

## 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**

#### **477<sup>th</sup> FULL BOARD MEETING**

**of the**

#### **BOARD OF GOVERNORS**

#### **NOTICE OF MEETING**

**DATE:** Tuesday, October 22, 2019

**TIME:** 6:30 p.m. – Meeting

**PLACE:** Alumni Skyline Room A, St. Clair College Centre for the Arts,  
201 Riverside Drive West, Windsor, ON.

**\*\* NOTE:** Dinner will be served for Senior Management, Constituent  
Representatives and Observers in the Port of Windsor Room  
at 5:45 p.m., prior to the meeting.

#### **AGENDA**

1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST

[2.0](#) APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON TUESDAY,  
SEPTEMBER 24, 2019 IN WINDSOR, ON

3.0 CONSTITUENT REPORTS

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

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

5.0 CONSENT AGENDA

5.1 Key Performance Indicator Surveys (KPIs)  
(Regulation 34/03, Article 8.2a)

**Information Item** – Administration has provided a report regarding the KPI Survey  
results, attached as [Item #5.1.](#)

5.2 Enhance Student Life – Build Additional Residence Capacity at the Windsor Campus

**Information Item** – Administration has provided a report on Strategic Direction #2 – Students (Success, Grad Rate, Entrepreneurial, International) – In conjunction with the third party partner, develop timelines to ensure additional capacity for a student residence at the Windsor campus by December 2020, attached as [Item #5.2](#).

5.3 Section 28 Approval – Academic Tower

**Information Item** – Administration has provided an update regarding Section 28 approval to proceed with the Academic Tower, attached as [Item #5.3](#).

6.0 MONITORING REPORTS

6.1 Financial Update

**Information Item** – An update has been provided to the Board pertaining to Actual to Budget: April 1, 2019 – September 30, 2019, attached as [Item #6.1](#).

6.2 Risk Management

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

7.0 POLICY/BY LAW REVIEW

7.1 Policy 2003-8 – 2<sup>nd</sup> Reading

**Approval Item** – The Board will review policy 2003-8 for 2<sup>nd</sup> reading, attached as [Item #7.1](#).

7.2 Policy 2003-9 – 1<sup>st</sup> Reading

**Approval Item** – The Board will review policy 2003-9 for 1<sup>st</sup> reading, attached as [Item #7.2](#).

8.0 DATE OF THE NEXT MEETING

8.1 The next meeting is scheduled for Tuesday, November 24, 2019 in the President's Board Room, Windsor Campus.

**ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

**MINUTES OF THE**

**FULL BOARD MEETING of the BOARD OF GOVERNORS**

Held on September 24, 2019 at 6:50 p.m., in the President's Board Room #342, Windsor, ON

**PRESENT:**

Mr. K. Beaudoin  
Mr. W. Beck  
Ms. M. DeSchutter  
Ms. P. France, **President**  
Mr. J. Gutierrez Calzada,  
Ms. N. Jammu-Taylor, **Chair**  
Ms. J. Piccinato  
Mr. R. Renaud  
Mr. E. Sovran, **Vice Chair**  
Ms. M. Watters  
Ms. M. Wickham  
Ms. T. Wonsch

**REGRETS:**

Ms. T. Bendo  
Ms. R. Khosla

**Also Present:**

Ms. K. Adams, Board Secretary  
Mr. E.P. Chant, Editor, SAINT, Student Newspaper  
Ms. K. Clement, SRC President  
Mr. J. Fairley, Vice President, College Communications & Community Relations  
Ms. S. Favaro, Executive Director, President's Office, Corporate Secretary & Ministry Compliancy  
Mr. W. Habash, Vice President, Academic  
Mr. B. Jones, Retirees' Association Constituent  
Mr. M. Jones, Vice President, Finance & Chief Financial Officer  
Ms. K. Parrinello, Support Staff Constituent  
Mr. R. Seguin, Vice President, International Relations, Training & Campus Development  
Mr. M. Silvaggi, Associate Vice President, Student Services & Registrar  
Mr. J. Sirianni, Vice President, Human Resources, Safety & Facilities Management  
Mr. G. Vrantzidis, Faculty Constituent

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

Ms. N. Jammu Taylor chaired the meeting and Ms. Adams was the recording Board Secretary.

1.0 **Adoption of the Agenda and Declaration of Conflict of Interest**

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

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

2.0 **Approval of the Minutes of:**

2.1 **The Full Board meeting held on Tuesday, June 25, 2019 in Windsor, ON**

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

**RESOLVED THAT** the Board of  
Governors approve the Full Board  
minutes of the June 25, 2019  
meeting.

2.2 **The Executive Committee meeting held on Monday, July 22, 2019 in Windsor, ON**

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

**RESOLVED THAT** the Board of  
Governors approve the Executive  
Committee minutes of the  
July 22, 2019 meeting.

3.0 **Constituent Reports**

**Student Representative Council (SRC):**

Ms. Clement reported the following on behalf of the SRC:

- Applications for four Director positions on the SRC Board closed on September 17, 2019. There were 33 applications received and the interview process will take place over the next few weeks. An update will be provided at the October Board meeting.
- The SRC reported on the following events:
  - Members of the SRC participated in the sessions of the 2019 Spring Convocation held in June at the WFCU Centre.
  - Planning and participation in the Fall 2019 Orientation over seven sessions at the Windsor campuses, as well as the Ace Acumen campus.



- Partnered in the launch of Route 42 with Leamington Transit. Tickets for the bus can also be purchased in the SRC office.
- Participation in #ProjectOnRoute/#ProjectMapleLeaf, which brings awareness to and the prevention of human trafficking in Canada.
- September is Suicide Prevention Month and the SRC has been busy promoting both internal and external services that are available for mental health. The SRC also initiated the annual College-wide walk and have been collecting donations, along with the Alumni Association and the College, for the Canadian Mental Health Association (CMHA). The donation will be presented to CMHA Windsor-Essex at the City Wide Suicide Prevention Walk, being held at St. Clair College on Sunday, September 29, 2019.
- Sponsorship of a trip to the Ontario Science Centre for the Ace Acumen students in July.
- Participation in the Windsor-Essex PRIDE Parade, for the first time.
- Construction and launch of the new Griff's Grab and Go, located in the cafeteria to offer additional food and coffee options for staff and students.
- Dirty Bingo was held on September 4, 2019 in the Student Life Centre. The event brought about good discussions on the subject of mental health.
- Planning for an on-campus local debate for the Federal election, with the goal of engaging students to become better informed about the political parties and their platforms for the upcoming elections. Polling stations will also be located on campus for the October elections and students will have the opportunity to vote.
- The Hunger Bites food drive will take place over the next few weeks. The SRC is hoping to restock their foodbank for use by students and their families.
- In conjunction with the College Sustainability Committee, the SRC will be hosting an educational walk along the Herb Gray Parkway Trail to promote action Against Climate Change.
- The Safe Walk Program is set to launch in October. The program is being supported by the Protection, Security and Investigation and Police Foundations programs, and the SRC has received many volunteer applications. All volunteers will complete a two day training program with Paladin Security; Management of Aggressive Behaviour, prior to the launch of the program. The program will have teams of two at all Windsor Campuses.
- The Consent Team will begin activities in the near future, advocating for sexual violence prevention.
- The SRC has hired Candace Quinlan as the new Volunteer Coordinator. Candace will be managing all volunteer programs and activities. The SRC is

excited about this opportunity which will allow them to provide even better service to the student population.

- There are currently 12,817 full time post-secondary students enrolled at the Windsor, Chatham and Ace Acumen campuses. Students were permitted to opt-out of the Student Fee Membership until September 16, 2019. A total of 1,175 students from the Windsor and Ace Acumen campuses opted out of the SRC Membership, 60% were students at the Ace Acumen campus.

### Faculty

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

- Following a busy Fall start-up, Faculty are settling into the classroom routine with assignments and tests.
- Students of the Interior Design program are entering the Student Design Competition, sponsored by the Council for Interior Design Qualifications. The competition will be presented at the Interior Design Educators Council's annual conference in March 2020, held in Tulsa, Oklahoma.

The project is a Basic Needs Centre for the Homeless – A Design Response Promoting Health and Well-Being in Your Local Community. The students will start with research in their community, beginning with a tour and information session with Christine Wilson-Furlonger, Director of Street Help located in Windsor.

- A student of the Respiratory Therapy program, Mithin Koshy, presented the findings of his research project at the Canadian Society of Respiratory Therapists Annual Educational Conference in May 2019. Two additional students have joined Mithin in preparing submissions for consideration for the 2020 CSRT conference.
- The Respiratory Therapy Club will be hosting a variety of activities during national Respiratory Therapy Week, October 20 – 26, 2019.

### Support Staff

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

- The Support Staff have been busy with Fall start-up and are in full swing with approximately 1,200 full and part time staff.
- There have been 51 Support Staff job postings over the past nine months, with more to come prior to the year's end and the Union would like to welcome all of the new full and part time Support Staff that have joined the team.
- Over the past year, the Support Staff have lost two of its academic technologists; Jason Milling and Gary Anger, to full time Faculty positions. We would like to congratulate them on being the successful candidates.

- A successful staff barbeque and volleyball tournament was hosted over the summer by the Staff Wellness Committee.
- The Provincial Support Staff Divisional meeting will be held October 4-6, 2019 in Toronto. The OPSEU Local 137 President and six delegates will be attending and are looking forward to the discussions.
- The part time Support Staff will be having their first meeting as they begin to prepare for bargaining in 2020.

#### Retirees' Association

Mr. Jones reported the following on behalf of the Retirees:

- On behalf of the Retirees' Association, Mr. Jones offered congratulations to Ms. Jammu Taylor and Mr. Sovran on their new positions to Board Chair and Vice Chair.
- Recent events for the Retirees' Association include:
  - Completion of the Folklore project highlighting OPSEU Local 137;
  - A luncheon at the Windsor Yacht Club; and
  - The 2019 Great Country Caravan visited various establishments in Harrow and Kingsville.
- St. Clair College is sponsoring the General Meeting of the Ontario College Retirees' Association (OCRA) on October 23, 2019 at the St. Clair College Centre for the Arts.
- The Retirees' Association contribution to the Windsor Sports Plex and Chatham HealthPlex currently stands at just over \$38,000, with \$1,150 year to date.
- The Chatham Christmas Social is scheduled for December 4, 2019 at Rossini's and the Windsor Christmas Luncheon and show is being held on December 9, 2019 at the St. Clair College Centre for the Arts.
- The Retirees' Association has lost eight members between February 6 and August 1, 2019.
- The Retirees' Association Newsletter was included in the Board portfolios for their review.

The Board Chair thanked the constituents for their informative reports.

#### 4.0 **President's Report**

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

The President stated that a copy of Windsor Life Magazine was included in the Board portfolio for their review, as St. Clair College had the opportunity to be a part of some of the articles within the current issue.

The President stated that the [media report](#) that was sent out electronically has been posted on the Board portal and is attached.

#### 5.0 **Consent Agenda**

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

- 5.1 St. Clair College Annual Report
- 5.2 Free Speech Annual Report
- 5.3 Enhance Student Life – Assist the Student Representative Council and Student Athletic Association in Determining the Construction of the Sports Park.
- 5.4 Campus Enhancement – Explore Feasibility of a Parking Garage and Student Housing.
- 5.5 Professional Services
- 5.6 2019/2020 Meeting and Event Schedule
- 5.7 2019/2020 Annual Work Plan

**RESOLVED THAT** the Board of  
Governors receive and approve  
the contents of the  
September 24, 2019  
Consent Agenda, as presented.

#### 6.0 **Business Arising**

##### 6.1 **Key Performance Indicator Surveys (KPIs)**

The President stated that the results of the KPIs have now been received but have been embargoed until Wednesday, September 25, 2019 at 9:30 a.m. A formal announcement will be sent to the Board, then to the College, followed by the media.

The results will be posted on the Ministry website on October 2, 2019.

## 6.2 Strategic Mandate Agreement 3 (SMA3)

The President stated that the memorandum released by the Ministry on September 4, 2019 regarding the launch of the 2020-2025 Strategic Mandate Agreement 3 (SMA3), was included in the Board agenda, for information.

Administration will continue to keep the Board informed as more information becomes available.

## 6.3 Board Planning Session

The Board Chair stated that the Board Planning Session is normally scheduled in the Fall. Due to the delays surrounding Board appointments, the Board Planning Session will take place in January 2020. More information will be provided as it becomes available.

## 6.4 Higher Education Summit

The Board Chair stated that the Higher Education Summit is scheduled for November 30 – December 2, 2019 at the Sheraton Centre Toronto.

Ms. Jammu-Taylor encouraged new Board members to attend if they are available, as the conference provides informative sessions regarding Good Governance and Board Orientation.

The conference also showcases many guest speakers with a variety of topics, followed by the Premier's Award Gala which spotlights the Alumni of Distinction on the closing night.

Board members were asked to contact the Board secretary if they would like to attend.

## 7.0 Monitoring Reports

### 7.1 2019 Fall Enrolment/Registration Report: Domestic and International

Mr. M. Silvaggi reviewed the enrolment statistics provided in the Board report. He also provided a PowerPoint presentation and highlighted the following key points:

- This report is provided annually to the Board of Governors as a review of the overall College enrolment, outlining Day 10 registration statistics for both Domestic and International students.
- Day 10 data is reported to the Ministry and is relevant as it is the final day to withdraw from the College and receive a refund of tuition fees paid, less an administration fee. This data can provide information regarding the accuracy of budget projections for the College's mid-year budget review.

- In comparing Fall 2018 and Fall 2019, including the Windsor, Chatham and Ace Acumen campuses:
  - Fall 2018: Full Time Post-Secondary      12,815
  - Fall 2019: Full Time Post-Secondary      12,817

Domestic Student Enrolment:

Budget:	7,600
Strategic Direction Target	7,383 (+3/-7 corridor)
Actual Day 10 Enrolment:	7,552 =-0.1%

Windsor and Chatham International Student Enrolment:

Budget:	4,729
Actual Day 10 Enrolment:	4,188
Overall Increase from 2018	4,188-4,018 = 4.2%

- From a Fall intake perspective, the International student budget was on target. The variance in International student enrolment is a result of decreased retention from the previous semester.

Mr. Silvaggi provided an overview of the Day 10 Enrolment comparison by Campus and School of study:

- The Downtown Campuses have a combined enrolment of 2,836 which is 1,285 students more than the previous year. This increase can be attributed to the transition of the International Business Management (IBM) and Human Resource Management (HRM) programs to the Downtown Campus.
- The Windsor Campus had an enrolment decrease of 1,213. This decrease can be attributed to the transition of the International Business Management (IBM) and Human Resource Management (HRM) programs to the Downtown Campus.
- The variance year over year in the Schools of Engineering Technologies and Skilled Trades can be attributed to a shift of programs between the two schools.
- The Chatham Campus experienced a slight increase in enrolment and has a total of 1,227 students. This increase can be attributed to International student enrolment.

Mr. Silvaggi summarized the Day 10 enrolment comparison by demographics which includes:

	Fall 2018	Fall 2019
Domestic	7,615	7,552
International	4,018	4,188
Ace Acumen	1,182	1,077

- Domestic student enrolment has decreased by 63 students, while International enrolment has increased by 170 students at the Windsor and Chatham Campuses.
- Ace Acumen enrolment has decreased by 105 students which can be attributed to the moratorium placed on enrolment, which required this campus to lower their enrolment.
- There are a total of 4,188 full time post-secondary first year International students from 58 countries in 87 programs. The top source countries are currently India and China, however, Mr. Silvaggi highlighted the diversification into Central and South America as a result of international recruitment.
- Mr. Silvaggi also noted the highlights of the first year intake of students by city and demographics.
- The English for Academic Purposes (EAP) program has been opening doors for diversification in international recruitment and the College is working to convert students in this program to full time post-secondary studies.
- One Governor inquired as to whether the chart outlining international enrolment and country representation has changed year over year. Mr. Silvaggi stated that last year 55 countries were represented as opposed to 58 in 2019. The International Department has been working to diversify their recruitment efforts. He explained that South America is currently an explosive market that the College is working to attract and will continue these efforts.

Mr. Silvaggi's presentation is attached as [Item #7.1.](#)

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors receive the 2019 Fall Enrolment and Registration Report: Domestic and International for information.

## 7.2 Quarterly Financial Update

Mr. M. Jones reviewed the information contained in the Financial Monitoring Report for the financial results for the four months ended July 31, 2019 and provided a PowerPoint presentation which highlighted the following:

Mr. Jones noted that this report represents a change in philosophy in determining tuition revenues and related expenditures as of July 31, 2019. Revenues and expenditures will now be captured within the appropriate semester, as requested by the Board.

- This report provides the Board with an indication of our financial situation as at July 31, 2019 in comparison with the same period as the previous year.
- The net deficit at July 31, 2019 of \$867,973 is a significant decrease of \$10.4 million. This variance is primarily due to the following:
  - Ministry Operating Grants and Tuition Revenue have decreased over the prior year.
  - Salaries and Benefits as well as Non-Salary Expenditures have increased over the prior year.

The College is still on trend to realize the budgeted surplus of \$11.1 million.

### Revenue

- Ministry Operation Grants have decreased by \$2.1 million dollars primarily due to the following:
  - Discontinued Supporting Quality Programs and Student Outcomes grant (Bill 148).
  - Increase in the International Student Recovery program due to higher International student enrolment.
- Contract Income is trending below the original budget projection at 27.6% and has decreased over the 2018 comparative period by \$991,356, primarily due to the timing in the flow of funding from the Ministry that is tied to transfer payment agreements.
- Tuition Revenue is trending higher than the original budget projection at 27.2% and has increased over the comparative period by \$445,000, primarily due to Ace Acumen tuition being directed to the College.
- Total Other Income is trending higher than target at 37.6% and has decreased over the 2018 comparative period by \$24,077 primarily due to the following:
  - Decrease in International Project revenue resulting from application fees no longer being eligible.



- Decrease in Acumen revenue due to lower enrolment.
- With respect to Actual to Budget at July 31, 2019:
  - Ministry Grants are consistent with budget.
  - Contract Income is trending under budget, primarily due to how the Ministry flows its funding.
  - Tuition is currently under budget due to lower enrolment, primarily due to retention.
  - Other revenue is trending over budget and can be attributed to higher fees assessed to International students for health insurance.

### Expenditures

When reviewing expenditures in comparison year over year:

- Salary and Benefits have increased over the 2018 comparative period by \$1.5 million which is primarily due to:
  - Net new staffing.
  - An increase in faculty costs to accommodate the level of enrolment.
  - College reorganization and various compensation adjustments.
- Non-Salary expenditures are trending slightly higher than the original budget and have increased over the 2018 comparative period by \$6.4 million. This increase is primarily due to the following:
  - Expenses associated with the Ace Acumen campus.
  - An increase in Advertising costs for re-branding initiatives.
  - An increase in the Insurance expense for International student insurance coverage.
  - An increase in Premise Rental related to the full year's lease payment at One Riverside Drive.
  - An increase in Stipends.

With respect to actual to budget at July 31, 2019:

- Salary and Benefits are consistent with the budget.
- Non-Salary expenditures are slightly higher than budget and can be attributed to timing cycle of the academic year.

### Ancillary Operations

- The Ancillary Operations surplus is trending higher than budget at 41% and has increased by \$168,000. This is primarily due to an increase in the surplus from Parking Operations due to an increase in parking fees and permit sales in Downtown Windsor.

### Capital Update at September 2019

- The College will be receiving Capital Grant funding of AEF and FRP from the Ministry which is a carry-over of the 2018-2019 funding.
- The College is awaiting confirmation from the Ministry regarding CERF and 2019-2020 FRP capital grants.
- Of the \$10.8 million in capital from the College reserves, \$2.4 million has been spent to date.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors receive the Financial Monitoring report as at July 31, 2019 for information.

Mr. Jones' PowerPoint presentation is attached as [Item #7.2.](#)

## **8.0 Approval Items**

### **8.1 Investments**

The President noted that the investment report was included in the Board agenda package, to provide the Board with an update on the College's investments and to ensure compliance with the Ministry's Banking, investing and Borrowing Directive. The report also includes a compliance attestation statement signed by the College's Chief Financial Officer.

After a brief discussion, it was

**RESOLVED THAT** the Board of Governors approve the update on the College's Investment Reports, to ensure compliance with the Ministry's Banking, Investing and Borrowing Directive.

## 8.2 Appoint Audit Committee

Mr. E. Sovran, Chair of the Audit Committee, put forth a motion that the members of the Audit Committee for the term of September 2019 – August 2020 be appointed as Mr. E. Sovran, Mr. A. Provost, Mr. Renaud and Ms. M. Wickham.

The Board Chair noted that the Board policy allows for one External (non-voting) member to be appointed to the Audit Committee. Mr. Provost is a Chartered Accountant who will bring his knowledge and experience to the Audit Committee.

After a brief discussion it was,

**RESOLVED THAT** the Board of  
Governors approve the 2019 – 2020  
Audit Committee:

Mr. E. Sovran  
Mr. A. Provost  
Mr. R. Renaud  
Ms. M. Wickham

## 8.3 Appoint a Treasurer

The Board Chair reported that Mr. Egidio Sovran is the current Treasurer to the Board of Governors and has agreed to stand in this role with the approval of the Board.

After a brief discussion it was,

**RESOLVED THAT** the Board of  
Governors approve the appointment  
of Mr. Egidio Sovran as the  
Treasurer of the Board for 2019 - 2020.

## 9.0 Policy/By Law Review

### 9.1 Policy 2003-7 – 2<sup>nd</sup> Reading

After a brief discussion, it was,

**RESOLVED THAT** the Board of  
Governors approve the 2<sup>nd</sup> reading  
of Policy 2003-7, as presented.

9.2 Policy 2003-8, 1<sup>st</sup> Reading

After a brief discussion, it was,

**RESOLVED THAT** the Board of  
Governors approve the 1st reading  
of Policy 2003-8, as presented.

**10.0 Date of the Next Meeting**

10.1 The next meeting is scheduled for Tuesday, October 22, 2019 at the  
St. Clair College Centre for the Arts.

The Full Board meeting adjourned at 7:30 p.m.

## MISSION STATEMENT

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

### **ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

#### **476<sup>th</sup> FULL BOARD MEETING**

**of the**

#### **BOARD OF GOVERNORS**

#### **NOTICE OF MEETING**

**DATE:** Tuesday, September 24, 2019

**TIME:** 6:30 p.m. – Meeting

**PLACE:** Board Room #342 – Windsor Campus

**\*\* NOTE:** Dinner will be served for Senior Management, Constituent Representatives and Observers in the Staff Lounge (first floor) at 5:45 p.m., prior to the meeting.

#### **AGENDA**

- 1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST
- 2.0 APPROVAL OF THE MINUTES OF
  - 2.1 THE FULL BOARD MEETING HELD ON TUESDAY, JUNE 25, 2019 IN WINDSOR, ON
  - 2.2 THE EXECUTIVE COMMITTEE MEETING HELD ON MONDAY, JULY 22, 2019 IN WINDSOR, ON
- 3.0 CONSTITUENT REPORTS

#### 4.0 PRESIDENT'S REPORT

(Policy – Executive Limitations Communication & Counsel #2003-21)

**Information Item** – The President will present her report to the Board apprising the Board of any new developments since the last meeting.

#### 5.0 CONSENT AGENDA

##### 5.1 St. Clair College Annual Report

**Information Item** – In accordance with the Minister's Binding Policy Directive on Governance and Accountability, the Annual Report was submitted to the Ministry on July 31, 2019, attached as [Item #5.1](#).

##### 5.2 Free Speech Annual Report

**Information Item** – Administration has provided a report regarding the implementation of the College's Free Speech Policy, attached as [Item #5.2](#).

##### 5.3 Enhance Student Life – Assist the Student Representative Council and Student Athletic Association in Determining the Construction of the Sports Park

**Information Item** – Administration has provided a report on Strategic Direction #2 – Students (Success, Grad Rate, Entrepreneurial, International) – Sports Park commenced in 2019/2020 and operational impact understood with operational plan, attached as [Item #5.3](#).

##### 5.4 Campus Enhancement – Explore Feasibility of a Parking Garage and Student Housing

**Information Item** – Administration has provided a report on Strategic Direction #5 – Facilities (Efficiency and Effective) – Prepare RFP and determine if there is a successful proponent/development of an implementation plan, attached as [Item #5.4](#).

##### 5.5 Professional Services

**Information Item** – Administration has provided an update regarding the College's Professional Services as required by the Professional Services Policy, attached as [Item #5.5](#).

5.6 2019/2020 Meeting and Event Schedule

**Approval Item** – The 2019/2020 Meeting and Event Schedule has been provided to the Board, attached as [Item #5.6](#).

5.7 2019/2020 Annual Work Plan

**Approval Item** – The 2019/2020 Annual Work Plan, has been provided to the Board, attached as [Item #5.7](#).

6.0 BUSINESS ARISING

6.1 Key Performance Indicator Surveys (KPIs)  
(Regulation 34/03, Article 8.2a)

**Information Item** – Administration will report on the status of the KPI Survey results.

6.2 Strategic Mandate Agreement

**Information Item** – Administration has provided information regarding the Strategic Mandate Agreement 3 (SMA3), attached as [Item #6.2](#).

6.3 Board Planning Session

**Information Item** – An update will be given to the Board with respect to the Board Planning Session.

6.4 Higher Education Summit

**Information Item** – An update will be given to the Board with respect to the Higher Education Summit, attached as [Item #6.4](#).

7.0 MONITORING REPORTS

7.1 2019 Fall Enrolment/Registration Report: Domestic and International  
(College Charter - Minister's Binding Policy Directive – Ministry Mandate – College Mandate)

**Approval Item** – A summary will be provided regarding Fall 2019 Enrolment at the College, attached as [Item #7.1](#).

7.2 Quarterly Financial Update

**Information Item** – An update will be given to the Board regarding the Financial Quarterly Update (April 1, 2019 – July 31, 2019), attached as [Item #7.2](#).

## 8.0 APPROVAL ITEMS

### 8.1 Investments

**Approval Item** – Administration has provided the annual Investment Performance Report, attached as [Item #8.1](#).

### 8.2 Appoint Audit Committee

**Approval Item** – In keeping with the Annual Work Plan, the Board will appoint an Audit Committee for the 2019/2020 year.

### 8.3 Appoint a Treasurer

**Approval Item** – In keeping with the Annual Work Plan, the Board will approve a Treasurer for the period of September 2019 – August 2020.

## 9.0 POLICY/BY LAW REVIEW

### 9.1 Policy 2003-7 – 2<sup>nd</sup> Reading

**Approval Item** – The Board will review policy 2003-7 for 2<sup>nd</sup> reading, attached as [Item #9.1](#).

### 9.2 Policy 2003-8 – 1<sup>st</sup> Reading

**Approval Item** – The Board will review policy 2003-8 for 1<sup>st</sup> reading, attached as [Item #9.2](#).

## 10.0 DATE OF THE NEXT MEETING

10.1 The next meeting is scheduled for Tuesday, October 22, 2019 at the St. Clair College Centre for the Arts.





**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: SEPTEMBER 24, 2019**

**RE: 2018-2019 ST. CLAIR COLLEGE ANNUAL REPORT**

**SECTOR: PRESIDENT**

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**AIM:**

To provide the Board with a copy of the 2018-2019 St. Clair College Annual Report, for information.

**BACKGROUND:**

The Annual Report provides a comprehensive overview of the College's achievements over the past 12 months. The narrative reflects the operational outcomes established in the Strategic Directions and the Business Plan and describes activity that took place between April 1, 2018 and March 31, 2019.

In accordance with the Minister's Binding Policy Directive on Governance and Accountability, the St. Clair College Annual Report was approved by the Executive Committee on Monday, July 22, 2019 and submitted to the Ministry on Wednesday, July 31, 2019.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive the 2018-2019 St. Clair College Annual Report, for information.



# ST. CLAIR

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C O L L E G E



## ANNUAL REPORT

APRIL 1, 2018 | MARCH 31, 2019

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START **HERE** GO ANYWHERE

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# 1.0 EXECUTIVE SUMMARY

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This fiscal year has been marked with extraordinary achievements by the staff and students of St. Clair College. This Annual Report demonstrates the achievements of the objectives and goals defined within St. Clair College's 2018-2019 Strategic Directions and that those Directions, in general, are both upward and forward.

"Upward" could be taken quite literally as the College continues to strive to begin its long-standing plan to construct a new Academic Tower at Windsor's Main Campus. The launch of this project is essential to our plans for future growth and we excitedly anticipate provincial approval in the near future.

"Upward" also reflects our launch of the new Sports Park at Windsor's Main Campus. As this Annual Report was headed to the printer, steel and concrete are being erected for the new soccer stadium, and progress is being made on all other aspects of this new athletic facility. Likewise, progress has been made to develop our new residence on our South Campus in Windsor in conjunction with our third party partners, GEM (Global Education Mihome).

Many of the other Strategic Directions for 2018-19 were forward-thinking, both short-term and long-term.

Enrolment has continued to grow at an unprecedented rate, with the College enjoying a record enrolment of 12,815 full-time students in 2018-19. The lion's share of that growth continues to take the form of international students, but success related to another Strategic Directions merits special mention: namely, student retention. We've significantly reduced the withdrawal-rate, especially among domestic students, by bolstering student support services such as counselling and tutoring.

The College is also moving forward into a higher level of postsecondary distinction in the coming year, with the launch of its first degree program in the Fall of 2019. We have also created new student pathways, and are expanding both faculty and student involvement in research-and-development projects.

The enrolment growth (and retention), coupled with provincial funding, as well as conscientious cost-controls on the expenditure side –has led to the largest budgetary surplus in the College's history: over \$40 million at the fiscal year-end. That money will allow us to proceed rapidly with some projects in 2019-20 with injections into that year's budget, to tackle some of our long-standing deferred maintenance, and to establish versatile reserves for future years.

The College was thrilled this year to receive significant donations and recognition from both local individuals and multinational corporations. For instance, Zekelman Industries and the Zekelman family donated money which assisted with the College's establishment of the new downtown Zekelman School of Business and Information Technology.

A portion of the Zekelman donation was earmarked to develop a tennis facility as part of the Sports Park. That development, was bolstered by a donation from Domino's Pizza (Canadian President Mike Schlater), and the support of the Windsor Family Credit Union.

St. Clair College was also proud to be recognized during the year as having the highest enrolment of Computer Networking students of any of the 2,000 North American schools accredited by the Cisco System Academy.

As always, this Annual Report celebrates the achievements of our remarkable students: a national championship in cross-country running highlighting another exceptional year for Saints Athletics; a St. Clair/University of Windsor partnership in the prestigious Hyperloop competition staged by Elon Musk's SpaceX Corporation; tens of thousands of dollars raised for local charities; and success in numerous provincial and national academic competitions – and, internationally, on the part of our eSports computer gaming team.

It has, indeed, been a successful year ... achieved, as always, due to the "Excellence In All We Do" attitude of all of St. Clair's faculty, support staff, administrators, and students.



## 2.0 MESSAGE FROM THE BOARD CHAIR



On behalf of the St. Clair College Board of Governors, I am pleased to present the College's 2018-19 Annual Report.

Provincial and global issues continue to have a significant impact on the operation of the College. Notably, challenges have been experienced due to changes in provincial legislation and policies introduced in 2018-19. In the face of these challenges, the ongoing cooperation and collaboration of administration, employee representatives and students have resulted in positive actions to continue the College's forward momentum.

The significant increase in international student enrolment has not only improved our fiscal position but has afforded the College the benefits that diversity brings.

The report focuses on the academic accomplishments and contributions of faculty, staff and students and defines an institution that is vibrant, agile, and indeed, an essential component of the communities that we serve.

The annual report paints a picture of a College that readily evolves to remain on the cutting edge of academic programming, including the offering of degree programs, and updated and new facilities.

During the 2018-19 academic year, the College has celebrated a number of milestones, including:

- The opening of the Zekelman School of Business and IT campus in downtown Windsor.
- The opening of the National Powerline Training Centre at the Chatham campus.
- The start of the new Windsor Sports Park.

These and a number of other initiatives combine to position the College to ensure it is a "Destination College". Through a combination of foresight and responsiveness to economic and societal trends, coupled with the hard work and cooperation of all involved, St. Clair College will continue to offer unparalleled service to its students. Our services and programs continue to be aimed at providing the skills required by an ever-changing labour market, and based on the input of our stake holders, our programs are flexible and adaptable to market needs.

Having celebrated its 51<sup>st</sup> year, St. Clair College moves boldly forward into a future of service. The College will continue its focus on "Excellence in All We Do".

Dan Allen  
*Board Chair*





### 3.0 MESSAGE FROM THE PRESIDENT

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St. Clair College is experiencing unprecedented growth as we enter our second half-century of educational service to Windsor-Essex, Chatham-Kent and beyond. The increase in enrolment that we have witnessed during the past few years – predominantly arising from an increase of international students – has helped the College set yet another enrolment record in 2018-19.

Our rapid expansion and the need to accommodate our students have presented challenges at the College, however, our growth has also resulted in many rewards. During this past year, we have experienced remarkable achievements, facility developments, and a higher profile in our base communities of Windsor-Essex and Chatham-Kent.

St. Clair College celebrated as we were recognized by Cisco Systems for having the highest enrolment in all of North America for Computer Networking programs ... our corporate support (the Zekelman donation to the School of Business and I.T., for example) ... our facilities, highlighted by the Grand Opening of the National Powerline Training Centre in Chatham, and the construction launch of Windsor's Sports Park ... our budgetary revenue (an historical year-end surplus) ... and our program development, featuring the impending launch of our first degree program this autumn. We are also hopeful that next year will see the launch of the new Academic Tower to house the Zekelman School of Business and Information Technology.

And none of this development would have been possible without the dedicated contributions of our exceptional faculty, support staff, my fellow administrators, students, alumni, and our many community partners. It is their pursuit – and achievement – of the College's motto of "Excellence In All We Do" that has allowed the College to accomplish all that it did in 2018-19.

And it will be our individual and collective "can do" attitude that will allow St. Clair to expand our services to students and to our communities for years to come.

Patricia France, M.Ad.Ed.  
*President*



## 4.0 MISSION, VISION AND VALUES

### VISION

Excellence in all we do.

### MISSION

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

### VALUES

Accessibility  
Accountability  
Collaboration  
Diversity  
Inclusivity

Integrity  
Quality  
Respect  
Sustainability  
Transparency

## 5.0 STRATEGIC DIRECTIONS 2018 – 2019

### 5.1

### ACADEMIC

GOAL	OBJECTIVE	MEASURE
Improve Ministry Metrics as defined in the Strategic Mandate Agreement.	Continue to create academic pathways for students ( <i>college to college, college to university and university to college</i> ).	Continue to increase the current number of student pathways - 3 in 2018-2019.

### REPORT ON PREVIOUS YEAR'S GOALS

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

#### **Zekelman School of Business and IT**

1. An agreement was established with the Institute of Technology, Tralee in Ireland, which allows graduates of the three-year Business Administration – Accounting program to gain a Bachelor of Business (Honours) degree in two semesters after their successful completion at St. Clair College.
2. St. Clair College successfully collaborated with Limerick Institute of Technology (LIT) in Ireland, to garner a pathway for graduates of the three-year Sport and Recreation Management program to enter into year 4 of LIT's Bachelor of Arts (Honours) in Business Studies with Sports Management degree program, thus creating an appealing "3 + 1" scenario for students wishing to further pursue their post-secondary education.

#### **School of Engineering Technologies**

3. An articulation agreement was signed to allow graduates from the Interior Design program to complete a Bachelor of Fine Arts (BFA) in Design with concentration in Interior Design from Wayne State University, College of Fine, Performing and Communication Arts. Graduates taking advantage of this agreement will be able to obtain their degree within one year of registering at Wayne State University.





GOAL	OBJECTIVE	MEASURE
Demonstrate Academic Excellence.	Integration of Work Integrated Learning into new and existing academic programs.	All new and existing academic programs contain appropriate levels and types of WIL.
	Program Rationalization.	Establish criteria to ensure Program Health and Sustainability.

## REPORT ON PREVIOUS YEAR'S GOALS

### INTEGRATION OF WORK INTEGRATED LEARNING

Eighty-five percent of all post secondary programs include Work Integrated Learning (WIL). The remaining 15 percent fall under three schools: Engineering Technologies and Skilled Trades, Community Studies and Academic Studies in Chatham.

St. Clair's commitment to WIL is evident in the strategic mandate agreement (SMA) and in our Strategic Directions.

#### Implementation of WIL

1. Program Tracking/Data Collection: As previously noted in the February 2018 update, a data tracking software was acquired by the College to formally document WIL elements and activities. This past year's efforts have been ongoing to ensure that a WIL experience for all academic programming has been formally documented for reference and information.
2. Implementation in Schools of Community Studies and Academic Studies: After a comprehensive evaluation of the Protection, Security and Investigation (PSI), Police Foundations (PF), and Border Services (BS) programs, the review team composed of both faculty and administration, determined that the following methodologies utilizing simulations and mock projects would provide students with meaningful WIL opportunities:

- Mock courtrooms.
- On-foot scenarios.
- Search of trucks and vehicles.
- Scenarios with security.
- Tour of Canada Border Services Agency (CBSA) barrack in Rigaud, Québec.
- Tour of Ontario Police College in Aylmer, Ontario and hands-on scenarios.

The review team is also currently investigating a virtual reality software and exploring the potential of a crime scene lab for future implementation.

3. Implementation in Schools of Engineering Technologies and Skilled Trades: The implementation of WIL in Engineering Technologies and Skilled Trades encompasses a broader range of methodologies for implementation that may not be evident in other programs at St. Clair College. This is important for the following reasons:
  - To manage the cyclical nature of the vocations in the Windsor-Essex region, particularly those related to manufacturing.
  - Industry for numerous reasons, including health and safety, cannot take students for placements until they are registered apprentices. Techniques certificate programs at St. Clair College are intended to provide graduates with the ability to be hired as apprentices upon graduation.

#### a) Implementation in School of Engineering Technologies

In the 2018-2019 academic year, our first phase in implementing WIL across the School was to ensure industry-engaged experiences would be made available to some students in each of the academic programs. This investigation included discussions with faculty, the Center for Academic Excellence (CAE), Program Advisory Committee (PAC) and Industry Action Committee (IAC) members and other interested contacts and key stakeholders from local industry. Using these inputs, a plan was built to ensure all programs had WIL opportunities for students to work directly with industry. In addition other traditional methodologies are being sought to ensure hands on exposure to WIL through industry projects, work based projects, placements, etc.

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## ***b) Implementation in School of Skilled Trades***

Compulsory trades (programs that fall under the College of Trades) must be registered as apprentices in order to be allowed to work with a journeyperson in a Work Integrated Learning capacity. In essence, this is the current model of the apprenticeship programs.

The following post-secondary programs are impacted and would have restrictions on students working/placed in the field:

- Motive Power Technician
- Plumbing Techniques
- Carpentry Techniques
- Electrical Techniques
- Heating, Refrigeration, and Air Conditioning Technician
- Welding Techniques
- Woodworking Technician

The above-noted programs are intended to prepare students to find employment as an apprentice, where the WIL experience begins. However, the College has developed opportunities for all of these programs to gain work-related experience outside of the traditional classroom experience.

All of the above-noted programs will seek projects that are community-based (where feasible), for example, building sheds for Habitat for Humanity or gazebos on campus. Similarly, the fire chiefs in Windsor-Essex have also agreed to take on students in the Pre-Service Firefighter Education and Training program on job shadowing placements.

## **PROGRAM RATIONALIZATION**

St. Clair College has had a robust process for selecting, developing, and launching new programs. The process has been in existence for well over a decade, and has proven to be successful.

There are over 125 programs offered at St. Clair College. There has been a shift in demographics and provincially, the system has seen a reduction in domestic student enrolment, impacting our Weighted Funding Units (WFU). In addition, the Ministry has made modifications to policy framework that has impacted College funding and revenue. These changes have necessitated a thorough review of existing programs that are facing declining student interest and reduced provincial funding. To help determine the feasibility of maintaining existing programs, the College has developed a policy and procedure for program sustainability.

### ***Program Sustainability***

The intent of program sustainability is to identify programs that are not meeting the College contribution margin of 40%; however, even though financial viability is crucial, there are other factors that must be analyzed when a program is identified for a sustainability review (growth, quality, community need, etc.). Those factors include the current job market, community interest and need, key performance indicators (KPIs), retention rates, human resource impact, strategic mandate agreement (SMA) metrics, and dependency of other programs within the institution.

### ***Phase I***

In order to encompass all of the above factors, a set of criteria was established and utilized to develop a formula that provides an aggregate score for each program.

Each of the programs at St. Clair College are provided a Program Sustainability Metric Summary (PSMS) score and then ranked according to their PSMS score.

### ***Phase II***

Once a program is selected for a sustainability review, all raw data is compiled in a matrix and presented to program faculty (Appendix B). Each of the variables present will help the faculty and administration team identify key areas of focus.

The program faculty team must then work with the chair of their school to create an action plan to improve the PSMS score and contribution margin. The team is also tasked with the completion of the Program Sustainability Narrative Analysis.

### ***Summary***

It is extremely important to note that decisions for future program suspensions and cancellations will be based on the analysis conducted in the sustainability review. If a program has a low PSMS score and poor contribution margin, the program may be brought forward for consideration to suspend.

The sustainability review will allow the faculty and the chair of the program to implement corrective actions so that it meets St. Clair College standards. In the event a program cannot meet the standards, the sustainability review may provide critical information that can justify the continuation of a program.

GOAL	OBJECTIVE	MEASURE
<b>Expand Advanced Learning Horizons for Students.</b>	Increase degree offerings by 2020.	Two degree offerings approved by the Ministry by 2019.
	Promote interdisciplinary research projects that involve community based partners and peer institution experts.	Plan and conduct research professional development sessions and research, scholarship and innovation days for faculty.
	Provide assistance to faculty with regards to manuscript writing, statistical analysis, submitting manuscripts and completed thesis/ dissertations for publication.	Engage in regular scholarly dialogue sessions and research with faculty.
	Enhance a competitive research and scholarship College webpage profile.	Promote exemplary faculty research currently being done to inspire other internal faculty.

## REPORT ON PREVIOUS YEAR'S GOALS

### INCREASE DEGREE OFFERINGS BY 2020

On November 24, 2015, the Board of Governors approved the submission and launch of two degrees:

- Honours Bachelor of Applied Arts in Social Justice and Legal Studies; and
- Honours Bachelor of Business Administration (Information Communication Technology).

St. Clair College submitted both proposals to the Postsecondary Education Quality Assessment Board (PEQAB) and subsequently to the Ministry of Training, Colleges and Universities, and we are excited that both degrees received approval for launch.

College Administration decided to stagger the launch of both degrees to ensure the programs would see a successful launch. The Honours Bachelor of Applied Arts in Social Justice and Legal Studies degree in Fall 2019 and the Honours Bachelor of Business Administration (Information Communication Technology) degree is set to launch in Fall 2020.



## **PROMOTE RESEARCH AND DEVELOPMENT**

Over the past year, we have successfully received just shy of \$900,000 in funds to support applied research and development projects, led by our faculty, as well as equipment purchases. These funds have allowed 12 faculty to be directly involved with on-going research projects, and have fostered discussions and grant application submissions with several more faculty members across multiple schools.

Various methods of collaboration and professional development opportunities were scheduled in 2018-2019 to promote research, innovation and project milestones, which include weekly meetings, innovation days and conferences.

In addition to the above, the College's Applied Research and Development department has made considerable effort in increasing Research and Development awareness within the College and community by highlighting projects and promoting collaborative opportunities through the College's website and through a newly distributed Research and Development newsletter.

A link to our website can be found at: [www.stclaircollege.ca/appliedresearch/](http://www.stclaircollege.ca/appliedresearch/)



GOAL	OBJECTIVE	MEASURE
Support Student Success.	Increase Student Success.	Develop a list of strategies and metrics to support student success and increase retention.
		Reduce the number of student issues and compliance to Code of Student Rights and Responsibilities.
	Provide clear expectations (Student Code) and supports for success.	Increase the number of students (post secondary/ apprenticeship, etc.) utilizing services (tutoring, academic advising, support officers).

## REPORT ON PREVIOUS YEAR'S GOALS

### PROVIDE CLEAR EXPECTATIONS (STUDENT CODE) AND SUPPORTS FOR SUCCESS

The College has implemented a number of initiatives to communicate expectations and provide support as it pertains to the student code. Fortunately, we have experienced a decline in the number of student issues from 21 in Fall 2017 to 14 in Fall 2018. It is worth noting that the decrease occurred during a period of significant enrolment growth (21.6%).

The following initiatives have been completed:

- All students receive a College communication articulating the importance of the Student Code and the College link to access the full document.
- Continuation of numerous information/outreach initiatives designed to increase compliance. These include:
  - Attending class representative meetings
  - Monthly meetings with student government groups
  - Bystander Training
- As a result of the College's continued international growth, Orientation Sessions continue to focus on sensitizing International students to Canadian culture and values.
- The implementation of the Onside Program to our varsity athletic teams. The program is a proactive approach to promoting respect for each other and ending gender-based violence. It was developed by the Ontario Hockey Association and the Sexual Assault Crisis Centre.

GOAL	OBJECTIVE	MEASURE
Enhance "Student Life".	Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.	Increase "Campus Life" activities by 3 events per year.
	Formalize and publish Athletic Performance Indicators (APIs) that align with academic/corporate priorities.	<ol style="list-style-type: none"> <li>1. Collective Varsity GPA.</li> <li>2. Scholarship Achievement rate.</li> <li>3. Departmental Win/Loss record.</li> <li>4. Provincial/National recognition hits.</li> <li>5. Increased athletic department revenue.</li> </ol>



## REPORT ON PREVIOUS YEAR'S GOALS

### NEW INITIATIVES FOR STUDENT ENGAGEMENT

St. Clair College believes that student life is significantly important and creates an environment that fosters team spirit, collaboration and community involvement – key ingredients of a comprehensive and well balanced education.

To support this Strategic Direction, a more formal approach has been undertaken to develop an inventory of events. This inventory serves as a baseline and will be expanded by adding at a minimum three new events per year in collaboration with the Student Representative Council (SRC), Student Athletic Association (SAA) and Thames Students Incorporated (TSI).



GOAL	OBJECTIVE	MEASURE
Administrative and Student Service Excellence.	Development of individual standards for administrative and student services.	Development and communication of standards.

## REPORT ON PREVIOUS YEAR'S GOALS

### DEVELOPMENT OF INDIVIDUAL STANDARDS FOR ADMINISTRATIVE AND STUDENT SERVICES

Further to a number of consultative sessions with staff within relevant College departments at all campuses, a collaborative approach has been undertaken resulting in standards for administrative and student services in order to achieve service excellence results. A College-wide Service Charter was adopted in October 2016. The Service Charter sets out what you can expect across the full range of services we provide at St. Clair College, our accountabilities, our monitoring against our service commitments and publishing our results annually (KPI Service results). The Service Charter sets out the ability to comment on the service standards and/or provide any suggestions about how we can improve our service in any area.

St. Clair College embraces the very best in a college education - excellence in teaching, applied learning in our state-of-the-art labs, numerous student support services to help with success, and an amazing campus life experience. We are proud of our reputation for excellence - excellence in the programs we deliver, the quality of service we offer our students and community, and the results we achieve. We are guided by the following five key principles:

1. You will find our staff to be caring, respectful, courteous, helpful and considerate, guided by their professional service ethics.
2. We respect your time, and strive to be available when and where you need. We know that your time is valuable, so we work hard to serve you as quickly as possible, which includes accommodation for special needs.
3. You are at the centre of everything we do. We listen to what you tell us and provide service in collaboration and in consultation with you. Recognizing the diverse needs of our users, we always provide information in a clear and concise manner.
4. You can count on our College and our knowledgeable staff to have the most accurate, up-to-date and relevant knowledge, information and resources to help you get what you need. You can count on us to listen carefully to your needs and questions, and guide you through the process of getting the services you require, from start to finish.
5. We are accountable to you. We monitor our results and adjust our services continuously to ensure that you are getting the service you deserve. We respect your right to privacy and value the trust you place in us.

Service Standards Goals include:

#### 1. We are here when you need us.

- a) Convenient hours of service.
- b) Relevant and reliable information is available on our website: [stclaircollege.ca](http://stclaircollege.ca)

#### 2. If we don't know, we will find out.

#### 3. Flexible, seamless service available across the channels – in person, web, or phone.

#### 4. We value your time:

- a) We endeavour to return all messages within one working day.
- b) We endeavour to not keep you waiting longer than 10 minutes for scheduled appointments.

The Service Charter was published in poster format and is displayed in key service areas at all Campuses. The Service Charter is reviewed and included with new staff orientation materials. Service enhancements we have launched include the following:

### 1. EXPANDED CAREER SERVICES

In order to facilitate effective and efficient career service delivery, several web resources are utilized. The 'careerCentral' landing page sets out the various career services available across College departments in a manner that is easy to navigate and provides the opportunity for those looking for services to learn more. The 'careerCentral' navigation button located in a prominent spot on the homepage of the College's website helps direct those interested to easily find services. The online tool created for employers to complete a job posting has proven helpful to employers resulting in several job postings that are displayed online on the Career Services/Employment Centre webpages for students, alumni and community to review.

### 2. ONE-STOP SHOP

In partnership with other departments such as IT Services, Parking, Athletics, International Recruitment and the Student Representative Council (SRC), the Registrar's Office continues to establish a centralized one-stop service area at the beginning of each semester focused on service excellence. Utilizing a numbered services system, we are able to remove line-ups, minimize student frustration with waiting times, and offer a hospitable experience through food and beverage offerings as well as fun activities and giveaways. Through this "one-stop shop", we are able to align and dedicate staff to the specific needs of our students. Our triage team offers immediate direction and information to those students that enter the area limiting the stress of a new college experience.

GOAL	OBJECTIVE	MEASURE
Increase Enrolment.	Increase International Enrolment.	Increase International Enrolment by 3% (Fall 2018 compared to Fall 2017).
	Maintain Domestic Enrolment Numbers.	Maintain PS Full Time Enrolment levels at 7900 within a 5% corridor.
	Development of a comprehensive 2018-2019 Enrolment Plan (By Program/AAL).	Ensure appropriate academic space is renovated and ready for the 2018-2019 academic year.
	Increase capacity at Chatham Residence.	Student Residence expansion completed.

## REPORT ON PREVIOUS YEAR'S GOALS

### INCREASE INTERNATIONAL ENROLMENT

International enrolment grew from 2,300 in 2017/2018 to over 5,200 in 2018/2019. The major international markets were maintained with India, China and Vietnam as the three largest sending countries. There were noticeable increases in student population from Korea, Philippines, Colombia and Jordan.

In 2018/2019, St. Clair College launched the Ontario Colleges – International application portal online. This increased the access globally to prospective international students and streamlined the admissions process for applicants and support staff alike.

### MAINTAIN DOMESTIC ENROLMENT NUMBERS

The Fall 2018 Board of Governors report realized 7,615 full time domestic students, surpassing our target of 7,505.



### DEVELOPMENT OF A COMPREHENSIVE 2018-2019 ENROLMENT PLAN

A multi-dimensional team including Facilities, Information Technology, Space Committee and Senior Management has completed significant facility renovations to meet the above Strategic Direction.

#### One Riverside Drive

The College entered a lease with Europro-Riverside Limited Partnership and secured approximately 30,000 square feet in order to increase student capacity. The space is high profile as it faces Pitt Street West and is strategically located in direct proximity to the St. Clair College Centre for the Arts, Media Plex and TD Student Centre.

The features of this space include:

- 23,000 square feet which houses 8 classrooms, 1 multipurpose computer lab, student support services and common areas.
- 7,000 square feet of faculty office space that can accommodate 15 faculty with shared workspaces.
- This facility is state of the art and includes adjustable workstations, LED lighting, foldable walls, extra-large PowerPoint screens and powered classrooms for electronic devices.

#### Windsor Campus

Extensive renovations were completed at the Windsor Campus. During summer of 2018 a total of 25 classrooms, offices and labs were redesigned in order to modernize and increase academic capacity.

The majority of this project was funded through the approved capital budget of \$2,650,000 and all work was completed prior to the September 4th start up.

#### 1. CICE Renovations

Significant construction was completed in the CICE (Community Integration through Cooperative Education) program and included:

- 1 new classroom 20 seats - net new
- 1 computer lab 10 seats
- Student Testing Space 11 seats
- Faculty Offices 10 offices – net new

Total 41 seats/10 offices

#### 2. General Purpose Classrooms

A total of 7 classrooms were renovated and/or constructed creating 252 net new seats while modernizing furniture and technology features. The classroom breakdown is as follows:

- Room 263 78 seats
- Room 115A 67 seats – new classroom
- Room 115B 56 seats– new classroom
- Room 80F 52 seats
- Room 84A 37 seats – new classroom
- Room 84B 37 seats – new classroom
- Room 3300 55 seats – new classroom

Total 382 seats added/modernized

### **3. Computer Labs**

Various computer labs were retrofitted, built and redesigned as follows:

- 80A Cisco Lab 52 seats
- 80C Networking Lab 52 seats
- 76 Hardware Lab 24 seats
- 214 Multipurpose Computer Lab 60 seats – net new
- 56 ET Sound Lab 20 seats

Total 208 seats added/retrofitted

### **4. Student Common Space**

In addition to the above classroom and lab retrofits, a comprehensive strategy to increase/retrofit student & staff space, as well as, faculty offices occurred. These include:

- Upper Deck Student Lounge - furniture
- 1st Floor Griffin Hall Student Lounge - furniture
- 2nd Floor Griffin Hall Student Lounge – furniture
- 3rd Floor Student Lounge – furniture

### **5. Faculty Office Area**

- 272 Office Complex – 2 new offices
- 276 Office Complex – 8 new work stations
- 413 Office Complex – 5 new work stations
- SAA Office Complex – Relocated

### **6. Staff Lounges**

- Staff Lounges – Renovations in Windsor and updates in Chatham were done to the staff lounges to support a healthier work environment.



**INCREASE CAPACITY AT CHATHAM RESIDENCE**

St. Clair College identified increased “on campus” accommodation as an important component in growing enrolment in Chatham. As a result, a total of 6 new units (24 beds) have been added to the residence section on the Chatham campus at no cost to the College through our partnership with Campus Living Centres. This creates total capacity in Chatham to 72 beds.

Additionally, a 600 square foot common room was constructed that will allow for both recreational and study space adjacent to the newly constructed units. Construction was complete in August 2018 and all units are fully occupied.

GOAL	OBJECTIVE	MEASURE
Enhance Student Life.	Build additional Residence capacity at Main Windsor campus.	Building of student residence commenced.
	Assist the Student Representative Council and Student Athletic Association, in determining the construction of the Sports Park (phased-in).	
	Document an inventory of current events and expand outreach by adding new initiatives for student engagement.	Sports Park commenced in 2018/2019 and operational impact understood.

**REPORT ON PREVIOUS YEAR'S GOALS****BUILD ADDITIONAL RESIDENCE CAPACITY AT WINDSOR CAMPUS**

The building and design process for the Residence has commenced. St. Clair College has signed a 49 year land lease with Global Education Mihome Corporation (GEM) that allows GEM to proceed with the building/development process. Additionally, GEM has signed a Design/Engineering agreement with Z-Modular Corporation that will incorporate approximately 512 beds with associated residential amenities.

**ASSIST THE STUDENT REPRESENTATIVE COUNCIL AND STUDENT ATHLETIC ASSOCIATION IN DETERMINING THE CONSTRUCTION OF THE SPORTS PARK (PHASED-IN)**

The College lost significant athletic field space because of land expropriated for the Herb Gray Parkway. As a result, the College committed to replacing the athletic field space by collaborating with the Student Representative Council (SRC) and Student Athletic Association (SAA) in the construction of the Sports Park. The project will be completed in a phased-in approach, as funding from the student fee protocol and external donations permitted.

To initiate this commitment, a Request for Tender (RFT) was issued, and Fortis Group was awarded the construction contract.

An overview of the project is as follows:

- Total project cost is \$21,285,000 (build + architect).
- Student levy (recreation/fitness centre capital fee) was issued as of 2008 for \$150 per student per year, and continues to 2033.
- SRC is the project lead absorbing all financial costs and liability.

GOAL	OBJECTIVE	MEASURE
<b>Increase Corporate Training.</b>	Enhance our reputation as a training centre for the workforce of our community.	1. Increase revenue by 3%. 2. Add five new Corporate Training clients.

## REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College's Corporate and Professional Training division extends the College's programs and training services to business and industry. This division specializes in providing the kind of learning and training that is required by companies who view employee skills enhancement and education as a business tool to maintain their competitive edge in the global marketplace. St. Clair College's Corporate and Professional Training Programs are custom designed to fit industry's specific needs, delivering affordable, results-oriented training, both nationally and internationally. Our consultants and trainers have extensive sector-related experience and capabilities. Our professional training consultants work closely with St. Clair College's clients to ensure that their needs are met and that they are satisfied with the results. The College's Corporate and Professional Training division has a proven track record, over 20 years of client satisfaction, and is dedicated to customer service excellence.

Corporate Training revenue continues to increase over base year adding new clients/employers each year as well as new training initiatives:

### Year Revenue Increase

2015-2016 \$625,489 Base Year | 2016-2017 \$840,458 34% Increase from Base Year

2017-2018 \$950,260 52% Increase from Base Year | 2018-2019 \$887,178 42% Increase from Base Year

The respective increases of 34%, 52% and 42% exceed the strategic direction requirement of an increase of 3%.

St. Clair College continues to deliver customized corporate and professional training for several key local and global businesses including: City of Windsor, Ford Motor Company, FCA Fiat Chrysler Automobiles, Hiram Walker, Martinrea, as well as a number of Tier 1 and 2 suppliers to Original Equipment Manufacturers (OEMs). Our advanced manufacturing knowledge and training programs afford us the ability to continually seek new opportunities.

While there have been a number of additional Corporate Training clients/employers, five new clients include:

1. Chatham, ON - Aptitude Testing; 2. Windsor, ON - Robotics Training; 3. Northville, MI - Project Management;
4. Farmington Hills, MI - Intro to Injection Molding and Intro to Stamping and Dies; 5. Windsor, ON - Manufacturing Leadership and Project Management.

St. Clair College is committed to delivering high-quality, accessible education and training to meet the needs of learners and the labour market of Southwestern Ontario. We continue to build upon our reputation as a strong community resource by listening and responding to local industry needs.

GOAL	OBJECTIVE	MEASURE
<b>Increase Community Engagement.</b>	Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism by students and staff.	Encourage, foster and document annual contributions in our community by staff and students.

## REPORT ON PREVIOUS YEAR'S GOALS

As an outcome of the Strategic Directions, College staff and students on a voluntary basis, are involved in our communities of Windsor Essex and Chatham Kent. Specifically, participation on Boards, Committees, Task Forces and volunteer work throughout our region. These efforts are a basis that is being used to forge partnership opportunities for St. Clair College.

College staff are a part of over 220 Boards and Committees throughout the region and the province. The volunteer work of our staff contributes to over 60 agencies, clubs, events and nonprofit organizations. Our St. Clair College students and staff at both our Windsor and Chatham campuses were a part of over 40 fundraising efforts throughout our region and provincially.

GOAL	OBJECTIVE	MEASURE
Community Partnerships	Fundraise to increase capacity to accept higher enrolment and elevate the College's profile.	Commencement of formal fundraising and branding campaign to increase student capacity and the College's profile.

## REPORT ON PREVIOUS YEAR'S GOALS

For the past 12 months, the College has been working with Douglas Marketing to develop a strategic approach to support awareness with a new branding campaign for the College encompassing an Academic Tower, a new School of Business and Information Technology and a Sports Park to align and build top of mind for enrolment and donations/sponsorship. Data collection included working with key stakeholder groups through interviews and surveys with College partners. These partners included past and present College Board members, alumni, students, staff, retirees and community members. The information gathering was to generate the top of mind awareness of "What does St. Clair College mean to you?" The feedback received provided concepts and ideas so that the new branding of the College would move us to new heights while holding onto the traditions and values that have been established over 51 years. This new corporate logo and branding marketing materials, introduced in September, have brought a fresh new look, positioning St. Clair College as a destination College for all ages, skill sets and vocations. The fundraising campaign has been developed for brand awareness with a goal that will facilitate expansion to increase capacity to accept higher enrolment and elevate the College's profile.

Targeted donor meetings have begun in Windsor and Essex County with outreach to Toronto. The campaign has been built on the elements of the research that was done by the College's stakeholder feedback, while positioning the College to be a first choice for students both domestic and international. The work focused on targeting business leaders, companies and philanthropists who have been connected with the College.

In August 2018, the College formally announced the naming of the St. Clair College Zekelman School of Business and Information Technology. This \$5 million donation from the Zekelman family, is a new foundation for the College to build upon for the fundraising campaign for the proposed Academic Tower and Sports Park. The College will continue to build other partnerships to achieve our campaign goals.



