

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**

**520<sup>th</sup> FULL BOARD MEETING**

**of the**

**BOARD OF GOVERNORS**

**NOTICE OF MEETING**

**DATE:** Wednesday, November 27, 2024

**TIME:** Immediately Following the In-Camera Meeting

**PLACE:** President's Board Room #A3315E

**NOTE:** Dinner will be available for Constituents at 5:00 p.m. in the Staff Lounge.

**AGENDA**

1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST

2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON OCTOBER 22, 2024, 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 his report to the Board apprising the Board of any new developments since the last meeting.

5.0 CONSENT AGENDA

5.1 Academic – 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/Monitor Community Local Impact

**Information Item** – Administration has provided a report on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) – Monitor and increase economic impact on local community, attached as Item #5.2.

5.3 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 #5.3.

6.0 MONITORING REPORTS

6.1 Mid-Year Review 2024-2025

**Approval Item** – Administration has provided the Board with the 2024-2025 Mid-Year Budget Review, attached as Item #6.1.

6.2 Business Plan Budget Accrual Template (MCU Format)

**Approval Item** – Administration has provided the rationale for Board approval, attached as Item #6.2.

7.0 APPROVAL ITEMS

7.1 Housing Policy

**Approval Item** – Administration has provided a report regarding the College's Housing Policy, attached as Item #7.1.

8.0 BY-LAW AND POLICY REVIEW

8.1 By-law and Policy Review

**Information Item** – The Board will review the Board By-laws for 1<sup>st</sup> reading, attached as Item #8.1.

9.0 NEW BUSINESS

10.0 DATE OF THE NEXT MEETING

10.1 The next meeting is scheduled for Tuesday, January 28, 2025, at the Windsor Campus.

## PRESIDENT'S REPORT

Meeting of the Board of Governors  
Full Board – November 27, 2024

### 1. Robotics Lab Anniversary Celebration

Wednesday, October 16, 2024 marked the two-year anniversary of a massive investment by the College into the state-of-the-art Robotics Lab in the Ford Centre for Excellence in Manufacturing. Six years ago, College faculty and administration embarked on a vision to increase capacity in the Robotics Lab to provide students with learning tools to make them "industry ready" upon graduation. What happened next was a true collaborative effort between the College and its program advisory committee, made up of industry leaders, who were integral in designing and constructing replica workstations in the new-and-improved Robotics Lab.

In 2022, more than \$3 million was invested in the Robotics Lab in the Ford Centre for Excellence in Manufacturing (FCEM), which now features 36 new "manufacturing" robots, including 18 ABB robots and 18 Fanuc robots. The robots, capable of teaching vision, material handling, and welding, have created more capacity in the program to keep pace with growing student enrolment since the program began in 2015. Today, 260 students are enrolled in Robotics programs including the two-year Electromechanical Engineering Technician program, and three-year Electromechanical Engineering Technology program.

For the full story on this event, please visit our website at:

<https://www.stclaircollege.ca/news/2024/manufacturing-robots-college-robotics-lab-showcased-during-anniversary-celebration>



## 2. Windsor Police Service Badge Presentation Ceremony

President Silvaggi and John Fairley (Senior Vice President, Communications, Advancement and External Affairs) attended the Windsor Police Service Badge Presentation Ceremony on Wednesday, October 16, 2024 at The Major F. A. Tilston, VC Armoury and Police Training Centre. Incredibly, 7 of the 11 new Constables receiving their badges were St. Clair College graduates. President Silvaggi was on hand to congratulate our graduates on becoming Constables and wished them success in their new roles.



## 3. Practical Nursing Pinning Ceremony

On October 16, 2024, President Silvaggi received a letter from Tazdia Kemeny, a professor in the School of Nursing to thank the College for sponsoring the graduates' and faculty tickets for the Practical Nursing Pinning Ceremony that was held on October 1, 2024 at the St. Clair Centre for the Arts.

The Pinning Ceremony is modeled from the ceremony in the 1860's when Florence Nightingale was awarded the Red Cross of St. George in recognition for her service during the Crimean War. The pinning formalizes the transition from student to professional nurse.

Tazdia expressed her appreciation to John Fairley, the Senior Team and the Alumni Association who continue to support and honour our deserving graduates.

Each graduate received an "RPN" pin and roses were given to the Class Valedictorian. Student Choice Awards were presented to students by their peers, and faculty awards were presented to students in honour of their care, compassion and advocacy of the practical nursing profession.



#### 4. WIFF Opening Night

St. Clair College was proud to partner with the Windsor International Film Festival (WIFF), who celebrated 20 years of movies in Windsor-Essex. More than 700 school-aged kids from the French Catholic School Board got to trot along the red carpet on opening day of the Windsor International Film Festival. The enthusiastic students packed into the Chrysler Theatre on the morning of Thursday, October 25, 2024 for a screening of 'Butterfly Tale' as part of an education screening sponsored by St. Clair College, making them the first of tens-of-thousands of movie-goers who will enjoy films over the next 11 days at this year's festival, the 20th anniversary of WIFF.

Over the course of the festival, 213 feature length movies from 42 countries will be projected, as well as 40 short films, all of which are produced by locals.

St. Clair College is heavily involved in WIFF, providing The Chrysler Theatre as a venue, hosting the opening night party, and sponsoring the education screenings. "I echo many of my Presidential predecessors over the years by emphasizing that the first descriptive phrase in the school's official title identifies St. Clair as a College of applied arts," observed College President Michael Silvaggi. "Hands-on technology and trades may be what springs to mind when people think about us. But we also take great pride in our decades-long role in fostering education in all facets of the media; artistic expression in disciplines like graphic, interior and landscape design; the creativity of animation and fashion; the imagination of the culinary arts; and the song-and-dance of music theatre performance. And all of that explains why both the College and our Alumni Association are so pleased to be acting as major sponsors and a venue-host of the Windsor International Film Festival during its 20th anniversary," Silvaggi said.



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## 5. St. Anne's Skilled Trades Academy & Learning Centre Tour

On Friday, October 25, 2024, Emelda Byrne, the Director of Education for the Windsor-Essex Catholic District School Board (WECDSB) were delighted to welcome President Silvaggi and Senior Vice President, Communications, Advancement and External Affairs, John Fairley, to the St. Anne Skilled Trades Academy and Learning Centre (located at the former St. Anne High School in Tecumseh) to discuss potential partnerships of mutual benefit to our students and our local economy. During the visit, they toured the masonry, carpentry, plumbing and electrical labs, as well as our new welding booths, CAD and trades simulation labs.



## 6. Chatham-Kent Mayor Meeting

On Monday, October 28, 2024, President Silvaggi and Senior Vice President, Communications, Advancement and External Affairs, John Fairley, visited Chatham Mayor, Darren Canniff, to discuss potential collaborations and to receive project updates on the lands the College donated to the Municipality.



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## 7. St. Clair College Celebrates Official Opening of Patti France Welcome Centre

During her tenure as President of St. Clair College, Dr. Patti France made it her mission to create a space where students could have access to all necessary services in one location. This semester, that vision became reality when France's lasting legacy project opened to students, and on Monday, October 28, 2024, the Patti France Welcome Centre was officially celebrated with a ribbon cutting.

"Having this building named for me is an honour that has filled my heart," said Former President France. During her nearly decade-long presidency of the College, Dr. France strongly advocated for a way to bring all student services from the various locations around main campus into one place, a "one-stop-shop" for incoming students to get the support they need to kick off the school year successfully and more seamlessly. "I hope this facility will serve to recognize and remember my commitment - and that of all current St. Clair employees, and those who follow in our foot-steps – to our service on behalf of our cherished students," France said before a crowd of former colleagues, members of the Board of Governors, and friends.

Students have been using the 16,000 square foot Welcome Centre since the beginning of the Fall 2024 semester, and have enjoyed many upgraded features, including added stations, a new queuing system, and a beautiful, tranquil space. The Registrar's Office, Financial Aid, One Card, International Student Office and Academic Advising all serve students in one location, year-round. During the first few weeks of school, Parking Services is also located in the Welcome Centre, truly making it a one-stop-shop for all student needs.

"Thank you to the architects, engineers and contractors for their brilliant and dedicated design and on-site work," said France. "You have all made my wishes - and my original wish-list priority - come true. It has definitely been worth the wait."



College President Michael Silvaggi, Board of Governor vice-chair Charlie Hotham, Former President Patti France and SRC President Rishi Vatish cut the ribbon at the Welcome Centre on Oct. 28, 2024. (Dax Melmer/St. Clair College)

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## 8. Saints Nation Takes Over WFCU Centre During Windsor Spitfires “St. Clair Night”

Saints Nation helped pack the WFCU Centre Thursday, November 7, 2024 in an Ontario Hockey League tilt against the North Bay Battalion to celebrate the second annual 'St. Clair Night'. The game saw nine goals scored in total, with the Spits coming up just short in the dying seconds, losing 5-4.

But despite the loss, those in attendance were treated to an action-packed game, rich with school spirit. "The increasingly common appearance of school colours – especially in the form of College "swag" clothing – at this event and others throughout the year encourages me in two ways," said St. Clair College President Michael Silvaggi. "First, I assume that many of the people wearing such items are our students and alumni. So, it reinforces the fact that those students and graduates are proud of the educational choice they made in coming to St. Clair. And second, if the people wearing the swag are not students or alumni, that indicates to me that they have been impressed by the school in some manner, such as by our extensive involvement with a number of community projects and programs – so they've attached themselves to the college's reputation like a fan wearing a sports team's jersey," he said.

Before the game, President Silvaggi stood alongside newly appointed OHL Commissioner Bryan Crawford for the ceremonial puck drop, sporting the official game jersey and his number '7,' as he's the seventh president to serve during the College's nearly 60-year history. Wearing the special-edition jersey was a point of pride for the president, as it was designed by a member of the College family. The jersey was designed by St. Clair College Web Developer, Anthony Loncaric, who said the inspiration for the design was to blend a classic style with modern touches. The jersey features the standard Spits' logo on the front, with green and gold stripes wrapping the wrists and waist of the sweater. A gold ring around the neckline was offset by green shoulders, and a stark griffin emblem tucked neatly in the middle. More subtly, white griffin logos were faintly visible all over the white sweater.

Even though the top-ranked Spitfires lost the game, the show of school spirit and camaraderie carried on the tradition of St. Clair Night, exemplifying the soul of Saints Nation.



*Players for the Battalion and Spitfires face off as St. Clair President Michael Silvaggi and OHL Commissioner Bryan Crawford drop the puck to celebrate St. Clair Night on Nov. 7, 2024. (Jonathan Beneteau/St. Clair College)*



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## 9. Saints Football Makes History by Winning CJFL National Championship

On Saturday, November 9, 2024, Saints Football fans were able to witness history when the St. Clair Saints Football team became the first ever College to win the CJFL National Championship. Extra seats were brought in to accommodate the 2,500+ who were in attendance at Acumen Stadium. Saints Nation did not disappoint. With 1,000 rally towels being waved and an anxious crowd that was ready to explode at any moment, got the chance in the 2<sup>nd</sup> half when the Saints erased a 22-9 deficit to score 28 unanswered points to beat the Okanagan Sun 37-22 to win the Canadian Bowl.

The pre-game ceremonies started with the National Anthem being sung by Jody Raffoul, Jeff Burrows and Kelly Hoppe who are members of the S'Aints band. They were accompanied at mid-field by the Windsor Police Services Honour Guard along with Canadian Forces Veteran Captain Eric Willson. The ceremonial coin flip guests were MPP Andrew Dowie, CJFL President Jim Pankovich, OFC President Darren Cocchetto and BCFC President Tyler McLaren.

A special congratulations goes out to St. Clair Football General Manager/Defensive Co-Ordinator Mike Morencie who was named a CJFL Life Member for all his hard work and dedication over many years of service. This award was presented to him at the CJFL National Championship banquet on Friday, November 8, 2024.

Thank you, Saints Nation, for all your support throughout the 2024 season.



# 2024 National Champions

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## 10. Remembrance Day Observation

In observance of Remembrance Day, St. Clair College staff and students, including President Michael Silvaggi, joined together for a moment of silence to honour those who made the ultimate sacrifice and for those who continue to risk their lives in service to our country.



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## 11. Saints Nation Illuminating Downtown Windsor Green and Gold

Downtown Windsor, along Ouellette Avenue between Chatham Street and Riverside Drive, was lit up green and gold from Thursday, November 14<sup>th</sup> to Sunday, November 17<sup>th</sup> to commemorate the historic national championship victory by the St. Clair Saints Men's Football team.

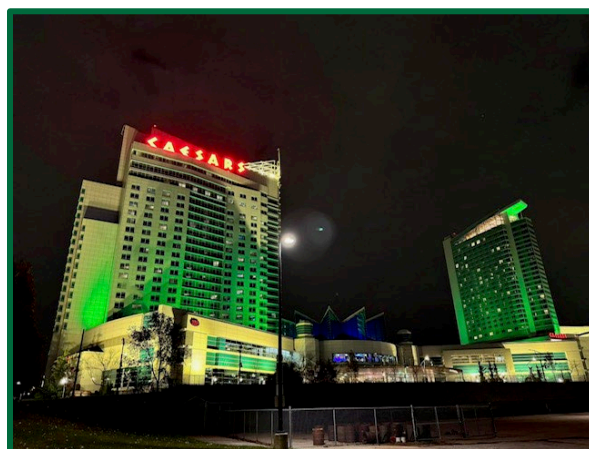
"We're celebrating the Saints," said Ward 3 Councillor Renaldo Agostino, who donned a St. Clair Saints Football jersey to make the announcement. "To go undefeated the entire season, and then make it to the championship and be down after the first half and come back, it's the story of our city. It's a story of how we have this underdog mentality, but we always come out and win." "It's an epic win for the Saints, for St. Clair, and for the City of Windsor, and I want to do my part to show some support," Agostino said.



St. Clair College President Michael Silvaggi said it's a welcome show of support from the community. "The entire College is overjoyed with the Saints Football team's very quick rise to prominence – capped off by winning the Canadian Bowl over the weekend," said St. Clair College President Michael Silvaggi. "They showed the rest of Canada what grit and determination looks like and in doing so, have become the first College program in CJFL history to win the prestigious title. Saints Nation does not shy away from showing how proud we are of the team, but seeing the City of Windsor and other community partners light up the core with our beloved school colours is a true testament to the magnitude of this big victory," President Silvaggi said.

Caesars Windsor, a valued partner, also got into the spirit, lighting up the Casino with vibrant green and gold as a show of pride and support for Saints Nation.

"On behalf of the St. Clair College Board of Governors, we extend a hearty congratulations to the Saints Football team on its historic win at the National Championship last weekend," said Garry Rossi, the Chair of St. Clair College's Board of Governors. "This is the first time a College program has won the Canadian Bowl in its 115-year history, which is exactly what we hoped for when the AKO Fratmen program joined the St. Clair family in 2020. Seeing the community embrace this team's success is the cherry on top and goes to show that everyone belongs in Saints Nation."



