Increase institutional efforts to enhance Soft Skills for students through various mechanisms and activities (*i.e.* Online tools, mock interviews), for information.



ST. CLAIR

C O L L E G E

TO: THE BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: FEBRUARY 23, 2021

RE: FALL 2020 APPRENTICESHIP KPI RESULTS

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

AIM:

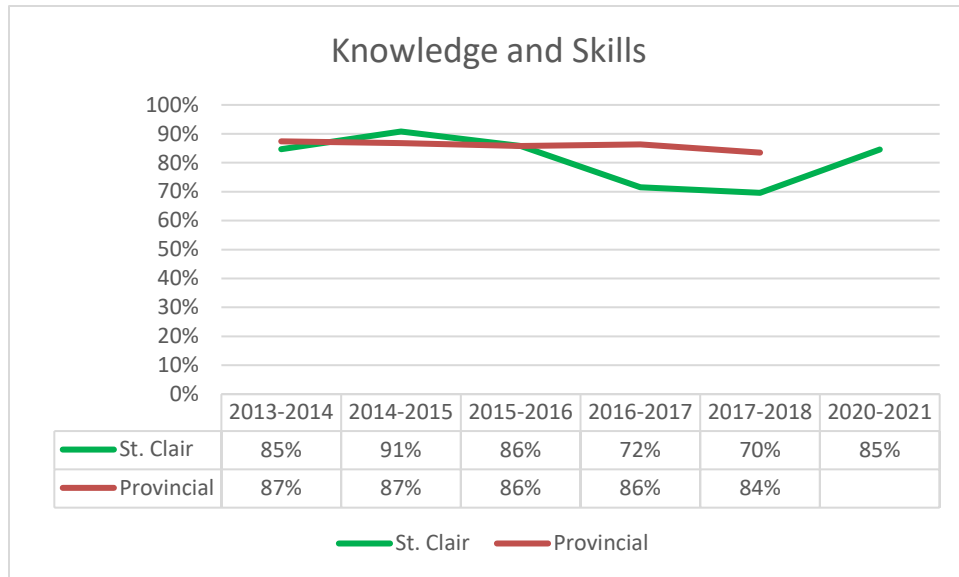
To provide the Board with an update regarding the College's Fall 2020 Apprenticeship KPI Survey results.

BACKGROUND:

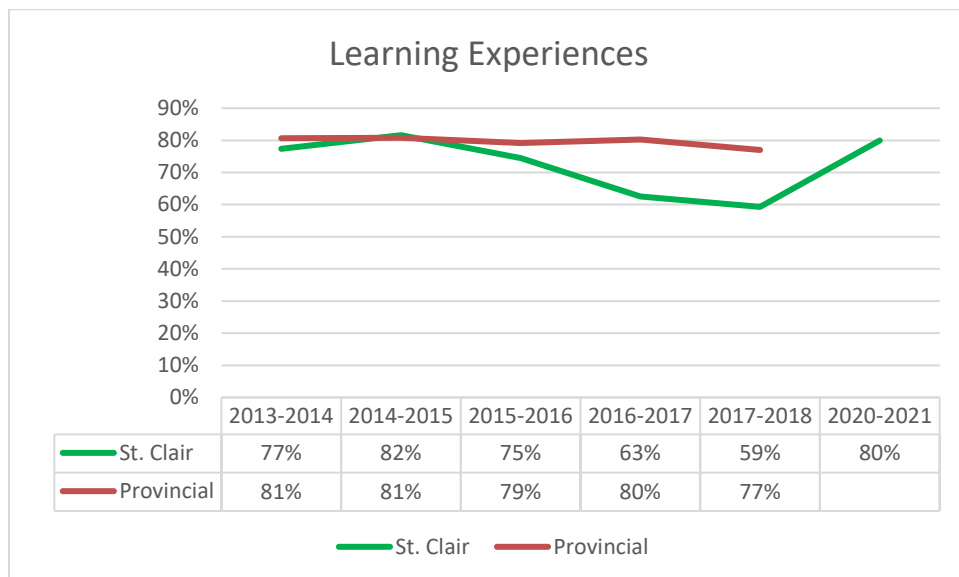
From the 2013-2014 to 2017-2018 academic years, the Apprenticeship KPI survey ran alongside the similarly mandated post-secondary Student Satisfaction KPI survey. In 2018-2019, the Apprenticeship KPI survey was conducted however results were not released by the Ministry due to a change in policy that made the survey non-mandatory. In 2019-2020, the College's internal administration of the survey was halted due to COVID-19. In 2020-2021, the College successfully administered the survey using an online platform.

The Apprenticeship KPI survey for the Fall 2020 semester was administered in two waves: Level 1 students were surveyed from September 28 to October 9, 2020 and Level 2 students were surveyed from November 30 to December 12, 2020. In between the two waves, the College took the opportunity to consult with program faculty and administration to make the new survey more relevant to apprenticeship students. The revisions resulted in removing low-response questions and adding questions related to shop facilities.

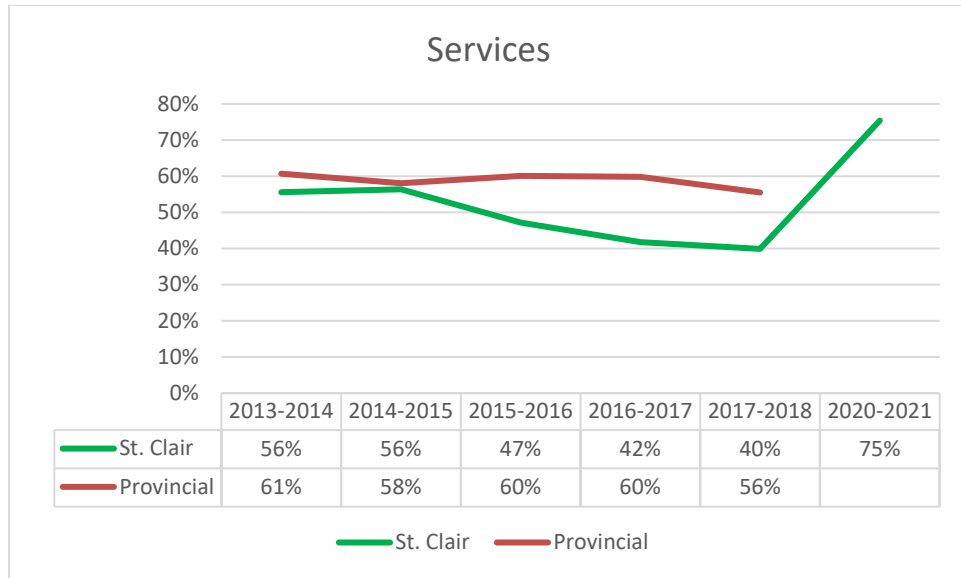
Below are the satisfaction rates for the capstone questions of the Apprenticeship KPI survey. Results from both waves were combined as the capstone questions remained the same during the noted revision. As the survey was conducted internally, we cannot benchmark the College's performance against Provincial results. However, there are significant increases throughout which exceed the last known College and Provincial values.



