

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on October 26, 2021 at 5:30 p.m. in Room 320 at the Windsor Campus

Present:

Mr. K. Beaudoin
Mr. W. Beck
Ms. T. Bendo
Ms. M. DeSchutter
Ms. P. France, **President**
Ms. N. Jammu-Taylor
Ms. R. Khosla
Mr. J. Parent
Ms. J. Piccinato, **Vice Chair**
Mr. R. Renaud
Mr. G. Rossi
Mr. N. Singh
Mr. E. Sovran, **Chair**
Mr. A. Teshuba, virtually
Ms. T. Wonsch

Regrets:

Mr. A. Provost
Ms. M. Watters

Also Present:

Ms. K. Adams, Board Secretary
Mr. E.P. Chant, Editor, SAINT, Student Newspaper, virtually
Mr. J. Fairley, Vice President, College Communications & Community Relations
Mr. W. Habash, Vice President, Academic
Mr. B. Jones, Retirees' Association Observer
Mr. M. Jones, Vice President, Finance & Chief Financial Officer
Mr. R. Nicoletti, Executive Director, President's Office, Corporate Secretary & Ministry Compliancy
Mr. R. Seguin, Vice President, International Relations, Training & Campus Development, virtually
Mr. S. Sharma, President, SRC
Mr. A. Singh, Associate Vice President, Communications & I.T.
Mr. J. Sirianni, Vice President, Human Resources, Safety & Facilities Management
Mr. G. Vrantsidis, Faculty Observer, virtually

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

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

1.0 Adoption of the Agenda and Declaration of Conflict of Interest

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

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

2.0 Approval of the Minutes of the Full Board meeting held on Tuesday September 28, 2021 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 September 28, 2021 meeting.

3.0 Constituent Reports

Student Representative Council (SRC)

Mr. S. Sharma reported the following activities and initiatives:

- Many food services are open on campus including two Tim Hortons locations, Subway, Capri Pizza, Mini Hamoudi's, Booster Juice and Bamboo and Blossom. Griff's Grab 'n Go operations will resume in January 2022.
- The SRC continues to adapt and plan for the 2021 Fall semester with many hybrid and some on-campus events, to engage the student body.
- Many of the SRC staff have returned to work on-campus, although some are still working from home while the office area remains under construction. The SRC has also posted positions for club liaison, brand ambassadors, events team and volunteers.
- The SRC is welcoming clubs back for Fall 2021. Club orientation days were held virtually during the first week of October. The orientation outlined the process for starting a club and how to keep active on campus.
- The SRC has been in discussions with Transit Windsor regarding the opportunity for bus passes for College students. If required, the SRC will hold a student referendum to gauge student support and to proceed with securing student bus passes.
- The SRC continues to advocate for our students and keep an open dialogue with College groups from around the province. In September the SRC discussed current issues

affecting our students with Colleges Ontario, specifically mental health supports, the effects of COVID-19 and Work Integrated Learning. Most recently, Colleges Ontario has asked for the support of the province's college student governments for the advancement of colleges offering degree programs. As a result, the SRC has emailed Minister Dunlop, Ministry of Colleges and Universities to address this concern.

- Other Fall events and initiatives include:
 - Halloween Costume Contest on Instagram, October 28 – November 1, 2021.
 - Pumpkin Carving.
 - Halloween Make-up Competition, October 22 – 28, 2021.
 - Brand Logo Game.
 - Recycling on the Go Challenge.
 - Shala Yoga.
 - Residential School Teachings with Legacy of Hope.
 - Virtual Q&A with Dan Levy.
 - Paint Party nights.
 - Games nights with the Board.
 - Student Association Day was held on October 12, 2021, promoting SRC services for students including advocacy, clubs, events, health plan, food bank, class reps, grade appeals and services by campus.
 - Mack Flash Trivia.
 - Virtual Psychic Readings.
 - The SRC continues to work with Student Services and TSI on strategies for mental health through the online Student Life Link at www.studentlifeSRC.com.
 - The SRC continues its commitment to the Sexual Violence Prevention (SVP) Program and is also working with the Residence on educating students on consent.
 - The SRC has hired and trained 56 students for the Safe Walk program which began in October.

Retirees' Association

Mr. B. Jones reported the following on behalf of the Retirees' Association:

The Retirees' Association Executive has approved the new liability insurance premiums.

The two annual scholarships offered by the Retirees' Association for one student from each of the Windsor and Chatham campuses, have been increased from \$500 to \$750.

The Windsor Christmas Social Gathering is scheduled for Saturday, December 18, 2021 at the St. Clair College Centre for the Arts and will include lunch followed by the Music Theatre student's Holiday Performance.

The next Retirees' Association newsletter will be released on November 17, 2021.

Members of the Retirees' executive presented two seminars focused on preparing for retirement, both of which were well attended.

A number of retirees volunteered at the CCAA National Golf Championships, hosted by St. Clair College at Ambassador Golf Club.

Support Staff

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

- OPSEU Local 137 held a General Membership Meeting on Thursday, October 21, 2021. The membership approved revised local by-laws, updated the Flower Fund policy and elected local delegates and alternates to attend the provincial OPSEU meeting scheduled on November 12 and 13, 2021. The two-day OPSEU meeting will host support staff from across the province and will have representatives from each of the 24 colleges.
- Local 137 made a donation to Women United of Chatham for their Tampon Tuesday campaign on October 19, 2021 and will also provide a donation to the United Way Windsor-Essex in the Spring when their same campaign is held. Both are worthy community campaigns that the Local 137 has historically donated to.
- Support staff member Dave Mota was approved to receive \$500 in gift cards, sponsored by Local 137 to distribute to those who are less fortunate in the Windsor-Essex community.
- The College's Halloween Decorating Contest returns on Friday, October 29, 2021. All of the entries will be judged, and the winner announced on Monday, November 1, 2021. The winning teams at the Windsor and Chatham campus will receive lunch.

Faculty

Mr. George Vrantsidis reported the following on behalf of the Faculty:

- Faculty have been busy in preparation of the mid-term progress reports for submission by Friday, October 22, 2021.
- Zita Zinn-Shamisa, coordinator of the PSW program, reported that the program will be introducing Simulation and are exploring the possibility of collaborating with the Villages of St. Clair to create a "living classroom".
- Nicole Rourke, coordinator of the Business Administration Marketing program is now working on publishing her second textbook.

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, distributed by email and has been posted to the Board portal. She outlined the events and initiatives that have occurred since the last Board meeting:

- At the September Board meeting, the vaccination passport and how it would potentially impact the College in regard to eating spaces was discussed. In collaboration with the Windsor-Essex County Health Unit (WECHU), the College was able to achieve a balance with designated eating and drinking areas for vaccinated and unvaccinated individuals. As of September 30, 2021, the College has implemented these designated areas which are clearly marked. Multipurpose space for non-vaccinated individuals must remain

physically distanced. The designated areas require proof of vaccination and identification.

- The vaccination statistics that were provided at the September Board meeting have been updated and provided in the President's Report. Option two in the vaccination disclosure was available for those who were partially vaccinated and those who chose this option were given until October 15, 2021 to be fully vaccinated. At this point, students and staff were to update their vaccination status and a reminder was communicated to this affect. Those who are now included under option two are waiting to complete the 14 days, post receiving their second dose. The remainder were moved to option 5 until they are fully vaccinated, at which time they will need to update their status.

On Friday, October 8, 2021, the Medical Officer directed a change in the definition of fully vaccinated. The World Health Organization's (WHO) definition of "fully vaccinated" was being utilized. Under the new directive, 'fully vaccinated' was to be defined as per Health Canada's acceptable vaccinations. This amendment meant that two vaccinations from China were no longer acceptable and the College had to contact those students affected and implement the change by Tuesday, October 12, 2021. The College modified their Vaccine Policy and updated the website. This resulted in the amendment of the statistics from option one to option five.

- Air Canada flights from India and Pakistan resumed on September 27, 2021 and the College continues to have students arrive, as per the International Standard Operating Procedure (SOP). There are approximately 900 international students that still need to arrive in Canada for the Winter 2022 semester.
- St. Clair College participated in Orange Shirt Day on Thursday, September 30, 2021.
- The majority of the renovations have been completed for the St. Clair College Fire Services Training Facility on Cabana Road. Students in the program are very excited to call the new space their own.
- The President congratulated the College's Wellness Team on their efforts and on earning the "Gold Healthy Workplace Award". The award is presented by the Working Toward Wellness (WTW) Committee of the WECHU.
- The College has been advised by Transit Windsor that the Express Bus traveling from Forest Glade (518X), commenced its route on September 7, 2021 and logged 5,200 riders for the month of September.
- The President met with the new intake of WEST Pre-Apprenticeship Millwright students on September 29, 2021.
- The Office Halloween Decorating Contest will take place on Friday, October 29, 2021. Judges will visit each participating office in the afternoon and winners will be announced on Monday, November 1, 2021. One office from each of the Windsor and Chatham campuses will win lunch on the College.
- Construction of the Zekelman Centre for Business and I.T. is well underway and its classrooms will be scheduled for the Winter 2022 semester. As there have been some delays in the supply chain as a result of COVID-19 that could impact the classroom wall partitions. To mitigate risk the classrooms with these partitions are being scheduled at 50% capacity to allow for some flexibility in planning.

- The President expressed her thanks to the retirees, staff and students who volunteered their time for the CCAA Golf Nationals. The College has received accolades and positive feedback as hosts of the national tournament.
- The President was selected as the appointment to the Ontario Colleges Application Service (OCAS) Board, representing the Committee of Presidents (COP). As part of the appointment, the President is also participating in the Audit Committee.

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 – Review of Program Sustainability and Rationalization Metrics.
- 5.2 Increase Enrolment – Maintain Domestic Enrolment.
- 5.3 Increase Corporate Training – Enhance our Reputation as a Training Centre for the Workforce of our Community.
- 5.4 Brand Identification – Continuation of New Brand “Rise Above the Ordinary” Initiatives.
- 5.5 Development of Human Resources – Staff Wellness.

RESOLVED THAT the Board of Governors receive and approve the contents of the October 26, 2021 Consent Agenda, as presented.

6.0 Monitoring Reports

6.1 Financial Update

The Board Chair called upon Mr. Marc Jones to speak to this item. Mr. Jones noted that the Financial Monitoring Report for the six months ended September 30, 2021 was included in the Full Board agenda package.

Mr. Jones highlighted the following from the report:

- The net deficit at September 30, 2021 of \$2.1 million, representing a decrease of nearly \$3 million from the net surplus noted for the 2020 comparative period of \$892,000. This variance is primarily due to the following:
 - Revenues – Increases in Contract Income, PCPP Fee for Service and Divisional Income.
 - Expenditures – Increases in Salaries and Benefits, Premise Rental, Stipends and Allowances and Other Expenditures.

- The College also continues to be challenged as COVID-19 and its effect on Ancillary Operations. The College continues to run at a deficit in some of these operations.

After a brief discussion it was

RESOLVED THAT the Board of Governors receive the Financial Update for the six months Ended September 30, 2021, for Information.

6.2 Risk Management

The Board Chair called upon Mr. Nicoletti to speak to this item. Mr. Nicoletti noted that the Risk Management Report was included in the Full Board Agenda package. The PowerPoint presentation will review some of the highlights of the Enterprise Risk Management strategy that was implemented this past year.

Mr. Nicoletti began by introducing Mr. Amar Singh, Associate Vice President of Communications and I.T.

- Although there is risk in nearly everything that we do, we need to continue to implement plans to further our strategic and operational priorities, while identifying and mitigating risks.
- How the College rates potential risks is determined by a combination of two elements: probability and impact. Probability is the likelihood of an event occurring and is measured on a scale of low, medium or high. Impact reflects the level of significance an event will have on the College when it occurs and is measured on a scale of one to three, with three being the highest impact.
- This model brings consistency in the way we categorize the College's risks. While the focus remains on the College's highest risks with the greatest impact, the goal is to implement plans for all levels of risk to the organization.
- The majority of risks will be identified at the departmental level as they are working on the front line. Each risk will then have a detailed risk plan.
- The Enterprise Risk Management Committee (ERMC) is a multi-discipline team that meets monthly in order to review the Risk Register and ensure that progress is being made in mitigating or correcting the identified risks. The ERMC will provide support and guidance as needed. The ERMC provides a monthly report to SOG, as they are responsible for the overall Risk Management of the organization. SOG will then present an annual Risk Management Report to the Board of Governors.
- The Risk Management register is a simplified tool that can easier summarize the information and track the progress of all risks and risk plans.
- Mr. Nicoletti provided a risk rating summary with a breakdown of low, medium and high risks, as well as a further breakdown by sector.

- Included in the presentation was a summary chart of all the high risks. The presentation focused on three of the listed high risks:
1. Academic Work Stoppage.
 - An overall emergency plan for the College in the case of a work stoppage with a specific academic plan for each program has been developed, if needed.
 2. Disaster Recovery Server Room.
 - The IT team is currently undergoing vendor assessments and consultations to determine options, cost and the best mitigation approach.

Mr. Singh spoke to the third high risk being included in the presentation:

3. Cybersecurity:
 - Recent attacks.
 - Risk mitigation.
 - Educational Campaign.
 - Insurance.

A Governor inquired if it is the same group that is responsible for all the recent cyber-attacks. Mr. Singh responded that cyber-attacks have become an organized business and part of their reputation rests on not repeating the same attacks.

A Governor inquired if the College has considered having third-party oversight or monitoring of its systems. Mr. Singh responded that the College does utilize the services of a third-party to monitor the systems 24 hours a day. Their primary purpose is to monitor the network overnight when the I.T. team is not on campus, however the organization also provides updates regarding any events during the day with immediate notification.

The College has added a position for an I.T. Security Manager, whose focus will be assessing and evaluating strategies the College can use to protect and secure its data and network.

St. Clair College is also one of the original stakeholders of Connecting Windsor-Essex (CWE). CWE was built to provide fiber infrastructure for all of the public sector in Windsor-Essex county. CWE has moved into the security space and has been completing upgraded security training. CWE has also partnered with ORION and are looking into the potential of a shared Chief Information Security Officer (CISO). Organizations are considering the sharing of a CISO because there are very few available and represent a large investment.

After a brief discussion it was

RESOLVED THAT the Board of
Governors receive the Risk
Management Report, for
Information.

Mr. Nicoletti's PowerPoint presentation is attached as Item #6.2

7.0 Approval Items

7.1 Audit and Finance Committee

The Board Chair spoke to this item. In accordance with Board Policy 2003-4.1, the composition of the Audit and Finance Committee may include three external Board members, the President and/or an external non-voting member at the discretion of the Board.

The Audit and Finance Committee is recommending the appointment of Mr. Garnet Fenn to the Committee as an external non-voting member for the 2021-2022 term. Mr. Garnet Fenn also serves on the Board's Ad-Hoc Investment Committee and has extensive experience in Finance.

After a brief discussion it was

RESOLVED THAT the Board of Governors approve the appointment of Mr. Garnet Fenn to the Audit and Finance Committee, as an external non-voting member for a term ending August 31, 2022.

8.0 By-law and Policy Review

8.1 Policy 2003-28: Student/Alumni Organizations – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of Policy 2003-28: Student/Alumni Organizations, as amended.

8.2 Policy 2003-29: President Emeritus – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of Policy 2003-29: President Emeritus, as presented.

8.3 Policy 2003-6: Cost of Governance – 1st Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of Policy 2003-6: Cost of Governance, as amended.

8.4 Internal Student Representative Selection Process

After a brief discussion, it was,

RESOLVED THAT the Board of Governors receive the Internal Student Representative Selection Process, for information.

10.0 Date of the Next Meeting

The next Board meeting is scheduled for Tuesday, November 23, 2021.

The Full Board meeting adjourned at 6:30 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

494th FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, October 26, 2021

TIME: 5:30 p.m. – Meeting

PLACE: Room 320

NOTE: Dinner will be available in Room 320 at 5:00 p.m.

AGENDA

- 1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST
- 2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON SEPTEMBER 28, 2021 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 – Review of Program Sustainability and Rationalization Metrics

Information Item – Administration has provided a report on Strategic Direction #1 – Academic Excellence – Implementation of a new Program Costing Model, attached as Item #5.1.

5.2 Increase Enrolment – Maintain Domestic Enrolment

Information Item – Administration has provided a report on Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Maintain postsecondary full-time enrolment within existing corridor, attached as Item #5.2.

5.3 Increase Corporate Training – Enhance our Reputation as a Training Centre for the Workforce of our Community

Information Item – Administration has provided a report on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) – Excluding PCPP, increase entrepreneurial (non-public) revenue by 3% (15% over 5 years), attached as Item #5.3.

5.4 Brand Identification – Continuation of New Brand “Rise Above the Ordinary” Initiatives

Information Item – Administration has provided a report on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) – The actions taken to increase brand awareness, attached as Item #5.4.

5.5 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) – Continue to promote staff collaboration and engagement through monthly or quarterly activities, attached as Item #5.5.

6.0 MONITORING REPORTS

6.1 Financial Update

Information Item – An update has been provided to the Board regarding Actual to Budget: April 1, 2021 – September 30, 2021, attached as Item #6.1.

6.2 Risk Management

Information Item – Administration has provided a report to the Board regarding Risk Management, attached as item #6.2.

7.0 APPROVAL ITEMS

7.1 Audit and Finance Committee

Approval Item – The Audit and Finance Committee will bring forward an external, non-voting member, for approval.

8.0 BY-LAW AND POLICY REVIEW

8.1 Policy 2003-28: Student/Alumni Organizations – 2nd Reading

Approval Item – The Board will review Policy 2003-28: Student/Alumni Organizations for 2nd reading, attached as Item #8.1.

8.2 Policy 2003-29: President Emeritus – 2nd Reading

Approval Item – The Board will review Policy 2003-29: President Emeritus for 2nd reading, attached as Item #8.2.

