

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held virtually on March 24, 2020 at 6:45 p.m., from the President's Board Room #342, Windsor, ON

PRESENT:

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

Also Present:

Ms. K. Adams, Board Secretary
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. M. Jones, Vice President, Finance & Chief Financial Officer
Mr. R. Seguin, Vice President, International Relations, Training & Campus Development
Mr. J. Sirianni, Vice President, Human Resources, Safety & Facilities Management

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

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

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

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

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

2.0 **Approval of the Minutes of the Full Board meeting held on Tuesday, February 25, 2020 in Windsor, ON**

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

RESOLVED THAT the Board of Governors approve the Full Board minutes of the February 25, 2020 meeting.

3.0 **Constituent Reports**

Ms. Jammu-Taylor informed the Board that as the meeting was being held virtually, there would be no constituent reports.

4.0 **President's Report**

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

The President stated that a copy of the President's Report was distributed electronically and has been posted to the portal. The report is attached as Item #4.1.

The President stated that the media report was sent out electronically, has been posted on the Board portal and is attached.

5.0 **Consent Agenda**

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

- 5.1 Increase Enrolment – Determine Appropriate Size of International Enrolment and Appropriate Program Mix.
- 5.2 Support Student Success – Document an Inventory of Current Events and Expand Outreach by Adding New Initiatives and Opportunities for Student Engagement.
- 5.3 Support Student Success – Maintain and Report on Athletic Performance Indicators (APIs) that Align with Academic/Corporate Priorities.
- 5.4 Development of Human Resources – Staff Development with a Focus on Academic Quality and Student Success.
- 5.5 Development of Human Resources – Succession Planning

RESOLVED THAT the Board of Governors receive and approve the contents of the March 24, 2020 Consent Agenda, as presented.

6.0 **APPROVAL ITEMS**

6.1 2020-2021 Budget Presentation

The 2020-2021 Financial Plan report was included in the Full Board agenda. The proposed 2020-2021 Financial Plan report included the following financial information:

1. Statement of Operations Budget
2. Statement of Financial Position Projection
3. Non-Committed Cash Projection
4. Financial Sustainability Metrics
5. Student Fee Structure: 2020-2021 Academic Year

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the 2020-2021 Financial Plan.

Mr. Jones PowerPoint presentation is attached as Item #6.1.

6.2 2020-2025 Strategic Directions

The draft 2020-2025 Strategic Directions were included in the Full Board agenda.

The Strategic Directions align the six pillars of the College; Academic Excellence, Students, Community Engagement, Human Resources, Facilities Enhancement and Financial Health and Sustainability, with the foundational principles; Mission, Vision and Values to achieve the goal for St. Clair College to “Rise Above the Ordinary”.

The Strategic Directions for April 1, 2020 to March 31, 2025 consist of 18 goals, 32 objectives and 46 clearly defined measurables, and align the College to meet the established commitments of the Strategic Mandate Agreement 3 (SMA3).

After a brief discussion it was

RESOLVED THAT the Board of Governors approve the 2020-2025 Strategic Directions.

7.0 INFORMATION ITEMS

7.1 Audit Committee Report

- The Audit Committee meeting was held on Monday, March 2, 2020.
- The Audit Committee discussed and is recommending the formation of an Ad Hoc Committee.
- The Ad Hoc Committee would include the Board Chair, Vice Chair, Vice President and Chief Financial Officer, an external member and interested Board members.
- The Ad Hoc Committee would undertake the following duties:
 - A complete review of the financial management of College funds.
 - Creation of an investment strategy for the Restricted Internal Reserve fund.
 - Full review and policy development regarding operating reserves and endowments.
 - Issue a Request for Proposal (RFP) for a money management service.
 - Review and create a strategy to reduce the College's Deferred Maintenance.
 - Creation of an Active Management Plan potentially with the assistance of an outside firm.
- Mr. Sovran requested that any Board members who are interested in serving on the Ad Hoc Committee contact him.

8.0 POLICY REVIEW

8.1 Policy 2003-11 – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of Policy 2003-11, as presented.

8.2 Policy 2003-12 – 1st Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of Policy 2003-12, as presented.

8.3 Policy 2003-4 – 1st Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of Policy 2003-4, as presented.

8.4 Policy 2003-4.1 – 1st Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of Policy 2003-4.1, as presented.

8.0 Date of the Next Meeting

8.1 The next meeting is scheduled for Tuesday, April 28, 2020 at the Chatham Campus.

The Full Board meeting adjourned at 6:55 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

480th FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, March 24, 2020

TIME: 6:30 p.m. – Meeting

PLACE: President’s Board Room #342

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

AGENDA

- 1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST
- 2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON FEBRUARY 25, 2020 IN WINDSOR, ON
- 3.0 CONSTITUENT REPORTS
- 4.0 PRESIDENT’S REPORT
(Policy – Executive Limitations Communication & Counsel #2003-21)

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

- 5.0 CONSENT AGENDA
 - 5.1 Increase Enrolment – Determine Appropriate Size of International Enrolment and Appropriate Program Mix

Information Item – Administration has provided a report on Strategic Direction #2 – Students (Success, Grad Rate, Entrepreneurial, International) – Development of a five-year enrolment plan for 2020-2025, attached as [Item #5.1](#).

- 5.2 Support Student Success – Document an Inventory of Current Events and Expand Outreach by Adding New Initiatives and Opportunities for Student Engagement

Information Item – Administration has provided a report on Strategic Direction #2 – Students (Success, Grad Rate, Entrepreneurial, International) – Continue to Increase “Campus Life” activities by three events per year, attached as [Item #5.2](#).

- 5.3 Support Student Success – Maintain and Report on Athletic Performance Indicators (APIs) that Align with Academic/Corporate Priorities

Information Item – Administration has provided a report on Strategic Direction #2 – Students (Success, Grad Rate, Entrepreneurial, International) – Collective Varsity GPA, scholarship achievement rate, departmental win/loss record, provincial/national recognition hits and increased athletic department revenue, attached as [Item #5.3](#).

- 5.4 Development of Human Resources – Staff Development with a Focus on Academic Quality and Student Success

Information Item – Administration has provided a report on Strategic Direction #4 – Human Resources (Efficiency and Effective) – Continuation of staff orientation, initiatives through the CAE to support the development of part-time faculty, 1% of budget allocated for staff development and the creation of a Human Resources Plan to support the five-year Enrolment plan, attached as [Item #5.4](#).

- 5.5 Development of Human Resources – Succession Planning

Information Item – Administration has provided a report on Strategic Direction #4 – Human Resources (Efficiency and Effective) – Development of a detailed succession plan and eligible retirement dates for key positions, attached as [Item #5.5](#).

6.0 APPROVAL ITEMS

- 6.1 2020-2021 Budget Presentation

Approval Item – Administration will present the 2020-2021 Budget to the Board for approval, attached as [Item #6.1](#).

- 6.2 2020-2025 Strategic Directions

Approval Item – Administration will provide the Board with the Strategic Directions: April 1, 2020 – March 31, 2025, attached as [Item #6.2](#).

7.0 INFORMATION ITEMS

7.1 Audit Committee Report

Information Item – The Chair of the Audit Committee will provide the Board with an update regarding the meeting held on Monday, March 2, 2020.

8.0 POLICY REVIEW

8.1 Policy 2003-11 – 2nd Reading

Approval Item – The Board will review policy 2003-11 for 2nd reading, attached as [Item #8.1](#).

8.2 Policy 2003-12 – 1st Reading

Approval Item – The Board will review policy 2003-12 for 1st reading, attached as [Item #8.2](#).

8.3 Policy 2003-4 – 1st Reading

Approval Item – The Board will review policy 2003-4 for 1st reading, attached as [Item #8.3](#).

8.4 Policy 2003-4.1 – 1st Reading

Approval Item – The Board will review policy 2003-4.1 for 1st reading, attached as [Item #8.4](#).

9.0 DATE OF THE NEXT MEETING

9.1 The next meeting is scheduled for Tuesday, April 28, 2020 at the Chatham Campus.



ST. CLAIR

C O L L E G E

TO: THE BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 24, 2020

RE: STRATEGIC DIRECTIONS UPDATE – DETERMINE APPROPRIATE SIZE OF INTERNATIONAL ENROLMENT AND APPROPRIATE PROGRAM MIX

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

AIM:

To provide the Board with an update on the Strategic Directions #2 – Determine appropriate size of International enrolment and appropriate program mix.

Goal	Objective	Measure	Deadline
Increase Enrolment.	Determine appropriate size of International enrolment and appropriate program mix.	Development of a five-year enrolment plan for 2020-2025.	Annually.

BACKGROUND:

The Senior Operations Group has developed a five-year plan to determine the appropriate enrolment of international students for all campuses of St. Clair College including: Windsor, Downtown (St. Clair College Centre for the Arts, MediaPlex, One Riverside Drive), Chatham and Ace Acumen (Toronto).

This detailed plan was developed in conjunction with the Academic Chairs and the Associate Vice Presidents by Program/Academic Achievement Levels (AAL)/Semester while considering the interests and seat availability of the domestic students.

Other factors including SMA3, academic space, the provision of student services, faculty labour supply and international agent performance were also considered in the development of this plan.

International Enrolment Plan

Windsor-Chatham Locations

5 Year Enrolment Plan for the Fall Semester as of February 14, 2020															
Campus	2020			2021			2022			2023			2024		
	Dom	Int	Total	Dom	Int	Total	Dom	Int	Total	Dom	Int	Total	Dom	Int	Total
Main	5,912	2,305	8,217	6,244	2,945	9,189	6,399	3,054	9,453	6,469	3,016	9,485	6,475	3,230	9,705
SCCA	581	304	885	590	322	912	571	368	939	555	368	923	557	334	891
MediaPlex	164	128	292	174	122	296	180	121	301	180	121	301	180	121	301
1 Riverside	50	1,722	1,772	69	649	718	69	674	743	69	668	737	69	649	718
Chatham	976	323	1,299	979	334	1,313	960	334	1,294	972	334	1,306	972	334	1,306
Total	7,683	4,782	12,465	8,056	4,372	12,428	8,179	4,551	12,730	8,245	4,507	12,752	8,253	4,668	12,921

Windsor-Chatham Programs

5 Year International Enrolment Plan by School/Program Mix					
School	2020	2021	2022	2023	2024
Business and Information Technology	3014	2531	2595	2502	2623
Community Studies	94	69	73	76	78
Engineering Technologies	635	669	718	764	836
Health Sciences	42	40	40	40	40
Media Art and Design	518	564	614	614	580
School of Nursing	30	27	35	35	35
Apprentice and Trades - Industrial/Transportation	54	67	71	71	71
Apprentice and Trades - Construction/Service	72	71	71	71	71
Academic Studies Chatham-Kent	323	334	334	334	334
Total	4,782	4,372	4,551	4,507	4,668

Ace Acumen Academy - Toronto

PCPP - Acumen - 5 Year International Enrolment Plan - Fall Semester					
Campus	2020	2021	2022	2023	2024
North York	1,800	1,800	2,100	2,400	2,400
Mississauga	1,200	1,200	1,400	1,600	1,600
Total	3,000	3,000	3,500	4,000	4,000

*Compliant with Committee of Presidents (COP) MOU on GTA maximums.

Private College – Public Partnership – Outside Ontario

PCPP - Outside of Ontario - 5 Year International Enrolment Plan - Fall Semester					
	2020	2021	2022	2023	2024
Total	3,017	4,017	3,517	3,017	3,017

Total International Capacity

St. Clair College - 5 Year International Enrolment Plan - Fall Semester						
		2020	2021	2022	2023	2024
SMA3 Submission	Total	10,799	11,389	11,568	11,524	11,685

*The above represents the total international capacity as per the St. Clair College's SMA3 submission.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction # 2 as it pertains to determining the appropriate size of International enrolment and appropriate program mix.



ST. CLAIR

COLLEGE

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 24, 2020

RE: STRATEGIC DIRECTIONS UPDATE – STUDENTS (SUCCESS, GRAD RATE, ENTREPRENEURIAL, INTERNATIONAL) – SUPPORT STUDENT SUCCESS - CAMPUS LIFE ACTIVITES.

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

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 documentation of an inventory of current student engagement events.

Goal	Objective	Measure	Deadline
Support Student Success	Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.	Continue to increase “Campus Life” activities by 3 events per year.	Annually.

BACKGROUND:

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. The 2018-19 inventory served as a baseline and was to

be expanded annually by adding three new events in collaboration with the Student Representative Council (SRC), Student Athletic Association (SAA) and Thames Students Incorporated (TSI).

Below is a list of “Campus Life” activities offered to students during 2018-2019 which served as a baseline for the Strategic Directions for 2019-2020:

- Suicide Prevention Awareness Week and Walk.
- Saints Gaming Live, Windsor SportsPlex.
- Alumni and Friends Family Fun Days.
- Blood Donor Clinics.
- Get Swabbed Events.
- Cedar Point Trips.
- Annual Polar Plunges.
- De-stress Week Activities.
- Student Foodbanks.
- All Saints Day at Woodland Hills Golf Course.
- Therapy Dog Events.
- Attending Professional Sports Games-Detroit Pistons, Detroit Tigers.
- Mental Health Week Activities.
- Children’s Christmas Parties.

Below is a listing of the new annual events which were provided to our students from the Student Representative Council (SRC), Student Athletic Association (SAA), Thames Students Incorporated (TSI) and St. Clair College, achieving eleven new events in 2019-2020.

SRC

1. In the Fall, SRC hosted an outing for Ace Acumen Academy students at the North York campus. Students were provided with transportation and tours of the CN Tower and Ripley's Aquarium of Canada in Downtown Toronto. The international students were amazed at both the iconic tourist attractions.
2. In October, SRC began the SAFE WALK program which is a service for students and staff to be escorted to their parked vehicles. The SRC provides training for students in safety procedures and regulations so they can walk any student or staff to their vehicles at the main campus in South Windsor or those who are at the Downtown Windsor campus. There are currently 60 trained individual volunteers in the program.
3. In November, over 500 students and guests from the community enjoyed “An Evening with Antoni Porowski”. Antoni Porowski is a Polish Canadian television personality, actor, chef and model. He is known for his role as the food and wine expert on the Emmy award-winning Netflix series Queer Eye. The event was held in the Student Life Centre and was the focal event for the 2019 Pride Week

celebration. The event was hosted by College alumnus Dan MacDonald from AM800 CKLW Radio and featured a cooking demonstration, conversation and questions and answers with Antoni. Audience members were also able to purchase Porowski's first cookbook, "Antoni In The Kitchen".

SAA

4. In August, the SAA held a two-day campus cricket competition at Windsor's Jackson Park. The tournament was called the "First Annual Cross Campus Cricket Cup" There were teams representing all the St. Clair College family. Teams were made up of students representing our Downtown Windsor Campus, South Windsor Campus, Chatham Campus and Toronto Campus.
5. In September, students participated in a five-day cricket tournament. The Canadian College Cricket Championships were held in King City, Ontario. Players, students and fans attended and cheered our team on to the semifinals. This was the first national tournament that St. Clair College participated in competing with other colleges and universities.
6. In November, the SAA hosted a one-day fundraising volleyball tournament inviting students to join a team to play for prizes while raising funds for the new Sports Park.

TSI

7. In September, TSI introduced a weekly "Monday Farmers Market" where local businesses set up in the Faas Student Centre to share goods and services that they offer in our community.
8. In October, TSI hosted an event, "Walk a Mile in Her Shoes" to support an end to domestic violence and abuse. Powerline, Paramedic and Nursing students all participated by walking a mile around the Chatham Campus in red high heel shoes. Joining our students were Chatham-Kent Police Chief, Chatham-Kent Mayor and various business and community leaders. This event was in collaboration with the Chatham-Kent Women's Centre. Our students raised \$11,000 towards this cause.
9. In November, TSI hosted a "Real Campus Tour" during Mental Health Week. This tour provided resources for students to feel comfortable and safe to share their feelings, stories and emotions with other students anonymously. This event was facilitated by Real Campus, who is the College's resource for mental health and counselling. Their goal is to provide therapy and wellness for our students.

After the students completed this activity on day one, coordinators from Real Campus looked at the posts and provided aliases and posted answers or suggestions to what was written. These answers and positive messages were

then shared all week on College TV's rotating for all to see. There was also a table set up all week with pamphlets and texting information for all those needing to reach out for conversations with Real Campus workers.

ST. CLAIR COLLEGE

10. In December, the College provided a \$10 voucher during exam week as a student thank-you/engagement initiative. Students were able to redeem the vouchers at any College food outlet at our Windsor and Chatham campuses.
11. In February, the College Senior Operations Group provided a free pancake breakfast to students at all campuses in Windsor and Chatham on "Fat Tuesday" and paczkis at our Toronto campus.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #2 as it relates to documenting an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.



ST. CLAIR

C O L L E G E

TO: THE BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 24, 2020

RE: STRATEGIC DIRECTIONS UPDATE – MAINTAIN AND REPORT ON ATHLETIC PERFORMANCE INDICATORS (API'S) THAT ALIGN WITH ACADEMIC/CORPORATE PRIORITIES

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

AIM:

To provide the Board with an update on the Strategic Directions (2019 – 2020). This update pertains to Strategic Direction # 2 – Support Student Success regarding the commitment to maintain and report on Athletic Performance Indicators (API's) that align with academic/corporate priorities. Specific details include the following:

Goal	Objective	Measure	Deadline
Support Student Success.	Maintain and report Athletic Performance Indicators (API's) that align with academic/corporate priorities.	1. Collective Varsity GPA. 2. Scholarship Achievement rate. 3. Departmental Win/Loss Record. 4. Provincial/National recognition indicator. 5. Increased athletic department revenue.	March 2020.

BACKGROUND:

The St. Clair College Athletics Department has designed and implemented a set of performance indicators that enable the College to measure the academic and athletic achievements of its varsity athletic program.

Five metrics have been developed and are currently used by staff as a basis for improving performance:

Performance Indicator	Result 2019-20
1. Varsity Grade Point Average.	2.73
2. Scholarship Achievement Rate.	80%
3. Departmental Win/Loss Record.	104 - 56 - 3
4. Provincial/National Recognition.	P66 N28
5. Revenue.	\$2,212,015

In summary, the API results indicate that:

- Our 169 varsity athletes had a collective grade point average of 2.73.
- 80 percent of our varsity athletes passed every course they took and maintained a minimum grade point average of 2.0, achieving the requirement to receive a \$1,250 athletic scholarship per sport semester.
- In athletic competition, the Saints achieved 104 wins and 56 losses – a very high winning percentage.
- In 2019-20 (year to date), Saints teams were ranked provincially (66 times) and nationally (28 times), for a total of 94 recognized rankings.
- The various departments/programs comprising Saints Athletics brought in revenue totaling \$2,212,015.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction # 2 as it pertains to maintain and report on Athletic Performance Indicators (API's).



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 24, 2020

RE: STRATEGIC DIRECTIONS UPDATE – HUMAN RESOURCES (EFFICIENCY & EFFECTIVENESS) – STAFF DEVELOPMENT WITH A FOCUS ON ACADEMIC QUALITY AND STUDENT SUCCESS.

**SECTOR: HUMAN RESOURCES
JOE SIRIANNI, V.P. HUMAN RESOURCES, SAFETY & FACILITIES
MANAGEMENT**

AIM:

To provide the Board with an update on the Strategic Directions (2019 – 2020). This update pertains to Strategic Direction #4 – Human Resources (Efficiency and Effectiveness) regarding staff development. Specific details include the following:

Goal	Objective	Measure	Deadline
Development of our Human Resources.	Staff Development with a focus on academic quality and student success.	1. Continuation of staff orientation (part-time/full-time academic and non-academic). 2. Initiatives through the Centre for Academic Excellence to support the development of part-time faculty as it pertains to teaching and learning. 3. 1% of Budget allocated for staff development. 4. Creation of a Human Resources Plan to support the five-year Enrolment Plan.	March 2020.

1. To support Strategic Direction #4, Human Resources holds employee onboarding (orientation) for all new employees to the College on a monthly basis. The Human Resources department launched the new employee orientations this fiscal year. The orientation session introduces new employees to St. Clair College's Vision, Mission, Values and culture. In addition, these sessions are important to explain roles, responsibilities, expectations and rights to the employees. Such orientations have taken on a greater importance due to the large number of retirements that we have recently experienced and will continue to experience over the next few years.

In addition to the employee onboarding (orientation), Human Resources has assumed responsibility for the entire recruiting cycle including job requisition, job posting, screening, interviewing and selection of all part-time faculty for all schools (except Nursing).

These two initiatives also align with the Human Resources department's internal mandate of striving to; ***“Serve, Support, and Strengthen Our Team”***.

2. The Centre for Academic Excellence (CAE) offers several professional development and orientation activities.
 - a) An orientation in Teaching & Learning (T&L) is offered for new part-time and full-time faculty. The purpose of the T&L training is to introduce the basics of good teaching practice along with introducing participants to semester planning, lesson planning, and assessment strategies. All new part-time faculty are required to participate upon the commencement of their employment with the College. New full-time faculty are also required to participate in a one-week onboarding orientation immediately after their CEDP residency.
 - b) The College Educators' Development Program (CEDP) is a faculty training program offered jointly by the six Western Ontario colleges of which St. Clair College is an active participant. CEDP is a fully outcome-based, assessed learning experience for faculty. Through the use of online modules, short residencies and applied learning activities (e.g. faculty mentors, teaching portfolios, and teaching circles), participants obtain a thorough grounding in Outcome-Based Education, MCU standards, course and lesson planning, classroom management, integration of teaching with technology, effective assessment practices, and professional development strategies. Newly hired full-time members of faculty are required to complete CEDP as part of their letter of employment.
 - c) All new full-time faculty participate in a formal mentoring program. In addition, the mentoring program is open to all faculty who request it.
 - d) To support part-time faculty, the CAE in conjunction with the Continuing Education Department is relaunching the Instructional Skills Workshop (ISW) program. The ISW program is an intensive three (3) day nationally recognized professional development activity that enhances the teaching effectiveness of both new and experienced educators. The focus of the ISW program is on lesson plan development and delivery.

- e) Each June the CAE holds the Faculty Recharge and Reboot Day. This one-day conference offers faculty a chance to participate in both learning workshops and wellness activities. Faculty are encouraged to present at this event as well.
 - f) March and Spring workshops are offered every year to all full-time and part-time faculty. Topics include lesson planning, curriculum design, course development, effective assessment strategies, Essential Employability Skills and quality assurance.
3. Existing staff are eligible to participate annually 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. To date, staff have utilized over 74% of the budget that was allocated towards continual staff development. The Professional Development budget for 2019-2020 is \$ 556,917 (1% of Budget).

In addition to the professional development training the College also offers the following training and development initiatives:

- a) Tuition Reimbursement.
 - b) In House Service Training.
 - c) Legislative Training.
 - d) Coordinators Training.
 - e) Strategic Credential Upgrading (PHD & Masters).
4. As a result of the College developing a five-year Enrolment Plan, the Senior Operations Group is in the process of developing a human resource plan to aid in meeting this projected growth.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #4 as it pertains to the Development of our Human Resources and staff development with a focus on academic quality and student success.



ST. CLAIR

COLLEGE

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 24, 2020

RE: STRATEGIC DIRECTIONS UPDATE – HUMAN RESOURCES (EFFICIENCY & EFFECTIVENESS) - DEVELOPMENT OF OUR HUMAN RESOURCES WITH A FOCUS ON SUCCESSION PLANNING.

**SECTOR: HUMAN RESOURCES
JOE SIRIANNI, V.P. HUMAN RESOURCES, SAFETY & FACILITIES
MANAGEMENT**

AIM:

To provide the Board with an update on the Strategic Directions (2019 – 2020). This update pertains to Strategic Direction #4 – Human Resources (Efficiency and Effectiveness) regarding staff succession planning. Specific details include the following:

Goal	Objective	Measure	Deadline
Development of our Human Resources.	Succession planning.	Development of a detailed succession plan and eligible retirement dates for key positions.	March 2020.

BACKGROUND:

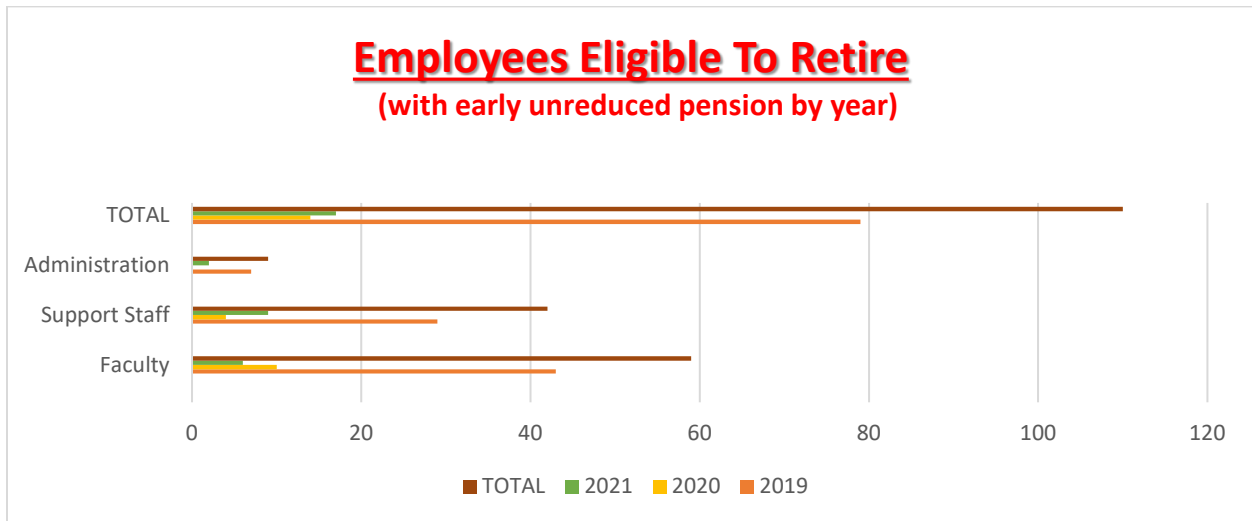
Human Resources has aided in the development of a Talent Management Policy (TMP) and procedure with a focus on succession planning. The TMP was developed recognizing that changes in critical positions are inevitable and maintaining continuity in leadership, operational stability and avoiding costly vacancies in key positions is critical to operational success.

Through succession planning, the College continues to build a leadership pipeline/talent pool to ensure leadership continuity and develop potential successors in ways that best fit their strengths while maximizing institutional resources and organizational stability.

During the period between Fiscal 2017 through Fiscal 2019, 66 net new positions were created, and 162 replacements occurred due to retirements, employee leaves and movement. These changes resulted in 35% of staff occupying a new position as well as new hires.

We expect that this trend will continue in the foreseeable future. Our data indicates that 17.4% of current staff will be eligible to retire by fiscal 2021/2022.

