

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on June 28, 2022, at 5:30 p.m. in the President's Board Room #342, Windsor Campus.

Present:

Mr. K. Beaudoin
Ms. T. Bendo
Ms. M. DeSchutter
Ms. P. France, **President**
Mr. C. Hotham
Ms. R. Khosla
Mr. J. Parent
Ms. J. Piccinato, **Vice Chair**
Mr. A. Provost
Mr. R. Renaud
Mr. G. Rossi
Mr. N. Singh
Mr. E. Sovran, **Chair**
Mr. A. Teshuba
Ms. M. Watters

Regrets:

Mr. W. Beck

Also Present:

Ms. K. Adams, Board Secretary
Mr. A. Barron, Incoming Administration Representative, Observer
Mr. M. Beale, Incoming Student Representative, Observer
Mr. E.P. Chant, Editor, SAINT, Student Newspaper
Ms. P. Corro-Battagello, Incoming Support Staff Representative, Observer
Mr. J. Fairley, Vice President, College Communications & Community Relations
Mr. B. Jones, Retirees' Association, Observer
Mr. M. Jones, Vice President, Finance & Chief Financial Officer
Mr. M. Silvaggi, Vice President, Academic and Registrar
Mr. R. Nicoletti, Executive Director, President's Office, Corporate Secretary & Ministry Compliance
Mr. R. Seguin, Vice President, International Relations, Training & Campus Development

Mr. J. Sirianni, Vice President, Human Resources, Safety & Facilities Management
Ms. G. Wrye, Incoming Community Representative, Observer

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

Mr. E. Sovran chaired the meeting and Ms. Adams was the recording Board Secretary.

The Board Chair welcomed the Observers joining the meeting tonight and noted that they will be starting their Board term as of September 1, 2022; Mr. Art Barron as the Administration representative, Ms. Paula Corro-Battagello as the Support Staff representative and Mr. Michael Beale as the student representative. Ms. Gay Wrye was also in attendance as an observer and will be brought forward as a community representative, for approval.

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, May 24, 2022, 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 May 24, 2022 meeting.

3.0 Constituent Reports

Retirees' Association

Mr. Jones reported the following initiatives and activities on behalf of the Retirees' Association:

- Mr. Jones congratulated President France on behalf of the Retirees' Association on receiving her honorary Doctor of Laws degree from Assumption University for her outstanding contributions to higher education in Windsor-Essex.
- The Retirees held their June Board meeting at the Chatham Campus in the HealthPlex. It was the first in-person meeting held since the onset of COVID-19.

- The New Executive Orientation is scheduled for August 24, 2022 and will familiarize the new executive members with their roles and expectations.
- Planning is underway for events for June – December 2022, including the following:
 - An outing to Oxley Estates Winery in July.
 - The possibility of Pickle Ball at the Sports Plex.
 - The Archive working group will resume in September.
 - Christmas gatherings in December.
 - Certification of members in Smart Serve for Retirees' events.
 - Retirement Planning Seminars for potential retirees are scheduled in June.
- The Retirees' Association received “thank you” letters from both of the 2022 scholarship recipients.
- Updates were proposed and will be presented for the Retirees' Association Scholarship agreement with the St. Clair College Foundation. In 2022, two scholarships of \$750 each were presented; one for a Windsor Campus student and one for Chatham.
- Membership is currently at 362.

Student Representative Council (SRC)

Mr. Singh reported the following initiatives and activities on behalf of the SRC:

- The SRC continues to advocate on behalf of our students through communications with college groups throughout the province. The SRC joined the discussion with Colleges Ontario regarding ongoing issues facing college students today, including mental health supports, COVID-19 and program placements.
- Events in June included a Clash Royale Tournament, Pride Month activities and an Ice Cream Social.
- As approved through the Student Referendum, Transit Windsor passes will be included in tuition at a cost of \$274 per year or \$91 per semester. Students may opt out of this fee if proof is provided that they live outside of Transit Windsor or have purchased a college issued parking pass. Opt-outs for Fall 2022 are expected to be at approximately 40%.
- Mr. Shubham Sharma has been hired as the Student Liaison with the Ace Acumen Campuses. Events have been planned for the Spring/Summer semester, including a trip to Canada's Wonderland.
- Bi-weekly meetings are still being held for the final stages of the Academic Tower construction project. The grand opening is currently set for the end of July and August for the Esports facility.

- The Esports Team did extremely well over the Winter 2022 semester and the Saints Rocket League will be representing Canada at the inaugural Esports Championships at the Commonwealth Games, being held in Birmingham, England in August. To quality, the Saints Rocket League finished as the top Canadian team at the Gaming Stadium's Rocket League Open in June. St. Clair College is the only Canadian program to qualify for the World Championship, out of ten schools from North America and six schools from Europe.
- The Saints Rocket League also competed in the College Rocket League World Championship in Dallas, Texas in June. The team finished in the top four.
- Staff and students attended the Canadian Organization of Campus Activities (COCA) Student Life Summit, June 8 – 12, 2022 in Ottawa, Ontario.
- The SRC is currently busy planning for Fall 2022.

4.0 President's Report

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

Ms. France noted that the President's Report was included in the Full Board meeting documents. She outlined the events and initiatives that have occurred since the last Board meeting:

- Tuesday, May 24, 2022, marked the 500th meeting of the Board of Governors. The event was marked with a celebratory cake prior to the meeting.
- On May 25, 2022, Geoff Saunders, Plant Manager of the Brighton Beach Power plant, presented a \$20,000 donation on behalf of Atura Power to St. Clair College. The donation will be used to purchase two additional Temi Robots for the Community Integration through Cooperative Education (CICE) program. Students from the CICE program provided a demonstration to show how the Temi Robots are integrated into daily activities around the campus, helping to remove both academic and social barriers for students with developmental disabilities.
- The Spring 2022 Academic Award Banquets were held in Chatham on Friday, May 27, 2022, and in Windsor on Tuesday, May 31, 2022.
- The first Annual Alumni and Student Pow Wow was held at the College's SportsPlex on June 3 and June 4, 2022. The event was hosted by St. Clair College, the University of Windsor, several Indigenous community organizations and local school boards and featured Indigenous dancers, singers and crafts people.
- President France and SRC President Navjeet Singh raised the College's Pride flag at the Windsor Campus on Monday, June 6, 2022, in celebration of our LGBTQ+ Saints.
- St. Clair College and the Alumni Association were proud sponsors of Art in the Park that took place June 4 and June 5, 2022. The event marked its 42nd year following a two-year hiatus as a result of COVID-19.

- The 2022 Skills Canada National Competition (SCNC) was held in Vancouver, British Columbia May 25 – 28, 2022. Two St. Clair College students represented Team Ontario and earned gold and silver medals at the competition; Gina Marinelli is graduating from Office Administration – Executive and captured a gold medal in IT Office Software Application and Megan Rennie is graduating from Fashion Design Technician and received the silver medal in the Fashion Technology Mode Et Creation.
- The Saints Rocket League claimed a Top Four finish in the College Rocket League World Championship held in Dallas, Texas. The College will be financially supporting the Saints Rocket League when they represent Canada at the inaugural Esports Championships at the Commonwealth Games, being held in Birmingham, England in August.
- The 2022 Spring Convocation sessions were held in-person June 6 – June 9, 2022, with approximately 3,500 students graduating from our Windsor, Chatham and Toronto campuses. President France thanked the Board members who were able to attend the convocation sessions, the convocation committee for all of their preparations and all of the volunteers who assisted at the sessions.
- St. Clair College has signed a Memorandum of Understanding with the Windsor-Essex Catholic District School Board for the mentoring of St. Joseph’s Catholic High School students who are interested in Architectural Technology. This will provide the opportunity to exchange faculty and scholars as guest speakers, materials, publications and information while developing student growth and participation in joint educational field trips and/or projects.
- The International Recruitment office has completed the tender process for international student health insurance. The contract has been awarded to C & C Student VIP International for a two-year period. Student VIP has extensive experience in the international insurance space and currently serves over 80 clients and its plan provides equivalency to St. Clair’s domestic student insurance plan. VIP is an industry leader in the provision of student mental health, providing 24/7 service in over 200 languages with no cap on sessions and free access to therapists.
- On Wednesday, June 15, 2022, fire crews were called to an electrical fire at the Windsor Residence. Students were evacuated from the building as a precaution, while the fire was contained to one unit on the fourth floor and damage has been estimated to be \$100,000.
- The College held the Program and Advisory Committee (PAC) and Placement, “thank you” reception on June 20, 2022, at the St. Clair College Centre for the Arts. The College appreciates and recognizes those who volunteer for PAC as they provide opportunities and contribute to the success of our students and postsecondary programs.

- The College held the 2022 Staff Appreciation Day on Wednesday June 22, 2022. St. Clair Day recognizes new and retiring staff, staff who have earned their 25-year pin and also announces the winners of the Employee Excellence Awards. The recipients of the Employee Excellence Awards were as follows:
 - Larry Forsyth, Support Staff
 - Veronique Mandel, Faculty
 - Jimmy Parsons, Administration
 - Student Services, Team Award
- President France took the opportunity to thank the members of the Board of Governors for their contributions over the past year. She thanked them for the difference they have made through their dedication and continued support of St. Clair College, our students and our community.

The President's report is attached to the minutes as Item #4.0.

The President also noted that the media report was sent out electronically and is attached for information.

4.1 Naming Committee

The Board Chair reported that the Naming Committee held a meeting on May 9, 2022. At the meeting, the Committee approved and is bringing forward the recommendation for the naming of the new gate at the Cabana Road entrance as the Dr. Patti France Promenade.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the recommendation of the Naming Committee for the naming of the Dr. Patti France Promenade, located at the Cabana Road entrance.

President France thanked the Board of Governors and is humbled by this honour. She further thanked the Board personally, for all of their support.

5.0 Consent Agenda

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

- 5.1 2022-2023 Draft Meeting and Event Schedule.
- 5.2 Campus Free Speech Annual Report.
- 5.3 Strategic Mandate Agreement 3 (SMA3).
- 5.4 College Energy Reduction Report.

5.5 College Sustainability.

RESOLVED THAT the Board of Governors receive and approve the contents of the June 28, 2022 Consent Agenda, as presented.

6.0 **Business Arising**

6.1 Fall 2022 Admissions Update

The Board Chair called upon Mr. M. Silvaggi for this item. Mr. Silvaggi noted that the Fall 2022 Admissions Update was included in the Full Board Agenda package and highlighted the following:

- This report provides an update on post-secondary programs that will be offered during the Fall 2022 intake with an expected Year One intake of less than 25 domestic students and offers a year over year comparison. The report does not include international student enrolment.
- A PowerPoint slide was provided that Mr. Silvaggi outlined to offer additional context to the information included in the Board package.
- During the application and registration cycle, June 1st is a critical date, as this is the deadline when a student must make a deposit to secure their spot in their program of choice. Once this commitment has been made, the Registrar's Office will pre-register them into their program and the registration will process will then be completed in August.
- The chart includes the Fall 2021 data regarding the expected intake, planned intake from a budget perspective and actual Day 10 enrolment with the intention to demonstrate that there is late interest in open programs, as historically August is busy with the processing of applications and registrations.
- St. Clair College has always communicated urgency when adhering to timelines to ensure that students receive a seat in their program of choice.
- From an academic and budget planning perspective, the allocated number of seats is essential and is evaluated by program with projected enrolment both domestically and internationally by semester or academic achievement level (AAL). This allows for both budget and space planning. This provides data to assist the College's Recruitment team and the marketing campaigns, as well as budgeting for section sizes and staff allocations.

Table One: Windsor Programs Experiencing a Decline in Domestic Enrolment Compared to the Enrolment Plan. Highlighted programs were to show variance year over year.

Table Two: Windsor Programs that Share a Common Year One Curriculum or Offer Pre-Defined Exit Points for Graduation.

Table Three: Windsor Program that are Oversubscribed or Expected Enrolment Capacity due to Placements of Accreditation. As some programs have a reliance on the availability of field placements, some enrolment targets are lower, particularly in oversubscribed health science programs.

Table Four: Windsor Programs with Planned Enrolment Focused on International Students. These programs anticipate an enrolment level of approximately 90% international students.

Table Five: Chatham Programs that Share a Common Year One Curriculum, Planned Enrolment is Focused on International Student, or is Experiencing Enrolment Decline Relative to the Enrolment Plan.

6.2 Executive Plan for the Summer Months

The Board Chair reviewed the Board By-law regarding the establishment of the Executive Committee, consisting of the President, the Board Chair and Vice Chair to serve as a standing committee in the event that Board approval is required on an urgent basis. The Chair proposed the Committee operate during the summer months as follows:

- The Executive Committee will meet as required.
- The Executive Committee may call a meeting of the Full Board should an urgent matter require input from all Board members. An urgent meeting could take place through teleconference, if required.
- The Executive Committee will report back to the Board at the September Board meeting on any matters that the Committee approved over the summer months on behalf of the Board.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the establishment of the Executive Committee consisting of the President, Board Chair and Vice Chair for July and August 2022, in the event that Board approval is required on an urgent basis. The Executive Committee will report back to the Board at the September Board meeting regarding any matters that the Committee approves over the summer months.

6.3 Board Chair and Vice Chair 2022-2023

The Board Chair reviewed the results of the elections for Board Chair and Vice Chair held on Tuesday, May 22, 2022 at the In-Camera meeting.

Ms. Jean Piccinato was acclaimed as the Board Chair effective September 1, 2022 through August 31, 2023 and Mr. Garry Rossi was acclaimed for the position of Vice Chair, effective September 1, 2022 through August 31, 2023.

7.0 Monitoring Reports

7.1 Alumni Association Report

The Board Chair called upon Mr. J. Fairley to provide the Alumni Association Annual Report. Mr. Fairley provided a PowerPoint presentation, highlighting the following activities and initiatives:

- St. Clair College Alumni Association Objectives.
- 2021-2022 Alumni Association Board of Directors.
- Alumni Branding and Marketing.
- Alumni Association Outreach.
- St. Clair College Alumni Association – College Support.
 - Esports Arena Naming.
- Alumni Association Foundation Scholarships.
- St. Clair College Convocation.
- Now over 125,000 strong.
- 2022 Alumni of Distinction and Recognition Walls.
- Alumni Community Outreach:
 - Alumni and Community Engagement Committee.
 - Saints Nation Committee.
 - Community Involvement.
- 2021 – 2022 Alumni Annual Report.

The Board Chair thanked Mr. Fairley for his presentation.

The Alumni Association Annual Report presentation is attached as Item #7.1.

7.2 Foundation Board Report

The Board Chair called upon Mr. J. Fairley for this item. Mr. Fairley provided a PowerPoint presentation for the Board and reported on the initiatives undertaken by St. Clair College Foundation in 2021-2022.

- Mr. Fairley provided a summary of the scholarship and endowment activity for 2021-2022. He reported that the Foundation received 2,184 applications in 2021-2022, which resulted in the awarding of 713 scholarships. The total payout from the Foundation in 2021-2022 amounted to \$554,076 and the average award of the scholarships was \$777.
- A total of \$56,316 was raised through fourteen new annual scholarships and \$435,577 through three new endowment scholarship funds.
- The total portfolio of the St. Clair College Foundation is \$11,906,617 with a net portfolio investment return in 2021-2022 of \$494,145, an increase of 4.01%.
- Mr. Fairley thanked the President and Senior Management Team for working with the Foundation and helping them to reach their goals.

The Board Chair thanked Mr. Fairley for his presentation. The St. Clair College Foundation presentation is attached Item #7.2.

7.3 Financial Monitoring Report

Mr. Jones reviewed the report on the financial results for the year ended March 31, 2022.

- The Board of Governors received the Audited Consolidated Financial Statements for the 2021-2022 fiscal year at the May 24, 2022, Board meeting.
- Mr. Jones explained that this report finalizes the financial monitoring reports for the 2021-2022 fiscal year from an actual to budget perspective and that the report reconciles to the Statement of Operations in the Audited Financial Statements.
- He reported that for the fiscal year ended March 31, 2022, College Administration was successful in surpassing the goal of a balance budget by achieving a surplus of over \$30 million and exceeding all Ministry benchmarks.
- He reported that St. Clair College has reported zero flags in regard to the Financial Sustainability Metrics for the sixth consecutive year.

After a brief discussion, it was

RESOLVED THAT the Board of Governors receive the Financial Monitoring Report for the fiscal year ending March 31, 2022, as information.

8.0 Approval Items

8.1 Business Plan – Accrual Budget Template (MCU) Format

- Mr. Jones stated that this agenda item is a requirement of the Ministry of Colleges and Universities (MCU) to receive Board approval for the 2022-2023 budget submission to the Ministry and he provided a brief overview of the information contained in the Business Plan.
- At the March 22, 2022 Board meeting, the 2022-2023 Operating Budget was approved by the Board. The budget is then prepared in the Ministry format and submitted through their financial system.
- The budget included in the Business Plan – Accrual Budget Template does reflect what the Board approved at the March Board meeting.
- This budget includes a \$32.9 million surplus, and this surplus is consistent with the figures being submitted in the Statement of Operations in the Ministry specific template.
- In terms of the Statement of Financial position forecast that was provided to the Board with the March budget review, it was predicated upon estimated year-end balances. The projections have now been updated to include the audited year-end balances, including a \$31.5 million operating surplus, the capital budget, as well as the Board approved College transfer of \$5 million to the St. Clair College Foundation as an endowment in perpetuity to support domestic student scholarships and the College transfer of \$5 million into a new Scholarships Reserve to fund international student scholarships.
- This projection translates again to strong sustainability metrics and the College will also report zero flags to the Ministry.

Mr. Jones' presentation is attached as Item #8.1.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the Business Plan – Accrual Budget Template (MCU Format).

8.2 St. Clair College Annual Report

The 2021-2022 Annual Report provides a comprehensive overview of the College's achievements over the past 12 months.

The narrative reflects the operational outcomes established in the Strategic Directions and the Business Plan and describes activity that took place between April 1, 2021 and March 31, 2022.

In accordance with the Minister's Binding Policy Directive on Governance and Accountability, the St. Clair College Annual Report, once formally approved, will be submitted to the Ministry by July 31, 2022.

RESOLVED THAT the Board of Governors approve the 2021-2022 Annual Report for submission to the Ministry of Colleges and Universities (MCU), by July 31, 2022.

8.3 Computer Programming Technician – Ontario College Diploma Program

The Board Chair called upon Mr. Michael Silvaggi to speak to this item.

- Mr. Silvaggi noted that the request to deliver a two-year Ontario College Diploma in Computer Programming, commencing in Fall 2023, was included in the Full Board Agenda package. He highlighted the following:
- Demand for computer programmers and technicians is at an all-time high and it is forecasted to increase over the next five to ten years. As a result, the College strategically created the Zekelman School of Information Technology to focus on the growth of this sector. The Zekelman School of IT boasts an enrolment of over 1,200 students and offers a variety of diplomas, advanced diplomas, graduate certificates and a four-year degree.
- Mr. Silvaggi noted that the creation of the Computer Programming diploma program will provide students who are looking for a short two-year program to develop fundamental programming skills while also offering additional pathways for our students to pursue further education, including Web Design and Mobile Application Development, as well as to pursue other future post-graduate certificates.
- By offering a two-year diploma that could lead to a three-year advanced diploma and/or a degree, the College will now appeal to students looking to enter the computer programming/application development field at every level.
- This program has not been part of the College's portfolio of programs as a specific vocational skill for quite some time. The programs that are currently in the College's portfolio that are information technology focused have very specific skill sets, for example, Networking. Because Networking is very skill

and curriculum specific, additional pathways are not readily available as transfer credits are minimal.

- One benefit of the two-year Computer Programming program will be that it shares a common first two years with the Mobile Applications Development program, allowing students to successfully complete a credential while maintaining the option to pursue additional education with direct entry into the third year of the Mobile Applications program.
- The College also offers the Honours Bachelor of Business Administration (Information Communication Technology) and is pursuing the opportunities for additional three-year degrees. The two-year foundational Computer Programming program is very critical to where the College wants to move forward in the IT portfolio.
- There is a very minimal investment for this program as the College has already invested in our computer labs in recent years. This program will utilize these facilities and will not have the pressure of requiring additional lab space.
- Mr. Silvaggi reviewed the eight-year intake projections for both domestic and international students and noted that the eight-year Net Present Value (NPV) for this program shows a net gain of \$1.8 million.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the request for a two-year Ontario College Diploma in Computer Programming, commencing in Fall 2023.

8.4 Electric Vehicle – Ontario College Diploma Program

- The Board Chair called upon Mr. Mike Silvaggi to speak to this item. Mr. Silvaggi noted that the request to deliver a two-year Ontario College Diploma for Electric Vehicle Technician was included in the Full Board Agenda package. He highlighted the following:
- The Electric Vehicle Technician program is a two-year diploma program that will also offer an exit point following Year One, where successful students will earn an Ontario College Certificate in Electric Vehicle Fundamentals.
- Through the delivery of this program, St. Clair College is working to support the efforts of the municipality, “Windsor Works? and the efforts of Invest Windsor-Essex to make the community a leader in the Electric Vehicle space and to support the potential industry growth in our community.

- The shift towards electric vehicle development has created a need to develop a graduate who is versed in digital electronics, network topology and module programming. Graduates of this program will acquire new industry skill sets as they apply to service, repair and fault recognition problem solving.
- As the College has embarked on the early stages of program development, we have identified that there are many potential industry partners interested in understanding what St. Clair College is doing in response to the provincial announcement, given the anticipation that Electric Vehicles are the wave of the future.
- The College has also canvassed automotive repair facilities and dealerships in the community, receiving some commitments in regard to work placements, as well as letters of support from more than 32 businesses.
- Mr. Silvaggi noted that the College will use existing space and new space is not needed at this time.
- Mr. Silvaggi reviewed the eight-year enrolment projections for both domestic and international students. The eight-year Net Present Value (NPV) for the program shows a net loss of \$1.7 million, primarily based on the required initial capital investment.
- For planning purposes, the upfront capital costs will be funded through the College's in-year capital allocation. As opportunities arise such as with the Apprenticeship Enhancement Funding, the College will pivot and leverage any available funding. College Administration believes that there may be funding opportunities available.

One Governor inquired if the interested companies will be engaging in private partnerships regarding funding and employment opportunities for the graduates of the program and are there already pathways in place for this?

Mr. Silvaggi responded that the College has not identified what the needs will be. As the College is in the early phases of the program design, it has received interest and the College is engaging with industry, but the efforts are very preliminary at this point. Once the program development has progressed there will be more opportunities to engage industry.

One Governor inquired about the interest from various automotive suppliers regarding training opportunities? Will there be an opportunity to train their employees in the future?

Mr. Silvaggi noted that the College has received interest from industry, but again discussions have been very preliminary at this point. The College has already been able to leverage some Apprenticeship Enhancement funding,

which indicates that there may be future opportunities through training, second career and corporate training.

The President noted that this is new space for everybody and there currently are no programs being offered in this field. The interest is there and Windsor-Essex is hoping to lead the way in the Electric Vehicle space. Industry interest is strong and the College will continue to engage the industry in the community. The required competencies and training are still being developed and College Administration and faculty will be collaborating with industry leaders to determine what is needed.

One Governor inquired whether there will be a certification that will be required in the future to work on Electric Vehicles.

The President responded that she foresees that a certification may be required in the future but that is unknown at the present time. She noted that having a fundamental program offering in place will assist in the College's endeavours to offer additional certifications in the future once those determinations have been made.

One Governor inquired about research and innovation and if there has been an opportunity to pursue innovation funding?

Mr. Silvaggi noted that the College's Research and Development Department is actively involved in the development of the program and in applications for opportunities and grants that will be available.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the request for a Two-year Ontario College Diploma in Electric Vehicle Technician, commencing In Fall 2023.

8.5 Appointment of a Member to the Foundation Board

The Board Chair noted that Ms. Khosla was appointed as the Board member to the St. Clair College Foundation Board since the 2019-2020 term and has agreed to continue as the representative for the 2022-2023 term.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the appointment of Ms. Renu Khosla as the Board member to the St. Clair College Foundation Board for a one-year term commencing September 1, 2022 to August 31, 2023.

9.0 By-law and Policy Review

9.1 By-law 9: Board Officers

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 9: Board Officers, as presented.

9.2 By-law 10: Election of Chair and Vice Chair

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of Policy By-law 10: Election of Chair and Vice Chair, as presented.

9.3 By-law 11: Duties of the Chair

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 11: Duties of the Chair, as presented.

9.4 By-law 12: Duties of the Vice Chair

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 12: Duties of the Vice Chair, as presented.

9.5 Policy 2003-19: Fiscal Condition

After a brief discussion, it was,

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

9.6 Policy 2003-2.1: Duties of the Past Chair

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of Policy 2003-2.1: Duties of the Past Chair.

9.7 By-law 18: Delegation of Duties of Board Officers

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of By-law 18: Delegation of Duties of Board Officers, as amended.

9.8 Policy 2003-9: Board Standards, Procedures and Self-Policing

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of Policy 2003-9: Board Standards, Procedures and Self-Policing, as amended.

9.9 Board of Governors – Commitment Attestation

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of Board of Governors Commitment Attestation.

9.10 Policy 2003-2.1: Duties of the Past Chair

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of Policy 2003-2.1: Duties of the Past Chair.

9.11 By-law 18: Delegation of Duties of Board Officers

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 18: Delegation of Duties of Board Officers, as amended.

9.12 Policy 2003-9: Board Standards, Procedures and Self-Policing

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of Policy 2003-9: Board Standards, Procedures and Self-Policing, as amended.

9.13 Board of Governors – Commitment Attestation

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of Board of Governors Commitment Attestation.

10.0 Recognition of Retiring Governors

The Board Chair recognized Mr. Navjeet Singh on his retirement from the Board as of August 31, 2022. Mr. Singh has served as the student representative to the Board for a one-year term. Mr. Sovran thanked Naveet for his support from a student and SRC perspective and for his contributions to the Board.

The Board Chair recognized Ms. Melanie DeSchutter on her retirement from the Board as of August 31, 2022. Ms. DeSchutter has served as the Administration

representative to the Board for a three-year term. Mr. Sovran thanked Melanie for her support and contributions to the Board.

The Board Chair recognized Ms. Teresa Bendo on her retirement from the Board as of August 31, 2022. Ms. Bendo has served as a LGIC and community representative to the Board for two, three-year terms. Mr. Sovran thanked Teresa for her support and contributions to the Board.

The President recognized Mr. Egidio Sovran on his retirement from the position of Board Chair as of August 31, 2022. Gid has served as the Board Chair for one, one-year term and as the Vice Chair for two, one-year terms. The President thanked Gid for his support and dedication to the Board, College, community and herself.

11.0 Date of the Next Meeting

11.1 The next Board meeting is scheduled for Tuesday, September 27, 2022.

The Full Board meeting adjourned at 6:50 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

501st FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, June 28, 2022

TIME: 5:30 p.m.

PLACE: President's Board Room #342

**** NOTE:** Dinner will be available in the President's Board Room at 5:00 p.m.

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 MAY 24, 2022 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 2022-2023 Draft Meeting and Event Schedule

Information Item – Administration has provided the Draft 2022-2023 Meeting and Event Schedule, attached as Item #5.1.

- 5.2 Campus Free Speech Annual Report

Information Item – Administration has provided a report regarding the College's Draft Free Speech Policy, attached as Item #5.2.

- 5.3 Strategic Mandate Agreement 3 (SMA3)

Information Item – Administration has provided an update regarding Year Two (2021-2022) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3), attached as Item #5.3.

5.4 College Energy Reduction Report

Information Item – Administration has provided an update regarding the College Energy Reduction Report, attached as Item #5.4.

5.5 College Sustainability

Information Item – Administration has provided a report on Strategic Direction #6 – College Sustainability – Increase Sustainability Fund, attached as Item #5.5.

6.0 BUSINESS ARISING

6.1 Fall 2022 Admissions Update

Information Item – Administration has provided an update regarding admissions for Fall 2022, attached as Item #6.1.

6.2 Executive Plan for the Summer Months
(Board By-law 38.3)

Approval Item – The Board will discuss the Executive Committee operation for the summer months to deal with any Board action items, should they arise.

6.3 Board Chair and Vice Chair 2022-2023

Information Item – The Board Chair will provide information regarding the election of the Board Chair and Vice Chair, for the one-year term commencing September 1, 2022 through August 31, 2023.

7.0 MONITORING REPORTS

7.1 Alumni Association Annual Report

Information Item – The Alumni Association will provide their annual report to the Board.

7.2 Foundation Board Annual Report

Information Item – The Foundation Board will provide their annual report to the Board.

7.3 Financial Monitoring Report

Information Item – An update will be given to the Board with respect to the financial results for the Fiscal Year Ended March 31, 2022, attached as Item #7.3.

8.0 APPROVAL ITEMS

8.1 Business Plan – Accrual Budget Template (MCU) Format

Approval Item – The rationale is provided for Board approval, attached as Item #8.1.

8.2 St. Clair College Annual Report

Approval Item – Administration has provided the College's Annual Report for Board approval, attached as Item #8.2.

8.3 Computer Programming Technician – Ontario College Diploma Program

Approval Item – The request for new program is attached as Item #8.3, for approval.

8.4 Electric Vehicle – Ontario College Diploma Program

Approval Item – The request for new program is attached as Item #8.4, for approval.

8.5 Appointment of a Member to the Foundation Board (Policy #2003-11 Relationship to the Foundation)

Approval Item – The Board of Governors members will nominate and approve the appointment of a Board member to sit on the St. Clair College Foundation Board for the 2022 - 2023 year.

9.0 BY-LAW AND POLICY REVIEW

9.1 By-law 9: Board Officers – 2nd Reading

Approval Item – The Board will review By-law 9: Board Officers for 2nd reading, attached as Item #9.1.

9.2 By-law 10: Election of Chair and Vice Chair – 2nd Reading

Approval Item – The Board will review By-law 10: Election of Chair and Vice Chair for 2nd reading, attached as Item #9.2.

9.3 By-law 11: Duties of the Chair – 2nd Reading

Approval Item – The Board will review By-law 11: Duties of the Chair for 2nd reading, attached as Item #9.3.

9.4 By-law 12: Duties of the Vice Chair – 2nd Reading

Approval Item – The Board will review By-law 12: Duties of the Vice Chair for 2nd reading, attached as Item #9.4.

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

Approval Item – The Board will review Policy 2003-19: Fiscal Condition for 1st reading, attached as Item #9.5.

9.6 Policy 2003-2.1: Duties of the Past Chair – 1st Reading

Approval Item – The Board will review Policy 2003-2.1: Duties of the Past Chair for 1st reading, attached as Item #9.6.

9.7 By-law 18: Delegation of Duties of Board Officers – 1st Reading

Approval Item – The Board will review By-law 18: Delegation of Duties of Board Officers for 1st reading, attached as Item #9.7.

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

Approval Item – The Board will review Policy 2003-9: Board Standards, Procedures and Self-Policing for 1st reading, attached as Item #9.8.

9.9 Board of Governors – Commitment Attestation – 1st Reading

Approval Item – The Board will review Board of Governors Commitment Attestation for 1st reading, attached as Item #9.9.

9.10 Policy 2003-2.1: Duties of the Past Chair – 2nd Reading

Approval Item – The Board will review Policy 2003-2.1: Duties of the Past Chair for 2nd reading, attached as Item #9.10.

9.11 By-law 18: Delegation of Duties of Board Officers – 2nd Reading

Approval Item – The Board will review By-law 18: Delegation of Duties of Board Officers for 2nd reading, attached as Item #9.11.

9.12 Policy 2003-9: Board Standards, Procedures and Self-Policing – 2nd Reading

Approval Item – The Board will review Policy 2003-9: Board Standards, Procedures and Self-Policing for 2nd reading, attached as Item #9.12.

9.13 Board of Governors – Commitment Attestation – 2nd Reading

Approval Item – The Board will review Board of Governors Commitment Attestation for 2nd reading, attached as Item #9.13.

10.0 RECOGNITION OF RETIRING GOVERNORS

11.0 NEW BUSINESS

12.0 DATE OF THE NEXT MEETING

12.1 The next meeting is scheduled for Tuesday, September 27, 2022.



ST. CLAIR

COLLEGE

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 28, 2022

RE: DRAFT 2022 – 2023 MEETING AND EVENT SCHEDULE

SECTOR: PRESIDENT

AIM:

To provide the Board of Governors with the draft 2022 – 2023 Meeting and Event Schedule.

BACKGROUND:

In order to keep the Board informed of the schedule of meetings and College events, a meeting and event schedule is prepared annually and presented to the Board. The draft 2022 – 2023 Meeting and Event Schedule is attached for information.

Some dates are currently listed as “To Be Determined” (TBD) and will be amended as additional information becomes available.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the draft 2022 – 2023 Meeting and Event Schedule for information.

Meetings

| | |
|---|--|
| TBD | New Board Member Orientation |
| September 13, 2022* September 27, 2022 | Committee of the Whole Full Board Meeting – Windsor |
| October 11, 2022* October 25, 2022 | Committee of the Whole Full Board Meeting – SCCCA |
| November 8, 2022 * November 22, 2022 | Committee of the Whole Full Board Meeting – Windsor |
| January 10, 2023 * January 24, 2023 | Committee of the Whole Full Board Meeting – Windsor |
| February 14, 2023 * February 28, 2023 | Committee of the Whole Full Board Meeting – Windsor |
| March 14, 2023 * March 28, 2023 | Committee of the Whole Full Board Meeting – Windsor |
| April 11, 2023 * April 25, 2023 | Committee of the Whole Full Board Meeting – Chatham |
| May 9, 2023 * May 23, 2023 | Committee of the Whole Full Board Meeting – Windsor |
| June 13, 2023 * June 27, 2023 | Committee of the Whole Full Board Meeting - Windsor |

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

Events

| | |
|---------------------------------------|---|
| Wednesday, October 5, 2022 | Fall Academic Awards Banquet SCCCA (Windsor & Chatham) |
| Tuesday, October 4, 2022 | Fall Convocation, Windsor (WFCU) |
| Thursday, October 6, 2022 | Fall Convocation, Chatham (Health Plex) |
| November 26 – November 27, 2022 | Higher Education Summit |
| November 28, 2022 | Premier’s Awards |
| Tuesday, December 6, 2022 (Tentative) | Holiday Social |
| TBD | Board Planning Session/Retreat |
| Thursday, February 23, 2023 | Winter Convocation, Windsor (WFCU) |
| TBD | Chatham Scholarship & Bursaries (Club Lentinas) |
| Monday, March 20, 2023 | Windsor Scholarship & Bursaries (SCCCA) |
| Monday, March 27, 2023 | |
| Friday, April 28, 2023 | Alumni of Distinction (SCCCA) |
| Thursday, April 13, 2023 | Saints Student Athletic Awards Banquet |
| Friday, April 21, 2023 | SRC Changeover Banquet |
| TBD | TSI Changeover Banquet |
| TBD | CICan Annual Conference |
| Thursday, June 1, 2023 | Windsor Academic Awards Banquet |
| TBD | Chatham Academic Awards Banquet |
| Tuesday, June 6, 2023 | Spring Convocation, Windsor (WFCU) |
| Wednesday, June 7, 2023 | |
| Thursday, June 8, 2023 | Spring Convocation (Chatham Health Plex) |



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 28, 2022

RE: CAMPUS FREE SPEECH ANNUAL REPORT

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

AIM:

To provide the Board of Governors with an annual report reflecting any amendments to St. Clair College's Free Speech Policy or any on-campus events for which an official complaint was received by the College for the period August 1, 2021 to July 31, 2022. Any complaints received between June 29, 2022 and July 31, 2022, will be communicated immediately to the Board of Governors Executive Committee.

BACKGROUND:

Each of Ontario's public colleges and universities prepare the Campus Free Speech Annual Report (Appendix A) based on the implementation of their Free Speech Policy (Appendix B) to aid the Higher Education Quality Council of Ontario (HEQCO) in the development of a public report. The report is to be posted on each institution's website and submitted annually to HEQCO by September 1.

2022 COLLEGE UPDATE:

There have been no changes to the St. Clair College Free Speech Policy, nor has there been any official free-speech-related complaints received by the institution arising from events on-campus.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the report on St. Clair College's Free Speech Policy, for information.



Freedom of Speech Annual Report

September 1, 2022

Section A: Institutional Policy

Has your institution amended its free speech policy (or policy framework) since the time of your 2021 report? If so, please explain the reason for the change and provide the link to its location on your institutional website.

St. Clair College has not changed its Free Speech Policy since the 2021 report.

Where are members of the institutional community (or guests) directed when there is a free speech related question or complaint about an event on campus? Please provide contact information.

John Fairley
Vice President, College Communications and Community Relations
jfairley@stclaircollege.ca
519-972-2762

What is your institution's policy on holding events where there are security concerns? To your knowledge, were there any instances where a non-curricular event did not proceed due to security concerns or their related costs?

When a request is made to the College, the event details are presented to the Senior Operations Group for review and discussion. Any requirements regarding security would also be discussed with the Associate VP, Safety, Security and Facilities Management. A review of security needs and costs for an event would be forwarded to Senior Administration for approval.

There have not been any instances where a non-curricular event did not proceed due to security concerns or their related costs.

Section B: Complaints

You may append additional documentation or institution-specific information as you see fit.

Between **August 1, 2021** and **July 31, 2022**, did any member of the institutional community (or guests) make an official complaint about free speech on campus? If yes, please describe.

The College did not receive any official complaints about free speech on campus between August 1, 2021 and July 31, 2022.

If there has been an official complaint (or more than one):

What were the issues under consideration? Please identify any points of contention (e.g., security costs, safety, student unions and/or groups, operational requirements, etc.).