GOAL	OBJECTIVE	MEASURE
<b>Development of Human Resources.</b>	Staff development with a focus on academic quality and student success.	Continuation of staff orientation (part time/ full time academic and non-academic).
	Succession planning.	1% of budget allocated for staff development.
		Development of annual College Staffing Plans.

## REPORT ON PREVIOUS YEAR'S GOALS

### **STAFF DEVELOPMENT WITH A FOCUS ON ACADEMIC QUALITY AND STUDENT SUCCESS**

To support Strategic Direction #4, Administration holds employee orientations for all new employees to the College. These orientations introduce the new employees to St. Clair's Vision, Mission, Values and culture. In addition, these sessions are important to explain roles, responsibilities, expectations and rights to the employees. Such orientations take on a greater importance due to the large number of retirees that we have recently experienced and will continue to experience over the next few years.

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

### **SUCCESSION PLANNING**

Administration has developed a Talent Management Strategy (TMS). Through the TMS, the College will attract, identify, develop, engage, and retain high potential employees. To achieve this strategy, St. Clair College has developed a Talent Management Policy and procedure with a focus on succession planning.

Through succession planning, the College will build a leadership pipeline/talent pool to ensure leadership continuity, develop potential successors in ways that best fit their strengths, identify the best candidates for categories of positions and concentrate resources on the talent development process yielding a greater return on investment.

In September 2018, the College engaged Sigma Assessment Systems Inc. to guide the College through a succession planning process.

The College's succession plan is intended to provide the organization with the ability to meet future staffing needs by identifying viable candidates, and investing in their future with the organization by providing training and development and career advancement opportunities.

## 5.5

**FACILITIES** *(Efficiency & Effectiveness)*

GOAL	OBJECTIVE	MEASURE
Campus Enhancement.	Explore feasibility of a Parking Garage.	Proceed with a procurement to identify any third party organizations that are interested in the construction and operation of a parking garage.

**REPORT ON PREVIOUS YEAR'S GOALS****EXPLORE FEASIBILITY OF A PARKING GARAGE**

In response to student feedback, the College committed to exploring the feasibility of a parking garage at the Windsor Campus. To initiate this commitment, a Request for Proposal (RFP) was issued on January 15, 2019 in order to seek proposals from interested third party organizations.

The RFP deadline has been moved to April 15, 2019 based on community request to extend. After the deadline, the College will evaluate the proposals to identify whether or not a feasible option exists. If a feasible option is identified, the College will engage in further discussion with the Proponent, and collaborate with SRC and SAA.

## 5.6

**FINANCIAL** *(Health & Viability)*

GOAL	OBJECTIVE	MEASURE
Financial Sustainability.	Balanced budgets.	Achieving balanced budgets annually.
	Maintaining financial sustainability in accordance with the MTCU financial metrics (SMA).	Meeting or exceeding Ministry defined benchmarks.

**REPORT ON PREVIOUS YEAR'S GOALS**

- Budget strategies were implemented and monitored on a weekly basis.
- A surplus from operations has been realized for four consecutive years. Record breaking surplus of \$40,237,770 realized for 2018-19.
- March 31, 2016 = 1 flag.
- March 31, 2017 = no flags.
- March 31, 2018 = no flags.
- March 31, 2019 = no flags.



GOAL	OBJECTIVE	MEASURE
<b>Financial Accountability.</b>	Tools for budget holders to build budgets and include “what if” scenarios.	Implementation of enhanced budgeting tools.
	Interim relevant and transparent reporting on financial position to the Board of Governors: -Budget. -Mid-Year Review. -Financial Statements. -Other (to be determined by Audit Committee).	Complete interim reporting based on pre-determined deadlines.
	Achieve Ministry approval and financing for Academic Tower and Phase III of Student Centre.	Proceed with requesting approval under Section 28 of the Financial Administration Act from the Ministry.

## REPORT ON PREVIOUS YEAR’S GOALS

The post-secondary education sector is continuously changing: Ministry funding, new legislation, policy changes and new directives/frameworks, enrolment, financial sustainability, etc. With this continuous change, the College's ability to ensure exceptional quality and control, and respond quickly and accurately to changing market conditions is key to our success. In addition, these changes impact the financial accountabilities of the Finance department, budget holders, and the broader organization.

In order to enable the Finance department and budget holders to support the business actively in decision making, a system is required that facilitates budgeting and forecasting. As agility is important to meet changing circumstances and the need for information, key functionality and system elements were identified to support assumption-based planning with “what-if” scenarios.





## 6.0 ANALYSIS OF FINANCIAL PERFORMANCE

St. Clair College ended fiscal year 2018-19 with a record breaking Excess of Revenue over Expenses realizing more than a \$40 Million surplus.

	2018-19	2017-18
Revenues	\$198,263,526	\$143,959,149
Expenses	158,025,756	130,653,638
Excess of Revenue over Expenses	\$40,237,770	\$13,305,511

### REVENUES

#### **Government (MTCU) Operating Grants:**

Decreased by \$0.44 million compared to 2017-18.

#### **Contract Income:**

Increased by \$0.54 million compared to 2017-18.

#### **Student Tuition:**

Increased by approximately \$49.6 million compared to 2017-18. The increase in revenue was due to higher international student enrolment and tuition rate increases.

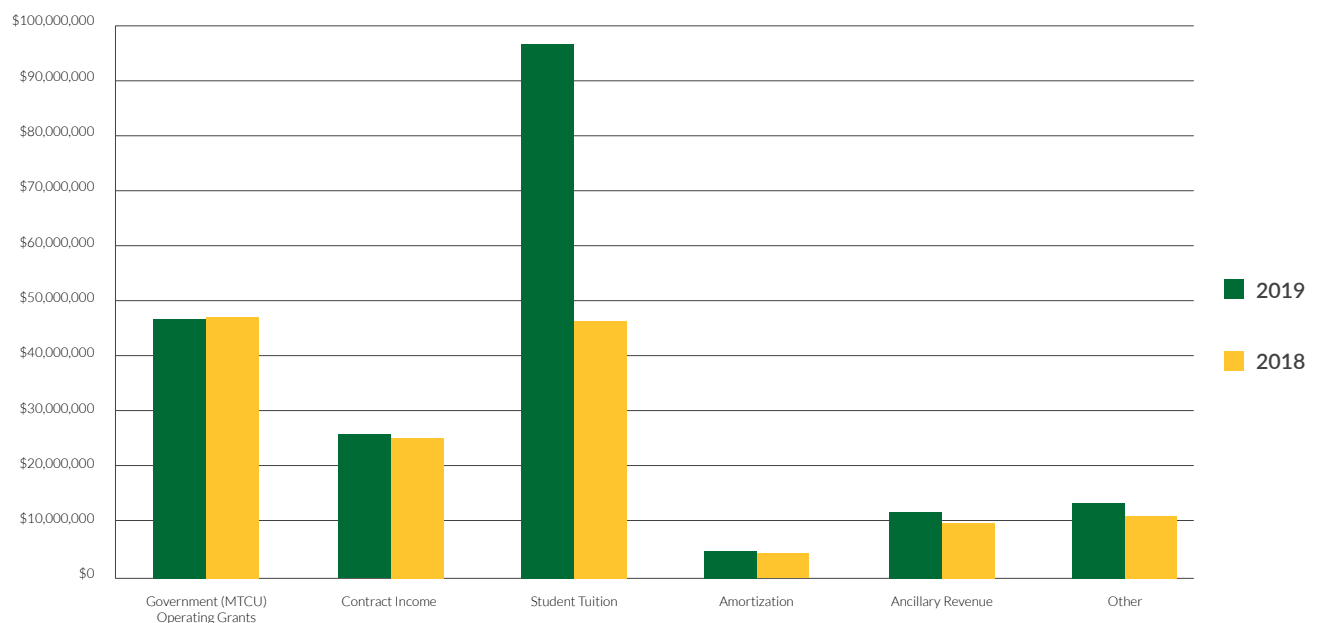
#### **Ancillary Revenue:**

Increased by \$1.8 million. The increase was attributable to revenue from the Parking, Residence, and St. Clair College Centre for the Arts operations.

#### **Other Income:**

Increased by \$2.1 million which was mainly attributable to interest income.

### REVENUE





## EXPENDITURES

### **Salaries and Benefits:**

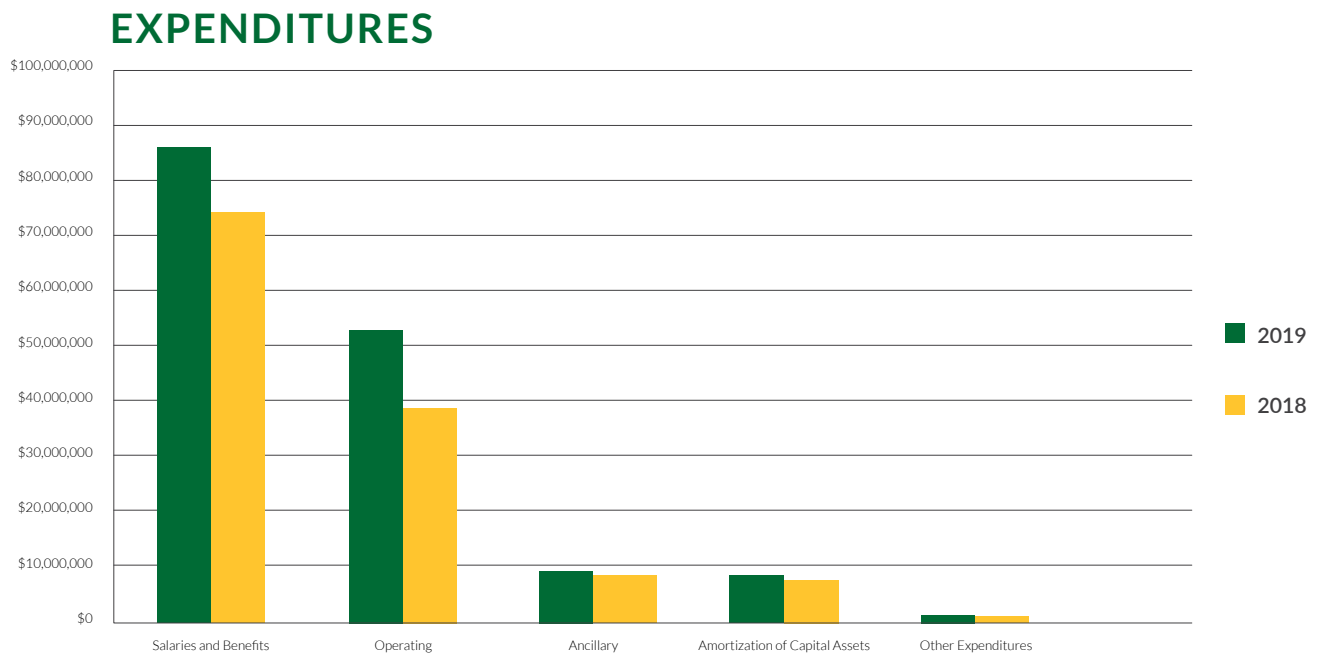
Increased by approximately \$11.7 million due to increased staffing and compensation adjustments.

### **Operating:**

Increased by approximately \$13.6 million due to higher agent commissions and insurance.

### **Ancillary Operations:**

These activities are primarily user-pay services and include the Bookstore, Residence, St. Clair College Centre for the Arts, and Parking operations.



## 7.0 ST. CLAIR COLLEGE FOUNDATION

The St. Clair College Foundation Board seeks and obtains support from companies, organizations and individuals, to make a number of scholarships available to full-time St. Clair College students.

The Foundation strives to build funds that will support students throughout the scholarship program.

General Scholarship applications are made available online each year, starting October 1st until mid-December.

A Scholarship Selection Committee made up of faculty, Chairs and administration from the College meet in early January to determine the successful recipients. The 2019 Scholarships were awarded in Windsor on Wednesday, March 6 and Thursday, March 7 and in Chatham on Thursday, February 28, 2019. This year, the St. Clair College Foundation was able to present a total of 750+ scholarships and endowments totaling over \$535,000.00 to deserving students. St. Clair College contributes an additional \$2 million in scholarships, for a total contribution of more than \$2.5 million.

As of March 31, 2019, the Foundation had a total scholarship fund of \$9,950,637.00. The fund is invested in two separate banks, the Royal Bank of Canada (RBC) and the Windsor Family Credit Union (WFCU). RBC holds the Foundation's long term investments and WFCU holds the Foundation's short-term investments.

The Foundation and Advancement Office have been active this year meeting with new and existing donors, reviewing and updating the St. Clair College Foundation Bylaws, Endowment Policy and Agreements, Investment Policy, donor contracts and writing a new donor application profile program in the Student Information System to enhance the selection.



### *New scholarships established in 2018-19 include:*

- SCC Retiree Association Scholarship
- Carol Derbyshire Scholarship, Best/Manley Scholarship
- Murray MacLeod Memorial Scholarship, Ted Whipp Memorial Scholarship
- Kay Curtis Memorial Scholarship for Leadership Excellence
- N-Powerment Nursing Scholarship
- Edward Mroczkowski PSW Scholarship
- Smart Serve Annual Scholarship
- ALS Endowment Scholarship
- Robert Sutherland Memorial Scholarship (New Donation)
- Rotary Club of Chatham Scholarship
- Fantastic Fathers Community Group Scholarship
- Royal Canadian Legion Branch 12 Scholarship
- Royal Canadian Legion Branch 12 Ladies Auxiliary Scholarship
- Glenn Randal Scholarship
- ACE Acumen Scholarship
- St. Clair College Alumni 1967 Scholarship
- Community Living Chatham-Kent "Lu-Ann Cowell" Scholarship
- Landscape Effects Scholarship
- Janet Van Elslander Endowment Scholarship
- Dan and Pam Allen Scholarship

## 8.0 PRESIDENT'S COMMUNITY ENGAGEMENT

### PRESIDENT'S COMMUNITY ENGAGEMENT CALENDAR

Throughout the year, President France represented the College by attending many community events and dinners as an attending guest or guest speaker throughout Windsor Essex and Chatham Kent. President France hosted and attended numerous meetings with various community partners, organizations, municipal, provincial and federal politicians at the College. The calendar year was also full of both students and staff campus events, board events and College ceremonies in which the President participated.



President France presents Windsor Essex Chamber of Commerce Entrepreneur of the Year Award April 2018



President France hosting community partners meeting on apprenticeship reform in July 2018



President France announces naming of Zekelman School of Business and Information Technology with Barry and Stephanie Zekelman in August 2018



Speaking to all faculty meeting before the start of Fall 2018 session in August 2018



Host of naming ceremony of Chatham campus student centre for philanthropist and College Alumni Of Distinction Andrew Faas September 2018



Welcoming Premier Ford at the International Plowing Match Outside Chatham September 2018



Keynote Speaker at September 2018 India Canada Association Annual Gala



Grand Opening of the National Powerline Training Centre at the Chatham Campus October 2018



## 8.0 PRESIDENT'S COMMUNITY ENGAGEMENT



Launch of esports program at the Windsor campus November 2018



Hosting all of the Windsor Essex Mayors and CAO's at the College December 2018



Media Kickoff of 5th Annual Polar Plunge held annually at the College with local law enforcement, students, staff and community raising funds for Special Olympics January 2019



Official ground-breaking for the College Sports Park with local dignitaries, donors and students February 2019



Hosted Federal Minister of Immigration Ahmed Hussen to the College with St. Clair College international and domestic students February 2019



Inaugural meeting with Chatham Kent Mayor Darrin Canniff March 2019

# ST. CLAIR COLLEGE

## APPENDICES



## STRATEGIC MANDATE AGREEMENT ANNUAL REPORT 2017-2018

### PART 1. OVERVIEW

#### Introduction

The 2017-20 Strategic Mandate Agreements (SMAs) between individual colleges and the Ministry of Training, Colleges and Universities outline the role colleges perform in Ontario's postsecondary education system and how they will build on institutional strengths to fulfil their mandate and support system-wide objectives and government priorities.

Each priority area in the 2017-20 SMAs includes system-wide and institution-specific metrics and targets.

The SMA Annual Report is used by the ministry to track progress on metric performance on an annual basis. The SMA Annual Report is also an opportunity for institutions to provide contextual information and a narrative associated with metric performance in the shared priority areas. Part 1. Overview introduces the institutional context for metric performance, overall and by priority area. Part 2. Data Workbook includes historical data and most recently available values for both system-wide and institution-specific metrics.

For more information on the Strategic Mandate Agreements, please visit the Ontario Government webpage.

#### Overview 2017-18 Strategic Mandate Agreement Results

2017-18 was truly a remarkable year for St. Clair College. The College broke the 10,000 foot ceiling in student enrolment achieving 10,539 students in Fall 2017. This represents an 11.2% increase over 2016. St. Clair College experienced a dramatic increase in international students. In 2016, the College had 581 international students. In Fall 2017, there were 2,564 international students across all campuses, an 69% increase. Domestic enrolment held its own in the face of continued declining catchment enrolment. As a result of the five-week faculty work stoppage, St. Clair College experienced a loss of 1,100 students who withdrew with refunds from the College by early December 2017. This loss was more than compensated for by an unprecedented January intake of 1,487 students, 1,250 of international origin. St. Clair College welcomed international students from a record 58 different countries in 2017-18. The main countries of representation within the student body were India, China, Philippines, Vietnam and Nigeria. During the 50th anniversary year, the St. Clair College

Alumni Association grew to over 100,000 graduates. Both domestic and international students have recognized St. Clair as an exceptional postsecondary destination, offering unparalleled instruction and state-of-the-art technology to pursue careers of the 21st century. St. Clair College has quickly become one of the sought after educational destinations with international students seeking the higher education and skills expertise that St. Clair College delivers. This higher education and proficiency provides the College's students with the know-how and tools to start careers in today's global workforce.

Coupled with the crucial task of addressing the skills gap in trades-and-technology, St. Clair College continues to supply proficient graduates to the fields of health care, engineering, manufacturing, business, information technology, social services and the applied arts, all of which are essential to the well-being of the communities of Windsor-Essex and Chatham-Kent, and the prosperity of the local, provincial and national economies. In order to be responsive to industry needs, St. Clair College launched three new graduate certificates - Human Resources Management, Web and Interactive Advertising, and Event Management. These programs proved to be popular with both international and domestic students. Construction for the new National Powerline Training Centre was completed in the winter of 2018 at the Chatham Campus. The \$2.1 million, 6,500 sq. ft. state-of-the-art facility offers flexible learning space and features an indoor climbing lab, rescue/repelling lab, underground training lab, with multi-use truck bay space, tool and equipment storage, and staff offices. This partnership between education, government, and private-sector industries demonstrates how Canada can effectively The Centre provides training for students in the Powerline Technician program, which continues to enjoy significant enrolment growth, and the in-demand Powerline Maintainer - Red Seal Trade. St. Clair College is proud to be serving both the nation and young people with this program, the largest post-secondary training program for this trade in the Province. address its skilled trades' gap.

St. Clair College's Business School has been named the Zekelman School of Business and Information Technology, the first School naming in St. Clair College's history. St. Clair College has proudly honoured the Zekelman family for their contributions to community as well as the leadership they have provided in industry and philanthropy. This unprecedented move set a new standard for business, raising the bar in advanced education. The Zekelman family welcomed the opportunity to influence the leaders of tomorrow by doing its part in supporting St. Clair College and helping to ensure quality post-secondary education that prepares the next generation for leadership.

A number of provincial and global issues have had a significant impact on the operation of the College. Particularly, the five week work stoppage, as well as the introduction of provincial legislation, created challenges. In the face of those challenges, through hard work and on-going communication and collaboration, staff and students took positive steps to continue moving the College forward. The significant increase in international student enrolment, while creating challenges, has not only improved the College's fiscal position but has afforded the College the benefits that diversity brings. St. Clair College prides itself on being an institution that is vibrant and agile, and readily evolving to remain on the cutting edge of academic programming. The College continues to be responsive to economic and societal trends ensuring that St. Clair College will continue to offer unparalleled service to its students and communities that it serves. The services and programs continue to be aimed at providing the skills required by an ever-changing labour market and, based on the input of the College's stakeholders, are flexible and adaptable to market needs. Having celebrated its 50th anniversary in 2017, St. Clair College moves forward into its next half century of service and will continue its focus on 'Excellence in All We Do'.

Many initiatives were accomplished in support of the College's Strategic Mandate Agreement and key examples of the academic achievements, community contributions, and athletic triumphs of students, faculty, and staff are outlined in the priority areas below.

### **Priority Areas**

Trends and key outcomes for the 2017-18 Strategic Mandate Agreement metrics for each of the five priority areas, include:

#### **1. Student Experience**

This priority area captures institutional strengths in improving student experience, outcomes and success, and recognizes institutions for measuring the broader learning environment, such as continuity of learning pathways, retention, student satisfaction, co-curricular activities and records, career preparedness and student services and supports

St. Clair College has demonstrated success in improving student experience through its focus on service excellence, enriched learning environments, increased pathways, improved retention, high student satisfaction, co-curricular and extra-curricular activities, and holistic career services.

For the fourth year in a row, St. Clair College has exceeded the provincial average and topped the provincial colleges in southern Ontario for student satisfaction. St. Clair College scored 80.2% in student satisfaction (provincial average of 76.5%). St. Clair College has also ranked in the top five colleges in the province for Student Satisfaction for the first time in 2017. St. Clair College continues to impress students with the overall quality of the learning experience, providing the knowledge and skills that will be useful in their future career, and their overall satisfaction with the quality of the services, facilities and resources at the College. St. Clair College staff work extremely hard to ensure programs are of the highest quality, its facilities and resources are there to support student success, and that the College has created an atmosphere that supports great student life. The College also exceeded the provincial average in the Graduate Employment Rate at 84% as compared to the provincial average of 83%. This is a strong indicator in a market that has seen high unemployment in the recent past. Graduate's satisfaction also exceeded the provincial average (81.3% compared to the provincial average of 78.8%).

St. Clair College was selected as one of five Ontario colleges and universities to participate in ONCAT's Faculty Fellows pilot project intended to: raise the profile of transferability for students within their department/institution; improve faculty processes related to evaluating transfer credits, working with transfer students, and share emerging models of successful student mobility initiatives.

St. Clair College has a number of articulation and pathway agreements with post-secondary institutions in Ontario, Canada, and internationally. The College achieved its goal to add one additional pathway per Faculty of Specialization, including a unique pathway with Schlegel Villages Long Term Care and Retirement facility, where St. Clair College will deliver a Personal Support Worker program at their institution. St. Clair College coordinated a University Transfer Agreement Fair on February 1, 2018, hosting 18 local and international institutions on campus to promote pathways and answer students' questions about transfer credits.

St. Clair College developed 'Career Central', a comprehensive service centre and online tool that provides an all-inclusive array of career services for students and employers. Through its Industry Liaison Office, St. Clair College has developed a coordinated approach to outreach to local industry and employers through a single point of contact.



Students took advantage of numerous activities outside the classroom that enhanced their academic studies. Accounting students competed in the Ontario College Accounting Case Competition in Toronto. Students competing in the Ontario Technological Skills Competition brought home ten medals in eight unique competition categories and two students who competed in the National Skills Competition in Edmonton, Alberta brought back a gold and a silver medal qualifying to join Team Canada for the Worlds Skills Competition in Russia in 2019. The Enactus Club at St. Clair College was founded in 2017-18 and in its inaugural year earned an Enactus Canada National Team Spirit Award in Toronto, Ontario then travelled to London, England achieving 2nd runner-up in the Youth Empowerment category. Our Saints Athletes shone in the OCAA and CCAA. Men's baseball won their fifth consecutive OCAA championship, and their second National championship. Women's softball and the Men's Cross Country both earned a silver medal at their OCAA Provincial finals. The College launched its first eSports team, Saints Gaming, and students representing the College exceeded expectations in the competition field.

St. Clair College continues to build on its strategic focus of having buildings, facilities and grounds that reflect its culture of accessibility, inclusivity, quality, and sustainability. The College is dedicated to creating a world-class campus that enhances and complements students' education experience. A number of campus beautification projects were undertaken including: additional student common spaces; enhanced staff lounge facilities; and, unique landscaping features. Investments were made to improve classrooms, computers labs, and lab equipment including the purchase of eight ABB robots. The College continued to address deferred maintenance projects through the support of the Federal Strategic Investment Fund (SIF), the Provincial Facilities Renewal Fund (FRP) and Capital contributions from the College. The College has reduced deferred maintenance by approximately \$7.3 million dollars.

## 2. Innovation in Teaching and Learning Excellence

This priority area focuses on innovative efforts including pedagogical approaches, program delivery and student services that contribute to a highly skilled workforce and ensure positive student outcomes. It captures institutional strengths in delivering high-quality learning experiences such as experiential, entrepreneurial, personalized and digital learning, and student competencies that improve employability.

Through the Centre for Academic Excellence (CAE), St. Clair College has developed and implemented a rigorous mapping process as part of its academic program review. The program

mapping process used by the College promotes and monitors important pedagogical approaches and practices within academic programming to ensure skilled graduates and positive student outcomes. These approaches and practices include: outcome-based and content-based evaluation of pre-requisite and co-requisite requirements within programs of instruction to determine genuine need and curricular barriers to student success; analysis and assessment of all learning outcomes within a program of study to determine the level of learning achieved thereby promoting proper gap analysis and scaffolding of outcomes; evaluation of the use of capstone experiences and/or experiential learning activities to promote student attainment of complex and holistic skills; analysis of all course evaluations to promote proper alignment with learning outcomes and student success; and, analysis of Essential Employability Skills to improve delivery and assessment of those skills.

St. Clair College created special Coordinator positions including: BlackBoard Coordinator to provide additional resources and assistance in using BlackBoard Collaborate as well as integration concerns; and, Coordinator of New Program Development to assist with planning and program design ensuring outcome-based requirements and meet College requirements of work integrated learning, capstone and assessment requirements.

The CAE implemented learning cafes where faculty can meet face-to-face or join through technology to discuss current articles and papers on teaching and learning. Faculty had the opportunity to participate in the 3rd Annual Faculty Retreat and Professional Development day, with approximately one-third of the College's faculty in attendance. The CAE launched a new portal packed with information and resources to assist faculty with teaching and learning.

## 3. Access and Equity

This priority area recognizes institutions for their efforts in improving postsecondary education equity and access, and for creating opportunities that can include multiple entrance pathways and flexible policies and programming, with the focus on students who, without interventions and support, might not otherwise participate in postsecondary education.

St. Clair College is committed to offering accessible and equitable learning opportunities within an inclusive environment.

St. Clair College continues to see major increases in the number of students with disabilities as well as increasing complexity of disabilities, in addition to the number of students accessing academic accommodations. The first phase of an enhanced tutoring model was initiated in 2017 with the establishment

of a dedicated space where workshops and support services are offered to provide a holistic set of sessions that support the College's diverse student population. Community partners also provide on-campus sessions, such as the Canadian Mental Health Association (CMHA) and the New Canadians' Centre of Excellence Inc. In support of the College's goal to reduce the number of student issues and increase compliance to the Code of Student Rights and Responsibilities, the College implemented information/outreach initiatives that included attending class representative meetings, conducting monthly meetings with student government, collaboration with student residence leaders and conducting 'bystander' training. These combined strategies have produced positive results in compliance with the Code, yielding a 24% decrease in the number of formal complaints, year over year.

St. Clair College is pleased to see a substantial increase in first-generation students as a result of actively engaging this student population through recruitment and marketing initiatives.

St. Clair College also continues to experience a significant increase in First Nation, Métis and Inuit (FNMI) students who self-identify. St. Clair College has an active Aboriginal Education and Training Council that meets on a quarterly basis.

St. Clair College's awards, scholarships, bursaries and work study on-campus student placements are the major sources of financial assistance available to students who are pursuing a postsecondary education. St. Clair College is pleased to have increased the number of students accessing non-OSAP financial assistance by 32% from the prior year (2,407 in 2016-17 as compared to 3,169 in 2017-18) by providing \$2.95 million to support our students financially.

With declining domestic enrolment and in an effort to be responsive to needs of non-traditional students and encouraging future enrolment, St. Clair College continued to enhance efforts towards a seamless transition for students from secondary school to college through the School-College Work Initiative (SCWI), a partnership that includes Lambton Kent District School Board, St. Clair Catholic District School Board, Greater Essex District School Board and Windsor Essex Catholic District School Board. SCWI initiatives primarily target high school students who are at risk, disengaged or underachieving. In 2017-18, St. Clair College increased Dual Credit participation to 1,175 registrations (up from 926 in 2016-17). Part of that growth was due to the addition of an Adult Dual Credit pilot program for students over 21 years of age trying to earn their OSSD. Our adult pilot was the largest in the Province with three school boards participating and 170 registrations.

In January 2018, the College celebrated the first anniversary of the St. Clair College Skilled Trades Regional Training Centre. The Centre enrolled 49 students in the 46-week program called 'Earn While You Learn' during the 2017-18 academic year. This unique program features strong partnerships with industry, exemplifying how the College and industry are working together to close the skilled trades gap. All participants obtained full-time employment.

Based on community need and community support, St. Clair College delivered Pre-apprenticeship Truck and Coach with 16 students and Pre-Apprenticeship General Machining with 21 students. A Job Fair was coordinated with 35 employers in attendance with the majority of students being successful in finding a job placement and proceeding on with an apprenticeship.

The College partnered with the Windsor Essex Catholic District School Board (WECDSB) to deliver specialized summer camps to introduce girls to skilled trades' activities at a younger age. The camps provided the opportunity for youth in the community to build their skills, become better students and experience something that they would not have had the opportunity to do otherwise.

St. Clair College continues to be a Gold Sponsor for FIRST Robotics Canada. The College hosts several FIRST events and the regional FIRST Lego League competition, supports all local FIRST Robotics Challenge teams with an \$1000 sponsorship (19 teams), supports all FIRST alumni with a \$1000 entrance scholarship, supports the Windsor-Essex FIRST Robotics District event with a custom mobile machine shop, and a large number of volunteers and in-kind donations.

A Coordinator role was created for Part-Time Nursing Studies and the College revised and reactivated the international nurse and nurse refresher programs. These programs meet the needs of internationally trained nurses and nurses that are out of practice.

#### **4. Applied Research Excellence and Impact**

This priority area captures institutional strengths in producing high-quality applied research on the continuum of fundamental and applied research through activity that further raises Ontario's profile as a globally recognized research and innovation hub.

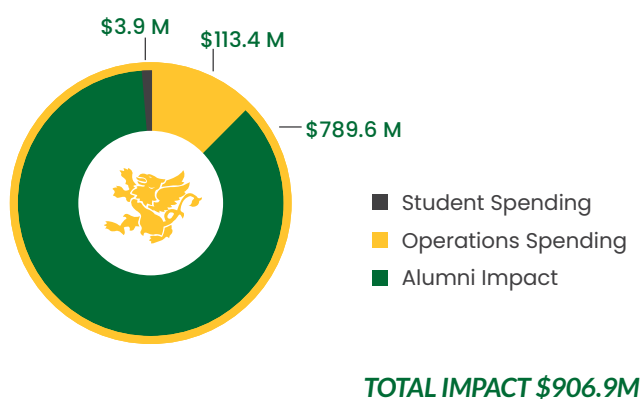
St. Clair College Applied Research and Development Department has three key priorities: providing students with innovative industry experience; engaging faculty in research projects to bring new knowledge into curriculum; and, partnering with industry to increase economic development.

Accomplishment of these key priorities contributes to St. Clair College's strategic mandate of being a destination College. St. Clair College was awarded Ontario Centres of Excellence (OCE) grants totaling \$330,000 to work on applied research projects with a number of industry clients. These projects enhanced local companies' processes and products, increasing competitive advantages. Specifically, the College provided companies with simulation solutions. The researchers simulated processes in a CAD environment and optimized the parts to improve the product before building the part, resulting in a significant cost savings. Another area of research involved robotics and automation. The College programmed and tested a robot in a specification workstation to determine the feasibility of the robot. In addition, researchers programmed robots to locate various sized and shaped parts in different orientations and the robot placed those parts in their appropriate locations. These projects elevated the capabilities of faculty and students, with several students being hired as a direct result of their project work. The College also increased capacity with the award of an Applied Research Tools and Instruments (ARTI) grant. This grant funded the purchases of 3D printers and 3D scanners, further enhancing the research capabilities of the College and raising its profile as a valued research and innovation centre.

### 5. Innovation, Economic Development and Community Engagement

*This priority area recognizes the unique role institutions play in contributing to their communities and to economic development, as well as to building dynamic partnerships with business, industry, community members and other colleges and universities. It focuses on regional clusters, customized training, entrepreneurial activities, jobs, community revitalization efforts, international collaborations, students, partnerships with Indigenous Institutes and a program mix that meets needs locally, regionally and beyond.*

#### St Clair College Economic Value



St. Clair College creates significant economic impact in the Windsor- Essex and Chatham-Kent regions. The College engaged EMSI in February 2018 to conduct an economic impact analysis to calculate the benefits received by its key stakeholders. St. Clair College promotes economic growth in the regions in a variety of ways including: as an employer (570 full-time employees with a total payroll of \$78.9 million who live in the regions expending monies on household expenses); a large-scale buyer of goods and services (\$49.9 million for facilities, professional services and supplies); and, the living expenses of students benefit local businesses in the regions. Approximately 400 students relocated to the Windsor-Essex and Chatham-Kent regions to attend St. Clair College, including international students (generating \$3.9 million in new income in the economy during the analysis year). In addition, the College is a primary source of education to regional residents and a supplier of trained workers to regional industries. The education and training St. Clair College provides for regional residents results in the greatest impact (higher wages of former students, increased output of businesses that employed former students, and the multiplier effects that occurred as former students and their employers spent money at other businesses). The total impact of St. Clair College on the regional economies during the analysis year amounted to \$906.9 million, equal to the sum of the operations spending impact, the student spending impact, and the alumni impact. The added income is equal to approximately 4.1% of the region's gross regional product. By comparison, this contribution that the College provides on its own is twice as large as the entire Accommodation and Food Services industry in the region. The College creates value from multiple perspectives. The College benefits local businesses by increasing consumer spending in the region and supplying a steady flow of qualified, trained workers into the workforce. It enriches the lives of students by raising their lifetime incomes and helping them achieve their individual potential. It 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. It benefits provincial taxpayers through increased tax receipts across the Province and a reduced demand for government-supported social services.

St. Clair College truly acts on its commitment to the communities it serves well beyond the boundaries of traditional post-secondary education and training. In 2017-18, the College's Continuing Education Department maintained quality educational programming for adult community members with 7,153 student registrations.

St. Clair College's Corporate and Professional Training division extends the College's programs and training services to business and industry through custom-designed offerings to fit industry's specific needs, delivering affordable, results-oriented training, both nationally and internationally. Corporate Training revenue continued to increase year over year adding new clients/employers as well as new training initiatives. St. Clair College delivered customized corporate and professional training for several key local and global businesses including: City of Windsor, Ford Motor Company, FCA Fiat Chrysler Automobiles, Hiram Walker, Martinrea, as well as a number of Tier 1 and 2 suppliers to Original Equipment Manufacturers (OEMs).

In 2017-18, the International and Corporate Training Departments continued their collaboration with the Mexican government, the North American automotive industry, and Mexican education partners to train students in Mexico on the production of tool and die and mold making. Projects included work in Hermosillo and Basilio, Mexico as well as continued work with Martinrea Structures, Ford Motor Company of Mexico, and the Government of Mexico's Instituto de Tecnológico. These projects continue to garner positive attention from other organizations in Mexico and the College is continuing further training opportunities in Mexico.

In May 2017, President Patricia France led a delegation to China to sign Memorandum of Understanding agreements with four of the College's Chinese partner schools. These arrangements allows Chinese students to continue their program of study in Canada and earn credentials from their institution in China and St. Clair College. These agreements also further strengthens the College's commitment to providing opportunities for St. Clair College students to experience studies abroad. There were 42 St. Clair College students who benefited from experiential learning opportunities in China.

Through the EPIC/Genesis Entrepreneurship Centre, St. Clair College continued its partnership with the University of Windsor to enhance entrepreneurship training for students. Many workshops were held at both campuses to provide students with entrepreneurship training and strategies that will help them in business start-up opportunities or further enhance their employability skills. Over 100 students competed in the first EPIC Sales Pitch Competition, held on campus in October 2017. A Windsor-Essex Mini Maker Faire was held at St. Clair College and was sponsored in partnership with the University of Windsor and other community partners.

St. Clair College's Computer Networking programs, which are Cisco Network Academy certified, were ranked number one in Canada for having the largest enrolment of females in the

programs. With 50 female students enrolled, it represents 23% of the student population in these programs (national average is 13%). The College is also ranked number two in total enrolment in computer networking programs in Canada for 2017.

St. Clair College hosted the 2018 Ontario College Council of Chief Information Officers (OCCCCIO) Conference in May. The conference provided an opportunity for Ontario college CIO's and IT leaders to share insights and best practices and to explore emerging trends.

St. Clair College continues to enhance its partnership with The Anishinabek Education Institute (AEI) through expanding program offerings in Early Childhood Education (ECE) and Social Service Worker tailored to Indigenous learners. The programs were developed in collaboration with AEI staff. A program in carpentry techniques was developed for delivery at Walpole Island First Nation Reserve.

St. Clair College Employment Centres, located in Windsor, Wallaceburg, and Amherstburg, continued to support job seekers and employers in our communities with employment services and training funded through the provincial government. The Centres:

- assisted 6,288 persons, hosting 4,469 attendees at information sessions, orientations and workshops;
- provided \$489,182 in employment training incentives to local employers and \$17,612 in training supports making it possible for 662 unemployed community members to gain employment;
- assisted 208 highly-barriered youth with pre-employment training and employment placements providing incentives totaling \$386,103; and,
- assisted 187 local employers providing training incentives in the amount of \$668,761 to train 1,068 of their existing staff or new hires.

Through St. Clair College's Industry Action Committee, quarterly meetings are held with representatives from industry who represent various sectors from the local community and provide invaluable insight and input on facility and program improvement for the Ford Center for Excellence in Manufacturing (FCEM) enhancing graduates' value to employers. Through this Committee, a new Manufacturing Engineering Technology Program was developed that was designed specifically for regional industry needs. New equipment was also identified and installed such as 3D printing utilizing plastic and metal.

Unifor Local 444 presented a donation to the College to support student success and foster a continued interest in skilled trades and apprenticeship training. Unifor and the College have worked in partnership to help address the needs of Windsor-Essex as well as the needs of students in our communities.

Unifor recognizes a serious shortfall when it comes to skilled trades workers in this region and the need to train students today for the jobs of tomorrow.

The 2017-18 academic year was an opportunity to recognize the incredible work done by students and staff as they raised money, volunteered, donated blood, donated books to elementary schools, and hosted events to help those in need in our communities. Through the College's 50th Anniversary celebration '50 Acts from the Heart' project, the College catalogued and supported an astounding 85 'Acts from the Heart' that helped community groups and individuals.

### Attestation

St. Clair College confirms that all information being submitted to the ministry as part of the 2017-18 SMA annual report is accurate and has received approval from the College President.

Institutional Contact Name:	Karen Gill-Gore
Telephone:	519.972.2727 e. 2232
Email:	kgillgore@stclaircollege.ca
Completion Date:	January 16, 2019
Website address for posting ministry approved report:	<a href="http://www.stclaircollege.ca/boardandstaff/corporatedocuments.html">www.stclaircollege.ca/boardandstaff/corporatedocuments.html</a>

## MANAGEMENT REPORT

Management is responsible for the preparation, presentation and consistency of the accompanying consolidated financial statements and other information contained in the Annual Report.

The consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards and have been audited by KPMG LLP.

Management is responsible for designing, implementing and maintaining an effective system of internal controls, policies and procedures that pertain to the maintenance of accounting systems and records, the authorization of receipts and disbursements, the safeguarding of assets and for reporting financial information.

This system of internal controls, policies and procedures provides reasonable assurance that financial records are reliable and are a proper basis for preparation of the financial statements.

The Audit Committee and the Board of Governors, in carrying out their responsibility, have reviewed and approved the consolidated financial statements.



Patricia France, President



Marc Jones, Chief Financial Officer



## REPORT OF THE INDEPENDENT AUDITORS ON THE SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

To the Board of Governors of The St. Clair College of Applied Arts and Technology:

### Opinion

The summary consolidated financial statements of The St. Clair College of Applied Arts and Technology (the Entity), which comprise:

- the summary consolidated statement of financial position as at March 31, 2019
- the summary consolidated statement of operations for the year then ended
- and related notes

are derived from the audited consolidated financial statements of The St. Clair College of Applied Arts and Technology as at and for the year ended March 31, 2019 (audited financial statements).

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements, in accordance with the criteria disclosed in Note 1 in the summary financial statements.

### Summary Financial Statements

The summary financial statements do not contain all the disclosures required by Canadian public sector accounting standards. Reading the summary financial statements and the auditors' report thereon, therefore, is not a substitute for reading the Entity's audited financial statements and the auditor's report thereon.

The summary financial statements and the audited financial statements do not reflect the effects of events that occurred subsequent to the date of our report on the audited financial statements.

### The Audited Financial Statements and Our Report Thereon

On our report dated June 25, 2019, we expressed an unmodified opinion on the audited financial statements.

### Management's Responsibility for the Summary Financial Statements

Management is responsible for the preparation of the summary financial statements in accordance with the criteria disclosed in Note 1 in the summary financial statements.

### Auditors' Responsibility

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standards 810, Engagements to Report on Summary Financial Statements.



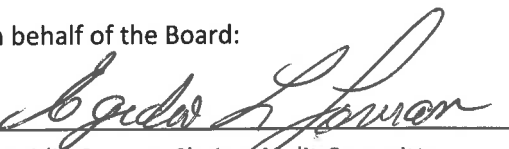
Chartered Professional Accounts, Licensed Public Accountants  
Windsor, Canada  
June 25, 2019


## SUMMARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at March 31

	2019	2018
<b>Assets</b>		
Cash and temporary investments	\$ 111,524,482	\$ 63,392,000
Accounts receivable	11,999,882	12,309,496
Prepaid expenses	2,805,490	1,662,105
Long-term investments	9,950,637	9,501,878
Capital assets and construction-in-progress	177,857,843	169,976,643
	<b>\$ 314,138,334</b>	<b>\$ 256,842,122</b>
<b>Liabilities and Net Assets</b>		
<b>Liabilities:</b>		
Current liabilities	\$ 71,253,622	\$ 57,119,128
Long-term debt	11,634,683	12,863,776
Other liabilities	3,770,000	3,851,000
Deferred contributions	126,073,862	122,147,917
	<b>\$ 212,732,167</b>	<b>\$ 195,981,821</b>
<b>Net Assets:</b>		
Unrestricted	\$ 52,186,742	\$ 17,783,794
Invested in capital	40,102,506	34,267,684
Externally restricted	9,116,919	8,808,823
	<b>101,406,167</b>	<b>60,860,301</b>
	<b>\$ 314,138,334</b>	<b>\$ 256,842,122</b>

On behalf of the Board:

  
 Egidio Sovran, Chair, Audit Committee

  
 Patricia France, President

The accompanying note is an integral part of these summary consolidated financial statements



**SUMMARY CONSOLIDATED STATEMENT OF OPERATIONS**

For the year ended March 31

	2019	2018
<b>Revenue</b>		
Grants and reimbursements	\$ 46,475,014	\$ 46,918,316
Capital support grants	152,954	261,841
Tuition revenue	95,735,897	46,099,586
Contract training	25,800,534	25,250,544
Amortization of deferred capital contributions	5,255,421	4,648,650
Other income	12,414,104	10,200,042
Donations	303,734	362,279
Foundation	544,345	460,415
Ancillary operations	11,581,523	9,752,418
Gain (loss) on disposal of capital assets	-	5,058
	<b>198,263,526</b>	<b>143,959,149</b>
<b>Expenses</b>		
Salaries and benefits	86,362,457	74,602,282
Operating expenditures	53,039,160	39,473,516
Post employment and compensated absences	(81,000)	(231,000)
Foundation	544,345	460,415
Bursaries and scholarships	302,737	354,848
Amortization of capital assets	8,466,568	7,150,635
Other expenditures out of capital support grants	152,954	279,470
Ancillary operations	9,238,535	8,563,472
	<b>158,025,756</b>	<b>130,653,638</b>
<b>Excess of Revenue over Expenses for the year</b>	<b>\$ 40,237,770</b>	<b>\$ 13,305,511</b>

The accompanying note is an integral part of these summary consolidated financial statements



**NOTE 1**

The summary consolidated financial statements are derived from the complete audited consolidated financial statements, prepared in accordance with Canadian public sector accounting standards as at and for the year ended March 31, 2019.

The preparation of these summary consolidated financial statements requires management to determine the information that needs to be reflected in these summary financial statements so that they are consistent, in all material respects with or represent a fair summary of the audited consolidated financial statements.

These summarized consolidated financial statements have been prepared by management using the following criteria:

- (a) whether information in the summary consolidated financial statements is in agreement with the related information in the complete audited consolidated financial statements; and
- (b) whether, in all material respects, the summary consolidated financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related complete audited consolidated financial statements, including the notes thereto.

Management determined that the consolidated statement of cash flows does not provide additional useful information and as such has not included them as part of the summary consolidated financial statements.

The audited consolidated financial statements of The St. Clair College of Applied Arts and Technology are part of the public records and are made available on the College website at: [www.stclaircollege.ca/boardandstaff/corporatedocuments.html](http://www.stclaircollege.ca/boardandstaff/corporatedocuments.html)

The 2018 Key Performance Indicators were not available at time of publication.

### Summary of Advertising & Marketing Complaints

For the period April 1, 2018 – March 31, 2019, as specified in the Minister's Binding Policy Directive on the Framework for Programs of Instruction which sets out college program advertising and marketing guidelines, St. Clair College has received no complaints from its students regarding advertising and marketing of College programs.

Nature of Complaint	Date Received	How Resolved/ Addressed	Date Resolution Communicated to Student	# of Working Days to Resolve
<i>No complaints received.</i>				

## **INSTITUTES OF TECHNOLOGY AND ADVANCE LEARNING (ITAL) REPORT**

This appendix is not required for St. Clair College.

**Patti France, President**

**Daniel Allen, Chair**

September 2013 – August 2019

**Nancy Jammu-Taylor**  
*Vice Chair*

September 2016 – August 2019 (Renewable)

**Kevin Beaudoin**

September 2017 – August 2020 (Renewable)

**Karen Behune Plunkett**

September 2017 – August 2020 (Renewable)

**Teresa Bendo**

September 2016 – August 2019 (Renewable)

**Dr. Ken Blanchette**  
*Internal Representative, Administration*

September 2016 – August 2019

**Kiara Clement**  
*Internal Representative, Student*

September 2018 – August 2019

**Marlene Corey**

September 2013 – August 2019

**Floyd Curtis**  
*Internal Representative, Faculty*

September 2016 – August 2019

**Renu Khosla**

September 2017 – August 2020 (Renewable)

**Patrick McMahon**

September 2017 – August 2020 (Renewable)

**Jean Piccinato**

September 2018 – August 2021 (Renewable)

**Robert Renaud**

September 2017 – August 2020 (Renewable)

**Egidio Sovran**

September 2016 – August 2019 (Renewable)

**Maureen Wickham**

September 2014 – August 2020

**Tammy Wonsch**  
*Internal Representative, Support Staff*

September 2017 – August 2020



To: Patricia France, President  
From: Melanie DeSchutter  
Date: July 8, 2019  
Re: Annual Review

The College Advisory Council (CAC) had two successful meetings in the 2018/2019 Academic year. The committee continued with the leadership of Ms. Melanie DeSchutter as Chair, CAC and Dr. Ken Blanchette as Vice Chair, CAC.

The meeting of November, 2018 focused its discussion on College policy amendments allowing for community feedback from all constituents, inclusive of Student governments at both campuses. Discussion was regarding the new substance abuse policy and integrity policy.

The CAC reconvened in January 2019 and had an effective conversation regarding allowing better access to students regarding important academic policies. A review of "Just the Facts" was completed as well as a student FAQ document with policies will be developed. The committee also discussed the new emergency response plan and the behavioural intervention/response plan.

The CAC will be looking to meet again in the upcoming Fall 2019 Semester.

Regards,

Melanie DeSchutter  
Associate Registrar





**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: SEPTEMBER 24, 2019**

**RE: FREE SPEECH ANNUAL REPORT**

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

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**Aim:**

To provide the Board with the annual report regarding the implementation of the College's Free Speech Policy.

**Background:**

Following the directive of the Ministry of Training, Colleges and Universities (MTCU), each of Ontario's public colleges and universities is to prepare an annual report on the implementation of its Free Speech Policy. The report was submitted to the Higher Education Quality Council of Ontario (HEQCO) on August 30, 2019 and has been posted on the College's website, per the Ministry directive.

HEQCO will review all the reports and develop a public report on the implementation of Free Speech Policies for all Ontario's public colleges and universities.

**Recommendation:**

**IT IS RECOMMENDED THAT** the Board of Governors receive the annual report regarding the implementation of the College's Free Speech Policy, for information.





**TO:** Martin Hicks  
Higher Education Quality Council of Ontario

**FROM:** John Fairley  
Vice President, College Communications & Community Relations

**DATE:** August 30, 2019

**RE:** **Free Speech Annual Report**

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**Aim:**

To provide an annual report on the implementation and any campus events regarding St. Clair College's Free Speech Policy.

**Background:**

Each of Ontario's public colleges and universities is to prepare an annual report on the implementation of their Free Speech Policy to aid the Higher Education Quality Council of Ontario (HEQCO) in the development of a public report.

**2019 College Update:**

In the wake of the government's requirement for institutional free speech policies, St. Clair College provided the new policy to all staff and students to review and provide input.

The President and Senior Operations Group meet monthly with all student leaders which includes the Student Representative Council, Student Athletic Association and Thames Students Inc. This venue provides ample opportunity to dialog with student leaders and for formal review of the current policy.

Discussions have also been held with members of the College Advisory Council, Program Coordinators and through staff communications.

These talks resulted in no new recommendations for changes to the Free Speech Policy, which was implemented January 1, 2019.

The College has designated the office of the Vice President of College Communications and Community Relations where members of the institutional community (or guests) are directed when there is a free speech related question or complaint about an event on campus.

Since January 2019, there have been approximately 150 campus events which have been club-based, academic-based or community driven. No complaints or objections were registered relating to issues surrounding freedom of speech.

There have been no changes in institutional practices as a result of the Free Speech Policy and no issues have emerged that would cause St. Clair College to re-evaluate or amend the existing policy.



# ST. CLAIR

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C O L L E G E

**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: SEPTEMBER 24, 2019**

**RE: ENHANCE STUDENT LIFE  
SPORTS PARK COMMENCED IN 2019-2020**

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

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

**HUMAN RESOURCES, SAFETY & FACILITIES MANAGEMENT – JOE  
SIRANNI, VICE PRESIDENT**

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**AIM:**

To provide the Board with an update on the construction of the Sports Park at the Windsor Campus.

**BACKGROUND:**

Construction of the Sports Park was initiated in April 2019 and considerable progress has occurred as of September 2019. The College continues to work in collaboration with the Student Representative Council (SRC) and the Student Athletic Association (SAA) as it relates to construction, funding and operational planning for the Sports Park.

An update of the project to date includes the following:

- Three major donors have been secured:
  - Zekelman Industries (\$2,500,000 cash),
  - Domino's Pizza Canada (\$1,000,000 cash),
  - Windsor Family Credit Union (\$1,000,000 – cash donation plus interest relief).
- The College has funded and successfully completed two new parking lots in the Sports Park in time for fall start up.
- Significant construction has taken place on the soccer stadium, press box and the jumbo scoreboard. The footings for the tennis center are complete and steel erection will take place in late September.

- A redesigned softball diamond has been included in the project as of September 2, 2019 due to increased fundraising from stadium seat sponsorships and an additional \$1,000,000 commitment from the Student Athletic Association.

At this time, park amenities may include:

- West parking lot;
- East parking lot;
- New roadway on east side of the parking lot;
- Walking track from west parking lot to the sand volleyball complex;
- Beacon entrance;
- Outdoor sand volleyball complex that is fully lit with snack bar/restaurant;
- Zekelman indoor tennis courts – four indoor courts, pro shop and dressing rooms;
- Soccer stadium with artificial turf – fully lit with seating capacity for 1,500;
- Press box;
- Ladies softball diamond with artificial turf – fully lit with spectator bleachers for 300 (new cost of \$2,952,346 + \$100,000 architect fees).

#### Operational Plan:

- A lead manager (Jeff McEwan) has been designated as the College lead and liaison in working collaboratively with the SRC and SAA to facilitate the operation of the Sports Park and all recreational facilities.
- The Student Athletic Association has approved an annual budget allocation of \$200,000 to ensure the successful operation of the Sports Park.
- College management, the Student Athletic Association and the Student Representative Council will collaborate closely to ensure a well-rounded mix of varsity sports, intramural sports and student activities occur in the new facility.
- SAA/St. Clair College continues to meet with AKO Football for the SAA to potentially acquire the team to support the College to recruit student athletes interested in football.

#### **RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive this update on the construction of the Sports Park as information.



**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: SEPTEMBER 24, 2019**

**RE: STRATEGIC DIRECTION UPDATE – FACILITIES (EFFICIENCY & EFFECTIVE) EXPLORE THE FEASIBILITY OF A PARKING GARAGE AND STUDENT HOUSING**

**SECTOR: HUMAN RESOURCES, SAFETY & FACILITIES MANAGEMENT – JOE SIRANNI, VICE PRESIDENT**

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

**FINANCE – MARC JONES, VICE PRESIDENT & CHIEF FINANCIAL OFFICER**

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**AIM:**

To provide the Board with an update on the Strategic Directions (2019-20). This update pertains to Strategic Direction #5 Facilities (Efficiency & Effective) regarding the feasibility of a parking structure at the Windsor Campus and off-campus student housing in Windsor-Essex. Specific details include the following:

Goal	Objective	Measure	Deadline
Campus Enhancement.	Explore feasibility of a parking garage and student housing.	Prepare RFP and determine if there is a successful proponent/development of an implementation plan.	March 2020.

## **BACKGROUND:**

Parking Garage: To support the Strategic Direction #5, a Request for Proposal was issued on January 15, 2019 and closed on May 10, 2019 for the Construction and Management of a Parking Garage on campus. The goal of the RFP was to determine if there were interested partner(s) who would build a parking garage at their cost and recoup the cost by managing the garage and potentially all parking operations on campus, over a 10+ year period.

Three submissions were received and all three submissions fell short of meeting the requirements of the RFP. Two submissions indicated that they could not meet the requirements and suggested that the College must pay the complete cost of construction. The third submission attempted to meet the requirements, however, fell short by leaving a significant balloon payment at the end of the ten year period. The two main conclusions drawn from the submission are as follows:

1. The College would be required to invest in all or part of the construction of the parking garage. The cost for construction was estimated by all three submissions to be around \$13-15 Million.
2. The construction of a parking garage would necessitate a considerable increase to parking permit fees in order to make the parking garage sustainable. The current rate of \$300/8 months would need to increase by 2-3 times.

Administration determined that the students and staff should be surveyed to determine if a substantial increase in parking fees would be acceptable if a parking garage were to be built by the College. The College will work with the student governments to implement this survey.

Student Housing: To support the Strategic Direction #5, a Request for Proposal was issued on January 15, 2019 and closed on May 3, 2019 for the development, construction, financing and operation of a student housing facility in Windsor-Essex, Ontario. The goal of the RFP was to determine if there were interested partner(s) who would build and operate an off-campus student housing facility at their cost to complement the College's existing student residence as a separate standalone facility.

No submissions were received.

## **RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #5 as it pertains to Facilities and exploring the feasibility of building parking structure on the Windsor campus and off-campus student housing in the Windsor-Essex region.



**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: SEPTEMBER 24, 2019**

**RE: PROFESSIONAL SERVICES**

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

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**AIM:**

To provide the Board with an update on the College's Professional Services as required by the St. Clair College Professional Corporate Services Policy.

**BACKGROUND:**

The Professional Corporate Services Policy (Policy 4.11) requires Administration to present an outline of its professional services review annually, at the September Board meeting. The Policy identifies audit, banking, insurance and legal as those services that are to be reviewed, at least once every five years. The following chart summarizes Administration's review:

Service	Organization	Update
Audit	KPMG	Request for Proposal (RFP) completed in 2017. KPMG was the successful proponent. The contract commenced with the 2018 fiscal year and expires with the 2022 fiscal year.
Banking	WFCU	Request for Proposal (RFP) completed in 2018. WFCU was the successful proponent. The contract commenced July 2018 and expires June 2023.

Insurance	AON	The College participates in a consortium insurance program, which represents 21 of the 24 colleges. The consortium contract is managed by the Ontario Education Collaborative Marketplace (OECM). OECM completed a RFP for insurance broker services in 2017. AON was the successful proponent. The contract commenced January 2018 and expires March 2023.
Legal	Bartlet & Richardes LLP Hicks Morley LLP McTague Law Firm LLP	<p>Corporate legal matters are provided by Bartlet &amp; Richardes LLP. Human Resources (HR) legal matters are provided by Hicks Morley LLP as this firm is utilized by the College Employer Council on behalf of the entire college sector.</p> <p>Legal services pertaining to immigration law are provided by McTague Law Firm LLP. The College performed an invitational competitive procurement by contacting three firms.</p> <p>Corporate and HR legal services have not been openly procured due to the importance of having service continuity, and the Canadian Free Trade Agreement provides a procurement exemption for services that may only be provided by a licensed lawyer.</p>

### **RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive this update pertaining to the College's Professional Services, as required, by the Professional Corporate Services Policy, for information.





**TO: BOARD OF GOVERNORS**  
**FROM: PATRICIA FRANCE, PRESIDENT**  
**DATE: SEPTEMBER 24, 2019**  
**RE: 2019 - 2020 MEETING AND EVENT SCHEDULE**  
**SECTOR: PRESIDENT**

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**AIM:**

To obtain Board approval for the 2019 – 2020 Meeting and Event Schedule.

**BACKGROUND:**

In order to keep the Board informed of the schedule of meetings and College events, a meeting and event schedule is prepared annually and presented to the Board. The draft 2019 – 2020 Meeting and Event Schedule was provided to the Board of Governors at the June Board meeting. Dates have been finalized and are noted in the attached schedule.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors approve the 2019 – 2020 Meeting and Event Schedule.

ST. CLAIR COLLEGE OF APPLIED ARTS & TECHNOLOGY  
BOARD OF GOVERNORS

**2019 – 2020 Meeting and Event Schedule**

**Board Meetings**

TBD	New Board Member Orientation
September 10, 2019 *	Committee of the Whole – Windsor
September 24, 2019	Full Board Meeting – Windsor
October 8, 2019 *	Committee of the Whole – Windsor
October 22, 2019	Full Board Meeting – SCCCA
November 12, 2019 *	Committee of the Whole – Windsor
November 26, 2019	Full Board Meeting – Windsor
January 14, 2020 *	Committee of the Whole – Windsor
January 28, 2020	Full Board Meeting – Windsor
February 11, 2020 *	Committee of the Whole – Windsor
February 25, 2020	Full Board Meeting – Windsor
March 10, 2020 *	Committee of the Whole – Windsor
March 24, 2020	Full Board Meeting – Windsor
April 14, 2020 *	Committee of the Whole – Windsor
April 28, 2020	Full Board Meeting – Windsor
May 12, 2020 *	Committee of the Whole – Windsor
May 26, 2020	Full Board Meeting – Chatham
June 9, 2020 *	Committee of the Whole – Windsor
June 23, 2020	Full Board & Annual General Meeting – Windsor

*\* Please Note: All Committee of the Whole Meetings are listed and will be held at the discretion of the Board Chair and President.*

## Events

October 2, 2019	Fall Academic Awards Banquet (SCCCA) Windsor & Chatham
October 8, 2019 (7 <sup>th</sup> Session) (8 <sup>th</sup> Session)	Fall Convocation (WFCU) Fall Convocation (WFCU)
October 10, 2019 (9 <sup>th</sup> Session)	Fall Convocation (Chatham HealthPlex)
November 30 – December 2, 2019	Higher Education Summit: Premier's Awards December 2, 2019
Thursday, December 5, 2019	Holiday Social
TBD	Board Planning Session/Retreat
February 27, 2020	Chatham Scholarship & Bursaries (Club Lentinas)
March 26 and March 30, 2020	Windsor Scholarship & Bursaries (SCCCA)
TBD	Alumni of Distinction (SCCCA)
April 7, 2020	Athletic Awards Banquet
April 17, 2020	SRC Changeover Banquet
May 1, 2020	TSI Changeover Banquet
May 3 – May 5, 2020	CICan Annual Conference, Montreal, QC
June 2, 2020	Windsor Academic Awards Banquet
June 4, 2020	Chatham Academic Awards Banquet
June 8, 2020 (1 <sup>st</sup> Session) (2 <sup>nd</sup> Session)	Spring Convocation (WFCU) Spring Convocation (WFCU)
June 9, 2020 (3 <sup>rd</sup> Session) (4 <sup>th</sup> Session)	Spring Convocation (WFCU) Spring Convocation (WFCU)
June 10, 2020 (5 <sup>th</sup> Session) (6 <sup>th</sup> Session)	Spring Convocation (WFCU) Spring Convocation (WFCU)
June 12, 2020 (7 <sup>th</sup> Session) (8 <sup>th</sup> Session)	Spring Convocation (Chatham Health Plex) Spring Convocation (Chatham Health Plex)



**TO: BOARD OF GOVERNORS**  
**FROM: PATRICIA FRANCE, PRESIDENT**  
**DATE: SEPTEMBER 24, 2019**  
**RE: ANNUAL WORK PLAN**  
**SECTOR: PRESIDENT**

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**AIM:**

To obtain Board approval for the 2019 – 2020 Annual Work Plan.

