

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

486th FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, November 24, 2020

TIME: 6:30 p.m. – Meeting

PLACE: Room #322

NOTE: Dinner will be served for Senior Management and Constituent Representatives in the President's Board Room at 5:30 p.m., prior to the meeting.

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 OCTOBER 27, 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 Student Pathways – Continue to Create Academic Pathways (College to College, College to University, University to College)

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

- Continue to increase the current number of student pathways year over year
- Promote student pathways for heightened awareness, attached as Item #5.1.

5.2 Increase Enrolment – Increase Student Capacity in Windsor

Information Item – Administration has provided a report on Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Pursue and create a plan for additional space capacity for increased enrolment for Windsor Downtown campuses, attached as Item #5.2.

5.3 Increase /Monitor Community Local Impact – Monitor and Increase Economic Impact on Local Community

Information Item – Administration has provided a report on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) – Conduct annual research of community spending and impact, attached as Item #5.3.

5.4 Development of Human Resources – Staff Wellness

Information Item – Administration has provided a report on Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness) – Monitor institutional WSIB lost sick time, attached as Item #5.4.

6.0 MONITORING REPORTS

6.1 Mid-Year Review 2020-2021
(Required by the Ministry – Reg. 34/03, Article 8)

Approval Item – Administration has provided the Board with the 2020-2021 Mid-Year Budget Review, attached as Item #6.1.

6.2 Business Plan Budget Accrual Template (MCU Format)

Approval Item – The rationale is provided for Board approval, attached as Item #6.2.

6.3 Risk Management

Information Item – Administration has provided a report to the Board regarding Risk Management, attached as Item #6.3.

7.0 BY-LAW AND POLICY REVIEW

7.1 Policy 2003-17: Compensation and Benefits – 2nd Reading

Approval Item – The Board will review policy 2003-17 for 2nd reading, attached as Item #7.1.

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

Approval Item – The Board will review policy 2003-18 for 1st reading, attached as Item #7.2.

8.0 DATE OF THE NEXT MEETING

- 8.1 The next meeting is scheduled for Tuesday, January 26, 2020 at the Windsor Campus.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 24, 2020

RE: STRATEGIC DIRECTIONS UPDATE: ACADEMIC EXCELLENCE – ACADEMIC PATHWAYS

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 – Continue to create academic pathways (college to college, college to university, university to college) and promote student pathways for heightened awareness. Specific details include the following:

Goal	Objective	Measure	Target
Student Pathways.	Continue to explore academic pathways for students (college to college, college to university, and university to college).	Continue to increase the current number of student pathways year over year.	November 2020
		Promote student pathways for heightened awareness.	

BACKGROUND:

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

Zekelman School of Business and IT

1. An agreement was established with Lawrence Technological University in Southfield, Michigan, which allows graduates of the following three-year Ontario College Advanced Diploma programs to earn a Master's Degree in Business (MBA) or a Master's Degree in Information Technology (MSIT), in two years or 18 months, respectively, after their successful completion at St. Clair College:
 - Business Administration – Marketing
 - Business Administration – Accounting
 - Business Administration – Finance
 - Business Administration – Human Resources
 - Honours Bachelor of Business Administration (Information Communication Technology)
2. St. Clair College successfully collaborated with the Supply Chain Management Association (operating as Supply Chain Canada), located in Toronto, Ontario, to garner a pathway for graduates to earn the Supply Chain Management Professional (SCMP) designation.
3. Graduates of the two-year Ontario College Diploma Business – Marketing program have a pathway to a Bachelor of Science in Business Administration in Marketing with optional MBA at the Mike Ilitch School of Business at Wayne State University, located in Detroit, Michigan.
4. Graduates of a two-year Ontario College Diploma in Business have a pathway to a Bachelor of Science in Business Administration in Accounting, Finance, Global Supply Chain Management, Information Systems, Management or Marketing at the Mike Ilitch School of Business at Wayne State University, located in Detroit, Michigan.

School of Engineering Technologies

1. St. Clair College and Durham College worked together and established a pathway to allow graduates of St. Clair's three-year Biomedical Engineering Technology – Equipment and Devices program to pursue a Bachelor of Health Care Technology Management degree at Durham College. Successful students from the Biomedical Engineering Technology program will be admitted into year three at Durham.
2. Limerick Institute of Technology (LIT) in Ireland worked with St. Clair College to establish a pathway for graduates of the three-year Electronics Engineering Technology – Industrial Automation (EET – IA) program to enter into year 4 of LIT's Bachelor of Engineering (Honours) in Electronic Engineering degree program, thus creating an appealing "3 + 1" scenario for students wishing to further pursue their education abroad. Eligible graduates from the EET – IA program can also enroll into year 4 of the Bachelor of Engineering (Honours) in

Industrial Automation & Robotic Systems' degree program at LIT. Lastly, successful graduates of the two-year Electrical Engineering Technician can apply for entry into year 3 of the four-year Bachelor of Engineering (Honours) in Electrical Engineering Technician at LIT.

3. An astounding agreement with three pathways for graduates of the Biomedical Engineering Technology – Equipment and Devices to Institutes of Technology Sligo in Ireland, was created. Graduates are eligible to earn a Bachelor of Engineering in Mechatronics or a Bachelor of Science in Biomedical Science in under a year's time (approximately nine months). Students can also elect to enroll in the Bachelor of Science (Honours) in Medical Biotechnology program for a period just shy of two years (approximately 21 months).
4. Additional agreements were generated between IT Sligo and St. Clair for the Interior Design and Chemical Laboratory Technology programs. Interior Design graduates are eligible to earn a Bachelor of Arts (Honours) in Interior Architecture and Design in under a year's time (approximately nine months). Chemical Laboratory Technology graduates are eligible to earn a Bachelor of Science (Honours) in Pharmaceutical Science with Drug Development in under a year's time (approximately nine months).

School of Media, Art and Design

1. St. Clair College and Conestoga College in Kitchener, Ontario partnered to build a pathway for eligible St. Clair Graphic Design graduates to enroll in year three of the Bachelor of Design (Honours) Degree program at Conestoga, via a third-year degree bridge course.

Special Note

1. Through the work of Project Maple Scholar, non-commissioned members who have attained Developmental Period 2 rank (NCMDP2) from the Canadian Armed Forces will be considered as having met the requirement of a prior diploma for admission into several of St. Clair College's graduate certificate programs. The eligible programs are:
 - Event Management
 - Human Resources Management
 - International Business Management – Logistics Systems
 - Media Convergence

Marketing Initiatives to Promote Student Pathways

1. Development of a billboard campaign to begin in December 2020, following the College's Virtual Open House.
2. Virtual information nights will be held in November and December highlighting pathway opportunities.

3. Development of a hot spot with video highlighting student pathways that will be included in the St. Clair College Virtual Information night. These will also be sent to all guidance counsellors.
4. Hosted a student pathway booth at the Ontario College Virtual Fair, that was held on November 4 and 5, 2020.
5. Student pathways messaging was added to the College's Technology Leaders campaign page.
6. Creation of web graphics for the College's program web pages that indicates available student pathway opportunities with the corresponding institutions' logo.
7. Organic social posts that highlight student pathways by program.
8. The use of traditional media.
9. Pathways are highlighted by the Marketing and Recruitment department during each high school presentation.
10. Pathways are included in the annual St. Clair College admissions handbook.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update as it pertains to Strategic Direction #1 – Academic Excellence – Continue to create academic pathways (college to college, college to university, university to college) and promote student pathways for heightened awareness, for information.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 24, 2020

RE: STRATEGIC DIRECTIONS UPDATE: STUDENTS (RETENTION, GRADUATION RATE AND SUCCESS) – INCREASE STUDENT CAPACITY IN WINDSOR

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 – #2 – Students (Retention, Graduation Rate and Success) – Increase student capacity in Windsor. Specific details include the following:

Goal	Objective	Measure	Target
Increase Enrolment.	Increase student capacity in Windsor.	Pursue and create plan for additional space capacity for increased enrolment for Windsor Downtown campuses.	November 2020

BACKGROUND:

St. Clair College has experienced unprecedented growth in international student enrolment. Three years ago, the College expanded the Downtown campus by leasing the facility, located at 1 Riverside Drive West in Windsor, adding classroom capacity to meet student demand. The additional space reached a utilization factor of 100% prior to the COVID-19 pandemic. As a result, the College was forced to deliver classes in the evening and on Saturdays.

One or two evening classes per week is acceptable for most students but Saturday classes limit their opportunity to find part-time employment. In anticipation of the return

of students to face-to-face delivery in January, the College has leased the facility, located at 333 Riverside Drive West in Windsor, and added further space of 15,000 square feet and seven classrooms.

Although the majority of classes will continue to be delivered online for Winter 2021, the space will be ready and in possession of the College. Having the supplemental capacity at the Downtown campus has allowed the College to recruit heavily for future semesters to make up for the loss of enrolment from Spring and Fall 2020, due to the global pandemic.

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) – Increase student capacity in Windsor, for information.

TO: THE BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 24, 2020

**RE: STRATEGIC DIRECTION UPDATE: COMMUNITY ENGAGEMENT –
MONITOR AND INCREASE ECONOMIC IMPACT ON LOCAL
COMMUNITY**

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 #3 – Community Engagement, regarding the monitoring and increase of the College's economic impact on its local community.

Goal	Objective	Measure	Target
Increase / Monitor Community Local Impact	Monitor and increase economic impact on local community	Conduct annual research of community spending and impact	November 2020

BACKGROUND:

The College engaged EMSI in 2018 to perform an economic value study. The study assessed the impact of the College on the regional economy and the benefit generated by the College for its main stakeholders: students, taxpayers, and society. The study reports on two main measures: economic impact and return on investment. The results of the 2018 study showed that the College has a significant positive impact on the business community in the regional economy and generates benefits in return for the investments made by students, taxpayers, and society.

The College had EMSI refresh the economic value study in 2019. This was done in response to the initial parameters outlined in the SMA3, as one of the ten metrics that would be included in performance/outcome-based funding envelope. As the SMA3 process progressed, the College determined that using the economic value study as a metric could present challenges when trying to minimize the risk of reduced performance/outcome-based funding. This is due to the lack of economic value data beyond two years, external data changes (i.e. census) that make year over year

comparisons difficult and leads to a problematic allowable performance target set by the Ministry. That being said the EMSI report provided supporting documentation for our Economic Impact of International Students metric.

The 2019 economic value study was presented to the Board of Governors on January 25, 2020. It showed strong improvement from the 2018 study on the economic impact and return on investment metrics. The College indicated it was committed to continuing with the study on an annual basis for the next five years (2024-25). An additional benefit of the study is that it allows the College to utilize the data when collaborating with community partners, as it assesses the College's impact on the regional economy and the benefits generated by our main stakeholder groups.

In following through with its five year commitment, the College had EMSI refresh the economic value study for 2020. Appendix A is attached that includes the study's Executive Summary and Fact Sheet. While this report is useful in demonstrating the current value of St. Clair College, it is not intended for comparison with previous studies conducted by EMSI. Differences between study results year over year do not necessarily indicate changes in the value of the College. It only reflects that there were changes in external data or the College's data.

The College's 2020 study shows continued overall improvement in the report's metrics:

Measure	2020	2019	Variance
Operations Spending Impact	133.1	123.6	9.5
Student Spending Impact	25.6	16.5	9.1
Alumni Spending Impact	647.9	630.8	17.1
Total Jobs Supported	9,381	7,414	1,967
Investment – Students Gain	2.1	2.4	(0.3)
Investment – Taxpayers Gain	7.6	5.9	1.7
Investment – Society Gain	7.2	7.7	(0.5)

The full EMSI report and a presentation will be provided to the Board of Governors during the 2021 Planning Session.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #3 – Community Engagement, regarding the monitoring and increase of the College's economic impact on its local community, as information.



The Economic Value of St. Clair College of Applied Arts and Technology

EXECUTIVE SUMMARY





WINDSOR & CHATHAM-KENT
(ONTARIO, CANADA)

ST. Clair College of Applied Arts and Technology (SCC) creates value in many ways. The college plays a key role in helping students increase their employability and achieve their individual potential. It draws students to the region, generating new dollars and opportunities for Windsor & Chatham-Kent. SCC provides students with the education, training, and skills they need to have fulfilling and prosperous careers. Furthermore, SCC is a place for students to meet new people, increase their self-confidence, and promote their overall health and well-being.

SCC influences both the lives of its students and the regional economy. The college supports a variety of industries in Windsor & Chatham-Kent, serves regional businesses, and benefits the provincial government through increased tax revenues and public sector savings. The benefits created by SCC even extend to society as a whole in Ontario, which benefits from an expanded economy and improved quality of life.

This study measures the economic impacts created by SCC on the business community and the benefits the college generates in return for the investments made by its key stakeholder groups—students, taxpayers, and society. The following two analyses are presented:



Economic impact analysis



Investment analysis

All results reflect employee, student, and financial data, provided by the college, for fiscal year (FY) 2019-20. Impacts on the Windsor & Chatham-Kent economy are reported under the economic impact analysis and are measured in terms of added income. The returns on investment to students, taxpayers, and society in Ontario are reported under the investment analysis.

SCC influences both the
lives of its students *and the*
regional economy.



Economic impact analysis

SCC promotes economic growth in Windsor & Chatham-Kent through its direct expenditures and the resulting expenditures of students and regional businesses. The college serves as an employer and buyer of goods and services for its day-to-day and construction operations. The college's activities attract students from outside Windsor & Chatham-Kent, whose expenditures benefit regional vendors. In addition, SCC is a primary source of postsecondary education to Windsor & Chatham-Kent residents and a supplier of trained workers to regional industries, enhancing overall productivity in the regional workforce.

Operations spending impact



SCC adds economic value to Windsor & Chatham-Kent as an employer of regional residents and a large-scale buyer of goods and services. In FY 2019-20, the college employed faculty and staff equivalent to 873 full-time employees, all of whom lived in Windsor & Chatham-Kent. Total payroll at SCC was \$94.8 million, much of which was spent in the region for groceries, mortgage and rent payments, dining out, and other household expenses. In addition, the college spent \$92.1 million on day-to-day expenses related to facilities, supplies, and professional services.

SCC's day-to-day operations spending added \$133.1 million in income to the region during the analysis year. This figure represents the college's payroll, the multiplier effects generated by the in-region spending of the college and its employees, and a downward adjustment to account for funding that the college received from regional sources. The \$133.1 million in added income is equivalent to supporting 1,431 jobs in the region.