On an ongoing basis, since the creation of the Talent Management Policy (TMP), the College reviews eligible retirements and incorporates informal and formal planning focusing on critical positions to ensure operational continuity.



These statistics emphasize a greater importance on planned training of organizational resources and staff development.

One such tool to aid in these training initiatives is the continual development of desk manuals for critical positions. These desk manuals ensure that training is delivered consistently and continues to meet the quality expectation of the College. Human Resources maintains all desk manuals.

Another tool the College has developed is Standard Operating Procedures (SOP). SOP's serve as the first point of introduction for new team members once the HR training and onboarding is completed. They aim to achieve efficiency, quality output and uniformity of performance, while reducing miscommunication and failure to comply with College standards. The development and use of SOPs are an integral part of the College's quality system as it provides individuals with the information to perform a job properly and facilitates consistency in the quality and integrity of the services provided. Utilizing SOPs are a measure to help ensure that crucial tasks will still be completed even when employees change roles or leave the College.

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.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #4 as it pertains to the Development of our Human Resources with a focus on Succession planning.



TO: THE BOARD OF GOVERNORS
FROM: PATRICIA FRANCE, PRESIDENT
DATE: MARCH 24, 2020
RE: 2020-2021 FINANCIAL PLAN REPORT
SECTOR: FINANCE
MARC JONES, VICE PRESIDENT & CHIEF FINANCIAL OFFICER

AIM:

To obtain Board approval for the 2020-2021 Financial Plan Report.

BACKGROUND:

The proposed 2020-2021 Financial Plan Report incorporates the following financial information:

1. Statement of Operations Budget
2. Statement of Financial Position Projection
3. Non-Committed Cash Projection
4. Financial Sustainability Metrics
5. Student Fee Structure: 2020-2021 Academic Year

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the 2020-2021 Financial Plan Report.

STATEMENT OF OPERATIONS BUDGET

EXECUTIVE SUMMARY (Schedule I)

The purpose of the Financial Plan Report is to highlight the operating plan for the next fiscal year to the Board of Governors. The Financial Plan Report is consistent with the operational requirements and capital expenditures framework of the current Strategic Directions.

The Mid-Year Review 2019-20 budget approved by the Board on November 26, 2019 provided for a surplus position of \$11,134,000. The Statement of Operations Budget for 2020-21 is projecting a surplus of \$25,366,000, representing an increase of \$14,232,000 over the Mid-Year Review 2019-20 budget.

The projection for total operating and ancillary revenue for 2020-21 is \$267,759,000, representing an increase of \$58,263,000 or 28% over the Mid-Year Review 2019-20 budget of \$209,496,000.

The projection for total operating and ancillary expenditures for 2020-21 is \$242,393,000 representing an increase of \$44,031,000 or 22% over the Mid-Year Review 2019-20 budget of \$198,362,000.

CHANGES TO REVENUE (Schedule II)

The following highlights the major changes in revenue compared to the Mid-Year Review 2019-20 budget:

- Total MCU Operating Grants decreased by \$3,838,000 or 9% of the Mid-Year Review 2019-20 budget primarily due to the following:
 - Increase in the International Student Recovery program due to planned higher international student enrolment.
 - Appropriate planning to reflect 2020-21 being the first year of SMA3 performance based funding.
- Total Contract Income is consistent with the Mid-Year Review 2019-20 budget. Some variances include the following.
 - Increase in Apprenticeship and School College Work Initiative funding.
 - Decrease in Employment Ontario and Second Career funding.

- Total Tuition revenue increased by \$44,743,000 or 40% of the Mid-Year Review 2019-20 budget due to the following:
 - Increase in domestic post-secondary tuition revenue of \$900,000 or 2%, based on an enrolment projection of 7,595 domestic students. This is consistent with the Day 10 Fall 2019 enrolment of 7,552, and includes the frozen tuition mandated byMCU.
 - Increase in international post-secondary tuition revenue of \$10,250,000 or 15% based on an enrolment projection of 4,790 international students. This is a planned increase of 14% or 602 students from the Day 10 Fall 2019 enrolment of 4,188, and includes an average tuition fee increase of 3%.
 - Increase in Public College Private Partnership (PCPP) revenue of \$33,664,000 or 188% based on an enrolment projection of 3,000 international students. This is a planned increase of 178% or 1,923 students from the Day 10 Fall 2019 enrolment of 1,077, and includes an average tuition fee increase of 3%.
- Total “Other” income increased by \$16,389,000 or 53% of the Mid-Year Review 2019-20 budget due to the following:
 - Increase in Acumen revenue of \$11,712,000 due to enrolment growth that began with the Winter 2020 semester.
 - Increase in Investment Income of \$1,300,000 due to higher cash and temporary investment balances associated with International and PCPP tuition revenue.
 - Increase in Divisional Income of \$3,158,000 primarily due to higher international health insurance plan fees resulting from increased international studentenrolment.

CHANGES TO EXPENDITURES (Schedule III)

The following highlights the major changes in expenditures compared to the Mid-Year Review 2019-20 budget:

- Total Salaries & Benefits increased by \$1,445,000 or 2% of the Mid-Year Review 2019-20 budget due to the following:
 - Increase in Administrative Full-Time salaries: \$259,000
 - Increase in Administrative Part-Time salaries: \$288,000
 - Increase in Faculty Full-Time salaries: \$1,725,000
 - Decrease in Faculty Part-Time salaries: \$1,605,000

- Increase in Support Full-Time salaries: \$347,000
- Increase in Support Part-Time salaries: \$160,000
- Increase in Fringe Benefits of \$271,000 due to the above salary increases and rising benefit costs.
- Total Non-Salary Expenditures increased by \$41,612,000 or 45% of the Mid-Year Review 2019-20 budget is primarily due to the following:
 - Increase in Contracted Educational Services: \$36,149,000
 - Increase in Contracted Services Other: \$2,544,000
 - Increase in Insurance: \$1,971,000
 - Increase in Amortization: \$1,957,000

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

The total Ancillary Operations surplus is consistent with the Mid-Year Review 2019-20 budget due to the following:

- Higher surpluses from the Windsor Residence and Parking Operations, which is mostly offset by higher deficits at the St. Clair College Centre for the Arts and Varsity Sports.

KEY ASSUMPTIONS FOR TWO YEAR FORECAST

Similar to the 2019-20 Financial Plan Report, Administration has included a two-year forecast for its 2020-21 budget. The two year forecast is included in the Statement of Operations, Schedules I to IV. The following are the key assumptions used to create the two year forecast:

- Revenues:
 - MCU Operating Grants remain consistent overall but reflect the annual reallocation of funding between the enrolment and differentiation envelopes.
 - Contract Income remains consistent, with the potential removal of the Second Career grant.
 - Total Tuition changes as follows:
 - Domestic tuition remains static as it is unknown whether or not the Ministry will remove the tuition freeze.
 - Increasing International and PCPP tuition to reflect average annual tuition increase of 3% and enrolment growth.
 - Other Income remains consistent, with the exception of Acumen revenue.
- Expenditures:
 - Total Salaries and Benefits increase due to compensation adjustments, collective bargaining agreement settlements, and rising benefit costs.
 - Non-Salary expenditures increase due to inflation, agent commissions to support international recruitment, and contracted educational services as a result of flowing funds to our PCPP.

SCHEDULE I

St. Clair College of Applied Arts and Technology Statement of Operations Summary: 2020-21 (\$ in 000's)					
	A MYR Income Statement 2019-20 \$	B Budget Income Statement 2020-21 \$	B - A Variance \$	Forecast	
				Income Statement 2021-22 \$	Income Statement 2022-23 \$
REVENUE					
MCU Operating Grants	42,907	39,069	(3,838)	40,949	40,449
Contract Income	12,454	12,444	(10)	12,194	12,194
Tuition	112,911	157,654	44,743	169,814	184,627
Other	30,701	47,091	16,389	48,143	51,542
Total Operating Revenue	198,973	256,258	57,284	271,100	288,812
Total Ancillary Revenue	10,522	11,501	979	11,514	11,604
TOTAL REVENUE	209,496	267,759	58,263	282,614	300,415
				28%	
EXPENDITURES					
Salaries & Benefits	96,063	97,508	1,445	99,035	100,570
Non Salary Expenditures	92,889	134,502	41,612	146,524	162,544
Total Operating Expenditures	188,952	232,010	43,058	245,559	263,114
Total Ancillary Expenditures	9,410	10,383	973	10,479	10,577
TOTAL EXPENDITURES	198,362	242,393	44,031	256,038	273,690
				22%	
TOTAL SURPLUS / (DEFICIT)	11,134	25,366	14,232	26,576	26,725

SCHEDULE II

St. Clair College of Applied Arts and Technology Statement of Revenue: 2020-21 (\$ in 000's)						
	A MYR Income Statement 2019-20 \$	B Budget Income Statement 2020-21 \$	B - A Variance \$		Forecast	
					Income Statement 2021-22 \$	Income Statement 2022-23 \$
REVENUE						
Enrolment Envelope: see note 1	42,767	31,306	(11,461)		29,417	24,927
Differentiation Envelope: see note 2	2,216	11,446	9,231		15,716	20,206
Special Purpose / Other Grants: see note 3	(2,076)	(3,684)	(1,608)		(4,184)	(4,684)
Total MCU Operating Grants	42,907	39,069	(3,838)	-9%	40,949	40,449
Apprenticeship	3,680	3,791	111		3,791	3,791
Canada Ontario Jobs Grant	560	560	-		560	560
Employment Ontario	3,186	3,079	(107)		3,079	3,079
Youth Job Connection	1,354	1,337	(16)		1,337	1,337
Literacy & Basic Skills	1,386	1,386	-		1,386	1,386
School College Work Initiative	1,731	1,975	245		1,975	1,975
Second Career	420	250	(170)		-	-
Other: see note 4	138	65	(73)		65	65
Total Contract Income	12,454	12,444	(10)	0%	12,194	12,194
Post Secondary - Domestic	24,100	25,000	900		25,000	25,000
Post Secondary - International	68,750	79,000	10,250		81,370	83,811
Post Secondary - PCPP	17,926	51,590	33,664		61,380	73,752
Continuing Education	2,135	2,064	(71)		2,064	2,064
Total Tuition	112,911	157,654	44,743	40%	169,814	184,627
Investment Income	3,200	4,500	1,300		4,500	4,500
Contract Training	324	450	127		450	450
International Projects	1,014	450	(564)		450	450
Acumen	7,000	18,712	11,712		20,394	23,793
Other: see note 5	1,880	1,939	59		1,939	1,939
Technology Access Fee	630	630	-		-	-
Divisional Income	11,079	14,237	3,158		14,237	14,237
Amortization of DCC	5,575	6,172	597		6,172	6,172
Total Other	30,701	47,091	16,389	53%	48,143	51,542
Total Revenue Before Ancillary	198,973	256,258	57,284		271,100	288,812
Ancillary Revenue	10,522	11,501	979	9%	11,514	11,604
TOTAL REVENUE	209,496	267,759	58,263	28%	282,614	300,416

SCHEDULE III

**St. Clair College of Applied Arts and Technology
Statement of Expenditures: 2020-21
(\$ in 000's)**

EXPENDITURES	A	B	B - A Variance		Forecast	
	MYR	Budget			Income	Income
	Income Statement 2019-20 \$	Income Statement 2020-21 \$			Statement 2021-22 \$	Statement 2022-23 \$
Administrative: Full-Time	7,080	7,339	259		7,716	8,093
Administrative: Part-Time	1,592	1,880	288		1,899	1,918
Faculty: Full-Time	31,984	33,709	1,725		34,046	34,387
Faculty: Part-Time	16,541	14,937	(1,605)		15,086	15,237
Support: Full-Time	15,234	15,581	347		15,761	15,944
Support: Part-Time	6,235	6,394	160		6,458	6,523
Fringe Benefits	17,396	17,667	271		18,067	18,467
Total Salaries & Benefits	96,063	97,508	1,445	2%	99,035	100,570
Advertising & Promotion	2,897	2,709	(188)		2,723	2,737
Contracted Cleaning Service	2,986	2,945	(41)		3,004	3,064
Contracted Educational Services	20,370	56,519	36,149		66,309	78,681
Contracted Services Other	16,317	18,860	2,544		19,426	20,799
Equipment Maintenance & Repairs	2,901	3,099	198		3,161	3,224
Equipment Rentals	3,007	3,003	(4)		3,063	3,124
Instructional Supplies	5,081	4,965	(116)		5,014	5,065
Insurance	5,513	7,484	1,971		7,633	7,786
Janitorial & Maintenance Supplies	505	502	(3)		512	523
Memberships & Dues	589	615	25		627	639
Municipal Taxes	915	943	28		943	943
Office Supplies	939	956	17		975	995
Premise Rental	1,767	1,724	(43)		1,732	1,741
Professional Development	557	569	12		605	614
Security Services	2,045	2,045	(1)		2,085	2,127
Stipends & Allowances	2,665	2,443	(222)		2,443	2,443
Student Assistance: 30% Tuition	1,932	2,032	100		2,032	2,032
Travel	1,241	1,187	(54)		1,211	1,235
Utilities	4,895	4,900	5		4,998	5,098
Other: see note 6	5,370	4,649	(721)		4,672	4,695
Amortization	10,397	12,354	1,957		13,354	14,979
Total Non-Salary Expenditures	92,889	134,502	41,612	45%	146,524	162,544
Total Operating Expenditures	188,952	232,010	43,058	23%	245,559	263,114
Ancillary Expenditures	9,410	10,383	973	10%	10,479	10,577
TOTAL EXPENDITURES	198,362	242,393	44,031	22%	256,038	273,690

SCHEDULE IV A

St. Clair College of Applied Arts and Technology						
Statement of Ancillary Revenue and Expenditures: 2020-21						
(\$ in 000's)						
	A	B	B - A		Forecast	
	MYR	Budget			Income	Income
	Statement	Statement			Statement	Statement
	2019-20	2020-21	Variance		2021-22	2022-23
	\$	\$	\$		\$	\$
<u>Ancillary: Revenue</u>						
Beverage Supplier	50	77	27		77	77
Bookstore - Windsor & Chatham	280	225	(55)		150	150
Cafeteria - South Campus	31	-	(31)		-	-
Green Giants	150	150	-		150	150
IRCDSS Special Events & Projects	125	125	-		125	125
Lockers Administration	48	48	-		48	48
Parking Lots	1,399	1,760	361		1,778	1,795
Residence - Windsor	3,176	3,393	217		3,427	3,461
Sky Volleyball	80	249	169		249	249
St. Clair College Centre for the Arts	3,983	3,685	(298)		3,722	3,759
Varsity Sports - Windsor	925	1,260	335		1,260	1,260
Sports Park	-	230	230		230	230
Woodland Hills Golf Course	275	300	25		300	300
Total Revenue	10,522	11,501	979	9%	11,514	11,604
<u>Ancillary: Expense</u>						
Green Giants	150	150	-		150	150
IRCDSS Special Events & Projects	116	116	-		116	116
Parking Lots	1,230	1,372	142		1,386	1,400
Residence - Windsor	2,476	2,478	2		2,503	2,528
Residence - Chatham	60	45	(15)		45	45
Sky Volleyball	80	249	169		249	249
St. Clair College Centre for the Arts	3,903	3,845	(58)		3,903	3,961
Varsity Sports - Windsor	1,150	1,600	450		1,600	1,600
Sports Park	-	230	230		230	230
Woodland Hills Golf Course	245	298	53		298	298
Total Expenditures	9,410	10,383	972	10%	10,479	10,577

SCHEDULE IV B

**St. Clair College of Applied Arts and Technology
Statement of Ancillary Operations Surplus/(Deficit): 2020-21
(\$ in 000's)**

	A	B	B - A	Forecast	
	MYR	Budget		Income	Income
	Statement	Statement		Statement	Statement
	2019-20	2020-21	Variance	2021-22	2022-23
	\$	\$	\$	\$	\$
Beverage Supplier: Revenue	50	77	27	77	77
Bookstore - Windsor & Chatham: Revenue	280	225	(55)	150	150
Cafeteria - South Campus: Revenue	31	-	(31)	-	-
Sky Volleyball: Revenue	80	249	169	249	249
Sky Volleyball: Expenditures	80	249	169	249	249
	-	-	-	-	-
Green Giants: Revenue	150	150	-	150	150
Green Giants: Expenditures	150	150	-	150	150
	-	-	-	-	-
Lockers Administration: Revenue	48	48	-	48	48
IRCDSS Special Events & Projects: Revenue	125	125	-	125	125
IRCDSS Special Events & Projects: Expenditures	116	116	-	116	116
	9	9	-	9	9
Parking Lots: Revenue	1,399	1,760	361	1,778	1,795
Parking Lots: Expenditures	1,230	1,372	142	1,386	1,400
	169	388	219	391	395
Residence - Windsor: Revenue	3,176	3,393	217	3,427	3,461
Residence - Windsor: Expenditures	2,476	2,478	2	2,503	2,528
	700	915	215	923	933
Residence - Chatham: Expenditures	60	45	(15)	45	45
St. Clair College Centre for the Arts: Revenue	3,983	3,685	(298)	3,722	3,759
St. Clair College Centre for the Arts: Expenditures	3,903	3,845	(58)	3,903	3,961
	80	(160)	(240)	(180)	(202)
Varsity Sports - Windsor: Revenue	925	1,260	335	1,260	1,260
Varsity Sports - Windsor: Expenditures	1,150	1,600	450	1,600	1,600
	(225)	(340)	(115)	(340)	(340)
Sports Park: Revenue	-	230	230	230	230
Sports Park: Expenditures	-	230	230	230	230
	-	-	-	-	-
Woodland Hills Golf Course: Revenue	275	300	25	300	300
Woodland Hills Golf Course: Expenditures	245	298	53	298	298
	30	2	(28)	2	2
Total Revenue	10,522	11,501	979	11,514	11,604
Total Expenditures	9,410	10,383	973	10,479	10,577
Surplus	1,112	1,118	6	1,035	1,027

Notes: Statement of Revenue & Expenditures

Note 1 REVENUE: Enrolment Based Envelope

Core Operating Grant

Note 2 REVENUE: Differentiation Envelope

Performance / Outcomes Based Grant

Note 3 REVENUE: Special Purpose / Other Grants

Accessibility Funding for Disabled Students

Clinical Education

Collaborative Nursing

International Student Recovery

Municipal Taxes

Mental Health Worker and Services

Note 4 REVENUE: Other

Indigenous Student Success Fund

Womens 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 Gratuity Fees

Unrestricted Donations

Note 6 EXPENDITURES: Other

Audit Fees

Bad Debt Expense

Bank Charges

Building Repairs & Maintenance

Capital Non-Depreciable

College Employer Council

Field Studies

Food Expense

Grounds Maintenance

Learning Resource Material

Long-Term Debt - Interest

Postage

Professional Fees

Staff Employment

Student Scholarships: Other

Telephone

Vehicle Expenses

STATEMENT OF FINANCIAL POSITION PROJECTION

The intent of this report is to provide the Board with a forecast of our 2020-21 financial position at the end of the College's fiscal year in regards to Assets, Liabilities and Net Assets, based on information known when the budget was developed.

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

	3/24/2020	11/26/2019
	Budget	Mid-Year
	2020-21	2019-20
1 Assets	422,159	343,275
11 Cash and Cash Equivalents	178,105	128,636
12 Accounts Receivable	11,384	11,384
14 Other Current Assets	6,509	3,009
15 CIP	5,105	5,174
16 Tangible Capital Assets	385,587	347,266
161 Land	7,058	7,058
162 Site Improvements	22,728	14,913
163 Building	259,968	232,868
164 Furniture and Equipment	90,658	87,252
165 IT	-	-
169 Other TCA	5,175	5,175
17 Tangible Capital Asset Accumulated Amortization	(174,573)	(162,220)
172 AA Site Improvements	(10,215)	(8,757)
173 AA Building	(81,251)	(75,915)
174 AA Furniture and Equipment	(80,393)	(75,615)
179 AA Other TCA	(2,713)	(1,932)
18 Long Term Receivable	-	-
19 Investments and Other Long term Assets	10,044	10,027
2 Liabilities	269,220	220,155
21 Bank Indebtedness	-	-
22 Accounts Payable and Accrued Liabilities	21,864	21,748
221 Accounts Payable and Accrued Liabilities	20,472	20,472
222 Accrued Interest	24	46
223 Current Portion of Long term liabilities	1,368	1,229
23 Deferred Revenue	86,713	56,271
231 Deferred Revenue	15,088	14,618
232 Deferred Tuition Revenue	71,625	41,654
24 Restricted Contribution	1,182	1,182
25 Deferred Capital Contributions	141,721	120,549
26 Capital Lease	-	-
27 Debt	13,970	16,635
29 Other Long Term Liabilities	3,770	3,770
3 Net Assets	152,939	123,120
31 Unrestricted Net Assets	37,732	39,710
32 Internally Restricted Net Assets	46,238	20,550
33 Investment in Capital Assets	59,758	53,666
36 Restricted Contributions	-	-
37 Endowments	9,211	9,194
38 Accumulated Re-measurement Gain & Losses	-	-
Assets - Liabilities - Net Assets	-	-

NON-COMMITTED CASH PROJECTION

The intent of this report is to provide the Board with an indication of our 2020-21 non-committed cash surplus position at the end of the College's fiscal year. The report also identifies the capital projects that are funded from operating reserves, and funds being allocated towards internal reserves.

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

	MYR 2019-20 \$	Budget 2020-21 \$	Variance \$
Unrestricted Net Assets, Prior Year ^{1}	52,187	45,169	(7,018)
Operating			
Budget Surplus	11,134	25,366	14,232
Amortization (net)	4,822	6,181	1,359
Adjusted Budget Surplus	15,956	31,548	15,592
Capital			
Grant Revenues ^{2}	1,232	1,321	89
Grant Expenditures ^{2}	(1,232)	(1,321)	(89)
Funded by Operating (Reserves)	(16,500)	(12,000)	4,500
Funded by Loan Facility	(5,000)	(5,000)	-
Net Outlay for Capital	(21,500)	(17,000)	4,500
Debt			
Repayment of Long-Term Debt	(1,229)	(1,297)	(68)
Proceeds from Long-Term Debt	5,000	5,000	-
Net Change in Long-Term Debt	3,771	3,703	(68)
iii. Other:			
Internally Restricted	(20,550)	(25,688)	(5,138)
Net Change in Other	(20,550)	(25,688)	(5,138)
Unrestricted Net Assets, End of Year ^{1}	29,864	37,732	7,868
Unrestricted Net Assets Adjustment^{1}	(6,641)	(6,400)	241
Non-Committed Cash Projection ^{1}	23,223	31,332	8,109

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

FINANCIAL SUSTAINABILITY METRICS

The intent of this report is to provide the Board with an estimate of the 2020-21 MCU Financial Indicators based on information known when the budget was developed.

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

		<u>Actual</u> <u>3/31/2019</u>	<u>Estimate</u> <u>3/31/2020</u>	<u>Estimate</u> <u>3/31/2021</u>
Annual Surplus / Deficit	greater than \$0	\$ 40,237,770	\$ 11,133,733	\$ 25,366,261
Accumulated Surplus / Deficit	greater than \$0	\$ 92,289,248	\$ 113,926,784	\$ 143,727,542
Quick Ratio	greater than 1	6.49	6.58	8.96
Debt to Asset Ratio	less than 35%	11.46%	12.62%	9.59%
Debt Servicing Ratio	less than 3%	0.90%	0.59%	0.48%
Net Assets to Expense Ratio	greater than 60%	137.43%	118.21%	117.76%
Net Income to Revenue Ratio	greater than 1.5%	20.30%	5.31%	9.47%
Number of Flags		0	0	0

STUDENT FEE STRUCTURE

The intent of this report is to provide the Board with the proposed Student Fee Structure for the 2020-2021 academic year. This annual document was prepared for the Student Fee Protocol meeting held on March 3, 2020. The Student Fee Protocol Committee is comprised of Administration, Student Representative Council Inc., Thames Student Incorporated, and the Student Athletic Association. The intent of the Committee is to approve tuition and ancillary fees, with the Ministry of Colleges and Universities regulations for the upcoming academic year. The Student Fee Structure has continued to be prepared in accordance with the Ministry of Colleges and Universities Student Choice Initiative. The Student Fee Structure forms the basis of tuition and ancillary fees for anticipated programs to be offered during the 2020-2021 academic year. This report includes the following appendices:

- Appendix A: 2020-2021 Student Fees Summary of Changes
- Appendix B: Student Fees 2020-2021

**APPENDIX A:
2020-2021 Student Fees
Summary of Changes**

2020/2021 Student Fees

Summary of Changes

Details: The proposed fee changes for the upcoming 2020-2021 academic year are limited as all Ontario Public Colleges and Universities are mandated to freeze tuition fees pertaining to all Ministry of Colleges and Universities (MCU) funded programs. This tuition freeze was outlined in the tuition fee framework that was released in early 2019. Furthermore, current ancillary fees that were created during the 2019-2020 Student Fee Protocol meeting will be maintained for the upcoming year. Student opt-outs for memberships in SRC, TSI and the Alumni Association will remain available to students.

I. Quarterly Student Fee Protocol Meetings

It is recommended that the Committee meet quarterly to share and discuss expenditures that are incurred as a result of the various service fees collected and shared amongst College partners. Quarterly meetings will encourage accountability and transparency as we will be in a better position to provide justification of each fee and associated expenditures.

II. International Tuition Fees

International tuition fees are not subject to the tuition freeze implemented by MCU in early 2019. As a result, First-Year tuition will increase by 3%. Returning Students will also incur a tuition fee increase of 3% as well.

III. Parking

Current parking rates will be increased by \$2.00/month (or \$0.50 increase per week for all permits available to students at all campuses. The changes are detailed below:

Day students requiring parking at the South, Downtown and Chatham Campuses will be assessed a parking fee of \$128.00 per semester (\$256.00 per year i.e. Fall & Winter semesters) for a general non-gated lot and \$158.00 per semester (\$316.00 per year i.e. Fall & Winter semesters) for a gated lot at South and Chatham Campuses only.

Evening students requiring parking at the Windsor and Chatham Campuses will be assessed a parking fee of \$50.00 per semester or \$22.00 per month.

In the event shorter term parking is required, a weekly permit may be purchased for \$12.50 per week.

IV. Health Insurance Fee

There are no changes to the associated fees for both domestic and international students. However, additional wording was added to the fee description to ensure students are made fully aware of fee requirements.

Domestic students: Full-time students are able to opt-out of their health insurance plan during the beginning of each academic year. See <https://wespeakstudent.com/> for details.

International students: All international students are assessed a fee of \$745.00 per year (pro-rated for programs that start in Winter \$535.00 and Spring \$335.00). The fees associated with health insurance are mandatory as a result of the coverage and benefits afforded to international students. There are no opt-out opportunities provided to international students as it relates to health insurance. All international students are assessed a pro-rated fee per semester, to a yearly maximum of \$745.00.