8.3 Policy 2003-6: Cost of Governance

Approval Item – The Board will review Policy 2003-6: Cost of Governance for 1st reading, attached as Item #8.3.

8.4 Internal Student Representative Selection Process

Approval Item – The Board will review the Internal Student Representative Selection Process, attached as Item #8.4.

9.0 DATE OF THE NEXT MEETING

9.1 The next meeting is scheduled for Tuesday, November 23, 2021 at the Windsor Campus.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: OCTOBER 26, 2021

**RE: STRATEGIC DIRECTION UPDATE: ACADEMIC EXCELLENCE –
REVIEW OF PROGRAM SUSTAINABILITY AND RATIONALIZATION
METRICS**

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

AIM:

To provide the Board with an update on Strategic Directions (2021–2022). This update pertains to Strategic Direction #1 – Academic Excellence, regarding the review of program sustainability and rationalization metrics. Specific details include the following:

Goal	Objective	Measure	Target
Academic	Review of program sustainability and rationalization metrics.	Implementation of a new Program Costing Model.	October 2021

BACKGROUND:

Program costing is used as a tool to support strategic decision making and to explore cost efficiencies. On January 25, 2020, Administration provided the Board with an update on the College’s program costing process. The update communicated that a revised approach to program costing was required due to the following:

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

Finance, with input from College stakeholders revised the new Program Costing Model to incorporate the following changes:

- Allocate the Enrolment Envelope (Core Operating Grant) based on the College's actual Weighted Funding Units (WFU) provided by the Ministry.
- Allow for the annual allocation of the Differentiation Envelope (Performance-Based Grant) across domestic student enrolment.
- Account for the Ministry's International Student Recovery program.
- Distinguish between domestic and international student enrolment to properly allocate tuition revenue across academic programs.
- Account for program related fees (i.e. kit and material fees).
- Account for actual full-time faculty wages and benefits and align the part-time faculty contract module with the program costing module.
- Account for program specific non-salary expenditures.
- Account for academic school overhead.
- Account for agent commissions to recruit international students.

On March 3, 2020, Finance presented the new program costing model to the Senior Operations Group, Associate Vice-Presidents, Academic Chairs, and the Centre of Academic Excellence. Support for the new program costing model was received.

The Academic Interface (A.I.) system contains the College's program costing module. Finance worked with the A.I. program developer to modify the existing module to incorporate the College's new Program Costing Model. The development within the A.I. was completed in April 2020.

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

In addition to the A.I. enhancement, Finance has updated the academic new program costing template to reflect the new Program Costing Model (Appendix A). As new academic programs do not bring new funding, an additional 'College Level Net Difference' analysis has been incorporated into the template. This additional analysis provides stakeholders with an appreciation of the forecasted aggregate impact a new academic program has across all existing academic programs. This template will be utilized when new programs are presented to the Board for approval.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #1 – Academic Excellence, regarding the review of program sustainability and rationalization metrics, as information.

Program Budget Summary

Name of program:
Academic School:

Enrolment:	Fiscal Year 1	Fiscal Year 2	Fiscal Year 3	Fiscal Year 4	Fiscal Year 5	Fiscal Year 6	Fiscal Year 7	Fiscal Year 8
Domestic	100	210	295	280	265	265	265	265
International	10	23	45	56	65	65	65	65
Total	110	233	340	336	330	330	330	330

Revenues:								
Domestic Tuition	\$158,824	\$297,000	\$401,298	\$385,869	\$370,285	\$373,988	\$377,728	\$381,505
International Tuition	\$52,941	\$108,529	\$223,147	\$288,003	\$344,427	\$361,649	\$379,731	\$398,718
ISR	(\$3,750)	(\$8,625)	(\$16,875)	(\$21,000)	(\$24,375)	(\$24,375)	(\$24,375)	(\$24,375)
Enrolment Grant (EG)	\$0	\$0	\$52,854	\$130,028	\$202,378	\$227,924	\$227,443	\$219,796
Performance Grant (PG)	\$0	\$148,890	\$296,770	\$367,080	\$430,360	\$476,205	\$482,830	\$489,985
Program Fees	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Revenue	\$208,015	\$545,795	\$957,194	\$1,149,980	\$1,323,075	\$1,415,391	\$1,443,357	\$1,465,629

Expenditures:								
FT Faculty Costs	\$65,832	\$119,975	\$191,029	\$250,662	\$328,249	\$394,740	\$414,429	\$435,101
PT Faculty Costs	\$49,594	\$109,602	\$158,231	\$143,853	\$114,521	\$98,560	\$98,049	\$100,010
FT Support Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PT Support Costs	\$14,700	\$27,846	\$41,512	\$42,342	\$43,189	\$44,053	\$44,934	\$45,833
Program and Start Up Costs	\$97,512	\$67,512	\$17,512	\$67,512	\$17,512	\$67,512	\$17,512	\$67,512
Recruitment Commission	\$10,588	\$21,706	\$44,629	\$57,601	\$68,885	\$72,330	\$75,946	\$79,744
Academic School Overhead	\$8,966	\$22,899	\$38,942	\$46,190	\$52,575	\$55,987	\$57,094	\$58,001
Total Expenditures	\$247,192	\$369,540	\$491,856	\$608,160	\$624,931	\$733,182	\$707,964	\$786,200

Contribution Margin (40%) \$83,206 \$218,318 \$382,878 \$459,992 \$529,230 \$566,156 \$577,343 \$586,252

Expenditures & Contribution Margin \$330,398 \$587,858 \$874,734 \$1,068,151 \$1,154,161 \$1,299,338 \$1,285,306 \$1,372,451

Program Level Net Difference (\$122,383) (\$42,063) \$82,461 \$81,828 \$168,914 \$116,053 \$158,051 \$93,178

Program Level Net Present Value \$466,050

EG Recovery from Other Programs	\$0	(\$148,890)	(\$349,624)	(\$497,108)	(\$632,738)	(\$704,129)	(\$710,273)	(\$709,781)
PG Metric Recovery	\$0	(\$103,000)	(\$5,600)	\$0	\$0	(\$2,800)	\$0	\$0
College Level Net Difference	(\$122,383)	(\$293,953)	(\$272,763)	(\$415,280)	(\$463,824)	(\$590,876)	(\$552,222)	(\$616,603)

College Level Net Present Value (\$2,994,995)

Initial Approved Tuition per Semester Domestic \$1,800 International \$6,000

Notes:

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TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: OCTOBER 26, 2021

RE: STRATEGIC DIRECTIONS UPDATE: STUDENTS (RETENTION, GRADUATION RATE AND SUCCESS) – MAINTAIN DOMESTIC ENROLMENT

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

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2021-2022). This update pertains to Strategic Direction #2 Students (Retention, Graduation Rate and Success) – Increase Enrolment. Specific details include the following:

Goal	Objective	Measure	Deadline
Increase Enrolment	Maintain domestic enrolment.	Maintain post secondary full-time enrolment within existing corridor.	Annually

BACKGROUND:

Enrolment-based funding provides grants based on historical enrolments. It is intended to provide a level of stability and predictability that allows colleges to engage in multi-year planning. Colleges entered the enrolment corridor for domestic students in 2019-2020. The Ministry of Colleges and Universities (MCU) allocates the Core Operating Grant (Enrolment-Based Envelope) based on enrolment through the corridor mechanism.

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

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

Fiscal Year	Ceiling +3%	Midpoint	Floor -7%	FTE Actual	WFU Actual	WFU Corridor
2016-2017	-	-	-	8,105.69	10,350.83	10,522.75
2017-2018	-	-	-	7,716.99	10,009.24	10,542.09
2018-2019	-	-	-	7,502.19	9,813.22	10,471.31
2019-2020	10,595.77	10,287.16	9,567.06	7,375.22	9,712.14	10,287.16
2020-2021	10,595.77	10,287.16	9,567.06	6,932.67	9,019.61	10,057.76
2021-2022	10,595.77	10,287.16	9,567.06	-	-	9,844.87

Based on the above results, the College is projecting to fall below the corridor floor in 2022-2023 and 2023-2024, where funding will be incrementally decreased by approximately \$105,493 and \$644,830 respectively.

COVID-19 has had a detrimental effect on local recruiting efforts. Traditionally, St. Clair College recruiters would spend the Fall semester visiting local and regional high schools for face-to-face presentations in which all grade 12 students participated. Normally, students would gather in the gymnasium for recruitment presentations and receive copies of the Admission Handbook. Face-to-face presentations for Grade 12 classes were not permitted by the Greater Essex County District School Board (GECDSB) or the Windsor-Essex County Catholic School Board (WECCSB), which required recruitment officers to provide their presentations on a virtual platform and participation was voluntary. Admission Handbooks were delivered to high schools, however, as the majority of the 2020-2021 school year was delivered through online learning, Admission Handbooks were not distributed on a global scale as they have been in the past.

To address the above, we are:

1. Ensuring the integration of Rise Above the Ordinary messaging is woven throughout every stage of the decision-making process.
2. Exploring opportunities for early funnel recruitment to support early consideration phases.
3. Working with community partnerships and College branding to help influence the students and their decision makers.
4. Additionally, competitive research has been completed and will be used to enhance student targeting by applying a strategy that will serve advertisements containing the St. Clair College brand message to the audience of competing schools. This will also be used as a basis for budgeting and applying media placements to establish a dominant presence in Windsor-Essex, Chatham-Kent and the Western Ontario region.
5. Working with the Student Retention Committee to analyze and understand retentions rates and develop plans to improve student retention.
6. Continuing to have the Enrolment Management Committee focus on identifying new opportunities and programs to attract domestic students.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #2 Students (Retention, Graduation Rate and Success) as it pertains to increasing enrolment, for information.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: OCTOBER 26, 2021

RE: STRATEGIC DIRECTIONS UPDATE – COMMUNITY ENGAGEMENT (LEADERSHIP, COMMUNICATION AND PARTNERSHIP) - INCREASE CORPORATE TRAINING

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

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2021 – 2022). This update pertains to Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) regarding the commitment to increase Corporate Training to enhance our reputation as a training centre for the workforce of our community. Specific details include the following:

Goal	Objective	Measure	Deadline
Increase Corporate Training	Enhance our reputation as a training centre for the workforce of our community.	Excluding PCPP, increase entrepreneurial (non-public) revenue by 3% (15% over 5 years).	Annually

BACKGROUND:

St. Clair College's Corporate and Professional Training division extends the College's programs and training services to business and industry. This division specializes in providing the kind of learning and training that is required by companies who view employee skills enhancement and education as a business tool to maintain their competitive edge in the global marketplace. St. Clair College's Corporate and Professional Training Programs are custom designed to fit industry's specific needs, delivering affordable, results-oriented training, both nationally and internationally.

With the onset of the COVID-19 pandemic in March 2020, many Corporate Training projects (eg. Ford Mexico) had to be cancelled due to travel restrictions. The Corporate Training division has transitioned to offering virtual training wherever possible. However, the pandemic clearly has negatively impacted revenue generation as

numerous activities were suspended or cancelled. While employer expenditures for Corporate Training saw a decline as a result of the pandemic with the need for employers to reprioritize expenditures, there has been a more recent uptake in the demand for Corporate Training services. A breakdown of the fiscal year and annual Revenues are as follows:

Year	Revenue	Increase
2015-2016	\$625,489	Base Year
2016-2017	\$840,458	34% Increase from Base Year
2017-2018	\$950,260	52% Increase from Base Year
2018-2019	\$887,178	42% Increase from Base Year
2019-2020	\$775,913	24% Increase from Base Year
2020-2021	\$429,763	31% Decrease from Base Year
2021-2022	\$107,549	April 1, 2021 to September 30, 2021 (Mid-Year)

In spite of obstacles brought about by the pandemic, St. Clair College has delivered customized Corporate and Professional Training for several key local and global businesses including Windsor Regional Hospital, City of Windsor, Ford Motor Company, FCA Fiat Chrysler Automobiles, Hiram Walker, Greater Essex County District School Board, as well as a number of Tier 1 and 2 suppliers to Original Equipment Manufacturers (OEMs). Our advanced manufacturing knowledge and training programs afford us the ability to continually seek new opportunities.

Corporate Training continues to add new clients/employers each year as well as new training initiatives such as the following:

1. A new training project for Windsor Regional Hospital commenced in June 2021 and will conclude in February 2022. St. Clair College Corporate Training is delivering a customized leadership training program for Windsor Regional Hospital managers.
2. A new training project for the Greater Essex County District School Board commenced in March 2021 with Phase I and will continue until February 2022. This training is being delivered to custodial staff to upskill to a Facilities Maintenance Mechanic (FMM) in order to meet the service needs of the Greater Essex County District School Board.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership), regarding the commitment to increase Corporate Training to enhance our reputation as a training centre for the workforce of our community, for information.



ST. CLAIR

COLLEGE

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: OCTOBER 26, 2021

RE: STRATEGIC DIRECTIONS UPDATE – COMMUNITY ENGAGEMENT (LEADERSHIP, COMMUNICATION AND PARTNERSHIP) – BRAND IDENTIFICATION

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

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2021-2022). This update is related to Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) regarding brand identification and the continuation of the new brand “Rise Above the Ordinary” initiatives. Specific details include the following:

Goal	Objective	Measure	Target
Brand Identification	Continuation of new brand “Rise Above the Ordinary” initiatives.	Number of actions taken to increase brand awareness.	Annually

BACKGROUND:

St. Clair College’s 2020-2021 Rise Above the Ordinary initiatives continued with the momentum established in the transition of the digital first approach for media placement that started in early 2020. With the continued COVID-19 restrictions, recruitment strategies remained virtual.

The Fall 2020 and Spring 2021 Open House were hosted virtually for the first time. The virtual event featured program videos and College highlights and included a personal connection with access to live chats. The attendance for the Fall 2020 Open House was 532 logged in users and the Spring 2021 Open House increased to 778 users. The Fall 2021 Open House is currently in the planning stages and is scheduled for November 13, 2021. The Virtual Open House Platform will be augmented to include school specific virtual tours to create a more personal experience.

With information collected through the Virtual Open House, the marketing and recruitment team was able to leverage this data to maintain ongoing contact and communication with prospective students.

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

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

Online Strategy

The data collected from online initiatives was used to gain insights into student preferences. The ongoing pandemic and extended lockdowns resulted in a significant shift in media behaviours and as a result the online strategy was adjusted. This resulted in a shift away from behavioural and programmatic strategies to Connected TV, TikTok and Google (Text, Display and YouTube). The following summarizes the total impressions on the platforms since adopting this approach from April 2021 to October 2021.

Programmatic and Behavioural – April 1, 2021 – October 13, 2021

- Impressions (each time someone sees the ad): 1,420,000
- Clicks on the image: 3,900.
- CTR - Click Through Rate (how often people see the ad and click on): 0.28%.

ConnectedTV – April 1, 2021 – September 1, 2021

- Impressions: 78,401
- Completion rate (watch the whole video) of 98.85%

Facebook/Instagram– April 1, 2021 – October 13, 2021

- Reach (number of unique individuals): 182,418
- Impressions: 2,599,205.
- Landing Page Views (people who click on the ad and land on our website): 5201

TikTok– April 1, 2021 – October 13, 2021

- Impressions: 3.5 million.
- Reach: 409,324
- Total clicks: 15,000
- CTR: 0.45%

Google Text (search) and Display – April 1, 2021 – October 13, 2021

- People search on Google and their search triggers our ad.
- Introduced as an ongoing tactic in September 2020.
- Generated 184,000 impressions.
- Total clicks 10,400

Google was introduced at the latest point of the year, as such this currently represents the smallest portion of the online budget. It is expected that as we continue to employ this tactic, the total impressions will exceed other tactics.

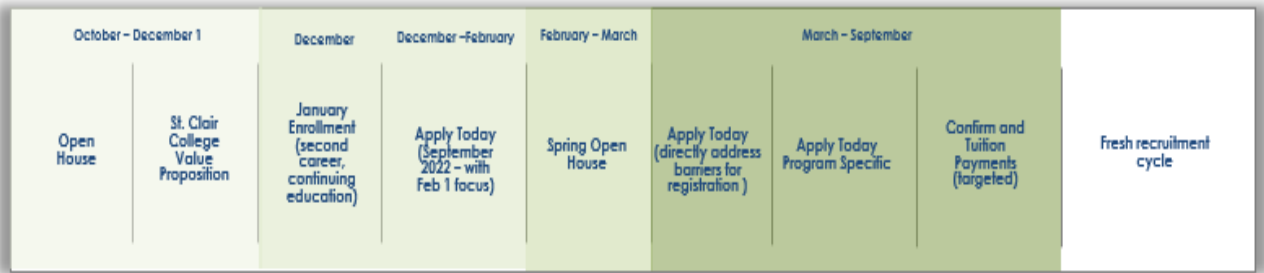
Our long-standing slogans have continued: “Start Here Go Anywhere” and “Rise Above the Ordinary.” Other campaign taglines and themes that were used throughout the recruitment cycle included Take Flight, Saints Nation, Saints Strong and The World Needs You - See Beyond Today.

We have and will continue to develop new taglines and themes. Women in Robotics – Future Focused has been developed to resonate with a female audience that is poised to be innovative and a future leader in engineering and robotics. This campaign features current Robotics students and will extend to other STEM (Science, Technology, Engineering and Math) related programs to increase female enrolment.

Additionally, Douglas Marketing Group (DMG) has worked with Continuing Education and Corporate and Professional Training to develop themes that can be integrated based on the shared audience. The theme for Continuing Education is: “Education Online, Learn Something New”, while for the Corporate and Professional Training it is “Workforce Training, Your Corporate Advantage.”

Moving forward, the focus will be to align the recruitment cycles with campaign messaging for the year. This will provide high level campaign recommendations for all stages of the recruitment cycle that will be shared with the Senior Operations Group.

A structure of the recruitment cycle has been developed and is included below. The next steps will be to identify core priorities and a campaign look and feel for each section. In addition to the recruitment cycle, integrating brand awareness and cross-departmental messaging will also be considered as a core initiative to support the reasons to choose the College, as well as to strengthen the St. Clair College brand among younger audiences.



