

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on November 22, 2022, at 7:00 p.m. in Room #325, Windsor Campus.

Present:

Mr. A. Barron
Mr. M. Beale
Mr. K. Beaudoin
Mr. W. Beck
Ms. P. Corro-Battagello
Ms. P. France, **President**
Mr. C. Hotham
Mr. J. Parent
Ms. J. Piccinato, **Chair**
Mr. A. Provost
Mr. R. Renaud
Mr. G. Rossi, **Vice Chair**
Mr. E. Sovran, virtually, **Past Chair**,
Mr. A. Teshuba
Ms. M. Watters
Ms. G. Wrye

Regrets:

Ms. R. Khosla

Also Present:

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

Having a quorum of Governors in attendance 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'**.

Ms. J. Piccinato chaired the meeting and Ms. Adams was the recording Board Secretary.

1.0 Adoption of the Agenda and Declaration of Conflict of Interest

The Board Chair noted an amendment to the agenda, removal of:

Item #7.3: By-law 19: Removal of a Board Member

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

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

2.0 Approval of the Minutes of the Full Board meeting held on Tuesday, October 25, 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 October 25, 2022 meeting.

3.0 Constituent Reports

Retirees' Association

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

- The Chatham Christmas luncheon has been rescheduled for Thursday, December 1, 2022, and the plans have been finalized for the Windsor Christmas luncheon.
- A discussion was had surrounding the reporting of obituaries in the Retirees' newsletter with suggestions to update the format.
- A Retiree's trip to Mexico is being planned for Winter 2023. This will be the first group trip scheduled in two years.
- The deadline for Retirees' to apply for the new parking permit has been moved to February 28, 2023.

- The next meeting of the Retirees' Association is scheduled for January 18, 2023 at the Windsor Campus.

Mr. Jones extended wishes for the Board to have a Happy Holiday, on behalf of the Retirees' Association.

Support Staff

Ms. Parrinello noted that the Support Staff currently have nothing to report.

Student Representative Council (SRC)

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

- The SRC Vice Presidents continue to host Class Rep meetings on a monthly basis, as they work to better engage our students. Class Rep meetings have also been scheduled at our Ace Acumen campuses. Ms. Miranda Underwood of the College's Advancement Office provided a presentation regarding the Scholarship program.
- The SRC has now ratified 30 clubs for Fall 2022 and has doubled the ratification amounts to entice student interest.
- SRC has distributed approximately 4,500 Transit Windsor passes to Windsor students with an additional 2,155 students opting out to date.
- Activities and initiatives for Fall 2022 include the following:
 - Weekly Yoga.
 - Gaymes night.
 - Mackflash trivia.
 - Therapy dogs.
 - Food Bank.
 - Funny Money.
 - Karaoke.
 - Esports activities.
 - Monthly Board programming initiatives.
 - Career sessions and workshops.
 - Bowling.
 - Cooking videos.
 - Business communication seminars.
- The SRC continues to work with the Centre for Academic Excellence (CAE) to ensure that students understand the importance of Academic Integrity and that they are aware of available supports and consequences of non-compliance. October 19, 2022 was the National Day of Action Against Contract Cheating. The SRC gave away Timbits at the Windsor and Downtown campuses in honour of "Donut Cheat Day", promoted a "Learn It to Earn It" tutorial and #SaintsDontCheat.

- The SRC is currently reviewing and planning to operate a food service location at the Downtown Campus. Discussions are taking place with College Administration to convert the first floor of 333 Riverside Drive to a student lounge space.
- The Safe Walk program is active at the St. Clair College Centre for the Arts. The SRC is currently looking for additional volunteers at the Windsor Campus and is considering making this a paid position to attract more applicants.
- The SRC and TSI collaborated to host the provincial AMICCUS-C Conference in Chatham in November.
- The SRC will be handing out Stress-Less kits at Windsor and Acumen campuses beginning December 5, 2022 in preparation for exam week.
- The SRC will be holding its annual Toy and Food Drive to assist students and their families with food hampers and toys. Each year, the SRC strives to help all students who are in need. To date, the SRC has received 126 student requests and this number is expected to increase.
- The SRC continues to advocate provincially on behalf of our students, which involves communication with student groups throughout the province and Colleges Ontario regarding current issues. Currently the issues that students are most concerned about are mental health supports, COVID-19, placements and student housing. Six student associations from Ontario colleges are campaigning for the International Student Tuition debate for international student tuition equity. The SRC has decided not to join these advocacy efforts.
- At Ace Acumen, three new volunteer leads have been hired for Inclusivity, Academic Integrity and Health and Wellness. The student volunteers at all three Toronto campuses have been doing an amazing job organizing events.

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:

- The President received a letter from Beth Ann Prince, Board Chair of the Windsor Regional Hospital Foundation (WRHF), thanking the College for hosting the 28th Annual Gourmet Food and Wine Gala in support of the new Acute Care Hospital. WRHF expressed their gratitude to the College for the outstanding leadership and support.
- St. Clair College is the recipient of the 2022 Gord Smith Healthy Workplace Award – Platinum Level. An online awards ceremony was held on Wednesday, October 16, 2022. The President thanked Rebecca Demchuk, Justin Martin and their team for their hard work and commitment to safety and wellness.

- The annual Staff Holiday Lunch will be held on Monday, December 19, 2022. A very special Community partnership Award will be given at this event in recognition of an outstanding community member.
- The annual taping of the Eater Seals Telethon was held in the Student Life Centre on Saturday, November 5, 2022. The event raised \$218,657 towards assisting children with disabilities succeed.
- The Hon. Randy Boissonnault, Federal Minister of Tourism and Associate Minister of Finance, along with Irek Kusmierczyk, MP Windsor-Tecumseh and Parliamentary Secretary to the Minister of Employment, Workforce Development and Disability Inclusion visited the College on Wednesday, November 9, 2022. While on campus, Minister Boissonnault and MP Kusmierczyk participated in a brief campus tour. The Minister met with the Senior Team to discuss potential future collaborations.
- On Thursday, November 10, 2022, both the Windsor and Chatham Campuses promoted the Open House that is scheduled at the Windsor, Downtown and Chatham Campuses. At the Windsor Campus, St. Clair College Alumni, Dan MacDonald broadcasted live on AM800 CKLW and morning host Dave Tymo broadcasted live on Cool FM 95.1.
- Students from the College's Protection, Security and Investigations and Police Foundations programs performed random acts of kindness in the community and raked leaves for fall clean up.
- Students from the Human Resources Management program worked in collaboration with the Saints Student Athletic Association to hold a "Sweat it Out for Hospice" fundraiser spin class in support of The Hospice of Windsor and Essex County. The class raised \$1,400 and the College matched their donation. The cheque presentation was held on Thursday, November 10, 2022.
- The Fall Open House was held on Saturday, November 12, 2022, at the Windsor, Downtown and Chatham Campuses. The events were an overwhelming success.
- The 21st Annual association of Fundraising Professionals' National Philanthropy Day Awards were held on Tuesday, November 15, 2022, at the Royal Canadian Legion in Oldcastle. St. Clair College was the presenting sponsor of the Outstanding Fundraising Professional Award and President France was proud to bestow the award to Gisele Seguin of the Windsor Regional Hospital Foundation.
- Erie Shores HealthCare is joining Hotel-Dieu Grace Healthcare, St. Clair College, the University of Windsor and Windsor Regional Hospital as an official partner of WE-SPARK Health institute. The official Memorandum of Understanding was signed on Wednesday, November 16, 2022. WE-SPARK Health Institute is a partnership designed to take healthcare to the next level through research.
- The S'Aints will be performing their annual S'Aints Sleighing Hunger Concert at the Colosseum at Caesar's Windsor on Friday, December 23, 2002. The event raises money for the local food banks.

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.

5.0 Consent Agenda

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

- 5.1 Academic – Student Pathways, Continue to Create Academic Pathways (College to College, College to University, University to College).
- 5.2 Development of Human Resources – Staff Wellness.

RESOLVED THAT the Board of Governors receive and approve the contents of the November 22, 2022 Consent Agenda, as presented.

6.0 Monitoring Reports

6.1 Mid-Year Review 2022-2023

The Board Chair called upon Mr. Marc Jones to speak to this item. Mr. Jones noted that the 2022-2023 Mid-Year Review, was included in the Full Board agenda package. He provided a PowerPoint presentation, highlighting the following:

- The Mid-Year Budget Report for 2022-2023 was presented to the Board of Governors Audit and Finance Committee on November 11, 2022. The Committee did recommend approval of the 2022-2023 Mid-Year Budget Report to the Board of Governors.

Statement of Operations:

- The original budget forecasted a surplus of \$32.9 million. The mid-year projection is \$2.7 million lower at \$30.1 million. This decrease can be mainly attributed to:
 - Lower international student enrolment relative to the original budget targets for all semesters in the fiscal year.

Revenues:

- Overall revenues have decreased by \$6.8 million or 2% from the original budget projection which can be attributed to the following:
- Total Ministry Operating Grants have increased by \$1.8 million, primarily due to the decrease in actual international student enrolment relative to the budget

resulting in less funds being clawed back by the Ministry from operating grants for the International Student Recovery program.

- Total Contract Income increased by \$814,000, primarily due to the following:
 - An increase of \$1.5 million as it relates to an additional grant that was unknown when the budget was developed for the accelerated Personal Support Worker program which covers students' tuition and other costs while graduating with full credentials in six months. This was partially offset by a decrease of \$426,000 in the Apprenticeship Seat Plan grant due to lower registrations.
- Total Tuition Revenue is lower than the original budget by \$17.4 million, primarily due to the following:
 - Year-to-date actual enrolment is lower than projected. This can be attributed to the backlog in study permit processing at the IRCC and additional competition with growth in PCPP in the Greater Toronto Area (GTA).
 - Lower intakes from the prior fiscal year's Winter 2022 semester, as well as the Spring and Fall 2022 semesters have a rolling impact on returning student enrolment for both this and next fiscal year.
- Total Other Income has increased over the original budget by \$7.7 million due to the following:
 - An increase in Interest Income of \$5.4 million as a result of the significant increase in the Bank of Canada's policy interest rate.
 - An increase in Administration "jumper" fees as a result of international students applying and registering with St. Clair College to obtain their study permit and the moving to another post-secondary institution, often in the GTA.

Expenditures:

- Overall expenditures are lower than the original budget projection by \$4.0 million or 2%.
- Total Salary and Benefits decreased by \$2.5 million from the original budget, primarily due to the following:
 - A decrease across the constituent groups in staffing resources due to delayed hires and unplanned retirements.
- Non-Salary Expenses are lower than the original budget by \$1.6 million, primarily due to the following:
 - Contracted Services Other decreased by \$5.6 million due to lower agent commissions required as a result of lower international student enrolment.

- Instructional Supplies decreased by \$1.1 million due to a refinement by the Academic Sector to its instructional supplies and student material requirements for the year based on current spending patterns.
- Premise Rental decrease by \$765,000 due to the international student Standard Operating Procedure (SOP) no longer being required.
- A decrease in Amortization Expense of \$628,000 as a result of delays in capital budget spending relative to the projected completion dates.
- An increase in Advertising Expense of \$1.2 million due to the College's recruitment and branding initiatives and support of the new acute care hospital.
- An increase of Contracted Educational Services of \$4.3 million which can be attributed to the higher enrolment relative to budget at Ace Acumen and represents the flow through funds the College transfers to the GTA campuses.
- An increase in Stipends and Scholarships of \$1.6 million which reflects the flow through funds to students for the PSW accelerated program.

Should there be another COVID-19 wave, the current budget does not include any allocation for COVID-19 related expenses, such as additional security, free rapid antigen tests and masks or other related third party services.

Ancillary Operations:

- The Ancillary Operations overall original budget surplus of \$1.24 million has increased by \$21,000 to a mid-year budget surplus of \$1.26 million. This can be primarily attributed to the Windsor Residence revenue increasing, as a result of increased occupancy relative to plan.
- Parking Revenues decreased due to lower permit sales which may be attribute to the new Transit Windsor bus pass ancillary fee.

Statement of Financial Position:

- There are no cash flow concerns and the balance sheet continues to be strong.
- Other current assets largely consist of GICs.
- Capital assets reflect the College's capital plan for the fiscal year, including the Board approved \$5.7 million being spent from Unrestricted Reserves, capitalizing the Zekelman Centre of Academic Excellence, Deferred Maintenance projects and Ministry funded capital projects.

- Liabilities total \$366 million which includes Deferred Revenue of \$158 million which reflects the College's lower international student tuition payments for future semesters, as a result of lower intakes during the fiscal year.
- Debt levels are low relative to total assets at a total of \$23 million. The College's long-term debt reflects the Ontario Financing Authority (OFA) loan for the Zekelman Centre of Excellence.
- Net Assets are forecasted to be in a surplus position at \$234 million with an Unrestricted Reserves balance of \$6 million and Internally Restricted Reserves of \$139 million.