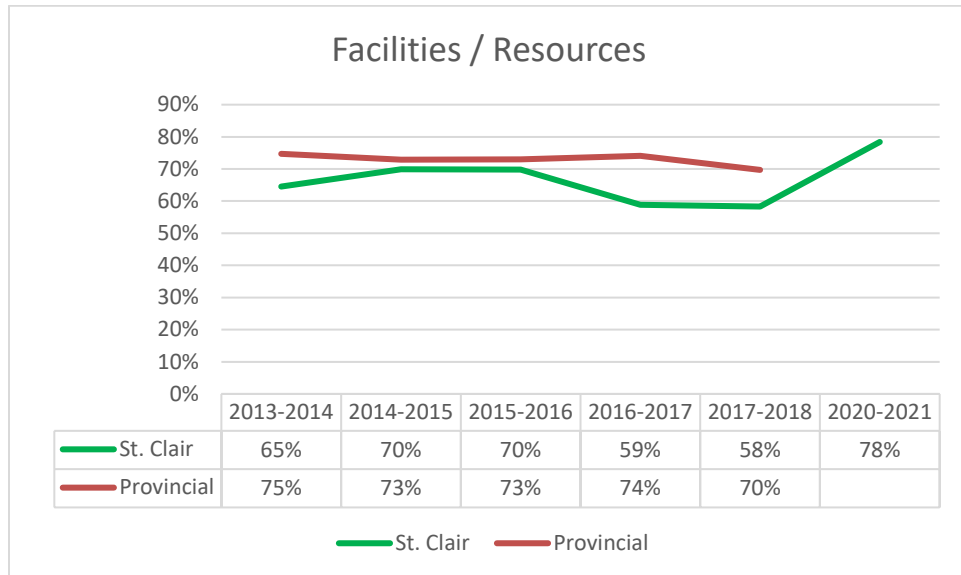
Knowledge and Skill Capstone: Overall, how satisfied are you that the knowledge and skills your apprenticeship program gives you will be useful in your future career?



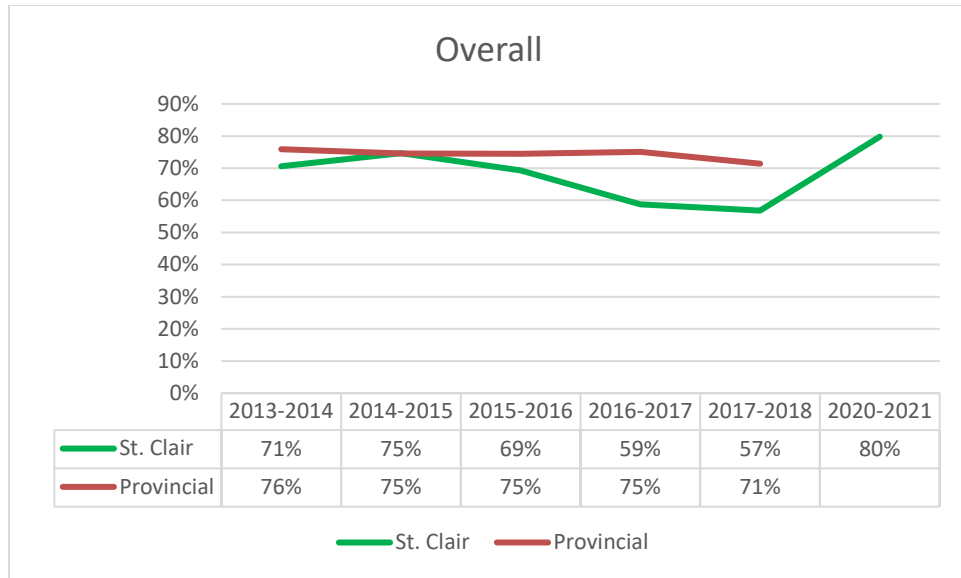
Learning Experiences Capstone: Overall, how satisfied are you with the learning experiences in your apprenticeship program?



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.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update regarding the College's Fall 2020 Apprenticeship KPI Survey results, for information.



TO: THE BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: FEBRUARY 23, 2021

RE: REVIEW AND IMPLEMENTATION OF NEW KPI SURVEY

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

AIM:

To provide the Board with an update on Strategic Directions (2020-2021). This update pertains to Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Review and implementation of new Student Satisfaction Survey (KPI survey).

Goal	Objective	Measure	Target
Administrative and Student Service Excellence.	Review and implementation of new Student Satisfaction Survey (KPI Survey).	Develop / implementation of survey.	February 2021

BACKGROUND:

In 2019, the Ministry suspended the Student Satisfaction KPI survey. As this survey formed an integral part of the Quality Assurance processes at many colleges, St. Clair and 18 other colleges formed a consortium to maintain the survey's status quo for the 2019–2020 academic year.

The 2020-2021 academic year presented an opportunity to improve survey questions and increase the efficiency of survey administration. As a result, several colleges collaborated to create a replacement survey, the Student Experience Survey (SES), that will be administered online during the Winter 2021 semester. St. Clair will field the survey between February 15 to 28, 2021.

i. Participants

St. Clair and 12 other colleges will use the SES. Due to the number and composition of the participating colleges, it implies that St. Clair will be able to reliably benchmark its results.

Questionnaire Improvements

In switching from the KPI to the SES, St. Clair is aligning with new survey practices that seek to determine if the lived student experience matches the planned student experience. Core capstone questions on knowledge and skills, learning experiences, student services, and facilities are maintained for continuity with historic KPI results. However, sub-questions in these areas now profile the extent and means by which students develop and improve technical and transferable skills. New sections dedicated to remote learning and college to student communication better capture the expectations of modern education and provide data for audit requirements.

ii. Methodology Improvements

The SES will be administered online through a survey management platform and will continue to be administered online once in-person classes resume. This administration change is responsive to student requests and permits more detailed analysis of results as student underlying data can be confidentially paired with student responses. Students will be able to express their thoughts, feelings, and concerns through ratings, rankings, and comments. In particular, comment cards are now integrated within the SES with writing prompts that change according to previous responses.

iii. Analysis Improvements

Results will be shared using the Tableau visual analytics platform. All stakeholders can easily access the visualization appropriate for the analysis they are performing instead of collating multiple documents. The performance of programs and clusters of programs can be evaluated within and between schools, in addition to the usual year-over-year analysis. At a system level, the standardized data set permits efficient comparisons of program and college performance between institutions.

iv. Cost Benefits

The direct costs of administering the SES and preparing data for analysis are expected to be 60% less than the direct costs of the KPI. Indirect cost savings include over 300 volunteer, work study, and reassigned work hours and over 150 instructional hours reclaimed in moving the survey online.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update as it pertains to Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Review and implementation of new Student Satisfaction Survey (KPI survey), as information.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: FEBRUARY 23, 2021

**RE: STRATEGIC DIRECTIONS UPDATE - COMMUNITY ENGAGEMENT
(LEADERSHIP, COMMUNICATION AND PARTNERSHIP - INCREASE
COMMUNITY ENGAGEMENT**

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

AIM:

To provide the Board of Governors with an update on Strategic Direction # 3 – Community Engagement (Leadership, Communication and Partnership) – Increase Community Engagement. Specific details include the following:

Goal	Objective	Measure	Target
Increase Community Engagement.	Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism by students and staff.	Increase community awareness of engagement/support of College staff and students.	February 2021

BACKGROUND:

As part of the Strategic Directions, Administration provides an annual report to the Board that contains information provided by College staff and students regarding their involvement in our communities.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction # 3 – Community Engagement (Leadership, Communication and Partnership) – Increase Community Engagement, for information.