**BACKGROUND:**

The Board of Governors, in collaboration with Administration, has established an annual work cycle that is reviewed and approved annually at the September Board meeting. The 2019 – 2020 Annual Work Plan is provided for consideration.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors approve the 2019 – 2020 Annual Work Plan.

# St. Clair College Board of Governors

## ANNUAL WORKPLAN: 2019 - 2020

### Board Actions

Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug
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### Audit Committee

Appoint Audit Committee  
 YE Audit Cmt Report  
 Approval of YE Financial Statements  
 Appointment of Auditors

X											
									X		
									X		
									X		

### Strategic Planning/Presidential Performance Evaluation

Strategic Planning Session/Retreat  
 Approval of Strategic Plan  
 Presidential Evaluation - Stage One (Critical Dates)  
 Presidential Evaluation - Stage Two (Forms/Process)  
 Approval of Presidential Objectives  
 President's Self-Evaluation  
 Board Evaluation of President  
 Approval of Pres Perf Eval Results

				X							
				X							
						X					
							X				
						X					
							X				
								X			
									X		

### Board Self-Evaluation

Board Self-Evaluation Survey - Notification/Process  
 Board Self-Evaluation Survey - Distribution  
 Board Self-Evaluation Results and Action Plan

							X				
								X			
									X		

### New Board Member Recruitment

Appoint Recruitment Committee  
 Committee Report-out (Short List)  
 Board Approval of New Members  
 Review of LGIC Appointments

					X						
						X					
								X			
	X										

# St. Clair College Board of Governors

## ANNUAL WORKPLAN: 2019 - 2020

### Board Actions

Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug
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### College Administrative Report-outs

Strategic Mandate Agreement  
KPI Survey Results  
Annual Report  
Motion to Confer Diplomas  
Program Advisory Committee (PAC)

				X							
								X			
										X	
							X				
					X						

### Financial Reporting

Business Plan Accrual Template (MTCU)  
Financial Monitoring Report  
Financial Statements  
Investment Report  
Mid-Year Budget Review/Approval  
New Fiscal Year Budget Review/Approval  
New Program Status  
Professional Services Report  
Quarterly Financial Reviews  
Section 28 Attestation

		X							X		
X	X	X		X	X				X		
									X		
X											
		X									
						X					
							X				
X											
		X			X				X		
								X			

### Board Function

Appoint Treasurer  
Approval of Annual Workplan  
Meeting and Events Schedule - Draft  
Meeting and Events Schedule  
HES Report-Outs  
CICan Report -Outs  
Meet with SRC Executive  
Meet with TSI Executive

X											
X											
									X		
X											
				X							
								X			
						X					
							X				

# St. Clair College Board of Governors

## ANNUAL WORKPLAN: 2019 - 2020

### Board Actions

Meet with SAA Executive  
 Meet with Alumni and Foundation Executives  
 Nominations for Board Chair & Vice Chair  
 Elect Board Chair & Vice Chair  
 Appoint Foundation Board Rep  
 Review Succession Plan  
 Annual General Meeting (AGM)  
 Review Risk Management  
 New Board Member Orientation  
 Executive Committee Plan (Summer)  
 Executive Committee Report-out (Summer)

Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug
								X			
									X		
							X				
								X			
									X		
									X		
									X		
	X										
X											
									X		
X											

### Board Policy/By-Law Reviews

Policy 2003 - 7 (2nd Reading) & 2003 - 8 (1st Reading)  
 Policy 2003 - 8 (2nd Reading) & 2003 - 9 (1st Reading)  
 Policy 2003 - 9 (2nd Reading) & 2003 - 10 (1st Reading)  
 Policy 2003 - 10 (2nd Reading) & 2003 - 11 (1st Reading)  
 Policy 2003 - 11 (2nd Reading) & 2003 - 12 (1st Reading)  
 Policy 2003 - 12 (2nd Reading) & 2003 - 13 (1st Reading)  
 Policy 2003 - 14 (2nd Reading) & 2003 - 15 (1st Reading)  
 Policy 2003 - 15 (2nd Reading) & 2003 - 16 (1st Reading)  
 Policy 2003 - 16 (2nd Reading) & 2003 - 17 (1st Reading)

X											
	X										
		X									
				X							
					X						
						X					
							X				
								X			
									X		



Ministry of Training,  
Colleges and Universities

Ministère de la Formation  
et des Collèges et Universités

Deputy Minister

Sous-ministre

438 University Avenue, 5<sup>th</sup> floor  
Toronto ON M7A 2A5  
Tel.: 416 314-9244

438, avenue University, 5<sup>e</sup> étage  
Toronto (Ontario) M7A 2A5  
Tél. : 416 314-9244

**MEMORANDUM TO:** Presidents, Colleges of Applied Arts and Technology  
Linda Franklin, President and CEO, Colleges Ontario

**FROM:** Laurie LeBlanc  
Deputy Minister  
Ministry of Training, Colleges and Universities

**DATE:** September 4, 2019

**SUBJECT:** Launch of the 2020-25 Strategic Mandate Agreements  
Process

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I am writing to announce the official launch of the 2020-25 Strategic Mandate Agreement (SMA3) process, and to provide detail and material that will support the SMA3 bilateral discussions and finalization of agreements.

The ministry would like to thank institutions for their engagement over the spring and summer, providing input into many aspects of performance/outcomes-based funding mechanism and SMA3 performance metrics.

Bilateral discussions with individual institutions will officially begin in early October 2019 and will focus on the following key deliverables: establishing notional performance/outcomes-based funding for institutions; setting performance targets against the ten metrics; confirming the weightings that institutions will assign to each of these metrics; and, establishing institutional narratives that will contextualize metric performance.

Attached you will find three documents to support the bilateral discussion process that have been finalized with your input:

- ***Performance/Outcomes-Based Funding –Technical Manual:*** The authoritative reference that describes the process by which performance/outcomes-based funding will be implemented through SMA3.
- ***The SMA3 Instrument/Agreement:*** An institution-specific document that structures the final agreements and contains the metric weights, notional

allocations, targets, and narratives on each metric, institutional profile and confirmation of institutional corridor midpoints.

- ***Metrics and Data Workbook:*** An institution-specific Excel-based document that will be used to inform the SMA3 bilateral discussions on metric data, definitions, sources and targets, bands of tolerance and notional performance/outcomes-based funding allocations.

At this time, the SMA3 Instrument and the Metrics and Data Workbook are generic samples provided to institutions as reference documents. Institution-specific, prepopulated instruments and workbooks will be distributed to each college and university by the first week of October.

As you know, the ministry will also be hosting an information session with colleges and universities on September 11, 2019. This meeting will provide additional details on the SMA3 process and will provide an opportunity for further questions regarding the SMA3 instrument/agreement, metric data and definitions and timelines. After this session, the SMA Secretariat will be reaching out to begin scheduling bilateral discussions with each institution.

I would also like to take this opportunity to announce that Marny Scully, Executive Lead / Special Advisor – Strategic Mandate Agreements will continue in her role and lead the ministry's work in finalizing agreements with each institution. As you know, Marny currently oversees the SMA Secretariat, which has developed the framework for SMA3, and design of the performance/outcomes-based based funding mechanism. Her extensive experience in the postsecondary sector makes her well positioned to lead SMA3's successful implementation.

We look forward to engaging with you as we work together to implement this innovative approach to postsecondary funding that supports differentiated improvement and recognizes each institution's unique strengths.

Sincerely,

*Original Signed By*

Laurie LeBlanc  
Deputy Minister

- c: Doug Brewer, Chief of Staff to the Minister of Training, Colleges and Universities  
Marny Scully, Executive Lead / Special Advisor – Strategic Mandate Agreements  
Kelly Shields, Assistant Deputy Minister (A), Postsecondary Education Division  
Kayla VanWyck, Manager, Strategic Mandate Agreement Secretariat

## **2019 Higher Education Summit**

Saturday, November 30 – Tuesday, December 2, 2019

Sheraton Centre Toronto

The Higher Education Summit offers a range of topics and guest speakers through various sessions. For those Governors who are available to attend, please review the agenda for full session descriptions at:

<https://registration.highereducationsummit.ca/ehome/399548/agenda/>

Some of the highlights of the conference have been listed below. The conference offers both open and concurrent sessions on Sunday and Monday. Participants can attend any of the sessions, however they do ask that you register for the concurrent sessions.

All travel, accommodations and registrations will be booked by Kristen Adams. Please review the conference agenda and provide her with your preferences. An email with further conference information will be sent out, following the Board meeting.

### **Saturday, November 30<sup>th</sup>**

#### **Good Governance – College Centre of Board Excellence**

This session is mandatory for the Good Governance certificate and is ideal for new Board members. It will provide a greater understanding of good governance principles and concepts and the roles and responsibilities of Board members and staff.

9:00 a.m. – 3:30 p.m.

#### **Board Chairs' and Vice-Chairs' Meeting**

12:00 p.m. – 3:30 p.m.

#### **Student Governors' Workshop**

4:00 p.m. – 6:30 p.m.

### **Sunday, December 1, 2019**

#### **Board Orientation – College Centre of Board Excellence**

This session is mandatory to complete the Good Governance certificate.

8:00 a.m. – 11:30 a.m.

### **Sunday, December 1 at 11:30 a.m. – Monday, December 2 at 3:00 p.m.**

#### **Open and Concurrent Sessions**

### **Monday, December 2, 2019**

Premier's Awards Gala Reception 5:15 p.m.

2019 Premier's Awards Gala 6:15 p.m.



**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: SEPTEMBER 24, 2019**

**RE: DAY 10 ENROLMENT REPORT – FALL 2019**

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

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**AIM:**

To provide an update regarding overall College enrolment to the Board of Governors outlining Day 10 registration statistics and international enrolment for the Fall 2019 semester (beginning of the 2019/2020 academic year).

**BACKGROUND:**

This is an annual report provided to the Board of Governors every September. This report represents Day 10 registration statistics and acts as a monitoring report to provide an enrolment update, as well as provide insight into international student recruitment activities. Day 10 is relevant as it is the final day for students to withdraw from the College and receive a refund of tuition fees paid less an administrative fee. As a result, these enrolment figures provide administration with a means of determining whether budget projections are accurate as we begin preparations for the College's mid-year budget review.

**RECOMMENDATION:**

IT IS RECOMMENDED that the Board of Governors approve this report on Day 10 enrolment statistics and international enrolment for the Fall 2019 semester.

**St. Clair College of Applied Arts and Technology**  
**3 Year Summary - Registration Statistics**  
**Fall 2019**

		Fall 2017			Fall 2018			Fall 2019			% Increase of FT
		Count	FT	PT	Count	FT	PT	Count	FT	PT	
<b>Campus:</b>	<b>Downtown Campus</b>	<b>935</b>	<b>918</b>	<b>17</b>	<b>1,567</b>	<b>1,551</b>	<b>16</b>	<b>2,867</b>	<b>2,836</b>	<b>31</b>	83%
<b>Category:</b>	<b>1. Post Secondary</b>	<b>935</b>	<b>918</b>	<b>17</b>	<b>1,567</b>	<b>1,551</b>	<b>16</b>	<b>2,867</b>	<b>2,836</b>	<b>31</b>	83%
Willie (Jimmy) Parsons	School of Media, Art & Design	327	322	5	723	713	10	742	736	6	3%
Randal Semeniuk	School of Community Studies	608	596	12	356	352	4	364	357	7	1%
Anthony Mancini	Zekelman School of Business & IT				488	486	2	1761	1743	18	259%
<b>Campus:</b>	<b>South Campus</b>	<b>8,306</b>	<b>7,810</b>	<b>496</b>	<b>10,323</b>	<b>9,767</b>	<b>556</b>	<b>9,149</b>	<b>8,526</b>	<b>623</b>	-13%
<b>Category:</b>	<b>1. Post Secondary</b>	<b>7,273</b>	<b>6,988</b>	<b>285</b>	<b>9,187</b>	<b>8,890</b>	<b>297</b>	<b>8,008</b>	<b>7,677</b>	<b>331</b>	-14%
Anthony Mancini	Zekelman School of Business & IT	1975	1917	58	3670	3630	40	2251	2187	64	-40%
Randal Semeniuk	School of Community Studies	1088	1018	70	1195	1070	125	1289	1209	80	13%
Raffaele Nicoletti	School of Engineering Technologies	1153	1086	67	1450	1408	42	1112	1073	39	-24%
Monica Tighe	School of Health Sciences	851	802	49	794	772	22	828	792	36	3%
Linda Watson	School of Nursing	1237	1210	27	1113	1066	47	1131	1081	50	1%
Willie (Jimmy) Parsons	School of Media, Art & Design	342	336	6	339	328	11	337	318	19	-3%
-	School of App & Trades - Industrial & Trans.	500	492	8	-	-	-	-	-	-	-
Lido Zuccato	School of Skilled Trades	127	127	0	626	616	10	1060	1017	43	65%
<b>Category:</b>	<b>2. Adult Training</b>	<b>277</b>	<b>81</b>	<b>196</b>	<b>374</b>	<b>115</b>	<b>259</b>	<b>413</b>	<b>121</b>	<b>292</b>	5%
Randal Semeniuk	School of Community Studies	196	0	196	259	0	259	277	0	277	-
Karen Gill-Gore	Community & Corporate Training (EAP)	81	81	0	115	115	0	136	121	15	5%
<b>Category:</b>	<b>3. Apprenticeship</b>	<b>756</b>	<b>741</b>	<b>15</b>	<b>762</b>	<b>762</b>	<b>0</b>	<b>728</b>	<b>728</b>	<b>0</b>	-4%
TBA	School of App & Trades - Industrial & Trans.	326	312	14							-
Lido Zuccato	School of Skilled Trades	430	429	1	762	762	0	728	728	0	-4%
<b>Campus:</b>	<b>Thames Campus</b>	<b>1,248</b>	<b>1,169</b>	<b>79</b>	<b>1,279</b>	<b>1,192</b>	<b>87</b>	<b>1,326</b>	<b>1,227</b>	<b>103</b>	3%
<b>Category:</b>	<b>1. Post Secondary</b>	<b>1,214</b>	<b>1,169</b>	<b>45</b>	<b>1,248</b>	<b>1,192</b>	<b>56</b>	<b>1,294</b>	<b>1,227</b>	<b>67</b>	3%
Mark Benoit	School of Academic Studies Chatham-Kent	654	628	26	737	706	31	800	768	32	9%
Linda Watson	School of Nursing - Chatham	428	413	15	397	384	13	398	374	24	-3%
Monica Tighe	School of Health Sciences - Chatham	132	128	4	114	102	12	96	85	11	-17%
<b>Category:</b>	<b>2. Adult Training</b>	<b>33</b>	<b>0</b>	<b>33</b>	<b>30</b>	<b>0</b>	<b>30</b>	<b>32</b>	<b>0</b>	<b>32</b>	-
Mark Benoit	School of Academic Studies Chatham-Kent	33	0	33	30	0	30	32	0	32	-
<b>Category:</b>	<b>2. Apprenticeship</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>4</b>	-
Mark Benoit	Apprentices - Thames	1	0	1	1	0	1	0	0	4	-
<b>Campus:</b>	<b>Toronto Campus</b>	<b>1,464</b>	<b>1,464</b>	<b>0</b>	<b>1,182</b>	<b>1,182</b>	<b>0</b>	<b>1,078</b>	<b>1,077</b>	<b>1</b>	-9%
<b>Category:</b>	<b>1. Post Secondary</b>	<b>1,464</b>	<b>1,464</b>	<b>0</b>	<b>1,182</b>	<b>1,182</b>	<b>0</b>	<b>1,078</b>	<b>1,077</b>	<b>1</b>	-9%
ACE Acumen Academy	Zekelman School of Business & IT	1464	1464	0	1182	1182	0	1078	1077	1	-9%

Total College by Activity	Fall 2017			Fall 2018			Fall 2019			% Increase of
	COUNT	FT	PT	COUNT	FT	PT	COUNT	FT	PT	
Post Secondary	10886	10539	347	13184	12815	369	13247	12817	430	0%
Adult Training	310	81	229	404	115	289	445	121	324	5%
Apprenticeship	757	741	16	763	762	1	732	728	4	-4%
<b>Total College</b>	<b>11953</b>	<b>11361</b>	<b>592</b>	<b>14351</b>	<b>13692</b>	<b>659</b>	<b>14424</b>	<b>13666</b>	<b>758</b>	<b>0%</b>

**BREAKDOWN OF FULL TIME POST SECONDARY STUDENT POPULATION:**

<b>2019</b>	
Grand Total Full Time Post Secondary	12,817
LESS: ACE Acumen Academy	1,077
Total Full Time Post Secondary WINDSOR/CHATHAM	11,740
Total Full Time Post Secondary WINDSOR/CHATHAM	11,740
LESS: INTERNATIONAL Full Time Post Secondary	4,188
Total DOMESTIC Full Time Post Secondary	7,552

CODE	PROGRAM NAME	A A L															
			9/16/2013		9/15/2014		9/21/2015		9/19/2016		9/18/2017		9/17/2018		9/16/2019		19/20 CHANGE
			FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	
P3 SCHOOL OF MEDIA, ART & DESIGN - Willie (Jimmy) Parsons																	
B875	ADVERTISING & MARKETING COMM.	1	75	0	64	2	47	0	77	0	61	1	41	0	40	0	-2%
	ADVERTISING & MARKETING COMM.	3	32	0	50	0	47	0	36	1	34	0	35	1	21	1	-40%
	ADVERTISING & MARKETING COMM.	5			24	2	36	4	37	4	20	1	16	3	26	1	63%
T809	GRAPHIC DESIGN	1	41	0	41	0	37	0	39	0	39	0	41	0	40	0	-2%
	GRAPHIC DESIGN	3	28	0	33	1	30	3	30	0	29	2	26	0	29	0	12%
	GRAPHIC DESIGN	5	28	0	24	0	32	1	26	0	20	0	28	0	21	1	-25%
B940	HOSPITALITY - HOTEL AND RESTAURANT	1	69	0	59	0	55	1	45	0	76	0	72	0	72	0	0%
	HOSPITALITY - HOTEL AND RESTAURANT	2												71	0	-	
	HOSPITALITY - HOTEL AND RESTAURANT	3	43	2	47	1	34	1	38	1	42	0	110	0	57	0	-48%
B894	JOURNALISM	1	48	0	49	2	35	1	40	0	33	1	27	1	34	0	26%
	JOURNALISM	3	26	2	29	4	30	2	21	8	31	3	18	3	11	2	-39%
B826	TOURISM - TRAVEL	1	65	0	90	1	62	1	47	0	81	1	79	0	79	0	0%
	TOURISM - TRAVEL	4	47	1	32	1	58	2	39	1	22	2	38	0	56	0	47%
B882	MEDIA CONVERGENCE	1	16	0	9	0	14	0	11	0	28	1	22	0	23	0	5%
B791	PUBLIC RELATIONS	1	38	0	17	0	28	1	32	1	26	0	32	1	40	0	25%
	PUBLIC RELATIONS	3	22	0	20	1	14	0	18	0	20	0	14	1	25	1	79%
B908	EVENT MANAGEMENT	1									14	0	76	0	66	0	-13%
B792	WEB & INTERACTIVE ADVERTISING	1									20	0	38	0	25	0	-34%
	SUB TOTAL AAL 01 - DOWNTOWN		352	0	329	5	278	4	291	1	378	4	428	2	419	0	-2%
	SUB TOTAL AAL 02 - DOWNTOWN													71	0	-	
	SUB TOTAL AAL 03 - DOWNTOWN		151	4	179	7	155	6	143	10	156	5	203	5	143	4	-30%
	SUB TOTAL AAL 04 - DOWNTOWN		47	1	32	1	58	2	39	1	22	2	38	0	56	0	47%
	SUB TOTAL AAL 05 - DOWNTOWN		54	1	48	2	68	5	63	4	40	1	44	3	47	2	7%
TOTAL DOWNTOWN WINDSOR			604	6	588	15	559	17	536	16	596	12	713	10	736	6	3%
P2 SCHOOL OF COMMUNITY STUDIES - Randal Semeniuk																	
B961	BORDER SERVICES	1	51	2	63	1	98	2	81	2	97	2	127	2	110	1	-13%
	BORDER SERVICES	3							64	1	67	0	74	1	88	2	19%
B959	PARALEGAL (ACCEL.)	1	18	0	26	0	24	0	28	0	26	1	27	0	28	0	4%
	PARALEGAL (ACCEL.)	4	28	0	18	0	23	0	19	0	24	0	18	0	21	1	17%
B897	PARALEGAL	1	40	0	26	0	22	1	25	0	26	0	28	0	26	0	-7%
	PARALEGAL	3	7	0	27	0	15	0	16	0	18	1	17	0	23	0	35%
B603	COMMUNITY & JUSTICE SERVICES	1	40	4	39	2	45	1	34	0	45	0	40	1	37	2	-8%
	COMMUNITY & JUSTICE SERVICES	3	22	0	19	0	17	1	21	0	19	1	21	0	24	1	14%
	SUB TOTAL AAL 01 - DOWNTOWN		149	6	154	3	189	4	168	2	194	3	222	3	201	3	-9%
	SUB TOTAL AAL 03 - DOWNTOWN		29	0	46	0	32	1	101	1	104	2	112	1	135	3	21%
	SUB TOTAL AAL 04 - DOWNTOWN		28	0	18	0	23	0	19	0	24	0	18	0	21	1	17%
TOTAL DOWNTOWN WINDSOR			206	6	218	3	244	5	288	3	322	5	352	4	357	7	1%
B2 ZEKELMAN SCHOOL OF BUSINESS & INFORMATION TECHNOLOGY - Anthony Mancini																	
B600	BUSINESS	1											91	0	205	1	125%
	BUSINESS	2											197	0	136	0	-31%
	BUSINESS	3													202	13	-
B018	DATA ANALYTICS FOR BUSINESS	1											62	0	95	0	53%
	DATA ANALYTICS FOR BUSINESS	3													134	0	-
B802	HUMAN RESOURCES MANAGEMENT	1									39	0	136	2	97	2	-29%
B999	INTERNATIONAL BUS MGMT - LOGISTICS	1													222	0	-
	INTERNATIONAL BUS MGMT - LOGISTICS	2													326	0	-
	INTERNATIONAL BUS MGMT - LOGISTICS	4													310	0	-
B788	SUPPLY CHAIN MANAGEMENT	2													16	2	-
	SUB TOTAL AAL 01 - DOWNTOWN										39	0	289	2	619	3	114%
	SUB TOTAL AAL 02 - DOWNTOWN										0	0	197	0	478	2	143%
	SUB TOTAL AAL 03 - DOWNTOWN										0	0	0	0	336	13	-
	SUB TOTAL AAL 04 - DOWNTOWN										0	0	0	0	310	0	-

CODE	PROGRAM NAME	A A L															
			9/16/2013		9/15/2014		9/21/2015		9/19/2016		9/18/2017		9/17/2018		9/16/2019		19/20 CHANGE
			FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	
TOTAL DOWNTOWN WINDSOR			39048621,74318259%														
B2 ZEKELMAN SCHOOL OF BUSINESS & INFORMATION TECHNOLOGY - Anthony Mancini																	
B007	BUS ADMIN - ACCOUNTING	1	61	0	67	0	57	1	60	0	71	1	59	0	63	0	7%
	BUS ADMIN - ACCOUNTING	3	63	0	75	2	71	2	63	3	79	1	59	1	54	3	-8%
	BUS ADMIN - ACCOUNTING	5	66	2	60	4	74	2	63	2	60	3	72	2	80	1	11%
B851	BUS ADMIN - FINANCE	1	35	0	40	0	32	2	51	0	31	2	34	1	64	0	88%
	BUS ADMIN - FINANCE	3	28	1	25	0	45	0	36	1	44	1	29	1	27	1	-7%
	BUS ADMIN - FINANCE	5	21	0	22	0	24	1	36	3	26	0	30	0	29	1	-3%
B880	BUS ADMIN - HUMAN RESOURCES	1	60	1	62	0	59	0	56	2	61	0	50	2	52	2	4%
	BUS ADMIN - HUMAN RESOURCES	3	53	0	43	1	57	1	45	1	54	0	43	1	41	0	-5%
	BUS ADMIN - HUMAN RESOURCES	5	42	0	40	2	41	1	54	0	44	2	44	3	40	5	-9%
B009	BUS ADMIN - MARKETING	1	42	0	43	2	42	0	46	0	37	3	41	0	38	0	-7%
	BUS ADMIN - MARKETING	3	31	0	32	2	27	2	35	1	31	2	36	1	31	2	-14%
	BUS ADMIN - MARKETING	5	40	1	32	1	26	0	23	0	32	0	27	0	37	0	37%
B010	BUSINESS - ACCOUNTING	1	48	1	49	3	47	3	42	1	53	2	65	0	78	1	20%
	BUSINESS - ACCOUNTING	3	61	0	52	2	48	3	58	4	47	10	85	3	53	9	-38%
B012	BUSINESS - MARKETING	1	33	0	30	1	28	3	46	1	50	3	59	3	78	1	32%
	BUSINESS - MARKETING	3	21	0	21	1	19	4	20	2	28	3	85	2	50	2	-41%
T860	COMPUTER SYST TECHN-NETWORK	1	47	1	46	1	56	1	47	1	96	2	90	0	272	2	202%
	COMPUTER SYST TECHN-NETWORK	2											369	0	247	0	-33%
	COMPUTER SYST TECHN-NETWORK	3	45	2	45	1	51	3	57	3	68	3	368	0	177	1	-52%
T861	COMPUTER SYST TECHY-NETWORK	1	51	0	49	1	52	0	55	0	82	0	71	4	55	0	-23%
	COMPUTER SYST TECHY-NETWORK	3	39	0	54	0	44	3	63	0	60	2	88	1	37	0	-58%
	COMPUTER SYST TECHY-NETWORK	5	54	0	47	3	66	1	61	4	73	1	63	3	71	1	13%
B892	BUS ADMIN - INTERNATIONAL	1	27	0	28	1	25	1	24	0	26	2	0	0	0	0	-
	BUS ADMIN - INTERNATIONAL	3	17	0	22	1	13	0	18	1	16	2	12	0	0	0	-100%
	BUS ADMIN - INTERNATIONAL	5	13	0	14	1	13	1	15	0	12	1	15	0	12	1	-20%
B989	INTERNATIONAL BUS. MANAGEMENT	1			19	0	47	1	48	0	140	0	86	0	-	-	-
	INTERNATIONAL BUS. MANAGEMENT	2											323	0	-	-	-
	INTERNATIONAL BUS. MANAGEMENT	3					14	0	31	0	77	0	363	0	-	-	-
B904	SPORT & RECREATION MANAGEMENT	1	53	5	57	1	57	1	56	2	53	0	59	0	41	1	-31%
	SPORT & RECREATION MANAGEMENT	3			40	1	40	1	36	0	38	0	28	1	38	0	36%
	SPORT & RECREATION MANAGEMENT	5							36	0	32	3	30	0	26	1	-13%
B226	OFFICE ADMIN - EXECUTIVE	3	48	0	29	0	29	0	36	2	28	2	83	1	27	4	-67%
B227	OFFICE ADMIN - GENERAL	1	146	3	122	2	122	2	108	7	136	4	100	4	143	5	43%
	OFFICE ADMIN - GENERAL	2											329	4	0	0	-100%
B228	OFFICE ADMIN - HEALTH SERVICES	3					75	2	26	1	38	0	192	1	35	12	-82%
B891	OFFICE ADMIN - LEGAL	1	0	0	0	0	0	0	0	0	15	2	0	0	0	0	-
	OFFICE ADMIN - LEGAL	3	24	2	13	0	13	0	16	0	10	2	10	1	0	0	-100%
B906	ESPORTS ADMIN & ENTREPRENEURSHIP	1													58	0	-
	ESPORTS ADMIN & ENTREPRENEURSHIP	3													12	0	-
B948	INTERNET APPLICATIONS & WEB DESIGN	1	60	1	30	1	30	1	31	0	28	2	0	0	0	0	-
	INTERNET APPLICATIONS & WEB DESIGN	3	19	1	41	1	41	1	20	1	17	0	17	0	0	0	-100%
	INTERNET APPLICATIONS & WEB DESIGN	5			17	0	17	0	35	0	15	0	11	0	11	0	0%
B990	MOBILE APPLICATIONS DEVELOPMENT	1			40	0	40	0	37	1	45	0	72	1	60	2	-17%
	MOBILE APPLICATIONS DEVELOPMENT	3							29	0	24	1	22	0	38	3	73%
	MOBILE APPLICATIONS DEVELOPMENT	5									26	0	21	0	12	3	-43%
SUB TOTAL AAL 01 - WINDSOR			663	12	682	13	694	16	707	15	924	23	786	15	1,002	14	27%
SUB TOTAL AAL 02 - WINDSOR													1,021	4	247	0	-76%
SUB TOTAL AAL 03 - WINDSOR			449	6	492	12	587	22	589	20	659	29	1,520	14	620	37	-59%
SUB TOTAL AAL 05 - WINDSOR			236	3	232	11	261	6	323	9	320	10	313	8	318	13	2%
TOTAL SOUTH CAMPUS			1,348	21	1,406	36	1,542	44	1,619	44	1,903	62	3,640	41	2,187	64	-40%
P2 SCHOOL OF COMMUNITY STUDIES - Randal Semeniuk																	
B935	AUTISM & BEHAVIOURAL SCIENCE	1	27	0	26	0	26	0	41	0	30	0	40	0	26	0	-35%



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			9/16/2013		9/15/2014		9/21/2015		9/19/2016		9/18/2017		9/17/2018		9/16/2019		19/20
			FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	CHANGE
B995	AUTISM & BEHAVIOURAL SCIENCE (PT)	1			0	11	0	11	0	0	0	0	0	5	0	6	-
C999	BACHELOR OF APPL ARTS IN SOCIAL JUSTICE	1													33	0	-
B992	CHILD & YOUTH CARE	1	80	0	77	0	77	0	74	1	78	0	80	0	78	0	-3%
	CHILD & YOUTH CARE	4	58	0	51	1	51	1	61	0	55	0	56	2	55	1	-2%
	CHILD & YOUTH CARE	7	51	0	57	0	57	0	49	2	54	1	35	4	50	2	43%
C365	COMMUNITY INTEGRATION COOP ED.	1	10	0	10	0	10	0	15	0	19	0	29	0	37	0	28%
	COMMUNITY INTEGRATION COOP ED.	3			10	0	10	0	9	0	13	0	19	0	27	0	42%
C862	GENERAL ARTS & SCIENCE - AA. BUS	1	47	0	32	2	32	2	28	1	46	3	33	1	38	1	15%
B101	EARLY CHILDHOOD EDUCATION	1	98	0	95	2	95	2	99	1	99	0	96	3	98	2	2%
	EARLY CHILDHOOD EDUCATION	3	62	4	70	3	70	3	70	2	64	3	65	3	80	3	23%
B820	EARLY CHILDHOOD EDUCATION (ACCEL.)	3	23	1	18	0	18	0	14	0	19	0	15	1	11	0	-27%
B846	EARLY CHILDHOOD EDUCATION (B.Ed.)	3	39	0	35	0	35	0	56	0	31	0	39	0	55	0	41%
B899	EDUCATIONAL SUPPORT	1	69	1	54	2	54	2	45	2	48	2	52	2	51	1	-2%
	EDUCATIONAL SUPPORT	3	64	1	57	1	57	1	40	4	26	5	29	1	44	3	52%
C623	LIBERAL ARTS	1	41	0	33	1	33	1	35	1	39	0	39	1	37	0	-5%
	LIBERAL ARTS	3	25	0	21	0	21	0	15	1	22	0	23	0	19	0	-17%
B819	POLICE FOUNDATIONS	3	54	0	44	0	44	0	47	1	56	1	37	0	33	10	-11%
B803	PROTECTION, SECURITY & INVEST.	1	166	5	154	2	154	2	122	3	151	2	143	1	140	2	-2%
	PROTECTION, SECURITY & INVEST.	3	112	1	100	5	100	5	98	2	56	4	66	2	84	4	27%
B109	SPECIAL STUDENT	1	4	64	0	65	0	65	1	62	0	44	6	97	0	45	-100%
B895	SOCIAL SERVICE WORKER - GERONT	1	50	3	46	2	46	2	49	1	46	0	73	1	82	0	12%
	SOCIAL SERVICE WORKER - GERONT	2											61	0	0	0	-100%
	SOCIAL SERVICE WORKER - GERONT	3	41	1	37	1	37	1	41	4	41	1	34	1	62	0	82%
	SOCIAL SERVICE WORKER - GERONT	4												69	0		-
	SUB TOTAL AAL 01 - WINDSOR		592	73	527	87	527	87	509	72	556	51	591	111	620	57	5%
	SUB TOTAL AAL 02 - WINDSOR												61	0	0	0	-100%
	SUB TOTAL AAL 03 - WINDSOR		420	8	392	10	392	10	390	14	328	14	327	8	415	20	27%
	SUB TOTAL AAL 04 - WINDSOR		58	0	51	1	51	1	61	0	55	0	56	2	124	1	121%
	SUB TOTAL AAL 07 - WINDSOR		51	0	57	0	57	0	49	2	54	1	35	4	50	2	43%
<b>TOTAL SOUTH CAMPUS</b>			<b>1,121</b>	<b>81</b>	<b>1,027</b>	<b>98</b>	<b>1,027</b>	<b>98</b>	<b>1,009</b>	<b>88</b>	<b>993</b>	<b>66</b>	<b>1,070</b>	<b>125</b>	<b>1,209</b>	<b>80</b>	<b>13%</b>
<b>T3 SCHOOL OF ENGINEERING TECHNOLOGIES - Raffaele Nicoletti</b>																	
T020	ARCHITECTURAL TECHNOLOGY	1	46	2	37	1	37	1	39	0	35	0	51	0	51	1	0%
	ARCHITECTURAL TECHNOLOGY	3	29	1	34	0	34	0	31	2	37	2	35	1	28	0	-20%
	ARCHITECTURAL TECHNOLOGY	5	32	4	25	4	25	4	31	3	25	3	24	2	27	2	13%
T755	BIOMEDICAL ENG TECHNOLOGY	1	46	1	43	0	43	0	55	0	59	0	54	0	41	0	-24%
	BIOMEDICAL ENG TECHNOLOGY	3			28	0	28	0	29	0	34	0	25	0	24	0	-4%
	BIOMEDICAL ENG TECHNOLOGY	5				0	0	27	0	28	1	29	0	25	0		-14%
T836	CHEMICAL LAB TECHNOLOGY	1	44	2	45	0	45	0	37	2	36	1	47	0	30	0	-36%
	CHEMICAL LAB TECHNOLOGY	3	33	1	33	1	33	1	21	1	17	0	18	0	25	0	39%
	CHEMICAL LAB TECHNOLOGY	5	17	2	24	2	24	2	27	1	25	7	12	1	17	2	42%
T154	CIVIL ENG TECHNOLOGY	1	46	1	50	1	50	1	58	0	38	2	47	2	53	0	13%
	CIVIL ENG TECHNOLOGY	3	30	1	39	3	39	3	37	2	36	3	32	3	30	1	-6%
	CIVIL ENG TECHNOLOGY	5	37	2	26	4	26	4	47	3	35	7	41	3	31	2	-24%
T036	CONSTRUCTION ENG TECHN - CIVIL	1	18	1	24	1	24	1	19	1	29	0	65	1	73	1	12%
	CONSTRUCTION ENG TECHN - CIVIL	2											36	0	25	0	-31%
	CONSTRUCTION ENG TECHN - CIVIL	3	14	2	18	3	18	3	18	3	23	2	41	2	71	3	73%
T974	ELECTROMECHANICAL ENG. TECHN.	1	31	0	58	1	58	1	72	0	101	0	89	3	72	3	-19%
	ELECTROMECHANICAL ENG. TECHN.	3			25	1	25	1	40	1	50	8	140	7	75	6	-46%
T929	ELECTRONICS ENG TECHNOLOGY-I.A.	1	43	0	35	0	35	0	23	0	30	0	39	2	39	0	0%
	ELECTRONICS ENG TECHNOLOGY-I.A.	3	32	1	26	3	26	3	23	2	14	3	14	1	23	1	64%
	ELECTRONICS ENG TECHNOLOGY-I.A.	5	20	2	27	1	27	1	20	3	15	12	13	7	11	5	-15%

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			9/16/2013		9/15/2014		9/21/2015		9/19/2016		9/18/2017		9/17/2018		9/16/2019		19/20
			FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	CHANGE
T146	INTERIOR DESIGN	1	30	0	34	0	34	0	41	1	35	0	39	0	39	0	0%
	INTERIOR DESIGN	3	23	0	20	0	20	0	18	1	19	0	16	0	18	0	13%
	INTERIOR DESIGN	5	21	1	19	5	19	5	21	3	12	3	13	2	14	1	8%
T826	MECH ENG TY - AUTO PROD DESIGN	1	66	0	72	1	72	1	67	0	94	2	69	0	66	1	-4%
	MECH ENG TY - AUTO PROD DESIGN	3	31	3	47	1	47	1	45	1	47	2	57	3	45	3	-21%
	MECH ENG TY - AUTO PROD DESIGN	5	25	3	26	2	26	2	32	5	27	5	33	2	50	6	52%
T941	POWER ENG TECHNOLOGY - MECHAN	1	40	5	37	6	37	6	44	3	42	2	30	2	28	0	-7%
	POWER ENG TECHNOLOGY - MECHAN	4	38	3	26	2	26	2	26	7	31	0	24	3	17	1	-29%
	POWER ENG TECHNOLOGY - MECHAN	7													7	0	-
T942	POWER ENG TECHNICIAN	1													18	0	-
T867	MECHANICAL TECHN - CAD/CAM	1	28	1	35	1	35	1	39	1	41	0	51	0	-	-	-
	MECHANICAL TECHN - CAD/CAM	3											12	0	-	-	-
T855	MECH ENG TECHN - INDUSTRIAL	1	19	1	48	0	48	0	48	0	39	0	56	0	-	-	-
	MECH ENG TECHN - INDUSTRIAL	2											81	0	-	-	-
	MECH ENG TECHN - INDUSTRIAL	3	21	0	13	1	13	1	38	1	32	2	81	2	-	-	-
T923	MECH TECHNIQUES - PMC	1											7	0	-	-	-
	SUB TOTAL AAL 01 - WINDSOR		457	14	518	12	518	12	542	8	579	7	644	10	510	6	-21%
	SUB TOTAL AAL 02 - WINDSOR												117	0	25	0	-79%
	SUB TOTAL AAL 03 - WINDSOR		213	9	283	13	283	13	300	14	309	22	471	19	339	14	-28%
	SUB TOTAL AAL 04 - WINDSOR		38	3	26	2	26	2	26	7	31	0	24	3	17	1	-29%
	SUB TOTAL AAL 05 - WINDSOR		152	14	147	18	147	18	205	18	167	38	152	10	175	18	15%
	SUB TOTAL AAL 07 - WINDSOR														7	0	-
TOTAL SOUTH CAMPUS			860	40	974	45	974	45	1,073	47	1,086	67	1,408	42	1,073	39	-1%
H1 SCHOOL OF HEALTH SCIENCES - Monica Tighe																	
H794	CARDIOVASCULAR TECHNOLOGY	1	25	2	27	1	27	1	28	0	27	1	26	0	26	2	0%
	CARDIOVASCULAR TECHNOLOGY	4	25	0	26	0	26	0	22	0	24	0	22	0	23	0	5%
H796	DIAGNOSTIC MEDICAL SONOGRAPHY	1	18	0	18	0	18	0	20	0	20	0	20	0	20	0	0%
	DIAGNOSTIC MEDICAL SONOGRAPHY	4	16	0	18	1	18	1	18	0	19	0	20	0	19	0	-5%
	DIAGNOSTIC MEDICAL SONOGRAPHY	7	21	0	15	0	15	0	17	0	17	0	16	0	19	0	19%
H912	ADVANCE MEDICAL ESTHETICS	1													24	0	-
H915	DENTAL ASSISTING LEVEL I & II	1	62	6	69	7	69	7	69	8	65	14	54	5	54	7	0%
H800	DENTAL HYGIENE	1	43	1	46	2	46	2	44	3	45	2	43	4	44	0	2%
	DENTAL HYGIENE	3	35	0	35	7	35	7	42	0	35	7	38	1	38	5	0%
	DENTAL HYGIENE	5	40	0	29	2	29	2	38	1	27	7	42	2	33	0	-21%
H879	FITNESS AND HEALTH PROMOTION	1	59	0	56	2	56	2	48	1	62	2	50	1	57	0	14%
	FITNESS AND HEALTH PROMOTION	3			35	1	35	1	39	1	24	1	18	0	32	0	78%
H837	MED LAB SCIENCE	1	56	0	49	7	49	7	50	5	48	9	43	0	38	4	-12%
	MED LAB SCIENCE	4	40	0	45	0	45	0	45	0	39	0	38	2	40	3	5%
	MED LAB SCIENCE	6	25	0	23	0	23	0	19	0	28	0	27	0	20	0	-26%
H299	MEDICAL LAB TECHNICIAN	1	29	0	32	1	32	1	34	1	38	1	39	0	36	0	-8%
H840	PARAMEDIC	1	28	3	29	6	29	6	29	3	31	1	27	3	37	1	37%
	PARAMEDIC	3	25	3	20	1	20	1	25	4	30	1	19	1	13	1	-32%
H812	PHARMACY TECHNICIAN	1	42	4	49	0	49	0	51	1	56	0	60	3	56	6	-7%
	PHARMACY TECHNICIAN	4	24	0	23	1	23	1	28	0	31	2	33	0	27	6	-18%
H258	VETERINARY TECHNICIAN	1	60	0	59	0	59	0	55	0	53	1	60	0	57	0	-5%
	VETERINARY TECHNICIAN	3	28	0	29	0	29	0	29	0	28	0	23	0	28	0	22%
H795	RESPIRATORY THERAPY	1	24	0	25	0	25	0	24	1	25	0	25	0	25	1	0%
	RESPIRATORY THERAPY	3	21	0	17	0	17	0	19	0	13	0	15	0	13	0	-13%
	RESPIRATORY THERAPY	5	20	0	17	0	17	0	14	1	17	0	14	0	13	0	-7%
	SUB TOTAL AAL 01 - WINDSOR		446	16	459	26	459	26	452	23	470	31	447	16	474	21	6%
	SUB TOTAL AAL 03 - WINDSOR		109	3	136	9	136	9	154	5	130	9	113	2	124	6	10%
	SUB TOTAL AAL 04 - WINDSOR		105	0	112	2	112	2	113	0	113	2	113	2	109	9	-4%

CODE	PROGRAM NAME	A A L															
			9/16/2013		9/15/2014		9/21/2015		9/19/2016		9/18/2017		9/17/2018		9/16/2019		19/20
			FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	CHANGE
	SUB TOTAL AAL 05 - WINDSOR		60	0	46	2	46	2	52	2	44	7	56	2	46	0	-18%
	SUB TOTAL AAL 06 - WINDSOR		25	0	23	0	23	0	19	0	28	0	27	0	20	0	-26%
	SUB TOTAL AAL 07 - WINDSOR		21	0	15	0	15	0	17	0	17	0	16	0	19	0	19%
<b>TOTAL SOUTH CAMPUS</b>			<b>766</b>	<b>19</b>	<b>791</b>	<b>39</b>	<b>791</b>	<b>39</b>	<b>807</b>	<b>30</b>	<b>802</b>	<b>49</b>	<b>772</b>	<b>22</b>	<b>792</b>	<b>36</b>	<b>3%</b>
<b>H2 SCHOOL OF NURSING - Linda Watson</b>																	
H850	COLLABORATIVE NURSING	1	139	7	136	11	136	11	140	2	136	5	133	7	145	9	9%
	COLLABORATIVE NURSING	3	135	3	118	14	118	14	106	20	132	5	114	17	128	2	12%
H932	PERSONAL SUPPORT WORKER	1	108	2	112	0	112	0	87	0	78	0	66	0	66	3	0%
H863	PRACTICAL NURSING	1	184	2	124	2	124	2	170	5	170	5	178	8	190	9	7%
	PRACTICAL NURSING	2							1	8	0	0	0	0	0	0	-
	PRACTICAL NURSING	3	135	3	145	1	145	1	116	7	172	6	130	5	132	15	2%
	PRACTICAL NURSING	5			2	0	2	0	0	0	75	0	0	0	0	0	-
C904	PRE-HEALTH SCIENCES PATHWAY TO A.D.	1	195	5	529	12	529	12	474	14	447	6	445	10	420	12	-6%
	SUB TOTAL AAL 01 - SOUTH CAMPUS		626	16	901	25	901	25	871	21	831	16	822	25	821	33	0%
	SUB TOTAL AAL 02 - SOUTH CAMPUS		0	0	0	0	0	0	1	8	0	0	0	0	0	0	-
	SUB TOTAL AAL 03 - SOUTH CAMPUS		270	6	263	15	263	15	222	27	304	11	244	22	260	17	7%
	SUB TOTAL AAL 05 - SOUTH CAMPUS		0	0	2	0	2	0	0	0	75	0	0	0	0	0	-
<b>TOTAL SOUTH CAMPUS</b>			<b>896</b>	<b>22</b>	<b>1,166</b>	<b>40</b>	<b>1,166</b>	<b>40</b>	<b>1,094</b>	<b>56</b>	<b>1,210</b>	<b>27</b>	<b>1,066</b>	<b>47</b>	<b>1,081</b>	<b>50</b>	<b>1%</b>
<b>P3 SCHOOL OF MEDIA, ART &amp; DESIGN - Willie (Jimmy) Parsons</b>																	
T993	ANIMATION - 2D/3D	1	41	1	40	0	42	0	39	1	41	0	41	0	39	1	-5%
	ANIMATION - 2D/3D	3	27	1	33	0	32	3	34	2	32	1	32	0	29	4	-9%
	ANIMATION - 2D/3D	5	17	0	16	0	28	1	25	5	24	1	28	7	25	4	-11%
B395	CULINARY MANAGEMENT	1	63	0	63	1	63	1	66	0	83	1	73	1	87	0	19%
	CULINARY MANAGEMENT	3			30	0	30	0	25	2	34	0	40	2	42	3	5%
A872	ENTERTAINMENT TECHNOLOGY	1	19	0	20	1	20	1	24	0	13	0	0	0	0	0	-
	ENTERTAINMENT TECHNOLOGY	3	7	0	12	2	12	2	12	0	13	0	8	0	0	0	-100%
	ENTERTAINMENT TECHNOLOGY	5	12	0	7	0	7	0	10	1	12	0	13	0	6	2	-54%
B877	FASHION DESIGN TECHNICIAN	1	28	0	29	0	29	0	22	0	23	1	37	0	33	1	-11%
	FASHION DESIGN TECHNICIAN	3	24	1	15	3	15	3	19	2	11	2	13	1	22	3	69%
A887	MUSIC THEATRE - PERFORMANCE	1	23	0	25	0	25	0	22	0	15	0	15	0	14	0	-7%
	MUSIC THEATRE - PERFORMANCE	3	21	0	19	0	19	0	19	0	19	0	13	0	12	0	-8%
	MUSIC THEATRE - PERFORMANCE	5	23	0	20	0	20	0	15	0	16	0	15	0	9	1	-40%
	SUB TOTAL AAL 01 - SOUTH CAMPUS		174	1	177	2	179	2	173	1	175	2	166	1	173	2	4%
	SUB TOTAL AAL 03 - SOUTH CAMPUS		79	2	109	5	108	8	109	6	109	3	106	3	105	10	-1%
	SUB TOTAL AAL 05 - SOUTH CAMPUS		52	0	43	0	55	1	50	6	52	1	56	7	40	7	-29%
<b>TOTAL SOUTH CAMPUS</b>			<b>305</b>	<b>3</b>	<b>329</b>	<b>7</b>	<b>342</b>	<b>11</b>	<b>332</b>	<b>13</b>	<b>336</b>	<b>6</b>	<b>328</b>	<b>11</b>	<b>318</b>	<b>19</b>	<b>-3%</b>
<b>T8 SCHOOL OF SKILLED TRADES - Lido Zuccato</b>																	
T964	CARPENTRY TECHNIQUES	1	30	0	31	0	31	0	40	1	35	0	38	1	31	0	-18%
T947	ELECTRICAL TECHNIQUES	1	124	1	128	0	128	0	122	2	98	1	87	2	108	0	24%
B912	ESTHETICIAN	1	59	1	60	0	60	0	73	2	71	2	70	2	88	2	26%
T207	HEAT REFRIG & AIR TECHN	1	53	0	32	1	32	1	36	1	37	0	44	1	60	0	36%
	HEAT REFRIG & AIR TECHN	3	23	3	41	1	41	1	17	2	20	1	22	1	27	0	23%
T866	HORTICULTURE TECHN - LANDSCAPE	1	32	1	29	1	29	1	30	1	38	1	35	0	39	2	11%
	HORTICULTURE TECHN - LANDSCAPE	3	18	2	14	1	14	1	20	1	17	2	19	2	20	2	5%
T954	PLUMBING TECHNIQUES	1	39	0	35	0	35	0	38	0	20	1	22	0	39	1	77%
T949	WELDING TECHNIQUES	1	54	2	55	0	55	0	36	0	39	0	30	0	40	2	33%
T805	WOODWORKING TECHNICIAN	1	43	0	34	0	34	0	28	0	28	0	27	0	30	0	11%
	WOODWORKING TECHNICIAN	3	25	1	31	1	31	1	27	3	29	0	27	0	30	1	11%
T914	HAIRSTYLING	1	59	0	53	0	53	0	59	0	60	0	56	0	58	0	4%
T167	MOTIVE POWER TECHNICIAN	1	43	1	46	0	46	0	45	0	55	0	51	0	56	0	10%
	MOTIVE POWER TECHNICIAN	3	29	2	23	0	23	0	30	0	26	0	40	1	35	2	-13%
T876	PRE-SERVICE FIREFIGHTER ED/TR.	1	27	0	35	0	35	0	40	0	46	0	48	0	30	1	-38%

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			9/16/2013		9/15/2014		9/21/2015		9/19/2016		9/18/2017		9/17/2018		9/16/2019		19/20
			FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	CHANGE
T855	MECH ENG TECHN - INDUSTRIAL	1													49	0	-
	MECH ENG TECHN - INDUSTRIAL	2													46	0	-
	MECH ENG TECHN - INDUSTRIAL	3													76	2	-
T867	MECH TECHN - CAD/CAM	1													53	0	-
	MECH TECHN - CAD/CAM	2													27	1	-
	MECH TECHN - CAD/CAM	3													67	0	-
T923	MECH TECHNIQUES - PMC	1													8	1	-
T797	PRE-APPRENTICE CNC METAL CUTTING	NC							0	25	0	27	0	0	0	0	-
T791	PRE-APPRENTICE CNC IMM	NC					0	25	0	19	0	21	0	26	0	26	-
	SUB TOTAL AAL 01 - WINDSOR		563	1	538	0	538	0	547	0	527	0	508	0	689	35	36%
	SUB TOTAL AAL 02 - WINDSOR														73	1	-
	SUB TOTAL AAL 03 - WINDSOR		95	2	109	0	109	0	94	0	92	0	108	10	255	7	136%
TOTAL SOUTH CAMPUS			658	3	647	0	647	0	641	0	619	0	616	10	1017	43	65%
TOTAL WINDSOR			6,764	201	7,146	283	7,292	299	7,399	297	7,906	294	10,451	314	10,513	362	1%
<b>T6 SCHOOL OF ACADEMIC STUDIES CHATHAM-KENT - Mark Benoit</b>																	
K951	BINOJJIINYAG KINOOMAADWIN - ECE	1			7	0	7	0	0	0	9	0	22	0	21	0	-5%
	BINOJJIINYAG KINOOMAADWIN - ECE	3			11	0	11	0	5	0	2	0	5	0	5	0	0%
K844	BINOJJIINYAG KINOOMAADWIN - ECE	1													9	0	-
	BINOJJIINYAG KINOOMAADWIN - ECE	3													6	0	-
K967	BORDER SERVICES	1	29	3	25	3	25	3	15	4	18	0	17	2	15	2	-12%
K600	BUSINESS	1	12	2	20	0	20	0	0	0	26	3	79	0	75	0	-5%
	BUSINESS	2											31	1	37	1	19%
	BUSINESS	3	23	2	2	2	2	2	13	2	0	0	7	0	45	1	543%
K150	BUSINESS - ACCOUNTING	1	16	1	19	1	19	1	32	1	19	0	13	1	18	0	38%
	BUSINESS - ACCOUNTING	3	0	0	15	2	15	2	12	2	19	2	13	4	14	3	8%
K994	CHILD & YOUTH CARE	7	28	2	32	2	32	2	34	1	22	1	24	2	19	1	-21%
K200	DEVELOPMENTAL SVC WORKER	1	48	3	43	1	43	1	45	3	57	4	40	5	54	0	35%
	DEVELOPMENTAL SVC WORKER	3	58	1	38	1	38	1	32	0	28	0	39	1	35	4	-10%
K824	DEVELOPMENTAL SVC WORKER - ACCEL	1											6	0	6	0	0%
K240	EARLY CHILDHOOD EDUCATION	1	45	3	32	3	32	3	37	1	35	2	48	1	57	3	19%
	EARLY CHILDHOOD EDUCATION	3	31	3	37	1	37	1	26	0	25	3	30	1	33	1	10%
K788	ELECTRICAL ENGINEERING TECHNICIAN	1	22	0	20	0	20	0	19	0	33	0	43	2	37	0	-14%
	ELECTRICAL ENGINEERING TECHNICIAN	3	21	0	12	1	12	1	12	0	14	0	21	1	33	1	57%
K731	ELECTRICAL TECHNIQUES	1	12	0	21	0	21	0	0	0	18	0	18	0	13	1	-28%
K946	ESTHETICIAN	1	21	0	16	1	16	1	17	0	25	0	25	0	0	0	-100%
K304	NATIVE COMMUNITY WORKER	1	0	0	6	0	6	0	1	1	10	0	5	0	-	-	-
	NATIVE COMMUNITY WORKER	3	6	0	0	0	0	0	3	0	3	0	0	0	-	-	-
K798	NATIVE COMMUNITY WORKER	1											1	0	-	-	-
	NATIVE COMMUNITY WORKER	3											2	0	-	-	-
K306	NATIVE COMMUNITY WORKER - TRADITIONAL	1													11	0	-
	NATIVE COMMUNITY WORKER - TRADITIONAL	3													2	0	-
K308	NATIVE COMMUNITY WORKER - TRADITIONAL	1													8	0	-
	NATIVE COMMUNITY WORKER - TRADITIONAL	3													3	0	-
K231	OFFICE ADMIN - EXECUTIVE	1	16	0	15	0	15	0	23	2	16	1	19	2	21	3	11%
K238	OFFICE ADMIN - HEALTH SERVICES	1					29	2	24	0	25	1	22	2	21	2	-5%
K919	POLICE FOUNDATIONS	1	22	2	18	0	18	0	30	2	26	3	21	1	22	1	5%
K766	POWERLINE TECHNICIAN	1	81	0	79	0	79	0	81	0	80	0	78	0	79	0	1%
	POWERLINE TECHNICIAN	3	40	0	69	1	69	1	70	2	64	1	64	0	69	0	8%

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			9/16/2013		9/15/2014		9/21/2015		9/19/2016		9/18/2017		9/17/2018		9/16/2019		19/20
			FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	CHANGE
K384	SOCIAL SERVICE WORKER - GERONT	1			32	1	32	1	26	2	26	0	0	0	-	-	-
	SOCIAL SERVICE WORKER - GERONT	3	31	0	21	0	21	0	21	0	18	2	13	1	-	-	-
K175	SPECIAL STUDENT - THAMES	1	0	7	0	5	0	5	0	1	0	3	0	4	0	8	-
K813	PROTECTION, SECURITY & INVEST	1					13	1					11	0	0	0	-100%
	SUB TOTAL AAL 01 - CHATHAM		324	21	353	15	408	18	350	17	423	17	468	21	467	20	0%
	SUB TOTAL AAL 02 - CHATHAM												31	1	37	1	19%
	SUB TOTAL AAL 03 - CHATHAM		210	6	205	8	232	8	194	6	173	8	194	8	245	10	26%
	SUB TOTAL AAL 07 - CHATHAM		28	2	32	2	32	2	34	1	22	1	24	2	19	1	-21%
TOTAL CHATHAM CAMPUS			562	29	590	25	672	28	578	24	618	26	717	32	768	32	7%
<b>K9 SCHOOL OF NURSING - Linda Watson</b>																	
K950	COLLABORATIVE NURSING	1	65	3	58	4	58	4	59	1	59	1	42	0	56	6	33%
	COLLABORATIVE NURSING	3	50	6	61	3	61	3	50	6	55	4	57	4	30	3	-47%
K933	PERSONAL SUPPORT WORKER	1	32	0	48	0	56	0	35	0	42	1	19	2	32	1	68%
K958	PERSONAL SUPPORT WORKER - MUNSEY	1													4	0	-
K963	PRACTICAL NURSING	1	103	2	110	0	110	0	119	2	109	2	119	1	98	4	-18%
	PRACTICAL NURSING	3	92	8	90	7	90	7	97	6	97	7	96	6	98	10	2%
	PRACTICAL NURSING	5	0	0	0	0	0	0	0	0	2	0	0	0	0	0	-
K904	PRE-HEALTH SCIENCES PATHWAY TO A.D.	1	47	4	46	2	46	2	41	0	49	0	51	0	50	0	-2%
K953	PRACTICAL NURSING - MUNSEY	1											8	0	4	0	-
	PRACTICAL NURSING - MUNSEY	4													2	0	-
	PRACTICAL NURSING - MUNSEY	5											10	0	0	0	-100%
	SUB TOTAL AAL 01 - THAMES		247	9	262	6	270	6	254	3	259	4	239	3	244	11	2%
	SUB TOTAL AAL 03 - THAMES		142	14	151	10	151	10	147	12	152	11	153	10	128	13	-16%
	SUB TOTAL AAL 04 - THAMES														2	0	-
	SUB TOTAL AAL 05 - THAMES									2	0	10	0	0	0	0	-
TOTAL CHATHAM CAMPUS			389	23	413	16	421	16	401	15	413	15	402	13	374	24	-7%
<b>K3 SCHOOL OF HEALTH SCIENCES-CHATHAM - Monica Tighe</b>																	
K893	OCC. THERAPIST ASSIST/PHYSIO	1	38	3	35	0	35	0	40	2	33	1	34	0	20	2	-41%
	OCC. THERAPIST ASSIST/PHYSIO	3	22	0	31	1	31	1	30	0	38	0	22	1	26	0	18%
K940	PARAMEDIC	1	29	4	29	4	29	4	39	3	38	2	34	5	26	7	-24%
	PARAMEDIC	3	13	2	17	1	17	1	16	5	19	1	12	6	13	2	8%
	SUB TOTAL AAL 01 - THAMES		67	7	64	4	83	5	79	5	71	3	68	5	46	9	-32%
	SUB TOTAL AAL 03 - THAMES		35	2	48	2	48	2	46	5	57	1	34	7	39	2	15%
TOTAL CHATHAM CAMPUS			102	9	112	6	131	7	125	10	128	4	102	12	85	11	-17%
TOTAL CHATHAM			1,053	61	1,115	47	1,224	51	1,104	49	1,159	45	1,221	57	1,227	67	0%
TOTAL COLLEGE			7,817	262	8,261	330	8,516	350	8,503	346	9,065	339	11,672	371	11,740	429	1%
<b>TOTALS BY ACADEMIC LEVEL WINDSOR</b>																	
	TOTAL AAL 01		4022	139	4285	173	4283	176	4260	143	4673	137	4903	185	5528	174	13%
	TOTAL AAL 02		0	0	0	0	0	0	1	8	0	0	1396	4	894	3	-36%
	TOTAL AAL 03		1815	40	2009	71	2065	84	2102	97	2191	95	3204	84	2732	131	-15%
	TOTAL AAL 04		276	4	239	6	270	7	258	8	245	4	249	7	637	12	156%
	TOTAL AAL 05		554	18	518	33	579	32	693	39	698	57	621	30	626	40	1%
	TOTAL AAL 06		25	0	23	0	23	0	19	0	28	0	27	0	20	0	-26%
	TOTAL AAL 07		72	0	72	0	72	0	66	2	71	1	51	4	76	2	49%
TOTAL WINDSOR			6,764	201	7,146	283	7,292	299	7,399	297	7,906	294	10,451	314	10,513	362	1%
<b>CHATHAM</b>																	
	TOTAL AAL 01		638	37	679	25	761	29	683	25	753	24	775	29	757	40	-2%
	TOTAL AAL 02												31	1	37	1	19%
	TOTAL AAL 03		387	22	404	20	431	20	387	23	382	20	381	25	412	25	8%
	TOTAL AAL 04														2	0	-
	TOTAL AAL 05		0	0	0	0	0	0	0	0	2	0	10	0	0	0	-100%
	TOTAL AAL 07		28	2	32	2	32	2	34	1	22	1	24	2	19	1	-21%
TOTAL CHATHAM			1,053	61	1,115	47	1,224	51	1,104	49	1,159	45	1,221	57	1,227	67	0%
TOTAL COLLEGE			7,817	262	8,261	330	8,516	350	8,503	346	9,065	339	11,672	371	11,740	429	1%
<b>ENTIRE COLLEGE BY AAL</b>																	
	TOTAL AAL 01		4660	176	4964	198	5044	205	4943	168	5426	161	5678	214	6285	214	11%
	TOTAL AAL 02		0	0	0	0	0	0	1	8	0	0	1396	5	931	4	-33%
	TOTAL AAL 03		2202	62	2413	91	2496	104	2489	120	2573	115	3585	109	3144	156	-12%