Non-Committed Cash Projection

- The College's ending projection is relatively in-line with the original budget.
- The College's Unrestricted Balance as included in the 2021-2022 Financial Statements was \$36.1 million.
- The operating surplus of \$36.8 million reflects the \$30.1 million surplus combined with the non-cash impact of amortization expense and revenue of \$6.7 million.
- The College's capital outlay of \$9.0 million reflects \$5.7 million funded from Unrestricted Reserves, \$1.4 million spend for the Zekelman Centre, \$580,000 for the Welcome Centre, \$260,000 for the Parking Deck and an adjustment of \$1 million to establish an ARO in compliance with a new public sector accounting standard.
- The Long-Term Debt (LTD) of \$2.3 million reflects the estimated principal payments towards existing loans as well as the \$4 million OFA loan.
- The Internally Restricted allocation of \$59.5 million reflects numerous adjustments.
- Adjustments of \$3.9 million reflect the College's conservative estimate on uncollectable receivables.
- Overall, there is a Non-Committed Cash Projection of \$2.7 million for this fiscal year.

Internally Restricted Reserves

- At March 31, 2022, the Internally Restricted Reserves were at \$92.5 million.
- The Internally Restricted Reserves is forecasted to be at \$139.5 million at fiscal year-end.

Financial Sustainability Metrics

- As projected with the original budget, the mid-year budget projections still show strong financial results.
- The College's metrics are all well above the Ministry benchmarks and zero flags are expected.

After a brief discussion it was

RESOLVED THAT the Board of Governors approve the 2022-2023 Mid-Year Budget Report.

6.2 Business Plan Budget Accrual Template (MCU Format)

The Board Chair called upon Mr. Jones to report on this item. Mr. Jones reviewed the information contained in the Business Plan Budget Accrual Template and noted that this is a requirement of the Ministry of Colleges and Universities (MCU) each January, with the intent to provide an indication of the College's projected financial position at March 31, 2023 based on information known to the College. Because of the timing of the mid-year budget review process, this information is utilized to complete the template.

RESOLVED THAT the Board of Governors approve the Business Plan – Accrual Budget Template (MCU Format) for the period ending March 31, 2023 for submission to the Ministry.

7.0 By-law and Policy Review

7.1 By-law 17: Board Officer Vacancies – 1st Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of By-law 17: Board Officer Vacancies, as presented.

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

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 presented.

7.3 By-law 20: Remuneration of Governors – 1st Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of By-law 20: Remuneration of Governors, as presented.

8.0 Date of the Next Meeting

10.1 The next Board meeting is scheduled for Tuesday, February 23, 2023.

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

MISSION STATEMENT

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

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

505th FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, November 22, 2022

TIME: Immediately Following the In-Camera Meeting

PLACE: Room #325

NOTE: Dinner will be available for SOG and constituents at 5:00 p.m. in the President's Board Room #342.

AGENDA

1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST

2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON OCTOBER 25, 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 Academic – Student Pathways, Continue to Create Academic Pathways (College to College, College to University, University to College)

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

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

5.2 Development of Human Resources – Staff Wellness

Information Item – Administration has provided a report on Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness) – Monitor institutional WSIB lost sick time, attached as Item #5.2.

6.0 MONITORING REPORTS

6.1 Mid-Year Review 2022-2023

Approval Item – Administration has provided the Board with the 2022-2023 Mid-Year Budget Review, attached as Item #6.1.

6.2 Business Plan Budget Accrual Template (MCU Format)

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

7.0 BY-LAW AND POLICY REVIEW

7.1 By-law 17: Board Officer Vacancies

Approval Item – The Board will review By-law 17: Board Officer Vacancies for 1st reading, attached as Item #7.1.

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

Approval Item – The Board will review By-law 18: Delegation of Duties of Board Officers for 1st reading, attached as Item #7.2.

7.3 By-law 19: Removal of Members

Approval Item – The Board will review By-law 19: Removal of Members for 1st reading, attached as Item #7.3.

7.4 By-law 20: Remuneration of Governors

Approval Item – The Board will review By-law 20: Remuneration of Governors for 1st reading, attached as Item #7.4.

8.0 DATE OF THE NEXT MEETING

8.1 The next meeting is scheduled for Tuesday, February 28, 2023 at the Windsor Campus.



ST. CLAIR

COLLEGE

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 22, 2022

RE: STRATEGIC DIRECTIONS UPDATE (2022-2023) - ACADEMIC EXCELLENCE – STUDENT PATHWAYS

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

AIM:

To provide the Board with an update on the Strategic Directions (2022 – 2023). This update pertains to Strategic Direction – #1 – Academic Excellence – Continue to create academic pathways (college to college, college to university, university to college) and promote student pathways for heightened awareness. Specific details include the following:

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

BACKGROUND:

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

St. Clair College and Institute of Technology Tralee (IT Tralee) in Ireland, previously established formal partnerships for graduates from both institutions to further their post-secondary education opportunities in Ireland and Canada. Effective January 1, 2021, after a draft ministerial order, IT Tralee along with Cork Institute of Technology were dissolved, and Munster Technological University (MTU) Kerry Campus was created. In conjunction with the former pathways in Business, Engineering Technologies, Health Sciences and Media, Art and Design, the following six new agreements were executed between St. Clair College and MTU Kerry Campus:

Animation – 2D/3D

- Graduates of the Ontario Colleges Advanced Diploma in Animation – 2D/3D at St. Clair College are eligible to enter Year 4 of the Bachelor of Arts (Honours) in Animation, Visual Effects and Motion Design at MTU Kerry Campus.
- To be eligible for consideration for entry to an MTU program, St. Clair College graduates will have achieved a minimum grade average of 60% at the Ontario College Diploma level.

Child and Youth Care

- Ontario College Advanced Diploma graduates of the Child and Youth Care program at St. Clair College are eligible to enter Year 4 of the Bachelor of Arts (Honours) in Social Care at MTU Kerry Campus.
- To be eligible for consideration for entry to an MTU program, St. Clair College graduates will have achieved a minimum grade average of 60% at the Ontario College Advanced Diploma level.

Civil Engineering Technology

- Ontario College Advanced Diploma graduates of the Civil Engineering Technology program at St. Clair College are eligible to enter Year 4 of the Bachelor of Science (Honours) in Civil Engineering at MTU Kerry Campus.
- To be eligible for consideration for entry to an MTU program, St. Clair College graduates will have achieved a minimum grade average of 60% at the Ontario College Advanced Diploma level.

Culinary Management

- Graduates of the Ontario College Diploma in Culinary Management from St. Clair College are eligible to enter Year 3 of the Bachelor of Arts (Level 7) in Culinary Arts at MTU Kerry Campus. Graduates of the BA (Ord.) in Culinary Arts, with a minimum average of 50%, are eligible to enter Year 4 of the Bachelor of Arts (Honours) in Culinary Arts.
- To be eligible for entry to an MTU program, St. Clair College graduates will have achieved a minimum grade average of 60% at the Ontario College Diploma level.

Early Childhood Education

- Ontario College Diploma graduates of the Early Childhood Education program at St. Clair College are eligible to enter Year 3 of the Bachelor of Arts in Early Childhood Education and Care (ECEC) at MTU Kerry Campus.
- To be eligible for consideration for entry to an MTU program, St. Clair College graduates will have achieved a minimum grade average of 60% at the Ontario College Diploma level.

Fitness and Health Promotion

- Graduates of the Ontario College Diploma in Fitness and Health Promotion from St. Clair College are eligible for advanced entry to Year 3 (Semester 5) of the Bachelor of Science in Coaching and Sports Performance at MTU Kerry Campus.
- To be eligible for consideration for entry to an MTU program, St. Clair College graduates will have achieved a minimum grade average of 60% at the Ontario College Diploma level.

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

1. A billboard campaign will begin in December 2022, following the November 12, 2022 Fall Open House.
2. A Guidance Counsellor's Forum was held in Windsor on November 1, 2022, and another is scheduled for December 1, 2022, in Chatham, highlighting student pathway opportunities.
3. The Marketing and Recruitment team ensures that academic pathways' messaging is included in all high school presentations.
4. Student pathway opportunities are discussed during all on-campus high school tours, which resumed in April 2022 and have continued to date.
5. Social media posts highlight student pathways by program.
6. Digital advertising campaigns focus on student pathways.
7. Student pathways are included annually in the St. Clair College Admissions Handbook.
8. Student pathway opportunities are part of all Fall and Spring high school in-person school presentations throughout the catchment area and the province.
9. Webpage entitled Credit Transfers and Pathway Agreements, which includes all the student pathways available at St. Clair College can be found at:
www.stclaircollege.ca/programs/credit-transfer-pathway-agreements
10. Display booth at the India Canada Association 75th Independence Day Event, August 2022.

RECOMMENDATION:

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



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 22, 2022

RE: STRATEGIC DIRECTIONS UPDATE (2022-2023) – HUMAN RESOURCES (STAFF DEVELOPMENT, EFFICIENCY, EFFECTIVENESS AND WELLNESS) – DEVELOPMENT OF HUMAN RESOURCES – STAFF WELLNESS

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

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2022 – 2023). This update is related to Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness) regarding monitoring institutional WSIB lost sick time.

Goal	Objective	Measure	Target
Development of Human Resources.	Staff wellness.	Monitoring institutional WSIB lost sick time.	0% ~ 2%

BACKGROUND:

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

Date	Total Number of WSIB Reported Claims
Aug 1, 2020 to July 31, 2021	16 WSIB Claims
Aug 1, 2021 to July 31, 2022	9 WSIB Claims

St. Clair College realized a reduction in WSIB claims reported of 7 in a year over year comparison.

RECOMMENDATION:

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

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 22, 2022

**RE: FINANCIAL MONITORING REPORT:
2022-23 MID-YEAR BUDGET REPORT**

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

AIM:

To obtain Board approval for the 2022-23 Mid-Year Budget Report.

BACKGROUND:

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

The proposed 2022-23 Mid-Year Budget Report incorporates the following:

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

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the 2022-23 Mid-Year Budget Report.

STATEMENT OF OPERATIONS BUDGET

EXECUTIVE SUMMARY (Schedule I)

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

The 2022-23 budget approved by the Board on March 22, 2022 provided for a surplus position of \$32,908,357. At that meeting, Administration provided the Board with an update on the ongoing budget pressures and risks.

Administration continues to move forward with capital expenditures and operational requirements within the framework of the current Strategic Directions. Based on the mid-year review analysis, the College is projecting a surplus position of \$30,112,480 at March 31, 2023, which is \$2,795,877 lower than the original budget surplus position.

The revised projection for total operating and ancillary revenue for 2022-23 is \$289,963,413, representing a decrease of \$6,865,692 or 2% over the original budget of \$296,829,105.

The revised projection for total operating and ancillary expenditures for 2022-23 is \$259,850,933 representing a decrease of \$4,069,815 or 2% over the original budget of \$263,920,749.

CHANGES TO REVENUE (Schedule II)

Overall, revenues decreased by \$6,865,692 or 2% over the original budget. The following highlights compare the original budget approved by the Board to some of the major changes in revenue:

- Total MCU Operating Grants increased by \$1,850,693 or 5% over the original budget, primarily due to a decrease in the Ministry's International Student Recovery program of \$1,206,000 because of lower international student enrolment than planned.
- Total Contract Income increased by \$814,281 or 6% over the original budget due to the following:
 - Decrease in the Apprenticeship Grant of \$426,809 due to lower registrations relative to the funded seat plan.
 - Increase in Other due to the Ontario government's approximate funding of \$1,500,564 for an accelerated Personal Support Worker 2.0 program that covers students' tuition and other expenses, allowing participants to graduate

with full credentials in six months. This second year of funding was unknown when the budget was originally developed.

- Total Tuition revenue decreased by \$17,401,194 or 10% over the original budget due to the following:
 - Decrease in the Domestic Tuition revenue budget of \$422,011 due to lower enrolment. The current year's Fall semester Day 10 enrolment totaled 6,824 full-time domestic students compared to a budget assumption of 7,006 students. Domestic Tuition revenue is subject to adjustments for dismissals, withdrawals, and new students enrolling in the Winter semester.
 - Decrease in the International Tuition revenue of \$22,097,246 due to lower enrolment across the Spring and Fall semesters. The current year's Fall semester Day 10 international enrolment totaled 3,470 compared to a budget assumption of 4,650. International Tuition revenue is subject to adjustments for dismissals, withdrawals, student VISA denials, immigration matters, and new students enrolling in the Winter semester.
 - Increase in the PCPP Tuition revenue of \$4,270,762 due to higher enrolment from the Spring semester. The current year's Fall semester Day 10 international enrolment totaled 3,470 compared to a budget assumption of 3,500. PCPP Tuition revenue is subject to adjustments for dismissals, withdrawals, student VISA denials, immigration matters, and new students enrolling in the Winter semester.
- Total "Other" income increased by \$7,743,320 or 15% over the original budget due to the following:
 - Increase in Interest Income of \$5,450,000 due to significant increases in the Bank of Canada's policy interest rate and interest realized from maturing GICs.
 - Increase in Other Income of \$1,476,449 mostly due to administration fees realized from students who registered with St. Clair but subsequently chose to enroll at another institution.