Construction spending impact



SCC spends millions on construction each year to maintain its facilities, create additional capacities, and meet its growing educational demands. While the amount varies from year to year, this spending generates a short-term infusion of spending and jobs in the regional economy. The quick infusion of income and jobs that occurred in the regional economy as a result of this construction spending is considered short-term due to the one-time nature of such projects. Nonetheless, the college's construction spending had a substantial impact on the regional economy in FY 2019-20, equal to \$5.2 million in added income and equivalent to supporting 42 jobs.

IMPACTS CREATED
BY SCC IN FY 2019-20



\$133.1 million
Operations Spending Impact



\$5.2 million
Construction Spending Impact



\$25.6 million
Student Spending Impact



\$647.9 million
Alumni Impact



\$811.8 million
TOTAL IMPACT

- OR -

9,381
JOBS SUPPORTED



Student spending impact



Around 46% of credit students attending SCC originated from outside the region in FY 2019-20, and some of these students relocated to Windsor & Chatham-Kent to attend SCC. These students may not have come to the region if the college did not exist. In addition, some in-region students, referred to as retained students, would have left Windsor & Chatham-Kent if not for the existence of SCC. While attending the college, these relocated and retained students spent money on groceries, accommodation, transportation, and other household expenses. This spending generated \$25.6 million in added income for the regional economy in FY 2019-20, which supported 573 jobs in Windsor & Chatham-Kent.

Impact of international students

International students are an important part of the SCC community. In FY 2019-20, SCC served 5,402 international students, most of whom relocated to Windsor & Chatham-Kent. These students brought new money to the regional economy through their spending on housing, food, and other living expenses. International student spending in FY 2019-20 generated **\$18.5 million** in added income for the regional economy.

It is estimated that 50% of international students remain in the region after finishing their time at SCC. Today, thousands of these students are employed in Windsor & Chatham-Kent, receiving higher earnings and increasing the productivity of the businesses that employ them. In FY 2019-20, these active alumni generated **\$201.4 million** in added income for the economy.

Alumni impact



The education and training SCC provides for regional residents has the greatest impact. Since its establishment, students have studied at SCC and entered the regional workforce with greater knowledge and new skills. Today, thousands of former SCC students are employed in Windsor & Chatham-Kent. As a result of their SCC educations, the students receive higher earnings and increase the productivity of the businesses that employ them. In FY 2019-20, SCC alumni generated \$647.9 million in added income for the regional economy, which is equivalent to supporting 7,334 jobs.

Total impact

SCC added \$811.8 million in income to the Windsor & Chatham-Kent economy during the analysis year, equal to the sum of the operations and construction spending impacts, the student spending impact, and the alumni impact. For context, the \$811.8 million impact was equal to approximately 2.7% of the total

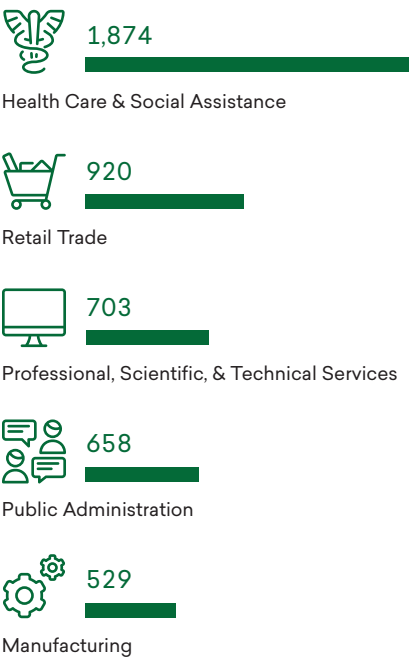


gross regional product (GRP) of Windsor & Chatham-Kent. This contribution that the college provided on its own is equal to the entire Real Estate & Rental & Leasing industry in the region.

One out of every 33 jobs in Windsor & Chatham-Kent is supported by the activities of SCC and its students.

SCC’s total impact can also be expressed in terms of jobs supported. The \$811.8 million impact supported 9,381 regional jobs, using the jobs-to-sales ratios specific to each industry in the region. This means that one out of every 33 jobs in Windsor & Chatham-Kent is supported by the activities of SCC and its students. In addition, the \$811.8 million, or 9,381 supported jobs, stemmed from different industry sectors. Among non-education industry sectors, SCC’s activity and alumni in the Health Care & Social Assistance industry sector supported 1,874 jobs in FY 2019-20. These are impacts that would not have been generated without the college’s presence in Windsor & Chatham-Kent.

TOP INDUSTRY IMPACTS
(JOBS SUPPORTED)





Investment analysis

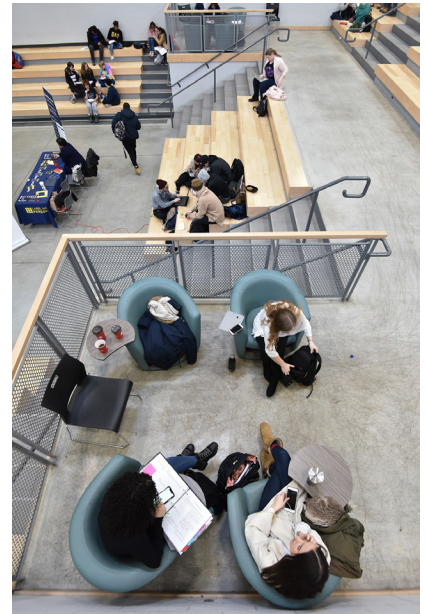
An investment analysis evaluates the costs associated with a proposed venture against its expected benefits. If the benefits outweigh the costs, then the investment is financially worthwhile. The analysis presented here considers SCC as an investment from the perspectives of students, taxpayers, and society in Ontario.

Student perspective

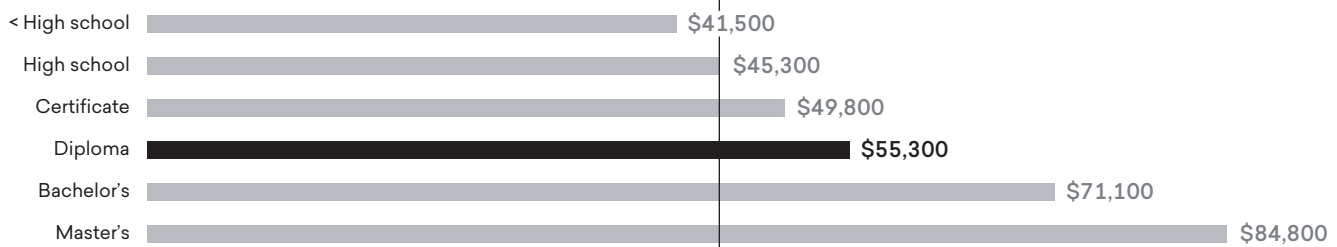


In FY 2019-20, SCC served 13,030 credit and 1,482 non-credit students. In order to attend the college, the students paid for tuition, fees, books, and supplies. Additionally, students gave up money they would have otherwise earned had they been working instead of attending college. The total investment made by SCC's students in FY 2019-20 amounted to a present value of \$321.8 million, equal to \$139.2 million in out-of-pocket expenses and \$182.5 million in forgone time and money.

In return for their investment, SCC's students will receive a stream of higher future earnings that will continue to grow throughout their working lives. For example, the average SCC diploma graduate from FY 2019-20 will see an increase in earnings of \$10,000 each year compared to a person with a high school diploma or equivalent working in Ontario. Over a working lifetime, the benefits of the diploma over a high school diploma will amount to an undiscounted value of \$390 thousand in higher earnings per graduate. Altogether, SCC's FY 2019-20 students will receive \$680.4 million in higher future earnings over their working lives, as a result of their education and training at SCC.



The average diploma graduate from SCC will see an increase in earnings of **\$10,000** each year compared to a person with a high school diploma or equivalent working in Ontario.



Source: Derived from data supplied by Statistics Canada and the Emsi CRIO model.

The students' benefit-cost ratio is 2.1. In other words, for every dollar students invest in SCC, in the form of out-of-pocket expenses and forgone time and money, they will receive a cumulative value of \$2.10 in higher future earnings. Annually, the students' investment in SCC has an average annual internal rate of return of 14.4%.

Taxpayer perspective



SCC generates more in tax revenue than it takes. These benefits to taxpayers consist primarily of taxes that the provincial government will collect from the added revenue created in the province. As SCC students earn more, they will make higher tax payments throughout their working lives. Students' employers will also make higher tax payments as they increase their output and purchases of goods and services. By the end of the FY 2019-20 students' working lives, the provincial government will have collected a present value of \$413.7 million in added tax revenue.

Benefits to taxpayers also consist of savings generated by the improved lifestyles of SCC students and the corresponding reduced government services. Education is statistically correlated with a variety of lifestyle changes. Students' SCC educations will generate savings in three main categories: 1) healthcare, 2) crime, and 3) income assistance. Improved health will lower students' demand for health care services. In addition, students will be less likely to interact with the criminal justice system, resulting in a reduced demand for law enforcement and reduced victim costs. SCC students will be more employable, so their reduced demand for income assistance such as welfare and unemployment benefits will benefit taxpayers. For a list of study references, contact the college for a copy of the main report. Altogether, the present value of the benefits associated with an SCC education will generate \$10.7 million in savings to provincial taxpayers.

Total taxpayer benefits amount to \$424.4 million, the present value sum of the added taxes and public sector savings. Taxpayer costs are \$55.9 million, equal to the amount of provincial government funding SCC received in FY 2019-20. These benefits and costs yield a benefit-cost ratio of 7.6. This means that for every dollar of public money invested in SCC in FY 2019-20, taxpayers will receive a cumulative value of \$7.60 over the course of the students' working lives. The average annual internal rate of return for taxpayers is 80.3%.

*For every dollar of public money invested in SCC, taxpayers will receive a cumulative value of **\$7.60** over the course of the students' working lives.*



STUDENT PERSPECTIVE

\$680.4 million
Present value benefits

\$321.8 million
Present value costs

\$358.6 million
Net present value

Benefit-cost ratio	Rate of return
2.1	14.4%



TAXPAYER PERSPECTIVE

\$424.4 million
Present value benefits

\$55.9 million
Present value costs

\$368.5 million
Net present value

Benefit-cost ratio	Rate of return
7.6	80.3%



SOCIAL PERSPECTIVE

\$2.7 billion
Present value benefits

\$381 million
Present value costs

\$2.4 billion
Net present value

Benefit-cost ratio	Rate of return
7.2	n/a*

* The rate of return is not reported for the social perspective because the beneficiaries of the investment are not necessarily the same as the original investors.

which compares favorably to other long-term investments in the public and private sectors.

Social perspective



Society as a whole in Ontario benefits from the presence of SCC in two major ways. Primarily, society benefits from an increased economic base in the province. This is attributed to higher student earnings and increased business output, which raise economic prosperity in Ontario.

Benefits to society also consist of the savings generated by the improved lifestyles of SCC students. As discussed in the previous section, education is statistically correlated with a variety of lifestyle changes that generate social savings. Note that these costs are avoided by the consumers but are distinct from the costs avoided by the taxpayers outlined above. Healthcare savings include avoided medical costs associated with smoking, alcohol dependence, obesity, and mental illness. Crime savings include reduced criminal justice system expenditures, lower victim costs, and increased productivity of individuals who are working rather than spending time in custody. Income assistance savings include the reduced demand for employment insurance benefits and employment-related social assistance. For a list of study references, contact the college for a copy of the main report.

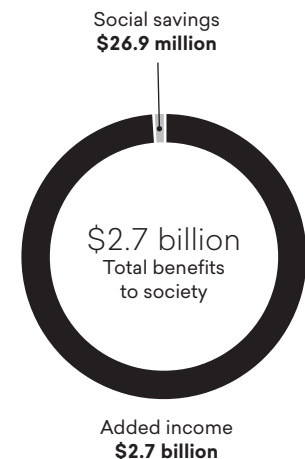
Altogether, the social benefits of SCC equal a present value of \$2.7 billion. These benefits include \$2.7 billion in added income through students' increased lifetime earnings and increased business output, as well as \$26.9 million in social savings related to health, crime, and income assistance in Ontario. People in Ontario invested a present value total of \$381 million in SCC in FY 2019-20. These costs include all college and student costs.

The benefit-cost ratio for society is 7.2, equal to the \$2.7 billion in benefits divided by the \$381 million in costs. In other words, for every dollar invested in SCC, people in Ontario will receive a cumulative value of \$7.20 in benefits. The benefits of this investment will occur for as long as SCC's FY 2019-20 students remain employed in the provincial workforce.

Summary of investment analysis results

The results of the analysis demonstrate that SCC is a strong investment for all three major stakeholder groups—students, taxpayers, and society. As shown, students receive a great return for their investments in an SCC education. At the same time, taxpayers' investment in SCC returns more to government budgets than it costs and creates a wide range of social benefits throughout Ontario.

SOCIAL BENEFITS IN ONTARIO FROM SCC



Conclusion

The results of this study demonstrate that SCC creates value from multiple perspectives. The college benefits regional businesses by increasing consumer spending in the region and supplying a steady flow of qualified, trained workers to the workforce. SCC enriches the lives of students by raising their lifetime earnings and helping them achieve their individual potential. The college benefits provincial taxpayers through increased tax receipts and a reduced demand for government-supported social services. Finally, SCC benefits society as a whole in Ontario by creating a more prosperous economy and generating a variety of savings through the improved lifestyles of students.

About the study

Data and assumptions used in the study are based on several sources, including the FY 2019-20 academic and financial reports from SCC, industry and employment data from Statistics Canada, outputs of Emsi's Canadian Regional Input-Output model, and a variety of studies and surveys relating education to social behaviour. The study applies a conservative methodology and follows standard practice using only the most recognized indicators of investment effectiveness and economic impact. For a full description of the data and approach used in the study, please contact SCC for a copy of the main report.

The results of this study demonstrate that SCC creates value from
multiple perspectives.



Emsi is a labour market analytics firm that integrates data from a wide variety of sources to serve professionals in post-secondary education, economic development, workforce development, talent acquisition, and site selection. Emsi is a leading provider of economic impact studies and labour market data to educational institutions in Canada, the U.S. and internationally. Since 2000, Emsi has completed over 2,000 economic impact studies for institutions across three countries. For more information about Emsi's products and services, visit www.economicmodeling.com.



ST. CLAIR
COLLEGE

The Economic Value of St. Clair College of Applied Arts and Technology **FACT SHEET**

ST. CLAIR College of Applied Arts and Technology (SCC) creates a significant positive impact on the business community and generates a return on investment to its major stakeholder groups—students, taxpayers, and society. Using a two-pronged approach that involves an economic impact analysis and an investment analysis, this study calculates the benefits received by each of these groups. Results of the analysis reflect fiscal year (FY) 2019-20.