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			9/16/2013		9/15/2014		9/21/2015		9/19/2016		9/18/2017		9/17/2018		9/16/2019		19/20
			FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	CHANGE
TOTAL AAL 04			276	4	239	6	270	7	258	8	245	4	249	7	639	12	157%
TOTAL AAL 05			554	18	518	33	579	32	693	39	700	57	631	30	626	40	-1%
TOTAL AAL 06			25	0	23	0	23	0	19	0	28	0	27	0	20	0	-26%
TOTAL AAL 07			100	2	104	2	104	2	100	3	93	2	75	6	95	3	27%
<b>COLLEGE GRAND TOTAL</b>			<b>7,817</b>	<b>262</b>	<b>8,261</b>	<b>330</b>	<b>8,516</b>	<b>350</b>	<b>8,503</b>	<b>346</b>	<b>9,065</b>	<b>339</b>	<b>11,641</b>	<b>371</b>	<b>11,740</b>	<b>429</b>	<b>1%</b>
<b>TOTALS BY SCHOOL AND CAMPUS WINDSOR</b>																	
MEDIA ART & DESIGN - DOWNTOWN			604	6	588	15	559	17	536	16	596	12	713	10	736	6	3%
COMMUNITY STUDIES - DOWNTOWN			206	6	218	3	244	5	288	3	322	5	352	4	357	7	1%
ZEKELMAN BUSINESS/IT - DOWNTOWN			0	0	0	0	0	0	0	0	39	0	486	2	1,743	18	259%
ZEKELMAN BUSINESS/IT			1,348	21	1,406	36	1,542	44	1,619	44	1,903	62	3,640	41	2,187	64	-40%
COMMUNITY STUDIES			1,121	81	1,027	98	1,027	98	1,009	88	993	66	1,070	125	1,209	80	13%
ENGINEERING TECHNOLOGIES			860	40	974	45	974	45	1,073	47	1,086	67	1,408	42	1,073	39	-24%
HEALTH SCIENCES			766	19	791	39	791	39	807	30	802	49	772	22	792	36	3%
NURSING			896	22	1,166	40	1,166	40	1,094	56	1,210	27	1,066	47	1,081	50	1%
MEDIA ART & DESIGN			305	3	329	7	342	11	332	13	336	6	328	11	318	19	-3%
SKILLED TRADES			658	3	647	0	647	0	641	0	619	0	616	10	1,017	43	65%
<b>TOTAL WINDSOR</b>			<b>6,764</b>	<b>201</b>	<b>7,146</b>	<b>283</b>	<b>7,292</b>	<b>299</b>	<b>7,399</b>	<b>297</b>	<b>7,906</b>	<b>294</b>	<b>10,451</b>	<b>314</b>	<b>10,513</b>	<b>362</b>	<b>1%</b>
<b>CHATHAM</b>																	
ACADEMIC STUDIES CHATHAM-KENT			562	29	590	25	672	28	578	24	618	26	717	32	768	32	7%
NURSING - CHATHAM			389	23	413	16	421	16	401	15	413	15	402	13	374	24	-7%
HEALTH SCIENCES - CHATHAM			102	9	112	6	131	7	125	10	128	4	102	12	85	11	-17%
<b>TOTAL CHATHAM</b>			<b>1,053</b>	<b>61</b>	<b>1,115</b>	<b>47</b>	<b>1,224</b>	<b>51</b>	<b>1,104</b>	<b>49</b>	<b>1,159</b>	<b>45</b>	<b>1,221</b>	<b>57</b>	<b>1,227</b>	<b>67</b>	<b>0%</b>
<b>TOTAL COLLEGE</b>			<b>7,817</b>	<b>262</b>	<b>8,261</b>	<b>330</b>	<b>8,516</b>	<b>350</b>	<b>8,503</b>	<b>346</b>	<b>9,065</b>	<b>339</b>	<b>11,672</b>	<b>371</b>	<b>11,740</b>	<b>429</b>	<b>1%</b>
<b>SUMMARY</b>																	
WINDSOR			6,764	201	7,146	283	7,292	299	7,399	297	7,906	294	10,451	314	10,513	362	1%
CHATHAM			1,053	61	1,115	47	1,224	51	1,104	49	1,159	45	1,221	57	1,227	67	0%
<b>TOTAL COLLEGE</b>			<b>7,817</b>	<b>262</b>	<b>8,261</b>	<b>330</b>	<b>8,516</b>	<b>350</b>	<b>8,503</b>	<b>346</b>	<b>9,065</b>	<b>339</b>	<b>11,672</b>	<b>371</b>	<b>11,740</b>	<b>429</b>	<b>1%</b>
<b>ADULT TRAINING PROGRAMS</b>																	
<b>H3 SCHOOL OF COMMUNITY STUDIES - Randal Semeniuk</b>																	
C772 ACADEMIC & CAREER ENTRANCE		1	0	137	0	87	0	87	0	71	0	57	0	88	0	91	-
C774 COLLEGE & EMPLOYMENT PREP		1	0	107	0	134	0	134	0	103	0	139	0	171	0	186	-
<b>W1 COMMUNITY AND CORPORATE TRAINING</b>																	
B736 ENGLISH LANG INSTRUCTION-IMMERSION 1		1	0	0	0	0	0	0	0	0	0	0			0	15	-
B737 ENGLISH LANG INSTRUCTION-IMMERSION 2		1	0	2	0	0	0	2	0	2	0	0					
B738 ENGLISH LANG INSTRUCTION-IMMERSION 3		1	0	0	0	0	0	0	0	0	0	0					
EAP ENG FOR ACADEMIC PURPOSES		NC													11	0	-
EAP1 ENG FOR ACADEMIC PURPOSES 1		NC									24	0	20	0	17	0	-15%
EAP3 ENG FOR ACADEMIC PURPOSES 3		NC									27	0	28	0	30	0	7%
EAP4 ENG FOR ACADEMIC PURPOSES 4		NC													4	0	-
EAP5 ENG FOR ACADEMIC PURPOSES 5		NC									23	0	31	0	40	0	29%
EAP7 ENG FOR ACADEMIC PURPOSES 7		NC									7	0	36	0	19	0	-47%
SUB TOTAL AAL 01 - WINDSOR			78	246	84	221	84	223	79	176	0	196	0	259	0	292	-
SUB TOTAL NC - WINDSOR			0	0	0	0	0	0	0	0	81	0	115	0	121	0	5%
<b>TOTAL WINDSOR</b>			<b>78</b>	<b>246</b>	<b>84</b>	<b>221</b>	<b>84</b>	<b>223</b>	<b>79</b>	<b>176</b>	<b>81</b>	<b>196</b>	<b>115</b>	<b>259</b>	<b>121</b>	<b>292</b>	<b>5%</b>
<b>P3 SCHOOL OF ACADEMIC STUDIES CHATHAM-KENT - Mark Benoit</b>																	
K972 ACADEMIC & CAREER ENTRANCE		1	0	67	0	40	0	40	0	45	0	33	0	30	0	32	-
SUB TOTAL AAL 01 - CHATHAM			0	67	0	40	0	40	0	45	0	33	0	30	0	32	-
<b>TOTAL CHATHAM</b>			<b>0</b>	<b>67</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>40</b>	<b>0</b>	<b>45</b>	<b>0</b>	<b>33</b>	<b>0</b>	<b>30</b>	<b>0</b>	<b>32</b>	<b>-</b>
<b>TOTAL TUITION SHORT/ENGLISH TRAINING</b>			<b>78</b>	<b>313</b>	<b>84</b>	<b>261</b>	<b>84</b>	<b>263</b>	<b>79</b>	<b>221</b>	<b>81</b>	<b>229</b>	<b>115</b>	<b>289</b>	<b>121</b>	<b>324</b>	<b>5%</b>
<b>APPRENTICESHIP PROGRAMS</b>																	
<b>AP SCHOOL OF SKILLED TRADES - Lido Zuccato</b>																	
403A CARPENTER		1	14	1	14	0	14	0	12	0	10	0	17	0	18	0	6%
CARPENTER		2	9	0	6	0	6	0	11	0	11	0	14	0	12	0	-14%
415A COOK		1	8	2	13	0	13	0	11	0	12	0	0	0	9	0	-
309A ELECTRICIAN CONSTRUCTION MAINT		1	8	2	20	0	20	0	38	0	33	0	39	0	44	0	13%
ELECTRICIAN CONSTRUCTION MAINT		2	0	0	0	0	0	0	41	0	33	0	40	0	40	0	0%
ELECTRICIAN CONSTRUCTION MAINT		3	18	0	19	1	19	1	0	0	0	0	0	0	0	0	-
332A HAIRSTYLIST		1	7	0	0	0	0	0	7	0	0	0	10	0	13	0	30%
HAIRSTYLIST		2	14	0	6	1	6	1	14	0	0	0	0	0	0	0	-
442A INDUSTRIAL ELECTRICIAN		1	52	3	46	2	46	2	36	0	52	0	41	0	44	0	7%

CODE	PROGRAM NAME	A A L															
			9/16/2013		9/15/2014		9/21/2015		9/19/2016		9/18/2017		9/17/2018		9/16/2019		19/20
			FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	CHANGE
	INDUSTRIAL ELECTRICIAN	2	46	1	38	2	38	2	42	0	42	0	50	0	43	0	-14%
	INDUSTRIAL ELECTRICIAN	3	29	1	33	3	33	3	29	0	30	0	41	0	24	0	-41%
306A	PLUMBER	1	15	0	15	0	15	0	15	0	15	0	26	0	21	0	-19%
	PLUMBER	2	10	0	14	0	14	0	15	0	14	0	15	0	20	0	33%
310T	TRUCK & COACH TECHNICIAN	1	18	2	31	2	31	2	28	0	25	0	25	0	22	0	-12%
	TRUCK & COACH TECHNICIAN	2	22	0	19	1	19	1	24	0	25	0	20	0	23	0	15%
	TRUCK & COACH TECHNICIAN	3	14	0	19	1	19	1	14	1	24	0	22	0	20	0	-9%
310S	AUTOMOTIVE SERVICE TECHNICIAN	1	11	0	12	0	12	0	23	0	22	0	26	0	28	0	8%
	AUTOMOTIVE SERVICE TECHNICIAN	2	20	1	24	0	24	0	47	0	44	0	53	0	42	0	-21%
429A	GENERAL MACHINIST	1	107	0	84	15	84	15	70	23	92	0	74	0	71	0	-4%
	GENERAL MACHINIST	2	64	7	55	8	55	8	72	0	73	0	85	0	74	0	-13%
	GENERAL MACHINIST	3	41	0	46	9	46	9	39	1	65	0	51	0	61	0	20%
433A	INDUSTRIAL MECHANIC MILLWRIGHT	1	26	0	24	2	24	2	25	1	24	0	25	0	19	0	-24%
	INDUSTRIAL MECHANIC MILLWRIGHT	2	17	1	26	1	26	1	25	0	15	0	25	0	26	0	4%
	INDUSTRIAL MECHANIC MILLWRIGHT	3	10	0	18	0	18	0	25	0	25	0	16	0	22	0	38%
431A	MOULDMAKER	2	8	0	9	0	9	0	12	1	12	0	7	0	8	0	14%
	MOULDMAKER	3	0	0	7	0	7	0	7	0	11	0	8	0	0	0	-100%
430A	TOOL & DIE MAKER	2	16	0	14	8	14	8	23	1	25	0	12	0	17	0	42%
	TOOL & DIE MAKER	3	10	0	14	3	14	3	23	0	22	0	20	0	7	0	-65%
TOTAL AAL 01 - WINDSOR			266	10	259	21	259	21	265	24	285	0	283	0	289	0	2%
TOTAL AAL 02 - WINDSOR			226	10	211	21	211	21	326	2	294	0	321	0	305	0	-5%
TOTAL AAL 03 - WINDSOR			122	1	156	17	156	17	137	2	177	0	158	0	134	0	-15%
TOTAL WINDSOR APPRENTICES			614	21	626	59	626	59	728	28	756	0	762	0	728	0	-4%
<b>AP Mark Benoit (PT Apprenticeship) Chatham</b>																	
D620	DEVELOPMENT SERVICES WORKER	1	0	0	0	0	0	0	0	0	1	0	0	1	0	4	-
TOTAL AAL 01			0	0	0	0	0	0	0	0	1	0	0	1	0	4	-
TOTAL CHATHAM APPRENTICES			0	0	0	0	0	0	0	0	1	0	0	1	0	4	-
<b>B2 ACE ACUMEN ACADEMY (TORONTO)</b>																	
M977	BUSINESS	1							237	1	220	0	141	0	147	0	4%
	BUSINESS	2	80	0	0	0			101	1	156	0	154	0	142	1	-8%
	BUSINESS	3	87	0	54	0	54	0	96	0	120	0	111	0	174	0	57%
	BUSINESS	4							38	1	76	0	163	0	211	0	29%
M979	COMPUTER SYS. TECHNICIAN - NET	1							89	0	112	0	0	0	0	0	-
	COMPUTER SYS. TECHNICIAN - NET	2	43	0	0	0			82	0	114	0	0	0	0	0	-
	COMPUTER SYS. TECHNICIAN - NET	3	56	0	68	1	68	1	72	3	84	0	0	0	0	0	-
	COMPUTER SYS. TECHNICIAN - NET	4									59	0	187	0	0	0	-100%
M991	INTERNATIONAL BUSINESS MANAGEMENT	1							75	0	115	0	41	0	-	-	-
	INTERNATIONAL BUSINESS MANAGEMENT	2							60	0	89	0	0	0	-	-	-
	INTERNATIONAL BUSINESS MANAGEMENT	3							28	0	38	0	0	0	-	-	-
M999	INTERNATIONAL BUS MGMT - LOGISTICS	1													68	0	-
	INTERNATIONAL BUS MGMT - LOGISTICS	3													52	0	-
	INTERNATIONAL BUS MGMT - LOGISTICS	4													89	0	-
M802	HUMAN RESOURCES MANAGEMENT	1											113	0	0	0	-
M995	SOCIAL SERVICE WORKER - GERONT	1							62	0	116	0	77	0	50	0	-35%
	SOCIAL SERVICE WORKER - GERONT	2									0	0	0	0	53	0	-
	SOCIAL SERVICE WORKER - GERONT	3									46	0	104	0	91	0	-13%
	SOCIAL SERVICE WORKER - GERONT	4									54	0	91	0	0	0	-100%
TOTAL AAL 01 - TORONTO			0	0	0	0	0	0	463	1	563	0	372	0	265	0	-29%
TOTAL AAL 02 - TORONTO			123	0	0	0	0	0	243	1	359	0	154	0	247	1	60%
TOTAL AAL 03 - TORONTO			143	0	122	1	122	1	196	3	288	0	215	0	354	0	65%
TOTAL AAL 04 - TORONTO			0	0	0	0	0	0	38	1	189	0	441	0	211	0	-52%
TOTAL TORONTO CAMPUS			266	0	122	1	122	1	940	6	1399	0	1182	0	1077	1	-9%
<b>B2 ACE ACUMEN ACADEMY - BOARD OF GOVERNORS</b>																	
M839	FREIGHT FORWARDING & LOGISTICS	NC									65	0	0	0	0	0	-
TOTAL TORONTO CAMPUS											65	0	0	0	0	0	-
TOTAL TORONTO			266	0	122	1	122	1	940	6	1464	0	1182	0	1077	1	-9%





**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: SEPTEMBER 24, 2019**

**RE: FINANCIAL MONITORING REPORT  
FINANCIAL RESULTS FOR THE FOUR MONTHS ENDED  
JULY 31, 2019**

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

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**AIM:**

To provide the Board with a report on the financial results for the four months ended July 31, 2019.

**BACKGROUND:**

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

This year's report represents a change in philosophy in determining tuition revenues and related expenditures as of July 31, 2019. Tuition revenues will now be captured on the Financial Monitoring Reports as received within the appropriate semester (Spring, Fall, Winter). This report will, therefore, only capture the Spring 2019 semester as opposed to the entire year, as requested last year by the Board of Governors.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive the Financial Monitoring Report for the four months ended July 31, 2019, as information.

## **SUMMARY OF REVENUES AND EXPENDITURES - (Schedule 1)**

With the new philosophy of reporting, the net deficit at July 31, 2019 of \$867,973 is a significant decrease from the net surplus noted for the 2018 comparative period of \$9,542,136. The variance is primarily due to the following:

- Revenues: Decrease in MTCU Operating Grants, Contract Income, International Student Tuition, and Other International Revenues.
- Expenditures: Increase in Salaries and Benefits, particularly Full-Time and Part-Time Faculty, Advertising, Equipment Maintenance and Repairs, Instructional Supplies, Insurance, Premise Rental, and Stipends.

## **REVENUE - (Schedule 2)**

The following highlights the major changes in revenue compared to the original budget projections and the 2018 comparative period:

- Year-to-date MTCU Operating Grants are trending consistent with the original budget projection at 34% and has decreased over the 2018 comparative period by \$2,107,986 or 13% due to the following:
  - Discontinued Supporting Quality Programs and Student Outcomes grant (Bill 148).
  - Increase in the International Student Recovery program due to higher international student enrolment.
- Year-to-date Contract Income is trending below the original budget projection at 27.6% and has decreased over the 2018 comparative period by \$991,356 or 21.5% due to the following:
  - No revenue deferral for the School College Work Initiative program.
  - Decrease in funding for the Youth Job Link and Employing Youth Talent Incentive programs.

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

- Total Tuition revenue is trending below the original budget projection at 27.2% and has increased over the 2018 comparative period by \$445,076 or 1.7% due to the following:

- Decrease in International Tuition revenue of \$4,370,729 over the comparative period due to students that were eligible to receive a free Spring 2019 semester, and lower student retention. Actual Spring 2019 semester enrolment was 3,335 and the budget assumption was 3,858, which reflects a negative variance of 523 students.
- Beginning in the Spring 2019 semester, the College began collecting tuition revenue for students attending Ace Acumen. As a result, these transactions are recorded in the same manner as tuition revenues from students attending the College's Windsor and Chatham Campuses. The budget variance of \$5,440,579 is a result of uncertainty, during the development of the original budget, as to when the College would begin collecting tuition revenues from students attending the Toronto Campus.
- Decrease in Domestic Tuition revenue of \$683,919 over the comparative period due to lower enrolment of 88 students. Actual Spring 2019 semester enrolment was 1,158 and the budget assumption was 1,315, which reflects a negative variance of 157 students.
- Total "Other" income is trending higher than the original budget projection at 37.6% and has decreased over the 2018 comparative period by \$24,077 or 0.3% due to the following:
  - Decrease in International Project revenue resulting from application fees no longer being eligible.
  - Decrease in Acumen revenue due to lower enrolment.
  - Increase in Divisional Income due to higher international insurance fees as a result of international student enrolment, and higher material fees as a result of fee increases through Student Fee Protocol.

### **EXPENDITURES - (Schedule 3)**

The following highlights the major changes in expenditures compared to the original budget projections and the 2018 comparative period:

- Total Salaries & Benefits are consistent with the original budget projection at 31.2%, and have increased over the 2018 comparative period by \$1,538,734 or 5.4%. The increases are primarily due to the following:
  - Compensation adjustments due to collective bargaining agreements, the College re-organization and net new staffing. Additional faculty were hired to accommodate student enrolment.

- Total Non-Salary expenditures are trending slightly higher than the original budget projections at 35%, and have increased by \$6,361,241 or 34.2%. The increase is due to the following:
  - Increase in Advertising due to College re-branding initiatives.
  - Increase in Contracted Education Services due to College collecting tuition revenues from students attending the Toronto Campus, and flowing the applicable funds to Ace Acumen.
  - Increase in Equipment Maintenance and Repair due to IT initiatives.
  - Increase in Instructional Supplies due to timing related to invoice payment.
  - Increase in Insurance expense due to the health insurance coverage provided to international students.
  - Increase in Premise Rental due to incurring a full year's lease payment at One Riverside Drive.
  - Increase in Stipends due to increase in bursaries given to international students.
- Many expenditures are cyclical and simply follow the timing associated with the academic year.
- Administration is managing Non-Salary expenditures in order to ensure the overall expenditures budget is met.

#### **ANCILLARY OPERATIONS - (Schedule 4 & 4B)**

- The Ancillary Operations surplus is trending higher than the original budget projection at 41% and has increased by \$168,209 or 147.6% over the 2018 comparative period. This is primarily due to an increase in the surplus from Parking Operations due to increase in parking fees and permit sales in Downtown Windsor.

SCHEDULE 1

ST. CLAIR COLLEGE  
SUMMARY OF REVENUES AND EXPENDITURES  
FOR THE FOUR MONTHS ENDED JULY 31, 2019

	MTCU	A	B	A - B
	BUDGET	ACTUAL	ACTUAL	VARIANCE
	<u>(12 months)</u>	<u>YR-TO-DATE</u>	<u>PRIOR YEAR</u>	<u>(4 months)</u>
<b><u>REVENUE</u></b>				
Operating Grants	41,371,986	14,039,699	16,147,685	(2,107,986)
Contract Income	13,147,147	3,624,594	4,615,950	(991,356)
Tuition	98,417,000	26,777,650	26,332,574	445,076
Other	24,922,931	9,371,648	9,395,725	(24,077)
Total Operating Revenue	177,859,064	53,813,591	56,491,934	(2,678,343)
Total Ancillary Revenue	10,339,843	2,875,490	2,787,571	87,919
<b>TOTAL REVENUE</b>	<b>188,198,907</b>	<b>56,689,081</b>	<b>59,279,505</b>	<b>(2,590,424)</b>
<b><u>EXPENDITURES</u></b>				
Salary and Benefits	96,166,764	30,021,088	28,482,354	1,538,734
Non Salary	71,247,622	24,942,610	18,581,369	6,361,241
Ancillary	9,652,005	2,593,356	2,673,646	(80,290)
<b>TOTAL EXPENDITURES</b>	<b>177,066,391</b>	<b>57,557,054</b>	<b>49,737,369</b>	<b>7,819,685</b>
<b>Total Net Surplus (Deficit)</b>	<b>\$11,132,516</b>	<b>(\$867,973)</b>	<b>\$9,542,136</b>	<b>(\$10,410,109)</b>

**ST. CLAIR COLLEGE  
REVENUES  
FOR THE FOUR MONTHS ENDED JULY 31, 2019**

		A	B	A - B
	MTCU	ACTUAL	ACTUAL	
	BUDGET	YR-TO-DATE	PRIOR YEAR	VARIANCE
	(12 months)	(4 months)	(4 months)	(4 months)
REVENUE				
Enrollment Based Envelope: See note 1	42,772,490	14,305,742	14,565,712	(259,970)
Differentiation Envelope: See note 2	2,215,621	255,885	255,885	-
Other MTCU Grants and Recoveries: See note 3	(3,616,125)	(521,928)	1,326,088	(1,848,016)
Total MTCU Operating Grants	41,371,986	14,039,699	16,147,685	(2,107,986)
Apprenticeship	4,327,315	991,982	998,119	(6,137)
Canada Ontario Jobs Grant	662,235	68,468	89,377	(20,909)
Employment Ontario	3,086,813	1,030,132	1,186,768	(156,636)
Youth Job Connection	1,343,600	511,680	548,508	(36,828)
Literacy & Basic Skills	1,344,184	462,052	467,204	(5,152)
School College Work Initiative	1,760,000	-	614,258	(614,258)
Second Career	420,000	449,523	524,580	(75,057)
Other: See note 4	203,000	110,757	187,136	(76,379)
Total Contract Income	13,147,147	3,624,594	4,615,950	(991,356)
Post Secondary - Domestic	24,300,000	1,819,546	2,503,465	(683,919)
Post Secondary - International	71,750,000	18,431,268	22,801,997	(4,370,729)
Post Secondary - Acumen	-	5,440,579	-	5,440,579
Continuing Education	2,227,000	985,264	993,112	(7,848)
Tuition Short	140,000	100,993	34,000	66,993
Total Tuition	98,417,000	26,777,650	26,332,574	445,076
Investment Income	1,800,000	102,447	207,444	(104,997)
Contract Training	450,000	95,935	143,826	(47,891)
International Projects	2,300,000	807,947	1,717,432	(909,485)
Acumen	6,000,000	1,868,188	2,641,065	(772,877)
Other: See note 5	645,000	1,177,016	601,817	575,199
Technology Access Fee	-	-	195,704	(195,704)
Divisional Income	8,412,931	5,320,115	3,888,437	1,431,678
Amortization DCC	5,315,000	-	-	-
Total Other	24,922,931	9,371,648	9,395,725	(24,077)
				-
Total Revenue Before Ancillary	177,859,064	53,813,591	56,491,934	(2,678,343)
				-
Ancillary Revenue (Schedule 4)	10,339,843	2,875,490	2,787,571	87,919
Total Revenues	\$188,198,907	\$56,689,081	\$59,279,505	(\$2,590,424)

**SCHEDULE 3**

**ST. CLAIR COLLEGE  
EXPENDITURES  
FOR THE FOUR MONTHS ENDED JULY 31, 2019**

	A	B	A - B	
	MTCU	ACTUAL	ACTUAL	
	BUDGET	YR-TO-DATE	PRIOR YEAR	VARIANCE
	(12 months)	(4 months)	(4 months)	(4 months)
<b><u>SALARY &amp; BENEFITS</u></b>				
Administrative : Full-time	6,988,628	2,417,108	2,223,114	193,994
Administrative : Part-time	1,197,942	475,430	495,630	(20,200)
Faculty: Full-time	32,344,083	10,329,693	9,775,118	554,575
Faculty : Part-time	16,074,590	4,841,700	4,225,405	616,295
Support Staff : Full-time	15,874,625	4,906,809	4,971,660	(64,851)
Support Staff : Part-time	6,264,731	1,576,897	1,603,129	(26,232)
Fringe Benefits	17,422,165	5,473,451	5,188,298	285,153
<b>Total Salary &amp; Benefits</b>	<b>96,166,764</b>	<b>30,021,088</b>	<b>28,482,354</b>	<b>1,538,734</b>
<b><u>NON-SALARY EXPENSE</u></b>				
Advertising & Promotion	2,897,600	772,383	576,756	195,627
Contracted Cleaning Services	2,870,288	936,569	913,817	22,752
Contracted Educational Services	1,447,800	5,949,900	244,421	5,705,479
Contracted Services Other	15,580,368	5,074,716	7,033,267	(1,958,551)
Equipment Maintenance & Repairs	3,036,507	1,357,197	1,039,861	317,336
Equipment Rentals	2,694,854	1,087,259	1,160,002	(72,743)
Instructional Supplies	5,080,072	1,470,637	1,167,963	302,674
Insurance	4,530,000	2,605,853	1,566,557	1,039,296
Janitorial & Maintenance Supplies	500,150	255,079	137,855	117,224
Memberships & Dues	570,914	277,140	300,435	(23,295)
Municipal Taxes	709,500	103,989	12,443	91,546
Office Supplies	719,490	197,822	128,998	68,824
Premise Rental	1,836,170	643,542	252,870	390,672
Professional Development	595,717	145,751	143,406	2,345
Security Services	1,965,100	474,794	403,948	70,846
Stipends & Allowances	2,369,300	809,462	441,108	368,354
Student Assistance 30% Tuition	1,932,250	231,205	398,208	(167,003)
Travel	1,217,543	328,784	394,737	(65,953)
Utilities	4,850,300	1,122,078	1,165,455	(43,377)
Other: See note 6	5,446,699	1,098,450	1,099,262	(812)
Amortization	10,397,000	-	-	-
<b>Total Non Salary Expense</b>	<b>71,247,622</b>	<b>24,942,610</b>	<b>18,581,369</b>	<b>6,361,241</b>
<b>Total Operating Expenses</b>	<b>167,414,386</b>	<b>54,963,698</b>	<b>47,063,723</b>	<b>7,899,975</b>
<b>Ancillary Expenses (Schedule 4)</b>	<b>9,652,005</b>	<b>2,593,356</b>	<b>2,673,646</b>	<b>(80,290)</b>
<b>Total Expenditures</b>	<b>\$177,066,391</b>	<b>\$57,557,054</b>	<b>\$49,737,369</b>	<b>\$7,819,685</b>

**SCHEDULE 4**

**ST. CLAIR COLLEGE  
ANCILLARY OPERATIONS  
FOR THE FOUR MONTHS ENDED JULY 31, 2019**

	A	B	A - B	
MTCU	ACTUAL	ACTUAL		
BUDGET	YR-TO-DATE	PRIOR YEAR	VARIANCE	
<u>(12 months)</u>	<u>(4 months)</u>	<u>(4 months)</u>	<u>(4 months)</u>	
<b><u>Revenue</u></b>				
Beverage Supplier	50,000	6,617	14,719	(8,102)
Bookstore - Windsor & Chatham	280,000	15,128	33,873	(18,745)
Cafeteria - South Campus	-	7,096	928	6,168
IRCDSS Special Events	100,000	2,025	13,814	(11,789)
Lockers Administration	48,000	3,720	4,470	(750)
Parking Lots	1,626,912	400,815	183,685	217,130
Residence - Windsor	3,176,477	598,639	514,884	83,755
Saints Store	22,500	1,773	350	1,423
Green Giants	150,000	84,153	86,955	(2,802)
St Clair Centre for the Arts	3,573,954	1,525,340	1,745,831	(220,491)
Sky Volleyball	80,000	768	2,093	(1,325)
Basketball Project	2,000	112	-	112
Varsity Sports	905,000	5,088	5,572	(484)
Sports Park	30,000	-	-	-
Woodland Hills Golf Course	295,000	224,216	180,397	43,819
	10,339,843	2,875,490	2,787,571	87,919
<b><u>Expenditures</u></b>				
Bookstore - Windsor & Chatham	-	1	64	(63)
Cafeteria - South Campus	-	-	996	(996)
IRCDSS Special Events	100,000	15,250	20,400	(5,150)
Parking Lots	1,220,205	164,155	172,997	(8,842)
Residence - Windsor	2,876,477	563,241	544,633	18,608
Residence - Chatham	60,000	10,462	-	10,462
Saints Store	15,500	640	894	(254)
Green Giants	150,000	109,243	130,008	(20,765)
St Clair Centre for the Arts	3,790,808	1,343,089	1,430,679	(87,590)
Sky Volleyball	80,000	43,372	14,224	29,148
Varsity Sports	1,034,015	168,156	161,638	6,518
Sports Park	30,000	-	-	-
Woodland Hills Golf Course	295,000	175,747	197,113	(21,366)
	9,652,005	2,593,356	2,673,646	(80,290)
<b>Total Net Surplus</b>	<b>\$687,838</b>	<b>\$282,134</b>	<b>\$113,925</b>	<b>\$168,209</b>



**ST. CLAIR COLLEGE**  
**ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)**  
**FOR THE FOUR MONTHS ENDED JULY 31, 2019**

**SCHEDULE 4B**

	MTCU BUDGET \$	ACTUAL YTD \$	ACTUAL PRIOR YTD \$
Beverage Supplier: Revenue	50,000	6,617	14,719
Bookstore - Windsor & Chatham: Revenue	280,000	15,128	33,873
Bookstore - Windsor & Chatham: Expenditures	-	1	64
	<b>280,000</b>	<b>15,127</b>	<b>33,809</b>
Cafeteria - South Campus: Revenue	-	7,096	928
Cafeteria - South Campus: Expenditures	-	-	996
	-	<b>7,096</b>	<b>(68)</b>
Lockers Administration: Revenue	48,000	3,720	4,470
IRCDSS Special Events: Revenue	100,000	2,025	13,814
IRCDSS Special Events: Expenditures	100,000	15,250	20,400
	-	<b>(13,225)</b>	<b>(6,586)</b>
Parking Lots: Revenue	1,626,912	400,815	183,685
Parking Lots: Expenditures	1,220,205	164,155	172,997
	<b>406,707</b>	<b>236,660</b>	<b>10,688</b>
Residence - Windsor: Revenue	3,176,477	598,639	514,884
Residence - Windsor: Expenditures	2,876,477	563,241	544,633
	<b>300,000</b>	<b>35,398</b>	<b>(29,749)</b>
Residence - Chatham: Expenditures	60,000	10,462	-
Saints Store: Revenue	22,500	1,773	350
Saints Store: Expenditures	15,500	640	894
	<b>7,000</b>	<b>1,133</b>	<b>(544)</b>
Green Giants: Revenues	150,000	84,153	86,955
Green Giants: Expenditures	150,000	109,243	130,008
	-	<b>(25,090)</b>	<b>(43,053)</b>
St. Clair Centre for the Arts: Revenue	3,573,954	1,525,340	1,745,831
St. Clair Centre for the Arts: Expenditures	3,790,808	1,343,089	1,430,679
	<b>(216,854)</b>	<b>182,251</b>	<b>315,152</b>
Sky Volleyball: Revenue	80,000	768	2,093
Sky Volleyball: Expenditures	80,000	43,372	14,224
	-	<b>(42,604)</b>	<b>(12,131)</b>
Basketball Project: Revenue	2,000	112	-
Varsity Sports: Revenue	905,000	5,088	5,572
Varsity Sports: Expenditures	1,034,015	168,156	161,638
	<b>(129,015)</b>	<b>(163,068)</b>	<b>(156,066)</b>
Sports Park: Revenue	30,000	-	-
Sports Park: Expenditures	30,000	-	-
	-	-	-
Woodland Hills Golf Course: Revenue	295,000	224,216	180,397
Woodland Hills Golf Course: Expenditures	295,000	175,747	197,113
	-	<b>48,469</b>	<b>(16,716)</b>
Total Revenue	10,339,843	2,875,490	2,787,571
Total Expenditures	9,652,005	2,593,356	2,673,646
Surplus	<b>\$687,838</b>	<b>\$282,134</b>	<b>\$113,925</b>

## **Notes: Revenues & Expenditures**

**Note 1     REVENUE: Enrollment Based Envelope**

Operating Grant - Base Funding  
Clinical Education

**Note 2     REVENUE: Differentiation Envelope**

Funding Formula Holdback  
Performance Funding (KPI)

**Note 3     REVENUE: Other MTCU Grants**

Accessibility Funding for Disabled Students  
Collaborative Nursing  
International Student Recovery  
Municipal Taxes  
Mental Health Worker and Services  
Support Programs and Students

**Note 4     REVENUE: Other**

Career Ready Fund  
Indigenous Student Success Fund  
Reporting Entities Project  
Women Campus Safety  
WSIB  
Youth Job Link

**Note 5     REVENUE: Other**

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

## **Notes: Revenues & Expenditures (continued)**

### **Note 6    EXPENDITURES: Other**

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

**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: SEPTEMBER 24, 2019**

**RE: INVESTMENTS**

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

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**AIM:**

To provide the Board with an update on the College's investments to ensure compliance with the Ministry's Banking, Investing and Borrowing Directive.

**BACKGROUND:**

The Ministry's Banking, Investing and Borrowing Directive requires the following:

*The College Board of Governors is to approve an Investment Policy to guide its investment activities. The Board of Governors is to review and approve at least annually an investment performance report that will include a statement signed by the Senior Financial Officer stating that the College is in compliance with relevant legislative requirements in force at the time of the review and with this binding policy directive.*

On June 27, 2017, the Board of Governors approved the Foundation Investment Policy, which directs the College's long-term investment activities.

As at March 31, 2019, the College's investments are noted as follows:

i. Temporary Investments

Investment Type	Amount
GIC Total	\$40,652,949

Interest income for fiscal year 2018-19 was \$2,193,714.

## ii. Long-Term Investments

The College's long-term investments are held by the St. Clair College Foundation. The Foundation's investments are held with RBC Dominion Securities (RBC DS) and Windsor Family Credit Union (WFCU). The market value of the investments as noted on the financial statements are:

Investment Type	Amount	Institution
GIC	\$404,830	WFCU
Bonds	\$5,032,795	RBC DS
Equities	\$4,513,012	RBC DS
Total	\$9,950,637	-

Appendix A is an investment report from RBC DS which provides additional details on the asset allocation and the historical rate of return for the Foundation's actively managed investments. There is a \$163,093 variance between the RBC DS investment report total of \$9,708,900, and the bond and equity total of \$9,545,807 from the above chart. The variance is a result of cash being reported separately on the College's financial statements. Net investment income realized for fiscal year 2018-19 was \$346,647.

The Foundation's investments are derived from private endowment donations and funds from Ministry matching programs. Effective May 8, 2018, the Ministry revised the Banking, Investing and Borrowing Directive to allow a single investment strategy consistent with the Ontario Trustee Act for endowment funds for both private donations and funds from Ministry matching programs. The Foundation's investments are allocated in the appropriate types of investments in order to maintain compliance with the Act.

## iii. Compliance Statement

St. Clair College is compliant with the relevant legislative requirements in force at the time of this review, and with the Ministry's Banking, Investing and Borrowing Directive. A compliance statement attesting to the above, has been signed by the Chief Financial Officer and provided to the President, attached as Appendix B.

## **RECOMMENDATION:**

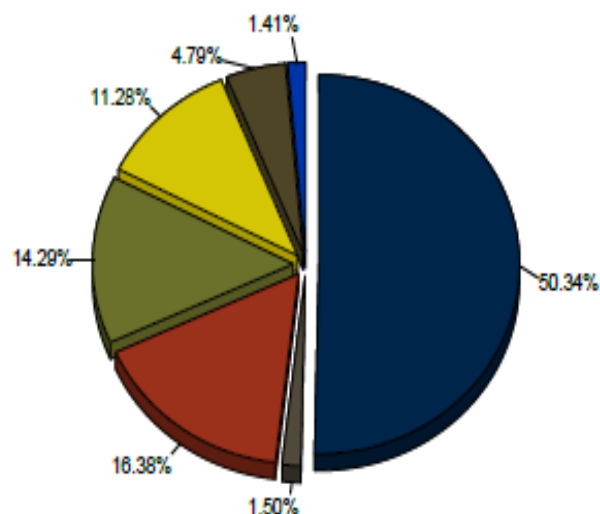
IT IS RECOMMENDED THAT the Board of Governors approve the update on the College's Investment Report, to ensure compliance with the Ministry's Banking, Investing and Borrowing Directive.

# Asset Allocation

## By Asset Class and Geography

As at March 31, 2019

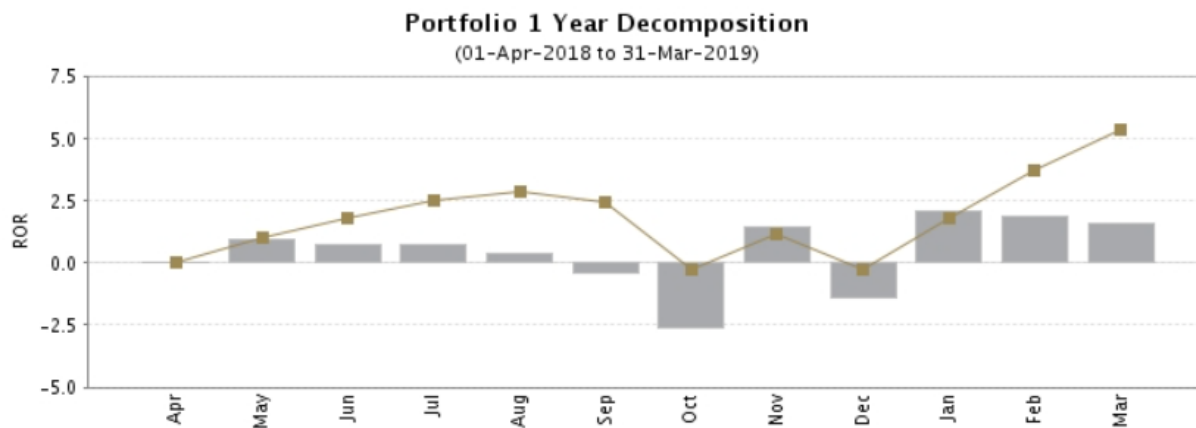
Allocation by Asset Class and Geography



Geography	Market Value	%
Fixed Income - Canada	4,887,336	50.34
Fixed Income - United States	145,900	1.50
<b>Total Fixed Income</b>	<b>5,033,236</b>	<b>51.84</b>
Equity - Canada	1,590,632	16.38
Equity - United States	1,387,812	14.29
Equity - International/ Global	1,095,485	11.28
<b>Total Equity</b>	<b>4,073,928</b>	<b>41.95</b>
Cash and Cash Equivalents - Canada	464,639	4.79
Cash and Cash Equivalents - United States	137,096	1.41
<b>Total Cash and Cash Equivalents</b>	<b>601,735</b>	<b>6.20</b>
<b>Total Canada</b>	<b>6,942,607</b>	<b>71.51</b>
<b>Total US</b>	<b>1,670,808</b>	<b>17.21</b>
<b>Total Global</b>	<b>1,095,485</b>	<b>11.28</b>
<b>Total Portfolio</b>	<b>9,708,900</b>	<b>100.00</b>

Accrued income included with Market Value.

## Portfolio Performance since April 1 to March 31, 2019



Portfolio Performance Total	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	1 Year
Portfolio	0.04	0.96	0.75	0.71	0.39	-0.42	-2.62	1.41	-1.4	2.09	1.83	1.6	5.35

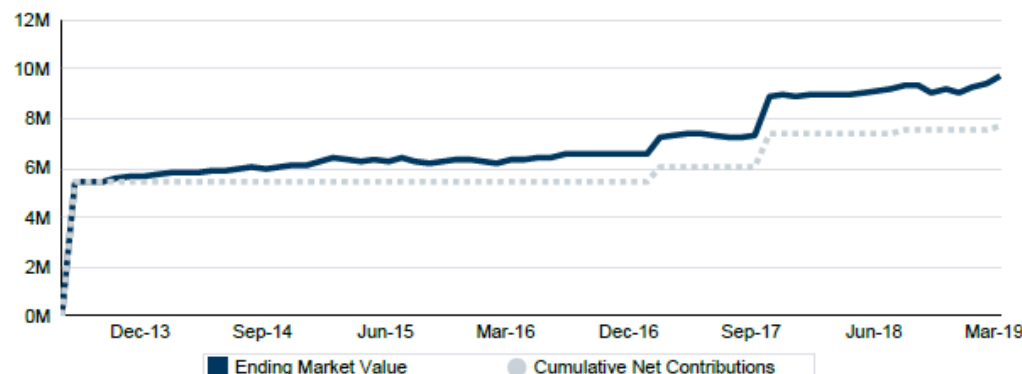
**Past Years Fiscal Year Ending March 31, 2018 3.43%**

**Past Years Fiscal Year Ending March 31, 2017 5.64%**

# Market Value History

## Net Contributions and Return Information

July 15, 2013 to March 31, 2019



This graph depicts the Portfolio's market value over time. Net contribution consists of the sum of deposits and transfers-in less withdrawals, transfer outs, and any applicable withholding taxes. The Market Values depicted on this page represent the point-in-time value of your Portfolio at each period-end.

	Period Ending	Beginning Market Value	Net Contributions/Withdrawals	Total Investment Return	Ending Market Value	Cumulative Returns %	Money-Weighted %
2016	June	6,355,214.87	(907.17)	59,283.06	6,413,590.76	17.63	0.93
	September	6,413,590.76	(332.10)	180,727.98	6,593,986.64	20.94	2.82
	December	6,593,986.64	(129.71)	(27,252.43)	6,566,604.50	20.44	(0.41)
2017	March	6,566,604.50	584,397.72	149,859.06	7,300,861.28	23.05	2.18
	June	7,300,861.28	(17,665.67)	24,119.82	7,307,315.43	23.46	0.33
	September	7,307,315.43	338.44	4,865.61	7,312,519.48	23.54	0.07
	December	7,312,519.48	1,401,781.45	213,245.27	8,927,546.20	26.71	2.51
2018	March	8,927,546.20	14,973.87	29,755.92	8,972,275.99	27.13	0.33
	June	8,972,275.99	(2,166.11)	157,501.50	9,127,611.38	29.36	1.76
	September	9,127,611.38	131,839.99	61,414.45	9,320,865.82	30.24	0.67
	December	9,320,865.82	8,322.45	(245,428.30)	9,083,759.97	26.81	(2.63)
2019	March	9,083,759.97	114,511.45	510,553.65	9,708,825.07	33.94	5.62
TOTAL			2,234,964.61	1,118,645.59			





**TO: PATRICIA FRANCE, PRESIDENT**

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

**DATE: SEPTEMBER 24, 2019**

**RE: INVESTMENT COMPLIANCE**

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

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The Ministry's Banking, Investing and Borrowing Directive requires the following:

*The College Board of Governors is to approve an Investment Policy to guide its investment activities. The Board of Governors is to review and approve at least annually an investment performance report that will include a statement signed by the Senior Financial Officer stating that the College is in compliance with relevant legislative requirements in force at the time of the review and with this binding policy directive.*

A report on the above is going to the College Board of Governors at the September 24, 2019 meeting.

As the Senior Financial Officer, I confirm the following:

*St. Clair College is compliant with the relevant legislative requirements in force at the time of this review, and with the Ministry's Banking, Investing and Borrowing Directive.*

Signature:

Date: September 6, 2019

Position: Vice President, Finance & Chief Financial Officer



<b>POLICY TYPE:</b>	<b>Governance Process</b>	<b>NUMBER:</b>	<b>2003-7.</b>
<b>POLICY TITLE:</b>	<b>Governing Style</b>	<b>DATE:</b>	<b>May 2003</b>
		<b>REVISED:</b>	<b>March 2009</b>
		<b>REVIEWED:</b>	<b>September 2019</b>

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The Board will govern with a style which emphasizes:

- outward vision and openness;
- encouragement of diversity in viewpoints;
- strategic leadership;
- clear distinction of Board and President;
- collective rather than individual decisions;
- future rather than past or present; and,
- measurable added value.

The Board will:

1. Operate in all ways mindful of its civic trusteeship obligation to the public. It will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling this commitment. The Board will give citizens the opportunity to address the Board, but reserve the right to limit the time allotted for remarks.
2. Cultivate a sense of group responsibility. The Board will be responsible for excellence in governing. The Board will be an initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board, rather than substitute individual judgments for Board values.
3. Direct, control and inspire the organization through the careful establishment of the broadest written policies reflecting the Board's values and perspectives. In the event of emergency situations not covered by specific policies, the College President, with the advice and consent of the Chair, if practicable, shall have the authority to take any appropriate action required by such emergency. Action taken and the reason therefore shall be communicated to the Board as soon as practicable. The Board's major focus will be on the intended long-term impacts outside the operating organization (Ends), not on the administrative or programmatic means of attaining those effects.

4. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, policy making principles, respect of roles, speaking with one voice to staff through written policies, and ensuring the continuity of governance capability. Continual Board development will include orientation of new members in the Board governance process and periodic Board discussion of process improvement. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its commitments.
5. Welcome staff initiative and cultivate a sense of teamwork.
6. Monitor and discuss the Board's process and performance ~~at each~~ meeting annually. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Staff Relationship categories.
7. Conduct itself in a manner that complies with all relevant laws and regulations and fulfills all legal and fiduciary responsibilities.
8. All meetings of the Board shall be open and public in accordance with the laws and By-laws of Ontario and the College. Closed sessions may only be held in accordance with the provisions of said laws. All discussions conducted in closed sessions and the minutes thereof shall be kept confidential, except when the Board determines that it is no longer necessary to protect the public interest or the privacy of an individual
9. Policy Approval will occur at Full Board Meetings as a standing agenda item asking for Board input to allow time (5 minutes) for discussion, as part of the Board Self Evaluation process.

**POLICY TYPE:** Governance Process

**NUMBER:** 2003-8.

**POLICY TITLE:** Annual Board Planning  
Cycle

**DATE:** May 2003  
**REVISED:** March 2009  
**REVIEWED:** September 2019

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To accomplish its job outputs with a governance style consistent with board policies, the Board will follow the “Board Annual Work Plan” and the “Event Schedule” to ensure compliance with legislation (34/03), Board Policies and Board Operating By-Laws. In addition the Board will:

1. Complete a re-exploration of ends policies annually; and
2. Continually improve its performance through attention to Board education and to enrich input and deliberation.
3. The Board will consider proposed new or revised policy twice, first as an informational item, and second as a recommendation for approval. Upon majority vote of the Board, the policy will be incorporated into the Board’s policies.

Accordingly,

1. The Board shall maintain control of its own agenda by developing an annual schedule that includes, but is not limited to:
  - a) Considered review of the Ends in a timely fashion prior to the President building a budget.
  - b) Scheduled time for consideration of information relating to the internal and external environment and exploration of future perspectives, which may have implications for the direction of the College.
  - c) Scheduled time for monitoring of the Board’s own compliance with its Governance Process policies, and for review of the policies themselves.

- d) Scheduled time for monitoring compliance by the President with Executive Limitations policies, and for review of the policies themselves.
  - e) Scheduled time for Board orientation and education.
2. Based on the outline of the annual schedule, the Board delegates to the Chair, the authority to fill in the details of the meeting content. The Board Chair in consultation with the President shall prepare the detailed agenda. Potential agenda items shall be carefully screened to ensure that they relate to the Board's job description, rather than simply reviewing staff activities. Screening questions shall include:
- a) Clarification as to whether the issue clearly belongs to the Board or the President.
  - b) Identification of what category an issue relates to – Ends, Executive Limitations, Governance Process, Board-President linkage.
  - c) Review of what the Board has already said in this category, and how the current issue is related; identification of whether the Board already dealt with the issue; of whether the issue is one level below current Board policy, or several levels lower; identification of the broadest way to address this issue so that it is still “under” the Board policy that already exists.
3. The Board shall annually establish for itself, a set of desired performance objectives related to the governance process. Review of progress towards these objectives shall form a meaningful part of each meeting agenda.

# St. Clair College In The News

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# St. Clair men's soccer team adds TFC products Pollard and Ribeiro

Windsor Star - June 25, 2019

Windsor TFC's League1 Ontario team helped the St. Clair Saints men's soccer team add a pair of recruits on Tuesday.

Holy Names high school product Massimo Pollard, who plays for Windsor TFC's U18 team, signed on with the Saints on Tuesday along with Kitchener's Andrew Ribeiro, who is playing with the League1 Ontario men's team.

"I think we're getting some talent," Saints men's head coach Mike Baraslievski said at Tuesday's signing at the SportsPlex. "They both seem like very hardworking players with good motors and some skill."

A five-foot-six striker, Pollard had a distinguished high school career with the Knights. He is a two-time WECSSAA all-star and helped Holy Names take bronze at the OFSAA boys' AAA soccer championship in 2017.

"It was always the plan to stay local, the way I was going, and I decided here," said the 17-year-old Pollard, who will study in the business administration accounting program. "I've been considering where I wanted to go for a while. It's finally nice to say where I'm going."

The five-foot-six Pollard, who played at Kitchener St. Mary's secondary school and Waterloo United, admits the TFC program along with St. Clair's new \$25 million sports complex, which is under construction, played a big role in getting hi to Windsor.

"The league program probably was the biggest factor and just how clean this facility was and the new construction going on definitely brought my attention to Windsor," said the 18-year-old Ribeiro, who will enter border services program.

A left-footer, Baraslievski said Ribiero's experience should help make him an early contributor.

"You can never have enough left-footed players on a team," Baraslievski said of Ribeiro, who can play left back or attacking centre midfield. "Andrew's a little more experienced with TFC and that's enormous."

Ribeiro one day hopes to play soccer in the Canadian Premier League and believes his work with TFC and the Saints will help with that.

"At the college level, it's a good compete," Ribeiro said.

Baraslievski said Pollard just needs a little seasoning, but expects him to be a quick learner.

"Mass has had a great high school career," Baraslievski said. "He'll get (up to speed) quickly."

Pollard hopes to build the same type of success with the Saints that he had in high school.

"I want to be able to continue the same kind of brotherhood you get at high school soccer," Pollard said. "It's one of the best feelings."

St. Clair is coming off a 5-5 season where the team finished in fourth place in the West Division. Due to construction, the team will play at Mic Mac Park this season before moving into it's new 1,500-seat stadium in 2020.

# Green Giants Set Team Record

AM800 CKLW – June 26, 2019



Green Giants vs Copperheads - Tuesday June 25, 2019 at Lacasse Park, Tecumseh (photo by AM800's Steve Bell)

The St Clair Green Giants offense exploded for 20 hits on Tuesday night beating the Southern Ohio Copperheads 15-4.

The Green Giants broke a franchise record for hits, and leading the way offensively was Jayden Sinju going 4-5 with 3 runs scored, 2 Home Runs and 7RBI's.

Tecumseh Native Gibson Krzeminski also added 5 of his own hits last night going 5-6.

Leamington's Daniel Warkentin hit his 2nd Home Run of the season going 2-4 with 2 Runs and 4RBIs.

The Green Giants look to keep the bats rolling Wednesday night against the defending G.L.S.C.L. champion Copperheads at Lacasse Park. First pitch 7:05pm

# Saints soccer gets a fresh jolt of skill

Windsor Star - 26 Jun 2019



**St. Clair Saints men's soccer coach Mike Baraslievski, centre, welcomed Kitchener's Andrew Ribeiro, left, and local product Massimo Pollard to the program Tuesday at the Sportsplex.**

Windsor TFC'S League1 Ontario team helped the St. Clair Saints men's soccer team add a pair of recruits Tuesday.

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"I think we're getting some talent," Saints men's head coach Mike Baraslievski said Tuesday at the Sportsplex. "They both seem like very hardworking players with good motors and some skill."

A five-foot-six striker, Pollard had a distinguished high school career with the Knights. He is a two-time WECSSAA all-star and helped Holy Names take bronze at the OFSAA boys' AAA soccer championship in 2017.

"It was always the plan to stay local the way I was going and I decided here," said the 17-year-old Pollard, who will study in the business administration-accounting program. "I've been considering where I wanted to go for a while. It's finally nice to say where I'm going."

Ribeiro, who played at Kitchener St. Mary's High School and Waterloo United, admitted the TFC program along with St. Clair's new \$25-million sports complex, which is under construction, played a big role in getting him to Windsor.

“The league program probably was the biggest factor and just how clean this facility was and the new construction going on definitely brought my attention to Windsor,” said the 18-year-old Ribeiro, who will enter the border services program.

Baraslievski said the left-footed Ribeiro’s experience should help make him an early contributor.

“You can never have enough left-footed players on a team,” Baraslievski said of Ribeiro, who can play left back or as an attacking centre midfielder. “Andrew’s a little more experienced with TFC and that’s enormous.”

Ribeiro one day hopes to play soccer in the Canadian Premier League and believes his work with TFC and the Saints will help with that.

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Due to construction, the team will play at Mic Mac Park this season before moving into its new 1,500-seat stadium in 2020.

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# HYPERLOOP POD PROTOTYPE

## Windsor team set for high-speed test

Windsor Star- 6 Jul 2019



**DAN JANISSEA team of University of Windsor and St. Clair College students unveil the pod they will use to compete against schools worldwide in a competition to encourage development of a high-speed technology that has the potential to revolutionize mass transit.**

A Windsor team of post-secondary students is headed to an international competition in California with a locally developed highspeed transit prototype — and with hopes of racing it at the prestigious event.

Eighteen members of the team and its 3.5-metre (11.5-foot) model — known as a hyperloop pod — are heading to the United States in two weeks to compete in the final round of billionaire technology entrepreneur Elon Musk's 2019 SpaceX Hyperloop Competition. The team unveiled its creation to the public in Windsor on Friday.

At the July 21 event, post-secondary students from 21 institutions selected from across the globe will present and test their hyperloop pods — innovative forms of transportation that use magnetic levitation to travel through low-air-pressure tubes at speeds of up 1,000 kilometres per hour.

Forty students and faculty members from the University of Windsor and St. Clair College — who call themselves uwinloop & SCCLOOP — built the local pod in five months at a cost of around \$150,000.

“It was extremely difficult (to create) ... it was a lot of trial and error, just brainstorming,” said Don Algama, a fourth-year engineering student at the University of Windsor and one of the team's technical leads.

“This is our first time doing it and we're actually being very successful at it,” said Solange Rennie, a fourth-year University of Windsor business student and the team's business lead. “Building from the beginning and bringing the team together from the beginning is why it's very exciting.”

This is the first time a team from Windsor has made it to the weeklong final round at the headquarters of SpaceX — a private spacecraft company based in Hawthorne, Calif., and owned by Musk. Among those being welcomed at the competition's fourth edition are teams from elite universities such as the Massachusetts Institute of Technology and Germany's Technical University of Munich.

To create magnetic levitation, hyperloop devices typically rely on magnets that line the track and the body of the pod. This year's Windsor-developed model, however, uses a special engine, called a linear induction motor, to generate a magnetic field that propels the device forward.

Rennie said that, to her knowledge, Windsor will be one of only two teams utilizing this type of engine.

"Spacex is always looking for new ideas and new innovation and people who are trying to push that envelope," Rennie said. "We're helping to develop new technology in the competition as well."

The uwinloop & SCCLOOP team began planning the design and production of their pod about a year ago. The project started with paper sketches, which eventually turned into computer-generated designs and finally a physical model.

Construction of the pod began in February, after the team was accepted to attend the finals.

The black-coloured pod is 3.5 metres (11.5 ft) long, 84 centimetres (33 inches) wide and 64 cm (25 inches) tall. Along the sides of the device are the names of sponsors who donated money and materials to the pod's development.

Whether uwinloop & SCCLOOP gets to race its pod on Spacex's approximately one-mile (1.6-km) track will depend on how well the team fares in the first six days of safety testing and control checks.

Just being part of the team and having been accepted to the final round has been rewarding enough, according to Algama and Rennie.

"I think this is a good example of real-life applications," Algama said. "It's just amazing seeing two institutes of different skill-sets collaborating for one pod."

In addition to uwinloop & SCCLOOP, a second Canadian team, from Kingston's Queen's University, is also entered in the final round of the competition. There's no prize at the end, but winning ensures recognition from top professionals in the hyperloop industry.

Rennie said the students are looking forward to representing Canada's automotive capital as best they can.

"To be a truly Canadian team, especially in Windsor — the old heart of the automotive industry — it's just powerful to bring that back to the area in a sense," she said. "And continue on that innovative automotive legacy."

# UWindsor and St. Clair students to compete in Space-X Hyperloop competition



UWindsor and St. Clair students to compete in Space-X Hyperloop competition (Angelo Aversa/CTV)

CTV Windsor - Saturday, July 6, 2019

A group of local university and college students is ready for a worldwide competition, a first of its kind.

Winloop unveiled its hyper-loop pod in advance of this year's Space-x Hyperloop pod competition.

The team is made up of University of Windsor and St. Clair college students.

They're one of 21 teams around the world who made it to the final round.

The competition takes place July 21st at the space-x headquarters in California, a rocket and spacecraft company spearheaded by Elon MNusk.

The first year competition challenges students to build a functional, scaled down prototype that can propel at maximum speed and stop within 100 feet of the end of Space-X's vacuum test track.

The Windsor team raised nearly \$135,000 in donations, sponsorships, and in-kind contributions to fund the construction of the pod.

"This is something that we've been working on almost a year right now. We're using a lean induction motor which is basically created a magnetic wheel which propels itself forward it's similar to the magnet except we do not have magnets on the track or the pod itself," said engineering student Don Algama.