## 12. Celebratory Lunch for our National Champs

On Friday, November 15, 2024, celebratory buffet lunch was held in the Eatery 101 to honour our Saints Football team and their coaching staff for their remarkable CJFL National Championship win. The event was a joyous occasion, with members of the Senior Team also in attendance to join in the celebrations. Congratulations to our champions!



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### **13. Ontario Colleges' Marketing Competition 2024**

It was a pressure-cooker situation on Thursday, November 14<sup>th</sup> and Friday, November 15<sup>th</sup> as nearly 500 students and faculty from 13 colleges across the province competed for top honours in the Ontario Colleges' Marketing Competition, hosted by St. Clair College at the Centre for the Arts in downtown Windsor and at the Main Windsor Campus. The Ontario Colleges' Marketing Competition (OCMC) is a student-focused experiential learning opportunity which provides participants the ability to demonstrate their essential, vocational and employability skills before industry professionals. OCMC serves as a stepping-stone from academia to industry by creating real-world experiences and networking opportunities. A different Ontario College annually hosts this prestigious competition and this year, it was St. Clair College's turn. This year's theme was "Innovation Powers Growth", symbolizing the growth students experience during the competition and serving as a nod to the exciting economic and business developments unfolding in Windsor-Essex County.

The first major event during the OCMC was the Quiz Bowl on the evening of Thursday, November 14<sup>th</sup> in the Student Life Centre at the Main Windsor Campus. It was a boisterous and electric contest designed to challenge students to think strategically in a fast-paced and time constrained situation. Seneca Polytechnic took first place while St. Clair College finished in fourth place.

On Friday, November 15<sup>th</sup>, the Tradeshow and Case Presentations took place between 9 a.m. and 5 p.m. at the St. Clair College Centre for the Arts, which was followed by a Gala Dinner and Awards Banquet from 6 p.m. to 10 p.m. All events during OCMC were judged by a panel of industry experts, engaging the local business community with students in a unique networking opportunity. The panel of judges scored each team based on predetermined evaluation criteria. St. Clair College received the second-place award. Congratulations, Saints!





**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: NOVEMBER 27, 2024**

**RE: STRATEGIC DIRECTIONS UPDATE (2024-2025) – ACADEMIC EXCELLENCE – STUDENT PATHWAYS**

**SECTOR: ACADEMIC AND CAREER SUPPORTS**  
**MONICA STALEY LIANG, SENIOR VICE PRESIDENT**

**AIM:**

To provide the Board with an update on the Strategic Directions (2024-2025). 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 create 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.  Promote student pathways for heightened awareness.	Annually

**BACKGROUND:**

St. Clair College has several articulation and pathway agreements with post-secondary institutions across Ontario, Canada and internationally. Through these agreements, graduates may receive transfer credit for several courses, a full semester or a full year (or more) toward additional post-secondary credentials. St. Clair College continues to be highly engaged in pathways for students in high school, Pre-Apprenticeship, Apprenticeship and university to college.

St. Clair College added the following new agreement this year:

1. Business, Business – Accounting and Business Administration – Accounting

An agreement was signed with Trent University (located in Peterborough, Ontario) for graduates of the Business or Business – Accounting Ontario College Diploma programs, or Business Administration – Accounting Ontario College Advanced Diploma program, with a minimum average of 75%. Graduates will be granted 10.0 credits toward the successful completion of a 20.0 credit Bachelor of Business Administration (Honours) degree.

St. Clair College renewed the following agreements this year:

1. Architectural Technology

Articulation agreement with Lawrence Technological University, where students with an Ontario College Advanced Diploma in Architectural Technology can enter the Bachelor of Science in Architecture.

Memorandum of Understanding (MOU) with Architectural Institute in Prague (ARCHIP), the Boston Architectural College (BAC), and St. Clair College to create a tripartite agreement to mentor students in the fields of Architecture and Architectural Technology and organize joint educational seminars, workshops and field trips.

St. Clair College is in development with the following agreements:

1. Paramedic

St. Clair College is working with Wayne State University to develop a pathway for Paramedic students interested in pursuing a career as a Physician Assistant (PA) through the Bachelor of Science in Applied Health Sciences (BSAHS) with a Pre-Physician Assistant Studies Concentration. This pathway is designed to build upon the foundational clinical experience paramedics gain during their training and employment, allowing for a smooth transition into higher education and preparation for the PA profession. Through this pathway, paramedic students can first complete their BSAHS, focusing on core health sciences topics such as medical terminology, anatomy and interdisciplinary patient care. The Pre-Physician Assistant Studies Concentration specifically tailors the coursework to meet the prerequisites needed for PA programs, ensuring that students are well-prepared for the application process. This structured route provides St. Clair College paramedic students with the necessary academic background and enhances their qualifications for the competitive Wayne State University PA school admissions process.

## 2. Occupational Therapist Assistant/Physiotherapist Assistant

A pathway has been developed between St. Clair College's Occupational Therapy Assistant (OTA) and Physical Therapist Assistant (PTA) program and Wayne State University's Occupational Therapy (OT) and Physical Therapy (PT) programs. This pathway allows students who successfully complete their OTA/PTA Ontario College Diploma at St. Clair College to seamlessly transfer into Wayne State's advanced OT and PT degree programs. By starting their education at St. Clair, students can gain hands-on experience. Following successful completion of the OTA/PTA program, students have the opportunity to transfer credits and continue their studies at Wayne State University to pursue a full bachelor's degree and professional certification in OT or PT. This initiative facilitates a smooth academic transition, helping students meet the necessary qualifications for professional practice, while building on the strong foundation established here at St. Clair College.

## 3. Interior Design

St. Clair College is collaborating with Yorkville University for students who successfully complete an Ontario College Advanced Diploma in Interior Design to enter the Bachelor or Interior Design program.

## 4. Electromechanical Engineering Technology – Robotics

Working together with Atlantic Technological University (ATU) in Sligo, Ireland for students with an Ontario College Advanced Diploma in Electromechanical Engineering Technology – Robotics to enter the Bachelor of Engineering in Automation and Robotics.

## 5. Educational Support

Successful graduates of the Educational Support Ontario College Diploma program, upon meeting eligibility requirements, may be granted 15 of 30 units towards certificates and 30 of 60 credits towards diplomas at the University of Victoria in Victoria, British Columbia.

## 6. Community and Justice Services

The University of Guelph-Humber has a pathway agreement with the Ontario Colleges outlining a direct pathway from the successful completion of the Community and Justice Services Ontario College Diploma to the Justice Studies degree program at the University of Guelph-Humber. Students will earn a Honors Bachelor of Applied Science degree in Justice Studies from the University of Guelph and have the option to complete a Police Foundations or a second Community and Justice Services diploma from Humber Polytechnic through, an additional two years of full-time study at the University of Guelph-Humber.



## 7. Sport and Recreation Management

Graduates of the Sport and Recreation Management Ontario College Advanced Diploma program with a cumulative program average of 75% will be awarded eight credits towards a Bachelor of Sport Management degree from Brock University, located in St. Catharines, Ontario.

## 8. Social Service Worker – Gerontology

Faculty in the Social Service Worker – Gerontology are collaborating with their counterparts at University of Windsor to create a standardized pathway from the two-year diploma program to a Bachelor of Social Work (BSW). This pathway would streamline the process and remove administrative barriers for staff and students. For instance, rather than applying twice – first time for graduates of the Social Service Worker – Gerontology program to enter into year two of the BSW, and then again for the Professional Years of years three and four, St. Clair College students would only apply once for the BSW program.

## Marketing Initiatives to Promote All Student Pathways at St. Clair College

- Several advantages have been identified and will come to the forefront of ad messaging for billboards, print ads and digital ad versions where suited.
- The Degree Pathways billboards are scheduled yearly during the recruitment cycle.
- Additional communication opportunities to promote Pathways will continue as follows:
  - Interior hanging banners at the Student Life Centre.
  - Alumni communications.
  - Posted graphics to the St. Clair College website.
  - Graphic for the MYST.CLAIR portal.
  - Traditional media.
  - Social Media such as testimonial videos and quick highlights.
  - Blog posts for <https://discoverstclaircollege.ca/>.
  - Online media placement with messaging integrated.
  - Overall transfer pathways messaging priority (larger picture) with different audiences.
  - Designated information sessions or recruitment presentations for degree pathways.
- Student pathways are included annually in the St. Clair College Admissions Handbook.
- Student pathway opportunities are part of all Fall and Spring high school in-person school presentations throughout the catchment area.

- Student pathways are included annually in the guidance counsellor forum presentation and included in the OSCA conference presentation plus ad insertion in the OSCA newsletter.
- Additionally, an ad insertion to MacLean's The Ultimate Guide to Canadian Colleges magazine yearly.
- St. Clair College webpage entitled Credit Transfers and Pathway Agreements, which includes all the student pathways available at St. Clair College can be found at: [Credit Transfer & Pathway Agreements | St. Clair College \(stclaircollege.ca\)](https://www.stclaircollege.ca/credit-transfer-pathway-agreements)
- Targeted messaging has been implemented for the 2025-2026 recruitment campaign. The focus of targeted messaging will be on three core value propositions: affordability, real world, and relevant experience, and learning from faculty who work for future employers.



# CAREER FOCUSED DEGREE PROGRAMS

GET A DEGREE WITH THE SKILLS THE WORLD NEEDS NOW

St. Clair College degree programs prepare students for high-demand careers in Social Justice and Information Technology. Designed to provide practical and real-world experience, our state-of-the-art facilities feature the same equipment used in the industry. With several pathway agreements, students can earn transfer credits for a full semester (or more) toward a second diploma or degree.

## WHY ST. CLAIR COLLEGE

- Affordable tuition.
- Internship opportunities.
- Low student-to-faculty ratio.
- Direct interaction with industry leaders.
- Access to over \$6 million in scholarships and bursaries.

## AFFORDABLE DEGREE PROGRAMS

Honours Bachelor of Applied Arts in Social Justice & Legal Studies



Honours Bachelor of Business Administration (Information Communication Technology)



RISE ABOVE THE ORDINARY

WINDSOR • CHATHAM [stclaircollege.ca](http://stclaircollege.ca)



Figure 1 – Full Page Ad



**ST. CLAIR**  
COLLEGE

# DEGREE PATHWAYS

At St. Clair College, we offer degree programs and pathways that are focused on the skills that will drive our community forward. With affordable tuition, bridging opportunities, and work integrated learning, students can earn a degree that will prepare them for the future.

## Honours Bachelor of Business Administration (ICT)

A 4-year undergraduate degree designed to position business leaders for a technology driven career.



## Honours Bachelor of Applied Arts in Social Justice & Legal Studies

Developed to empower students to work in their community on behalf of victimized and marginalized individuals and groups.



**RISE ABOVE THE ORDINARY**

WINDSOR • CHATHAM  [stclaircollege.ca](http://stclaircollege.ca)

For more information contact  
[recruitment@stclaircollege.ca](mailto:recruitment@stclaircollege.ca)

Figure 2 – Full Page Ad



## CONTINUE YOUR EDUCATION JOURNEY

St. Clair College has several pathway agreements, that are a great way to continue your post-secondary education. With seamless transfers from other programs, you can graduate with a diploma and a degree in less time.

## THE BENEFITS

**\$** Agreements cover one, two or more years of study which **SAVES MONEY** in tuition and fees.

**🕒** **SAVE TIME** since you don't have to repeat courses you've already completed in university.

**✂️** Combining theoretical knowledge with hands-on learning allows **MORE FLEXIBILITY** as a student.

RISE ABOVE THE ORDINARY

WINDSOR • CHATHAM  [stclaircollege.ca](http://stclaircollege.ca)



**THIS IS SAINTS NATION** 

Figure 3 – Full Page Ad



St. Clair College's transfer agreements are a great way to continue a post-secondary journey and graduate with more than one credential. With several pathway agreements graduates can receive transfer credits for courses, a full semester or a full year (or more) toward a second diploma or degree; saving you time and tuition fees.

RISE ABOVE THE ORDINARY

WINDSOR • CHATHAM



**THIS IS SAINTS NATION**  
 stclaircollege.ca

Figure 4 – ½ Page Ad

# BUILD ON YOUR FUTURE

**CONTINUE YOUR EDUCATION JOURNEY WITH CREDIT TRANSFER & PATHWAY AGREEMENTS**

St. Clair College's transfer agreements are a great way to continue a post-secondary journey and graduate with more than one credential. With several pathway agreements, graduates can receive transfer credits for courses, a full semester or a full year (or more) toward a second diploma, degree or certificate; saving you time and tuition fees.

**OPPORTUNITIES**  
 There are several opportunities for St. Clair College graduates to continue their education journey by bridging with other programs offered at the College or with post-secondary institutions with which the College has a formal articulation or Pathway Agreement.

## Application Process

**Step 1 | SEARCH THROUGH OUR CREDIT TRANSFERS & PATHWAY AGREEMENTS**  
 Find the path that is best suited to you and your situation.  
 Visit [stclaircollege.ca/programs/credit-transfer-pathway-agreements](http://stclaircollege.ca/programs/credit-transfer-pathway-agreements) or scan here.

**Step 2 | REVIEW TRANSFER REQUIREMENTS**  
 Review admission and transfer requirements, policies, costs, etc., so there are no surprises during the application process.  
 Visit [ontransfer.ca](http://ontransfer.ca) or scan here.

**Step 3 | APPLY THROUGH THE POST-SECONDARY INSTITUTION APPLICATION PORTAL FOR THE TRANSFER**  
 Once accepted, you'll need to have your credits evaluated. The process varies, but will likely include completing a transfer credit application, providing an official transcript from your previous institution and creating an outline of the courses you want to transfer.  
 Visit [ontariocolleges.ca](http://ontariocolleges.ca) or scan here.

Figure 5 – 2025/2026 Admissions Handbook



Figure 6 – Billboard #1



Figure 7 – Billboard #2

**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.



**ST. CLAIR**  
COLLEGE

**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: NOVEMBER 27, 2024**

**RE: STRATEGIC DIRECTION UPDATE: COMMUNITY ENGAGEMENT (LEADERSHIP, COMMUNICATION AND PARTNERSHIP) – INCREASE/MONITOR COMMUNITY LOCAL IMPACT**

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

**AIM:**

To provide the Board with an update on Strategic Directions (2024 – 2025). This update pertains to Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership), as it pertains to monitoring and increasing the College’s economic impact on its local community. Specific details include the following:

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	Annually

**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 benefits 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 (2024-2025). 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 annually from 2020 to 2024. The 2020 to 2023 studies were given to the Board of Governors. Appendix A is attached that includes the 2024 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, modelling assumptions, or the College’s data.