Economic impact analysis

In FY 2019-20, SCC added **\$811.8 million** in income to the Windsor & Chatham-Kent economy, a value approximately equal to **2.7%** of the region's total gross regional product (GRP). Expressed in terms of jobs, SCC's impact supported **9,381 regional jobs**. For perspective, the activities of SCC and its students support **one out of every 33 jobs** in Windsor & Chatham-Kent.

OPERATIONS SPENDING IMPACT

- SCC employed 873 full-time equivalent (FTE) employees in FY 2019-20. Payroll amounted to \$94.8 million, much of which was spent in the region for groceries, mortgage and rent payments, dining out, and other household expenses. The college spent another \$92.1 million on day-to-day expenses related to facilities, supplies, and professional services.
- The net impact of the college's operations spending added **\$133.1 million** in income to the regional economy.

CONSTRUCTION SPENDING IMPACT

- SCC spends money on construction each year to maintain its facilities, create additional capacities, and meet its growing educational demands. While the amount varies from year to year, this spending generates a short-term infusion of spending and jobs in the regional economy.
- The net impact of SCC's construction spending in FY 2019-20 was **\$5.2 million** in added income for Windsor & Chatham-Kent.

STUDENT SPENDING IMPACT

- Around 46% of credit students attending SCC originated from either outside the region or outside Canada in FY 2019-20, and some of these students relocated to Windsor & Chatham-Kent to attend SCC. In addition, a number of local students would have left the region if not for SCC.

IMPACTS CREATED
BY SCC IN FY 2019-20



\$133.1 million
Operations Spending Impact



\$5.2 million
Construction Spending Impact



\$25.6 million
Student Spending Impact



\$647.9 million
Alumni Impact



\$811.8 million
TOTAL IMPACT

- OR -

9,381
JOBS SUPPORTED



- These students spent money on groceries, mortgage and rent payments, and so on at regional businesses. This spending in FY 2019-20 added **\$25.6 million** in income to the Windsor & Chatham-Kent economy. Of this impact, **\$18.5 million** is attributable to international students who relocated to Windsor & Chatham-Kent to attend SCC.

ALUMNI IMPACT

- Over the years, students have studied at SCC and entered or re-entered the workforce with newly-acquired knowledge and skills. Today, thousands of these former students are employed in Windsor & Chatham-Kent.
- The net impact of SCC's former students currently employed in the regional workforce amounted to **\$647.9 million** in added income in FY 2019-20. Of this impact, **\$201.4 million** is attributable to former international students working in Windsor & Chatham-Kent.



Investment analysis

STUDENT PERSPECTIVE

- SCC's FY 2019-20 students paid a present value of **\$139.2 million** to cover the cost of tuition, fees, and supplies. They also forwent **\$182.5 million** in money that they would have earned had they been working instead of attending college.
- In return for their investment, students will receive **\$680.4 million** in increased earnings over their working lives. This translates to a return of **\$2.10** in higher future earnings for every dollar students invest in their education. Students' average annual rate of return is **14.4%**.



FOR EVERY \$1...



Students gain
\$2.10
in lifetime earnings



Taxpayers gain
\$7.60
in added tax revenue and
public sector savings



Society gains
\$7.20
in added income and
social savings

TAXPAYER PERSPECTIVE

- Provincial taxpayers provided SCC with **\$55.9 million** of funding in FY 2019-20. In return, they will benefit from added tax revenue, stemming from students' higher lifetime earnings and increased business output, amounting to **\$413.7 million**. A reduced demand for government-funded services in Ontario will add another **\$10.7 million** in benefits to taxpayers.
- For every dollar of public money invested in SCC, taxpayers will receive **\$7.60** in return, over the course of students' working lives. The average annual rate of return for taxpayers is **80.3%**.

SOCIAL PERSPECTIVE

- In FY 2019-20, society in Ontario invested **\$381 million** to support SCC, including all student and all college costs. In turn, the Ontario economy will grow by **\$2.7 billion**, over the course of students' working lives. Society will also benefit from **\$26.9 million** in present value social savings related to reduced crime, reduced demand for income assistance, and increased health and well-being across the province.
- For every dollar invested in SCC in FY 2019-20, people in Ontario will receive **\$7.20** in return, for as long as SCC's FY 2019-20 students remain active in the provincial workforce.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 24, 2020

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

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

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2020 – 2021). This update is related to Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness) regarding monitoring institutional WSIB lost sick time.

Goal	Objective	Measure	Target
Development of Human Resources.	Staff wellness.	Monitoring institutional WSIB lost sick time.	November 2020

BACKGROUND:

The Health, Safety and Wellness department has continually monitored institutional WSIB lost sick time and promoted preventative measures to help reduce lost time. A new initiative was implemented in 2019-2020 where administrators responsible for monthly health and safety inspections were provided with a specific focus to guide enhanced proactive measures in addition to inspecting their areas for any hazards. An example of a specific focus for the spring included evaluating risk assessments/department controls in response to COVID-19. WSIB lost sick time outcomes include:

Date	WSIB Lost Sick Time
2018-2019	Lost sick time – 9 days
2019-2020	Lost sick time – 1 day

St. Clair College realized a **reduction in WSIB lost sick time of 8 days year over year.**

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction # 4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness) as it pertains to staff wellness by monitoring institutional WSIB to reduce lost sick time, for information.



TO: THE BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 24, 2020

**RE: FINANCIAL MONITORING REPORT:
2020-21 MID-YEAR BUDGET REPORT**

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

AIM:

To obtain Board approval for the 2020-21 Mid-Year Budget Report.

BACKGROUND:

It is the practice of St. Clair College to review its revenue and expenditure patterns at mid-year to ensure the financial plan is being achieved and to assist in the preparation of financial plans for subsequent years.

The proposed 2020-21 Mid-Year Budget Report incorporates the following:

1. Statement of Operations Budget.
2. Statement of Financial Position Projection.
3. Non-Committed Cash Projection.
4. Financial Sustainability Metrics.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the 2020-21 Mid-Year Budget Report.

STATEMENT OF OPERATIONS BUDGET

EXECUTIVE SUMMARY (Schedule I)

The purpose of the mid-year budget is to review our financial plan based on six months activity and to project whether the planned year-end results will be achieved without significant adjustments to operations. If adjustments are required, appropriate action steps are developed as part of the review process.

The 2020-21 budget approved by the Board on March 24, 2020 provided for a surplus position of \$25,366,113. At that meeting, Administration provided the Board with an update on COVID-19, including the actions taken to date, next steps, and potential impacts. At the April 28, 2020 Board meeting, Administration provided the Board with a COVID-19 financial update which highlighted the implemented budget strategies. Administration has continued to apprise the Board of COVID-19's financial implications during subsequent meetings.

Administration continues to move forward with capital expenditures and operational requirements within the framework of the current Strategic Directions. Based on the mid-year review analysis, the College is projecting a surplus position of \$25,284,245 at March 31, 2021, which is consistent with the original budget surplus position.

The revised projection for total operating and ancillary revenue for 2020-21 is \$246,097,933, representing an decrease of \$21,661,075 or 8% over the original budget of \$267,759,008.

The revised projection for total operating and ancillary expenditures for 2020-21 is \$220,813,688 representing a decrease of \$21,579,207 or 9% over the original budget of \$242,392,895.

CHANGES TO REVENUE (Schedule II)

Overall, revenues decreased by \$21,661,075 or 8% over the original budget. The following highlights compare the original budget approved by the Board to some of the major changes in revenue:

- Total MCU Operating Grants increased by \$3,149,073 or 8% over the original budget, primarily due to the following:
 - A conservative approach to Performance Based funding was taken as part of the original budget projection due to funding being at risk. Given the uncertainty regarding COVID-19, in August 2020 the Ministry suspended Performance Based funding for two years. As a result, these funds are no longer at risk and \$1,864,831 was added to the budget.
 - Decrease in the Ministry's International Student Recovery program of

\$1,048,125 as a result of lower international student enrolment than planned.

- Total Contract Income increased by \$2,404,115 or 19% over the original budget due to the following:
 - Increase in the School College Work Initiative Grant of \$1,835,646 due to the College being identified as the lead institution during 2020-21 and managing the transfer of funding to other institutions.
 - Increase in Career Ready, Indigenous Student Success, and other Special Grant funding of \$1,166,722 that was unknown when the budget was originally developed.
- Total Tuition revenue decreased by \$14,086,561 or 9% over the original budget due to the following:
 - Decrease in the Domestic Tuition revenue budget of \$863,535 due to lower enrolment. The current year's "Day 10" enrolment totaled 7,308 full-time domestic students compared to a budget assumption of 7,595 students. Domestic Tuition revenue is subject to adjustments for dismissals, withdrawals, and new students enrolling in the Winter semester.
 - Decrease in the International Tuition revenue of \$6,768,101 due to lower enrolment. The current year's "Day 10" international enrolment totaled 3,878 compared to a budget assumption of 4,790. International Tuition revenue is subject to adjustments for dismissals, withdrawals, student VISA denials, immigration matters, and new students enrolling in the Winter semester.
 - Decrease in the PCPP Tuition revenue of \$5,006,155 due to lower enrolment. The current year's "Day 10" international enrolment totaled 2,699 compared to a budget assumption of 3,000. PCPP Tuition revenue is subject to adjustments for dismissals, withdrawals, student VISA denials, immigration matters, and new students enrolling in the Winter semester.
- Total "Other" income decreased by \$5,181,688 or 11% over the original budget due to the following:
 - Decrease in Investment Income of \$620,000 due to declining interest rates.
 - Decrease in PCPP Fee-for-Service revenue of \$1,873,171 due to lower enrolment than planned.
 - Decrease in Divisional Income of \$1,584,958 due to lower revenues related to the Skilled Trades Regional Training Centre, Research and Development, and academic material and kit fees.

CHANGES IN EXPENDITURES (Schedule III)

Overall, expenditures decreased by \$21,579,207 or 9% over the original budget. The following highlights compare the original budget approved by the Board to some of the major changes in expenditures:

- Total Salaries & Benefits decreased by \$9,874,898 or 10%. The decrease is primarily due to the following:
 - Decrease in Part-Time Administrative salaries: \$988,381
 - Decrease in Part-Time Faculty salaries: \$2,398,364
 - Decrease in Full-Time Support salaries: \$988,971
 - Decrease in Part-Time Support salaries: \$3,132,098
 - Decrease in Fringe Benefits: \$1,559,230

The decrease in Salaries & Benefits is a result of less staffing resources required due to lower enrolment levels than planned, delayed hires, unplanned retirements, and COVID-19 budget strategies.

- Total Non-Salary Expenditures decreased by \$7,779,574 or 6%. The decrease is primarily due to the following:
 - Decrease in Contracted Educational Services of \$5,053,409 due to lower enrolment than planned at the Toronto Campus, and less funds being flowed to Ace Acumen.
 - Decrease in Insurance of \$1,004,584 due to lower international student enrolment and less coverage required for health and dental benefits.
 - Increase in Stipends & Allowances of \$1,409,471 due to providing additional technology supports to students during online academic delivery.
 - Decrease in Travel of \$828,867 due to COVID-19 travel restrictions and budget strategies.
 - Decrease in Amortization of \$1,887,140 due to the reduction in the capital budget and delays in capital project spending.

The decrease in many of the expenditures noted above is reflective of Administration's response to implement cost saving strategies in response to COVID-19. Administration continues its on-going efforts of managing expenditures in order to achieve the overall expenditures budget.

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

The Ancillary Operations overall original budget surplus of \$1,118,055 has decreased by \$4,041,279 to a mid-year budget deficit of \$2,923,244. This is due to COVID-19 restricting the revenue generating ability of the St. Clair College Centre for the Arts, Parking and Residence operations.

PLANNING FOR 2021-22

The results of this mid-year review will be incorporated into our planning for 2021-22. We will continue to inform the Board as new information is available and our plans are developed.

SCHEDULE I

**St. Clair College of Applied Arts and Technology
Statement of Operations Summary: 2020-21**

	A Budget Income Statement 2020-21 \$	B MYR Income Statement 2020-21 \$	B - A Variance \$	
<u>REVENUE</u>				
MCU Operating Grants	39,068,883	42,217,956	3,149,073	
Contract Income	12,444,025	14,848,140	2,404,115	
Tuition	157,654,112	143,567,551	(14,086,561)	
Other	47,091,028	41,909,340	(5,181,688)	
Total Operating Revenue	256,258,048	242,542,987	(13,715,061)	
Total Ancillary Revenue	11,500,960	3,554,946	(7,946,014)	
TOTAL REVENUE	267,759,008	246,097,933	(21,661,075)	-8%
<u>EXPENDITURES</u>				
Salaries & Benefits	97,508,026	87,633,128	(9,874,898)	
Non Salary	134,501,964	126,702,390	(7,799,574)	
Total Operating Expenditures	232,009,990	214,335,518	(17,674,472)	
Total Ancillary Expenditures	10,382,905	6,478,170	(3,904,735)	
TOTAL EXPENDITURES	242,392,895	220,813,688	(21,579,207)	-9%
TOTAL SURPLUS / (DEFICIT)	25,366,113	25,284,245	(81,868)	

SCHEDULE II

St. Clair College of Applied Arts and Technology Statement of Revenue: 2020-21				
	A Budget Income Statement 2020-21 \$	B MYR Income Statement 2020-21 \$	B - A Variance \$	
REVENUE				
Enrolment Based Envelope: see note 1	31,306,129	31,406,373	100,244	
Differentiation Envelope: see note 2	11,446,474	13,311,305	1,864,831	
Special Purpose / Other Grants: see note 3	(3,683,720)	(2,499,722)	1,183,998	
Total MCU Operating Grants	39,068,883	42,217,956	3,149,073	8%
Apprenticeship	3,791,329	3,389,888	(401,441)	
Canada Ontario Jobs Grant	560,034	507,216	(52,818)	
Employment Ontario	3,078,813	3,056,813	(22,000)	
Youth Job Connection	1,337,400	1,158,120	(179,280)	
Literacy & Basic Skills	1,386,172	1,376,172	(10,000)	
School College Work Initiative	1,975,277	3,810,923	1,835,646	
Second Career	250,000	317,286	67,286	
Other: see note 4	65,000	1,231,722	1,166,722	
Total Contract Income	12,444,025	14,848,140	2,404,115	19%
Post Secondary - Domestic	25,000,000	24,136,465	(863,535)	
Post Secondary - International	79,000,000	72,231,899	(6,768,101)	
Post Secondary - PCPP	51,590,102	46,583,947	(5,006,155)	
Continuing Education	2,064,010	615,240	(1,448,770)	
Total Tuition	157,654,112	143,567,551	(14,086,561)	-9%
Investment Income	4,500,000	3,880,000	(620,000)	
Contract Training	450,000	184,869	(265,131)	
International Projects	450,000	125,000	(325,000)	
PCPP Fee-for-Service	18,712,209	16,839,038	(1,873,171)	
Other: see note 5	1,939,333	1,982,215	42,882	
Technology Access Fee	630,188	630,188	-	
Divisional Income	14,237,229	12,652,271	(1,584,958)	
Amortization of DCC	6,172,069	5,615,759	(556,310)	
Total Other	47,091,028	41,909,340	(5,181,688)	-11%
Total Revenue Before Ancillary	256,258,048	242,542,987	(13,715,061)	
Ancillary Revenue	11,500,960	3,554,946	(7,946,014)	-69%
TOTAL REVENUE	267,759,008	246,097,933	(21,661,075)	-8%