# Regional transit service from Leamington to Windsor begins



Kingsville Mayor Nelson Santos (left) joins St. Clair College President Patti France, Windsor Mayor Drew Dilkens, Leamington Mayor Hilda MacDonald and Essex Mayor Larry Snively at the launch of the regional transit service on July 8, 2019. ( Bob Bellacicco / CTV Windsor )

CTV Windsor - July 8, 2019

It's considered a big step in the plan to bring the communities of Windsor-Essex closer together.

A regional transit service is now operating.

Several local mayors were all smiles during the inaugural ride Monday afternoon.

It's called LTW Transit Route 42. The Leamington to Windsor transit service, and includes stops in Kingsville and Essex Monday through Saturday.

Construction along the route delayed its start.

Windsor mayor Drew Dilkens welcomed Leamington mayor Hilda MacDonald, Kingsville mayor Nelson Santos and Essex mayor Larry Snively to the Windsor stop at St. Clair College after MacDonald picked up the fellow mayors along the way.

"Leamington is very proud to deliver a program that provides safe and reliable public transportation, while strengthening ties between communities and providing better access to employment, education, healthcare and social services," says MacDonald.

"As leaders, we all have a responsibility to make our region as accessible as possible for the residents of all ages," says Dilkens. "This community to community public transit connection is an important move in that direction."

MacDonald also announced kids under-12 can ride for free when accompanied by an adult.

The service will cost \$1.2 million over the next four years, but MacDonald hopes it will be offered for many more years.

"We have to see how the data works out and then hopefully everybody will buy in," says MacDonald. "We've already had conversations on the bus about the possibility of other communities kicking in on this and going from there so we'll see."



# You can now ride a Transit Windsor bus to Leamington, Essex and Kingsville

## LTW Transit runs three times during the week and twice on Saturday

CBC News · Posted: Jul 09, 2019



Leamington Mayor Hilda MacDonald speaks at a media conference celebrating the launch of LTW Transit at St. Clair College, the Windsor terminus for the new service. (Sanjay Maru/CBC)

Region-wide transit in Windsor-Essex is one stop closer to reality with the launch of a new Leamington to Windsor route.

**LTW Transit** launched Monday with three runs between St. Clair College and the Leamington Kinsmen Recreation Complex. The service also makes stops at the Kingsville Arena Complex and the Essex Centre Sports Complex.

A one-way trip costs \$10, with a same-day round trip costing \$15, and a monthly pass for \$250.



A map of the LTW Transit service, which is known as route 42. (Municipality of Leamington)

The pilot project is funded by the Province of Ontario, which is providing \$606,400, and Leamington, which is spending \$125,000. Fare revenue will fund the rest of service, which is expected to cost approximately \$1-million in total until provincial funding ends in March 2023.

Leamington mayor Hilda MacDonald said while the service was inspired by previous efforts to transport students to Windsor, she expects LTW Transit to appeal to a broader demographic.

"People will be able to come for work, education as well as tourism ... family ... and appointments," she said. "And when they get to Windsor ... they will be able to transfer for free to other buses in the city."

#### Afternoon Drive

Hilda MacDonald on new Leamington to Windsor transit service

00:00 06:59

Regional transit in Windsor-Essex is one stop closer to reality today with the launch of a new Leamington to Windsor route called LTW Transit. We spoke to Leamington mayor Hilda MacDonald. 6:59

The mayor noted that the service can also accommodate two bicycles, which she suggested would be perfect for riders who would like to cycle to Point Pelee National Park.

LTW Transit runs three times a day during the week, and twice on Saturday. A one way trip from Windsor to Leamington takes approximately 70 minutes.

# New bus route from Leamington to Windsor makes history

Blackburn News - July 8, 2019

The first ever Transit Windsor bus between Windsor and Leamington has started rolling.

It arrived at the end of its line at St Clair College just before 3 p.m. on Monday.

The four-year Leamington pilot project starts in Leamington but makes stops in Essex, and Kingsville. The stops in Leamington, Kingsville, and Essex are at their respective recreation and sports complexes.

Windsor Mayor Drew Dilkens said he hopes the new route leads to regional transit and opens up broader local job opportunities.

"I used to joke and say I can get somebody on a bus from Windsor to the Palace of Auburn Hills to see a concert but I can't get people to employment 20 minutes away in another municipality," Dilkens said.

Leamington Mayor Hilda MacDonald is keeping her fingers crossed that the new service grows to all parts of the region.

"Strong ridership and a successful outcome at the end of this pilot project could lead to permanent continuation of regional transit and the potential expansion of this service," added MacDonald.



Essex Mayor Larry Snively said the new route gives much greater accessibility to those who haven't had it before.

"This a great opportunity for people that are seeking jobs and job creators, this will bring students to the post-secondary institution here, which is great. This has been a long time coming," said Snively.

[The Leamington to Windsor \(LTW\)](#) trip takes about an hour and costs \$15 round trip and \$10 one way. The service runs three times daily but does not run on Sunday.

The total cost of the project is \$1.2 million with Leamington paying \$125,000, the province giving a \$600,000 grant and the rest of the money coming from rider fares.

Lakeshore, Tecumseh, and Amherstburg remain the only municipalities not participating in regional transit.

# Regional bus service gets rolling with Windsor-Leamington run

Windsor Star - July 8, 2019



Inaugural run. Kingsville Mayor Nelson Santos, left; St. Clair College president Patti France; Windsor Mayor Drew Dilkens, Leamington Mayor Hilda MacDonald and Essex Mayor Larry Snively pose Monday, July 8, 2019, next to a Transit Windsor bus at the city terminus of a new bus route that connects their respective county communities to Windsor. Dan Janisse / Windsor Star

More than a decade in the making — and just 20 minutes late — regional transit has arrived in Essex County.

After years of discussion and debate, the first bus from Leamington rolled into Windsor on Monday, following a slight delay due to road construction.

The driver on the LTW Transit – Route 42 service left Leamington Monday afternoon for its inaugural run to Windsor, with stops in Kingsville and Essex.

“I used to joke for many years — it was kind of a sad joke — but I used to joke and say I can get someone on a bus from the City of Windsor out to the Palace of Auburn Hills to see a concert but I can’t get people to employment 20 minutes away in another municipality,” said Windsor Mayor Drew Dilkens. “Today, that really changes.”

Leamington town council and staff spearheaded the four-year LTW (Leamington to Windsor) Transit pilot project. It will cost \$1.2 million. The town secured a \$600,000 grant from the Ontario Ministry of Transportation. Leamington is putting in about \$125,000. The rest will come from rider fares.

The first bus arrived at St. Clair College main campus Monday carrying Leamington Mayor Hilda MacDonald, Essex Mayor Larry Snively and Kingsville Mayor Nelson Santos. Dilkens, St. Clair president Patti France and a crowd of others were waiting to greet them.

Truly a positive and a remarkable note of progress

MacDonald said there were already riders on the bus when she climbed aboard.



“One was going to visit his mother,” she said. “Another was a young fellow from Windsor who just wanted to take the bus and see what Leamington was all about. So we’ve already hit that right out of the starting gate.”

MacDonald said the ride from end to end should take about an hour.

“Today it took longer because of construction,” she said. “We had major construction on every highway. We ended up going through a couple of subdivisions.”

The bus makes stops at the Leamington Kinsmen Recreation Complex, Kingsville Arena Complex, Essex Centre Sports Complex and St. Clair College’s main Windsor campus. It runs three times a day — in the morning, at noon and in the evening.

A one-way trip is \$10. A round-trip is \$15. Passengers can also buy a 10-ride pass for \$75 or a 30-day pass for \$250. The cost includes a free transfer into the Transit Windsor city service. Children 12 and under ride for free with an adult.



Cross-county bus service. Windsor Mayor Drew Dilkens speaks at a news conference at St. Clair College on Monday, regarding a new Transit Windsor service that connects Leamington, Essex and Kingsville to Windsor. Dan Janisse / Windsor Star

Monday’s historic bus ride was the second long-awaited step in a years-long movement to make regional transit a reality.

“It was over a decade ago we really talked about our first look at regional transit from town to town across Essex County and into the City of Windsor,” said Santos. “To see these first steps and initiatives come to fruition today is truly a positive and a remarkable note of progress.”

The first sign of progress on the road to regional transit came on Sept. 5, 2017, with the start of a Windsor-LaSalle route, something that had not existed since the 1970s.

“So we’re slowly building that regional transit system and I hope if we can get Amherstburg, Tecumseh and Lakeshore on board we will eventually have a full system,” said Dilkens.

MacDonald said the county mayors discussed that on the ride into Windsor.

“We have to see how the data works out, and then hopefully everybody will buy in,” she said. “We’ve already had conversations on the bus about the possibility of other communities kicking in on this and then going from there.”

For more information about the route and where to buy bus passes, go to [leamington.ca/ltw](http://leamington.ca/ltw).

# Now Operating: Leamington to Windsor Transit Service

AM800 CKLW – July 9, 2019



(L to R) Kingsville Mayor Nelson Santos, St. Clair College President Patti France, Windsor Mayor Drew Dilkens, Leamington Mayor Hilda MacDonald and Essex Mayor Larry Snivley, July 8 2019

A new Leamington to Windsor transit service is now officially operational.

The inaugural ride took place on Monday.

The inaugural ride for the LTW Transit - Route 42 took place Monday.

The \$1.2-million service has four stops including the Kinsmen Recreation Complex in Leamington, Kingsville's Arena Complex, the Essex Centre Sports Complex and St. Clair College's main campus in south Windsor.

Leamington Mayor Hilda MacDonald was joined by Essex Mayor Larry Snivley and Kingsville's Nelson Santos for the first ride to Windsor.

MacDonald says she was glad to see residents using the service.

"We got on the bus and there were a couple people that got off, one was going to visit his mother, the other was a young fellow from Windsor who just wanted to take the bus and see what Leamington was all about" says MacDonald. "So we've already hit that right out of the starting gate."

She calls it a great opportunity for the community especially county students.

"The students that have access to college, that they don't have to worry about transportation, having a car, insurance and all the costs that go with it, we've got this fantastic opportunity," says MacDonald. "People using the bus for medical appointments, there's all kinds of opportunities."

The new service is part of a four-year pilot project, which MacDonald hopes will grow.

"We have to see how the data works out and then hopefully everyone will buy in," says MacDonald. "We've already had conversations on the bus about the possibility of other communities kicking in on this and then going from there."

The Transit Windsor bus runs three times a day.

The cost for a one-way fare is \$10. A round trip ticket is \$15.

There is also a 30-day pass available and a 10 ride pass for \$75.

Children 12 and under to ride the bus with a parent or guardian.

# St. Clair College and Wayne State Offer New Educational Options

AM800 CKLW – July 10, 2019



Wayne State University President Dr. Roy Wilson and St. Clair College President Patti France sign articulation agreements. July 10, 2019 (Photo by AM800's Teresinha Medeiros)

St. Clair College and Wayne State University in Detroit are making it easier for students to earn a degree.

Both institutions have signed five articulation agreements which allow college students to pursue degrees on the other side of the border.

"I think this gives students options and options are important when you are thinking about your life and your future," says College President Patti France.

The enhanced partnership reduces duplication and saves students time and money.

A student can earn their diploma at St. Clair College and then be transferred to Wayne State University for a few more years to earn a degree.

College President Patti France says this offers students options

"You can get your diploma right away, go to Wayne State, continue on for a 1.5-2 years and get your degree, or get your diploma, work for a while and go back and get your degree," she says. "It is all about lifelong learning and pathways."

Wayne State University President Dr. Roy Wilson says students will be able to build a better and international resume.

"I think right now because of the way the world is and the way education is, you pretty much have to have some sort of international exposure, that's the way business is."

The five articulation agreements are in Accounting, Business Administration, Computer technology, Interior design and Marketing.

Wayne State is holding an open house in November at St. Clair College to answer student questions.





Wayne State University president Dr M. Roy Wilson and St. Clair College president Patti France sign the articulation agreements at the St. Clair Centre for the Arts, July 10, 2019. Photo by Mark Brown/Blackburn News.

## St. Clair College, Wayne State strengthen partnership

Blackburn News - July 10, 2019

An alliance between two institutions of higher learning has gotten a big boost.

St. Clair College has entered into a series of new articulation agreements with Detroit's Wayne State University, which will provide options to students on both sides of the border and in some cases, help Canadian students save money on tuition. Five programs offered by St. Clair College will have corresponding options with Wayne State. The agreement has been in the works for about a year and is focused on disciplines that are in high demand in the workforce.

Patti France, president of St. Clair College, said that in today's tendency to go toward non-linear education, a whole list of potential paths are unlocked.

"You can get your diploma right away, go to Wayne State, continue on for a year-and-a-half or two years and get your degree; or get your diploma, work for a while and go back and get your degree," said France. "It's all about lifelong learning and pathways."

Wayne State president Dr M. Roy Wilson announced the inception of the Great Lakes Tuition Award, a special tuition rate for Ontario residents. The award now makes it possible for St. Clair students, and any in Ontario wanting a post-secondary education at Wayne State, to be able to lock in the same rate paid for Michigan residents plus ten per cent. This is still half the regular tuition rate for international students. Canadian students are also eligible for Wayne State Merit Scholarships, based on academic performance in secondary school.

Wilson said Canadian students have always played a big role in the Midtown Detroit campus' diversity and energy.

"Part of what makes us diverse is the international students that we have from all over the world," said Wilson. "We have about 1,900 students from over 80 countries. So we love having diversity and we love having international students, to have Canadian students."

The programs affected by the agreements include:

- St. Clair students with a two-year Business diploma can attend Wayne State for another two years for a Bachelor of Science in Business Administration. A master's degree is available upon the completion of another 36 credit hours or one year.
- A Business Marketing diploma from St. Clair can be transferred to Wayne State for a Bachelor of Science in Business Administration, marketing major, with two years of additional coursework. An MBA is also available.
- The Business Accounting diploma from St. Clair College can go toward a Bachelor of Science in Business Administration, accounting major, for two more years. An MBA is also available.
- The Computer Systems Technician two-year diploma from St. Clair, along with the third-year Networking Advanced certificate will correspond with the Bachelor of Science in Computer Technology at Wayne State for two more years. An MBA is also available.
- St. Clair students with a three-year Interior Design advanced certificate will articulate to Wayne State's Bachelor of the Arts, interior design major, with an additional one year of study.

For complete information on all the course offerings, visit the [St. Clair College](#) and [Wayne State University](#) official websites.



*Wayne State University president Dr M. Roy Wilson and St. Clair College president Patti France chat at the St. Clair Centre for the Arts, Windsor, July 10, 2019. Photo by Mark Brown/Blackburn News.*

# St. Clair and Wayne State to offer more educational opportunities



St. Clair College President Patti France (middle) celebrates a new agreement with Wayne State University on July 10, 2019. ( Bob Bellacicco / CTV Windsor )

CTV Windsor - Wednesday, July 10, 2019

St. Clair College is giving its students a chance to expand their education.

President Patti France signed five articulation agreements with Wayne State University on Wednesday.

The agreements give St. Clair students a chance to pursue a degree in Detroit after earning their diploma in Windsor or Chatham.

The five programs are accounting, business administration, computer technology, interior design and marketing.

"It's all about learning and pathways," says France.

As part of the agreement, St. Clair students will also get a special tuition rate.

Even though it's 10 per cent more than Michigan residents, France says it's 50 per cent less than what international students have to pay to attend Wayne State.

"I think the fact that our students get the opportunity for really in-state tuition plus ten per cent is truly, truly admirable," adds France. "We recognize that Wayne State has done this for our students because really they could have been treated as an international student so we're absolutely thrilled."

Wayne State University President Dr. Roy Wilson says students will be able to build a better and international resume.

Wayne State is planning to hold an open house in November at St. Clair College to answer any questions from interested students.

# Reader Letter:

## St. Clair should leave pool open for public

July 11, 2019

**Re: Public use of St. Clair pool will cease at end of August, by Mary Caton, June 8, 2019**

After using this pool for the last 18 years I'm very disappointed to hear about the closing of the pool to the public. I am a senior and have enjoyed lap swimming close to my home every weekday for as long I can remember. There is no other pool in South Windsor easily accessible by bike.

According to the Windsor Star, 1,500 people (very few students) are using the pool.

After hearing the college had a surplus of over \$40 million, I think the board of directors should reverse this unpopular decision and keep the pool open for the public. After all, its called a community college. We should have the right to share in the success of the college.

If the goal is to close the "money losing " pool to build classroom space I could understand this decision. If that's what they intend, why not say so instead of hiding the truth from the citizens that depend on the pool for exercise and have been going for countless years?

I'm disappointed with how the college is handling this and they should leave the pool open for continued use by the public.

*Frank Sieberer, Windsor*



# 'Kindness Cafe' aims to change the way Windsor thinks about leftovers

**The social enterprise held its second pop-up at St. Clair College Wednesday**

CBC News · Jul 11, 2019 6



Ola Hassan is the owner of the Kindness Cafe. (Jonathan Pinto/CBC)

When it comes to the main food court at St. Clair College, students have a decent number of options. There's pizza, shawarma, subs, a juice bar, and of course, a Tim Hortons.

On Wednesday, students had one more restaurant to choose from — and this one was completely different than the others.

It was a pop-up called the "Kindness Cafe" — a new business that's aiming to change the way Windsorites think about leftovers.



Heenu Bharti was one of many St. Clair students who ate at the Kindness Cafe pop-up. (Tony Smyth/CBC)

Ola Hassan is the owner of the social enterprise. She's an international student who recently completed a master's degree in medical biotechnology at the University of Windsor.

Growing up in Egypt, Hassan said seeing people throw out food while watching others dig in the garbage for sustenance always bothered her. The genesis of the business, however, occurred when she was hired as a barista at Starbucks in Windsor.

"One of my first night shifts, I found that the supervisor was dumping the food so they can serve fresh items in the morning," she said. "The food was still packaged and still delicious."

#### Afternoon Drive

'Kindness Cafe' serves leftovers to Windsor

00:00 07:17

A new business in Windsor is trying to turn a profit by selling leftovers. Jonathan Pinto introduced us to Ola Hassan, the woman behind the Kindness Cafe. 7:17

Hassan was told she couldn't take the food herself to give to people in need — it had to be donated to a formal organization.

Thus, the Kindness Cafe was born.

Hassan gets surplus — that is to say, leftover — food from local restaurants and farms and whips it up into meals that can be served again. There's no set price for the meal, a model she calls "pay as you feel."



There are no set prices at the Kindness Cafe. (Jonathan Pinto/CBC)

Hassan is quick to note that her enterprise is not like a food bank or soup kitchen — it's a for-profit business that she hopes will attract customers from all income groups.

"I want to open my permanent location in a nice place ... nice arrangements and tables, aprons," she said. "All of this will cost money."

Maureen Lucas is Hassan's business mentor at the University of Windsor's EPICentre, which helps students and recent grads start companies. While the Kindness Cafe isn't a traditional enterprise, Lucas says it can be successful.



EPICentre's Maureen Lucas with Ola Hassan. (Jonathan Pinto/CBC)

"[Ola Hassan] has multiple ideas on how she's going to make it work," Lucas explained. "When she does some of these [pop-ups], people are going to pay. When she does them at places like the college, people might pay less. Somewhere along the line, she's going to have a break-even point."

"And then I think what's going to happen is that corporations and businesses in Windsor are going to want to support the good that she's doing — and that will help push her over the top."

Hassan plans to have more Kindness Cafe pop-ups to further refine her business plan. She hopes to open a permanent restaurant in Windsor within two years.



# 'It feels normal': 25 women graduating from millwright apprenticeship through WEST

## 'I was on the edge of discovering something new'

CBC News · July 12, 2019



As a single mother of three, Rebecca Chenier was tempted to take a different job with an immediate paycheck. Instead, she went into the six month program offered by WEST. (Chris Ensing/CBC)

Twenty-five women are graduating from a CNC industrial mechanic millwright pre-apprenticeship program provided by Women's Enterprise Skills Training (WEST) of Windsor, Inc.

WEST breaks down barriers for women in a non-traditional industry by providing free tuition for their St. Clair College programs, free child care and even bus tickets to help with transportation.

"It feels almost normal now," said Rebecca Chenier, one of the graduating students who works with electrodes, writes programs and reads blueprints.

But four-years-ago, Chenier was starting over. As a single mother of three, Chenier was tempted to take a different job with an immediate paycheck.

Instead she went to a six-month apprenticeship program through WEST.



Rebecca Chenier works with electrodes, writes programs and reads blueprints. (Chris Ensing/CBC)

"It was really exciting. I was on the edge of discovering something new," said Chenier. "I feel like I made the right choice."

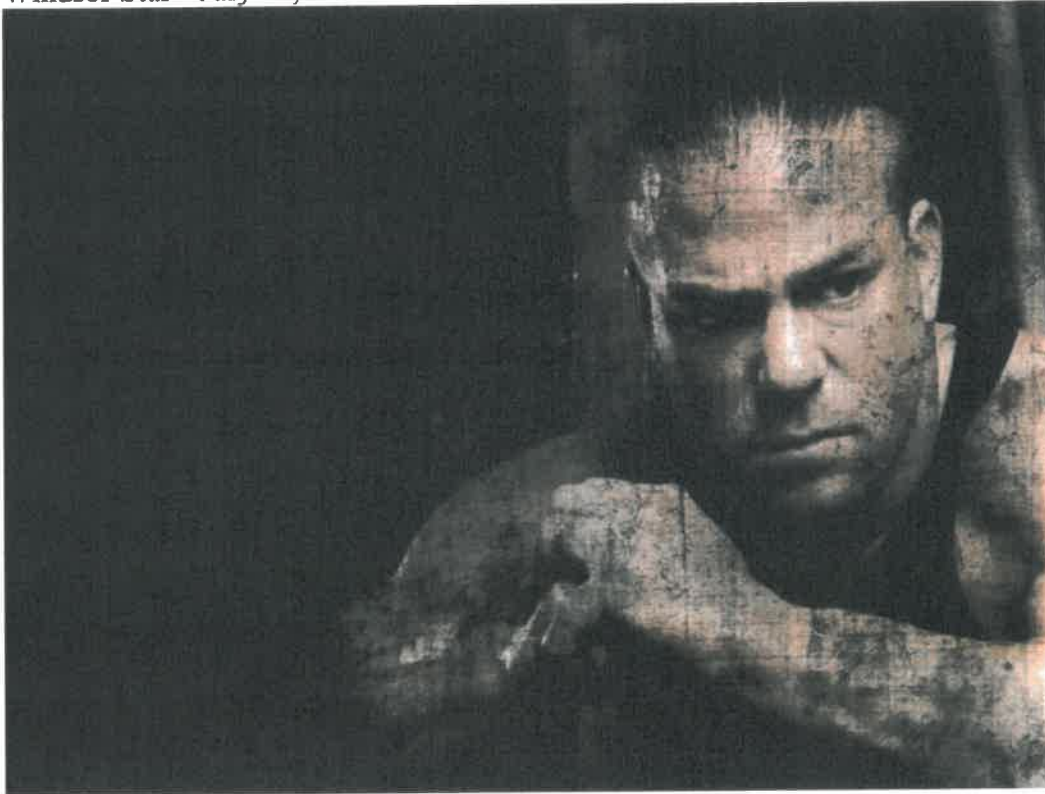
Chenier said it was overwhelming, but she decided to just go for it and now she's almost done her machinist apprenticeship at CentreLine. She still has an exam to write, but she's grateful for the unique opportunity the WEST program offered her.

"It's a lot of work," said Chenier. "WEST can take you so far, but the rest is up to you."

# Border City Wrestling show this weekend offers inspiring stories behind the curtain

BCW's IMPACT! Wrestling show at St. Clair College this weekend will feature former WWE and ECW star Rob Van Dam — as well as a referee with no legs and a Punjabi-born wrestler fulfilling his Canadian dream.

Windsor Star - July 17, 2019



Former WWE and ECW pro wrestler Rob Van Dam in a promotional image. RobVanDam.com / Windsor Star

It's another edition of IMPACT! Wrestling this Friday and Saturday at the St. Clair College gymnasium, and former WWE and ECW star Rob Van Dam will be the featured guest — promising to bring his trademark "RVD" energy to Windsor.

But the event presented by Border City Wrestling also features participants whose stories may not be as flashy, but are just as compelling.

Cameron Adamson, who was born without legs, has been a referee for BCW before — but the events on Friday and Saturday will be his debut on IMPACT! Wrestling broadcasts.

Originally from Winnipeg, Adamson came to Windsor to attend law school. His adventures after graduating included forays into journalism, stand-up comedy, and municipal politics.

It wasn't until early 2017 that Adamson started training at Windsor's Can-Am Wrestling School to fulfil a childhood dream of joining the pro wrestling industry.

Now 35, Adamson is happy to perform as one of BCW's in-ring officials and arbiters of the rules.



Windsor resident Cameron Adamson performs as a referee for Border City Wrestling. Courtesy of Border City Wrestling / Windsor Star

Also fulfilling a dream this weekend will be a wrestler whose journey to the ring started more than 11,000 kilometres away — in Chandigarh, India.

Bhupinder Singh pursued bodybuilding and martial arts in his youth before following what has become a proud tradition of East Indian pro wrestlers.

Singh's rassler training began in his native Punjab region with the India-based promotion and academy Continental Wrestling Entertainment. There, he learned from Dalip Singh Rana — a.k.a. "The Great Khali," a legend in Indian pro wrestling.

After a few years gaining experience, Bhupinder made the bold decision to emigrate to Canada and seek out Windsor's Can-Am Wrestling School to improve his skills and opportunities. He enrolled in St. Clair College mostly due to its proximity to the Can-Am Wrestling School.

Now under the tutelage and management of Indian-Canadian wrestling figure Gama Singh, 25-year-old Bhupinder is part of a new generation of East Indian wrestlers catching attention in IMPACT! Wrestling as the Desi Hit Squad.



Punjabi-born pro wrestler Bhupinder Singh performs at an outdoor BCW event.

Closing the show this weekend will be a man who has been described as “the most popular ECW icon of all time.”

Rob Van Dam, a.k.a. “RVD,” built a name for himself during pro wrestling’s peak years in the late 1990s and early 2000s. His athletic, leaping style and cocky attitude earned him the extra nickname of “Mr. Monday Night.”

Now 48 years old — and almost three decades since he made his pro wrestling debut — Van Dam continues to perform with pride.

“I still love it,” Van Dam told IMPACT! Wrestling earlier this year. “What I want is consistency. I like being RVD. I like the way the world treats RVD ... I get a lot of love from that. I love the energy from the fans. I love being able to reach out to so many people.”

**Border City Wrestling** presents **IMPACT! Wrestling** this Friday and Saturday night in the gymnasium at St. Clair College (2000 Talbot Rd. W.).

Doors open 6 p.m., starting bell rings 7 p.m. Ticket prices start at \$20, all ages welcome.

Visit [bordercitywrestling.com](http://bordercitywrestling.com) or [impactwrestling.com](http://impactwrestling.com), or call 519-969-1245 for more information.



# Recruiting young gardeners: Ontario Horticultural Association holds conference in Windsor

Windsor Star - July 18, 2019



Katharine Smyth, centre, president of the Ontario Horticultural Association, is joined by Dennis Flanagan, Margaret Laman, Charles Freeman, and Jary Terryberry, during a commemorative tree planting event at Dieppe Park for the association's annual general meeting, Thursday, July 18, 2019. Dax Melmer / Windsor Star

While horticultural societies across Ontario deal with extreme weather, the biggest issue on members' minds is how to turn young thumbs green.

The 113<sup>th</sup> annual Ontario Horticultural Association Convention will see more than 300 members from across the province spending this weekend in Windsor and Essex County. According to the organization's president, most of the members are age 50 and older, and that's something she hopes to see change.

"We're having trouble getting new members," provincial president Katharine Smyth said on Thursday. She and a dozen other members unofficially kicked off the convention a day early with a tree planting ceremony in Dieppe Gardens.

"A young person says, I want to grow vegetables, but I haven't got a clue how to grow them and I need to connect with somebody. Well, there's a horticultural society in your area."

According to Smyth, there are 287 societies in the province with more than 28,000 members total. In Windsor and Essex County, Chatham-Kent and Lambton counties — which combine to form District 11 — there are 15 horticultural societies.

I'm ecstatic the convention has come to Windsor

But to keep Ontario gardens growing for generations to come, more young people will have to start planting.

"It's a push to try and get youth," Smyth said. "We try and get involved with students from schools to help plant and take care of gardens."

She encouraged young adults to reach out to their local society to find out when and where monthly meetings are held. That's where they can learn from experts outside the annual convention, which happens in a different Ontario city each year. In 2020, London will host the event.

"You might say you really like a flower, but who can tell you what it is? Can you plant it in your garden? That's what we do. We share that information."

From Friday to Sunday, provincewide members will participate in seminars and flower shows, as well as competitions for writing, photography, visual arts, and more. When they're not at St. Clair College Centre for the Arts, where the convention is being held, members will take bus tours to various plant nurseries and outdoor sites around Essex County.

"We're trying very hard to get more people involved any way we possibly can," said Margaret Laman, the director of District 11 and a member of Kingsville's horticultural society. The 73-year-old has been involved in the group for more than 50 years.

"I'm ecstatic the convention has come to Windsor," she said. "I love that it's come this way."

The slogan of this year's event is "Come to the Deep South Where Everything Grows."

For details on the monthly meeting times of local horticultural societies, visit [gardenontario.org](http://gardenontario.org).



# C-K student embarking on trade mission

Chatham Daily News - July 18, 2019



Chatham-Kent resident Thador Tekhli, 19, will be going on a trade mission to Singapore and Malaysia with Global Vision's Junior Team Canada this month. (Peter Epp/Postmedia Network)

A Chatham-Kent man is going on a trade mission to Singapore and Malaysia this month as part of a group of Canadian youth looking to bring back knowledge to share with their communities.

Thador Tekhli is part of the national non-profit Global Vision's Junior Team Canada this year. The group is heading to Southeast Asia July 25 to Aug. 9.

The 19-year-old said he has been engaged with politics, travelling to Queen's Park for a couple of years to learn how policies are created.

He said he wanted to get involved with this trip because he has noticed "many problems in our community," including high municipal property taxes and a lack of small businesses, and he wants to understand how other countries have addressed problems in their own communities.

"Singapore is one of the richest countries in the world," he said. "They're the fastest-growing economy in the world and they're the financial centre of big businesses in the world. There's a lot of opportunities there, lots to learn and a lot to comprehend."

The Junior Team, which has 30 ambassadors, will be working with the Canadian embassies in these two countries.

Tekhli said the mission is also about promoting Canadian business overseas and trying to find opportunities for Canadian exports.

"I have a couple of businesses that I've spoken to in the community and then I'm going to do some market research for them when I get to Singapore and then when I come back, share that with them," he said.

Originally from Sudan, Tekhli emigrated to Canada in 2010 and became a Canadian citizen last March.

He said that experience inspired him to find ways to give back.

“I took an oath and I made a moral obligation to try to not only be the best person I can be in the community, but to help the community be better,” he said. “I really wanted to engage and help people. That was really a calling for me when I became a citizen.”

Tekhli said life is better in Canada, but it was challenging to adjust at first. He only spoke Arabic and had to learn English.

He said aspects of Canadian society, such as the infrastructure, businesses, government and policing, were a “shock” compared to what he saw in Sudan.

“It was a big change to me and it was difficult to comprehend a good society that I had never experienced when I was back home,” he said.

Tekhli said Holy Trinity St. Paul’s Church sponsored him when he came to Canada and again sponsored him for this trade mission, as each ambassador needs to secure \$6,000 in sponsorships.

After graduating from Chatham-Kent secondary school, he enrolled in the accounting program at St. Clair College in Windsor and recently finished his first year. He said he’s doing a bridge program with the University of Windsor, where he wants to continue studying accounting with a minor in the humanities, and eventually go to law school.

Tekhli said because of the support he has received throughout his life in Chatham-Kent, he’s proud to say it’s where he’s from.

“The people there are great. They always support you no matter what and they always push you to be the best person you can be,” he said. “I feel like I have a sense of obligation to give back to the community.”

# St. Clair Student Shuttle From Amherstburg Accepting New Riders For Fall Semester

WindsoriteDOTca News – July 19, 2019



Amherstburg Community Services is continuing its St. Clair College student shuttle service is now into its 4th year and is looking for new riders for the 2019 Fall semester.

“The St. Clair Student Shuttle has become a vital program for so many people. It helps young people achieve their aspirations and their potential and we’re proud to be a part of that,” DiBartolomeo said. “Not all of us can afford our own vehicle, and with rising rental prices, moving closer to campus can be challenging. This service is just one more option Amherstburg residents have when looking at how they’ll be getting to class,” said ACS executive director, Kathy DiBartolomeo.

The shuttle operates Monday to Friday during the fall and winter semesters, with closures on holidays. Students are picked up and dropped off at various convenient and central locations throughout Amherstburg which are to be determined.

Registration is now open and the deadline to register is August 23rd, 2019 at 4pm. Students can register for the shuttle service by calling 519-736-5471 or learn more about it by visiting [www.amherstburg-cs.com/st-clair-student-shuttle](http://www.amherstburg-cs.com/st-clair-student-shuttle).

The shuttle service costs \$240 per month to ensure its sustainability. Space is limited.

# Windsor students competing in Hyperloop competition

## SpaceX prototype competition taking place Sunday in California

CBC News · Jul 20, 2019



The uWinLoop standing with their completed Hyperloop pod. (Supplied by uWinLoop)

Students from the University of Windsor and St. Clair College will join twenty other teams of university and college students from around the world Sunday in a competition aimed at breaking public transportation's sound barrier.

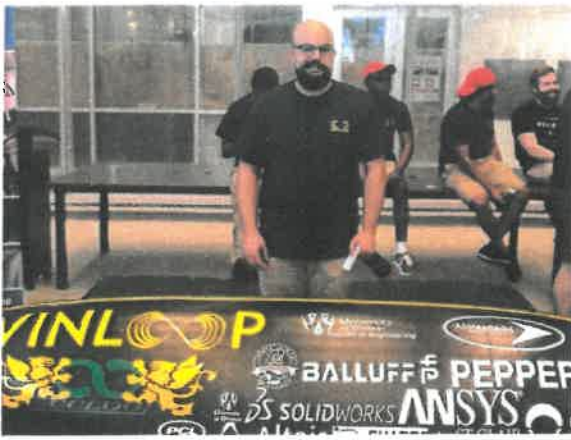
Organized by SpaceX — the private U.S. aerospace manufacturer co-founded and led by tech evangelist Elon Musk — the Hyperloop pod competition is straightforward in its rules.

Each team — with students from the United States, Switzerland, Scotland, Canada and several other countries — must launch a prototype pod through a pressurized tube around 1.6 kilometres in length.

The goal is to build a prototype pod for a form of public transportation that could allow riders to complete a trip from Vancouver to Toronto within hours.

The team whose pod makes it through the test track the fastest, without completely falling apart, wins.





Stefan Sing, founder and president of the uWinLoop Hyperloop pod team. (Supplied by uWinLoop)

It's no easy feat, said Stefan Sing, president and founder of the University of Windsor's uWinLoop Hyperloop team.

"You pump the air, reduce all that aerodynamic drag and you go as fast as you can go," said Sing. "There's a whole bunch of engineering problems that come with that, and that's why we exist."

This year, Sing will be leading a team comprised of approximately 50 University of Windsor and St. Clair College students for the SpaceX competition, held at the company's Hawthorne, Calif. headquarters — and competition is fierce.

### 3 Canadian teams

In addition to the students from Windsor, students with Queen's University's Hyperloop Design Team and those from Memorial University of Newfoundland and College of the North Atlantic Paradigm Hyperloop super-team, are the only Canadian teams to make it through two gruelling selection rounds.

Sing said he's excited to be part of the competition because he genuinely believes in the goals for the Hyperloop.

"I believe in the fundamental principle of what Hyperloop has to offer," he said.

"Fundamentally, I believe in the capability. I think it's worth the effort for the reward."

The uWinLoop team unveiled their version of a Hyperloop pod earlier this month.

The pod is made with an aluminum frame and with primarily aluminum subsystems, Sing said. Electrical components were bolted on, and the pod's carbon fibre shell was designed both by the team and Advantage Engineering in Windsor.

According to Sing, pod safety was among one of the most important criteria his team kept in mind when coming up with their Hyperloop design.



The inside of the uWinLoop Hyperloop pod. (Supplied by uWinLoop)

"[With] Space X, their number one priority above all else is safety and so it's up to us to deal with performance as long as we fulfill Space X's safety requirements," he said.

Still, he's confident that his team's pod will be able to safely navigate the test track.

"We've gone out of our way to not only make active safety systems but also passive safety systems, in the sense that if we lose power we still stop [and] if we lose controls we still stop," he explained.

"It would take three to four systems to catastrophically fail in order for us to be out of control."

The SpaceX Hyperloop Pod competition takes place on Sunday.

# Windsor students out of international hyperloop competition



UWindsor and St. Clair students to compete in Space-X Hyperloop competition (Angelo Aversa/CTV)

CTV Windsor - Monday, July 22, 2019

A team of Windsor students who competed in the Space-X Hyperloop Pod Competition are coming home with a strong resolve to return next year.

UWindsor Faculty of Engineering spokesperson Kristie Pearce says the team of University and St. Clair College students didn't place in the final round of competition.

Pearce tells CTV News the group was unable to complete a number of safety checks required for the next level and they along with two other Canadian teams are now done.

In fact out of the 21 teams, only four will continue in this year's global competition.

The first year competition challenges students to build a functional, scaled down prototype that can propel at maximum speed and stop within 100 feet of the end of Space-X's vacuum test track.

The Windsor team raised nearly \$135,000 in donations, sponsorships, and in-kind contributions to fund the construction of the pod.

The competition is taking place at the Space-X headquarters in California, a rocket and spacecraft company spearheaded by Elon Musk.



# Windsor hyperloop team couldn't crack SpaceX finals

Windsor Star - July 23, 2019



A team of University of Windsor and St. Clair College students, with their professors at the Ed Lumley Centre for Engineering Innovation at the university, are shown July 5, 2019, unveiling their hyperloop entry ahead of the SpaceX competition in California, aimed at developing high-speed technology with the potential to revolutionize mass transit. Dan Janisse / Windsor Star

A combined team from the University of Windsor and St. Clair College did not advance to final testing in Elon Musk's SpaceX Hyperloop Pod Competition.

The entry by uWinLoop and SCCLoop was one of 21 teams worldwide selected to the finals at Space X headquarters last weekend in Hawthorne, Calif.

Pod safety testing took place from July 15-20. Four veteran European teams were selected to test their pod Sunday in the SpaceX tube.

"Our team worked closely with SpaceX Engineers at SpaceX leading up to the competition day on Sunday," Solange Rennie, a uWinLoop business lead, wrote in an email. "We were provided with advice and guidance in order to continuously improve our Pod which we plan to utilize for next year's competition."

"The experience left our team extremely motivated for next year as we are all inspired by the amazing teams and technology being developed in this competition," said Rennie.

The Windsor team raised more than \$150,000 to fund construction of its pod.

# uWINLoop Learns from Space-X Hyperloop Competition in Los Angeles

AM800 CKLW – July 24, 2019



Members of uWINLoop pose for a team photo outside Space-X headquarters in Los Angeles on Monday July 15, 2019. (Photo via Twitter/@uWinLoop)

A team of Windsor students may not have won any hardware, but they're not returning empty handed from the Space-X Hyperloop Pod Competition in Los Angeles.

*The team compiled of University of Windsor and St. Clair College students* didn't place in the final round of competition after failing to complete a number of safety checks required for the next level. Students were tasked with building a scaled down electrically propelled pod that can travel at speeds over 1,000 km/h and stop within 100-ft of the end of Space-X's vacuum test track.

Team President Stephan Sing says — with only four of the 21 teams moving on to this year's global competition — uWINLoop returned this week with their heads held high.

"For context, the teams that ran this year have been around for at least two years if not four years," he says. "To do as well as we did considering how many applicants applied to this competition in the first place that don't even make it this far, I think we did a really good job."

The third year mechanical engineering student at UWindsor says real-world experience with cutting edge tech is priceless.

"All the simulations and how to approach very difficult problems from a very analytical standpoint to make sure you're doing everything properly to the best of your ability— to learn that as an undergraduate is an amazing experience," added Sing.

Sing tells AM800 News the team's first appearance won't be its last.

"To see the hardware that our advisers worked on and to see everything that Space-X does to make Space-X happen was just amazing," says Sing. "We did really well for this competition and we're that much more prepared for next year. Our eyes are wide open and we're ready to go again."

The Windsor team raised nearly \$135,000 in donations, sponsorships, and in-kind contributions to fund the construction of the pod.

Space-X is a rocket and spacecraft company spearheaded by tech giant Elon Musk.

Musk attended the first day of the competition.



# St. Clair's entrepreneurship centre offers free workshops to students, community

Windsor Star - July 24, 2019



Kevin Hamilton, left, manager of the Genesis Entrepreneurship and Innovation Centre, and Sam Branton, Enactus project manager, are shown in the Genesis Centre at St. Clair College on July 23, 2019

The Genesis Entrepreneurship and Innovation Centre at St. Clair College is ready and eager to spread its wings, offering free business advice to students and the community.

For the previous two years, the Genesis Centre worked in partnership with the University of Windsor's EPICentre with funding provided by a grant that expired last March.

"Now, we're fully independent," said Kevin Hamilton, the centre's supervisor. "We have free rein to create our own programming and entrepreneurial hub."

Located in Room 128 at the college's main campus in South Windsor, the centre is running weekly professional development workshops through the summer.

The sessions tackle a variety of topics including how to start a business, how to file an income tax return for new Canadians and how to build a profile on LinkedIn. They're open to students, alumni, faculty and the community at large, and it's free of charge.

"We've always been very strong internally, but this is an opportunity to do more externally in the community," Hamilton said.

The next workshop on the basics of starting a small business is Thursday from 11 a.m. to noon. Participants are asked to register online.

Also Thursday, the Genesis Centre is holding an open house for Enactus St. Clair.

Enactus (for Entrepreneurial Action for Others Creates A Better World for Us All) chapters all over the world strive to improve standards of living by creating community-based projects and business ventures.

Hamilton participated in Enactus Windsor while he was a student at the University of Windsor.

St Clair College established a student chapter in 2017 and, in less than two years, it finished in the top 20 among 70-plus chapters in Canada at a national competition held in Vancouver in May.

“We’re making good progress,” Hamilton said. “We’re trying to become more of a resource for the community.”

Student Sam Branton is an Enactus project manager who’s now its vice-president of marketing.

“I don’t think I knew anything about marketing before this,” Branton said. “This has taught me how to learn skills in a low-pressure setting.”

Branton has helped oversee Enactus St. Clair’s newest project called Wood U. Through a partnership with the Ford Essex Engine Plant, construction students at Windsor’s St. Joseph’s Catholic High School take wood pallets from the auto plant and turn them into sellable products.

“They made wood planters and dog beds and coasters,” Branton said.

Students also worked on creating two wood accent walls in the lobby of the engine plant.

“We want to gear our partnerships more towards the skilled trades,” Hamilton said. “We want to pair entrepreneurship with one of our specialties. So the kids build a product and for 10 weeks they also are taught the basics of business fundamentals.”

Two other Enactus projects involve a recycling initiative and a program to help international students succeed in Canada.

The Enactus open house runs from noon until 5 p.m. on Thursday.

“A lot of our diploma programs are only two or three years long so we need to be recruiting these students as soon as they come to college,” Hamilton said of the summer promotion. “We’re trying to attract the talent while they’re in first year.”

More information on Enactus St. Clair and on the Genesis Centre is available at [stclaircollege.ca/genesis](http://stclaircollege.ca/genesis).

# St. Clair Sports Park Construction Underway

WindsoriteDOTca News – July 29, 2019



Work has started on a massive new sports park at St. Clair College.

Located at the south end of campus, on what was a parking lot and green space the complex will include a new soccer stadium with 1,500 individual seats, tennis complex, outdoor sand volleyball complex with fully lit courts, snack bar/restaurant and field house.

A softball diamond with artificial turf and bleachers for 400 fans will also be constructed.

The project will be overseen by the Student Representative Council (SRC) and the Student Athletic Association.





# St. Clair's New Sports Park on Time and on Budget

AM800 CKLW – August 1, 2019



Artist's conception of the entrance to the St. Clair College Sports Park, February 1, 2019

Work is moving along nicely on St. Clair College's new \$23-million sports park.

College Vice President of Campus Development Ron Seguin says the grandstands are now up for the 1,500 seat soccer stadium.

*The facility will also include the Zekelman Tennis facility, ladies softball diamonds,* sand volleyball courts, multi-use pathways and additional parking.

Seguin says the campus is buzzing seeing the project come to life.

"It was a conceptual project for three years," he says. "So you're going from video screens and drawings to actually seeing the reality of it and it's just going to be a beautiful facility. It's got a lot of detail in it, a lot of design that you can see in reality. So that's the word around here, it's actually happening."

He believes the new soccer stadium is going to be the project's crown jewel.

"We're one more year off site for soccer and softball. Both of those will be played at Mic Mac Park. Our strategic plan is to have everything on campus. So one more year at Mic Mac Park. There's a huge expectation and a can't wait atmosphere for sure."

Seguin adds a wet spring slowed construction a bit, but crews have been able to catch up.

A ground breaking for the new sports park was held back in February — the project is expected to be completed by early 2020.



# Reader letter: College wrong to close pool to community

Windsor Star - August 8, 2019



The St. Clair College pool, at the south Windsor campus, is shown in this undated photo. **Re: St. Clair College closing South Windsor campus pool to public, June 7**

I was personally upset and saddened by the actions of St. Clair College to suddenly decide to close their pool to any use by the local community.

As an alumni and retiree, I have enjoyed swimming 3-4 times a week for the last 15 years or so. During this time, usage of the pool has decreased, but at no time that I have been there has the pool been used to any degree by students. In the early morning, most swimmers have been retirees from the community.

St. Clair College had it's start in 1967 as part of the Ontario Community Colleges which replaced the old Institute of Technologies. It seems now that the search for extra income as represented by out-of-country students with higher fees has become of greater importance than adding any benefit to the local community.

Unless the goal is to eventually close the pool, it makes little sense to close the pool to those that use it. Community resources should be available to the community.

St. Clair College — I think you have lost sight of what your true purpose should be. Please reconsider your decision.

*John Metcalfe, LaSalle*

# Reader letter: 'So, so sad' that college closing pool to public

Windsor Star - August 8, 2019



The St. Clair College pool, at the south Windsor campus, is shown in this undated photo.

## **Re: St. Clair College closing South Windsor campus pool to public, June 7**

Shame on you, St Clair College! I simply can't believe you've chosen to close the pool to the public. To what end? Financial savings? I think not. Every member of the public that availed themselves of those facilities paid, and paid handsomely, for the opportunity to use the pool.

My mother, nearing 90 years of age, attends water exercises three times a week there. She drives herself and I'm grateful she lives nearby. She wouldn't be nearly as mobile, agile and healthy as she is today if it weren't for that exercise class. Her swimming lady friends all share similar stories. They've had surgeries, injuries, and experienced various health issues that have been aided by their ability to make it to 'swimming.'

It's not just physical health that this class benefits, but trust me, I've seen the mental health benefits as well. They get together after class in the cafeteria and chat and visit and look forward to seeing each other and catching up.

I'm saddened and heartbroken that my mom and her friends are being told that after the summer their class will be no more. I just don't get it and neither do they, especially at a time when we should be promoting physical activity for ALL members of the public.

What is the real benefit to the college of taking something so valuable away? Once again, the little guy falls through the cracks. Most of these ladies will never return to a pool after the summer and we all know the repercussions of that. So, so sad

*Liz Renaud, LaSalle*

# St. Clair women's soccer names Sobh head coach while adding recruit Ryan

Windsor Star -August 10, 2019

The St. Clair Saints women's soccer team announced a new roster addition on Friday along with a change to the coaching staff.

St. Anne high school grad Keely Ryan will join the team with associate coach Gadeer Sobh assuming the role of head coach in place of Kris Geier, who will remain on the staff as an associate coach.

"It's something we talked about last season between Gadeer and myself," Geier said. "I thought she was ready.

"I've coached at the collegiate level for close to 30 years and I thought it would good for her to takeover and good for the college to have a female coach coaching the team. I just enjoy helping out, if I can mentor, I think it's a win-win situation."

Sobh has been with the program as an assistant coach or associate coach for six years and becomes the first female soccer head coach in St. Clair's history.

"Becoming a head coach is something that I've always wanted," Sobh said in a release. "We are constantly working on building a culture that our student athletes will want to be a part of. A culture that will eventually help form these young women into successful, disciplined and hardworking women for years to come after graduating."

A Massey high school grad and product of the Eastside Kickers program, Sobh played midfield for the University of Windsor Lancers from 2009-12. Aside from coaching with the Saints, she has also coached for Massey and for Eastside.

"We believe in caring about them as individuals first, in order to create a stronger team thereafter," Sobh said. "The team we coach, our coaching staff and our supporting athletic staff at the college allow me to fall in love with the game over and over again. Being a part of the St. Clair family has been such a blessing and I'm so proud to be a Saint."

Sobh was thrilled with the late addition of Ryan.

"We are definitely excited and extremely proud to have Keely join our squad," Sobh said. "She is one of the top recruits in the city. She is exactly the local talent that this program needs. She brings a technical and tactical aspect to the game that will help us reach the OCAA provincial championship."

The five-foot-one Ryan helped St. Anne reached the WECSSAA girls' AAA final the past two seasons and was a second-team all-star in 2018.

"I'm looking forward to the opportunity of receiving a great education and playing a very high level of soccer with great coaches and amazing facilities at St. Clair," Ryan, who will study practical nursing, said in a release.

# St. Clair alumni invites public to a family fun day on Sunday

Windsor Star - August 16, 2019



St. Clair College alumni hosting family fun day this Sunday. Nick Brancaccio / Windsor Star

A day of family fun returns to St. Clair College in south Windsor this weekend.

Inflatable bouncy castles, magicians, pony rides, a petting zoo and cash barbecue are among the entertainment at the 12<sup>th</sup> annual St. Clair College Family Fun Day on Sunday from 11 a.m. to 3 p.m. Families are also welcome to use the college's swimming pool between 1 and 3 p.m.

The free event, sponsored by the St. Clair Alumni Association, takes place at the college's main campus on Talbot Road West. Proceeds from the BBQ will go towards the Windsor Spitfires Foundation which raises money for local charities and community service agencies across Windsor and Essex County.

"This is an annual tradition where the Alumni Association is able to give back to the community," association president Andrew Rowberry said in a news release. "We'd like to invite the college's alumni and their friends to this free event."



# Family Fun Day Returns to St. Clair College

AM800 CKLW - Saturday, August 17th 2019



(Photo courtesy of [www.stclaircollege.ca](http://www.stclaircollege.ca))

It's the 12th year for St. Clair College Alumni's Family Fun Day.

The free event kicks off Sunday at the college's main campus on Talbot Road in Windsor. This year's festivities include a visit from the Comic Book Syndicate and the Windsor Spitfires, pony and wagon rides, a petting zoo, clowns, magicians, giveaways, shows, a bbq, swimming and a photo booth.

Alumni Association President Andrew Rowberry says, of all the functions the group plans every year, Family Fun Day is the "crown jewel."

"It's a chance for us to give back to alumni and their families and host a whole bunch of different events," he says. "People say 'the Alumni Association is everywhere' and that's kind of our motto, to make sure we have a presence and we give back to important causes in the community."

Bricks 4 Kidz will be one of several new features, according to Rowberry.

The group teaches the fundamentals of engineering and architecture.

"More of a fun way to learn so they're new as well and we also have a market for different vendors, that's exciting," Rowberry added

Rowberry says everyone is welcome to join in the fun from 11:00am to 3:00pm at 2000 Talbot Rd. W.

The free swim runs from 1pm to 3pm.



St. Clair College, south Windsor main campus. Blackburn News file photo.

## St. Clair College holds Family Fun Day

Blackburn News - August 17, 2019

If you are looking for something the family can do together this weekend, St. Clair College is holding its annual Family Fun Day.

The event, sponsored by the St. Clair College Alumni Association is on the college's main campus from 11 a.m. to 3 p.m. Sunday.

It might be your last chance to take a dip in the pool before it closes to the public at the end of the month. Families can swim between 1 p.m. and 3 p.m.

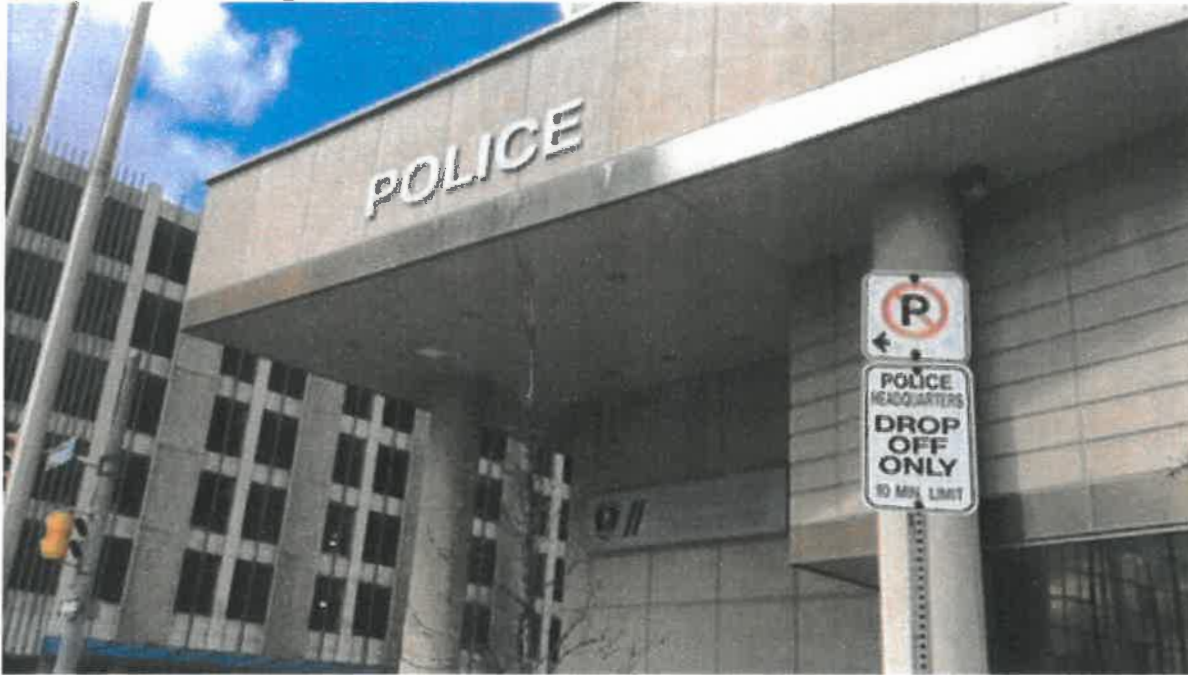
This year's event will feature The Comic Book Syndicate. Inflatable castles, pony rides, and a free petting zoo will entertain the kids, while clowns, magicians, a photo booth, and a free barbeque round out the fun.

St. Clair College has graduated more than 70,000 alumni since 1967.



# Scammers Target College and University International Students

AM800 CKLW – August 20, 2019



With back to school around the corner, scammers are taking advantage of college and university students.

Windsor police report that fraudsters appear to be targeting international students.

"The scammers are calling and threatening these students that they are illegally using their passports or immigration documents, things of that nature, illegally and threatening them with arrest if they don't send money," says Windsor police Constable Tayla Natyshak.

She warns the fraudster's Caller ID name and phone number may appear to be legit — but they are not.

Constable Natyshak says calling the number of the caller ID display is not the way to verify if the organization is legitimate. She suggests doing a simple Google search to verify the number.

She says students should not be intimidated.

"I don't want to say that they are necessarily more vulnerable than anyone else, but definitely being the target of something, there is a scare factor and scare tactics that these scammers try and use."

In the past 4-5 years at St. Clair College, there has been a 48% jump in enrollment from international students.

There are about 4,000 international students at the University of Windsor.

# Feds announce \$95M for study abroad: 'Just do it,' St. Clair alum urges

Windsor Star - August 22, 2019



Mississauga MP Omar Alghabra, Parliamentary Secretary to the Minister of International Trade Diversification, centre, St. Clair College president, Patti France, and Windsor mayor, Drew Dilkens, are joined by students for a photo following an announcement by Alghabra about funding for students to study abroad, on Thursday, August 22, 2019 at St. Clair College. Dax Melmer / Windsor Star

Windsorite Colin Topliffe returned home in May from studying abroad in Ireland for nine months, an experience that he called “life-changing.”

“It was awesome,” said Topliffe, a St. Clair College alumnus. “Every day was a whole new experience.”

More students may now have the opportunity to embark on an academic adventure similar to Topliffe’s, courtesy of an upcoming government-funded pilot program.

The \$95-million, five-year Outbound Student Mobility program expects to send up to 11,000 Canadian post-secondary students abroad, Omar Alghabra, the parliamentary secretary to the Minister of International Trade Diversification, announced during a news conference at St. Clair College’s main campus on Thursday.

“The program is intended to support students who want to work and study abroad,” Alghabra said. “Particularly with an emphasis on students or young people who are underrepresented, like Indigenous, young people with disabilities, or underprivileged students.”

Jim Carr, the Minister of International Trade Diversification, made the same announcement at a news conference in Edmonton.

Though details of the federal program have yet to be finalized, Alghabra said the grant funding will likely be given to students, on an application basis, by the federal Ministry of Employment and Labour.

The initiative, which is part of the government's five-year, \$147.9 million International Education Strategy, seeks to provide Canadians with a more global skill set and allow them to build international relationships.



Colin Topliffe, a St. Clair College alumnus who studied abroad, speaks with the media after an announcement by Mississauga MP Omar Alghabra, Parliamentary Secretary to the Minister of International Trade Diversification, about new funding for studying abroad, Thursday, August 22, 2019. Dax Melmer / jpg

Compared to other countries, Canadians are less likely to study and work abroad, Alghabra said, emphasizing the importance of the new program.

Only an estimated 11 per cent of undergraduate Canadians take advantage of international study, according to a 2017 Global Education for Canadians report from the University of Toronto and the University of Ottawa. In comparison, more than 30 per cent of French undergraduates, 29 per cent of Germans and 16 per cent of Americans go abroad.

Meanwhile, Canada is increasingly taking in more international students, with 720,000 foreign students studying in the country last year — the most to date, according to a press release from the office of the Minister of International Trade Diversification.

The most commonly cited barrier for Canadians, according to the 2017 report, was the cost of travel — an obstacle the new program takes care of.

“This is good for our young people, it’s good for our economy and it’s good for employers who are looking for those skills,” said Alghabra, who is also the MP for Mississauga Centre.



Mississauga MP Omar Alghabra, Parliamentary Secretary to the Minister of International Trade Diversification, speaks during a press event at St. Clair College, Thursday, August 22, 2019. Dax Melmer / jpg

In 2013, Topliffe, 23, completed two years of mechanical engineering at St. Clair College. After that, he earned a diploma from a three-year program in business administration marketing. Once Topliffe graduated in 2018, he discovered that he could use the credits from his diploma towards a bachelor's degree at Ireland's Institute of Technology Sligo.

"I could do my degree in two years in Canada or (less than) one in Ireland, and I'm in Ireland — it was a pretty easy choice from there," said Topliffe, who said the experience helped him mature and prepare for his current role as a salaried manager at a McDonalds on Dougall Avenue.

The new initiative will likely encourage mature students or those who have already graduated to return to campus, said Patti France, president of St. Clair College.

The college currently has connections to support students wishing to study at institutions in Australia, Ireland and the U.S.

Above all else, the invaluable life lessons that come with living in a foreign places are reason enough for students across the country to pursue the new grants, Topliffe said.

"It's something that I would definitely recommend to anyone," Topliffe said. "If you can get the money, and you have the time, just do it.

"It's going to be scary at first, but at the end of the day, you're going to get so much out of it."



# Feds announce new international education initiative in Windsor



CTV Windsor - August 22, 2019

Just months ahead of the next general election, the federal government has announced millions of dollars for a new program to get more Canadian students to study abroad — but details of how applicants are actually able to access those funds are still unclear.

On Thursday, Omar Alhabra, the MP for Mississauga Centre and Parliamentary Secretary to the Minister of International Trade Diversification, announced the new pilot program at St. Clair College in Windsor.

The \$95 million four-year program, officially called the Outbound Student Mobility Program, aims to boost the 11 per cent of Canadians that seek greater education in foreign countries.



The entrance to St. Clair College's main campus in Windsor. Photo taken August 22, 2019.

“It's meant to create opportunities for people who may not otherwise have these opportunities,” said Alhabra.

The figures Alhabra points to are from the [Report of the Study Group on Global Education](#) published in November 2017. The report highlights Canada's low standing compared to France at 33 per cent, Germany at 29 per cent and the U.S. at 16 per cent.

Alhabra says the report shows Canada is lagging behind when it comes to the trade of ideas and experiences.