CHANGES IN EXPENDITURES (Schedule III)

Overall, expenditures decreased by \$4,069,815 or 2% over the original budget. The following highlights compare the original budget approved by the Board to some of the major changes in expenditures:

- Total Salaries & Benefits decreased by \$2,545,100 or 3%. The decrease is primarily due to the following:
 - Decrease in Full-Time Faculty salaries: \$1,203,964

- Decrease in Part-Time Faculty salaries: \$415,923
- Decrease in Full-Time Support salaries: \$1,642,694
- Decrease in Fringe Benefits: \$393,900

The decrease in Salaries & Benefits is a result of less active staffing resources than planned due to delayed hires and unplanned retirements.

- Total Non-Salary Expenditures decreased by \$1,630,545 or 1%. The decrease is primarily due to the following:
 - Increase in Advertising of \$1,195,589 due to the College's recruitment and branding initiatives and support of the new acute care hospital.
 - Increase in Contracted Educational Services of \$4,343,095 due to higher enrolment than planned at the Toronto Campuses, and flowing the applicable funds to Ace Acumen.
 - Decrease in Contracted Services Other of \$5,693,151 due to lower agent commissions because of lower international student enrolment.
 - Decrease in Instructional Supplies of \$1,115,970 due to refinement by the academic sector of its original budget assumptions.
 - Decrease in Premise Rental of \$765,750 due to international student arrival protocol no longer being active.
 - Increase in Stipends & Allowances & Scholarships of \$1,631,820 due to funds being flowed to students enrolled in the accelerated Personal Support Worker 2.0 program.
 - Decrease in Amortization of \$628,301 due to delays in capital project spending.

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

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

The Ancillary Operations overall original budget surplus of \$1,241,671 has increased by \$21,380 to a mid-year budget surplus of \$1,263,051. This is due to adjustments to the revenue forecasts for the College's Parking and Residence operations.

PLANNING FOR 2023-24

The results of this mid-year review will be incorporated into our planning for 2023-24. We will continue to inform the Board as new information is available and our plans are developed.

SCHEDULE I

**St. Clair College of Applied Arts and Technology
Statement of Operations Summary: 2022-23**

	A Budget Income Statement 2022-23 \$	B MYR Income Statement 2022-23 \$	B - A Variance \$	
<u>REVENUE</u>				
MCU Operating Grants	40,057,466	41,908,159	1,850,693	
Contract Income	12,980,052	13,794,332	814,281	
Tuition	179,778,136	162,376,941	(17,401,194)	
Other	52,966,211	60,709,531	7,743,320	
Total Operating Revenue	285,781,865	278,788,964	(6,992,901)	
Total Ancillary Revenue	11,047,240	11,174,449	127,209	
TOTAL REVENUE	296,829,105	289,963,413	(6,865,692)	-2%
<u>EXPENDITURES</u>				
Salaries & Benefits	98,901,572	96,356,472	(2,545,100)	
Non Salary	155,213,607	153,583,064	(1,630,544)	
Total Operating Expenditures	254,115,179	249,939,536	(4,175,644)	
Total Ancillary Expenditures	9,805,569	9,911,398	105,829	
TOTAL EXPENDITURES	263,920,749	259,850,933	(4,069,815)	-2%
TOTAL SURPLUS / (DEFICIT)	32,908,357	30,112,480	(2,795,877)	-8%

SCHEDULE II

St. Clair College of Applied Arts and Technology				
Statement of Revenue: 2022-23				
	A	B	B - A	
	Budget	MYR	Income	
	Income	Statement	Statement	
	Statement	2022-23	2022-23	Variance
REVENUE	2022-23	2022-23	2022-23	2022-23
	\$	\$	\$	\$
Enrolment Based Envelope: see note 1	20,501,552	20,674,708	173,156	
Differentiation Envelope: see note 2	23,740,713	23,958,981	218,268	
Special Purpose / Other Grants: see note 3	(4,184,799)	(2,725,530)	1,459,268	
Total MCU Operating Grants	40,057,466	41,908,159	1,850,693	5%
Apprenticeship	3,926,656	3,499,847	(426,809)	
Canada Ontario Jobs Grant	507,216	507,216	-	
Employment Ontario	3,056,813	3,056,813	-	
Youth Job Connection	1,337,400	1,337,400	-	
Literacy & Basic Skills	1,386,172	1,376,172	(10,000)	
School College Work Initiative	1,671,242	1,713,876	42,634	
Second Career	450,000	250,000	(200,000)	
Other: see note 4	644,553	2,053,009	1,408,456	
Total Contract Income	12,980,052	13,794,332	814,281	6%
Post Secondary - Domestic	23,862,060	23,440,049	(422,011)	
Post Secondary - International	88,117,273	66,020,027	(22,097,246)	
Post Secondary - PCPP	67,109,803	71,380,565	4,270,762	
Continuing Education	689,000	1,536,300	847,300	
Total Tuition	179,778,136	162,376,941	(17,401,194)	-10%
Interest Income	4,700,000	10,150,000	5,450,000	
Contract Training	210,000	482,175	272,175	
International Projects	210,000	212,215	2,215	
PCPP Fee-for-Service	23,043,225	23,648,303	605,078	
Other: see note 5	1,777,790	3,254,239	1,476,449	
Divisional Income	17,323,203	17,214,958	(108,245)	
Amortization of DCC	5,701,993	5,747,640	45,647	
Total Other	52,966,211	60,709,531	7,743,320	15%
Total Revenue Before Ancillary	285,781,865	278,788,964	(6,992,901)	
Ancillary Revenue	11,047,240	11,174,449	127,209	1%
TOTAL REVENUE	296,829,105	289,963,413	(6,865,692)	-2%

SCHEDULE III

St. Clair College of Applied Arts and Technology Statement of Expenditures: 2022-23

	A Budget Income Statement 2022-23 \$	B MYR Income Statement 2022-23 \$	B - A Variance \$	
EXPENDITURES				
Administrative: Full-Time	8,495,806	8,807,582	311,776	
Administrative: Part-Time	2,210,004	2,981,820	771,816	
Faculty: Full-Time	34,193,600	32,989,636	(1,203,964)	
Faculty: Part-Time	14,613,677	14,197,754	(415,923)	
Support: Full-Time	16,546,754	14,904,060	(1,642,694)	
Support: Part-Time	5,545,283	5,543,072	(2,211)	
Fringe Benefits	17,296,448	16,932,549	(363,900)	
Total Salaries & Benefits	98,901,572	96,356,472	(2,545,100)	-3%
Advertising	2,424,826	3,620,415	1,195,589	
Contracted Cleaning Service	3,503,000	3,596,955	93,955	
Contracted Educational Services	70,269,605	74,612,700	4,343,095	
Contracted Services Other	21,467,000	15,773,850	(5,693,151)	
Equipment Maintenance & Repairs	3,545,306	3,493,032	(52,274)	
Equipment Rentals	2,905,033	2,514,794	(390,239)	
Instructional Supplies	6,177,653	5,061,683	(1,115,970)	
Insurance	6,215,957	6,327,860	111,903	
Janitorial & Maintenance Supplies	542,900	575,182	32,282	
Memberships & Dues	595,833	631,228	35,395	
Municipal Taxes	740,454	705,804	(34,650)	
Office Supplies	844,261	825,874	(18,387)	
Premise Rental	3,619,424	2,853,674	(765,750)	
Professional Development	611,786	656,296	44,510	
Security Services	2,678,500	2,752,243	73,743	
Stipends & Allowances & Scholarships	2,870,534	4,502,354	1,631,820	
Student Assistance: 30% Tuition	2,032,250	2,032,250	-	
Travel	822,810	723,310	(99,500)	
Utilities	4,928,300	4,722,506	(205,794)	
Other: see note 6	5,302,473	5,113,653	(188,820)	
Amortization	13,115,702	12,487,401	(628,301)	
Total Non-Salary Expenditures	155,213,607	153,583,064	(1,630,544)	-1%
Total Operating Expenditures	254,115,179	249,939,536	(4,175,644)	-2%
Ancillary Expenditures	9,805,569	9,911,398	105,829	1%
TOTAL EXPENDITURES	263,920,749	259,850,933	(4,069,815)	-2%

SCHEDULE IV A

St. Clair College of Applied Arts and Technology Statement of Ancillary Operations: 2022-23				
	A	B		
	Budget	MYR		
	Income	Income		
	Statement	Statement	B - A	
	2022-23	2022-23	Variance	
	\$	\$	\$	
<u>Ancillary: Revenue</u>				
Beverage Supplier	70,740	70,740	-	
Bookstore - Windsor & Chatham	175,000	200,000	25,000	
Green Giants	1,000	1,000	-	
IRCDSS Special Events & Projects	129,000	129,000	-	
Lockers Administration	30,000	32,295	2,295	
Parking Lots	2,183,000	1,900,000	(283,000)	
Residence - Windsor	2,800,000	3,153,658	353,658	
Sky Volleyball	2,000	-	(2,000)	
St. Clair College Centre for the Arts	3,641,500	3,672,756	31,256	
Varsity Sports	1,400,000	1,400,000	-	
Sports Park	200,000	200,000	-	
Woodland Hills Golf Course	415,000	415,000	-	
Total Revenue	11,047,240	11,174,449	127,209	1%
<u>Ancillary: Expense</u>				
IRCDSS Special Events & Projects	115,000	115,000	-	
Parking Lots	1,630,570	1,645,570	15,000	
Residence - Windsor	2,200,000	2,263,426	63,426	
Residence - Chatham	95,000	95,000	-	
St. Clair College Centre for the Arts	3,613,823	3,597,724	(16,098)	
Varsity Sports	1,616,577	1,660,077	43,500	
Sports Park	200,000	200,000	-	
Woodland Hills Golf Course	334,600	334,600	-	
Total Expenditures	9,805,569	9,911,398	105,829	1%

SCHEDULE IV B

**St. Clair College of Applied Arts and Technology
Statement of Ancillary Operations Surplus/(Deficit): 2022-23**

	A	B	
	Budget	MYR	
	Income	Income	
	Statement	Statement	B - A
	2022-23	2022-23	Variance
	\$	\$	\$
Beverage Supplier: Revenue	70,740	70,740	-
Bookstore - Windsor & Chatham: Revenue	175,000	200,000	25,000
Sky Volleyball: Revenue	2,000	-	(2,000)
Sky Volleyball: Expenditures	-	-	-
	2,000	-	(2,000)
Green Giants: Revenue	1,000	1,000	-
Green Giants: Expenditures	-	-	-
	1,000	1,000	-
Lockers Administration: Revenue	30,000	32,295	2,295
IRCDSS Special Events & Projects: Revenue	129,000	129,000	-
IRCDSS Special Events & Projects: Expenditures	115,000	115,000	-
	14,000	14,000	-
Parking Lots: Revenue	2,183,000	1,900,000	(283,000)
Parking Lots: Expenditures	1,630,570	1,645,570	15,000
	552,430	254,430	(298,000)
Residence - Windsor: Revenue	2,800,000	3,153,658	353,658
Residence - Windsor: Expenditures	2,200,000	2,263,426	63,426
	600,000	890,232	290,232
Residence - Chatham: Expenditures	95,000	95,000	-
St. Clair College Centre for the Arts: Revenue	3,641,500	3,672,756	31,256
St. Clair College Centre for the Arts: Expenditures	3,613,823	3,597,724	(16,098)
	27,678	75,031	47,354
Varsity Sports: Revenue	1,400,000	1,400,000	-
Varsity Sports: Expenditures	1,616,577	1,660,077	43,500
	(216,577)	(260,077)	(43,500)
Sports Park: Revenue	200,000	200,000	-
Sports Park: Expenditures	200,000	200,000	-
	-	-	-
Woodland Hills Golf Course: Revenue	415,000	415,000	-
Woodland Hills Golf Course: Expenditures	334,600	334,600	-
	80,400	80,400	-
Total Revenue	11,047,240	11,174,449	127,209
Total Expenditures	9,805,569	9,911,398	105,829
Surplus/(Deficit)	1,241,671	1,263,051	21,380