SCHEDULE III

St. Clair College of Applied Arts and Technology Statement of Expenditures: 2020-21

	A Budget Income Statement 2020-21 \$	B MYR Income Statement 2020-21 \$	B - A Variance \$	
EXPENDITURES				
Administrative: Full-Time	7,339,401	7,205,642	(133,759)	
Administrative: Part-Time	1,880,368	891,987	(988,381)	
Faculty: Full-Time	33,709,080	33,034,986	(674,094)	
Faculty: Part-Time	14,936,843	12,538,480	(2,398,364)	
Support: Full-Time	15,580,716	14,591,745	(988,971)	
Support: Part-Time	6,394,335	3,262,237	(3,132,098)	
Fringe Benefits	17,667,283	16,108,053	(1,559,230)	
Total Salaries & Benefits	97,508,026	87,633,128	(9,874,898)	-10%
Advertising	2,709,390	2,115,958	(593,432)	
Contracted Cleaning Service	2,945,250	3,083,750	138,500	
Contracted Educational Services	56,518,981	51,465,572	(5,053,409)	
Contracted Services Other	18,860,358	18,805,040	(55,318)	
Equipment Maintenance & Repairs	3,099,007	3,381,653	282,646	
Equipment Rentals	3,002,661	2,899,496	(103,165)	
Instructional Supplies	4,964,817	4,692,132	(272,685)	
Insurance	7,483,710	6,479,126	(1,004,584)	
Janitorial & Maintenance Supplies	502,400	811,898	309,498	
Memberships & Dues	614,623	621,135	6,512	
Municipal Taxes	943,300	778,375	(164,925)	
Office Supplies	956,000	686,561	(269,439)	
Premise Rental	1,723,783	2,320,315	596,532	
Professional Development	568,627	559,313	(9,314)	
Security Services	2,044,500	2,240,000	195,500	
Stipends & Allowances	2,442,534	3,852,005	1,409,471	
Student Assistance: 30% Tuition	2,032,250	2,032,250	-	
Travel	1,186,946	358,079	(828,867)	
Utilities	4,900,300	4,620,726	(279,574)	
Other: see note 6	4,649,002	4,432,621	(216,381)	
Amortization	12,353,525	10,466,385	(1,887,140)	
Total Non-Salary Expenditures	134,501,964	126,702,390	(7,799,574)	-6%
Total Operating Expenditures	232,009,990	214,335,518	(17,674,472)	-8%
Ancillary Expenditures	10,382,905	6,478,170	(3,904,735)	-38%
TOTAL EXPENDITURES	242,392,895	220,813,688	(21,579,207)	-9%

SCHEDULE IV A

**St. Clair College of Applied Arts and Technology
Statement of Ancillary Operations: 2020-21**

	A Budget Income Statement 2020-21 \$	B MYR Income Statement 2020-21 \$	B - A Variance \$	
<u>Ancillary: Revenue</u>				
Beverage Supplier	76,873	3,469	(73,404)	
Bookstore - Windsor & Chatham	225,000	135,000	(90,000)	
Green Giants	150,000	1,000	(149,000)	
IRCDSS Special Events & Projects	124,500	106,500	(18,000)	
Lockers Administration	48,000	-	(48,000)	
Parking Lots	1,760,000	-	(1,760,000)	
Residence - Windsor	3,392,686	1,490,966	(1,901,720)	
Sky Volleyball	248,500	10,000	(238,500)	
St. Clair College Centre for the Arts	3,685,401	118,011	(3,567,390)	
Varsity Sports	1,260,000	1,260,000	-	
Sports Park	230,000	130,000	(100,000)	
Woodland Hills Golf Course	300,000	300,000	-	
Total Revenue	11,500,960	3,554,946	(7,946,014)	-69%
<u>Ancillary: Expense</u>				
Green Giants	150,000	1,000	(149,000)	
IRCDSS Special Events & Projects	115,500	101,000	(14,500)	
Parking Lots	1,372,402	1,201,197	(171,205)	
Residence - Windsor	2,478,378	2,063,597	(414,781)	
Residence - Chatham	45,000	210,000	165,000	
Sky Volleyball	248,500	10,000	(238,500)	
St. Clair College Centre for the Arts	3,844,975	1,203,226	(2,641,749)	
Varsity Sports	1,600,000	1,260,000	(340,000)	
Sports Park	230,000	130,000	(100,000)	
Woodland Hills Golf Course	298,150	298,150	-	
Total Expenditures	10,382,905	6,478,170	(3,904,735)	-38%

SCHEDULE IV B

**St. Clair College of Applied Arts and Technology
Statement of Ancillary Operations Surplus/(Deficit): 2020-21**

	A Budget Income Statement 2020-21 \$	B MYR Income Statement 2020-21 \$	B - A Variance \$
Beverage Supplier: Revenue	76,873	3,469	(73,404)
Bookstore - Windsor & Chatham: Revenue	225,000	135,000	(90,000)
Sky Volleyball: Revenue	248,500	10,000	(238,500)
Sky Volleyball: Expenditures	248,500	10,000	(238,500)
	-	-	-
Green Giants: Revenue	150,000	1,000	(149,000)
Green Giants: Expenditures	150,000	1,000	(149,000)
	-	-	-
Lockers Administration: Revenue	48,000	-	(48,000)
IRCDSS Special Events & Projects: Revenue	124,500	106,500	(18,000)
IRCDSS Special Events & Projects: Expenditures	115,500	101,000	(14,500)
	9,000	5,500	(3,500)
Parking Lots: Revenue	1,760,000	-	(1,760,000)
Parking Lots: Expenditures	1,372,402	1,201,197	(171,205)
	387,598	(1,201,197)	(1,588,795)
Residence - Windsor: Revenue	3,392,686	1,490,966	(1,901,720)
Residence - Windsor: Expenditures	2,478,378	2,063,597	(414,781)
	914,308	(572,631)	(1,486,939)
Residence - Chatham: Expenditures	45,000	210,000	165,000
St. Clair College Centre for the Arts: Revenue	3,685,401	118,011	(3,567,390)
St. Clair College Centre for the Arts: Expenditures	3,844,975	1,203,226	(2,641,749)
	(159,574)	(1,085,215)	(925,641)
Varsity Sports: Revenue	1,260,000	1,260,000	-
Varsity Sports: Expenditures	1,600,000	1,260,000	(340,000)
	(340,000)	-	340,000
Sports Park: Revenue	230,000	130,000	(100,000)
Sports Park: Expenditures	230,000	130,000	(100,000)
	-	-	-
Woodland Hills Golf Course: Revenue	300,000	300,000	-
Woodland Hills Golf Course: Expenditures	298,150	298,150	-
	1,850	1,850	-
Total Revenue	11,500,960	3,554,946	(7,946,014)
Total Expenditures	10,382,905	6,478,170	(3,904,735)
Surplus/(Deficit)	1,118,055	(2,923,224)	(4,041,279)

Notes: Statement of Revenue & Expenditures

Note 1 REVENUE: Enrolment Based Envelope

Core Operating Grant

Note 2 REVENUE: Differentiation Envelope

Performance Funding

Note 3 REVENUE: Special Purpose / Other Grants

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

Note 4 REVENUE: Other

Career Ready Fund
Indigenous Student Success Fund
Reporting Entities
Women Campus Safety
WSIB

Note 5 REVENUE: Other

Administration Fees
Apprenticeship Classroom Fees
Credit Transfer
CT In-Service Teacher Training
Graduation Fees
Miscellaneous Income
Termination Gratuity Fees
Unrestricted Donations

Note 6 EXPENDITURES: Other

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

STATEMENT OF FINANCIAL POSITION PROJECTION

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

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

	6/23/2020	11/24/2020	
	Actual	Budget	Mid-Year
	2019-20	2020-21	2020-21
1 Assets	400,341	450,550	450,322
11 Cash and Cash Equivalents	67,984	89,100	86,004
12 Accounts Receivable	11,171	11,171	11,171
14 Other Current Assets	68,408	68,408	132,831
15 CIP	1,967	5,077	5,077
16 Tangible Capital Assets	342,084	380,405	377,812
161 Land	7,058	7,058	5,241
162 Site Improvements	12,591	20,406	17,483
163 Building	231,531	258,631	258,572
164 Furniture and Equipment	85,729	89,134	91,046
165 IT	-	-	-
169 Other TCA	5,175	5,175	5,470
17 Tangible Capital Asset Accumulated Amortization	(161,536)	(173,890)	(172,003)
172 AA Site Improvements	(8,086)	(9,544)	(9,057)
173 AA Building	(75,879)	(81,215)	(81,221)
174 AA Furniture and Equipment	(75,066)	(79,844)	(78,428)
179 AA Other TCA	(2,506)	(3,287)	(3,297)
18 Long Term Receivable	-	-	-
19 Investments and Other Long term Assets	70,261	70,278	9,430
2 Liabilities	267,677	288,068	294,142
21 Bank Indebtedness	-	-	-
22 Accounts Payable and Accrued Liabilities	31,101	31,241	31,156
221 Accounts Payable and Accrued Liabilities	29,787	29,787	29,787
222 Accrued Interest	17	17	-
223 Current Portion of Long term liabilities	1,297	1,436	1,369
23 Deferred Revenue	95,255	95,702	95,702
231 Deferred Revenue	10,726	11,173	11,173
232 Deferred Tuition Revenue	84,529	84,529	84,529
24 Restricted Contribution	705	705	705
25 Deferred Capital Contributions	126,644	147,816	148,976
26 Capital Lease	-	-	-
27 Debt	10,338	8,970	13,970
29 Other Long Term Liabilities	3,634	3,634	3,634
3 Net Assets	132,664	162,482	156,180
31 Unrestricted Net Assets	58,865	56,887	38,546
32 Internally Restricted Net Assets	20,271	45,959	61,428
33 Investment in Capital Assets	44,236	50,328	46,865
36 Restricted Contributions	-	-	-
37 Endowments	9,291	9,308	9,341
38 Accumulated Re-measurement Gain & Losses	-	-	-
Assets - Liabilities - Net Assets	-	-	-

NON-COMMITTED CASH PROJECTION

The intent of this report is to provide the Board with an indication of our non-committed cash surplus position at the end of the College's fiscal year. The report also identifies capital projects that are funded from operating reserves and estimated allocations into internally restricted reserves.

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

	Budget 2020-21 \$	MYR 2020-21 \$	Variance \$
Unrestricted Net Assets, Prior Year ^{1}	45,169	33,865	(11,304)
Operating			
Budget Surplus	25,366	25,284	(82)
Amortization (net)	6,181	4,851	(1,330)
Adjusted Budget Surplus	31,548	30,135	(1,413)
Capital			
Grant Revenues ^{2}	1,321	2,948	1,627
Grant Expenditures ^{2}	(1,321)	(2,948)	(1,627)
Funded by Operating (Reserves)	(12,000)	(8,000)	4,000
Funded by Loan Facility	(5,000)	(5,000)	-
Net Outlay for Capital	(17,000)	(13,000)	4,000
Debt			
Repayment of Long-Term Debt	(1,297)	(1,297)	-
Proceeds from Long-Term Debt	5,000	5,000	-
Net Change in Long-Term Debt	3,703	3,703	-
iii. Other:			
Internally Restricted Deferred Maintenance & Interest	(25,688)	(16,157)	9,531
Net Change in Other	(25,688)	(16,157)	9,531
Unrestricted Net Assets, End of Year ^{1}	37,732	38,546	814
Unrestricted Net Assets Adjustment ^{1}	(6,400)	(6,400)	-
Non-Committed Cash Projection ^{1}	31,332	32,146	814

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

FINANCIAL SUSTAINABILITY METRICS

The intent of this report is to provide the Board with an estimate of the Ministry's Financial Indicators, based on information known when the Mid-Year Budget was developed.

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

		Actual <u>3/31/2020</u>	<u>3/24/2020</u> Budget <u>3/31/2021</u>	<u>11/24/2020</u> MYR <u>3/31/2021</u>
Annual Surplus / Deficit	greater than \$0	\$ 31,083,010	\$ 25,366,113	\$ 25,284,245
Accumulated Surplus / Deficit	greater than \$0	\$ 123,372,258	\$ 143,727,542	\$ 146,839,245
Quick Ratio	greater than 1	4.72	8.96	7.38
Debt to Asset Ratio	less than 35%	11.52%	9.59%	11.06%
Debt Servicing Ratio	less than 3%	0.56%	0.48%	0.53%
Net Assets to Expense Ratio	greater than 60%	126.52%	117.76%	133.97%
Net Income to Revenue Ratio	greater than 1.5%	13.59%	9.47%	10.27%
Number of Flags		0	0	0



TO: THE BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 24, 2020

**RE: BUSINESS PLAN ACCRUAL BUDGET TEMPLATE
(MCU FORMAT)**

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

AIM:

To provide the Board with a “Business Plan Accrual Budget Template – Ministry of Colleges and Universities Format” (Pro-Forma Financial Statements) for the year ending March 31, 2021.

BACKGROUND:

The intent is to provide the readers of the submission with an indication of our projected financial position as at March 31, 2021 based on information known to the College as at November 24, 2020.

Provided is the following:

- Statement of Operations.
- Statement of Financial Position.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the Business Plan Accrual Budget Template (MCU Format).