“When we talk about trade very few people think of education as an important component of that trade,” said Alhabra. “We think it's good for the student, we think it's good for employers and we think it's good for our economy and good for our society.”

Students like Colin Topliffe have benefited from a more worldly education.

After studying mechanical engineering and marketing, Topliffe completed his degree in Ireland before returning to a salaried management role at a Windsor fast food restaurant.

“It's hard to describe other than life-changing,” said Topliffe. “It’s like night and day. I look at everything a little differently. Ireland's known for not having much sun so, I appreciate sunny days a lot more.”

The Trudeau government’s initiative aims to have 11,000 students study in foreign countries through the life of the program.

Despite announcing the program on Thursday, details from the government are scarce.

Alghabra says the program will be geared towards under-represented communities but, wasn't able to outline qualification parameters, application rules or how much financial assistance a student could receive.

“Once you allocate the money needed for that project, the T's can be crossed and the I's can be dotted as we unfold this project but, it was more important for us to identify the funds and the objective of the program,” said Alghabra.

Patti France, the president of St. Clair College, believes international education is of growing interest to domestic students — and new financial backing can only help.

“I don't think education is linear,” said France. “I don't think students just go to school and get one credential. I think St. Clair College is a pathway and things happen in people's lives.”

Alghabra noted the program will help students prepare for the economy of the future as the effects of globalization continue to grow.

The federal government sees the initiative not only as a way of boosting the economy but, as a form of diplomacy as students help strengthen ties with other countries.



# Will 'campus culture' survive Doug Ford's opt-out fees at universities, colleges?

Windsor Star - August 28, 2019



Students returning to Southwestern Ontario's colleges and universities will face some difficult decisions on how much money they'll spend on funding non-essential campus-wide services.

Under a new system announced earlier this year by Premier Doug Ford's Progressive Conservatives, when students pay their tuition they can opt out of paying for services that had long been mandatory.

While services such as athletics, health and wellness, academic support, campus safety programs and student ID cards will remain mandatory, for other services it will be up to the individual to decide whether they will fund them.

In the past students were required to pay ancillary fees that amounted of hundreds of dollars annually, in addition to their tuition. At Western University the money funds a range of student services such as peer programs, daycare, a marching band, community legal services, clubs administration, services for students with disabilities, as well as the campus newspaper and radio station.

"There is absolutely no doubt that this is a blow to campus culture and to campus security and safety and livability of campus," said Martin Allen, editor-in-chief of the Western Gazette, Western's student newspaper, whose print version could be threatened by a loss of student funding.

The change to the ancillary fee structure came as the province cut tuition by 10 per cent, restructured the Ontario Assistance Program (OSAP) and eliminated free tuition.

Optional fees for the Gazette amount to about \$20 per year and \$12 per year for Radio Western. A student refugee program is less \$1 and peer programs cost \$3.20. Allen said altogether the optional fees are substantially less than the mandatory fees.

"It's a pittance," Allen said.

But he said recent changes to OSAP, increased living costs and low-paying jobs may put students in a tough position.

“When they’re given costs they can cut it’s an understandable rationale – and that’s the problem,” he said. “These fees are really important and these students have been put into a position where the easiest thing to do is not to pay it.”

At St. Clair College, home to two campuses in both Windsor-Essex and Chatham-Kent, the school has decided to offer one annual membership fee of \$50, which students can choose to pay or opt out of. Paying the fee offers advantages such as discounted prices for events, academic support and access to study rooms.

Those who opt out will no longer be able to run for student council or vote, access study rooms or apply for on-campus jobs.

Kiara Clement, president of the student representative council at St. Clair College, said so far only 600 out of 11,000 students in the process of registering have opted not to pay the extra \$50.

Final numbers will not be available until later this year, she said.

“We are pretty confident that we will have a large number of students that are opting into our fees – our fees are lower than the majority of student unions at schools and universities throughout the province. We try to keep them low because we know students are needing supports,” she said.

# Executive chef steps to the front of the class

Windsor Star - August 29, 2019



Veteran chef Joe Ciliberto is embarking on a new career Tuesday as an instructor of hospitality baking at Amherstburg's Western Secondary School. Nick Brancaccio / Windsor Star

Chef Joe Ciliberto is moving out of the kitchen and into the classroom.

The classroom, however, also happens to be a kitchen inside Amherstburg's Western Secondary School.

Ciliberto, a professional chef with 26 years in the industry, is embarking on a new career Tuesday as an instructor of hospitality baking for the Greater Essex County District School Board.

"I'm on cloud nine right now," Ciliberto said Thursday as he prepped his new work space. "I'm super excited to be here."

The 40-year-old rookie teacher grew up in the industry, learning at the foot of his father Mike Ciliberto who has owned and operated Windsor's La Guardia Trattoria on Pitt Street for four decades.

In fact, Joe is still La Guardia's executive chef although he'll have a more limited schedule at the restaurant now that the school year has begun.

"I've got to have some family time," he said of a busy life shared with wife Tanya, and sons Michael, 9, and Anthony, 6.

It was Tanya who suggested Ciliberto give teaching a try.

"She saw how I taught the apprentices at the restaurant, my approach and patience and suggested teaching."

So Ciliberto started giving cooking classes through the LCBO and a local grocery store.

"I fell in love with it," he said.

He's going to be awesome, you can just tell. The kids are going to love him.

For five years, he was the cooking instructor for a dual-credit course for high school and college students at St. Clair College.

Finally, he took the plunge and enrolled fulltime into teachers' college at the University of Windsor.

"It's been a roller coaster for the last two years," he said of juggling school, the restaurant and family life.



Joe Ciliberto will bring his extensive knowledge of the restaurant business to his new teaching assignment at Western Secondary School. Nick Brancaccio / Windsor Star

On the heels of La Guardia celebrating its 40<sup>th</sup> anniversary in business this past June, Cilberto got a full-time contract with the board.

"His enthusiasm and excitement and wanting to come to our school to work with our kids is great," said Western principal Ange Safranyos. "He's going to be awesome, you can just tell. The kids are going to love him."

Ciliberto admits to a bit of nerves as the first day of school approaches.

"I can't wait to meet all my new students," he said. "My goal is to pass on the knowledge I have of the industry and trade. It's a different setting than college so it's still a little nerve wracking right now."

To some degree, Ciliberto will be learning right along with his students, since he's not a pastry chef by trade.

"It's going to be a different avenue but it will be fun to learn a lot of cool techniques. I'm looking forward to helping these students and I want to see them succeed."

Vicki Houston, the board's superintendent of human resources, also came to teaching from industry "so I definitely know the opportunities this provides," she said.

"The students in the hospitality and tourism program will have the opportunity to learn from someone who has worked as a chef in the industry for a number of years and will now bring all of that knowledge and experience into his classroom. We are very fortunate to have Joe."



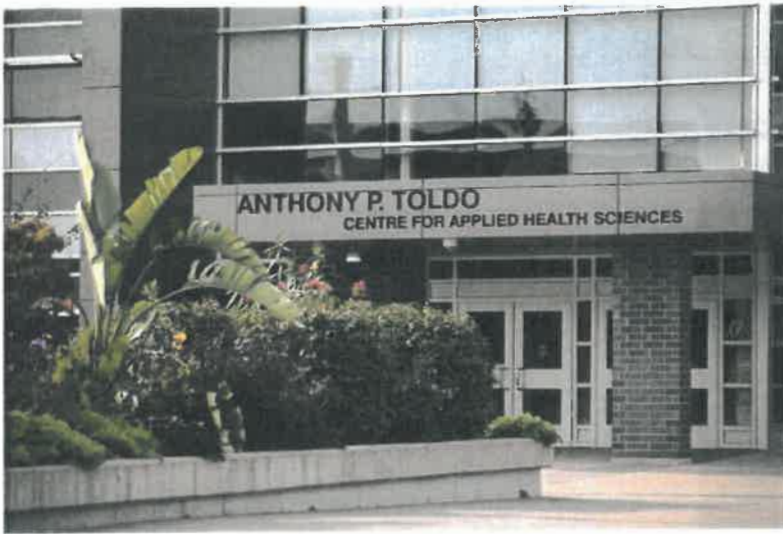
# PHOTOS: St. Clair College Ready For Students

WindsoriteDOTca News - Monday September 2nd, 2019



The main campus of St. Clair College is ready to welcome students back.







# St. Clair College offers its first four-year honours degree program

Windsor Star - September 6, 2019



St. Clair College students Armand Avolio and Samantha Elford are shown at the main campus on Friday, Sept. 6, 2019. They are studying the new social justice/legal studies program at the school. Dan Janisse / Windsor Star

After graduating from Holy Names secondary school, Armand Avolio headed 500 km down the highway to start his post-secondary education at Trent University in Peterborough.

This fall, he's come back home after enrolling in a brand new degree program for social justice and legal studies at St. Clair College.

"I literally live two minutes from the college," the 19-year-old said. "This is saving me \$15,000 to \$20,000 a year and this program is in my ballpark. It's English courses and law courses and everything I love."

Samantha Elford was considering going to university for criminal psychology or social work studies when her high school guidance counsellor at St. Joseph's mentioned the latest offerings from St. Clair.

"The second semester has criminal psychology courses, it's perfect for me," the 17-year-old freshman said. "It's only been one week but I'm 110 per cent invested in this."

Offering an Honours Bachelor of Applied Arts Degree in Social Justice and Legal Studies has been "five years in the making," according to program coordinator Elizabeth Strutt-MacLeod.

It's the first honours degree offered in the college's 52-year history and it's one of a kind in Ontario.

"Our combination is completely novel," Strutt-MacLeod said. "It's a new idea."

St. Clair briefly had a one-cohort applied degree program 16 years ago in technology industrial management but never a four-year honours degree.

Waseem Habash, the college's vice-president of academics, said this won't be the last honours program either.

"Absolutely not," Habash said. "There are a few coming in the pipeline. We love our students and we want to see them be successful. If they have aspirations of continuing on (with their studies) we want them to be here."

As a professor in charge of programs for paralegal and community and justice services, Strutt-MacLeod often heard graduating students speak about moving on to a degree program in their field.



St. Clair College VP of academics Waseem Habash is shown on Friday. Dan Janisse / Windsor Star

Graduates of the paralegal and CJS programs will be able to advance into second year of the degree stream upon completion of two bridge courses.

Through consultations inside and outside the college, administrators devised this combined field of study built on the three pillars of poverty law, social justice and community capacity building.

In a nod to the college's history of offering hands-on learning, there's a mandatory 14-week co-op component in fourth year.

Other experiential learning opportunities, such as working with a not-for-profit, are sprinkled throughout the program as students develop a "tool box" of skills.

"This program is filled with opportunities for work-related experience," Strutt-MacLeod said. "The students will learn how to advocate, how to complete grant applications for funding, how to develop programs, do analysis and research to determine the needs in the community and how to counsel individuals."

The course outline notes graduates "will be able to gain employment in various roles focused on advocacy, public service, law enforcement, labour relations and/or in the creation and development of programs and services for community organizations, not-for-profit groups and/or government."

A total of 30 students signed up for first-year studies.

Eventually, Elford envisions a career with the Children's Aid Society or a youth counselling facility while Avolio sees his degree as a launch point to a career as a criminal defence lawyer.

# Justin Trudeau holding campaign rally in Windsor Monday

**Trudeau will be the first federal leader to stop in Windsor since the writ dropped.**

CBC News · Sep 15, 2019



Prime Minister Justin Trudeau is scheduled to be in Windsor Monday evening. THE CANADIAN PRESS/Peter Power (Peter Power/The Canadian Press)

Justin Trudeau is coming to Windsor Monday for a campaign rally.

The Liberal Party of Canada leader is hosting the event Monday evening between 5 p.m. and 8 p.m. at the St. Clair Centre for the Arts.

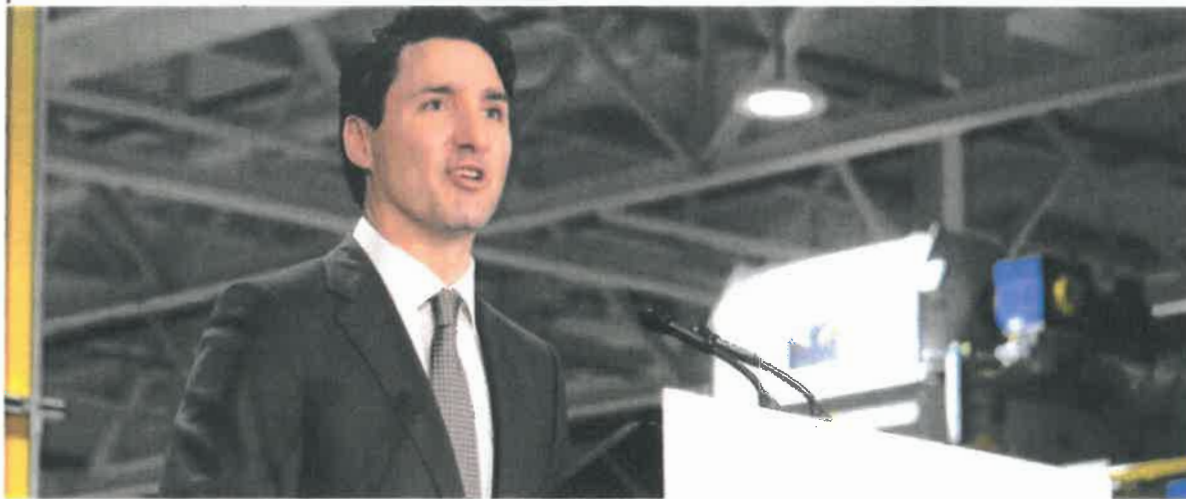
Last week, Windsor West candidate Sandra Pupatello alluded to the fact that Trudeau would be coming after Minister of Innovation, Science and Economic Development Navdeep Bains made an appearance to kick off her campaign.

Trudeau is the first federal party leader to come to Windsor since the election officially started.

In Windsor West, Pupatello is facing off against longtime NDP incumbent Brian Masse, Conservative Party candidate Henry Lau, the Green Party's Quinn Hunt and Darryl Burrell with the People's Party of Canada.

Trudeau's stop comes at a time when the Liberals in Windsor-Tecumseh are still without an official candidate. City councillor Irek Kusmierczyk, Windsor lawyer Linda McCurdy and former Liberal candidate Jeewen Gill are all seeking the nomination.





Prime Minister Justin Trudeau. (File photo by Maureen Revait)

## Justin Trudeau to stop in Windsor

Blackburn News - September 15, 2019

Liberal leader Justin Trudeau is set to visit Windsor on Monday.

As he makes his rounds along the campaign trail ahead of the 2019 federal election, the Prime Minister will stop at the St. Clair Centre for the Arts for a rally.

Windsor West Liberal Candidate Sandra Pupatello announced the news on her Twitter late Saturday evening. This marks the first party leader to visit Windsor since the [campaign kicked off on Wednesday](#).

The rally takes place from 5 p.m. until 8 p.m. Those interested in attending are asked to RSVP beforehand.

# Trudeau to visit Windsor at the onset of the federal election

Windsor Star - September 15, 2019



Canadian Prime Minister Justin Trudeau popped in on Leamington on Canada Day, giving an address to the nation during a visit to employees outside Highbury Canco on July 1. Dax Melmer / Windsor Star

Prime Minister Justin Trudeau will be holding a Liberal Party campaign rally at St. Clair College's Centre for the Arts on Monday evening.

Trudeau is the first party leader to visit the region since the Oct. 21 fixed federal election date was announced last Wednesday in Ottawa.

"The Prime Minister coming to Windsor to open a campaign I think sends a strong signal about the party's commitment to this region and also to their expectations for what we're going to be able to accomplish in the campaign at this region," said Doug Sartori, president of the Windsor West Federal Liberal Association.

Significant federal issues in Windsor West that may be discussed at Monday's rally include the trade file and bridge to the United States, Sartori said.

"(Those) are two absolutely critical and linked issues for our community," he said, adding that the Windsor West riding also has the highest rate of child poverty in Canada.

When asked if there might be a focus on protecting Canadian jobs, given the ongoing union battle at Windsor's auto aluminum parts plant, Nampak, Sartori said it's likely on the government's radar.

"Protecting Canadian jobs, in whatever way we can, is very important to this government," Sartori said. "And I expect that they will continue to move forward in that way."

The Liberal's Windsor West candidate Sandra Pupatello hinted that Trudeau would be coming to the region after Minister of Innovation, Science and Economic Development Navdeep Bains came to her campaign kick-off last week.

The Windsor-Tecumseh riding is still without an official Liberal candidate, though three people are vying for the nomination: Ward 7 City Coun. Irek Kusmierczyk, Windsor lawyer Linda McCurdy and former Liberal candidate Jeewen Gill.

"I think that the expectation is that we have a good story to tell about what we've accomplished for the people of Windsor-Essex," Sartori said. "And that the Prime Minister's expecting a great reception here."

The event takes place on Monday from 5 p.m. to 8 p.m.

# Trudeau to Make Federal Campaign Stop in Windsor

AM800 CKLW - September 15th 2019



Prime Minister Justin Trudeau speaks with AM800's Patty Handysides, March 30, 2017

Liberal leader Justin Trudeau made stops in Cobourg, Markham and Mississauga over the weekend and now he's coming to Windsor.

Trudeau and his team announced they will hold a rally at St. Clair Centre for the Arts at 201 Riverside Dr. W, beginning at 5pm Monday. He's the first federal leader to visit Windsor since the campaign officially kicked off last week.

Mayor Drew Dilkens hopes the Trudeau will walk away with a better understanding of the issues in Windsor-Essex.

"Hopefully he'll talk about the automotive industry and Nemak and issues related to how we're going to help our local community stay successful," he says.

Dilkens says he's had regular contact with Trudeau over the past four years, so he doesn't plan on attending the rally; he says the event is the public's chance to interact with the Liberal incumbent.

"He's certainly a person who is accessible who likes to hear the issues and understand the issues in our community — I've always appreciated that — but at this particular time, when he's in election mode, it's really more of a campaign stop as opposed to a stop as the Prime Minister," he says.

He's certain this is the first of many leaders to visit the region.

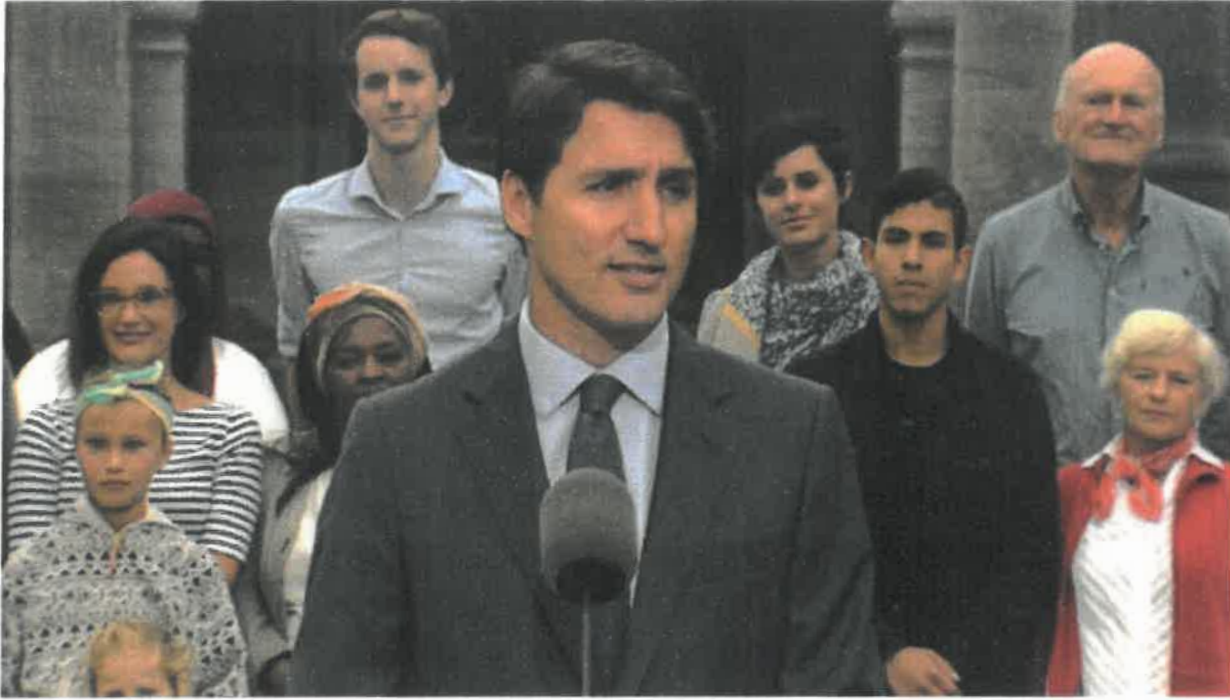
"I think in the next 40-days we'll probably see a lot of leaders cycling through the city of Windsor and other cities across Canada as part of the electoral function, but it's great to have the Trudeau here to sort of kick things off," he says. "I look forward to his remarks on how he's going to help build our economy and help us locally."

Conservative Leader Andrew Scheer and the Green's Elizabeth May spent the day campaigning in BC Sunday, and New Democrat boss Jagmeet Singh made his way through Quebec.

Canada's 2019 Federal Election is set for Oct. 21.



# Trudeau in Southwestern Ontario with stops in London and Windsor



Liberal Leader Justin Trudeau speaks to the media on Sept. 11, 2019.

CTV Windsor - Monday, September 16, 2019

The Liberals are bringing their message to southwestern Ontario today with Justin Trudeau making stops in Waterloo, London, and Windsor.

Trudeau will start his day in Waterloo where he is expected to make a policy announcement and take questions from the media.

From there he will make his way to London to visit students, teachers, and support staff at Blessed Sacrament Catholic Elementary School.

Trudeau will be joined by London North Centre Candidate Peter Fragiskatos for the event at 2 p.m.

The day will end with a campaign rally in Windsor at the St. Clair College for the Arts. Trudeau will be joined by Sandra Pupatello and Chrystia Freeland.

NDP Leader Jagmeet Singh is in Quebec for a second day while Andrew Sheer's Conservative campaign head to Calgary.

The Green Party is expected to unveil their full platform while People's Party Leader Maxime Bernier head to New Brunswick.

# Early Trudeau visit to Windsor hints at local Liberals' electoral optimism

Windsor Star - September 16, 2019



Liberal leader Justin Trudeau and Windsor West candidate Sandra Pupatello are shown at a Liberal rally in Windsor on Monday, September 16, 2019, at the St. Clair College Centre for the Arts. Dan Janisse / Windsor Star

A visit less than a week into the federal election campaign by Liberal leader Justin Trudeau Monday is confirmation of just how buoyant the party's hopes are of upending one of the three Windsor area NDP incumbents.

Trudeau wrapped up a day-long swing through southwestern Ontario at the St. Clair College Centre for the Arts where he rallied the Liberal troops with a history lesson on the NAFTA negotiations emphasizing their importance to the region and the importance of having local voices in the government advocating for the industry.

"If you want a good example of Liberals getting things done for Windsor, look no further than the new NAFTA," Trudeau told an enthusiastic crowd of several hundred people.

"A strong Canada-U.S. trade partnership is crucial. Windsorites understand more than anyone how integrated our economies are.

"Many (Windsorites) eat their breakfast in Canada, their lunch in the U.S. before coming home to Canada for dinner."



Liberal leader Justin Trudeau speaks at a Liberal rally in Windsor on Monday, September 16, 2019, at the St. Clair College Centre for the Arts. Dan Janisse / Windsor Star

Flipping NDP seats to Liberal on Oct. 21 is a key plank in the party's strategy to hang onto its majority government.

Recruiting star candidates like former provincial Liberal cabinet minister Sandra Pupatello to run in Windsor West has bolstered Liberal hopes of doing that locally.

It also has made the riding one of the headline electoral bouts in the nation with Pupatello taking on 17-year sitting NDP MP Brian Masse.

"Sandra Pupatello has served 15 years as a MPP," Trudeau said. "She has a lot of experience fighting reckless Conservative cuts."

The Liberals also have hopes of knocking off NDP incumbent Cheryl Hardcastle in Windsor-Tecumseh, though they've yet to select a nominee.

Jeewen Gill, who represented the Liberals during the last election, Windsor Ward 7 Coun. Irek Kusmierczyk and local lawyer Linda McCurdy are all vying for that spot.

In the riding of Essex, the Liberals are pinning their hopes on Audrey Festeryga, who ran for the provincial party in 2018, to upset NDP incumbent Tracey Ramsey.

Earlier in his day in the Waterloo, London and Toronto areas, Trudeau promised expanded childcare plans, more support for public transit and tougher gun control.





Liberal leader Justin Trudeau waves to supporters after attending a Liberal rally in Windsor on Monday, September 16, 2019, at the St. Clair College Centre for the Arts. Dan Janisse / Windsor Star

He localized his message Monday evening touching on automotive, advanced manufacturing and large infrastructure projects such as the new Gordie Howe International Bridge linking Windsor and Detroit.

In addition to Trudeau's flying the Liberal flag Windsor, in the past week Minister of Foreign Affairs when Parliament was dissolved Chrystia Freeland has visited twice and Minister of Innovation, Science and Economic Development when Parliament was dissolved Navdeep Bains once.

"The auto industry is import to this government," said Freeland, who introduced Papatello to the diverse crowd.

"(Papatello) knows the car sector like the back of her hand. She can be the voice that speaks for Windsor and the car manufacturing sector in Canada."

Once Trudeau finished speaking and working his way through a crowd literally looking to just get a piece of him, Papatello took over the selfie scene with her own throng of admirers.

The Windsor native spoke about how the Nemak blockade of the past two weeks is an example of why it's vital to have voice inside government.



Liberal leader Justin Trudeau and Windsor West candidate Sandra Pupatello are shown at a Liberal rally in Windsor on Monday, September 16, 2019, at the St. Clair College Centre for the Arts. Dan Janisse / Windsor Star

“It’s not the first time I’ve seen Nemak not be up front and it bothers me,” said Pupatello saying she had to visit Nemak’s Mexico headquarters a little over a decade ago as a provincial minister to remind the company of their obligations for receiving government grants.

“I’m anxious to have the platform as the local MP to look into these types of things.

“That’s the difference when you have someone at the table able to open doors. You have to be the representative that can bring solutions to the table.”

In Waterloo, Trudeau announced \$535 million a year for before- and after-school programs, if his government is re-elected. He said the investment would result in 250,000 new spaces and lower parents’ fees by 10 per cent.

“The challenge of finding childcare doesn’t stop once kids start school,” Trudeau said.



Liberal leader Justin Trudeau waves to supporters after attending a Liberal rally in Windsor, ON. on Monday, September 16, 2019, at the St. Clair College Centre for the Arts. Dan Janisse / Windsor Star

After the announcement, the Liberal leader fielded questions from the media for the first time since Friday.

In London, Trudeau met with pupils, teachers and staff at Blessed Sacrament Catholic elementary school, where he read to grade 1 and 2 children. The book? Why I Love Canada by Exeter illustrator Daniel Howarth.

Trudeau didn’t speak with reporters during his classroom appearance — though he wasn’t totally silent: He made an announcement to the school over its PA system.

“Be nice to your teachers, I was once a teacher and they’re going to be your best allies in building a better future for yourself,” Trudeau said to the pupils over the speakers.

Peter Fragiskatos, who is seeking re-election in London North Centre, said he was “thrilled” to have Trudeau in the city.

“This is a prime minister that has not forgotten London,” said Fragiskatos. “It’s quite fitting for him to come to ... a school and a community that have welcomed so many newcomers and their families.”

Fragiskatos said the child-care policy will benefit families who need support and reflects the party’s “commitment to public education.

“I think today’s announcement will go a long way,” said Fragiskatos. “It’s an announcement focused on the middle class, focused on those working hard to join the middle class.”

The Liberals will be looking to gain a larger footing in the 10-riding London region, which has been dominated by the Tories.



Liberal leader Justin Trudeau speaks at a Liberal rally in Windsor on Monday, September 16, 2019, at the St. Clair College Centre for the Arts. Dan Janisse / Windsor Star



Liberal leader Justin Trudeau speaks at a Liberal rally in Windsor on Monday, September 16, 2019, at the St. Clair College Centre for the Arts. Dan Janisse / Windsor Star



# Trudeau makes big push for Liberal seat during Windsor campaign stop



Justin Trudeau rejoicing with Sandra Pupatello at the conclusion of a Liberal Party rally at Windsor's St. Clair Centre for the Arts on Monday, Sept. 16, 2019. (Rich Garton / CTV Windsor)

CTV Windsor - Monday, September 16, 2019

Hundreds of Liberal supporters attended an evening rally in Windsor to get up close with party leader, Justin Trudeau.

The party is making a push to reclaim the seat in Windsor West, last held by a Liberal in 2002 when Herb Gray retired from politics. NDP candidate Brian Masse has held the seat for the past 17 years – and Sandra Pupatello is working hard to convince voters it's time for change.

"It's time for a strong voice in Windsor and in southern Ontario, proclaimed Pupatello, before shouting, "Welcome to Windsor Prime Minister Trudeau!"

Trudeau quickly returned the favour.

"Sandra Pupatello knows how to get big things done for Windsor," he yelled, before listing off his party's achievements over the past four years. Chief among them, he says, is the Liberal Party's commitment to funding the \$5.7 billion Gordie Howe International Bridge, as well as taking a tough stance with U.S. negotiators while brokering a "New NAFTA."

"By staying disciplined, and fighting tooth and nail to protect Canadian jobs, we got the US tariffs lifted, we bargained hard, and we got the job done," Trudeau said.

Former cabinet minister Chrystia Freeland -- visiting the city for the second time in two weeks -- says a new provision in NAFTA – also referred to as USMCA – requires a significant proportion of work done on north American built cars be carried out in high wage jurisdictions.

"That means [for] Canada and the US," said Freeland after the rally. "It's an incredibly important provision that will mean a great deal for Canadian workers."

But it's not enough for local New Democrats, with three incumbents running for local seats across the region.

It's time for the government to do their part," said Masse. "We can't sit around and wait any more."

To that end, the NDP says it will create a national auto strategy and promises, if elected, to re-establish the auto innovation fund with \$300 million to back it.

"They can transition, they can build the cars of the future but you need a government that is part of a targeted strategy, not just giving money to their friends with no stipulation," noted Windsor-Tecumseh NDP Candidate Cheryl Hardcastle earlier in the day.

Pupatello countered she's anxious to get back into government to target what she calls the most important thing.

"When everyone else wants to talk about an auto strategy, we know what the auto strategy is. It's about landing investment, and it's what I did for a living for a long time," said Pupatello.

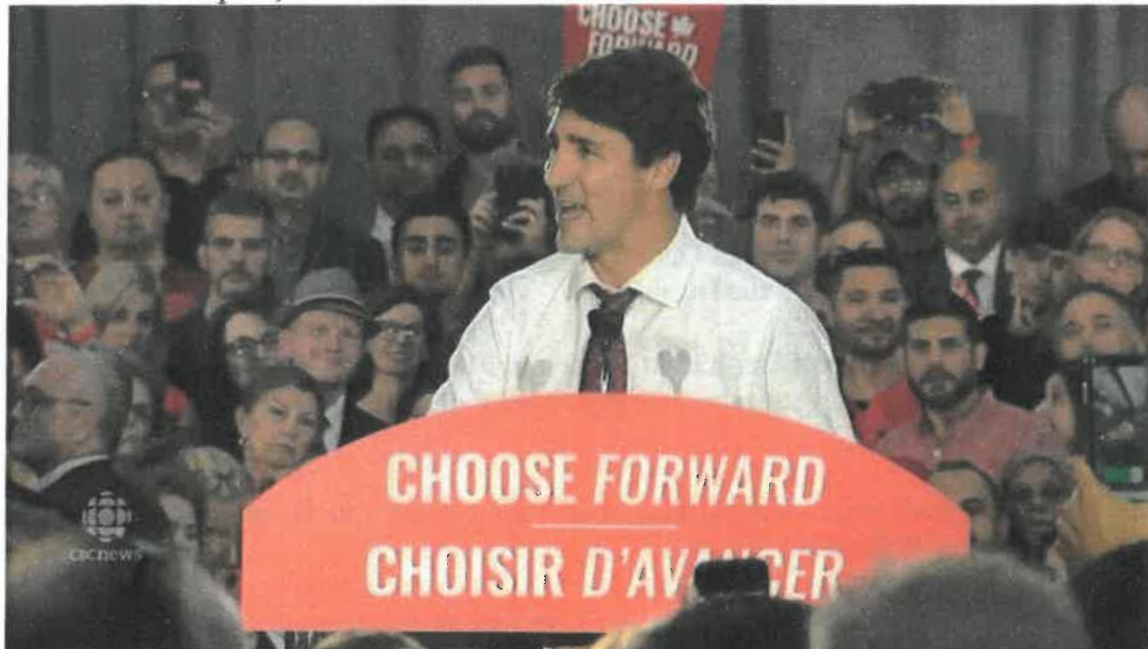
Not everyone was happy with the Liberal rally. A handful of protesters posted out front of the St. Clair Centre for the Arts denounced Trudeau for his handling of the country's image on the international stage.

"He's a coward; he should be in jail," argued Tecumseh resident, Mike Nemeth. "He's above the law, he thinks, but karma comes around, baby."

# Justin Trudeau touts NAFTA, trade, jobs at Windsor campaign rally

## Liberal Leader Justin Trudeau attended a rally at the St. Clair College Centre for the Arts

CBC News · Sep 16, 2019



Liberal Leader Justin Trudeau was in Windsor, at a campaign event to promote his party and newly minted Windsor West candidate Sandra Pupatello

Liberal Leader Justin Trudeau attended a campaign rally at the St. Clair College Centre for the Arts Monday, to promote the bonafides of his party and newly minted Windsor West candidate Sandra Pupatello.

Trudeau took to the stage after opening remarks from Chrystia Freeland — the Liberal candidate for Ontario's University-Rosedale riding — and recently nominated Pupatello.

During her remarks, Freeland cited her party's handling of the Canada-U.S.-Mexico Agreement on Trade — otherwise known as the new NAFTA — as well the handling of U.S. tariffs on Canadian steel and aluminum as reasons for voters to support the Liberal party.

"We know that there are a lot of unpredictable factors in the world today," said Freeland. "And we know there could be fresh troubles over the next four years. So we need a fantastic Liberal team to come back to Ottawa."

Freeland later introduced Pupatello, describing the former Ontario cabinet minister as "one of the smartest and toughest women I have ever met."

During her speech, Pupatello roused the crowd by introducing a number of Liberal candidates vying for riding in southwestern Ontario, including Essex candidate Audrey Festeryga and Lambton-Kent-Middlesex candidate Jesse McCormick.





Chrystia Freeland — the Liberal candidate for Ontario's University-Rosedale riding — touted the new NAFTA negotiations as a reason to support her party. (Jason Viau/CBC)

Pupatello roused the crowd gathered by referencing former Ontario premier Mike Harris, saying "we've lived that movie of Mike Harris and we are not going down that road again."

She also subtly minimized both NDP leader Jagmeet Singh and Conservative leader Andrew Scheer, saying "we know that a vote down here for Jagmeet Singh brings Andrew Scheer closer to the prime minister and that is a no go for the people here in Windsor."

"When we go knocking on those doors, that's what we are telling them: That an NDP vote is a throwaway vote, because it brings us closer to Scheer," Pupatello said.

Despite her comments, Pupatello's speech was light on specific policy, serving as a way to rally the crowd for Trudeau's appearance, rather than convincing those gathered to vote for the Liberal party.

When Trudeau took the stage, he did so amid cheers and chants of his name.

"People across the country are putting up their hands to join our Liberal movement," said Trudeau. "They're choosing to serve, they are choosing forward."



Recently minted Windsor West Liberal candidate — and former Ontario cabinet minister — Sandra Pupatello rallied the crowd. (Jason Viau/CBC)

Much like Freeland, Trudeau spoke to the work done to establish the new NAFTA partnership, speaking to the ways in which the three largest North American economies are integrated with one another.

"Windsorites understand more than just about anybody else how truly integrated our economies are with local plants like Fiat Chrysler and many folks crossing the border every single day for work, eating breakfast in Canada, lunch in the U.S. and getting back home to Canada for dinner."

Of course, Trudeau took time to bash his chief opponent in his second race for the prime minister's seat, criticizing Scheer for wanting to "cave on NAFTA."

"He was wrong because workers were counting on us, families right here in Windsor were counting on us," Trudeau said. "So we went down to Washington and we fought for Canadian workers right across the country."

According to the CBC News poll tracker, the Conservative party currently leads the Liberals, with 34.3 per cent support compared to 33.6 per cent support.

Trudeau also spoke to Liberal investment in infrastructure, pointing to the party's support for the Gordie Howe International Bridge.

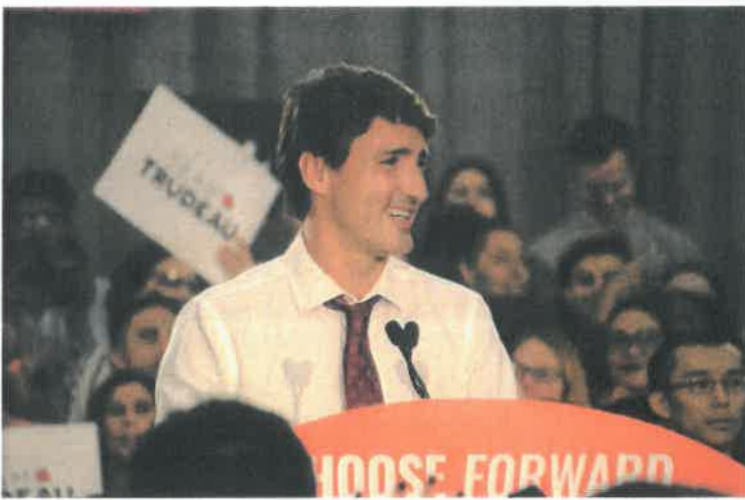


Liberal Leader Justin Trudeau touted his party's bonafides at a campaign event in Windsor. (Jason Viau/CBC)

Stepping beyond Windsor-Essex, the Liberal leader also spoke to his government's elimination of 87 boil water advisories in Indigenous communities across the country, the creation of "over a million new jobs" and the negotiation of new health accords with the provinces and territories, among other successes.

"On Oct. 21, Windsor, choose a government that will fight for you and with you for a stronger middle class and for a better Canada for all Canadians," he said. "From coast to coast to coast, let us stand together and let's choose forward."

The Liberal party held their rally several hours after NDP candidates announced a new \$300 million auto plan at an event in Windsor.



Prime Minister Justin Trudeau smiles as he addresses a Liberal rally at the St. Clair Centre for the Arts, Windsor, September 16, 2019. Photo by Mark Brown/Blackburn News.

## **‘We’re just getting started’ Trudeau rallies Windsor supporters**

Blackburn News - September 16, 2019 8:31pm

Canada’s prime minister came out Monday night with the hope of turning southwestern Ontario red in October.

Prime Minister Justin Trudeau capped a day of campaigning across the region with a loud, raucous rally at the St. Clair Centre for the Arts in Windsor. Trudeau is hoping to lead the Liberal Party of Canada to its second straight majority government.

Hundreds of people, the majority of them students and young people, crowded into one of the centre’s large ballrooms for an event designed to rally the Liberal troops across several southwestern Ontario ridings. Trudeau was, of course, the featured speaker.

The prime minister touted his government’s efforts to hammer out a new version of NAFTA with the United States and Mexico. Despite a little friction with U.S. President Donald Trump over trade and tariffs, Trudeau hailed the U.S. as a friend and Canada’s strongest trading partner. Looking ahead, Trudeau hoped to continue that work.

“My dear friends, under a Liberal government, Canada will keep building on our progress,” said Trudeau. “While we’ve done an awful lot over these past four years, we’re just getting started.”

Windsor-Essex, particularly the riding of Windsor West, is considered by many political commentators to be a key battleground in this campaign. Windsor West, currently represented by the NDP’s Brian Masse, is expected to be the centre of plenty of campaigning with Liberal Sandra Pupatello challenging him.

Also running in Windsor West is Conservative Henry Lau, Quinn Hunt of the Green Party, and Darryl Burrell of the People’s Party of Canada.

Not all attending the rally were happy to see Trudeau, however. A handful of protestors gathered outside the St. Clair Centre for the Arts as people filed inside for the rally. Mike Nemeth, of the Yellow Vests of Windsor-Essex County, told BlackburnNewsWindsor.com after the event that he felt Trudeau, along with his policies, were harmful and had to go.



“we’re not all his sheep and all his followers,” said Nemeth. “What he’s doing to this country is atrocious. Whether he gets in or not, the damage is so great, that our grandchildren and great-grandchildren are going to be paying for it.”

In addition to Pupatello, Liberal candidates from other ridings either in attendance, or with supporters present, included Katie Omstead of Chatham-Kent-Leamington, Audrey Festeryga of Essex, Carmen Lemieux of Sarnia-Lambton, and Pam Armstrong of Elgin-Middlesex-London. The Windsor-Tecumseh riding has yet to choose a candidate, with Windsor City Councillor Irek Kusmierczyk, criminal lawyer Linda McCurdy and 2015 candidate Jeewen Gill in the mix.

The federal election is on October 21.



# Trudeau Makes a Campaign Stop in Windsor



Liberal leader Justin Trudeau speaks to a large crowd at a rally in Windsor, September 16, 2019

AM800 CKLW – September 17, 2019

A sea of red in downtown Windsor Monday night.

Liberal leader Justin Trudeau made a campaign stop at St. Clair Centre for the Arts.

He is the first party leader to make a stop in Windsor.

Trudeau spoke for about 15 minutes and touched on a number of topics including NAFTA, manufacturing, transit and the Gordie Howe International Bridge.

He says the new NAFTA is a good a good example of the Liberals getting things done for Windsor.

"Windsorites understand more than just about anyone else, how truly integrated our economies are, with local plants like Fiat Chrysler, and many folks crossing the border every single day for work, eating breakfast in Canada, lunch in the US, then heading back to Canada for dinner." says Trudeau.

Trudeau added the Liberals have done a lot in the last four years but says the party is just getting started.

"While we were strengthening NAFTA's labour protections, we were also funding transit from Halifax to Windsor to Calgary to Vancouver so people can actually get to their jobs on time," says Trudeau.

Trudeau was introduced by Windsor West Liberal candidate Sandra Pupatello.

He said Pupatello knows how to get big things done for Windsor and she is ready to fight for the city.

Former Liberal minister and current incumbent Chrystia Freeland was also on hand for the rally along with all local Liberal candidates.

It was her second time visiting the city in two weeks.

The federal election is October 21st.



St. Clair College main campus May 12, 2015. (Photo by Adelle Loiselle)

## Another enrolment record broken at St. Clair College

Blackburn News - September 19, 2019

St. Clair College has hit another record enrolment mark.

According to college officials, enrolment stayed strong again this year by “a razor-thin margin.” St. Clair said 12,817 full-time post-secondary students enrolled this fall compared to 12,815 a year ago. Overall, more than 13,200 students enrolled when part-time students are added. The number of domestic students totaled 7,552, which includes 1,227 at the Chatham campus.

“The good news story here is we have another record, although it’s almost on par with last year’s enrolment, which was a record,” said Associate Vice President, Student Services and Registrar Michael Silvaggi. “Year-over-year we are plus two students.”

Another 1,077 students were taking classes at the ACE Acumen Academy in Toronto, where St. Clair College programs are offered through a public-private partnership.

“From the institutional standpoint of the short-term stability and long-term sustainability of the College, I’m always encouraged to see strong enrolment numbers,” said President Patti France.

France admitted the rising numbers are nice but noted that the college’s faculty and staff remain focused on people.

“We’re seeing the individual hopes and dreams of 13,000-plus students, and realizing that it is our duty to provide them with the knowledge and skills they need to achieve their ambitions,” said France. “Regardless of our enrolment, we are re-energized every year to ensure that each of those individual quests meets with success.”

The college added the downtown Windsor campus has seen a boost in enrolment with 2,836 new students taking courses in the School of Media, Art and Design, the St. Clair College Centre for the Arts and the Zekelman School of Business and IT. That’s compared to just over 900 two years ago. General business programs and data analytics also had a huge increase.

The number of international students jumped by four per cent to a total of 4,188 students.



# St. Clair College enrolment numbers increase slightly for new record



The entrance to St. Clair College's main campus in Windsor. Photo taken August 22, 2019. (

AM800 CKLW - Thursday, September 19, 2019

St. Clair College narrowly managed to hit another record enrollment number again this year.

College officials say the count for full-time post-secondary students is 12,817 for fall 2019, compared to 12,815 in 2018.

The count increases to over 13,200 students when part-time students are included.

"The good news story here is we have another record, although it's almost on par with last year's enrolment, which was a record," says registrar Michael Silvaggi. "Year-over-year we are plus two students."

St. Clair president Patti France says from the institutional standpoint of the short-term stability and long-term sustainability of the college, she's always encouraged to see strong enrolment numbers.

"But from the perspective of educators, all of the college's faculty and staff aren't looking at numbers – we're looking at people," says France. "We're seeing the individual hopes and dreams of 13,000-plus students, and realizing that it is our duty to provide them with the knowledge and skills they need to achieve their ambitions."

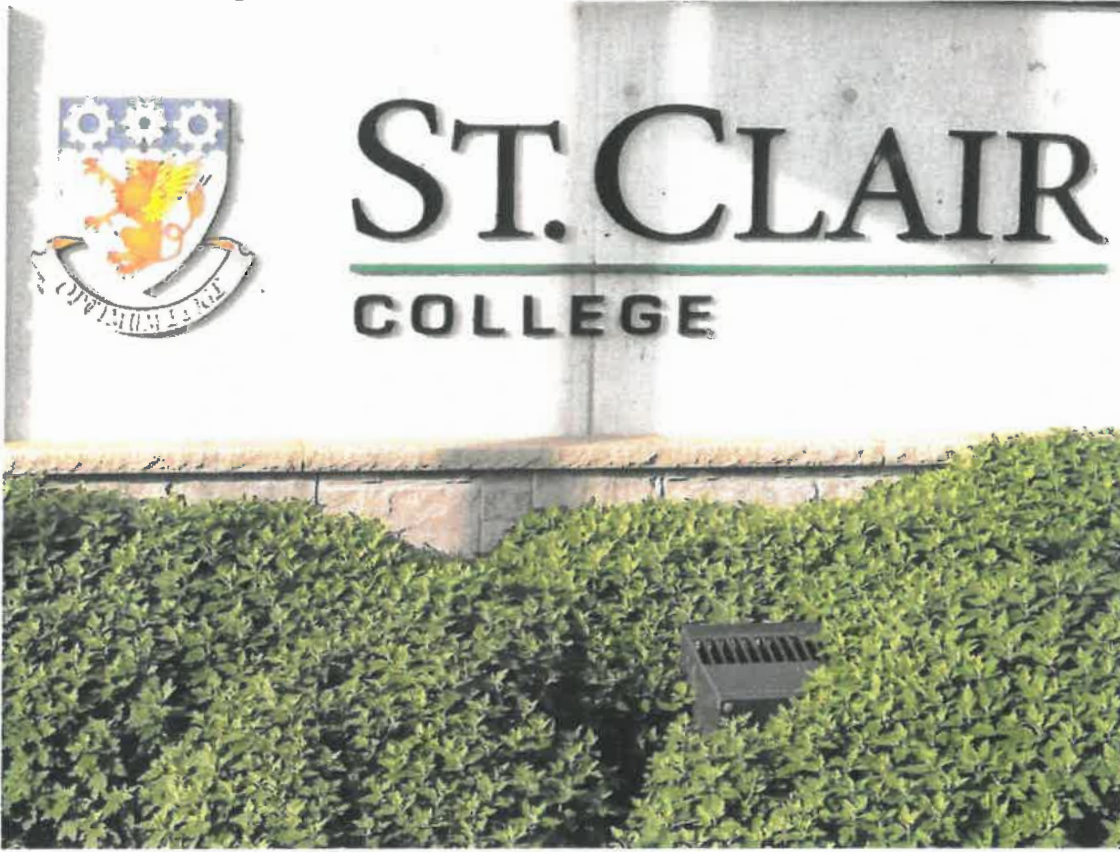
The college also had large enrolment numbers downtown in the School of Media, Art and Design, the St. Clair College Centre for the Arts and the Zekelman School of Business and IT. There are 2,836 students enrolled in the downtown programs, compared to just over 900 two years ago.

General business programs and data analytics "had a huge increase," says Silvaggi. "So everything is up in the business world downtown."

Overall, there was a four per cent increase in international students, for a total of 4,188 students. The number of domestic students totaled 7,552, which includes 1,227 at the Chatham campus. Another 1,077 students were taking classes at the ACE Acumen Academy in Toronto, where St. Clair College programs are offered through a public-private partnership.

# St. Clair hits record high enrolment again

Windsor Star - September 19, 2019



The St. Clair College sign at its Cabana Road West entrance Nick Brancaccio / Windsor Star

St. Clair College has hit record high enrolment numbers for a second straight year.

The official 2019 count for full-time post-secondary students this fall is 12,817, two students more than the record set in 2018. Part-time students push total enrolment to 13,200.

“From the institutional standpoint of the short-term stability and long-term sustainability of the college, I’m always encouraged to see strong enrolment numbers,” president Patti France said in a news release.

There are 2,836 students enrolled in college programs in downtown Windsor at the School of Media, Art and Design, the St. Clair College Centre for the Arts and the Zekelman School of Business and IT. That number has tripled in two years.

Overall, there was a four per cent hike in international students, for a total of 4,188. The number of domestic students — 7,552 — includes 1,227 at the Chatham campus. Another 1,077 students were taking classes at the ACE Acumen Academy in Toronto, where St. Clair College programs are offered in a public-private partnership.



# Enrolment At St. Clair College Stays Strong

[WindsoriteDOT.ca](#) News — September 19th, 2019



St. Clair College has hit a record enrolment number again this year

“The good news story here is we have another record, although it’s almost on par with last year’s enrolment, which was a record,” said Associate Vice President, Student Services and Registrar Michael Silvaggi. “Year-over-year we are plus two students.”

The official Fall 2019 count for full-time post-secondary students is 12,817, compared to 12,815 in 2018. When part-time students are added to the mix, the count increases to over 13,200 students.

“From the institutional standpoint of the short-term stability and long-term sustainability of the College, I’m always encouraged to see strong enrolment numbers,” said President Patti France.

The college reports large enrolment numbers programs offered downtown including in the School of Media, Art and Design, the St. Clair College Centre for the Arts and the Zekelman School of Business and IT.

It total there are 2,836 students enrolled in the downtown programs, compared to just over 900 two years ago.

Overall, there was a 4% increase in international students, for a total of 4,188 students. The number of domestic students totaled 7,552, which includes 1,227 at the Chatham campus. Another 1,077 students were taking classes at the ACE Acumen Academy in Toronto, where St. Clair College programs are offered through a public-private partnership.



# Face to Face Basketball Fundraiser Set for Sunday

AM800 CKLW - Sunday, September 22nd 2019



AM800 file photo

It's the rubber match between the Face to Face All-Stars and the Rafih Style All-Stars.

The two teams square off Sunday afternoon at the third annual Hospice All-Star Basketball game.

John Fairley is the captain of the Face to Face All-Stars.

He says it's a fun fundraiser.

"It's a fun thing because everyone gets to come to the Sports Plex, with the Sports Plex everyone just throws in money, they want to donate to the Hospice, it's free to the community but it's fun," says Fairley. "It's a real game, we're doing a shoot around at 11:30 and the game will start 12:30 on Sunday, everyone is invited."

He says it's the final game of the series.

"This is year three and year one, my team the Face to Face All-Stars won," says Fairley. "Last year they figured it all out and the Rafih All-Stars won and so this is the rubber game of the match."

Fairley says the chirping has already started.

"Some of the players are still talking about what happened last year and of course we're talking what happened two years ago because that's when we won but again it never has a goal with Face to Face, it's just everyone being apart of it and supporting our hospice," says Fairley.

Fairley says his team includes AM800's own Angelo Aversa and Chris Tolmie along with CTV Windsor's Bob Bellacicco.

Tip-off is set for 12:30pm at the St. Clair College SportsPlex.

Money raised will support the 17th annual Hospice Face to Face campaign.

Last year, \$3,600 was raised.

# PHOTOS:Third Annual Hospice Face To Face All-Star Basketball Game

WindsoriteDOTca News - SundaySeptember22nd,2019

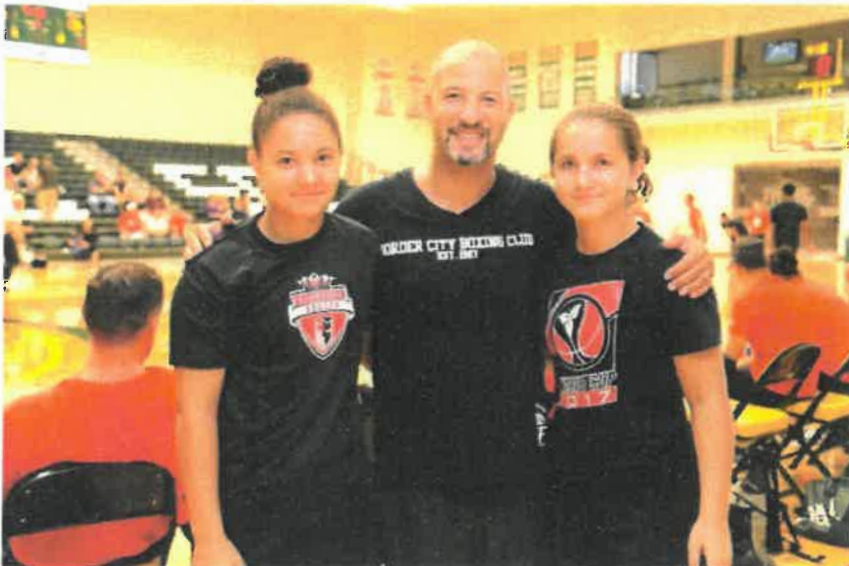


The third annual Hospice Face To Face All-Star Basketball Game Fundraiser took place Sunday afternoon at St. Clair College's Sportsplex facility.

The fundraising event had the Face to Face All-Stars facing the Rafih Style All-Stars for this year's game. Funds from the event support the 17th annual Hospice Face to Face campaign. This year's event raised \$3,000.00, with the Rafih Style All-Stars winning the basketball game itself.