V. Program Material Fees

A request was sent to all Program Chairs and Coordinators to submit material and kit fee proposals for the 2020-2021 academic year. Proposals included cost estimates from potential vendors. In some instances, cost estimates were valid for shorter periods of time. At time of purchase, if actual costs are higher than anticipated, it will be our intent to make adjustments as deemed necessary. There are few material fee changes noted in the Student Fees 2020-2021, however they are denoted as New, Increase, Decrease, or No Change. Upon request, additional supporting documentation may be provided for review.

**APPENDIX B:
2020-2021
Student Fee Structure**

**Student
Fees
2020 - 2021**

TABLE OF CONTENTS

INTRODUCTION AND ACCOUNTABILITY	3
A - TUITION FEES.....	3
1. Full-time Post-Secondary Fees-Regulated Programs.....	3
2. Full-time Post-Secondary Fees-Additional High Demand	3
3. Full-time Ontario College Graduate Certificate Fees.....	3
4. Fees for Part-time Activity.....	4
a) Fully Funded Part-time Activity	4
b) Other Part-time Activity.....	4
5. Fees for Prior Learning Assessment (PLA) Activity	4
6. Fees for Auditing Students.....	4
7. Fees for International Students.....	4
8. U.S.A. Fees.....	4
9. Special Fees.....	5
9.1 Special Reduced Fees.....	5
a) Students on Social Assistance	5
b) College Employees and Retirees.....	5
c) Employee Tuition Payroll Deduction.....	5
d) Senior Discount.....	5
e) City of Windsor Employees.....	6
9.2 Work Experience Fees.....	6
9.3 Course Overload Fee.....	6
B - INCIDENTAL FEES.....	7
1. Tuition Related Incidental Fees.....	7
2. Non-Tuition Related Incidental Fees.....	7
3. Summary of Non-Compulsory Non-Tuition Related Incidental Fees....	7
3.1 OSAP Deferral Fee.....	7
3.2 Grade Review Fee.....	7
3.3 Income Tax Receipt.....	8
3.4 Locker Fee.....	8
3.5 Parking Fee.....	8
3.6 Course Description Fee.....	8
3.7 Credit Transfer Assessment Fee.....	8
4. Summary of Essential Non-Tuition Related Incidental Fees.....	8
4.1 Student Buildings Operating Fee - Windsor.....	8
4.2 Student Buildings Operating Fee - Chatham.....	9
4.3 Student Centre Capital Fee - Chatham.....	9
4.4 Student Achievement and Records - Graduation/Transcripts...	9
4.5 Athletics and Recreation Operating Fee.....	9
4.6 Student Card Fee.....	9
4.7 Health Insurance Fee.....	10
4.8 Academic Support Fee.....	10
4.9 Campus Safety Fee.....	11

4.10	Health and Counselling Fee.....	11
4.11	Athletics and Recreation - Recreation/Fitness Centre Capital Fee – Windsor.....	11
4.12	Career Services.....	11
4.13	Student Buildings - Academic Tower/Student Centre Expansion Fee - Windsor.....	12
4.14	Student Buildings - Healthplex Equipment Renewal Fee - Chatham.....	12
4.15	Program Material and Kit Fees.....	12
4.16	Program Compulsory Fees.....	12
4.17	Apprenticeship Ancillary Fees.....	13
5.	Summary of Essential Membership Fees.....	13
5.1	Student Representative Council Membership Fee.....	13
5.2	Thames Students Incorporated Inc. Membership Fee.....	13
5.3	Alumni Association Membership Fee.....	13
C -	TUITION FEE REFUNDS	13
1.	Tuition Fee Refunds for P.S. & Tuition Programs.....	13
a)	Canadian Citizens and Landed Immigrants.....	13
b)	International/USA Students.....	14
2.	Part-time - Continuing Education.....	14
3.	Continuing Education Refund Policy.....	15
 <u>APPENDICES</u>		
APPENDIX I	Fee Schedule 2020-2021.....	16
APPENDIX II	High Demand Programs 2020-2021.....	18
APPENDIX III	Material Fees.....	20
APPENDIX IV	Definitions.....	24
APPENDIX V	Student Fee Approvals.....	28

ST. CLAIR COLLEGE
REGISTRAR'S OFFICE
STUDENT FEE POLICY 2020-2021

INTRODUCTION AND ACCOUNTABILITY

This document is a statement of College Policy relating to the assessment of student fees. The annual St. Clair College fee schedule is developed by applying our internal policy guidelines to the annual policy statement issued by the Ministry of Colleges and Universities (MCU).

Recommendations for changes to this policy are forwarded to the Senior Operations Group for approval. The fee schedules resulting from the application of these policies will be forwarded annually to the Board of Governors for approval.

The Registrar is accountable for the assessment and collection of all student fees in compliance with this policy. The Fee Schedule for 2020-2021 is shown in Appendix I.

(A) TUITION FEES

1. Full-time Post-secondary Program Fees – Regulated Programs

The tuition fee charged to a full-time post-secondary student for a period of in-school activity (usually a term or semester) is defined by MCU and calculated as follows:

$$\text{S.T. F.} \times \text{T.F.F.} \times \frac{\text{Wks. per term}}{\text{Total program wks.}}$$

Where S.T.F. = Standard Tuition Fee; defined annually by MCU.

T.F.F. = Tuition Fee Factor for the specific program, as assigned by MCU.

2. Full-time Post-secondary Program Fees – Additional High Demand

At the discretion of the Board of Governors, the College can introduce additional high demand fees for programs where the Board identifies that there is demand for spaces, strong employment prospects and the expectation of high income for graduates, to a maximum of 15 per cent of College enrolment. (See Appendix II for a listing of High Demand Programs).

3. Full-time Ontario College Graduate Certificate Fees

At the discretion of the Board of Governors, additional high demand may be introduced for students in full-time Ontario College Graduate Certificate

programs. This enrolment is excluded from the 15% overall enrolment calculation.

4. Fees for Part-time Activity

a) Fully Funded Part-time Activity

The standard tuition fee for all part-time activity that is recognized for full provincial funding is assessed based on the contact hour fee as specified annually by MCU (standard part-time tuition fee = \$6.11 per hour).

b) Other Part-time Activity

Colleges may charge fees, as they deem appropriate for courses that are not recognized for full provincial funding.

NOTE: To determine full-time or part-time status, the student's total course registrations less non-funded courses will be considered in the program registration.

5. Fees for Prior Learning Assessment (PLA) Activity

Tuition fees for portfolio development courses are to be assessed as a flat rate.

In no case can the PLA fee exceed the regular course tuition fee, based on MCU's specified part-time rates.

MCU policy does not define a minimum fee (PLA fee = \$141.09).

6. Fees for Auditing Students

Colleges may charge fees, as they deem appropriate for auditing students. Auditing students are not to be included in the enrolment report for funding purposes.

7. Fees for International Students

The College defines international student fees each year. International students cannot be counted for funding purposes but are reported to MCU. International students are generally only accepted into undersubscribed programs. High demand fees are excluded from the International Student Fees.

8. U.S.A. Fees

The College has a fee policy that is applicable only to students from the United States of America. These reduced fees do not apply to oversubscribed

programs, as U.S.A. students are generally only accepted into undersubscribed programs. High demand fees are excluded from the U.S.A. Fees.

9. Special Fees

9.1 Special Reduced Fees

St. Clair College recognizes the need to accommodate the special needs of certain members of its constituency and as a result may reduce fees for some of these populations.

a) Students on Social Assistance

Eligible part-time students, day or evening, will have tuition fees assessed based on 20% of the regular tuition to a minimum of \$20.00 per course. These reductions will apply only to fully funded (MCU) courses. The College reserves the right to exclude specifically designed courses. These reductions will be subject to available space in individual course sections. There will be no reduction of applicable service fees, registration, material fees, etc.

b) College Employees and Retirees

Any full-time employee, part-time employee (who is working at least 24 hours/week during the semester in which the course is offered), or a full-time College employee who has officially retired may take a College course upon payment of a non-refundable tuition fee of \$20.00. The College reserves the right to exclude specifically designated courses. These reductions will be subject to available space in individual course sections. There will be no reduction of material fees, etc. Prior Learning Assessments (PLA) are excluded from the \$20.00 reduced fees.

c) Employee Tuition Payroll Deduction

Payroll deduction is available for full-time employees, for dependents enrolled in full-time programs. Please see College Policy for specific details.

d) Senior Discount

Seniors (age 60 and over) who register for part-time evening courses will be given a 10% discount. Seniors will be exempt from ancillary fees. There will be no reduction of material fees. These reductions will apply only to fully funded (MCU) courses. The College reserves the right to exclude specifically designated courses.

e) City of Windsor Employees

For a period of ten (10) years beginning March 2007, employees of the City of Windsor shall be permitted to enrol in any part-time credit course offered by the College at a discounted rate of thirty (30%) percent of the regular tuition charged to students for each course. The reduction is subject to space availability and provided priority of enrolment in each course shall be given to students paying full tuition. The College has approved an extension of this arrangement for the 2020-2021 academic year.

9.2 Work Experience Fees

There are three forms of work experience that impact upon a student's fee assessment – clinical training, field placement and co-operative education (see Appendix III for definitions). Where the work experience is included within a full-time program schedule, the full-time fees include the assessment of Work Experience. Clinical training is included in a student's full-time assessment. Clinical training, taken on a part-time basis, is assessed on the current hourly standard tuition fee.

Field placement is included in a student's full-time assessment. Fees for field placement courses taken by part-time students will be established by program and program requirements (i.e., cost of supervision, field placement location, specialized skills for supervisors, etc.).

Co-operative education fees will be established by program and program requirements (i.e., cost of supervision, field placement location, specialized skills for supervisors, etc.).

NOTE: Where a student is enrolled in an additional course(s)

While in a Field Placement/Co-Op semester, the regular fee assessments will apply for those courses in addition to the Field Placement/Co-Op fees.

9.3 Course Overload Fee

A student whose course load (hours of contact) exceed that normally taken by students in that academic achievement level (AAL) of the program, will be assessed fees for the overload at the previously described part-time rates.

(B) INCIDENTAL FEES

1. Tuition-Related Incidental Fees

Tuition-related incidental fees are included in the standard tuition fee. That is, having paid the required standard tuition fee, a student **cannot** be required to bear additional charges for any tuition-related fees.

Tuition-related fees include:

- Lab and shop costs
- Costs of consumable supplies and equipment and instruments not retained by the students
- Costs of mandatory field trips and mandatory field placement
- Costs of mandatory travel

2. Non-Tuition Related Incidental Fees

The College may assess non-tuition related incidental fees as described below:

- The cost of fees charged for Co-op program work semesters.
- To encourage the completion of some action by a specified deadline date (to permit College planning and resource allocation).
- To recover all, or part of the cost, of some activity requested by the student.
- To recover the cost of learning materials, equipment and/or clothing retained by the student.
- The cost of appeals, additional examinations and transcripts, graduation, parking charges and student identification cards.

A compulsory non-tuition related incidental fee is defined as a fee imposed or administered by the College in addition to standard tuition fees, which a student is required to pay in order to enrol in, or successfully complete, any course or program eligible for provincial funding. All compulsory non-tuition related incidental fees must be approved by the College's Student Fee Protocol Committee and the Board of Governors.

3. Summary of Non-Compulsory Non-Tuition Related Incidental Fees

3.1 OSAP Deferral Fee

Full-time post-secondary students, who have applied for OSAP, may request to defer their fees with a payment of \$100.00 per academic year until their OSAP application has been processed at MCU, Student Support Branch. A payment of this fee is applied towards tuition fees.

3.2 Grade Appeal Fee

Students requesting a review of a final grade will be assessed a fee of \$25.00 per course reviewed. This fee is refunded if the review is upheld.

3.3 Income Tax Receipt

All eligible students are provided with a copy of their Income Tax Receipt free of charge through the SIS. A fee of \$15.00 will be required for students requesting receipts (if applicable) for tax years prior to 2004.

3.4 Locker Fee

Students at all campuses may lease a locker for a fee of \$15.00 per semester.

3.5 Parking Fee

Day students requiring parking at the South, Downtown and Chatham Campuses will be assessed a parking fee of \$128.00 per semester (\$256.00 per year ie. Fall & Winter semesters) for a general non-gated lot and \$158.00 per semester (\$316.00 per year ie. Fall & Winter semesters) for a gated lot at South and Chatham Campuses only. Evening students requiring parking at the Windsor and Chatham Campuses will be assessed a parking fee of \$50.00 per semester or \$22.00 per month. In the event shorter term parking is required, a weekly permit may be purchased for \$12.50 per week.

3.6 Course Description Fee

A charge of \$1.00 per course description to a maximum of \$25.00 will be applied. Additional copies will be \$5.00 per set and faxed copies will be \$5.00 per course.

3.7 Credit Transfer Assessment Fee

A charge of \$25.00 per course evaluation, up to a \$100.00 maximum per submission is applicable.

4. Summary of Essential Non-Tuition Related Incidental Fees

These fees do not apply to contract training courses/programs.

4.1 Student Buildings Operating Fee - Windsor

A Student Buildings Operating Fee of \$125.00 per year will be assessed to all full-time students registered at the Windsor Campuses.

A Student Buildings Operating Fee of \$2.50 per course per semester will be assessed to all part-time students.

4.2 Student Buildings Operating Fee - Chatham

A Student Buildings Operating Fee of \$75.00 per year will be assessed to all full-time students registered at the Chatham Campus.

A Student Buildings Operating Fee of \$2.50 per course per semester will be assessed to all part-time students.

4.3 Student Centre Capital Fee - Chatham

A Student Centre Capital Fee of \$150.00 per year will be assessed to all full-time students registered at the Chatham Campus for a period of ten (10 years). This fee was approved by a TSI referendum in Fall 2015 to help with the cost of the cafeteria and student centre expansion.

4.4 Student Achievement and Records - Graduation/Transcripts

A Student Achievement and Records Fee of \$55.00 will be assessed annually to all full-time students registered at all campuses. The fee offsets the costs associated with the ongoing management and production of student records. In addition, this amount incorporates a \$35 fee related to Convocation. The total fee also includes the \$20 annual cost of producing two (2) official transcripts annually. Each individual request beyond the above will incur an additional cost of \$10.00 per copy.

All part-time students will be assessed a \$9.00 per semester fee.

4.5 Athletics and Recreation Operating Fee

An Athletics & Recreation Operating Fee of \$175.00 per year will be assessed to all full-time students registered at the Windsor and Chatham Campuses. This fee offsets the costs to support athletic intramurals, recreation, and varsity sports. This fee will be split amongst the College (67%) and SAA (33%).

An Athletics & Recreation Operating Fee of \$2.50 per course per semester will be assessed to all part-time students in a program of study.

4.6 Student Card Fee

All full-time post-secondary students will be assessed a \$20.00 student card fee. Student cards provide students with the ability to prove their student status immediately. The student card is required to access the library, computer labs, and photocopy machines. A student card fee of \$20.00 will be allocated annually for renewal and maintenance purposes.

4.7 Health Insurance Fee

All full-time domestic post-secondary students at all Campuses will be assessed a fee of \$300.00 per year (pro-rated for programs that start in Winter \$232.00 and Spring \$163.00) to cover the cost of a student health insurance plan. This \$300.00 includes a mandatory and non-refundable Accidental Death and Dismemberment fee of \$2.95. Full-time students are able to opt-out of their health insurance plan during the beginning of each academic year. See <https://wespeakstudent.com/> for details.

All international students are assessed a fee of \$745.00 per year (pro-rated for programs that start in Winter \$535.00 and Spring \$335.00). The fees associated with health insurance are mandatory as a result of the coverage and benefits afforded to international students. There are no opt-out opportunities provided to international students as it relates to health insurance. All international students are assessed a pro-rated fee per semester, to a yearly maximum of \$745.00.

4.8 Academic Support Fee

A total Academic Support Fee of \$175.00 will be assessed to all students at all campuses to provide academic support that encourages and strengthens student success. Services includes amenities such as peer tutoring, group tutoring, faculty support and walk-in services for Math and English, open computer labs, workshops, support programming, THRIVES (Toolbox for Help and Resources to Increase Value and Empower Students) and other numerous on-line resources, Orientation, etc. (This fee is split between St. Clair College (35%) and Thames Student Incorporated/Student Representative Council (65%) based on the service lead.

Included in this fee assessment are the following printing capabilities: All students will receive 250 B&W free impressions (single-sided page) each semester for academic purposes. The 250 impressions do not carry over from semester to semester. Once the 250 limit is reached each semester, the following charges will apply:

Printing fees regardless of paper size:

- Single: 15¢
- Two-sided: 20¢
- Colour Single: 30¢
- Colour Two-sided: 50¢

The Academic Support Fee of \$18.00 per course per semester will be assessed to all part-time students.

4.9 Campus Safety Fee

A Campus Safety Fee of \$25.00 will be assessed to all full-time students at all campuses to promote on-campus safety and wellness. Such programs and services may include a walk safe program, on campus programming, information and awareness.

The Campus Safety fee of \$1.00 per course per semester will be assessed to all part-time students.

4.10 Health and Counselling Fee

A Health & Counselling Fee of \$35.00 will be assessed to all full-time students at all campuses to support on-campus access to health professionals/social workers for basic medical care, mental health care and online resources to support a culture of wellness on campus. This includes online resources such as “Real Campus” and “Student Health 101”.

The Health and Counselling Fee of \$1.00 per course per semester will be assessed to all part-time students.

4.11 Athletics and Recreation - Recreation/Fitness Centre Capital Fee - Windsor

Beginning Fall 2008, a Recreation Centre Fee of \$150.00 will be assessed to all full-time students for a period of ten (10) years to offset capital construction costs. Part-time students will be assessed \$7.50 per course. The Student Representative Council Inc. has approved an extension of the capital construction fee for an additional fifteen (15) years (inclusive of Fall 2033) to enable the enhancement of recreation/fitness facilities available to students at the Windsor Campus only.

4.12 Career Services

A fee of \$20.00 per year will be assessed to all full-time students, at all campuses to support career related services made available to the broader student body, including career days, employer visits, workshops, resume clinics, information sessions, job fairs, job boards, job placement services, etc.

A Career Services Fee of \$1.00 per course per semester will be assessed to all part-time students enrolled in a program of study.

4.13 Student Buildings - Academic Tower/Student Centre Expansion Fee - Windsor

Beginning Fall 2018, an expansion/construction fee of \$100.00 per year will be assessed to all full-time Windsor students only for a period of 10 years (inclusive of Fall 2027). This fee will assist with the capital cost to build additional floors on top of the original Student Centre. This expansion coincides with the vision of the Student Representative Council Inc. Added amenities such as a pharmacy, banking facilities, etc. are being considered. In addition, the Zekelman School of Business and Information Technology will be relocated to the new tower.

4.14 Student Buildings - Healthplex Equipment Renewal Fee - Chatham

Beginning in Fall 2018, a Healthplex Equipment Renewal Fee of \$100.00 per year will be assessed to all full-time Chatham students only. This fee will be utilized to ensure the Healthplex continues to provide state of the art equipment and resources to its students.

4.15 Program Material Fees

Please refer to Appendix III for a list of applicable material fees for the 2020-2021 academic year.

4.16 Program Compulsory Fees

All full-time students in the Music Theatre – Performance program will be assessed mandatory fees of \$1,800.00 in addition to the tuition fee. This fee will be utilized specifically to offset the additional costs associated with productions and the individualized faculty sessions required in the voice and acting disciplines.

All full-time students in the International Business Management-Logistics program will be assessed a \$500.00 exam fee. This exam fee is required by the Forum for International Trade Training (FITT) for designation as a Certified International Trade Professional (CIPT).

An exam fee of \$50.00 will be assessed to all students enrolled in the International Business Management-Logistics and Supply Chain Management programs. This fee relates to the Canadian International Freight Forwarders Association (CIFFA) Advanced Certificate. Overall enrolment levels permit a reduced exam fee to be collected.

4.17 Apprenticeship Ancillary Fees

All registered full-time apprentices will pay ancillary fees like those assessed in Continuing Education. Program material fees and kit fees are applicable as deemed necessary by the School of Skilled Trades and approved by the Student Fee Protocol Committee for 2020-2021. All registered part-time apprentices will pay the associated part-time fee rates like Continuing Education.

5. Summary of Essential Membership Fees

The following list includes essential membership fees at St. Clair College.

5.1 Student Representative Council Membership Fee

A membership fee of \$50.00 is applicable for students registered at the Windsor and Ace Acumen Campuses. Please see the Student Representative Council for a list of benefits and services. This is an annual fee regardless of date of membership.

5.2 Thames Students Incorporated Inc. Membership Fee

A membership fee of \$50.00 is applicable for students registered at the Chatham Campus. Please see Thames Students Incorporated Inc. for a list of benefits and services. This is an annual fee regardless of date of membership.

5.3 Alumni Association Membership Fee

A membership of \$50.00 is applicable for students registered at all Campuses. Please see the Alumni Office for a list of benefits and services. This is an annual fee regardless of date of membership.

(C) TUITION FEE REFUNDS

1. Tuition Fee Refunds for Post-Secondary Programs

a) Canadian Citizens and Landed Immigrants

Students who officially withdraw prior to the tenth (10) day of class of the beginning of a semester will receive a refund calculated as follows:

- i) Full-time Student – assessed semester fees less \$100.00 administration fee that the College will withhold.
Part-time Student – assessed semester fees less \$25.00 administration fee per course that the College will withhold.
 - ii) Fees paid in advance for a second and subsequent semesters will be refunded in full. Students who officially withdraw after the tuition refund date (i.e., ten [10] class days for a 15-week semester), will receive a full refund of any fees paid in advance for subsequent semesters.
 - iii) For students who do not register on a semester basis (i.e., continuous intake), the principles implicit in the above policy will apply.
- b) International and U.S.A. Students

International and U.S.A. students are provided with a student visa with the understanding that the student will register, and remain, as a full-time student. The College will require proof of registration at another institution in order to process a withdrawal and refund prior to the tenth (10) day of class for the current semester. Additional bank fees (i.e. wire transfer) may be applied upon processing a refund.

- i) International and U.S.A. students who officially withdraw prior to the tenth (10) day of class of the beginning of a semester will receive a refund of full tuition paid, less the \$2432.11 administration fee and any applicable bank fees (i.e. wire transfer) the institution will incur.
- ii) For International and U.S.A. students who do not register on a semester basis (i.e. continuous intake), the principles implicit in the above policy will apply.

2. Part-time - Continuing Education

REFUND TABLE	
TIMETABLE	AMOUNT
On or after the 1st day of classes but not later than the 10 th business day of the course	100% of tuition + GST minus a \$25.00 Administration Fee (per course)
On or after the 11 th business day of the course	NO REFUND

3. Continuing Education Refund Policy

Where a course or workshop is 20 hours or less in duration, an official withdrawal must be received on, or before, the business day prior to the date of the first class. For courses, or workshops, more than 20 hours in duration:

- An official withdrawal prior to the date on which the first class occurs will result in a full refund.
- An official withdrawal on, or after, the first day of class but not later than the tenth business day of the course will result in a full refund **LESS** a \$25.00 Administration Fee per course.
- No refund will apply to an official withdrawal on, or after, the eleventh business day of the course.

A P P E N D I X I

FEE SCHEDULE 2020-2021

EXAMPLE OF ANNUAL STANDARD TUITION FEES FOR A FIRST-YEAR STUDENT							
FEES	WINDSOR	CHATHAM	INTL WINDSOR	INTL CHATHAM	USA WINDSOR	USA CHATHAM	ACE ACUMEN
Standard Tuition	2722.62	2722.62	13,640.76	13,640.76	7,841.38	7,841.38	13,640.76
Student Buildings - Windsor Building Operating	125.00	N/A	125.00	N/A	125.00	N/A	125.00
Student Buildings - Windsor - Academic Tower/Student Centre Expansion	100.00	N/A	100.00	N/A	100.00	N/A	N/A
Student Buildings - Chatham Building Operating	N/A	75.00	N/A	75.00	N/A	75.00	N/A
Student Buildings - Chatham Student Centre Capital	N/A	150.00	N/A	150.00	N/A	150.00	N/A
Student Buildings - Chatham - Healthplex Capital Equipment Renewal	N/A	100.00	N/A	100.00	N/A	100.00	N/A
Student Achievement and Records - Graduation	35.00	35.00	35.00	35.00	35.00	35.00	35.00
Student Achievement and Records - Transcripts	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Health Insurance	300.00	300.00	745.00	745.00	745.00	745.00	745.00
Athletics & Recreation - Windsor Capital	150.00	N/A	150.00	N/A	150.00	N/A	N/A
Athletics & Recreation - Windsor Operating	175.00	N/A	175.00	N/A	175.00	N/A	175.00
Athletics & Recreation - Chatham Operating	N/A	175.00	N/A	175.00	N/A	175.00	N/A
Academic Support - Student Representative Council	112.50	N/A	112.50	N/A	112.50	N/A	112.50
Academic Support - Thames Student Incorporated	N/A	112.50	N/A	112.50	N/A	112.50	N/A
Academic Support - St. Clair College	62.50	62.50	62.50	62.50	62.50	62.50	62.50
Campus Safety - Windsor Campus	25.00	N/A	25.00	N/A	25.00	N/A	25.00
Campus Safety - Chatham Campus	N/A	25.00	N/A	25.00	N/A	25.00	N/A
Career Services	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Student ID Cards	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Health & Counselling	35.00	35.00	35.00	35.00	35.00	35.00	35.00
Total Ancillary Fees	\$3,902.62	\$3,852.62	\$15,265.76	\$15,215.76	\$9,466.38	\$9,416.38	\$15,015.76

Please Note: The College reserves the right to change, amend or alter fees as necessary without notice or prejudice.