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

	6/23/2020	11/24/2020
	Original Budget	Mid-Year Budget
	2020-21	2020-21
4 Revenue	267,759	246,098
41 Grant Revenue	54,535	59,532
411 Grant Revenue	48,363	53,916
414 Amortization of Deferred Capital Contributions	6,172	5,616
43 Tuition Fees	110,859	101,536
431 Tuition Fee - Domestic	28,150	27,286
433 Tuition Fee - International	81,064	72,847
434 Apprenticeship Classroom Fee	414	336
439 Student Ancillary Fees	1,230	1,066
45 Educational and Other Fees for Services	71,202	63,733
451 Educational Services - Contractual	900	310
452 Other Fee-for-Services	-	-
453 Private Partnerships Revenue	70,302	63,423
46 Ancillary Revenue	11,501	3,555
49 Other Revenue	19,662	17,742
5 Expenses	242,393	220,814
51 Salaries & Wages	79,841	71,525
511 Salaries - Full Time & Partial Load Academic	35,292	34,647
512 Salaries - Part Time & Sessional Academic	13,354	10,927
513 Salaries - Support Staff	21,975	17,854
514 Salaries - Administrative Staff	9,220	8,098
52 Employee Benefits	17,667	16,108
521 Benefits - Full Time & Partial Load Academic	4,240	4,603
522 Benefits - Part Time & Sessional Academic	1,737	1,886
523 Benefits - Support Staff	2,418	2,625
524 Benefits - Administrative Staff	1,051	1,141
525 Pension Plans	7,904	5,558
526 Postemployment Benefits & Compensated Absences	316	295
53 Transportation & Communication	2,052	1,052
54 Services	99,669	95,059
541 Services	30,678	30,139
542 Utilities & Maintenance	12,674	13,116
543 Rental Expenditures	4,726	5,220
544 Private Partnerships Expense	51,590	46,584
55 Supplies & Minor Equipment	6,271	5,730
56 Ancillary Services - Expenditures	10,383	6,478
57 Amortization Expense	12,354	10,466
59 Other Expenditures	14,156	14,395
591 Interest & Insurance Expenses	7,597	6,588
599 Other Expenses	6,559	7,807
SURPLUS/(DEFICIT)	25,366	25,284

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

	6/23/2020	11/24/2020	
Actual	Budget	Mid-Year	
2019-20	2020-21	2020-21	
1 Assets	400,341	450,550	450,322
11 Cash and Cash Equivalents	67,984	89,100	86,004
12 Accounts Receivable	11,171	11,171	11,171
14 Other Current Assets	68,408	68,408	132,831
15 CIP	1,967	5,077	5,077
16 Tangible Capital Assets	342,084	380,405	377,812
161 Land	7,058	7,058	5,241
162 Site Improvements	12,591	20,406	17,483
163 Building	231,531	258,631	258,572
164 Furniture and Equipment	85,729	89,134	91,046
165 IT	-	-	-
169 Other TCA	5,175	5,175	5,470
17 Tangible Capital Asset Accumulated Amortization	(161,536)	(173,890)	(172,003)
172 AA Site Improvements	(8,086)	(9,544)	(9,057)
173 AA Building	(75,879)	(81,215)	(81,221)
174 AA Furniture and Equipment	(75,066)	(79,844)	(78,428)
179 AA Other TCA	(2,506)	(3,287)	(3,297)
18 Long Term Receivable	-	-	-
19 Investments and Other Long term Assets	70,261	70,278	9,430
2 Liabilities	267,677	288,068	294,142
21 Bank Indebtedness	-	-	-
22 Accounts Payable and Accrued Liabilities	31,101	31,241	31,156
221 Accounts Payable and Accrued Liabilities	29,787	29,787	29,787
222 Accrued Interest	17	17	-
223 Current Portion of Long term liabilities	1,297	1,436	1,369
23 Deferred Revenue	95,255	95,702	95,702
231 Deferred Revenue	10,726	11,173	11,173
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36 Restricted Contributions	-	-	-
37 Endowments	9,291	9,308	9,341
38 Accumulated Re-measurement Gain & Losses	-	-	-
Assets - Liabilities - Net Assets	-	-	-



TO: THE BOARD OF GOVERNORS
FROM: PATRICIA FRANCE, PRESIDENT
DATE: NOVEMBER 24, 2020
RE: RISK ASSESSMENT/MANAGEMENT REPORT
SECTOR: ALL SECTORS

AIM:

To provide the Board with an updated report on the College's Risk Assessment and mitigation strategies.

BACKGROUND:

St. Clair has incorporated risk management into the daily operations of the College by anticipating potential risks, ensuring risk mitigation strategies are in place and continuous review of our eight risk categories identified at St. Clair College.

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

Senior Management ensures that appropriate steps are taken to identify, assess and manage risk and potential hazards associated with the organization, its activities and services. The College's risk management strategy provides a structured and coherent approach to identifying, assessing, monitoring and managing risk. A Risk Management Committee meets to review, assess and update new developments or actions taken.

Managers and staff, at all levels, have a responsibility to identify, evaluate, report and manage risks. As a result of Covid-19 and the associated risks, management is working on a strategy to revamp the current reporting model to a new and improved reporting structure. A summary of some of the changes that will be implemented moving forward are highlighted in the attached report.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the Risk Assessment/Management Report for information.



Risk Management Report

Risk Management

Preamble

St. Clair College has incorporated risk management into the daily operations of the College by anticipating potential risks and planning reasonable recourses. Since 2009, a formal Risk Management Report is conducted annually and presented to the Board of Governors. Other proactive measures include policy development, promoting health and safety, professional development, safeguarding our staff, students and other clients, the development of Business Continuity Plans to ensure the effective, continuous operations of the College and conducting ongoing reviews for risk mitigation opportunities.

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

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

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

Risk Management Strategy

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

1. Identify the Risk

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

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

1. Safeguard the lives and safety of students, staff and visitors.
2. Mitigate personal injuries that can or will occur.
3. Protect the assets of St. Clair College.
4. Preserve our ability to ensure ongoing operations of St. Clair College.
5. Protect the reputation and goodwill of St. Clair College.

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

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

2. Analyze and Categorize the Risk

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

Probability Scale

As reflected in the current 2019-20 Risk Assessment (attached to the agenda), each risk element is identified by the probability of occurrence and is determined based on the following scale:

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

Impact Scale

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

Rating	Description	Impact on Organization
3	High	The issue would have a major impact on services.
2	Medium	The issue would have some impact on services.

1	Low	No service disruption or negative effects are expected. Any negative impact can be corrected without significant effort or visibility.
0	Not Applicable	The risk is not relevant.

3. Future Risk Prioritization

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

Impact					
Probability		0	1	2	3
	HIGH	H0	H1	H2	H3
	MEDIUM	M0	M1	M2	M3
	LOW	L0	L1	L2	L3
	NOT APPLICABLE				
	TBD				

Legend: Risk Level

	HIGH		MEDIUM		LOW
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4. Existing Controls

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

5. Manage the Risk

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

6. Review the Risk

Our risk management process includes regularly updating and reviewing the assessment based on new developments or actions taken. A formal report is brought to the Board of Governors for information annually.

7. Roles and Responsibilities

1. Departmental Level – Managers and Program Chairs

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

2. Deans, Directors and Associate Vice Presidents

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

3. Enterprise Risk Management Committee

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

4. Senior Operations Group

- Reviews each detailed plan and approves appropriateness on the detailed risk plan for their sector.
- Ensure that monthly updates are received to determine whether the risk management processes, including risk treatment and controls, are suitable, adequate and effective in achieving mitigation for their own sector.
- Responsible for reviewing the execution and effectiveness of the College's Risk Management Program.
- Reviews the Risk Management Register on a monthly basis and provide a status update at SOG.

5. Board of Governors

- Receives annual report.
- Reviews, at least annually, the register of high risks and ensuring mitigation plans are in place to address each risk.

Information and Communication

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

Monitoring

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

Summary

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

St. Clair College

Risk Assessment

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
	<ul style="list-style-type: none"> ACADEMIC & STUDENT SERVICES 			
1.1	Meeting Enrolment Projections	Low - Medium	2-3	<ul style="list-style-type: none"> Rebranding campaign commenced (in 2018 and is ongoing) to increase public awareness and position St. Clair College as a “Destination” college. Creation of a College “Enrolment Management Committee”. <ul style="list-style-type: none"> This committee establishes and monitors the Annual Enrolment Management Plan in conjunction with Senior Management. Projected enrolment established for the next 5 years by program/AAL/domestic/international/campus program mix. Weekly/Daily monitoring of application and registration statistics. Statistics are monitored by utilizing a newly developed enrolment management plan by AAL. Adjustments are made with review from the academic chairs with respect to updating the master copy of the 5-year plan with current AAL enrolment. Aggressive marketing strategies for domestic enrolment developed with SOG input. Strategies include: <ul style="list-style-type: none"> Offering of specialized scholarships (i.e. skills scholarships). Demographic diversification (special focus on non-direct, university transfer students). Geographic diversification (GTA as well as international recruitment strategies). The College is exploring other world markets and trying hard to diversify internally. The President was the keynote speaker at ICEF 2019 (International Consultants for Education and Fairs) The ICEF was in Berlin, Germany and is the leading international forum focused on international education.

Risk Assessment Created: November 2009

Modified: May 2011, June 2013, September 2014, May 2015, April 2017, October 2018, October 2019, November 2020

1.1	Meeting Enrolment Projections continued...	Low - Medium	2-3	<p>Last year 21 agent agreements were signed however little growth due to COVID.</p> <p>d. Special strategies to mitigate loss of high school students to existing programs at Fanshawe and Lambton from Chatham-Kent and Essex County, (i.e. Police Foundations and Business Programs- Fanshawe, Developmental Services Worker – Lambton)</p> <ol style="list-style-type: none"> 1) Continue our strong partnership with the school boards. This includes presentations to school board personnel and high school principals. 2) Continuing the dual credit program which exposes high school students to college. The success rate of students coming from high school to college is extremely high. 3) Participate in community driven education fairs. This includes the Skilled Trades and events that took place last fall and will continue to take place on an annual basis. 4) Expand our brand exposure in the Chatham-Kent community including outdoor advertising and transit shelter advertising. 5) Social media and digital advertising are being developed and will be focused in the Chatham-Kent, Sarnia-Lambton and London regions. These campaigns will be extremely targeted and will focus on individual programs as well as the overall image of the Chatham campus. 6) Continue to run the Amazing Skills Challenge event in Chatham and Windsor. This will expose students in younger grades to the College at an earlier age. 7) Develop an event specifically targeted to parents of high school students for both the Windsor and Chatham-Kent markets. <ul style="list-style-type: none"> • Increase institutional space capacity. • Strategies include: <ol style="list-style-type: none"> a. College facility planning for a physical footprint expansion. Acquired additional space downtown – One Riverside Drive in 2018 and 333 Riverside Drive in 2020. Expansion focused on oversubscribed programs. b. Received Section 28 of the Financial Administration Act on October 1, 2019, in order to construct the Academic Tower. c. Evaluation of academic delivery to optimize both academic quality and delivery efficiencies. d. Increased recruitment strategy through the Human Resources Department to ascertain qualified individuals for program delivery in partnership with the Academics.
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Risk Assessment Created: November 2009

Modified: May 2011, June 2013, September 2014, May 2015, April 2017, October 2018, October 2019, November 2020

1.1	Meeting Enrolment Projections continued...	Low - Medium	2-3	<ul style="list-style-type: none"> Continued engagement of the Recruitment and Retention Committee. Retention strategies developed and implemented (retention is a large part of meeting enrolment targets). Partnership strategies continue to be pursued (Articulation Agreements). Stronger emphasis on student life by implementing “Destination College” initiatives: <ul style="list-style-type: none"> Student Life Centre. Saints Gaming/eSports Arena (SRC). Sports Park. Academic Tower. Windsor expansion. International student growth and the provision of culturally diverse events. Annual Report presented to the Board of Governors regarding the progress of new programs for monitoring purposes and allow for continuous improvement. The creation of a Manager, Institutional Data and Enterprise Analytics position to provide additional analytical support in understanding enrolment trend(s) and support decision making.
1.2	International Student Recruitment	Medium	2	<ul style="list-style-type: none"> Currently the College continues to diversify the recruitment effort for international enrolment. See Geographic Diversification in Section 1.1. Systemization of international application process and implementation of OCAS application system (to mirror domestic process). International admissions process now integrated within our Student Information System, (SIS). Daily reports and meetings are conducted to review international application data to ensure consistency amongst College departments who handle international student matters. This will help with challenges and dynamic elements of international student recruitment, for example student visa approval rates that are outside of the College’s control. Brand recognition in the international marketplace is monitored through frequent feedback provided by partners overseas.
1.3	Program Mix	Low - Medium	2-3	<ul style="list-style-type: none"> Continual work by the College Program Accountability Committee (CPAC) in the oversight of new program development and existing program sustainability. <ul style="list-style-type: none"> Development of new programs and offerings in order to attract a more diverse student population and enhance the destination strategy. Program sustainability being performed annually to ensure that we maximize the effectiveness of positively affecting SMA3.

Risk Assessment Created: November 2009

Modified: May 2011, June 2013, September 2014, May 2015, April 2017, October 2018, October 2019, November 2020

1.3	Program Mix	Low - Medium	2-3	<ul style="list-style-type: none"> Ongoing review and development based on Enrolment Management Committee and community feedback.
1.4	Maintaining/Seeking Program Accreditation	Low	3	<ul style="list-style-type: none"> Complying with program standards and accreditation standards. Annual Internal Program Review. Cyclical Review Process. External Review Process. Internal Auditing of Annual reviews, PLAR, Transfer Credit, Cyclical Reviews, Action item completion and Credit Transfers. Implement recommendations of Accreditation Panels where possible. Ongoing communication with corresponding accrediting bodies. Benchmarking facilities and curriculum against other colleges. Ongoing review of College policies. Upgrading academic equipment/facilities. Community feedback (Placements, Program Advisory Committees, etc.). Oversight of regulations and policies of PPP in Toronto.
1.5	Academic Equipment Replacement/Upgrade	Medium	1	<ul style="list-style-type: none"> Submission of capital requirements incorporated as part of the annual budget process and reviewed at mid-year. Impact analysis is provided for any equipment deemed critical. Provincial government funding for CERF in 2020-21 is \$763,500 which is consistent with the 2019-20 funding level. In addition, the College invests reserve funds for further academic capital upgrades. Capital requirements categorized by priority. Impact of not purchasing is communicated and understood by Senior Operations Group (SOG). Internally Restricted Funds Policy created October 2019. As at June 30, 2020, the College has placed \$40M and \$5M into internally restricted reserves for financial sustainability and deferred maintenance respectively. Maintain inventory of academic equipment which is now tied to Annual Review/Quality Assurance Plans. Over the past four fiscal years, the following funds have been made available for academic equipment: <ul style="list-style-type: none"> a. Grants: <ul style="list-style-type: none"> I. CERF: \$3,325,400 (2016-17 = \$314,200, 2017-18 = \$2,238,600, 2018-19 = \$772,600, 2019-20 = \$763,500) II. AEF: \$1,766,656 (2016-17 = \$602,997, 2017-18 = \$607,497, 2018-19 = \$556,162, 2019-20 = \$556,162) III. Toldo: \$450,000 (2016-17 = \$150,000, 2017-18 = \$150,000, 2018-19 = \$150,000) b. College Funds: <ul style="list-style-type: none"> I. \$5,292,000