N/A

How did the institution manage the free speech complaint(s)? Was the complaint addressed using the procedures set out in the policy? How were issues resolved?

N/A

Section C: Summary Data

Please provide the following summary data for free-speech-related official complaints received by the institution:

| | |
|--|------|
| Number of official complaints received under the free speech policy relating to curricular and non-curricular events. | None |
| Number of official complaints reviewed that were dismissed. | None |
| Number of official complaints where the institution determined that the free speech policy was not followed appropriately. | None |
| Number of official complaints under the free speech policy that resulted in the institution applying disciplinary or other institutional measures. | None |
| To your knowledge, were any free speech complaints forwarded to the Ontario Ombudsman? | None |

To the best of your ability, please provide an estimate of the number of **non-curricular events** held at the institution between **August 1, 2021 and July 31, 2022**. Non-curricular events include, for example, invited speakers, sporting events, rallies, conferences, etc., as opposed to regular events held as part of an academic program or course.

There were approximately 50 non-curricular events that were hosted by our student groups. There are three student groups between the campuses:
Student Representative Council (SRC) – Windsor and Toronto Campuses.
Saints Student Athletic Association (SSAA) – Varsity and Intramural Athletics.
Thames Students Inc. – Chatham Campus.

Institutional Comments (if any).

For the most part, the College was closed to public events in accordance with Windsor-Essex and Chatham-Kent Health Units and provincial guidelines for COVID-19. In September 2021, the College resumed in-class learning and lab teaching.

The College implemented and followed COVID-19 protocols in accordance with local and provincial public health directives, which were in place until May 1, 2022 and included proof of vaccination, individual testing and masking inside of all campus buildings.

POLICY AND PROCEDURE MANUAL

| | | |
|---------------------------------|------------------------------|--|
| Policy Title: | UPHOLDING FREE SPEECH | Area of Responsibility: VICE PRESIDENT, HUMAN RESOURCES, SAFETY, SECURITY & FACILITIES MANAGEMENT |
| Policy Section: | HUMAN RESOURCES | |
| Effective Date: | 2019 01 01 | Policy No: 5.22 |
| Supersedes: | NEW | Page: 1 of 2 |
| Mandatory Revision Date: | 2024 01 01 | Last Review Date: 2019 01 01 |

5.22 Upholding Free Speech

Policy Statement

“The objects of the colleges are to offer a comprehensive program of career-oriented, post-secondary education and training to assist individuals in finding and keeping employment, to meet the needs of employers and the changing work environment and to support the economic and social development of their local and diverse communities” (Ontario Colleges of Applied Arts and Technology Act, 2002).

Freedom of expression, which means the right to speak, write, listen, challenge and learn, must be protected as it is essential to discovery, critical assessment and the effective dissemination of knowledge and ideas and leads to social and economic advancement.

Colleges must be places that allow for open discussion and free inquiry where diverse voices can be heard and ideas and viewpoints can be explored and discussed freely and debated openly without fear of reprisal, even if these are considered to be controversial or conflict with the views of some members of the college community. Although colleges greatly value civility and all members of colleges share responsibility for maintaining a climate of mutual respect, it is not the role of colleges to shield members of the college community from ideas and opinions that they may find disagreeable or offensive. It is up to individuals and not colleges to make such judgements for themselves and to debate and challenge ideas that they find unacceptable.

Members of the college community are free to criticize and contest the view of others, however, they may not obstruct or interfere with the freedom of others to express their views. The rights of others to express or hear ideas must also be respected. Colleges may reasonably regulate the time, place and manner of freedom of expression to ensure that it does not disrupt normal college operations and ordinary college activities or endanger the safety of others.

Speech that violates the law, including the Ontario Human Rights Code, is not allowed. Speech that constitutes harassment, a threat or hate speech is not allowed. Other context specific boundaries to freedom

of expression may also apply such as those arising out of the terms of employment and collective agreements.

This policy statement is aligned with other college policies, all of which shall be read in harmony.

Existing college mechanisms and processes will be used to handle complaints and ensure compliance with the policy. Complaints that remain unresolved may be referred to the Ontario Ombudsman. Existing disciplinary measures will apply to those whose actions are contrary to the policy.

College will consider official student groups' compliance with the policy as a condition for ongoing financial support or recognition and encourage student groups to adopt policies that align with this policy.

This policy comes into effect on January 1, 2019 and applies to all college faculty, students, staff, management, guests and others who are present at the college.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 28, 2022

RE: STRATEGIC MANDATE AGREEMENT 3 (SMA3)

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

AIM:

To provide the Board with an update on Year 2 (2021-2022) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3).

BACKGROUND:

With the College's SMA3 Year 2 annual evaluation completed, the following is Administration's update to the Board:

A. SMA3 Results from the Year 2 Annual Evaluation (2021-2022)

| Metric | Allowable Performance Target | Actual Result | Target Achievement |
|---|------------------------------|---------------|--------------------|
| Graduate employment rate in a related field | 61.66% | 61.63% | 99.95% |
| Institutional strength and focus | 27.93% | 32.03% | 114.66% |
| Graduation rate | 67.47% | 70.51% | 104.52% |
| Community and local impact | 4.90% | 5.28% | 107.66% |
| Economic impact | \$38,438,400 | \$137,519,200 | 357.77% |
| Graduate employment earnings | \$32,048 | \$35,541 | 110.90% |
| Experiential learning | 65.73% | 69.10% | 105.12% |
| Revenue attracted from private sector | \$5,145,397 | \$9,529,809 | 185.21% |

The College succeeded in meeting seven (7) out of the eight (8) active metrics for 2021-2022. Due to the Ministry's delay to the start of performance-based funding for three years (2020-2021, 2021-2022, 2022-2023), there was no funding impact to the College. Had the performance-based funding delay not existed, the College's funding would have been reduced by \$358.

B. SMA3 Metric Weightings for Years 3 to 5

| Metric | Weighting | | |
|---|---------------------|---------------------|---------------------|
| | Year 3 (2022-23) | Year 4 (2023-24) | Year 5 (2024-25) |
| Graduate employment rate in a related field | 5% | 5% | 5% |
| Institutional strength and focus | 20% | 20% | 20% |
| Graduation rate | 5% | 5% | 5% |
| Community and local impact | 15% | 15% | 15% |
| Economic impact | 15% | 15% | 15% |
| Graduate employment earnings | 5% | 5% | 5% |
| Experiential learning | 5% | 5% | 5% |
| Revenue attracted from the private sector | 20% | 20% | 20% |
| Apprenticeship-related | 5% | 5% | 5% |
| Skills and competencies | 5% | 5% | 5% |
| Total | 100% | 100% | 100% |

Administration did not adjust its weightings from those established when the SMA3 Agreement was submitted to the Ministry in August 2020.

C. SMA3 Year 3 (2022-2023) Targets

| Metric | Allowable Performance Target |
|---|------------------------------|
| Graduate employment rate in a related field | 59.76% |
| Institutional strength and focus | 27.59% |
| Graduation rate | 69.13% |
| Community and local impact | 5.82% |
| Economic impact | \$119,688,657 |
| Graduate employment earnings | \$33,550 |
| Experiential learning | 63.38% |
| Revenue attracted from the private sector | \$5,953,319 |
| Apprenticeship-related | 73 |

One (1) additional metric becomes active at SMA3 Year 3, Apprenticeship-related. Due to the Ministry's delay to the start of performance-based funding for three years (2020-2021, 2021-2022, 2022-2023), there will be no funding impact to the College because of the Year 3 annual evaluation process. During Year 3, the Ministry will assess the sector's readiness for performance-based funding activation starting in Year 4 (2023-2024) at a planned system-wide proportion of 10 per cent, increasing to 25 per cent in Year 5 (2024-2025).

D. Potential Performance-Based Funding Model Change

It is the College's understanding through Colleges Ontario, that the Ministry may be considering a change to the performance-based funding model. This change could lead to a reduction in the amount of funding that is tied to outcomes. Should this occur, it is

likely that the risk of reduced funding from not meeting outcomes will be reduced.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Year 2 (2021-2022) of the 2020-2025 Strategic Mandate Agreement 3 (SMA3), as information.



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 28, 2022

RE: COLLEGE ENERGY REDUCTION PROJECTS

**SECTOR: HUMAN RESOURCES, SAFETY, SECURITY AND FACILITIES
MANGEMENT
JOSEPH SIRIANNI, VICE PRESIDENT**

AIM:

To provide the Board of Governors with an update as it pertains to the College's energy conservation initiatives and achievements. The report will highlight the initiatives that the College has undertaken since 2016, up until the 2021-2022 fiscal year.

BACKGROUND:

As per Ontario Regulation (O. Reg.) 507/18 of the Electricity Act, 1998, every post-secondary educational institution is required to prepare, publish, make available to the public and implement Energy Conservation and Demand Management Plans (ECDMP). An ECDMP is composed of two parts:

1. A summary of the public agency's annual energy consumption and Greenhouse Gas emissions for its operations.
2. A description of previous, current and proposed measures for conserving and otherwise reducing the amount of energy consumed by operations and for managing its demand for energy.

The ECDMP acts as a guide for energy conservation. While the ECDMP is only required to be updated every five years, the College is revising the current ECDMP for July 2022. In addition, the College reports its Greenhouse Gas Emissions through the Broader Public Sector portal annually on July 1.

This report will outline the College's energy conservation initiatives and highlight the energy and Greenhouse Gas (GHG) reduction achievements. This report will also demonstrate the importance of continuing to fund these conservation projects to mitigate the ever-increasing energy costs.

Energy Conservation Projects

LED Lighting Retrofits

Since 2016, the College has successfully implemented 27 separate projects to replace interior lighting across all Campuses and six projects to replace exterior road and parking lot lights. These projects have collectively saved:

- 1,526,000 kWh of electricity annually.
- \$270,000 in electricity costs annually.
- \$100,000 in maintenance costs annually.

Projects to date have included:

- The Ford Center for Excellence in Manufacturing (FCEM).
- Windsor Campus hallways and washrooms of the main building.
- Chatham Campus hallways and washrooms.
- St. Clair College Center for the Arts (SCCCA) hallways.
- All exterior roadway and parking lot lights.
- Exterior wall packs on most buildings.

An additional benefit that is realized from these projects is the increased safety for pedestrians and vehicles and the higher quality light in interior spaces, such as offices.

Additional Information:

1. Old parking lot lights consumed 4000kW per pole, enough to power a 1500 square foot home for an entire day. The new parking lot lights consume only 530W per pole.
2. The Return on Investment (ROI) for multiple types of LED lights typically range between one and three years.
3. The SaveOnEnergy Incentives have amounted to \$110,000 since 2016. This program through the Independent Electrical System Operator (IESO) incentivizes businesses to invest in energy conservation projects by providing an incentive (percentage of project) back to the company if they move forward with the project. The percentage varies based on the project.

HVAC Retrofits/Upgrades

In this category, the College has been aligning the deferred maintenance replacement requirements with energy and GHG reduction initiatives. We accomplish this through careful planning on replacements to include variable frequency drives (VFD)'s, updated controls and higher efficiency equipment. The updating of our extensive HVAC portfolio across all campuses is an ongoing project.

One particular success story is the duct sealing project that was completed in March 2022. One of the larger HVAC systems was targeted for this project and netted the following results:

- Increased airflow of 25%.
- Annual energy savings of \$60,902.
- Annual GHG reduction of 145.38 tonnes.
- Simple Payback of 3.6 years.
- Extend lifespan of ductwork.

Other project examples include:

- New roof top units (3-4 per year) and updated air handling units.
- Conversion from continuous air volume boxes in the distribution system to variable air volume boxes.
- Boiler upgrades and installation of a condensing unit.
- New electronic HVAC controls with each upgrade.
- Installation of variable frequency drives with each new upgrade.
- Commissioning of equipment – ensuring that the equipment is operating according to the design criteria and in the most efficient manner.

Energy Conservation Highlights Summary

Energy Savings Estimated (2016-2021):

- \$169,000 incentives received.
- \$450,000 annual electricity savings.
- 882 tonnes GHG emission reduction.

Current Period (2022):

- \$122,000 incentives estimated.
- \$300,000 annual electricity savings.
- 141 tonnes GHG emission reduction.

Future Initiatives:

- Classroom and Office LED lighting updates across all campuses.
- Ongoing HVAC system updates and optimization.
- Duct sealing expansion.
- External building boiler updates
- Alternative energy sources, programs and efficiencies are being reviewed.

Attachments:

- 2016-2022 Energy Conservation Projects
- Cleaner Air for Campuses Report – Duct Sealing Story

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the attached Energy Conservation Initiatives and Achievements Report.

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 28, 2022

RE: STRATEGIC DIRECTION UPDATE (2021-2022): FINANCIAL HEALTH AND SUSTAINABILITY – COLLEGE SUSTAINABILITY

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

AIM:

To provide the Board with an update on Strategic Directions (2021 – 2022). This update pertains to Strategic Direction #6 – Financial Health and Sustainability, regarding an increase to the sustainability fund.

| Goal | Objective | Measure | Target |
|---------------------------|-------------------------|-------------------------------|-----------|
| Financial Sustainability. | College sustainability. | Increase sustainability fund. | June 2022 |

BACKGROUND:

The following table summarizes the financial sustainability reserve balance as of March 31, 2022:

| Line Item | Amount |
|------------------------|--------------|
| March 31, 2022 Balance | \$67,935,599 |
| Consists of: | |
| Principal | \$65,000,000 |
| Interest | \$2,935,599 |

At the March 22, 2022 Board of Governors meeting, Administration presented the 2022-2023 budget which was approved. This approved budget notified the Board that Administration was not proceeding with the March 31, 2022 planned allocation of \$5,000,000 to the financial sustainability reserve as was approved in the original budget on March 23, 2021.

The financial sustainability reserve balance is compliant with the College’s Internally Restricted Funds Policy 4.5, which requires the reserve to be maintained at a

minimum 3% of budgeted operating revenues.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #6 – Financial Health and Sustainability, regarding an increase to the sustainability fund, as information.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 28, 2022

RE: FALL 2022 ADMISSIONS UPDATE

SECTOR: ACADEMIC
MICHAEL SILVAGGI, VICE PRESIDENT AND REGISTRAR

AIM:

To provide the Board with an update on post-secondary programs that will be offered during the Fall 2022 semester with an expected Year One intake of less than 25 domestic students. This report will offer a year-over-year comparison to the report that was provided in June 2021.

BACKGROUND:

Annually, June 1 is a critical date in the College's registration process as a student must make a financial deposit to secure a spot in their program of choice. In the months leading up to the June 1, tuition deposit deadline for the Fall 2022 semester, the College actively monitors the expected intakes to balance teaching resources, space capacity, Strategic Mandate Agreement 3 (SMA3) implications, financial sustainability and community access to programming. During this period, should these noted factors not be aligned as planned, an intake may be suspended.

It is important to note that as of May 1, (the annual deadline for an applicant to confirm their program of choice), College Administration had suspended the intake of six programs for Fall 2022 due to extremely low student applications and anticipated confirmations. The programs identified are: General Arts and Science, Electronics Engineering Technology-Industrial Automation, and Power Engineering Techniques at the Windsor Campus, as well as Business-Accounting, Office Administration-Executive, and Protection, Security, and Investigations (PSI) at the Chatham Campus.

SUMMARY:

The following outlines those post-secondary programs whose Year One domestic student intake for the Fall 2022 semester will likely not be suspended, and as of June 15, 2022, have an expected intake of less than 25 domestic students. Refer to Appendix A for the program list.

- Table 1: Windsor programs that are experiencing a domestic enrolment decline relative to the enrolment plan.
- Table 2: Windsor programs that either share a common Year 1 curriculum or offer pre-defined exit points for graduation.
- Table 3: Windsor programs that are either oversubscribed or the expected enrolment is at capacity due to placements or accreditation.
- Table 4: Windsor programs whose planned enrolment is focused on international students.
- Table 5: Chatham programs that either share a common Year 1 curriculum, planned enrolment is focused on international students, or is experiencing an enrolment decline relative to the enrolment plan.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on post-secondary programs that will likely run in the Fall 2022 semester with an expected Year One intake of less than 25 domestic students, as information.

Appendix A

Table 1 Windsor Programs Experiencing a Decline in Domestic Enrolment Compared to the Enrolment Plan

| Code | Program | Fall 2021 Expected Intake | Fall 2021 Planned Intake | Fall 2021 Day 10 Enrolment | Fall 2022 Expected Intake | Fall 2022 Planned Intake |
|------|--|---------------------------------|--------------------------------|----------------------------------|---------------------------------|--------------------------------|
| A887 | Music Theatre - Performance | 17 | 40 | 17 | 11 | 20 |
| B603 | Community & Justice Services | 20 | 25 | 24 | 20 | 25 |
| B699 | Bachelor of Business Admin Info. Comm. Tech. | 14 | 40 | 19 | 20 | 20 |
| B791 | Public Relations | 13 | 20 | 19 | 8 | 20 |
| B802 | Human Resources Management | 10 | 25 | 12 | 11 | - |
| B826 | Tourism - Travel | 14 | 60 | 27 | 25 | 30 |
| B877 | Fashion Design Technician | 13 | 20 | 22 | 10 | 20 |
| B895 | Social Service Worker - Gerontology | 22 | 40 | 41 | 26 | 30 |
| B904 | Sport & Recreation Management | 19 | 55 | 26 | 31 | 45 |
| B906 | Esports Admin and Entrepreneurship | 23 | 50 | 33 | 37 | 35 |
| B908 | Event Management | 6 | 15 | 5 | - | 5 |
| B935 | Autism & Behavioural Science | 17 | 20 | 21 | 13 | 30 |
| B950 | Web Development and Internet Applications | 15 | 30 | 19 | 22 | 20 |
| B990 | Mobile Applications Development | - | - | - | 22 | 48 |
| C365 | Community Integration Coop Education | 22 | 40 | 26 | 25 | 25 |
| C623 | Liberal Arts | 23 | 22 | 38 | 28 | 37 |
| C999 | Bachelor of Applied Arts in Social Justice | 19 | 32 | 24 | 26 | 32 |
| H879 | Fitness and Health Promotion | 21 | 40 | 22 | 26 | 25 |
| T036 | Construction Engineering Technician | 13 | 20 | 13 | 14 | 20 |
| T046 | Construction Project Management | - | - | - | 2 | 25 |
| T154 | Civil Engineering Technology | 19 | 45 | 34 | 26 | 45 |
| T167 | Motive Power Technician | 23 | 20 | 25 | 24 | 20 |
| T805 | Woodworking Technician | 23 | 30 | 31 | 29 | 40 |
| T826 | Mech. Engineering Technology - Auto Product Design | 24 | 45 | 43 | 31 | 45 |
| T836 | Chemical Laboratory Technology | 13 | 30 | 16 | 28 | 36 |
| T866 | Landscape Horticulture | 13 | 20 | 26 | 22 | 30 |
| T974 | Electromechanical Engineering Technician | 13 | 40 | 14 | 18 | 24 |
| T993 | Animation - 2D/3D | 21 | 35 | 31 | 26 | 35 |

Table 2 Windsor Programs that Share a Common Year 1 Curriculum or Offer Pre-Defined Exits Points for Graduation

| Code | Program | Fall 2021 Expected Intake | Fall 2021 Planned Intake | Fall 2021 Day 10 Enrolment | Fall 2022 Expected Intake | Fall 2022 Planned Intake |
|------|---|---------------------------------|--------------------------------|----------------------------------|---------------------------------|--------------------------------|
| B009 | Business Administration-Marketing | 21 | 30 | 32 | 36 | 30 |
| B010 | Business - Accounting | 20 | 30 | 34 | 27 | 30 |
| B012 | Business - Marketing | 13 | 25 | 34 | 20 | 25 |
| B897 | Paralegal | 22 | 30 | 28 | 30 | 30 |
| B959 | Paralegal | 14 | 30 | 23 | 22 | 30 |
| T855 | Mechanical Engineering Technician - Industrial | 16 | 20 | 18 | 14 | 25 |
| T867 | Mechanical Technician - CAD/CAM | 6 | 25 | 10 | 13 | 25 |
| T923 | Mechanical Techniques - Precision Metal Cutting | 2 | 10 | 8 | 11 | 10 |
| T941 | Power Engineering Technology - Mechanical | 15 | 25 | 21 | 22 | 24 |
| T942 | Power Engineering Technician | 6 | - | 5 | 7 | - |

Table 3 Windsor Programs that are Oversubscribed or Expected Enrolment is at Capacity due to Placements of Accreditation

| Code | Program | Fall 2021 Expected Intake | Fall 2021 Planned Intake | Fall 2021 Day 10 Enrolment | Fall 2022 Expected Intake | Fall 2022 Planned Intake |
|------|-------------------------------------|---------------------------------|--------------------------------|----------------------------------|---------------------------------|--------------------------------|
| H795 | Respiratory Therapy | 23 | 30 | 29 | 30 | 30 |
| H796 | Diagnostic Medical Sonography | 18 | 20 | 20 | 20 | 20 |
| H797 | Diagnostic Cardiac Sonography | 24 | 24 | 24 | 18 | 24 |
| H912 | Advanced Med Esthetics Practitioner | 18 | 48 | 23 | 37 | 48 |

Table 4 Windsor Programs with Planned Enrolment Focused on International Students

| Code | Program | Fall 2021 Expected Intake | Fall 2021 Planned Intake | Fall 2021 Day 10 Enrolment | Fall 2022 Expected Intake | Fall 2022 Planned Intake |
|------|---|---------------------------------|--------------------------------|----------------------------------|---------------------------------|--------------------------------|
| B882 | Media Convergence | - | - | - | 4 | 17 |
| B940 | Hospitality - Hotel and Restaurant Management | 10 | - | 14 | 8 | - |
| T860 | Computer Systems Technician -Networking | 11 | - | 38 | 13 | - |

Table 5 Chatham Programs that Share a Common Year 1 Curriculum, Planned Enrolment is Focused on International Students, or is Experiencing Enrolment Decline relative to the Enrolment Plan

| Code | Program | Fall 2021 Expected Intake | Fall 2021 Planned Intake | Fall 2021 Day 10 Enrolment | Fall 2022 Expected Intake | Fall 2022 Planned Intake |
|------|--|---------------------------------|--------------------------------|----------------------------------|---------------------------------|--------------------------------|
| K150 | Business Accounting | 4 | 13 | 8 | - | - |
| K200 | Developmental Services Worker | 21 | 47 | 23 | 20 | 25 |
| K231 | Office Admin - Executive | 12 | 20 | 18 | - | - |
| K238 | Office Administration-Health Services | 22 | 20 | 25 | 15 | 20 |
| K600 | Business | 4 | 7 | 6 | 13 | 7 |
| K788 | Electrical Engineering Technician | 16 | 20 | 21 | 13 | 20 |
| K824 | Developmental Services Worker | 2 | 6 | 3 | 3 | 6 |
| K893 | Occupational Therapist Asst./Physioth. | - | - | - | 21 | 36 |
| K919 | Police Foundations | 21 | 25 | 19 | 26 | 25 |
| K933 | Personal Support Worker | 20 | 50 | 23 | 11 | 30 |
| K967 | Border Services | 10 | 17 | 15 | 13 | 17 |
| K994 | Child and Youth Care | - | - | - | 16 | 24 |

Note: Highlighted programs have a strong international student interest.

Highlighted programs have exceeded or achieved domestic enrolment targets, however remain under 25.

Highlighted programs have exceeded or achieved domestic enrolment targets of 25 or greater.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 28, 2022

**RE: FINANCIAL MONITORING REPORT
FINANCIAL RESULTS FOR THE FISCAL YEAR ENDED MARCH 31, 2022**

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

AIM:

To provide the Board with the following:

1. A report on the financial results for the fiscal year ended March 31, 2022.
2. An update on Strategic Directions (2021 – 2022). This update pertains to Strategic Direction #6 – Financial Health and Sustainability.

| Goal | Objective | Measure | Target |
|---------------------------|--|---|---------------|
| Financial Sustainability. | Balanced budgets. | Achieve balanced budgets annually. | June 2022 |
| | Maintaining financial sustainability in accordance with MCU financial metrics. | Meeting or exceeding Ministry defined benchmarks. | June 2022 |

BACKGROUND:

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

For the fiscal year ended March 31, 2022, College Administration was successful in surpassing the goal of a balanced budget by achieving a surplus of over \$30 million and exceeding all Ministry benchmarks.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the Financial Monitoring Report for the fiscal year ended March 31, 2022 as information.

SUMMARY OF REVENUES AND EXPENDITURES - (Schedule 1)

The net surplus at March 31, 2022 of \$31,577,164 is a significant increase of \$10,746,123 from the net surplus budget of \$20,831,041. The variance is primarily due to the following:

- Increase in funding related to nursing enrolment expansion and other one-time funding.
- Decrease in the International Student Recovery program.
- Decrease in expenditures related to salary and benefits.
- Decrease in agent commissions to recruit international students due to lower enrolment relative to budget.
- Decrease in non-salary expenditures due to conservative budget requests.

REVENUE - (Schedule 2)

The following highlights the major changes in revenue compared to the fiscal year budget projection:

- MCU Operating Grants are higher than budget at \$1,872,381 or 4.5% due to the following:
 - Increase in Nursing Enrolment Expansion funding of \$759,243.
 - Decrease in the International Student Recovery program of \$747,022.
- Contract Income is lower than budget at \$1,601,201 or 8.9% due to the following:
 - Lower stipends flowed across various Ministry of Labour funded programs because of lower job placements due to COVID-19.
 - Lower Apprenticeship funding because of delayed programming due to COVID-19.
- Total Tuition revenue is lower than budget at \$3,129,416 or 2.1%, mostly across Post Secondary – International and Post Secondary – PCPP. This is due to the following:
 - Lower Winter 2022 semester intake relative to budget because of COVID-19 and its travel restrictions.
 - Anticipated tuition refunds because of opt-ins and visa denials.
 - Higher revenue deferral for the Winter 2022 semester.

- Total Other income is higher than budget at \$2,070,501 or 4.1%. When fiscal year-end accounting adjustments related to the Foundation (\$554,076), Bursaries and Scholarships (\$110,518), and Capital Support Grants (\$289,367) are removed, the resulting Other income is higher than budget at \$1,116,540 or 2.2% due to the following:
 - Increase in Investment Income of \$475,193 due to higher cash balances than forecasted due to higher volume of payments being made by students for future semesters.
 - Increase in PCPP Fee-for-Service revenue of \$419,768 due to higher Day 10 enrolment than planned for the Winter 2022 semester.

EXPENDITURES - (Schedule 3)

The following highlights the major changes in expenditures compared to the fiscal year budget projection:

- Total Salaries & Benefits are lower than budget projection at \$1,147,854 or 1.2% due to the following:
 - Decrease in Part-Time Faculty due to actual teaching hours being lower than budget.
 - Decrease in Part-Time Support due to conservative budget requests.
 - Decrease in Fringe Benefits because of the overall lower salary and benefit costs.
- Total Non-Salary expenditures are lower than budget at \$11,001,396 or 7.6%. When fiscal year-end accounting adjustments related to the Foundation (\$554,076), Bursaries and Scholarships (\$102,518), and Capital Support Grants (\$263,302) are removed, the resulting Non-Salary expenditure is lower than budget at \$11,921,292 or 8.3% due to the following:
 - Decrease in Contracted Educational Services due to anticipated tuition refunds and a higher prepaid expense for the Winter 2022 semester, as a result of students attending the Toronto Campuses and flowing the applicable funds to Ace Acumen.
 - Decrease in Contracted Services Other due to lower agent commissions to recruit international students because of lower enrolment relative to budget.
 - Decrease in Equipment Maintenance & Repairs due to lower I.T. software licensing requirements than planned.
 - Decrease in Insurance due to lower participation of international students in health and dental coverage than planned.
 - Decrease in Stipends and Allowances due to lower participation in the

Personal Support Worker – Accelerated program than planned.

- Realized COVID-19 expenditures are lower than budgeted.
- Decrease in non-salary expenditures due to conservative budget requests.

ANCILLARY OPERATIONS - (Schedule 4 & 4B)

- Overall, the Ancillary Operations deficit of \$1,291,930 was \$615,392 higher than the budget deficit of \$676,538 due to the Residence, St. Clair College Centre for the Arts and Varsity Sports.

SCHEDULE 1

ST. CLAIR COLLEGE
 SUMMARY OF REVENUES AND EXPENDITURES
 FOR THE FISCAL YEAR ENDED MARCH 31, 2022

| | A | B | B - A |
|--------------------------------------|--------------------|---------------------|---------------------|
| | MCU INTERIM | | |
| | BUDGET | ACTUAL | VARIANCE |
| | <u>(12 months)</u> | <u>(12 months)</u> | <u>(12 months)</u> |
| <u>REVENUE</u> | | | |
| MCU Operating Grants | 41,974,027 | 43,846,408 | 1,872,381 |
| Contract Income | 17,970,416 | 16,369,215 | (1,601,201) |
| Tuition | 148,188,092 | 145,058,676 | (3,129,416) |
| Other | 50,332,830 | 52,403,331 | 2,070,501 |
| Total Operating | 258,465,365 | 257,677,630 | (787,735) |
| Total Ancillary | 7,138,767 | 6,417,776 | (720,991) |
| TOTAL REVENUE | 265,604,132 | 264,095,406 | (1,508,726) |
| <u>EXPENDITURES</u> | | | |
| Salary & Benefits | 93,263,632 | 92,115,778 | (1,147,854) |
| Non-Salary | 143,694,154 | 132,692,758 | (11,001,396) |
| Ancillary | 7,815,305 | 7,709,706 | (105,599) |
| TOTAL EXPENDITURES | 244,773,091 | 232,518,242 | (12,254,849) |
| Total Net Surplus / (Deficit) | 20,831,041 | \$31,577,164 | \$10,746,123 |

SCHEDULE 2

ST. CLAIR COLLEGE
REVENUES
FOR THE FISCAL YEAR ENDED MARCH 31, 2022

| | A | B | B - A |
|--|----------------------|----------------------|----------------------|
| | MCU INTERIM | | |
| | BUDGET | ACTUAL | VARIANCE |
| | <u>(12 months)</u> | <u>(12 months)</u> | <u>(12 months)</u> |
| <u>REVENUE</u> | | | |
| Enrolment Based Envelope: see note 1 | 25,993,959 | 25,958,469 | (35,490) |
| Differentiation Envelope: see note 2 | 18,649,371 | 18,675,215 | 25,844 |
| Special Purpose / Other Grants: see note 3 | (2,669,303) | (787,276) | 1,882,027 |
| <i>Total MCU Operating Grants</i> | 41,974,027 | 43,846,408 | 1,872,381 |
| Apprenticeship | 3,634,046 | 3,225,789 | (408,257) |
| Canada Ontario Jobs Grant | 507,216 | 378,034 | (129,182) |
| Employment Ontario | 3,056,813 | 2,901,510 | (155,303) |
| Youth Job Connection | 1,337,400 | 755,949 | (581,451) |
| Literacy & Basic Skills | 1,386,172 | 1,255,796 | (130,376) |
| School College Work Initiative | 1,671,242 | 1,498,349 | (172,893) |
| Second Career | 450,000 | 363,465 | (86,535) |
| Other: see note 4 | 5,927,527 | 5,990,323 | 62,797 |
| <i>Total Contract Income</i> | 17,970,416 | 16,369,215 | (1,601,201) |
| Post Secondary - Domestic | 23,853,043 | 24,052,069 | 199,026 |
| Post Secondary - International | 66,983,601 | 64,712,832 | (2,270,769) |
| Post Secondary - PCPP | 56,662,348 | 55,457,390 | (1,204,958) |
| Continuing Education | 689,100 | 836,385 | 147,285 |
| <i>Total Tuition</i> | 148,188,092 | 145,058,676 | (3,129,416) |
| Investment Income | 4,700,000 | 5,175,193 | 475,193 |
| Contract Training | 185,000 | 349,701 | 164,701 |
| International Projects | 195,000 | 237,989 | 42,989 |
| PCPP Fee-for-Service | 19,864,107 | 20,283,875 | 419,768 |
| Other: see note 5 | 1,678,999 | 2,454,719 | 775,720 |
| Divisional Income | 17,769,123 | 17,566,106 | (203,017) |
| Amortization DCC & Capital Support Grants | 5,940,601 | 6,335,748 | 395,147 |
| <i>Total Other</i> | 50,332,830 | 52,403,331 | 2,070,501 |
| Total Revenue Before Ancillary | 258,465,365 | 257,677,630 | (787,735) |
| Ancillary Revenue (Schedule 4) | 7,138,767 | 6,417,776 | (720,991) |
| Total Revenues | \$265,604,132 | \$264,095,406 | (\$1,508,726) |

SCHEDULE 3

**ST. CLAIR COLLEGE
EXPENDITURES
FOR THE FISCAL YEAR ENDED MARCH 31, 2022**

| | A | B | B - A |
|---------------------------------------|----------------------|----------------------|-----------------------|
| MCU INTERIM | | | |
| BUDGET | ACTUAL | VARIANCE | |
| <u>(12 months)</u> | <u>(12 months)</u> | <u>(12 months)</u> | |
| <u>SALARY & BENEFITS</u> | | | |
| Administrative : Full-Time | 8,128,473 | 8,429,949 | 301,476 |
| Administrative : Part-Time | 1,778,107 | 1,839,053 | 60,946 |
| Faculty: Full-Time | 32,821,739 | 32,752,500 | (69,239) |
| Faculty : Part-Time | 14,109,569 | 13,675,186 | (434,383) |
| Support : Full-Time | 15,082,924 | 15,063,892 | (19,032) |
| Support : Part-Time | 4,671,517 | 3,936,227 | (735,290) |
| Fringe Benefits | 16,671,303 | 16,418,971 | (252,332) |
| Total Salary & Benefits | 93,263,632 | 92,115,778 | (1,147,854) |
| <u>NON-SALARY</u> | | | |
| Advertising | 2,239,891 | 2,452,627 | 212,736 |
| Contracted Cleaning Services | 3,149,300 | 3,038,300 | (111,000) |
| Contracted Educational Services | 59,751,673 | 58,357,320 | (1,394,353) |
| Contracted Services Other | 17,751,149 | 14,847,771 | (2,903,378) |
| Equipment Maintenance & Repairs | 3,671,512 | 2,237,313 | (1,434,199) |
| Equipment Rentals | 2,700,700 | 2,450,891 | (249,809) |
| Instructional Supplies | 5,269,183 | 4,872,436 | (396,747) |
| Insurance | 7,378,996 | 5,057,296 | (2,321,700) |
| Janitorial & Maintenance Supplies | 567,550 | 616,629 | 49,079 |
| Memberships & Dues | 615,279 | 631,167 | 15,888 |
| Municipal Taxes | 740,454 | 820,215 | 79,761 |
| Office Supplies | 1,163,317 | 1,340,547 | 177,230 |
| Premise Rental | 4,052,941 | 3,894,982 | (157,959) |
| Professional Development | 583,538 | 284,478 | (299,060) |
| Security Services | 2,971,500 | 3,470,370 | 498,870 |
| Stipends & Allowances | 6,787,937 | 4,035,992 | (2,751,945) |
| Student Assistance 30% Tuition | 2,032,250 | 1,798,251 | (233,999) |
| Travel | 689,115 | 281,036 | (408,079) |
| Utilities | 4,938,300 | 3,598,676 | (1,339,624) |
| Other: see note 6 | 5,642,002 | 6,833,872 | 1,191,870 |
| Amortization & Capital Support Grants | 10,997,567 | 11,772,589 | 775,022 |
| Total Non-Salary | 143,694,154 | 132,692,758 | (11,001,396) |
| Total Operating Expenses | 236,957,786 | 224,808,536 | (12,149,250) |
| Ancillary Expenses (Schedule 4) | 7,815,305 | 7,709,706 | (105,599) |
| Total Expenditures | \$244,773,091 | \$232,518,242 | (\$12,254,849) |

SCHEDULE 4

ST. CLAIR COLLEGE
 ANCILLARY OPERATIONS
 FOR THE FISCAL YEAR ENDED MARCH 31, 2022

| | A | B | B - A |
|--------------------------------------|-------------------------|---------------------------|-------------------------|
| | MCU INTERIM | | |
| | BUDGET | ACTUAL | VARIANCE |
| | <u>(12 months)</u> | <u>(12 months)</u> | <u>(12 months)</u> |
| <u>Revenue</u> | | | |
| Beverage & Cafeteria | 20,000 | 22,755 | 2,755 |
| Bookstore - Windsor & Chatham | 175,000 | 224,051 | 49,051 |
| IRCDSS Special Events & Projects | 119,500 | 120,324 | 824 |
| Lockers Administration | 48,000 | 27,765 | (20,235) |
| Parking Lots | 1,250,000 | 1,227,806 | (22,194) |
| Residence - Windsor | 2,829,878 | 2,219,129 | (610,749) |
| Green Giants | 2,000 | 750 | (1,250) |
| St Clair College Centre for the Arts | 694,389 | 834,730 | 140,341 |
| Varsity Sports | 1,400,000 | 1,203,484 | (196,516) |
| Sports Park | 200,000 | 124,375 | (75,625) |
| Woodland Hills Golf Course | 400,000 | 412,607 | 12,607 |
| | <u>7,138,767</u> | <u>6,417,776</u> | <u>(720,991)</u> |
| <u>Expenditures</u> | | | |
| IRCDSS Special Events & Projects | 110,000 | 101,766 | (8,234) |
| Lockers Administration | - | 5,213 | 5,213 |
| Parking Lots | 1,579,150 | 1,401,189 | (177,961) |
| Residence - Windsor | 2,224,150 | 1,849,866 | (374,284) |
| Residence - Chatham | 95,000 | 153,737 | 58,737 |
| Green Giants | - | 2,834 | 2,834 |
| St Clair College Centre for the Arts | 1,883,234 | 2,157,353 | 274,119 |
| Varsity Sports | 1,425,621 | 1,484,407 | 58,786 |
| Sports Park | 200,000 | 122,890 | (77,110) |
| Woodland Hills Golf Course | 298,150 | 430,451 | 132,301 |
| | <u>7,815,305</u> | <u>7,709,706</u> | <u>(105,599)</u> |
| Total Net Surplus / (Deficit) | <u>(676,538)</u> | <u>(1,291,930)</u> | <u>(615,392)</u> |