The College’s 2024 study showed the following results on the report’s metrics:

<b>Measure</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>	<b>2020</b>
Operations Spending Impact	174.7	151.1	145.2	123.0	133.1
Student Spending Impact	37.5	22.3	18.7	8.2	25.6
Alumni Spending Impact	710.6	718.6	705.7	653.2	647.9
Total Jobs Supported	10,481	11,282	10,922	8,859	9,381
Investment – Students Gain	2.0	2.0	1.9	2.2	2.1
Investment – Taxpayers Gain	9.3	7.1	8.0	8.6	7.6
Investment – Society Gain	7.8	7.4	7.4	8.7	7.2

The improvement from 2023 to 2024 is due to the following:

- Operations Spending: The College’s operating budget increased as we continue our excellence in student service and support, enhance facilities and invest in staffing resources.
- Student Spending: The student headcount at the College increased over the prior year which inherently increased the level of student spending.

The College continues to promote economic growth and impact to the Windsor-Essex and Chatham-Kent regions. The results of these studies were shared with our local municipal leaders and with the Ministry through the College's Annual Report.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership), as it pertains to monitoring and increasing the College's economic impact on its local community, as information.

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





**S**T. 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:



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

 **Economic impact analysis**

 **Investment analysis**

All results reflect employee, student, and financial data, provided by the college, for fiscal year (FY) 2023-24. 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.

# 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 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 2023-24, the college employed faculty and staff equivalent to 927 full-time employees, all of whom lived in Windsor & Chatham-Kent. Total payroll at SCC was \$108.2 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 \$163.9 million on day-to-day expenses related to facilities, supplies, and professional services.

SCC's day-to-day operations spending added \$174.7 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 \$174.7 million in added income is equivalent to supporting 1,724 jobs in the region.

## Student spending impact



Around 45% of students, including international students, attending SCC originated from outside the region in FY 2023-24, 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 \$37.5 million in added income for the regional economy in FY 2023-24, which supported 629 jobs in Windsor & Chatham-Kent.

Impacts created by  
SCC in FY 2023-24



Operations spending impact

**\$174.7 million**

+



Student spending impact

**\$37.5 million**

+



Alumni impact

**\$710.6 million**



Total economic impact

**\$922.7 million**

OR



Jobs supported

**10,481**



## 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 2023-24, SCC alumni generated \$710.6 million in added income for the regional economy, which is equivalent to supporting 8,129 jobs.

### Impact of international students

International students are an important part of the SCC community. In FY 2023-24, SCC served 6,774 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 2023-24 generated \$32.3 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 2023-24, these active alumni generated \$225.2 million in added income for the regional economy.



## Total impact

SCC added \$922.7 million in income to the Windsor & Chatham-Kent economy during the analysis year, equal to the sum of the operations spending impact, the student spending impact, and the alumni impact. For context, the \$922.7 million impact was equal to approximately 2.4% of the total gross regional product (GRP) of Windsor & Chatham-Kent. This contribution that the college provided on its own is larger than the entire Accommodation & Food Services industry in the region.

SCC's total impact can also be expressed in terms of jobs supported. The \$922.7 million impact supported 10,481 regional jobs, using the jobs-to-sales ratios specific to each industry in the region. This means that one out of every 30 jobs in Windsor & Chatham-Kent is supported by the activities of SCC and its students. In addition, the \$922.7 million, or 10,481 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 2,074 jobs in FY 2023-24. These are impacts that would not have been generated without the college's presence in Windsor & Chatham-Kent.

### Top industry impacts (jobs supported)



**One out of every 30 jobs** in Windsor & Chatham-Kent is supported by the activities of SCC and its students.



# 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 2023-24, SCC served 15,091 credit and 1,714 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 2023-24 amounted to a present value of \$401.6 million, equal to \$209.7 million in out-of-pocket expenses and \$191.9 million in forgone time and money.

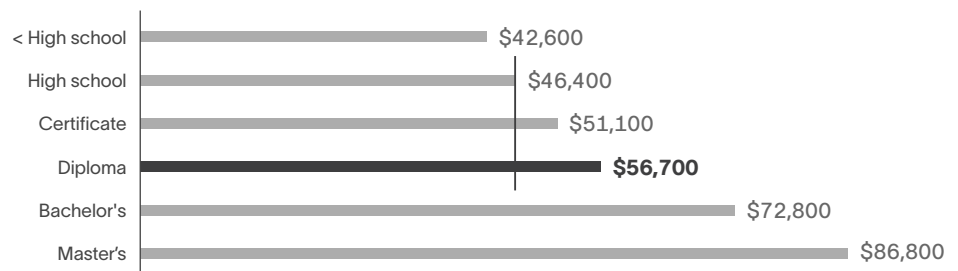
In return for their investment, SCC's students will receive a stream of higher future earnings that will continue to grow throughout their working lives. For example, the average SCC diploma graduate from FY 2023-24 will see an increase in earnings of \$10,300 each year compared to a person with a high 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 \$432.6 thousand in higher earnings per graduate. Altogether, SCC's FY 2023-24 students will receive \$793.1 million in higher future earnings over their working lives, as a result of their education and training at SCC.

The students' benefit-cost ratio is 2.0. 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 \$2.00 in higher future earnings. Annually, the students' investment in SCC has an average annual internal rate of return of 14.0%.



### Average earnings by education level at career midpoint

The average diploma graduate from SCC will see an increase in earnings of **\$10,300** each year compared to a person with a high school diploma or equivalent working in Ontario.



Source: Lightcast employment data



## 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 2023-24 students' working lives, the provincial government will have collected a present value of \$464.6 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 a SCC education will generate \$17.9 million in savings to provincial taxpayers.

Total taxpayer benefits amount to \$482.5 million, the present value sum of the added taxes and public sector savings. Taxpayer costs are \$51.6 million, equal to the amount of provincial government funding SCC received in FY 2023-24. These benefits and costs yield a benefit-cost ratio of 9.3. This means that for every dollar of public money invested in SCC in FY 2023-24, taxpayers will receive a cumulative value of \$9.30 over the course of the students' working lives, which compares favorably to other long-term investments in the public and private sectors.

For every dollar of public money invested in SCC, taxpayers will receive a cumulative value of **\$9.30** over the course of the students' working lives.

## 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

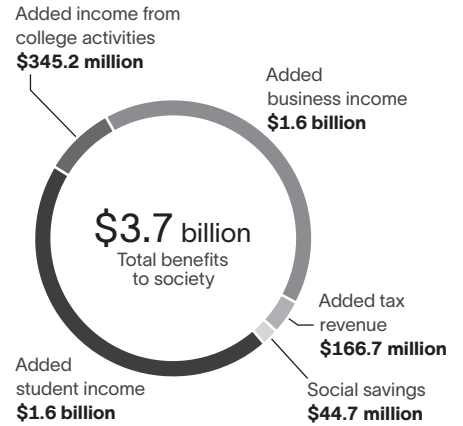


assistance savings include the reduced demand for employment insurance benefits and employment-related social assistance. For a list of study references, contact the college for a copy of the main report.

Altogether, the social benefits of SCC equal a present value of \$3.7 billion. These benefits include \$3.7 billion in added income through students' increased lifetime earnings and increased business output, as well as \$44.7 million in social savings related to health, crime, and income assistance in Ontario. People in Ontario invested a present value total of \$477.5 million in SCC in FY 2023-24. These costs include all college and student costs.

The benefit-cost ratio for society is 7.8, equal to the \$3.7 billion in benefits divided by the \$477.5 million in costs. In other words, for every dollar invested in SCC, people in Ontario will receive a cumulative value of \$7.80 in benefits. The benefits of this investment will occur for as long as SCC's FY 2023-24 students remain employed in the provincial workforce.

### Social benefits in Ontario from SCC






Source: Lightcast impact model

## 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 a 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.

### Summary of investment analysis results

 <b>Student perspective</b>		 <b>Taxpayer perspective</b>		 <b>Social perspective</b>	
Present value benefits	<b>\$793.1 million</b>	Present value benefits	<b>\$482.5 million</b>	Present value benefits	<b>\$3.7 billion</b>
Present value costs	<b>\$401.6 million</b>	Present value costs	<b>\$51.6 million</b>	Present value costs	<b>\$477.5 million</b>
Net present value	<b>\$391.5 million</b>	Net present value	<b>\$430.9 million</b>	Net present value	<b>\$3.2 billion</b>
<b>Benefit-cost ratio</b>	<b>2.0</b>	<b>Benefit-cost ratio</b>	<b>9.3</b>	<b>Benefit-cost ratio</b>	<b>7.8</b>
<b>Rate of return</b>	<b>14.0%</b>	<b>Rate of return</b>	<b>n/a*</b>	<b>Rate of return</b>	<b>n/a*</b>

\*In this case, costs are so low it is not appropriate to calculate a rate of return.

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

# 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 2023-24 academic and financial reports from SCC, industry and employment data from Statistics Canada, outputs of Lightcast'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.



Lightcast is a labour market analytics firm that integrates data from a wide variety of sources to serve professionals in postsecondary education, economic development, workforce development, talent acquisition, and site selection. Lightcast is a leading provider of economic impact studies and labour market data to educational institutions in Canada, the U.S. and internationally. Since 2000, Lightcast has completed over 2,800 economic impact studies for institutions across three countries. For more information about Lightcast's products and services, visit [lightcast.io/solutions/education](https://lightcast.io/solutions/education).

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



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) 2023-24.

## Economic impact analysis

In FY 2023-24, SCC added **\$922.7 million** in income to the Windsor & Chatham-Kent economy, a value approximately equal to **2.4%** of the region's total gross regional product (GRP). Expressed in terms of jobs, SCC's impact supported **10,481** regional jobs. For perspective, the activities of SCC and its students support **one out of every 30 jobs** in Windsor & Chatham-Kent.



## Operations spending impact

- SCC employed 927 full-time equivalent (FTE) employees in FY 2023-24. Payroll amounted to \$108.2 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 \$163.9 million on day-to-day expenses related to facilities, supplies, and professional services.
- The net impact of the college's operations spending added **\$174.7 million** in income to the regional economy.

## Student spending impact

- Around 45% of students attending SCC originated from either outside the region or outside Canada in FY 2023-24, 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.
- These students spent money on groceries, mortgage and rent payments, and so on at regional businesses. This spending in FY 2023-24 added **\$37.5 million** in income to the Windsor & Chatham-Kent economy. Of this impact, **\$32.3 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 **\$710.6 million** in added income in FY 2023-24. Of this impact, **\$225.2 million** is attributable to former international students working in Windsor & Chatham-Kent.

## Investment analysis

### Student perspective

- SCC's FY 2023-24 students paid a present value of **\$209.7 million** to cover the cost of tuition, fees, and supplies. They also forwent **\$191.9 million** in money that they would have earned had they been working instead of attending college.
- In return for their investment, students will receive **\$793.1 million** in increased earnings over their working lives. This translates to a return of **\$2.00** in higher future earnings for every dollar students invest in their education. Students' average annual rate of return is **14.0%**.

### Impacts created by SCC in FY 2023-24

 Operations spending impact  
**\$174.7 million**

+

 Student spending impact  
**\$37.5 million**

+

 Alumni impact  
**\$710.6 million**

 Total economic impact  
**\$922.7 million**

OR

 Jobs supported  
**10,481**



### Taxpayer perspective

- Provincial taxpayers provided SCC with **\$51.6 million** of funding in FY 2023-24. In return, they will benefit from added tax revenue, stemming from students' higher lifetime earnings and increased business output, amounting to **\$464.6 million**. A reduced demand for government-funded services in Ontario will add another **\$17.9 million** in benefits to taxpayers.
- For every dollar of public money invested in SCC, taxpayers will receive **\$9.30** in return, over the course of students' working lives.

### Social perspective

- In FY 2023-24, society in Ontario invested **\$477.5 million** to support SCC, including all student and all college costs. In turn, the Ontario economy will grow by **\$3.7 billion**, over the course of students' working lives. Society will also benefit from **\$44.7 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 2023-24, people in Ontario will receive **\$7.80** in return, for as long as SCC's FY 2023-24 students remain active in the provincial workforce.





**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: NOVEMBER 27, 2024**

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

**SECTOR: HUMAN RESOURCES AND FACILITIES SERVICES  
JOE SIRIANNI, SENIOR VICE PRESIDENT**

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**AIM:**

To provide the Board of Governors with an update on the Strategic Directions (2024 – 2025). 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 2024

**BACKGROUND:**

The Health, Safety and Wellness department continues to monitor institutional WSIB lost sick time and promote preventative measures to help reduce lost time. Administrators are responsible for monthly health and safety inspections with a specific focus to guide enhanced proactive measures in addition to inspecting their areas for any hazards. WSIB lost sick time outcomes include:

Date	Total WSIB Claims
Aug 1, 2020, to July 31, 2021	16 Claims
Aug 1, 2021, to July 31, 2022	9 Claims
Aug 1, 2022, to July 31, 2023	7 Claims
Aug 1, 2023, to July 31, 2024	13 Claims

In the 2024 academic year, (Aug 1, 2023, to July 31, 2024) St. Clair College reported a total of 13 WSIB claims. Of these, 12 were classified as low-severity health care claims (no lost time), while one claim (a slip and fall in the parking lot) resulted in lost time with 57 days.

The ergonomics program has received positive feedback with improved workstation set-ups for over 20 employees, reducing musculoskeletal strain.

## **Health and Safety Highlights:**

1. **Ergonomics Program Success:** Our ergonomics initiative has significantly contributed to the reduction of musculoskeletal issues among staff.
2. **Emergency Preparedness:** We conducted successful evacuation drills across all campuses and compliance with our emergency response protocols, including fire drills and active attacker scenarios.
3. **Hazard Mitigation:** Proactive hazard identification assisted in the mitigation of potential safety risks before they escalated into incidents.
4. **Proactive Communication of Safety Issues:** Timely and effective communication has allowed for quicker resolution of potential risks, with issues being addressed promptly. This includes initiatives like Safety Spotlights and ongoing safety communications.
5. **Injury Rates-** SCC no lost time injury rate is 0.58 which maintains a downward trend since 2012.

## **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 claims, for information.



**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: NOVEMBER 27, 2024**

**RE: FINANCIAL MONITORING REPORT:  
2024-2025 MID-YEAR BUDGET REPORT**

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

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**AIM:**

To obtain Board approval for the 2024-2025 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 2024-2025 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 2024-2025 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 2024-25 budget approved by the Board on March 26, 2024 provided for a surplus position of \$13,093,586. At that meeting, Administration provided the Board with an update on the ongoing budget pressures and risks.

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 \$23,333,895 at March 31, 2025, which is \$10,240,309 higher than the original budget surplus position.

The revised projection for total operating and ancillary revenue for 2024-25 is \$318,038,337, representing an increase of \$13,831,573 or 5% over the original budget of \$304,206,765.