Risk Assessment Created: November 2009

Modified: May 2011, June 2013, September 2014, May 2015, April 2017, October 2018, October 2019, November 2020

1.6	Quality Assurance	Medium	2-3	<ul style="list-style-type: none"> • Creation and continued engagement from the Quality Assurance Committee, chaired by the College President. <ul style="list-style-type: none"> a. Annual audit of Course Outlines. b. Internal Audits on Advanced Standings, PAC Meetings and Annual Program Reviews. c. Annual Reviews are conducted every spring semester for all programs. d. Cyclical Reviews are scheduled and performed for all programs every 5 years. • Continued investment in the College's Centre for Academic Excellence. Establishing an Academic Integrity Officer for awareness and oversight of academic integrity. • Program Advisory Committees consisting of industry experts are used to obtain relevant feedback. • Key Performance Indicators reviewed annually, and strategies aligned for improvement with Services and Academics. College's KPI model is under review with a new Student Satisfaction Survey to be identified in 2021. • Review and adherence of the Quality Learning Environment Policy. • Instructional Feedback Surveys (IFS) conducted and reviewed every semester. • Ongoing annual training and professional development conducted on the following quality assurance components (mainly for new faculty): <ul style="list-style-type: none"> a. Course Outcome Education. b. General Education. c. Creation of Course Outlines (Essential Knowledge and Skills, Essential Employability Skills, Assessment, etc.). • Ongoing training for new and existing faculty – "Refresh and Reboot". • Internal Audits on Transfer Credits, Cyclical Reviews, Action Items Completion and on Annual Program Reviews. • Ensure Ministry compliance as it relates to Academic programs and courses. • Creation of a depository documenting all Experiential Learning initiatives. • Mandatory review date being applied to all College policies. All policies are to be reviewed, at a minimum, every five years. A new enhanced review process was implemented in August 2020. • Technology used as a tool to facilitate quality teaching (i.e. templates for course outlines, portal used for Internal Program Reviews). • Enhanced online training modules for Blackboard and other effective teaching and learning strategies. • Catalogue of quality teaching materials available to faculty. • Annual funding available for professional development and College Educator Development Program (CEDP). • Ongoing communication to all academic staff regarding Audit requirements. • Ongoing documentation and communication of College processes.
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Risk Assessment Created: November 2009

Modified: May 2011, June 2013, September 2014, May 2015, April 2017, October 2018, October 2019, November 2020

1.6	Quality Assurance continued...	Medium	2-3	<ul style="list-style-type: none"> • Board awareness and updates provided on “Risk”. • Development of virtual reality team to enhance learning and practical skills while decreasing dependency of in person performance. • Use of technology to maximize knowledge, College resources and awareness.
1.7	Student Accidents/Incidents/Violent Behaviour	Medium	1-3	<ul style="list-style-type: none"> • Code of Student Rights & Responsibilities reviewed and revised annually by internal and external advisors, including the College legal advisor for Code matters. This policy outlines required and expected student behaviour. • Code is reviewed annually with Class Representatives. • Code is posted on the internet/intranet and is communicated to all students. This year and going forward, an attestation of agreement to follow the code is required of all students prior to them having access to their Blackboard courses. • Departmental Health and Safety policies, procedures and regulations are reviewed regularly by the College’s Joint Health and Safety Committee. Suggested changes are reviewed and approved by SOG. Annual review and sign-off of the Health and Safety Policy is conducted by the President. • Respectful Workplace and Education Policy reviewed annually. Changes are communicated to all staff. • Behavioural Assessment and Care Team (BACT) meets regularly to assess behaviour concern reports. This team is made up of a group of multi-disciplinary, targeted employees, operating under an established Terms of Reference, to review behaviour concerns and assess risk. A Behaviour Intervention Plan guides the team, and the College is a member of NaBit, a National threat assessment organization which provides resources and consultation. • Departmental “Violence Risk Assessments” (VRA) are conducted in conjunction with departmental risk assessments. • Workplace Violence and Prevention training is part of the College’s Health and Safety training that all employees must take initially and repeat every 3 years. Community table for VRA’s has been established by Windsor Police. The College has participated in training and awareness and has the ability to move concerns to the table. Many VRA’s have to do with students with mental health concerns and are experienced across the community. • A policy outlining staff protocols for dealing with student behavioural concerns has been updated. This includes a new How To guide. • A Campus Active Shooter Video has been used for Active Attacker training for staff and students. • Security is present at all campus locations. • A staffed Dispatch Centre is in place at the Windsor Campus monitoring all campus locations.

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1.7	Student Accidents/Incidents/Violent Behaviour continued...	Medium	1-3	<ul style="list-style-type: none"> Added Police Presence - Contract Duty Police Officers are hired for Windsor and Downtown campus locations on a rotating 4-hour/day basis in fall and winter semesters. This has been put on hold during the Pandemic. A Sexual Violence Prevention Committee has been established to implement measures to reduce incidents of sexual violence on and off campus which includes communication, training and education activities. Annual mandatory consent training at both the Windsor and Chatham residences. The Sexual Assault and Sexual Violence Policy and Procedure was first initiated in 2016 and underwent a significant update in 2020. In 2020, the College retained a law firm to address and conduct all sexual assault investigations, leaving the College in a supportive/resource role. The College works closely with the Sexual Assault Crisis Centre.
1.8	Knowledge/Implementation of Immigration Laws/Regulations	High	1-3	<ul style="list-style-type: none"> To ensure that St. Clair College is up to date to date on Immigration Laws/Regulations that impact students' ability to acquire a Post Graduate Work Permit (PGWP) and ensure that the College is compliant with all elements of being a Designated Learning Institute (DLI) to host international students. The College will: <ul style="list-style-type: none"> A. The College has three staff members currently in IRCC training to become certified as immigration advisors for the sole purpose of ensuring acquired knowledge of changing immigration legislation/guidelines. B. SOG continues to have monthly updates from the College's immigration lawyers on changing legislation and/or government bulletins. C. <u>All College related admission documents and the website have been reviewed by legal and modified, appropriately.</u>
1.9	Student Lawsuits/Harassment/Bullying Complaints	High	1	<ul style="list-style-type: none"> Code of Student Rights and Responsibility reviewed annually by the College and legal to ensure compliancy with any changes in applicable legislation (Human Rights, natural justice, etc.) prior to the upcoming academic year. Formal meeting with student leaders (SRC, TSI and SSAA) monthly and College executive assigned as a liaison. Quality Learning Environment Policy. Grade Appeal Policy. Legal expertise obtained when required. Staff training conducted annually on "Duty to Accommodate", etc. "Conduct Depository" created in the Student Administration System to allow better monitoring of progressive/repeated negative behaviour across the College community.

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1.9	Student Lawsuits/Harassment/Bullying Complaints continued...	High	1	<ul style="list-style-type: none"> Dedicated College Resolution Officer appointed to allow for greater dedication of resources consistently across campuses, also to provide updates as required. Investigations of harassment/bullying now done by third party to ensure unbiased investigations are conducted. Student Lawsuits/harassment/bully complaints are brought to the Board of Governors for information purposes.
1.10	Compliance with Accessibility for Ontarians with Disabilities Act; Human Rights Commission policies related to Accessibility and Human Rights	High	1	<ul style="list-style-type: none"> Accessibility Committee meets 3 times a year. All staff trained in Customer Service for Persons with Disabilities Standards. All staff who deliver and develop curriculum are trained in Educator Awareness Training. All staff trained in Integrated Accessibility Regulation Standards. Website indicates St. Clair's commitment and understanding of compliance obligations; Accessibility Plan posted on the web. Online training available for new staff. Transition workshops are hosted at St. Clair College to communicate and promote available services to incoming students with accessibility needs. Human Resources recruitment policies rewritten for compliancy and reviewed annually. Development and implementation of Student Equity, Inclusion and Accessibility Policy (2016). Updated procedures for Academic Accommodation Plan development and disbursement (2016). Information sessions and online sessions provided to all faculty on the new Ontario Human Rights Code expectations pertaining to post-secondary students with disabilities. Professional Development opportunities such as Mental Health First Aid Training; Identifying and Referring Students in Distress, Accommodation plan. Accessibility assessments are being conducted across all sites to develop a plan for compliance with 2025 building code changes as they relate to accessibility.
1.11	Varsity Athletics/Clinic	Low	1	<ul style="list-style-type: none"> Student consent required to participate in varsity sports/intramurals. Physical evaluation recommended to all students prior to participation. Pre-Medical History Summary. Emergency Information Form provided in the event therapy is required. Informed Consent Form – Clinic. Coaches and Assistant Coaches are responsible for oversight of all trips and appropriate behavior from athletes. Annual Coaches Training.

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1.11	Varsity Athletics/Clinic continued...	Low	1	<ul style="list-style-type: none"> OCAA concussion protocol - A Certified Athletic Therapist is at every game. All travel is chaperoned. Due to COVID, OCAA athletics are currently on hold. Practices and Team Rosters are still being completed where it is safe to do so. The College has created a SOP in conjunction with Public Health for every sport.
1.12	SportsPlex/HealthPlex	Low	1	<ul style="list-style-type: none"> Use of SportsPlex/HealthPlex Waiver Forms. Use of Police Clearance Forms. Physical Activity Readiness Questionnaire required for fitness and instructional led courses. Third party events require certificate of insurance naming the College as an additional insured. Due to COVID, the SportsPlex and the HealthPlex are currently field hospitals and assessment centres.
	<ul style="list-style-type: none"> FACILITIES MANAGEMENT 			
2.1	Deferred Maintenance Items	Low - High	2-3	<ul style="list-style-type: none"> A Facilities Building Condition Assessment was initiated in 2018-19 to review all infrastructure across all campuses. This will be used to set a new benchmark for deferred maintenance. Ontario Colleges have committed to complete a minimum 1/5 of the campus buildings and grounds each year for the next 5 years. St. Clair has committed funds to complete these assessments within a two-year window. The reported deferred maintenance backlog is based on a three-year window of items identified on the BCA. A summary is attached to this report. In 2019-20 approximately \$2.2M was spent in deferred maintenance. This allowed for upgrades to our HVAC and control systems, outdoor lighting, roadway, parking lots, roofs and other interior upgrades. "Impact Analysis" is provided to SOG for all items not funded. Capital contingency available with approval from SOG. Continual advocacy for required funds is communicated consistently on an ongoing basis. The College continues to dedicate funds for deferred maintenance projects for grounds, classroom renovations and campus upgrades. The Internally Restricted Funds Policy was created in October 2019 to ensure ongoing funds and sustainability. As at June 30, 2020, the College has \$40M and \$5M internally restricted into reserves for financial sustainability and deferred maintenance respectively. In addition, in the 2019-20 fiscal year, the College identified the practice of allocating its annual amortization expense 75% and 25% to the internally

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2.1	Deferred Maintenance Items continued...	Low - High	2-3	<p>restricted deferred maintenance reserve and in-year deferred maintenance projects respectively.</p> <ul style="list-style-type: none"> The College is targeting to select a third-party vendor to create an asset management plan during the 2021-22 fiscal year.
	<ul style="list-style-type: none"> FINANCIAL 			
3.1	Asset Protection	Medium	2	<ul style="list-style-type: none"> Operating and capital budgets. Insurance. Investment and Endowment Policy for Foundation investments. Approval/Signature Authorization for Acquisition and/or Sale of Goods and Services Policy. Cash Receipts Control Policy for all College departments. Fixed Assets-Acquisition Policy. Fixed Assets-Disposition Policy. Purchasing Policy. Monthly account reconciliations. External audit. MCU to review and explore options and strategies to reduce duplication and ensure best practices around capital asset management. The College is targeting to select a third-party vendor to create an asset management plan during the 2021-22 fiscal year.
3.2	Internal Fraud/Theft	Low	3	<ul style="list-style-type: none"> Cash Receipt Control Policies/Processes for all College departments. Administrator oversight over cash processes. Approval/Signature Authorization for Acquisition and/or Sale of Goods and Services Policy. Board Audit Committee reviews and monitors annual process as part of annual Audit. Segregation of duties to minimize risk. Physical controls (i.e. vaults). Ongoing management and review of processes. Monthly account reconciliations.
3.3	Revenue	High	3	<ul style="list-style-type: none"> Budget process used to determine revenue projections (Conservative approach is taken). A two-year forecast was included in the 2018-19 and 2019-20 budget. Monthly account reconciliations performed. Monthly reports provided to budget holders. Mid-Year Review used to mitigate financial risk. Chief Financial Officer reports any potential risks to SOG for assessment, review and action.

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3.3	Revenue continued...	High	3	<ul style="list-style-type: none"> Internally Restricted Funds Policy created October 2019. As at June 30, 2020, the College has \$40M and \$5M internally restricted into reserves for financial sustainability and deferred maintenance respectively. Quarterly financial monitoring reports provided to the Board of Governors. With corridor funding taking effect in 2019-20 and SMA3 in 2020-21, the following are performed: actively monitor program mix impact on weighted funding unit, impact of new programs that do not bring funding, and long-term enrolment forecasting. PCPP is actively monitored and managed. MCU PCPP Directive requires growth of partnership international student enrolment to be accompanied by growth of home campus international student enrolment such that the partnership international enrolment does not exceed twice home campus international student enrolment. Beginning in the Spring 2019 semester, the College began collecting all tuition and related fees, and remitting appropriate amounts to our partner. An appropriate security deposit is held as a contingency. (MCU's revised entrepreneurial directive allows colleges to grow their PCPP at a ratio of 1;2 based on international student enrolment at the college's home campus.) MCU directive to reduce domestic tuition by 10% for 2019-20 and keep frozen for 2020-21. The College increased international tuition accordingly. The tuition and ancillary fee framework for 2021-22 has not yet been finalized by MCU. MCU change to the tuition and ancillary fee framework (i.e. Student Choice Initiative). The College proposed new and updated ancillary fees, as well as adjusted its 2019-20 budget in order to support our partners. Most ancillary fees were maintained for the 2020-21 fiscal year. MCU (SMA3) will increase the amount of funding that is tied to performance from 1.2% to 25% in the first year and 60% by 2024-25. Performance metrics will decrease from 38 to 10 in order to align with government priorities in skills and job outcomes and economic and community impact, as well as to reduce reporting burden while supporting sustainability through a focus on institutional strengths and differentiation. It will be critical for the College to properly align its metrics with our institutional strengths. In August 2020, MCU announced that due to COVID-19, the performance-based funding of SMA3 will not be at risk and will be frozen for the 2020-21 and 2021-22 fiscal year. At this time, it is uncertain what will happen in 2022-23. Will the College begin at the year 1 performance funding rate of 25% or being at the year 3 performance funding rate of 45%.
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3.4	Expenses	Medium	2	<ul style="list-style-type: none"> Budget process used to determine expense projections (Conservative approach is taken). A two-year forecast was included in the 2019-20 and 2020-21 budget. Monthly account reconciliations. Monthly reports provided to budget holders. Mid-Year Review used to mitigate financial risk. Purchasing guidelines available for administration. Chief Financial Officer reports any potential risks to SOG for assessment, review and action. Internally Restricted Funds Policy created October 2019. As at June 30, 2020, the College has \$40M and \$5M internally restricted into reserves for financial sustainability and deferred maintenance respectively. Quarterly financial monitoring reports provided to the Board of Governors. Participate in centralized buying when possible. Received Section 28 of the Financial Administration Act on October 1, 2019, in order to construct the Academic Tower. Established a management agreement with the Student Representative Council and Saints Student Athletic Association to determine the financial and operational responsibilities for the Sports Park. Bill 148 took effect on January 1, 2018. Human Resources, part-time contract and payroll processes have been updated to comply with the legislation. Part-time support unionization took effect February 21, 2019. The CBA expires January 31, 2021 and will be collectively bargained. MCU has implemented centralized procurement (interim measures) across the broader public sector. MCU has consolidated some transfer payments to reduce administrative costs.
3.5	Insurance	Low	1	<ul style="list-style-type: none"> Adequate insurance determined, secured and reviewed annually (includes general liability and Director and Officers Liability). General liability has a total coverage of \$40M. One of 21 colleges included in "College Insurance Group". Any potential risks are communicated and discussed with Insurer. Cyber insurance, business interruption, active assailant, terrorism and sabotage insurance has been purchased. Appendix A – Insurance Limits COVID-19 exclusions have been added to all the College's liability policies.
3.6	Compliance to College Purchasing Policies	Medium	1	<ul style="list-style-type: none"> Purchasing Policy. Mandatory requirement to be compliant with Broader Public Sector Guidelines. Purchasing Department acts as "gate keeper" to ensure compliance with Board and College policies. Reports provided to SOG.