AREA	VOLUNTEER ACTIVITIES
Business – Marketing Business Administration - Marketing	<ul style="list-style-type: none"> • \$8,000 was raised by the Program and Event Planning class. The second-year students ran 21 virtual events for local charities. • Third-year Marketing students partnered with the Downtown Windsor Business Improvement Area (DWBIA) and presented marketing plans for their Downtown Windsor Holiday Market and empty storefronts. • Third-year Marketing students also presented 3 marketing plans to 3 downtown businesses. These businesses (The Cookie Bar, Roti Bowl N Soul and Syd's Sandwiches) are all small businesses that opened their doors during the pandemic. • Three Marketing student interns were assigned to the DWBIA to assist with implementing marketing ideas.
Child and Youth Care (CYC) Accelerated, Chatham Campus	<ul style="list-style-type: none"> • CYC Accelerated students assisted with the Miracle Food Drive in Chatham-Kent, collecting donations in the spring. • Students helped with "THE GIFT" donation program In Chatham-Kent, where residents left toys and nonperishable food items on their porches for pick up. These items were then distributed to those in need. • Students fund raised and provided a monetary donation to the Children's Treatment Centre of Chatham-Kent. • Students collected toys and books for donation to Chatham-Kent Children's Services Christmas Project. • Students raised funds and collected items for Hiatus House in Windsor.
Protection, Security & Investigation (PSI)	<ul style="list-style-type: none"> • Students in the PSI program provided 3 Random Acts of Kindness for elderly people living near the College, including fall yard clean-up. • PSI/PF Society in partnership with the Border Services Society participated in the Windsor Goodfellow Paper Drive, collecting \$6,100. The Senior Operations Group approved the College matching the collected funds, totaling \$12,200.
St. Clair College Retirees' Association	<ul style="list-style-type: none"> • SCC Retirees' Association donated to both the Windsor and Chatham campus food banks.
SRC / Alumni/ Staff/ Students	<ul style="list-style-type: none"> • The College and SRC hosted the 2020 Easter Seals Ontario (Windsor-Essex) Telethon 2020 in October (Year 1 of 3). This project was a collaboration between several departments with more than a dozen SCC and SRC staff along with students. Staff, students and Alumni banded together to raise funds for children with physical disabilities through a modernized telethon. Staff and students were both behind the scenes and on camera during this day of television taping. The show aired on the southwestern Ontario CTV network. This year, during the pandemic, \$107,600 was raised for Easter Seals.
Staff (Individual participation)	<ul style="list-style-type: none"> • Virtual keynote speaker for the Healthy Workplace Awards 2020 in Windsor Essex. • Community Captain in Ridgetown for "The Gift" (Chatham-Kent Community Food and Toy Drive for Christmas). • Board of Directors of the Ridge Marsh Manor (RGI senior building) • Board of Directors of the Ridgetown Kiwanis Club • Board member of the Suicide Prevention and Education Committee of Chatham-Kent. • Volunteering in the community to provide training for suicide prevention and the SafeTALK program. • The Registrar's office collected over \$1,500 and participated in the annual Face to Face Campaign for Hospice of Windsor and Essex County, in tribute to a retired coworker. • Staff of the Registrar's office sponsored three children for Christmas this year through Drouillard Place - Ontario Early Years Centre. They purchased toys from the children's Christmas list and provided gift cards for clothes and other provisions.

Staff (Individual participation)	<ul style="list-style-type: none"> • A member of the Maple Leaf Sports & Entertainment (MLSE) Foundation: Selection Circle, which administers MLSE's grants specifically in Ontario. Just over \$510,000 was administered to worthwhile charities and non-profits throughout the province. • A number of staff participated in The Rotary Club of Windsor-St. Clair TV Auction. Staff and Alumni were part of the production and various College departments donated auction items for the LIVE Auction on Your TV - Cogeco Cable in November. • The Centre for Academic Excellence (CAE) staff donated \$500.00 to the Windsor-Essex County Food Bank Association this year. • Committee members working towards creating a Theatre district in Downtown Windsor. • Colleagues working with the City of Windsor and other groups to establish a Downtown Districting Committee. • Member of the Board of Directors and the Finance Committee for the Windsor Downtown Mission • Provided training (virtually) to Chatham-Kent Victim Services volunteers on domestic violence and human trafficking. • Many staff and departments were involved in the preparations and production for the 2020 Windsor Reverse Santa Claus Holiday Parade. Staff were involved in developing an online ticket process, the Facilities department prepared the campus and volunteers staffed the event. • Council member of ProsperUs Leadership. • Committee member of the Regional Community Safety and Well Being Planning. • Committee member of Hospice Windsor and Essex County. • Board member of Connecting Windsor-Essex - CWE. • Board Member, WEtech Alliance. • Chatham-Kent Community Leaders Cabinet - Member. • Board member of the Chatham-Kent Workforce Planning Board. • Board member of the Ontario Restaurant Motel Association. • Board member of the CMHA Windsor Essex-Sole Focus Project. • Board member of the Windsor Town and Gown Committee. • Workforce WindsorEssex Development Committee Member • Ontario Hospitality Institute (OHI) Committee member. • Member of the Workforce Windsor-Essex Service Provision Working Group. • Board member of the Downtown Windsor Business Improvement Association (DWBIA). • President of the Canadian Culinary Federation, Windsor Chapter. • World Chef Association's Canada Chef Representative for International Chef's Day. • Volunteer with Rotary Club of Windsor-St. Clair to assist in meal preparation for the homeless and disadvantaged Windsorites. • Staff worked in the production and promotion of the 10th Annual S'Aints Holiday Sleighing Hunger concert. This first time online virtual concert experience on December 18, 2020 raised \$75,500.00 in ticket and CD sales for local food banks in Windsor-Essex and Chatham-Kent.
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College President	<ul style="list-style-type: none"> • Windsor Regional Hospital Board of Directors. • Windsor Regional Hospital, Chair, Human Resources Sub-Committee. • Connecting Windsor-Essex (CWE), Board Member. • Windsor Family Credit Union, Board Member. • Windsor-Essex Regional Chamber of Commerce Gold Circle. • Chatham-Kent Community Leaders Cabinet. • Committee of Presidents (COP). • Public College Private Partner COP Sub-Committee. • 100 Women Who Care Windsor-Essex. • ProsperUs Leadership Council. • Member, Vaccination Task Force. • City of Windsor, Lifts Stakeholder Engagement, Delegate to City Council. • City of Windsor, Member, CAO Interview Committee.
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TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: FEBRUARY 23, 2021

**RE: STRATEGIC DIRECTIONS UPDATE – FACILITIES ENHANCEMENT –
CAMPUS BEAUTIFICATION**

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

AIM:

To provide the Board with an update on the Strategic Directions (2020–2021). This update pertains to Strategic Direction #5 – Facilities Enhancement – Continue to beautify the College campuses and maximize brand. Specific details include the following:

Goal	Objective	Measure	Target
Campus Beautification.	Continue to beautify the College campuses and maximize brand.	Annual plan for Campus Beautification developed.	February 2021

BACKGROUND:

The objective of Campus Beautification is to continue to create a world class campus that enhances and complements our students' educational experience, while furthering St. Clair College's ability to participate in the highly competitive business of student recruitment.