# Registration Statistics Fall 2019

**Presentation to the Board of Governors  
September 24, 2019**

START **HERE** GO ANYWHERE

# Registration Statistics

## Fall 2018 vs. Fall 2019 Comparison

**Fall 2018 FT Post Secondary = 12,815**

**Fall 2019 FT Post Secondary = 12,817**

**Overall Increase = 0%**

**START HERE GO ANYWHERE**



# Registration Statistics

## Domestic Students

<b>Budget</b>	<b>7,600</b>
<b>Strategic Direction Target</b>	<b>7,383 (+3/-7% corridor)</b>
<b>Actual Day 10</b>	<b><u>7,552</u> - <u>0.1%</u></b>

## International Students

<b>Budget</b>	<b>4,729 FT Post Secondary</b>
<b>Actual Day 10</b>	<b>4,188 FT Post Secondary</b>
<b>Overall Increase from 2018</b>	<b>4,188 – 4,018 = <u>+ 4.2%</u></b>

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# Registration Statistics

	<u>Day 10 Fall 2018</u>	<u>Day 10 Fall 2019</u>	
<b>Media, Art and Design</b>	<b>713</b>	<b>736</b>	
<b>Community Studies</b>	<b>352</b>	<b>357</b>	
<b>Zekelman School of Business/IT</b>	<b><u>486</u></b>	<b><u>1,743</u></b>	
<b>Total Downtown Windsor</b>	<b><u>1,551</u></b>	<b><u>2,836</u></b>	<b><u>+ 1,285</u></b>

**START HERE GO ANYWHERE**

# Registration Statistics

	<u>Day 10</u> <u>Fall 2018</u>	<u>Day 10</u> <u>Fall 2019</u>	
Zekelman School of Business/IT	3,630	2,187	
Community Studies	1,070	1,209	
Engineering Technologies	1,408	1,073	
Health Sciences	772	792	
Media, Art and Design	328	318	
Nursing	1,066	1,081	
Skilled Trades	616	1,017	
<b>Total South Campus Windsor</b>	<b><u>8,890</u></b>	<b><u>7,677</u></b>	<b><u>- 1,213</u></b>

START **HERE** GO ANYWHERE

# Registration Statistics

	<u>Day 10 Fall 2018</u>	<u>Day 10 Fall 2019</u>	
Academic Studies Chatham – Kent	706	768	
Nursing - Chatham	384	374	
Health Sciences – Chatham	<u>102</u>	<u>85</u>	
Total Chatham Campus	<u>1,192</u>	<u>1,227</u>	<u>+ 33</u>

START **HERE** GO ANYWHERE

# Registration Statistics

	<u>Day 10 Fall 2018</u>	<u>Day 10 Fall 2019</u>	
Domestic	7,615	7,552	- 63
International	4,018	4,188	+ 170
Acumen	<u>1,182</u>	<u>1,077</u>	- 105
Total Students	<u>12,815</u>	<u>12,817</u>	<u>+ 2</u>

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# International Enrolment – Country Representation

Albania	Antigua	Argentina	Aruba	Azerbaijan	Bahamas	Bangladesh	Barbados	Brazil	Burundi
Cameroon	Chile	China	Colombia	Ecuador	Egypt	El Salvador	Ethiopia	France	Gambia
Germany	Ghana	Guatemala	Guyana	Hong Kong	India	Iran	Iraq	Israel	Italy
Jamaica	Japan	Jordan	Kenya	Kyrgyzstan	Lebanon	Libya	Mexico	Netherlands	Pakistan
Palestine	Panama	Philippines	Romania	Russian Federation	Saudi Arabia	Sri Lanka	South Africa	South Korea	Sudan
Taiwan	Turkey	UK	Ukraine	USA	Venezuela	Vietnam	Zambia		

## Top Source Countries

<i>India</i> 3,875	<i>China</i> 144	<i>Vietnam</i> 56	<i>Bangladesh</i> 45	<i>Nigeria</i> 39	<i>South Korea / Brazil</i> 24	<i>Philippines / Jordan</i> 18	<i>Iran</i> 14	<i>Mexico / Colombia</i> 13	<i>Jamaica</i> 11
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**\* A total of 4,188 students from 58 countries study in 87 programs.**



# Registration Statistics

## Highlights of 1<sup>st</sup> Year Intake (Total 6,285) by City

**Windsor – 36.5%**

**Chatham – 6.5%**

**Lasalle – 3.5%**

**International Students – 28.7%**

**Tecumseh/Lakeshore – 5.6%**

**Amherstburg – 2.7%**

**Leamington – 2.6%**

**London/Middlesex/St.Thomas – 2.0%**

**Miscellaneous – 2.4%**

**Greater Toronto Area – 1.7%**

**Essex County – 2.8%**

**Kingsville – 1.0%**

**Northern Ontario – 0.4%**

**Sarnia/Lambton County – 1.0%**

**Wallaceburg – 0.5%**

**Eastern Ontario – 0.3%**

**Kitchener/Waterloo/Niagara – 0.5%**

**Durham Region – 0.3%**

**Tilbury – 0.7%**

**Other Provinces – 0.3%**

# Registration Statistics

- **What are the demographics of a St. Clair College 1<sup>st</sup> Year Student?**

**53% Female**

**47% Male**

**54% of ALL 1<sup>st</sup> Year students are Under the Age of 21**

**29% of ALL 1<sup>st</sup> Year students are Between the Age of 21 and 25**

***\* Therefore, 84% of ALL 1<sup>st</sup> Year students are Under the Age of 25***

**8% of ALL 1<sup>st</sup> Year students are Between the Age of 26 and 30**

**8% of ALL 1<sup>st</sup> Year students are Over the Age of 31**

# Recommendation

- **IT IS RECOMMENDED THAT the Board of Governors approve this report for information.**



# Questions?

START **HERE** GO ANYWHERE



# Financial Monitoring Report July 31, 2019

## Presentation to the Board of Governors September 24, 2019

START **HERE** GO ANYWHERE



# Table of Contents

- Income Statement for the Four Months Ended July 31, 2019
- Capital Update at September 2019
- Recommendation

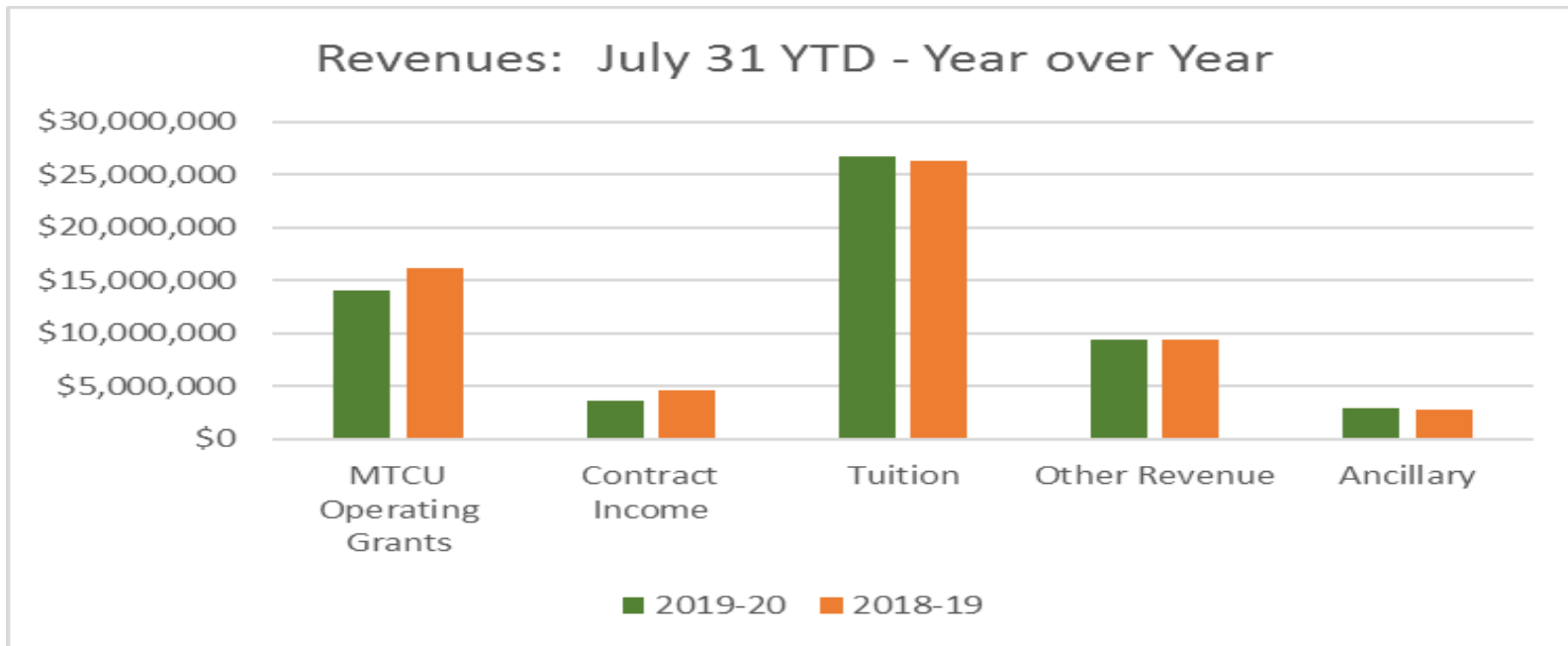
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# Summary of Revenues and Expenditures

Schedule I (in 000s)			
Line Item	Fiscal Year Budget	July 2019 Actual	July 2018 Actual
Revenue	\$188,199	\$56,689	\$59,279
Expenditures	\$177,066	\$57,557	\$49,737
Surplus / (Deficit)	\$11,133	(\$868)	\$9,542

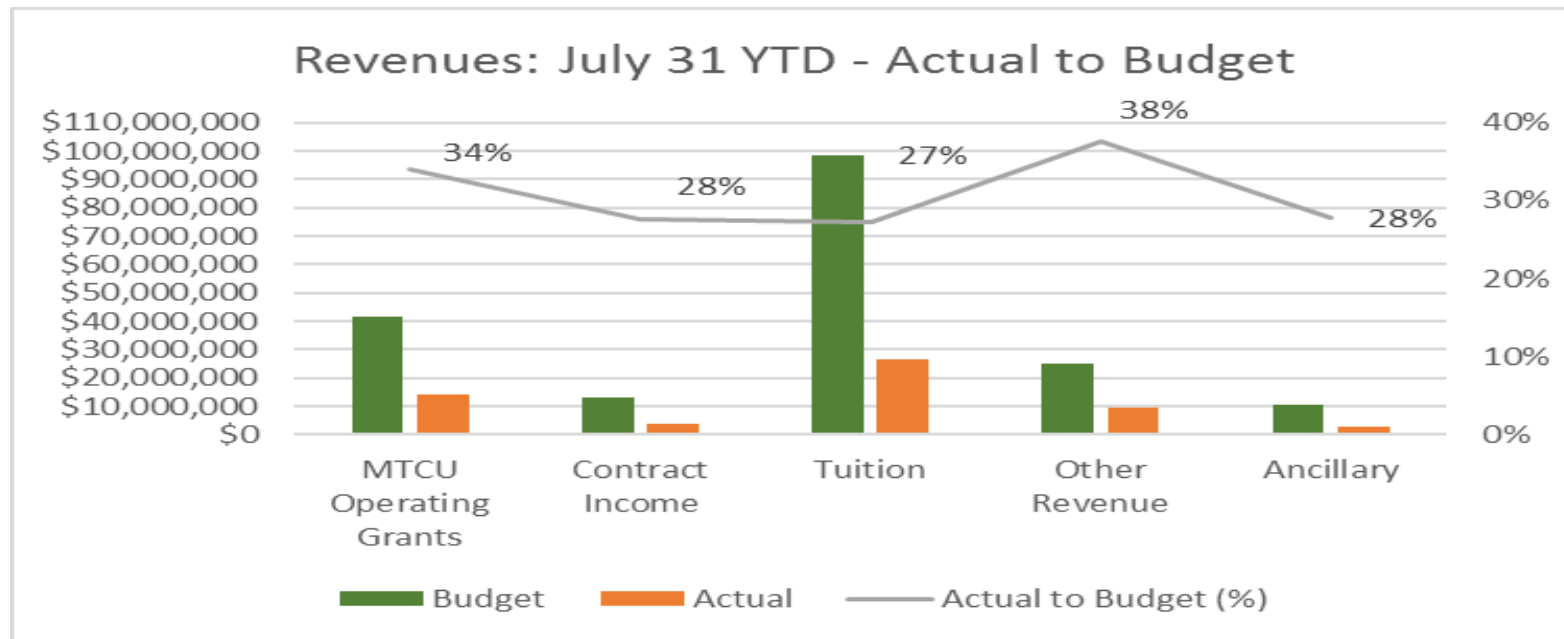
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# Revenues



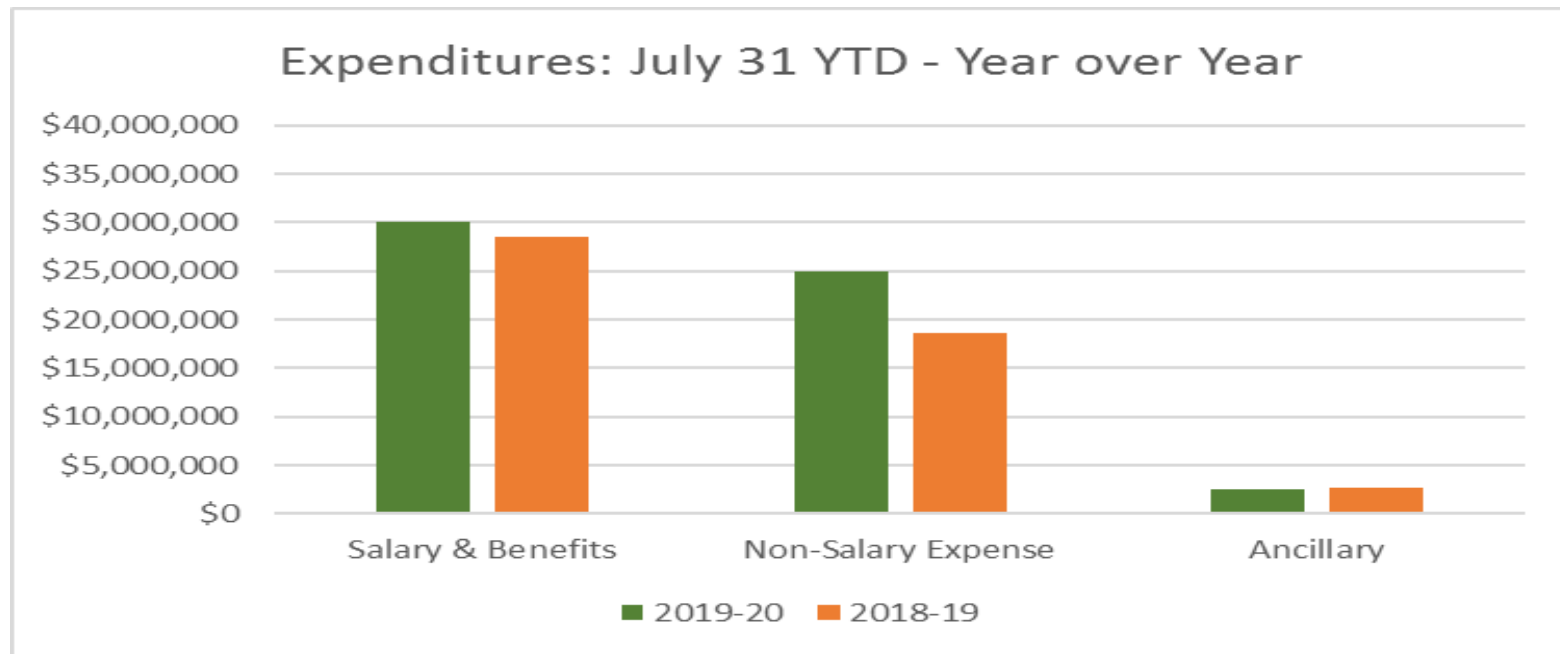
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# Revenues



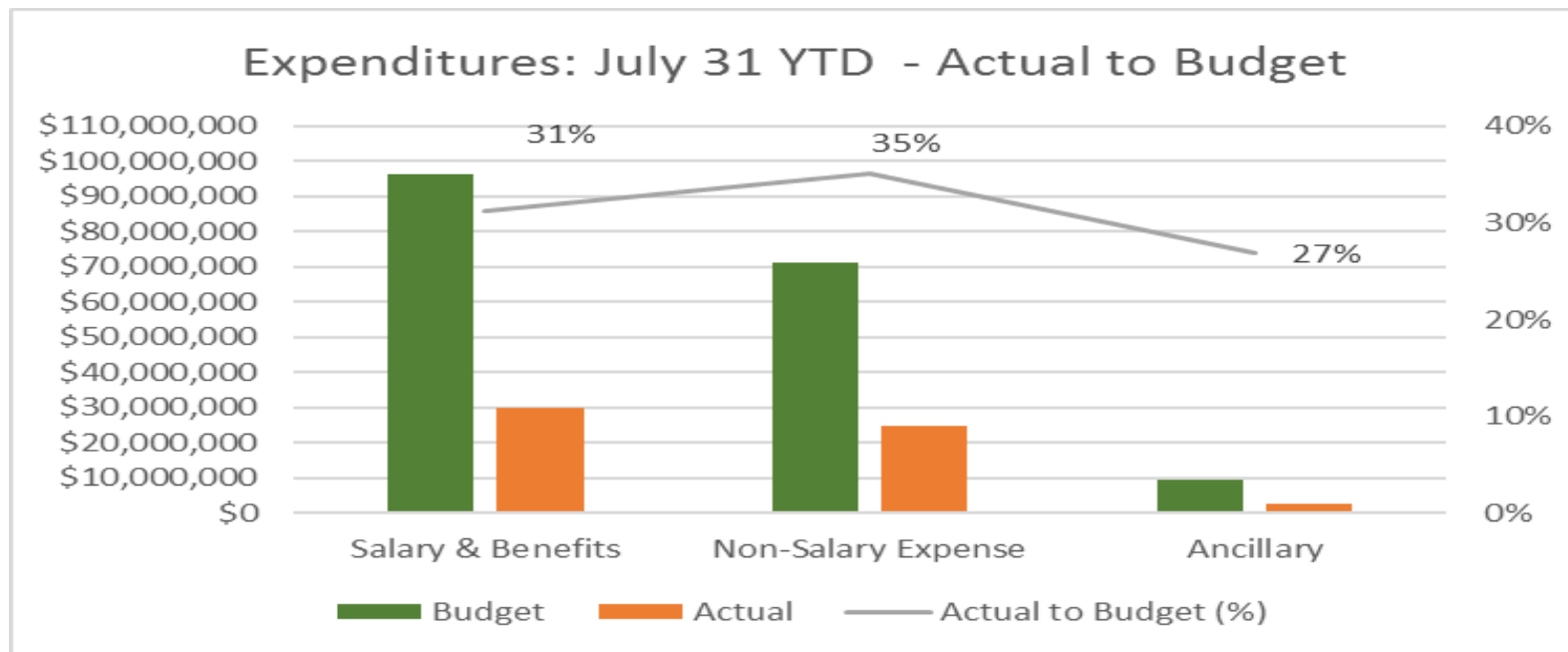
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# Expenditures



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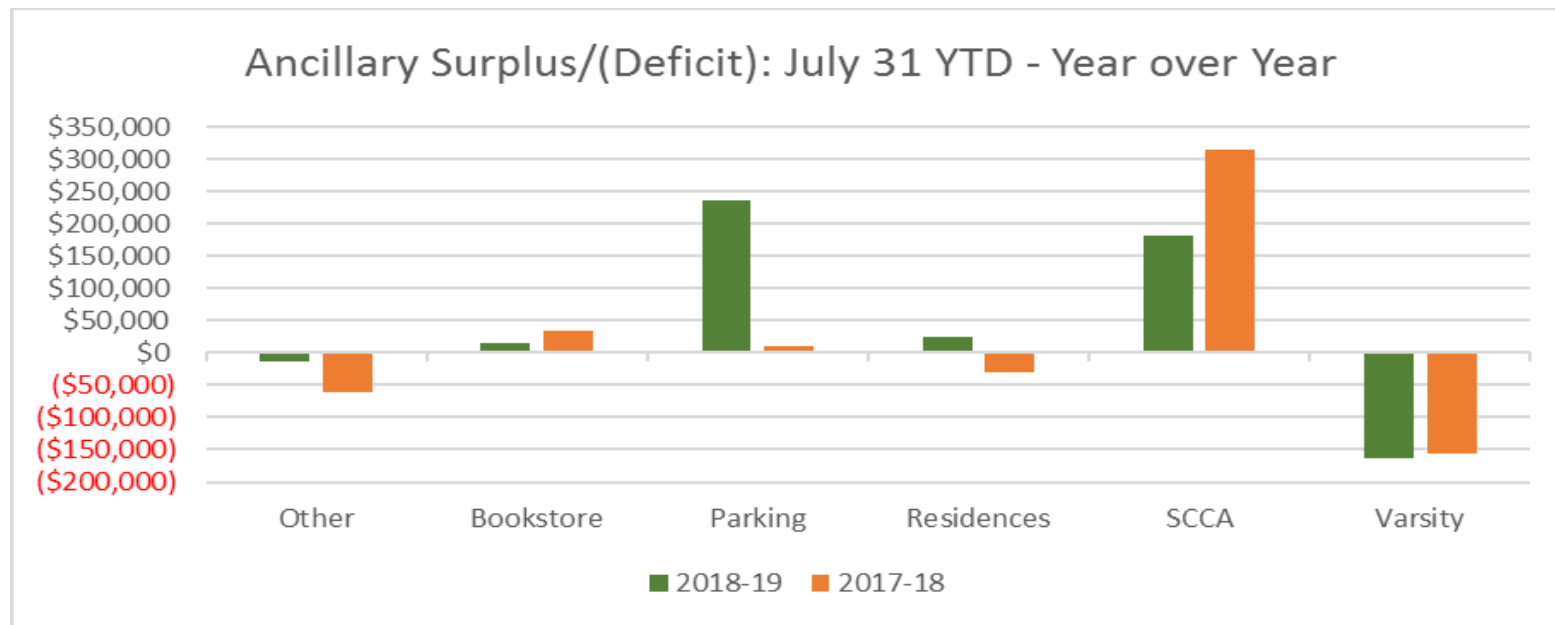
# Expenditures



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# Ancillary



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# Capital Update at September 2019

Project	Fiscal Year Budget	Actual Spend	Variance
Capital Grants	\$1,137,233	\$261,275	\$875,958
Operating Funds*	\$10,800,000	\$2,418,945	\$8,381,055
Total	\$11,937,233	\$2,680,220	\$9,257,013

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# Recommendation

- IT IS RECOMMENDED THAT the Board of Governors:  
Receive the Financial Monitoring report as at  
July 31, 2019 as information.



# Questions?

START **HERE** GO ANYWHERE



**TO: THE BOARD OF GOVERNORS**  
**FROM: PATRICIA FRANCE, PRESIDENT**  
**DATE: OCTOBER 22, 2019**  
**RE: 2018-2019 KEY PERFORMANCE INDICATORS (KPI)**  
**SECTOR: ALL SECTORS**

---

**AIM:**

To provide the Board with the results of the 2018-2019 Key Performance Indicators (KPI) Surveys.

**BACKGROUND:**

Key Performance Indicator (KPI) Surveys are completed on a College wide basis annually and are a Ministry Directive. Forum Research, an independent third party company, manages the data collected from KPI surveys on behalf of the provincial government for all 24 Colleges, with the exception of Graduation Rate.

The five indicators used to measure college performance include the following:

- Student Satisfaction
- Employer Satisfaction
- Graduate Satisfaction
- Graduate Employment
- Graduation Rate

Also included in the summary results are key capstone questions that address overall quality of the institution in the areas of knowledge and skills, learning experience, services at the College and overall quality of the facilities/resources in the College.

St. Clair College has exceeded provincial averages in nearly every category of the 2018-2019 KPI Survey. In accordance with the Minister's Binding Policy Directive on Governance and Accountability, St. Clair College has completed the 2018-2019 Surveys (as attached).

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive the 2018-2019 Key Performance Indicator (KPI) Survey results, for information.



2018-19  
**KPI Survey Results**

October 22, 2019

START **HERE** GO ANYWHERE

Full Board Agenda:  
October 22, 2019



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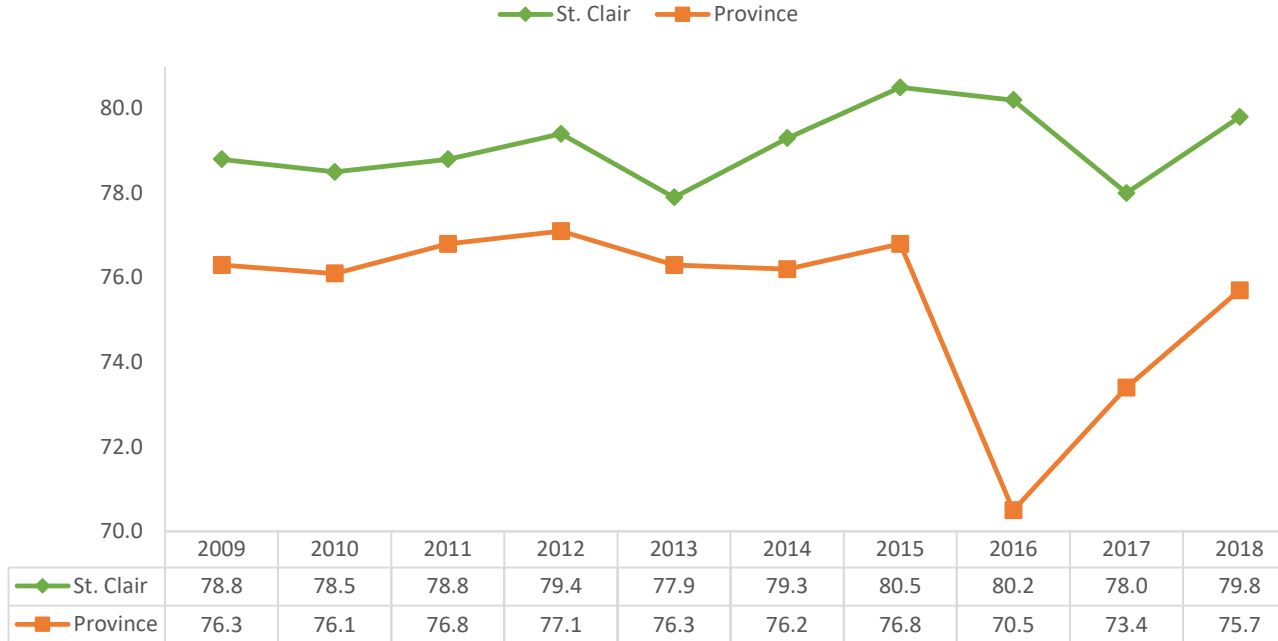


## 2019 KPI – Summary Results

	Province	St. Clair College
Student Satisfaction	75.7%	79.8%
Employer Satisfaction	89.6%	84.0%
Graduate Satisfaction	79.9%	82.8%
Graduate Employment	86.2%	87.5%
Graduation Rate	67.2%	66.6%
<b>Capstone Question 13</b> – Overall, your program is giving you knowledge and skills that will be useful in your future career.	86.2%	89.1%
<b>Capstone Question 24</b> – The overall quality of the learning experience in this program.	78.3%	84.0%
<b>Capstone Question 39</b> – The overall quality of the services in the College.	63.6%	68.4%
<b>Capstone Question 49</b> – The overall quality of the facilities/resources in the College.	74.8%	77.7%

# KPI – Student Satisfaction

## STUDENT SATISFACTION



Full Board Agenda:  
October 22, 2019

	College	2018 KPI Student Satisfaction %
	<b>Province</b>	<b>75.7</b>
1	Boréal	87.0
2	La Cité	84.5
3	Sault	83.0
4	Loyalist	80.9
5	Cambrian	80.4
6	Niagara	80.4
7	Northern	80.2
8	<b>St. Clair</b>	<b>79.8</b>
9	Confederation	79.2
10	Canadore	78.3
11	Fanshawe	77.8
12	St. Lawrence	76.9
13	Algonquin	76.2
14	Fleming	76.1
15	Lambton	76.0
16	Georgian	75.8
17	Mohawk	75.7
18	Conestoga	74.8
19	Sheridan	74.1
20	Centennial	73.9
21	Durham	73.6
22	Humber	73.0
23	George Brown	72.9
24	Seneca	72.4

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# KPI – Employer Satisfaction

## EMPLOYER SATISFACTION

—◆— St. Clair —■— Province

96.0  
94.0  
92.0  
90.0  
88.0  
86.0  
84.0  
82.0

—◆— St. Clair  
—■— Province

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
St. Clair	93.0	90.6	93.9	91.0	92.5	90.4	92.2	88.7	86.7	84.0
Province	92.6	93.2	92.8	93.4	92.2	88.1	91.4	91.2	92.5	89.6

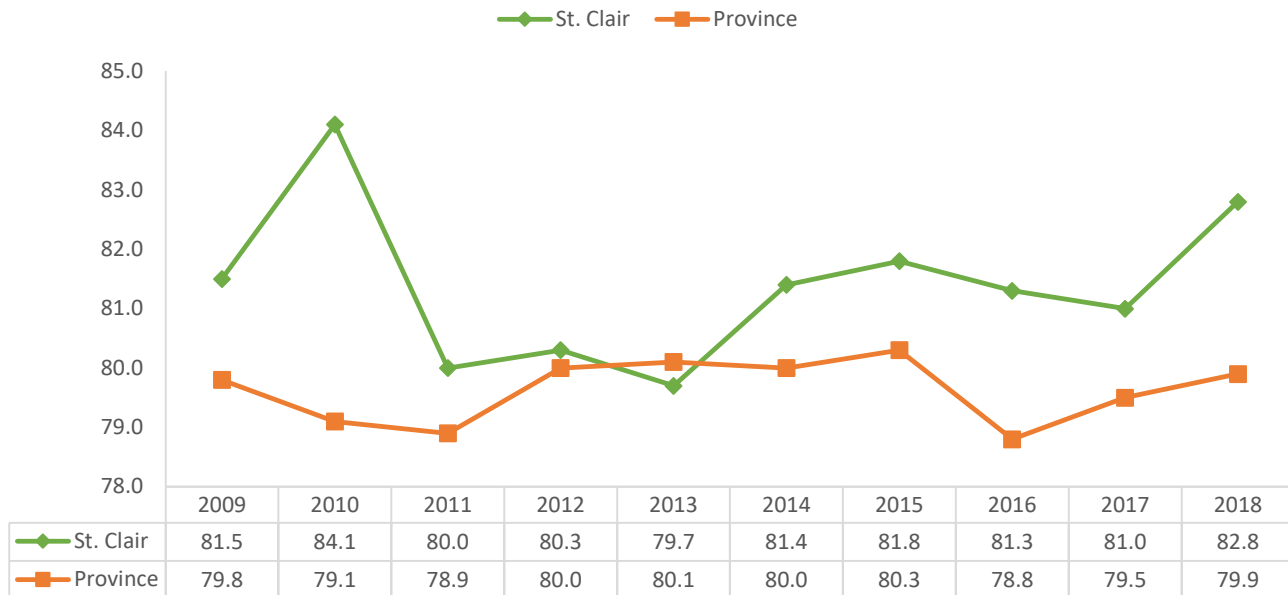
Full Board Agenda:  
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	College	2018 KPI Employer Satisfaction %
	<b>Province</b>	<b>89.6</b>
1	Lambton	100.0
2	Northern	100.0
3	La Cité	95.2
4	Durham	93.9
5	Boréal	93.8
6	Seneca	93.1
7	Sault	92.9
8	Sheridan	91.5
9	Algonquin	91.4
10	Loyalist	91.1
11	Niagara	91.0
12	Mohawk	90.9
13	Centennial	90.8
14	Fleming	90.1
15	Cambrian	89.6
16	George Brown	89.3
17	St. Lawrence	88.6
18	Conestoga	88.2
19	Georgian	87.9
20	Fanshawe	85.8
21	<b>St. Clair</b>	<b>84.0</b>
22	Humber	83.0
23	Canadore	80.0
24	Confederation	78.6

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# KPI - Graduate Satisfaction

## GRADUATE SATISFACTION



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October 22, 2019

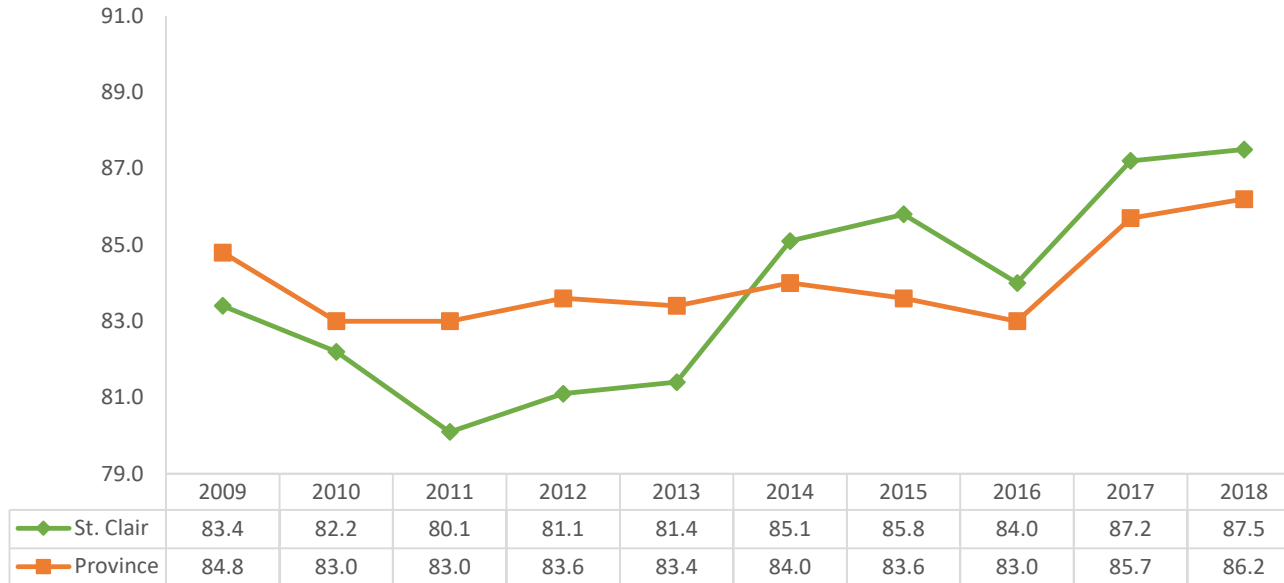
	College	2018 KPI Graduate Satisfaction %
	<b>Province</b>	<b>79.9</b>
1	La Cité	87.7
2	Confederation	87.0
3	Boréal	86.2
4	Canadore	86.1
5	Cambrian	85.8
6	Northern	84.1
7	St. Lawrence	83.8
8	<b>St. Clair</b>	<b>82.8</b>
9	Sault	82.6
10	Niagara	81.9
11	Fleming	81.8
12	Fanshawe	81.2
13	Algonquin	81.1
14	Georgian	80.9
15	Conestoga	80.7
16	Loyalist	80.5
17	Mohawk	80.2
18	Lambton	79.0
19	George Brown	78.6
20	Sheridan	78.6
21	Seneca	77.8
22	Centennial	77.7
23	Durham	76.8
24	Humber	75.6

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# KPI - Graduate Employment

## GRADUATE EMPLOYMENT

—◆— St. Clair —■— Province



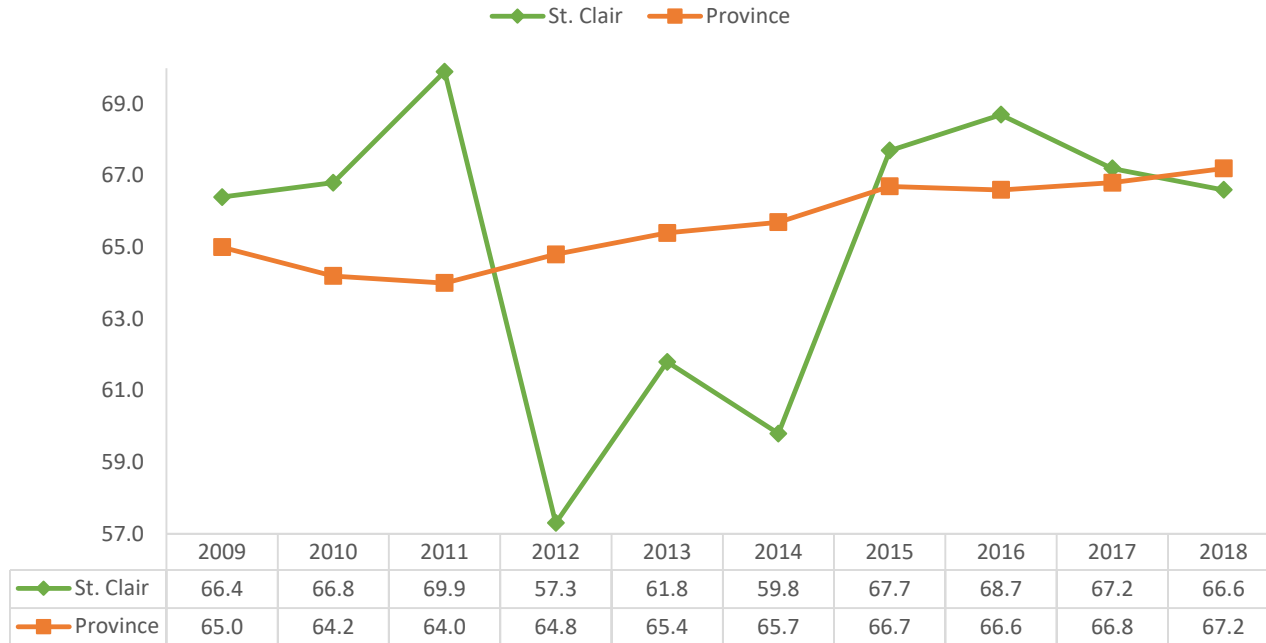
Full Board Agenda:  
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	College	2018 KPI Graduate Employment %
	<b>Province</b>	<b>86.2</b>
1	Fanshawe	90.3
2	Cambrian	90.2
3	Georgian	89.7
4	Canadore	89.3
5	St. Lawrence	89.0
6	Fleming	88.6
7	Loyalist	88.5
8	Mohawk	88.4
9	Confederation	88.4
10	La Cité	88.4
11	Conestoga	88.3
12	Niagara	88.1
13	Lambton	87.9
14	<b>St. Clair</b>	<b>87.5</b>
15	Humber	86.8
16	Durham	86.6
17	Boréal	86.5
18	Algonquin	85.5
19	Northern	85.5
20	George Brown	84.1
21	Sheridan	83.3
22	Seneca	82.8
23	Centennial	79.5
24	Sault	78.1

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# KPI – Graduation Rate

## GRADUATION RATE



Full Board Agenda:  
October 22, 2019

	College	2018 Graduation Rate %
	<b>Province</b>	<b>67.2</b>
1	Boréal	76.3
2	Conestoga	74.1
3	St. Lawrence	72.6
4	Cambrian	71.9
5	Canadore	70.6
6	Fanshawe	69.5
7	Fleming	69.4
8	Lambton	68.9
9	Loyalist	68.3
10	Confederation	67.5
11	Durham	67.5
12	George Brown	67.3
13	Niagara	67.1
14	Sheridan	67.0
15	Humber	66.9
16	<b>St. Clair</b>	<b>66.6</b>
17	Algonquin	66.6
18	Mohawk	65.8
19	La Cité	65.6
20	Sault	65.2
21	Georgian	65.0
22	Northern	63.4
23	Centennial	63.1
24	Seneca	62.2

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## 2019 KPI Graduation Rate by type

	Province	St. Clair College	Rank
Ontario College Certificates (1 year)	69.5%	71.6%	10 (tie)
Ontario College Diplomas (2 years)	65.7%	68.6%	8 (tie)
Ontario College Advanced Diplomas (3 years)	61.4%	58.4%	20
Ontario College Graduate Certificates (1 year)	86.2%	98.2%	2

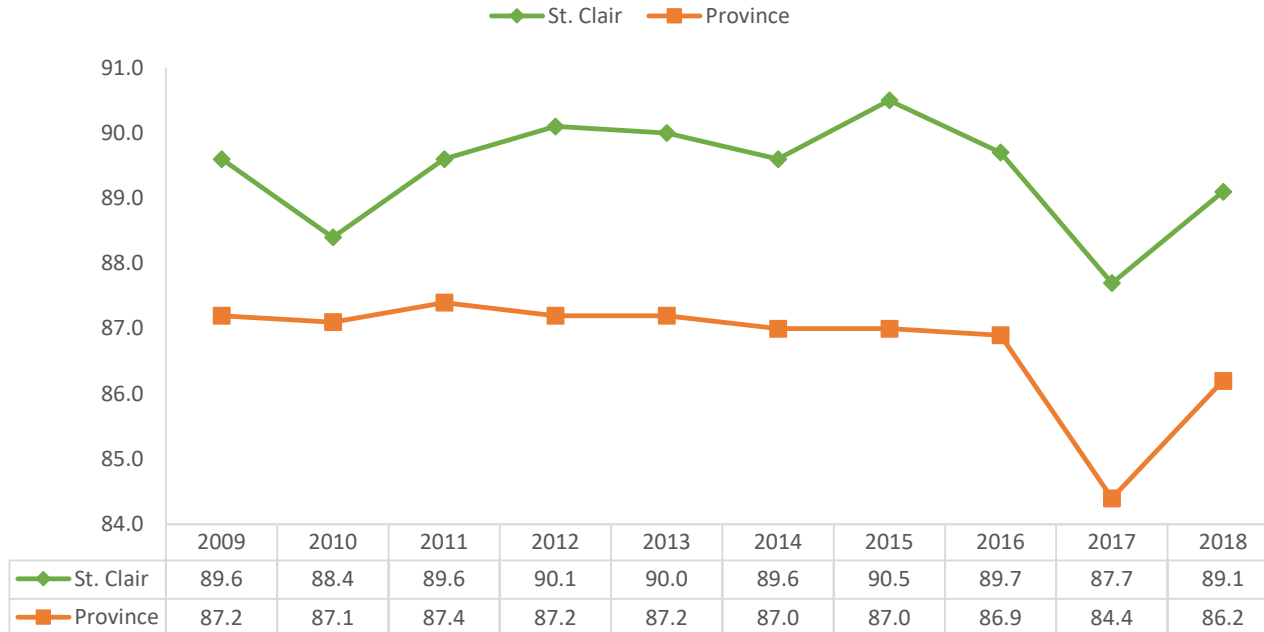
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## KPI – Capstone Question 13

- Overall, your program is giving you knowledge and skills that will be useful in your future career.

# KPI – Capstone Question 13

## KNOWLEDGE AND SKILLS



Full Board Agenda:  
October 22, 2019

	College	2018 KPI Capstone 13 %
	<b>Province</b>	<b>86.2</b>
1	Boréal	94.3
2	La Cité	92.9
3	Northern	92.9
4	Loyalist	90.9
5	Cambrian	89.4
6	Canadore	89.2
7	<b>St. Clair</b>	<b>89.1</b>
8	Sault	89.1
9	Niagara	88.1
10	St. Lawrence	88.0
11	Confederation	87.5
12	Fanshawe	87.1
13	Durham	86.9
14	Sheridan	86.9
15	Conestoga	86.8
16	Fleming	86.7
17	Algonquin	86.5
18	Mohawk	86.0
19	Georgian	85.4
20	George Brown	84.7
21	Humber	84.7
22	Lambton	84.5
23	Centennial	83.8
24	Seneca	82.0

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## KPI – Capstone Question 24

- The overall quality of the learning experience in this program.

# KPI – Capstone Question 24

## LEARNING EXPERIENCES

—◆— St. Clair —■— Province

85.0  
84.0  
83.0  
82.0  
81.0  
80.0  
79.0  
78.0  
77.0  
76.0  
75.0

—◆— St. Clair  
—■— Province

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
St. Clair	83.5	82.7	83.6	84.4	83.3	83.6	84.5	83.0	81.2	84.0
Province	80.2	80.2	80.8	80.5	80.0	79.8	80.0	79.5	75.5	78.3

	College	2018 KPI Capstone 24 %
	<b>Province</b>	<b>78.3</b>
1	Boréal	88.1
2	Sault	85.5
3	La Cité	85.4
4	Cambrian	84.2
5	<b>St. Clair</b>	<b>84.0</b>
6	Loyalist	83.6
7	Confederation	83.3
8	Canadore	82.8
9	Niagara	81.7
10	Northern	81.2
11	St. Lawrence	80.6
12	Fanshawe	80.5
13	Sheridan	79.3
14	Lambton	78.4
15	Fleming	78.2
16	Conestoga	77.9
17	Algonquin	77.4
18	Georgian	77.3
19	Durham	77.2
20	Mohawk	76.5
21	Centennial	76.3
22	George Brown	76.2
23	Humber	76.0
24	Seneca	73.4

Full Board Agenda:  
October 22, 2019

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## KPI – Capstone Question 39

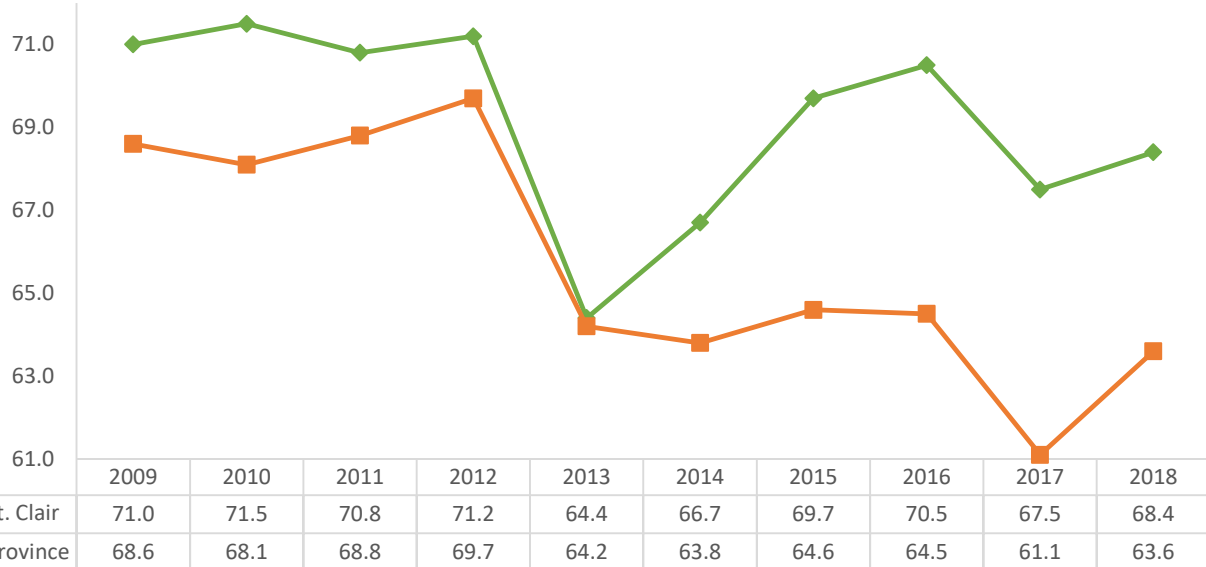
- The overall quality of the Services in the College.



# KPI – Capstone Question 39

## SERVICES

—◆— St. Clair —■— Province



Full Board Agenda:  
October 22, 2019

	College	2018 KPI Capstone 39 %
	<b>Province</b>	<b>63.6</b>
1	Boréal	83.8
2	La Cité	76.2
3	Sault	75.7
4	Loyalist	72.5
5	Niagara	71.3
6	Cambrian	70.1
7	<b>St. Clair</b>	<b>68.4</b>
8	Fanshawe	67.6
9	Northern	67.4
10	Canadore	67.3
11	Lambton	66.6
12	Confederation	66.5
13	Algonquin	66.3
14	St. Lawrence	65.4
15	Georgian	63.8
16	Mohawk	63.8
17	Centennial	61.7
18	Fleming	61.6
19	Conestoga	61.5
20	George Brown	61.3
21	Sheridan	60.4
22	Durham	60.2
23	Seneca	58.1
24	Humber	57.3

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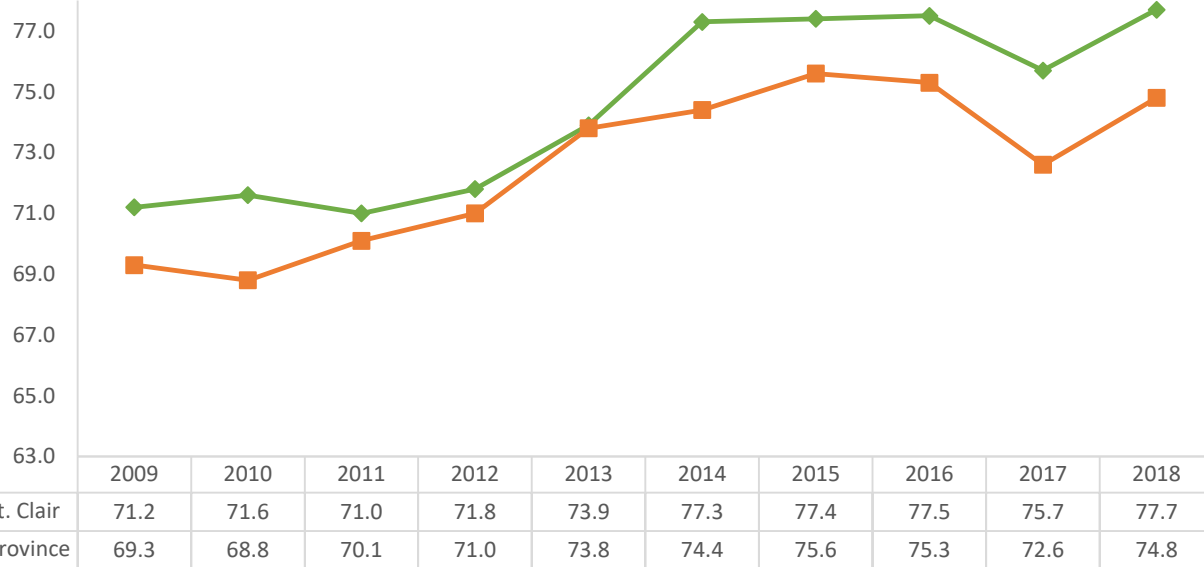
## KPI – Capstone Question 49

- The overall quality of the facilities / resources in the College.

# KPI – Capstone Question 49

## FACILITIES AND RESOURCES

—◆— St. Clair —■— Province



Full Board Agenda:  
October 22, 2019

	College	2018 KPI Capstone 49 %
	<b>Province</b>	<b>74.8</b>
1	La Cité	83.6
2	Boréal	82.0
3	Sault	81.6
4	Niagara	80.3
5	Confederation	79.5
6	Northern	79.4
7	Cambrian	78.1
8	Fleming	77.9
9	<b>St. Clair</b>	<b>77.7</b>
10	Loyalist	76.7
11	Georgian	76.6
12	Mohawk	76.5
13	Fanshawe	76.0
14	Seneca	76.0
15	Algonquin	74.8
16	Lambton	74.7
17	Humber	74.0
18	Canadore	73.8
19	Centennial	73.8
20	St. Lawrence	73.6
21	Conestoga	72.9
22	Durham	70.2
23	Sheridan	69.7
24	George Brown	69.5

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**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: OCTOBER 22, 2019**

**RE: STRATEGIC DIRECTIONS UPDATE – STUDENTS (SUCCESS, GRAD RATE, ENTREPRENEURIAL, INTERNATIONAL) – ENHANCE STUDENT LIFE**

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

---

**AIM:**

To provide the Board of Governors with an update on the Strategic Directions (2019 – 2020). This update is related to Strategic Direction #2 – Students (Success, Grad Rate, Entrepreneurial and International) regarding the building of additional residence capacity at the Windsor campus.

Goal	Objective	Measure
Enhance Student Life.	Build additional residence capacity at Windsor campus.	Building of student residence is in progress.

**BACKGROUND:**

The building and design process for the Residence has commenced. St. Clair College has signed a 49 year land lease with Global Education Mihome Corporation (GEM) that allows GEM to proceed with the building and development process. Additionally, GEM has signed a design and engineering agreement with Z-Modular Corporation that will incorporate approximately 512 beds with associated residential amenities.

GEM Corporation has completed its financing package with Windsor Family Credit Union. At this point GEM Corporation has paid a quarter of the \$20 million in fees to Z-Modular Corporation with an additional quarter to be paid in January 2020.

Ongoing construction/design meetings with St. Clair College, GEM and Z-Modular have started in order to allow the College the opportunity to supervise and provide input into the facility details to ensure College standards are met.

The College plans to apply the new College branding to the building with a large steel College Gryphon, including the structural steel required for its base.

Regular construction meetings are occurring between St. Clair College, GEM, Z-Modular and Petretta Construction (site manager).

St. Clair College continues to work with the Ministry of Transportation who has requested that a multi-faceted traffic study occur that incorporates the new Residence, Sports Park, Schlegel Village addition and the Academic Tower. Completion of this study and associated permits should occur in November.

As of October, 2019 the following project details have been completed:

- Review of site servicing and preparation budget.
- Final design of building layout, residential unit layout, parking and common area layout.
- Full review of mechanical, electrical and plumbing equipment specifications.
- Full review of interior finishes and furniture layouts.
- Final design and approval of exterior building design and colour selections.

Production of building units will commence at Z-Modular (Kitchener plant), in mid to late October. College representatives have been invited to the Z-Modular facility in November to see a sample room suite which is currently being constructed. This will create photo opportunities and subsequent marketing materials for the September 2020 intake.

### **RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive this update on Strategic Direction # 2 – Students (Success, Grad Rate, Entrepreneurial and International) as it pertains to the building of additional residence capacity at the Windsor campus for information.





# ST. CLAIR

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C O L L E G E

**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: OCTOBER 22, 2019**

**RE: SECTION 28 APPROVAL – ACADEMIC TOWER**

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

---

**AIM:**

To provide the Board with an update on the College's Section 28 application for the Academic Tower.

**BACKGROUND:**

The College submitted its Section 28 application to the Ministry of Training, Colleges and Universities (MTCU) on March 23, 2018. On October 1, 2019 the College officially received the September 24, 2019 Section 28 approval letter (Appendix A) from the Ministry of Finance to MTCU.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive this update pertaining to the College's Section 28 application for the Academic Tower, for information.





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7 Queen's Park Crescent  
Toronto ON M7A 1Y7  
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7 Queen's Park Crescent  
Toronto ON M7A 1Y7  
Téléphone: 416-325-0400  
Télécopieur: 416-327-0374

September  
August 24, 2019

**TO: Ministry of Training, Colleges and Universities  
The St. Clair College of Applied Arts & Technologies**

**SUBJECT: Approval granted pursuant to subsection 28(1.1)  
of the *Financial Administration Act***

For the purpose of subsection 28(1.1) of the *Financial Administration Act* (the "FAA"), I hereby approve the entry by The St. Clair College of Applied Arts & Technology (the "College") into the financial arrangements, financial commitments, guarantees, indemnities and similar transactions that would increase, directly or indirectly, the indebtedness or contingent liabilities of Ontario, substantially in the form contained in the St. Clair Academic Tower Construction Management Contract with Oscar Construction Company Limited, and the New Academic Tower Architect's Services Contract with Glos Associates Inc., both attached hereto as Schedules A and B, respectively.

This approval is subject to the following conditions:

1. this approval does not apply to any additional financial arrangement, financial commitment, guarantee, indemnity or similar transaction that would increase, directly or indirectly, the indebtedness or contingent liabilities of Ontario which the Agreement contemplates that the Agencies may enter into in the future by way of agreement, change order, renewal, extension, transfer, assignment, novation or otherwise; and
2. any variance from the Agreement that might increase, directly or indirectly, the indebtedness or contingent liabilities of Ontario will require separate approval under section 28 of the FAA.

A handwritten signature in black ink, appearing to read 'Rod Phillips', written over a horizontal line.

Rod Phillips  
Minister of Finance



**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: OCTOBER 22, 2019**

**RE: FINANCIAL MONITORING REPORT  
FINANCIAL RESULTS FOR THE SIX MONTHS ENDED  
SEPTEMBER 30, 2019**

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

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**AIM:**

To provide the Board with a report on the financial results for the six months ended September 30, 2019.

**BACKGROUND:**

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

This year's report represents a change in philosophy in determining revenues and related expenditures as of September 30, 2019, as requested last year by the Board of Governors. For example, tuition revenues will now be captured on the Financial Monitoring Reports as earned within the appropriate semester (Spring, Fall, Winter). This report will, therefore, only capture the Spring 2019 semester and a portion of the Fall 2019 semester opposed to the entire year.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive the Financial Monitoring Report for the six months ended September 30, 2019, as information.

## **SUMMARY OF REVENUES AND EXPENDITURES - (Schedule 1)**

With the new philosophy of reporting, the net deficit at September 30, 2019 of \$3,970,013 is a significant decrease from the net surplus noted for the 2018 comparative period of \$8,723,873. The variance is primarily due to the following:

- Revenues: Decrease in MTCU Operating Grants, Contract Income, Domestic and International Student Tuition, and Other International Revenues.
- Expenditures: Increase in Salaries and Benefits, particularly Full-Time and Part-Time Faculty, Cleaning Services, Insurance, Municipal Taxes, Premise Rental, and Amortization.

## **REVENUE - (Schedule 2)**

The following highlights the major changes in revenue compared to the original budget projections and the 2018 comparative period:

- Year-to-date MTCU Operating Grants are trending consistent with the original budget projection at 50% and has decreased over the 2018 comparative period by \$2,436,626 or 10.5% due to the following:
  - Discontinued Supporting Quality Programs and Student Outcomes grant (Bill 148).
  - Increase in the International Student Recovery program due to higher international student enrolment.
- Year-to-date Contract Income is trending below the original budget projection at 39% and has decreased over the 2018 comparative period by \$978,640 or 16% due to the following:
  - No revenue deferral for the School College Work Initiative program.
  - Decrease in funding for the Employing Youth Talent Incentive, Second Career, and Youth Job Link programs.

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

- Total Tuition revenue is trending below the original budget projection at 36.7% and has increased over the 2018 comparative period by \$3,998,054 or 12.4% due to the following:

Enrolment Day 10						
Semester	Domestic			International		
	Budget	Actual	Variance	Budget	Actual	Variance
Spring 2019	1,315	1,158	(157)	3,858	3,335	(523)
Fall 2019	7,600	7,552	(48)	4,729	4,188	(541)

- Decrease in International Tuition revenue of \$2,148,574 over the comparative period due to students that were eligible to receive a free Spring and Fall 2019 semester within the International Business program, and lower student retention.
  - Decrease in Domestic Tuition revenue of \$1,327,211 over the comparative period due to lower enrolment and the Ministry's 10% tuition reduction.
  - To support recommendations to enhance quality assurance and minimize risk, beginning in the Spring 2019 semester, the College began collecting tuition revenue for students attending Ace Acumen. As a result, these transactions are recorded in the same manner as tuition revenues from students attending the College's Windsor and Chatham Campuses. The budget variance of \$7,076,951 is a result of uncertainty, during the development of the original budget, as to when the College would begin collecting tuition revenues from students attending the Toronto Campus.
- Total "Other" income is trending higher than the original budget projection at 64.2% and is consistent with the 2018 comparative period, due to the following:
    - Decrease in International Project revenue resulting from application fees no longer being eligible.
    - Decrease in Acumen revenue due to lower enrolment.
    - Increase in Divisional Income due to higher international insurance fees as a result of international student enrolment.

### **EXPENDITURES - (Schedule 3)**

The following highlights the major changes in expenditures compared to the original budget projections and the 2018 comparative period:

- Total Salaries & Benefits are trending below the original budget projection at 47%, and have increased over the 2018 comparative period by \$2,158,905 or 5%. The increases are primarily due to the following:
  - Compensation adjustments due to collective bargaining agreements, the College re-organization and net new staffing. Additional faculty were hired to accommodate student enrolment.

- Total Non-Salary expenditures are trending slightly higher than the original budget projections at 54%, and have increased by \$11,326,656 or 41.6%. The increase is due to the following:
  - Increase in Cleaning Services due to the addition of net new facilities.
  - Increase in Contracted Education Services due to College collecting tuition revenues from students attending the Toronto Campus, and flowing the applicable funds to Ace Acumen.
  - Increase in Insurance expense due to the health insurance coverage provided to international students.
  - Increase in Municipal Taxes due to higher enrolment applied to the levy from the City of Windsor.
  - Increase in Premise Rental due to incurring a full year's lease payment at One Riverside Drive.
  - Increase in Amortization due the College's increased investment in capital assets funded through reserves.
- Many expenditures are cyclical and simply follow the timing associated with the academic year.
- Administration is managing Non-Salary expenditures through ongoing Senior Operating Group (SOG) review, in order to ensure the overall expenditures budget is met.

#### **ANCILLARY OPERATIONS - (Schedule 4 & 4B)**

- The Ancillary Operations surplus is trending higher than the original budget projection at 129% and has increased by \$175,881 or 12.5% over the 2018 comparative period. This is primarily due to an increase in the surplus from Parking Operations due to an increase in parking fees and permit sales in Downtown Windsor, and the St. Clair College Centre for the Arts banquet operation.