Traditional Media

Traditional media includes:

1. Radio

- Bell Media: AM800, 93.9 FM, 88.7 FM commercials and sponsorships.
- Blackburn Radio: commercials and sponsorships in Windsor-Essex and Chatham-Kent.
- Wallaceburg 99.1 FM commercials and sponsorships.

2. Newspapers – Community, National, Online and Trade Publications

Windsor Star, Chatham Daily News, Essex Free Press / The Drive / Biz X/ Windsor Life / Neighbours LaSalle / Southpoint Sun (Leamington)/ Rivertown Times / Snapd (Neighbour) / OSCA / Skills Ontario / WE Manufacture / Perspective (Globe and Mail) / Toronto Star / National Post / Harrow News (new this year) / Macleans

3. Billboard

- Year-round contracts were purchased, securing key locations throughout Windsor, Chatham and Wallaceburg.

4. Television

- CTV, CBC, YourTV (Cogeco Cable) commercials and sponsorships.

5. Website Traffic – April 1, 2021 – September 1, 2021

The Website traffic and number of sessions has steadily increased since the implementation of the digital recruitment strategy. The overall results are summarized below and are inclusive of the implementation of the “**Rise Above the Ordinary**” Digital Strategy from April 1, 2021- September 1, 2021.

- Overall, there were 1,494,616 million users on the site.
- There were 4,696,876 sessions.
- A bounce rate in the range of 30.51%% is considered excellent. Our webpage, stclaircollege.ca is at 37.8%. (A *bounce* is a single-page session on your site. In Analytics, a bounce is calculated specifically when a user opens a single page on your site and then exits without triggering any other requests to the Analytics server during that session.)
- Discoverstclaircollege.com and st.claircollege.ca work in tandem and pull relevant information from each other based on the users’ stage of decision-making. This is possible with tagging at key access points and buttons within the

website. The following charts outline the total visits from the discoverstclaircollege.com site and the number of form completions. This information is used by the recruitment team for follow up and ongoing communications.

Top 6 pages views (URL)	Views
/Start-here-2/	73,679
/Homepage	57,247
/Tech-leaders/	31,331
/register-march/	27,356
/register-info-night/	16,905

Represents total traffic since launch in August 2020.

Discover St. Clair College Leads

Lead Source	Leads
Admissions Handbook Download - Total	935
Admissions Handbook Download – Opt-In	790
Contact Us Form - Footer	338

- The total leads reflect form submissions with questions to the recruitment team as well as electronic download of the admissions handbook.

Non-Traditional Marketing

Non-traditional marketing includes:

Search Engine Optimization (SEO): Will support the brand and programs.

Through competitive research, several unique programs have been identified. An ongoing recommendation is to develop and implement an SEO strategy for St. Clair College’s corporate website as well as the recruitment website. This is a necessary step to ensure St. Clair College and the programs offered are at the top of the search results. This will also improve ad results simply due to Google’s algorithm.

Virtual Tour

The virtual tour is currently being integrated with campus maps, to allow for easy navigation for student orientation. It is important not to divert from the original purpose of the virtual tour as a student recruitment tool. The recruitment team and DMG are currently collaborating to outline the necessary upgrades to the virtual tour, including a component with written descriptions.

Future Pages

Based on the site map presented and approved last fiscal year, the remaining pages to be built are Work-Ready and Saints Nation. Based on lessons learned, these remaining two pages will be adapted to align with current objectives and positioning. Additionally,

there is an ongoing review of the site's current pages and updates are continuously being completed.

Year-Long Branding Initiatives

Other branding initiatives to be completed this fiscal year include:

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

Brand Identification 2021-2023

A Request For Proposals (RFP) was issued in June, 2021 for the provision of marketing services. Four submissions were received and Douglas Marketing Group (DMG) was the successful proponent. The two-year contract ending in August, 2023 will provide St. Clair College with a full-service marketing agency in the areas of graphic design, digital advertising, social media advertising, programmatic advertising, brand development, media placement, and website development, as well as the development of virtual platforms on which to host our Open Houses and Campus tours.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) regarding brand identification and the continuation of the new brand “Rise Above the Ordinary” initiatives, for information.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: OCTOBER 26, 2021

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

**SECTOR: INTERNATIONAL RELATIONS, CAMPUS DEVELOPMENT AND STUDENT SERVICES – RON SEGUIN, VICE PRESIDENT
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 (2021–2022). This update is related to Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness) regarding the commitment to promote staff collaboration and engagement through monthly or quarterly activities.

Goal	Objective	Measure	Target
Development of Human Resources	Staff wellness.	Continue to promote staff collaboration and engagement through monthly or quarterly activities.	Annually

BACKGROUND:

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

The Staff Engagement Committee’s mandate is to foster staff relationships, facilitate networking, recognition and engagement among St. Clair College staff while encouraging professional, collegiate environments and experiences.

The Staff Wellness Committee’s mandate is to promote a work environment that encourages healthy lifestyle choices, decreases the risk of illness and disease, and addresses our employees’ physical and mental health and general well-being.

Staff Engagement Committee

The Staff Engagement Committee has initiated staff collaboration and engagement activities. In person events have been suspended temporarily due to the pandemic situation. Planning is underway for a February 2022 virtual St. Clair College Staff Cares' Trivia Night for all staff.

As of April 1, 2021, the Staff Appreciation initiatives include:

- A virtual St. Clair Day on June 25, 2021 celebrating the extraordinary staff dedication that allowed St. Clair College to not only thrive but excel during very difficult times and to honour the Employee Excellence Award winners. Griffin Gifts, an online store for St. Clair College branded merchandise was created for staff to make selections of clothing and a \$25 food gift card in lieu of the traditional June luncheon celebration.
- Staff were welcomed back to campus from the pandemic on July 5, 2021 with coffee, tea, and cookies with a Welcome Back note: "You are the chocolate to our chip and a cookie with a coffee – Couldn't do it without you!"
- On September 3, 2021 during the President's Town Hall meetings, staff contributions, work ethic and enduring support of College goals and vision were acknowledged and praised as the College received the amazing results from the Ontario College Quality Assurance Service (OCQAS) Quality Audit. These results were a testament to the persistent effort to put into action the College's vision of "Excellence In All We Do". Staff will be receiving a branded insulated tumbler and \$25 gift card in appreciation of all the concerted efforts.
- Staff will receive a gift card for Griffin Gifts for staff to choose College branded merchandise, as well as to their choice of on-campus food vendor, in lieu of the traditional President's Holiday Brunch celebration.

Staff Wellness Committee

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

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

In 2020-2021 the Staff Wellness Committee provided the following Lunch and Learns:

- April 29, 2021 – ***"Inspiring Your Interpersonal Environment"***

- August 26, 2021 – ***“A Year + of Covid: Compassion, Your Well-being & Moving Forward”***
- September 22, 2021 – ***“A Year + of Covid: Compassion, Your Well-being & Moving Forward”***
- September 28, 2021 – ***“A Year + of Covid: Compassion, Your Well-being & Moving Forward”***

Other initiatives included:

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

The Committee continues to meet and develop new ideas to promote employee wellness and positive collaboration. The committee believes that the biggest focus in the coming months will be mental health.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness) regarding the commitment to promote staff collaboration and engagement through monthly or quarterly activities, for information.



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: OCTOBER 26, 2021

RE: FINANCIAL MONITORING REPORT FINANCIAL RESULTS FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2021

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

AIM:

To provide the Board with a report on the financial results for the six months ended September 30, 2021.

BACKGROUND:

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

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the Financial Monitoring Report for the six months ended September 30, 2021, as information.

SUMMARY OF REVENUES AND EXPENDITURES (Schedule 1)

The net deficit at September 30, 2021 of \$2,103,245 is a decrease of \$2,995,247 from the net surplus noted for the 2020 comparative period of \$892,002. The variance is primarily due to the following:

- Revenues: Increases in Contract Income, PCPP Fee-for-Service, and Divisional Income.
- Expenditures: Increases in Salaries and Benefits, Premise Rental, Stipends & Allowances, and Other Expenditures.

REVENUE (Schedule 2)

The following highlights the major changes in revenue compared to the original budget projections and the 2020 comparative period:

- MCU Operating Grants are trending consistent with the budget projection at 51% and has decreased over the 2020 comparative period by \$331,976 or 1.5%.

SMA3 Performance based funding was implemented in 2020-21. The College's proportion of Enrolment Envelope to Differentiation Envelope funding has shifted from 70% and 30% (2020-21) to 58% and 42% (2021-22) respectively. Given the uncertainty regarding COVID-19, in August 2020, the Ministry suspended Performance based funding for two years. As a result, these funds are not at risk for 2021-22.

- Contract Income is trending above the original budget projection at 45% and has increased over the 2020 comparative period by \$1,846,990 or 33%. The increase is due to the Ontario government's funding for an accelerated Personal Support Worker program that covers students' tuition and other expenses, allowing participants to graduate with full credentials in six months. In addition, at mid-year review, the School College Work Initiative program budget will require an adjustment from a gross basis to net basis.

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

- Total Tuition revenue is trending below the original budget projection at 32% and has increased over the 2020 comparative period by \$6,004,914 or 13% due to the following:

- Increase in Domestic Tuition revenue of \$435,550 over the comparative period due to higher enrolment for the Spring semester.
- Decrease in International Tuition revenue of \$2,587,222 over the comparative period due to lower enrolment for the Spring and Fall semesters.
- Increase in PCPP Tuition revenue of \$7,969,574 over the comparative period due to higher enrolment at Ace Acumen for the Spring and Fall semesters.
- Total “Other” income is trending consistent with the original budget projection at 58% and has increased over the 2020 comparative period by \$11,045,911 or 71% due to the following:
 - Increase in PCPP Fee-for-Service of \$9,041,623 due to higher enrolment at Ace Acumen for the Spring and Fall semesters, and due to the revenue in the current year being earned earlier because of Day 10 occurring in September instead of October in the prior year.
 - Increase in Divisional Income of \$1,340,575 due to higher material / kit fees, and international student application fees.

EXPENDITURES (Schedule 3)

The following highlights the major changes in expenditures compared to the original budget projections and the 2020 comparative period:

- Total Salaries & Benefits are trending consistent with the original budget projection at 49%, and have increased over the 2020 comparative period by \$5,551,776 or 13%. The increase is primarily due to the following:
 - The prior year had lower part-time staffing requirements due to lower enrolment and COVID-19 cost saving strategies.
 - The current year reflects backfilled full-time staff positions, higher compensation, and increased part-time staffing.
- Total Non-Salary expenditures are trending above the original budget projection at 42%, and have increased over the 2020 comparative period by \$16,063,347 or 34%. The increase is due to the following:
 - The prior year had a reduction in discretionary spending due to COVID-19 cost saving strategies.
 - Increase in Contracted Educational Services as a result of higher enrolment from students attending the Toronto Campuses, and flowing the applicable

funds to Ace Acumen.

- Increase in Premise Rental due to 333 Riverside Drive and accommodations for the international student arrival protocol.
- Increase in Stipends & Allowances and Other Expenditures due to flowing funds to students registered in the accelerated Personal Support Worker program.

Many expenditures are cyclical and follow the timing associated with the academic year.

Administration is managing Non-Salary expenditures through ongoing Senior Operating Group (SOG) review, in order to minimize the budget impact from the COVID-19 pandemic.

ANCILLARY OPERATIONS (Schedule 4 & 4B)

- The Ancillary Operations deficit of \$1,160,485 is trending below the original budget deficit projection of \$345,310, and has increased by \$54,037 over the 2020 comparative period. The pandemic continues to negatively impact the St. Clair College Centre for the Arts, Parking and Residence operations.

SCHEDULE 1

ST. CLAIR COLLEGE
SUMMARY OF REVENUES AND EXPENDITURES
FOR THE FIVE MONTHS ENDED SEPTEMBER 30, 2021

	A	B	A - B	
	MCU	ACTUAL	ACTUAL	
	BUDGET	YR-TO-DATE	PRIOR YEAR	
	<u>(12 months)</u>	<u>(6 months)</u>	<u>(6 months)</u>	
			VARIANCE	
			<u>(6 months)</u>	
<u>REVENUE</u>				
MCU Operating Grants	41,201,081	21,147,253	21,479,229	(331,976)
Contract Income	16,830,119	7,486,449	5,639,459	1,846,990
Tuition	167,836,374	53,676,852	47,671,938	6,004,914
Other	46,177,606	26,623,287	15,577,376	11,045,911
Total Operating	272,045,179	108,933,841	90,368,002	18,565,839
Total Ancillary	8,602,443	1,505,269	1,005,734	499,535
TOTAL REVENUE	280,647,622	110,439,110	91,373,736	19,065,374
<u>EXPENDITURES</u>				
Salary & Benefits	95,480,638	46,945,577	41,393,801	5,551,776
Non-Salary	148,876,481	62,931,024	46,867,677	16,063,347
Ancillary	8,947,753	2,665,754	2,220,256	445,498
TOTAL EXPENDITURES	253,304,871	112,542,355	90,481,734	22,060,621
Total Net Surplus / (Deficit)	\$27,342,751	(\$2,103,245)	\$892,002	(\$2,995,247)

ST. CLAIR COLLEGE
REVENUES
FOR THE FIVE MONTHS ENDED SEPTEMBER 30, 2021

	MCU BUDGET <u>(12 months)</u>	A ACTUAL YR-TO-DATE <u>(6 months)</u>	B ACTUAL PRIOR YEAR <u>(6 months)</u>	A - B VARIANCE <u>(6 months)</u>
<u>REVENUE</u>				
Enrolment Based Envelope: see note 1	29,001,767	13,126,616	15,795,649	(2,669,033)
Differentiation Envelope: see note 2	15,715,911	9,324,685	6,655,652	2,669,033
Special Purpose / Other Grants: see note 3	(3,516,597)	(1,304,048)	(972,072)	(331,976)
<i>Total MCU Operating Grants</i>	41,201,081	21,147,253	21,479,229	(331,976)
Apprenticeship	3,540,251	1,713,112	1,638,834	74,278
Canada Ontario Jobs Grant	507,216	95,597	332,118	(236,521)
Employment Ontario	3,056,813	1,528,398	1,528,398	-
Youth Job Connection	1,337,400	692,880	692,880	-
Literacy & Basic Skills	1,376,172	693,078	693,078	-
School College Work Initiative	5,420,985	-	-	-
Second Career	400,000	320,188	331,148	(10,960)
Other: see note 4	1,191,282	2,443,196	423,003	2,020,193
<i>Total Contract Income</i>	16,830,119	7,486,449	5,639,459	1,846,990
Post Secondary - Domestic	24,473,533	5,217,311	4,781,761	435,550
Post Secondary - International	84,326,121	20,735,369	23,322,591	(2,587,222)
Post Secondary - PCPP	58,343,620	27,227,900	19,258,326	7,969,574
Continuing Education	693,100	496,272	309,260	187,012
<i>Total Tuition</i>	167,836,374	53,676,852	47,671,938	6,004,914
Investment Income	3,600,000	2,076,562	1,750,000	326,562
Contract Training	185,000	48,339	41,082	7,257
International Projects	125,000	58,750	-	58,750
PCPP Fee-for-Service	20,083,923	13,466,456	4,424,833	9,041,623
Other: see note 5	1,276,095	1,093,697	981,432	112,265
Divisional Income	14,650,107	6,940,962	5,600,387	1,340,575
Amortization DCC	6,257,481	2,938,521	2,779,642	158,879
<i>Total Other</i>	46,177,606	26,623,287	15,577,376	11,045,911
Total Revenue Before Ancillary	272,045,179	108,933,841	90,368,002	18,565,839
Ancillary Revenue (Schedule 4)	8,602,443	1,505,269	1,005,734	499,535
Total Revenues	\$280,647,622	\$110,439,110	\$91,373,736	\$19,065,374

SCHEDULE 3

ST. CLAIR COLLEGE
EXPENDITURES
FOR THE FIVE MONTHS ENDED SEPTEMBER 30, 2021

	A	B	A - B	
MCU BUDGET <u>(12 months)</u>	ACTUAL YR-TO-DATE <u>(6 months)</u>	ACTUAL PRIOR YEAR <u>(6 months)</u>	VARIANCE <u>(6 months)</u>	
<u>SALARY & BENEFITS</u>				
Administrative : Full-Time	8,013,792	4,347,208	3,757,397	589,811
Administrative : Part-Time	1,484,510	802,504	380,037	422,467
Faculty: Full-Time	34,576,942	17,238,614	17,149,317	89,297
Faculty : Part-Time	13,695,854	5,899,615	4,094,435	1,805,180
Support : Full-Time	16,343,918	8,072,612	7,282,272	790,340
Support : Part-Time	4,301,734	1,921,768	880,193	1,041,575
Fringe Benefits	17,063,888	8,663,256	7,850,150	813,106
Total Salary & Benefits	95,480,638	46,945,577	41,393,801	5,551,776
<u>NON-SALARY</u>				
Advertising	2,227,059	1,004,203	491,904	512,299
Contracted Cleaning Services	3,136,000	1,348,914	1,332,616	16,298
Contracted Educational Services	65,510,491	28,158,597	19,759,678	8,398,919
Contracted Services Other	22,200,973	5,660,950	5,954,198	(293,248)
Equipment Maintenance & Repairs	3,561,369	1,715,413	1,634,862	80,551
Equipment Rentals	2,749,200	1,294,149	1,235,171	58,978
Instructional Supplies	5,170,267	2,889,260	2,331,891	557,369
Insurance	7,222,780	2,535,554	2,816,277	(280,723)
Janitorial & Maintenance Supplies	811,898	165,337	371,161	(205,824)
Memberships & Dues	580,642	440,895	318,829	122,066
Municipal Taxes	778,375	646,862	628,702	18,160
Office Supplies	828,052	280,259	192,607	87,652
Premise Rental	3,137,493	2,709,303	929,018	1,780,285
Professional Development	605,006	154,439	76,763	77,676
Security Services	2,558,500	1,206,789	535,013	671,776
Stipends & Allowances	3,436,034	2,211,666	142,882	2,068,784
Student Assistance 30% Tuition	2,032,250	846,140	364,722	481,418
Travel	623,400	143,681	33,623	110,058
Utilities	4,908,300	1,608,384	1,535,950	72,434
Other: see note 6	4,773,566	2,545,551	1,076,764	1,468,787
Amortization	12,024,826	5,364,678	5,105,046	259,632
Total Non-Salary	148,876,481	62,931,024	46,867,677	16,063,347
Total Operating Expenses	244,357,118	109,876,601	88,261,478	21,615,123
Ancillary Expenses (Schedule 4)	8,947,753	2,665,754	2,220,256	445,498
Total Expenditures	\$253,304,871	\$112,542,355	\$90,481,734	\$22,060,621