Notes: Statement of Revenue & Expenditures

Note 1 REVENUE: Enrolment Based Envelope

Core Operating Grant

Note 2 REVENUE: Differentiation Envelope

Performance Funding

Note 3 REVENUE: Special Purpose / Other Grants

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

Note 4 REVENUE: Other

Access and Inclusion
Campus Safety
Credit Transfer Institutional Grant
Indigenous Student Success Fund
Indigenous Targeted Initiatives Fund
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

Note 6 EXPENDITURES: Other

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

STATEMENT OF FINANCIAL POSITION PROJECTION

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

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

	6/28/2022	11/22/2022
Actual	Original Budget	Mid-Year Budget
2021-22	2022-23	2022-23
1 Assets	586,955	600,768
11 Cash and Cash Equivalents	111,217	41,603
12 Accounts Receivable	11,555	11,555
14 Other Current Assets	240,329	309,348
15 CIP	23,248	917
16 Tangible Capital Assets	372,353	417,654
161 Land	6,086	6,086
162 Site Improvements	19,918	25,157
163 Building	246,453	277,886
164 Furniture and Equipment	93,878	102,507
165 IT	-	-
169 Other TCA	6,018	6,018
17 Tangible Capital Asset Accumulated Amortization	(183,451)	(195,939)
172 AA Site Improvements	(10,246)	(11,752)
173 AA Building	(86,644)	(92,617)
174 AA Furniture and Equipment	(82,322)	(86,381)
179 AA Other TCA	(4,239)	(5,189)
18 Long Term Receivable	-	-
19 Investments and Other Long Term Assets	11,705	15,630
2 Liabilities	384,870	366,269
21 Bank Indebtedness	-	-
22 Accounts Payable and Accrued Liabilities	73,260	54,757
221 Accounts Payable and Accrued Liabilities	59,787	52,719
222 Accrued Interest	0	-
223 Current Portion of Long term liabilities	13,472	2,037
23 Deferred Revenue	170,684	158,040
231 Deferred Revenue	6,276	6,276
232 Deferred Tuition Revenue	164,408	151,763
24 Restricted Contribution	2,113	1,038
25 Deferred Capital Contributions	127,657	127,417
26 Capital Lease	-	-
27 Debt	7,525	21,385
29 Other Long Term Liabilities	3,632	3,632
3 Net Assets	202,085	234,499
31 Unrestricted Net Assets	36,101	6,669
32 Internally Restricted Net Assets	92,512	139,577
33 Investment in Capital Assets	63,496	73,223
36 Restricted Contributions	-	-
37 Endowments	9,976	15,030
38 Accumulated Re-measurement Gain & Losses	-	-
Assets - Liabilities - Net Assets	-	-

NON-COMMITTED CASH PROJECTION

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

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

	Budget 2022-23 \$	MYR 2022-23 \$	Variance \$
Unrestricted Net Assets, Prior Year ⁽¹⁾	19,614	36,101	16,487
Operating			
Budget Surplus	32,908	30,112	(2,796)
Amortization (net)	7,414	6,740	(674)
Adjusted Budget Surplus	40,322	36,852	(3,470)
Capital			
Grant Revenues	3,509	5,508	1,999
Grant Expenditures	(3,509)	(5,508)	(1,999)
Funded by Unrestricted Reserves	(23,265)	(7,951)	15,314
Asset Retirement Obligation Adjustment	(1,068)	(1,068)	(0)
Net Outlay for Capital	(24,333)	(9,019)	15,314
Debt			
Repayment of Long-Term Debt	(2,006)	(1,692)	314
Proceeds from Long-Term Debt	-	4,000	4,000
Net Change in Long-Term Debt	(2,006)	2,308	4,314
iii. Other:			
Internally Restricted Reserves	(26,507)	(59,574)	(33,067)
Net Change in Other	(26,507)	(59,574)	(33,067)
Unrestricted Net Assets, End of Year	7,090	6,669	(421)
Unrestricted Net Assets Adjustment⁽¹⁾	(5,721)	(3,952)	1,769
Non-Committed Cash Projection	1,369	2,717	1,348

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

FINANCIAL SUSTAINABILITY METRICS

The intent of this report is to provide the Board with an estimate of the 2022-23 MCU Financial Indicators, based on information known when the Mid-Year Budget was developed.

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

		Actual	3/22/2022 Budget	11/22/2022 MYR
		<u>3/31/2022</u>	<u>3/31/2023</u>	<u>3/31/2023</u>
Annual Surplus / Deficit	greater than \$0	\$ 31,577,164	\$ 32,908,357	\$ 30,112,480
Accumulated Surplus / Deficit	greater than \$0	\$ 192,109,628	\$ 199,146,269	\$ 219,469,323
Quick Ratio	greater than 1	4.95	5.36	6.62
Debt to Asset Ratio	less than 35%	14.66%	14.81%	13.62%
Debt Servicing Ratio	less than 3%	0.54%	0.66%	0.58%
Net Assets to Expense Ratio	greater than 60%	137.52%	126.09%	133.49%
Net Income to Revenue Ratio	greater than 1.5%	11.96%	11.09%	10.38%
Number of Flags		0	0	0



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 22, 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 based on information known to the College as at November 22, 2022.

Provided is the following:

- Statement of Operations
- Statement of Financial Position

RECOMMENDATION:

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

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

	6/28/2022	11/22/2022
	Original Budget	Mid-Year Budget
	2022-23	2022-23
4 Revenue	296,829	289,963
41 Grant Revenue	55,590	58,300
411 Grant Revenue	49,888	52,552
414 Amortization of Deferred Capital Contributions	5,702	5,748
43 Tuition Fees	116,944	95,109
431 Tuition Fee - Domestic	27,012	26,590
433 Tuition Fee - International	88,806	67,556
434 Apprenticeship Classroom Fee	476	402
439 Student Ancillary Fees	650	561
45 Educational and Other Fees for Services	90,573	95,723
451 Educational Services - Contractual	420	694
452 Other Fee-for-Services	-	-
453 Private Partnerships Revenue	90,153	95,029
46 Ancillary Revenue	11,047	11,174
49 Other Revenue	22,675	29,657
5 Expenses	263,920	259,850
51 Salaries & Wages	81,605	79,423
511 Salaries - Full Time & Partial Load Academic	37,860	37,679
512 Salaries - Part Time & Sessional Academic	10,947	9,508
513 Salaries - Support Staff	22,092	20,447
514 Salaries - Administrative Staff	10,706	11,789
52 Employee Benefits	17,296	16,933
521 Benefits - Full Time & Partial Load Academic	4,013	3,953
522 Benefits - Part Time & Sessional Academic	1,427	1,412
523 Benefits - Support Staff	2,916	2,885
524 Benefits - Administrative Staff	1,012	996
525 Pension Plans	7,753	7,578
526 Postemployment Benefits & Compensated Absences	174	109
53 Transportation & Communication	1,661	1,497
54 Services	119,492	118,148
541 Services	31,935	27,657
542 Utilities & Maintenance	13,923	13,742
543 Rental Expenditures	6,524	5,368
544 Private Partnerships Expense	67,110	71,381
55 Supplies & Minor Equipment	7,484	6,250
56 Ancillary Services - Expenditures	9,806	9,911
57 Amortization Expense	13,116	12,487
59 Other Expenditures	13,461	15,201
591 Interest & Insurance Expenses	6,742	6,871
599 Other Expenses	6,719	8,330
SURPLUS/(DEFICIT)	32,908	30,112

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

	6/28/2022	11/22/2022
Actual	Original Budget	Mid-Year Budget
2021-22	2022-23	2022-23
1 Assets	586,955	600,768
11 Cash and Cash Equivalents	111,217	41,603
12 Accounts Receivable	11,555	11,555
14 Other Current Assets	240,329	309,348
15 CIP	23,248	917
16 Tangible Capital Assets	372,353	417,654
161 Land	6,086	6,086
162 Site Improvements	19,918	25,157
163 Building	246,453	277,886
164 Furniture and Equipment	93,878	102,507
165 IT	-	-
169 Other TCA	6,018	6,018
17 Tangible Capital Asset Accumulated Amortization	(183,451)	(195,939)
172 AA Site Improvements	(10,246)	(11,752)
173 AA Building	(86,644)	(92,617)
174 AA Furniture and Equipment	(82,322)	(86,381)
179 AA Other TCA	(4,239)	(5,189)
18 Long Term Receivable	-	-
19 Investments and Other Long Term Assets	11,705	15,630
2 Liabilities	384,870	366,269
21 Bank Indebtedness	-	-
22 Accounts Payable and Accrued Liabilities	73,260	54,757
221 Accounts Payable and Accrued Liabilities	59,787	52,719
222 Accrued Interest	0	-
223 Current Portion of Long term liabilities	13,472	2,037
23 Deferred Revenue	170,684	158,040
231 Deferred Revenue	6,276	6,276
232 Deferred Tuition Revenue	164,408	151,763
24 Restricted Contribution	2,113	1,038
25 Deferred Capital Contributions	127,657	127,417
26 Capital Lease	-	-
27 Debt	7,525	21,385
29 Other Long Term Liabilities	3,632	3,632
3 Net Assets	202,085	234,499
31 Unrestricted Net Assets	36,101	6,669
32 Internally Restricted Net Assets	92,512	139,577
33 Investment in Capital Assets	63,496	73,223
36 Restricted Contributions	-	-
37 Endowments	9,976	15,030
38 Accumulated Re-measurement Gain & Losses	-	-
Assets - Liabilities - Net Assets	-	-

**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Board Officer Vacancies	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 17
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: November 22, 2022
Mandatory Review Date:		1st Reading

Board Office Vacancies

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

**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: November 22, 2022
Mandatory Review Date:	June 22, 2027	1st Reading

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.

**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Removal of a Board Member	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 19
Effective Date:	January 17, 2015	Page: 1 of 1
Supersedes:	November 24, 1998	Last Review Date: November 22, 2022
Mandatory Review Date:		1st Reading

Removal of a Board Member

19.1 Any member of the Board, other than the President, who is absent for three (3) consecutive scheduled meetings of the Board or who is absent for more than four (4) scheduled meetings of the Board within any twelve (12) month period, without having been granted a leave of absence from the Board, may be removed as a member by the Board by resolution and upon such removal the said member’s position on the Board shall be deemed vacant.

“Scheduled meeting of the Board” shall mean any duly called meeting of the full Board of Governors, including regular meeting, in-camera meeting, committee of the whole meeting, or special meeting. For the purposes of this section, where more than one kind of meeting of the full Board are held on the same day, the absence of any Board member from two or more meetings held on the same day shall be deemed to be a singular absence for the purpose of calculating missed meetings.

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

19.2 In addition to remedies available to the Board to terminate a Board member due to absence, by resolution, the Chair and the Vice Chair may be removed from their respective offices if they are absent for three (3) consecutive meetings of the Board, without having been granted a leave of absence from the Board.

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

**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Remuneration of Governors	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 20
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: November 22, 2022
Mandatory Review Date:		1st Reading

Remuneration of Governors

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

PRESIDENT'S REPORT

Meeting of the Board of Governors
Full Board – November 22, 2022

1. Gala Update

The President received a letter from the Beth Ann Prince, Board Chair of the Windsor Regional Hospital Foundation (WRHF), thanking the College for hosting the 28th Annual Gourmet Food & Wine Gala in support of the new Acute Care Hospital. The \$1.1 million donation will be used to purchase state-of-the-art equipment and technology. The WRHF expressed their gratitude to the College for our outstanding leadership and support. As always, St. Clair College is happy to support the needs of our community...*that's what Saints do!*



September 26, 2022

Patricia France, President
St. Clair College

Dear Patti,

On behalf of the Windsor Regional Hospital Foundation's Board of Directors, we would like to extend our utmost gratitude for hosting the 28th Annual Gourmet Food & Wine Gala on Friday, September 23rd, 2022 in support of the New Windsor/Essex Acute Care Hospital project.


St. Clair College's staff and students did a tremendous job organizing a beautiful event with wonderful food and entertainment. It was incredible to see a room full of community members confirming their support of this important project for our community. The excitement in the room was palpable and we are so grateful to you for organizing this event in our honour.

The New Windsor/Essex Acute Care Hospital Project marks an exciting time for the future of healthcare and healthcare education in our region. The new facility will be sure to attract and retain talent to our region and your \$1.1 million donation contributed from your Alumni Association, vendors, and partners, signals that you are committed to your students' success by investing in their future.

Windsor Regional Hospital Foundation is committed to raising funds to purchase new state-of-the-art equipment and technology, and support research and education initiatives at Windsor Regional Hospital. The Foundation cannot thank you enough for this incredible contribution towards our mission.

We look forward to future discussions to review recognition opportunities. Thank you for your outstanding leadership and support!