In addition to the development of the cross-program team to help develop Campus Beautification plans, the College has embarked on several Campus Beautification projects over the past year. An allocation of \$408,000, in addition to collaborative projects with the Facilities department was spent on Campus Beautification projects in 2019-2020 and 2020-2021 at the Windsor, Chatham and Downtown campuses. Projects include the following:

Windsor Campus

2019 Projects

- Installation of new branded signage at main entrance.
- Renovation of the Registrar's office.
- Renovation of the Security and Parking Offices in main lobby.
- Replacement of front lobby furniture.
- Construction of a sidewalk at the west side of the College.
- Gate and fencing enhancements around the Horticulture areas.
- Gate enhancements around FCEM scrap facilities.

2020 Projects

- Road replacements, various areas of the College.
- Installation of the rubberized walking path on the east side of the College.
- Renovation of the second-floor north balcony.
- Installation of the large Griffin on the Zekelman Tennis Centre.
- Boulders and grounds improvements north of fountain, in the bus loop entrance and Residence sidewalk.
- Pond island stairs and multiple trees planted.
- New sidewalk around Horticulture areas.
- Replacement of outdoor furniture.
- Installation of the classic gym signage.
- Installation of the main gate and Sportspark signage.
- Repairs to sidewalk and addition of flower beds in the Automotive area.



Chatham Campus

2019 Projects

- Replacement of front lobby furniture.

2020 Projects

- Mary Uniac garden enhancement.

St. Clair College Centre for the Arts

2019 Projects

- Replacement of front lobby furniture.

2020 Projects

- New flooring and furniture under hotel.
- Installation of new bollards.



RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction # 5 – Facilities Enhancement – Continue to beautify the College campuses and maximize brand, as information.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: FEBRUARY 23, 2021

RE: DAY 10 ENROLMENT REPORT – WINTER 2021

**SECTOR: RON SEGUIN, VICE PRESIDENT,
INTERNATIONAL RELATIONS, CAMPUS DEVELOPMENT &
STUDENT SERVICES**

AIM:

To provide the Board of Governors with an update regarding the overall College enrolment at Day 10 for the Winter 2021 semester.

BACKGROUND:

This update will be provided to the Board of Governors every semester as the College has established new student intakes every term. In light of COVID-19, the College delayed the start of the Winter 2021 semester by two weeks to allow for additional preparation, benefitting both students and College operations. Day 10 of the Winter 2021 semester was January 29, 2021. This report represents a summary of Day 10 registration statistics and acts as a monitoring report to provide an enrolment update, as well as provide insight into international student recruitment activities. Day 10 is relevant as it is the final day for students to withdraw from the College and receive a refund of tuition fees paid, less an administrative fee. As a result, these enrolment figures provide administration with a means of determining whether budget projections are accurate as we begin preparations for the College's fiscal year end budget review.

DAY 10 ENROLMENT REPORT – WINTER 2021:

Winter 2021 Registration Statistics - DAY 10 Enrolment Report									
	Domestic FT	Domestic PT	Total Domestic	INTL FT	INTL PT	Total INTL	Total FT Enrl	Total PT Enrl	Grand Total Enrl
Windsor Chatham January Intake	520	40	560	1,162	1	1,163	1,682	41	1,723
Windsor Chatham Returning	6,097	461	6,558	3,505	43	3,548	9,602	504	10,106
Windsor Chatham Total Enrl	6,617	501	7,118	4,667	44	4,711	11,284	545	11,829
Acumen January Intakes	-	-	-	624	1	625	624	1	625
Acumen Returning Enrl	-	-	-	2,317	11	2,328	2,317	11	2,328
Acumen Total Enrl	-	-	-	2,941	12	2,953	2,941	12	2,953
SCC Total January Intakes	520	40	560	1,786	2	1,788	2,306	42	2,348
SCC Total Returning Enrl	6,097	461	6,558	5,822	54	5,876	11,919	515	12,434
SCC Total Enrl	6,617	501	7,118	7,608	56	7,664	14,225	557	14,782

** For comparative purposes, registration statistics for Winter 2020 Day 10 = 11,713 and Fall 2020 Day 10 = 13,885.*

RECOMMENDATION:

IT IS RECOMMENDED that the Board of Governors receive this update regarding the overall College enrolment at Day 10 for the Winter 2021 semester, as information.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: FEBRUARY 23, 2021

**RE: INTERNATIONAL BUSINESS MANAGEMENT – LOGISTICS SYSTEMS
GRADUATE CERTIFICATE PROGRAM**

SECTOR: WASEEM HABASH, VICE PRESIDENT, ACADEMIC

AIM:

To request approval to deliver a funded two-year International Business Management – Logistics Systems graduate certificate program, commencing in September 2021.

BACKGROUND:

On October 23, 2018, the Board of Governors (BOG) approved the delivery of the unfunded two-year International Business Management – Logistics Systems graduate certificate program. Please see Appendix A, attached for reference.

The program has been extremely successful in the international market serving the Downtown Windsor Campus, along with Ace Acumen's Toronto Campus. This program affords the opportunity for the College to launch an intake every semester at both locations.

Unfunded programs are approved by the Credential Validation Service (CVS), but do not receive funding support from the Ministry of Colleges and Universities. As a result, the current unfunded program limits access to domestic students as the program is not considered OSAP eligible, nor contributes grant revenue from the Province. Thus, domestic student tuition must be set at the international student level to compensate for the grant portion not being realized.

OPPORTUNITY:

College administration continually receives inquiries from domestic students regarding program admission. In order to allow a reduction in tuition for domestic students, the College would like to apply for program funding from the Ministry of Colleges and

Universities. Furthermore, if the College is able to receive Ministry funding approval, this popular program may be deemed a “program of strength” under the current guidelines of the Strategic Mandate Agreement (SMA3). This performance measure will directly impact annual grant funding over the next few years as the Province strives to modify annual grant revenue allocations.

PROGRAM COSTING:

It is anticipated that the number of domestic students will be relatively low in comparison to international student demand; therefore, no additional course sections will be required for academic delivery. Program costing will remain the same as domestic student enrolment is absorbed into the current academic delivery. Program revenue will increase slightly due to the inclusion of domestic students.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board approves the request to deliver a funded two-year International Business Management – Logistics Systems graduate certificate program, commencing in September 2021.

TO: THE BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: FEBRUARY 23, 2021

**RE: FINANCIAL MONITORING REPORT
FINANCIAL RESULTS FOR THE NINE MONTHS ENDED
DECEMBER 31, 2020**

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

AIM:

To provide the Board with a report on the financial results for the nine months ended December 31, 2020.

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. To this end, College 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 nine months ended December 31, 2020, as information.