**ST. CLAIR COLLEGE
ANCILLARY OPERATIONS
FOR THE FIVE MONTHS ENDED SEPTEMBER 30, 2021**

	A	B	A - B	
MCU BUDGET <u>(12 months)</u>	ACTUAL YR-TO-DATE <u>(6 months)</u>	ACTUAL PRIOR YEAR <u>(6 months)</u>	VARIANCE <u>(6 months)</u>	
<u>Revenue</u>				
Beverage Supplier	25,000	4,311	1,469	2,842
Bookstore - Windsor & Chatham	175,000	21,021	8,218	12,803
IRCDSS Special Events & Projects	119,500	8,558	-	8,558
Lockers Administration	48,000	22,350	-	22,350
Parking Lots	800,000	69,909	60,096	9,813
Residence - Windsor	3,089,943	161,806	144,537	17,269
Green Giants	2,000	-	1,220	(1,220)
St Clair College Centre for the Arts	2,428,000	257,388	31,261	226,127
Sky Volleyball	15,000	-	7,295	(7,295)
Varsity Sports	1,400,000	504,829	505,701	(872)
Sports Park	200,000	75,000	25,000	50,000
Woodland Hills Golf Course	300,000	380,097	220,937	159,160
	<u>8,602,443</u>	<u>1,505,269</u>	<u>1,005,734</u>	<u>499,535</u>
<u>Expenditures</u>				
IRCDSS Special Events & Projects	110,000	17,282	355	16,927
Lockers Administration	-	4,313	-	4,313
Parking Lots	1,579,150	417,586	402,790	14,796
Residence - Windsor	2,224,150	736,669	753,263	(16,594)
Residence - Chatham	95,000	29,557	62,718	(33,161)
Green Giants	-	-	396	(396)
St Clair College Centre for the Arts	2,835,442	870,253	562,723	307,530
Sky Volleyball	-	3,640	8,232	(4,592)
Varsity Sports	1,605,861	244,280	189,391	54,889
Sports Park	200,000	32,732	9,137	23,595
Woodland Hills Golf Course	298,150	309,442	231,251	78,191
	<u>8,947,753</u>	<u>2,665,754</u>	<u>2,220,256</u>	<u>445,498</u>
Total Net Surplus / (Deficit)	<u>(\$345,310)</u>	<u>(\$1,160,485)</u>	<u>(\$1,214,522)</u>	<u>\$54,037</u>

ST. CLAIR COLLEGE
ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)
FOR THE FIVE MONTHS ENDED SEPTEMBER 30, 2021

SCHEDULE 4B

	MCU BUDGET (12 months)	ACTUAL YR-TO-DATE (6 months)	ACTUAL PRIOR YEAR (6 months)
Beverage Supplier: Revenue	25,000	4,311	1,469
Bookstore - Windsor & Chatham: Revenue	175,000	21,021	8,218
Lockers Administration: Revenue	48,000	22,350	-
Lockers Administration: Expenditures	-	4,313	-
	<u>48,000</u>	<u>18,037</u>	<u>-</u>
IRCDSS Special Events & Projects: Revenue	119,500	8,558	-
IRCDSS Special Events & Projects: Expenditures	110,000	17,282	355
	<u>9,500</u>	<u>(8,724)</u>	<u>(355)</u>
Parking Lots: Revenue	800,000	69,909	60,096
Parking Lots: Expenditures	1,579,150	417,586	402,790
	<u>(779,150)</u>	<u>(347,677)</u>	<u>(342,694)</u>
Residence - Windsor: Revenue	3,089,943	161,806	144,537
Residence - Windsor: Expenditures	2,224,150	736,669	753,263
	<u>865,793</u>	<u>(574,863)</u>	<u>(608,726)</u>
Residence - Chatham: Expenditures	95,000	29,557	62,718
Green Giants: Revenue	2,000	-	1,220
Green Giants: Expenditures	-	-	396
	<u>2,000</u>	<u>-</u>	<u>824</u>
St. Clair College Centre for the Arts: Revenue	2,428,000	257,388	31,261
St. Clair College Centre for the Arts: Expenditures	2,835,442	870,253	562,723
	<u>(407,442)</u>	<u>(612,865)</u>	<u>(531,462)</u>
Sky Volleyball: Revenue	15,000	-	7,295
Sky Volleyball: Expenditures	-	3,640	8,232
	<u>15,000</u>	<u>(3,640)</u>	<u>(937)</u>
Varsity Sports: Revenue	1,400,000	504,829	505,701
Varsity Sports: Expenditures	1,605,861	244,280	189,391
	<u>(205,861)</u>	<u>260,549</u>	<u>316,310</u>
Sports Park: Revenue	200,000	75,000	25,000
Sports Park: Expenditures	200,000	32,732	9,137
	<u>-</u>	<u>42,268</u>	<u>15,863</u>
Woodland Hills Golf Course: Revenue	300,000	380,097	220,937
Woodland Hills Golf Course: Expenditures	298,150	309,442	231,251
	<u>1,850</u>	<u>70,655</u>	<u>(10,314)</u>
Total Revenue	<u>8,602,443</u>	<u>1,505,269</u>	<u>1,005,734</u>
Total Expenditures	<u>8,947,753</u>	<u>2,665,754</u>	<u>2,220,256</u>
Total Net Surplus / (Deficit)	<u>(\$345,310)</u>	<u>(\$1,160,485)</u>	<u>(\$1,214,522)</u>

Notes: Revenues & Expenditures

Note 1 REVENUE: Enrolment Based Envelope

Core Operating Grant

Note 2 REVENUE: Differentiation Envelope

Performance Funding

Note 3 REVENUE: Other MCU Grants

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

Note 4 REVENUE: Other

Campus Safety
Career Ready Fund
Credit Transfer Institutional Grant
Indigenous Student Success Fund
Indigenous Targeted Initiatives Fund
Personal Support Worker - Accelerated
Rapid Skills
Reporting Entities
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 Expenses



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: OCTOBER 26, 2021

RE: RISK ASSESSMENT/MANAGEMENT REPORT

SECTOR: ALL SECTORS

AIM:

To provide the Board with an update regarding St. Clair College's Risk Assessment/Management Report.

BACKGROUND:

St. Clair continues to incorporate Risk Management into the daily operations of the College by anticipating potential risks, ensuring risk mitigation strategies are in place and continuous review of the eight identified risk categories.

Since 2009, as part of the College's Risk Mitigation Strategies, a formal Risk Assessment/Management Report is prepared annually and is presented to the Board of Governors for information.

Senior Management ensures that appropriate steps are taken to identify, assess and manage risk and potential hazards associated with the organization, its activities and services. The College's Risk Management strategy provides a structured and coherent approach to identifying, assessing, monitoring and managing risk.

A cross-functional Risk Management Committee has been established and meets on a monthly basis to regularly review, assess, and update new developments or actions taken. The Risk Register is reviewed monthly to ensure plans are progressing appropriately. Any delays or difficulties are brought to the attention of the appropriate Sector Head for assistance and escalation purposes.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive St. Clair College's Risk Assessment/Management Report for information.



Risk Management Report

Revised: Fall 2020
Fall 2021

Risk Management

Preamble

St. Clair College has incorporated risk management into the daily operations of the College by anticipating potential risks and planning reasonable recourses. Since 2009, a formal Risk Management Report is conducted annually and presented to the Board of Governors. Other proactive measures include:

- Policy development.
- Promoting health and safety.
- Professional development.
- Safeguarding our staff, students and other clients.
- The development of Business Continuity Plans to ensure the effective, continuous operations of the College and conducting ongoing reviews for risk mitigation opportunities.

At St. Clair College, risk management is the process of identifying, analyzing and addressing areas of existing or potential risks. Proactive risk management practices can help avoid or reduce liability to the College. The risk management strategy includes four basic questions:

1. What can go wrong?
2. What can we do to prevent it from happening?
3. What will we do if it happens?
4. If something happens, how will we pay for it?

Risk Management Strategy

Our risk management strategy provides a structured, coherent approach to identifying, assessing and managing risk. It builds in a process for regularly updating and reviewing the assessment based on new developments or actions taken.

In 2009, the College implemented a formal Enterprise Risk Management Committee to oversee risk at the College. In addition, St. Clair's strategy incorporates a process for regularly updating and reviewing the risk management assessment based on new developments or actions taken. Risk management is used to compliment the College's business planning and resource allocation processes, at a strategic, departmental, project or site level.

1. Identify the Risk

Every operation involves some degree of risk or uncertainty about future events. An important step in managing those risks is to acknowledge and identify them.

When identifying risks, the College is committed to ensuring that appropriate measures are put in place to:

1. Safeguard the lives and safety of students, staff and visitors.
2. Mitigate personal injuries that can or will occur.
3. Protect the assets of St. Clair College.

4. Preserve our ability to ensure ongoing operations of St. Clair College.
5. Protect the reputation and goodwill of St. Clair College.

To support the above objectives, the following main categories continue to be used to identify potential risks. These include:

1. Academic and Student Services
2. Facilities Management
3. Financial
4. Human Resources
5. Health and Safety
6. Health Services
7. Information Technology
8. Corporate

2. **Analyze and Categorize the Risk**

Evaluate and prioritize the risk. Under this step, the Senior Operations Group (SOG) assesses the probability of each threat becoming a reality and estimates the possible impact to the institution (effect and cost).

Probability Scale

As reflected in the current Risk Assessment (attached to the agenda), each risk element identifies the probability of occurrence has been determined based on the following scale:

Symbol	Probability	Colour	Description
H	High	Red	Has happened frequently or has a very significant chance of happening in the future.
M	Medium	Orange	Has happened occasionally or has a reasonable chance of happening in the future.
L	Low	Green	Has happened infrequently or is not expected to happen.
NA	Not Applicable	Not Applicable	Risk is irrelevant to the operation of the College.
TBD	To be determined	To be determined	Additional information is required to determine probability. Considered as high probability until otherwise identified.

Impact Scale

The following simplified scale is used to determine “Impact” if the risk were to occur:

Rating	Description	Impact on Organization
3	High	The issue would have a major impact on services.

2	Medium	The issue would have some impact on services.
1	Low	No service disruption or negative effects are expected. Any negative impact can be corrected without significant effort or visibility.
0	Not Applicable	The risk is not relevant.

3. Risk Prioritization

Moving forward, under the new Risk Assessment Model, the sum of the probability and impact associated with each identified risk will be used to prioritize the potential risks and to determine possible outcomes. It is recognized that virtually all activities carry a degree of uncertainty and require the College to strike an appropriate balance between managing risks and pursuing strategic opportunities.

		Impact			
		0	1	2	3
Probability	HIGH	H0	H1	H2	H3
	MEDIUM	M0	M1	M2	M3
	LOW	L0	L1	L2	L3
	TBD				

Legend: Risk Level

	HIGH		MEDIUM		LOW
--	------	--	--------	--	-----

4. Existing Controls

The team identifies any current controls that has been implemented to mitigate each identified risk.

5. Manage the Risk

The next step is to determine how the risk will be managed or minimized. Controls, procedures, policies or operational steps will be outlined indicating how the risk is being managed and/or minimized.

6. Review the Risk

Our risk management process includes regularly updating and reviewing the assessment based on new developments or actions taken.

7. Roles and Responsibilities

1. Departmental Level – Managers and Program Chairs

- Determines who is to participate in the risk management framework development within their own portfolio.
- With input from the identified departmental team, risks from within their portfolio that may impact the College's strategic and operational objectives are determined.
- Ensures that a Detailed Plan Form is completed for each identified risk and implemented (each plan must be approved by the appropriate Sector Head)
- Monitors, addresses and reports on the status of the key risks monthly to the Enterprise Risk Management Committee.
- Integrates risk management principles into business processes and the management of day-to-day activities.
- Fosters a culture of risk awareness within their portfolio.

2. Deans and Associate Vice Presidents

- Provides support and assistance to Chairs and Managers as required.
- Ensures that regular monitoring of each risk occurs and that expected performance levels are being achieved.
- Ensures that monthly updates are received to determine whether the risk management processes, including risk treatment and controls, are suitable, adequate and effective in achieving establishing.
- Escalates any unexpected or newly identified risk to the Sector Head immediately.

3. Enterprise Risk Management Committee

- Meets monthly.
- Ensure that monthly updates are received to determine whether the risk management processes, including risk treatment and controls, are suitable, adequate and effective in achieving mitigation.
- Provides assistance on the internal controls and mitigation plans as required.
- Escalates any concerns to the appropriate Sector Head.
- Ensures similar risks are being addressed corporately.
- Prepares annual report for the Board of Governors.

4. Senior Operating Group

- Reviews each detailed plan and approves appropriateness on the detailed risk plan for their sector.

- Ensure that monthly updates are received to determine whether the risk management processes, including risk treatment and controls, are suitable, adequate and effective in achieving mitigation for their own sector.
 - Responsible for reviewing the execution and effectiveness of the College’s Risk Management Program.
 - The SOG weekly agenda includes Risk Management as a perpetual agenda item.
5. Board of Governors
- Receives annual Risk Management Report.
 - Reviews, at least annually, the register of high risks and ensuring mitigation plans are in place to address these risks.

Information and Communication

Managers and staff, at all levels, have a responsibility to identify, evaluate, report and manage risks.

Monitoring

SOG will continually measure and monitor the risk environment and the performance of the risk management strategies. The management team will foster a culture that provides for disseminating best practices, lessons learned, and expertise acquired from our risk management activities across the organization. Monitoring will be done through the Enterprise Risk Management Committee, who will provide SOG with a monthly, status update for each risk, through the appropriate Sector Head.

Summary

The College seeks to foster a culture that is risk-aware without being risk-averse, pursuing opportunities that further strategic and operational priorities while effectively managing risk. Senior Management ensures that appropriate steps are taken to identify, assess and manage risk and potential hazards associated with the organization, its activities and services. The College’s risk management strategy provides a structured and coherent approach to identifying, assessing, monitoring and managing risk. A Risk Management Committee has been established and endeavours to meet on a monthly basis to regularly review, assess, and update new developments or actions taken.

Appendix A: Detailed Plan Form

Appendix B: Risk Management Register Form

Appendix C: Enterprise Risk Management Committee – Terms of Reference

RISK MANAGEMENT REGISTER

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
1. Academic and Student Services						
1.1	Academic Integrity (AI)	MEDIUM	2	M2	<ul style="list-style-type: none"> • Protocols and workflow to address academic misconduct: The CAE conducts workshops for students referred after an academic misconduct has been reported. • Student Code of Rights and Responsibilities. • Database for recording AI misconduct. 	<ul style="list-style-type: none"> • Research, identify and develop resources for faculty and students. • Develop initiatives to promote a strong culture of AI. • Improve communication structure. • Establish a robust website and resource centre. • Streamline the appeal process.
1.2	Program Accreditation	LOW	3	L3	<ul style="list-style-type: none"> • Complying with program standards and accreditation standards. • Annual Internal Program Review. • Cyclical Review Process. • External Review Process. • Internal Auditing of Annual reviews, PLAR, Transfer Credit, Cyclical Reviews, Action item completion and Credit Transfers. • Implement recommendations of Accreditation Panels where possible. • Ongoing communication with corresponding accrediting bodies. • Comparison of benchmarking facilities and curriculum content with other colleges. • Upgrading academic equipment/facilities. • Community feedback (Placements, Program Advisory Committees, etc.). 	<ul style="list-style-type: none"> • Ongoing review of College policies. • Upgrading academic equipment/facilities. • Community feedback (Placements, Program Advisory Committees, etc.).

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
1.3	Meeting Enrolment Projections	HIGH	3	H3	<ul style="list-style-type: none"> • The creation of a College 'Enrolment Management Committee' (EMC). • Aggressive marketing strategies for domestic enrolment developed with SOG input. • Development of special strategies to mitigate loss of graduating high school students to comparable programs at Fanshawe and Lambton Colleges from Chatham-Kent and Essex County. • Increase institutional space. • Continued partnership strategies (Articulation Agreements). • Continued engagement of the Recruitment and Retention Committee. • Stronger emphasis on student life by implementing "Destination College" initiatives with a focus on the Student Life Centre, Esports Arena, Sports Park, Academic Tower and the provision of culturally diverse events. • Annual Report presented to the Board of Governors regarding the progress of new programs for monitoring purposes and to allow for continuous improvements. • The creation of the Institutional Data and Enterprise Analytics position to provide additional analytical support in understanding enrolment trends and support decision making. 	<ul style="list-style-type: none"> • Weekly, detailed report reviewed by SOG. Action plans as required. • International student arrival Standard Operating Procedure (SOP) that was approved by provincial and federal agencies. • Creation of a department with a focus on Student Retention and Academic Advising with six FTEs as a pilot.