The revised projection for total operating and ancillary expenditures for 2024-25 is \$294,704,442 representing an increase of \$3,591,263 or 1% over the original budget of \$291,113,179.

### **CHANGES TO REVENUE (Schedule II)**

Overall, revenues increased by \$13,831,573 or 5% 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 \$1,320,571 or 3% over the original budget, primarily due to an additional \$1,347,078 of Ministry funding related to its Postsecondary Education Sustainability Fund.
- Total Contract Income decreased by \$425,536 or 5% over the original budget due to the College being unsuccessful in its grant application for renewed Pre-Apprenticeship Brick and Stone and Truck and Coach funding.
- Total Tuition revenue increased by \$12,187,692 or 7% over the original budget due to the following:
  - Increase in the Domestic Tuition revenue budget of \$1,330,355 due to higher enrolment. The current year's Fall semester Day 10 enrolment totaled 7,594

full-time post-secondary domestic students compared to a budget assumption of 7,225 students. Domestic Tuition revenue is subject to adjustments for dismissals, withdrawals, and new students enrolling in the Winter semester.

- Increase in the International Tuition revenue budget of \$17,784,428 due to higher enrolment. The current year's Fall semester Day 10 enrolment totaled 5,269 full-time post-secondary international students compared to a budget assumption of 3,677. 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 budget of \$7,183,591 due to lower enrolment. The current year's Fall semester Day 10 enrolment totaled 3,526 full-time post-secondary PCPP international students compared to a budget assumption of 4,119. PCPP Tuition revenue is subject to adjustments for dismissals and withdrawals.
- Total "Other" income increased by \$592,442 or 1% over the original budget due to the following:
  - Decrease in PCPP Fee-for-Service of \$2,838,505 due to lower enrolment.
  - Increase in Divisional Income of \$1,463,689 primarily due to higher fees collected relating to kit and material fees and international student health and dental benefit fees due to higher enrolment.
  - Increase in Amortization of Deferred Capital Contributions of \$1,059,869 due to contributed asset additions that were completed earlier than projected from the prior fiscal year.

### **CHANGES IN EXPENDITURES (Schedule III)**

Overall, expenditures increased by \$3,591,263 or 1% 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 increased by \$2,613,858 or 3%. The increase is primarily due to the following:
  - Increase in Part-Time Administration of \$512,572 due to grant funded roles within the Research and Innovation department.
  - Increase in Part-Time Faculty of \$609,186 due to increased enrolment relative to plan.
  - Increase in Part-Time Support of \$2,361,717 across the College to support academic operations and student experience due to increased enrolment

relative to plan.

- Decrease in Full-Time Faculty and Support of \$807,618 and \$727,289 respectively, due to roles not being backfilled.
  - Increase in Fringe Benefits of \$913,860 due to a projected increase in unused vacation days amongst staff and increased salaries.
- Total Non-Salary Expenditures decreased by \$946,207 or 1%. The decrease is primarily due to the following:
- Decrease in Contracted Educational Services of \$6,488,149 due to lower enrolment than planned at the Toronto Campuses, and flowing the applicable funds to Ace Acumen.
  - Increase in Contracted Services Other of \$4,914,550 due to higher agent commissions because of higher international student enrolment.
  - Decrease in Amortization of \$711,231 due to the College's capital budget spending occurring at a slower rate than planned and some projects not proceeding.

Administration continues its on-going efforts of managing expenditures to achieve the overall expenditures budget.

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

The Ancillary Operations overall original budget surplus of \$427,585 has decreased by \$1,767,208 to a mid-year budget deficit of \$1,339,623. This is due to the College's contractual commitments for its leased student housing facilities and ongoing support provided to the GEM residence.

### **PLANNING FOR 2025-26**

The results of this mid-year review will be incorporated into our planning for 2025-26. We will continue to inform the Board as new information is available and our plans are developed.

**SCHEDULE I**

<b>St. Clair College of Applied Arts and Technology Statement of Operations Summary: 2024-25</b>				
	<b>A</b>	<b>B</b>	<b>B - A</b>	
	<b>24-25 Original Budget</b>	<b>24-25 Mid Year Review</b>	<b>Variance</b>	
	<b>\$</b>	<b>\$</b>	<b>\$</b>	
<b><u>REVENUE</u></b>				
MCU Operating Grants	42,203,484	<b>43,524,055</b>	1,320,571	
Contract Income	9,293,297	<b>8,867,761</b>	<b>(425,536)</b>	
Tuition	172,720,152	<b>184,907,844</b>	12,187,692	
Other	66,722,254	<b>67,314,696</b>	592,442	
Total Operating Revenue	290,939,187	<b>304,614,355</b>	13,675,169	
Total Ancillary Revenue	13,267,578	<b>13,423,982</b>	156,404	
<b>TOTAL REVENUE</b>	304,206,765	<b>318,038,337</b>	13,831,573	5%
<b><u>EXPENDITURES</u></b>				
Salaries & Benefits	103,060,408	<b>105,674,266</b>	2,613,858	
Non-Salary	175,212,778	<b>174,266,571</b>	<b>(946,207)</b>	
Total Operating Expenditures	278,273,186	<b>279,940,837</b>	1,667,651	
Total Ancillary Expenditures	12,839,993	<b>14,763,605</b>	1,923,612	
<b>TOTAL EXPENDITURES</b>	291,113,179	<b>294,704,442</b>	3,591,263	1%
<b>TOTAL SURPLUS / (DEFICIT)</b>	13,093,586	<b>23,333,895</b>	10,240,309	78%

## SCHEDULE II

St. Clair College of Applied Arts and Technology Statement of Revenue: 2024-25				
	A	B	B - A	
	24-25 Original Budget	24-25 Mid Year Review	Variance	
<b>REVENUE</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	
Enrolment Based Envelope: see note 1	12,471,033	11,883,702	(587,331)	
Differentiation Envelope: see note 2	32,260,308	32,840,915	580,607	
Special Purpose / Other Grants: see note 3	(2,527,857)	(1,200,562)	1,327,295	
<b>Total MCU Operating Grants</b>	42,203,484	43,524,055	1,320,571	3%
Apprenticeship	5,122,502	4,670,235	(452,267)	
Literacy & Basic Skills	1,380,172	1,380,172	-	
School College Work Initiative	2,060,033	2,138,945	78,912	
Better Jobs Ontario	98,835	38,935	(59,900)	
Other: see note 4	631,755	639,474	7,719	
<b>Total Contract Income</b>	9,293,297	8,867,761	(425,536)	-5%
Post Secondary - Domestic	24,900,908	26,231,263	1,330,355	
Post Secondary - International	67,492,599	85,277,027	17,784,428	
Post Secondary - PCPP	78,623,145	71,439,554	(7,183,591)	
Continuing Education	1,703,500	1,960,000	256,500	
<b>Total Tuition</b>	172,720,152	184,907,844	12,187,692	7%
Interest Income	15,500,000	15,200,000	(300,000)	
Contract Training	490,000	800,000	310,000	
International Projects	130,000	140,000	10,000	
PCPP Fee-for-Service	26,217,812	23,379,307	(2,838,505)	
Other: see note 5	1,276,838	2,164,227	887,389	
Divisional Income	17,701,500	19,165,189	1,463,689	
Amortization of DCC	5,406,104	6,465,973	1,059,869	
<b>Total Other</b>	66,722,254	67,314,696	592,442	1%
<b>Total Revenue Before Ancillary</b>	290,939,187	304,614,355	13,675,169	
<b>Ancillary Revenue</b>	13,267,578	13,423,982	156,404	1%
<b>TOTAL REVENUE</b>	304,206,765	318,038,337	13,831,573	5%

### SCHEDULE III

**St. Clair College of Applied Arts and Technology  
Statement of Expenditures: 2024-25**

	A 24-25 Original Budget	B 24-25 Mid Year Review	B - A Variance	
<b>EXPENDITURES</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	
Administrative: Full-Time	9,642,958	<b>9,394,388</b>	<span style="color: red;">(248,570)</span>	
Administrative: Part-Time	1,809,318	<b>2,321,890</b>	512,572	
Faculty: Full-Time	37,163,436	<b>36,355,818</b>	<span style="color: red;">(807,618)</span>	
Faculty: Part-Time	15,379,080	<b>15,988,266</b>	609,186	
Support: Full-Time	16,078,040	<b>15,350,751</b>	<span style="color: red;">(727,289)</span>	
Support: Part-Time	4,612,830	<b>6,974,547</b>	2,361,717	
Fringe Benefits	18,374,746	<b>19,288,606</b>	913,860	
<b>Total Salaries &amp; Benefits</b>	103,060,408	<b>105,674,266</b>	2,613,858	3%
Advertising	2,660,531	<b>2,922,267</b>	261,736	
Contracted Cleaning Service	3,850,730	<b>3,879,490</b>	28,760	
Contracted Educational Services	81,999,316	<b>75,511,167</b>	<span style="color: red;">(6,488,149)</span>	
Contracted Services Other	17,917,308	<b>22,831,858</b>	4,914,550	
Equipment Maintenance & Repairs	4,662,531	<b>4,888,016</b>	225,485	
Equipment Rentals	3,360,108	<b>3,488,022</b>	127,914	
Instructional Supplies	7,257,875	<b>7,769,499</b>	511,624	
Insurance	7,315,882	<b>7,804,345</b>	488,463	
Janitorial & Maintenance Supplies	749,930	<b>814,065</b>	64,135	
Memberships & Dues	830,072	<b>888,751</b>	58,679	
Municipal Taxes	733,629	<b>827,150</b>	93,521	
Office Supplies	1,133,204	<b>1,061,307</b>	<span style="color: red;">(71,897)</span>	
Premise Rental	3,160,027	<b>3,158,954</b>	<span style="color: red;">(1,073)</span>	
Professional Development	713,372	<b>690,526</b>	<span style="color: red;">(22,846)</span>	
Security Services	2,937,500	<b>2,993,332</b>	55,832	
Stipends & Allowances & Scholarships	5,277,450	<b>5,243,520</b>	<span style="color: red;">(33,930)</span>	
Student Assistance: 30% Tuition	1,750,000	<b>1,750,000</b>	-	
Travel	1,324,953	<b>1,203,764</b>	<span style="color: red;">(121,189)</span>	
Utilities	4,700,000	<b>4,680,000</b>	<span style="color: red;">(20,000)</span>	
Other: see note 6	7,479,660	<b>7,173,069</b>	<span style="color: red;">(306,591)</span>	
Amortization	15,398,700	<b>14,687,469</b>	<span style="color: red;">(711,231)</span>	
<b>Total Non-Salary Expenditures</b>	175,212,778	<b>174,266,571</b>	<span style="color: red;">(946,207)</span>	-1%
<b>Total Operating Expenditures</b>	278,273,186	<b>279,940,837</b>	1,667,651	1%
<b>Ancillary Expenditures</b>	12,839,993	<b>14,763,605</b>	1,923,612	15%
<b>TOTAL EXPENDITURES</b>	291,113,179	<b>294,704,442</b>	3,591,263	1%

**SCHEDULE IV A**

<b>St. Clair College of Applied Arts and Technology Statement of Ancillary Operations: 2024-25</b>				
	<b>A</b>	<b>B</b>	<b>B - A</b>	
	<b>24-25 Original Budget</b>	<b>24-25 Mid Year Review</b>	<b>Variance</b>	
	<b>\$</b>	<b>\$</b>	<b>\$</b>	
<b><u>Ancillary: Revenue</u></b>				
Beverage Supplier	79,000	<b>79,000</b>	-	
Bookstore - Windsor & Chatham	135,000	<b>135,000</b>	-	
Senior Advisor Special Events	179,000	<b>179,000</b>	-	
Lockers Administration	42,000	<b>50,000</b>	8,000	
Parking Lots	2,300,000	<b>2,425,000</b>	125,000	
Residence - Windsor	3,705,778	<b>3,778,788</b>	73,010	
St. Clair College Centre for the Arts	4,451,800	<b>4,202,194</b>	<b>(249,606)</b>	
Varsity Sports	1,700,000	<b>1,850,000</b>	150,000	
Sports Park	200,000	<b>200,000</b>	-	
Woodland Hills Golf Course	475,000	<b>525,000</b>	50,000	
<b>Total Revenue</b>	13,267,578	<b>13,423,982</b>	156,404	1%
<b><u>Ancillary: Expense</u></b>				
Bookstore - Windsor & Chatham	-	<b>2,370</b>	2,370	
Senior Advisor Special Events	130,000	<b>130,000</b>	-	
Lockers Administration	-	<b>6,738</b>	6,738	
Parking Lots	1,884,260	<b>1,944,606</b>	60,346	
Residence - Windsor	2,424,712	<b>2,348,321</b>	<b>(76,391)</b>	
Residence - Chatham	141,695	<b>141,695</b>	-	
Residence - GEM	48,740	<b>359,640</b>	310,900	
Residence - 333 King Street	-	<b>667,848</b>	667,848	
Residence - 930 Marion Avenue	-	<b>774,720</b>	774,720	
St. Clair College Centre for the Arts	4,210,922	<b>4,161,940</b>	<b>(48,982)</b>	
Varsity Sports	2,887,464	<b>2,887,012</b>	<b>(452)</b>	
Sports Park	735,000	<b>830,815</b>	95,815	
Woodland Hills Golf Course	377,200	<b>507,900</b>	130,700	
<b>Total Expenditures</b>	12,839,993	<b>14,763,605</b>	1,923,612	15%