Yours Truly,



Beth Ann Prince
Chair, Board of Directors
Windsor Regional Hospital Foundation

CC Jean Piccinato, Board Chair, St. Clair College
CC Gisele Seguin, Director, Philanthropy, Windsor Regional Hospital Foundation
CC Cristina Naccarato, Manager, Philanthropy, Windsor Regional Hospital Foundation

WINDSOR REGIONAL HOSPITAL
OUELLETTE - 1030 OUELLETTE AVE., WINDSOR, ONT. N9A 1E1
MET - 1995 LENS AVE., WINDSOR, ONTARIO, N8W 1L9
PHONE: 519-254-5577
WWW.WRH.ON.CA



2. Gord Smith Healthy Workplace Award

St. Clair College is the recipient of the 2022 Gord Smith Healthy Workplace Award – PLATINUM level...the highest level that can be achieved! An online awards ceremony took place on Wednesday, October 16, 2022. The Senior Operations Group would like to recognize the efforts of Rebecca Demchuk (Associate Vice President, Safety, Security & Facilities Management), Justin Martin (Manager, Health, Safety & Wellness) and their team for their hard work and commitment to safety and wellness. *Congratulations!*



3. Staff Holiday Lunch

The annual Staff Holiday Lunch will be held on Monday, December 19, 2022 from 11:30 a.m. to 2:00 p.m. in the Classic Gym at the Main Campus. A very special Community Partnership Award will be given at this event in recognition of an outstanding community member.



4. Easter Seals Telethon

The annual taping of the Easter Seals Telethon was held in the Student Life Centre on Saturday, November 5, 2022. An amazing \$218,657 was raised which will go a long way in helping kids with disabilities succeed!



5. Minister Visits

The Hon. Randy Boissonnault, Federal Minister of Tourism and Associate Minister of Finance, along with Irek Kusmierczyk, MP Windsor-Tecumseh and Parliamentary Secretary to the Minister of Employment, Workforce Development and Disability Inclusion, visited the College on Wednesday, November 9, 2022. The Minister is visiting Windsor-Essex to meet with local stakeholders concerning the Fall Economic Statement. While on campus, Minister Boissonnault and MP Kusmierczyk participated in a quick tour and were very impressed with the College's most recent additions including the Sports Park, the Tennis Centre and the Esports Arena. The Minister met with the Senior Team to discuss potential collaborations.



6. Open House Promotion

On Thursday, November 10, 2022, St. Clair College Alumni, Dan MacDonald, was at the Main Campus promoting the College's upcoming Open House live on AM800 CKLW. At the Chatham Campus, Cool FM 95.1 morning host Dave Tymo broadcast live on campus as well. Open Houses will take place at the Main Campus, Downtown Campus and Chatham Campus on Saturday, November 12, 2022 from 10:00 a.m. to 1:00 p.m.



7. Random Acts of Kindness

Students from the College's Police Foundations and Protection, Security and Investigation (PF/PSI) programs committed random acts of kindness and raked leaves at several local homes. The residents were very grateful and appreciative. This is yet just another example of our amazing community-minded Saints...*we are Saints strong!*



8. Hospice Donation

The Fall 2022 class of Human Resource Management students, in conjunction with the Student Athletic Association (SAA), held a "Sweat It Out for Hospice" fundraiser (spin class) in support of The Hospice of Windsor & Essex County. The class raised an impressive \$1,400 and the College was happy to match their donation. A cheque presentation was held on Thursday, November 10, 2022. Another wonderful example of our Saints helping out in the community...*we are Saints strong!*



RISE
ABOVE
THE ORDINARY

9. Fall 2022 Open House

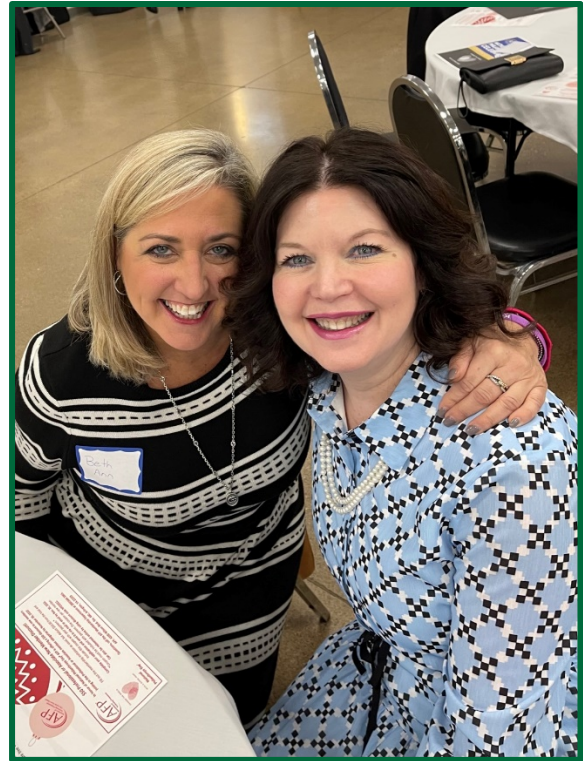
Open Houses took place at the Main Campus, Downtown Campus and Chatham Campus on Saturday, November 12, 2022 from 10:00 a.m. to 1:00 p.m. The events were an overwhelming success with many in attendance at all events.



RISE ABOVE THE ORDINARY

10. National Philanthropy Day

The 21st Annual Association of Fundraising Professionals' (AFP) National Philanthropy Day Awards took place on Tuesday, November 15, 2022 at the Royal Canadian Legion Branch 594 in Oldcastle. The annual AFP award program recognizes outstanding achievement by individual, foundation and corporate philanthropists and fundraising volunteers. In professional fundraising, such individuals and organizations form a vital partnership with charities and the nonprofit sector to ensure that the needs of all citizens are met. St. Clair College was the presenting sponsor of The Outstanding Fundraising Professional Award. President France was proud to bestow the award to Gisele Seguin of the Windsor Regional Hospital Foundation.



11. Erie Shores HealthCare joins WE-SPARK Health Institute

Erie Shores HealthCare is joining Hôtel-Dieu Grace Healthcare, St. Clair College, the University of Windsor and Windsor Regional Hospital as an official partner of WE-SPARK Health Institute. An official Memorandum of Understanding (MOU) was signed on Wednesday, November 16, 2022. WE-SPARK Health Institute is a partnership supported by Erie Shores Healthcare, Hôtel-Dieu Grace Healthcare, St. Clair College, the University of Windsor, and Windsor Regional Hospital designed to take healthcare to the next level through research.

"St. Clair College joins WE-SPARK'S founding partners in welcoming Erie Shores HealthCare to this organization's innovative and essential research undertaking," said College President Patti France. "The vast knowledge and experience of the staff of Erie Shores HealthCare will greatly enhance WE-SPARK's effort to develop the programs, procedures, techniques and technology that will ensure the physical, emotional and social well-being of citizens in Windsor and Essex County now and for decades to come." - Patti France, President, St. Clair College.



12. S'Aints Holiday Celebration

The S'Aints will be performing their S'Aints Sleighing Hunger Concert at the Colosseum at Caesar's Windsor on Friday, December 23, 2022 at 8:00 p.m. If you would like to attend, please contact Kristen Adams (Ext. 2704 or kadams@stclaircollege.ca) and she will arrange for tickets on your behalf.



13. Canadian Association for Girls in Science

On Saturday, November 19, 2022, the Medical Laboratory Science and Technician programs partnered with the Canadian Association for Girls In Science (CAGIS). CAGIS is Canada's largest and longest-running STEM club for girls, nonbinary and gender nonconforming youth aged 7-16. Diana Christianson, Coordinator of the Medical Laboratory Technician Program was the College lead for the event and noted that there were 24 students who participated in the event and our hope is that the students will remember how much fun they had at St. Clair College, which in turn will foster their interest in our Medical Lab programs. The College looks forward to potentially hosting future events with CAGIS to promote their field and spark interest in our youth.



14. MH100

On Wednesday, November 16, 2022, MH100 hosted the “I Have a Dream” event at St. Clair College’s Centre for the Arts, featuring guest speaker Tang Bacheyie, fourth round draft pick of the BC Lions and later moved to the Toronto Argonauts of the Canadian Football League.

Tang gave a motivational speech that focused on never giving up on your dreams to the nearly 100 youth, parents and community partners in attendance. The College sponsored the event through the use of the venue and provided refreshments for the participants.

MH100 was launched by Mehari Hagos and is an at-risk youth program located in Windsor.



St. Clair College In The News

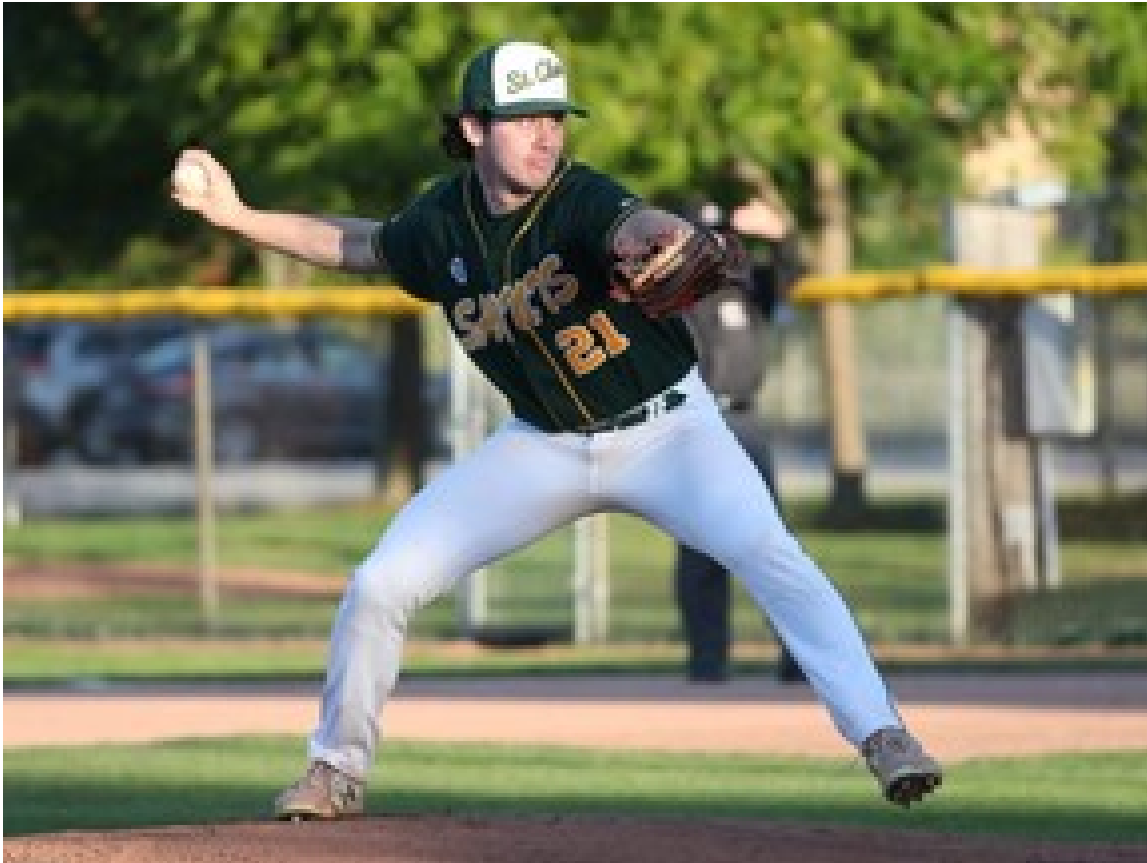
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Local roundup: C-K pitchers win OCAA gold; Jordan leads OUA

Pitchers Sam McKinlay of Tilbury and Brock Whitson of Chatham won gold with the St. Clair Saints at the OCAA baseball championship.

Chatham Daily News - Oct 24, 2022



St. Clair Saints pitcher Sam McKinlay. (Bill Smith/St. Clair Saints Photo)

Pitchers Sam McKinlay of Tilbury and Brock Whitson of Chatham won gold medals with the St. Clair Saints at the Ontario Colleges Athletic Association baseball championship Saturday in Tecumseh.

The Saints had to win three games on the final day of the double-elimination tournament.

Whitson was the winning pitcher in a 10-4 victory over the Humber Hawks in the final game. He struck out six and gave up four earned runs in 4.2 innings.

The Saints forced the winner-take-all finale with an 11-6 victory over Humber as player of the game McKinlay fanned four in 2.2 scoreless innings of relief.

On Friday, Whitson threw 1.2 scoreless innings in a 5-3 win over Fanshawe. McKinlay gave up five earned runs in 3.1 innings and Whitson allowed two earned runs in one inning in a 12-3 loss to Humber.

Copley strikes gold at OCAA softball

Pitcher Mckenna Copley of Dover Centre won gold with the St. Clair Saints at the OCAA softball championship Saturday in London.