A P P E N D I X I I

H I G H D E M A N D P R O G R A M S 2 0 2 0 - 2 0 2 1

HIGH DEMAND PROGRAMS 2020-2021

Program Code

Program Name

H850/K950

Collaborative Nursing

H800

Dental Hygiene

H863/K963

Practical Nurse

H837

Medical Laboratory Science

H974

Cardiovascular Technology

H796

Diagnostic Medical Sonography

H795

Respiratory Therapy

A P P E N D I X III

MATERIAL FEES

Program	Amount	New/Change	Budget Details
B877 Fashion Design	\$375 Yr. 2	Decrease	<p>The Tailoring Kit is required for students to complete a tailored jacket project in FAS306 in semester 3. The kit includes essential specialized supplies needed to construct a tailored jacket and meet the learning outcomes. Cost \$175.00.</p> <p>Photo Shoot Kit Fee: As part of the assessments in FAS411 Fashion Marketing and Presentation, the student is required to complete a photo shoot with fashion photographer, models, hair and makeup stylists. Students receive copies of the photos taken in a digital format to use for their portfolios, branding-social media and websites, media kits, line sheets, look books and marketing materials. The student uses these photos for their portfolios, promoting their brand on social media and on their websites, along with a look book or a line sheet for their collection. The student is also given a head shot of themselves to use on their website and in a press kit. A student must present a portfolio of their work to a potential employer when applying for a job in the fashion industry. Cost \$200.00.</p>
B877 Fashion Design	\$659.50 Yr. 1	No Change	The Fashion Kit is required for all 1st year students. It includes essential specialized tools need for the industry to complete pattern drafting and sewing construction samples and projects. Students need these essential specialized tools that are not available locally. Students must use quality, industry standard tools to complete the samples and projects to meet their learning outcomes. The College is able to source this equipment and pass on the savings to each student.
T020/T026/T154 Arch/Civil/Const	\$265 Yr. 1	Increase	<p>Hard Hat/Safety Glasses \$20</p> <p>Fall Arrest Training (3 Year Certification) \$125</p> <p>CVL 105 Surveying 1 Notes Package \$20</p> <p>Materials for take home projects, i.e. shed \$100</p>
B904 Sport Management	\$80 Yr. 1	New	Costs associated with High Five Principles of Healthy Childhood Development Training. This is a recreation industry related training certification that is a requirement for any person that applies for full or part time work in the recreation industry across the country. This training transpires during the Winter semester in conjunction with the course, Introduction to Recreation and Leisure.
K766 Powerline	\$2600 1 st Semester	No Change	All tools and PPE required.
H800 Dental Hygiene Year 1/2	\$2373.72 1 st Year \$2249.58 2 nd Year	Increase Increase	<p>DH Year I - increase due to the addition of specialized instruments- implant scaler and probe, customs fees increase and IPAC changes to policy for infection control. (Increase number of gowns, masks and gloves.)</p> <p>DH Year II – increase in customs fee and IPAC changes to policy for infection control. (Increase number of gowns, masks and gloves.)</p>
T855 Mechanical Eng. Tech-Industrial	\$75/yr.	No Change	Associated costs of providing students material for project assessments which are retained by the student.
T867 Mechanical Tech CAD/CAM	\$75/yr.	No Change	Associated costs of providing students material for project assessments which are retained by the student.
T867 Mechanical Tech CAD/CAM	\$612 1 st semester	No Change	\$612 – TOOLBOX & KIT Students receive a toolbox and kit as these tools are deemed necessary for their vocation.
T929 Electronics Eng Tech – Industrial Automation	\$250 Yr.1 \$210 Yr. 2 \$30 Yr. 3	No Change	Tools and components utilized for projects
T941 Power Eng Technology	\$213 Yr. 1	No Change	Personal Protective Equipment (PPE)

T974 Electro. Eng. Techn-Robotics	\$93 Yr. 1	No Change	Electrical & digital components, and PPE (locks for lock-out / tag out)
T755 Biomedical Engineering Tech	\$85 Yr.1 \$240.76 Yr. 2 \$20 Yr. 3	No Change Increase to Yr. 2 No Change	All existing kits: Electrical/digital & microprocessor components The enhanced Yr. 2 kit allows students to have their own tools, gain a knowledge of basic tools and prepare them for life in the field.
H912 Adv. Medical Esthetics	\$1450	No Change	The required kit is similar to the one provided in the Esthetician Diploma Program. The required fee will be reevaluated in the event the student enters the program immediately after completing the SCC Esthetician program.
H795 Respiratory Therapy	\$39.00 1 st Semester	No Change	Student Kit Fee
H796 Diagnostic Med Sonography	\$137.75 Yr. 1	Increase	Ergonomics Kit: The kit includes all the following items: Exercise Poster Exercise Tubing Pocket Exercise Cards Hand Strengthening Putty Cable Brace Towels
K893 OTA/PTA	\$35 1 st Semester	No Change	Goniometer (joint measuring device), a book about GPA (Gentle Persuasive Approach) and a voucher for the associated GPA training.
H258 Vet Tech	\$168/year	Decrease	Stethoscopes Name tags Bandage scissors Safety glasses HESI Exam (Offered to graduating students to evaluate their competencies before writing the Veterinary Technician National Examination. This type of assessment is only offered to educational institutions)
H915 Dental Assisting	\$1481 Yr.1	Decrease	Materials and instruments for dental students
T914 Hair Styling	\$1375 Kit \$90 Mat Fee	No Change	Kit fee containing tools and other items needed to complete the program.
T167 Motive Power	\$497 1 st Semester	No Change	Tools needed to participate in the program and during future employment.
T947/K231 Electrical Techniques	\$575 1 st Semester	No Change	Tool kit contains a newer meter that is required.
T949 Welding Techniques	\$315 A01 kit \$100 mat fee	No Change New	Tool kit. This fee offsets costs associated with weld projects that the student is permitted to keep (i.e. jack stands etc.)
H863/K963 Practical Nursing	\$89/Year	No Change	The cost of the kits are approximately \$64 per student per year. The cost of the Safe Management Training Modules is \$25. Students need to practice their skills in health assessment, catheterization, intravenous therapy, injections and sterile dressings. These kits contain the supplies for practice. Students use the kits in our labs and may practice their skills at home. This fee also offsets the cost of purchasing the Safe Management training (SMT) modules for each student that we currently buy out of instructional supplies. The SMT modules are a requirement for clinical attendance in 4th semester of the PN program as per the hospital. The training certificate is valid after the students graduate and they can take it into their jobs.
H850/K950 Collab Nursing	\$64/Year	No Change	The cost of the kits is approximately \$64 per student per year. This fee offsets the budget for material kit fees.
A887 Music Theatre	\$1800/Year	No Change	The fee will be utilized specifically to offset the additional costs associated with the full-scale productions mounted at the college's theatre spaces. The fee also addresses additional costs for individualized faculty sessions required in the voice and acting disciplines.

B999/M999 International Bus Management	\$550 1 st Semester	No Change	All full-time students in the International Business Management – Logistics Systems will be assessed a \$500.00 exam fee. This exam fee is required by the Forum for International Trade Training (FITT) for designation as a Certified International Trade Professional (CIPT). This is prepaying the exam fee for the students. The students still have to write the exam with FITT.
B831 Culinary Management	\$500 Material \$900 Kit	No Change	\$500 for food products needed in lab that students keep. \$900 for kit and uniform.
T866 Horticulture	\$385 Kit fee Yr. 1 \$20 Mat Fee/Year	No Change	The kit fee covers the cost associated with a hardhat, safety vests and glasses, pruning shears, CSA rubber boots with steel soles. In addition, all students will be required to pay a yearly material fee of \$20.00 for take home plants.
T805 Woodworking	\$200/Yr. Mat Fee	No Change	\$200.00 per year material fee to cover the cost of materials that students will retain (i.e. projects).
B912/K946 Esthetician	\$1450 kit \$135 Material Fee	No Change	The kit fee offsets costs associated with tools and safety equipment. The material fee offsets costs associated with product students are able to retain.
T876 Pre- Service Fire	\$1100 kit fee	No Change	All PPE for each student.
T954 Plumbing	\$450 Kit fee	No Change	The kit fee offsets costs associated with tools and safety equipment.
B603 Community Justice Service	\$25 Semester 1 only	No Change	Offsets costs associated with a program uniform shirt for field placement. This uniform golf shirt together with black pants obtained by each respective student is what is required of students on placement to differentiate them from the staff and clients of the said agency.
T207 HRAC	\$620.00 Kit	No Change	The kit fee offsets costs associated with tools and safety equipment.
T836 Chemical Laboratory Tech	\$200.00/Yr.	No Change	Refundable fee of \$200.00 per year for glassware utilized for experiments, less deductions based upon glassware loss and breakage.
K788 Elect. Eng. Tech	\$200 Kit in Yr. 1	New	This kit fee offsets costs associated with a set of Philips and cabinet tip slotted screwdrivers and terminal block screwdrivers and wire cutter/ strippers and pliers. A keyed padlock and a small tool bag/pouch to store the tools and lock are included. The student is responsible to store tools when not in use and keep them upon leaving the program.
Apprenticeship			
431A Mold Maker	\$55- A01 \$276-A02 \$250-A03	No Change	Take home projects.
T971 Pre-App CNC-IMM	\$644 Kit fee \$50 Mat fee	No Change	The basic tools required for start-up are purchased to allow the student a decent start in the working world.
T797 Pre-App CNC-PMC	\$565 Kit fee \$27 Mat fee	No Change	Tool kit.
430A Tool & Die Maker	\$55- A01 \$130-A02 \$150-A03	No Change	
332A Hairstylist	\$20 A01/A02	No Change	Costs of materials retained.
415A Cook	\$250- A01/A02	No Change	Costs associated with materials retained.
429A Gen Machinist	\$55- A01 \$305-A02 \$175-A03	No Change	Take home projects.

Please Note: The College reserves the right to change, amend or alter fees as necessary without notice or prejudice.

A P P E N D I X I V

DEFINITIONS

DEFINITIONS

Ancillary Fees

Fees for items not covered by the tuition fees established for a course or program of instruction that students may be required to pay upon enrolment. The Ministry approves categories of ancillary fees.

Auditing Students

Students who are registered in a course or program, but do not receive credit towards a diploma or certificate. Such students do not take examinations or receive grades. When a student audits a Ministry funded course, no Ministry funding is received.

Clinical Training

Clinical training is non-paid work experience that is supervised and monitored by, or on behalf of, St. Clair College personnel. Clinical experiences are scheduled as a part of regular program offerings.

Compulsory/Essential Ancillary Fees

Ancillary fees that a student is required to pay in order to enrol in any course or program of instruction.

Field Placement

A field placement is the work experience component of a program. While there is no hour-for-hour supervision by St. Clair College personnel, there are periodic visits to the work setting. A report may be a part of the course requirement.

Full-time Student

A full-time student is one who is registered for 66 2/3% of the courses or 70% of the hours in the suggested student program as outlined in the College Calendar. A student granted advance standing or an exemption from a course is not considered to be enrolled in the course.

High Demand Program of Instruction

A program of instruction eligible for general purpose operating grant funding for which colleges have the discretion to charge fees above the maximum permitted for regular fee programs. This discretion is allowed for applied degree, post-basic or Baccalaureate of Nursing programs and/or for basic programs that have been determined to meet each of the following three criteria:

1. there is high demand for instructional space;
2. graduates have above-average prospects for employment; and
3. graduates have the potential to earn an above-average income

International Student

An International Student for fee purposes is defined as a student who is not a Canadian or a U.S.A. citizen; not a permanent resident; not a dependent or a representative of a Foreign Government [Section 7(l) of Immigration Act]; or not a dependent of persons in Canada for the temporary exercise of their profession, trade or occupation [Section 7(l)h of Immigration Act].

Ontario Student Assistance Program (OSAP)

Supplementary financial assistance based on demonstrated financial need, operated by the province to help students from lower-income family's meet the costs of post-secondary education.

Part-time Student

A part-time student is a student who is registered for less than 66 2/3% of the courses or 70% of the hours in the suggested student program, as outlined in the College Calendar. This includes students taking Continuing Education courses.

Post Basic Program

A program designed to provide additional or advanced skills that will enhance an existing knowledge base for which a certificate, diploma or degree has been awarded.

Post-Secondary Program

A program designed for individuals who have an Ontario Secondary School Diploma or equivalent.

Semester

In the case of most full-time post-secondary programs, it is the objective to achieve two equal semesters per regular academic year, with minor variations as required.

Student Contact Hour

A unit representing one student enrolled in one required hour of instruction.

Term

A term will normally be a semester, or a quarter as determined by the student's program.

A P P E N D I X V

S T U D E N T F E E A P P R O V A L S

In consultation with the Compulsory Ancillary Student Fee Protocol Committee, we are recommending the proposed 'Student Fees 2020-2021' be applied for the 2020-2021 academic year. We have reviewed and accept the proposed 'Student Fees 2020-2021' as presented.

Signatures:

_____ Date: _____
Student Representative
Compulsory Ancillary Student Fee Protocol Committee

_____ Date: _____
Student Representative
Compulsory Ancillary Student Fee Protocol Committee

_____ Date: _____
Chair
Compulsory Ancillary Student Fee Protocol Committee

_____ Date: _____
President, St. Clair College



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 24, 2020

RE: STRATEGIC DIRECTIONS APRIL 1, 2020 – MARCH 31, 2025

SECTOR: ALL – SENIOR OPERATIONS GROUP

AIM

To obtain Board of Governors approval for the Strategic Directions for the period April 1, 2020 to March 31, 2025.

BACKGROUND

The Strategic Directions align the six pillars of the College; Academic Excellence, Students, Community Engagement, Human Resources, Facilities Enhancement and Financial Health and Sustainability, with the foundational principles; Mission, Vision and Values to achieve the goal for St. Clair College to “Rise Above the Ordinary”.

At the Board of Governors Planning Session in January 2020, the President provided a presentation outlining the strategic considerations and operational focuses of St. Clair College. The Strategic Directions for April 1, 2020 to March 31, 2025 consist of 18 goals, 32 objectives and 46 clearly defined measurables, and align the College to meet the established commitments of the Strategic Mandate Agreement 3 (SMA3).

The Draft Strategic Directions for the period April 1, 2020 to March 31, 2025 are attached.

RECOMMENDATION

IT IS RECOMMENDED THAT the Board of Governors approve the Strategic Directions for the period April 1, 2020 to March 31, 2025.

Goal	Objective	Measure
1. Academic Excellence		
Academic	Increase online course offerings.	Increase the total number of online courses offered at St. Clair College by 7% over 5 years. Concentration will be on high demand courses.
	All new and existing academic programs contain appropriate levels and types of EL.	Formalize and document the types of Experiential Learning (EL) within all academic programs.
	Review of program sustainability and rationalization metrics.	Review the current program sustainability model and establish new criteria to ensure alignment with the new SMA3 guidelines.
		Implementation of a new Program Costing Model.
	Review of Quality Audit requirements, gap identification and draft Self Study.	Creation of draft Self Study for Quality Audit.
		Gaps identified and resolved.
All College policies to be reviewed and revised as required and the creation of an enhanced process to ensure annual review.		
Research & Development	Promote interdisciplinary research aligned with area of program strengths/degree offerings.	Plan and conduct research professional development sessions, research scholarship and innovation days for faculty. Concentration to be added in Schools offering degrees.
	Document and increase the number of students participating in research.	Implement and maintain a database regarding internal research projects.
	Increase awareness of St. Clair College research.	Increase communication and showcase College research internally and externally.



Goal	Objective	Measure
Student Pathways	Continue to create academic pathways (college to college, college to university, university to college).	Continue to increase the current number of student pathways year over year.
		Promote student pathways for heightened awareness.
2. Students (Retention, Graduation Rate and Success)		
Support Student Success	Increase student success.	Resurrect a Student Retention Committee and analyze retention rates.
		Creation and adoption of Terms of Reference (TOR) for the Student Retention Committee.
		Development of a Student Retention and Success Report to support student success.
		Monitor, analyze, review and report impact of English testing for international students.
Support Student Success	Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.	Increase institutional efforts to enhance Soft Skills for students through various mechanisms and activities (ie. online tools, mock interviews).
		Continue to increase “Campus Life” activities by three new events per year.
Support Student Success	Maintain and report on Athletic Performance Indicators (API’s) that align with academic/corporate priorities.	1. Collective Varsity GPA. 2. Scholarship Achievement rate. 3. Departmental win/loss record. 4. Provincial/national recognition hits. 5. Increase athletic department revenue.
Administrative and Student Service Excellence	Review and implementation of new Student Satisfaction Survey (KPI Survey).	Development/implementation of survey.



Goal	Objective	Measure
Increase Enrolment	International enrolment.	Maintain/grow current international enrolment in Windsor and Chatham.
		Increase PCPP enrolment by 40% by adding additional campuses.
	Maintain domestic enrolment.	Maintain PS full-time enrolment within existing corridor.
	Increase student capacity in Windsor.	Completion of Academic Tower with occupancy.
Pursue and create plan for additional space capacity for increased enrolment for Windsor Downtown campuses.		
Enhance Student Life	Completion and occupancy of the third party student residence.	Student residence built and student occupancy commenced.
	Sports Park opened and operating.	Formalized Operational Plan and Service Agreement completed for the Sports Park in conjunction with the SRC and SAA.
3. Community Engagement (Leadership, Communication and Partnership)		
Increase/Monitor Community Local Impact	Monitor and increase economic impact to local community.	Conduct annual research of community spending and impact.
Increase Corporate Training	Enhance our reputation as a training centre for the workforce of our community.	Excluding PCPP, increase entrepreneurial (non-public) revenue by 3% (15% over 5 years).
Brand Identification	Continuation of new brand “Rise Above The Ordinary” initiatives.	Number of actions taken to increase brand awareness.

Goal	Objective	Measure
Increase Community Engagement	Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism and/or Experiential Learning.	Creation and engagement of the “Community Saints” in conjunction with SRC, TSI, SAA and Alumni and document impact.
		Increase community awareness of engagement/support of College staff and students.
4. Human Resources (Staff Development, Efficiency, Effectiveness and Wellness)		
Development of Human Resources	Staff development.	Continuation of staff orientation (part-time/full-time, academic and non-academic) and appropriate orientation material.
		1% of budget allocation for staff development.
	Business continuity.	Review and/or creation of Standard Operating Procedures (SOP’s)/desk manuals.
		Continue to promote staff collaboration and engagement through monthly or quarterly activities.
Staff Wellness.	Monitor institutional WSIB lost sick time.	
5. Facilities Enhancement		
Campus Enhancement	Increase parking capacity.	Creation of a formalized plan to increase number of parking spaces on Main Windsor Campus.
		Implementation of parking plan above.
Deferred Maintenance	Development of a formalized Deferred Maintenance Plan based on recent Building Condition Assessment (BCA).	Development of a formalized and ongoing Deferred Maintenance Plan that incorporates institutional priorities and replacements.

Goal	Objective	Measure
Campus Beautification	Continue to beautify the College campuses and maximize brand.	Annual plan for Campus Beautification developed.
6. Financial Health and Sustainability		
Financial Sustainability	Balanced budgets.	Achieve balanced budgets annually.
	College sustainability.	Increase sustainability fund.
	Maintaining financial sustainability in accordance with MCU financial metrics.	Meeting or exceeding Ministry defined benchmarks.
Financial Efficiency	Review possibility of Centralized Budgeting.	Review and analyze the impact of a “Centralized Expense” allocation and monitoring to achieve more realistic financial results.
Financial Transparency	Provide relevant and transparent reporting on financial position to the Board: <ul style="list-style-type: none"> ▪ Budget ▪ Mid-Year Review ▪ Financial Statements 	Complete interim reporting based on pre-determined deadlines.

Legend:

AVP – Associate Vice President
 API – Athletic Performance Indicator
 BCA – Building Condition Assessment
 CAE – Centre for Academic Excellence
 GPA – Grade Point Average
 EL – Experiential Learning

Baseline: 2019/20, and subsequently, the previous year.

KPI – Key Performance Indicator
 MCU – Ministry of Colleges and Universities
 PCPP – Public College Private Partner
 SCC – St. Clair College
 SMA – Strategic Mandate Agreement
 SOG – Senior Operations Group



ST. CLAIR

COLLEGE

Board of Governors
Policy Manual

POLICY TYPE:	Governance Process	NUMBER:	2003-11.
POLICY TITLE:	Relationship to the Foundation	DATE:	May 2003
		REVISED:	May 2009
		REVIEWED:	February 2020

The College Board, in partnership with the Foundation, works toward accomplishing the strategic goals of the College, while at the same time, maintaining the values of the College.

To ensure appropriate communication and understanding between the two, the St. Clair College Board of Governors shall appoint a designate for a one-year term to the St. Clair College Foundation Board and that designate shall report back to the Board as required.

Minutes of the Foundation Board meetings will be available as a form of communication from the Foundation to the Board.

An annual report of the Foundation will be presented to the Board of Governors meeting of the College Board and the Foundation Board will be scheduled for May, as an opportunity to exchange information and share joint educational opportunities or areas of further interest to both groups.



POLICY TYPE:	Executive Limitations	NUMBER:	2003-12
POLICY TITLE:	General Executive Constraint	DATE:	May 2003
		REVIEWED:	April 2020

The President shall not knowingly allow any practice, activity or decision, which is contrary to legislation, regulation, and Ontario Human Rights Code or Board policies.

The President will not cause or allow any practice, activity, decision or organizational circumstance which is either imprudent, illegal or in violation of commonly accepted business and professional ethics.



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 24, 2020

RE: REVIEW OF POLICY 2003-4 – COMMITTEE PRINCIPLES

SECTOR: SENIOR OPERATIONS GROUP

AIM:

To provide the Board of Governors with a recommendation to amend Policy 2003-4 – Committee Principles.

BACKGROUND:

Upon review of Policy 2003-4 – Committee Principles by the Audit Committee, the attached document has been amended with revisions identified in track changes.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the amendment of Policy 2003-4 – Committee Principles.



POLICY TYPE:	Governance Process	NUMBER:	2003-4
POLICY TITLE:	Committee Principles	DATE:	May 2003
		REVISED:	November 2008
		REVIEWED:	March 2019

The Board may establish committees to help carry out its responsibilities. To preserve Board authority, committees will be used sparingly.

1. Board committees may not speak or act for the Board except when formally given such authority by the Board for specific and time-limited purposes. Such authority will be carefully stated in order not to conflict with authority delegated to the Chair of the Board of Governors and the President.
2. Board committees are to assist the Board in achieving the College's Mission according to the parameters set by the Board.
3. Board committees cannot exercise authority over staff and operations.
4. A committee is a Board committee only if its existence and mandate come from the Board, regardless whether the Board members sit on the committee. The only Board committees are those which are set forth in this policy.
5. An Audit and Finance Committee will be established by the Board of Governors at the appropriate time with primary responsibility to ensure compliance with Board policy through financial oversight and inquiry. ~~the following members:~~

~~3 Board members + 1 additional internal Board member, or external non-voting member at the discretion of the Board.~~

~~The Committee Chair will be elected by the members of the Committee. As defined in the By-Laws, the Committee Chair may also be appointed Treasurer of St. Clair College. Only those members of the Committee can vote.~~

~~The Committee will meet a minimum of 3 times per year at the call of the Chair.~~

~~The primary responsibility of the Audit Committee is to ensure compliance with Board policy through fiscal oversight and inquiry.~~

The Audit Committee shall be entrusted for:

- ~~Appointing external auditors.~~
- ~~Reviewing and approving the audit plan for the external auditors.~~
- ~~Ensuring that there are no management restrictions placed on the external auditors.~~
- ~~Evaluating the adequacy and effectiveness of the Board's policies as well as the College's administrative, operating and accounting policies through communication with management and the external auditors and make recommendations to the Board regarding necessary changes.~~
- ~~Reviewing and approving the annual financial statements of the College.~~
- ~~Acting as a resource to administrators with respect to financial matters.~~
- ~~Assisting the Board in identifying and managing financial risk posed to the College by being an objective party to review, critique, and advise with respect to financial information.~~
- ~~Reviewing major proposals as submitted by administration, or highlighted by the Board of Governors.~~



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 24, 2020

RE: POLICY 2003-4.1 - AUDIT AND FINANCE COMMITTEE – TERMS OF REFERENCE

SECTOR: SENIOR OPERATIONS GROUP

AIM:

To provide the Board of Governors with a recommendation to add Policy 2003-4.1, Audit and Finance Committee – Terms of Reference to the Board Policies.

BACKGROUND:

Policy 2003-4.1 is a new policy that outlines the Audit and Finance Committee Terms of Reference, including its composition, meetings and responsibilities.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the new Policy 2003-4.1, Audit and Finance Committee – Terms of Reference to the Board Policies.



POLICY TYPE: Governance Process **NUMBER:** 2003-4.1

POLICY TITLE: Audit and Finance
Committee – Terms of
Reference **DATE:** March 2019
REVISED: NEW

In accordance with Policy 2003-4, Committee Principles, an Audit and Finance Committee will be established by the Board of Governors at the appropriate time with primary responsibility to ensure compliance with Board policy through financial oversight and inquiry.

Policy 2003-4.1 outlines the Audit and Finance Committee Terms of Reference.

1. Composition

3 external Board members + President, and/or an external non-voting member at the discretion of the Board.

The Committee Chair will be elected by the members of the Committee. As defined in the By-Laws, the Committee Chair may also be appointed Treasurer of St. Clair College. Only those members of the Committee can vote.

2. Meetings

The Committee will meet a minimum of 3 times per year at the call of the Chair.

3. Responsibilities

i. Audit

- Appointing external auditors.
- Reviewing and approving the audit plan for the external auditors to ensure that the combined evaluation of risks and testing of controls is comprehensive.

- Review the scope of the external auditor's reviews of the College's internal controls, any significant findings and recommendations by the external auditors and the responses of the College's staff to those findings and recommendations.
- Ensure that external auditors have access to the Committee to ensure that no management restrictions have been placed on their scope, extent of audit examinations or reporting of their findings.
- Review with the external auditors the results of the audit and determine if there were any difficulties or disputes with management, any significant changes in the audit plan, any significant changes in accounting policies and any management estimates that required significant judgement.
- Review and discuss the annual financial statements and related note disclosures with management and the external auditors.
- Seek assurance that the financial statements of the College are prepared in accordance with public sector accounting standards, which would include oversight of the selection of accounting policies used in the preparation of the financial statements, and consideration of all relevant alternatives.
- Review the annual draft financial statements and, where appropriate, suggest improvements in the financial information and, when accepted, recommend the final statements for approval by the Board.
- Have the right to make inquiries and call upon corporate officers of the College, as the Committee deems necessary.
- Review the performance of the external auditors annually and recommend to the Board their appointment and related fees.

ii. Financial

- Review the annual budget and mid-year budget and recommend its approval to the Board.
- Receive reports from management, external auditors and legal counsel, if appropriate or necessary, on all significant deficiencies or indications/detection of fraud along with the corrective activity undertaken.
- Evaluating the adequacy and effectiveness of the Board's policies as well as the College's administrative, operating and accounting policies through communication with management and the external auditors and make recommendations to the Board regarding necessary changes.

- Ensuring the College has an Investment Policy for the operating, reserve, and endowment funds, and periodically review its relevancy.

iii. Other

- Acting as a resource to administrators with respect to financial matters.
- Assisting the Board in identifying and managing financial risk posed to the College by being an objective party to review, critique, and advise with respect to financial information.
- Reviewing major proposals as submitted by administration, or highlighted by the Board of Governors.