**SCHEDULE IV B**

<b>St. Clair College of Applied Arts and Technology</b>			
<b>Statement of Ancillary Operations Surplus/(Deficit): 2024-25</b>			
	<b>A</b>	<b>B</b>	<b>B - A</b>
	<b>24-25 Original</b>	<b>24-25 Mid Year</b>	
	<b>Budget</b>	<b>Review</b>	<b>Variance</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
Beverage Supplier: Revenue	79,000	<b>79,000</b>	-
Bookstore - Windsor & Chatham: Revenue	135,000	<b>135,000</b>	-
Bookstore - Windsor & Chatham: Expenditures	-	<b>2,370</b>	2,370
	<u>135,000</u>	<u><b>132,630</b></u>	<u><b>(2,370)</b></u>
Lockers Administration: Revenue	42,000	<b>50,000</b>	8,000
Lockers Administration: Expenditures	-	<b>6,738</b>	6,738
	<u>42,000</u>	<u><b>43,262</b></u>	<u>1,262</u>
Senior Advisor Special Events: Revenue	179,000	<b>179,000</b>	-
Senior Advisor Special Events: Expenditures	130,000	<b>130,000</b>	-
	<u>49,000</u>	<u><b>49,000</b></u>	<u>-</u>
Parking Lots: Revenue	2,300,000	<b>2,425,000</b>	125,000
Parking Lots: Expenditures	1,884,260	<b>1,944,606</b>	60,346
	<u>415,740</u>	<u><b>480,394</b></u>	<u>64,654</u>
Residence - Windsor: Revenue	3,705,778	<b>3,778,788</b>	73,010
Residence - Windsor: Expenditures	2,424,712	<b>2,348,321</b>	<b>(76,391)</b>
	<u>1,281,066</u>	<u><b>1,430,467</b></u>	<u>149,401</u>
Residence - Chatham: Expenditures	141,695	<b>141,695</b>	-
Residence - GEM: Expenditures	48,740	<b>359,640</b>	310,900
Residence - 333 King Street: Expenditures	-	<b>667,848</b>	667,848
Residence - 930 Marion Avenue: Expenditures	-	<b>774,720</b>	774,720
St. Clair College Centre for the Arts: Revenue	4,451,800	<b>4,202,194</b>	<b>(249,606)</b>
St. Clair College Centre for the Arts: Expenditures	4,210,922	<b>4,161,940</b>	<b>(48,982)</b>
	<u>240,878</u>	<u><b>40,254</b></u>	<u><b>(200,624)</b></u>
Varsity Sports: Revenue	1,700,000	<b>1,850,000</b>	150,000
Varsity Sports: Expenditures	2,887,464	<b>2,887,012</b>	<b>(452)</b>
	<u><b>(1,187,464)</b></u>	<u><b>(1,037,012)</b></u>	<u>150,452</u>
Sports Park: Revenue	200,000	<b>200,000</b>	-
Sports Park: Expenditures	735,000	<b>830,815</b>	95,815
	<u><b>(535,000)</b></u>	<u><b>(630,815)</b></u>	<u><b>(95,815)</b></u>
Woodland Hills Golf Course: Revenue	475,000	<b>525,000</b>	50,000
Woodland Hills Golf Course: Expenditures	377,200	<b>507,900</b>	130,700
	<u>97,800</u>	<u><b>17,100</b></u>	<u><b>(80,700)</b></u>
Total Revenue	13,267,578	<b>13,423,982</b>	156,404
Total Expenditures	12,839,993	<b>14,763,605</b>	1,923,612
Surplus/(Deficit)	427,585	<b>(1,339,623)</b>	<b>(1,767,208)</b>

**Notes: Statement of Revenue & Expenditures**

**Note 1 REVENUE: Enrolment Based Envelope**

Core Operating Grant

**Note 2 REVENUE: Differentiation Envelope**

Performance Funding

**Note 3 REVENUE: Special Purpose / Other Grants**

Accessibility Funding  
Allied Health Enrolment Expansion  
Clinical Education / Nursing Expansion  
Collaborative Nursing  
International Student Recovery  
Mental Health Worker and Services  
Interpreters  
Postsecondary Education Sustainability  
Primary Care Paramedic  
Municipal Taxes

**Note 4 REVENUE: Other Contract**

Access and Inclusion  
Campus Safety  
Indigenous Student Success Fund  
WSIB

**Note 5 REVENUE: Other**

Administration Fees  
Apprenticeship Classroom Fees  
Credit Transfer Fees  
Diploma Replacement Fees  
Gain (Loss) on Sale of Assets  
Grade Appeals  
Graduation Fees  
Miscellaneous Income  
Transcript 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

## **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)

	3/31/2024	6/25/2024	11/27/2024
	Actuals	Original Budget	Mid-Year Budget
	2023-24	2024-25	2024-25
<b>1 Assets</b>	<b>606,426</b>	<b>580,214</b>	<b>550,227</b>
11 Cash and Cash Equivalents	69,254	29,002	7,579
12 Accounts Receivable	10,687	10,187	10,187
14 Other Current Assets	261,466	251,559	215,690
15 CIP	10,532	140	77
<b>16 Tangible Capital Assets</b>	<b>427,822</b>	<b>478,782</b>	<b>478,058</b>
161 Land	6,036	6,036	6,036
162 Site Improvements	29,918	34,165	35,302
163 Building	289,198	333,933	325,761
164 Furniture and Equipment	97,921	99,899	106,211
169 Other TCA	4,749	4,749	4,749
<b>17 Tangible Capital Asset Accumulated Amortization</b>	<b>(198,666)</b>	<b>(214,065)</b>	<b>(213,354)</b>
172 AA Site Improvements	(13,590)	(16,114)	(16,141)
173 AA Building	(98,264)	(105,615)	(105,605)
174 AA Furniture and Equipment	(82,399)	(87,754)	(87,025)
179 AA Other TCA	(4,414)	(4,582)	(4,582)
18 Long-Term Receivable	-	-	-
<b>19 Investments and Other Long-Term Assets</b>	<b>25,332</b>	<b>24,609</b>	<b>51,990</b>
<b>2 Liabilities</b>	<b>334,127</b>	<b>288,522</b>	<b>267,519</b>
21 Bank Indebtedness	-	-	-
<b>22 Accounts Payable and Accrued Liabilities</b>	<b>60,187</b>	<b>60,098</b>	<b>60,098</b>
221 Accounts Payable and Accrued Liabilities	57,973	57,973	57,973
222 Accrued Interest	66	60	60
223 Current Portion of Long-Term Liabilities	2,148	2,065	2,065
<b>23 Deferred Revenue</b>	<b>104,754</b>	<b>66,159</b>	<b>44,966</b>
231 Deferred Revenue	9,366	8,011	9,049
232 Deferred Tuition Revenue	95,389	58,148	35,917
<b>24 Restricted Contributions</b>	<b>15,823</b>	<b>12,396</b>	<b>12,396</b>
<b>25 Deferred Capital Contributions</b>	<b>129,589</b>	<b>128,161</b>	<b>128,350</b>
26 Capital Leases	-	-	-
27 Debt	19,236	17,171	17,171
29 Other Long Term Liabilities	4,537	4,537	4,537
<b>3 Net Assets</b>	<b>272,299</b>	<b>291,692</b>	<b>282,709</b>
31 Unrestricted Net Assets	14,675	21,069	5,095
32 Internally Restricted Net Assets	146,122	130,220	137,365
33 Investment in Capital Assets	88,714	117,615	117,386
36 Restricted Contributions	-	-	-
37 Endowments	22,788	22,788	22,864
38 Accumulated Re-measurement Gain & Losses	-	-	-
<b>Assets - Liabilities - Net Assets</b>	<b>-</b>	<b>-</b>	<b>-</b>

**NON-COMMITTED CASH PROJECTION**

The intent of this report is to provide the Board with an indication of our non-committed cash position at the end of the College’s fiscal year. The report also identifies capital projects that are funded from unrestricted reserves and estimated funds being allocated towards internally restricted reserves.

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

	6/25/2024	11/27/2024	
	24-25 Original Budget <sup>{2}</sup> \$	24-25 Mid Year Budget \$	Variance \$
<b>Unrestricted Net Assets, Prior Year <sup>{1}</sup></b>	14,675	14,675	-
<b>Operating</b>			
Budget Surplus	13,094	23,334	10,240
Amortization (net)	9,993	8,221	(1,772)
<b>Adjusted Budget Surplus</b>	<b>23,086</b>	<b>31,555</b>	<b>8,469</b>
<b>Capital</b>			
Grant Revenues	4,106	4,556	450
Grant Expenditures	(4,106)	(4,556)	(450)
Funded by Unrestricted Reserves	(5,445)	(7,445)	(2,000)
Asset Retirement Obligation Adjustment	-	-	-
<b>Net Outlay for Capital</b>	<b>(5,445)</b>	<b>(7,445)</b>	<b>(2,000)</b>
<b>Debt</b>			
Repayment of Long-Term Debt	(2,148)	(2,148)	-
Proceeds from Long-Term Debt	-	-	-
<b>Net Change in Long-Term Debt</b>	<b>(2,148)</b>	<b>(2,148)</b>	<b>-</b>
<b>iii. Other:</b>			
Internally Restricted Reserves (net)	(9,099)	(31,543)	(22,444)
Contribution to Foundation	-	-	-
<b>Net Change in Other</b>	<b>(9,099)</b>	<b>(31,543)</b>	<b>(22,444)</b>
<b>Unrestricted Net Assets, End of Year</b>	<b>21,069</b>	<b>5,095</b>	<b>(15,974)</b>
<b>Unrestricted Net Assets Adjustment <sup>{1}</sup></b>	<b>(5,442)</b>	<b>(5,442)</b>	<b>-</b>
<b>Non-Committed Cash Projection</b>	<b>15,627</b>	<b>(347)</b>	<b>(15,974)</b>

<sup>{1}</sup> 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).

<sup>{2}</sup> Original Budget 24-25 projection has been updated to reflect the 23-24 actuals per the Statement of Financial Position presented on 6/25/2024.

## **FINANCIAL SUSTAINABILITY METRICS**

The intent of this report is to provide the Board with an estimate of the 2024-25 Ministry of Colleges and Universities Financial Health Indicators, based on information known when the Mid-Year Budget was developed.

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

		3/31/2024 <b>Actual</b> <u>3/31/2024</u>	6/25/2024 <b>Orig. Budget</b> <u>3/31/2025</u>	11/27/2024 <b>MYR</b> <u>3/31/2025</u>
Annual Surplus / Deficit	greater than \$0	\$ 49,271,930	\$ 13,093,586	\$ 23,333,895
Accumulated Surplus / Deficit	greater than \$0	\$ 249,510,686	\$ 268,904,272	\$ 259,844,937
Quick Ratio	greater than 1	5.45	4.84	3.88
Debt to Asset Ratio	less than 35%	14.44%	14.68%	15.51%
Debt Servicing Ratio	less than 3%	0.82%	0.68%	0.65%
Net Assets to Expense Ratio	greater than 60%	130.30%	136.40%	131.72%
Net Income to Revenue Ratio	greater than 1.5%	14.48%	4.30%	7.34%
<b>Number of Flags</b>		<b>0</b>	<b>0</b>	<b>0</b>





**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: NOVEMBER 27, 2024**

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

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

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**AIM:**

To provide the Board with a “Business Plan Accrual Budget Template – Ministry of Colleges and Universities Format” (Pro-Forma Financial Statements) for the period ending March 31, 2025.

**BACKGROUND:**

The intent is to provide the readers of the submission with an indication of our projected financial position as at March 31, 2025 based on information known to the College as at November 27, 2024.

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)

	3/31/2024	6/25/2024	11/27/2024
	Actuals	Original Budget	Mid-Year Budget
	2023-24	2024-25	2024-25
<b>4 Revenue</b>	<b>340,209</b>	<b>304,207</b>	<b>318,038</b>
<b>41 Grant Revenue</b>	<b>58,010</b>	<b>56,903</b>	<b>58,858</b>
411 Grant Revenue	51,629	51,497	52,392
414 Amortization of Deferred Capital Contributions	6,381	5,406	6,466
<b>43 Tuition Fees</b>	<b>120,919</b>	<b>95,076</b>	<b>114,442</b>
431 Tuition Fee - Domestic	26,588	26,604	28,191
433 Tuition Fee - International	91,181	67,493	85,277
434 Apprenticeship Classroom Fee	397	419	416
439 Student Ancillary Fees	2,753	560	558
<b>45 Educational and Other Fees for Services</b>	<b>109,344</b>	<b>105,461</b>	<b>95,759</b>
451 Educational Services - Contractual	1,077	620	940
452 Other Fee-for-Services	-	-	-
453 Private Partnerships Revenue	108,266	104,841	94,819
<b>46 Ancillary Revenue</b>	<b>13,980</b>	<b>13,268</b>	<b>13,424</b>
<b>49 Other Revenue</b>	<b>37,957</b>	<b>33,499</b>	<b>35,555</b>
<b>5 Expenses</b>	<b>290,937</b>	<b>291,113</b>	<b>294,704</b>
<b>51 Salaries &amp; Wages</b>	<b>83,639</b>	<b>84,686</b>	<b>86,385</b>
511 Salaries - Full Time & Partial Load Academic	41,224	42,509	41,913
512 Salaries - Part Time & Sessional Academic	9,652	10,034	10,431
513 Salaries - Support Staff	20,918	20,691	22,325
514 Salaries - Administrative Staff	11,844	11,452	11,716
<b>52 Employee Benefits</b>	<b>19,142</b>	<b>18,375</b>	<b>19,289</b>
521 Benefits - Full Time & Partial Load Academic	4,445	4,674	4,865
522 Benefits - Part Time & Sessional Academic	1,331	1,341	1,386
523 Benefits - Support Staff	2,986	2,766	2,863
524 Benefits - Administrative Staff	1,194	1,100	1,155
525 Pension Plans	8,335	8,279	8,449
526 Post Employment Benefits & Comp. Absences	851	215	571
<b>53 Transportation &amp; Communication</b>	<b>1,573</b>	<b>1,993</b>	<b>1,919</b>
<b>54 Services</b>	<b>134,629</b>	<b>131,623</b>	<b>130,083</b>
541 Services	32,870	30,231	35,901
542 Utilities & Maintenance	14,281	16,249	16,095
543 Rental Expenditures	5,944	6,520	6,647
544 Private Partnerships Expense	81,533	78,623	71,440
<b>55 Supplies &amp; Minor Equipment</b>	<b>8,079</b>	<b>8,803</b>	<b>9,243</b>
<b>56 Ancillary Services - Expenditures</b>	<b>13,484</b>	<b>12,840</b>	<b>14,764</b>
<b>57 Amortization Expense</b>	<b>13,913</b>	<b>15,399</b>	<b>14,687</b>
<b>59 Other Expenditures</b>	<b>16,479</b>	<b>17,394</b>	<b>18,334</b>
591 Interest & Insurance Expenses	5,778	8,470	8,924
599 Other Expenses	10,701	8,924	9,410
<b>SURPLUS/(DEFICIT)</b>	<b>49,272</b>	<b>13,094</b>	<b>23,334</b>

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

	3/31/2024	6/25/2024	11/27/2024
	Actuals	Original Budget	Mid-Year Budget
	2023-24	2024-25	2024-25
<b>1 Assets</b>	606,426	580,214	550,227
11 Cash and Cash Equivalents	69,254	29,002	7,579
12 Accounts Receivable	10,687	10,187	10,187
14 Other Current Assets	261,466	251,559	215,690
15 CIP	10,532	140	77
<b>16 Tangible Capital Assets</b>	427,822	478,782	478,058
161 Land	6,036	6,036	6,036
162 Site Improvements	29,918	34,165	35,302
163 Building	289,198	333,933	325,761
164 Furniture and Equipment	97,921	99,899	106,210
169 Other TCA	4,749	4,749	4,749
<b>17 Tangible Capital Asset Accumulated Amortization</b>	(198,666)	(214,065)	(213,354)
172 AA Site Improvements	(13,590)	(16,114)	(16,141)
173 AA Building	(98,264)	(105,615)	(105,605)
174 AA Furniture and Equipment	(82,399)	(87,754)	(87,025)
179 AA Other TCA	(4,414)	(4,582)	(4,583)
18 Long-Term Receivable	-	-	-
<b>19 Investments and Other Long-Term Assets</b>	25,332	24,609	51,990
<b>2 Liabilities</b>	334,127	288,522	267,518
21 Bank Indebtedness	-	-	-
<b>22 Accounts Payable and Accrued Liabilities</b>	60,187	60,098	60,098
221 Accounts Payable and Accrued Liabilities	57,973	57,973	57,973
222 Accrued Interest	66	60	60
223 Current Portion of Long-Term Liabilities	2,148	2,065	2,065
<b>23 Deferred Revenue</b>	104,754	66,159	44,966
231 Deferred Revenue	9,366	8,011	9,049
232 Deferred Tuition Revenue	95,389	58,148	35,917
<b>24 Restricted Contributions</b>	15,823	12,396	12,396
<b>25 Deferred Capital Contributions</b>	129,589	128,161	128,350
26 Capital Leases	-	-	-
27 Debt	19,236	17,171	17,171
29 Other Long Term Liabilities	4,537	4,537	4,537
<b>3 Net Assets</b>	272,299	291,692	282,709
31 Unrestricted Net Assets	14,675	21,069	5,095
32 Internally Restricted Net Assets	146,122	130,220	137,365
33 Investment in Capital Assets	88,714	117,615	117,386
36 Restricted Contributions	-	-	-
37 Endowments	22,788	22,788	22,863
38 Accumulated Re-measurement Gain & Losses	-	-	-
<b>Assets - Liabilities - Net Assets</b>	-	-	-



**TO: BOARD OF GOVERNORS**  
**FROM: MICHAEL SILVAGGI, PRESIDENT**  
**DATE: NOVEMBER 27, 2024**  
**RE: STUDENT HOUSING POLICY**  
**SECTOR: INTERNATIONAL RELATIONS AND STUDENT SERVICES**  
**RALPH NICOLETTI, SENIOR VICE PRESIDENT**

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**AIM:**

To provide the Board of Governors with an update regarding the new policy pertaining to Student Housing, for approval.