The Saints beat the Durham Lords 4-0 in the final to complete an undefeated season.

Full Board Meeting:
November 22, 2022

Media Report
1 of 25

Copley, the OCAA rookie of the year, threw a complete-game two-hitter and struck out three in an 11-0 win over Durham on Friday to earn a berth in the final.

Chatham's Marandee Hunter was 0-for-6 in three games with the Fanshawe Falcons, who finished out of the medals.

Saints capture OFC championship

Chatham's Jonathan Cartier ran 13 times for 90 yards in the St. Clair Saints' 38-7 win over the London Beefeaters in the Ontario Football Conference championship Saturday in Windsor.

The Saints' roster also includes Tyler Shumanski, Jackson Rountree, Emiigwed Shognosh-Diaz, Khaleel Sadiku and Brennen Dodman of Chatham.

The Saints will host the Okanagan Sun in a Canadian Junior Football League semifinal this Saturday at 7 p.m.

Impact Wrestling ready to return to Windsor for first Canadian show in three years

CTV Windsor News Reporter - Sunday, October 30th 2022



Chris Campbell

Impact Wrestling is making its highly anticipated return to Canada next spring with its first two scheduled shows taking place in Windsor.

The last Canadian event Impact Wrestling held was in 2019 and the last Windsor show was canceled that same year due to the Covid-19 pandemic.

"I think maybe we owe the world an apology because the last event that we actually ran before everything shut down was called Outbreak," said Impact Wrestling Executive Vice President, Scott D'Amore, "and then the event in Windsor that people were so excited about the return of and was the first event to get cancelled when everything shut down was called Lockdown. So we're going to be a little more careful with how we choose our names."

D'Amore continued, "Impact Wrestling making its Canadian return and choosing Windsor after everything the last few years has been is pretty exciting for all of us."

The wrestling company hasn't held an event outside of the United States since the onset of the pandemic. D'Amore told CTV News that bringing the shows to his hometown is "heartwarming" noting Windsor has historically had enthusiastic crowds.

"Windsor has been one of those hotbeds for Impact Wrestling," D'Amore noted, "When we started going back on the road, (Windsor) was one of the markets that really just embraced us, and it's not shocking."

He continued, "Obviously I'm a Windsor guy, I've had an opportunity to travel the world and see an awful lot of this world on every continent just about and I don't know, sometimes people call me crazy because I'm always so happy to return here but I really think we underestimate what we have here in Windsor."

Meantime, local wrestling historian Jamie Greer is writing his first book on Windsor's wrestling history, with it expected to be complete in summer 2023.

"This is huge for Impact to come back to Windsor," Greer said. "Because when Impact was here for a couple of years, they were sort of coming back as they were kind of going through a bit of a reboot with the brand and so forth when our own Scott D'Amore was put in charge of relaunching the brand."

Greer explained Windsor has over 130 years of local wrestling history, noting Impact Wrestling continues to showcase a plethora of local talent. "The more I dug into it, the more I was fascinated by some of the stories."

He continued, "We're part of their territory very much in the way back in the days when the shows were here, Windsor was a huge part of the Detroit territory for the National Wrestling Alliance. Well, now it really feels like Windsor is part of the Impact territory."

Greer made a handful of [t-shirts](#) depicting various well known wrestlers like Andre The Giant and Killer Kolwalski when they performed in Windsor at "The Barn" to help cover the cost of publishing the book.

"This was our Madison Square Garden," Greer told CTV News, "for almost 30 years up until the sixties, we had weekly shows right here every week."

He continued, "A lot of history. A lot of history here."

Impact Wrestling returns to St. Clair College on March 24-25 for Sacrifice and Sacrifice Fallout. The former being presented on Impact's live streaming service, with the later show being taped for television broadcast.

Confederation College hosts 2022 OCAA provincial cross country running championships

Over 130 runners from 16 Ontario colleges were welcomed to compete on challenging courses through the boreal forest

TBnewsWatch.com Staff - October 30, 2022



THUNDER BAY – Confederation College athletics hosted the 2022 Ontario Colleges Athletics Association’s (OCAA’s) Provincial Cross Country Running Championships for the first time at Lappe Nordic Centre on Saturday.

Over 130 runners from 16 Ontario colleges were welcomed to compete on challenging courses through the boreal forest

The woman’s race was six kilometres long and was won by Katie Rice from Fanshawe College with a time of 24:56.7 with second place going to Catherine Irwin, St. Lawrence College with a time of 25:34.7 followed by Mette Siemens of Sheridan College with a time of 25:44.

The men’s event was an eight kilometre race which was won by Sheridan College student, Paulo Amotun Loroko with a time of 25:43.7 followed by Jacob Fitzpatrick from St. Clair College with a time of 26:03.2 and Tyler Jones, also from St. Clair College, with a time of 26:43.

Leading team members for Confederation College Thunderhawks were Jamie Kovacic, who placed 11 out of 55 female racers and Callum Richter, who placed 32 out of 82 men.

The top three men’s and women’s teams, and the top 25 runners qualify for the CCAA (Canadian College Athletic Association) Championships in Medicine Hat, AB, Nov. 11 – 12, 2022.

All student athletes were invited to celebrate their accomplishments at an award ceremony hosted by Confederation College and the Student Union of Confederation College (SUCCI)

Saints find motivation going forward in second-half performance against Sun

Windsor Star - Oct 30, 2022



St. Clair Saints' receiver Dante Lewis, left, can't get a handle on the ball in the end zone while tangling with the Okanagan Sun's Alandro Van Holten during Saturday's game at Acumen Stadium.

The St. Clair Saints may not have emerged with a win, but perhaps found new motivation going forward.

Moving on to the Canadian Junior Football League playoffs after capturing the Ontario Football Conference title, the Saints were eliminated in Saturday's national semifinal after a 42-24 loss to the Okanagan Sun at Acumen Stadium.

"Coming into the game, we were really hoping we were going to be able to put up a fight," said Saints' offensive lineman Corey Levesque, who was the OFC's top offensive lineman and is a three-time all-star. "That's what we set out to do. It didn't really happen in the first half. We were trying to feel out Okanagan and it didn't work out offensive wise."

Okanagan jumped to a 21-0 lead after the first quarter and held a 28-3 lead at the half with St. Clair's only points coming on a 40-yard field goal by Connor Rafferty. Despite the deficit, Levesque said the Saints found motivation in the words of head coach Mike LaChance at halftime.

"(LaChance) said, 'If you aren't willing to go out and fight, you're not the team I thought we were,'" the six-foot-three, 325-pound Levesque said. "When the second half started, coming out of the locker room, it was something different. We wanted to fight and I think we did."

St. Clair put up 14-unanswered points in the third quarter to close the gap to 28-17 heading into the final quarter.

"They play at a different pace out West than we do in Ontario," LaChance said. "We thought we played fast and found out in the first half we had to play faster."

“We made some adjustments at half, but I told the team that they could fold and we could get beaten by 50 (points) or we could fight and get back in the game and get some respect. They really stepped up to the challenge and we were close to getting back.”

Receiver Jared Hayes-Williams had a 31-yard touchdown reception from quarterback Andrew Brush, who had a three-yard touchdown run to help pull the Saints back into the game, but St. Clair could get no closer.

For the Saints, who were formerly known as the AKO Fratmen, it marked the team’s first CJFL playoff appearance since losing 56-11 to the Saskatoon Hilltops in the 2017 national final.

“It’s a step,” LaChance said. “We wanted to take an extra step, but it’s incremental.”

Okanagan added two more touchdowns on the ground in the fourth quarter sandwich around a one-yard run by Brush with Rafferty adding his third convert.

“We lose some awesome guy, but the guys coming back, with the experience and way we played the second half, will resonate across the country for recruiting,” LaChance said. “Okanagan knows they were in contest in second half. They’re (ranked) No. 1 for a reason and undefeated for reason. I think we can get there and I don’t think we’re far away.”

Levesque, who celebrated his 23rd birthday on Saturday, is one of those players set to graduate, but he leaves hoping the second-half effort will provide inspiration for the team going forward.

“I like to think us getting the OFC (title) this year kind of set up guys coming in,” Levesque said. “I hope they take this and want to get more and want to go even further and I hope it helps for recruiting purposes, too.”

Challenges of eating on a budget revealed in survey

CTV Windsor News Reporter- Monday, October 31st 2022



We need to eat but not everyone is eating enough and/or properly as food insecurity and food inflation takes a toll on households across Canada.

According to a national survey released Monday, 20 per cent of the people involved claimed to be reducing meal sizes in order to save money. Some are skipping meals altogether.

University of Windsor student Anik Mukaddas does not eat three square meals a day.

“I usually eat once a day,” he said.

The routine helps him stretch his food supply.

The survey showed over 30 per cent of respondents were eating less healthy food because it was cheaper.

“We’re not even talking about paying for transportation. For clothing. For heat, hydro. Kids in school. Personal care items. Medication and just that rent versus food,” said public health nutritionist Karen Bellemore. “There are people who are in a hole before they can even get into a grocery store.”

Stats Canada numbers show grocery prices were up almost 11.5 percent this August over the same month last year.

Fred Bouzide, owner of Fred’s Farm Fresh, says he is trying to capitalize on “opportunity buys” at the fresh markets he visits three to four times a week. He also buys products and sells them at cost.

“Now we just said we can’t make any money. We’re just going to sell at our cost and I feel bad even selling at that much,” he said.

“It’s really the unaffordability of a lot of life and the fact that income hasn’t kept up to those increases,” says Bellemore, who would like to see more policy changes to people can keep up.

A recent survey released by the Windsor Essex County Health Unit shows the average grocery bill for a family of four in Windsor Essex is just over \$240 a week or about \$1,050 a month. That’s based on 61 items assuming you have the time, the knowledge and equipment to cook the food purchased.

Mike Jimmerfield, the culinary program coordinator at St. Clair College, says planning can help balance your pocketbook.

“The more things that you make the more money you're going to save,” he explained. “And good product utilization. Thinking like a restaurateur where you have to save or do something with all of the food you buy.”

Eatery 101 chef Chris Pieczonka agrees and says prepping in advance with fresh items can help cover meals for a few days.

“Whether it be salads like we're doing here or meals for the week, having stuff ready to go will save you time, save you energy and money,” he said.

Zonta holding Christmas card-making session

[Chatham This Week](#) - Oct 31, 2022



Zonta Club of Chatham-Kent member Corrinne Kennedy, centre, participates in the club's Christmas Card Making Extravaganza from a previous year with her two nieces. (Handout/Postmedia Network)

The Zonta Club of Chatham-Kent is holding a workshop to help people put their creativity into their Christmas cards this year.

The Christmas Card Making Extravaganza will be held Nov. 5 at St. Paul's Congregational Church in Chatham from 10 a.m. to 4:30 p.m. with doors at 9 a.m.

Admission is \$65, which includes materials to make eight cards, lunch and snacks. Proceeds will go towards Zonta's bursaries for St. Clair College students.

Instructors include Anne Ondrovicik, Bonnie Rotschenk, Jen Ford, Amber Hoy, Laina Millson, Hilary Henley and representatives from the Paper Pickle Company.

No experience is necessary and all skills levels are welcome.

Registration is available online at zontachathamkent.org or by contacting Hilary Henley at 519-436-4872 or QueenForADay22@gmail.com.

Harvard professor to address race, religion and politics during Windsor visit

Windsor Star - Nov 01, 2022



Terrence L. Johnson Photo by Terrence L. Johnson /Windsor Star

Sandwich First Baptist Church leaders are hoping to help ease cultural division and increase understanding of structural oppression and lack of political solidarity between Black and Jews with the assistance of Harvard professor Terrence L. Johnson.

“(He is) a person that has dedicated his life to speaking on changing things,” said Sandwich First clerk and heritage co-ordinator Lana Talbot of Johnson, a professor of African American religious studies at Harvard Divinity School in Cambridge, Mass.

“Change is hard but it’s not impossible,” Talbot said.

Johnson will speak Thursday on the topic *Torn Asunder: Blacks, Jews, and the Fragments of Political Solidarity*, during an evening co-sponsored by Assumption University.

Understanding different cultures, religions and ethnicities is key to supporting human rights said Talbot.

“And trying to find out what has kept the two cultures completely apart — the Blacks and the Jews. Why are we in contention with each other,” she said. “We should not be.

“To me, it’s human, race, religion. It’s understanding why we are where we’re at today. It’s because we don’t understand each other’s cultures or ethnicities.”

Johnson, who has written a new book titled *Blacks and Jews in America: An Invitation to Dialogue*, said he is exploring how to begin to identify the root problems of nationalism and the global divide of mistrust in our institutions as well as how to think about constructive ways to engage folks to deal with these problems.