St. Clair College In The News

Table of Contents:

Page	1 - 4	PHOTOS: St. Clair College Breaks Ground On New GEM International Student Residence WindsoriteDOTca News – February 28, 2020
	5	Work Begins on New Students Residence at St. Clair College AM800 CKLW – March 2, 2020
	6	St. Clair College breaks ground on new student residence Blackburn News – March 2, 2020
	7 – 8	Geopositioning system donated to college Windsor Star – March 3, 2020
	9	Gomez Named All-Star AM800 CKLW – March 5, 2020
	10	Sports Briefs – Kucera sisters named all-stars Chatham Daily News – March 6, 2020
	11	Amico Donates GPS System to St. Clair College Engineering Students AM800 CKLW – March 6, 2020
	12	St. Clair College unveils 5G network; possibilities for auto, health care Windsor Star – March 7, 2020
	13 - 14	Saints Claim Silver Medal AM800 CKLW – March 9, 2020
	15	New healthcare research collaboration formed Blackburn News – March 9, 2020
	16 – 17	Local health-care and academic organizations come together for official launch of health institute Windsor Star – March 10, 2020
	18 – 19	Essex Ravens football wins big at 15 th WESPY Awards Windsor Star – March 11, 2020
	20 – 22	Windsor university, college still open but bracing for cancellations over COVID-19 Windsor Star – March 12, 2020
	23	St. Clair College Cancels Spring Open House WindsoriteDOTca News – March 12, 2020
	24 – 25	St. Clair Planning To Move Classes Online WindsoriteDOTca News – March 13, 2020
	26 – 27	St. Clair College moves to online classes amid coronavirus concerns CBC News – March 13, 2020
	28 – 30	St. Clair College, U of W consider online only learning because of virus concerns Windsor Star – March 13, 2020
	31 - 32	List of local cancellations due to COVID-19 threat Windsor Star – March 13, 2020
	33 – 34	St. Clair College to switch to online class due to COVID-19 concerns Windsor Star – March 13, 2020

- 35 UWindsor and St. Clair College consider moving to online courses
Blackburn News – March 13, 2020
- 36 St. Clair College Moving to Online Classes
AM800 CKLW – March 13, 2020
- 37 – 38 U of W suspends classes, St. Clair College switching to online classes
Windsor Star – March 14, 2020
- 39 St. Clair College to suspend on-campus labs and clinics
Windsor Star – March 15, 2020
- 40 St. Clair College Cancels Labs and Clinics Due to COVID-19
AM800 CKLW – March 15, 2020
- 41 St. Clair College suspending on-campus labs and clinics
Blackburn News – March 15, 2020
- 42 More Changes To St. Clair College Operations
WindsoriteDOTca News – March 15, 2020
- 43 St. Clair College to suspend labs, mandate self-isolation for those who travelled abroad
CTV Windsor – March 15, 2020
- 44 ST. CLAIR COLLEGE CAMPUSES REMAIN OPEN WHILE EMPLOYEES SENT HOME
AM800 CKLW – March 17, 2020
- 45 St. Clair College closing campuses
Blackburn News – March 17, 2020
- 46 St. Clair College campus to remain open, employees urged to work from home
CTV Windsor – March 17, 2020

PHOTOS: St. Clair College Breaks Ground On New GEM International Student Residence

WindsoriteDOTca News - Friday February 28th, 2020

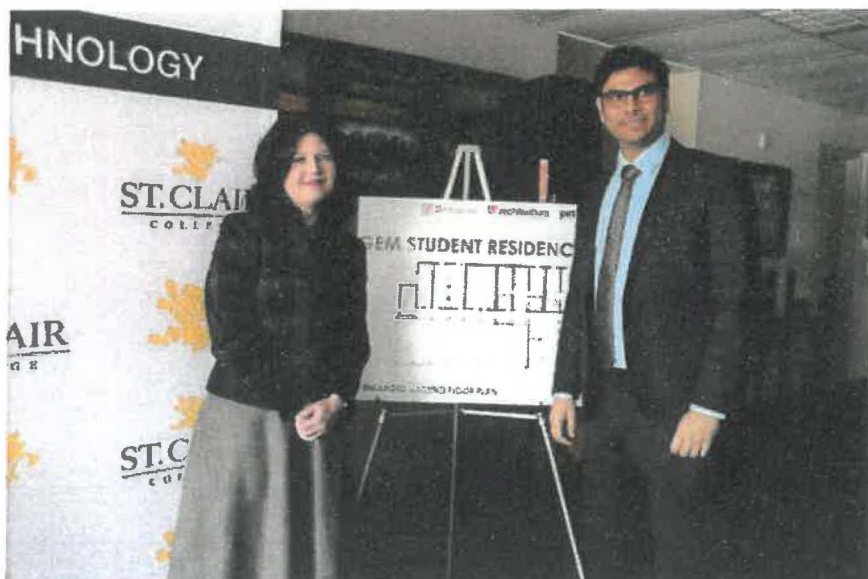


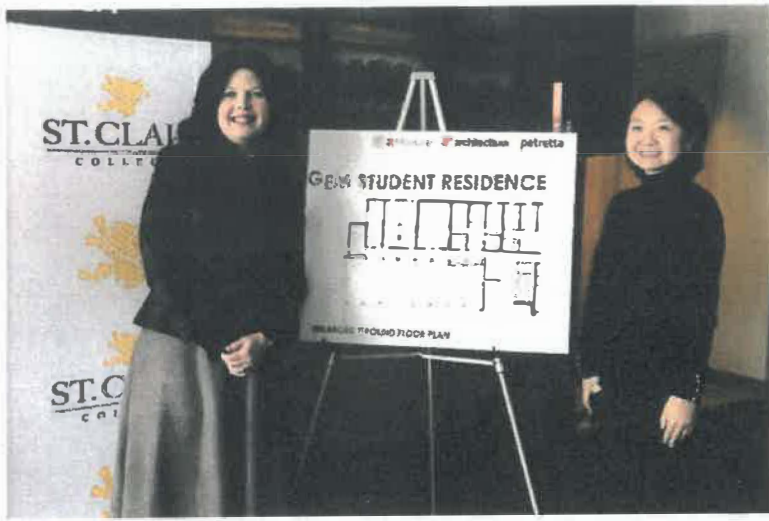
St. Clair College broke ground Friday on a new student residence that will provide on-campus housing for 512 students.

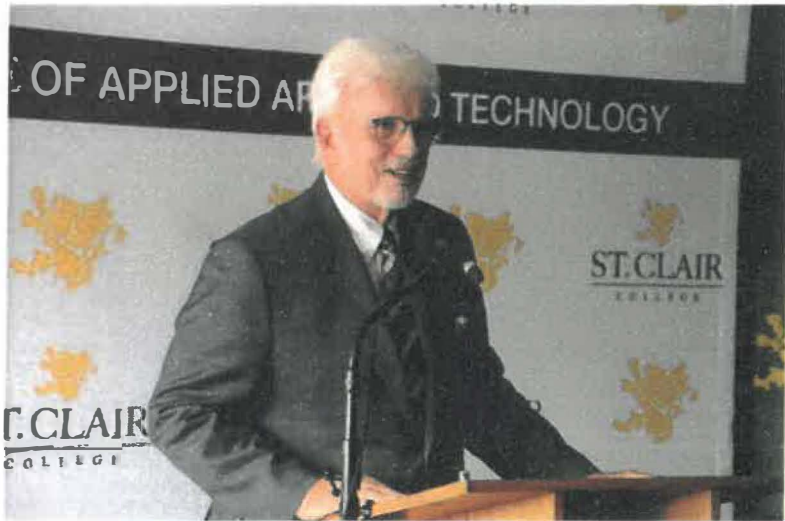
The developer and manager of the new residence is Global Education Mihome (GEM) Corporation, the College's educational partner who owns and administers the private school Ace Acumen Academy in North York and Mississauga.

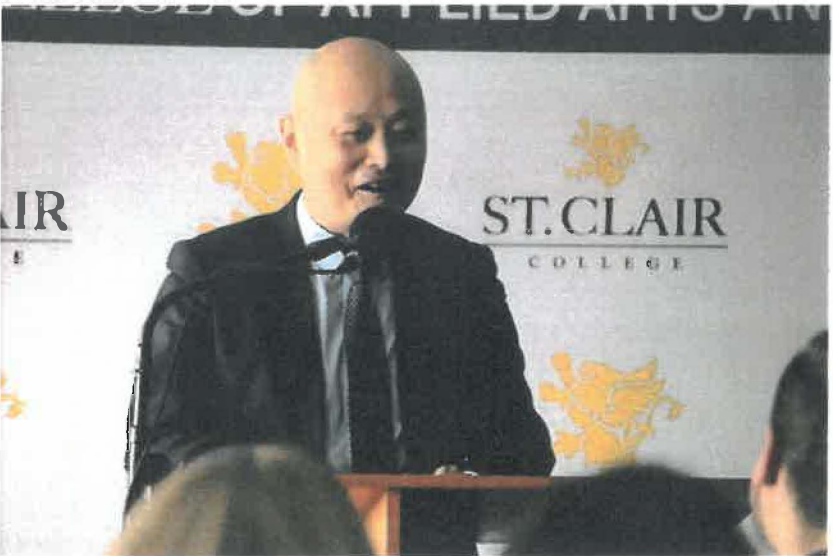
Construction involves an innovative process using Z-Modular units constructed in a factory and shipped to the site. The units will be stacked and connected through a phase-by-phase process that will see a completed building within approximately 45 days.

"This welcome wave of newcomers desperately needs a home away from home and this new residence project will provide just that," said St. Clair College President Patti France.









Work Begins on New Students Residence at St. Clair College

AM800 CKLW – March 2, 2020



(AM800 file photo)

Construction has begun on a new student residence at St. Clair College in Windsor.

A ceremony took place Friday morning with provincial officials from the Ministry of Colleges and Universities.

Vice President of International Relations Ron Seguin, said the new building will house 512 students on campus.

"It addresses the significant growth we've had internationally and the high demand for housing from students," he said.

Seguin said the residence will be home to a wide range of students, but it's a major selling point for students coming in from overseas.

"Parents will feel much more comfortable knowing that students are coming to Canada, landing and have a safe place to land as opposed to coming and looking for housing because our current residence is full," he said.

The residence will have a unique design as it is being built in a factory and shipped to the site.

Seguin said the modules will be stacked, connected and completed within 45 days.

"To be clear there's a lot of work to be done on the inside once that's done, but this is residence that's built in a factory and delivered on trucks," he said. "It's the first in Canada, so it's both exciting and interesting."

The \$23-million project will be completed in the fall and will welcome students in January of 2021.

St. Clair College breaks ground on new student residence



Faculty members arrive at the main Windsor campus at St. Clair College as the province-wide strike continues on November 8, 2017. Photo by Mark Brown/Blackburn News.

Blackburn News - March 2, 2020

St. Clair College is addressing a shortage of student housing by building a new student residence.

The new building will provide 512 international students with housing within walking distance to other buildings on campus and a bus route to the campus in downtown Windsor.

“St. Clair College has been a leading proponent of public college-private partnerships in Ontario for some time,” said David Piccini, the Parliamentary Assistant to the Minister of Colleges and Universities.

The building will use Z-Modular units pre-built in a factory and shipped to the site. It should be complete within 45 days.

The Z-Modular Corporation is a subsidiary of Zekelman Industries owned by Windsor businessman Barry Zekelman.

“This welcome wave of newcomers desperately needs a new home away from home,” said College President Patti France.

Enrolment of international students has skyrocketed in recent years, according to Nancy Jammu-Taylor, the chair of the College’s Board of Governors. She said the availability of affordable housing has become “a crisis.”

In September, the College said it had [enrolled about 13,200 students, including 4,188 from other countries.](#)

“The board was confronted with a new issue: not dealing with the quality of education, but rather, with our students’ quality of life,” said Jammu-Taylor.

Geopositioning system donated to college

Windsor Star – March 3, 2020:



Tony Youssef, technical services manager at Amico Infrastructures Inc., goes over the features of a Leica iCON GPS unit, donated to St. Clair College's School of Engineering Technologies by Amico, Tuesday, March 3, 2020.

A \$34,000 global positioning system has been donated to St. Clair College's school of engineering technologies by Amico Infrastructures, giving students a "direct advantage over students from other Colleges in Ontario."

"You will be able to say, 'I have experience with the equipment you use at your company,'" said Tony Youssef, Amico's technical services manager during a presentation ceremony at the school.

"It's a competitive advantage for St. Clair College students. We don't offer this to any other colleges."

Amico will also cover the annual \$4,300 subscription fee for the Leica iCON GPS, required to access the GPS satellite network.

"Our faculty and our staff work really hard to work with industry to make sure we are teaching to the latest technology being utilized in the field," said Waseem Habash, vice-president, academic.

"Without your support and help we would not be able to teach to the latest technologies."



Tom Touralias, director special projects at Amico Affiliates, speaks during a press event announcing the donation of a Global Positioning System worth \$34,000 by Amico Infrastructures Inc. to St. Clair College's School of Engineering Technologies, Tuesday, March 3, 2020.

Students in the civil engineering technology, construction engineering technology and architectural technology programs will now have the opportunity to learn with the latest technology.

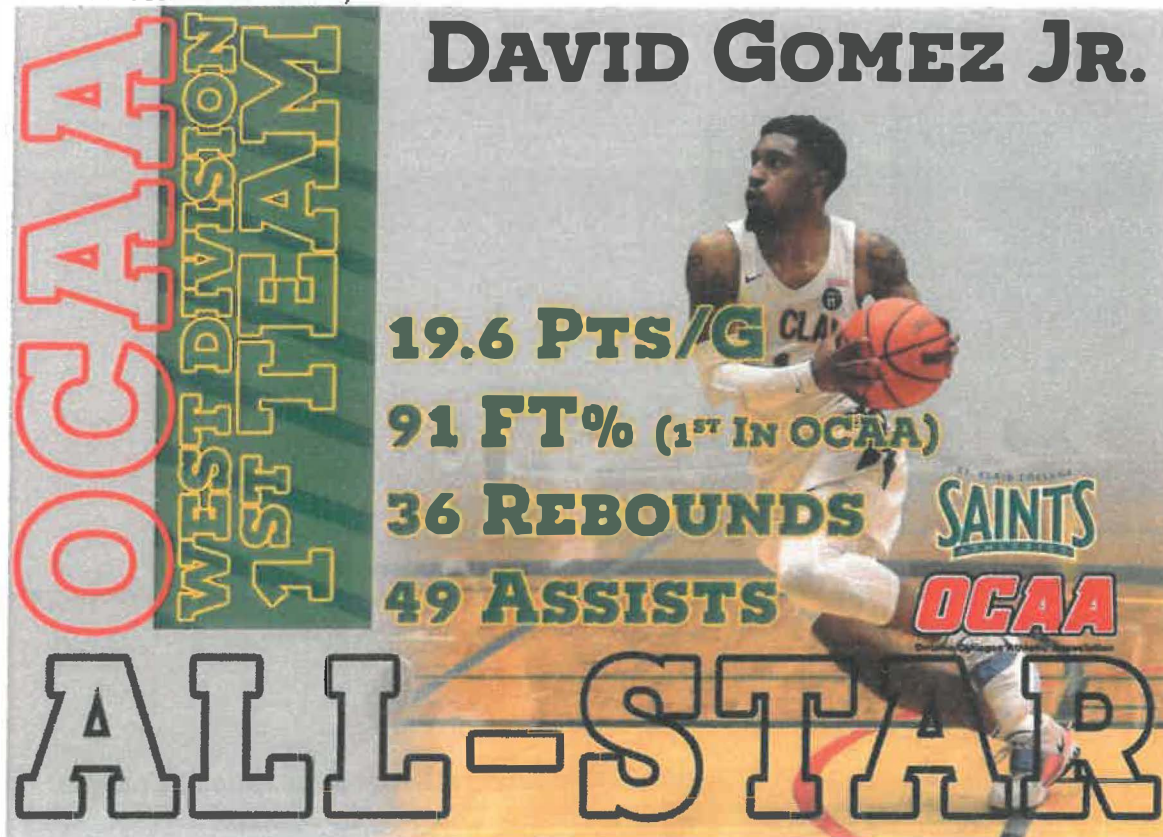
The GPS receiver can fix its location by calculating its distance from three or more Earth-orbiting satellites, whose positions in space and time are known.

The U.S. Department of Defense created the Global Positioning System as an aid to navigation. Since it was fully opened to civilian use in 1994, the use of GPS positioning has expanded to everything from tracking delivery vehicles, to tracking the minute movements of the tectonic plates that make up the Earth's crust, to tracking the movements of human beings.

It has also become an indispensable tool in the surveying industry.

Gomez Named All-Star

AM800 CKLW- March 6, 2020



David Gomez Jr (PHOTO courtesy of St Clair College)

For the second year in a row St. Clair College Men's Basketball guard David Gomez Jr. (Pontiac, Michigan) was selected as a West Division All-Star but this time was named to the 1st Team.

The OCAA Men's Basketball Awards were announced Thursday night at the Championship Banquet held at the Sunbridge Hotel and Conference Centre in Sarnia which is being hosted by Lambton College.

Gomez ranked 9th in provincial scoring at 19.6 points per game while adding 3.1 assists and converting 91% (1st OCAA) of his free throws this past season.

He helped lead the St. Clair Men's Basketball team to a 14-6 regular season record and a berth in the Final 8 Provincial Championship tournament after the Saints won their first playoff game since 2007.

St. Clair will face Seneca College (North York) at 3:00pm in Friday's quarterfinal matchup.

Sports briefs: basketball, volleyball, hockey

Twin sisters Logan and Jana Kucera of Chatham were named all-stars at the OCAA women's basketball awards ceremony Thursday in Windsor.

Chatham Daily News - March 6, 2020



St. Clair College Saints' Logan Kucera goes through drills during women's basketball practice at St. Clair College's SportsPlex in Windsor, Ont., on Tuesday, March 3, 2020.

Kucera sisters named all-stars

Twin sisters Logan and Jana Kucera of Chatham were named all-stars at the Ontario Colleges Athletic Association women's basketball awards ceremony Thursday in Windsor.

They're teammates on the St. Clair Saints, who are hosting the OCAA championship from Friday to Sunday.

Logan Kucera was named a West Division first-team all-star after averaging 16.4 points, 6.3 rebounds, 3.0 assists and 2.1 steals per game.

Jana Kucera was named a West Division second-team all-star after averaging 15.1 points, 4.6 rebounds, 3.9 assists and 2.6 steals per game.

Both are Chatham-Kent Secondary School graduates.



Amico Donates GPS System to St. Clair College Engineering Students

AM800 CKLW – March 6, 2020



Amico Infrastructures has donated a \$34,000 Global Positioning System to St. Clair College

Engineering Technology students at St. Clair College in Windsor are getting a unique opportunity, thanks to a donation from Amico Infrastructures.

The company has donated a \$34,000 Global Positioning System and has pledged to cover the annual \$4,300 subscription fee as well.

Amico's Technical Services Manager Tony Youssef, calls it a "competitive advantage for St. Clair College students" as the equipment isn't offered at any other college.

Students from Civil Engineering Technology, Construction Engineering Technician and Architectural Technology will now have the opportunity to learn surveying with the latest technology used in the construction industry.



St. Clair College unveils 5G network; possibilities for auto, health care

Windsor Star – March 7, 2020



Peter Wawrow, director of Applied Research and Development at St. Clair College, speaks during a news conference on Friday announcing that the college is the second Canadian post-secondary institution to become “5G-ready.” Dan Janisse / Windsor Star

St. Clair College is ready for the technological future.

Areas of the school’s South Windsor campus now equipped with the high speed, low latency fifth generation of mobile broadband network known as 5G have the capacity to house autonomous vehicle testing, among other things. As the second Canadian post-secondary institution to become “5G-ready,” college representatives say local students and industry will have a leg-up when the new network goes live nationwide in the near future.

“It feels like we’ve been building towards 5G for years and years,” said Ben Cowan, manager of wireless access engineering with Telus, during a presentation of the network at the college on Friday. Telus invested roughly \$250,000 to implement 5G (fifth generation) infrastructure at St. Clair’s Ford Centre for Excellence in Manufacturing and Centre for Applied Health Sciences buildings. He anticipated 5G would launch more broadly in Canada before the end of 2020.

Saints Claim Silver Medal

AM 800 CKLW – March 9, 2020



OCAA Women's basketball finals - (photo courtesy of @TheOCAA via Twitter)

The Fanshawe College Falcons used a strong second half performance to claim their second consecutive OCAA Women's Basketball Championship defeating the St. Clair College Saints on their home court 93-80.

In a rematch of last year's final Fanshawe had to weather an early storm created by St. Clair as they whipped their home crowd into a frenzy that saw them jump ahead 20-8 in game's early moments.

The Saints used five triples and 53% shooting to remain up 28-20 entering the second quarter.

Fanshawe was fortunate to find themselves down just 52-42 by halftime.

However, Fanshawe caught fire in the pivotal third quarter shooting 73% from the field and held St. Clair to just 6 points in the frame to move ahead 68-58 by the beginning of the fourth.

Fanshawe (47%) outshot St. Clair (31%) from the field which proved to be a deciding factor in the outcome but a heavy foul count in the game hurt St. Clair's short bench as two players reached the limit and Fanshawe was able to convert 30 of 37 (81%) from the charity stripe.

St. Clair was led in scoring by West Division 1st Team All-Star Logan Kucera with 26 points in a double-double performance that included 10 rebounds which allowed her to win the Player of the Game Award.

West Division 2nd Team All-Star Jana Kucera (Chatham, ON) netted 21 points to go with 7 rebounds and 6 assists with Noor Bazzi coming off the bench to score 14 points for the Saints.

Anna Ulicny also reached double figures for St. Clair chipping in with 13 points in her last college game.

Sunday, March 8

Bronze Medal Game

Game #7: 1:00pm - Algonquin 60 vs. Humber 68

Gold Medal Game

Game #8: 3:30pm - Fanshawe 93 vs. St. Clair 80

Final Placing

Fanshawe College - Gold Medal

St. Clair College - Silver Medal

Humber College - Bronze Medal

Algonquin College - 4th Place

Championship All-Star Team

Mikhaila Wright (Fanshawe) - Most Valuable Player Award

Chuot Angou (Fanshawe)

Natalie Warren (Fanshawe)

Logan Kucera (St. Clair)

Jana Kucera (St. Clair)

Felicia Velasquez (Humber)

Fair Play Award

Noor Bazzi (St. Clair)

New healthcare research collaboration formed



WRH CEO David Musyj, St. Clair College President Patti France, HDGH CEO Janice Kaffer and University of Windsor President Robert Gordon sign the memorandum of understanding for WE SPARK Health Institute, March 9, 2020. (Photo by Maureen Revait)

Blackburn News - March 9, 2020

A new collaboration between four local institutions aims to enhance the health, well-being and care of people in the region.

Hotel-Dieu Grace Healthcare, Windsor Regional Hospital, the University of Windsor and St. Clair College have officially launched WE-SPARK Health Institute to help researchers address regional health issues.

“By bringing us all together, really that can elevate the kinds of questions that we’re asking, it’s going to streamline and provide resources so that we can really make these research grants possible,” said Executive Director Dr. Lisa Porter.

The health institute has been in the works for nearly ten years and Porter says they’ve already seen what collaboration can achieve.

“We have seen a tripling of health research grants coming to our region, we’ve increased the number of health researchers that are here in Windsor-Essex. We have an increased number of clinicians that are doing clinical research, and we have an increased number of clinical trials,” said Porter.

Porter says research shows that patients involved in clinical trials and research programs have better health outcomes than those that don’t.

The four institutions have agreed to work together to improve the research field in Windsor-Essex. The research will include cancer, brain health, sexual health, rehabilitation and population health.

Local health-care and academic organizations come together for official launch of health institute

Windsor Star – March 10, 2020



Windsor Regional Hospital President and CEO David Musyj, St. Clair College President Patti France, Janice Kaffer, Hotel Dieu Grace Healthcare President and CEO, University of Windsor President and Vice-Chancellor Robert Gordon sign memorandum of understanding launching a regional health institute. Lindsay Charlton / Windsor Star

Local health-care and academic groups are looking toward the future with the official launch of an innovative research focused regional institute.

“This is a platform that can work together to elevate health research excellence and really support the needs of our community,” WE-Spark Health Institute executive director Lisa Porter said Monday at the launch of the new collaborative initiative.

Officials from Hotel-Dieu Grace Healthcare, the University of Windsor, St. Clair College and Windsor Regional Hospital signed a memorandum of understanding, officially launching the institution. Porter called the partnership between the four organizations “one of a kind.”

WE-Spark aims to provide a hub for researchers through various training programs, academic support, professional development and bi-monthly think tanks.

“It’s got a lot of moving pieces to it,” Porter said. “One piece is about increasing our success with getting those big grants. Another piece is really about bringing researchers together and helping them work together.”



WE-SPARK Health Institute Executive Director Lisa Porter. Lindsay Charlton/Windsor Star

Some areas of research will include cancer, brain health, rehabilitation and population health.

Windsor Regional Hospital president David Musyj said the collaboration has already opened doors for local research.

“Our oncology physicians are already pushing the envelope in driving advancements in health,” he said. “Last year, the collaboration between WE-Spark and Windsor Regional allowed for the colon fresh tissue trial to begin in earnest.”

“We’re taking fresh tissue from patients with known colon cancer during their surgery and transporting that to a research lab at the University of Windsor. The goal of that study is very simple, to investigate and predict who is at most risk for colon cancer.”

Porter said there are many benefits to health research, including educating the community and attracting “the best and brightest” to the region.

“It aids in supporting rapid adopting of best prevention and care practices,” she said. “And of course it aids in us finding those innovative solutions for us here in Windsor-Essex.”

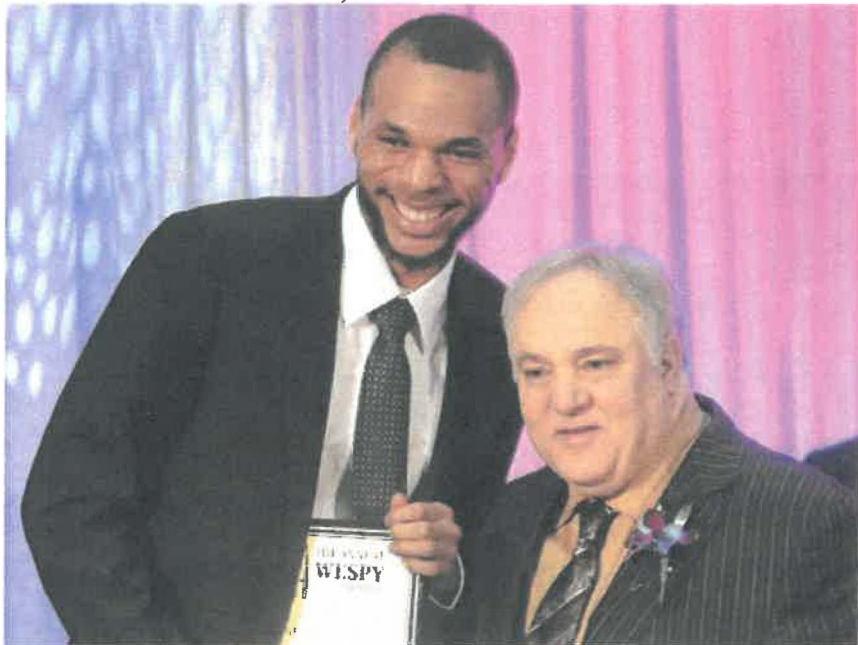
Since the idea for a regional institution took hold nearly 10 years ago, Porter said there has been an increase locally in health research grants, the number of health researchers, and clinical research trials.