SUMMARY OF REVENUES AND EXPENDITURES (Schedule 1)

The net surplus at December 31, 2020 of \$14,614,346 is an increase of \$9,932,240 from the net surplus noted for the 2019 comparative period of \$4,682,106. The variance is primarily due to the following:

- Revenues: Increases in Tuition and Other Revenue, and a decrease in Ancillary Revenue.
- Expenditures: Increases in Contracted Educational Services and Amortization, and decreases in Salaries and Benefits, Advertising, Travel, Utilities, Other Expenses, and Ancillary Expenses.

REVENUE (Schedule 2)

The following highlights the major changes in revenue compared to the interim budget projections and the 2019 comparative period:

- Year-to-date MCU Operating Grants are consistent with the interim budget projection at 77% and has increased over the 2019 comparative period by \$675,283 or 2% due to the following:
 - SMA3 Performance based funding was implemented in 2020-21. As a result, the College's proportion of Enrolment Envelope to Differentiation Envelope funding was adjusted from 98% and 2% (2019-20) to 70% and 30% (2020-21) respectively. In addition, the Holdback grant under the Differentiation Envelope is flowing bi-monthly instead of at the end of the fiscal year.
- Year-to-date Contract Income is trending below the interim budget projection at 56% and has decreased over the 2019 comparative period by \$51,590 or 1%. The trend below the interim budget projection is due to the timing of transfer payments associated with the School College Work Initiative Grant.

Contract income is established based on agreements with the Ministry and other partners. The College anticipates meeting its budget projections. Any shortfalls in contract income will be mostly offset by a decrease in expenditures.

- Total Tuition revenue is consistent with the interim budget projection at 62% and has increased over the 2019 comparative period by \$20,665,408 or 30% due to the following:

- Decrease in Domestic Tuition revenue of \$477,737 over the comparative period due to lower enrolment.
- Increase in International Tuition revenue of \$2,116,315 over the comparative period due to those eligible students within the International Business program that received a free semester in the Spring 2019 and Fall 2019 semesters, and a tuition increase during the 2020-21 academic year.
- Increase in PCPP Tuition revenue of \$20,342,342 over the comparative period due to higher enrolment.
- Total “Other” income is below with the interim budget projection at 67% and has increased over the 2019 comparative period by \$3,570,076 or 15% due to the following:
 - Decrease in Investment Income due to the decline in interest rates.
 - Decrease in International Projects due to COVID-19.
 - Increase in PCPP Fee-for-Service due to enrolment growth at the Toronto Campuses.
 - Decrease in Divisional Income due to lower kit and material fees as a result of lower enrolment.

EXPENDITURES (Schedule 3)

The following highlights the major changes in expenditures compared to the interim budget projections and the 2019 comparative period:

- Total Salaries & Benefits are trending below the interim budget projection at 74%, and have decreased over the 2019 comparative period by \$4,445,149 or 6%. The decrease is primarily due to Part-Time Faculty and Part-Time Support, as a result of lower enrolment and cost saving strategies.
- Total Non-Salary expenditures are trending below the interim budget projection at 61%, and have increased over the 2019 comparative period by \$15,858,160 or 26%. The increase is due to Contracted Educational Services as a result of higher enrolment from students attending the Toronto Campuses, and flowing the applicable funds to Ace Acumen.

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, in order to minimize discretionary spending due to COVID-19.

ANCILLARY OPERATIONS (Schedule 4 & 4B)

- The Ancillary Operations deficit of \$1,779,992 is trending below the interim budget deficit projection of \$2,923,224 and reflects a decrease of \$3,618,006 over the 2019 comparative period due to COVID-19. The pandemic has restricted the revenue generating ability of the St. Clair College Centre for the Arts, Parking and Residence operations.

SCHEDULE 1

ST. CLAIR COLLEGE
SUMMARY OF REVENUES AND EXPENDITURES
FOR THE NINE MONTHS ENDED DECEMBER 31, 2020

	MCU INTERIM BUDGET (12 months)	A ACTUAL YR-TO-DATE (9 months)	B ACTUAL PRIOR YEAR (9 months)	A - B VARIANCE (9 months)
<u>REVENUE</u>				
MCU Operating Grants	42,217,956	32,642,104	31,966,821	675,283
Contract Income	14,848,140	8,317,570	8,265,980	51,590
Tuition	143,567,551	89,247,552	68,582,144	20,665,408
Other	41,909,340	28,019,048	24,448,072	3,570,976
Total Operating Revenue	242,542,987	158,226,274	133,263,017	24,963,257
Total Ancillary Revenue	3,554,946	1,827,107	8,659,073	(6,831,966)
TOTAL REVENUE	246,097,933	160,053,381	141,922,090	18,131,291
<u>EXPENDITURES</u>				
Salary & Benefits	87,633,128	64,421,768	68,866,917	(4,445,149)
Non-Salary	126,702,390	77,410,168	61,552,008	15,858,160
Ancillary	6,478,170	3,607,099	6,821,059	(3,213,960)
TOTAL EXPENDITURES	220,813,688	145,439,035	137,239,984	8,199,051
Total Net Surplus / (Deficit)	\$25,284,245	\$14,614,346	\$4,682,106	\$9,932,240

SCHEDULE 2

**ST. CLAIR COLLEGE
REVENUES
FOR THE NINE MONTHS ENDED DECEMBER 31, 2020**

	MCU INTERIM BUDGET <u>(12 months)</u>	A ACTUAL YR-TO-DATE <u>(9 months)</u>	B ACTUAL PRIOR YEAR <u>(9 months)</u>	A - B VARIANCE <u>(9 months)</u>
<u>REVENUE</u>				
Enrolment Based Envelope: see note 1	31,406,373	23,693,473	32,015,236	(8,321,763)
Differentiation Envelope: see note 2	13,311,305	9,983,479	575,741	9,407,738
Special Purpose / Other Grants: see note 3	(2,499,722)	(1,034,848)	(624,156)	(410,692)
<i>Total MCU Operating Grants</i>	42,217,956	32,642,104	31,966,821	675,283
Apprenticeship	3,389,888	1,993,967	2,390,504	(396,537)
Canada Ontario Jobs Grant	507,216	360,589	180,363	180,226
Employment Ontario	3,056,813	2,439,408	2,374,397	65,011
Youth Job Connection	1,158,120	960,080	1,045,420	(85,340)
Literacy & Basic Skills	1,376,172	1,155,130	1,039,617	115,513
School College Work Initiative	3,810,923	516,839	509,578	7,261
Second Career	317,286	331,148	449,523	(118,375)
Other: see note 4	1,231,722	560,409	276,578	283,831
<i>Total Contract Income</i>	14,848,140	8,317,570	8,265,980	51,590
Post Secondary - Domestic	24,136,465	13,734,819	14,212,556	(477,737)
Post Secondary - International	72,231,899	42,869,212	40,752,897	2,116,315
Post Secondary - PCPP	46,583,947	32,328,408	11,986,066	20,342,342
Continuing Education	615,240	315,113	1,630,625	(1,315,512)
<i>Total Tuition</i>	143,567,551	89,247,552	68,582,144	20,665,408
Investment Income	3,880,000	2,625,000	3,375,000	(750,000)
Contract Training	184,869	219,769	194,851	24,918
International Projects	125,000	126,000	1,100,248	(974,248)
PCPP Fee-for-Service	16,839,038	10,343,605	4,028,520	6,315,085
Other: see note 5	1,982,215	2,270,910	2,237,071	33,839
Technology Access Fee	630,188	343,714	443,369	(99,655)
Divisional Income	12,652,271	7,920,588	8,957,142	(1,036,554)
Amortization DCC	5,615,759	4,169,462	4,111,871	57,591
<i>Total Other</i>	41,909,340	28,019,048	24,448,072	3,570,976
				-
Total Revenue Before Ancillary	242,542,987	158,226,274	133,263,017	24,963,257
				-
Ancillary Revenue (Schedule 4)	3,554,946	1,827,107	8,659,073	(6,831,966)
Total Revenues	\$246,097,933	\$160,053,381	\$141,922,090	\$18,131,291