ST. CLAIR COLLEGE
ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)
FOR THE FISCAL YEAR ENDED MARCH 31, 2022

SCHEDULE 4B

| | MCU INTERIM | |
|---|---------------------------|-----------------------------|
| | BUDGET | ACTUAL |
| | <u>(12 months)</u> | <u>(12 months)</u> |
| Beverage Supplier: Revenue | 20,000 | 22,755 |
| Bookstore - Windsor & Chatham: Revenue | 175,000 | 224,051 |
| Lockers Administration: Revenue | 48,000 | 27,765 |
| Lockers Administration: Expenditures | - | 5,213 |
| | <u>48,000</u> | <u>22,552</u> |
| IRCDSS Special Events & Projects: Revenue | 119,500 | 120,324 |
| IRCDSS Special Events & Projects: Expenditures | 110,000 | 101,766 |
| | <u>9,500</u> | <u>18,558</u> |
| Parking Lots: Revenue | 1,250,000 | 1,227,806 |
| Parking Lots: Expenditures | 1,579,150 | 1,401,189 |
| | <u>(329,150)</u> | <u>(173,383)</u> |
| Residence - Windsor: Revenue | 2,829,878 | 2,219,129 |
| Residence - Windsor: Expenditures | 2,224,150 | 1,849,866 |
| | <u>605,728</u> | <u>369,263</u> |
| Residence - Chatham: Expenditures | 95,000 | 153,737 |
| Green Giants: Revenue | 2,000 | 750 |
| Green Giants: Expenditures | - | 2,834 |
| | <u>2,000</u> | <u>(2,084)</u> |
| St. Clair College Centre for the Arts: Revenue | 694,389 | 834,730 |
| St. Clair College Centre for the Arts: Expenditures | 1,883,234 | 2,157,353 |
| | <u>(1,188,845)</u> | <u>(1,322,623)</u> |
| Varsity Sports: Revenue | 1,400,000 | 1,203,484 |
| Varsity Sports: Expenditures | 1,425,621 | 1,484,407 |
| | <u>(25,621)</u> | <u>(280,923)</u> |
| Sports Park: Revenue | 200,000 | 124,375 |
| Sports Park: Expenditures | 200,000 | 122,890 |
| | <u>-</u> | <u>1,485</u> |
| Woodland Hills Golf Course: Revenue | 400,000 | 412,607 |
| Woodland Hills Golf Course: Expenditures | 298,150 | 430,451 |
| | <u>101,850</u> | <u>(17,844)</u> |
| Total Revenue | <u>7,138,767</u> | <u>6,417,776</u> |
| Total Expenditures | <u>7,815,305</u> | <u>7,709,706</u> |
| Total Net Surplus / (Deficit) | <u>(\$676,538)</u> | <u>(\$1,291,930)</u> |

Notes: Revenues & Expenditures

Note 1 REVENUE: Enrolment Based Envelope

Core Operating Grant

Note 2 REVENUE: Differentiation Envelope

Performance Funding

Note 3 REVENUE: Other MCU Grants

Accessibility Funding
Clinical Education / Nursing Enrolment Expansion
Collaborative Nursing
COVID-19 Support
International Student Recovery
Mental Health Worker and Services
Municipal Taxes

Note 4 REVENUE: Other

Campus Safety
Career Ready Fund
Credit Transfer Institutional Grant
Indigenous Student Success Fund
Indigenous Targeted Initiatives Fund
Interpreters
Personal Support Worker - Accelerated
Reporting Entities
Summer Experience
WSIB

Note 5 REVENUE: Other

Administration Fees
Apprenticeship Classroom Fees
Credit Transfer Fees
CT In-Service Teacher Training
Gain / Loss on Sale of Assets
Graduation Fees
Miscellaneous Income
Termination Gratuities
Unrestricted Donations
Foundation
Bursaries and Scholarships

Note 6 EXPENDITURES: Other

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

Financial Sustainability Metrics

| <u>Metric</u> | <u>Benchmark</u> | <u>3/31/2022</u> | <u>3/31/2021</u> | <u>3/31/2020</u> | <u>3/31/2019</u> | <u>3/31/2018</u> | <u>3/31/2017</u> | <u>3/31/2016</u> |
|-------------------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Annual Surplus / Deficit | greater than \$0 | \$ 31,577,164 | \$ 39,208,200 | \$ 31,083,010 | \$ 40,237,770 | \$ 13,305,511 | \$ 7,877,057 | \$ 1,048,214 |
| Accumulated Surplus / Deficit | greater than \$0 | \$ 192,109,628 | \$ 160,080,458 | \$ 123,372,258 | \$ 92,289,248 | \$ 52,051,478 | \$ 38,745,967 | \$ 30,868,910 |
| Quick Ratio | greater than 1 | 4.95 | 5.31 | 4.72 | 6.49 | 3.92 | 2.61 | 1.77 |
| Debt to Asset Ratio | less than 35% | 14.66% | 13.98% | 11.52% | 11.46% | 14.72% | 17.25% | 19.84% |
| Debt Servicing Ratio | less than 3% | 0.54% | 0.56% | 0.56% | 0.90% | 1.59% | 1.69% | 1.15% |
| Net Assets to Expense Ratio | greater than 60% | 137.52% | 144.59% | 126.52% | 137.43% | 132.54% | 124.34% | 113.45% |
| Net Income to Revenue Ratio | greater than 1.5% | 11.96% | 16.48% | 13.59% | 20.30% | 9.24% | 5.94% | 0.81% |

| | | | | | | | | |
|------------------------|----------|----------|----------|----------|----------|----------|----------|----------|
| Number of Flags | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
|------------------------|----------|----------|----------|----------|----------|----------|----------|----------|

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 28, 2022

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

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

AIM:

To provide the Board with a “Business Plan Accrual Budget Template – Ministry of Colleges and Universities Format” (Pro-Forma Financial Statements) for the period ending March 31, 2023.

BACKGROUND:

The intent is to provide the readers of the submission with an indication of our projected financial position as at March 31, 2023. The submission is derived from the 2022-2023 Financial Plan Report approved by the Board of Governors on March 22, 2022. Provided in ‘Appendix A’ is the following:

- Statement of Operations
- Statement of Financial Position

RECOMMENDATION:

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

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

| | 6/28/2022 | 3/31/2022 |
|--|----------------|----------------|
| | Budget | Actual |
| | 2022-23 | 2021-22 |
| 4 Revenue | 296,829 | 264,095 |
| 41 Grant Revenue | 55,590 | 63,170 |
| 411 Grant Revenue | 49,888 | 57,124 |
| 414 Amortization of Deferred Capital Contributions | 5,702 | 6,046 |
| 43 Tuition Fees | 116,944 | 94,379 |
| 431 Tuition Fee - Domestic | 27,012 | 28,199 |
| 433 Tuition Fee - International | 88,806 | 64,713 |
| 434 Apprenticeship Classroom Fee | 476 | 450 |
| 439 Student Ancillary Fees | 650 | 1,017 |
| 45 Educational and Other Fees for Services | 90,573 | 81,160 |
| 451 Educational Services - Contractual | 420 | 714 |
| 452 Other Fee-for-Services | - | - |
| 453 Private Partnerships Revenue | 90,153 | 80,446 |
| 46 Ancillary Revenue | 11,047 | 6,418 |
| 49 Other Revenue | 22,675 | 18,968 |
| 5 Expenses | 263,920 | 232,518 |
| 51 Salaries & Wages | 81,605 | 75,869 |
| 511 Salaries - Full Time & Partial Load Academic | 37,860 | 36,993 |
| 512 Salaries - Part Time & Sessional Academic | 10,947 | 9,434 |
| 513 Salaries - Support Staff | 22,092 | 19,193 |
| 514 Salaries - Administrative Staff | 10,706 | 10,249 |
| 52 Employee Benefits | 17,296 | 16,341 |
| 521 Benefits - Full Time & Partial Load Academic | 4,013 | 3,965 |
| 522 Benefits - Part Time & Sessional Academic | 1,427 | 1,230 |
| 523 Benefits - Support Staff | 2,916 | 2,536 |
| 524 Benefits - Administrative Staff | 1,012 | 949 |
| 525 Pension Plans | 7,753 | 7,595 |
| 526 Postemployment Benefits & Compensated Absences | 174 | 65 |
| 53 Transportation & Communication | 1,661 | 855 |
| 54 Services | 119,492 | 101,112 |
| 541 Services | 31,935 | 24,930 |
| 542 Utilities & Maintenance | 13,923 | 10,963 |
| 543 Rental Expenditures | 6,524 | 6,346 |
| 544 Private Partnerships Expense | 67,110 | 58,874 |
| 55 Supplies & Minor Equipment | 7,484 | 6,939 |
| 56 Ancillary Services - Expenditures | 9,806 | 7,710 |
| 57 Amortization Expense | 13,116 | 11,509 |
| 59 Other Expenditures | 13,461 | 12,183 |
| 591 Interest & Insurance Expenses | 6,742 | 4,043 |
| 599 Other Expenses | 6,719 | 8,140 |
| SURPLUS/(DEFICIT) | 32,908 | 31,577 |

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

| | 6/28/2022 | 3/31/2022 |
|---|------------------|------------------|
| | Budget | Actual |
| | 2022-23 | 2021-22 |
| 1 Assets | 627,074 | 586,955 |
| 11 Cash and Cash Equivalents | 136,250 | 111,217 |
| 12 Accounts Receivable | 11,555 | 11,555 |
| 14 Other Current Assets | 243,774 | 240,329 |
| 15 CIP | 1,077 | 23,248 |
| 16 Tangible Capital Assets | 414,280 | 372,353 |
| 161 Land | 6,086 | 6,086 |
| 162 Site Improvements | 23,593 | 19,918 |
| 163 Building | 278,230 | 246,453 |
| 164 Furniture and Equipment | 100,352 | 93,878 |
| 165 IT | - | - |
| 169 Other TCA | 6,018 | 6,018 |
| 17 Tangible Capital Asset Accumulated Amortization | (196,567) | (183,451) |
| 172 AA Site Improvements | (11,972) | (10,246) |
| 173 AA Building | (92,976) | (86,644) |
| 174 AA Furniture and Equipment | (86,594) | (82,322) |
| 179 AA Other TCA | (5,025) | (4,239) |
| 18 Long Term Receivable | - | - |
| 19 Investments and Other Long Term Assets | 16,705 | 11,705 |
| 2 Liabilities | 384,834 | 384,870 |
| 21 Bank Indebtedness | - | - |
| 22 Accounts Payable and Accrued Liabilities | 61,890 | 73,260 |
| 221 Accounts Payable and Accrued Liabilities | 59,787 | 59,787 |
| 222 Accrued Interest | - | - |
| 223 Current Portion of Long term liabilities | 2,102 | 13,472 |
| 23 Deferred Revenue | 170,684 | 170,684 |
| 231 Deferred Revenue | 6,276 | 6,276 |
| 232 Deferred Tuition Revenue | 164,408 | 164,408 |
| 24 Restricted Contribution | 2,113 | 2,113 |
| 25 Deferred Capital Contributions | 126,607 | 127,657 |
| 26 Capital Lease | - | - |
| 27 Debt | 19,908 | 7,525 |
| 29 Other Long Term Liabilities | 3,632 | 3,632 |
| 3 Net Assets | 242,240 | 202,085 |
| 31 Unrestricted Net Assets | 12,425 | 36,101 |
| 32 Internally Restricted Net Assets | 134,010 | 92,512 |
| 33 Investment in Capital Assets | 80,829 | 63,496 |
| 36 Restricted Contributions | - | - |
| 37 Endowments | 14,976 | 9,976 |
| 38 Accumulated Re-measurement Gain & Losses | - | - |
| Assets - Liabilities - Net Assets | - | - |



ST. CLAIR

COLLEGE

2021-2022

ANNUAL REPORT



ST. CLAIR

COLLEGE



INDOOR CITY
PARKING CORP

RISE ABOVE THE ORDINARY

Full Board Minutes:
June 28, 2022

Appendix A
40 of 148

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1.0 EXECUTIVE SUMMARY

It is with great pleasure—and a certain amount of relief, and a degree of triumph too—that St. Clair College's administration and Board of Governors present the school's Annual Report this year.

As our communities, the province and the nation slowly emerged from the COVID-19 pandemic, St. Clair was one of the few postsecondary institutions in all of Canada that chose to resume predominantly in-person instruction during the 2021-2022 academic year.

Yes, our versatile and ingenious faculty (and I.T. team) had been able to convert the bulk of curriculum to online delivery during 2021-2022. Our students had adapted to that remote learning method in conscientious fashion.

Nevertheless, we retained our contention that the teaching/learning process is most effective when it is presented in an in-person manner. Furthermore, that was what our students both wanted and deserved. It was, therefore, our priority to resume face-to-face classes as soon and as fully as we possibly could.

Our decision to resume face-to-face instruction for September 2021 was challenging. We also had to implement rigorous policies and procedures to ensure the health and safety of students and staff in compliance with provincial and local public health requirements. Our vaccination policy allowed the choice of vaccination or regular testing, and such mandatory requirements as mask-wearing, social distancing, cafeteria seating restrictions, daily active screening supervised entry to campuses and formalized seating plans in each class. It was an exceedingly complicated process for everyone involved. Frankly, it might have been easier to have just maintained the online delivery for another year; but, again, our belief in the effectiveness of in-person education overrode our reticence.

The mid-year outbreak of the Omicron variant required a delayed start for the Winter semester by one week, and followed by one week of online instruction before the resumption of in-person classes for the remainder of the semester. Aside from that "blip", St. Clair very successfully staged the 2021-2022 academic year in a manner that, for the most part, resembled pre-pandemic normality. There were some programs that were kept online from September to April (because their enrolment was chiefly composed of travel restricted international students); St. Clair was a "live and in-person" postsecondary educational institution during the year.

Live—and lively. As this report will demonstrate, it was a phenomenally busy year of activities and achievements for students. Varsity sports teams and esports players recorded a 70-plus-percent victory rate, including a number of provincial and national championships. There was a reputation-building win by a team of our students over squads from the University of Windsor in a Business design contest. A successful fundraising effort for the local Goodfellows charity was led by our Police Foundations and Protection, Security and Investigation programs. Creativity-on-display returned in the form of our year-end shows by Fashion

Design and Music Theatre Performance students. The social life of the College resumed, with in-person games, contests, concerts and awareness events staged by our student organizations.

The pent-up energy of the previous year of off-campus isolation was joyfully released in 2021-2022. Students reveled in their return to the College, pursuing both their academic responsibilities and their extracurricular pastimes with reinvigorated enthusiasm.

The year saw the completion (and occupancy) of the new GEM Residence at Windsor's South Campus, and the opening of much-needed classroom space on the second and third floors of the new Academic Tower of the Zekelman School of Business and Information and Technology. At the writing of this report, the final stages of constructing and equipping the first floor for an enlarged Student Centre and state-of-the-art esports arena were wrapping up.

Other major matters affecting the College during the year included two important announcements by the provincial government. Apprenticeship training is provided under the Ministry of Labour, Training and Skills Development (MLTSD). In order to enhance a graduate's future opportunity to achieve a higher level of college credentials, the Ministry of Colleges and Universities (MCU) has requested all colleges provide equivalency for apprenticeship to an Ontario College Credential.

St. Clair College played an integral advocacy role for colleges in Ontario to be authorized to grant three-year degrees.

Our spirit of partnership with business and industry was re-emphasized by our latest involvement in research-and-development, as a key component of the region's new Automobility Hub – a project which, over the coming years, will revolutionize this area's (and Canada's) manufacturing technology and economy.

St. Clair College remained extremely well positioned with stable enrolment (yes, even in the midst of an ongoing pandemic), coupled with another healthy financial surplus.

It was, in short, a year of renewal, and renewed optimism.

Still, given the renewed warnings by some public health authorities of new variants which may arise in the coming year, no one is suggesting that the pandemic is a thing of the past.

Nevertheless, the past two years have demonstrated to us, and reassured us, that, come what may, we can – as educators, as students, as administrators, as an institution – cope with, survive, and even thrive during what appear to be near-catastrophic circumstances. The otherwise paralyzing pandemic was no match for our ingenuity and our dedication to the value of postsecondary education. First online and, this past year, in-person, St. Clair conquered COVID-19. This Annual Report is the documented proof of that, and a tribute to the spirit of the employees and students who made 2021-2022 such a wonderfully rejuvenating year.

2.0 MESSAGE FROM THE BOARD CHAIR



On behalf of the St. Clair College Board of Governors, I am very pleased to present St. Clair College's Annual Report for 2021-2022.

This year's report reflects the College's efforts to emerge from the pandemic and online learning to an in-person school experience for our students in September 2021. St. Clair succeeded to be the only college in our system to begin the Fall semester with face-to-face learning while following all required COVID-19 mandates from local and provincial public health authorities.

The ability to pivot back to normal delivery for our students in an on-campus environment took months of planning by the administrative team, faculty, and staff. Despite our plans to provide students with the full college experience, some of our international students encountered travel restrictions and received their learning online from their home countries.

For the seventh consecutive year, the College achieved a budget surplus while continuing to surpass all financial metrics.

The College's Research and Development department continued to develop partnerships, apply for grants and supported the Windsor-Essex community.

As a result of COVID-19 restrictions, campus life activities had only been offered virtually. This year, events have begun to return to in-person as we work to enhance the student life experience. We are thankful to have engaged student governments such as the Student Representative Council (SRC) at our Windsor and Toronto campuses and the Thames Students Inc. (TSI) at our Chatham campus.

Saints Athletics demonstrated new energy to the school and our community with 13 medals earned at the provincial or national level. This equals the highest medal count in our Saints Athletics history and occurred in a year when practices were sporadic, as a result of provincial guidelines and protocols. October saw the first home game of the St. Clair Fratmen Football team in its inaugural season at Acumen Stadium, before a sellout crowd. This was exactly what the school and our community needed in the waning months of the pandemic, to gather and cheer on our Fratmen.

The GEM Residence for international students was opened for the Fall semester and the College expanded the Downtown campus by leasing additional space at 333 Riverside Drive. Other new buildings and projects have continued to progress and are expected to be finished this coming year, including the Zekelman Centre of Business and IT, Cabana Road Plaza, pool restoration and other campus beautification projects.

The work of our Staff Engagement and Staff Wellness committees was critical this past year. These Committees offered both virtual and face-to-face events, meetings and surveys that engaged staff for their participation.

The College continues to build its brand as a destination College where staff provide a student-centered, postsecondary education that creates job readiness upon graduation and strengthens them as individuals on their path to a successful career.

Egidio (Gid) Sovran,
Chair, Board of Governors



3.0 MESSAGE FROM THE PRESIDENT

The Executive Summary of this Annual Report “hits the nail on the head” the major achievement of 2021-2022 from St. Clair College’s perspective was that the school was able to return, for the most part, to the ideal educational format of in-person instruction, as the COVID-19 pandemic still ran its course.

While the year was filled with dozens of academic and extracurricular highlights, they all paled in comparison to the fundamental fact that we were able to resume the delivery of the full “St. Clair Experience”, made up of the irreplaceable, face-to-face relationship between teachers and learners, and the special social atmosphere that makes going to college such a unique and rewarding life experience.

The resumption of in-person education was not just a major achievement; it was a rather miraculous one. It could not have occurred without the conscientious cooperation of all staff and students with respect to the health-maintenance safeguards that had to be implemented and abided by. The year – this return to quasi-normality – was successful because we all dedicated ourselves to make it so.

One other topic, not cited in the Executive Summary, made 2021-2022 special in my mind: the glowing results of the College’s provincially administered Quality Assurance Audit.

As I told the Board of Governors, faculty and staff when the unqualified, exemplary report was received, that “analytical snapshot” demonstrated that “Excellence In All We Do” is not just a fancy-sounding phrase of institutional lip-service. No, it is the vision that everyone at St. Clair – staff and students – pursues every single day and, in the case of this Quality Audit’s findings, we may well have achieved excellence.

But, as I also told my colleagues at the time, the well-deserved celebration would be a brief one, and there would be no time to rest. The pursuit of “Excellence In All We Do” is a continuously practiced, permanent quest; and its driven mindset is at the root of every single task, activity and action occurring at St. Clair.

That remarkable St. Clair spirit will be evident throughout the following pages, as we reflect upon our 2021-2022 year.

Patti France, M.Ad.Ed.,
President



4.0 VISION, MISSION AND VALUES

VISION

Excellence in all we do.

MISSION

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

VALUES

| | |
|----------------|----------------|
| Accessibility | Integrity |
| Accountability | Quality |
| Collaboration | Respect |
| Diversity | Sustainability |
| Inclusivity | Transparency |

5.0 STRATEGIC DIRECTIONS

5.1 ACADEMIC

| GOAL | OBJECTIVE | MEASURE |
|----------|-----------------------------------|--|
| 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. |

REPORT ON PREVIOUS YEAR'S GOALS

The College achieved success in its focus to increase the total number of online courses and delivered 86 high-demand courses through eCampus, achieving a 69% increase from the 2019-2020 baseline year.

The College continues to expedite its strategic objective and build internal capacity to incorporate innovative approaches to online delivery through additional initiatives.



| GOAL | OBJECTIVE | MEASURE |
|----------|---|--|
| Academic | Review of program sustainability and rationalization metrics. | Implementation of a new Program Costing Model. |

REPORT ON PREVIOUS YEAR'S GOALS

A revised approach to program costing was required due to the following:

- Corridor funding.
- A new Strategic Mandate Agreement (SMA3) and performance-based funding.
- Growth in international student enrolment.
- Operational cost pressures.

The new Program Costing Model was implemented in May 2020 and its results have been incorporated into the College's Annual Program Review process for the past two years. The new program costing reports provide enhanced accuracy and alignment between academic delivery and its financial results.

As new academic programs do not bring new funding, an additional 'College-Level Net Difference' analysis has been incorporated into the model.

This template will be utilized when new programs are presented to the Board for approval.

| GOAL | OBJECTIVE | MEASURE |
|--------------------------|--|---|
| Research and Development | Promote interdisciplinary research aligned with area of program strengths/ degree offerings. | Plan and conduct research professional development sessions, research scholarship and innovation days for faculty. Concentration to be added in Schools offering degrees. |
| | 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. |

REPORT ON PREVIOUS YEAR'S GOALS

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

The following outlines a few of the Applied Research and Development initiatives during 2021–2022:

- WE-SPARK, the local health institute comprised of St. Clair College, University of Windsor, Windsor Regional Hospital and Hotel Dieu-Grace Healthcare, offers grant opportunities for the partners. St. Clair College received an award for faculty in the Social Justice and Legal Studies degree program to address LGBTQ2S+ homelessness. The Nursing BScN program received an award to educate nursing students on addressing poverty through the profession.
- St. Clair College hosted a regional announcement on November 24, 2021, for the Canadian Automobility Hub and the investment of Automobility Enterprises Inc. into the region. The Hub serves as an innovation centre and ramp-up factory for startups, Small Medium Enterprises (SMEs), Original Equipment Manufacturers (OEMs), and research institutions to bring ideas and know-how that will position the Windsor-Essex region and Canada as leaders in the development and production of zero-emission vehicles.

Research initiatives were highlighted in the following Windsor Star articles:

- St. Clair student researchers working on automated pepper packaging, April 9, 2021.
- Region's talent, infrastructure key components to growing automobility hub, September 22, 2021.
- Researchers focused on bolstering early childhood literacy with new study, October 22, 2021.
- New manufacturing firm part of Canadian Automobility Hub, November 24, 2021.
- Automobility Enterprises offering new manufacturing pathway to innovators and startups, November 25, 2021.
- College teams with Geopogo to create virtual reality model of city and equip students with new skills, December 20, 2021.



Student researcher uses Virtual Reality equipment in a project that involved building a 3D model of Windsor.



A student researcher is part of a team working on a project to automate sweet pepper packaging for a Leamington greenhouse.



Student researchers work on the Baja Electric Vehicle project.



St. Clair College is a key partner in the Canadian Automobility Hub, providing the critical bridge between industry and research needed to establish an automobility ecosystem in Windsor.

| GOAL | OBJECTIVE | MEASURE |
|------------------|---|---|
| Student Pathways | Continue to create academic pathways for students (college to college, college to university, and university to college). | Continue to increase the current number of student pathways year over year. Promote student pathways for heightened awareness. |

REPORT ON PREVIOUS YEAR'S GOALS

New pathways by school, include the following:

Zekelman School of Business and Information Technology

A pathway was established with the University of Windsor to support graduates of the Sport and Recreation Management program. A student may enter the Bachelor of Human Kinetics (Sport Management and Leadership major) program at the University of Windsor after completing the three-year advanced diploma in Sport and Recreation Management with a cumulative average equivalent to 70% or better. Students must have successfully completed each of their required College courses with a grade equivalent of B or better and must successfully complete 20 courses at the University in order to earn their degree.

School of Health Sciences

St. Clair College successfully signed an agreement with St. Matthew's University, located in the Cayman Islands. The School of Veterinary Medicine at St. Matthew's University will accept all qualified graduates of the Veterinary Technician program into its Doctor of Veterinary Medicine degree program, provided that students obtain an overall GPA of 2.7 or higher, have no unremediated "F" or "D" grades in any core courses, and receive a recommendation for admission by a St. Matthew's University Admissions interviewer.

School of Media, Art and Design

Graduates of the three-year Music Theatre Performance program with a cumulative GPA of a B (3.0 or 75%), are eligible for admission into the Honours Bachelor of Arts in Dramatic Art program through this degree completion pathway with the University of Windsor. This pathway is commonly referred to as a "3 + 2" arrangement, where students complete three years at St. Clair College, followed by an additional two years at University of Windsor.

School of Nursing

St. Clair College and the University of Windsor published a joint pathway for Practical Nursing graduates to earn their Bachelor of Science, Nursing degree. The Practical Nursing to Bachelor of Science, the Nursing pathway provides an opportunity for Registered Practical Nurses to complete their BScN degree in three years rather than the traditional four. Successful applicants will receive advanced standing for 12 courses in the undergraduate BScN program, allowing them to enter the program in Year Two.



5.2

STUDENTS *(Retention, Graduation Rate and Success)*

| GOAL | OBJECTIVE | MEASURE |
|-------------------------|---------------------------|---|
| Support Student Success | Increase student success. | Increase institutional efforts to enhance Soft Skills for students through various mechanisms and activities (i.e., online tools, mock interviews). |

REPORT ON PREVIOUS YEAR’S GOALS

Career services offered virtual workshops and classroom presentations that assisted students with resumes, interview preparation and job search supports.

Summary of services offered:

| YEAR 2021-2022 | CAREER SERVICES | CLASS PRESENTATION / WORKSHOPS | JOB SEARCH SUPPORT | RESUME CRITIQUES | INTERVIEW PREP/MOCK INTERVIEWS | EMPLOYER JOB POSTINGS |
|----------------------|-----------------------------|--------------------------------|--------------------|------------------|--------------------------------|-----------------------|
| April 2021 - To date | Virtual Services | 422 | 170 | 235 | 85 | 1,277 |
| Sept 2021 - To date | In Person | 274 | 25 | 86 | 3 | |
| Total | April 2021 - To date | 696 | 195 | 321 | 88 | |



| GOAL | OBJECTIVE | MEASURE |
|-------------------------|---------------------------|---|
| Support Student Success | Increase student success. | Development of a Student Retention and Student Success Report to support student success. |

REPORT ON PREVIOUS YEAR'S GOALS

A strategic organizational re-alignment was implemented in August 2021 to create the Student Retention and Academic Advising Office (SRAA). The SRAA department will focused on three major areas:

1. Academic advising to dismissed and interrupted students between semesters.
2. Predictive and proactive interaction to academically vulnerable students at the beginning of each semester.
3. Connecting with students after the mid-term progress reports have been issued to ensure St. Clair students understand and utilize the resources available to them to support success.

| GOAL | OBJECTIVE | MEASURE |
|-------------------------|---|--|
| 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 adding 3 new events per year. |

REPORT ON PREVIOUS YEAR'S GOALS

As we commenced the second school year amid the COVID-19 pandemic while following public health directives, the College and its student groups embraced the return of face-to-face learning in September 2021. Although there continued to be virtual events, the focus became the "live" events that enhanced campus life during the 2021-2022 school year.

SRC

SRC was able to provide some great supports and activities to enhance student life on campus with virtual and in-person events. In partnership with Ontario Colleges, the SRC welcomed several guest speakers who spoke on the topic of Mental Health including, Andre DeGrasse (Olympic medalist) and Arlene Dickinson. Other examples of SRC activities included Mack Flash Trivia, SRC Career Workshops, Games Night with the Board and Wheel of Fortune to name a few.



Students celebrating Holi – the Festival of Colours.



The SRC-managed esports team had a phenomenal 2021-2022 season as they made 16 final appearances, won three tournaments, captured four conference championships, and hoisted two national championships.

TSI

1. Food Truck Frenzy

TSI hosted an event where local food trucks set up in front of the College and offered a variety of great food for our students. Chatham Campus students received a voucher, allowing them to receive five free meals for one week! This event was well attended and left students asking for another Food Truck Frenzy to be hosted on campus. The event allowed students to form new connections with the community and some great local businesses.



Students enjoy Food Truck Frenzy.



TSI supporting the Chatham-Kent Health Alliance Oncology Unit.

2. Giveaway Boxes

Each month of the academic year, TSI released online themed boxes. Students were allowed to register online for the giveaways. These giveaways were a huge success with the students. The goal was to frame each month's box around what students would find relevant according to season and academic dates. Each box had a wide variety of items that would be beneficial for students and many of the items were also locally sourced which helped local artisans.

3. Outdoor Farmers Market

In the Fall semester, TSI had several local vendors set up on the path into the College. This gave students the opportunity to get to know more about the Chatham-Kent community and a wide variety of local artisans were able to share their creations with our students. There was a wide variety of vendors who sold homemade cookies, snacks and candles. TSI invited and highlighted local farmers who sold fresh fruits and vegetables to our students at a very low cost.

SSAA

St. Clair has plenty to celebrate with one of the most successful seasons in program history that included ten provincial medals and three national podium finishes.

This past year St. Clair College played host to four provincial championship events with the OCAA Men's Soccer and Women's Basketball Final Four, the OCAA Women's Softball Championship tournament and the Ontario Football Conference Championship game.

St. Clair College also garnered national attention when the Saints hosted the CCAA Golf Championship at Ambassador Golf Club.

The Saints Men's Baseball team captured its 6th Gold Medal in eight OCAA years at the provincial tournament in Oshawa after a 12-2 pennant-winning regular season. The Women's Softball team won two Silver Medals, one at the OCAA Championships and one at the CCSA National Championships that were held in Kelowna, BC.

Men's Golf added another Division II Championship with the Women's Golf team winning an OCAA Silver Medal.

Cross Country produced three silver medals for St. Clair College at the OCAA Championships with both Men's and Women's teams garnering medals.

The Basketball programs each went to the title game and settled for OCAA Provincial Silver with the Men's team concluding a miracle run that resulted in the first-ever CCAA National Silver Medal.

Women's Indoor Soccer concluded a whirlwind season with an OCAA Bronze Medal.

Highlights:

- 13 Medals (ten provincial & three national) equals the highest medal total in Saints Athletics History which was last accomplished in the 1979-1980 season.
- Four All-Canadian performances (three Cross Country and one Men's Basketball) which is a College program first in one season.
- St. Clair played host to four Provincial Championship events and one National Championship.



ST. CLAIR COLLEGE

1. The new Sports Park was the focus for sports and student engagement during the Fall semester. The community guidelines allowed varsity sports to be reinstated and spectators were allowed in the stands.
 - Fall 2021 was the inaugural season of the St. Clair College Fratmen Football team, which was successful in reaching the provincial championship game, hosted at Acumen stadium.
 - Men's and Women's Varsity Soccer were successful in their first season playing at the Sports Park.
 - Women's Softball played its Fall season at the new softball park located in the Sports Park and hosted the OCAA finals.
 - The Zekelman Indoor Tennis Centre was able to start marketing their facility and services to students.
2. The College sponsored one of the light features at the City of Windsor's "Bright Lights" from December 2, 2021, to January 16, 2022. This free community event has become a holiday tradition at Jackson Park. This holiday season, it was estimated that more than 100,000 people enjoyed the lights, displays and holiday cheer of the 2021 "Windsor Wonderland," which was on par with the impressive attendance from pre-pandemic years.
3. In Chatham, the College and Alumni Association partnered for "The Armoury in Lights," a community-based event presented in the Municipality of Chatham-Kent. The event combines live performances at Christmas with stunning light shows on the historic Chatham Armoury, using projection mapping technology.
4. Two community events were held in Chatham during the Halloween and Christmas seasons featuring live performances and lighting shows. Students and staff were provided tickets to watch the lights and listen to music from the comfort of their vehicles, drive-in style.



| GOAL | OBJECTIVE | MEASURE |
|-------------------------|---|--|
| Support Student Success | Maintain and report on Athletic Performance Indicators (API's) that align with academic/corporate priorities. | <ol style="list-style-type: none"> 1. Collective Varsity GPA. 2. Scholarship Achievement rate. 3. Department win/loss record. 4. Provincial/national recognition hits. 5. Increase athletic department revenue. |

REPORT ON PREVIOUS YEAR'S GOALS

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 programs.

| PERFORMANCE INDICATOR | 2021-2022 | 2020-2021 | 2019-2020 |
|------------------------------------|-------------|-------------|-----------|
| 1. Varsity Grade Point Average | 2.84 | 3.09 | 2.73 |
| 2. Scholarship Achievement Rate | 83% | 85% | 80% |
| 3. Departmental Win/Loss Record | 66-23-1 | No Season | 104-56-3 |
| 4. Provincial/National Recognition | P34 / N14 | No Season | P66 / N28 |
| 5. Revenue | \$1,179,219 | \$1,144,307 | \$921,969 |

*Given the cancellation of varsity sport in 2020-2021, a 3-year analysis is provided for comparative purposes.

| GOAL | OBJECTIVE | MEASURE |
|--------------------|--------------------------|---|
| Increase Enrolment | International Enrolment. | Maintain/grow current international enrolment in Windsor and Chatham. |

REPORT ON PREVIOUS YEAR'S GOALS

Since Winter 2018, St. Clair College has accomplished significant international enrolment growth in our Windsor and Chatham campuses.

| WINDSOR CHATHAM | |
|--------------------------------|----------------|
| Day 10 International Enrolment | |
| 2018 Winter | 2,315 Students |
| 2019 Winter | 4,475 Students |
| 2020 Winter | 4,870 Students |
| 2021 Winter | 4,684 Students |
| 2022 Winter | 4,517 Students |

| GOAL | OBJECTIVE | MEASURE |
|--------------------|--------------------------|---|
| Increase Enrolment | International Enrolment. | Increase PCPP enrolment by 40% by adding additional campuses. |

REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College's Public College Private Partner (PCPP) – Ace Acumen Academy has experienced significant enrolment growth from Fall 2019 to Fall 2021. Since Fall 2019, PCPP enrolment has grown by 180.78%.

| PCPP ENROLMENT 2019-2021 | |
|--------------------------|----------------------------------|
| Semester | Full Time Students International |
| Fall 2019 (baseline) | 1,077 |
| Fall 2020 | 2,699 |
| Fall 2021 | 3,024 |

| GOAL | OBJECTIVE | MEASURE |
|--------------------|------------------------------|--|
| Increase Enrolment | Maintain domestic enrolment. | Maintain postsecondary full-time enrolment within existing corridor. |

REPORT ON PREVIOUS YEAR'S GOALS

A college's Full-Time Equivalent (FTE) enrolment is converted into Weighted Funding Units (WFU), which are established from the Ministry's evaluation of each academic program's duration, cost and complexity of the delivery. Colleges receive an unchanged share of funding provided their enrolment remains within a specific range (the corridor) represented by WFU and calculated on a 3-year average, 2-year slip basis.

The Ministry established each college's respective corridor mid-point. From the mid-point, the ceiling allows for a 3% increase (+3%) and 7% decrease (-7%). St. Clair College's enrolment corridor details are as follows:

| FISCAL YEAR | CEILING +3% | FLOOR -7% | SCC WFU |
|-------------|-------------|-----------|----------|
| 2021-2022 | 10,595.77 | 9,567.06 | 9,844.87 |





The new GEM residence that houses 512 students is located at the Windsor Campus.

| GOAL | OBJECTIVE | MEASURE |
|----------------------|--|--|
| Enhance Student Life | Completion and occupancy of the third-party student residence. | Student residence built and student occupancy commenced. |

REPORT ON PREVIOUS YEAR'S GOALS

Building and construction for the Residence commenced in February 2019 and student occupancy commenced on September 8, 2021.



5.3

COMMUNITY ENGAGEMENT *(Leadership, Communication and Partnership)*

| GOAL | OBJECTIVE | MEASURE |
|---|--|--|
| <p>Increase Community Engagement</p> | <p>Strengthen the connection between the College and the community to reinforce the College brand and image through volunteerism and/or Experiential Learning.</p> | <p>Creation and engagement of the "Community Saints" in conjunction with SRC, TSI, SSAA and Alumni and document impact.</p> <p>Increase community awareness of engagement/support of College staff and students.</p> |

REPORT ON PREVIOUS YEAR'S GOALS

This past year marked the second year that the COVID-19 pandemic minimized the ability of the College, student groups and Alumni to engage in community events.