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
1.4	International Student Recruitment	HIGH	3	H3	<ul style="list-style-type: none"> • Continue efforts for geographical diversification (GTA as well as international recruitment strategies). • Continue to monitor progress/conversion rates for the current 21 agents. • Systemization of the international application process and implementation of OCAS application system (to mirror domestic process). • International admissions process now integrated within our Student Information System (SIS). • Daily reports and meetings are conducted to review international application data and ensure a consistent approach to international student matters. • Brand recognition in the international marketplace is monitored through frequent feedback provided by overseas partners. 	<ul style="list-style-type: none"> • Weekly, detailed report reviewed by SOG with action plans as required. • International student arrival SOP that was approved by provincial & federal agencies. • Creation of a department with a focus on Student Retention and Academic Advising with six FTEs as a pilot.
1.5	Program Mix	MEDIUM	2	M2	<ul style="list-style-type: none"> • Ongoing efforts by the College Program Accountability Committee (CPAC) for the oversight of new program development and existing program sustainability. • Review of educational landscape as it relates to new developments in the province and region. • Work with local governments to identify/create areas of need. • Ongoing review and development based on EMC and community feedback. 	<ul style="list-style-type: none"> • Monthly meetings to review new submissions and updates. Submissions are reviewed and approved by Vice President Academic (VPA), before proceeding to SOG. The final phase is approved by SOG and Board of Governors (BOG). • Review of Admission stats at EMC and SOG.

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
1.6	Academic Equipment Replacement/Upgrade	MEDIUM	1	M1	<ul style="list-style-type: none"> • Submission of capital requirements (with prioritization) incorporated as part of the annual budget process and the mid-year budget review. • Provincial government funding of CERF for further capital upgrades. • Creation of Internally Restricted Funds Policy (2019). • Ministry of Labour, Training and Skills Development provided funding for the Academic Enhancement Fund (AEF) for further capital upgrades. 	<ul style="list-style-type: none"> • The budget for 2021-2022 is \$12M for capital equipment and improvements. • The asset management initiative will track the age of equipment and proactively determine replacement needs.
1.7	Quality Assurance	MEDIUM	2	M2	<ul style="list-style-type: none"> • Quality Assurance Committee chaired by the College President that includes: <ul style="list-style-type: none"> ○ Annual audit of Course Outlines. ○ Internal Audits on Advanced Standing. ○ PAC Meetings and Annual Program Reviews. ○ Annual Reviews are conducted each Spring for all programs. ○ Cyclical Reviews are scheduled and performed for all programs every five years. ○ Continued investment in the College's Centre for Academic Excellence including Academic Integrity Officer for awareness and oversight of Academic Integrity. ○ Key performance metrics reviewed annually and strategies aligned for improvement with Services and Academics. ○ Development and deployment of Student Engagement Survey (SES). ○ Review and adherence to Quality 	<ul style="list-style-type: none"> • Development of virtual reality team to enhance learning and practical skills while decreasing dependency on in-person performance. • Annual funding available for professional development and College Educator Development Program (CEDP). • Development of repository for all stored evidence to be reviewed monthly as part of the Quality Assurance Committee. • Enhanced online training modules for Blackboard and other effective teaching and learning strategies.

1.7 cont'd	Quality Assurance	MEDIUM	2	M2	<p>Learning Environment Policy.</p> <ul style="list-style-type: none"> ○ Instructional Feedback Surveys (IFS) conducted and reviewed every semester. ○ Ongoing training and development for new and existing faculty. ○ Internal Audits on Transfer Credits, Cyclical Reviews, Action Items Completion and Annual Program Reviews. ○ Creation of depository documenting all Experiential Learning initiatives. ○ Mandatory review date being applied to all College policies. All policies are to be reviewed at a minimum of every five years. <p>Catalogue of quality teaching material available to faculty.</p> <ul style="list-style-type: none"> ○ QA protocols and oversight of Public College Private Partnership (PCPP) performed by St. Clair College Administration. 	
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RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
1.8	Student Accidents/ Incidents/Violent Behaviour	MEDIUM	2	M2	<ul style="list-style-type: none"> • Code of Student Rights and Responsibilities reviewed and revised annually by internal and external advisors, including the College legal advisor for Code matters. • Departmental Health and Safety policies, procedures and regulations are reviewed regularly by the College's Joint Health and Safety Committee. • Respectful Workplace and Education Policy reviewed annually. Changes are communicated to all staff. • Workplace Violence and Prevention training is part of the College's Health and Safety training, that all employees must complete and refresh every 3 years. • A Campus Active Shooter video has been used for Active Attacker training for staff and students. • A Sexual Violence Prevention Committee has been established to implement measures to reduce incidents of sexual violence on and off campus which includes communication, training and educational activities. • The Sexual Assault and Sexual Violence Policy and Procedure was first initiated in 2016 and underwent a significant update in 2020 as a stand-alone policy. 	<ul style="list-style-type: none"> • The Behavioural Assessment and Care Team (BACT) meets on a weekly basis to assess behaviour concern reports. A Behaviour Intervention Plan guides the team, and the College is a member of NaBit, a National threat assessment organization which provides resources and consultation. • Departmental 'Violence Risk Assessment' (VRA) are conducted in conjunction with departmental risk assessments. • Security is present at all campus locations. A staffed Dispatch Centre is in place at the Windsor Campus, monitoring all campus locations. • Added Police presence - contract duty Police Officers, are hired for Windsor Downtown campus locations on a rotating 4-hour/day basis for the Fall and Winter semesters (on hold with pandemic). • Annual mandatory consent training at both the Windsor and Chatham residences. • The College works closely with the Sexual Assault Crisis Centre.

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
1.9	Knowledge/Implementation of Immigration Laws/Regulations	HIGH	1	H1	<ul style="list-style-type: none"> All College related admission documents and website have been reviewed by our lawyers and modified, appropriately. Robust protocol for posting and removing of information from website. 	<ul style="list-style-type: none"> The College has three staff members currently in IRCC training to become certified as immigration advisors for the sole purpose of ensuring acquired knowledge of changing immigration legislation/guidelines. SOG has monthly updates from the College's immigration lawyer on changing legislation and/or government bulletins.
1.10	Student Lawsuits/Harassment/Bullying Complaints	HIGH	1	H1	<ul style="list-style-type: none"> Quality Learning Environment Policy. Grade Appeal Policy. Staff training conducted annually on 'Duty to Accommodate', etc. 'Conduct Depository' created in the Student Administration System to allow better monitoring of progressive/repeated negative behaviour across the College community. Dedicated College Resolution Officer appointed to allow for greater dedication of resources consistently across campuses and to provide updates as required. Student lawsuits/harassment/bullying complaints are brought to the Board of Governors for information purposes. 	<ul style="list-style-type: none"> Code of Student Rights and Responsibility reviewed annually by the College and legal to ensure compliancy with any changes in applicable legislation (Human Rights, natural justice, etc.) prior to the upcoming academic year. Formal meetings with student leaders (SRC, TSI, SSAA) monthly and College executive assigned as liaison. Investigations of harassment/bullying are now done by a third party to ensure unbiased investigations are conducted.

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
1. 11	Compliance with Accessibility for Ontarians with Disabilities Act; Human Rights Commission Policies Related to Accessibility and Human Rights	HIGH	1	H1	<ul style="list-style-type: none"> The College's Accessibility Committee meets three times per year. All staff are trained in Customer Service for Persons with Disabilities and Integrated Accessibility Regulation Standards. All staff who deliver and develop curriculum are trained in Educator Awareness Training. Human Resources recruitment policies rewritten for compliancy and reviewed annually. Development and implementation of Student Equity, Inclusion and Accessibility Policy(2016). Professional Development offered such as Mental Health First Aid Training, Identifying and Referring Students in Distress and Accommodation Plans. Clockwork Software allows secure documentation of disabilities and provides a direct method of sending official Accommodation Plans to faculty and students without compromising privacy. 	<ul style="list-style-type: none"> Website indicates St. Clair College's commitment and understanding of compliance obligations; Accessibility Plan posted on the web. Created online Student Orientation to Accessibility Services (SOAR) stclaircollege.ca/soar as a way to provide transition information to students and parents during COVID regarding accessibility services. Transition workshops are hosted at St. Clair to communicate and promote available services to incoming students with accessibility needs. Sessions provided to all faculty on the new Ontario Human Rights Code expectations pertaining to postsecondary students with disabilities. Accessibility assessments are being conducted across all sites to develop a plan for compliance with 2025 building code changes as they relate to accessibility.
1. 12	Varsity Athletics	LOW	1	L1	<ul style="list-style-type: none"> Emergency Information Form provided in the event therapy is required. Physical evaluation recommended to all students prior to participation. Annual Coaches Training. OCAA Concussion Protocol - a Certified Athletic Therapist is at every game. Coaches and Assistant Coaches are responsible for oversight of all trips and appropriate behaviour from athletes. All travel is chaperoned. Student consent required to participate in varsity sports/intramurals. 	<ul style="list-style-type: none"> All athletes complete a pre-participation electronic medical evaluation through Privit. A report is generated that flags any medical conditions/issues. Privit also houses the concussion education resources that each athlete must review and sign off. For 'high impact sports', athletes complete a baseline impact test that is compared to after an athlete has sustained a concussion. Return to play protocols are consistent with the OCAA protocol and Rowan's Law for Ontario.

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
1.13	SportsPlex/HealthPlex	LOW	1	L1	<ul style="list-style-type: none"> • Use of SportsPlex/HealthPlex Waiver Forms. • Use of Police Clearance Forms. 	<ul style="list-style-type: none"> • Physical Activity Readiness Questionnaire required for fitness and instruct led courses. • Third party events require certificate of insurance naming the College as an additional insured.
2. Facilities Management						
2.1	Deferred Maintenance	HIGH	3	H3	<ul style="list-style-type: none"> • Preventative maintenance, documentation of equipment and status, five-year plan to address highest priority, MCU and College funding commitments. • A Building Condition Assessment has been completed for most buildings and Deferred Maintenance items prioritized by year with year one being the most critical. 	<ul style="list-style-type: none"> • Development of a five-year plan for Deferred Maintenance starting in 2021-2022. • An Internally Restricted Reserves fund has been established for Deferred Maintenance.

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
3. Financial						
3.1	Asset Protection	MEDIUM	2	M2	<ul style="list-style-type: none"> • Operating and capital budgets. • Insurance. • Investment and endowment policy for Foundation investments. • Approval/Signature Authorization for Acquisition and/or Sale of Goods and Services Policy. • Fixed Assets Acquisition Policy. • Fixed Assets Disposition Policy. • Purchasing Policy. • External audit. • Monthly account reconciliations. • The College has engaged FCAPX to create an asset management plan during the 2021-2022 fiscal year. • Deferred Maintenance practice approved by the BOG Audit and Finance Committee. The College has established an Internally Restricted Reserves fund for deferred maintenance. • Administration across all departments are responsible to ensure compliance with the applicable policies and business processes. • Management accountability. 	<ul style="list-style-type: none"> • Asset management plan.

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
3.2	Fraud / Theft	LOW	3	L3	<ul style="list-style-type: none"> • Cash Receipts Control Policy, Internal Departmental Procedures for all College departments. • Approval/Signature Authorization for Acquisition and/or Sales of Goods and Services Policy. • Monthly account reconciliations. • Administration across all departments is responsible to ensure adequate controls and business processes exist to minimize the risk. • Management accountability. 	<ul style="list-style-type: none"> • The Board Audit and Finance Committee reviews and monitors as it's an annual process as part of the College's external audit. • Segregation of duties to minimize risk. • Physical controls (i.e. vault, safe). • Ongoing management and review of processes.
3.3	Management Override	MEDIUM	2	M2	<ul style="list-style-type: none"> • Audit and Finance Committee. • KPMG external audit. • Monitoring reports to the BOG. • Management accountability. • Segregation of duties. • Limited access. • College policy and procedures. 	<ul style="list-style-type: none"> • Management accountability.
3.4	Segregation of Duties	MEDIUM	2	M2	<ul style="list-style-type: none"> • Audit and Finance Committee • KPMG external audit • Management accountability. 	<ul style="list-style-type: none"> • Internal control documentation (flowcharts, policy/procedure manuals, narrative descriptions, etc) will be developed for the complex and/or high-risk departments/functions.
3.5	Policy and/or Business Process Compliancy	MEDIUM	2	M2	<ul style="list-style-type: none"> • Some departments will bring compliance reports to SOG. • Section 28 Attestation to BOG annually. • Management accountability. 	<ul style="list-style-type: none"> • Monitoring reports to the BOG. • Policy tracking sheet to SOG on a monthly basis.

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
3.6	<p>Revenues: Corridor Funding - Falling Below the 7% floor. Risk of Lost Funding in 2022-2023 and 2023- 2024</p> <p>SMA3 -Performance-Based Funding Increases Risk of Lost Funding. Increases to 60% Rate by 2024-2025.</p> <p>Declining Domestic Enrolment: 10-year Trend. Confirmations Lower Than Prior Year. Reliance on Quickie Admits.</p> <p>Increased PCPP Competition (especially in the GTA).</p> <p>COVID-19 (Federal SOP Costly, International Students Unable to get to Canada and as a Result Defer Enrollment if no In-class Learning, Low Visa Approvals).</p>	HIGH	3	H3	<ul style="list-style-type: none"> Budget process used to determine revenue projections (conservative approach taken). A two-year forecast is included in the budget. Monthly account reconciliations performed. Monthly budget to actual reports provided to budget holders. Mid-year budget review process used to minimize financial risk. CFO reports any potential risks to SOG for assessment, review, and action. Internally Restricted Funds Policy and related BOG Executive Limitations. As of June 30, 2020, \$40M Internally Restricted into reserves for financial sustainability. Regular financial monitoring reports to the BOG. Five-year enrolment plan developed. New Program Costing Model reflects the impact that new programs do not bring additional funding. Weighted Funding Units (WFU) reports and forecast are brought annually to SOG. PCPP is actively monitored and managed by the respective stakeholders to ensure compliance with the MCU PCPP Directive. Collection of all tuition and related fees and remitting appropriate amounts to our partner. A security deposit (currently set to reach \$3M) is held as a contingency. MCU Tuition and Ancillary Fee Framework. Funding through SMA3 will not be at risk and will be frozen for the 2020-2021 and 2021-2022 fiscal years. 	<ul style="list-style-type: none"> Enrolment Management Committee to monitor declining domestic enrolment, sustain international enrolment and increase the distribution of the international student population across a greater number of source countries. CPAC to assist the Academic Sector in identifying opportunities. Enrolment is an agenda item that is discussed at SOG on a weekly basis. Advocate to lift tuition freeze (domestic since 2019 and international since 2021.) Continuous sustainability discussions with MCU. Government cannot sustain 24 public colleges without international enrolment (ASCC, SOG, COP). College closures and/or shared services likely. Monitor impact of COVID-19. Increase the distribution of the international student population across a greater number of source countries. Increasing PCPP competition outside of GTA based on increased competition in the GTA (13 partners = approx. 60,000 students) for Fall 2021. Recent FOI request to divulge PCPP agreements. Monitor Strategic Mandate Agreement (SMA) 3 performance and any potential financial impact.

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
3.7	Expenses:	MEDIUM	2	M2	<ul style="list-style-type: none"> Budget process used to determine revenue projections (conservative approach taken). A two-year forecast is included in the budget. Monthly account reconciliations performed. Monthly budget to actual reports provided to budget holders. Mid-Year Review Budget process used to minimize financial risk. Purchasing and expense guidelines available for administration and staff. CFO reports any potential risk to SOG for assessment, review, and action. 	<ul style="list-style-type: none"> Manage/monitor any increase of fixed overhead. Non-competitive spend leading to higher costs. Systematize budget allocations for direct costing. Review and monitor all academic programs that do not meet the 40% internal contribution margin benchmark. Sustainability. Monitor capital invested in underperforming programs and review ROI. Academic program sustainability: longevity of international student volume, SMA3, enrolment focus of new programs, 60/40 enrolment catchment area ratio; disconnect exists. Implement business practice to ensure the development of a business case and operational plan for new projects/initiatives, change in operations, etc. Unbudgeted expenditures from COVID-19 (i.e. enhanced safety measures if in-class learning returns for Fall 2021, smaller section sizes relative to budget due to COVID-19 restrictions, etc.). Review and where appropriate implement virtual and/or augmented reality education in academic program(s). IT investment in non-academic departments to allow for additional efficiencies.
4. Human Resources						
4.1	Academic Faculty Work Stoppage: Collective Bargaining Agreement (CBA) expires September 30, 2021	HIGH	3	H3	<ul style="list-style-type: none"> Provincially negotiated CBAs with regular status updates. Department/program specific business continuity plans. Monthly UCC meetings to create a collaborative relationship. 	<ul style="list-style-type: none"> Reviewed and updated the HR business continuity plan. Develop corporate work stoppage plan that includes specific department level detailed plans.