SCHEDULE 3

**ST. CLAIR COLLEGE
EXPENDITURES
FOR THE NINE MONTHS ENDED DECEMBER 31, 2020**

	MCU INTERIM BUDGET (12 months)	A ACTUAL YR-TO-DATE (9 months)	B ACTUAL PRIOR YEAR (9 months)	A - B VARIANCE (9 months)
<u>SALARY & BENEFITS</u>				
Administrative : Full-Time	7,205,642	5,537,496	5,294,966	242,530
Administrative : Part-Time	891,987	678,478	1,097,790	(419,312)
Faculty: Full-Time	33,034,986	25,468,959	24,220,972	1,247,987
Faculty : Part-Time	12,538,480	8,091,327	10,942,828	(2,851,501)
Support : Full-Time	14,591,745	10,995,293	11,294,687	(299,394)
Support : Part-Time	3,262,237	2,141,399	4,337,850	(2,196,451)
Fringe Benefits	16,108,053	11,508,816	11,677,824	(169,008)
Total Salary & Benefits	87,633,128	64,421,768	68,866,917	(4,445,149)
<u>NON-SALARY</u>				
Advertising	2,115,958	980,763	1,690,282	(709,519)
Contracted Cleaning Services	3,083,750	1,967,887	2,140,328	(172,441)
Contracted Educational Services	51,465,572	33,472,557	13,515,859	19,956,698
Contracted Services Other	18,805,040	10,583,505	10,510,936	72,569
Equipment Maintenance & Repairs	3,381,653	1,978,533	1,910,268	68,265
Equipment Rentals	2,899,496	1,954,947	2,315,717	(360,770)
Instructional Supplies	4,692,132	3,105,560	3,338,141	(232,581)
Insurance	6,479,126	4,547,992	4,117,427	430,565
Janitorial & Maintenance Supplies	811,898	591,815	444,791	147,024
Memberships & Dues	621,135	374,612	447,740	(73,128)
Municipal Taxes	778,375	717,234	903,833	(186,599)
Office Supplies	686,561	324,758	733,742	(408,984)
Premise Rental	2,320,315	1,661,750	1,407,625	254,125
Professional Development	559,313	126,960	323,134	(196,174)
Security Services	2,240,000	1,269,474	1,250,897	18,577
Stipends & Allowances	3,852,005	846,144	1,006,352	(160,208)
Student Assistance 30% Tuition	2,032,250	1,059,520	1,270,971	(211,451)
Travel	358,079	49,653	695,757	(646,104)
Utilities	4,620,726	2,414,771	3,268,373	(853,602)
Other: see note 6	4,432,621	1,724,164	3,422,771	(1,698,607)
Amortization	10,466,385	7,657,569	6,837,064	820,505
Total Non-Salary	126,702,390	77,410,168	61,552,008	15,858,160
Total Operating Expenses	214,335,518	141,831,936	130,418,925	11,413,011
Ancillary Expenses (Schedule 4)	6,478,170	3,607,099	6,821,059	(3,213,960)
Total Expenditures	\$220,813,688	\$145,439,035	\$137,239,984	\$8,199,051

SCHEDULE 4

**ST. CLAIR COLLEGE
ANCILLARY OPERATIONS
FOR THE NINE MONTHS ENDED DECEMBER 31, 2020**

	MCU INTERIM BUDGET (12 months)	A ACTUAL YR-TO-DATE (9 months)	B ACTUAL PRIOR YEAR (9 months)	A - B VARIANCE (9 months)
<u>Revenue</u>				
Beverage Supplier	3,469	1,601	35,684	(34,083)
Bookstore - Windsor & Chatham	135,000	105,863	128,343	(22,480)
Cafeteria - South Campus	-	-	19,264	(19,264)
IRCDSS Special Events & Projects	106,500	70,602	258,607	(188,005)
Lockers Administration	-	-	46,688	(46,688)
Parking Lots	-	68,239	1,628,207	(1,559,968)
Residence - Windsor	1,490,966	463,232	1,981,357	(1,518,125)
Green Giants	1,000	-	-	-
St Clair College Centre for the Arts	118,011	84,410	3,398,892	(3,314,482)
Sky Volleyball	10,000	10,295	99,622	(89,327)
Varsity Sports	1,260,000	711,524	752,046	(40,522)
Sports Park	130,000	50,000	-	50,000
Woodland Hills Golf Course	300,000	261,341	310,363	(49,022)
	3,554,946	1,827,107	8,659,073	(6,831,966)
<u>Expenditures</u>				
IRCDSS Special Events & Projects	101,000	56,345	230,193	(173,848)
Lockers Administration	-	2,340	7	2,340
Parking Lots	1,201,197	707,078	582,353	124,725
Residence - Windsor	2,063,597	1,016,708	1,578,964	(562,256)
Residence - Chatham	210,000	120,693	18,360	102,333
Green Giants	1,000	-	-	-
St Clair College Centre for the Arts	1,203,226	937,412	3,045,918	(2,108,506)
Sky Volleyball	10,000	8,321	132,440	(124,119)
Varsity Sports	1,260,000	421,167	928,572	(507,405)
Sports Park	130,000	32,360	-	32,360
Woodland Hills Golf Course	298,150	304,675	304,252	423
	6,478,170	3,607,099	6,821,059	(3,213,953)
Total Net Surplus / (Deficit)	(\$2,923,224)	(\$1,779,992)	\$1,838,014	(\$3,618,006)