The College, Student Representative Council (SRC), Thames Students Incorporated (TSI), Alumni Association and Saints Student Athletic Association (SSAA) have supported more than 50 events in the community. These include acting as a vaccination centre for COVID-19 vaccines, collaboration with community groups to distribute food baskets and meals at the Downtown Mission, and sponsorships of community events such as the Windsor International Film Festival and SAints Sleighing Hunger Concert, and fundraising events such as the Polar Plunge in support of the Special Olympics and Ride to Survive for Transition to Betterness.

Staff, students and faculty volunteered with more than 140 organizations and assisted in planning and executing a number of events.



| GOAL | OBJECTIVE | MEASURE |
|----------------------|--|--|
| Brand Identification | Continuation of new brand "Rise Above the Ordinary" initiatives. | Number of actions taken to increase brand awareness. |

REPORT ON PREVIOUS YEAR'S GOALS

As COVID-19 restrictions continued, additional virtual events were hosted for the 2021-2022 recruitment season. The marketing and recruitment team scheduled high school presentations, province-wide college fairs, as well as individual and group tours that included the following:

- College Mondays (Colleges Ontario virtual events replacing College Information Program (CIP) fairs across the province).
- Virtual Wednesdays (general recruitment opportunities by recruitment staff for prospective students).
- Program specific in-class high school presentations by Program Coordinators.
- Virtual presentations to every high school in Windsor-Essex and Chatham-Kent.
- General College information virtual tours.
- On-campus face-to-face tours.
- Updating and adding program videos for the College website.

The ongoing pandemic and extended lockdowns resulted in a significant shift in media behaviours, leading to adjusted online advertising that saw more dollars spent on Connected TV, Social Media platforms and Google (Text, Display, and YouTube).

Our long-standing slogans have continued: "Start Here Go Anywhere" and "Rise Above the Ordinary". Other campaign taglines and themes that were used throughout the recruitment cycle included: Take Flight, Saints Nation, Saints Strong and The World Needs You - See Beyond Today.

Other branding initiatives that were completed this fiscal year include:

- New main entrance signage in Chatham, including pole banners.
- Entrance signage at 333 Riverside Drive West on the pedestrian bridge that crosses Pitt Street and connects to the St. Clair College Centre for the Arts.
- Front page banners in the Windsor Star and Chatham Daily News.
- Social Media hashtags #saintsnation #stclaircollege #riseabovetheordinary.
- Increase followers on all social platforms in the past year: TikTok account with a following of over 6,000 (one of the highest of Ontario-based postsecondary institutions); Instagram with over 21,000 followers; Facebook with over 29,000 and Twitter with over 21,000 followers.
- Working with the Alumni Association to use funding to support cross-promotion.
- Branding in Alumni Association monthly newsletters and Alumni Social Media accounts on Facebook, Instagram and Twitter.
- Saints Nation integration.
- Community Event Partnerships and Sponsorships (Ruthven Apple Festival, Chatham Armouries Light Festival, Chamber of Commerce BEA sponsorships in Windsor and Chatham).
- Partnerships with our student groups SSAA, SRC and TSI.
- Branding signage walls at One Riverside Drive and 333 Riverside Drive.
- Various branding signage throughout the College.

| GOAL | OBJECTIVE | MEASURE |
|-----------------------------|---|---|
| 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). |

REPORT ON PREVIOUS YEAR'S GOALS

With the onset of the COVID-19 pandemic, many Corporate Training projects had to be cancelled due to travel restrictions.

The Corporate Training division has transitioned to offering virtual training wherever possible.

St. Clair College has delivered customized Corporate and Professional Training for several key local and global businesses including Windsor Regional Hospital, City of Windsor, Ford Motor Company, Stellantis, Greater Essex County District School Board, as well as a number of Tier 1 and 2 suppliers to Original Equipment Manufacturers (OEMs).

| YEAR | REVENUE | CHANGE |
|-----------|-----------|-----------------------------|
| 2015-2016 | \$625,489 | Base Year |
| 2016-2017 | \$840,458 | 34% Increase from Base Year |
| 2017-2018 | \$950,260 | 52% Increase from Base Year |
| 2018-2019 | \$887,178 | 42% Increase from Base Year |
| 2019-2020 | \$775,913 | 24% Increase from Base Year |
| 2020-2021 | \$429,763 | 31% Decrease from Base Year |
| 2021-2022 | \$476,044 | 24% Decrease from Base Year |



Juan Malvestitti, Director of Sales and Marketing at Nerva Energy Group Inc., explains St. Clair's participation in Cleaner Air for Schools program.

| GOAL | OBJECTIVE | MEASURE |
|---|--|---|
| Increase/Monitor Community Local Impact | Monitor and increase economic impact on local community. | Conduct annual research of community spending and impact. |

REPORT ON PREVIOUS YEAR'S GOALS

The College engaged EMSI to perform an economic value study. The study assessed the impact of the College on the regional economy and the benefits generated by the College for its main stakeholders: students, taxpayers and society. The study reports on two main measures: economic impact and return on investment. The College's 2021 study showed the following results on the report's metrics:

| MEASURE | 2021 | 2020 | 2019 |
|--|-----------|-----------|-----------|
| Operations Spending Impact | \$123.0 M | \$133.1 M | \$123.6 M |
| Student Spending Impact | \$8.2 M | \$25.6 M | \$16.5 M |
| Alumni Spending Impact | \$653.2M | \$647.9 M | \$630.8 M |
| Total Jobs Supported | 8,859 | 9,381 | 7,414 |
| Investment - Students Gain Benefit - Cost Ratio | 2.2 | 2.1 | 2.4 |
| Investment - Taxpayers Gain Benefit - Cost Ratio | 8.6 | 7.6 | 5.9 |
| Investment - Society Gain Benefit - Cost Ratio | 8.7 | 7.2 | 7.7 |

The above investment results show that an investment in St. Clair College is worthwhile as the benefits outweigh the costs. Students realize higher future earnings, taxpayers fully recover their investment and education is statistically correlated with a variety of lifestyle changes that generate social savings.

The decline from 2020 to 2021 in three metrics is due to COVID-19.

- Operations Spending: The College significantly reduced its part-time staffing resources and discretionary expenditures to minimize the financial impact of the pandemic.
- Student Spending: Significant international students were taught online from their home country instead of in our region.
- Total Jobs Supported: Due to the decline in the operations and student spending, the College's total economic impact on the region was reduced which reduced the number of jobs supported.



| GOAL | OBJECTIVE | MEASURE |
|--------------------------------|--------------------|--|
| Development of Human Resources | Staff development. | <ol style="list-style-type: none"> Continuation of staff orientation (part-time/full-time academic and non-academic) and appropriate orientation material. 1% of budget allocated for staff development. |

REPORT ON PREVIOUS YEAR'S GOALS

Human Resources holds monthly employee onboarding sessions (orientation) for all new employees to the College. The orientation gatherings introduce new employees to St. Clair College's Vision, Mission, Values and Culture.

Other training initiatives (orientation) include:

- Teaching and Learning** – Through the Centre for Academic Excellence (CAE), an orientation in Teaching and Learning (T&L) is provided for new part-time and full-time faculty.
- College Educators' Development Program** - The College Educators' Development Program (CEDP) is a faculty training program offered jointly by the six Western Ontario colleges for newly hired full-time faculty. Participants obtain a thorough grounding in Outcome-Based Education, Ministry of Colleges and Universities (MCU) standards, course and lesson planning, classroom management, integration of teaching with technology, effective assessment practices and professional development strategies.
- Mentoring** - All new full-time faculty participate in a formal mentoring program. The mentoring program is open to all faculty who request it.
- Instructional Skills Workshop** - To support part-time faculty, the CAE in conjunction with the Continuing Education Department, offers the Instructional Skills Workshop (ISW) program, an intensive three-day nationally recognized professional development activity that enhances the teaching effectiveness of both new and experienced educators.
- Internal Training Sessions** – To support further educational opportunities for all employees, Human Resources has offered the following courses during the year:
 - Certificate in Leadership and Cultural Management.
 - Developing Assertiveness for Dealing with Toxic/High Conflict People.
 - Conflict Resolution for (almost) all Situations.
 - Communicating for Impact: Organizing Ourselves to be Understood.
 - Listening for Impact: Organizing Ourselves to Understand.
 - Personality-Based Time, Attention and Energy Management.
 - The Psychology of Electronic Communications.
 - CCDI - Diversity and Inclusion.
 - CCDI - Unconscious Bias.

Existing staff are eligible to participate annually in professional development opportunities to achieve personal growth and advancement. Such training has taken the form of participation in individual workshops, seminars, College initiated training and courses to pursue their personal educational interests. The College traditionally experiences high participation and utilization in Professional Development opportunities. The Professional Development budget for 2021-2022 was \$583,538 (1% of budget), however during COVID-19, the College experienced a decline with a utilization rate of 68.5% of the budget allocation for 2021-2022. This was a 26% increase from the 2020-2021 year. In addition to the professional development training, the College also offers numerous training and development initiatives such as tuition reimbursement, in-house service training, legislative training, coordinators training, strategic credential upgrading (PHD & Masters) and Blackboard training.

| GOAL | OBJECTIVE | MEASURE |
|--------------------------------|-----------------|---|
| Development of Human Resources | Staff wellness. | Continue to promote staff collaboration and engagement through monthly or quarterly activities. |

REPORT ON PREVIOUS YEAR'S GOALS

The College, recognizing that staff wellness is crucial to the well-being of employees, created both the Staff Engagement and Staff Wellness Committees. Both committees are comprised of representatives from faculty, support staff and administration.

- On numerous occasions, in lieu of annual celebrations food gift cards and branded merchandise were provided as a “thank you” to our staff.
- On September 3, 2021, during the President’s Town Hall meetings, staff contributions, work ethic and enduring support of the College goals and vision were acknowledged and praised as the College received the amazing results from the Ontario College Quality Assurance Service (OCQAS) Quality Audit. These results were a testament to the persistent effort to put into action the College’s vision of “Excellence in All We Do”. Staff received a gift in appreciation for all of their concerted efforts.
- Staff received a gift card for Griffin Gifts to choose College branded merchandise, as well as their choice of an on-campus food vendor gift card, in lieu of the traditional President’s Holiday Brunch celebration.

Equity, Diversity and Inclusion

An Equity, Diversity and Inclusion Committee was established to support the dignity and uniqueness of each individual and to provide an inclusive and supportive environment for all members of the College community. The committee is comprised of students, administration, support staff and faculty.

Staff Wellness Committee

The Staff Wellness Committee developed monthly themes emphasizing wellness. Each month, for six months, emails were circulated with information to create awareness and promote the monthly theme. In addition, activities throughout the month were structured for continued promotion. These monthly themes included:

- Emotional Wellness
- Intellectual Wellness
- Environmental Wellness
- Physical Wellness
- Social Wellness
- Spiritual Wellness

Other initiatives included:

- Virtual yoga (monthly).
- Chair yoga and guided meditation sessions (monthly).
The creation of an indoor walk path/map as part of the iMove initiative.
- Choose to Improve Program led by the Health Centre, an 8-week program of healthy living.
- Bike Workshop: Bike Safety in Windsor and on Campus by Bike Windsor Essex.
- Herb Gray Parkway Walk/Run Group.
- Outdoor group fitness with Pete Soulliere.
- Wellness SCC Strong Survey.
- Monthly Wellness email distribution on the 6 Dimensions of Wellness.
- Lunch voucher giveaways for participation in Lunch and Learns.
- Weekly health tips communicating COVID-19 hygiene protocols and other related information.
- Bell “Let’s Talk” video promotion on mental health and mental health resources.
- Vaccination program offered on campus through the Health Centre.
- Rapid antigen testing pilot program (during summer months) for the Dental, Medical Esthetician and Esthetician students.
- On-site rapid testing availability and the provision of rapid test kits for at-home testing.
- Created a Wellness Terms of Reference to guide the actions of the committee.
- Work from home ergonomic resources.
- Earth Day communication and resources.

Healthy Workplace Award

The Windsor-Essex County Health Unit’s Working Toward Wellness (WTW) Workplace Wellness Committee recognized St. Clair College as a healthy workplace.

St. Clair College garnered two gold awards for Health and Safety and Mental Health Promotion and an Organizational Social Responsibility award.

The Healthy Workplace Awards recognize local employers that provide comprehensive workplace wellness programming. Award recipients must demonstrate a strong commitment to improving health by promoting and supporting a comprehensive approach to wellness programming for employees, ideally, family members and retirees.



| GOAL | OBJECTIVE | MEASURE |
|--------------------------------|-----------------|--|
| Development of Human Resources | Staff wellness. | Monitor institutional WSIB lost sick time. |

REPORT ON PREVIOUS YEAR’S GOALS

St. Clair College saw an increase in WSIB lost sick time, however, we are on track to have the lowest number of recordable injuries (an injury that has resulted in an accident report being filed) in 2021.

WSIB lost sick time outcomes include:

Date WSIB Lost Sick Time

2018-2019 Lost sick time – 9 days

2019-2020 Lost sick time – 1 day

2020-2021 Lost sick time - 7 days



| GOAL | OBJECTIVE | MEASURE |
|----------------------|--|---|
| 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. |

REPORT ON PREVIOUS YEAR'S GOALS

The Finance department has implemented a number of enhancements to the budget process, which includes:

- PeopleSoft module was implemented for budget data entry and reporting to increase accuracy and lessen reliance on manual spreadsheets.
- Aligned the College's enrolment plan with the tuition revenue budget and Public College Private Partner (PCPP) revenue and expense budget by utilizing program academic achievement level enrolment, tuition rates and attrition.
- Provided budget holders with a Committed Expenditure report to assist with refining non-salary budget estimates given the report displays unpaid liabilities and actual spending relative to budget.
- Provided budget holders with a Return on Investment (ROI) calculator to assist with their capital budget requests.
- Provided academic budget holders with a material / kit fee calculator to assist with developing their academic program divisional revenue budget.
- Program costing within the Academic Interface is another tool that provides the Academic Sector with greater insights into their revenue and cost drivers to assist with budget estimates and decision making related to full-time staffing requests and part-time faculty resources. Program Costing is a mandatory component of the Annual Program Review.



| GOAL | OBJECTIVE | MEASURE |
|--------------------------|-------------------------|-------------------------------|
| Financial Sustainability | College sustainability. | Increase sustainability fund. |

REPORT ON PREVIOUS YEAR'S GOALS

The following table summarizes the financial sustainability reserve balance as of March 22, 2022: The Financial Sustainability Reserve balance is compliant with the College's Internally Restricted Funds Policy 4.5, which requires the reserve to be maintained at a minimum 3% of budgeted operating revenues. This money cannot be used without Board approvals.

| LINE ITEM | AMOUNT |
|------------------------|--------------|
| March 22, 2022 Balance | \$66,361,216 |
| Consists of: | |
| Principal | \$65,000,000 |
| Interest | \$1,361,216 |

| GOAL | OBJECTIVE | MEASURE |
|--------------------------|-------------------|------------------------------------|
| Financial Sustainability | Balanced budgets. | Achieve balanced budgets annually. |

REPORT ON PREVIOUS YEAR'S GOALS

Ontario's postsecondary education sector continues to change: Ministry funding, new legislation, policy changes and new directives/frameworks, enrolment, etc. With this continuous change and the pandemic transitioning to an endemic, St. Clair College responded appropriately to these changing market conditions with a return to face-to-face teaching and learning for the Fall 2021 semester, which was key to our success in 2021-2022. We realized a fourth consecutive year surplus of over \$30 million, which permitted the organization to invest in additional supports to assist students with their academic facilities and equipment renewal, and internally restrict approximately \$68 million and \$24 million into a financial sustainability reserve and deferred maintenance reserve respectively.

| GOAL | OBJECTIVE | MEASURE |
|--------------------------|--|---|
| Financial Sustainability | Maintaining financial sustainability in accordance with the MCU financial metrics. | Meeting or exceeding Ministry defined benchmarks. |

REPORT ON PREVIOUS YEAR'S GOALS

For 2021-2022, St. Clair College was able to surpass each of the seven MCU financial metrics while achieving no flags.

| GOAL | OBJECTIVE | MEASURE |
|------------------------|--|---|
| Financial Transparency | Provide relevant and transparent reporting on financial position to the Board: -Budget -Mid-Year Review -Financial Statements | Complete interim reporting based on pre-determined deadlines. |

REPORT ON PREVIOUS YEAR'S GOALS

During the 2021-2022 fiscal year, the Board of Governors received the following financial reports:

- **June 21, 2021:** Audited Consolidated Financial Statements for year end March 31, 2021.
- Business Plan Budget Accrual Template (MCU format).
- **September 21, 2021:** Quarterly Financial update.
- **October 21, 2021:** Financial update (actual to budget).
- **November 21, 2021:** Mid-year review.
- Business Plan Budget Accrual Template (MCU format).
- **February 22, 2022:** Financial monitoring report.
- **March 22, 2022:** 2022-2023 Budget presentations completed.



5.6

FACILITIES ENHANCEMENT

| GOAL | OBJECTIVE | MEASURE |
|--------------------|----------------------------|--|
| Campus Enhancement | Increase parking capacity. | Implementation of the formalized parking plan. |

REPORT ON PREVIOUS YEAR’S GOALS

The College looked at in-house solutions to expand parking availability to meet the growing demand. The strategy took a phased-in approach (short, mid and long-term phases) over three fiscal years. The College completed Phase 1 and Phase 3 of the parking plan. The College gained 92 more spots under Phase 1 than originally planned.

| ENHANCED PARKING PLAN | | |
|-----------------------|---|---------------------|
| PHASE | DESCRIPTION | # OF SPOTS PROPOSED |
| 1 | East Road replacement, main road replacement, Lot D expansion, Lot V expansion, miscellaneous changes within existing lots. | 220 |
| | Chatham Parking Lot M renovation (construction & engineering). | 80 |
| 2 | Lot C replacement and deck 2022-23. | 250** |
| 3 | Lot expansion 2021-2022. | 135* |
| Total | | 685 |

**A significant increase in the cost estimate is due to unpredictable construction climate and increases in material and labour costs.
 * Net gain estimate.

ST. CLAIR COLLEGE FIRE SERVICES TRAINING FACILITY

Repairs have been completed to the recently acquired Fire Hall on Cabana Road. Signage was installed on the front façade to brand the facility as the St. Clair College Fire Services Training Facility.



| GOAL | OBJECTIVE | MEASURE |
|-----------------------|---|--|
| Campus Beautification | Continue to beautify the College campus and maximize brand. | Annual plan for Campus Beautification developed. |

REPORT ON PREVIOUS YEAR'S GOALS

The objective of campus beautification is to continue to create a destination campus that enhances and complements our students' educational experiences while furthering St. Clair College's ability to participate in the highly competitive business of student recruitment. The College has embarked on several campus beautification projects over the past year.



The front entrance of the Windsor Campus was rebuilt and redesigned with flag poles, furniture, concrete and fountain restoration.



The new wall signage facing east on Riverside Drive was installed at the St. Clair College Centre for the Arts.



New entrance signage at our Chatham campus.



Indigenous Sculptures – Windsor and Chatham Campuses. In collaboration with the Indigenous Education Committee, the College commissioned an original sculpture installed at the entrance of the Sports Park in Windsor and the HealthPlex in Chatham. This artwork, created by Jessica Rachel Cook, a Bkejwanong First Nations artist, was inspired by a belief of First Nations Peoples that "everyone is welcome" regardless of age or abilities, based on the teachings of the Four Directions of Medicine Wheel.

6.0 ANALYSIS OF FINANCIAL PERFORMANCE

St. Clair College ended fiscal year 2021-2022 with an Excess of Revenue over Expenses of \$31,577,164 (see Appendix A: Consolidated Audited Financial Statements). Revenue increased approximately \$26.1 million. Expenses increased approximately \$33.8 million.

| | 2021-2022 | 2020-2021 |
|---------------------------------|---------------|---------------|
| Revenues | \$264,095,406 | \$237,955,135 |
| Expenses | \$232,518,242 | \$198,746,935 |
| Excess of Revenue over Expenses | \$31,577,164 | \$39,208,200 |

REVENUES

Government (MCU) Operating Grants:

Increased by \$0.55 million compared to 2020-2021. The increase was mainly attributable to a decrease in the International Student Recovery Program.

Contract Income:

Increased by \$6.8 million compared to 2020-2021 due to additional Ministry one-time grant funding.

Tuition Revenue:

Decreased by \$2.8 million compared to 2020-2021. The decrease in revenue was due to lower student enrolment.

Public College Private Partnership Revenue:

Increased by \$14.8 million compared to 2020-2021. The increase in revenue was due to higher international student enrolment.

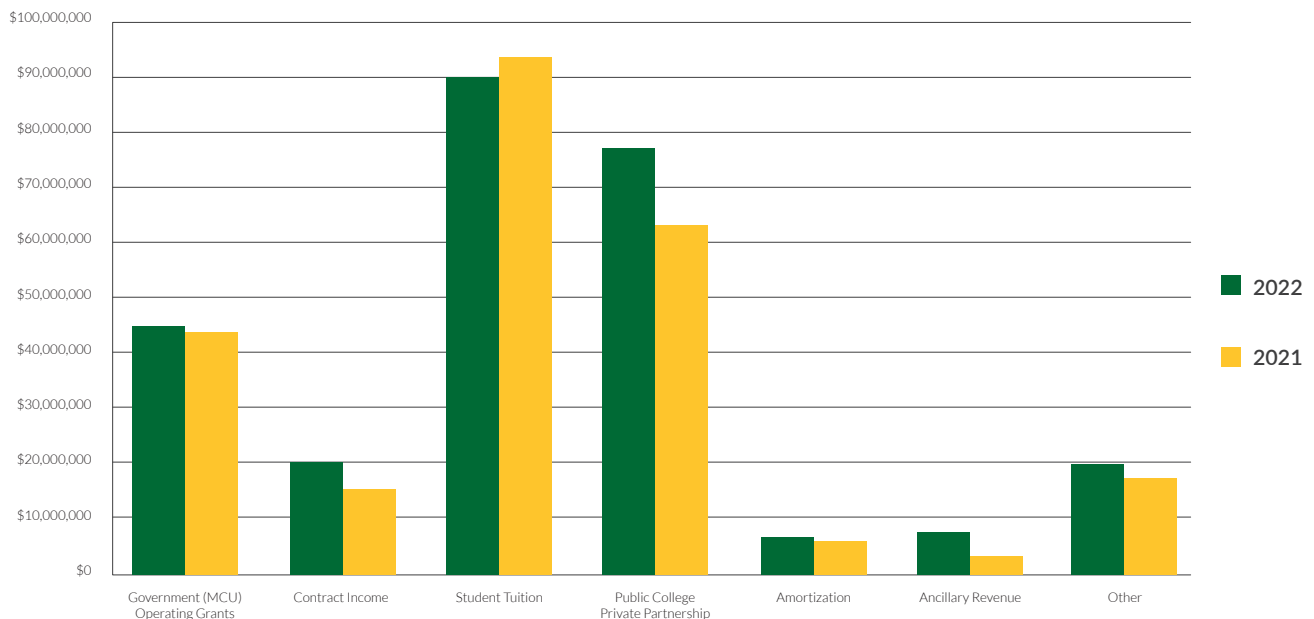
Ancillary Revenue:

Increased by \$3.7 million. The increase was attributable to COVID-19 having a lessened impact on the revenue generating ability of the College's Parking, Residence and St. Clair College Centre for the Arts operations.

Other Income:

Increased by \$3.6 million which was mainly attributable to interest, income, application fees and health insurance fees.

REVENUES





ACE Acumen Academy Toronto Campus.

EXPENDITURES

Salaries and Benefits:

Increased by \$8.4 million due to the College increasing its resources at a level to support its 2021-2022 student enrolment.

Operating:

Increased by \$10.3 million due to increased costs as a result of returning to face-to-face teaching and learning.

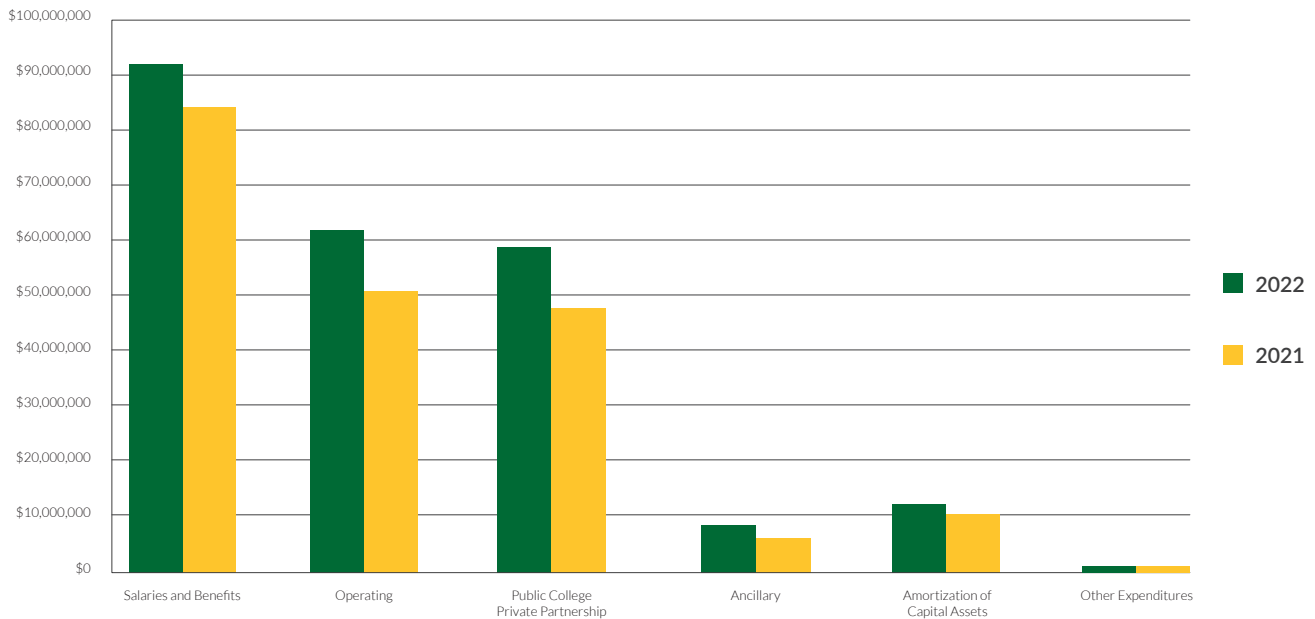
Public College Private Partnership:

Increased by \$12.0 million due to flowing funds to Ace Acumen as a result of higher international student enrolment.

Ancillary Operations:

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

EXPENDITURES



7.0 ST. CLAIR COLLEGE FOUNDATION

On November 30, 2021, the St. Clair College Foundation launched its inaugural Giving Tuesday campaign. We harnessed the philanthropic spirit of our community to make a collective difference in the lives of students. New and existing donors stepped up and contributed more than \$18,000 during the month of November to ensure quality education is accessible to all our students. Together we made a difference, and helped to build a foundation for the next generation of leaders in Windsor-Essex and Chatham-Kent.



New Annual Scholarships:

- SCC Retiree Association Scholarship
- Bill Klein / Norma Slevison-Klein Scholarship
- Canadian Caps and Gowns Scholarship
- CINA Radio Group Scholarship
- Douglas Marketing Group Scholarship
- Enbridge Inc. Scholarship
- Ethel Dodman Scholarship
- Giving Tuesday Scholarship
- James H. Allen Memorial Scholarship
- Jo-Anne Mancini Scholarship
- Keith Lauzon Memorial Scholarship
- Rick Muldoon Memorial Scholarship
- Roger Duchene Architectural Technology Scholarship
- Teresa Toohey Memorial Scholarship

New Endowment Scholarships:

- Burstyn Scholarship
- Henry and Henrietta Pickthall Memorial Scholarship
- Michael Gauthier Scholarship for Leadership in Digital Animation

As of March 31, 2022, the total endowment portfolio was \$11,906,617.

In 2022, 712 scholarships were awarded totaling \$553,576.

8.0 PRESIDENT'S COMMUNITY ENGAGEMENT

PRESIDENT'S COMMUNITY ENGAGEMENT CALENDAR

Throughout the 2021-2022 year, President Patti France represented the College by attending many virtual and in-person events as an attending guest or guest speaker throughout Windsor-Essex and Chatham-Kent. President France had the opportunity to meet with various community partners, organizations, as well as municipal, provincial and federal politicians at the College.



March 8, 2022 - The College welcomed Andy Faas, a long-time supporter and donor of the college, who arrived in town for a visit. The visit marked the 50th anniversary of Andy Faas' graduation from St. Clair College in 1972. Faas also met with several administrators, including President France.



May 19, 2021 - The Chatham-Kent Chamber of Commerce held a virtual Mayor's Address. St. Clair College was the lead sponsor of the event and President France introduced Mayor Darin Canniff. The President pledged to both Mayor Canniff and the Chamber that St. Clair will be an eager and energetic partner in post-pandemic recovery and development efforts.



May 20, 2021 - The 2021 Business Excellence Awards (BEAs) were held in a virtual format, and it was a unique experience for everyone involved. The 30th Anniversary celebration was aired on live on YourTV YouTube channel and also to local Cogeco television subscribers of YourTV. President France announced the winner of the Large Company of the Year award, which was sponsored by St. Clair College and awarded to Cavalier Tools.



June 24, 2021 - St. Clair College awarded its inaugural Community Partnership Award to Bruce Krauter, Chief of the Essex-Windsor Emergency Medical Service.



July 20, 2021 - Jill Dunlop, Ontario's Minister of Colleges and Universities (MCU), made her first visit to the College.



July 21, 2021 - Windsor Regional Hospital (WRH) offered tremendous thanks and appreciation as it returned the keys of the St. Clair College SportsPlex back to President France. The SportsPlex was the site of a COVID-19 field hospital, drive-thru testing location and vaccination centre since the beginning of the pandemic.



September 29, 2021 - The President met with the new intake of WEST Pre-Apprentice Millwright students.



September 30, 2021 - St. Clair College participated in Orange Shirt Day, which was the 8th annual day in recognition of the damage done by the Residential School system.



November 2, 2021 - President France joined Windsor Mayor Drew Dilken at Windsor City Hall to greet winners of the WEVax to Win contest.



November 8, 2021 - President France meets with Windsor Police Chief Pam Mizuno and Waseem Habash, Vice President Academic during Coffee with a Cop Event that allowed students in Police Foundations and Protection, Security & Investigation to meet Windsor Police Officers.



November 15, 2021 - The Senior College administration met with representatives from Windsor's Sikh and Hindu communities and the New Canadians Centre of Excellence.



November 24, 2021 - President France and other officials stand next to an Electric Vehicle prototype during an announcement by Invest WindsorEssex (IWE) launching Canada's first Automobility Hub at St. Clair College.



November 2021 - St. Clair College raised the purple flag in recognition of two campaigns by Hiatus House to raise awareness about domestic abuse. November was Woman Abuse Prevention Month throughout Ontario.



December 2, 2021 - President France congratulates students from the Zekelman School of Business on their winning presentation that earned them \$10,000 in prize money in the Odette-Peddie Amherstburg Case Challenge against the University of Windsor's Odette School of Business.

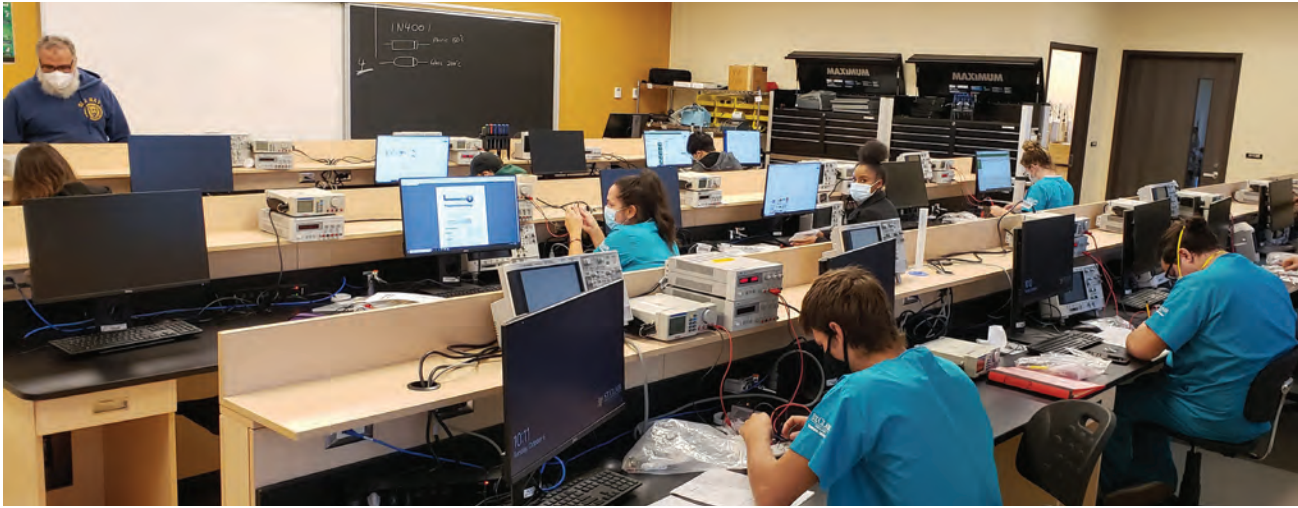
9.0 ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE

9.1 OCQAS QUALITY AUDIT

OCQAS QUALITY AUDIT

- The College's Self-Study for the Ontario College Quality Assurance Service (OCQAS) was finalized and submitted to the Auditors on April 1, 2021. The 154-page Self-Study contained in excess of 1,000 evidence documents.
- A virtual Site Visit took place between June 15 – 17, 2021.
- The College received the final report on September 24, 2021.
- The report concluded the most intensive and extensive, microscopically detailed review of our programs ever conducted, covering every aspect of curriculum content, delivery, viability and relevance. The end-result: **MATURE EFFORT**. The College received an absolutely glowing report, containing no substantial criticisms of - or recommendations for changes to any facet of our operations.

| STANDARDS | RESULTS | | |
|--|---------|---------------|---------|
| | MET | PARTIALLY MET | NOT MET |
| Standard 1 - PROGRAM QUALITY MANAGEMENT SYSTEM | X | | |
| Standard 2 - PROGRAM DEVELOPMENT | X | | |
| Standard 3 - CONFORMITY WITH GOVERNMENT REQUIREMENTS | X | | |
| Standard 4 - PROGRAM DELIVERY AND STUDENT ASSESSMENT | X | | |
| Standard 5 - EXISTENCE, MONITORING AND COMMUNICATION OF ACADEMIC | X | | |
| Standard 6 - AVAILABILITY AND ALLOCATION OF COLLEGE-WIDE RESOURCES | X | | |





9.2

COVID-19 SAFETY PROTOCOL

On August 31, 2021, the Ministry released the Postsecondary Education (PSE) Health Measures Framework for Fall 2021 to support the continued health and safety of students, faculty and staff. The framework required all PSE institutions, with the exception of Indigenous Institutes, to have mandatory COVID-19 vaccination policies in place effective September 7, 2021. Amendments were made to remove the physical distancing and capacity limit requirements for indoor instructional spaces (e.g. classrooms, labs, etc.) at PSE institutions.

The College ensured compliance with all local provincial and federal public health requirements.

The safety of all students and staff was our top priority.

In preparation for the start of the Fall 2021 semester, and the in-person learning, St. Clair College followed all Public Health and Ministry of Health Regulations and Guidelines to keep our campuses safe. Safety protocols were mandatory for all staff, students, visitors, and contractors.

Staff and students were asked to provide proof of vaccination to attend campus. Those who chose not to be vaccinated or attest to their vaccination status were provided rapid test kits on an ongoing basis and they were required to test every 72 hours. Staff and students were also required to complete a daily COVID-19 questionnaire to attend campus.

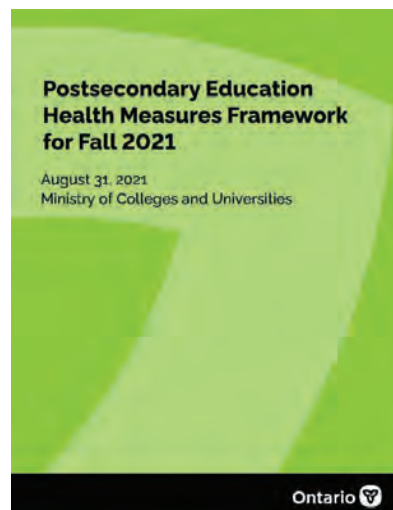
Enhanced health and safety protocols were implemented to help reduce the risk of transmitting COVID-19 such as:

- Cleaning and disinfecting protocols, hand washing, sanitizing.
- Use of designated entrances/exits.
- Social distancing requirements 6 metres/2 feet.
- Following directional signs and markers.
- No physical contact or sharing items, unless needed for learning outcomes.
- Eating and drinking in designated areas only.
- Illness reporting and case management.
- Use of Personal Protective Equipment (PPE).
- Capacity limits as dictated by regulations.
- Formalized assigned seating plans in each classroom.
- Emergency alternate delivery plans for all programs were posted on the College's website.

St. Clair College continued with a mask mandate until the end of the Winter 2022 Semester. The safety of all students and

staff was our top priority and this mandate helped to ensure the successful completion of the semester. Additionally, effective

March 21, 2022, St. Clair College moved from active to passive screening. This meant that the daily questionnaire no longer needed to be formally completed.





VACCINATION STATISTICS

94% of all students and staff were full vaccinated.

St. Clair College offered staff and students the opportunity to be vaccinated on campus.