“That means patients getting new drugs, new diagnostics,” she said. “These are things that translate to truly increased health outcomes.”

“I can’t stress enough how much research means to patient care,” she said. “It means that your doctor knows what’s the latest, greatest thing out there. Not only that, they’re not willing to settle and say ‘we have nothing else for you.’ They’re thinking about new ideas.”

Essex Ravens football wins big at 15th WESPY Awards

Windsor Star – March 11, 2020



WINDSOR, ON. MARCH 10, 2020 - Canadian Olympian Brandon McBride, left, poses with Domenic Papa, founder of the WESPY Awards during the 15th annual edition on Tuesday, March 10, 2020 at the Caboto Club in Windsor, ON. McBride, from Windsor, is a former WESPY award winner and current Canadian Olympic track athlete who was recognized during the event.

The Essex Ravens picked up a pair of major awards on Tuesday at the 15th Annual Windsor Essex Sports Person's of the Year (WESPY) Awards at the Caboto Club.

The Ravens' first title in the Ontario Provincial Football League in 2019 earned the squad team of the year while longtime head coach Glen Mills was named coach of the year.

University of Windsor Lancers' volleyball standout Pierce Johnson was named male athlete of the year while St. Anne high school product Ashley Ditchfield, who is now playing volleyball at Ryerson University, was named female athlete of the year.

Julie Ann Milling, from the St. Clair Saints volleyball team, was given the leadership award while Tom Bain and Mark Williams, from the Lakeshore Horse Racing Association, shared the executive of the year.

Mary Ewer was named female volunteer of the year and Marty Kerester took the award on the men's side. The Windsor Wildcats' Intermediate BB hockey team was honoured with the courage and determination award, Jennifer Belair, of the Windsor Classic International Tennis Tournament, won the community service award while Pat Harrison was the female legacy award winner with Ed Petryshyn taking the honour on the men's side.

Former Detroit Lions' wide receiver Herman Moore was the keynote speaker where dozens of individuals were honoured in their respective sport.

Milan Loban, from Essex high school and the Border City Athletic club, won the male track and field award while Border City clubmates Karlie Moore, from Sandwich high school, and Krystalann Bechard, from Tecumseh Vista high school, shared the award on the women's side.

The Windsor Spitfires' Jean-Luc Foudy won the male hockey award while Kira Juodikis, from the Southwest Wildcats, took the women's award.

Mike Zivcic, who played for St. Joseph high school and Windsor Croatia, won the male soccer award with Danica Paesano, from Villanova high school and the Eastside Kickers, claiming the female award.

Right-handed pitcher Jack Zimmerman, of the Windsor Stars and University of Windsor Lancers, won the baseball award while the St. Clair Saints' Rya Cowan captured the softball award.

Johnson picked up the male volleyball award with Ditchfield claiming the women's award.

The Windsor Aquatic Club swept the swimming awards with Brendan Oswald winning the male side and Madelyn Gatrall on the female side. WAC's Julia Lane claimed the para-sports award.

Roger Li, who competes for Massey high school and the Windsor Wrestling Club, won the male wrestling award while Selena Renaud, from Lajeunesse high school and the L'Essor Wrestling Club, took the female award.

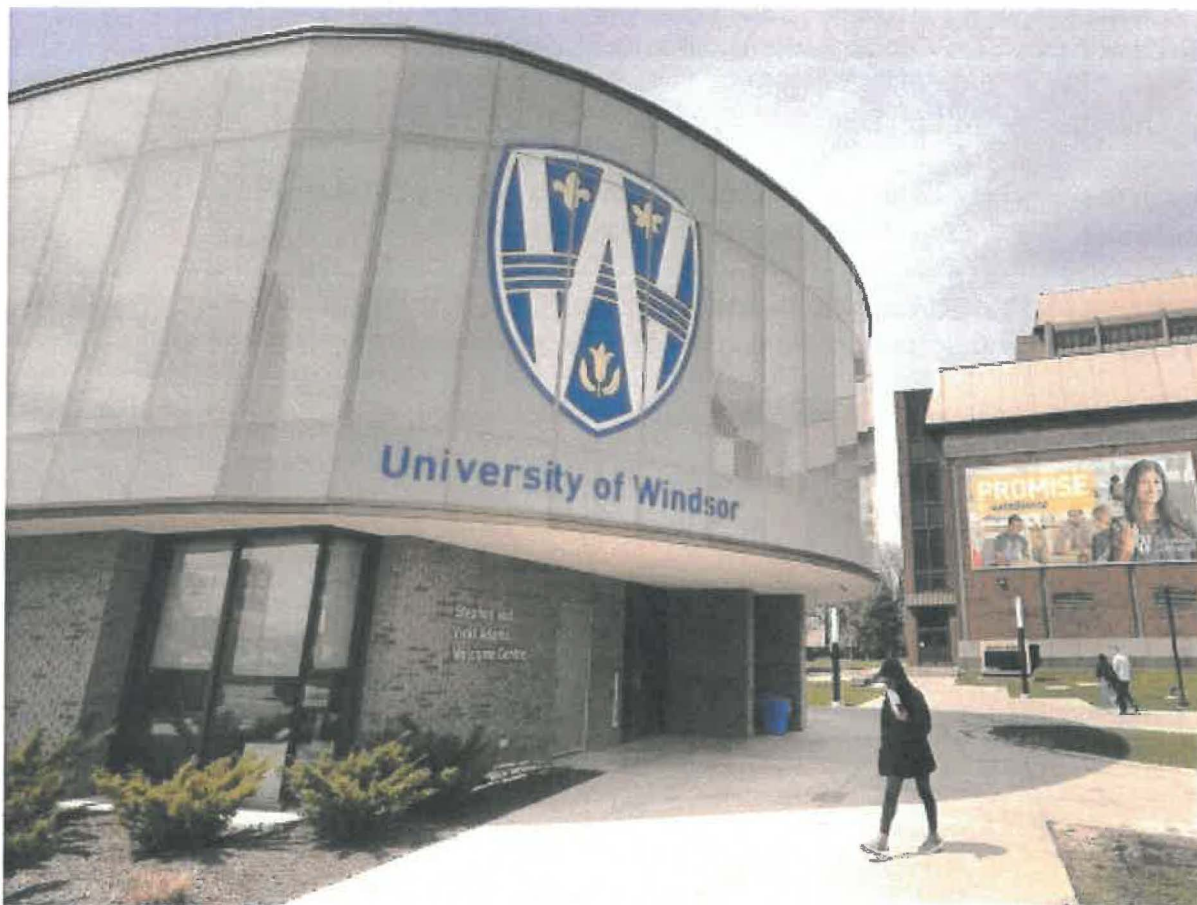
The male golf award went to Tyler Hurtubise, from Pointe West and Essex high school, while Holy Names high school grad Jasmine Ly won on the women's side.

Akot Aken, who competed at Kennedy high school and is now with the Lancers, won the male basketball award while St. Clair's Jana Kucera took the female award.

Receiver Cody Holmes, of the Windsor AKO Fratmen, took the football award, Gord McDonnell was named horseman of the year, while Sarah Parent, from Winstars Gymnastics, took the gymnastics award and Alison Schumacher, from the Riverside Skating Club, capturing the figure skating award.

Windsor university, college still open but bracing for cancellations over COVID-19

Windsor Star – March 12, 2020



The University of Windsor campus is shown on Wednesday, April 24, 2019. Dan Janisse / Windsor Star

St. Clair College said Wednesday it will likely cancel events in the near future, and is creating a backup plan in case it has to halt classes, as fears rise over COVID-19 on school campuses.

After universities in Sudbury and Michigan announced they are stopping classes, representatives of St. Clair and the University of Windsor said Wednesday they are still in session. But both schools have created “pandemic planning” committees and are assessing the situation on a daily basis.

Waseem Habash, St. Clair’s vice-president of academics, said a student dance is among the events likely to be cancelled.

“We have a college event that was a dance that students were putting together,” he said. “That will likely be cancelled because it’s not the appropriate time to do it. There will be probably 400 to 500 students there, and they’ll be in close proximity to each other. That’s supposed to happen in a couple weeks, and we think that is probably something that will be cancelled.”

Ontario has had 41 cases of novel coronavirus, which can cause flu-like symptoms. Five are resolved. The Windsor Essex County Health Unit said Wednesday there are no known cases in this region.

Habash said leaders of the province's 24 colleges have been in communication to "lean on each other for support" in the event that person-to-person classes have to be cancelled. That might include one college sharing online courses with another school's students if classes are shutdown.

Laurentian University in Sudbury cancelled all in-person classes, labs and campus activities on Wednesday, making it the first university in Canada to take the precaution. Classes will be given online.

Laurentian made the announcement the same day the City of Sudbury announced its first case of COVID-19, the illness caused by a novel coronavirus strain originating in Wuhan, China. COVID-19 has been blamed for more than 4,200 deaths worldwide, including one in Canada.

Michigan State University also said Wednesday it is cancelling all in-person classes after two cases of COVID-19 were confirmed in Michigan, including one possibly linked to the campus. The cases are in Wayne and Oakland counties.

"We're taking every step that we can to mitigate the virus spread and keep Michiganders safe," Governor Gretchen Whitmer said Tuesday while announcing the two cases discovered in the Detroit area.

"I've signed an executive order declaring a state of emergency in order to maximize our efforts and assist local governments and officials to slow the spread. It's crucial that Michiganders continue to take preventative measures."

Since a now-resolved case of COVID-19 in a Western University student in her 20s in late January, Southwestern Ontario has not had any active cases of the respiratory illness.

Classes are still on at Western University in London but the institution is monitoring the situation and plans are underway to move online if necessary. Schools in Windsor are taking a similar approach.

"The University of Windsor's pandemic planning committee is meeting daily to assess the situation and is working closely with the Windsor-Essex County Health Unit," media relations manager Lori Lewis said in an email.

Habash said St. Clair will announce to students and staff on Thursday it is reviewing plans for "alternate delivery" of classes.

"Next week we have March Break," he said. "Whatever we decide to do we can implement by the time we get back, if there's anything that needs to be done or can be done."

Habash said he's not sure what the approach will be if in-person classes have to be cancelled.

"We don't know what that looks like yet, but we are working on that plan," he said. "That's easier said than done. At colleges we have a lot of hands-on labs where students work with their hands. Delivering it online cannot happen. So if we do have to shut down, how do we recover students in terms of the labs?"

Last Friday, St. Clair also sent out communications to staff and students telling them to stay home if they have any symptoms.

"We're following the health unit's advice," said Habash. "They advised essentially to inform students and staff not to go to hospital or to a medical clinic, to identify to us first that 'I'm sick.' Do not come to class. And we will connect them with the health unit."

He said one of St. Clair's next steps will be assessing what upcoming events might have to be cancelled.

"Whoever it is, they will be notified ahead of time and obviously we will discuss with them options etc.," said Habash. "This is a very difficult situation, so we don't take that lightly. We would have to make sure that proper communication happens with the group, the individuals."

While the Windsor Essex County Health Unit said Wednesday the overall risk for people in the region is low, it is still warning event organizers to take preventative steps.

“The WECHU is recommending that organizers use discretion when planning large public gatherings such as religious events, conferences, or large social gatherings,” the health unit said in a statement on its website. “Event organizers and participants should be diligent to practice and promote routine infection prevention and control measures including good personal health habits such as hand washing and ensuring access to washrooms with soap and water or alcohol-based hand sanitizer.”

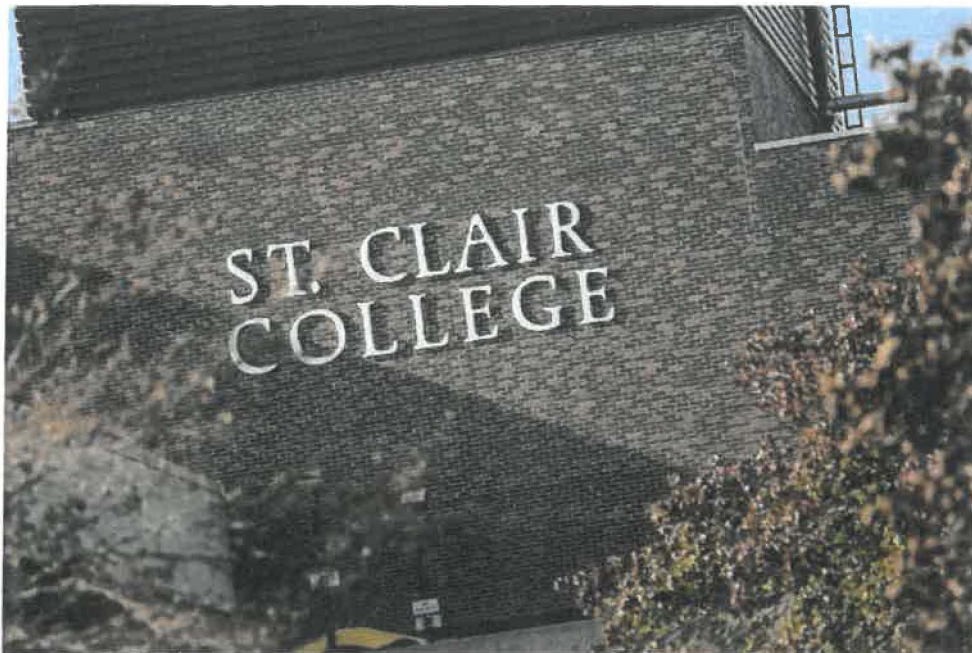
Western University president Alan Shepard said in a statement Wednesday “there has also been no indication from Middlesex-London Health Unit that classes should be cancelled.”

“That said, planning is well underway to provide flexible options should Western need to move to online-only learning,” he said.

Western is assessing whether its March break open house for prospective first-year students will go ahead this Saturday, Shepard said in a statement.

St. Clair College Cancels Spring Open House

WindsoriteDOTca News - Thursday March 12th, 2020



St. Clair College is cancelling their Spring Open House over COVID-19 precautions.

Officials say the College's Risk Management Committee convened Wednesday to review all College events for the month of March. The committee weighed scheduled events against the federal government's public health guidelines involving mass gatherings during the COVID-19 global outbreak.

Officials say the criteria used to make the decision to cancel the Spring Open House was based on the number of people expected to attend the event, the possibility of social distancing and whether attendance involved having visitors from outside the College community.

After considering those factors, and that the health and well-being of staff and students is the College's main priority, officials say the College's Senior Management Team made the decision to cancel the event.

The Open House had been scheduled for Saturday March 21st, 2020, at all campuses.

St. Clair is encouraging prospective students to visit the College website for program specific information or contact the Marketing and Recruitment office, 519-972-2760, for more information.

St. Clair College Planning To Move Classes Online

WindsoriteDOTca News - Friday March 13th, 2020



St. Clair College is planning to move on-campus classes online for the remainder of the semester out of an abundance of caution for the coronavirus situation.

In a letter sent to students Thursday evening, and posted to the college's [website](#), St. Clair President Patti France announced details of the plan which will take effect March 23rd, 2020:

At this time, the Windsor-Essex County/Chatham-Kent Health Units continue to report that there are no confirmed cases of COVID-19 in our local area, and that the overall risk remains low for local residents and our campus communities. We understand that there is significant concern now that the World Health Organization has declared the COVID-19 outbreak a pandemic. Colleges have engaged discussions with the Ministry of Colleges and Universities regarding next steps and we are continuing to follow the advice of our health professionals and are in collaboration with the other 23 Ontario colleges. Information is evolving quickly and College planning will react accordingly, placing the health and safety of our staff and students at the forefront.

St. Clair's administration – in consultation with the provincial government – is developing plans for the possible suspension of on-campus classes. Special exceptions may be necessary for labs and clinical settings. Changes to placements will be communicated by your program Chair and/or Coordinator. St. Clair College is putting in place the necessary tools to enable additional online education to allow the majority of our courses to continue remotely.

More details about the specifics of on-line learning, on a course by course basis, will be forthcoming from School Chairs and individual professors. Look for those detailed messages next week (Break Week) as the current planning is put into practice.

In an attempt to limit the spread of the Coronavirus (COVID-19) as a means of protecting both its students and staff, St. Clair College will implement these measures as of March 23, 2020 (when classes were set to resume after the March Break week).

St. Clair College has developed an FAQ site to disseminate information which can be found on our website at www.stclaircollege.ca/health-centre/coronavirus/faq.

Students departing for March Break: As you depart the College on Friday, March 13, it is important that you take all of your textbooks, notebooks and other learning materials home with you, so that you have all required resources at-hand when the on-line delivery is launched on March 23.

A special message to international students: The College is communicating regularly with both provincial and federal officials to advocate that this interruption of the academic year will not adversely affect the status of visas. Updates on this topic will be provided by the College via its main website, and some may be sent directly to international students via email.

St. Clair College, as always, is committed to the well-being of the communities of Windsor-Essex and Chatham-Kent. It is in that spirit that it is implementing these measures to keep students, staff and citizens safe and healthy.

The health of our students and staff is of paramount concern to the College. In this time of uncertainty, this alternative educational format is the best way of safeguarding that. We encourage you to check the website frequently as information is developing quickly and the College's position may change. We look forward to a time in the not-too-distant future when we may all gather again, in person, to collectively pursue educational excellence.

Patti France
President

Students are being asked to take all of their supplies and possessions home when leaving the campuses on Friday.

St. Clair College moves to online classes amid coronavirus concerns

In a note to staff, the college said online classes will begin after March Break, on Monday, March 23

CBC News · Mar 13, 2020 8:28 AM



St. Clair College is moving to online classes to close out the semester, due to concerns over coronavirus. (Sanjay Maru/CBC)

St. Clair College is moving to online classes as a precaution against the spread of COVID-19.

In an emailed statement to staff, the college announced that all face-to-face classes and lectures will move to online delivery starting Monday, March 23. There were no classes planned next week because of March Break.

Labs that require specialized equipment will continue, the college stated, until further notice.

The college urged staff to create a plan that will see their courses completed on April 17, and asked them to conduct final assessments by means of assignments such as research papers, instead of exams, which would require students to go to the campus.

In an emailed statement on Thursday, the University of Windsor said the school was looking to find alternatives to face-to-face learning. At the time this article was published, no in-person class cancellations have been announced.

The move comes the day after Ontario announced all publicly-funded schools across the province would close for two weeks after March Break over concerns about COVID-19.

Doug Ford's government said in a statement the move is "necessary to keep people safe" and based on the advice of Dr. David Williams, Ontario's chief medical officer of health.

Also on Thursday, the Windsor-Essex County Health Unit's chief medical officer of health, Dr. Wajid Ahmed, said there are still no confirmed cases of COVID-19 in the region.

That same day, Hotel-Dieu Grace Healthcare announced a physician working in psychiatry had developed coronavirus symptoms and is self-isolating at home. The physician in question is being tested, though it will take at least 24 hours to receive the test results.

Michigan Gov. Gretchen Whitmer announced Thursday that, effective Monday, all of Michigan's public and private schools will be closed until April 6 as efforts continue to combat the spread of the coronavirus.

The announcement made during a late-night news conference came as officials said 10 more coronavirus cases had been reported in Michigan, raising the state's tally to 12. Already, some K-12 schools had begun announcing weeks-long closures, and others began training staff to potentially move to online learning only.

St. Clair College, U of W consider online only learning because of virus concerns

Windsor Star – March 13, 2020



St. Clair College Vice President Amar Singh will be posting ways to self-isolate among other health conscious messages at main campus of St. Clair College Thursday. Behind Singh is a digital board with rotating messages about benefits of cleaning your hands.

The senior academic team at St. Clair College will present a plan for remote online learning to faculty on Friday as it prepares for the looming possibility that in-person classes will be cancelled because of COVID-19.

The University of Windsor says it is also looking at alternatives to face-to-face classes and more information will be available soon.

“We are working on that planning right now,” Waseem Habash, St. Clair’s vice-president of academic, said Thursday. “We’ll present it to faculty for their input tomorrow and Monday. It’s complicated but we should have the plan by Tuesday of next week.”

The college announced it was cancelling its March 21 open house and that as many as 25 other, smaller college-run events may be cancelled in the coming days.

The 12,817 full-time students on St. Clair campuses are ready to head into a week-long March break after Friday classes.

“With March break, that gives us some time to prepare,” Habash said.

Laurentian University in Sudbury and numerous U.S. colleges and universities have suspended in-person classes.

Habash said a hard deadline for cancelling classes at the college had not been set as of Thursday.

“We’re preparing for it,” he said.

The college’s Student Representative Council announced on Facebook that it is indefinitely postponing all its events as a means of adopting a social distancing stance.

“Public health authorities have determined that the best way to reduce the transmission of the disease, and eventually eradicate it, is to limit person-to-person contact in large-attendance settings,” the SAC Facebook post said. “Eliminating the gatherings associated with SRC-staged events is one method of achieving that goal.”

The decision means the postponement of a dance March 12, a computer gaming tournament March 14-15 and a planned trip to a professional sports game by St. Clair students in Toronto.

“Other events on the SRC “social calendar” may also be subject to postponement as the situation evolves,” the post said.

SRC president Kiara Clement said student council is supportive of school administration, which like other Canadian institutions is facing mounting pressure to cancel classes and move to online learning only.

“It’s our health at the end of the day,” Clement said.

Clement said the situation reminds her of the five-week college faculty strike in the fall of 2017.

“We had to make accommodations then for a modified semester,” she said. “It wasn’t your typical time and when there’s a world wide pandemic, you can’t expect you’re going to have a typical education. You have to be aware that there’s going to be something different about how this semester ends.”

Late Thursday University of Windsor president Robert Gordon released a statement on the coronavirus situation.

“I want everyone to know that the University of Windsor is actively monitoring issues and responding to concerns associated with the 2019 Novel Coronavirus (COVID-19),” Gordon wrote.

“At this time, the Windsor-Essex County Health Unit continues to report that there are no confirmed cases of COVID-19 in Windsor and Essex County, and that the overall risk remains low for local residents and our campus community. But there is obviously increasing concern now that the World Health Organization has declared the COVID-19 outbreak a pandemic, and the University must be in a position to respond if any cases of the virus are confirmed in Windsor-Essex.

“We are following the advice of health-care professionals and are in constant contact with many Ontario universities to share information.”

Gordon said the university is actively planning for the remainder of the academic semester including classes and examinations as well as on-campus events.

“Presently, we are working to find ways to support a range of delivery methods as alternatives to face-to-face classes that professors and instructors can adopt,” Gordon said.

“More information about potentially moving to online courses and alternative delivery methods will be available soon to support faculty and instructors, should this become necessary.”

Gordon said the school has established a pandemic planning committee which is meeting regularly and coordinating efforts with other post-secondary institutions and the health unit.

The University also announced work-related travel restrictions on its website Thursday.

“The University of Windsor has decided to restrict work-related travel to China, France, Germany, Hong Kong, Iran, Japan, Italy, Singapore, South Korea, and Spain until further notice,” the online statement said.

“The university has also been in contact with our students who are currently in countries designated as risk areas to ensure their well-being. The university recognizes that restricting travel may affect students, faculty members and staff. Students should consult their supervisor or those responsible for their program to assess potential alternatives.”

The University of Windsor just held its open house last Saturday where about 3,000 prospective students and families toured campuses.

The University of Windsor Students’ Alliance is in the midst of a general election until March 18 and it has a UWSA gala scheduled for April 3.

“Things are business as usual,” UWSA president Jeremiah Bowers said. “We’re following the university’s lead right now.”

List of local cancellations due to COVID-19 threat

Windsor Star – March 13, 2020



A sign is shown on a door at the WFCU Centre in Windsor on March 12, 2020. The Windsor Spitfires were set to take on the Saginaw Spirit. The Canadian Hockey League has postponed the season due to the COVID-19 virus. Dan Janisse / Windsor Star

St. Clair College has announced suspension of on-campus classes and moving to online instruction. Special exceptions may be necessary for labs and clinical settings.

Changes to placements will be communicated by your program Chair and/or Coordinator. St. Clair College will implement changes as of March 23 (when classes resume after March Break). For info visit online at www.stclaircollege.ca/health-centre/coronavirus/faq.

St. Clair College has also cancelled its March 21 Open House. Prospective students can visit stclaircollege.ca or call the Marketing and Recruitment office at 519-972-2760 for program specific information.

The college has also cancelled its Scholarship Awards ceremonies scheduled for Thursday, March 26 and Monday, March 30.