ST. CLAIR COLLEGE
ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)
FOR THE NINE MONTHS ENDED DECEMBER 31, 2020

SCHEDULE 4B

	MCU INTERIM BUDGET (12 months)	ACTUAL YR-TO-DATE (9 months)	ACTUAL PRIOR YEAR (9 months)
Beverage Supplier: Revenue	3,469	1,601	35,684
Bookstore - Windsor & Chatham: Revenue	135,000	105,863	128,343
Lockers Administration: Revenue	-	-	46,688
Lockers Administration: Expenditures	-	2,340	7
	-	(2,340)	46,681
IRCDSS Special Events & Projects: Revenue	106,500	70,602	258,607
IRCDSS Special Events & Projects: Expenditures	101,000	56,345	230,193
	5,500	14,257	28,414
Parking Lots: Revenue	-	68,239	1,628,207
Parking Lots: Expenditures	1,201,197	707,078	582,353
	(1,201,197)	(638,839)	1,045,854
Residence - Windsor: Revenue	1,490,966	463,232	1,981,357
Residence - Windsor: Expenditures	2,063,597	1,016,708	1,578,964
	(572,631)	(553,476)	402,393
Residence - Chatham: Expenditures	210,000	120,693	18,360
Green Giants: Revenue	1,000	-	-
Green Giants: Expenditures	1,000	-	-
	-	-	-
St. Clair College Centre for the Arts: Revenue	118,011	84,410	3,398,892
St. Clair College Centre for the Arts: Expenditures	1,203,226	937,412	3,045,918
	(1,085,215)	(853,002)	352,974
Sky Volleyball: Revenue	10,000	10,295	99,622
Sky Volleyball: Expenditures	10,000	8,321	132,440
	-	1,974	(32,818)
Varsity Sports: Revenue	1,260,000	711,524	752,046
Varsity Sports: Expenditures	1,260,000	421,167	928,572
	-	290,357	(176,526)
Sports Park: Revenue	130,000	50,000	-
Sports Park: Expenditures	130,000	32,360	-
	-	17,640	-
Woodland Hills Golf Course: Revenue	300,000	261,341	310,363
Woodland Hills Golf Course: Expenditures	298,150	304,675	304,252
	1,850	(43,334)	6,111
Total Revenue	3,554,946	1,827,107	8,659,073
Total Expenditures	6,478,170	3,607,099	6,821,059
Surplus / (Deficit)	(\$2,923,224)	(\$1,779,992)	\$1,838,014

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

Note 4 REVENUE: Other

Career Ready Fund
Credit Transfer Institutional Grant
Indigenous Student Success Fund
Reporting Entities
Women Campus Safety
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
Unrestricted Donations

Notes: Revenues & Expenditures (continued)

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: FEBRUARY 23, 2021

RE: PROGRAM ADVISORY COMMITTEES

SECTOR: WASEEM HABASH, VICE PRESIDENT, ACADEMIC

AIM:

To provide a report to the Board of Governors on Program Advisory Committee (PAC) activities for the 2019 – 2020 academic year, as required by the Board of Governors' workplan.

BACKGROUND:

In keeping with the Colleges of Applied Arts and Technology Policy Framework, Program Advisory Committees are mandated under the Ministry's Binding Policy Directive, "Framework for Programs of Instruction". In addition, PACs are instrumental to the College in ensuring that the College's academic programs remain relevant and up-to-date with industry, business, and the needs of the community. PACs also serve as advisors on admissions, graduate requirements, quality assurance and program equipment.

The committee memberships consists of individuals from within the community who have vocational or academic experience and knowledge that enables them to best advise the College on matters relevant to College programs and services.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board receive the annual summary report on the Program Advisory Committee activities for the 2019 – 2020 academic year, for information.

**Program Advisory Committee (PAC) Report
Executive Summary 2019 – 2020**

St. Clair College has a total of 132 academic programs, including apprenticeship and Ministry-funded programs, for example ACE and LBS.

A total of 80 Program Advisory Committees exist to support the entire program offerings at St. Clair College.

Forty-one programs have stand-alone Program Advisory Committees, while the remainder of the programs have combined Advisory Committees due to similarity of vocations.

All programs met the obligation of a minimum of one meeting per year.

A total of 97 PAC meetings were held across all programs during the 2019 – 2020 academic year. Fourteen Program Advisory Committees met more than once during this period.

The 2019 – 2020 PAC Meeting Schedule is attached. The Program Advisory Committee membership lists and the Annual Reports can be found on the Board of Governors' portal.

Meeting Date	Minutes Rec'd	Meeting Date	Minutes Rec'd	Meeting Date	Minutes Rec'd	Meeting Date	Minutes Rec'd
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School of Academic Studies

1	K972 Academic and Career Entrance/Literacy Basic Skills (LBS) - Chatham	23-Jan-2020	Yes						
2	K200 Developmental Services Worker/K824 Developmental Services Worker Acc./D620 Developmental Services Worker - Apprenticeship	28-Oct-2019	Yes						
3	K240 Early Childhood Education	10-Oct-2019	Yes						
4	K766 Powerline	24-Oct-2019	Yes	13-Feb-2020	Yes				
5	K813 Protection, Security & Investigation/K919 Police Foundations	17-Oct-2019	Yes	12-Mar-2020	Yes				
6	K789 Sustainable Energy/K788 Electrical Engineering Technician	9-Oct-2019	Yes	19-Feb-2020	Yes				

Zekelman School of Business & IT

1	B600/K600 - Business	3-Mar-20	Yes						
2	B010/K150 Business - Accounting/B007/K007 Business Admin - Accounting	23-Jan-20	Yes						
3	B851 Business Administration - Finance	12-Jun-20	Yes						
4	B880 Business Administration - Human Resources/B802 Human Resources Management	4-Jun-20	Yes						
5	B012 Business - Marketing/B009 Business Administration - Marketing	9-Mar-20	Yes						
6	T860 Computer Systems Technician - Networking/T861 Computer Systems Technology - Networking	7-Jul-20	Yes						
7	B018 Data Analytics for Business	9-Jun-20	Yes						
8	B906 eSports Administration and Entrepreneurship	11-Mar-20	Yes						
9	B999 International Business Management - Logistics Systems/B892 - Bus. Admin. - Int'l.	17-Jun-20	Yes						
10	B948 Internet Applications and Web Development/B990 Mobile Applications Development	18-Nov-19	Yes						
11	B227 Office Admin - General/B226/K231 Office Admin - Executive	20-Feb-20	Yes						
12	B228/K238 Office Admin - Health Services	12-Feb-20	Yes						
13	B904 Sport and Recreation Management	16-Jun-20	Yes						

School of Community Studies

1	C772 ACE/LBS	26-Sep-2019	Yes	19-Nov-2019	Yes	5-Feb-2020	Yes	23-Apr-2020	Yes
2	B935 Autism and Behavioural Science	13-Feb-2020	Yes						
3	B961/K967 Border Services	5-Dec-2019	Yes						
4	B992 Child and Youth Care/K994 Child and Youth Care - Accelerated	10-Oct-2019	Yes						
5	C365 CICE	28-Jan-2020	Yes						
6	B603 Community & Justice Services	19-Feb-2020	Yes						
7	B101 Early Childhood Education/B820 Early Childhood Education Accelerated/ B846 Concurrent Early Childhood Education	22-Oct-2019	Yes						
8	B899 Educational Support	30-Jan-2020	Yes						
9	C623 Liberal Arts/C862 General Arts and Science	8-Nov-2019	Yes						
10	B897 Paralegal/B959 Paralegal Acc.	27-Feb-2020	Yes						
11	B819 Police Foundations/B803 Protection, Security & Investigation	18-Nov-2019	Yes						
12	B895/K384 Social Service Worker - Gerontology	3-Dec-2019	Yes						
13	C999 Social Justice and Legal Studies Degree - Launched Fall 2019	7-Nov-2019	Yes						