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
4.2	Part Time Support Staff Work Stoppage: CBA expires January 31, 2021)	MEDIUM	2	M2	<ul style="list-style-type: none"> • New wage structure was developed and implemented. • Formalized Support Staff collective agreement that expires in January 2021. 	<ul style="list-style-type: none"> • Regular UCC meetings are held to promote ongoing communication and collaboration. • Agreement approved until January 31, 2024.
4.3	Offsite Teams With No Management Presence	LOW	1	L1	<ul style="list-style-type: none"> • Departmental controls and procedures. • New Manager, Employment Centres in place as of May 10, 2021. • Manager, Employment Centres will be on site at the three Employment Centres on a rotating basis. • AVP, E&TS to continue to oversee the sites to provide guidance and mentorship for the new Manager. 	<ul style="list-style-type: none"> • Standard Operating Procedures, Protocols and Workflows are being finalized for each key area of operations for the Employment Centres (e.g. intake, employment consulting, placements, follow ups, etc.) to facilitate transition with new Manager and ensure cohesiveness and understanding of individual roles and importance to the success of the Centres. • Workload and targets distributed based on role and performance actively monitored by the new Manager. • New Manager to conduct weekly site meetings with the teams at each Centre to determine and address issues.
4.4	Staffing, Staff Retention and Succession Planning	HIGH	2	M2	<ul style="list-style-type: none"> • Recruitment and Selection Policy • Recruitment and Selection Procedure - to ensure equity and unbiased selection. • Adherence to Faculty and Support Staff Collective Agreements. • Staff Wellness Committee's mandate is to promote a work environment that encourages healthy lifestyle choices, decreases the risk of illness and disease and addresses our employees' physical, mental health and general well-being. • Medical note required for all full-time staff at the time of offer. • Talent Management Policy was developed and created in 2016. 	<ul style="list-style-type: none"> • Use of exit interviews to provide feedback from departing employees. • Strategies to mitigate impact of critical staff leaving includes the following strategies: <ul style="list-style-type: none"> ○ Back up staff are designated, or step-by-step instructions are available for most critical functions (Desk manuals). ○ Agency staff available for interim requirements of special skills (electrician, etc.). ○ Succession planning template created populated and reviewed annually. ○ Presidential Succession Plan documented for emergency

4.4 cont'd	Staffing, Staff Retention and Succession Planning	HIGH	2	M2	<ul style="list-style-type: none"> • Yearly allocation to support professional development and tuition reimbursement programs. • Annual performance appraisals. • Staff Engagement Committee is to foster staff relationships, facilitate networking, recognition and engagement among St. Clair College staff while encouraging professional, collegiate environments and experiences. • Protocols and workflows have been created to facilitate transition and training of new personnel in Centre for Academic Excellence (CAE). • Ensure CAE workload is distributed based on expertise and is monitored regularly. • Training conducted regularly. • Bi-weekly one-on-one meetings to determine and address issues with new CAE staff. 	<p>purposes.</p> <ul style="list-style-type: none"> ○ Annual retirement planning. ○ Tuition Reimbursement allows employees to continue to pursue educational goals to fulfill career growth opportunities. ○ Certificate in Leadership and Culture Management. ○ Succession planning identification for 'next level' potential by sector. ○ Six course leadership certificate by Dr. Voakes ○ Plan is being developed to identify project lead and Delegate for CAE. ○ Investigate alternative methods to increase efficiencies in the CAE (i.e. automate program curriculum mapping, create workflow for program curriculum charts). ○ Create a project management schedule to identify bottlenecks and priorities and manage workload in the CAE. ○ Work with the Human Resources department to identify effective strategies for succession planning and team building.
4.5	WSIB Claims	MEDIUM	1	M1	<ul style="list-style-type: none"> • Return to Work (RTW) Committee in place. • Return to Work Policy incorporates a full RTW protocol. • Functional Ability Form (FAF) required for all staff absent from work that may require accommodation(s). 	<ul style="list-style-type: none"> • College has engaged third party claims management company to address complicated WSIB claims. • New Experimental Experience Rating (NEER) statements and quarterly WSIB reports are reviewed by SOG. • Staff ergonomic assessments completed on request. • Monthly Manager inspections with required submission of report. • Annual staff training for safety and ergonomics.

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
4.6	Human Rights/Harassment/Bullying Staff	MEDIUM	2	M2	<ul style="list-style-type: none"> Adherence to Collective Agreements and Legislation. Legal advice obtained when required (expertise in Human Rights/Harassment laws). 	<ul style="list-style-type: none"> Respectful Workplace and Educational Policy reviewed annually. College Resolution Officer is formally assigned to the Respectful Workplace and Educational Policy for continuity and communication of policy. A third-party investigator now investigates these cases, in a timely manner, and provides findings and recommendations. Health and Safety Training is required for all new employees and ongoing for all staff every 3 years.
4.7	Grievances/Lawsuits/Union Relationships	MEDIUM	2	M2	<ul style="list-style-type: none"> St. Clair College is a responsible employer, setting fair personnel policies and meeting all known legal and contractual obligations. St. Clair College promotes a culture of openness and transparency to support collaboration and discussion. Most internal issues are resolved without grievances or lawsuits. 	<ul style="list-style-type: none"> Legal advice is obtained when required (Expertise in Collective Agreements, Terminations, Grievances or Lawsuits). UCC are in place for both Faculty and Support staff to allow effective communication of key issues.
5. Health and Safety						
5.1	Pandemic/Infectious Disease Mitigation Planning (Non-Pandemic Times)	HIGH	3	H3	<ul style="list-style-type: none"> College Pandemic plan has been revised significantly in light of this year's pandemic and is posted on the internet. The Pandemic Steering Committee is engaged and meets on a bi-weekly basis to review cases and make recommendations for additional protection measures. Vaccine policy. Updated COVID-19 policy with Fall protocols. Centralization of COVID-19 pandemic plans for future reference. 	<ul style="list-style-type: none"> Review Infection Control policy annually and update as appropriate. Revised signage, screening, PPE, etc. as appropriate. Safety Ambassadors. COVID-19 admin team.

5.1 cont'd	Pandemic/Infectious Disease Mitigation Planning (Non-Pandemic Times)	HIGH	3	H3	<ul style="list-style-type: none"> • Internet/intranet site created to ensure effective communication to students and staff which allows for ongoing updates as required. This site is used extensively to answer questions and provide updates to both staff and students. • Health and Safety, along with College Health Centres, work regularly with local Public Health Units to review best practices, share procedures, ensure communication both ways, discuss cases and strategies to mitigate, keep abreast of new and upcoming health concerns and ensure that vaccination programs are up to date. • An International Student SOP (Standard Operating Procedure) has been created and is still utilized. • PH partnership for tracing/notification of infectious disease protocols, signage, safe food handling requirements as appropriate, etc. • Merv 9-13 Filters/ Fresh air and/or UV on AHU's/RTU's, increased, cleaning, PH partnership for tracing/notification of covid infections, signage, policies and procedures, screening, designated entrances, reduced section sizes, physical distancing requirements, PPE requirements, etc. 	
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RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
5.2	Health and Safety/Ministry of Labour Compliance	LOW	2	L2	<ul style="list-style-type: none"> • OHS Manager and OHS Officer in place. • H&S training required of all new employees and refreshed with all employees every three years, training matrix developed for various departments to address specific training needs (i.e. fork truck driving), JHSC at all campuses work collaboratively, issues over two months old go to SOG, strong return to work committee and protocols, JHSC and Manager inspections are completed monthly, H&S Discipline policy in place, strong Wellness Committee. • Dedicated Health and Safety Manager and Officer. • Required Monthly Management Inspections assigned and monitored. • Health and Safety training provided for all Managers. • Health and Safety Awareness training required of all new staff within one week of hire and a refresher is required of all staff every 3 years. • Training matrix established for all employee groups and training on equipment and materials are conducted as required by law or CSA standards. • Senior Management participation on the Health and Safety Committee. • Annual review of Health and Safety Polices. Current Policies include the following: <ul style="list-style-type: none"> ○ Health and Safety Program Manual ○ Health and Safety Policy ○ Health and Safety Discipline Policy ○ Incident Reporting and Investigation Procedure 	<ul style="list-style-type: none"> • Ensure Manager understand the importance of their roles in health and safety. Provide additional training. • Ensure all inspections are reviewed and items are addressed in a timely manner. • Ensure timely and complete investigation into incidents involving injury and strong measures are put in place to avoid a repeat incident. • Establish a H&S Management system internally (long term goal once pandemic subsides). • Update H&S training module on LMS for 2022 training year.

5.2 cont'd	Health and Safety/Ministry of Labour Compliance	LOW	2	L2	<ul style="list-style-type: none"> ○ Blood and Bodily Fluid Spills ○ WHMIS (Workplace Hazardous Materials Information System) Program Roles and Responsibilities of Workplace Parties. ○ Hazard Reporting ○ Emergency Eyewash and Shower Station ○ Video Surveillance ○ Workplace Hazard Assessments ○ Personal Protective Equipment (PPE) ○ Work Refusal Procedure ○ Provision for First Aid and Automatic External Defibrillator (AED) Response ○ Smoking, Alcohol and Substance Abuse Policy ○ Workplace Violence Prevention and Reporting ○ Respectful Work and Educational Place Policy ○ Footwear Policy ○ Workplace Wellness Policy ○ Healthy Food Policy ○ Employee Fitness Policy ○ Infection Control Policy ○ Bike Friendly Workplace Policy ○ Occupational Health and Safety Orientation and Training Procedure ○ Contractor Management Policy ○ WSIB Return to Work/ Temporary Modified Work Program ○ Workplace Mental Wellbeing ○ Cardiovascular and Respiratory Health Management ○ Slips, Trips and Fall Prevention ○ Take Your Kids to Work Day ○ Staff Protocols for Dealing with Student/Staff Behavioural Concerns ○ Equipment Purchase, Donations and/or Modifications – Safety Review 	
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5.2 cont'd	Health and Safety/Ministry of Labour Compliance	LOW	2	L2	<ul style="list-style-type: none"> ○ Hot Work Procedure ○ Sexual Misconduct Policy and Procedure ○ Emergency Response Plan ○ Pandemic Related Emergency Addendums ○ Working at Heights Program ● Progressive Disciplinary Health and Safety Policy in place to ensure compliance to the College's Health and Safety Program. ● Health and Safety is a standard weekly agenda item at SOG meetings. ● "Two-Month-Old" items discussed and documented at SOG meetings for resolution. 	
RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
5.3	Emergency associated with fire, active shooter, bomb threat, violence, and disruptive behaviour, etc.	HIGH	3	H3	<ul style="list-style-type: none"> ● A comprehensive Emergency Response Plan (ERP) has been created and is reviewed annually by the Health and Safety Committee and the Emergency Management Planning Committee. Specific plans have been developed for: <ul style="list-style-type: none"> ○ Medical Emergencies. ○ Fire Emergency (for each Campus). ○ Severe Weather. ○ Hazardous Material Release. ○ Bomb Threat. ○ Active Attacker. ○ Elevator Failure Procedure. ○ Other Emergencies (Power Outage, Gas Leak, Water Main Break.) ● Fire Drill conducted annually at all campuses. ● Respectful Work and Educational Place Policy. ● The College has purchased an emergency communication system called Alertus which includes a safety app. Emergency 	<ul style="list-style-type: none"> ● An Emergency Response Planning Committee meets to review the ERP annually. ● Training and table-top drills will be scheduled at all campuses to effectively communicate evacuation requirements and ensure compliance with ERP policies and procedures. ● An active attacker video has been included in THRIVES (orientation module) for student training purposes. ● Emergency Response Team Leads have completed IMS100 training and are in process of scheduling IMS200 training that is provided by Emergency Management Ontario. ● Chatham Powerline Compound: <ul style="list-style-type: none"> ○ Work is in progress to develop a plan that is functional and reduces the incidents of fires and/or vandalism. ○ Quotes and options will be brought forward to SOG at mid-year budget review.

					<p>communications are pushed to all users. In addition, staff and students can alert Security to situations through the app.</p> <ul style="list-style-type: none"> • An active attacker video has been used for training purposes for staff as a regular mandatory requirement. • Contract Emergency Management Coordinator from Paladin has been hired to further develop plans, conduct drills and tabletops, and enhance partnerships with Police and emergency management resources in the community. • NABITA members for training and support. • Several of the College’s team members have completed Violence Risk Assessment training over the last number of years. • Emergency numbers have been set up for Windsor and Chatham campuses. <ul style="list-style-type: none"> • Chatham Powerline Compound: <ul style="list-style-type: none"> ○ Security performs rounds. ○ Police are aware and assist with monitoring. ○ Faculty are not to leave out items of value, should be moved to locked storage. 	
6. Health Services						
6.1	Substance Control	MEDIUM	2	M2	<ul style="list-style-type: none"> • Communication around approved areas to smoke on campus have been sent to all staff and students. 	<ul style="list-style-type: none"> • The College has updated its Smoking, Alcohol and Substance Abuse Policy which has been approved by the Health and Safety Committee and SOG. This incorporates the new cannabis de-regulation.

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
6.2	Other Infectious Concerns	MEDIUM	1	M1	<ul style="list-style-type: none"> • Signage for proper handwashing. • Food safety training for those cooking/serving food. • Hand sanitizer and sanitizing wipes throughout the campuses. • Infectious disease surveillance program • Collaboration with Public Health Units. • Infectious disease policy in place. • Pandemic Plan in place. 	<ul style="list-style-type: none"> • The College is notified by the Public Health Unit should a student be diagnosed with an infectious disease for which surveillance protocols need to be established. The Manager, Health, Safety and Wellness and the Health Centre team works closely with the Public Health Unit when such concerns arise. • Communication and education protocols are put in effect per the Public Health Unit guidelines. (Example: with the increase in International students, there has been a slight increase in cases related to Tuberculosis, as it is a disease that is more prevalent outside of Canada.)
7. Information Technology						
7.1	Information Technology – Data Corruption, etc.	LOW	3	L3	<ul style="list-style-type: none"> • Annual IT Audit performed by external auditors which includes security, change management processes and documentation, account creation/modifications, duties and responsibilities of staff and Disaster Recovery Plan and review of IT Policies and Procedures. • Daily, Weekly, Monthly disk to disk backup procedures are in place to protect critical data. • Backup disks are kept off site with full redundancy on critical systems. • Backup tape drive and tapes have been purchased and stored offline, to provide further protection from cyber-attacks. • Cyber and business interruption insurance has been purchased. • Annual review of IT Policies include the following: 	<ul style="list-style-type: none"> • Continuous review of policies and input.

7.1 cont'd	Information Technology – Data Corruption, etc.	LOW	3	L3	<ol style="list-style-type: none"> 1. Asset Management: <ul style="list-style-type: none"> ○ Asset Control ○ Peripheral Devices ○ Maintenance 2. Software Licensing/Deployment: <ul style="list-style-type: none"> ○ Software Licensing ○ Software Procurement ○ Software Deployment 3. Software Maintenance/Upgrades/Enhancements: <ul style="list-style-type: none"> ○ Software Maintenance ○ Software – Request for Modification 4. Network Infrastructure: <ul style="list-style-type: none"> ○ Network Access ○ Wireless Technologies ○ Firewall ○ Virtual Private Network (VPN) 5. Web/Email: <ul style="list-style-type: none"> ○ User Accounts ○ Usernames and Passwords 6. Web Pages: <ul style="list-style-type: none"> ○ Acceptable Use Policy ○ Computing, Network Communication Resources 7. Principles: <ul style="list-style-type: none"> ○ Unacceptable Uses ○ Discipline, Jurisdiction and Penalties 8. Supplemental Email Use Policy Student Email Policy 	
7.2	Computer Server Room Protection	HIGH	3	H3	<ul style="list-style-type: none"> • Disaster Recovery plan developed in 2015. 	<ul style="list-style-type: none"> • Review and develop plan to duplicate server room, off campus, to expedite return to normal service level should a catastrophe occur with greater dependency on IT.

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
7.3	IT Security	HIGH	3	H3	<ul style="list-style-type: none"> The College has created a Cyber-Security strategy that will provide an opportunity to grow our security posture. IT policies pertaining to security include: <ul style="list-style-type: none"> Defining the need for Security. Security policy. Security processes are audited annually. The College is a stakeholder member of CWE (Connecting Windsor Essex), a group that provides the College with additional oversight of upstream network providers. The College has partnered with 12 other colleges and 5 universities for a shared CISO - Chief Information Security Officer through ORION. The goal of this group is to share security governance models, as well as share security threat intelligence and remediation. Cyber and business interruption insurance has been purchased. 	<ul style="list-style-type: none"> New firewalls have been acquired with the capability of intrusion detection that will not allow any IP address into the College network unless an explicit rule has been put in place. State full packet inspection as well as application analysis that will help with unwanted access to the College. Logging all user traffic which allows the College to conduct security investigation in a more efficient manner. Minimal access is allowed for VPN (Virtual Private Network) access which requires two levels of authentication into the College. Student and College Administration domains are separated to prevent unauthorized access, as well Finance systems are only available internal to the College network. IT Services currently has third party monitoring of College network connectivity, 24 hours/day.
8. Corporate						
8.1	PCI Compliancy	LOW	2	L2	<ul style="list-style-type: none"> Payment Card Industry (PCI) Committee formed (includes VPs, IT, Registrar's Office, SCCCA, Government Electronic Tendering Service). Review PCI Compliancy Plan on an ongoing basis. Firewalls have been acquired that now conform to PCI compliancy standards. Removal of acceptance of credit cards for tuition payments has been in place since September 2017. 	<ul style="list-style-type: none"> The majority of payments are completed through online banking since the start of the COVID-19 pandemic. Firewalls have been acquired that now conform to PCI compliancy standards.