“I believe that my work with Black and Jews provides an interesting kind of template, in part because they kind of embody all the characteristics of what creates chaos and turmoil as we try to build toward solidarity,” Johnson said.

“It’s this whole idea that we really believe that Blacks and Jews, particularly in the U.S. context, embody some of the central problems ... in terms of race in America, in terms of religion.

“And for African-Americans, it’s this idea that they are the embodiment of the problem and for Jews, this idea that their blood is actually tainted, is why we see so much anti-Semitism,” he said.

Johnson said he is working to try to identify what are the pitfalls that groups face in getting to political solidarity and how to get rid of racism and anti-Semitism through public legislation, voting rights and other means.

Johnson’s work is timely in light of recent anti-Semitic comments by American rapper and designer Kayne West, now known as Ye, calling Jewish people “dangerous” and relying on anti-Semitic stereotypes.

“He is representative of the kind of problems in terms of rhetorical violence that we see in the U.S. and abroad that I at least want to address and try and to figure out then how do we tackle this,” Johnson said.

Thursday’s event starts at 7 p.m., at Sandwich First Baptist Church, 3652 Peter St. Doors open at 6 p.m.

There is no charge for admission.

The presentation is in partnership with Assumption University, Canterbury College, IONA, St. Clair College and the Windsor Jewish Federation & Community Centre.

Visit assumptionu.ca for further information.

Easter Seals Telethon set to run Nov. 5 in Windsor



A steady stream of phone calls ran for six hours at the Easter Seals Telethon in Windsor on Sunday, April 2, 2017. (Angelo Aversa / CTV London)

CTVNewsWindsor.ca - Nov. 2, 2022

The 40th Annual Easter Seals Telethon is all set to go this Saturday in Windsor.

The program, which helps raise funds to purchase wheelchairs and other items for youth across the country, will be televised live on CTVNewsWindsor.ca from the St. Clair College main campus.

This year marks the 100th anniversary of Easter Seals, which was founded in Windsor In November 1922.

"We do have some fun donation ideas. We have a \$55 wheelchair pledge which you donate \$5. We then take all those donations, add them up and we sort of build a wheelchair the day of the telethon. And since this is the 100th anniversary, we're asking for a hundred dollars for a hundred years - a dollar a year," said Easter Seals Chair Michael Kelly.

Harrow local receives highest honour for outstanding achievements

AM800 CKLW - Sunday, November 6th 2022



photo courtesy of Elise Harding-Davis

A local resident is receiving the highest honour for outstanding achievements in Ontario.

Harrow resident Elise Harding-Davis was one of 24 Ontarians that will be honoured with the Order of Ontario.

Harding-Davis is an African Canadian Heritage consultant.

She says she is surprised and appreciative of the award.

"My passion is promoting and preserving African Canadian Heritage overall. I am a recognized historian for black history across North America and I've written books on that subject matter."

Harding Davis says this means a lot to the Essex Harrow area, as well as to herself.

She says African Canadian people have made an impact in the area since the 1700s.

"We've contributed mightily to making Canada the country it is today. Agriculturalists bringing the tomato and tobacco industries to Canada, fighting in all the major confrontations on the North American continent and very little is known about that."

Some of Harding Davis' achievements include being the administrator at the North American Black Historical Museum in Amherstburg, teaching and creating the first black studies course at St. Clair College in 1993, and being the first black executive administrator south of Toronto.

Newly appointed members will be celebrated at a ceremony held on November 21 2022.

The Order of Ontario works to recognize exceptional leaders from all walks of life.

Over \$200,000 raised in 40th annual Easter Seals Telethon

AM800 CKLW - Monday, November 7th 2022



Photo courtesy of Darrin Drouillard

A big success for the 40th annual Easter Seals Telethon.

Over the weekend, \$218,657 was raised to help support children and youth with physical disabilities.

Funds will go directly into the purchase of wheelchairs, walkers, and other items.

Chairman of the Easter Seals Michael Kelly says the amount they raised was a huge accomplishment.

He says last year's event raised around \$191,000.

"It just shows you that the people of our community have a great passion for our children with physical difficulties to give us that much money, it's just outstanding. You couldn't ask for anything more, it took our breath away is what it did."

Kelly says the money goes towards several different services.

"They apply for funding, they get assessed and then we help them get walkers, wheelchairs, lifts and mobility devices. We also pay for the ability for them to go to a camp with their peers, there's one in London and one in Ottawa."

He says that they had several previous ambassadors come to the event.

"Many of them of course, I was there when they were just small children as our ambassadors and now they've grown up, they're 15 to 18 years of age and they're young adults. They worked on the telethon, they worked on the angel board and helped me talk about cheques coming in, it was a lot of fun."

The event was televised live on CTV News Windsor's website from St. Clair College from 10 a.m. to 4 p.m.

This year marks 100 years since the start of Easter Seals.

If you would still like to donate to the cause you can do so on the Easter Seals [website](#).

Local roundup: Lucier, Bacik-Hadden honoured; Lancers, Hawks in final

St. Clair Saints basketball player Alyssa Lucier of Wallaceburg is an OCAA star of the week.

Chatham Daily News - Nov 09, 2022



Alyssa Lucier of Wallaceburg, Ont., is joining the St. Clair College women's basketball team for the 2022-23 season. (St. Clair Saints Photo)

Saints' Lucier stars in OCAA basketball

St. Clair Saints basketball player Alyssa Lucier of Wallaceburg is an Ontario Colleges Athletic Association star of the week.

Lucier scored 13 points in the first quarter and 22 in the first half en route to a game-high 29 points in an 80-64 win over the Niagara Knights on Saturday.

The second-year guard also had seven rebounds and four assists and went 7-of-8 at the free throw line.

Lucier is fifth in the OCAA with 20 points per game for the Saints (1-1).

'Strict compliance' to mask policy is required: UWindsor



University of Windsor students in Windsor, Ont., on March 29, 2021. (Rich Garton/CTV News Windsor)

CTV Windsor Multi-Skilled Journalist / Digital Lead - Nov. 9, 2022

University of Windsor officials say students, faculty, staff and visitors are required to comply with the COVID-19 Mask Policy to the fullest extent possible.

The university sent out a message to the campus community on Wednesday.

“At this time, the University of Windsor requires wearing a mask whenever physical distancing of two metres/six feet (2m / 6 ft.) cannot be maintained. However, wearing masks when indoors regardless of physical distancing is strongly recommended,” said the message

“The cooperation of our campus community towards keeping each other healthy will also serve to minimize the burden on our healthcare system.”

Public health officials have noted that the province is facing a triple threat from the flu, COVID-19 and respiratory syncytial virus (RSV).

St. Clair College officials say they are not considering reinstating a mandatory mask policy at this time.

However, a number of Toronto area post-secondary institutions have said they may reinstate mask policies if public health COVID-19 guidelines change.

So far, Toronto Metropolitan University (TMU), Humber College and York University have indicated their willingness to reexamine masking policies if guidance changes.

The University of Waterloo reinstated its masking requirement on Tuesday for indoor academic instruction. Starting on Wednesday, masks will be required at lectures, seminars, labs, tests and exams.

Ontario Premier Doug Ford said Wednesday that he is encouraging Ontario residents to wear a mask whenever they are in a situation that is less safe, but stopped short of committing to any sort of renewal of mask mandates in the province.

The premier would not say whether the government might entertain bringing back masks in schools, but reiterated the latest advice from Ontario Chief Medical Officer of Health Dr. Kieran Moore and also encouraged people to go get their flu shots and their COVID-19 booster shots.

Flu shots are now available through primary care providers and vaccination clinics. COVID-19 bivalent boosters are also available. The public can visit wevax.ca for eligibility information or to book an appointment.

St. Clair College Fall Open House Takes Place Saturday

[windsoriteDOTca News Staff](#) - Thursday November 10th, 2022



St. Clair's Fall Open House takes place this Saturday, November 12th, from 10:00am to 1:00pm. You can tour the main campus in South Windsor, Downtown Windsor and the Chatham Campus.

You will be able to learn about programs, including two-degree programs, find out how you can earn scholarships and help pay for tuition and meet the faculty and industry partners who hire graduates.

Also open for tours will be Chatham's double gym and fitness centre in the HealthPlex, the home of the Saints athletics at Windsor's triple gym and fitness centre SportsPlex, and the new Sports Park and Zekelman Tennis Centre.

Wheelchair basketball player with cerebral palsy wants video game featuring disabled athletes

Mohammed Nadi says his coach gave him the idea of pitching a wheelchair basketball to big game producers

CBC News · Posted: Nov 10, 2022



Mohammed Nadi wants major videogame producers to better represent disabled characters in their games. He wants a chance to pitch his idea for a game featuring Wheelchair Basketball athletes. (Video credit NBA 2k/Youtube and photo credit Xbox)

"This is my first mic'd up practice," Mohammed Nadi said as he took the court at his first wheelchair basketball practice for this season.

"When you're pushing, grab the wheel to stop yourself from moving," Nadi instructs a newcomer to the court.

The 22-year-old St. Clair College student with cerebral palsy first came out for the sport five years ago.

"I was immediately blown away by the talent of my teammates and my coach," he said.

He said it was his coach John Azlen who first mentioned the idea of wheelchair basketball as a video game.

"My gears in my head started turning, I was like, what can I do to make this happen," Nadi said.

Nadi, an advocate for people with disabilities, said he is reaching out to video game producers like 2K and EA Sports asking them to make a video game featuring the best of the best in the sport. He wants the chance to pitch his game idea.



Mohammed Nadi is calling on big videogame companies like 2K or EA Sports to create a wheelchair basketball videogame. (Jacob Barker/CBC)

"I feel like it's time that disabled athletes got the recognition that they more than deserve," he said. "Respectfully, it's time for 2K and EA Sports to get off their high horses and contact me."

"If you don't like it, I at least appreciate you gave me the time but until you give me that time, I'm constantly going to feel like I'm undermined."

Coach Azlen said he's not surprised by Nadi's push for the game.

"He's always trying to find ways to come up with new ways to raise awareness about people with disabilities across the board, not just similar disabilities as himself," Azlen said.

He said he thinks a video game happening on this scale would raise a lot of awareness about the sport and help bring it a little bit more to the mainstream.

"Unless you're in para-sports to begin with, there's not a lot of recognition," he said.

"I think they should consider it. I think given who they are, especially 2K in the basketball world, it would be a good pet project for them."

Nadi said he would like to see a disabled athlete given prominence like those that appear on the cover of a sports video game.

"Companies with that high of a pedigree and that much of a reputation look for games that will make them money," Nadi said.

Jayson Hilche, president and CEO of the Entertainment Software Association of Canada said he has never seen a video game cover that has a para-athlete on it.

Lebron James has enough money, Michael Jordan has enough money, Tiger Woods is rich enough. They don't need any more money out of your pockets to do this game whereas people like me who are frequently looked down on aren't given the proper platform and resources that you provide them with.

- Mohammed Nadi

"I think that it would send a message of diversity and inclusion that hasn't been seen yet," he told the CBC.

Hilche did say that being perceptive and pro-active on representation in games is something that those in the industry are committed to.

He pointed toward an adaptive Xbox controller that was created in collaboration with, among others, the Cerebral Palsy Foundation, that would allow people with disabilities the ability to play games they may not otherwise have been able to play.

He also said Xbox allowed more options to reflect who they really are when it comes to their virtual avatars, including options like wheelchairs and prosthetic limbs.

"Within the game itself, within its characters, representation is something that the industry has noted and is working on and needs to evolve even further as time goes on," Hilche said.

"Our players don't all look the same, don't all live the same lives and don't all have the same experiences ... To get more people engaged in video games, we have to appeal to those people and that involves making sure that characters look like them, sound like them and have life experiences that they have."



Coach John Azlen said he wasn't surprised when Nadi told him about his plan to start pitching the idea of a wheelchair basketball videogame. (Jacob Barker/CBC)

Nadi hopes that by giving disabled athletes a platform like a video game, competing and training will become more accessible.

"Lebron James has enough money, Michael Jordan has enough money, Tiger Woods is rich enough," he said.

"They don't need any more money out of your pockets to do this game whereas people like me who are frequently looked down on aren't given the proper platform and resources that you provide them with."

PHOTOS: St. Clair College Filled With Potential Pupils For Open House

WindsoriteDOTca - Saturday November 12th, 2022.



St. Clair College held their Fall Open House on Saturday. Future students were able to learn about programs, including two-degree programs, find out how to can earn scholarships and help pay for tuition and meet the faculty and industry partners who hire graduates.