SCHEDULE 1

ST. CLAIR COLLEGE  
SUMMARY OF REVENUES AND EXPENDITURES  
FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2019

	A	B	A - B	
	ACTUAL	ACTUAL		
MTCU	YR-TO-DATE	PRIOR YEAR	VARIANCE	
BUDGET				
(12 months)	(6 months)	(6 months)	(6 months)	
<b><u>REVENUE</u></b>				
Operating Grants	41,371,986	20,754,127	23,190,753	(2,436,626)
Contract Income	13,147,147	5,141,575	6,120,215	(978,640)
Tuition	98,417,000	36,155,666	32,157,612	3,998,054
Other	24,922,931	15,999,383	15,966,377	33,006
Total Operating Revenue	177,859,064	78,050,751	77,434,957	615,794
Total Ancillary Revenue	10,339,843	5,730,861	5,491,930	238,931
<b>TOTAL REVENUE</b>	<b>188,198,907</b>	<b>83,781,612</b>	<b>82,926,887</b>	<b>854,725</b>
<b><u>EXPENDITURES</u></b>				
Salary and Benefits	96,166,764	45,081,422	42,922,517	2,158,905
Non Salary	71,247,622	38,514,189	27,187,533	11,326,656
Ancillary	9,652,005	4,156,014	4,092,964	63,050
<b>TOTAL EXPENDITURES</b>	<b>177,066,391</b>	<b>87,751,625</b>	<b>74,203,014</b>	<b>13,548,611</b>
<b>Total Net Surplus (Deficit)</b>	<b>\$11,132,516</b>	<b>(\$3,970,013)</b>	<b>\$8,723,873</b>	<b>(\$12,693,886)</b>



## SCHEDULE 2

**ST. CLAIR COLLEGE  
REVENUES  
FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2019**

	MTCU BUDGET (12 months)	A ACTUAL YR-TO-DATE (6 months)	B ACTUAL PRIOR YEAR (6 months)	A - B VARIANCE (6 months)
<b>REVENUE</b>				
Enrollment Based Envelope: See note 1	42,772,490	21,458,613	21,845,930	(387,317)
Differentiation Envelope: See note 2	2,215,621	383,827	383,827	-
Other MTCU Grants and Recoveries: See note 3	(3,616,125)	(1,088,313)	960,996	(2,049,309)
<b>Total MTCU Operating Grants</b>	<b>41,371,986</b>	<b>20,754,127</b>	<b>23,190,753</b>	<b>(2,436,626)</b>
Apprenticeship	4,327,315	1,477,843	1,400,500	77,343
Canada Ontario Jobs Grant	662,235	100,327	141,451	(41,124)
Employment Ontario	3,086,813	1,574,198	1,780,152	(205,954)
Youth Job Connection	1,343,600	698,980	748,362	(49,382)
Literacy & Basic Skills	1,344,184	693,078	700,806	(7,728)
School College Work Initiative	1,760,000	-	616,735	(616,735)
Second Career	420,000	449,523	540,835	(91,312)
Other: See note 4	203,000	147,626	191,374	(43,748)
<b>Total Contract Income</b>	<b>13,147,147</b>	<b>5,141,575</b>	<b>6,120,215</b>	<b>(978,640)</b>
Post Secondary - Domestic	24,300,000	4,958,262	6,285,473	(1,327,211)
Post Secondary - International	71,750,000	21,980,364	24,128,938	(2,148,574)
Post Secondary - Acumen	-	7,076,951	-	7,076,951
Continuing Education	2,227,000	1,991,151	1,665,220	325,931
Tuition Short	140,000	148,938	77,981	70,957
<b>Total Tuition</b>	<b>98,417,000</b>	<b>36,155,666</b>	<b>32,157,612</b>	<b>3,998,054</b>
Investment Income	1,800,000	504,119	755,490	(251,371)
Contract Training	450,000	142,596	207,217	(64,621)
International Projects	2,300,000	804,185	1,862,380	(1,058,195)
Acumen	6,000,000	4,026,050	4,892,297	(866,247)
Other: See note 5	645,000	1,760,709	785,769	974,940
Technology Access Fee	-	315,094	501,077	(185,983)
Divisional Income	8,412,931	5,705,382	4,422,468	1,282,914
Amortization DCC	5,315,000	2,741,248	2,539,679	201,569
<b>Total Other</b>	<b>24,922,931</b>	<b>15,999,383</b>	<b>15,966,377</b>	<b>33,006</b>
				-
<b>Total Revenue Before Ancillary</b>	<b>177,859,064</b>	<b>78,050,751</b>	<b>77,434,957</b>	<b>615,794</b>
				-
Ancillary Revenue (Schedule 4)	10,339,843	5,730,861	5,491,930	238,931
<b>Total Revenues</b>	<b>\$188,198,907</b>	<b>\$83,781,612</b>	<b>\$82,926,887</b>	<b>\$854,725</b>

SCHEDULE 3

ST. CLAIR COLLEGE  
EXPENDITURES  
FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2019

	A	B	A - B	
	MTCU	ACTUAL	ACTUAL	
	BUDGET	YR-TO-DATE	PRIOR YEAR	VARIANCE
	(12 months)	(6 months)	(6 months)	(6 months)
<b><u>SALARY &amp; BENEFITS</u></b>				
Administrative : Full-time	6,988,628	3,562,533	3,318,285	244,248
Administrative : Part-time	1,197,942	717,935	739,687	(21,752)
Faculty: Full-time	32,344,083	15,664,262	14,759,135	905,127
Faculty : Part-time	16,074,590	6,787,309	6,240,784	546,525
Support Staff : Full-time	15,874,625	7,587,626	7,661,757	(74,131)
Support Staff : Part-time	6,264,731	2,813,071	2,651,761	161,310
Fringe Benefits	17,422,165	7,948,686	7,551,108	397,578
<b>Total Salary &amp; Benefits</b>	<b>96,166,764</b>	<b>45,081,422</b>	<b>42,922,517</b>	<b>2,158,905</b>
<b><u>NON-SALARY EXPENSE</u></b>				
Advertising & Promotion	2,897,600	1,091,653	1,057,704	33,949
Contracted Cleaning Services	2,870,288	1,417,576	1,169,863	247,713
Contracted Educational Services	1,447,800	8,175,670	359,461	7,816,209
Contracted Services Other	15,580,368	5,587,590	6,164,160	(576,570)
Equipment Maintenance & Repairs	3,036,507	1,474,041	1,424,743	49,298
Equipment Rentals	2,694,854	1,263,429	1,133,162	130,267
Instructional Supplies	5,080,072	2,501,741	2,303,573	198,168
Insurance	4,530,000	2,691,127	1,567,637	1,123,490
Janitorial & Maintenance Supplies	500,150	331,523	190,508	141,015
Memberships & Dues	570,914	351,375	335,588	15,787
Municipal Taxes	709,500	887,913	675,577	212,336
Office Supplies	719,490	345,241	254,465	90,776
Premise Rental	1,836,170	927,023	525,993	401,030
Professional Development	595,717	225,600	183,581	42,019
Security Services	1,965,100	773,482	663,588	109,894
Stipends & Allowances	2,369,300	742,116	746,013	(3,897)
Student Assistance 30% Tuition	1,932,250	671,990	565,614	106,376
Travel	1,217,543	393,319	495,378	(102,059)
Utilities	4,850,300	1,793,117	1,909,484	(116,367)
Other: See note 6	5,446,699	2,310,620	1,624,772	685,848
Amortization	10,397,000	4,558,043	3,836,669	721,374
<b>Total Non Salary Expense</b>	<b>71,247,622</b>	<b>38,514,189</b>	<b>27,187,533</b>	<b>11,326,656</b>
<b>Total Operating Expenses</b>	<b>167,414,386</b>	<b>83,595,611</b>	<b>70,110,050</b>	<b>13,485,561</b>
<b>Ancillary Expenses (Schedule 4)</b>	<b>9,652,005</b>	<b>4,156,014</b>	<b>4,092,964</b>	<b>63,050</b>
<b>Total Expenditures</b>	<b>\$177,066,391</b>	<b>\$87,751,625</b>	<b>\$74,203,014</b>	<b>\$13,548,611</b>

**SCHEDULE 4**

**ST. CLAIR COLLEGE  
ANCILLARY OPERATIONS  
FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2019**

	A	B	A - B
MTCU	ACTUAL	ACTUAL	
BUDGET	YR-TO-DATE	PRIOR YEAR	VARIANCE
<u>(12 months)</u>	<u>(6 months)</u>	<u>(6 months)</u>	<u>(6 months)</u>
<b><u>Revenue</u></b>			
Beverage Supplier	50,000	11,184	42,181 (30,997)
Bookstore - Windsor & Chatham	280,000	18,780	38,794 (20,014)
Cafeteria - South Campus	-	7,246	17,015 (9,769)
IRCDSS Special Events	100,000	42,025	63,814 (21,789)
Lockers Administration	48,000	44,835	44,985 (150)
Parking Lots	1,626,912	1,369,066	1,177,328 191,738
Residence - Windsor	3,176,477	956,190	790,243 165,947
Saints Store	22,500	4,318	16,637 (12,319)
Green Giants	150,000	126,610	140,043 (13,433)
St Clair Centre for the Arts	3,573,954	2,310,071	2,367,475 (57,404)
Sky Volleyball	80,000	9,094	18,582 (9,488)
Basketball Project	2,000	112	112
Varsity Sports	905,000	527,861	518,050 9,811
Sports Park	30,000	-	-
Woodland Hills Golf Course	295,000	303,469	256,783 46,686
	10,339,843	5,730,861	5,491,930 238,931
<b><u>Expenditures</u></b>			
Bookstore - Windsor & Chatham	-	-	64 (64)
Cafeteria - South Campus	-	-	1,371 (1,371)
IRCDSS Special Events	100,000	15,250	20,399 (5,149)
Parking Lots	1,220,205	314,786	235,565 79,221
Residence - Windsor	2,876,477	1,003,960	978,862 25,098
Residence - Chatham	60,000	15,567	- 15,567
Saints Store	15,500	7,671	11,816 (4,145)
Green Giants	150,000	148,799	154,836 (6,037)
St Clair Centre for the Arts	3,790,808	1,941,226	2,004,604 (63,378)
Sky Volleyball	80,000	60,435	32,075 28,360
Varsity Sports	1,034,015	400,372	394,419 5,953
Sports Park	30,000	-	-
Woodland Hills Golf Course	295,000	247,948	258,953 (11,005)
	9,652,005	4,156,014	4,092,964 63,050
<b>Total Net Surplus</b>	<b>\$687,838</b>	<b>\$1,574,847</b>	<b>\$1,398,966 \$175,881</b>

**ST. CLAIR COLLEGE**  
**ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)**  
**FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2019**

**SCHEDULE 4B**

	MTCU BUDGET \$	ACTUAL YTD \$	ACTUAL PRIOR YTD \$
Beverage Supplier: Revenue	50,000	11,184	42,181
Bookstore - Windsor & Chatham: Revenue	280,000	18,780	38,794
Bookstore - Windsor & Chatham: Expenditures	-	-	64
	<b>280,000</b>	<b>18,780</b>	<b>38,730</b>
Cafeteria - South Campus: Revenue	-	7,246	17,015
Cafeteria - South Campus: Expenditures	-	-	1,371
	-	<b>7,246</b>	<b>15,644</b>
Lockers Administration: Revenue	48,000	44,835	44,985
IRCDSS Special Events: Revenue	100,000	42,025	63,814
IRCDSS Special Events: Expenditures	100,000	15,250	20,399
	-	<b>26,775</b>	<b>43,415</b>
Parking Lots: Revenue	1,626,912	1,369,066	1,177,328
Parking Lots: Expenditures	1,220,205	314,786	235,565
	<b>406,707</b>	<b>1,054,280</b>	<b>941,763</b>
Residence - Windsor: Revenue	3,176,477	956,190	790,243
Residence - Windsor: Expenditures	2,876,477	1,003,960	978,862
	<b>300,000</b>	<b>(47,770)</b>	<b>(188,619)</b>
Residence - Chatham: Expenditures	60,000	15,567	-
Saints Store: Revenue	22,500	4,318	16,637
Saints Store: Expenditures	15,500	7,671	11,816
	<b>7,000</b>	<b>(3,353)</b>	<b>4,821</b>
Green Giants: Revenues	150,000	126,610	140,043
Green Giants: Expenditures	150,000	148,799	154,836
	-	<b>(22,189)</b>	<b>(14,793)</b>
St. Clair Centre for the Arts: Revenue	3,573,954	2,310,071	2,367,475
St. Clair Centre for the Arts: Expenditures	3,790,808	1,941,226	2,004,604
	<b>(216,854)</b>	<b>368,845</b>	<b>362,871</b>
Sky Volleyball: Revenue	80,000	9,094	18,582
Sky Volleyball: Expenditures	80,000	60,435	32,075
	-	<b>(51,341)</b>	<b>(13,493)</b>
Basketball Project: Revenue	2,000	112	-
Varsity Sports: Revenue	905,000	527,861	518,050
Varsity Sports: Expenditures	1,034,015	400,372	394,419
	<b>(129,015)</b>	<b>127,489</b>	<b>123,631</b>
Sports Park: Revenue	30,000	-	-
Sports Park: Expenditures	30,000	-	-
	-	-	-
Woodland Hills Golf Course: Revenue	295,000	303,469	256,783
Woodland Hills Golf Course: Expenditures	295,000	247,948	258,953
	-	<b>55,521</b>	<b>(2,170)</b>
Total Revenue	10,339,843	5,730,861	5,491,930
Total Expenditures	9,652,005	4,156,014	4,092,964
Surplus	<b>\$687,838</b>	<b>\$1,574,847</b>	<b>\$1,398,966</b>

## **Notes: Revenues & Expenditures**

### **Note 1 REVENUE: Enrollment Based Envelope**

Operating Grant - Base Funding  
Clinical Education

### **Note 2 REVENUE: Differentiation Envelope**

Funding Formula Holdback  
Performance Funding (KPI)

### **Note 3 REVENUE: Other MTCU Grants**

Accessibility Funding for Disabled Students  
Collaborative Nursing  
International Student Recovery  
Municipal Taxes  
Mental Health Worker and Services  
Support Programs and Students

### **Note 4 REVENUE: Other**

Career Ready Fund  
Indigenous Student Success Fund  
Reporting Entities Project  
Women Campus Safety  
WSIB  
Youth Job Link

### **Note 5 REVENUE: Other**

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

**Notes: Revenues & Expenditures (continued)**

**Note 6 EXPENDITURES: Other**

- Audit Fees
- Bad Debt Expense
- 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: International & Athletics
- Telephone
- Vehicle Expenses





**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: OCTOBER 22, 2019**

**RE: RISK ASSESSMENT/MANAGEMENT REPORT**

**SECTOR: ALL SECTORS**

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**AIM:**

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

**BACKGROUND:**

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

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

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

Managers and staff, at all levels, have a responsibility to identify, evaluate, report and manage risks. Management fosters a culture that supports and provides for disseminating best practices, lessons learned and expertise acquired from our risk management activities across the organization.

**RECOMMENDATION:**

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



# Risk Management Report

# Risk Management

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## Preamble

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

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

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

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

## Risk Management Strategy

The College's risk management strategy will provide a structured and coherent approach to identifying, assessing and managing risk. The strategy will incorporate a process for regularly updating and reviewing the assessment based on new developments or actions taken.

### 1. Identify the Risk

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

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

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

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

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

## 2. Analyze and Categorize the Risk

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

### Probability Scale

For each risk element identified the probability of occurrence has been determined based on the following scale:

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

## Impact Scale

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

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

### 3. Manage the Risk

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

### 4. Review the Risk

Our risk management process includes regularly updating and reviewing the assessment based on new developments or actions taken. This will be done annually by the Senior Operations Group and brought to the Board of Governors for information.

## Information and Communication

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

## Monitoring

Management will foster a culture that provides for disseminating best practices, lessons learned and expertise acquired from our risk management activities across the organization. Monitoring will be done through ongoing operations or separate evaluations as required.

## Summary

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



# St. Clair College

## Risk Assessment

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
	1. ACADEMIC & STUDENT SERVICES			
1.1	Meeting Enrolment Projections	Low - Medium	2-3	<ul style="list-style-type: none"><li>Rebranding campaign commenced (in 2018 and is ongoing) to increase public awareness and position St. Clair College as a “Destination” college.</li><li>Creation of a College “Enrolment Management Committee”.<ul style="list-style-type: none"><li>This committee establishes and monitors the Annual Enrolment Management Plan in conjunction with Senior Management.</li><li>Projected enrolment established for the next 5 years by program/AAL/domestic/international/campus program mix.</li><li>Weekly/Daily monitoring of application and registration statistics.</li><li>Statistics are monitored by utilizing a newly developed enrolment management plan by AAL.</li></ul></li><li>Aggressive marketing strategies for domestic enrolment developed with SOG input. Strategies include:<ul style="list-style-type: none"><li>Offering of specialized scholarships (i.e. skills scholarships).</li><li>Demographic diversification (special focus on non-direct, university transfer students).</li><li>Geographic diversification (GTA as well as international recruitment strategies).</li><li>Special strategies to mitigate loss of high school students to existing programs at Fanshawe and Lambton from Chatham-Kent and Essex County, (i.e. Police Foundations and Business Programs- Fanshawe, Developmental Services Worker – Lambton)</li></ul></li></ul> <p>1) Continue our strong partnership with the school boards. This includes presentations to school board personnel and high school principals.</p>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.1	Meeting Enrolment Projections	Low - Medium	2-3	<p>2) Continuing the dual credit program which exposes high school students to college. The success rate of students coming from high school to college is extremely high.</p> <p>3) Participate in community driven education fairs. This includes the Skilled Trades and events that took place last fall and will continue to take place on an annual basis.</p> <p>4) Expand our brand exposure in the Chatham-Kent community including outdoor advertising and transit shelter advertising.</p> <p>5) Social media and digital advertising is being developed and will be focused in the Chatham-Kent, Sarnia Lambton and London regions. These campaigns will be extremely targeted and will focus on individual programs as well as the overall image of the Chatham campus.</p> <p>6) Continue to run the Amazing Skills Challenge event in Chatham and Windsor. This will expose students in younger grades to the College at an earlier age.</p> <p>7) Develop an event specifically targeted to parents of high school students for both the Windsor and Chatham-Kent markets.</p> <ul style="list-style-type: none"> <li>• Increase institutional space capacity. Strategies include: <ul style="list-style-type: none"> <li>a. College facility planning for a physical footprint expansion. Acquired additional space downtown – One Riverside Drive.</li> <li>b. Working through the approval process under Section 28 of the Financial Administration Act, in order to construct the Academic Tower.</li> <li>c. Evaluation of academic delivery to optimize both academic quality and delivery efficiencies.</li> <li>d. Increased recruitment strategy through the Human Resources Department to ascertain qualified individuals for program delivery in partnership with the Academics.</li> </ul> </li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.1	Meeting Enrolment Projections	Low - Medium	2-3	<ul style="list-style-type: none"> <li>Continued engagement of the Recruitment and Retention Committee.</li> <li>Retention strategies developed and implemented (retention is a large part of meeting enrolment targets).</li> <li>Partnership strategies continue to be pursued (Articulation Agreements).</li> <li>Stronger emphasis on student life by implementing “Destination College” initiatives: <ul style="list-style-type: none"> <li>a. Student Life Centre</li> <li>b. Saints Gaming/eSports Arena (SRC)</li> <li>c. Sports Park</li> <li>d. Academic Tower</li> <li>e. Windsor and Chatham Residence expansions</li> <li>f. International student growth and the provision of culturally diverse events.</li> </ul> </li> <li>Annual Report presented to the Board of Governors regarding the progress of new programs for monitoring new programs.</li> </ul>
1.2	International Student Recruitment	Medium	2	<ul style="list-style-type: none"> <li>Currently there is very little diversity in the recruitment effort for international enrolment.</li> <li>Systemization of international application process. Implementation of OCAS application system (to mirror domestic process). Student recruitment integrated within our Student Information System, (SIS).</li> <li>Daily reports and meetings are conducted to review international application data to ensure consistency amongst College departments who handle international student matters. This will help with challenges and dynamic elements of international student recruitment, for example student visa approval rates that are outside of the College’s control.</li> <li>Brand recognition in the international marketplace is monitored through frequent feedback provided by partners overseas.</li> </ul>
1.3	Program Mix	Low - Medium	2-3	<ul style="list-style-type: none"> <li>Continual work by the College Program Accountability Committee (CPAC) in the oversight of new program development and existing program sustainability. <ul style="list-style-type: none"> <li>a. Development of new programs and offerings in order to attract a more diverse student population and enhance the destination strategy.</li> </ul> </li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.4	Maintaining/Seeking Program Accreditation	Low	3	<ul style="list-style-type: none"> <li>• Complying with program standards and accreditation standards.</li> <li>• Annual Internal Program Review.</li> <li>• Cyclical Review Process.</li> <li>• External Review Process.</li> <li>• Internal Auditing of Annual reviews and Credit Transfers.</li> <li>• Implement recommendations of Accreditation Panels where possible.</li> <li>• Ongoing communication with corresponding accrediting bodies.</li> <li>• Benchmarking facilities and curriculum against other colleges.</li> <li>• Ongoing review of College policies.</li> <li>• Upgrading academic equipment/facilities.</li> <li>• Community feedback (Placements, Program Advisory Committees, etc.).</li> <li>• Oversight of regulations and policies of PPP in Toronto.</li> </ul>
1.5	Academic Equipment Replacement/Upgrade	Medium	1	<ul style="list-style-type: none"> <li>• Submission of capital requirements incorporated as part of the annual budget process and reviewed at mid-year.</li> <li>• Impact analysis is provided for any equipment deemed critical.</li> <li>• Due to uncertainty of the new provincial governments funding allocation, funding may not be allocated as it has in the past. The College is investing into capital with surplus money from previous fiscal year.</li> <li>• Capital requirements categorized by priority. Impact of not purchasing is communicated and understood by Senior Operations Group (SOG).</li> <li>• \$1M in reserves for emergency requirements. Creation of a new internal reserve policy, and a recommendation to the BOG to internally restrict \$20M of reserves for financial sustainability.</li> <li>• Maintain inventory of academic equipment which is now tied to Annual Review/Quality Assurance Plans.</li> <li>• Over the past three fiscal years, the following funds have been made available for academic equipment: <ul style="list-style-type: none"> <li>a. Grants: <ul style="list-style-type: none"> <li>I. CERF: \$3,325,400 (2016-17 = \$314,200, 2017-18 = \$2,238,600, 2018-19 = \$772,600)</li> <li>II. AEF: \$1,766,656 (2016-17 = \$602,997, 2017-18 = \$607,497, 2018-19 = \$556,162)</li> <li>III. Toldo: \$450,000 (2016-17 = \$150,000, 2017-18 = \$150,000, 2018-19 = \$150,000)</li> </ul> </li> <li>b. College Funds: <ul style="list-style-type: none"> <li>I. \$692,000</li> </ul> </li> </ul> </li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.6	Quality Assurance	Medium	2-3	<ul style="list-style-type: none"> <li>• Creation and continued engagement from the Quality Assurance Committee, chaired by the College President. <ul style="list-style-type: none"> <li>a. Annual audit of Course Outlines.</li> <li>b. Internal Audits on Advanced Standings and on Annual Program Reviews.</li> <li>c. Annual Reviews are conducted every spring semester for all programs.</li> <li>d. Cyclical Reviews are scheduled and performed for all programs every 5 years.</li> </ul> </li> <li>• Continued investment of the College's Centre for Academic Excellence. Establishing an Academic Integrity Officer for awareness and oversight of academic integrity.</li> <li>• Program Advisory Committees used to obtain relevant feedback.</li> <li>• Key Performance Indicators reviewed annually and strategies aligned for improvement with Services and Academics.</li> <li>• Review and adherence of the Quality Learning Environment Policy.</li> <li>• Instructional Feedback Surveys (IFS) conducted and reviewed every semester.</li> <li>• Ongoing annual training and professional development conducted on the following quality assurance components (mainly for new faculty): <ul style="list-style-type: none"> <li>a. Course Outcome Education</li> <li>b. General Education</li> <li>c. Creation of Course Outlines (Essential Knowledge and Skills, Essential Employability Skills, Assessment, etc.).</li> </ul> </li> <li>• Periodic training for existing faculty – "Refresh and Reboot"</li> <li>• Internal Audits on Advanced Standings and on Annual Program Reviews.</li> <li>• Ensure Ministry compliance as it relates to Academic programs and courses.</li> <li>• Creation of a depository documenting all experiential learning initiatives.</li> <li>• Mandatory review date being applied to all College policies. All policies are to be reviewed, at a minimum, every five years.</li> <li>• Technology used as a tool to facilitate quality teaching (<i>i.e.</i> templates for course outlines, portal used for Internal Program Reviews).</li> <li>• Catalogue of quality teaching materials available to faculty.</li> <li>• Annual funding available for professional development and College Educator Development Program (CEDP).</li> <li>• Ongoing communication to all academic staff regarding Audit requirements.</li> <li>• Ongoing documentation and communication of College processes.</li> <li>• Board awareness and updates provided.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.7	Student Accidents/Incidents/Violent Behaviour	Medium	1-3	<ul style="list-style-type: none"> <li>• Code of Student Rights &amp; Responsibilities reviewed and revised annually by internal and external advisors, with College solicitation. This policy outlines required and expected student behaviour.</li> <li>• Code is reviewed annually with Class Representatives.</li> <li>• Code is communicated to all first-year students and is also available on the internet/intranet and changes are communicated to all staff.</li> <li>• Departmental Health and Safety policies, procedures and regulations are reviewed regularly by the College's Joint Health and Safety Committee. Suggested changes are reviewed and approved by SOG. Annual review and sign off of the Health and Safety Policy is conducted by the President.</li> <li>• Respectful Workplace and Education Policy reviewed annually. Changes are communicated to all staff.</li> <li>• Establishment of a Behavioural Assessment and Care Team (BACT). This team is made up of a group of multi-disciplinary, targeted employees to review behaviour concerns and assess risk. External resources are available for consultation dependent on the nature of the concern.</li> <li>• Departmental "Violence Risk Assessments" are conducted in conjunction with departmental risk assessments.</li> <li>• Violent Risk Assessment (VRA) Training is part of the College's Health and Safety Training that all employees must take initially and repeat every 3 years. Community table for VRA's has been established by Windsor Police. The College has participated in training and awareness and has the ability to move VRA's to the table. Most VRA's have to do with students with mental health concerns and are experienced across the community.</li> <li>• Policies outlining staff protocols have been developed to assist staff when dealing with student behavioural concerns. This includes a Behavioural Intervention Plan.</li> <li>• A Campus Active Shooter Video has been used for Active Attacker training for staff and students.</li> <li>• Security is present at all campus locations.</li> <li>• A staffed Dispatch Centre is in place at the Windsor Campus monitoring all campus locations.</li> <li>• Added Police Presence - Contract Duty Police Officers are hired for Windsor and Downtown campus locations on a rotating 4-hour/day basis in fall and winter semesters.</li> </ul>



	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.7	Student Accidents/Incidents/Violent Behaviour	Medium	1-3	<ul style="list-style-type: none"> <li>A Sexual Violence Prevention Committee has been established to implement measures to reduce incidents of sexual violence on and off campus which includes communication, training and education activities.</li> <li>Annual mandatory consent training at both the Windsor and Chatham residences.</li> <li>A Sexual Assault and Sexual Violence Policy and Procedure was first initiated in 2016 and was update in 2019. This includes the College's response to disclosures and reports of sexual violence and resources available to assist students.</li> </ul>
1.8	Knowledge/Implementation of Immigration Laws/Regulations	High	1-3	<ul style="list-style-type: none"> <li>To ensure that St. Clair is up to date to date on Immigration Laws/Regulations that impact students' ability to acquire a Post Graduate Work Permit (PGWP) and ensure that the College is compliant with all elements of being a Designated Learning Institute (DLI) to host international students. The College will: <ul style="list-style-type: none"> <li>Have two College staff members become certified as immigration advisors for the sole purpose of ensuring acquired knowledge of changing immigration legislation/guidelines.</li> <li>SOG to have monthly updates from the College's immigration lawyers on changing legislation and/or government bulletins.</li> <li>Modify all College related admission documents and website.</li> </ul> </li> </ul>
1.9	Student Lawsuits/Harassment/Bullying Complaints	High	1	<ul style="list-style-type: none"> <li>Code of Student Rights and Responsibility reviewed annually prior to the upcoming academic year.</li> <li>Formal College liaison assigned to SRC and TSI.</li> <li>Quality Learning Environment Policy.</li> <li>Grade Appeal Policy.</li> <li>Legal expertise obtained when required.</li> <li>Staff training conducted annually on "Duty to Accommodate", etc.</li> <li>"Conduct Depository" created in the Student Administration System to allow better monitoring of progressive/repeated negative behaviour across the College community.</li> <li>Dedicated College Resolution Officer appointed to allow for greater dedication of resources consistently across campuses, also to provide updates as required.</li> <li>Board of Governors review of student lawsuits and harassment complaints.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.10	Compliance with Accessibility for Ontarians with Disabilities Act; Human Rights Commission policies related to Accessibility and Human Rights	High	1	<ul style="list-style-type: none"> <li>• Accessibility Committee meets 3 times a year.</li> <li>• All staff trained in Customer Service for Persons with Disabilities Standards.</li> <li>• All staff who deliver and develop curriculum are trained in Educator Awareness Training.</li> <li>• All staff trained in Integrated Accessibility Regulation Standards.</li> <li>• Website indicates St. Clair's commitment and understanding of compliance obligations; Accessibility Plan posted on the web.</li> <li>• On-line training available for new staff.</li> <li>• Transition workshops are hosted at St. Clair College to communicate and promote available services to incoming students with accessibility needs.</li> <li>• Human Resources recruitment policies rewritten for compliancy and reviewed annually.</li> <li>• Development and implementation of Student Equity, Inclusion and Accessibility Policy (2016).</li> <li>• Updated procedures for Academic Accommodation Plan development and disbursement (2016).</li> <li>• Information sessions and online sessions provided to all faculty on the new Ontario Human Rights Code expectations pertaining to post-secondary students with disabilities.</li> <li>• Professional Development opportunities such as Mental Health First Aid Training; Identifying and Referring Students in Distress, Accommodation plan.</li> <li>• Accessibility assessments are being conducted across all sites to develop a plan for compliance with 2025 building code changes as they relate to accessibility.</li> </ul>
1.11	Varsity Athletics/Clinic	Low	1	<ul style="list-style-type: none"> <li>• Student consent required to participate in varsity sports/intramurals.</li> <li>• Physical evaluation recommended to all students prior to participation.</li> <li>• Pre-Medical History Summary.</li> <li>• Emergency Information Form provided in the event therapy is required.</li> <li>• Informed Consent Form – Clinic.</li> <li>• Coaches and Assistant Coaches are responsible for oversight of all trips.</li> <li>• Annual Coaches Training.</li> <li>• OCAA concussion protocol - A Certified Athletic Therapist is at every game.</li> <li>• All travel is chaperoned.</li> </ul>
1.12	SportsPlex/HealthPlex	Low	1	<ul style="list-style-type: none"> <li>• Use of SportsPlex/HealthPlex Waiver Forms.</li> <li>• Use of Police Clearance Forms.</li> <li>• Physical Activity Readiness Questionnaire required for fitness and instructional led courses.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.12	SportsPlex/HealthPlex	Low	1	<ul style="list-style-type: none"> <li>Third party events require certificate of insurance naming the College as an additional insured.</li> </ul>
	2. FACILITIES MANAGEMENT			
2.1	Deferred Maintenance Items	Low - High	2-3	<ul style="list-style-type: none"> <li>In the 2018/2019 fiscal year, the College received \$6.2 million in funding towards greenhouse gas emission reductions. These projects will help to further decrease the deferred maintenance budget by replacing six boilers at South Campus and the St. Clair College Centre for the Arts as well as the replacement of one Air Conditioning Unit at South Campus.</li> <li>Also in the 2018/2019 fiscal year, the College received \$1.03 Million in Facilities Renewal Funding to address deferred maintenance. This was allocated to plumbing, HVAC, and door maintenance upgrades/replacements.</li> <li>Other deferred maintenance addressed through capital approval process annually.</li> <li>"Impact Analysis" is provided to SOG for all items not funded.</li> <li>Capital contingency available with approval from SOG.</li> <li>Continual advocacy for required funds is communicated consistently on an ongoing basis.</li> <li>A Facilities Building Condition Assessment was initiated in 2018/2019 to review all infrastructure across all campuses. This will be used to set a new benchmark for deferred maintenance. Ontario Colleges have committed to complete a minimum 1/5 of the campus buildings and grounds each year for the next 5 years. St. Clair has committed funds to complete these assessments within a two-year window.</li> <li>The College continues to dedicate funds for deferred maintenance projects for grounds, classroom renovations and campus upgrades.</li> </ul>
	3. FINANCIAL			

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
3.1	Asset Protection	Medium	2	<ul style="list-style-type: none"> <li>• Operating and capital budgets.</li> <li>• Insurance.</li> <li>• Investment and Endowment Policy for Foundation investments.</li> <li>• Approval/Signature Authorization for Acquisition and/or Sale of Goods and Services Policy.</li> <li>• Cash Receipts Control Policy for all College departments.</li> <li>• Fixed Assets-Acquisition Policy.</li> <li>• Fixed Assets-Disposition Policy.</li> <li>• Purchasing Policy.</li> <li>• Monthly account reconciliations.</li> <li>• External audit.</li> <li>• MTCU to review and explore options and strategies to reduce duplication and ensure best practices around capital asset management.</li> </ul>
3.2	Internal Fraud/Theft	Low	3	<ul style="list-style-type: none"> <li>• Cash Receipt Control Policies/Processes for all College departments. Administrator oversight over cash processes.</li> <li>• Approval/Signature Authorization for Acquisition and/or Sale of Goods and Services Policy.</li> <li>• Board Audit Committee reviews and monitors annual process as part of annual audit.</li> <li>• Segregation of duties to minimize risk.</li> <li>• Physical controls (<i>i.e.</i> vaults).</li> <li>• Ongoing management and review of processes.</li> <li>• Monthly account reconciliations.</li> </ul>
3.3	Revenue	High	3	<ul style="list-style-type: none"> <li>• Budget process used to determine revenue projections (Conservative approach is taken). A two-year forecast was included in the 2018-19 and 2019-20 budget.</li> <li>• Monthly account reconciliations performed.</li> <li>• Monthly reports provided to budget holders.</li> <li>• Mid-Year Review used to mitigate financial risk.</li> <li>• Chief Financial Officer reports any potential risks to SOG for assessment, review and action.</li> <li>• \$1M in reserves for emergencies (Board approval required). Creation of a new internal reserve policy, and a recommendation to the BOG to internally restrict \$20M of reserves for financial sustainability.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
3.3	Revenue			<ul style="list-style-type: none"> <li>Quarterly financial monitoring reports provided to the Board of Governors.</li> <li>With corridor funding taking effect in 2019-20, the following are performed: actively monitor program mix impact on weighted funding unit, impact of new programs that do not bring funding, and long-term enrolment forecasting.</li> <li>PPP is actively monitored and managed.</li> <li>Beginning in the Spring 2019 semester, the College began collecting all tuition and related fees, and remitting appropriate amounts to the partner.</li> <li>An appropriate security deposit is held as a contingency. (MTCU's draft revision to the entrepreneurial directive could create unintended consequences for the sector.)</li> <li>MTCU directive to reduce domestic tuition by 10% for 2019-20 and keep frozen for 2020-21. The College increased international tuition accordingly.</li> <li>MTCU change to the tuition and ancillary fee framework (i.e. Student Choice Initiative). The College proposed new and updated ancillary fees, as well as adjusted its 2019-20 budget in order to support our partners.</li> <li>MTCU (SMA3) will increase the amount of funding that is tied to performance from 1.2% to 25% in the first year and 60% by 2024-25. Performance metrics will decrease from 38 to 10 in order to align with government priorities in skills and job outcomes and economic and community impact, as well as to reduce reporting burden while supporting sustainability through a focus on institutional strengths and differentiation. It will be critical for the College to properly align its metrics with our institutional strengths.</li> </ul>
3.4	Expenses	Medium	2	<ul style="list-style-type: none"> <li>Budget process used to determine expense projections (Conservative approached is taken). A two-year forecast was included in the 2018-19 and 2019-20 budget.</li> <li>Monthly account reconciliations.</li> <li>Monthly reports provided to budget holders.</li> <li>Mid-Year Review used to mitigate financial risk.</li> <li>Purchasing guidelines available for administration.</li> <li>Chief Financial Officer reports any potential risks to SOG for assessment, review and action.</li> <li>\$1M in reserves for emergencies (Board approval required). Creation of a new internal reserve policy, and a recommendation to the BOG to internally restrict \$20M of reserves for financial sustainability.</li> <li>Quarterly financial monitoring reports provided to the Board of Governors.</li> <li>Participate in centralized buying when possible.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
3.4	Expenses	Medium	2	<ul style="list-style-type: none"> <li>Working through the approval process under Section 28 of the Financial Administration Act, in order to borrow funds to construct the Academic Tower.</li> <li>Continue working with the Student Representative Council to determine the financial capacity for the Sports Park.</li> <li>Bill 148 took effect on January 1, 2018. Human resources, part-time contract and payroll processes have been updated to comply with the legislation.</li> <li>Part-time support unionization took effect February 21, 2019. College processes are being updated to comply with the CBA. MTCU has implemented centralized procurement (interim measures) across the broader public sector.</li> <li>MTCU will consolidate transfer payments to reduce administrative costs.</li> </ul>
3.5	Insurance	Low	1	<ul style="list-style-type: none"> <li>Adequate insurance determined, secured and reviewed annually (includes general liability and Director and Officers Liability).</li> <li>General liability has a total coverage \$40M.</li> <li>One of 21 colleges included in "College Insurance Group".</li> <li>Any potential risks are communicated and discussed with Insurer.</li> <li>Cyber insurance, business interruption, active assailant, terrorism and sabotage insurance has been purchased.</li> <li>Appendix A – Insurance Limits</li> </ul>
3.6	Compliance to College Purchasing Policies	Medium	1	<ul style="list-style-type: none"> <li>Purchasing Policy. Compliant with Broader Public Sector Guidelines.</li> <li>Purchasing Department acts as "gate keeper" to ensure compliance with Board and College policies.</li> <li>Reports provided to SOG.</li> <li>Fixed Assets-Acquisition Policy available for guidance.</li> <li>Government Policies used: Canadian Free Trade Agreement, Comprehensive and Economic Trade Agreement and Broader Public Sector.</li> <li>Participate in Cooperative Purchasing when possible: OECM, and Windsor-Essex Purchasing CO-OP.</li> <li>Association memberships and seminars: Ontario Colleges Purchasing Managers Association, Ontario University Purchasing Managers Association, Ontario Public Buyers Association.</li> </ul>
3.7	Bill 148 / Bill 47 (NEW)	Low	2	<ul style="list-style-type: none"> <li>Communication and training provided to Administration by HR.</li> <li>Part time absence report created to monitor usage.</li> <li>Support received from the College Employer Council.</li> <li>Training and consultation provided to HR by Hicks Morley.</li> </ul>



	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
3.7	Bill 148 / Bill 47 (NEW)	Low	2	<ul style="list-style-type: none"> <li>Part-time contract template updated.</li> <li>Part-time wage grids updated. In anticipation of Bill 148, part-time support staff wage grids were revised during 2017.</li> <li>Financial implications reviewed by the Senior Management Team.</li> <li>Procedures within the Finance Department updated for Payroll and Part-Time contract processing.</li> <li>Destination College strategy implemented in order to grow revenues to overcome the substantial increase in costs.</li> <li>Continue to perform Request for Proposals in order to ensure costs from third party services are reasonable given the minimum wage and price increases as a result of the implementation of Bill 148.</li> <li>Bill 47 took effect November 21, 2018, and repealed aspects of Bill 148. The College has made the appropriate decisions and updated processes where applicable.</li> </ul>
	<b>4. HUMAN RESOURCES</b>			
4.1	Staff (Skill set requirements, staff performance, FT hiring practices for new staff and staff retention)	High	2	<ul style="list-style-type: none"> <li>Recruitment and Selection Policy.</li> <li>Recruitment and Selection Procedure.</li> <li>Adherence to Faculty and Support Staff Collective Agreements.</li> <li>Hiring/Selection process in place to ensure equity and unbiased practices.</li> <li>Hiring based on vocational skills, credentials and organizational fit. Reference checks must be completed prior to a full time job being offered to an applicant.</li> <li>Medical note required for all full-time staff at the time of offer.</li> <li>Confidentiality Agreement must be signed prior to staff commencing their job.</li> <li>Money allocated annually to support professional development and tuition reimbursement programs.</li> <li>Probationary period is used to monitor performance and determine organizational fit.</li> <li>Progressive discipline process used when necessary to clarify performance goals and employer expectations.</li> <li>Performance appraisals are conducted to promote employee/employer communication.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
4.1	Staff (Skill set requirements, staff performance, FT hiring practices for new staff and staff retention)	High	2	<ul style="list-style-type: none"> <li>Strategies to mitigate impact of critical staff leaving includes the following strategies:               <ol style="list-style-type: none"> <li>Back up staff are designated or step-by-step instructions are available for most critical functions (Desk manuals).</li> <li>Agency staff available for interim requirements of special skills (electrician, etc.).</li> <li>Talent Management Policy was developed and created in Fall 2016.</li> <li>Succession planning template created populated and reviewed annually.</li> <li>Presidential Succession Plan documented for emergency purposes.</li> <li>Annual retirement planning.</li> </ol> </li> </ul>
4.2	WSIB Claims	Medium	1	<ul style="list-style-type: none"> <li>Return to Work Committee in place (RTW).</li> <li>Return to Work Policy developed which incorporates a full Return to Work protocol.</li> <li>Functional Ability Form (FAF) required for all staff absent from work that may require accommodation(s).</li> <li>Staff safety and ergonomics training performed annually.</li> <li>Staff ergonomics assessments completed on request.</li> <li>NEER (New Experimental Experience Rating) Statements and quarterly WSIB summary reports are submitted and reviewed by SOG.</li> <li>Specialized lawyer is used when required.</li> </ul>
4.3	Work Stoppage/Strike	Low	3	<ul style="list-style-type: none"> <li>Developed robust work stoppage plan for both faculty and support staff. These plans also ensured effective communication with all parties.</li> <li>VP HR/Safety &amp; Facilities Management is designated as liaison to the Unions to support open communication with Support Staff and Faculty Unions.</li> </ul>
4.4	Staff – Human Rights, Harassment and Bullying	Medium	2	<ul style="list-style-type: none"> <li>Respectful Workplace and Educational Policy reviewed annually.</li> <li>A “Coordinator” is formally assigned to the Respectful Workplace and Educational Policy for continuity and communication of the policy.</li> <li>Legal advice obtained when required (Expertise in Human Rights/Harassment laws).</li> <li>Adherence to Collective Agreements and legislation.</li> <li>Annual training provided to staff to communicate staff obligations.</li> <li>Investigations conducted immediately when required.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
4.5	Grievances/Lawsuits/Union Relationships	Medium	2	<ul style="list-style-type: none"> <li>St. Clair College is a responsible employer, setting fair personnel policies and meeting all known legal and contractual obligations.</li> <li>Legal advice is obtained when required (Expertise in Collective Agreements, Termination Grievances/Lawsuits).</li> <li>Union College Committees are in place for both Faculty and Support Staff to allow effective communication of key issues.</li> </ul>
4.6	Part time unionization – Faculty/Support	High	2-3	<ul style="list-style-type: none"> <li>Unionization of faculty may increase compensation costs (<i>i.e.</i> wages and benefits). New wage structure was developed and implemented that reduced this risk.</li> <li>Flexibility in operating all areas of the business will be reduced.</li> <li>UCC meetings are held to continue to promote ongoing communication and collaboration.</li> <li>Support Staff collective agreement formalized, currently working through first year growing pains.</li> </ul>
	5. HEALTH AND SAFETY			
5.1	Health and Safety/Ministry of Labour Compliance	Low	2	<ul style="list-style-type: none"> <li>Dedicated Health and Safety Manager.</li> <li>Required Monthly Management Inspections assigned and monitored.</li> <li>Health and Safety training provided for all Managers.</li> <li>Health and Safety Awareness training required of all new staff within one week of hire and a refresher is required of all staff every 3 years.</li> <li>Training matrix established for all employee groups and training on equipment and materials are conducted as required by law or CSA standards.</li> <li>Senior Management participation on the Health and Safety Committee.</li> <li>Annual review of Health and Safety Policies. Current Policies include the following: <ul style="list-style-type: none"> <li>a. Health and Safety Program Manual</li> <li>b. Health and Safety Policy</li> <li>c. Health and Safety Discipline Policy</li> <li>d. Incident Reporting and Investigation Procedure</li> <li>e. Blood and Bodily Fluid Spills</li> <li>f. Hazardous Materials and MSDS Management</li> </ul> </li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
5.1	Health and Safety/Ministry of Labour Compliance	Low	2	<ul style="list-style-type: none"> <li>g. Radiation Safety</li> <li>h. Work Area Environment Reporting – Environmental Hazards or Irritants</li> <li>i. Emergency Eyewash and Shower Station</li> <li>j. Video Surveillance</li> <li>k. Workplace Hazard Assessments</li> <li>l. Personal Protective Equipment (PPE)</li> <li>m. Workplace Safety Inspection Protocol</li> <li>n. Work Refusal Procedure</li> <li>o. Provision for First Aid and Automatic External Defibrillator(AED) Response</li> <li>p. Smoking Policy</li> <li>q. Workplace Violence Prevention and Reporting</li> <li>r. Respectful Work and Educational Place Policy</li> <li>s. Footwear Policy</li> <li>t. Workplace Wellness Policy</li> <li>u. Healthy Food Policy</li> <li>v. Employee Fitness Policy</li> <li>w. Infection Control Policy</li> <li>x. Bike Friendly Workplace Policy</li> <li>y. Occupational Health and Safety Orientation and Training Procedure</li> <li>z. Contractor Management Policy</li> <li>aa. Return to Work Case Management</li> <li>bb. Workplace Mental Wellbeing</li> <li>cc. Cardiovascular and Respiratory Health Management</li> <li>dd. Slips, Trips and Fall Prevention</li> <li>ee. Take Your Kids to Work Day</li> <li>ff. Staff Protocols for Dealing with Student/Staff Behavioural Concerns</li> <li>gg. Equipment Purchase, Donations and/or Modifications – Safety Review</li> <li>hh. Hot Work Procedure</li> <li>ii. Emergency Response Plan</li> </ul> <ul style="list-style-type: none"> <li>• Progressive Disciplinary Health and Safety Policy in place to ensure compliance to the College’s Health and Safety Program.</li> <li>• Health and Safety is a standard weekly agenda item at SOG meetings.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
5.1	Health and Safety/Ministry of Labour Compliance	Low	2	<ul style="list-style-type: none"> <li>• “Two-Month-Old” items discussed and documented at SOG meetings for resolution.</li> <li>• WSIB report reviewed at SOG annually.</li> <li>• NEER Statement (New Experimental Experience Rating) reviewed annually by SOG.</li> <li>• Work Wellness program incorporated for staff. It should be noted that St. Clair College has won awards for this program every year since 2008.</li> </ul>
5.2	Emergency associated with Fire, Active Shooter, Bomb Threat, Violence and Disruptive behaviour, etc.	High	3	<ul style="list-style-type: none"> <li>• A comprehensive Emergency Response Plan (ERP) has been created and is reviewed annually by the Health and Safety Committee and the Emergency Management Planning Committee. A major update to the ERP was implemented in 2018. Recommendations are forwarded to and approved by SOG. Specific plans have been developed for: <ul style="list-style-type: none"> <li>a. Medical Emergencies</li> <li>b. Fire Emergency (for each Campus)</li> <li>c. Severe Weather</li> <li>d. Hazardous Material Release</li> <li>e. Bomb Threat</li> <li>f. Active Attacker</li> <li>g. Elevator Failure Procedure</li> <li>h. Other Emergencies (Power Outage, Gas Leak, Water Main Break)</li> </ul> </li> <li>• An Emergency Response Planning Committee meets to review the ERP.</li> <li>• Training and table-top drills are scheduled at all campuses to effectively communicate evacuation requirements and ensure compliance with above policies.</li> <li>• All ERT members attended IMS 100 and IMS 200 training in 2019.</li> <li>• Fire Detection Systems are tested per Fire Code.</li> <li>• Respectful Work and Educational Place Policy.</li> <li>• Violence Risk Assessment Training completed in June 2013 for identified managers. Extensive training for team members in 2013 with updated training completed in June 2017. New team members attended updated training in July 2019.</li> <li>• Emergency numbers have been set up for Windsor and Chatham campuses.</li> <li>• College has purchased an emergency communication system called Alertus which includes a safety app. Emergency communications are pushed to all users. In addition, staff and students can alert Security to situations through the app.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
5.2	Emergency associated with Fire, Active Shooter, Bomb Threat, Violence and Disruptive behaviour, etc.	High	3	<ul style="list-style-type: none"> <li>An Active Attacker video has been purchased and has been and will continue to be used to conduct training for staff and students.</li> <li>Contract Emergency Management Coordinator hired in 2017 to further develop plans, conduct drills and table tops and enhance partnerships with Police and emergency management resources in the community - Paladin.</li> </ul>

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
	6. HEALTH SERVICES			
6.1	Pandemic Planning	Medium	2	<ul style="list-style-type: none"> <li>College Pandemic plan created and communicated to all staff and students when required.</li> <li>Internet/intranet site created to ensure effective communication to students and staff which allows for ongoing updates as required.</li> <li>Health Centres work regularly with local Health Units to keep abreast of new and upcoming health concerns and ensure that vaccination programs are up to date.</li> </ul>
6.2	Substance Control	Medium	2	<ul style="list-style-type: none"> <li>The College has updated it's Smoking, Alcohol and Substance Abuse Policy which has been approved by the Health and Safety Committee and SOG. This incorporates the new cannabis de-regulation.</li> </ul>
6.3	Other Infections Concerns	Medium	1	<ul style="list-style-type: none"> <li>The College is notified by the Health Unit should a student be diagnosed with an infectious disease for which surveillance protocols need to be established. The Manager, Health, Safety and Wellness and the Health Centre team works closely with the Health Unit when such concerns. Communication and education protocols are put in effect per the Health Unit guidelines.</li> </ul> <p>(With the increase in International students, there has been a slight increase in cases related to Tuberculosis, as it is a disease associated outside of Canada.)</p>



	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
	<b>7. INFORMATION TECHNOLOGY</b>			

7.1	Information Technology – Data Corruption, etc.	Low	2-3	<ul style="list-style-type: none"> <li>Annual IT Audit performed by external auditors which includes: security, change management processes and documentation, account creation/modifications, duties and responsibilities of staff and Disaster Recovery Plan and review of IT Policies and Procedures.</li> <li>Daily, Weekly, Monthly disk to disk backup procedures are in place to protect critical data.</li> <li>Backup disks are kept off site with full redundancy on critical systems.</li> <li>As set out in section 3.5, Cyber and business interruption insurance has been purchased.</li> <li>Annual review of IT Polices include the following:               <ol style="list-style-type: none"> <li>Asset Management:                   <ul style="list-style-type: none"> <li>➤ Asset Control</li> <li>➤ Peripheral Devices</li> <li>➤ Maintenance</li> </ul> </li> <li>Software Licensing/Deployment:                   <ul style="list-style-type: none"> <li>➤ Software Licensing</li> <li>➤ Software Procurement</li> <li>➤ Software Deployment</li> </ul> </li> <li>Software Maintenance/Upgrades/Enhancements:                   <ul style="list-style-type: none"> <li>➤ Software Maintenance</li> <li>➤ Software – Request for Modification</li> </ul> </li> <li>Network Infrastructure:                   <ul style="list-style-type: none"> <li>➤ Network Access</li> <li>➤ Wireless Technologies</li> <li>➤ Firewall</li> <li>➤ Virtual Private Network (VPN)</li> </ul> </li> </ol> </li> </ul>
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7.1	Information Technology – Data Corruption, etc.	Low	2-3	<p>5. Web/Email:</p> <ul style="list-style-type: none"> <li>➤ User Accounts</li> <li>➤ User Names and Passwords</li> </ul> <p>6. Web Pages:</p> <ul style="list-style-type: none"> <li>➤ Acceptable Use Policy</li> <li>➤ Computing, Network Communication Resources</li> </ul> <p>7. Principles:</p> <ul style="list-style-type: none"> <li>➤ Unacceptable Uses</li> <li>➤ Discipline, Jurisdiction and Penalties</li> </ul> <p>8. Supplemental Email Use Policy</p> <p>9. Student Email Policy</p>
7.2	IT Security	High	1-3	<ul style="list-style-type: none"> <li>• IT Services reviews security resources on an ongoing basis.</li> <li>• IT policies pertaining to Security include: <ul style="list-style-type: none"> <li>a. Defining the Need for Security</li> <li>b. Security policy</li> </ul> </li> <li>• Security Processes audited annually.</li> <li>• Security investigations completed and documented as required.</li> <li>• Zero tolerance given for security breaches. <ul style="list-style-type: none"> <li>a. New firewalls have been acquired with the capability of: Intrusion detection that will not allow any IP address into the College network unless an explicit rule has been put in place.</li> <li>b. State full packet inspection as well as application analysis that will help with unwanted access to the College.</li> <li>c. Logging traffic for all users which allows the College to conduct security investigation in a more efficient manner.</li> <li>d. Locking of specified sites are handled by our security software.</li> <li>e. Minimal access is allowed for VPN (Virtual Private Network) access which requires 2 levels of authentication into the College.</li> <li>f. Student and College Administration domains are separated to prevent unauthorized access, as well Finance systems are only available internal to the College network.</li> </ul> </li> </ul>

7.2	IT Security	High	1-3	<ul style="list-style-type: none"> <li>IT Services is currently in talks with third party Security Vendor to augment security and threat monitoring.</li> <li>The College has signed a 1-year agreement with ORION, along with 12 other Colleges and 5 Universities for a shared CISO – Chief Information Security Officer. The goal of this group is to share security governance models, as well as share security threat intelligence and remediation.</li> <li>IT Services currently has 3<sup>rd</sup> party after hours monitoring of College network connectivity.</li> <li>The College is a stakeholder member of CWE (Connecting Windsor Essex), this group provides the College with additional oversight of upstream network providers.</li> </ul>
	8. CORPORATE			
8.1	PCI Compliancy	Low	2	<ul style="list-style-type: none"> <li>Payment Card Industry (PCI) Committee formed (includes VPs, IT, Registrar's Office, SCCCA, Government Electronic Tendering Service).</li> <li>Review PCI Compliancy Plan on an ongoing basis.</li> <li>Firewalls have been acquired that now conform to PCI compliancy standards.</li> <li>Removal of acceptance of credit cards for tuition payments has been in place since September 2017.</li> </ul>
8.2	Special Events/Alcohol/Pubs/Golf Course/St. Clair College Centre for the Arts	Low	1-3	<ul style="list-style-type: none"> <li>Liability Insurance.</li> <li>Smart Serve.</li> <li>Police presence at Pub Nights and special events.</li> <li>Liquor serving policies/protocols documented.</li> <li>SRC/TSI now have their own Liquor license and will no longer use the College license.</li> </ul>
8.3	Ministry Compliance/Special Projects, (CERF/Multi-Year Agreement, Special Funding, etc.)	Low	1-3	<ul style="list-style-type: none"> <li>Project Leads identified for all major projects.</li> <li>Major projects are standard agenda items on SOG Agenda to ensure compliance, and project progress (on date/on budget).</li> <li>College review and follow up prior to deadline submissions by Presidents Office.</li> </ul>
8.4	Goodwill and Reputation of St. Clair College	Low	1-3	<ul style="list-style-type: none"> <li>Identified senior manager responsible for St. Clair College media to ensure consistent messaging and build relationships with the media.</li> <li>Potential risks are discussed and reviewed at SOG.</li> <li>Monthly meetings scheduled with SRC/TSI/SAA and the SOG to ensure complaints or concerns are dealt with in a timely manner.</li> </ul>

				<ul style="list-style-type: none"> <li>• President's Office has an open door policy to encourage communication and dispute resolution.</li> <li>• Social Media is monitored and responded to in a timely fashion.</li> </ul>
8.5	Strategic Mandate Agreement Performance and Accountability (SMA2) and SMA3	Medium	1-3	<ul style="list-style-type: none"> <li>• Complying with SMA2 mandate- identified senior managers responsible and strategies in place for execution of organizational mandate.</li> <li>• Achieving metrics outlined in the SMA2 - performance measures monitored by semester/annually, as applicable, to ensure on target.</li> <li>• Establishing benchmarks in order to measure performance.</li> <li>• Ongoing communication regarding SMA2 requirements.</li> <li>• Acceptability of system-wide and institutional metrics – Provincial government consulting with stakeholders and opportunities to provide input; under review by provincially-appointed committee comprised of cross-section of key stakeholders.</li> <li>• Advocating to limit the number of metrics to be linked to funding.</li> <li>• Guidelines/criteria that assist with selecting institutional metrics and equivalent transparent approaches to selection across all colleges.</li> <li>• Outcomes that are objective, accurate and reasonably within the College's control.</li> <li>• Increased competition across College sector to maximize incentive funding - reduction or elimination of regulatory barriers that stand in the way of better outcomes.</li> <li>• Preparation and submission of SMA3 Agreement – identified senior managers responsible and plan in place to ensure alignment with strategic directions and organizational mandate and input/commitment from key stakeholders.</li> </ul>

**Appendix A - Insurance Limits**

Property

Primary = \$200,000,000 per occurrence  
Excess = \$100,000,000 per occurrence  
Total = \$300,000,000

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

Commercial General Liability

Primary = \$25,000,000 per occurrence  
Umbrella = \$15,000,000 per occurrence  
Total = \$40,000,000

Directors & Officers

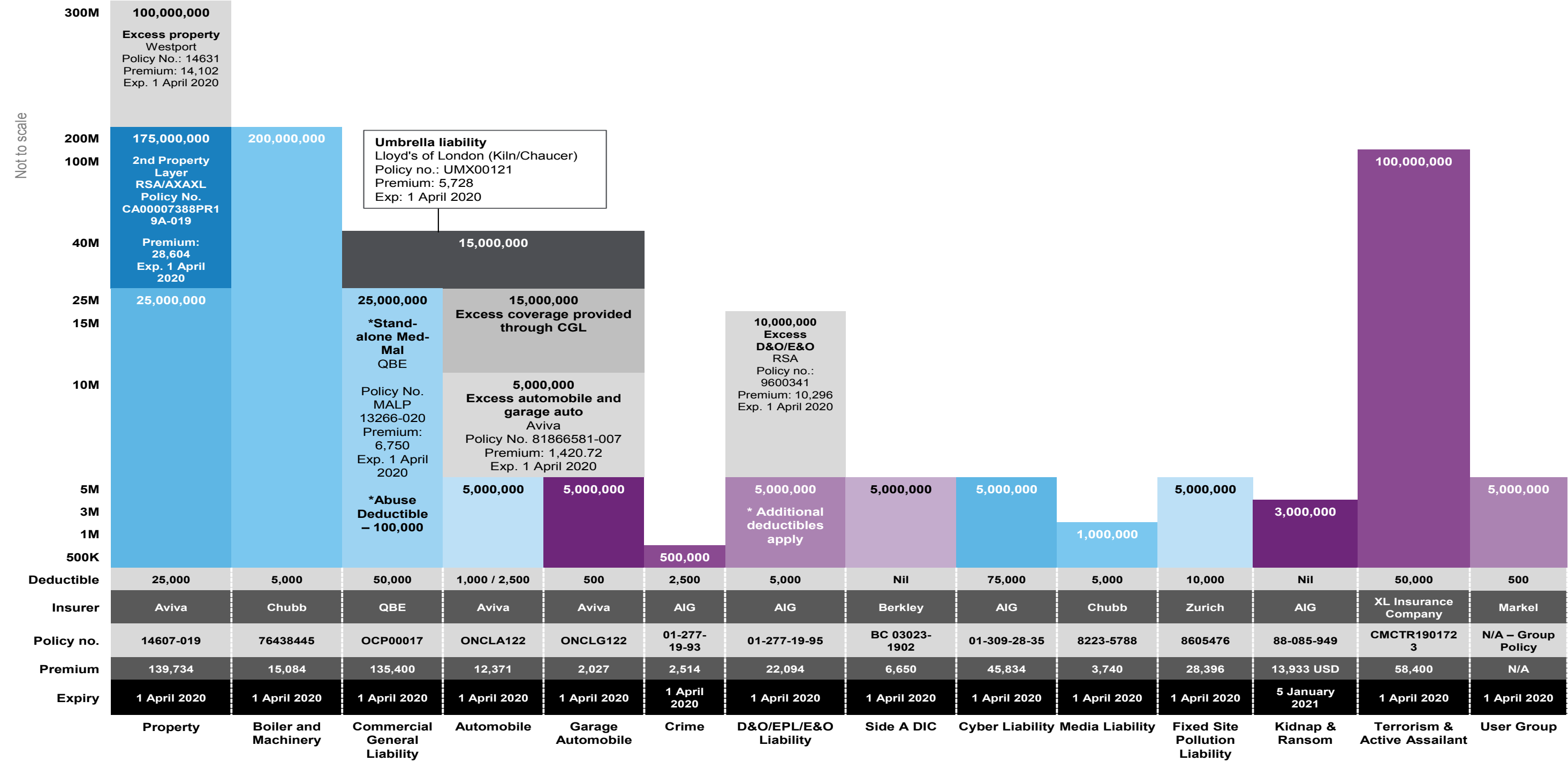
Primary = \$5,000,000 each loss  
Excess = \$10,000,000 each loss  
Total = \$15,000,000

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

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

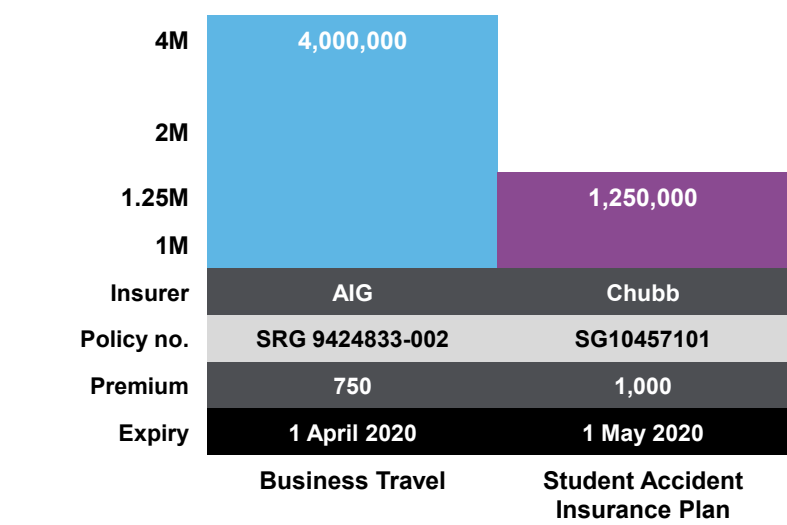
St. Clair College of Applied Arts and Technology

Property and Casualty Program Structure





Health and Benefits Program Structure



<b>POLICY TYPE:</b>	<b>Governance Process</b>	<b>NUMBER:</b>	<b>2003-8.</b>
<b>POLICY TITLE:</b>	<b>Annual Board Planning Cycle</b>	<b>DATE:</b>	<b>May 2003</b>
		<b>REVISED:</b>	<b>March 2009</b>
		<b>REVIEWED:</b>	<b>September 2019</b>

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To accomplish its job outputs with a governance style consistent with Board policies, the Board will follow the “Board Annual Work Plan” and “Event Schedule” to ensure compliance with legislation (34/03), Board Policies and Board Operating By-laws. In addition the Board will:

1. Complete a re-exploration of Ends policies annually;
2. Continually improve its performance through attention to Board education and to enrich input and deliberation; and
3. Consider proposed new or revised policy twice, first as an information item, and second as a recommendation for approval. Upon majority vote of the Board, the policy will be incorporated into the Board’s policies.

Accordingly,

1. The Board shall maintain control of its own agenda by developing an annual schedule that includes, but is not limited to:
  - a) Considered review of the Ends in a timely fashion prior to the President building a budget.
  - b) Scheduled time for consideration of information relating to the internal and external environment and exploration of future perspectives, which may have implications for the direction of the College.
  - c) Scheduled time for monitoring of the Board’s own compliance with its Governance Process policies, and for review of the policies themselves.
  - d) Scheduled time for monitoring compliance by the President with Executive Limitations policies, and for review of the policies themselves.

- e) Scheduled time for Board orientation and education.
2. Based on the outline of the annual schedule, the Board delegates to the Chair, the authority to fill in the details of the meeting content. The Board Chair in consultation with the President shall prepare the detailed agenda. Potential agenda items shall be carefully screened to ensure that they relate to the Board's job description, rather than simply reviewing staff activities. Screening questions shall include:
- a) Clarification as to whether the issue clearly belongs to the Board or the President.
  - b) Identification of what category an issue relates to: Ends, Executive Limitations, Governance Process, Board-President linkage.
  - c) Review of what the Board has already said in this category, and how the current issue is related; identification of whether the Board already dealt with the issue; of whether the issue is one level below current Board policy, or several levels lower; identification of the broadest way to address this issue so that it is still "under" the Board policy that already exists.
3. The Board shall annually establish for itself, a set of desired performance objectives related to the governance process. Review of progress towards these objectives shall form a meaningful part of each meeting agenda.

<b>POLICY TYPE:</b>	<b>Governance Process</b>	<b>NUMBER:</b>	<b>2003-9.</b>
<b>POLICY TITLE:</b>	<b>Board Standards, Procedures and Self-Policing</b>	<b>DATE:</b>	<b>May 2003</b>
		<b>REVISED:</b>	<b>January 2015</b>
		<b>REVIEWED:</b>	<b>October 2019</b>

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The Board shall institute standards and procedures as well as enforce sanctions in the endeavor to govern with excellence. These standards, procedures and methods of self-policing shall apply to participation/attendance at meetings, visibility at College functions, linkage activities with the community, speaking with one voice, and self-policing of a Board's tendency to stray from rigorous governance.

1. Governors shall make every effort to attend and participate in Board meetings. Attendance guidelines for such Board business require a member to notify the Chair of the Board, through the Secretary, in advance of the meeting of his or her inability to attend. The Board may terminate a Governorship, based on attendance record, as prescribed in the Board of Governors' Operating By-laws.
2. Governors shall make every effort to attend at least two (2) College functions during a twelve (12) month period.
3. Governors shall make every effort to attend Board linkage activities with the community, as apprised of such activities.
4. Governors shall, in all instances, speak with one voice on issues that concern the College. The Governors' sole voice shall be the Chair of the Board of Governors, or someone formally designated by the Chair who is authorized to speak on such issues.