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
8.2	Business Continuity Plans (BCP)	MEDIUM	2	M2	<ul style="list-style-type: none"> Each department has developed BCP. 	<ul style="list-style-type: none"> Annual review and revision of each BCP. Review/revision date to be documented on each plan.
8.3	Liability Insurance (Insurer concerns)	HIGH	3	H3	<ul style="list-style-type: none"> Difficulty securing liability insurance for Sports Park and SSAA. Adequate insurance determined, secured, and reviewed annually (includes general liability and director and officers liability). General liability has a total coverage of \$40M. St Clair College is one of 21 colleges included in the college sector insurance consortium. Any potential risks are communicated and discussed with the insurer. Cyber, business interruption, active assailant, terrorism, and sabotage insurance is in place. Appendix A - insurance limits. COVID-19 and similar viruses are now exclusions on all of the College's liability policies. Deductible for property insurance increased from \$25k to \$250k. Standard banquet confirmation and deposit letter. Chrysler Theatre rental agreement. 	<ul style="list-style-type: none"> SSAA has an insurance policy in place with AON for: <ul style="list-style-type: none"> bodily injury and property damage (\$5M). products and completed operations (\$5M). non-owned automobile liability (\$5M). BFL Canada provides liability insurance (\$5M) to Football Canada, Ontario Football Alliance, and St. Clair Fratmen. Insurance renewals continue to be challenging in recent years. Large insurers have made a business decision to pull out of providing coverages for the education sector resulting in less insurers in the marketplace. Our broker, AON, conducted a fulsome marketing exercise and indicated the insurance market had continued to harden and that the education sector had experienced large losses, mostly due to aging infrastructure. The consortium's joint insurance committee is issuing an RFP for adjusting services with an aim to have this in place by June 2021. This is a requirement of the insurers providing the property coverage. St Clair will be participating in the outcome of the RFP. Preliminary discussions have taken place at ASCC and COP to look at the possibility of the college sector to self-insure. General liability insurance renewal was completed with higher premiums. St. Clair Centre for the Arts and Chrysler Theatre contracts are to be reviewed to ensure compliancy with Ministry language,

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
						insurance requirements and cancellation language. Contracts will be reviewed by SOG through the President's signature process.
8.4	Goodwill and Reputation of St. Clair College	MEDIUM	1	L1	<ul style="list-style-type: none"> • Departmental manager approval process for external marketing requests and for use of College website. • Senior manager responsible for St. Clair College media to ensure consistent messaging and to build relationships with the media. • Marketing and Recruiting reinforces St. Clair College brand on all social media platforms. • Social Media is monitored and responded to in a timely fashion. • Each College student group has an assigned member of SOG as their liaison. • Social media, media outlets and publications are monitored daily by a team of College personnel to react to or clarify issues which require a quick response. • The Vice President of College Communications and Community relations provides a weekly report during the SOG meeting. • The President's Office has an open-door policy to encourage communication and dispute resolution. 	<ul style="list-style-type: none"> • Create a corporate logo policy. • Create an approval process for external marketing to include submission review and approval. • Review and revise as necessary, the existing Social media Management Policy. • Create a College website use and monitoring policy. • Any brand potential risk is reviewed and discussed by the Senior Operations Group (SOG). • Develop a College website use and monitoring policy. • Monthly meetings scheduled with SRC/TSI/SAA and the SOG to ensure complaints or concerns are dealt with in a timely manner.
8.5	Alcohol Management Policy	MEDIUM	3	M3	<ul style="list-style-type: none"> • Departmental procedures. 	<ul style="list-style-type: none"> • Creation of a responsible beverage program and awareness. HR requirement for Smart Serve with key positions. • Engage Stakeholders.

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES
8.6	Downtown Safety for Staff and Students	MEDIUM	1	M1	<ul style="list-style-type: none"> A safe walk program was implemented in 2019. Additional Security was initiated. Windsor Police were consulted and will do walk throughs of our buildings regularly while operational. 	<ul style="list-style-type: none"> SRC is re-instating Safe Walk in October 2021. Additional Security rover added downtown. All buildings have Security presence. Budget allocated to replace all downtown cameras.
8.7	Emergency Response	HIGH	3	H3	<ul style="list-style-type: none"> Emergency Planning Committee that reviews the Emergency Response Plan annually. Two tabletops have been done. One Active Shooter live exercise was completed. Fire drills are annual. Emergency Response Plan in place to address the most common type of emergencies. Emergency Response training module. Emergency response guide posted in all office complexes and classrooms. Some members of the Emergency Response Team (ERT) have completed IMS 100 (basic emergency response training). Fire and Emergency Communication systems are tested monthly and inspected annually per fire code. Behaviour Assessment and Care Team (BACT) Alertus Emergency Communication system Designated emergency lines (4911 and 3911) An Active Attacker video license has been purchased for use in training. An Active Attacker training module has been added to Thrives. 	<ul style="list-style-type: none"> Emergency Planning Team meetings in summer 2021 to review and update ERP completed. Fire Safety tabletop and training planned for late October. Contract Emergency Management position through Security Company re-established. Arrange for additional training for new and existing members of ERT (ongoing). Continue to identify gaps with all inspections and PM requirements around FM infrastructure (ongoing). Arrange for additional training for new and existing members of BACT (ongoing). Train all staff on BACT role - included in Faculty training sessions. Update Emergency Response Training module on LMS for 2022 training year.

8.8	Ministry Compliance/Special Projects, (CERF/Multi-Year Agreement, Special Funding, etc.)	LOW	1	L1	<ul style="list-style-type: none"> • Project Leads identified for all major projects. • Major projects are standard agenda items on SOG Agenda to ensure compliance, and project progress (on date/on budget). • College review and follow up prior to deadline submissions by Presidents Office. 	<ul style="list-style-type: none"> • Financial controls, documentation and reporting as required. • President's signature process and protocol. • Ministry contract reporting dates spreadsheet and reminder emails.
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POLICY TYPE:	Board-Student/Alumni Relationship	NUMBER:	2003-28
POLICY TITLE:	Student/Alumni Organizations	DATE:	May 2003
		REVISED:	November 2009
		REVIEWED:	October 2021

The Board of Governors recognizes the important need for autonomous student/alumni organizations. The Board acknowledges the positive contributions of the Student Representative Council Inc., the Thames Students Inc., the Alumni Association and the Saints Student Athletic Association to the wellbeing of students and graduates.

While student/alumni organizations are autonomous, the Board of Governors is ultimately accountable to the Ministry and the community concerning the reputation of the College. The conduct of student related activities must be consistent with the best interests of students, the College and the community at large.

The Board lends the St. Clair College name and reputation to these organizations as well as other benefits. The continued official recognition of these organizations is dependent upon compliance with the policies of the Board of Governors.

The Board directs the President, with regard to student/alumni organizations, the administrative policies, procedures and agreements governing the relationship between the College and these organizations should be reduced to writing wherever possible. There will be appropriate consultation and these policies will be clearly communicated to student/alumni organizations. These organizations are expected to expressly adopt these policies and procedures. The Board recognizes the mutual benefits of accountability, certainty and ease of continuity, which will result from written acknowledgment of College policies. The Board views clear written communication as a guidepost for use by student administrators in the discharge of their elected responsibilities.

In instances where College policies and directives are not followed or where organizations refuse to acknowledge College policies, the Board of Governors may cease to acknowledge the particular student/alumni organization. This may include withdrawal of financial support and related institutional accommodations.

The Board of Governors confirms its responsibility with respect to the determination, collection and allocation of student related fees for the benefit of recognized organization.



POLICY TYPE:	Board-Staff Relationship	NUMBER:	2003-29
POLICY TITLE:	President Emeritus	DATE:	April 2016
		REVIEWED:	October 2021

The St. Clair College Board of Governors may, but shall not be required to, recognize retiring St. Clair College Presidents for their outstanding service to the College and to the communities it serves by bestowing the honorific title of “President Emeritus”.

The Board will usually only consider conferring the title of President Emeritus on former St. Clair College Presidents who have been appointed to more than one (1) term as President or who have served more than five (5) years as President.

The Board will consider overall performance and specific contributions to St. Clair College, the college system and the community, among any other criteria the Board considers relevant, in determining whether to confer the title of President Emeritus.

The granting of the title of President Emeritus will require approval by a Board resolution.

The President Emeritus title is solely honorific; it represents no entitlement to any role, authority, rights, privileges or entitlement to use of College, or College-affiliated, resources.

The President Emeritus shall not be required to complete any duties, nor shall there be any compensation or remuneration whatsoever payable to the President Emeritus for said designation or for acting in said capacity.

At the discretion of the incumbent St. Clair College President, the President Emeritus may be invited, as a guest, to attend or participate in College-related functions such as commencement ceremonies, sporting events, and other special College events.

The President Emeritus may be identified on the St. Clair College website, at the discretion of the incumbent St. Clair College President.

No Presidential employment contract will include a clause which commits the College to conferring the title of “President Emeritus” upon any retiring President.

The title of President Emeritus will typically be conferred for life, but may be withdrawn without cause by the Board of Governors, in its sole and absolute discretion. The title of President Emeritus may also be voluntarily relinquished by the President Emeritus.

Notwithstanding any other term of this policy, the College Board of Governors shall always retain, in its sole authority and discretion, to decline, to grant or to withdraw the title of President Emeritus without cause.



POLICY TYPE:	Governance Process	NUMBER:	2003-6
POLICY TITLE:	Cost of Governance	DATE:	May 2003
		REVISED:	January 2009
			September 2010
			May 2011
			September 2011
			September 2013
			January 2015
		REVIEWED:	May-2019
			October 2021

The purpose of the Board is to ensure that St. Clair College achieves appropriate results for our clients at an acceptable cost and avoids unacceptable actions and expenditures.

Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity.

1. The Board recognizes that continual updating of skills, and awareness of new issues, are vital to a member's contribution to the Board. Therefore, new Board members shall receive a complete orientation to ensure familiarity with the education system and issues, the organization's structure and issues, and the Board's process of governance.
 - a. Board members shall have ongoing opportunity to take responsibility for continued training and education to enhance their governance capabilities including, but not limited to:
 - i. Attendance at provincial Board workshops.
 - ii. Attendance at other conferences or other developmental activities.
 - iii. Attendance at the Board Annual Retreat.

Each member of the board who attends any conference will be required to report back with a brief synopsis to the Board.

Participation at Provincial College Organization of which St. Clair College is a Corporate Member: The Board recognizes the provincial college conference as an important developmental activity of the Board and its work. Participation at the annual provincial conference shall be open to all members of the Board. Notification to Board members and opportunity to attend shall form part of the Board's Annual Workplan. The provincial

conference shall be added to the September meeting of the Board at which time the Chair shall call for members to put their name forward to attend as conferees. Each new Governor will be required to successfully complete the Certificate of Good Governance within two years of their appointment to the Board.

Participation at National College Organization of which St. Clair College is a Corporate Member: The national college conference is an opportunity for the Board to gain some understanding to the Canada-wide system issues. Participation at the annual national conference shall be open to the President, the Chair, the Vice Chair, and up to six (6) other members of the Board. Notification to Board members and opportunity to attend shall form part of the Board's Annual Workplan.

Selection and approval to attend the national conference or other developmental activities will be determined using the following "Guidelines for Determining Professional Development Activities" (attached).

Conferees will attend such meetings primarily to receive information and exchange ideas. Board members will be expected to report back to the Board and provide a brief synopsis of their experience at conferences, workshops and other development activities attended as members of the Board.

2. The Board will establish governance process policies and a governance action plan that will serve as measurable standards against which the Board's performance can be evaluated.
 - a. At least on an annual basis, the Board will conduct a self-evaluation. As a result of this evaluation, the Board will include in its governance action plan, specific goals and objectives for improvement on identified areas.
 - b. The Board will monitor its adherence to its own governance process policies on a regular basis. Upon the choice of the Board, any policy can be monitored at any time. However, at a minimum, the Board will monitor its own adherence to the policies annually.

Guidelines for Determining Professional Development Opportunities

Annual National College Conference

The President, Chair and Vice Chair should attempt to attend the national conference during their term, when possible.

Application by other members of the Board to attend the national conference shall be at the discretion of the Chair, with preference based on the following criteria:

- Board members may attend the national conference at least once during each 3-year term.
- With the exception of the student member, members who are in their year of retirement from the Board are ineligible to attend the national conference.

- Highest seniority on the board shall be given priority and previous attendance will be considered. The Chair shall report to the Board regarding approvals of members selected to attend conferences.

Other Conferences, Workshops and Development Opportunities

Additional educational opportunities will be brought forward to the Board as they are known. Members who wish to attend conferences, workshops and other development opportunities can apply to the Chair. The Chair will review requests against conferences attended previously, current work of the Board, strategic work of the Board, cost, and the Board's own goals for itself.

Board members who are approved to attend educational opportunities will be reimbursed for all Board/College related travel as pre-approved by the Board/Chair and in accordance to the Board's travel and expense policies.



5. GOVERNANCE

- 5.1 The affairs of the College shall be governed by a Board which shall consist of persons elected and appointed Governors of the College in accordance with the provisions of the Ontario Colleges of Applied Arts and Technology Act, 2002 and Regulation 34/03 appended hereto as Appendix “A”.
- 5.2 Unless otherwise changed by law or by By-law, the Board shall be composed of seventeen (17) members appointed or elected in accordance with this By-law and Regulation 34/03.
- 5.3 Twelve (12) external members shall be appointed to the Board by the Lieutenant Governor in Council/Order in Council (LGIC/OIC). (Note: 1/3 of the membership is selected by the LGIC, 2/3 are selected by the St. Clair College Board of Governors).
- 5.4 One (1) Academic staff representative, duly elected in accordance with election procedures established by the Board.
- 5.5 One (1) Administrative staff representative, duly elected in accordance with election procedures established by the Board.
- 5.6 One (1) Support Staff representative, duly elected in accordance with election procedures established by the Board.
- 5.7 One (1) Student Representative to be appointed following a selection process to be established by the Board. The eligible candidates to be selected from the duly elected Student Representatives.
- 5.8 The President of the College shall be a voting member of the Board.
- 5.9 No internal Board member may be elected a member of the Board unless in accordance with election procedures (Appendix E) established and approved by Board By-law and included in the operational procedure of the College.

Board of Governors – Internal Student Representative Selection Process

The following information outlines the process to determine the student representative on the St. Clair College Board of Governors.

Board Composition

In accordance with Board By-Laws, the composition of the Board of Governors for St. Clair College must include:

One (1) Student representative, duly selected in accordance with the procedures established by the Board of Governors shall be appointed.

Term

The Student representative to the Board of Governors shall hold a term for one year to coincide with the Board of Governors' annual cycle. A call for applications will go out to all student leader groups annually in April. The Nomination Committee will interview candidates and bring forward a recommendation to the Board for approval in May. The approved Student representative will be invited to attend the June Full Board meeting as an observer.

Criteria

The Student representative on the Board of Governors must:

1. Be a student registered in a full-time program, in good standing, in the term that he or she is acting as the Student representative, which leads to a St. Clair College certificate, diploma or degree recognized by the Ministry of Advanced Education and Skills Development.
2. Have gone through an official election process and hold one of the executive positions, excluding President, with Student Government (SRC or TSI) or the Student Athletic Association (SAA).
3. Submit a cover letter and resume to the Board of Governors.

Selection Process

The Board of Governors Selection Committee will interview eligible candidates who meet the above criteria. The Selection Committee will recommend to the Board of Governors the best candidate after careful consideration based on the following principles:

- Merit – the skills and experience that the candidate brings to the Board.
- Diversity – the candidate's background and the dimensions of diversity.
- Strategic Directions – the candidate's capacity to assist the College in achieving its Strategic Directions.
- Probity – the candidate's commitment to the values and principles of public service.

Updated: October 2021



PRESIDENT'S REPORT

Meeting of the Board of Governors
Full Board – October 26, 2021

1. Postsecondary Education (PSE) Framework

On September 28, 2021, a communication was issued to staff and students to provide an update on the allowable eating and drinking areas on campus as it relates to COVID-19 regulations. Based on provincial regulations, the College is required to establish designated eating and drinking areas for vaccinated individuals only at each campus. As of Thursday, September 30, the College implemented this at our South Windsor and Downtown campuses. The designated areas are clearly marked and adjacent to areas where food kiosks are located. Seating in these areas allow for 4 – 6 individuals to share a table and tables have been spaced 2-metres apart. Patrons are required to bring proof of vaccine and ID to enter these areas. Areas included with this restriction are as follows:

South Windsor Campus – Main Building ONLY

Main Cafeteria in the main building

Downtown Campus – St. Clair Centre for the Arts ONLY

2nd Floor Kiosk at the St. Clair College Centre for the Arts

The College recognizes that many staff and students are partially vaccinated or have chosen not to be vaccinated. As such, we have set up other areas on each campus to allow for physical distancing for eating and drinking purposes. Seating in these areas have been setup with one person per table and each table has been spaced 2-metres apart. Areas included with these provisions include:

South Windsor Campus – Main Building ONLY

Student Life Centre
1st Floor Lounge (by bookstore)
2nd Floor Lounge (by International Offices)
FCEM 1st Floor by Administration Offices

Downtown Campus – St. Clair Centre for the Arts ONLY

3rd Floor Lounge above Kiosk at the St. Clair College Centre for the Arts

The College will continue to monitor and evaluate these changes and make adjustments as necessary.

2. Vaccination Statistics

As of Tuesday, October 22, 2021, the vaccination statistics for St. Clair College are as follows:

Person Type	Vaccination Statuses					Totals		Percentages	
	1	2	3	4	5	Total	Status 2,3,4,5	%#1	%#3,4,5
Employee	1,297	0	0	18	82	1,397	100	92.8%	7.2%
Student	9,712	13	3	378	1,194	11,300	1,588	85.9%	14.1%
Totals	11,009	13	3	396	1,276	12,697	1,688	86.7%	13.3%

(1 = Full Vaccinated, 2 = One Dose, 3 = Medical Exemption, 4 = Unvaccinated, 5 = Status Not Disclosed)

3. International Arrival Protocol

Air Canada direct flights from India and Pakistan resumed on September 27, 2021. As of October 26, 2021, a total of 891 international students must arrive in Windsor or Toronto by December 31, 2021. A total of 71 international students (SOPs) are currently approved to arrive by fully vaccinated travellers between October 26 and December 31, 2021 (36 in Windsor and 35 in Toronto).

2020-2021									
International Student Arrival SOP									
As of October 26, 2021									
Semester	SCC	ACUMEN	TOTAL	SCC IN Canada	ACE in Canada	Complete SOP SCC	Complete SOP ACE	Complete SOP TOTAL	Sop Protocol Participants Remaining
Spring 2020	264	364	628	244	348	21	15	628	0
Fall 2020	910	817	1727	286	340	624	477	1727	0
Winter 2021	866	504	1370	342	205	524	299	1370	0
Spring 2021	1090	1349	2439	24	66	1051	1265	2406	33
Fall 2021	1382	605	1987	35	7	680	407	1129	858
Total	4512	3639	8151	931	966	2900	2463	7260	891

4. Orange Shirt Day

St. Clair College participated in Orange Shirt Day on Thursday, September 30, 2021 which was the 8th annual day in recognition of the damage done by the Residential School system. September 30th falls during the time of year when Indigenous children were taken away to residential schools. Wearing an orange shirt is a national movement to recognize the experience of those who went to Indian Residential Schools, to honour them, and show a collective commitment to ensure that Every Child Matters.