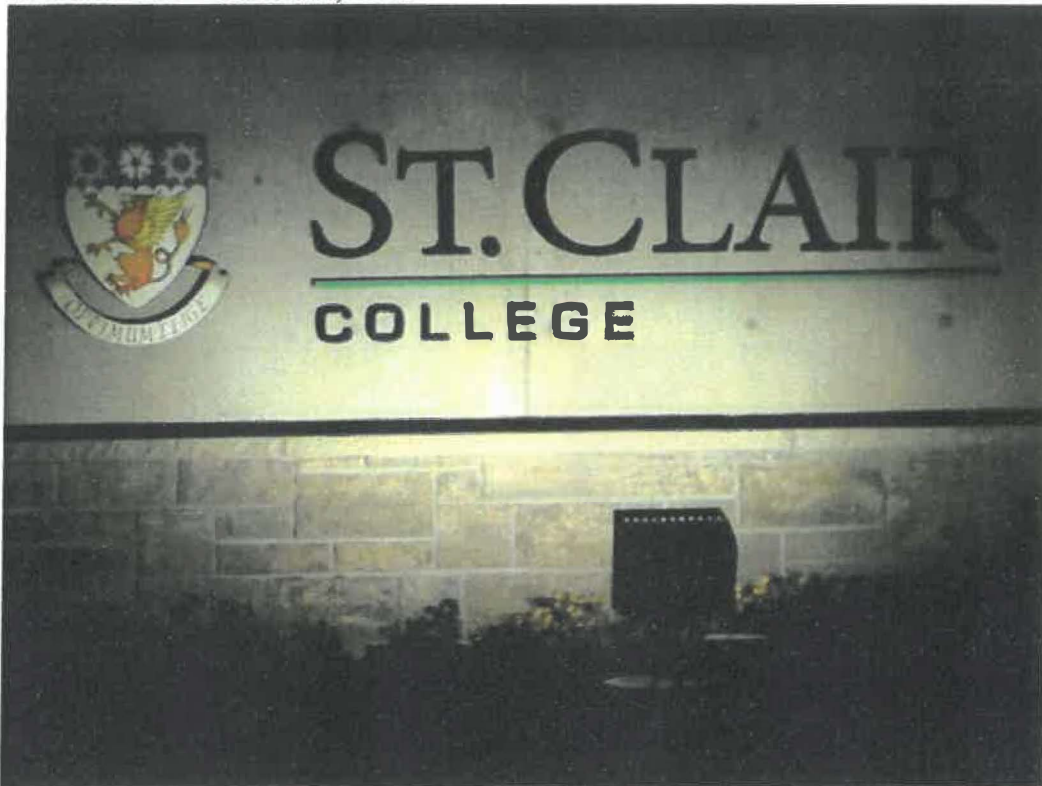
Other events that have been cancelled are:

- Windsor-Essex Employment Group its “Maximize Your Business Performance” breakfast event scheduled for Tuesday, March 24 at 7 a.m. at the Ciociaro Club has been postponed until a later date.
- The CHL has cancelled all games, bringing an end the Windsor Spitfires season. The NBL, which includes the Windsor Express, have also suspended operations until further notice.
- The town of Essex has cancelled all upcoming public skates and swims until further notice. The cancellation impacts general admission skates and swims at the Essex Centre Sports Complex, Essex Recreation Complex and Harrow and Colchester South Community Centre.
- The Ontario Minor Hockey Association has imposed an immediate suspension on any hockey-related activities until further notice, including all participants of Windsor Minor Hockey Association. This includes any practices, games, dryland, team parties, the Novice-PeeWee Awards Banquet and Volunteers Banquet. If you have already purchased Banquet tickets you will be contacted for a refund.
- Hospice of Windsor-Essex has cancelled the charity Savour the Sea Gala planned for March 28.

- The Windsor-Essex Great Lakes First Robotics Event, scheduled for March 26 to 28 at University of Windsor, has been cancelled.
- A community information meeting scheduled for March 26 to address break-ins and other safety concerns in South Windsor was postponed.
- St. Clair College cancelled its March 21 Open House, based on the number of people expected to attend. Prospective students can visit stclaircollege.ca, or call the Marketing and Recruitment office at 519-972-2760 for program specific information.
- Franki Valli postponed his March 20 concert at Caesars Windsor.
- Officials with the Town of Lakeshore said they are in an “enhanced monitoring state” and will decide Friday what recreational programming could be cancelled. This would impact programs at the Atlas Tube Centre, the Comber Community and the Libro Centre in Woodslee.
- Windsor’s annual Epic 420 Festival, celebrating marijuana and cannabis culture on April 4, has been cancelled.
- In Michigan, the Detroit Tigers have postponed their Opening Day game and celebrations.
- Corktown’s annual St. Patricks Day Parade in Detroit has been cancelled.
- All public venues at Henry Ford museum are also closed until further notice.

St. Clair College to switch to online classes due to COVID-19 concerns

Windsor Star – March 13, 2020



The sign at St. Clair College on Cabana Road West in January 2017. Jason Kryk / Windsor Star

St. Clair College is anticipating that the majority of its courses will have to be taught remotely in order to limit the potential spread of the coronavirus.

In a message released late Thursday night, college president Patti France said students should expect that measures for online education will be implemented on March 23 — when the students were supposed to return from their break week.

“As you depart the college on Friday, March 13, it is important that you take all of your textbooks, notebooks, and other learning materials home with you, so that you have all required resources at hand when the online delivery is launched on March 23,” France noted.

Specific details about the online learning plan will come on a course-by-course basis from school chairs and individual instructors. France said students should be ready for messages over the next week about how the plan will be put into practice.

“Special exceptions may be necessary for labs and clinical settings,” France wrote. “Changes to placements will be communicated by your program chair and/or coordinator.”

For international students, France said the college has been speaking with provincial and federal officials to ensure that the academic interruption doesn’t adversely affect the status of visas.

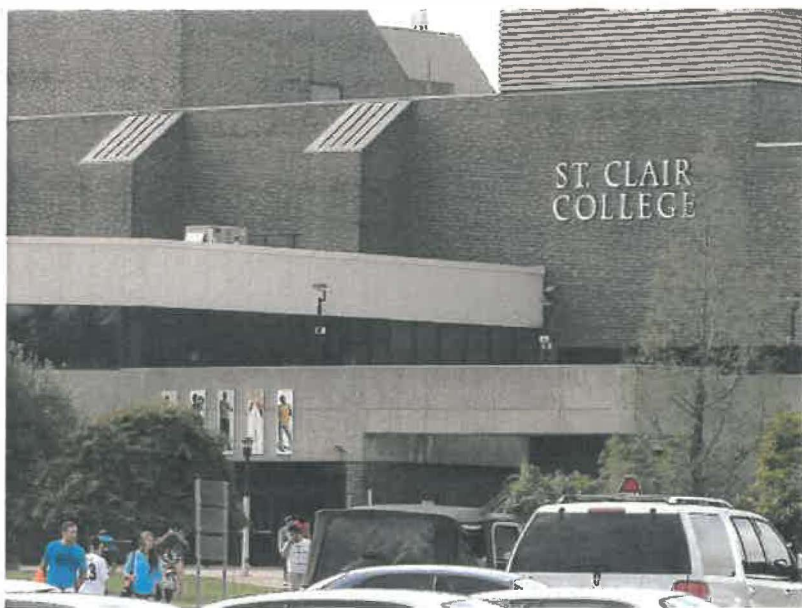
All students are encouraged to check the college’s website (www.stclaircollege.ca) and their emails regularly “as information is developing quickly and the college’s position may change.”

“The health of our students and staff is of paramount concern to the college,” France wrote. “In this time of uncertainty, this alternative educational format is the best way of safeguarding that.”

“We look forward to a time in the not-too-distant future when we may all gather again, in person, to collectively pursue educational excellence.”

The college has cancelled its Spring Open House, originally scheduled for March 21.

St. Clair College Saints Athletics are also being affected: The college’s male and female indoor soccer teams were set to compete on Friday in the semi-finals of the OCAA indoor soccer championship — but the tournament has been suspended, as have all other Soccer Ontario activities.



The main building of the St. Clair College campus at 2000 Talbot Rd. is shown in this September 2012 file photo. Jason Kryk/Windsor Star

Meanwhile, the University of Windsor has yet to make a decision on altering the remainder of its semester.

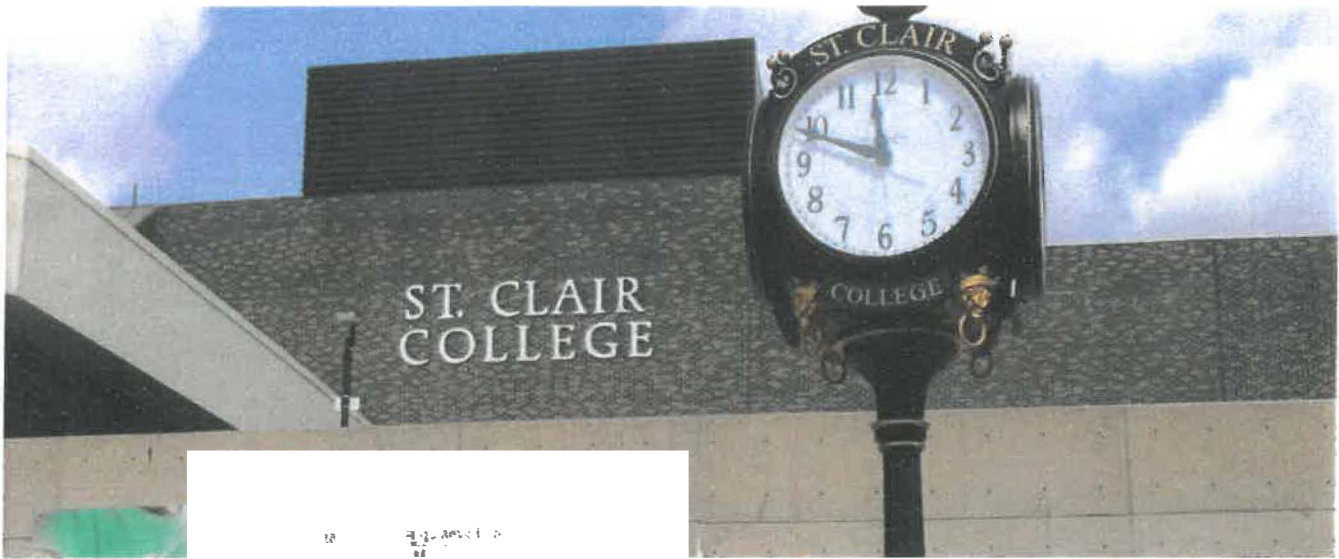
In a message on Thursday night, university president Robert Gordon said the University of Windsor is in the midst of “actively planning” — but no changes have been made to the upcoming exam schedule.

“More information about potentially moving to online courses and alternative delivery methods will be available soon to support faculty and instructors, should this become necessary,” Gordon wrote.

The university also hasn’t made any determinations regarding events with large gatherings. But Gordon said people are encouraged “to consider the risks involved to both participants and the general public, in deciding whether or not to continue.”

“We are continuing to monitor this situation very closely,” Gordon said.

UWindsor and St. Clair College consider moving to online courses



The main entrance of St. Clair College, main Windsor campus. Photo by Mark Brown/Blackburn News. Blackburn News - March 13, 2020 10:26am

Local post-secondary schools are considering ways to offer courses online due to the COVID-19 outbreak.

Both the University of Windsor and St. Clair College are still evaluating how the courses would be delivered.

“Presently, we are working to find ways to support a range of delivery methods as alternatives to face-to-face classes that professors and instructors can adopt. More information about potentially moving to online courses and alternative delivery methods will be available soon to support faculty and instructors, should this become necessary,” said University of Windsor President Robert Gordon.

St. Clair College is also evaluating its options. Nothing will be in place until students are expected to return from break on March 23, 2020.

“St. Clair’s administration – in consultation with the provincial government – is developing plans for the possible suspension of on-campus classes. Special exceptions may be necessary for labs and clinical settings,” said St. Clair College President Patti France in a statement.

France is encouraging all students to prepare for the possibility of not returning to the school after March Break.

“As you depart the College on Friday, March 13, it is important that you take all of your textbooks, notebooks and other learning materials home with you, so that you have all required resources at-hand when the on-line delivery is launched on March 23,” said France.

Information will be posted on the institutions’ websites as it becomes available.

St Clair College Moving to Online Classes

[AM800 CKLW](#) - Friday, March 13th 2020



(AM800 file photo)

St. Clair College will move to online classes starting March 23 following March Break.

A statement from the college says this is as a "proactive response to the current declared pandemic of COVID-19."

The move from face-to-face classes to online learning stems from the necessity declared by Public Health officials to eliminate the potential of a virus outbreak.

"What we're trying to do is reduce the population density on our campuses," said Waseem Habash, Vice President Academic. "And that will hopefully eliminate the potential for a spread of an infection among our students should we have a case in our community."

Habash said the College is planning on finishing out the semester with online classes, which means they will run through to April 17. Student labs in areas such as Skilled Trades will continue to operate.

"There are no cases, so there is not a safety issue, so the labs can continue," Habash said. "The labs are normally smaller section sizes, anywhere from 15 to 25 students. So the population density in those labs is small. We can run that now."

If the Ministry of Colleges and Universities suspends all face-to-face communication, the College will cancel the labs and resume them with Ministry direction.

"The health of our students and staff is of paramount concern to the College," President Patti France said in a message to Staff and Students. "In this time of uncertainty, this alternative educational format is the best way of safeguarding that."

St. Clair College will continue to update its website as this evolving situation develops.

U of W suspends classes, St. Clair College switching to online classes

Windsor Star – March 14, 2020



St. Clair College culinary student Marlin Deacon had to clear out some personal items after the college announced a move to online classes Friday. Deacon and other culinary students will still have some labs to complete at the campus. But their theory classes move to online.

The University of Windsor has cancelled all classes until Thursday while it reworks its teaching methods, and St. Clair College will teach the majority of its courses online for the rest of the semester in order to limit the potential spread of the coronavirus.

In a message released Friday night, the university president and vice-chancellor Robert Gordon announced that, after consultation with deans, associate deans and department heads, faculty members would take three days to switch face-to-face delivery of classes to alternate methods, including online teaching.

“The university is asking a great deal of everyone at this time, and these measures will require an enormous effort on the part of faculty and staff across the institution,” Gordon said in the statement. “The university greatly appreciates the commitment and effort of everyone who will be involved in this unprecedented process.”

Beginning Thursday, all courses will resume with their new forms of delivery.

All buildings, residences and libraries will remain open, but the university is cancelling or postponing all non-essential university events, both on- and off-campus.

“Over the past few days, we have heard many concerns from both students and parents,” said Gordon.

“We feel the focus on moving to alternative modes of delivery coupled with cancelling or postponing all non-essential university events is the right thing to do given the growing concerns over COVID-19, and our ongoing commitment to keep members of the campus community healthy and safe.”

St. Clair College president Patti France said students there can expect that measures for online education will be implemented on March 23 — when the students are scheduled to return from their break week.

“As you depart the college on Friday, March 13, it is important that you take all of your textbooks, notebooks, and other learning materials home with you, so that you have all required resources at hand when the online delivery is launched on March 23,” said France.

Specific details about online classes will come on a course-by-course basis from school chairs and individual instructors. France said students should be ready for messages over the next week informing them on how the plan will be put into practice.

A statement from the college on Friday said the remote learning will continue until the completion of the semester on April 17.

“What we’re trying to do is reduce the population density on our campuses,” said Waseem Habash, St. Clair’s vice-president of academics.

As of Friday, the plan allows for student labs to continue in areas such as skilled trades. Habash said these labs typically have 15 to 25 students — less of a safety issue than large classes.

But the labs will be cancelled if Ontario’s Ministry of Colleges and Universities suspends all face-to-face communication.

“Changes to placements will be communicated by your program chair and/or coordinator,” France told students.

For international students, France said the college has been speaking with provincial and federal officials to ensure that the academic interruption doesn’t adversely affect the status of visas.

All students are encouraged to check the college’s website at stclaircollege.ca and their emails regularly, “as information is developing quickly and the college’s position may change.”

“The health of our students and staff is of paramount concern to the college,” France wrote. “In this time of uncertainty, this alternative educational format is the best way of safeguarding that.”

“We look forward to a time in the not-too-distant future when we may all gather again, in person, to collectively pursue educational excellence.”

The college has cancelled its Spring Open House scheduled for March 21.

St. Clair College Saints athletics are also affected: male and female indoor soccer teams were set to compete on Friday in the semi-finals of the OCAA indoor soccer championship, but the tournament has been suspended, as have all other Soccer Ontario activities.

dchen@postmedia.com

The main building of the St. Clair College campus at 2000 Talbot Rd. is shown in this September 2012 file photo. Jason Kryk/Windsor Star

St. Clair College to suspend on-campus labs and clinics

Windsor Star – March 15, 2020



St. Clair College is suspending its on-campus labs and clinics until further notice — effective immediately.

According to a news release issued Sunday, the suspension includes postsecondary, apprenticeship, English for Academic Purposes and Continuing Education.

The move comes after the College’s announcement Friday that it would move to online classes until April 17.

“St. Clair College is committed to ensuring these plans do not jeopardize our students’ ability to complete their academic semester,” the release reads. “The academic leadership team continues to review and prepare academic continuity and contingency plans.”

The College cites the rapidly changing impact of COVID-19 stating its main priority is “to keep our staff and students safe.”

Student support services such as financial aid, registration, admission, and counselling, among others will be provided virtually, by telephone or by appointment only. The computer labs will remain open for students who do not have access to a computer but in an effort to practice social distancing appointments are being booked for lab-use.

The College will also be implementing a 14-day self-isolation period for staff and students who return to Canada after travelling abroad — including any border crossings to Michigan and limiting visitors to its campuses.

Addressing its international students, the update from the college also included a twitter announcement from the federal government stating online classes will not affect permits.

“International students in Canada, take note: courses of study being delivered online on an exceptional basis due to #COVID19 will not affect Post-Graduation Work Permit Program eligibility for a post-graduation work permit. @univcan @CollegeCan”

For further updates visit the college website [athttps://www.stclaircollege.ca/health-centre/coronavirus](https://www.stclaircollege.ca/health-centre/coronavirus).

St. Clair College Cancels Labs and Clinics Due to COVID-19

[AM800 CKLW](#) - Sunday, March 15th 2020



(AM800 file photo)

St. Clair College is suspending its on-campus labs and clinics due to COVID-19 concerns until further notice.

According to the release, post-secondary, apprenticeship, English for Academic Purposes and Continuing Education courses will also be suspended.

On Friday the school had already announced a move to online lectures until April 17.

Visitors will also be restricted and those who do access all St. Clair College campuses will have to sign in with security.

A complete list of measures and cancellations for campuses in Windsor and Chatham can be found at www.stclaircollege.ca/health-centre/coronavirus.

St. Clair College suspending on-campus labs and clinics

Blackburn News – March 15, 2020



St. Clair College main campus May 12, 2015. (Photo by Adelle Loiselle)

St. Clair College is taking additional measures in response to the COVID-19 outbreak.

The school announced Sunday that it's suspending its on-campus labs and clinics until further notice, including post-secondary, apprenticeship, English for Academic Purposes and Continuing Education.

[The school said in a release](#) that additional measures were necessitated as the impact of COVID-19 changed significantly over the last 24 hours, with the Government of Canada escalating the level of risk to a Level 3 or 4.

The school [previously announced a move to online classes](#) to finish out the semester, which means they will run through to April 17.

More Changes To St. Clair College Operations

WindsoriteDOTca News - Sunday March 15th, 2020



More changes are coming to St. Clair College due to COVID-19.

The College is suspending on-campus labs and clinics commencing immediately until further notice, including post-secondary, apprenticeship, English for Academic Purposes (EAP) and Continuing Education.

As previously announced, all lectures will continue to be delivered online commencing March 23rd, 2020, to April 17th, 2020.

All clinicals, internships and placements are continuing, unless host institutions/employers are restricting or postponing them. Should a clinical, internship or placement be restricted or postponed, an alternate completion plan will need to be created, once all parties are able to do so, upon advisement of the placement sites to the College.

Students concerned with continuing in their clinical placement will be provided the option of removing themselves from the site and resuming their competency training at a later date that is agreeable to the placement site schedule. All students wishing to continue their placement must sign a [Letter of Informed Consent](#).

“The academic leadership team continues to review and prepare academic continuity and contingency plans. This may include the replacement of time missed in labs, clinicals and placements. St. Clair College Is Committed To Ensuring These Plans Do Not Jeopardize Your Ability To Complete Your Academic Semester,” said College president Patti France.

Student services such as Financial Aid, Registration, Admissions, Library, Counselling, Accessibility, Tutoring and Accommodations will continue virtually, by telephone, or by utilizing technology, and will also be provided by appointment only. You can call 519-972-2756 if you require any of these services.

The SRC Open Computer Lab, Chatham Campus Open Computer Lab and the TD Student Success Centre will remain open for students who do not have access to a computer. In an effort to practice social distancing and not overcrowd the labs, as suggested by the Government of Canada, you are asked to book an appointment for Computer Lab use by calling 519-972-2756. Students with appointments at the Main Campus, Chatham Campus or the TD Student Success Centre are to enter through the building’s Main Lobby and check-in with Security.

St. Clair College to suspend labs, mandate self-isolation for those who travelled abroad

CTV Windsor - Sunday, March 15, 2020



LONDON, ONT. – Over concerns for the COVID-19 virus, St. Clair College is immediately suspending its on-campus labs and clinics until further notice.

This includes post-secondary, apprenticeship, English for Academic Purposes and Continuing Education courses.

This comes after Friday's announcement that the school would move from in-person classes to online lecture until April 17.

The school is also mandating a 14-day self-isolation period for staff and students who were travelling abroad, including to the United States.

The college is also limiting visitors to its campuses, in Windsor and Chatham.

Visitors will be required to sign in with security.

The school says it is committed to ensuring that the plans do not jeopardize students' ability to complete their academic year.

ST. CLAIR COLLEGE CAMPUSES REMAIN OPEN WHILE EMPLOYEES SENT HOME

AM800 CKLW - Tuesday, March 17th 2020



(AM800 file photo)

St. Clair College is taking additional steps to avoid the spread of the coronavirus.

Starting end of day Tuesday, the college is implementing a work from home strategy for all employees with the exception of critical operations until at least April 3.

According to Vice President of College Communications, John Fairley, campuses will remain open and accessible for students who need to use computer labs.

Fairley says student services like financial aid and counselling will continue virtually, by telephone or by appointment only.

The college has already suspended on-campus Jobs and clinics and moved to online lectures until April 17.

St. Clair College closing campuses



St. Clair College, south Windsor main campus. Blackburn News file photo.

Blackburn News - March 17, 2020

St. Clair College is closing its campuses in Windsor and Chatham as of 4:30 p.m. Tuesday.

The campus will be closed for a two-week period and plan to reopen after April 3, 2020. The College has implemented a work-from-home strategy, with the exception of critical operations.

The college previously announced that all remaining lectures and classes will continue online starting March 23 until April 17. Labs and clinics have also been cancelled until further notice.

The college is asking students and staff to monitor its website and social media for further updates on the status at the college as this is a rapidly evolving situation.

St. Clair College campus to remain open, employees urged to work from home

CTV Windsor -Tuesday, March 17, 2020



The entrance to St. Clair College's main campus in Windsor. Photo taken August 22, 2019.

WINDSOR, ONT. -- St. Clair College is implementing a work from home strategy, in an effort to protect against the spread of COVID-19.

But spokesperson John Fairley says the campus will remain open and only employees who work for "critical operations" will be expected to report to work until April 3rd.

Fairley admits the tweet from this afternoon was misleading.

"The college campuses are open and remain operational and available for student support." Fairley wrote in a statement to CTV News.

"Student services such as computer labs financial aid, admissions,counseling,tutoring,will continue by telephone by utilizing technology, and by appointment."

Before announcing the change in work policy, the college had previously suspended campus labs and clinics.

For more information, visit [St. Clair College](#) online.

Correction:

A previous version of this story, indicated the college campuses were closed because of Covid-19.

The information was contained in a tweet by St. Clair College, which they now admit was misleading.

PRESIDENT'S REPORT

Meeting of the Board of Governors Full Board – March 24, 2020

1. Pancake Breakfast

On Tuesday, February 25, 2020, better known as “Pancake Tuesday”, College Administration treated students at all campuses with a complimentary pancake breakfast. All campus events were well attended and a great time was had by all!



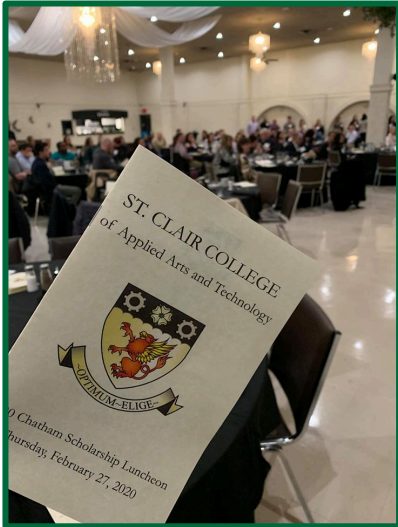
2. Coffee With A Cop

On Tuesday, February 25, 2020 at the Windsor Campus, students were able to participate in the “Coffee With A Cop” event that was held in the Student Life Centre. Officers from Windsor, LaSalle, Chatham-Kent, the OPP and RCMP were available to talk to students about careers in policing. The event was well attended by all students, especially those students in the College’s Protection, Security and Investigation program and the Police Foundations program.



3. Chatham Scholarship Luncheon

The annual Scholarship Luncheon in Chatham took place on Thursday, February 27, 2020 at Club Lentinas. We are so thankful to our community donors who are investing in our student's journey. Congratulations to all of the Scholarship recipients!



4. New Residence Groundbreaking

On Friday, February 28, 2020, the College held a Groundbreaking Ceremony to announce the official launch of a new \$23 million residence project at the Windsor Campus. The new International student residence will provide on-campus housing for 512 students, within walking distance to buildings and on a bus route to the Downtown Windsor campus. The cost of construction and management of the new residence will be entirely undertaken by Global Education Mihome (GEM) Corporation, the College's private educational partner.

David Piccini, Parliamentary Assistant to the Minister of Colleges and Universities, described the project as one that "is at the forefront of innovation. This new residence is an example of the potential economic benefits partnerships between Ontario's public colleges and private education providers can offer."

"This welcome wave of newcomers desperately needs a home away from home and this new residence project will provide just that," said St. Clair College President Patti France.



5. Windsor Polar Plunge

Approximately 240 participants braved the cold in Downtown Windsor on Friday, February 28, 2020 for the 6th Annual Polar Plunge to raise money for Special Olympics. St. Clair College was proud to be a Community Partner of the event and it was announced that \$60,000 was raised, which is well above the fundraising target of \$50,000. Congratulations to everyone involved!



6. Novel Coronavirus Town Hall

The College held a Town Hall Meeting for staff and students on Tuesday, March 10, 2020 at 12:30 p.m. at the SportsPlex with Dr. Wajid Ahmed, Medical Officer of Health of the Windsor-Essex County Health Unit. The intent of the Town Hall Meeting was to provide staff and students with information on the COVID-19 virus, better known as the Coronavirus.

7. Engineering Technology Students Given Competitive Advantage

Amico Infrastructures donated a Global Positioning System worth \$34,000 to St. Clair College's School of Engineering Technology programs, giving them what one company director described as a "direct advantage over students from other colleges in Ontario." Amico will also cover the annual \$4,300 subscription fee required to access the GPS satellite network. Students in the Civil Engineering Technology, Construction Engineering Technician and Architectural Technology programs will now have the opportunity to learn surveying with the latest technology used in the construction industry.



8. Hoopin' Around The Clock

With 973 participants and 82 teams, this year's Hoopin' Around The Clock fundraiser was the most successful to date. The event, held over three days in January at St. Clair College's SportsPlex and Migration Hall in Kingsville, saw dozens of teams, groups and organizations from across Southwestern Ontario compete against one another around the clock.

Most importantly, in addition to bringing the community together, organizers were able to raise \$53,000, bringing the overall total raised to \$157,000 in just five years. This year's funds will be used to help support five local groups – Neighbourhood Charitable Alliance, St. Clair Saints Athlete Sponsorship program, Windsor Pinoy Athletics, Windsor Cancer Centre Foundation Patient Assistance Fund, and The Bridge - Leamington Youth Resource Centre.



Organizers Reid Innes, St. Clair's Manager of Student Success, and Jimmy Parsons, Chair of the School of Media Art and Design, presented a \$10,500 cheque to College President Patti France on March 5, 2020.