**BACKGROUND:**

On July 15, 2024, the Ministry of Colleges and Universities issued a memo advising of new requirements for institutions with respect to student housing. Publicly-assisted postsecondary institutions must have Institutional Student Housing Policies in place and publicly available by January 2025. This policy meets the requirements and directives set forth by the Ministry of Colleges and Universities. College Administration has created this Student Housing Policy to ensure that all students have access to safe, inclusive and supportive housing options.

**RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive and approve the new policy pertaining to Student Housing.

<b>Policy Title:</b>	<b>STUDENT HOUSING POLICY</b>	<b>Area of Responsibility:</b> <b>SENIOR VICE PRESIDENT,</b> <b>INTERNATIONAL RELATIONS &amp;</b> <b>STUDENT SERVICES</b>  <b>Policy No: 7.10</b>  <b>Page: 1 of 3</b>  <b>Last Review Date: 2024 11 14</b>
<b>Policy Section:</b>	<b>INTERNATIONAL</b>	
<b>Effective Date:</b>	<b>2024 11 14</b>	
<b>Supersedes:</b>	<b>NEW</b>	
<b>Mandatory Review Date:</b>	<b>2029 11 14</b>	

## 7.10 STUDENT HOUSING POLICY

### Policy Statement

This Student Housing Policy is established to ensure that all students have access to safe, inclusive, and supportive housing options. This policy adheres to the requirements set forth by the Ministry of Colleges and Universities. St. Clair College is committed to providing a supportive living environment conducive to academic success and personal well-being.

### A. Principles/Commitments to Student Housing

#### Accessibility of Information

St. Clair College will ensure that information regarding student housing services, supports and resources are easily accessible. Students will be informed about where to find relevant housing information through dedicated channels such as the College’s website and our Registrar’s Office.

#### Range of Housing Options

St. Clair College will provide a variety of housing options that reflect the size and enrolment levels of the institution. These options will cater to diverse student needs and preferences.

#### Inclusivity

Our housing options will be inclusive and designed to accommodate the diverse student population, including:

- Family housing for students with dependents
- Accessible housing options for students with disabilities.

## Community Engagement

St. Clair College recognizes the importance of considering the local environment when developing housing options and support services. By partnering with local organizations, businesses and residents, we aim to create a housing landscape that is not only beneficial for our students but also respectful and enriching to the community at large and enhancing the student experience.

### **B. Appropriate Institutional Infrastructure**

#### Housing Office/Officer

A dedicated housing office will be established to provide personal support, information and guidance to students seeking housing. This office will be staffed by trained professionals who can assist with various housing-related inquiries.

#### Dedicated Webpages/Resources

Comprehensive online resources will be made available to students, including:

- A dedicated webpage with housing information, resources and contact details.
- Frequently asked questions and guides on the housing process.

### **C. Off-Campus Housing Resources**

#### Third-Party Partnerships

The institution will endorse third-party partnerships to provide students with access to housing databases that list available off-campus housing options.

#### Support Services

Resources will include:

- Housing search assistance.
- Leasing and legal support, including general information on tenant rights.
- Safety resources and tips for living off-campus.
- Information on short-term housing solutions for transitional needs.
- Financing opportunities and assistance for students facing financial barriers.

### **D. Additional Commitments, Supports and Services**

#### First-Year Student Housing Guarantee

St. Clair College will offer a housing guarantee (if available) for first-year students, ensuring that they have access to a St. Clair College accommodation location.

## International Student Housing Support

Specific housing options will be made available for international students, in alignment with ministry requirements and the institution's allocation of applications for international students studying in Canada.

### Annual Attestation, Compliance and Review

St. Clair College will annually attest to its compliance with this policy through the student housing survey as required by the Ministry of Colleges and Universities.

This policy will be reviewed annually to ensure it meets the evolving needs of our student population and aligns with any changes in ministry regulations.

DRAFT



# ST. CLAIR

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C O L L E G E

**TO: BOARD OF GOVERNORS**  
**FROM: MICHAEL SILVAGGI, PRESIDENT**  
**DATE: NOVEMBER 27, 2024**  
**RE: BOARD BY-LAW REVIEW**  
**SECTOR: ALL SECTORS**

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**AIM:**

To provide the Board of Governors with an updated copy of the Board By-laws for first reading and approval.

**BACKGROUND:**

Following discussion at the April Board meeting, the Board By-laws and Policies were provided to McTague Law Firm LLP, to be reviewed from a legal perspective. McTague reviewed the documents and provided recommendations, included in the attached document for the Board's review.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors approve the first reading of the updated Board By-laws.





ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Board of Governors

OPERATING BY-LAWS

A By-law Relating Generally to the Conduct of the Affairs of  
St. Clair College of Applied Arts and Technology.

Approved by: Board of Governors

Supersedes: November 24, 1998

Revised: December 2002  
November 11, 2003  
February 3, 2004  
March 9, 2004  
June 4, 2004  
June 2011  
May 2012  
September 2012  
September 4, 2013  
October 2013  
June 2015  
March 2016  
May 2018  
May 2019  
September 2022  
April 2023  
June 2023

[2677244/1]



**ST. CLAIR COLLEGE BOARD OF GOVERNORS  
OPERATING BY-LAW**

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[2677244/1]



**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Name</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-laws</b>	<b>By-law No: 1</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: February 22, 2022</b>
<b>Mandatory Review Date:</b>	<b>February 23, 2027</b>	

Name

The name of the College shall be "St. Clair College of Applied Arts and Technology."

[2677244/1]

**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Head Office</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 2</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: February 22, 2022</b>
<b>Mandatory Review Date:</b>	<b>February 23, 2027</b>	

Head Office

The Head Office of the College shall be located at 2000 Talbot Road West, Windsor, Ontario, N9A 6S4 or at such other place as the members of the Board may from time to time determine by resolution.

[2677244/1]



**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Seal</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 3</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: February 22, 2022</b>
<b>Mandatory Review Date:</b>	<b>February 23, 2027</b>	

Seal

The seal, an impression whereof is stamped in the margin hereof, shall be the corporate seal of the College.

[2677244/1]

**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Definitions</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 4</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 2</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: February 22, 2022</b>
<b>Mandatory Review Date:</b>	<b>February 23, 2027</b>	

Definitions

In this By-law,

- (a) "Board" means the Board of Governors of St. Clair College of Applied Arts and Technology acting as a board of directors;
- (b) "Corporation" means the corporation incorporated under the name "The Board of Governors of St. Clair College of Applied Arts and Technology";
- (c) "College" means the institution maintained, conducted and governed by the Minister with the advice and assistance of the Board under the name "The St. Clair College of Applied Arts and Technology";
- (d) "Minister" means the Minister of Colleges and Universities (MCU);
- (e) "External members" means twelve (12) voting members of the Board none of whom is a full-time employee or spouse of a full-time employee of the Corporation, as defined by the Family Law Act.
- (f) "Internal members" means, where the relevant staff or student group has chosen to exercise an option for membership on the Board, four (4) voting members of the Board, including: one (1) student, one (1) academic staff member, one (1) administrative staff member, and one (1) support staff member, each of whom shall be elected by the relevant constituent group, in accordance with this By-law pursuant to O. Reg. 34/03;
- (g) "Advisory College Council" means the Council mandated under the Ministry of Colleges and Universities Minister's Binding Policy Directive – Governance and Accountability Framework. The purpose of this Council is to provide advice to the College President as outlined in the terms of reference;

[2677244/1]

- (h) "Program Advisory Committee" means a committee assigned to a College program of instruction or cluster of related programs whose structure, terms of reference and procedures are determined in this By-law;
- (i) "Chair" means a Chairperson of the Board or any committee thereof, as the case may be;
- (j) All other definitions and expressions contained in Section 1 of the definitions in Ontario Regulation 34/03, are hereby adopted and used with the same meanings;
- (k) "Regulation" means Ontario Colleges of Applied Arts and Technology Act 2002, Regulation 34/03;
- (l) "LGIC" means Lieutenant Governor in Council established under Regulation 34/03 and referenced in the Colleges of Applied Arts and Technology Policy Framework.

[2677244/1]



**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Governance</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 5</b>
<b>Effective Date:</b>	<b>April 26, 2022</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>June 25, 2019</b>	<b>Last Review Date: April 26, 2022</b>
<b>Mandatory Review Date:</b>	<b>April 27, 2027</b>	

Governance

- 5.1 The affairs of the College shall be governed by a Board which shall consist of persons elected and appointed Governors of the College in accordance with the provisions of the Ontario Colleges of Applied Arts and Technology Act, 2002 and Regulation 34/03 appended hereto as Appendix “A”.
- 5.2 Unless otherwise changed by law or by By-law, the Board shall be composed of ~~seventeen~~ eighteen (18) members appointed or elected in accordance with this By-law and Regulation 34/03 plus the President and the Past Chair. -
- Twelve (12) external members shall be appointed to the Board and approved by the Lieutenant Governor in Council/Order in Council (LGIC/OIC). (Note: 1/3 of the membership (4) is selected by the LGIC, 2/3 (8) are selected by the St. Clair College Board of Governors).
- 5.3 One (1) Academic staff representative, duly elected in accordance with election procedures established by the Board.
- 5.4 One (1) Administrative staff representative, duly elected in accordance with election procedures established by the Board.
- 5.6 One (1) Support Staff representative, duly elected in accordance with election procedures established by the Board.
- 5.7 One (1) Student Representative to be appointed following a selection process to be established by the Board. The eligible candidates to be selected from the duly elected Student Representatives.
- 5.8 The President of the College shall be a voting member of the Board.
- 5.9 No internal Board member may be elected a member of the Board unless in accordance with election procedures (Appendix E) established and approved by Board By-law and included in the operational procedure of the College.

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[2677244/1]

5.10 The past Chair will act as ex-officio, non-voting member of the Board for a period of two years.

[2677244/1]

**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Term of Office</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 6</b>
<b>Effective Date:</b>	<b>February 22, 2022</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>November 24, 1998</b>	<b>Last Review Date: February 22, 2022</b>
<b>Mandatory Review Date:</b>	<b>February 23, 2027</b>	

Term of Office

The term of office of a Governor shall be as prescribed by Ontario Regulation 34/03. Incumbent Governors approaching the completion of their first three-year term, unless term otherwise noted, must declare their intention to continue serving on the Board, in writing and submit the Self-Reflection Form (Appendix G) to the Board Chair for consideration. Other factors for consideration for re-appointment will include meeting attendance, participation, compliance with Board By-laws and Board Policies, and behaviour consistent with the Code of Conduct policy.

[2677244/1]

**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Eligibility for Membership</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 7</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: April 26, 2022</b>
<b>Mandatory Review Date:</b>	<b>April 27, 2027</b>	

Eligibility for Membership

- 7.1 Eligibility for Board members appointed under Section 5.3 as an external member shall be as prescribed by Ontario Regulation 34/03.
- 7.2 Board members appointed under section 5.4, 5.5 and 5.6 shall be full-time employees of the College.
- 7.3 Board members appointed under Section 5.7 shall be students enrolled in a full-time program leading to a St. Clair College Certificate, Diploma, or Applied Degree recognized by the Ministry of Colleges and Universities (MCU).
- 7.4 As per the Ontario Not-for-profit Corporations Act 2010 (ONCA), a Governor must be an individual who:
  - Is eighteen or more years of age;
  - Is not an undischarged bankrupt;
  - Has not been found under the *Substitute Decisions Act, 1992*, or under the *Mental Health Act* to be incapable of managing property;
  - has not been found to be incapable by any court in Canada or elsewhere; and
  - has not been declared an ineligible individual under the *Income Tax Act (Canada)*.
- 7.5 Each Governor will attest to hold office before or within 10 days after election or appointment as per ONCA requirements.
  - Attestations will be maintained by the Board Secretary.

[2677244/1]

**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Vacancies</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 8</b>
<b>Effective Date:</b>	<b>June 25, 2019</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>September 25, 2012</b>	<b>Last Review Date: April 26, 2022</b>
<b>Mandatory Review Date:</b>	<b>April 27, 2027</b>	

Vacancies

8.1 Vacancies for members appointed under Section 5.3 shall be determined and filled in accordance with ~~Ontario~~ Regulation 34/03.

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

[2677244/1]

**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Board Officers</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 9</b>
<b>Effective Date:</b>	<b>May 22, 2018</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>September 25, 2012</b>	<b>Last Review Date: June 28, 2022</b>
<b>Mandatory Review Date:</b>	<b>June 22, 2027</b>	

Board Officers

9.1 The Board shall have the following officers as elected or appointed by the Board:

- a) a Chair;
- b) a Vice Chair;
- c) a President;
- d) a Corporate Secretary;
- e) a Treasurer; and
- f) such other officers as the members of the Board may determine from time to time by resolution as elected or appointed in accordance with this By-law.