Clinics were offered in the Campus Health Centre for first, second, and booster doses of mRNA vaccines for eligible staff and students.

| | |
|---|--------------|
| Total Doses Given Main Campus | 1,131 |
| Total Doses Chatham | 31 |
| Pop-up clinic St. Clair College Centre for the Arts | 51 |
| Total All Campuses | 1,213 |



INTERNATIONAL ARRIVAL PROTOCOL

In conjunction with local public health authorities the College developed and implemented robust procedures and protocols for international student arrivals. Between April 1, 2021 and March 31, 2022 a total of 1,682 international students were received following the international arrival protocol. A total of 96 cases received positive results for COVID-19. This equates to a positive rate of 5.71%.



ST. CLAIR COLLEGE

APPENDICES



Consolidated Financial Statements

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Year ended March 31, 2022

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The consolidated financial statements of The St. Clair College of Applied Arts and Technology (the "College") are the responsibility of management and have been approved by the Board of Governors (the "Board").

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Consolidated financial statements are not precise since they include certain amounts based on estimates and judgments. Management has determined such amounts on a reasonable basis in order to ensure that the consolidated financial statements are presented fairly, in all material respects.

The College maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the College's assets are appropriately accounted for and adequately safeguarded.

The College's insurance liabilities have been reviewed by management in consultation with its broker. There are no material liabilities in either fact or contingency as at the date of this report.

The Board is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the consolidated financial statements. The Board carries out this responsibility principally through its Audit Committee.

The Audit Committee is appointed by the Board and meets regularly with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities, and to review the consolidated financial statements and the external auditors' report.

The Audit Committee reports its findings to the Board for consideration when approving the consolidated financial statements. The Audit Committee also considers, for review and approval by the Board, the engagement or reappointment of the external auditors.

The consolidated financial statements have been audited by KPMG LLP, the external auditors, in accordance with Canadian generally accepted auditing standards, on behalf of the Board. KPMG LLP has full and free access to the Audit Committee.



Patricia France
President



Marc Jones
Vice-President Finance & Chief Financial Officer

May 24, 2022



KPMG LLP
618 Greenwood Centre
3200 Deziel Drive
Windsor, ON N8W 5K8
Telephone (519) 251-3500
Fax (519) 251-3530
www.kpmg.ca

INDEPENDENT AUDITORS' REPORT

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

Opinion

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

- the consolidated statement of financial position as at March 31, 2022
- the consolidated statement of operations for the year then ended
- the consolidated statement changes in net assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the financial statements and schedules, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2022, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KPMG LLP, an Ontario limited liability partnership and member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. KPMG Canada provides services to KPMG LLP.



Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the College's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian public sector accounting standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian public sector accounting standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group Entity to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our own audit opinion.

A handwritten signature in black ink that reads 'KPMG LLP' in a cursive, slightly slanted font. A horizontal line is drawn underneath the signature.

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada
May 24, 2022

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

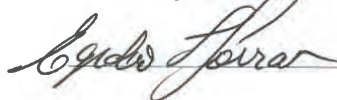
Consolidated Statement of Financial Position

March 31, 2022, with comparative information for 2021

| | 2022 | 2021 |
|---|-----------------------|-----------------------|
| Assets | | |
| Current assets: | | |
| Cash | \$ 111,216,984 | \$ 109,418,763 |
| Accounts receivable (note 18) | 11,554,546 | 10,514,596 |
| Temporary investments (note 2) | 230,658,810 | 147,006,808 |
| Prepaid expenses | 9,669,933 | 8,328,502 |
| | <u>363,100,273</u> | <u>275,268,669</u> |
| Long-term investments (note 2) | 11,704,870 | 11,065,362 |
| Construction in progress (note 5) | 23,248,025 | 7,272,006 |
| Capital assets (note 6) | 188,901,869 | 177,801,568 |
| | <u>\$ 586,955,037</u> | <u>\$ 471,407,605</u> |
| Liabilities and Net Assets | | |
| Liabilities: | | |
| Accounts payable and accrued liabilities | \$ 53,678,983 | \$ 44,236,881 |
| Deferred revenue (note 7) | 170,683,903 | 108,204,908 |
| Vacation pay | 6,108,516 | 6,153,539 |
| Current portion of long-term debt (note 8) | 13,472,031 | 1,368,484 |
| | <u>243,943,433</u> | <u>159,963,812</u> |
| Long-term debt (note 8) | 7,524,688 | 8,969,542 |
| Post-employment benefits and compensated absences (note 9) | 3,632,000 | 3,687,000 |
| Deferred contributions (note 10) | 2,112,808 | 1,968,115 |
| Deferred capital contributions (note 11) | 118,759,610 | 120,100,248 |
| Deferred capital contributions relating to construction in progress (note 12) | 8,897,250 | 7,196,074 |
| | <u>384,869,789</u> | <u>301,884,791</u> |
| Net assets: | | |
| Unrestricted: | | |
| Operating | 45,841,676 | 40,738,968 |
| Post-employment benefits and compensated absences | (3,632,000) | (3,687,000) |
| Vacation pay | (6,108,516) | (6,153,539) |
| | <u>36,101,160</u> | <u>30,898,429</u> |
| Invested in capital assets (note 13) | 63,496,315 | 47,439,226 |
| Externally restricted (note 14) | 9,975,626 | 9,442,356 |
| Internally restricted (note 15) | 92,512,147 | 81,742,803 |
| | <u>202,085,248</u> | <u>169,522,814</u> |
| Commitments (note 16) | | |
| Contingent liabilities (note 17) | | |
| | <u>\$ 586,955,037</u> | <u>\$ 471,407,605</u> |

See accompanying notes to consolidated financial statements.

Approved by the Board of Governors



Director



Director

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Operations

Year ended March 31, 2022, with comparative information for 2021

| | 2022 | 2021 |
|--|----------------------|----------------------|
| Revenue: | | |
| Grants and reimbursements | \$ 43,620,800 | \$ 43,064,116 |
| Capital support grants | 289,367 | 143,267 |
| Tuition revenue | 90,548,360 | 93,367,308 |
| Public college private partnership (note 20) | 77,391,572 | 62,528,728 |
| Contract training | 20,363,267 | 13,525,836 |
| Amortization of deferred capital contributions | 6,046,381 | 5,711,259 |
| Other income | 18,991,661 | 15,326,863 |
| Donations | 110,518 | 129,898 |
| Foundation | 554,076 | 533,466 |
| Ancillary operations | 6,417,775 | 2,648,352 |
| (Loss) gain on disposal of capital assets | (238,371) | 976,042 |
| | <u>264,095,406</u> | <u>237,955,135</u> |
| Expenses: | | |
| Salaries and benefits | 92,170,777 | 83,748,716 |
| Operating expenditures | 61,389,420 | 51,066,830 |
| Public college private partnership (note 20) | 58,874,154 | 46,866,349 |
| Post employment and compensated absences | (55,000) | 53,000 |
| Foundation | 554,076 | 533,466 |
| Bursaries and scholarships | 102,518 | 121,898 |
| Amortization of capital assets | 11,509,287 | 10,498,828 |
| Other expenditures out of capital support grants | 263,302 | 182,262 |
| Ancillary operations | 7,709,708 | 5,675,586 |
| | <u>232,518,242</u> | <u>198,746,935</u> |
| Excess of revenue over expenses | <u>\$ 31,577,164</u> | <u>\$ 39,208,200</u> |

See accompanying notes to consolidated financial statements.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Changes in Net Assets

Year ended March 31, 2022, with comparative information for 2021

| | Unrestricted | Invested in capital assets (note 13) | Externally restricted (note 14) | Internally restricted (note 15) | 2022 | | 2021 | |
|--|----------------------|---|---------------------------------------|---------------------------------------|-----------------------|-----------------------|------|--|
| | | | | | Total | Total | | |
| Balance, beginning of year | \$ 30,898,429 | 47,439,226 | 9,442,356 | 81,742,803 | \$ 169,522,814 | \$ 132,663,640 | | |
| Endowments received during the year | - | - | 506,638 | - | 506,638 | 150,974 | | |
| Excess (deficiency) of revenues over expenses | 37,278,441 | (5,701,277) | - | - | 31,577,164 | 39,208,200 | | |
| Transfer to St. Clair College Foundation | | | 26,632 | | 26,632 | - | | |
| Transfer of unrestricted to internally restricted | (10,769,344) | - | - | 10,769,344 | - | - | | |
| Net change in investment in capital assets (note 4g and 13b) | (21,306,366) | 21,758,366 | | - | 452,000 | (2,500,000) | | |
| Balance, end of year | \$ 36,101,160 | \$ 63,496,315 | \$ 9,975,626 | \$ 92,512,147 | \$ 202,085,248 | \$ 169,522,814 | | |

See accompanying notes to consolidated financial statements.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Cash Flows

Year ended March 31, 2022, with comparative information for 2021

| | 2022 | 2021 |
|--|-----------------------|-----------------------|
| Cash provided by (used in): | | |
| Operations: | | |
| Excess of revenue over expenses | \$ 31,577,164 | \$ 39,208,200 |
| Items not involving cash: | | |
| Amortization of capital assets | 11,509,287 | 10,498,828 |
| Amortization of deferred capital contributions | (6,046,381) | (5,711,259) |
| Accrual for post-employment benefits and compensated absences | (55,000) | 53,000 |
| Deferred contributions recognized as revenue in the year | (554,076) | (533,466) |
| Unrealized gain on long-term investments | (56,471) | (1,389,761) |
| Loss (gain) on disposal of capital assets | 238,371 | (976,042) |
| | <u>36,612,894</u> | <u>41,149,500</u> |
| Changes in non-cash operating working capital: | | |
| Accounts receivable | (1,039,950) | 656,372 |
| Prepaid expenses | (1,341,431) | (2,785,732) |
| Accounts payable and accrued liabilities | 9,442,102 | 18,475,215 |
| Accrual for vacation pay | (45,023) | (316,966) |
| Deferred revenue | 62,478,995 | 15,378,123 |
| | <u>106,107,587</u> | <u>72,556,512</u> |
| Financing activities: | | |
| Deferred contributions | 698,769 | 1,796,796 |
| Proceeds on long-term debt | 12,027,177 | - |
| Repayment of long-term debt | (1,368,484) | (1,296,657) |
| Endowment and annual contributions | 533,270 | 150,974 |
| | <u>11,890,732</u> | <u>651,113</u> |
| Capital activities: | | |
| Contributions received for capital purposes | 4,705,743 | 4,242,800 |
| Contributions received for construction in progress | 1,701,176 | 2,120,311 |
| Proceeds on disposal of capital assets | (14,797) | 294,443 |
| Purchase of capital assets and construction in process, net of contribution of land of \$452,000 | (38,357,181) | (14,875,489) |
| | <u>(31,965,059)</u> | <u>(8,217,935)</u> |
| Investing activities: | | |
| Purchase of long-term investments | (583,037) | - |
| Disposal of long-term investments | - | 60,585,796 |
| Purchase of temporary investments | (83,652,002) | (84,141,164) |
| | <u>(84,235,039)</u> | <u>(23,555,368)</u> |
| Increase in cash | 1,798,221 | 41,434,322 |
| Cash, beginning of year | 109,418,763 | 67,984,441 |
| Cash, end of year | <u>\$ 111,216,984</u> | <u>\$ 109,418,763</u> |

See accompanying notes to financial statements.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements

Year ended March 31, 2022

The St. Clair College of Applied Arts and Technology (the “College”), was incorporated in 1965 under the laws of the Province of Ontario, and is an Ontario college of applied arts and technology duly established pursuant to Ontario regulation 34/03 made under the Ontario Colleges of Applied Arts and Technology Act, 2002. The College is an agency of the crown and provides postsecondary, vocationally oriented education in the areas of applied arts, business, health sciences and technology.

The College is a not-for-profit organization and, as such, is exempt from income taxes under the Income Tax Act (Canada).

1. Significant accounting policies:

(a) Basis of presentation:

These consolidated financial statements of the College have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board (“PSAB for Government NPOs”).

The consolidated financial statements include the accounts of the College and its wholly controlled entity, St. Clair College Foundation. All significant inter-organization balances and transactions have been eliminated on consolidation.

These consolidated financial statements do not reflect the assets, liabilities and results of operations of the various student organizations.

(b) Revenue recognition:

The College follows the deferral method of accounting for contributions, which include donations and government grants. Tuition fees and contract training revenues are recognized as income to the extent that the related courses and services are provided within the fiscal year of the College.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

1. Significant accounting policies (continued):

(b) Revenue recognition (continued):

Ancillary revenues including parking, bookstore, residence, St. Clair College Centre for the Arts and other sundry revenues are recognized when products are delivered or services are provided to the student or client, the sales price is fixed and determinable, and collection is reasonably assured.

Unrestricted contributions are recognized as revenue when received or receivable and if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions and restricted investment income are recognized as revenue in the year in which the related expenses are incurred.

Restricted contributions for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis corresponding with the amortization rate for the related capital assets.

Endowment contributions, having externally imposed restrictions requiring that the principal be maintained intact, are recognized as direct increases in endowed net assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Restricted investment income that must be maintained as an endowment is credited to net assets. Unrestricted investment income is recognized as revenue when earned.

Pledges are recorded as revenue when management can make a reasonable estimate of the amount and collection is reasonably assured. The College received pledges in the amount of \$460,000 (2021 - \$550,000) which have not been recorded in the accompanying financial statements.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

1. Significant accounting policies (continued):

(c) Capital assets:

Purchased capital assets are recorded at cost less accumulated amortization. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments that extend the estimated life of an asset are capitalized. When a capital asset no longer contributes to the College's ability to provide services or the value of future economic benefits associated with the capital asset is less than its net book value, the carrying value of the capital asset is reduced to reflect the decline in the asset's value.

Construction in progress is not recorded as capital asset, or amortized until it is put into service.

Capital assets are capitalized on acquisition and amortized on a straight-line basis over their useful lives, which has been estimated to be as follows:

| Asset | Basis |
|------------------------|----------|
| Buildings | 40 years |
| Site improvement | 10 years |
| Equipment | 5 years |
| Leasehold improvements | 5 years |
| Computer equipment | 3 years |

(d) Vacation pay:

The College recognizes vacation pay as an expense on the accrual basis.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

1. Significant accounting policies (continued):

(e) Retirement and post-employment benefits and compensated absences:

The College provides defined retirement and post-employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental, vesting sick leave and non-vesting sick leave. The College has adopted the following policies with respect to accounting for these employee benefits:

- (i) The costs of the post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight line basis.
- (ii) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the period.
- (iii) The cost of vesting and non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service life of the employees.
- (iv) The discount rate used in the determination of the above-mentioned liabilities is equal to the College's internal rate of borrowing.

(f) Financial instruments:

The College classifies its financial instruments as either fair value or amortized cost. The College's accounting policy for each category is as follows:

(i) Fair value:

This category includes equity instruments quoted in an active market. The College has designated its bond portfolio and term deposits that would otherwise be classified into the amortized cost category at fair value as the College manages and reports performance of it on a fair value basis.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

1. Significant accounting policies (continued):

(f) Financial instruments (continued):

(i) Fair value (continued):

They are initially recognized at cost and subsequently carried at fair value. Changes in fair value on restricted assets are recognized as a deferred contribution until the criterion attached to the restrictions has been met.

Transaction costs related to financial instruments in the fair value category are expensed as incurred.

As the College has no financial instruments recognized at fair value which are not deferred, the College does not have a statement of remeasurement gains and losses.

(ii) Amortized cost:

This category includes accounts receivable, accounts payable, accrued liabilities and debt. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets.

Transaction costs related to financial instruments in the amortized cost category are added to the carrying value of the instrument.

Write-downs on financial assets in the amortized cost category are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the write-down being recognized in the statement of operations.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

1. Significant accounting policies (continued):

(g) Management estimates:

The preparation of financial statements in conformity with PSAB for Government NPOs requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the period. Actual results could differ from these estimates. Areas of key estimation include determination of fair value for long-term investments, allowance for doubtful accounts, the carrying amount of capital assets and actuarial estimation of post-employment benefits and compensated absences liabilities.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

2. Financial instrument classification:

The following table provides cost and fair value information of financial instruments by category. The maximum exposure to credit risk would be the carrying value as shown below:

| 2022 | Fair value | Amortization at cost | Total |
|--|---------------|-------------------------|---------------|
| Cash | \$111,216,984 | \$ - | \$111,216,984 |
| Accounts receivable | - | 11,554,546 | 11,554,546 |
| Temporary investments | 230,658,810 | - | 230,658,810 |
| Long-term investments | 11,704,870 | - | 11,704,870 |
| Accounts payable and accrued liabilities | - | 53,678,983 | 53,678,983 |
| Long-term debt | - | 20,996,719 | 20,996,719 |
| | \$353,580,664 | \$ 86,230,248 | \$439,810,912 |

| 2021 | Fair value | Amortization at cost | Total |
|--|---------------|-------------------------|---------------|
| Cash | \$109,418,763 | \$ - | \$109,418,763 |
| Accounts receivable | - | 10,514,596 | 10,514,596 |
| Temporary investments | 147,006,808 | - | 147,006,808 |
| Long-term investments | 11,065,362 | - | 11,065,362 |
| Accounts payable and accrued liabilities | - | 44,436,881 | 44,236,881 |
| Long-term debt | - | 10,338,026 | 10,338,026 |
| | \$267,490,933 | \$ 65,089,503 | \$332,580,436 |

Temporary investments consist of highly liquid investments, including cashable guaranteed investment certificates with maturities of less than one year when purchased. Long-term investments consist of equity instruments in Canadian public companies, government of Canada bonds and term deposits. Long-term investments include \$11,704,870 (2021 - \$11,065,362) of investments externally restricted for endowment purposes (see note 14).

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

2. Financial instrument classification (continued):

Long-term investments consist of the following:

| | 2022 | 2021 |
|---|----------------------|----------------------|
| Fair value: | | |
| Corporate and government bonds | 6,061,205 | 5,007,996 |
| Shares in public companies and mutual funds | 5,643,665 | 6,057,366 |
| | <u>\$ 11,704,870</u> | <u>\$ 11,065,362</u> |

| | 2022 | 2021 |
|---|----------------------|---------------------|
| Cost: | | |
| Corporate and government bonds | 6,220,432 | 4,903,329 |
| Shares in public companies and mutual funds | 4,216,325 | 4,950,391 |
| | <u>\$ 10,436,757</u> | <u>\$ 9,853,720</u> |

Maturity profile of bonds held is as follows:

| 2022 | Within 1 year | 1 to 5 years | 6 to 10 years | Over 10 years | Total |
|-------------------|------------------|-----------------|------------------|------------------|--------------|
| Carrying value \$ | 702,696 | \$ 3,446,534 | \$1,629,592 | \$ 282,383 | \$ 6,061,205 |
| Percent of total | 11% | 57% | 27% | 5% | 100% |

| 2021 | Within 1 year | 1 to 5 years | 6 to 10 years | Over 10 years | Total |
|-------------------|------------------|-----------------|------------------|------------------|--------------|
| Carrying value \$ | 732,190 | \$ 2,918,980 | \$1,051,302 | \$ 305,524 | \$ 5,007,996 |
| Percent of total | 15% | 58% | 21% | 6% | 100% |

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

2. Financial instrument classification (continued):

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable:

- (a) Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;
- (b) Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- (c) Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

| 2022 | Level 1 | Level 2 | Level 3 | Total |
|-----------------------|----------------------|-------------|-------------|----------------------|
| Cash | \$111,216,984 | \$ - | \$ - | \$111,216,984 |
| Temporary investments | 230,658,810 | - | - | 230,658,810 |
| Long-term investments | 11,704,870 | - | - | 11,704,870 |
| Total | \$353,580,664 | \$ - | \$ - | \$353,580,664 |

| 2021 | Level 1 | Level 2 | Level 3 | Total |
|-----------------------|----------------------|-------------|-------------|----------------------|
| Cash | \$109,418,763 | \$ - | \$ - | \$109,418,763 |
| Temporary investments | 147,006,808 | - | - | 147,006,808 |
| Long-term investments | 11,065,362 | - | - | 11,065,362 |
| Total | \$267,490,933 | \$ - | \$ - | \$267,490,933 |

There were no transfers between Level 1 and Level 2 for the years ended March 31, 2022 and 2021. There were also no transfers in or out of Level 3.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

3. Acquisition of Cleary International Centre:

During 2007, the College entered into an agreement with the City of Windsor to acquire the majority of the property and assets related to the operation of the Cleary International Centre. Although the agreement provided that nominal consideration of \$1 to be exchanged for the property and assets acquired, in accordance with PSAB for Government NPOs, the College has recorded the land and building at fair value. In the case of the land, its fair value of \$2,325,000 was determined based upon an appraisal completed by an independent, certified appraiser. The building has been recorded at \$37,376,400, its current replacement value as estimated by the College's independent insurance broker. In accordance with the College's policy for accounting for contributed capital contribution, the donation of the building is being deferred and amortized into revenue on a straight-line basis at a rate corresponding with the amortization rate of the College's other buildings, being 40 years. The fair value of certain other equipment acquired by the College has been recorded at a nominal amount of \$1.

Another significant feature of this agreement is capital improvement payments of \$423,250 to be paid by the city to the College on each of the closing date and the third anniversary of the closing date.

The agreement also provides the College the right to re-convey the acquired property and assets to the City of Windsor at any time on or before the twenty-fifth anniversary of the closing date of the transaction for the nominal consideration of \$1.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

4. Contributed land and building:

(a) 275 Victoria Avenue:

On December 10, 2009, the College entered into an agreement with the City of Windsor to acquire the land and building located at 275 Victoria Avenue. Although the agreement provided that nominal consideration of \$1 to be exchanged for the land and building acquired, in accordance with Canadian public sector accounting standards, the College has recorded the land at an agreed upon amount of \$917,500 to approximate fair value. No amount has been attributable to the building acquired.

The agreement also provides the College the right to re-convey the acquired property to the City of Windsor at any time on or before the fifteenth anniversary of the closing date of the transaction for an amount equal to the market value of the property, reduced by approximately \$61,167 per annum on each anniversary of the closing date. Upon the fifteenth anniversary of the closing date, no further amounts would be payable upon re-conveyance of the property.

(b) 3860 Lauzon Road:

On September 13, 2011, the College entered into an agreement with a private donor to acquire the land and residential building of 3860 Lauzon Road. The property was donated to the College at \$nil consideration and, in accordance with Canadian public sector accounting standards, the College has recorded land at its fair value of \$1,817,000. Fair value was determined based upon an appraisal completed by an independent, certified appraiser. The gift is subject to conditions regarding the usage of the property as a learning environment.

On September 25, 2020, the land and residential building of 3860 Lauzon Road was transferred for \$nil consideration to The Corporation of the City of Windsor. The fair value of the property was determined upon an appraisal completed by an independent, certified appraiser with a value of \$2,500,000. In accordance with Canadian public sector accounting standards, the College has recorded a gain on disposal net of costs of disposal of \$678,730.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

(c) 305 Victoria Avenue:

On February 16, 2012, the College entered into an agreement with the Toronto Dominion Bank to acquire the land and building at 305 Victoria Avenue. Although the agreement provided that nominal consideration of \$2 be exchanged for the land and building acquired, in accordance with Canadian public sector accounting standards, the College has recorded land at an agreed upon amount of \$450,000 to approximate fair value. Fair value was determined based upon an appraisal completed by an independent, certified appraiser. No amount has been attributable to the building acquired.

(d) Wood Lot:

On August 1, 2012 the College entered into an agreement with the City of Windsor to acquire vacant lands adjacent to College property. Although the agreement provided that nominal consideration of \$1 be exchanged for the land acquired, in accordance with Canadian public sector accounting standards, the College has recorded the land at an agreed upon amount of \$140,000 to approximate fair value.

The agreement also contains a restrictive covenant in perpetuity that prohibits the sale or transfer of the land and should the property cease to be used for educational or environment conservation and promotion purposes, it will be reverted to the City of Windsor for consideration of \$1.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

4. Contributed land and building (continued):

(e) Student Life Centre:

On May 1, 2016 the College entered into an agreement with the St. Clair Student Representative Council Incorporated ("SRC") permitting the construction of a Student Life Centre on the College's premises. The construction was primarily funded by the SRC. The agreement provided that the Student Life Centre become absolute property of the College on March 31, 2018. Although the agreement provided that no additional consideration be exchanged for the acquisition, in accordance with Canadian public sector accounting standards, the College has recorded the Student Life Centre at its final construction cost of \$3,366,432 to approximate fair value.

(f) Thames Campus Addition:

On May 1, 2016 the College entered into an agreement with the St. Clair Thames Students Inc. ("TSI") permitting the construction of an addition to the College's premises. The construction was funded by TSI. The agreement provided that the campus addition become absolute property of the College on March 31, 2018. Although the agreement provided that no additional consideration be exchanged for the acquisition, in accordance with Canadian public sector accounting standards, the College has recorded the building expansion at its final construction cost of \$1,689,875 to approximate fair value.

(g) 1919 County Road 27:

On June 1, 2021, the College entered into an agreement with a private donor to acquire the land, residential building and chattels of 1919 County Road 27. The property was donated to the College at \$nil consideration and, in accordance with Canadian public sector accounting standards, the College has recorded land at its fair value of \$452,000, building at its fair value of \$398,000 and chattels at its fair value of \$nil. Fair value was determined based upon an appraisal completed by an independent, certified appraiser.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

5. Construction in progress:

Construction in progress represents costs incurred on certain building and equipment which was not available for use. Once the building and equipment is put in service, the total costs will be reclassified to capital assets and amortization will commence. As at March 31, 2022, construction in progress amounted to \$23,248,025 (2021 - \$7,272,006).

6. Capital assets:

| 2022 | Cost | Accumulated amortization | Net book value |
|------------------------|-----------------------|--------------------------|-----------------------|
| Land | \$ 6,086,284 | \$ - | \$ 6,086,284 |
| Buildings | 246,452,785 | 86,643,907 | 159,808,878 |
| Site improvement | 19,922,364 | 10,246,240 | 9,676,124 |
| Equipment | 91,673,044 | 80,714,399 | 10,958,645 |
| Computer equipment | 2,200,055 | 1,607,605 | 592,450 |
| Leasehold improvements | 6,018,475 | 4,238,987 | 1,779,488 |
| | \$ 372,353,007 | \$ 183,451,138 | \$ 188,901,869 |

| 2021 | Cost | Accumulated amortization | Net book value |
|------------------------|-----------------------|--------------------------|-----------------------|
| Land | \$ 5,634,284 | \$ - | \$ 5,634,284 |
| Buildings | 233,683,557 | 81,227,622 | 152,455,935 |
| Site improvement | 16,195,843 | 9,022,824 | 7,173,019 |
| Equipment | 86,471,013 | 77,460,742 | 9,010,271 |
| Computer equipment | 1,828,580 | 1,029,749 | 798,831 |
| Leasehold improvements | 6,018,475 | 3,289,247 | 2,729,228 |
| | \$ 349,831,752 | \$ 172,030,184 | \$ 177,801,568 |

Amortization expense for the year is \$11,509,287 (2021 - \$10,498,828).

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

7. Deferred revenue:

| | 2022 | 2021 |
|-----------------------|----------------------|----------------------|
| Advanced tuition fees | \$164,407,799 | \$ 99,800,398 |
| Unearned grants | 5,187,337 | 7,529,961 |
| Unearned rent | 261,802 | 125,082 |
| Other | 826,965 | 749,467 |
| | <u>\$170,683,903</u> | <u>\$108,204,908</u> |

8. Long-term debt:

The College has a \$5,000,000 operating line of credit. No amount has been drawn upon this operating line of credit as at March 31, 2022 (2021 - \$nil). The other long-term debt outstanding at year-end consists of:

| | 2022 | 2021 |
|--|---------------------|---------------------|
| 6.63% debt, payable \$128,585 monthly including interest, due March 28, 2028 | \$ 7,621,234 | \$ 8,622,638 |
| 2.147% debt, payable \$200,975 semi-annually including interest, due May 14, 2025 | 1,348,308 | 1,715,388 |
| Three-month Ontario Treasury Bill Rate plus 0.533% compounded quarterly, payable including interest on August 31, 2022 | 12,027,177 | - |
| | <u>20,996,719</u> | <u>10,338,026</u> |
| Current portion of long-term debt | (13,472,031) | (1,368,484) |
| | <u>\$ 7,524,688</u> | <u>\$ 8,969,542</u> |

The loan payable on August 31, 2022 will be converted to a 20-year term loan including additional advances and interest up to August 31, 2022 at an annual rate equal to the Province of Ontario's 20-year amortizing bond plus 0.533%, compounded semi-annually, payable semi-annually including interest, due August 31, 2042.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

8. Long-term debt (continued):

The scheduled principal amounts payable within the next five years and thereafter are as follows:

| | |
|------------|---------------|
| 2023 | \$ 13,472,031 |
| 2024 | 1,526,076 |
| 2025 | 1,612,468 |
| 2026 | 1,503,407 |
| 2027 | 1,393,737 |
| Thereafter | 1,489,000 |
| | \$ 20,996,719 |

Security on the 2.147% long-term debt consists of entitlement to the Minister of Finance to deduct from monies appropriated by the Ontario Legislature for payment to the College, amounts equal to any amounts that the College fails to pay under these long-term debt arrangements.

Security on the 6.63% long-term debt consists of a general assignment of the rents associated with the College's Windsor residence and a continuing interest in any and all monies deposited into an escrow account.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

9. Post-employment benefits and compensated absences liability:

The following tables outline the components of the College's post-employment benefits and compensated absences liabilities and the related expenses.

| 2022 | Post-employment benefits | Non-vesting sick leave | Vesting sick leave | Total liability |
|--|--------------------------|------------------------|--------------------|---------------------|
| Accrued employee future benefits obligations | \$ 835,000 | \$ 3,104,000 | \$ 153,000 | \$ 4,092,000 |
| Value of plan assets | (220,000) | - | - | (220,000) |
| Unamortized actuarial gains (losses) | 140,000 | (463,000) | 83,000 | (240,000) |
| Total liability | \$ 755,000 | \$ 2,641,000 | \$ 236,000 | \$ 3,632,000 |

| 2021 | Post-employment benefits | Non-vesting sick leave | Vesting sick leave | Total liability |
|--|--------------------------|------------------------|--------------------|---------------------|
| Accrued employee future benefits obligations | \$ 875,000 | \$ 3,433,000 | \$ 195,000 | \$ 4,503,000 |
| Value of plan assets | (201,000) | - | - | (201,000) |
| Unamortized actuarial gains (losses) | 147,000 | (847,000) | 85,000 | (615,000) |
| Total liability | \$ 821,000 | \$ 2,586,000 | \$ 280,000 | \$ 3,687,000 |

| 2022 | Post-employment benefits | Non-vesting sick leave | Vesting sick leave | Total expense |
|--|--------------------------|------------------------|--------------------|-------------------|
| Current year benefit cost | \$ (49,000) | \$ 279,000 | \$ 6,000 | \$ 236,000 |
| Interest on accrued benefit obligation | 1,000 | 61,000 | 3,000 | 65,000 |
| Amortized actuarial gains (losses) | (12,000) | 83,000 | (6,000) | 65,000 |
| Total expense | \$ (60,000) | \$ 423,000 | \$ 3,000 | \$ 366,000 |

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

9. Post-employment benefits and compensated absences liability (continued):

| 2021 | Post-employment benefits | Non-vesting sick leave | Vesting sick leave | Total expense |
|--|--------------------------|------------------------|--------------------|-------------------|
| Current year benefit cost | \$ 17,000 | \$ 362,000 | \$ 6,000 | \$ 385,000 |
| Interest on accrued benefit obligation | 1,000 | 56,000 | 4,000 | 61,000 |
| Amortized actuarial losses | (10,000) | 80,000 | (13,000) | 57,000 |
| Total expense | \$ 8,000 | \$ 498,000 | \$ (3,000) | \$ 503,000 |

The above amounts exclude pension contributions to the Colleges of Applied Arts and Technology pension plan, a multi-employer plan, described below.

(a) Retirement benefits:

(i) CAAT Pension Plan:

A majority of the College's employees are members of the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), which is a multi-employer jointly-sponsored defined benefit plan for eligible employees of public colleges and related employers in Ontario. The College makes contributions to the Plan equal to those of employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan. Since the Plan is a multi-employer plan, the College's contributions are accounted for as if the plan were a defined contribution plan with the College's contributions being expensed in the period they come due.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2022, indicated an actuarial surplus of \$4.4 billion. The College made contributions to the Plan and its associated retirement compensation arrangement of \$7,595,169 (2021 - \$7,243,438), which has been included in the statement of operations.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

9. Post-employment benefits and compensated absences liability (continued):

(b) Post-employment benefits:

The College extends post-employment life insurance, health and dental benefits to certain employee groups subsequent to their retirement. The College recognizes these benefits as they are earned during the employees' tenure of service. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The major actuarial assumptions employed for the valuations are as follows:

(i) Discount rate:

The present value as at March 31, 2022 of the future benefits was determined using a discount rate of 2.9% (2021 – 1.7%).

(ii) Medical premium:

Medical premium increases were assumed to increase at 6.29% per annum in 2022 (2021 – 6.42%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2040.

(iii) Dental costs:

Dental costs were assumed to increase at 4% per annum in 2022 (2021 – 4.0%).

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

9. Post-employment benefits and compensated absences liability (continued):

(c) Compensated absences:

(i) Vesting sick leave:

The College has provided for vesting sick leave benefits during the year. Eligible employees, after 10 years of service, are entitled to receive 50% of their accumulated sick leave credit on termination or retirement to a maximum of 6 months' salary. The program to accumulated sick leave credits ceased for employees hired after March 31, 1991. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

(ii) Non-vesting sick leave:

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employees' illness or injury exceeds the current year's allocation of days. Sick days are paid out at the salary in effect at the time of usage. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The assumptions used in the valuations of vesting and non-vesting sick leave are the College's best estimates of expected rates of:

| | 2022 | 2021 |
|-----------------------------|-------|------|
| Wage and salary escalation: | | |
| Academic | 1.0% | 1.0% |
| Support | 1.25% | 2.0% |
| Discount rate | 2.9% | 1.7% |

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 26.2% and 0 to 51 respectively for age groups ranging from 20 and under to 65 and over in bands of 5 years.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

10. Deferred contributions:

Deferred contributions represent unspent externally restricted funding that has been received and relates to a subsequent year. Changes in the contributions deferred to future periods are as follows:

| | 2022 | 2021 |
|--|---------------------|---------------------|
| Balance, beginning of year | \$ 1,968,115 | \$ 704,785 |
| Less bursaries awarded in the year | (554,076) | (533,466) |
| Add: amounts received in the year | 237,959 | 166,407 |
| Add: unrealized gain (loss) on long-term investments | 56,438 | 1,389,761 |
| Add: investment income received in the year | 404,372 | 240,628 |
| Balance, end of year | \$ 2,112,808 | \$ 1,968,115 |

Deferred contributions are comprised of:

| | 2022 | 2021 |
|------------------------------------|---------------------|---------------------|
| Scholarships and bursaries | \$ 1,961,808 | \$ 1,817,115 |
| Joint employment stability reserve | 151,000 | 151,000 |
| | \$ 2,112,808 | \$ 1,968,115 |

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

11. Deferred capital contributions:

Deferred capital contributions represent the unamortized amount and unspent amount of donations and grants received for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the statement of operations. The changes in the deferred capital contributions balances are as follows:

| | 2022 | 2021 |
|--|----------------------|-----------------------|
| Balance, beginning of year | \$120,100,248 | \$ 121,568,707 |
| Less: amortization of deferred capital contributions | (6,046,381) | (5,711,259) |
| Add: contributions received for capital purposes | 4,705,743 | 4,242,800 |
| Balance, end of year | \$118,759,610 | \$ 120,100,248 |

As at March 31, 2022 there were \$nil (2021 - \$1,436,870) of deferred capital contributions received which were not spent.

12. Deferred capital contributions relating to construction in progress:

Deferred capital contributions relating to construction in progress represents the amount of grants and other restricted funding received primarily for construction of building and equipment in progress.

| | 2022 | 2021 |
|--|---------------------|---------------------|
| Balance, beginning of year | \$ 7,196,074 | \$ 5,075,763 |
| Less: amounts transferred to assets in the year | (347,380) | - |
| Add: contributions received for capital purposes | 2,048,556 | 2,120,311 |
| Balance, end of year | \$ 8,897,250 | \$ 7,196,074 |

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

13. Investment in capital assets:

(a) Investment in capital assets represents the following:

| | 2022 | 2021 |
|---|---------------|----------------|
| Capital assets | \$188,901,869 | \$ 177,801,568 |
| Construction in progress | 23,248,025 | 7,272,006 |
| Less amounts financed by: | | |
| Long-term debt (note 8) | (20,996,719) | (10,338,026) |
| Deferred capital contributions (note 11) | (118,759,610) | (120,100,248) |
| Deferred capital contributions – construction (note 12) | (8,897,250) | (7,196,074) |
| Balance, end of year | \$ 63,496,315 | \$ 47,439,226 |

(b) Change in net assets invested in capital assets is calculated as follows:

| | 2022 | 2021 |
|---|----------------|----------------|
| Deficiency of revenues over expenditures: | | |
| Amortization of deferred capital contributions related to capital assets | \$ 6,046,381 | \$ 5,711,259 |
| Amortization of capital assets | (11,509,287) | (10,498,828) |
| (Loss) gain on disposal of assets | (238,371) | 976,042 |
| | \$ (5,701,277) | \$ (3,811,527) |
| Net change in investment in capital assets: | | |
| Purchase and contribution of capital assets and transfers from construction in progress | \$ 38,809,181 | \$ 14,875,489 |
| Disposal of capital assets | (223,574) | (1,818,401) |
| Amounts funded by deferred capital contributions | (4,705,743) | (4,242,800) |
| Amounts funded by deferred capital contributions – CIP | (1,701,176) | (2,120,311) |
| (Loss) proceeds on disposal of capital assets, net of expenses | 238,371 | (976,042) |
| Proceeds on long-term debt | (12,027,177) | - |
| Repayment of long-term debt | 1,368,484 | 1,296,657 |
| | \$ 21,758,366 | \$ 7,014,592 |

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

14. Externally restricted net assets:

Externally restricted net assets include restricted donations received by the College where the endowment principal is required to be maintained intact. The investment income generated from these endowments must be used in accordance with the various purposes established by donors. The College ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided.