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3.6	Compliance to College Purchasing Policies	Medium	1	<ul style="list-style-type: none"> Fixed Assets-Acquisition Policy available for guidance. Government Policies used: Canadian Free Trade Agreement, Comprehensive and Economic Trade Agreement and Broader Public Sector. Participate in Cooperative Purchasing when possible: OECM, and Windsor-Essex Purchasing CO-OP. Association memberships and seminars: Ontario Colleges Purchasing Managers Association, Ontario University Purchasing Managers Association, Ontario Public Buyers Association.
3.7	Bill 148 / Bill 47	Low	2	<ul style="list-style-type: none"> Communication and training provided to Administration by HR. Part time absence report created to monitor usage. Support received from the College Employer Council. Training and consultation provided to HR by Hicks Morley. Part-time contract template updated. Part-time wage grids updated. In anticipation of Bill 148, part-time support staff wage grids were revised during 2017. Financial implications reviewed by the Senior Management Team. Procedures within the Finance Department updated for Payroll and Part-Time contract processing. Destination College strategy implemented in order to grow revenues to overcome the substantial increase in costs. Continue to perform Request for Proposals in order to ensure costs from third party services are reasonable given the minimum wage and price increases as a result of the implementation of Bill 148. Bill 47 took effect November 21, 2018 and repealed aspects of Bill 148. The College has made the appropriate decisions and updated processes where applicable.
	<ul style="list-style-type: none"> HUMAN RESOURCES 			
4.1	Staff and Staff Retention (Skill set requirements, staff performance, FT hiring practices for new staff)	High	2	<ul style="list-style-type: none"> Recruitment and Selection Policy. Recruitment and Selection Procedure. Adherence to Faculty and Support Staff Collective Agreements. Hiring/Selection process in place to ensure equity and unbiased practices. Hiring based on vocational skills, credentials and organizational fit. Reference checks must be completed prior to a full-time job being offered to an applicant. Medical note required for all full-time staff at the time of offer. Confidentiality Agreement must be signed prior to staff commencing their job.

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4.1	Staff and Staff Retention (Skill set requirements, staff performance, FT hiring practices for new staff) continued...	High	2	<ul style="list-style-type: none"> • Money allocated annually to support professional development and tuition reimbursement programs. • Probationary period is used to monitor performance and determine organizational fit. • Progressive discipline process used when necessary to clarify performance goals and employer expectations. • Performance appraisals are conducted to promote employee/employer communication. • Strategies to mitigate impact of critical staff leaving includes the following strategies: <ul style="list-style-type: none"> a. Back up staff are designated, or step-by-step instructions are available for most critical functions (Desk manuals). b. Agency staff available for interim requirements of special skills (electrician, etc.). c. Talent Management Policy was developed and created in Fall 2016. d. Succession planning template created populated and reviewed annually. e. Presidential Succession Plan documented for emergency purposes. f. Annual retirement planning. g. Tuition Reimbursement allows employees to continue to pursue educational goals to fulfill career growth opportunities. h. Staff Wellness Committee is critical to the wellbeing of employees. Its mandate is to foster staff relationships, facilitate networking, recognition and engagement among St. Clair College staff while encouraging professional, collegiate environments and experiences. i. Staff Engagement Committee's mandate is to promote a work environment that encourages healthy lifestyle choices, decreases the risk of illness and disease and addresses our employees' physical and mental health and general well-being.
4.2	WSIB Claims	Medium	1	<ul style="list-style-type: none"> • Return to Work Committee in place (RTW). • Return to Work Policy incorporates a full Return to Work protocol. • Functional Ability Form (FAF) required for all staff absent from work that may require accommodation(s). • Staff safety and ergonomics training performed annually. • Staff ergonomics assessments completed on request. • NEER (New Experimental Experience Rating) Statements and quarterly WSIB summary reports are submitted and reviewed by SOG.

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4.2	WSIB Claims continued...	Medium	1	<ul style="list-style-type: none"> The College has engaged with a third-party claims management company to handle short term sick time. The College has the option to use this firm to address complicated WSIB claims.
4.3	Work Stoppage/Strike	High	3	<ul style="list-style-type: none"> Developed a detailed Work Stoppage Plan for both faculty and support staff. These plans also ensure effective communication with all parties. VP HR/Safety, Security & Facilities Management is designated as liaison to the Unions to support open communication with Support Staff and Faculty Unions. Monthly UCC meetings create an open, collaborative relationship. 2021 is a faculty bargaining year, which could lead to a potential work stoppage.
4.4	Human Rights/Harassment/Bullying Staff	Medium	2	<ul style="list-style-type: none"> Respectful Workplace and Educational Policy reviewed annually. The College Resolution Officer is formally assigned to the Respectful Workplace and Educational Policy for continuity and communication of the policy. Legal advice obtained when required (Expertise in Human Rights/Harassment laws). Adherence to Collective Agreements and legislation. Training provided to staff to communicate staff obligations. This is part of the health and safety training that all new employees must take and that all employees must take every three years. Investigations conducted immediately when required. A third-party investigator now investigates these cases and provides findings and recommendations. The use of this third-party investigator has been useful in expediting these cases and ensures unbiased investigations are conducted.
4.5	Grievances/Lawsuits/Union Relationships	Medium	2	<ul style="list-style-type: none"> St. Clair College is a responsible employer, setting fair personnel policies and meeting all known legal and contractual obligations. Legal advice is obtained when required (Expertise in Collective Agreements, Termination Grievances/Lawsuits). Union College Committees are in place for both Faculty and Support Staff to allow effective communication of key issues. Promote a culture of openness and transparency to support collaboration and discussion. Most internal issues are resolved informally without grievances or lawsuits.

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4.6	Part time unionization – Faculty/Support	High	2-3	<ul style="list-style-type: none"> • Unionization of faculty may increase compensation costs (i.e. wages and benefits). New wage structure was developed and implemented that reduced this risk. • Flexibility in operating all areas of the business will be reduced. • UCC meetings are held to continue to promote ongoing communication and collaboration. • Support Staff collective agreement formalized. This agreement expires January 31, 2021. <p>Part Time Faculty certification - there is a scheduled hearing date in November 2020. Once completed a decision will be made if the ballot boxes will be opened and</p>
	<ul style="list-style-type: none"> • HEALTH AND SAFETY 			
5.1	Health and Safety/Ministry of Labour Compliance	Low	2	<ul style="list-style-type: none"> • Dedicated Health and Safety Manager and Officer. • Required Monthly Management Inspections assigned and monitored. • Health and Safety training provided for all Managers. • Health and Safety Awareness training required of all new staff within one week of hire and a refresher is required of all staff every 3 years. • Training matrix established for all employee groups and training on equipment and materials are conducted as required by law or CSA standards. • Senior Management participation on the Health and Safety Committee. • Annual review of Health and Safety Policies. Current Policies include the following: <ul style="list-style-type: none"> a. Health and Safety Program Manual b. Health and Safety Policy c. Health and Safety Discipline Policy d. Incident Reporting and Investigation Procedure e. Blood and Bodily Fluid Spills f. WHMIS (Workplace Hazardous Materials Information System) Program Roles and Responsibilities of Workplace Parties. g. Hazard Reporting h. Emergency Eyewash and Shower Station i. Video Surveillance j. Workplace Hazard Assessments k. Personal Protective Equipment (PPE) l. Work Refusal Procedure m. Provision for First Aid and Automatic External Defibrillator (AED) Response

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5.1	Health and Safety/Ministry of Labour Compliance continued...	Low	2	<ul style="list-style-type: none"> n. Smoking, Alcohol and Substance Abuse Policy o. Workplace Violence Prevention and Reporting p. Respectful Work and Educational Place Policy q. Footwear Policy r. Workplace Wellness Policy s. Healthy Food Policy t. Employee Fitness Policy u. Infection Control Policy v. Bike Friendly Workplace Policy w. Occupational Health and Safety Orientation and Training Procedure x. Contractor Management Policy y. WSIB Return to Work/ Temporary Modified Work Program z. Workplace Mental Wellbeing aa. Cardiovascular and Respiratory Health Management bb. Slips, Trips and Fall Prevention cc. Take Your Kids to Work Day dd. Staff Protocols for Dealing with Student/Staff Behavioural Concerns ee. Equipment Purchase, Donations and/or Modifications – Safety Review ff. Hot Work Procedure gg. Sexual Misconduct Policy and Procedure hh. Emergency Response Plan ii. Pandemic Related Emergency Addendums jj. Working at Heights Program <ul style="list-style-type: none"> • Progressive Disciplinary Health and Safety Policy in place to ensure compliance to the College’s Health and Safety Program. • Health and Safety is a standard weekly agenda item at SOG meetings. • “Two-Month-Old” items discussed and documented at SOG meetings for resolution. • WSIB report reviewed at SOG monthly. • NEER Statement (New Experimental Experience Rating) reviewed annually by SOG. • Wellness Program incorporated for staff. It should be noted that St. Clair College has won awards for this program every year since 2008. This includes offerings of wellness initiatives including biking, running and walking lunches, staff sports games (basketball, volleyball, pickleball), yoga, meditation, staff engagement activities such as trivia night and special treat days in the staff lounge, etc.
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5.2	Emergency associated with Fire, Active Shooter, Bomb Threat, Violence and Disruptive behaviour, etc.	High	3	<ul style="list-style-type: none"> • A comprehensive Emergency Response Plan (ERP) has been created and is reviewed annually by the Health and Safety Committee and the Emergency Management Planning Committee. A major update to the ERP was implemented in 2018. Recommendations are forwarded to and approved by SOG. Specific plans have been developed for: <ul style="list-style-type: none"> a. Medical Emergencies b. Fire Emergency (for each Campus) c. Severe Weather d. Hazardous Material Release e. Bomb Threat f. Active Attacker g. Elevator Failure Procedure h. Other Emergencies (Power Outage, Gas Leak, Water Main Break) • An Emergency Response Planning Committee meets to review the ERP annually at a minimum. • Training and table-top drills are scheduled at all campuses to effectively communicate evacuation requirements and ensure compliance with above policies. • All ERT members attended IMS 100 and IMS 200 training in 2019. • Fire Detection Systems are tested per Fire Code. • Fire Drill conducted annually at all campuses. • Respectful Work and Educational Place Policy. • Violence Risk Assessment Training completed in June 2013 for identified managers. Extensive training for team members in 2013 with updated training completed in June 2017. New team members attended updated training in July 2019. • Emergency numbers have been set up for Windsor and Chatham campuses. • College has purchased an emergency communication system called Alertus which includes a safety app. Emergency communications are pushed to all users. In addition, staff and students can alert Security to situations through the app. • An Active Attacker video has been purchased for training purposes for staff and students. • Contract Emergency Management Coordinator hired in 2017 to further develop plans, conduct drills and tabletops and enhance partnerships with Police and emergency management resources in the community - Paladin.
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	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
	<ul style="list-style-type: none"> HEALTH SERVICES 			
6.1	Pandemic Planning	High	1 - 3	<ul style="list-style-type: none"> College Pandemic plan has been revised significantly in light of this year's pandemic and is posted on the internet. The Pandemic Steering committee is engaged and meets every two weeks to review cases and make recommendations for additional protection measures. Internet/intranet site created to ensure effective communication to students and staff which allows for ongoing updates as required. This site is used extensively to answer questions and provide updates to both staff and students. Health and Safety, along with College Health Centres, work regularly with local Public Health Units to review best practices, share procedures, ensure communication both ways, discuss cases and strategies to mitigate, keep abreast of new and upcoming health concerns and ensure that vaccination programs are up to date. An International Student SOP (Standard Operating Procedure) has been created. The following has been done: <ul style="list-style-type: none"> In conjunction with our local public health authorities, the College has developed and implemented robust procedures and protocols for international student arrivals to Ontario. Under the direction of Health Canada, criteria was mandated by the Ministry as part of the requirement for post-secondary institutions to demonstrate their readiness to accept international students for Fall 2020 as it relates to COVID-19. The College's SOP also addresses the 14-day quarantine period for all international students coming to Ontario from outside of Canada, including transporting arriving international students from the airport to their isolation location, COVID Testing, ensuring that meals and necessities are available and provided and regularly checking in on those students to ensure they complete the required 14-day quarantine. A Hierarchy of Wellness was developed to address Quarantine Audits and Wellness Checks to monitor and assess international students when they arrive in Canada.