[2677244/1]



**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Election of Chair and Vice Chair</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 10</b>
<b>Effective Date:</b>	<b>January 25, 2022</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>May 22, 2018</b>	<b>Last Review Date: June 28, 2022</b>
<b>Mandatory Review Date:</b>	<b>June 22, 2027</b>	

Election of Chair and Vice Chair

- 10.1 Eligibility to serve as Chair or Vice Chair is open to external members, who have successfully completed their Certificate of Good Governance. Eligibility to serve as Board Chair also requires successful completion of the Certificate of Advanced Good Governance.
- 10.2 Board elections of the Chair and Vice Chair shall take place annually at the Board meeting in June or as soon thereafter as possible. The vote shall be by secret ballot by all voting members of the Board in attendance.
- 10.3 The current Chair, if ineligible for re-election, shall act as Chairperson of the process to elect the officers. If the current Chair is standing for re-election, or in the Chair’s absence, the Corporate Secretary shall act as Chairperson of the officer election process.
- 10.4 Officers shall serve a one-year term commencing annually on September 1. Officers are eligible for re-election, except that there shall be a limit of two (2) consecutive one-year terms of office for Chair.

[2677244/1]

**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Duties of the Chair</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 11</b>
<b>Effective Date:</b>	<b>January 25, 2022</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>November 24, 1998</b>	<b>Last Review Date: June 28, 2022</b>
<b>Mandatory Review Date:</b>	<b>June 22, 2027</b>	

Duties of the Chair

The Chair shall:

- 11.1 Preside at meetings of the Board in accordance with the By-law;
- 11.2 Together with the Corporate Secretary, Treasurer or other Board officers appointed for the purpose, sign all By-laws of the College;
- 11.3 Sign such contracts, documents or instruments in writing as require the signature of the Chair;
- 11.4 Have such other powers and duties as may from time to time be assigned by the Board, or as are incidental to the office of the Chair;
- 11.5 Act generally as public spokesperson for the Board;
- 11.6 Shall be an ex-officio member of all standing committees; and
- 11.7 Ensure that Board governance is conducted in accordance with Board policies duly approved by the Board.
- 11.8 The outgoing Board Chair will act as a mentor in an advisory capacity for one year, immediately following the completion of their term, at the request of the Board.

[2677244/1]





**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Duties of the Vice Chair</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 12</b>
<b>Effective Date:</b>	<b>May 28, 2013</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>November 24, 1998</b>	<b>Last Review Date: June 28, 2022</b>
<b>Mandatory Review Date:</b>	<b>June 22, 2027</b>	

Duties of the Vice Chair

- 12.1 The Vice Chair shall have such powers and perform such duties as may be assigned by the Board;
- 12.2 The Vice Chair will act as Chair in the absence of the Chair with full power and authority; and
- 12.3 The Vice Chair shall be the Chair of the Naming Committee.

[2677244/1]



**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>The President</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 13</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: October 25, 2022</b>
<b>Mandatory Review Date:</b>	<b>October 26, 2027</b>	

The President

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

[2677244/1]

**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Treasurer</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 14</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: October 25, 2022</b>
<b>Mandatory Review Date:</b>	<b>October 26, 2027</b>	

Treasurer

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

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**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Corporate Secretary</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 15</b>
<b>Effective Date:</b>	<b>June 25, 2013</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>November 24, 1998</b>	<b>Last Review Date: October 25, 2022</b>
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Corporate Secretary

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

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

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

Specific issues include the following:

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

[2677244/1]



**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Secretary to the Board</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 16</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: October 25, 2022</b>
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Secretary to the Board

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

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

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

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

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**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Board Officer Vacancies</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 17</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: February 28, 2023</b>
<b>Mandatory Review Date:</b>	<b>February 22, 2028</b>	

Board Office Vacancies

- 17.1 Should the Office of the Chair or the Vice Chair become vacant for any reason, the members of the Board may appoint a member to fill such vacancy from among eligible members.
- 17.2 If the Office of the President becomes vacant for any reason, the members of the Board shall appoint the eligible person to fill such vacancy on an interim basis, by resolution, until such time as a permanent appointment has been made.
- 17.3 If the Office of any other Board officer shall become vacant for any reason, the members of the Board may appoint a person to fill such vacancy by resolution.

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**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Delegation of Duties of Board Officers</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 18</b>
<b>Effective Date:</b>	<b>June 28, 2022</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>November 24, 1998</b>	<b>Last Review Date: February 28, 2023</b>
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1. Delegation of Duties of Board Officers

In the absence of or inability to act of the Chair, the Vice Chair or any other Board officer or for any other reason that the members of the Board may deem sufficient, the Board may delegate by resolution all or any of the powers of such officer to any other eligible person or to any member of the Board for such period of time that the Board deems appropriate.

2. Duties of the Past Chair

To support succession planning of the Board, the immediate Past Chair will serve as an ex-officio non-voting member of St. Clair College Board of Governors. The Past Chair must have completed their Board term in order to be eligible for this role. The Past Chair will oversee special projects as delegated by the Board and performs other duties as assigned for a maximum of two years.

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**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Removal of a Board Member</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 19</b>
<b>Effective Date:</b>	<b>January 17, 2015</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>November 24, 1998</b>	<b>Last Review Date: May 23, 2023</b>
<b>Mandatory Review Date:</b>	<b>May 23, 2028</b>	

Removal of a Board Member

19.1 Any member of the Board, other than the President, who fails to attend 75% of the regular monthly meetings of the Board (In-Camera/Full Board) in a 12-month period (7 of 9 scheduled meetings), without having been granted a leave of absence from the Board, may be removed as a member by the Board by resolution and upon such removal the said member’s position on the Board shall be deemed vacant.

“Scheduled meeting of the Board” shall mean the regularly scheduled nine (9) monthly meetings (In-Camera/Full Board) within a 12-month period.

“Leave of absence” shall mean a leave which is requested by a member of the Board for a specified period of time and granted by resolution at the discretion of the Board at an in-camera meeting of the Board of Governors.

19.2 In addition to remedies available to the Board to terminate a Board member due to absence, by resolution, the Chair and the Vice Chair may be removed from their respective offices if they are absent for two (2) consecutive meetings of the Board, without having been granted a leave of absence from the Board.

19.3 The process for the declaration of any vacancy referred to in sections 19.1 and/or 19.2 shall be initiated by Board motion and returnable at the next regularly scheduled meeting of the Board for decision by the Board.

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## BOARD OF GOVERNORS BY-LAWS

<b>Policy Title:</b>	<b>Remuneration of Governors</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 20</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: February 28, 2023</b>
<b>Mandatory Review Date:</b>	<b>February 22, 2028</b>	

### Remuneration of Governors

Members of the Board shall serve without remuneration and no member of the Board shall directly or indirectly receive any gain from the member's position. However, a member of the Board may be reimbursed for reasonable expenses incurred by the member in the performance of Board duties further to Board approval in accordance with section 10 of Regulation 34/03.

[2677244/1]

**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Board Meetings</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 21</b>
<b>Effective Date:</b>	<b>May 24, 2022</b>	<b>Page: 1 of 2</b>
<b>Supersedes:</b>	<b>March 29, 2016</b>	<b>Last Review Date: March 28, 2023</b>
<b>Mandatory Review Date:</b>	<b>March 28, 2028</b>	

Board Meetings

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

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participating in such a meeting by such means is deemed to be present at the meeting. A maximum of 20% of Board meetings may be attended through virtual means.

- 21.6 A governor present at a meeting is deemed to have consented to any resolution passed, unless:
- Their dissent is recorded in the minutes;
  - They request that their dissent be entered into the minutes;
  - They give their dissent to the secretary of the meeting before it ends; or
  - They submit their dissent immediately after the meeting ends.
- 21.7 If a governor votes or consents to a resolution, they are not entitled to enter a dissent.
- 21.8 If a governor is not present at a meeting, the governor is deemed to have consented to any resolution or action at that meeting *unless* they dissent within seven (7) days of becoming aware of the resolution.
- 21.9 Subject to section 21.7 all meetings of the Board shall be held in public. All matters of a confidential nature, pursuant to the criteria set out in section 21.5, shall be considered by the Board *In-Camera* unless the Board, by majority vote, resolves to consider a specific confidential matter in a public session.
- 21.10 Matters of a confidential nature which shall be considered by the Board in closed (In-Camera) session shall include, but not be limited to:
- a) all matters pertaining to the College President's terms of employment, including selection, evaluation, contract terms and termination;
  - b) all matters pertaining to the terms of employment of any individual employee including, but not limited to, disciplinary matters;
  - c) all matters in litigation, threatened litigation or potential litigation affecting the College;
  - d) the receipt of advice, whether written or oral, that is subject to solicitor-client privilege including all communications for the purpose of pending, threatened or contemplated litigation affecting the College;
  - e) the sale, transfer, gifting, exchange, lease, expropriation, mortgaging, or encumbering of real property by or in favour of the College,
  - f) all matters pertaining to the security of persons and property relating to the College;
  - g) all matters pertaining to the specific terms of labour relations issues including, but not limited to, collective bargaining;
  - h) any matter of a personal nature involving an individual, unless such individual requests, and the Board agrees, that that part of the meeting may be open to the public, in accordance with subsection 5(7) of Ontario Regulation 34/03;
  - i) all matters comprising information that is prohibited from disclosure by law, including, but not limited to, the Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.F.3 and the Personal Information Protection and Electronic Documents Act, S.C. 2000, c.5;

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- j) any other matters which, in the opinion of a majority of the Board, the public disclosure thereof would be prejudicial to or jeopardize the strategic interests of the College or its students.
- k) all consideration of whether a specific item should be discussed In-Camera.

[2677244/1]



**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Quorum</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 22</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: March 28, 2023</b>
<b>Mandatory Review Date:</b>	<b>March 28, 2028</b>	

Quorum

22.1 Two thirds (2/3) of the total Board membership (voting members) shall form a quorum at any meeting of the Board of Governors (11 for membership of 16 or 17).

22.2 A quorum of any Committee of the Board shall be a majority of the members of the Committee.

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**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Notice of Meeting</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 23</b>
<b>Effective Date:</b>	<b>March 28, 2023</b>	<b>Page: 1 of 2</b>
<b>Supersedes:</b>	<b>November 24, 2001</b>	<b>Last Review Date: March 28, 2023</b>
<b>Mandatory Review Date:</b>	<b>March 28, 2028</b>	

Notice of Meeting

- 23.1 The Board shall, by resolution, appoint a day or days to be named for regular meetings in any month or months and shall send a copy of such resolution to each member of the Board and shall post a copy or copies prominently in the College premises for the view of the public, all of which shall constitute "prior notice" to members of the Board and to the public of meetings of the Board.
- 23.2 Any notice may be given by the Corporation to any member of the Board or Corporation either personally, by telephone, fax, text, email, courier or by mail, addressed to the last known address of such member appearing on the books of the Corporation.
- 23.3 Accidental omission to give notice to any member of the Corporation or of the Board entitled to notice shall not invalidate any resolution passed or proceedings taken at such meeting.
- 23.4 Notice of any meeting may be dispensed with if all members of the Corporation or the Board or any Committee thereof are present or if those absent consent in writing (either before or after the meeting) to the meeting being held in their absence; a member of the Corporation or the Board or any Committee thereof may at any time, waive notice of any such meeting and may ratify and approve any and all proceedings taken.
- 23.5 Notice of any regular meeting of the Board or any Committee thereof shall be given at least three (3) days before it is held.
- 23.6 Notice of any special meeting of the Board or any Committee thereof shall be given at least one (1) day before it is held.
- 23.7 Notice of any meeting of the members of the Corporation shall be given at least seven (7) days before it is held.
- 23.8 Any Committee thereof may appoint a day or days to be named for regular meetings in any month or months and of such regular meeting no notice need be sent.

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23.9 The statutory declaration of the Secretary to the Board that notice has been given pursuant to this By-law shall be sufficient and conclusive evidence of the giving of such notice.

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**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Voting</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 24</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: April 25, 2023</b>
<b>Mandatory Review Date:</b>	<b>April 25, 2028</b>	

Voting

Questions arising at any meeting of the members of the Board shall be decided by a majority vote of those members including the Chair present and eligible to vote. In the case of an equality of votes the motion shall be declared defeated by the Chair. All votes at any such meeting shall be taken by ballot if so demanded by any member of the Board present but if such demand is not made the vote shall be taken by a show of hands.

A declaration by the Chair of the meeting that a resolution has been carried and an entry to that effect in the minutes shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of votes recorded in favour of or against such resolution.

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**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Powers</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 25</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
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Powers

- 25.1 The Board shall administer the affairs of the College in all things and make or cause to be made for the College in its name any kind of contract which the College may lawfully enter into and, save as hereinafter provided, generally may exercise all such powers and do all such other acts and things as the College is authorized to exercise and do, as provided by any applicable statute or law and as prescribed by Regulation.
- 25.2 The Board shall not,
- a) acquire by purchase, lease, deed, contract, grant or devise; or
  - b) sell, grant, convey, mortgage, pledge, lease or otherwise dispose of any real property or any part thereof, or any interest therein, without the written approval of the Minister.
- 25.3 The Board shall not,
- a) approve an annual budget prepared in respect of a fiscal year of a college that would provide for an accumulated deficit at the end of such fiscal year; or
  - b) make any expenditures that are not within the financial limits set by the annual budget, without the written approval of the Minister in accordance with section 9(2) of O. Reg. 34/03.

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**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Policies</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 26</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: April 25, 2023</b>
<b>Mandatory Review Date:</b>	<b>April 25, 2028</b>	

Policies

The Board shall have the power to set policies as provided by legislation and corresponding regulations. Within these limits and subject to the binding policy directives of the Minister, and subject to the Terms and Conditions of Employment for College Staff, the Board shall establish policy to guide the President in operating the college.

The President and the College Administration will establish Administrative Procedures within the parameters defined by Board Policy.

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**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Indemnities to Governors</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 27</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: May 23, 2023</b>
<b>Mandatory Review Date:</b>	<b>May 23, 2028</b>	

Indemnities to Governors

Every member of the Board and the heirs, executors and administrators, and estate and effects, respectively, of every member of the Board shall from time to time and at all times, be indemnified and saved harmless, out coverage provided by the College, from and against:

- a) All costs, charges, expenses and judgments whatsoever which such member of the Board sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against that member for or in respect of any act, deed, matter or thing whatsoever made, done or permitted by that member in or about the execution of the office of that member, and
- b) All other costs, charges and expenses which that member sustains or incurs in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by the willful neglect or default of that member or the failure of a member to act in good faith with a view towards the best interest of the College.