9. St. Clair on the Cutting Edge with 5G Technology

St. Clair College is providing students with future technology, today. St. Clair College's Department of Applied Research and Development unveiled its emerging 5G technology at a gathering of industry partners and the media on Friday, March 6, 2020. The College has been working with Telus to equip the Ford Centre for Excellence in Manufacturing with the hardware that will eventually support a 5G network when it becomes available in Canada.

According to Telus, 5G technology will deliver connection speeds up to 10 times faster, with lower latency and the ability to connect numerous devices simultaneously. Augmented and virtual reality are also not in the not-so-distant future.



St. Clair College is just the second Canadian post-secondary institution to have 5G-ready technology. But while telecommunication companies have the technology in place, Canada has not authorized them to allow devices to connect to it.

Peter Wawrow, Director of Applied Research and Development at St. Clair College believes 5G technology is revolutionary. "When we look at 5G, we have speed, we have bandwidth, we have no latency and we have a reliable network that allows us to now do all kinds of things that we never even dreamed up before," said Wawrow. "Essentially, whatever you do, it's immediate."

10. VIP Visit

On Wednesday, March 4, 2020, President France hosted our MP for Chatham-Kent and Leamington Dave Epp at the College. Mr. Epp's knowledge of the agricultural side of our region provided valuable input in discussions of our program offerings for our students.



11. WE-SPARK Announcement

On Monday, March 9, 2020, officials from St. Clair College, Hotel-Dieu Grace Healthcare, the University of Windsor and Windsor Regional Hospital signed a memorandum of understanding, officially launching the WE-SPARK Health Institute. WE-SPARK aims to provide hubs for researchers through various training programs, academic support, professional development and bi-monthly think tanks. The partnership between the four organizations is "one of a kind". Some areas of research will include cancer, brain health, rehabilitation and population health.



12. Workforce Development Action Plan

On March 9, 2020, the Honourable Monty McNaughton, Minister of Labour, Training and Skills Development, announced that the government is launching a review of all its skills training programs. He said the goal is to determine whether the programs are delivering the skills required by employers to ensure Ontario remains competitive.

The Minister described the skills mismatch with a special emphasis on the trades. He said Ontario currently has a skills gap of 200,000 vacant jobs, resulting in a \$24 billion annual loss to the GDP, that the province will need an additional 100,000 tradespersons over the next 10 years and that his ministry spends \$1 billion a year in training.

The review will use a cross-government approach to develop an action plan in consultation with its partners. The action plan will:

- Transform to a new model that will make training more responsive to global competition and leverage digital solutions to keep pace with technological change.
- Support investment and growth – skilled trades and employers' broader concerns about the skills mismatch that is hurting the economy throughout the province, including in rural areas.
- Require employers to take a more active role in training.
- Assess current program awareness and support.
- Demonstrate value for money.

The mechanisms for the consultation will be communicated by late March. It is expected all stakeholders will be involved. This review will also be combined with an assessment of Employment Ontario pilot projects that end in 2022 to define what happens to the EO system.



Financial Plan Report 2020-2021

Full Board Presentation to the Board of Governors

March 24, 2020

START **HERE** GO ANYWHERE

Agenda

- Financial Plan 2020-2021:
 - Budget Timing.
 - Ongoing Budget Pressures & Risks.
 - Financial Plan.
 - Opportunities.

- Recommendation.

START **HERE** GO ANYWHERE

Budget Timing

December

- Financial reports and budget templates released to Administrators.

January - February

- Department budget submissions due.
- Enrolment, capacity, full-time staffing, capital, and reserves reviewed.
- Budget consolidation by Finance.
- Review and final budget approved by SOG.

March

- Presented draft financial plan to BOG Audit Committee as information.
- BOG review and recommendation March 24, 2020.

Ongoing Budget Pressures & Risks

- Funding now tied to performance (SMA3) which increases funding at risk.
- Increasing enrolment competition and greater choices for students.
- Greater reliance on international student enrolment.
- Immigration process (PGWP), unpredictable world events, and agents.
- PCPP - heavy competition.
- Capital projects (i.e. Sports Park, Tower, Residence, Off-Site Housing and Parking).
- Contribution margin management – 40% to overhead.
- Enrolment management: Program mix influences the number of WFUs, new programs do not bring new funding, and programs of institutional strength.

Ongoing Budget Pressures & Risks

- Aging infrastructure and deferred maintenance.
- Hiring of required vocational talent.
- Organizational capacity (human resources and space).
- Organizational change/growth/culture.
- Knowledge transfer and succession planning.

Ongoing Budget Pressures & Risks

- Items excluded from financial plan:
 - Severance payments if E.O. funding is cancelled.
 - Support staff pay equity.
 - PT faculty unionization.
 - Tower: We expect no operational budget implications as a result of construction before the Fall 2020 semester.
 - Student choice initiative: Budget reflects status quo.

Student Fee Structure 2020-2021

- On March 12, Colleges Ontario received the opinion from its legal counsel on the Student Choice Initiative (SCI). The legal opinion indicated the SCI policy directive is struck down, and colleges are required to collect and remit fees in an equivalent manner they did prior to the SCI. As a result, the student fee structure document no longer has opt-out fees for memberships. These fees are now essential.
- The student fee structure for 2020-2021 was approved by the student fee protocol committee on March 3, 2020. Highlights include:
 - Quarterly student fee protocol meetings
 - International tuition fee increase of 3%.
 - Parking rate increase of \$2.00 per month.
 - Additional wording for the description of health insurance for domestic students and international students.
 - Few material fee changes are noted in the document.



Financial Plan 2020-2021

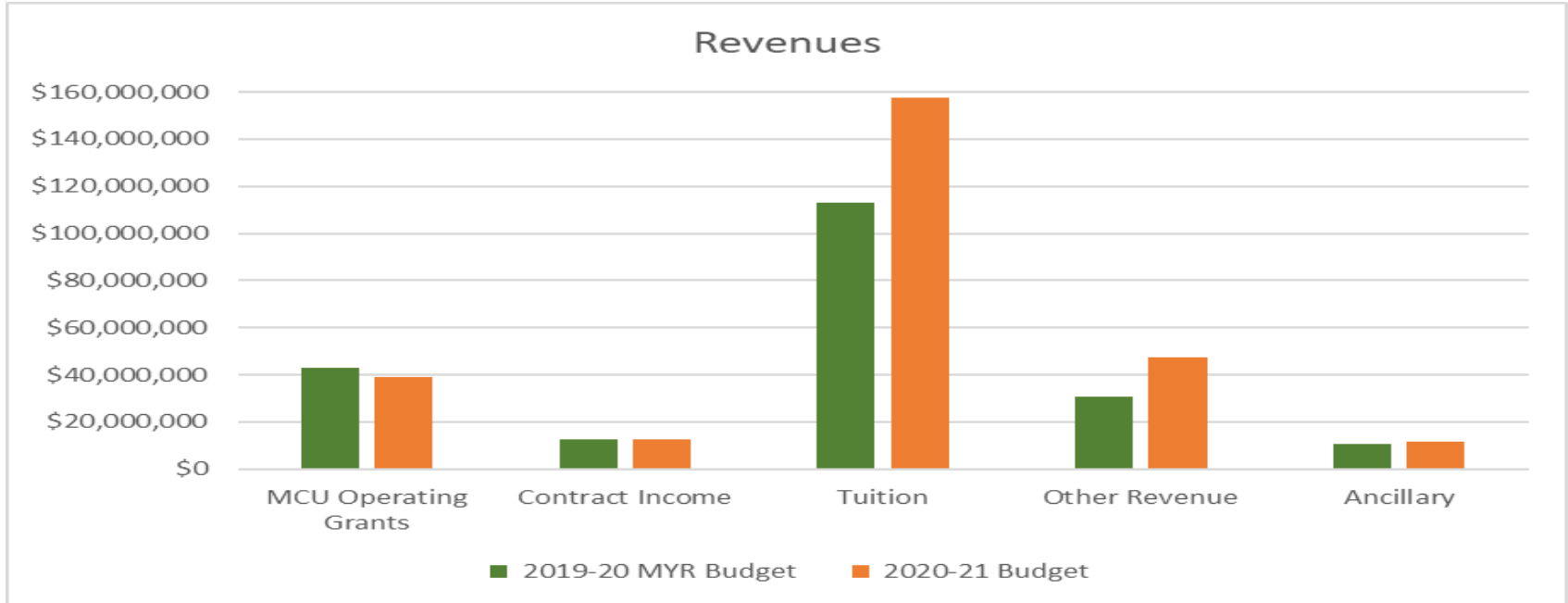
START **HERE** GO ANYWHERE

Summary of Revenues and Expenditures

Schedule I (in 000s)			
Line Item	2019-20 Mid Year Budget	2020-21 Budget Forecast	Variance
Revenue	\$209,496	\$267,759	\$58,263
Expenditures	\$198,362	\$242,393	\$44,031
Surplus	\$11,134	\$25,366	\$14,232

START **HERE** GO ANYWHERE

Revenues



START HERE GO ANYWHERE

Revenues



- *International Tuition
- *PCPP Tuition
- *Investment Income
- *Acumen Fee for Service
- *Insurance Fees

- *Corridor Funding and SMA 3 / Performance Based
- *International Student Recovery



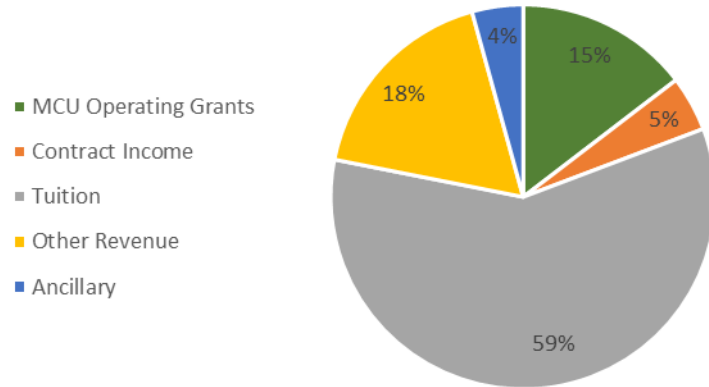
Overall, revenues increased \$58,263,000 or 28%.

- Domestic Post-Secondary Tuition
 - Based on 7,595 Fall 2020 Day 10 full-time domestic students.
 - Enrolment consistent with Fall 2019 Day 10.
 - MCU mandated tuition frozen.
 - Conservative enrolment budget vs SMA3 target.
- International Post-Secondary Tuition
 - Based on 4,790 Fall 2020 Day 10 full-time international students.
 - Planned increase of 14% or 602 students.
 - Tuition increase: 3% year 1 and returning.

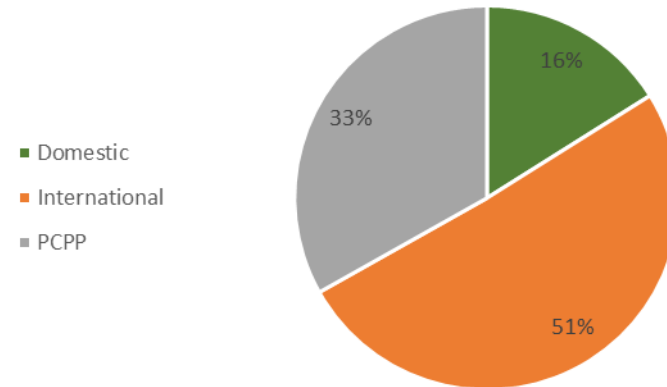
- PCPP Post-Secondary Tuition
 - Based on 3,000 Fall 2020 Day 10 full-time international students.
 - Planned increase of 178% or 1,923 students.
 - Tuition increase: 3% year 1 and returning.

Tuition

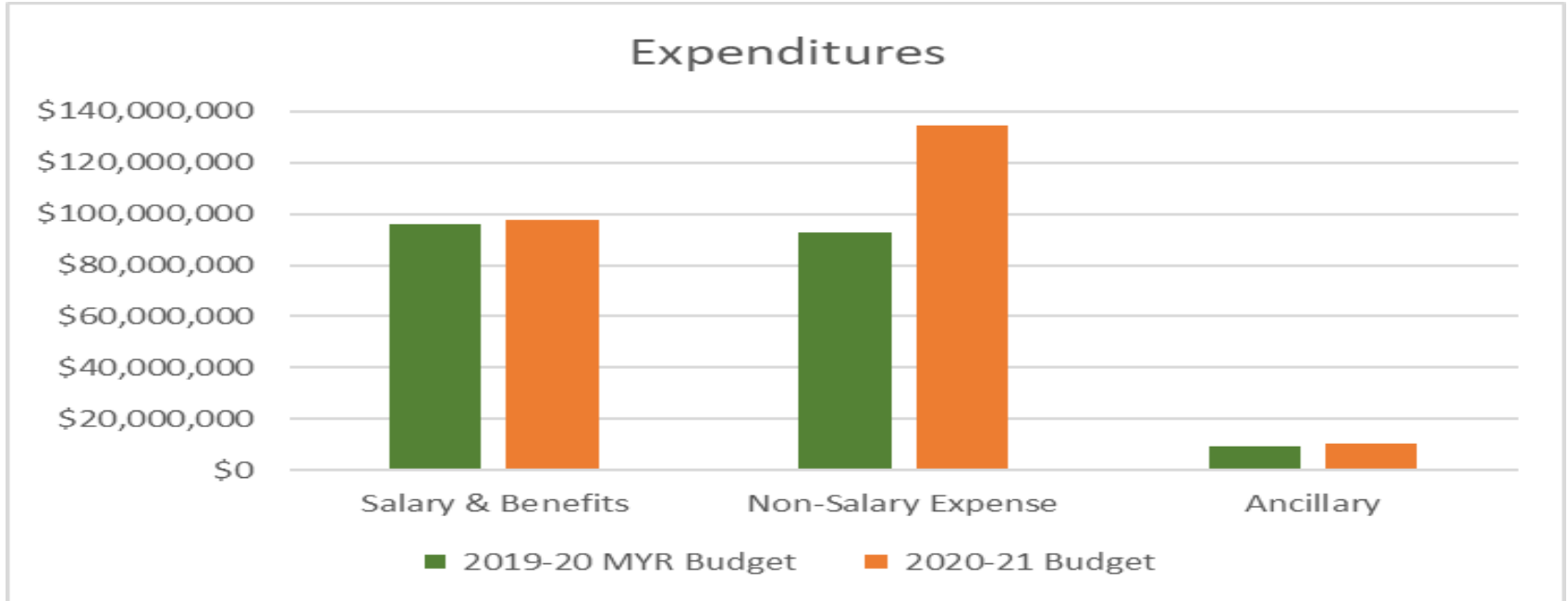
Share of Total Revenue



Share of Tuition Revenue



Expenditures



START HERE GO ANYWHERE

Expenditures



- *Salary & Benefits
- *Contracted Education Service
- *Contracted Services Other
- *Insurance
- *Amortization

- *Advertising
- *Stipends & Allowances
- *Other



Staffing Highlights

- Staffing at Dec.31, 2019: Admin = **67**, Faculty = **318** , Support = **248**.
- Full-Time Staffing (net new) for 2020-21 = **9**.
- Administration = **4**
- Faculty = **2**
- Support Staff = **3**
- Minor re-organization
- Redundancies
- Succession planning

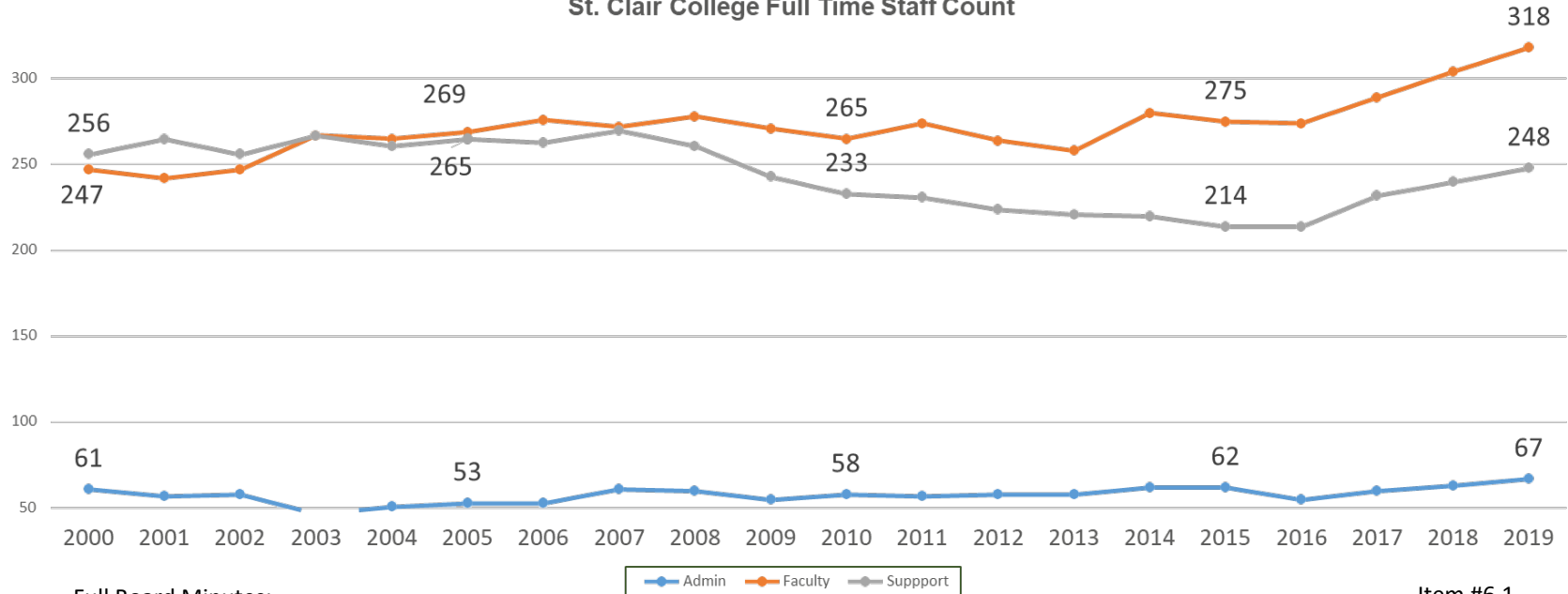


Human Resources – Net Hiring Activities

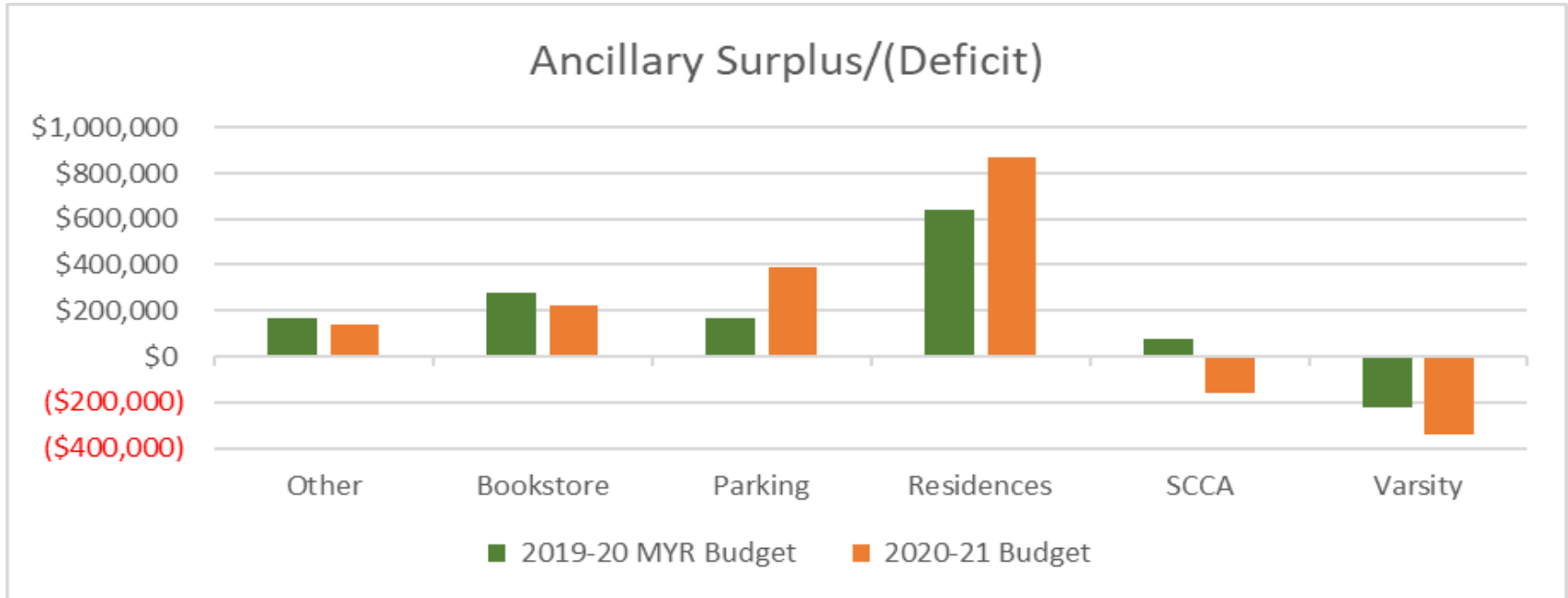
	2017		2018		2019	
	Replacements/ Retirees	New Positions	Replacements/ Retirees	New Positions	Replacements/ Retirees	New Positions
Administration	6	4	7	2	9	4
Faculty	29	3	23	17	6	13
Support Staff	18	13	42	2	22	8
Total	53	20	72	21	37	25

Staff Comparison

St. Clair College Full Time Staff Count



Ancillary



START HERE GO ANYWHERE

Balance Sheet

- Assets \$422M
 - ❖ Cash and Cash Equivalents \$178M (\$46M internally restricted reserves).
 - ❖ Capital Assets \$385M.
- Liabilities \$269M
 - ❖ Deferred Revenue \$86M.
 - ❖ Debt \$14M.
- Net Assets \$153M
 - ❖ Unrestricted \$38M.
 - ❖ Internally Restricted \$46M.



Non-Committed Cash Projection (in 000s)

Line Item	2019-20 MYR Budget	2020-21 Budget	Variance
Prior Year Balance	\$52,187	\$45,169	(\$7,018)
Operating Surplus	\$15,956	\$31,548	\$15,592
Capital Outlay (net)	(\$21,500)	(\$17,000)	\$4,500
Long-Term Debt	\$3,771	\$3,703	(\$68)
Board Reserve	(\$20,550)	(\$25,688)	(\$5,138)
Adjustment	(\$6,641)	(\$6,400)	\$241
Non-Committed Cash Projection	\$23,223	\$31,332	\$8,109

START HERE GO ANYWHERE

Capital

- Capital Budget = \$12M
 - Parking = \$4.5M
 - Facilities & Deferred Maint. = \$1.2M
 - Academics/Additional Downtown Space = \$2.9M
 - Campus Beautification = \$1M
 - I.T. = \$295k
 - Technology Enhancements = \$300k
 - Sports Park = \$380k
 - GEM Residence = \$640k
 - Residence = \$100k
 - Contingency = \$870,000
- Parking solution needed for 2020-21. We need to remove the Trillium walking track (Life After 50) and re-instate the track elsewhere on campus.

Parking Solution

Phase	Description	# of Spots Gained	Budget Estimate
1	East road replacement; main road replacement, Lot D expansion, Lot V expansion.	220	\$4.5M
2	Lot C replacement and deck.	250	\$5.5M
3	Lot expansion.	135	\$2.5M
Total		605	\$12.5M

Note:

- Approximately 160 spots will be removed as a result of the GEM Residence.
- Additional parking secured for Downtown.

Internally Restricted Reserves

Item	2019-20	2020-21	Total
Sustainability	\$20M	\$20M	\$40M
Deferred Maintenance	-	\$5M	\$5M
Total	\$20M	\$25M	\$45M

Note: Investment income is attributed to the reserve amounts.

Amortization & Deferred Maintenance

Amortization	2011-12 Actual	2019-20 Forecast	Change
Revenue	\$5.4M	\$5.5M	\$100k
Expense	(\$7.2M)	(\$9.1M)	(\$1.9M)
Net	(\$1.80M)	(\$3.6M)	(\$1.8M)

Capital Assets	2011-12 Actual	2019-20 Forecast	Change
Cost	\$249.9M	\$347.3M	\$97.4M
Accumulated Amortization	(\$95.7M)	(\$162.2M)	(\$66.5M)
Net Book Value	\$154.2M	\$185.1M	(\$30.9M)

Amortization & Deferred Maintenance

- The College is directing \$800k towards deferred maintenance in 2020-21.
- Long-term priorities will be established in 20-21 based on the Building Condition Assessment.
- In order to self-fund deferred maintenance annually on an on-going basis, the College will allocate its prior year amortization expense from unrestricted reserves towards its capital budget. For example, in 2020-21, the College would have allocated \$9.1M in its capital budget towards deferred maintenance. We feel this approach is reasonable, at this time, given the value of the sustainability reserve, operational surpluses and debt obligations.
- We will endeavor to pursue a third party to create a formal asset management plan for the College's assets. Asset management plans assist with formalizing the following: asset management strategy, financing strategy, asset identification and prioritization, replacement costs of existing assets, enhance planning and decision making, enhance values for insurance purposes, and reporting.



Financial Sustainability Metrics

Metric	Measure	Actual 2018-19	Estimate 2019-20	Estimate 2020-21
Annual Surplus / Deficit	> \$0	\$40,237,770	\$11,133,733	\$25,366,261
Accumulated Surplus / Deficit	> \$0	\$92,289,248	\$113,926,784	\$143,727,542
Quick Ratio	> 1	6.49	6.58	8.96
Debt to Asset Ratio	< 35%	11.46%	12.62%	9.59%
Debt Servicing Ratio	< 3%	0.90%	0.59%	0.48%
Net Assets to Expense Ratio	> 60%	137.43%	118.21%	117.76%
Net Income to Revenue Ratio	> 1.5%	20.30%	5.31%	9.47%
Number of Flags	-	-	-	-

Opportunities to Minimize Risks

- Increase international students.
- Pursue academic and student space availability in downtown Windsor.
- New model adopted for program costing and incorporated throughout the institution.
- Budget process, data analytics for decision making.
- Add to sustainability fund.
- Financial reviews at SOG.
- SOG approval of Support and Admin part-time contracts, overtime and invoice sign-off.
- Quarterly financial reports to BOG.
- Fundraising campaign for the Academic Tower, and consultation with industry partners for donations to enhance equipment.
- Knowledge transfer/succession planning.
- Greater use of technology.
- Continue advocacy efforts.

Recommendation

- IT IS RECOMMENDED THAT the Board of Governors approve the 2020-21 Financial Plan Report.



Questions?

START **HERE** GO ANYWHERE