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	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
6.1	Pandemic Planning continued...	High	1 - 3	<ul style="list-style-type: none"> On August 27, 2020, the new Arrival Protocol Process was submitted to provincial/federal Government Officials and the College is awaiting approval. Until the College's international protocol is officially approved, the College is advising all international students not to travel to Canada. The MCU required that Presidents sign an attestation for Public/Private Designated Learning Institutions outlining 18 requirements related to readiness for international students in Ontario. The President of St. Clair College submitted the final Attestation to the MCU on September 23, 2020, confirming that all 18 requirements are included in the SOP for St. Clair College.
6.2	Substance Control	Medium	2	<ul style="list-style-type: none"> The College has updated its Smoking, Alcohol and Substance Abuse Policy which has been approved by the Health and Safety Committee and SOG. This incorporates the new cannabis de-regulation.
6.3	Other Infections Concerns	Medium	1	<ul style="list-style-type: none"> The College is notified by the Public Health Unit should a student be diagnosed with an infectious disease for which surveillance protocols need to be established. The Manager, Health, Safety and Wellness and the Health Centre team works closely with the Public Health Unit when such concerns arise. Communication and education protocols are put in effect per the Public Health Unit guidelines. (Example: with the increase in International students, there has been a slight increase in cases related to Tuberculosis, as it is a disease that is more prevalent outside of Canada.)
	<ul style="list-style-type: none"> INFORMATION TECHNOLOGY 			
7.1	Information Technology – Data Corruption, etc.	Low	2-3	<ul style="list-style-type: none"> Annual IT Audit performed by external auditors which includes security, change management processes and documentation, account creation/modifications, duties and responsibilities of staff and Disaster Recovery Plan and review of IT Policies and Procedures. Daily, Weekly, Monthly disk to disk backup procedures are in place to protect critical data. Backup disks are kept off site with full redundancy on critical systems.

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	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
7.1	Information Technology – Data Corruption, etc. continued...	Low	2-3	<ul style="list-style-type: none"> • Backup tape drive and tapes have been purchased and stored offline, to provide further protection from cyber-attacks. • As set out in section 3.5, Cyber and business interruption insurance has been purchased. • Annual review of IT Policies include the following: <ol style="list-style-type: none"> 1. Asset Management: <ul style="list-style-type: none"> ➢ Asset Control ➢ Peripheral Devices ➢ Maintenance 2. Software Licensing/Deployment: <ul style="list-style-type: none"> ➢ Software Licensing ➢ Software Procurement ➢ Software Deployment 3. Software Maintenance/Upgrades/Enhancements: <ul style="list-style-type: none"> ➢ Software Maintenance ➢ Software – Request for Modification 4. Network Infrastructure: <ul style="list-style-type: none"> ➢ Network Access ➢ Wireless Technologies ➢ Firewall ➢ Virtual Private Network (VPN) 5. Web/Email: <ul style="list-style-type: none"> ➢ User Accounts ➢ Usernames and Passwords 6. Web Pages: <ul style="list-style-type: none"> ➢ Acceptable Use Policy ➢ Computing, Network Communication Resources 7. Principles: <ul style="list-style-type: none"> ➢ Unacceptable Uses ➢ Discipline, Jurisdiction and Penalties 8. Supplemental Email Use Policy 9. Student Email Policy
7.2	IT Security	High	1-3	<ul style="list-style-type: none"> • IT Services reviews security resources on an ongoing basis. • The College has created its first Cyber-Security strategy. This strategy will provide the College an opportunity to grow its security posture. • IT policies pertaining to Security include: <ol style="list-style-type: none"> a. Defining the Need for Security.

Risk Assessment Created: November 2009

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	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
7.2	IT Security continued...	High	1-3	<p>b. Security policy.</p> <ul style="list-style-type: none"> • Security Processes audited annually. • Security investigations completed and documented as required. • Zero tolerance given for security breaches. <ul style="list-style-type: none"> a. New firewalls have been acquired with the capability of: Intrusion detection that will not allow any IP address into the College network unless an explicit rule has been put in place. b. State full packet inspection as well as application analysis that will help with unwanted access to the College. c. Logging all user traffic which allows the College to conduct security investigation in a more efficient manner. d. Locking of specified sites are handled by our security software. e. Minimal access is allowed for VPN (Virtual Private Network) access which requires 2 levels of authentication into the College. f. Student and College Administration domains are separated to prevent unauthorized access, as well Finance systems are only available internal to the College network. • IT Services is currently in talks with third party Security Vendor to augment security and threat monitoring. • The College has signed a 1-year renewal agreement with ORION, along with 12 other Colleges and 5 Universities for a shared CISO – Chief Information Security Officer. The goal of this group is to share security governance models, as well as share security threat intelligence and remediation. • IT Services currently has 3rd party after hours monitoring of College network connectivity. • The College is a stakeholder member of CWE (Connecting Windsor Essex), this group provides the College with additional oversight of upstream network providers. • In 2019 a high-level security event had taken place, the College quickly reacted to the situation and retained forensics services from “SecureWorks”. SecureWorks was able to quickly identify and provide the College with remediation. No data was lost.

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	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
	• CORPORATE			
8.1	PCI Compliancy	Low	2	<ul style="list-style-type: none"> Payment Card Industry (PCI) Committee formed (includes VPs, IT, Registrar's Office, SCCCA, Government Electronic Tendering Service). Review PCI Compliancy Plan on an ongoing basis. Firewalls have been acquired that now conform to PCI compliancy standards. Removal of acceptance of credit cards for tuition payments has been in place since September 2017.
8.2	Special Events/Alcohol/Pubs/Golf Course/St. Clair College Centre for the Arts	Low	1-3	<ul style="list-style-type: none"> Liability Insurance. Smart Serve. Police presence mandated for Pub Nights and special events with high attendance. Liquor serving policies/protocols documented. SRC/TSI now have their own Liquor license and no longer use the College license.
8.3	Ministry Compliance/Special Projects, (CERF/Multi-Year Agreement, Special Funding, etc.)	Low	1-3	<ul style="list-style-type: none"> Project Leads identified for all major projects. Major projects are standard agenda items on SOG Agenda to ensure compliance, and project progress (on date/on budget). College review and follow up prior to deadline submissions by Presidents Office.
8.4	Goodwill and Reputation of St. Clair College	Low	1-3	<ul style="list-style-type: none"> Identified senior manager responsible for St. Clair College media to ensure consistent messaging and build relationships with the media. All media inquiries are reviewed and responded to. Potential risks are discussed and reviewed at SOG. Monthly meetings scheduled with SRC/TSI/SAA and the SOG to ensure complaints or concerns are dealt with in a timely manner. President's Office has an open-door policy to encourage communication and dispute resolution. Social Media is monitored and responded to in a timely fashion.
8.5	Strategic Mandate Agreement Performance and Accountability (SMA2) and SMA3	Medium	1-3	<ul style="list-style-type: none"> Complying with SMA3 mandate- identified senior managers responsible and strategies in place for execution of organizational mandate.

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	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
8.5	Strategic Mandate Agreement Performance and Accountability (SMA2) and SMA3 continued...	Medium	1-3	<ul style="list-style-type: none"> • In recognition of the COVID-19 pandemic situation, the Government has decided to delay the planned activation performance-based funding for a minimum of two years, Year 1 (2020-21) and Year 2 (2021-22) of SMA3. • The Government is committed to using the SMA3 Annual Evaluation process to determine readiness to proceed with activation for the remaining years of SMA3. • Achieving metrics outlined in the SMA3 - performance measures monitored by semester/annually, as applicable, to ensure on target. • Creation of a Manager, Institutional Data and Enterprise Analytics position to provide additional analytical support for the SMA3 process. • Establishing benchmarks in order to measure performance. • Ongoing communication regarding SMA3 requirements. • Acceptability of system-wide and institutional metrics – Provincial government consulting with stakeholders and opportunities to provide input. • Outcomes that are objective, accurate and reasonably within the College's control. • Increased competition across College sector to maximize incentive funding - reduction or elimination of regulatory barriers that stand in the way of better outcomes. <p>Preparation and submission of SMA3 Annual Evaluations – identified senior managers responsible and plan in place to ensure analysis, feedback/input and engagement with the Ministry.</p>

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Appendix A - Insurance Limits

Property

Primary = \$200,000,000 per occurrence

Excess = \$100,000,000 per occurrence

Total = \$300,000,000

There is \$10,000,000 in extra expense coverage under the property policy. This type of coverage pays for additional costs in excess of normal operating expenses that an organization incurs to continue operations while its property is being repaired or replaced after having been damaged by a covered cause of loss.

Commercial General Liability

Primary = \$25,000,000 per occurrence

Umbrella = \$15,000,000 per occurrence

Total = \$40,000,000

Directors & Officers

Primary = \$5,000,000 each loss

Excess = \$10,000,000 each loss

Total = \$15,000,000

Cyber insurance coverage is in place for \$5,000,000. If a cyber-related event were to occur, the cyber insurance policy would cover: data breach crisis management, business interruption, cyber extortion, network security liability and privacy liability.

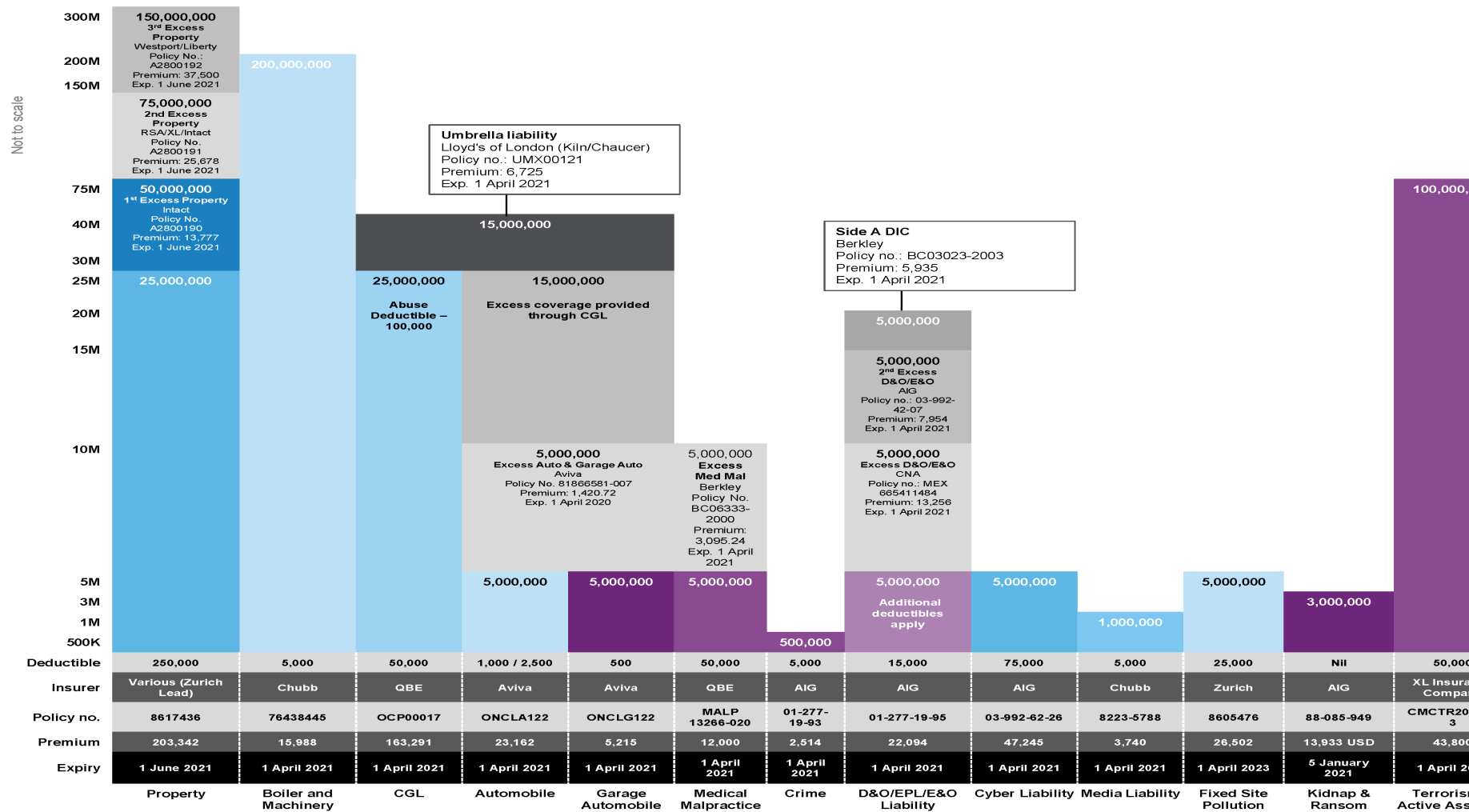
Active Assailant coverage is in place for \$10,000,000. If an active assailant (*i.e.* active shooter) event were to occur, the active assailant policy would cover liability, including bodily injuries, property damage, and business interruption, including loss of attraction. Terrorism and Sabotage coverage is in place for \$100,000,000. If a terrorism event were to occur, the terrorism policy would cover liability, including property damage, bodily injuries, and business interruption.

Risk Assessment Created: November 2009

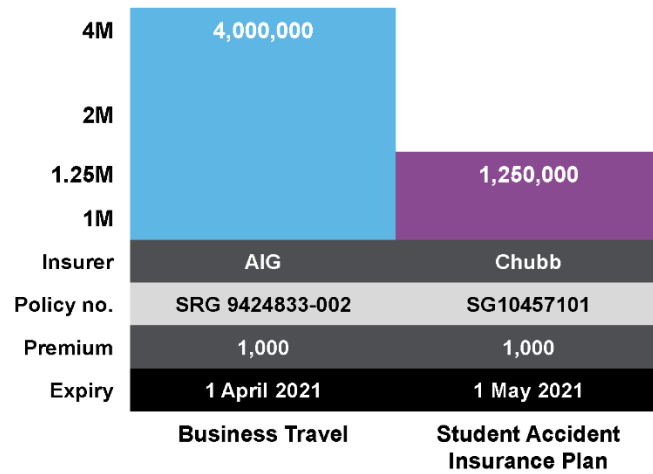
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St. Clair College of Applied Arts and Technology

Property and Casualty Program Structure



Health and Benefits Program Structure





POLICY TYPE:	Executive Limitations	NUMBER:	2003-17
POLICY TITLE:	Compensation and Benefits	DATE:	May 2003
		REVIEWED:	April 2009
			November 2020

With respect to employment, compensation and benefits to employees, consultants and contract workers, the President shall:

1. Not change his or her, own compensation and benefits.
2. Not provide for or change the compensation and benefits of other employees except in accordance with collective bargaining agreements or with salary schedules and plans.
3. Not promise or imply permanent or guaranteed employment except in accordance with approved policy and procedures.
4. Not grant fringe benefits to employees except in accordance with approved policy and procedures.



POLICY TYPE:	Executive Limitations	NUMBER:	2003-18
POLICY TITLE:	Budget Development	DATE:	May 2003
		REVISED:	May 2009
		REVIEWED:	November 2020

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.