[2677244/1]

**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Protection of Governors, Officers and Employees</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 28</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: May 23, 2023</b>
<b>Mandatory Review Date:</b>	<b>May 23, 2028</b>	

Protection of Governors, Officers and Employees

- 28.1 No member of the Board or officer or employee of the College shall be liable for the acts, receipts, neglects or defaults of any other member of the Board or officer or employee of the College or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the College through the insufficiency or deficiency of title to any property acquired by the College or for or on behalf of the College or for the insufficiency or deficiency of any security in or upon which any of the moneys of or belonging to the College shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortious act of any person, firm or corporation with whom or which any moneys, securities or effects shall be lodged or deposited or for any other loss, damage or misfortune whatever which may happen in the execution of duties of the office or trust of that member or in relation thereto unless the same shall happen by or through the wrongful and willful act or neglect or default of that member.
- 28.2 The members of the Board of the College shall not be under any duty or responsibility or respect of any contract, act or transaction whether or not submitted to and authorized or approved by the Board in accordance with the provisions of Section 31 Execution of Documents.
- 28.3 Subject to the provisions of Conflict of Interest rules if any member of the Board or officer or employee of the College shall be employed by or shall perform services for the College otherwise than as a member of the Board or officer or employee of the College or shall be a member of a firm or a shareholder, director or officer of a company which is employed by or performs services for the College the fact of that person being a member of the Board or officer or employee of the College shall not disentitle such person or such firm or company, as the case may be, from receiving proper remuneration for such services.

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**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Conflict of Interest</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 29</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 2</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: May 23, 2023</b>
<b>Mandatory Review Date:</b>	<b>May 23, 2028</b>	

Conflict of Interest

- 29.1 Every member of the Board or any Committee thereof who has a conflict of interest in any matter under consideration by the College is required to declare the nature of such conflict to the Chair or Vice Chair as soon as said member is aware of the conflict and prior to discussion of such matter at any meeting of the members of the Board or Committee thereof and shall refrain from discussing and voting thereon.
- 29.2 The obligations of Board members shall be prescribed by the Ministry Binding Policy Directive on Conflicts of Interest.
- 29.3 Secretary to the Board and/or Corporate Secretary shall record in the Minutes of the College, the nature of any conflict of interest so declared on the part of any member of the Board.
- 29.4 a) For purposes of Sub-Sections (1) and (2), conflict of interest normally relates, but is not limited, to a direct pecuniary interest of the member, either personally or through a member's family.
- b) Direct pecuniary interest shall be interpreted as an individual interest rather than one that is common to a class of persons, including situations where a member or a member's immediate family could benefit personally from a decision while a larger group of people could not.
- c) Immediate family shall be interpreted to include the spouse, parents or children of a member.
- 29.5 A member of the Board or any Committee thereof
- a) shall not use information obtained as a result of the member's appointment for personal benefit,
- b) shall not divulge confidential information obtained as a result of the member's appointment unless legally required to do so, and

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c) shall declare any conflict of interest at the earliest opportunity.

29.6 An undeclared conflict of interest may be identified by a majority vote of the Board in which the member who is the subject of the motion shall not vote.

29.7 Where a Board member fails to comply with this section and/or the Minister's Binding Policy Directive on Conflict of Interest, unless the member's failure is the result of a bona fide error in judgment, the Board shall:

- a) issue a verbal reprimand; or;
- b) issue a written reprimand; and/or;
- c) request that the Board member resign; and/or;
- d) remove the Board member and declare the member's position vacant.

29.8 Removal of a Board member shall be initiated on the basis of Board motion and returnable at the next regularly scheduled meeting of the Board and determined on the basis of a three quarters ( $\frac{3}{4}$ ) majority of the Board, in which the member found to have been in conflict shall not vote.

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**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Disclosure of Interests in Contracts</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 30</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 2</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: May 23, 2023</b>
<b>Mandatory Review Date:</b>	<b>May 23, 2028</b>	

Disclosure of Interests in Contracts

- 30.1 Without limiting the generality of Section 29, every member with a proposed contract or a contract with the College shall declare said interest at a meeting of the members of the Board as required by Ministry Binding Policy Directives and any applicable statute or law.
- 30.2 In the case of a proposed contract, the declaration required by this Section shall be made at the meeting of the members of the Board at which the question of entering into the contract is first taken into consideration or, if the said member of the Board is not at the said meeting, at the next meeting of the members of the Board held after that member becomes so interested.
- 30.3 In a case where the member of the Board becomes interested in a contract after it is made, the declarations shall be made at the first meeting of the members of the Board held after that member becomes so interested.
- 30.4 For the purposes of this section, a general notice given to the members of the Board of the College by a member of the Board to the effect that said member is a shareholder of or otherwise interested in any other company, or is a member of a specified firm and is to be regarded as interested in any contract made with such other company or firm, shall be deemed to be a sufficient declaration of interest in relation to a contract so made, but no such notice is effective unless it is given at a meeting of the members of the Board or the said member takes reasonable steps to ensure that it is brought up and read at the next meeting of the members of the Board after it is given.
- 30.5 If a member of the Board has made a declaration of said member's interest in a proposed contract or a contract with the College in compliance with this section and has neither taken part in the discussion nor voted in respect of the contract, that member is not accountable to the College or to any of the Board members or creditors for any profit realized from the contract, and the contract is not voidable by reason only of that member holding that office or of the fiduciary relationship established thereby.

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30.6 Notwithstanding anything in this section, a member of the Board is not accountable to the College or to any of the other members of the Board or creditors for any profit realized from such contract and the contract is not by reason only of said member's interest therein voidable if it is confirmed by a majority of the votes cast at a general meeting of the members of the Board duly called for that purpose and if said member's interest in the contract is declared in the notice calling the meeting.

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**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Execution of Documents</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 31</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: May 23, 2023</b>
<b>Mandatory Review Date:</b>	<b>May 23, 2028</b>	

Execution of Documents

- 31.1 Deeds, transfers, licenses, contracts and engagements on behalf of the College shall be signed by any two of the Chair, the Vice Chair, the President and Treasurer or by any two members of the Board if authorized by the Board to do so, and the Corporate Secretary or any member of the Board may affix the seal of the College to such instruments as require the same.
- 31.2 Contracts in the ordinary course of the College's operations may be entered into on behalf of the College by the Chair, the Vice Chair, the President or Treasurer or by any other person authorized by the Board.
- 31.3 Any two of the Chair, the Vice Chair, the President and the Treasurer or any two members of the Board if authorized by the Board, may transfer any and all shares, bonds or other securities from time to time standing in the name of the College in its individual or any other capacity or as trustee or otherwise and may accept in the name and on behalf of the College transfers of shares, bonds or other securities from time to time transferred to the College, and the Corporate Secretary or any member of the Board may affix the corporate seal to any such transfers or acceptances of transfer, and make, execute and deliver under the corporate seal any and all instruments in writing necessary or proper for such purposes, including the appointment of an Attorney or Attorneys to make or accept transfers of shares, bonds or other securities on the books of any company or corporation.
- 31.4 Notwithstanding any provisions to the contrary contained herein, the Board may, by resolution, delegate to any person or persons the right to execute instruments, agreements, contracts, obligations or other similar documents of the College and prescribe policies and procedures relating to the above delegation of duties and responsibilities.

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**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Cheques</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 32</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: May 23, 2023</b>
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Cheques

All cheques, bills of exchange, or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the College shall be signed by such officer or officers, agent or agents of the College and in such manner as shall from time to time be determined by resolution of the Board and any one of such officers or agents may alone endorse notes and drafts for collection on account of the College through its bankers, and endorse notes and cheques for deposit with the College's bankers for the credit of the College, or the same may be endorsed "for collection" or "for deposit" with the bankers of the College by using the College's rubber stamp for the purpose. Any one of such officers or agents so appointed may arrange, settle, balance and certify all books and accounts between the College and the College's bankers and may receive all paid cheques and vouchers and sign all the bank's forms or settlement for balances and release or verification slips.

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**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Deposit of Securities for Safekeeping</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 33</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: May 23, 2023</b>
<b>Mandatory Review Date:</b>	<b>May 23, 2028</b>	

Deposits of Securities for Safekeeping

The securities of the College shall be deposited for safekeeping with one or more bankers, trust companies or other financial institutions to be selected by the Board. Any and all securities so deposited may be withdrawn, from time to time, only upon the written order of the College signed by such officer or officers, agent or agents of the College, and in such manner, as shall from time to time be determined by resolution of the Board and such authority may be general or confined to specific instances. The institution which may be so selected as custodian by the Board shall be fully protected in acting in accordance with the directions of the Board and shall in no event be liable for the due application of the securities so withdrawn from deposit or the proceeds thereof.

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**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Borrowing</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 34</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: June 27, 2023</b>
<b>Mandatory Review Date:</b>	<b>June 27, 2028</b>	

**Borrowing**

The Board may:

- a) borrow money on the credit of the College; or
- b) issue, sell or pledge securities of the College; or
- c) charge, mortgage, hypothecate or pledge all or any of the personal property of the College, including book debts, rights, powers, franchises and undertakings to secure any securities or any money borrowed, or other debts,, or any other obligation or liability of the College.

The Board may authorize any member of the Board, officer or employee of the College or any other person to make arrangements with reference to the moneys borrowed or to be borrowed as aforesaid and as to the terms and conditions of the loan thereof, and as to the securities to be given therefore, with power to vary or modify such arrangements, terms and conditions and to give such additional securities for any moneys borrowed or remaining due by the College as the members of the Board may authorize and generally to manage, transact and settle the borrowing of money by the College.

34.1 The Board shall ensure that borrowing and lending transactions comply with the Financial Administration Act appended hereto as Appendix "B".

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## BOARD OF GOVERNORS BY-LAWS

<b>Policy Title:</b>	<b>Books and Records</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 35</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: June 27, 2023</b>
<b>Mandatory Review Date:</b>	<b>June 27, 2028</b>	

### Books and Borrowing

- 35.1 The Board shall see that all necessary books and records of the College required by the By-law of the College or by any applicable statute or law are regularly and properly kept.
- 35.2 Minutes of Proceedings which accurately reflect the proceedings of the Board shall be made available to the public and shall be posted to the College Internet web site within 30 days of approval by the Board.

[2677244/1]



**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Auditors</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 36</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: June 27, 2023</b>
<b>Mandatory Review Date:</b>	<b>June 27, 2028</b>	

Auditors

Auditors licensed under the Public Accountancy Act shall be recommended by the Audit and Finance Committee and approved annually by the Board of Governors. The auditors shall make an annual audit of such part or all of the books of the Corporation as the Board or the members may direct and shall report to the Audit and Finance Committee of the Board (which shall constitute itself for this purpose as a meeting of the members of the Corporation) following the end of each fiscal year.

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## BOARD OF GOVERNORS BY-LAWS

<b>Policy Title:</b>	<b>Financial Year</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 37</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: June 27, 2023</b>
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### Financial Year

Unless otherwise prescribed by Regulation, the financial year of the College shall end on the thirty-first (31st) day of March.

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**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Committees</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 38</b>
<b>Effective Date:</b>	<b>March 29, 2016</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>November 24, 1998</b>	<b>Last Review Date: June 27, 2023</b>
<b>Mandatory Review Date:</b>	<b>June 27, 2028</b>	

- 38.1 The Board shall appoint an Audit Committee. Membership shall be established by resolution on or before the September meeting of the Board in each calendar year in accordance with policy adopted by the Board.
  
- 38.2 There shall be a Committee of the Whole, comprised of all current members of the Board, which shall meet regularly as determined by the Chair of the Board. The Committee of the Whole shall meet to receive information and reports on matters of interest to the College, to informally discuss such matters without being bound by strict rules of procedure for debate and to prepare such reports of its proceedings as the Committee of the Whole considers appropriate. The Committee of the Whole shall not have any final decision-making authority but shall be limited to making a report of its deliberations, which may include recommendations, to the Board.
  
- 38.3 The Board shall elect and maintain, an Executive Committee whose members shall include not fewer than three (3) Board members including the Chair, Vice Chair and College President and may delegate to the Executive Committee any powers of the Board subject to the restrictions, if any, imposed by the Board. The Executive Committee shall exercise its delegated authority in matters of urgency or when it is not otherwise reasonably feasible to convene a full Board meeting, such as during the summer months of June, July and August. Minutes of all meetings of the Executive Committee shall be presented at the next regularly scheduled meeting or in-camera meeting of the Board, as the case may be.
  
- 38.4 The Board shall ensure that an Advisory College Council is established and whose structure, composition, terms of reference and procedures are determined by this By-law appended hereto as Appendix “C”.
  
- 38.5 The Board shall ensure that a Program Advisory Committee for each program of instruction or cluster of related programs offered at the College is established and that the structure, terms of reference and procedures are determined by this By-law appended hereto as Appendix “D”.

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**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Other Committees of the Board</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 39</b>
<b>Effective Date:</b>	<b>March 28, 2018</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>November 24, 1998</b>	<b>Last Review Date: June 27, 2023</b>
<b>Mandatory Review Date:</b>	<b>June 27, 2028</b>	

- 39.1 The Board may from time to time appoint Committees consisting of such persons as the Board may appoint to act in an advisory capacity. Membership on Board Committees shall not be limited to Board members only but in all cases a majority of Committee members must be members of the Board. The members of such Committees shall hold office at the pleasure of the Board and the Chair and the President shall be ex officio members of each such Committee.
- 39.2 The Board may fill any vacancies occurring from time to time in such committees and may dissolve and/or re-appoint any such committee.
- 39.3 Minutes of the proceedings of any such Committee shall be kept in a book or books for that purpose, which shall be open for inspection by any member of the Board. The minutes of all meetings of the Board of Governors shall be presented at the next meeting of the members of the Board and confirmed over the signature of the Chair.

[2677244/1]



**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Adjournment</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 40</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: June 27, 2023</b>
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Any meetings of the members of the Board or a Committee thereof may be adjourned to any time, and from time to time, and such business may be transacted at said adjourned meeting as might have been transacted at the ordinary meeting from which such adjournment takes place. No notice shall be required of any such adjournment. Such adjournment may be made notwithstanding the absence of quorum.

[2677244/1]



## BOARD OF GOVERNORS BY-LAWS

<b>Policy Title:</b>	<b>Amendments</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 41</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: June 27, 2023</b>
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The By-law may be amended or repealed at a regular meeting of the Board by an affirmative vote of not less than two-thirds of the Board members present and eligible to vote PROVIDED THAT a notice of motion of the proposed amendment or repeal is brought before the Board at a regular meeting, after which the motion shall be presented at the next regular meeting of the Board, to be read, discussed and voted upon.

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**BOARD OF GOVERNORS  
BY-LAWS**

This By-law supersedes and repeals all previous By-laws.

Enacted by the Board of Governors and sealed with the Corporate seal this

\_\_\_\_\_ Day of \_\_\_\_\_, \_\_\_\_\_.

\_\_\_\_\_  
Chair

Or

\_\_\_\_\_  
Corporate Secretary

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