Erie Shores HealthCare joins WE-SPARK Health Institute

Windsor Star - Nov 16, 2022



From left, Bill Marra, president and CEO, Hotel Dieu Grace Healthcare, Lisa Porter, executive director, WE-SPARK Health Institute, Patricia France, president, St. Clair College, Kristin Kennedy, president and CEO, Erie Shores HealthCare, David Musyj, president and CEO, Windsor Regional Hospital, and Chris Houser, interim vice-president, research and innovation, University of Windsor, lights sparklers to welcome Erie Shores HealthCare as an official partner of WE-SPARK Health Institute, during a press event at the Ciociaro Club, on Wednesday, Nov. 16, 2022. Photo by Dax Melmer /Windsor Star

Erie Shores HealthCare is joining forces with several health care and academic organizations as an official partner of the WE-SPARK Health Institute.

“As our region continues to grow and evolve, it is imperative that Erie Shores HealthCare continues to grow and evolve as it relates to research and education in healthcare,” said Kristin Kennedy, the hospital’s CEO. “Key to this outcome is continued close collaboration with our regional health care and education partners, with joining WE-SPARK Health Institute being an exciting next step in our efforts to drive best practices and foster an environment that helps attract and retain top healthcare professionals.”

The institute was established in 2020 to provide a hub for researchers through various training programs, academic support, professional development and bi-monthly think tanks.

It was initially a partnership between Windsor Regional Hospital, Hotel-Dieu Grace Healthcare, the University of Windsor, and St. Clair College. Erie Shores HealthCare is now part of the organization.

Officials from each of the five institutions signed a memorandum of understanding on Wednesday.

“We are excited by the addition of Erie Shores HealthCare, for the possibilities this brings to the health and well-being of our region, and the unique role they play in our health research ecosystem,” said Lisa Porter, executive director of WE-SPARK Health Institute.

“By expanding the formal links between our institutions, our research potential will continue to grow, bringing together teams that understand the diverse needs of our entire region, and demonstrating the importance of health research to our economic development.”



From left, Bill Marra, president and CEO, Hotel Dieu Grace Healthcare, Kristin Kennedy, president and CEO, Erie Shores HealthCare, and David Musyj, president and CEO, Windsor Regional Hospital, sign papers officially making Erie Shores HealthCare a partner of WE-SPARK Health Institute, during a press event at the Ciciaro Club, on Wednesday, Nov. 16, 2022. Photo by Dax Melmer /Windsor Star



From left, Bill Marra, president and CEO, Hotel Dieu Grace Healthcare, Lisa Porter, executive director, WE-SPARK Health Institute, Patricia France, president, St. Clair College, Kristin Kennedy, president and CEO, Erie Shores HealthCare, David Musyj, president and CEO, Windsor Regional Hospital, and Chris Houser, interim vice-president, research and innovation, University of Windsor, lights sparklers to welcome Erie Shores HealthCare as an official partner of WE-SPARK Health Institute, during a press event at the Ciciaro Club, on Wednesday, Nov. 16, 2022. Photo by Dax Melmer /Windsor Star



Financial Monitoring Report Mid-Year Budget 2022-23

Full Board Presentation to the Board of Governors
November 22, 2022



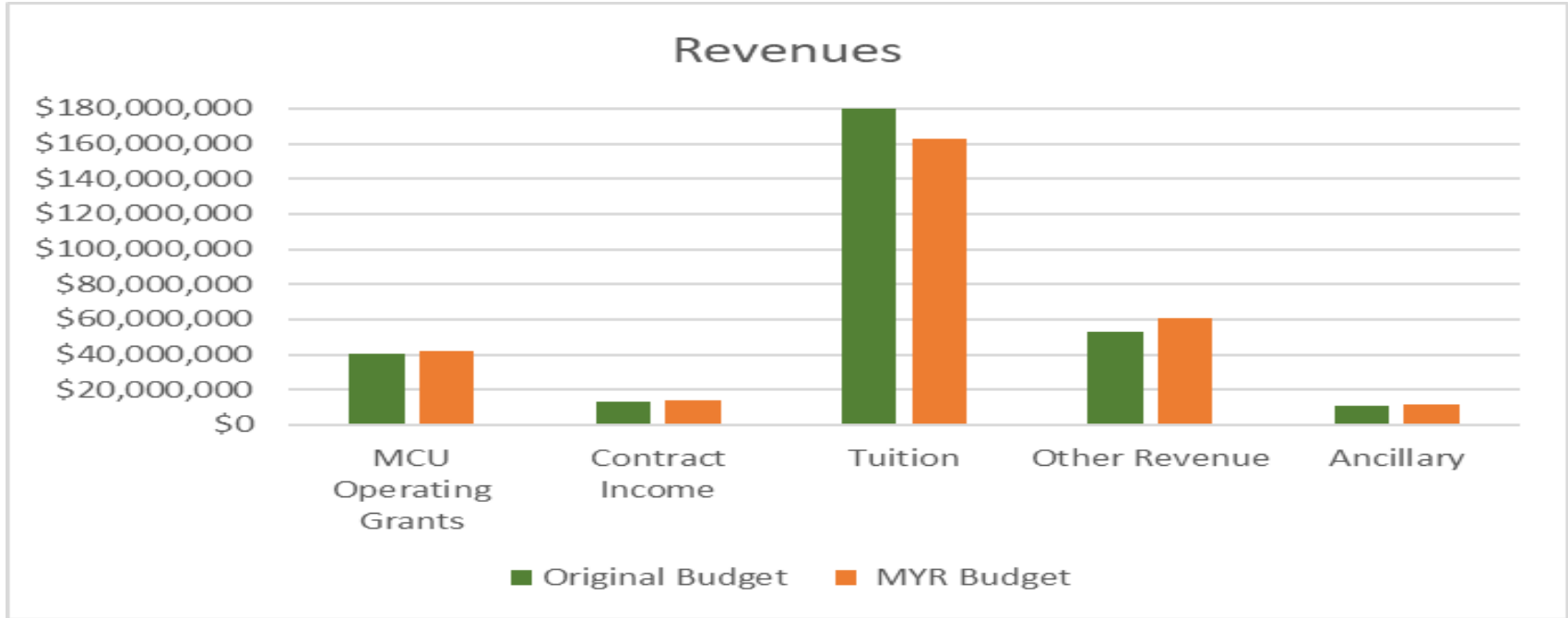
Statement of Operations Budget

Schedule I (in 000s)			
Line Item	2022-23 Original Budget	2022-23 MYR Budget	Variance
Revenue	\$296,829	\$289,963	(\$6,866)
Expenditures	\$263,921	\$259,851	\$4,070
Surplus	\$32,908	\$30,112	(\$2,796)

RISE ABOVE THE ORDINARY



Revenues





Revenues



* PSW-A

*PCPP Tuition

*Interest Income

*Administration Fees

*ISR

*Domestic Tuition

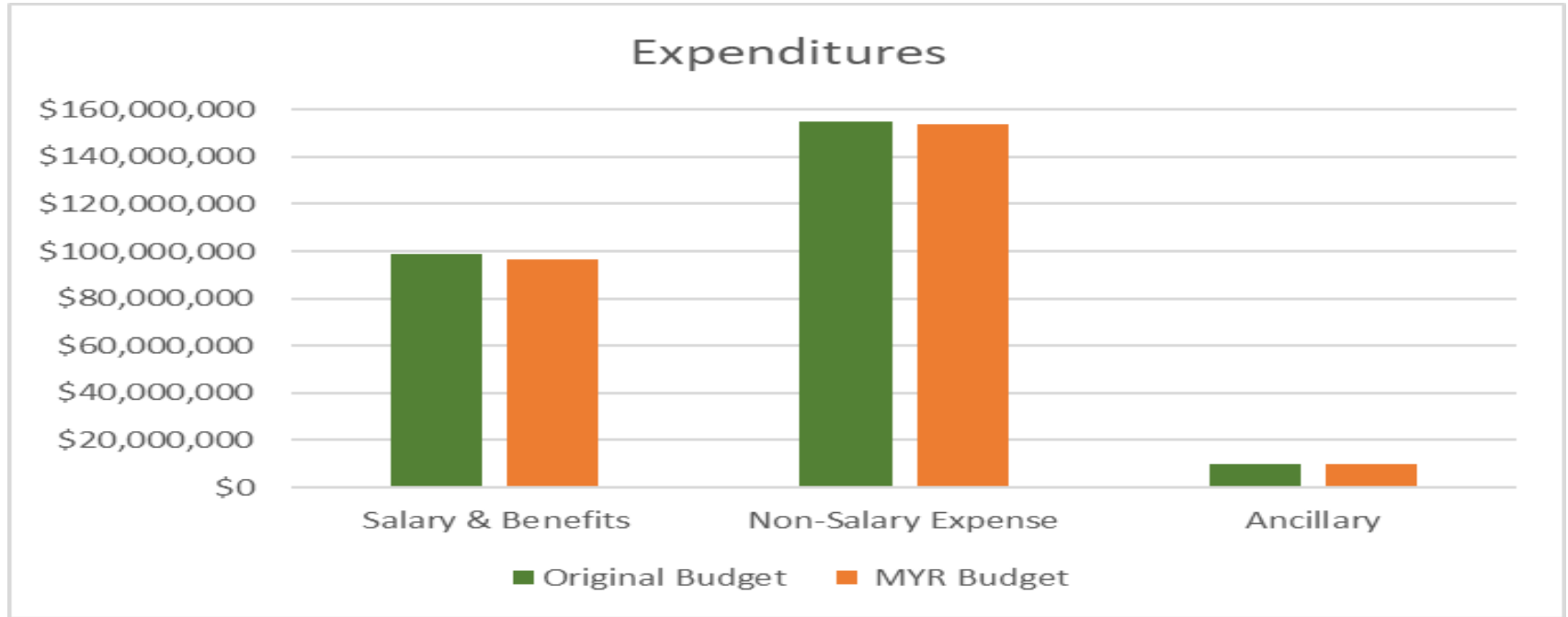
*International Tuition



Overall, revenues decreased \$6,865,692 or 2%.



Expenditures





Expenditures



- * Advertising
- * Contract Educational Services
- * Stipends & Scholarships

- * Salaries & Benefits
- * Contracted Services Other
- * Instructional Supplies
- * Premise Rental
- * Amortization



Overall, expenditures increased \$4,069,815 or 2%.



Statement of Financial Position Projection

- Assets \$600M
 - ❖ Cash and Cash Equivalents \$41M
 - ❖ Other Current Assets \$309M
 - ❖ Capital Assets \$221M (net).
- Liabilities \$366M
 - ❖ Deferred Revenue \$158M.
 - ❖ Total Debt \$23M.
- Net Assets \$234M
 - ❖ Unrestricted \$6M.
 - ❖ Internally Restricted \$139M.



Non-Committed Cash Projection (in 000s)

Line Item	Original Budget	MYR Budget	Variance
Prior Year Balance	\$19.6M	\$36.1M	\$16.5M
Operating Surplus	\$40.3M	\$36.8M	(\$3.5M)
Capital Outlay (net)	(\$24.3M)	(\$9.0M)	\$15.3M
Long-Term Debt	(\$2.0M)	\$2.3M	\$4.3M
Internally Restricted	(\$26.5M)	(\$59.5M)	(\$33.0M)
Adjustment	(\$5.7M)	(\$3.9M)	\$1.8M
Non-Committed Cash Projection	\$1.3M	\$2.7M	\$1.4M

RISE ABOVE THE ORDINARY



Internally Restricted Reserves: Projection to March 31, 2023

Date	Financial Sustainability	Deferred Maintenance	Strategic Projects	International Scholarships	Total
March 31, 2022*	\$67.9M	\$24.5M	-	-	\$92.5M
Contribution	-	\$7.4M	\$39.2M	\$5.0M	\$51.6M
Interest	\$2.2M	\$0.7M	-	\$0.08M	\$2.9M
Withdrawal	-	(\$7.5M)	-	-	(\$7.5M)
March 31, 2023*	\$70.1M	\$25.1M	\$39.2M	\$5.1M	\$139.5M

*indicates estimated balances.



Financial Sustainability Metrics

Metric	Measure	Actual 2021-22	Original Budget	MYR Budget
Annual Surplus / Deficit	> \$0	\$31,577,164	\$32,908,357	\$30,112,480
Accumulated Surplus / Deficit	> \$0	\$192,109,628	\$199,146,269	\$219,469,323
Quick Ratio	> 1	4.95	5.36	6.62
Debt to Asset Ratio	< 35%	14.66%	14.81%	13.62%
Debt Servicing Ratio	< 3%	0.54%	0.66%	0.58%
Net Assets to Expense Ratio	> 60%	137.52%	126.09%	133.49%
Net Income to Revenue Ratio	> 1.5%	11.96%	11.09%	10.38%
Number of Flags	-	-	-	-



Recommendation

- IT IS RECOMMENDED THAT the Board of Governors approve the 2022-23 Mid-Year Budget Report.



Questions?