Investment income on externally restricted endowments that was disbursed during the year has been recorded in the statement of operations since this income is available for disbursement as scholarships and bursaries and the donors' conditions have been met. The unspent portion of investment income is recorded in deferred contributions. Investment income on endowed assets recognized and deferred was \$359,500 and \$640,763 respectively (2021 - \$345,200 and \$595,891).

Externally restricted endowment funds include grants provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund. Under this program, the government matched funds raised by the College. The purpose of the program is to assist academically qualified individuals who, for financial reasons, would not otherwise be able to attend College. The programs were discontinued in 2012.

15. Internally restricted net assets:

Internally restricted net assets are funds restricted by the College Board of Governors for future expenses. The balance for future expenses relates to the following:

| | Financial Sustainability | Deferred Maintenance | Total |
|----------------------------|-----------------------------|-------------------------|---------------|
| Balance, beginning of year | \$ 61,361,217 | \$ 20,381,586 | \$ 81,742,803 |
| Add: contributions | 6,574,382 | 11,699,537 | 18,273,919 |
| Less: transfer for spend | - | (7,504,575) | (7,504,575) |
| Balance, end of year | \$ 67,935,599 | \$ 24,576,548 | \$ 92,512,147 |

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

16. Commitments:

The College is committed to estimated minimum annual payments under operating lease agreements over the next five years and thereafter as follows:

| | |
|------------|--------------|
| 2023 | \$ 4,430,137 |
| 2024 | 2,828,104 |
| 2025 | 1,170,142 |
| 2026 | 663,232 |
| 2027 | 6,522 |
| Thereafter | 2,174 |

17. Contingent liabilities:

The College has been named as defendant or co-defendant in several actions for damages. The outcome and the amount of the losses, if any, are not determinable at this time and accordingly, no provision for losses has been made in these financial statements. The amount will be accounted for in the period when and if such losses are determined.

18. Risk management:

(a) Credit risk:

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to the risk relating to its cash, debt holdings in its investment portfolio, and accounts receivable. The College holds its cash accounts with federally regulated chartered banks and a provincially regulated credit union which are protected by the Canadian Deposit Insurance Corporation and Deposit Insurance Corporation of Ontario respectively. In the event of default, the College's cash accounts and term deposits are insured up to \$100,000 (2021 - \$100,000). In addition, equity investments are held with an investment firm that is protected by the Canadian Investor Protection Fund ("CIPF"). In the event of CIPF member default, the equity investments are insured up to \$1,000,000 (2021 - \$1,000,000).

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

18. Risk management continued:

(a) Credit risk (continued):

The investment policy set issuer type limits on the bond portfolio and operates in accordance with the Ontario Financial Administration Act by placing composition limit on the bond portfolio. All fixed income portfolios are measured for performance on a monthly basis and monitored by management on a monthly basis. The policy limits the funds to be invested in bonds of a single issuer to a maximum of 10% of the market value of the bond portfolio, except for bonds issued by the Government of Canada and Canadian province.

The maximum exposure to investment credit risk is outline in note 2.

Accounts receivable are primarily due from the Province of Ontario. As a result, the College's exposure to credit risk is limited.

The College measures its exposure to credit risk based on how long the amounts have been outstanding. An impairment allowance is set up based on the College's historical experience regarding collections. The amounts outstanding at year end were as follows:

| | Total | Current | Past due | | | |
|----------------------------|---------------|--------------|----------------|-----------------|-----------------|------------------|
| | | | 1 - 30 days | 31 - 60 days | 61 - 90 days | 91 - 120 days |
| Government receivables | \$ 4,872,190 | \$ 4,872,190 | \$ - | \$ - | \$ - | \$ - |
| Student receivables | 3,988,992 | 5,210 | 1,936 | 982 | 1,039 | 3,979,825 |
| Other receivables | 3,802,051 | 3,364,876 | 30,183 | 155,281 | 29,738 | 221,973 |
| Gross receivables | 12,663,233 | 8,242,276 | 32,119 | 156,263 | 30,777 | 4,201,798 |
| Less: impairment allowance | (1,108,687) | - | - | - | - | (1,108,687) |
| Net receivables | \$ 11,554,546 | \$ 8,242,276 | \$ 32,119 | \$ 156,263 | \$ 30,777 | \$3,093,111 |

The amount of other receivables aged greater than 90 days relates to banquet and general receivables for College services and accrued interest from the Foundation's investment portfolio and scholarship donations. Student receivables not impaired are collectible based on the College's assessment and past experience regarding collection rates.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

18. Risk management (continued):

(b) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk and equity risk.

The investment policy operates within the constraints of the Foundation Investment Committee, management and an investment manager. Diversification techniques are utilized to minimize risk. The Policy limits the investment in any single issuer to a maximum of 10% of market value of the bond or equity portfolio. An exception exists for bonds issued by the Government of Canada and Canadian province.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

(c) Currency risk:

Currency risk relates to the College operating in different currencies and converting non-Canadian earnings at different points in time at different foreign levels when adverse changes in foreign currency rates occur. The College is exposed to this risk through its equity holdings within its investment portfolio.

The investment policy limits the range of exposure to non-Canadian currencies to 10% to 20% of the total investment portfolio.

At March 31, 2022, a 1% fluctuation in foreign exchange rates, with all other variables held constant, would have an estimated impact on the fair values of the College's non-Canadian equity holdings of \$15,052 (2021 - \$15,342).

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

18. Risk management (continued):

(d) Interest rate risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The College is exposed to this risk through its interest bearing investments and bank loans.

The College mitigates interest rate risk on its bank loans through fixed rates (see note 8). Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the bank loans.

The College's bond portfolio has interest rates ranging from 1.4% to 9% (2021 – 0.5% to 9%) with maturities ranging from June 2, 2022 to May 18, 2077 (2021 – May 10, 2021 to May 18, 2077).

At March 31, 2022, a 1% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of bonds of \$268,456 loss and \$268,456 gain respectively (2021 - \$254,852 loss and \$254,852 gain). The College's bank loans as described in note 8 would not be impacted as the rate of the loans is fixed.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

(e) Equity risk:

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2022, a 10% movement in the stock markets with all other variables held constant would have an estimated effect on the fair values of the College's equities of \$468,767 (2021 - \$419,744).

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

18. Risk management (continued):

(f) Liquidity risk:

Liquidity risk is the risk that the College will not be able to meet all cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near-term if unexpected cash outflows arise. The following table sets out the contractual maturities (representing undiscounted contractual cash-flows of financial liabilities):

| 2022 | Within 6 months | 6 months to 1 year | 1 – 5 years | > 5 years |
|------------------|--------------------|-----------------------|--------------|-----------|
| Accounts payable | \$ 53,678,983 | \$ - | \$ - | \$ - |
| Long-term debt | 12,739,761 | 732,270 | 7,524,688 | - |
| | \$ 66,418,744 | \$ 732,270 | \$ 7,524,688 | \$ - |

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

19. Related parties:

St. Clair College Foundation:

The St. Clair College Foundation (the “Foundation”) was established to raise funds for the use of the College. The Foundation is a registered charity and is classified as a public Foundation under the Income Tax Act and, as such, is exempt from tax. Resources of the Foundation are for the benefit of the College and are to be used for purposes agreed upon by the College and the Foundation. During the year, an amount of \$194,576 (2021 - \$188,266), including \$nil of in-kind donations (2021 - \$nil) was received from the Foundation.

The College administers the receipt and disbursement of funds on behalf of the St. Clair College Foundation at no charge.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2022

19. Related parties (continued):

St. Clair College Alumni:

The St. Clair College Alumni (the "Alumni") was established to promote and foster positive St. Clair alumni connections and fellowships within the St. Clair College community and the community at large. During the year, an amount of \$208,495 (2021 - \$205,515), was provided to the College to invest in a GIC. The College holds the investment in trust and accrues interest to the Alumni. The investment is included in the College's temporary investments.

20. Public college private partnership:

In 2014, the College began a public college-private partnership with a private career college for some post-secondary program delivery to international students. The College assesses and collects the gross student tuition and fees from the students and remits the applicable funds to the private partner. In return, the College receives a fee-for-service payment from the private partner.

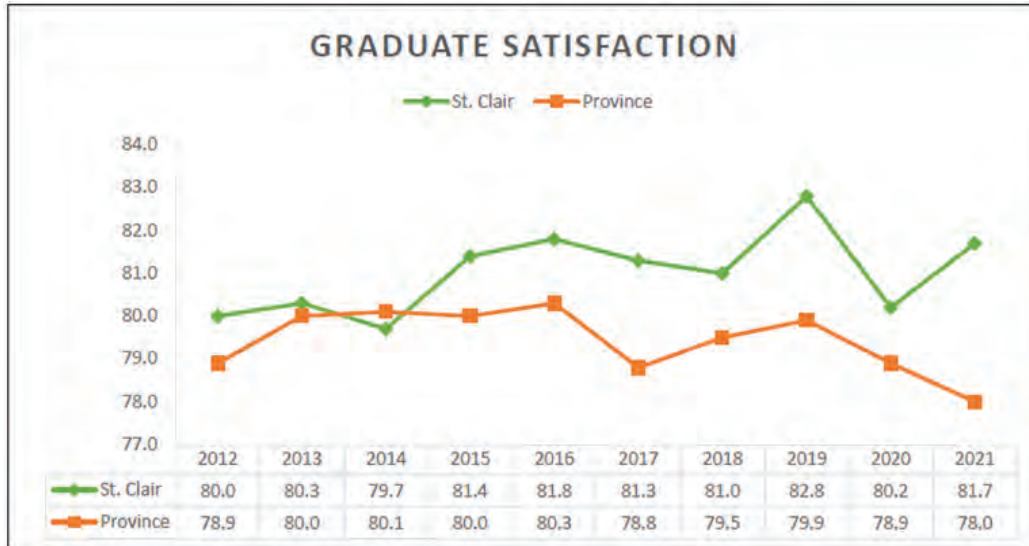
21. Comparative figures:

Certain prior year figures have been reclassified to conform with the current year's presentation. There was no impact to the College's excess of revenue over expenditures in the prior year.

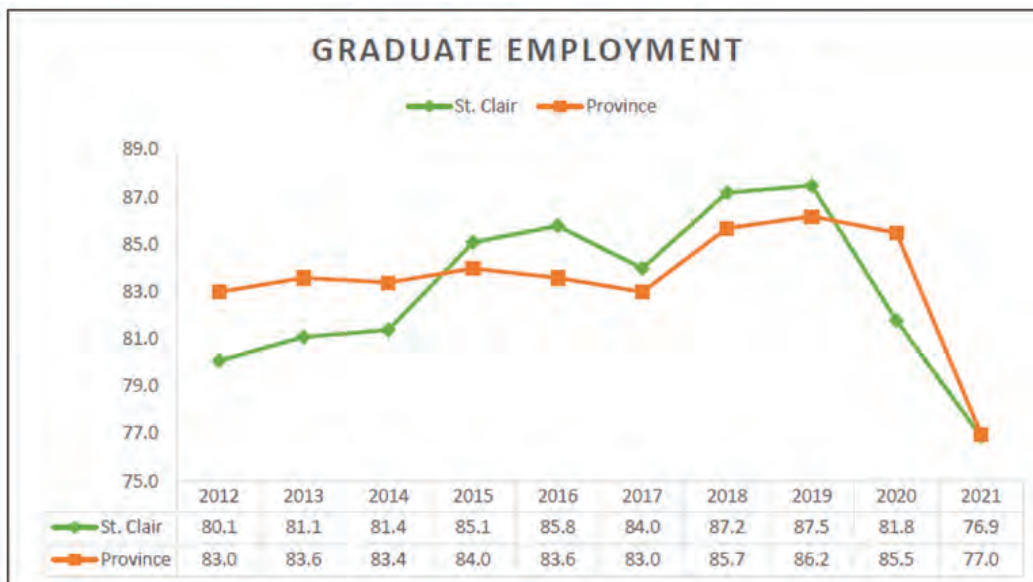
B

APPENDIX B (2020-2021 KPI Results)

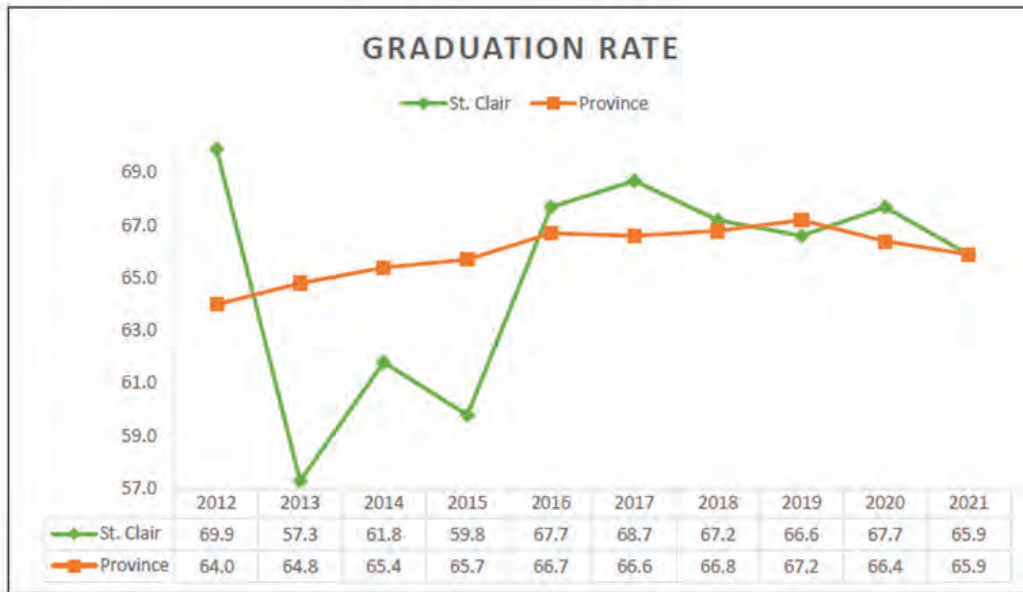
The data references the graduating cohort from Spring 2019 through to Winter 2020. This cohort would have been seeking employment during the first year of COVID-19 restrictions.



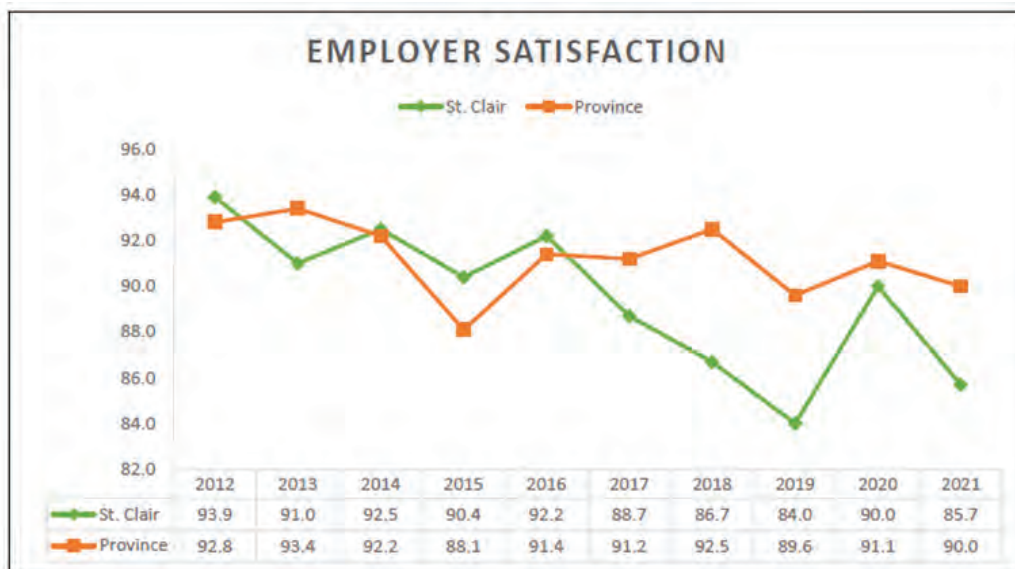
QUESTION: *How would you rate your satisfaction with the usefulness of your college education in achieving your goals after graduation?*



CALCULATION: *The percentage of graduates in the labour force who are working full-time.*



CALCULATION: *The percentage of entrants to a program that graduated within a standardized timeframe.*



QUESTION: *How would you rate your satisfaction with this employee's overall college preparation for the type of work he/she was doing? The sample size for this question included only 14 employers of St. Clair College graduates.*

Summary of Advertising & Marketing Complaints

For the period April 1, 2021 – March 31, 2022, as specified in the Minister's Binding Policy Directive on the Framework for Programs of Instruction which sets out college program advertising and marketing guidelines, St. Clair College has received no complaints from its students regarding advertising and marketing of College programs.

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

INSTITUTES OF TECHNOLOGY AND ADVANCE LEARNING (ITAL) REPORT

This appendix is not required for St. Clair College.

Board Members**Appointment Date**

Patti France, President

Egidio Sovran, Chair

September 2019–August 2022

Jean Piccinato
Vice Chair

September 2021–August 2024

Al Provost

September 2022–August 2025

Al Teshuba

March 2021–August 2023

Navjeet Singh
Internal Student Representative

September 2021–August 2022

Gary Rossi

September 2020–August 2023

Charlie Hotham

December 2021–August 2024

John Parent

September 2022–August 2025

Kevin Beaudoin

September 2020–August 2023

Melanie DeSchutter
Internal Administration Representative

September 2019–August 2022

Michelle Watters

September 2019–August 2022

Renu Khosla

September 2020–August 2023

Robert Renaud

September 2020–August 2023

Teresa Bendo

September 2019–August 2022

Warren Beck
Internal Faculty Representative

September 2019–August 2022

Tammy Wonsch
Internal Support Staff Representative

September 2021–April 2022



To: Patricia France, President

From: Melanie DeSchutter

Date: May 24, 2022

Re: Annual Review

The College Advisory Council (CAC) convened on June 25, 2021, and November 30, 2021, during the 2021-2022 Academic year, under the leadership of Ms. Melanie DeSchutter as Chair, CAC.

In our discussions this year, the CAC Terms of Reference were reviewed and updated. The Council reviewed policy amendments allowing for community feedback from all constituents, inclusive of student governments at both campuses.

In June 2021, the CAC received updates regarding the recent Quality Audit, changes being made to automate the transfer credit process, results of the KPI and SES surveys, and program offerings for Fall 2021.

During the November 2021 meeting, the CAC heard updates from the Centre for Academic Excellence regarding academic integrity and changes to the Code of Student Rights and Responsibilities. The CAC provided feedback to the Blackboard Committee regarding some issues students were experiencing. The CAC also heard updates regarding new and ongoing Research and Development, and new Thrives modules and training available to students. Student Retention & Academic Advising presented an update and statistics on the new Student Readmission process. Feedback and experiences were shared by both faculty and students.

The CAC will reconvene in the Spring 2022 semester.

Regards,

A handwritten signature in black ink, appearing to read 'Melanie DeSchutter', written over a horizontal line.

Melanie DeSchutter
Associate Registrar

ST. CLAIR
COLLEGE

WINDSOR & CHATHAM

STCLAIRCOLLEGE.CA





ST. CLAIR

COLLEGE

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 28, 2022

**RE: REQUEST FOR NEW PROGRAM: COMPUTER PROGRAMMING,
ONTARIO COLLEGE DIPLOMA**

**SECTOR: ACADEMIC
WASEEM HABASH, SENIOR VICE PRESIDENT, ACADEMIC AND
COLLEGE OPERATIONS**

AIM:

To request approval to deliver a two-year Ontario College Diploma in Computer Programming, commencing in Fall 2023.

BACKGROUND:

St. Clair College has over 1,200 students in the Zekelman School of Information Technology. The Zekelman School of Information Technology offers prospective students the following programs:

Ontario College Diploma

- Computer Systems Technician – Networking.
- Web Development and Internet Applications.

Ontario Advanced Diploma:

- Computer Systems Technology – Networking.
- Mobile Applications Development.

Ontario Graduate Certificates

- Data Analytics for Business.
- Cybersecurity.

Ontario Four-Year Degree:

- Honours Bachelor of Business Administration (Information Communication Technology).

Demand for computer programmers and technicians is at an all-time high and it is forecasted to increase over the next five to ten years. In April 2022, St. Clair College strategically created the Zekelman School of Information Technology to focus on the growth of this sector.

Computer programmers are an integral part of many industries. From medicine, automotive and education, to entertainment, business and IT. Computer programmers support the technology that industries use by developing new applications to support the business operations or modify and support existing technology solutions. Students in the program will learn the core fundamental programming skills that will allow them to enter the workforce directly upon graduation or to remain at the College for additional postsecondary credentials such as degree completion. Students in the program focus on three main development streams – desktop application development, native mobile application development and web development. By focusing on these three streams, students will have a solid foundation to adapt to most industries that require their services.

Offering a two-year diploma in computer programming has several benefits. It will provide students who are looking for a shorter two-year program to develop fundamental programming skills, while also providing the flexibility to continuing their education at St. Clair College. Successful graduates of the two-year diploma will have the opportunity for the following pathways:

- Continue onto the Mobile Application Development program. This would allow students to successfully complete an Advanced Diploma and expose them to additional programming pathways such as Gaming and advanced Cross-Platform Mobile Development.
- Pursue future post-graduate certificates. Students who continue their education after completion of the two-year diploma will have the opportunity to enhance their skill sets to better prepare them for employment.

By offering a two-year diploma that could lead to a three-year advanced diploma and/or a degree, the College will now appeal to students looking to enter the computer programming/application development field at every level.

PROGRAM DESCRIPTION:

This program is designed to appeal to prospective students interested in becoming computer application developers. Students will gain fundamental programming knowledge with a focus in the three development streams – desktop application development, native mobile application development for Android and iOS devices, and front-end and back-end web development. Students will also gain knowledge in database fundamentals, object-oriented analysis design and user interface design. Graduates of this program may find entry level positions in industries that write, modify, and integrate software - both web and native - for mobile application devices, internet-

based applications, and in other information technology and systems roles. Employment opportunities may be found in computer software and mobile applications development firms, information technology consulting firms, business environments, corporate training development organizations, and information technology units throughout the private and public sectors. This program will be an update to a computer programming course (T856) that was previously offered at St. Clair College.

ADMISSION REQUIREMENTS:

Ontario Secondary School Diploma or equivalent; or mature student status

The majority of courses at the College (C), University (U), University/College (M) or Open (O) level.

MEETS ST. CLAIR COLLEGE'S STRATEGIC DIRECTIONS:

This program concept is consistent with the following College Strategic Directions:

- (1) Increase enrolment – by growing the international and domestic enrolment.
- (2) Academic – by increasing the number of academic pathways for students (college to college, college to university).
- (3) Support and increase Student Success through experiential learning and graduate earnings.

MEETS ST. CLAIR COLLEGE'S STRATEGIC MANDATE AGREEMENT:

Computer Programming programs fall under the MTCU 50503 code. This falls outside of the program area of institutional strength but provides increase in the areas of Graduation Rate, Community/Local Impact, Economic Impact, Graduate Earnings and Experiential Learning.

LABOUR MARKET RESEARCH:

Computer programmers are utilized in a wide variety of sectors including computer system design and development, finance and insurance companies, software developers and publishers and public administration. Computer developers can also be employed in the various manufacturing sectors as well as education services. It is expected that the employment outlook will be good for computer programmers as there is an expected shortage of skilled workers over the period of 2019-2028.

STUDENT DEMAND RESEARCH:

There are currently two colleges in our catchment area – Lambton College and Niagara College that offer a similar program. A review of the 2017-2021 applications for all colleges offering a similar program indicates a stable demand from domestic and international students.

ENROLMENT PROJECTIONS:

The following table identifies the eight (8) year intake projections for domestic and international students:

| Intake | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 |
|----------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Domestic | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 20 |
| International | 105 | 105 | 105 | 105 | 105 | 105 | 105 | 105 |
| Total: | 125 | 125 | 125 | 125 | 125 | 125 | 125 | 125 |

FINANCIAL IMPACT:

A pro-forma budget was created to show the cost/revenue for the two-year program. Please see attached budget. The eight-year net present value for the program shows a net gain of \$1,832,372.

Beginning in 2020-21, the core operating grant will be determined based on an Enrollment + Performance model (SMA3). Under this model, a college's enrollment grant remains static as long as the college's weighted funding units (WFU) enrollment remains within the +3%/-7% range from the midpoint and a college's performance grant remain static as long as performance targets are achieved. This proposed program is expected to impact the performance-based portion of the grant.

ADHOC PROGRAM ADVISORY COMMITTEE RECOMMENDATION:

The ADHOC Pre-Program Advisory Committee assembled from the appropriate industry stakeholders that would employ graduates of the proposed program APPROVED the proposal for a two-year Computer Programming Ontario College Diploma, commencing Fall 2023. Inclusive in this package is the ADHOC Program Advisory Committee Minutes, inclusive of the motion and approval.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board approves the request for a two-year Ontario College Diploma in Computer Programming, commencing in Fall 2023.

Appendix A

Program Budget Summary

Name of program: Computer Programming
Academic School: Information Technology

| Enrolment: | FY 2023-2024 | FY 2024-2025 | FY 2025-2026 | FY 2026-2027 | FY 2027-2028 | FY 2028-2029 | FY 2029-2030 | FY 2030-2031 |
|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Domestic | 37 | 67 | 67 | 67 | 67 | 67 | 67 | 67 |
| International | 126 | 354 | 354 | 354 | 354 | 354 | 354 | 354 |
| Total | 163 | 421 | 421 | 421 | 421 | 421 | 421 | 421 |

| Revenues: | | | | | | | | |
|------------------------|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Domestic Tuition | \$50,357 | \$88,967 | \$88,967 | \$88,967 | \$88,967 | \$88,967 | \$88,967 | \$88,967 |
| International Tuition | \$859,320 | \$2,319,400 | \$2,319,400 | \$2,319,400 | \$2,319,400 | \$2,319,400 | \$2,319,400 | \$2,319,400 |
| ISR | (\$47,250) | (\$132,750) | (\$132,750) | (\$132,750) | (\$132,750) | (\$132,750) | (\$132,750) | (\$132,750) |
| Enrolment Grant (EG) | \$0 | \$0 | \$8,813 | \$24,716 | \$40,586 | \$47,669 | \$47,669 | \$47,669 |
| Performance Grant (PG) | \$0 | \$149,745 | \$149,410 | \$149,410 | \$149,410 | \$149,410 | \$149,410 | \$149,410 |
| Total Revenue | \$862,427 | \$2,425,362 | \$2,433,840 | \$2,449,743 | \$2,465,613 | \$2,472,696 | \$2,472,696 | \$2,472,696 |

| Expenditures: | | | | | | | | |
|---|------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| FT Faculty Costs | \$336,707 | \$422,435 | \$443,325 | \$447,837 | \$452,395 | \$457,001 | \$461,655 | \$466,356 |
| PT Faculty Costs | \$31,685 | \$226,511 | \$231,041 | \$235,662 | \$240,375 | \$245,182 | \$250,086 | \$255,088 |
| FT Support Costs | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| PT Support Costs | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Instructional Supplies | \$1,000 | \$1,000 | \$1,000 | \$1,000 | \$1,000 | \$1,000 | \$1,000 | \$1,000 |
| Equipment Costs | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Renovation Costs | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Accreditation Costs | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Professional Development & Curriculum Costs | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 |
| Recruitment Commission (20%) | \$171,864 | \$463,880 | \$463,880 | \$463,880 | \$463,880 | \$463,880 | \$463,880 | \$463,880 |
| School Overhead | \$7,109 | \$18,894 | \$18,987 | \$19,133 | \$19,278 | \$19,360 | \$19,391 | \$19,422 |
| Total Expenditures | \$553,365 | \$1,137,719 | \$1,163,233 | \$1,172,511 | \$1,181,928 | \$1,191,423 | \$1,201,012 | \$1,210,746 |

Contribution Margin (40%) \$344,971 \$970,145 \$973,536 \$979,897 \$986,245 \$989,078 \$989,078 \$989,078

Expenditures & Contribution Margin \$898,336 \$2,107,864 \$2,136,769 \$2,152,408 \$2,168,173 \$2,180,502 \$2,190,090 \$2,199,824

Program Level Net Difference (\$35,909) \$317,498 \$297,071 \$297,335 \$297,440 \$292,194 \$282,606 \$272,872

Program Level Net Present Value \$1,832,372

| | | | | | | | | |
|-------------------------------------|-------------------|------------------|------------------|------------------|-----------------|-----------------|-----------------|-----------------|
| EG Recovery from Other Programs | \$0 | (\$149,745) | (\$158,223) | (\$174,126) | (\$189,996) | (\$197,079) | (\$197,079) | (\$197,079) |
| PG Metric Recovery | \$0 | (\$11,298) | (\$11,298) | (\$11,298) | (\$11,298) | (\$11,298) | (\$11,298) | (\$11,298) |
| College Level Net Difference | (\$35,909) | \$156,455 | \$127,550 | \$111,911 | \$96,146 | \$83,817 | \$74,229 | \$64,495 |

College Level Net Present Value \$619,933

Approved Year 1 Tuition Domestic \$2,722 International \$13,640

Notes:

- Fall: 20 domestic, 25 international. Winter: 80 international. Winter intake merges with Fall intake in AAL3.
- Requested enrolment plan is not aligned with institutional diversification targets as it results in a 25% domestic / 75% international split.
- Full-time faculty costs represents reallocation of 3 FTE faculty from B949/950/990 who will be backfilled only with part-time replacements.
- Tuition based on Web Development 21/22 with no increase
- Proposed program is anticipated to cause capacity issues in general purpose computer labs. Enrolment planning and utilization analysis will need to be performed on B949/950/990 delivery to secure sufficient space to run the program without incurring construction or renovation costs.
- Program will have a negative impact on Institutional Strength portion of Performance Grant.
- The program's forecasted contribution margin over 8 years is 51%, 8 percentage point above the 40% benchmark.
- Under the corridor funding model, the combination of Enrolment and Performance Grants for the College are static. New programs do not bring net new grant funding. As a result, the grant funding noted in this program budget represents a reallocation from existing programs.



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: JUNE 28, 2022

**RE: REQUEST FOR NEW PROGRAM
ELECTRIC VEHICLE TECHNICIAN**

**SECTOR: ACADEMIC
WASEEM HABASH, SENIOR VICE PRESIDENT, ACADEMIC AND
COLLEGE OPERATIONS**

AIM:

To request approval to deliver a two-year Ontario College Diploma in Electric Vehicle Technician, commencing in Fall 2023. This two-year diploma will also have an exit point after Year 1, where students will earn an Ontario College Certificate in Electric Vehicle Fundamentals.

BACKGROUND:

Electromobility now represents one of the most innovative and trailblazing areas of automotive technology. There is a notable shift from the internal combustion engine (ICE) to electric vehicles (EV). All vehicle manufacturers have committed to an electric vehicle platform, with some phasing out of fossil fuel burning vehicles completely. For example, Ford Motor Co. has revealed its commitment to electrification through the evolution of their Ford truck (F-150) platform, which has been the #1 selling truck for over 4 decades and has introduced an electric version which will have improved performance characteristics (i.e., power-to-weight ratio).

This shift towards electric vehicles has created a need to develop a graduate who is versed in digital electronics, network topology and module programming. As a result, students in this program will acquire new industry skill sets as they apply to service, repair and fault recognition problem solving.

PROGRAM DESCRIPTION:

This diploma program will prepare a student for a career as an Electric Vehicle (EV) Technician within the maintenance, service and repair of EV (Electric Vehicle) - PHEV (Plug-in Hybrid Electric Vehicles) - HEV (Hybrid Electric Vehicles).

The first year of this program will introduce students to the aspects of EV theory and practical fundamentals. Upon completion of the first year, students will obtain a certificate in Electric Vehicle Fundamentals and may choose to seek employment in industry as a service maintenance assistant or enter into an apprenticeship program. The student will also have the opportunity to continue into the second year and obtain the Electric Vehicle Technician diploma. In the second year, the student's theoretical knowledge and practical skills will be enhanced with focus on topics such as: EV powertrain, energy storage systems, electric machines, power electronic modules, thermal management systems, power and digital electronics, electric vehicle sensors/actuators including control systems, electric vehicle LV (low voltage) – HV (high voltage) charging, and electric vehicle computer network communication. This understanding will enable the student to apply problem solving strategies associated with software, firmware and hardware used in automotive electric vehicle architecture.

Students will also be engaged in project-based learning and extensive hands-on experience and interpersonal skills' development through practical learning experiences in conjunction with local community partners. Students will also be engaged in a work placement component in the third semester of the program, and which the College has secured placement commitment letters from local employers for 50 students.

ADMISSION REQUIREMENTS:

Ontario Secondary School Diploma or equivalent; or mature student status.

The majority of courses at the College (C), University (U), University/College (M) or Open (O) level, plus:

- Grade 11 Math (C) or (U).

MEETS ST. CLAIR COLLEGE'S STRATEGIC DIRECTIONS:

This program concept is consistent with the following College Strategic Directions:

- (1) Increase enrolment – by growing the international and domestic enrolment;
- (2) Academic – by formalizing and documenting the types of Experiential Learning within all academic programs;
- (3) Community engagement – by strengthening the connection between the College and the community to reinforce the College brand and image through volunteerism and/or Experiential Learning.

MEETS ST. CLAIR COLLEGE'S STRATEGIC MANDATE AGREEMENT:

Electric Vehicle Technician programs fall under the MTCU 56405 code. This falls outside of the program area of institutional strength but provides support in the areas of Graduation Rate, Community/Local Impact, Economic Impact, Graduate Earnings, maintaining domestic enrolment and Experiential Learning.

LABOUR MARKET RESEARCH:

The automotive sector is moving towards a new generation of automotive design and manufacturing, driven forward by rapid technological change, government policies and consumer preferences. Connected, autonomous, shared, and electric vehicles will include cars, trucks, and commercial fleets that are equipped with hardware and software, giving them smart mobility features. Support for this evolution is evident through several leading industry associations, and provincial and federal policies and initiatives. This transition will result in a demand for technical skill sets associated with these new technologies.

Overall demand for automobility related roles has increased significantly in Ontario from 303 job postings in 2019 to 2,395 in 2021. Employers are expecting employees to have new skill sets related to the autonomous and electric vehicles. Graduates from the Electric Vehicle Technician program can expect to find employment opportunities in both the direct manufacturing sector, as well as the sales and service sectors associated with automobility.

In addition to the above, St. Clair College wishes to support the regional efforts. Windsor-Essex continues to position itself as a leader in the Electric Vehicle space with the recent announcement of the Stellantis/LG Energy Solutions joint venture (the planned \$4.9 billion Electric Vehicle battery plant).

EMPLOYMENT PROSPECTS:

Some examples of employment opportunities for graduates from the two-year program will be in the areas of connected vehicles, the autonomous vehicle, cybersecurity, and electrified powertrains. Positions could be focused on: Service/Repair and testing EV systems and subsystems, local charging systems infrastructure implementation/repair, ICE to EV conversions, maintenance and repair of EV systems. Some examples of employers are PEM Motion, RIMAC, Etractive, Potential Motors, MTB Transit and major OEMs (Ford/GM/Stellantis/Honda/Toyota).

STUDENT DEMAND RESEARCH:

There are currently no institutions in our region with programs with an emphasis on electric vehicles.

ENROLMENT PROJECTIONS:

The following table identifies the eight (8) year enrolment projections for domestic and international students:

| Enrolment | 2023-2024 | 2024-2025 | 2025-2026 | 2026-2027 | 2027-2028 | 2028-2029 | 2029-2030 | 2030-2031 |
|----------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Domestic | 40 | 40 | 40 | 40 | 40 | 40 | 40 | 40 |
| International | 22 | 22 | 22 | 22 | 22 | 22 | 22 | 22 |
| Total: | 62 | 62 | 62 | 62 | 62 | 62 | 62 | 62 |

FINANCIAL IMPACT:

A pro-forma budget was created to show the cost/revenue for the two-year Electric Vehicle Technician program. Please see attached budget. The eight-year net present value for the program shows a net loss of \$1,705,310, primarily based on the required initial capital investment.

Beginning in 2020-21, the core operating grant will be determined based on an Enrolment + Performance model (SMA3). Under this model, a college's enrolment grant remains static as long as the college's weighted funding units (WFU) enrolment remains within the +3%/-7% range from the midpoint and a college's performance grant remains static as long as performance targets are achieved. This proposed program is expected to impact the performance-based portion of the grant.

ADHOC PROGRAM ADVISORY COMMITTEE RECOMMENDATION:

The ADHOC Pre-Program Advisory Committee assembled from the appropriate industry stakeholders that would employ graduates of the proposed program APPROVED the proposal for a two-year Electric Vehicle Technician Ontario College Diploma, commencing Fall 2023. Inclusive in this package is the ADHOC Program Advisory Committee Minutes, inclusive of the motion and approval.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board approves the request for a two-year Ontario College Diploma in Electric Vehicle Technician, and a one-year exit point Ontario College Certificate in Electric Vehicle Fundamentals, commencing in Fall 2023.