School of Engineering Technologies

1	T020 Architectural Technology	9-Oct-2019	Yes						
2	T755 Biomedical Engineering Technology - Equipment and Devices	5-Dec-2019	Yes						
3	T836 Chemical Laboratory Technology	26-Feb-2020	Yes						
4	T154 Civil Engineering Technology/T036 Construction Engineering Technician	16-Oct-2019	Yes						
5	T974 Electromechanical Engineering Technician - Robotics	21-Nov-2019	Yes						
6	T929 Electronics Engineering Technology - Industrial Automation	13-Nov-2019	Yes	27-May-2020	Yes				
7	T146 Interior Design	23-Apr-2020	Yes						
8	T826 Mechanical Engineering Technology - APD	17-Jun-2020	Yes						
9	T941 Power Engineering Technology - Mechanical	9-Mar-2020	Yes						

Meeting Date	Minutes Rec'd	Meeting Date	Minutes Rec'd	Meeting Date	Minutes Rec'd	Meeting Date	Minutes Rec'd
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School of Health Sciences

1	H912 Advanced Medical Esthetics Practitioner - Launched Fall 2019	6-Apr-2020	Yes				
2	H794 Cardiovascular Technology	4-Feb-2020	Yes	3-Jun-2020	Yes		
3	H915 Dental Assisting/H800 Dental Hygiene	29-Jan-2020	Yes	29-Apr-2020	Yes		
4	H796 Diagnostic Medical Sonography	26-Nov-2019	Yes	24-Mar-2020	Yes		
5	H879 Fitness and Health Promotion	1-Jun-2020	Yes				
6	H837 Medical Laboratory Science/H299 Medical Laboratory Technician	28-Oct-2019	Yes	4-May-2020	Yes		
7	K893 OTA/PTA	17-Oct-2019	Yes				
8	K940/H840 Paramedic	24-Oct-2019	Yes				
9	H812 Pharmacy Technician	29-Oct-2019	Yes	10-Jun-2020	Yes		
10	H795 Respiratory Therapy	13-Nov-2019	Yes	27-May-2020	Yes		
11	H258 Veterinary Technician	14-Nov-2019	Yes	7-May-2020	Yes		

School of Media, Art & Design

1	B875 Advertising and Marketing Communications Management/B792 Web and Interactive Advertising	10-Sep-2020	Yes				
2	T993 Animation - 2D/3D	2-Sep-2020	Yes				
3	B935 Culinary Management/415A Cook Apprentice Branch 2	17-Jun-2019	Yes	10-Feb-2020	Yes		
4	B908 Event Management	6-Aug-2020	Yes				
5	B877 Fashion Design Technician	1-Sep-2020	Yes				
6	T809 Graphic Design	9-Sep-2020	Yes				
7	B940 Hospitality Management	24-Sep-2019	Yes	2-Dec-2019	Yes	3-Feb-2020	Yes
8	B894 Journalism/B882 Media Convergence	20-Nov-2019	Yes				
9	A887 Music Theatre Performance	3-Jun-2020	Yes				
10	B791 Public Relations	7-Oct-2019	Yes				
11	B825 Tourism and Travel	30-Sep-2020	Yes				

School of Nursing - Chatham

1	K950 Collaborative Nursing/K963 Practical Nursing/K933 Personal Support Worker	23-Oct-2019	Yes				
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School of Nursing - Windsor

1	H850 Collaborative Nursing/H863 Practical Nursing/H932 Personal Support Worker	13-Nov-2019	Yes				
2	C904/K904 Pre-Health Sciences Pathway to Advanced Diplomas and Degrees	8-May-2020	Yes				

School of Skilled Trades

1	401 A Brick and Stone Masonry Apprenticeship	29-Apr-2020	Yes				
2	T947/K731 Electrical Techniques	4-Dec-2019	Yes				
3	B912/K946 Esthetician	13-Apr-2020	Yes				
4	T974 Hairstylist/332A Hairstylist	11-May-2020	Yes				
5	T207 Heating, Refrigeration & Air Conditioning Technician	16-Oct-2019	Yes				
6	T866 Horticulture - Landscaping	27-Mar-2020	Yes				
7	T855 Mechanical Engineering Technology - Industrial/433A Millwright	26-Sep-2019	Yes				
8	T867 Mechanical Technician CAD/CAM/T923 Mechanical Techniques - Precision Metal Cutting/429A General Machining/430A Tool and Die Maker/431A Mouldmaker	2-Oct-2019	Yes				
9	T954 Plumbing Techniques/306A Plumber	25-Nov-2019	Yes				
10	T876 Pre-Service Firefighter Education and Training	22-Oct-2019	Yes				
11	T858 Truck & Coach Techniques/T167 Motive Power/310S Auto Service Technician/310T Truck & Coach Technician	23-Apr-2020	Yes				
12	T949 Welding Techniques	20-Nov-2019	Yes				
13	T805 Woodworking/T965 Carpentry and Renovation Techniques/403A General Carpenter	5-Nov-2019	Yes				

Skilled Trades Regional Training Centre

1	Precision Metal Cutting [Earn While You Learn]	15-Jan-2020	Yes				
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POLICY TYPE: Executive Limitations

NUMBER: 2003-19

POLICY TITLE: Fiscal Condition

DATE: May 2003

REVISED: May 2009

REVIEWED: February 2021

With respect to the actual, ongoing condition of the organization's financial health, the President may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board Ends priorities or fail to comply with legislation or regulations.

Accordingly, the President shall not:

1. Cause or allow any conflict of interest in awarding purchases or other contracts.
2. Allow policies or practices which are in conflict with generally accepted accounting principles.
3. Make purchases without due consideration to quality, after purchase service, value for dollar, and opportunity for fair competition.
4. Access internally restricted funds and related generated income without Board approval.
5. Allow untimely handling of accounts payable and accounts receivable.

Accordingly, the President will provide, no less than three times a year, financial statements and commentary on the fiscal health of the College.



POLICY TYPE:	Executive Limitations	NUMBER:	2003-20
POLICY TITLE:	Resource Development	DATE:	May 2003
		REVISED:	June 2009
		REVIEWED:	February 2021

The Board recognizes and supports the need to establish development programs to diversify the funding base of St. Clair College. The Board also recognizes and supports the leadership role which the St. Clair College Foundation has in developing and implementing strategic development plans to ensure that diversification of funding continues.

Accordingly, the President will:

1. Ensure that any fundraising activity or resource development project:
 - a) Supports the St. Clair College Strategic Directions.
2. Have the approval of the Board to establish any new capital or other such special campaign.

POLICY TYPE:	Executive Limitations	NUMBER:	2003-21.
POLICY TITLE:	Communications and Counsel	DATE:	May 2003
		REVIEWED:	June 2009
			February 2021

With respect to providing information and counsel to the Board, the President may not permit the Board to be uninformed such that the Board's ability to carry out its functions is jeopardized.

Accordingly, he or she shall not:

1. Neglect to submit monitoring data required by the Board in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored.
2. Let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
3. Fail to advise the Board if, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Staff Relationship, particularly in the case of Board behavior which is detrimental to the working relationship between the Board and the President.
4. Fail to present or have presented to the Board a diversity of policy-related opinion and perspective.
5. Fail to report in a timely manner any actual or anticipated non-compliance with any policy of the Board.
6. Refuse the Board's request for information.
7. Fail to bring to the Board via the agenda, any items that by legislation, Ministry policy or Board By-Laws, require Board approval.