Appendix A

Program Budget Summary

Name of program: Motive Power Technican - Electric Vehicles
Academic School: SKilled Trades

| Enrolment: | FY 2023-2024 | FY 2024-2025 | FY 2025-2026 | FY 2026-2027 | FY 2027-2028 | FY 2028-2029 | FY 2029-2030 | FY 2030-2031 |
|---------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Domestic | 74 | 136 | 136 | 136 | 136 | 136 | 136 | 136 |
| International | 41 | 75 | 75 | 75 | 75 | 75 | 75 | 75 |
| Total | 115 | 211 | 211 | 211 | 211 | 211 | 211 | 211 |

| Revenues: | | | | | | | | |
|------------------------|------------------|------------------|------------------|------------------|--------------------|--------------------|--------------------|--------------------|
| Domestic Tuition | \$100,714 | \$180,508 | \$180,508 | \$180,508 | \$180,508 | \$180,508 | \$180,508 | \$180,508 |
| International Tuition | \$279,620 | \$491,338 | \$491,338 | \$491,338 | \$491,338 | \$491,338 | \$491,338 | \$491,338 |
| ISR | (\$15,375) | (\$28,125) | (\$28,125) | (\$28,125) | (\$28,125) | (\$28,125) | (\$28,125) | (\$28,125) |
| Enrolment Grant (EG) | \$0 | \$0 | \$28,301 | \$79,971 | \$131,182 | \$154,453 | \$154,453 | \$154,453 |
| Performance Grant (PG) | \$0 | \$255,272 | \$254,320 | \$254,320 | \$254,320 | \$254,320 | \$254,320 | \$254,320 |
| Total Revenue | \$364,959 | \$898,993 | \$926,342 | \$978,012 | \$1,029,223 | \$1,052,494 | \$1,052,494 | \$1,052,494 |

| Expenditures: | | | | | | | | |
|---|--------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| FT Faculty Costs | \$101,597 | \$126,197 | \$132,276 | \$138,653 | \$145,345 | \$152,367 | \$153,974 | \$155,599 |
| PT Faculty Costs | \$107,453 | \$168,618 | \$171,991 | \$175,430 | \$178,939 | \$182,518 | \$186,168 | \$189,892 |
| FT Support Costs | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| PT Support Costs | \$33,075 | \$51,944 | \$52,982 | \$54,042 | \$55,123 | \$56,225 | \$57,350 | \$58,497 |
| Instructional Supplies | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 | \$25,000 |
| Equipment Costs | \$1,270,500 | \$385,100 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 |
| Renovation Costs | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Accreditaton Costs | \$30,000 | \$0 | \$0 | \$0 | \$20,000 | \$0 | \$0 | \$0 |
| Professional Development & Curriculum Costs | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Recruitment Commission (20%) | \$55,924 | \$98,268 | \$98,268 | \$98,268 | \$98,268 | \$98,268 | \$98,268 | \$98,268 |
| School Overhead | \$16,741 | \$39,064 | \$40,216 | \$42,324 | \$44,409 | \$45,402 | \$45,488 | \$45,573 |
| Total Expenditures | \$1,640,290 | \$894,191 | \$570,732 | \$583,717 | \$617,084 | \$609,780 | \$616,248 | \$622,828 |

Contribution Margin (40%) \$145,984 \$359,597 \$370,537 \$391,205 \$411,689 \$420,998 \$420,998 \$420,998

Expenditures & Contribution Margin \$1,786,273 \$1,253,788 \$941,269 \$974,922 \$1,028,773 \$1,030,777 \$1,037,245 \$1,043,826

Program Level Net Difference (\$1,421,314) (\$354,795) (\$14,927) \$3,090 \$450 \$21,717 \$15,249 \$8,668

Program Level Net Present Value (\$1,705,310)

EG Recovery from Other Programs \$0 (\$255,272) (\$282,621) (\$334,291) (\$385,502) (\$408,773) (\$408,773) (\$408,773)

PG Metric Recovery \$0 (\$18,104) (\$18,104) (\$18,104) (\$18,104) (\$18,104) (\$18,104) (\$18,104)

College Level Net Difference (\$1,421,314) (\$628,170) (\$315,652) (\$349,305) (\$403,156) (\$405,160) (\$411,628) (\$418,208)

College Level Net Present Value (\$4,057,577)

Approved Year 1 Tuition Domestic \$2,722 International \$13,640

Notes:

- 22 international and 40 domestic students each Fall.
- Full-time faculty costs represents temporary reallocation of existing faculty in Year 1 and net new (unbudgeted) for Year 2 and beyond
- Tuition based on Motive Power 20/21 with no increase
- Program will have a negative impact on Institutional Strength portion of Performance Grant.
- Equipment costs include computers, machinery, and equipment needed to outfit dedicated lab space for program and are prorated by enrolment
- Renovation costs include reconfiguration of electrical outlets in dedicated lab space and are prorated by enrolment
- The program's forecasted contribution margin over 8 years is 14%, 26 percentage point below the 40% benchmark. As a result, other programs/operations of the College will potentially need to cover the program's forecasted shortfalls relative to it contribution to overhead target.
- Under the corridor funding model, the combination of Enrolment and Performance Grants for the College are static. New programs do not bring net new grant funding. As a result, the grant funding noted in this program budget represents a reallocation from existing programs.



**BOARD OF GOVERNORS
BY-LAWS**

| | | |
|-------------------------------|----------------------------------|---|
| Policy Title: | Board Officers | Area of Responsibility: Board of Governors |
| Policy Section: | Board of Governors By-law | By-law No: 9 |
| Effective Date: | May 22, 2018 | Page: 1 of 1 |
| Supersedes: | September 25, 2012 | Last Review Date: May 22, 2018 |
| Mandatory Review Date: | | |

Board Officers

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

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

**BOARD OF GOVERNORS
BY-LAWS**

| | | |
|-------------------------------|---|---|
| Policy Title: | Election of Chair and Vice Chair | Area of Responsibility: Board of Governors |
| Policy Section: | Board of Governors By-law | By-law No: 10 |
| Effective Date: | May 22, 2018 | Page: 1 of 1 |
| Supersedes: | January 29, 2013 | Last Review Date: May 22, 2018 |
| Mandatory Review Date: | | |

Election of Chair and Vice Chair

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

**BOARD OF GOVERNORS
BY-LAWS**

| | | |
|-------------------------------|----------------------------------|---|
| Policy Title: | Duties of the Chair | Area of Responsibility: Board of Governors |
| Policy Section: | Board of Governors By-law | By-law No: 11 |
| Effective Date: | November 24, 1998 | Page: 1 of 1 |
| Supersedes: | N/A | Last Review Date: April 30, 2013 |
| Mandatory Review Date: | | |

Duties of the Chair

The Chair shall:

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



BOARD OF GOVERNORS BY-LAWS

| | | |
|-------------------------------|----------------------------------|---|
| Policy Title: | Duties of the Vice Chair | Area of Responsibility: Board of Governors |
| Policy Section: | Board of Governors By-law | By-law No: 12 |
| Effective Date: | May 28, 2013 | Page: 1 of 1 |
| Supersedes: | November 24, 1998 | Last Review Date: May 28, 2013 |
| Mandatory Review Date: | | |

Duties of the Vice Chair

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



**POLICY AND
PROCEDURE MANUAL**

| | | |
|-------------------------------|------------------------------|---|
| Policy Title: | Fiscal Condition | Area of Responsibility: Board of Governors |
| Policy Section: | Executive Limitations | Policy No: 2003-19 |
| Effective Date: | May 26, 2009 | Page: 1 of 1 |
| Supersedes: | May 31, 2003 | Last Review Date: February 23, 2021 |
| Mandatory Review Date: | February 24, 2026 | |

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

Accordingly, the President shall not:

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

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



**POLICY AND
PROCEDURE MANUAL**

| | | |
|-------------------------------|---------------------------|---|
| Policy Title: | Past Chair's Role | Area of Responsibility: Board of Governors |
| Policy Section: | Governance Process | Policy No: 2003-2.1 |
| Effective Date: | June 28, 2022 | Page: 1 of 1 |
| Supersedes: | NEW | Last Review Date: N/A |
| Mandatory Review Date: | June 28, 2027 | |

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

It is required that the Past Chair will comply with all Board Policies and Board By-laws.



**BOARD OF GOVERNORS
BY-LAWS**

| | | |
|-------------------------------|---|---|
| Policy Title: | Delegation of Duties of Board Officers | Area of Responsibility: Board of Governors |
| Policy Section: | Board of Governors By-law | By-law No: 18 |
| Effective Date: | June 28, 2022 | Page: 1 of 1 |
| Supersedes: | November 24, 1998 | Last Review Date: June 28, 2022 |
| Mandatory Review Date: | June 28, 2027 | |

1. Delegation of Duties of Board Officers

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

2. Duties of the Past Chair

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

It is required that the Past Chair will comply with all Board Policies and Board By-laws.



**POLICY AND
PROCEDURE MANUAL**

| | | |
|-------------------------------|--|---|
| Policy Title: | Board Standards, Procedures and Self-Policing | Area of Responsibility: Board of Governors |
| Policy Section: | Governance Process | Policy No: 2003-9 |
| Effective Date: | January 27, 2015 | Page: 1 of 1 |
| Supersedes: | May 31, 2003 | Last Review Date: November 26, 2019 |
| Mandatory Review Date: | November 26, 2024 | |

The Board shall institute standards and procedures as well as enforce sanctions in the endeavor to govern with excellence. These standards, procedures and methods of self-policing shall apply to participation/attendance at meetings, visibility at College functions, linkage activities with the community, speaking with one voice and self- policing of a Board’s tendency to stray from rigorous governance.

1. Governors ~~are required shall make every effort~~ to attend and participate in the Board meetings. Attendance guidelines for such Board business require a member to notify the Chair of the Board, through the Secretary, in advance of the meeting of his or her inability to attend. The Board may terminate a Governorship, based on attendance record, as prescribed in the Board of Governors Operating By-laws.
2. Governors are required to shall make every effort to attend at least twefour (2)(4) College functions such as Academic Awards, Alumni of Distinction, SRC/TSI Changeover Banquets or Student Leader Christmas Gathering and a minimum of six (6) convocation sessions during a twelve (12) month period.
- 2.3. Governors are required to attend the Higher Education Summit and the Premier’s Award Banquet at least once during their first term of service.
- 3.4. Governors are required shall make every effort to attend Board linkage activities with the community, as apprised of such activities.
- 4.5. Governors shall, in all instances, speak with one voice on issues that concern the College. The Governors’ sole voice shall be the Chair of the Board of Governors, or someone formally designated by the Chair who is authorized to speak on such issues.

**Board of Governors
Commitment Attestation**

Name:

The Board shall institute standards to govern with excellence. These standards, procedures and methods of self-policing shall apply to participation/attendance at meetings, College functions and activities with our community partners.

The Board of Governors Commitment Attestation Form is to **acknowledge the required commitment** from each Board of Governor to participate and attend events on behalf of St. Clair College, on an annual basis.

1. Annually, each Governor will attend:
 - Four (4) College functions such as the Academic Awards, Alumni of Distinction, SRC/TSI Changeover Banquets or Student Leader Christmas Gathering and
 - A minimum of six (6) convocation sessions.
2. Governors will attend the Higher Education Summit and the Premier’s Award Banquet at least once during their first term.
3. Each Governor will be required to successfully complete the Certificate of Good Governance within two (2) years of their appointment to the Board.

I acknowledge and understand the expectations, as a Board of Governor, at St. Clair College, as outlined above.

Signature: _____

Date: _____



**POLICY AND
PROCEDURE MANUAL**

| | | |
|-------------------------------|---------------------------|---|
| Policy Title: | Past Chair's Role | Area of Responsibility: Board of Governors |
| Policy Section: | Governance Process | Policy No: 2003-2.1 |
| Effective Date: | June 28, 2022 | Page: 1 of 1 |
| Supersedes: | NEW | Last Review Date: N/A |
| Mandatory Review Date: | June 28, 2027 | |

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It is required that the Past Chair will comply with all Board Policies and Board By-laws.



**BOARD OF GOVERNORS
BY-LAWS**

| | | |
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**Board of Governors
Commitment Attestation**

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3. Each Governor will be required to successfully complete the Certificate of Good Governance within two (2) years of their appointment to the Board.

I acknowledge and understand the expectations, as a Board of Governor, at St. Clair College, as outlined above.

Signature: _____

Date: _____

PRESIDENT’S REPORT

Meeting of the Board of Governors
Full Board – June 28, 2022

1. 500th Board of Governors Meeting

Tuesday, May 24, 2022 marked the 500th meeting of the Board of Governors...*congratulations!* The event was marked with a celebratory cake prior to the meeting.



2. Atura Power Donation

On May 25, 2022, Geoff Saunders, Plant Manager of the Brighton Beach Power plant, presented a \$20,000 donation on behalf of Atura Power to St. Clair College. Their donation will be used to purchase two additional Temi Robots for the Community Integration through Cooperative Education (CICE) program. Our CICE students Kyle Schauer, Evan Fairlie and Amruta Jagdale alongside Chair Stephanie De Franceschi, demonstrated how these Temi robots are integrated into daily activities around campus. The robots have helped remove both academic and social barriers that students with developmental disabilities sometimes experience. Students in the CICE program have learned how to program these Temi Robots and have become leaders in their class, showing others how to work the robots.

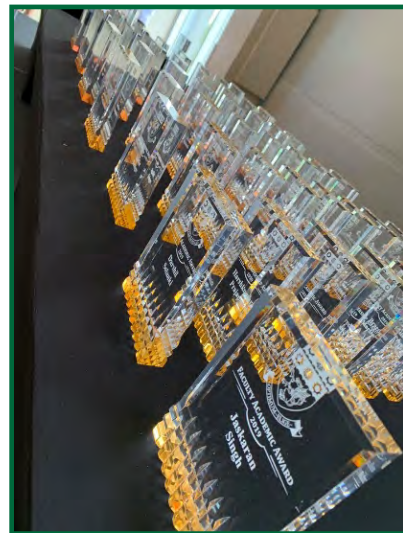


3. Academic Awards

Over 180 students were honoured at the Spring 2022 Academic Awards Banquets, held in Chatham on Friday, May 27, 2022 at the Everest Convention Centre and in Windsor on Tuesday, May 31, 2022 at the St. Clair College Centre For The Arts. *Congratulations to all of the award recipients!*



RISE
ABOVE
THE ORDINARY



4. Pow Wow

Friday, June 3rd marked the opening day of the 1st Annual Alumni and Student Pow Wow which was held at the SportsPlex. The College is honoured to host such a beautiful event on campus for our community. The colourful, two-day cultural celebration kicked off Friday with 1,000 students attending the event, hosted by St. Clair College, the University of Windsor, several Indigenous community organizations and local school boards. Students watched local Indigenous dancers, listened to singers and were able to explore the work of crafts people. The theme of the pow wow was a celebration of Indigenous students and alumni, many of whom have reached their educational aspirations and career goals, as well as honouring the past and celebrating the future. The event made headlines and was featured on the front page of The Windsor Star.



5. Pride Month

In celebration of our LGBTQ+ Saints, President France and SRC President Navjeet Singh hung the College's Pride flag at the Main Campus on Monday, June 6, 2022.



6. Art In The Park

St. Clair College and the Alumni Association were proud sponsors of Art In The Park which took place at Willistead Park on June 4 and 5, 2022. This year marked the 42nd event after a two-year delay due to the COVID-19 pandemic. The annual event features a wide variety of goods such as jewelry, home goods, art pieces, clothing, garden decor, food items and much, much more.



7. National Skills Competition

Two St. Clair College students received gold and silver medals during a national skills competition that had 350 students and apprentices from across the country competing for the title of national champion in over 45 skill areas. The two represented Team Ontario in the 2022 Skills Canada National Competition (SCNC), in Vancouver over the past week. Gina Marinelli, graduating from Office Administration, Executive program captured a gold medal in IT Office Software Applications (pictured to the right below). Megan Rennie, graduating from the Fashion Design Technician program, received silver in the Fashion Technology Mode Et Creation (pictured to the left below).

President Patti France congratulated the two winners and noted that St. Clair College students can compete against some of the biggest schools in the country, and triumph. “We are incredibly proud of what Gina and Megan were able to accomplish on a national level,” France said. “These two students personify our school’s motto of rising above the ordinary.”

Medals were awarded to the top competitors in six skilled trade and technology sectors, including transportation, construction, manufacturing and engineering, information technology, services, and employment. The competitors were evaluated based on strict industry standards. The goal of SCNC is to engage Canadian youth and promote all the exciting and lucrative careers that are available to them in the skilled trades and technologies. It is the only national multi-trade and technology event of its kind for young students and apprentices in the country.



RISE ABOVE THE ORDINARY

8. Saints Rocket League Finish Top 4 in Collegiate World Championship

The Saints Rocket League claimed a Top 4 finish in the College Rocket League (CRL) World Championship that was held in Dallas, Texas from June 3 -5, 2022. The Saints headed south for the first-ever CRL World Championships as part of Dreamhack Dallas. The Saints qualified for the event as they finished third in the Eastern Conference Playoffs earlier this year. The 16-team CRL World Championship tournament featured 10 teams representing North American universities and 6 teams representing European universities. When the tournament began, the Saints were the 9th seed of the 16 teams. The tournament was broadcast live on Twitch TV in front of over 60,000 live viewers each day of the event and over 500 audience members.



9. Spring Convocation

The Spring 2022 Convocation sessions were held from June 6 – 9, 2022 at in-person sessions for the first time since 2019. Approximately 3,500 students graduated from our Windsor, Chatham and Toronto campuses. Students were thrilled to be able to physically cross the stage to receive their diplomas. *Congratulations to all our graduates!*



10. Catholic School Board MOU

The College has signed a Memorandum of Understanding with the Windsor-Essex Catholic District School Board (WECDSB) for the mentoring of St. Joseph's Catholic High School students who are interested in the field of Architectural Technology. The College and St. Joe's will exchange faculty and scholars as guest speakers, exchange materials, publications and information regarding architectural technology, develop opportunities for student growth and participation in joint educational field trips and/or projects. A ceremonial signing will be scheduled this Fall.

11. International Student Health Insurance

The International Recruitment office has completed the tender process for international student health insurance as of June 14, 2022. The contract has been awarded to C&C-Student VIP International for a two-year period. Student VIP has extensive experience in the international insurance space and currently serves over 80 clients including Brandon University, Dalhousie, Mount Royal University and Wilfred Laurier University in addition to the IRCC-refugee insurance program. The Student VIP plan provides equivalency to St. Clair's domestic insurance plan and delivers a provincial equivalency level of service. It is important to note that VIP is an industry leader in the provision of student mental health, providing 24/7 service in over 200 languages, no cap on sessions and free access to therapists without taxing our plan.

12. Windsor Residence Fire

Fire crews responded to an electrical fire at the Windsor Residence, Quittenton Hall, around 8:30 p.m. on Wednesday, June 15, 2022. Students were evacuated from the building due to the fire which was contained to one dorm on the fourth floor. There were no injuries. Damage has been estimated at \$100,000.



13. PAC and Placement Reception

The College held a “thank you” reception on Monday, June 20, 2022 at the St. Clair College Centre For The Arts for all of our Program Advisory Committee volunteers and student placement sites. The reception was well attended and a good time was had by all. The “real world” education delivered by the College provides rewarding careers for our graduates and will build the economy and social well-being of our community for decades to come. In large part, we have these volunteers to thank for that. Their contributions are deeply appreciated by the entire St. Clair family of faculty, staff and alumni.



14. 2022 Staff Appreciation Day

Wednesday, June 22, 2022 marked the first in-person Staff Appreciation Day luncheon since the start of the pandemic. Also known as “St. Clair Day”, the College recognizes those staff who are new to our Saints family, staff who have shown outstanding performance in recent years and employees who are retiring. The event was an overwhelming success. There was a good turnout of both staff and retirees with plenty of food and seating for all in attendance. We are Saints Strong!



15. St. Clair College Board of Governors Recognition and Thank You

I would like to take this opportunity to thank each and every one of you for your contributions over the past year. Board service is one of the toughest volunteer roles...which you have performed over the past year with dedication and tenacity. Thank you for the time, talent and expertise you all have provided. Each of you have made a difference through your dedication and continued support of St. Clair College, our students and our community. On behalf of the College, thank you for your important service!

thank you!

St. Clair College In The News

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Three Windsor-Essex residents drive away in new vehicles refurbished by local students



Students worked to refurbish three vehicles that deserving families were handed the keys to on Wednesday, May 18, 2022. (Source: United Way/Twitter)

[CTVNewsWindsor.ca](https://www.ctvnews.ca/windsor) - May 18, 2022

Student mechanics gained experience refurbishing donated vehicles, on Wednesday, three residents in need of transportation were handed the keys to their new set of wheels.

The families from Windsor and Essex County received their new rides with the help of United Way/Centraide Windsor-Essex County community partnership, Rebuilding Wheels Rebuilding Lives (RWRL), which helps support residents with a reliable vehicle.

“We’re new to Canada,” Paulina Martinez Morales from Leamington, said in a news release. “This vehicle will help me obtain a diploma from St. Clair College, as well as provide transportation to English classes for my husband and extra-curricular activities for my three children.”

The United Way says owning a reliable car can make a big difference to families living in low income by helping people secure employment, access education and help parents support themselves and their families.

“This vehicle eases the time burden and stress of using public transportation to attend work, school, and medical appointments,” said Windsor resident Melissa Luce. “This is especially important to me since members of my family live with different disabilities, including epilepsy and diabetes.”

Since 2014 the program has provided deserving vehicles to 15 families in the region and engaged 440 students who were given the opportunity to work on a “real life” project that supports the community.

“The program provides a simple solution that ensures families have equitable access to economic opportunities in our region,” Lorraine Goddard, CEO at United Way/Centraide Windsor-Essex County, said.

Vehicles are repaired by students under the guidance of shop teachers at E.J. Lajeunesse and Leamington District Secondary School, and with the generous support of local auto dealerships and auto parts suppliers.

Members of the public interested in donating their vehicles are asked to call the United Way at 519-259-6169.

Kucera Twins Honoured Following Senior Season

Chatham-Kent Sports Network - [May 19, 2022](#)



Jana Kucera and Logan Kucera took home some hardware from the St. Clair College Athletic banquet recently.

The duo recently capped off well-decorated college basketball careers.

Jana Kucera was recognized as the top graduating women's athlete at the school winning the Mason MacDonald Athlete of the Year Award

In four seasons, 2017-22, Kucera was a 3-time OCAA Silver Medalist (2018-19, 2019-20, 2021-22), made a 2018-19 CCAA National Championship Appearance and was a CCAA Championship All-Star Selection (2nd Team), was awarded the 2018-19 Saints MVP, 2017-18 Saints Coaches Award Winner and 2018-19 St. Clair and the OCAA Scoring Leader. A 3-time OCAA West Division All-Star Selection (2018-19 & 2021-22 1st Team, 2019-20 2nd Team), 3-time OCAA Championship All-Star Selection, 3-time CCAA Academic All-Canadian 2018-19, 2019-20 & 2021-22), and 4-time OCAA All-Academic Award Winner, Jana Kucera finished 2nd all-time in career points for the school with 1845.

Logan Kucera was recognized as St. Clair's women's basketball Team MVP this season after being named an OCAA First Team All-Star. Her season also included an OCAA Silver Medal, OCAA Championship All-Star recognition, OCAA All-Academic honour, and being named a CCAA Academic All-Canadian. Logan Kucera was the Saints Rookie of the Year back in 2017, and finishes her career 3rd all-time in Saints scoring with 1488 points. Similar to her sister, Logan Kucera's career was marked by medals, All-Star recognition, and academic honours.

The duo graduated from the Autism and Behavioural Science, Educational Support & Fitness and Health Promotion programs.

International students waiting months for Canadian visa approvals amid immigration backlog

Immigration lawyer says application process is 'dysfunctional' and 'teetering on being broken'

CBC News · May 20, 2022



Ravneet Kaur, left, and Sidh Sharma are from India and have been waiting months for the Canadian government to approve their study visas so they can attend St. Clair College in Windsor, Ont. The students have both completed one semester of online courses, but can't continue their education due to an immigration paperwork backlog. (CBC)

Some international students looking to attend post-secondary schools in Canada, and who had already started online learning with them, say they've been waiting months for Ottawa to approve their study permits, putting their education and lives on hold.

"I have no words to express my feeling. I can't even tell," said Ravneet Kaur, who lives in Punjab in India. "You see we are suffering financially and there is emotional damage also because we have invested our emotions as well as our money."

Kaur was accepted to St. Clair College's events management program and applied for a study permit in July 2021. She paid for and was able to take one semester of online courses last fall at the Windsor, Ont., school, which had adapted to online learning amid the COVID-19 pandemic.

In the meantime, Kaur had hoped her study permit would be approved by Immigration, Refugees and Citizenship Canada (IRCC) so she could attend the winter semester in person. Online classes are no longer available now that schools have returned to in-person learning after many pandemic restrictions were lifted.

Now, her studies are on hold and she said she faces losing the time and effort she's already put into her course if she isn't permitted to attend school in Canada.

"We are in a dilemma. What we can do in this situation, we can't register ourselves for other courses here also, and we cannot focus our personal life and as well as the career life," said Kaur.

"We are not in the situation that we can do something for ourselves. We are just being stuck."

CBC News spoke to several other students from India who have been waiting since last summer and the fall to receive their Canadian study permits.

Ravneet Kaur and Sidh Sharma have been waiting months for their study permits to be approved, to continue courses in Canada. Both from India, they attended online post-secondary school but now aren't sure if they can continue.

"I never thought I'd waste so much time just to reach Canada. It's been so long, it's been six months, and I feel sometimes like it's a complete waste," said Sidh Sharma, 20.

Sharma, who lives in New Dehli, applied to St. Clair's business marketing program in November 2021 and is still awaiting a study permit.

"It is a depressing situation as well. My family is also advising me that if they are not, you know, they are not working upon your application, you should change the country," he said. "I was like, no, I like Canadian people, I love the culture, a lot of religions and it is just an inspiration by being diverse. So I like the country. I don't want to just drop my application."

Like Kaur, Sharma was able to complete one semester of online learning, but said his second semester is in jeopardy because it is not offered in September, when he hopes his permit will be approved.

"The college, the staff, the teachers, they are very sweet, very helpful," said Sharma. "It's just that the applications are not getting processed. My file is in review I don't know what kind of review is going on with IRCC."



Sharma says his family is encouraging him to think about other countries to continue his education, since his Canadian study permit has taken months to get approved, but he has his heart set on Canada.

St. Clair College is among many schools affected by the immigration backlog. The college does offer refunds to students who do not get a study visa approved.

In an emailed statement, a school spokesperson said that in January 2022, about 800 St. Clair international students began studying online without a study permit. Now, about 90 of those 800 students are still waiting.

Immigration backlog surges to 2 million

Students aren't the only ones awaiting acceptance into Canada, as the immigration backlog has surged to roughly two million applications.

The IRCC declined an interview with CBC News, but in an emailed statement said the pandemic, travel and border restrictions, and limited operational capacity overseas have all contributed to processing delays outside the agency's control.

"We do understand the frustration for anyone hoping to begin their studies in Canada when their application takes longer than expected," a spokesperson said in an email.

IRCC said the federal government has made some progress, increasing study permits by 32 per cent in 2021 by issuing about 446,300. In 2020, IRCC issued about 25,000 permits and about 401,000 in 2019.

From January to March this year, the agency processed about 136,000 applications with more than half from Indian nationals.

"Current study permit processing times are 11 weeks, which means that we are getting back on track for processing and ensuring students are able to get their study permits in time to begin their studies," said the spokesperson.

Immigration lawyer Eddie Kadri does not represent Kaur or Sharma, but said he has many clients in similar situations. Kadri said the federal application system is broken and will only get worse in the coming years.

"This is a problem, we're right in the middle of it, it's not getting better tomorrow or the day after," said Kadri.

"Understanding the system is dysfunctional, the system is teetering on being broken and it needs new ideas, new life injected into it, but most importantly, needs technology to help us out of this backlog that we now find ourselves in."

Kadri said IRCC is incredibly overworked and understaffed, and trying to prioritize refugees from Ukraine and Afghanistan, leaving many international students on the back burner.

"It's a tragic situation all around, all across the board. Students, I really feel sorry for because they're a huge part of what we want to do here with our immigration programs," he said.

"We attract the best, the brightest to come and study here, and then we hope that they use that opportunity and cultivate it into a permanent residence application."



Windsor immigration lawyer Eddie Kadri says the immigration system is 'teetering on being broken,' and the Canadian government needs to adopt new ways to improve the process. (Jason Viau/CBC)

Many international students become entrepreneurs who begin businesses in Canada after their studies are completed, which means jobs for Canadians, said Kadri.

"Entrepreneurs from all around the world that want to come here, that have money, lots of funds that can start businesses right away and employ Canadians — they're ready, willing and able to do it, and their processing time almost doubled just in the last month," he said.

"They all are in the same boat now and so this is where Canada's missing the bigger picture here."

Students have few options

Unfortunately for students, there are few options moving forward, according to Kadri, who recommends they stay in close contact with their school or an immigration lawyer if they have one.

"This is a situation they're going to have to be patient, and they're going to have to wait this process out and see what developments happen in the next weeks and months ahead," said Kadri.

Both Kaur and Sharma hope they can continue their studies in Canada to better themselves. Both say they are part of social media groups and chats with dozens of others in the same situations as them.

"We can see that there are many students who are waiting for their visa applications, like the files are just in bulk," said Sharma. "They are just piling up and piling up and students are not getting the chance to even visit their college."

Sharma said he and others are deferring their studies, leaving them in limbo as to when they'll finish their courses.

"I want to only say that I am in like bad emotional trauma," said Kaur, who worries she will have to drop out of her course.

She added that "we are the students that want to learn something. That's why we want them to come there [to Canada]. There is no other reason behind that. I have achieved so many things here also, but I want to grow myself."

St. Clair College buys robots that remove barriers for students with developmental disabilities

Windsor Star - May 25, 2022



St. Clair College CICE students, Kyle Schauer, left, and Evan Fairlie, are pictured with recently donated Temi Robots, on Wednesday, May 25, 2022.

St. Clair College has used a \$20,000 donation to buy two more robots that help remove academic and social barriers for students with developmental disabilities.

Atura Power made the donation to help the college buy the Temi robots for the Community Integration through Cooperative Education (CICE) program.

The program gives people with developmental disabilities and other significant learning challenges the opportunity to experience college life, get a postsecondary education and prepare for employment.

“We want students in our CICE program to feel connected to St. Clair College,” said President Patti France. “These Temi robots will help our CICE students develop the vocational skills necessary to find employment and gain independence. We are so grateful to Atura Power for being a community partner and supporting our goal for inclusivity in the classroom.”

The college already had three of the robots. It will buy two more in time for start-up in September.

The robots can guide CICE students to their classes, make presentations for people who have a speech impediment or are non-verbal, and read out test questions for those who can't read.

“Atura Power is very proud to support the communities where we live, work and learn,” said Geoff Saunders, manager of Atura's Brighton Beach power plant. “Our donation to the CICE program is an example of Atura acting on a core value of being inclusive, as it's helped the college buy two Temi robots which will support students in overcoming some of the obstacles in their way to becoming productive and valued members of our community.”

Helping students break down academic and social barriers, more Temi robots coming to St. Clair College

CTV Windsor News - May 25, 2022

The Community Integration through Cooperative Education (CICE) program at St. Clair College received a \$20,000 boost Wednesday morning.

Atura Power donated the funds to help purchase two Temi robots.

“Which will support the students in overcoming some of the obstacles in their way to becoming productive and valued members of the community,” said Geoff Saunders, plant manager at Brighton Beach Power.

The two robots will join four others already in use at the college.

“It's a great tool to have in the classroom and I'm really glad we have it,” said Grace Tiessen, a student in the CICE program.

For the past few months St. Clair College has been helping students with learning challenges break down academic and social barriers with three Temi robots.

“It follows you to class. It can take notes. It's the best,” said fellow student Kyle Schauer.

Temi helps with assignments and can even help students listen to play their favourite music.

“It's helped me with different aspects of learning in the classroom from anxiety help to telling jokes.” said Tiessen.

The Temi robot is used around the world in various settings including healthcare, retail and hospitality — but St. Clair is the only known post-secondary school in Canada using them for academics.

“I've had students saying for the first time they feel that they are part of the college and a part of college life because they've integrated with other college students,” said Stephanie DeFancheschi, a CICE faculty member.

Through a national entrepreneurial program called Enactus, students in other programs also get involved.

Business administration students, marketing, our graphic design students have all been involved in different aspects of the project.

Students have created apps for the robots which in turn helped them place 2nd in an Enactus national exposition for entrepreneurs last year. They are hoping to win the competition next month.

In the meantime, faculty advisor Michael Spadotto says students are working on a mobile app to help deal with social anxiety in the classroom.

“That will remove the student from the classroom using a program that we created to help them bring down anxiety levels and then bring them back into the classroom using Temi as a tool,” he said.

St. Clair College is getting 2 new Temi robots. Here's how they help students with learning challenges

'Temi is awesome. It follows you to class. It can follow you everywhere,' one student says

CBC News · May 25, 2022



Amruta Jagdale, Evan Fairlie and Kyle Schauer — graduating students with the Community Integration through Cooperative Education at St. Clair College — are shown with one of the school's Temi robots.

St. Clair College is bringing on more of the specialized robots that make education and socialization easier for students with developmental disabilities and learning challenges.

The school announced Wednesday it will be getting two new Temi artificial intelligence assistance robots.

The devices can do things like guide students to class, read assignments and test questions aloud and be programmed to make presentations.

The school has been using the robots for the last year, and the new additions will bring the fleet up to six robots.

Kyle Schauer, a student in the Community Integration through Cooperative Education (CICE) program, says Temi is a big help.

"Temi is awesome. It follows you to class. It can follow you everywhere. It can take notes. It's the best," he said.

"It would be pretty confusing, I would say, if Temi wasn't around," said Evan Fairlie.



Temi artificial intelligence assistance robots can do things like guide students to class, read assignments and test questions aloud and be programmed to make presentations.

Amruta Jagdale said Temi has assisted her academically but she also likes to listen to music with it. Temi also helps socially.

"It helps by making friends, [like] him and him," she said, pointing at Fairlie and Schauer.

The CICE program, which is for those with developmental and learning challenges, helps students develop employment and life skills while also attending academic courses. The program also includes work placements.



Stephanie DeFranceschi is the chair of the School of Community Studies at St. Clair and former coordinator of the CICE program. (Jacob Barker/CBC)

Stephanie DeFranceschi, the chair of the School of Community Studies, said the robots help students get past barriers and allow them to integrate with their peers at the college.

"We've had students for the first time say that they feel like they are part of the college life and and the college experience," she said.

In the classroom itself, the device can assist students who are non-verbal or have speech impediments that might make delivering a presentation difficult, said DeFranceschi.

"I have taught the students how to go ahead and load their presentation into the Temi robot through programming ... so they're in charge of it, they're doing the work, and so they stand in front of the class with the robot and press play and then the robot is saying their presentation," she said.

The school was able to purchase the new robots thanks to a \$20,000 donation from Atura Power.

City council approves \$100,000 for first full sized Cricket Pitch

AM800 CKLW - Saturday, May 28th 2022



Windsor City Council has approved \$100,000 for the first full sized cricket pitch.

The pitch will be located in Derwent Park spanning approximately 11 acres of recreational green space between Forest Glade Drive and the EC Row Expressway, along Lauzon Parkway.

Dave Patel, the president of Windsor-Essex Cricket League says they have been going back and forth with the city to get this project going.

"We have been constrained with two cricket fields in the city and we have so many teams playing. We don't have a full sized cricket ground that can be more exciting for other teams that are coming from other cities, this could be a landmark for cricket."

Patel says with the number of teams playing the pitch was needed for the city.

"So we have 15 teams, each team has a roster of 25 players. St. Clair College and the University of Windsor have their own teams. When they come to the league, they'll know we have grounds to play cricket, it's like a family, on the weekend that's how we all get together."

The city expects to complete the full design by the end of the summer.

It will be presented to council as a part of the 2023 proposed budget.

Improvements to the multi use trail at Derwent Park are also scheduled.

Driver charged in fatal Lambton County crash pleads guilty

Sarnia Observer - Jun 01, 2022



The courthouse in Sarnia. Photo by File photo //The Observer

A Windsor college student who was reportedly driving more than 200 kilometres per hour when he crashed in Lambton County in 2019, killing three classmates from India, pleaded guilty to dangerous driving causing death in Sarnia on Wednesday.

Jovanpreet Singh, an international student from India and member of Windsor's Sikh community, pleaded guilty to charges Wednesday in a virtual court appearance, a spokesperson with the Ontario Crown Attorney office in Sarnia said.

Singh, 22 at the time of the crash, had originally been charged with three counts of dangerous operation of a vehicle causing death, dangerous operation causing bodily harm, three counts of criminal negligence causing death, criminal negligence causing bodily harm, and obstructing a police officer.

CTV News reported Wednesday that Singh pleaded guilty to three counts of dangerous operation of a motor vehicle causing death and one count of dangerous operation of a motor vehicle causing bodily harm.

According to reports, assistant Crown attorney Ryan Iaquina said Singh drove his BMW at a high rate of speed while driving four friends. While passing another vehicle on the winding rural roadway, the BMW reached speeds of 210 kilometres per hour.

The battered car came to rest in a grassy field beside Oil Heritage Road, about 40 kilometres southeast of Sarnia, after rolling several times in the fatal crash that happened just after 1 a.m., police said.

A number of vehicles stopped by the side of the road after the crash to help, police said at the time.

The three 19-year-old victims – Tanveer Singh, Gurvinder Singh and Harpreet Kour – were from the Indian state of Punjab and were studying business at St. Clair College. They weren't wearing seatbelts, police said in a 2019 news release.

A special service for the three students killed in the crash was held at a Sikh temple in Windsor on Oct. 6, 2019.

Sentencing has been scheduled for Oct. 4, the Crown spokesperson said.

PHOTOS: First Annual Alumni & Student Pow Wow

[WindsoriteDOTca](#) - Friday June 3rd, 2022



This weekend, St. Clair College and the University of Windsor are bringing together an event that will recognize Indigenous students' academic achievements and is culturally known more casually as a "Pow Wow." This event is a part of First Nations tradition, culture, and heritage.

Several Indigenous communities, local schoolboards, and post-secondary institutions are hosting the 1st Annual Alumni & Student Pow Wow. The theme of the Pow Wow is a celebration of Indigenous students and alumni.

The Pow Wow is taking place at the St. Clair College Sportsplex at 2000 Talbot Road kicking off on Friday, and is including Pow Wow Dancers, Singers, Crafts people, information booths and many more attractions for attendees. Anyone is welcome to attend and spectate, and the Pow Wow continues Saturday with gates opening at 10am with grand entry beginning at 11am. Learn more [here](#).





Indigenous culture celebrated at two-day Windsor powwow

Windsor Star - Jun 03, 2022



Students join in as D.J. White, a traditional dancer from Walpole Island, is shown during Friday's opening of the 1st Annual Alumni & Student Pow Wow at the St. Clair College SportsPlex in Windsor on June 3, 2022. Photo by Dan Janisse /Windsor Star

Indigenous culture is on full display this weekend at the first Alumni & Student Pow Wow at the St. Clair College SportsPlex.

The colourful, two-day cultural celebration kicked off Friday with 1,000 students attending the event, hosted by St. Clair College, the University of Windsor, several Indigenous community organizations and local school boards.

Students watched local Indigenous dancers in full regalia, listened to powwow singers and explored the work of crafts people.



Crazy Spirit, an Indigenous drummer from Southwestern Ontario, performs Friday during the 1st Annual Alumni & Student Pow Wow at the St. Clair College SportsPlex in Windsor.

The theme of the powwow is a celebration of Indigenous students and alumni, many of whom have reached their educational aspirations and career goals, as well as honouring the past and celebrating the future.

The powwow is also providing an opportunity for the Indigenous community to share its culture, a part of First Nations tradition and heritage.

The Windsor powwow is open to the public on Saturday, with the Grand Entry starting at 11 a.m., followed by a community feast at 5 p.m. The SportsPlex is located at 2000 Talbot Rd.

First alumni and student pow-wow kicks off at St. Clair College Sportsplex



1,000 students were in attendance during the first ever St. Clair College alumni and student pow-wow, which kicked off on June 3, 2022 at the Windsor Sportsplex. (Chris Campbell/CTV News Windsor)

CTV Windsor News - June 4, 2022

It was a special moment for several Windsor-area educational institutions and local Indigenous organizations Friday, as the first ever St. Clair College alumni and student pow-wow kicked off.

The two-day event — which began on Friday — took place at the St. Clair College Sportsplex.

Approximately 1,000 students attended Friday’s events, which featured pow-wow dancers, singers, crafts, information booths and other attractions.

The event is a partnership between the college and the University of Windsor, including several Indigenous organizations, local school boards and other post-secondary institutions.

According to a press release, Organizers said the pow-wow is a “celebration of Indigenous students and alumni” as “more Indigenous students [reach] their educational aspirations and career goals.”

Organizers also added how many Indigenous youth do not have the opportunity to travel outside of their urban community and experience cultural events such as a pow-wow, so bringing the pow-wow to Windsor was a way of honouring Indigenous students and sharing their culture with Windsor-Essex.

“This event is a part of First Nations tradition, culture, and heritage,” reads the release.

The pow-wow continues on Saturday from 11 a.m. to 5 p.m. and is open to the public.

St. Clair students attend first grad ceremonies in 3 years that aren't 'over a screen'

'We had to do the online, we had to in-school, and now we're out working, making our lives better'

CBC News · Jun 07, 2022



'It feels amazing!' In-person graduation held at St. Clair College

St. Clair College students may have had to pivot to online during the pandemic, but graduates were able to walk across the stage and receive their diplomas on Tuesday.

The school is hosting spring convocation in person for the first time since 2019.

This week, about 3,500 students enrolled in various programs at the college's Windsor and Chatham campuses will be graduating.

One of those students is Laura Connolly, who attended a ceremony at the Windsor Family Credit Union (WFCU) Centre on Tuesday.

"After such a long experience and so much hard work, it's really nice to be able to celebrate this in person and not over a screen," said Connolly, who is graduating from the chemical laboratory technology program.



Taryn Murray says she'll be looking for a job in the field of early childhood education now that she has her diploma. (Darrin Di Carlo/CBC)

Taryn Murray, who is graduating from early childhood education, said it feels amazing to be back in person.

"It's a bonus we get to be with our friends and family," she said.

Francesco Latella is graduating from the heating, cooling and refrigeration program, and already has a job in the field.

"We worked hard [for] two years. We had to do the online, we had to in-school, and now we're out working, making our lives better," he said.

The University of Windsor is also returning to in-person convocation ceremonies this year. They will be held from June 14 to 17 at the WFCU Centre.

St. Clair College wraps up week of in-person convocation ceremonies

Windsor Star - Jun 08, 2022



Comedian and St. Clair College alumnus, Dave Merheje, speaks to graduates at the St. Clair College Convocation at the WFCU Centre, on Wednesday, June 8, 2022. Photo by Dax Melmer /Windsor Star

After two years of holding ceremonies virtually, St. Clair College is now finishing a week of in-person convocation sessions that allowed thousands of students to gather and celebrate their diploma achievements together.

The college's official 55th convocation started Monday and wraps up Thursday — recognizing more than 3,500 graduating students over the course of six sessions.

Arrangements were made to hold the large-scale events at the Chrysler Theatre, the WFCU Centre, and Chatham's Capitol Theatre.

For the first time since June 2019, students were allowed to gather en masse, shoulder to shoulder, wearing traditional caps and gowns — and without any mask requirement.

Convocation sessions in 2020 and 2021 were held online due to COVID-19 precautions.

This week's graduating schools and programs included: engineering technologies, skilled trades, apprenticeships, community studies, health sciences, nursing, information technology, media, art design, and business.

Each session had an alumnus of distinction address the graduates. The guest speakers were: Tim Byrne, CAO of the Essex Region Conservation Authority; Kristin Kennedy, CEO of Erie Shores HealthCare; Will Bigelow, art director of Baron Championship Rings; Karen Bolger, executive director of Community Living Essex County; and Dave Merheje, actor and comedian.

High school welding competition comes with prize that could last until retirement

Chatham Daily News - Jun 08, 2022



Taylor Ball, 18, a Grade 12 student at Chatham-Kent Secondary School, receives some guidance from Corey St. Peter before taking part in a welding competition at AWC Manufacturing in Tilbury on Wednesday.

A high school welding competition at AWC Manufacturing in Tilbury Wednesday came with a potentially life-changing prize.

The prize is “an offer of full-time employment with the opportunity to do a welding apprenticeship,” said Carl Powers, vice-president of operations.

He said the company will also provide an incentive for young employees to attain their Red Seal welding designation by paying a \$1,000 bonus when completing each of the needed three levels.

It wasn't long ago that companies wanted employees to show up job ready, having paid for their own training through post-secondary school, but a shortage in the skilled trades in virtually every sector had made it more of an employee's market.

“We don't have the luxury anymore,” Powers said. “We've got to think of other ways of getting people interested in our trade.”

He said the company will need to hire about 40 people over the next year between its Tilbury and Windsor operations.

The word from human resources is AWC is going to see if all five students who took part Wednesday are interested in a job.

Powers said this is the first welding competition AWC Manufacturing has held. The idea stemmed from the company's connection with the welding program at Chatham-Kent secondary school.

He said the two teachers who administer the program, Ben Ostropec and Kevin Hoskins, reached out about a year ago to let him know the school was getting its program Canadian Welding Bureau certified.

Noting it's "pretty incredible" for a high school to offer students a chance to earn this certification, Powers suggested holding a competition for graduating students to see if they have an interest in taking their welding skills further.

The students were teamed with a mentor at AWC before taking part in the competition.

Grade 12 student Taylor Ball, 18, said the offer of a job was a huge incentive to take part in the competition.

"I've been working my butt off the past few weeks as soon as I found out about it," she said. "I'm really excited to be here."

Since she will be taking the test to earn her Canadian Welding Bureau certification next Wednesday, Ball said she'd be "more than interested in a job right out of school."

She was introduced to welding when she took an automotive class in Grade 10.

"I don't know what it was about it, but I just fell in love with it," Ball said. "I felt like I was supposed to be in a 'man's world' and I had this motivation to do it a lot better than most of the guys could."

Corey St. Peter, a fabricator, fitter and welder at AWC who was teamed with Ball said she could already walk in and do the work.

"She's got a knack for it, for sure."

In fact, St. Peter said he's a big advocate of female welders.

"Girls are just more patient; they pay more attention to detail," he said.

St. Peter said young people need to know there are good-paying jobs in the field, and the work is interesting.

"The variety is absolutely incredible," he said. "You could be working on cranes one day, then dump boxes, after that you could be working on glass-making machines."

Jacob Bondy, 18, a Grade 12 student at Assumption College Catholic high school in Windsor, went out of his way to be part of Wednesday's competition after hearing about it from a buddy.

His school doesn't have a welding program, but he's been taking the dual-credit welding course through St. Clair College in Windsor one day a week this semester.

When asked if he could see himself working as a welder, Bondy said "most definitely."

He learned to weld while working with his dad to restore cars.

"I kind of got pretty decent at it, so I started to like it, and I realized there's good money in it, too," he said.

College convocation returns with thousands attending in-person grad

CTV Windsor News - June 8, 2022

For the first time in nearly three years, St. Clair College graduates got the chance to walk across the stage at graduation.

Ceremonies have been held virtually over the past few years due to the pandemic and associated restrictions. But this spring, the pomp and circumstance returned at the WFCU Centre.

About 4,000 St. Clair College grads will walk across the stage this week, a return to “normal” they’ve been craving since their first online class.

“It’s overwhelming at the same time but it’s such a good feeling that the bad feels just go away,” said Dwija Jani, a St. Clair College graduate who took part in Wednesday’s ceremonies.

“I know that we were the first group of people that were able to come in and graduate in person so that definitely gave it its own excitement, for sure,” said Jared Bradley, also St. Clair College graduate.

For Cassandra Beechi, the first year of college was very isolating, spending most of her time cooped up in her dorm while learning exclusively through her computer screen. Her second year was back to in-person and she made the most of it.

“I’ve never even seen this many people in person in two to three years, so being able to be with all my friends and stuff was great,” Beechi said. “I was kind of anxious to be here, and I wasn’t sure what to expect, but being able to see all my friends from program was like really nice.”

“We’re here now, so that’s the good news,” said Laura Charlton. “Everything’s up from here!”

Those in attendance got to hear from past grad and new alumni of distinction, Dave Merheje.

“Upon graduating and carrying on, I wasn’t like years later, I’m going to come back and talk to students, and it’s an honour,” said Merheje.

Merheje is a comedian and actor by trade, graduating from St. Clair College with a diploma in business marketing. On Wednesday, he espoused wisdom of hard work, sticking to a schedule and listening to your mom.

“I’ll try to make them laugh, and if it doesn’t work, it’s a speech, I’ll hide behind the speech,” Merheje joked.

Many of the students graduating this week spent at least half of their education learning online.

Having an in-person ceremony was a high priority for St. Clair College administration, according to senior vice president of academics, Waseem Habash.

“That’s a memory you hold forever,” Habash said. “Getting that opportunity to do it, and for the students to get to see the faculty’s faces, the pride in the faculty and the administration is second to none. And you see the reaction here.”

St. Clair College grads enjoy first in-person convocation in two years

Chatham Daily News - Jun 09, 2022



Alanna Hoogstad, left, and Jillian Hyatt, both graduated the two-year developmental service worker program at St. Clair College in Chatham.

After a two-year absence due to the COVID-19 pandemic, the sight of St. Clair College graduates wearing gowns and caps was a welcome one.

Hundreds of the graduates and their families gathered in downtown Chatham Thursday to celebrate the 55th convocation, this one held in person at the Capitol Theatre.

The sound of bagpipes rang out as graduates and their families assembled outside the theatre for photographs following the ceremony.

Chatham resident Jillian Hyatt, 20, who graduated the two-year developmental service worker program, said she was excited there was convocation ceremony since she “didn’t get a Grade 12 graduation because of COVID.”

Fellow program graduate Ashlynn Tellier, 20, of Chatham noted her high school graduation was actually online, “so being in person was a nice change.”

Having a ceremony “feels more real,” said Alanna Hoogstad, 20, also a graduate of the developmental service worker program.

“If you just got an email saying ‘You’ve graduated,’ it doesn’t feel like your accomplishments were celebrated in a way,” she added.

The graduates were also glad that online classes had become a thing of the past.

“It was very nice getting back into class,” Tellier said. “I found online was very hard to get motivated. I joined a lot of classes while lying in my bed.”

Hoogstad said having in-person classes helped her “put faces and names together” since not all of her fellow students switched on cameras while participating online.

“It was nice to build those real live connections with everyone,” she said.



Emily Burdick, left, and Ashlynn Tellier, both graduated the two-year developmental service worker program at St. Clair College in Chatham.

With return of in-person learning this past year, Emily Burdick, 20, liked being able to talk to faculty in her program instead of using email.



Alex Cubitt, graduated from the two-year power line program at St. Clair College in Chatham.

Alex Cubitt, 24, of Collingwood, who graduated the two-year power line program, said it was “pretty tough” to start the program with COVID restrictions in place.

“It was a better learning experience” when public-health restrictions were lifted during this past year, he added.

Now that’s he graduated, Cubitt is feeling good about his future.

“Hopefully, something opens up here soon and I start working,” he said.



Blake Morey, 26, of Kitchener, graduated from the paramedic program at St. Clair College in Chatham while earning a Faculty Academic Award.

Blake Morey, 26, of Kitchener, who graduated from the school's paramedic program, praised St. Clair for accommodating necessary in-person learning.

While a lot of the course was completed online, the entirety of the needed practical skills were done in person," he said.

"It was a nice mix, and I think they prioritized the practical skills in person," he added.

Paramedic program instructor Mikey Parr said he hoped to never have to teach again under similar circumstances.

He found teaching some of the course online seemed quicker, saying many students were hesitant to speak over the microphone. The trouble, he suggested, was not knowing if his students understood what was being taught.

"I like the classroom because you can look at their facial reactions and see it in their eyes," Parr said.

He said the majority of the graduating class had already been hired right out school, including many working part time in Chatham and London.

Vinayaks Sherma, 22, an international student from India, graduated from the electrical technician program.

"It was a great experience," he said, despite the challenges presented by the pandemic.

"But I believe in a lot of hard work so I got through the situation," Sherma said. "Today, with blessing of my parents and teachers, I am standing here and I am very thankful to them."

St. Clair women's soccer program adds trio of recruits from L'Essor high school

Windsor Star - Jun 10, 2022



St. Clair College women's soccer recruits, from left, Sydnie Lucier, Angelica Petro, and Airika Natyshak, who all played high school soccer together at L'Essor. Photo by Dax Melmer /Windsor Star

One recruiting stop paid off in a big way for St. Clair Saints women's head soccer coach Steve Vagnini.

In his second tour with the team after being hired in April, Vagnini got a late start to recruiting, but was all smiles on Thursday after landing a trio of recruits from L'Essor high school.

"Cahleen (Mulvey, the L'Essor head coach) was really helpful," Vagnini said. "She let me talk to the graduating kids and they didn't know about St. Clair. We were able to discuss what we had to offer.

"They found courses they were really interested in and made it work. This is a good thing for all of us."

On Thursday, Airika Natyshak, Sydnie Lucier and Angelica Petro were at the SportsPlex to officially sign on.

"I did not know at the time, when I made my decision, that other (two) had chosen the same path," the 17-year-old Petro said. "However, when I found out, as you can imagine, I was very happy to know we could continue to develop as a team."

Petro and Natyshak have been friends since junior kindergarten and quickly became close friends with Lucier when the trio reached high school and the three also play club soccer together in Belle River.

"I think this experience had a big impact in my decision because we're comfortable with each other's playing styles," the 17-year-old Lucier said. "I am excited with the opportunity to continue playing and developing with a few familiar teammates."

Vagnini said all three were looking at university programs before he got a chance to speak with them and show what St. Clair had to offer.

"After meeting Steve and looking into the programs that St. Clair had to offer, I wished I had explored it sooner," said Natyshak, who was looking to study biomedical science at university. "There are diverse health science programs that lead directly to a job after graduation."

But while the school had plenty to offer, Petro also did her homework on Vagnini and what he had done as a coach.

“I hadn’t yet made a decision when coach Vagnini approached me at one of our games and spoke to me about the possibility of playing soccer for St. Clair College,” Petro said. “I was very excited at the possibility of continuing playing soccer and studying nursing at the same time. The possibility of being able to pursue my two passions was a dream come true.”

Vagnini, who returned to the team in April, previously guided the Saints from November of 2013 to April of 2017. In just the second year after reviving the indoor program, the Saints won gold at the OCAA championship and added a silver medal two years later. In 2015, St. Clair earned the school’s first outdoor medal in 15 years with a bronze at the OCAA championship. Along the way, Vagnini earned conference coach of the year honours three times as well as being named Canadian Collegiate Athletic Association coach of the year in 2015.

“I did not know coach Steve, but I did do some research and found out what a great coach he is and has been,” Petro said. “He also was very approachable, ready to answer any questions and helped me through the process.”

Petro and Lucier are both centre midfielders while Natyshak is a defender.

“Angelica and Sydnie caught my attention right away,” Vagnini said. “You can tell they’re hardworking, talented and coachable kids and I went to watch (Natyshak) at OFSAA and she’s just a big defender with good size and we can work with that.”

The trio helped L’Essor to a girls’ AA title at WECSSAA and SWOSSAA along with a berth in the medal round at OFSAA.

“I don’t know much about OCAA-level soccer, but I have high expectations,” Natyshak said. “I am extremely excited to take my soccer career to the next level and I hope to make friends and experiences that I will have for a lifetime.”

Saints women’s basketball

Also on Thursday, the St. Clair women’s basketball team added Kennedy high school product Nyra Brown-Henderson to the program for the 2022-23 season.

The 5-foot-10 Brown-Henderson has club experience with the Windsor Valiants and Baron United.

“Nyra is a fantastic athlete with a high-level motor to match,” Saints’ head coach Andy Kiss said in a release. “With her length and athleticism, she can guard multiple positions on the floor. She will, no doubt, be an impact player in our defensive scheme.”

Capable of playing small forward or guard, she was named bested defensive player at Kennedy.

Chatham-Kent Health Alliance has 8.2 per cent staff vacancy

Chatham Daily News - Jun 10, 2022



The Chatham site of the Chatham-Kent Health Alliance is shown Nov. 19, 2020.

Officials at Chatham-Kent’s hospital group are facing a staff vacancy rate of 8.2 per cent, though they say some of the open positions are the result of new jobs at the hospital organization.

Meredith Whitehead, vice-president of transportation and chief nursing executive, said vacancies at the Chatham-Kent Health Alliance have fluctuated between 6.2 per cent and 8.4 per cent over the past four months.

Lori Marshall, president and CEO of the health alliance, said the hospital has posted new jobs, such as staff for the upcoming withdrawal management unit and additions to the resource team, also known as the float team.

“Some of those positions would be the normal turnover positions that we would be recruiting for,” Marshall said. “I think, definitely, you would see this across all of health care that everyone is recruiting.”

Whitehead said she hasn’t noticed one department that needs more staff than the others.

She noted the health alliance has hired 88 per cent of the 17 pre-graduation nursing students it’s working with this year. Those hires are accounted for in the 8.2 per cent vacancy rate.

The students will become “full-time employees at (the health alliance) in various nursing roles and various departments,” Whitehead said.

“For us, that is a fantastic statistic. We know it is always a challenge when nurses have a lot of choices, and we are delighted that 88 per cent of our pre-grad nursing students have chosen to come on board with (the health alliance). I believe most of them are just waiting to write their exams.”

Most of the students have come from St. Clair College, but others have come from a “variety” of schools, Whitehead said.

She said this conversion rate is higher than in previous years.

“The 88 per cent is the number that we had who had choices to go elsewhere, but chose to go here,” Whitehead said. “Regardless of which hospital you’re at ... there are vacancies, I believe, everywhere at the moment due to our (health human resources) issues across the province.”

The health alliance has also hired an additional 32 people through the province’s “extern” program in recent months, bringing the total number to 65. The program gives nursing students with at least one year of education roles in the hospital similar to those of a personal support worker.

“The hope is that the ‘extern’ program also introduces people to what it’s like to work here and they will choose us down the road,” Marshall said. “It’s both a great program to support our current needs and also the potential for recruitment in the future.”

The hospital group has also filled the new position of executive lead for equity, diversion and inclusion. Naty Ramirez Reyes will start in the role July 11.

Fire At St. Clair College Student Residence

[windsoriteDOTca News Staff](#) - Wednesday June 15th, 2022



Photo by Owen M

Last updated: Thursday June 16th, 7:08am

A fire at a St. Clair College Student Residence is out.

Fire crews were called to the building in the 3900 block of Geraedts just after 8:30pm Wednesday.

It took fire crews about an hour to bring the fire under control and ventilate the building.

The cause is listed as electrical, with damage set at \$50,000.

There were no injuries.

St. Clair College student residence temporarily evacuated



The main entrance of St. Clair College, main Windsor campus. Photo by Mark Brown/Blackburn News. Blackburn News - June 16, 2022

Students living at Quittenton Hall on the campus of St. Clair College in Windsor were out of their rooms for almost two hours Wednesday night when a fire broke out.

Communications Officer John Fairley told WindsorNewsToday.ca that the fire was contained to one room, but there was a lot of smoke.

The students evacuated the building on Geraedts Avenue around 8 p.m. and were allowed back in by 10 p.m.

Windsor Fire and Rescue Services said the fire was electrical and caused \$50,000 in damage.

No one was hurt.

Fire crews respond to electrical fire at St. Clair College residence



Windsor fire crews responded to an electrical fire in the Quittenton student residence at St. Clair College on Wednesday, June 16, 2022. (Source: St. Clair College/Twitter)

CTV Windsor Web Writer - June 16, 2022

There were no injuries reported following a fire at a St. Clair College residence Wednesday night, fire officials say.

Windsor fire crews responded to the blaze in the 3900 block of Geraedts Drive, the Quittenton student residence, around 8:30 p.m.

Students were evacuated from the building due to the fire which was contained to one dorm on the fourth floor.

The public was asked to avoid the area as firefighters worked to extinguish the fire and perform ventilation and overhaul.

The fire was out by 9:25 p.m. and an investigator attended the scene.

Fire officials say the cause was electrical and the damage estimate is \$50,000.

Guests and students were able to return to the residence building.

Assumption University celebrates 165th anniversary

Windsor Star - Jun 17, 2022



Assumption College at the University of Windsor is seen on February 10, 2022.

Three honorary degrees will be presented Saturday as Assumption University continues to celebrate its 165th anniversary.

Patti France, president of St. Clair College, will receive a Doctor of Laws honoris causa for outstanding contributions to higher education in Windsor-Essex County.

The late George McMahon Sr., a University of Windsor history professor and author, will be posthumously awarded the 165th anniversary Jubilee Medal in recognition of a half century of unwavering support of and service to Assumption University. Dorothy McMahon will accept the medal on behalf of her late husband.

And lawyer Carl Cohen will be presented with the Fr. Eugene Carlisle LeBel CSB Award for outstanding service rendered to Assumption University and the community.

The school, known then as Assumption College, welcomed its first cohort of students on Feb. 10, 1857.

The anniversary celebration begins at 1 p.m. at Our Lady of the Assumption Church and will include a service presided over by Bishop Ronald Fabbro, who is also chancellor of Assumption University. It will be live-streamed via YouTube.

Local roundup: Bacik earns bursary

Woodstock Sentinel Review - Jun 20, 2022

Six bursaries are awarded annually to Ontario Hockey Association players based on their commitment to community service, academics and athletics.

Bacik, 17, had an average above 90 per cent in high school. He also enjoys helping his mother feed the hungry.

“Some people just aren’t as fortunate,” he said in an OHA video. “It makes me happy to help other people out.”

Bacik had 11 assists in 34 regular-season games as a Maroons rookie and added two assists in 20 playoff games.

He plans to study civil engineering at St. Clair College starting this fall.

Assumption University marks 165 years

Windsor Star - Jun 20, 2022



Dr. John Cappucci, principal of Assumption University (left), with Bishop Ronald Fabbro, Diocese of London, on Saturday, June 18, 2022. Assumption University marked its 165 anniversary with a ceremony on Saturday.

Assumption University marked 165 years on Saturday celebrating its legacy as proudly Catholic institute of higher learning.

The university, first founded as Assumption College in 1857, held a service and reception Saturday and awarded three Windsor luminaries honorary degrees.

“There is an ancient proverb that explains a society will grow great when the first generation plants seeds knowing full well they will never have the opportunity to sit underneath its branches or enjoy its fruit,” said John Cappucci, president of Assumption University.

“We are here today because 165 years ago a group of individuals planted seeds for an institute of higher learning.”

Patti France, president of St. Clair College, received a Doctor of Laws honoris causa for her contributions to education in Windsor and Essex County. The late George McMahon Sr., a University of Windsor history professor and author, was posthumously awarded the 165th anniversary Jubilee Medal for his services to Assumption University. His medal was accepted by Dorothy McMahon on behalf of her late husband. Lawyer Carl Cohen was presented with the Fr. Eugene Carlisle LeBel CSB Award for service to Assumption University and the community.

Cappucci also introduced two new, \$10,000 Christian studies scholarships he created in celebration of his grandfathers and in celebration of the school’s future.

Bishop Ronald Fabbro, Diocese of London and a chancellor of Assumption University, presided over Saturday’s service.

“Assumption could not be what it has achieved today without many laypeople who believed in the mission of Assumption and have contributed towards it,” Fabbro said in thanks.

“We’ll all be back here in a few years celebrating the 200th years of this great institution.”

Drone technology, videography and photography taking flight in September

AM800 CKW – June 22, 2022



Three programs at St. Clair College will be soaring in a different way this upcoming school year.

Students entering the Journalism, Public Relations and Media Convergence programs this fall at St. Clair College will have an innovative class added to their program curriculum called Drone Technology and Media Production.



The course will give students another skill to market when seeking employment and will be taught by technology experts and a licensed pilot.

Jimmy Parsons, Chair of School of Media, Art & Design at St. Clair College, says students asked for the drone course.

"We want to get this off the ground now, and we're looking at doing enhancements for the Fall of 2023 to the programs, all three of the programs, and have this drone course if you will within each one of those programs, so it's not a stand-alone course yet, but maybe that's something in the future that we can look at."

He says the course is unique.

"But there's not many colleges or universities that offer this sort of thing, so our whole idea with the team is that if we get off the ground running to a running start, this gives our students in our region, and students from anywhere and abroad, an opportunity to come here to St. Clair College and experience what we have here."

Parsons says he's so excited for this course to finally be offered.

"I'm just excited to have the students get out there with a device and see what they could do, and what they come up with. There was a demonstration earlier today and it goes through the phone, so it has video on there, and there's a camera to see where you're going and things like that, so it is pretty cool to see."



The drone course will begin in the Fall of 2022, and the Winter programs in 2023.

Depending on the outcome of the course, enhancements could be made and the drone class could be its own program in the 2023-2024 school year.

Transit Windsor to develop tuition-based bus pass for St. Clair College students

Windsor Star - Jun 22, 2022



A Windsor Transit bus is seen at the Windsor International Transit Centre, on Thursday, February 24, 2022.

A new tuition-based bus pass for St. Clair College students has received support from a committee of city council.

Following the successful addition of a bus route from Tecumseh Mall to the college last year, Transit Windsor is looking to partner with St. Clair’s Student Representative Council on what it’s calling SaintsPass — similar to the U-Pass program developed with the University of Windsor — to fund bus passes for students through tuition fees.

The environment, transportation and public safety standing committee on Wednesday endorsed the project, as well as a three-year agreement between Transit Windsor and the student council that would run from September of this year to August of 2025. The program must still receive approval from city council.

In February of 2021, council opted to establish a pilot project for bus service from Tecumseh Mall to the college that ran on a 30-minute frequency from September to December. The purpose of the pilot, which was cost-shared between the city and college at a cost of \$90,000 each, was to gauge the level of demand without making a permanent budget commitment.

Although the pandemic resulted in a significant decrease in ridership across all routes, a city staff report said ridership performance on the pilot route — Route 518X — “showed immediate promise” and averaged between 1,500 and 1,800 riders weekly, “which exceeded expectations for a new route.”



The entrance to south campus of St. Clair College is seen on Tuesday, January 18, 2022.

The staff report said the numbers are a “strong indication of demand for service despite COVID-19 restrictions and St. Clair College not having 100 per cent on-campus attendance.” The city expects that, “as more routes are implemented,” ridership would increase.

The SaintsPass price has been set at \$91.33 per semester and \$274 for the academic year, with an annual increase based on either the Consumer Price Index for transportation for the preceding year or two per cent each September, whichever is higher.

The per-semester cost of a SaintsPass incorporated the anticipated revenue loss to Transit Windsor from current student riders who pay by cash, tickets, and monthly passes, the staff report said. The costing model is based on a student enrolment estimate of 10,500, excluding the Chatham campus, and the number of students currently purchasing monthly bus passes.

Recognizing that a “significant percentage” of students live outside of Windsor and would therefore not have access to Transit Windsor services, “an op-out clause of 40 per cent was negotiated,” the report said. Opting out of the program requires action on the student’s part.

Council in December approved Transit Windsor’s request to permanently fund the pilot route and directed administration to discuss a possible partnership with the college to develop a tuition-based bus pass program for students.

Transit Windsor administration is currently negotiating a commission payable to the Student Representative Council estimated to be around \$10,000, which is consistent with the University of Windsor U-Pass agreement and helps the student council cover the cost of administering the program.

Annual net revenue from the SaintsPass is projected to be \$260,000.

ST. CLAIR COLLEGE
ALUMNI ASSOCIATION
BOARD OF GOVERNORS ANNUAL REPORT 2021-2022



ALUMNI ASSOCIATION OBJECTIVES



To promote and foster positive St. Clair College alumni connections and fellowship within the St. Clair College community and the community at large.



To support and enhance the quality, resources, image and reputation of St. Clair College as a destination College.



To promote and foster support of St. Clair College through both financial and non-financial contributions.



To enrich the lives of St. Clair College Alumni through opportunities for life-long involvement with St. Clair College and the provision of valued services.



To advocate on behalf of St. Clair College Alumni in matters relating to post-secondary education and issues involving the relationship between the Alumni and St. Clair College.

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Executive Vice-President



Chase Stoyshin
Vice-President Finance



Adam Hoang
Director



Sara LaBlance
Director



Billy Panagiotopoulos
Director



Fernando Brunone
Director



Eddie Azar
Director



Lori Kempe
Director



Ryan Peebles
Director



Patti France
SCC President



John Fairley
*Executive Director,
SCC Foundation*

ALUMNI BRANDING & MARKETING

- Social Media

- Facebook 3,404 Followers
- Twitter 1,404 followers
- Instagram 1,396 followers
- LinkedIn



ST. CLAIR COLLEGE ALUMNI ASSOCIATION OUTREACH

- **Pizza Lunches**
 - Celebrating businesses and organizations that employ Alumni with a pizza lunch
- **Community Sponsorships**
 - Knobby's Kids, United Way iMove, WinterFest, One Day Dreams and more!
- **College Partnered Sponsorships**
 - Esports Varsity Team, Windsor International Film Festival, Genesis Entrepreneurship Centre programming and SRC and TSI Christmas Toy Drives.



Pizza Lunch



Knobby's Kids



ST. CLAIR COLLEGE ALUMNI ASSOCIATION College Support

- **\$100,000 per year for five years– Esports Arena Naming.**



ALUMNI ASSOCIATION FOUNDATION SCHOLARSHIPS

- Endowment as of June 2022: \$186,612.15
- Donated \$25,000 towards the endowment
- Donated \$10,000 to go towards annual scholarships
 - \$5,000 to Domestic Students –
St. Clair College Alumni 1967 Scholarship
 - \$5,000 to International Students –
St. Clair College Alumni 1967 Scholarship



**WE ARE NOW OVER
125,000 STRONG**



ST. CLAIR COLLEGE CONVOCAATION

- Three virtual ceremonies – Spring 2021, Fall 2021 and Winter 2022
- 6,500 new Alumni



ALUMNI OF DISTINCTION 2022

ST. CLAIR COLLEGE PROUDLY PRESENTS OUR
**29TH ANNUAL
ALUMNI
OF
DISTINCTION AWARDS**

Friday, April 29, 2022

**Alumni Skyline Room
St. Clair College Centre for the Arts
201 Riverside Drive West,
Windsor Ontario**

Reception: 6:15PM • Dinner: 7:00PM
Cash bar • Vegetarian meals available upon request

Tickets: \$60.00 • Tables of 6 or 8 available
For tickets call: 519-972-2747
Visit: stclairalumni.com



★ 2022 RECIPIENTS ★

| | | |
|--|--|--|
| Michael Audet <i>Business Common - 1988</i> CEO E.L.K. Energy Essex, Ontario | Karen Bolger <i>Developmental Service Worker - 1985</i> Executive Director Community Living Essex County Essex, Ontario | Tim Byrne <i>Civil Engineering Technology - 1979</i> CAO Essex Region Conservation Authority Essex, Ontario |
| Kristin Kennedy <i>Nursing - 1997</i> CEO Erie Shores Health Care Leamington, Ontario | Tomoko Oxenfarth <i>Fashion Design Technician - 2020</i> Designer/Owner Maison Louise Windsor, Ontario | Chris Vadori <i>Advertising - 2010</i> Social Media Manager - Canada Skip the Dishes Toronto, Ontario |

Sponsored by:  **JOHNSON
INSURANCE**



ALUMNI OF DISTINCTION RECOGNITION WALLS

- Alumni of Distinction Walls of Recognition are located at the South Windsor and Chatham campuses.
- Each wall showcases St. Clair College's current Alumni of Distinction as well as all past recipients.



ALUMNI COMMUNITY OUTREACH



\$41,000
to
Alumni
Community
Events

\$25,500
to
Student
Life

\$104,375
to
Community
Initiatives



ALUMNI ASSOCIATION ANNUAL REPORT

The St. Clair College Alumni Association Annual Report will be posted on the alumni website at:

www.stclairalumni.com





OVER 125,000 STRONG

Thank You!
Any Questions?



ST. CLAIR COLLEGE
FOUNDATION

ANNUAL UPDATE
2021 - 2022



ST. CLAIR COLLEGE
FOUNDATION

JOHN FAIRLEY
Executive Director, SCC Foundation

FOUNDATION BOARD OF DIRECTORS



David Moncur
President



Jim Komar
Vice-President



Jody Cloutier
Secretary/Treasurer



Pat Best
Director



Jeff Casey
Director



Cathy Geml
Director



Alex Toldo
Director



Renu Khosla
Director



Chase Stoyshin
Director



Marc Jones
SCC CFO



Patti France
SCC President



John Fairley
Executive Director



**ST. CLAIR COLLEGE
FOUNDATION**



2,184

**COMPLETED STUDENT
APPLICATIONS**



ST. CLAIR COLLEGE FOUNDATION

SCHOLARSHIPS

713

SCHOLARSHIPS
AWARDED

\$554,076

TOTAL VALUE
OF SCHOLARSHIPS

\$777

AVERAGE
SCHOLARSHIP

NEW ANNUAL SCHOLARSHIP FUNDS

\$56,316+
TOTAL NEW ANNUAL
SCHOLARSHIP FUNDS



- Alice Drayson Memorial Scholarship
- Bill Klein / Norma Slevison-Klein Scholarship
- Canadian Caps and Gowns Scholarship
- CINA Radio Group Scholarship
- Douglas Marketing Group Scholarship
- Enbridge Inc. Scholarship
- Ethel Dodman Scholarship
- Giving Tuesday Scholarship
- James H. Allen Memorial Scholarship
- Jo-Anne Mancini Scholarship
- Keith Lauzon Memorial Scholarship
- Rick Muldoon Memorial Scholarship
- Roger Duchene Architectural Technology Scholarship
- Teresa Toohey Memorial Scholarship

*+ AN ADDITIONAL
\$34,165
INVESTED INTO
EXISTING ANNUAL
SCHOLARSHIPS*

GIVING TUESDAY

\$18,000+

IN DONATIONS DURING NOVEMBER 2022
LEADING TO 7 NEW SCHOLARSHIPS



NEW ENDOWMENT SCHOLARSHIP FUNDS

\$435,577

TOTAL NEW ENDOWMENT
SCHOLARSHIP FUNDS



- Burstyn Scholarship
- Henry and Henrietta Pickthall Memorial Scholarship
- Michael Gauthier Scholarship for Leadership in Digital Animation

*+ AN ADDITIONAL **\$51,060** INVESTED
INTO EXISTING ENDOWMENT SCHOLARSHIPS*



ST. CLAIR COLLEGE
FOUNDATION

\$11,906,617

TOTAL PORTFOLIO AS OF
MARCH 31, 2022





ST. CLAIR COLLEGE
FOUNDATION

\$494,145

NET PORTFOLIO INVESTMENT RETURN
BETWEEN APRIL 1, 2021 - MARCH 31, 2022

+4.01%





ST. CLAIR COLLEGE
FOUNDATION

QUESTIONS?