5. St. Clair College Fire Services Training Facility

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



6. Healthy Workplace Award

St. Clair College is the recipient of the “**Gold Healthy Workplace Award**” by the Working Toward Wellness (WTW) Committee of the Windsor-Essex County Health Unit. The Healthy Workplace Awards 2021 Virtual Recognition Ceremony will take place on Wednesday, October 27, 2021 from 12:00 p.m. to 1:00 p.m. on the [Zoom](#) platform.

The President would like to extend congratulations to the College’s Wellness Team for their extraordinary efforts in ensuring exemplary health and safety standards at the College!

7. Transit Windsor Ridership

The College has been advised by Transit Windsor that the new 518X bus route has had very strong ridership numbers for the first month of service. The new route, which launched on September 7, 2021, carried over 5,200 riders in September and Boardings Per Revenue Service Hour (BRSH) are exceeding expectations. This is a great start and demonstrates a strong community need for this service.

8. Women's Enterprise Skills Training of Windsor Inc. (WEST)

On September 29, 2021, the President met with the new intake of WEST Pre-Apprentice Millwright students who started their program on August 3, 2021.



St. Clair College In The News

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COVID-19 Outbreak Declared In One Program At St. Clair College

[windsoriteDOTca News Staff](#) - Wednesday September 22nd, 2021



The Windsor Essex County Health Unit declared an outbreak in one program affecting two different semesters at St. Clair College at the South Windsor Campus.

The college says the outbreak has been linked to an exposure in two cohort, but has not released the number of students or staff.

Students and staff impacted have been notified and directed to either self-monitor or self-isolate.

The College is working closely with the Health Unit to manage the outbreak in this specific program and any other cases that have been identified.

St. Clair College has Vaccination Policy where students must be fully vaccinated or conduct rapid testing every 72 hours. In addition, the College mandates daily questionnaires for staff and students for entry into the College. There are daily screenings at every entrance of the College.

COVID-19 outbreak declared in one St. Clair College program

CTV Windsor - Wednesday, September 22, 2021



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

WINDSOR, ONT. -- The Windsor-Essex County Health Unit declared a COVID-19 outbreak Wednesday in one St. Clair College program.

A new release from the college and health unit says the program outbreak affects two different semesters at the South Windsor campus.

The COVID-19 outbreak has been linked to an exposure in two cohorts.

The college says impacted students and staff have been notified and directed to either self-monitor or self-isolate.

The WEHCU declares a school outbreak when there are two or more cases linked and if there is evidence that at least one case could have been infected in the same class.

The college says it is working closely with the health unit to manage the outbreak in this specific program and any other cases that have been identified.

St. Clair College has a vaccination policy in place where students must be fully vaccinated or conduct rapid testing every 72 hours. The college says it also mandates daily questionnaires for staff and students before entering campus.

As of Wednesday, the college says 80.5 per cent of students are fully vaccinated, 12.9 per cent have at least one dose, and 6.6 per cent have chosen not to vaccinate or disclose their status to the college.

Region's talent, infrastructure key components to growing automobility hub

Windsor Star - Sep 22, 2021



Peter Wawrow, St. Clair College's Director of Research, Innovation and Entrepreneurship

With local leaders looking to transform the Windsor region into a world leader in automobility, their ability to succeed will greatly depend on how the region is able to meet industry's voracious appetite for skilled talent to fill jobs, some of which don't even exist yet.

"Economic development may be the engine of this area's future, but having the talent to meet the needs of these businesses is the fuel that makes it run," said Invest WindsorEssex CEO Stephen MacKenzie.

"The quality, quantity and cost of talent has always been one of the items at the top list of priorities when businesses make a decision on where to locate."

It's all our assets that are attractive

The region's ability to keep the pipeline filled with the talent and resources needed will be one of the key points studied in a Sept. 23 seminar billed Building the World's Mobility Hub.

The free seminar, which is being produced by the tech events' firm CityAge for Invest WindsorEssex, is aimed at informing registrants on what's going on in automobility, how to get involved but also highlights how much of it all is happening in the Windsor-Detroit region.

There'll be speakers from both sides of the border and among the topics are building innovation corridors, cross-border clusters, talent development and zero emission vehicles.

To register go to <https://form.jotform.com/CityAge/automobility>.

Since 2019 17 automobility-related companies have started up or located in the region creating 230 jobs and nearly \$34 million in new investment.

"I'm confident we're going to be hugely successful in this transformation," said University of Windsor Executive Director of Research and Innovation Heather Pratt.

"All the pieces are falling in place. There are some really exciting announcements coming."

Pratt said there is already an exceptional talent pool in Windsor Essex that is pretty broad due to the historic presence of the auto industry.

What is happening now is the layering on of new programs, research and development, the Virtual Reality Cave and partnerships with St. Clair College, industry and Invest WindsorEssex.

“It’s not just talent that’s drawing companies and people, it’s our infrastructure and our faculty’s expertise,” said Pratt, who credited investments by the province and FedDev Ontario for accelerating the automobility transformation in Windsor Essex.

“We’ve been contacted by so many companies asking about our automobility presence. It’s all our assets that are attractive.”

Pratt added Windsor’s location next to Detroit and the cross-border partnerships being nurtured are also huge advantages in what is envisioned as a cross-border hub.

St. Clair College’s director of research, innovation and entrepreneurship Peter Wawrow said a transforming industry is requiring post-secondary institutions to take new approaches.

“It’s wide ranging and veering away from the more traditional engineering side,” said Wawrow of the talent required for automobility.

“You’re going to still need engineers, but now you need battery technicians, those with an understanding of chemistry, 5G networks and sensors to deal with the autonomous and connected vehicles. There’s going to be huge demand for those in software development and computer science.”

Automobility is also creating new jobs in the area of fundamental safety with the emergence of autonomous and electric vehicles.

Wawrow said the college and University of Windsor have already been proactive as well as collaborative in meeting the needs of industry to develop strategic automobility plans.

Those plans have included consulting with industry and WEtech Alliance on what’s required in future students.

“I think we’ve got the good fundamental programs that are required, but we’re going through the process of tweaking them to meet future needs,” Wawrow said.

“We’re also developing new programs, such as for cyber security, looking more at sensors, battery technicians and our auto technician programs so they can service electric vehicles.

“The whole sector is new, so there’s significant transformation. We have to be aggressive in order to not fall behind.”

Both schools are heavy into customizing their computer science, data analytics and artificial intelligence studies to meet the sector’s exploding demand for software specialists.

The university, in partnership with the Automotive Parts Manufacturing Association, has created the SHIELD Automotive Cyber Security Centre of Excellence.

The school is also investing a \$1-million to upgrade the CHARGE lab, which has also drawn millions in private sector investment and federal funding.

Canada Research Chair Dr. Narayan Kar oversees the lab’s work on the next generation of electric motors and propulsion systems.

Pratt said the university is also hiring new faculty for the automobility space. One recent such hire will be working in the area of the Internet of vehicles.

“Our students are working in the labs with faculty on technology that we’ll see in vehicles in five to 10 years,” Pratt said. “Such experiential learning makes them excellent candidates for companies in automobility.”

COVID-19 outbreak declared in one program at St.Clair College

AM800CKLW - Wednesday, September 22nd 2021



(AM800 file photo)

The Windsor-Essex County Health Unit has declared an outbreak in one program at the South Windsor Campus of St. Clair College.

This outbreak has been linked to an exposure in two cohorts, according to a release from the college.

The health unit declares a school outbreak when there are two or more cases in a school that are linked and if there is evidence that at least one case could have been infected in that same class.

Students and staff impacted have been notified and directed to either self-monitor or self-isolate.

St. Clair College has a vaccination policy that states students must be fully vaccinated or conduct rapid testing every 72 hours.

The college also mandates daily questionnaires for staff and students for entry and daily screenings at every entrance of the college.

According to a release from the college, 80.5 per cent of staff and students are fully vaccinated as of Wednesday, while 12.9 per cent have received at least one dose of a vaccine.

6.6 per cent have chosen not to vaccinate or disclose their vaccination status.

Ball field named for slo-pitch mainstay Weedon

The ball diamonds at St. Clair College's Chatham campus have always been Bob Weedon's.

Chatham Daily News - Sep 25, 2021



Bob Weedon, right, is joined by daughter Kathy Szymanski, wife Sylvia Weedon, granddaughter Rachel Szymanski, grandson Brendan Szymanski and son-in-law Mark Szymanski at a naming ceremony for Bob Weedon Field at St. Clair College in Chatham, Ont., on Thursday, Sept. 23, 2021.

The ball diamonds at St. Clair College's Chatham campus have always been Bob Weedon's.

After they were built decades ago, Weedon was regularly out there edging the fields and caring for the grass.

If the lights were left on after the last slo-pitch games of the night, neighbours didn't call the municipality to turn them off. They called Weedon at his home.

Now the diamonds are officially his. The sign for Bob Weedon Field was unveiled Thursday night.

"It's great. It's unbelievable," said Weedon, 75.

He devoted more than four decades to the Maple City Slo-Pitch League before health issues forced him to step down as president two years ago.

"It was definitely worth it," he said.

Mayor Darrin Canniff attended the ceremony to congratulate Weedon, whose name also graces a new bench at the park.

"You've made Chatham-Kent a pretty amazing place for baseball and I want to thank you for that," Canniff said.

Weedon served as president of the Maple City league from 1978 to 2019. He was a longtime executive with the Slo-Pitch Ontario Association and Softball Ontario and a voting delegate for Softball Canada.

He also played, coached and umpired locally. He was invited to umpire at the 1999 Special Olympics World Summer Games.

Weedon has been inducted into the Chatham Sports Hall of Fame, Softball Ontario Hall of Fame and Slo-Pitch Ontario Association Hall of Fame.

He won a Syl Apps Volunteer Achievement Award from the Province of Ontario for more than 50 years of service to local sports.

“I’m not sure anybody can do what he has done,” said Rodney Juniper, the Maple City league’s acting president.

Weedon also had help from his family caring for the city’s slo-pitch diamonds and running the league. His wife, Sylvia, deserves to have her name on the field too, said Juniper.

Being league president was a full-time job during slo-pitch season, Sylvia Weedon said.

“Tell me about it. No vacations in the summer for 42 years,” she said with a laugh. “He was out here even if he didn’t play or if he wasn’t umpiring.”

He worked to make the sport available for players of all levels, she said.

“The league has grown by leaps and bounds, and it’s all up to this guy. It’s all because of him,” said former masters division co-ordinator John Compton.

The ceremony was going to include three slo-pitch games, but they were rained out because the fields were too wet.



Bob Weedon is joined by, clockwise from bottom left, granddaughter Rachel Szymanski, son-in-law Mark Szymanski, daughter Kathy Szymanski, grandson Brendan Szymanski and wife Sylvia Weedon at a naming ceremony for Bob Weedon Field at St. Clair College in Chatham, Ont., on Thursday, Sept. 23, 2021. Mark Malone/Chatham Daily News/Postmedia Network

Ontario will pay for cystic fibrosis drug Trikafta. That's a 'game changer' for these Windsorites

Drug would be \$300k a year for patients if Ontario didn't cover cost

CBC News · Sep 27, 2021

Trikafta is a drug that can increase the median age of survival by 9 years for those living with the disease, which targets the lungs. It would normally cost about \$300,000 a year at its list price, but Friday's news is a game changer for many. 2:26

Ontario will cover the cost of Trikafta, a revolutionary drug for people with cystic fibrosis, and some Windsor-based patients are overjoyed with the news.

Last week, Ontario, Alberta and Saskatchewan announced that they will [pay to provide eligible patients with Trikafta](#), which costs roughly \$300,000 a year at its list price, under publicly-funded drug programs.

Emma Chenier, a 21-year-old Windsorite who lives with cystic fibrosis, said the announcement was the "best news" she has had in her 21 years.

"It is a game changer because it means less limitations on what I can do," Chenier said.

Cystic fibrosis is a genetic disease. At its root it is caused by a mutation that affects a type of protein. It leads to mucus buildup in the lungs and digestive system, resulting in infections, breathing problems and additional complications.

Throughout her schooling, Chenier said she has had to take months to a year off at a time due to effects of the disease.

"Trikafta will give me abilities to stay in school longer, focus on my studies and really develop not only in my program as a musician but it will also allow me to develop much healthier into adulthood," she said.

While previous remedies worked to address the symptoms of cystic fibrosis, Trikafta binds to the affected protein so that it can function forever.

The eligibility criteria has not yet been published by Health Canada but the Canadian Agency for Drugs and Technologies in Health issued a draft recommendation which would make the medication available to patients with less than 90 per cent lung function.

Chenier said her lung function sits between 60 to low 80 per cent.

"It's very difficult on the body."

Missi Chenier, Emma's mother, said this eases her concerns over how Emma will access her medication once she outgrows Missi's private insurance.

"Knowing that she will have access to this medication, regardless of her status on my insurance, allows me to sleep at night knowing that I don't have to worry about that anymore," she said. "It's really a big deal."



Emma Chenier, 21, has been living with cystic fibrosis. She said her main struggles are in her respiratory system, which have led to fallbacks in classes and other complications. (Submitted by Missi Chenier)

According to Cystic Fibrosis Canada, one in every 3,600 children are born with the disease, and over 4,370 Canadians attend specialized clinics.

Trikafta was first approved by Health Canada in June 2021 for patients ages 12 and over who have at least one of the gene mutations that leads to cystic fibrosis.

Approved in the United States in October, 2019, Cystic Fibrosis Canada says research has shown that Trikafta could reduce severe lung disease by 60 per cent, increase life expectancy and decrease the number of deaths by 15 per cent.



Aalaya Fleming, 22, says Trikafta is a game changer. (Submitted by Aalaya Fleming)

Aalaya Fleming, a 22-year-old student at St. Clair College who also has cystic fibrosis, said she was ecstatic when she heard Ontario would now cover the cost of Trikafta.

"For so long, so many CF'ers including myself, our treatments were based on treating our symptoms. But now they're getting to the root of the cause," she said.

Fleming said for her, the disease presents mostly as intestinal complications.

"I know that it can help correct some of the digestive system issues that [cystic fibrosis] people deal with," she said. "I do have diabetes because of [cystic fibrosis], I'm hoping it can correct that as well."

Fleming said she is not sure whether she is eligible for the drug coverage but she is happy for those who will be eligible.

"I am incredibly thankful for all the efforts of the [cystic fibrosis] community."



"If my window of time is healthier and better, to me already, it's a game changer," Rian Murphy, a cystic fibrosis patient, husband and father, said. (Submitted by Rian Murphy)

Rian Murphy, a 34-year-old father and husband living with cystic fibrosis, compared his level of happiness to when he got married.

"You're so happy, it doesn't really register and you have let it sink in. Then other people start notifying you," he said. "It still not really hitting you yet."

Diane Murphy, Rian's wife, has been highly active with Cystic Fibrosis Canada and wrote several letters and participated in a petition and Instagram groups calling for the Ontario government to fund Trikafta.

Murphy said since the announcement was made he has had more energy.

"It's going from being stuck in the mud to having three red bulls," he said. "I just feel like I'm going to have so much more energy, I'm going to be a lot healthier. I'm going to be more present in time and less fatigued and just be able to do more as a father and husband."

"If my window of time is healthier and better, to me already, it's a game changer."

Student competition will aid small Amherstburg business

Windsor Star - Sep 30, 2021



Richard Peddie is shown near his downtown Amherstburg book store on Tuesday, July 27, 2021. Peddie is behind a competition for post-decondary students to revamp a downtown business. Photo by Dan Janisse /Windsor Star

A small business in Amherstburg will benefit from the budding business expertise of students from the University of Windsor and St. Clair College courtesy of a new competition seeking to enhance profitability.

Teams of students will be challenged to analyze and propose business strategies for Downtown Espresso Café and address the functionality of the shop's adjacent outdoor space.

In addition to students from UWindsor's Odette School of business, students from St. Clair College's Zekelman School of Business and Information Technology have been invited to participate.

At stake is a \$5,000 prize offered through a partnership with philanthropist and UWindsor alum Richard Peddie and the Odette School of Business and alumnus.

"Amherstburg is a true gem in our region and the competition will not only help students put their skills into action but will give tangible support to a local business that contributes to the vibrant atmosphere the town has to offer," Peddie said in a media release. "COVID and its restrictions have had an impact on all small businesses. I see this as a step in the right direction to get things moving again."

Teams of three to five students each will compete internally at their own institutions in the hopes of being chosen as one of three teams from each school to participate in the final competition Nov. 26.

Competitors will present an oral and written submission and will also be judged through a 10-minute question and answer session. The winning team will be awarded the grand prize through the Richard Peddie Leadership Initiative at the Odette School of Business.

"We really feel like we'll be getting the brightest young minds around to further the success of the Downtown Espresso Cafe," said owner Renee D'Amore. "We're always looking for innovative ideas to make our business more appealing to our customers and the Odette-Peddie Amherstburg Case Challenge is an ideal way to get a new perspective. We're looking forward to seeing what the students come up with."

St. Clair College Fall Enrolment Hits Over 14,000 Students

[windsoriteDOTca News Staff](#) - Thursday September 30th, 2021



St. Clair College Fall 2021 enrolment numbers increased by 149 students from 2020.

A total of 14,034 full-time students are enrolled at all three campuses and the Ace Acumen campuses in the Greater Toronto Area. That is a slight increase of about one percent over last year's fall figures.

There were 7,017 domestic students and 3,993 international students enrolled at campuses in Windsor and Chatham. Another 3,024 students were enrolled at the Toronto region Ace Acumen Academy campuses.

International students who were unable to travel to Canada for their studies have been allowed to remain in their home countries to pursue their studies online. All other programs are being offered in person.

“In the current environment, I am happy that we were able to maintain the status quo,” said College President Patti France.. “I am proud of the accomplishments we have made to keep our campus community safe while providing a full, in-person education experience for a majority of students.”

There was a slight increase in the number of students attending the Downtown campus, but the main campus in Windsor and the Chatham campus saw small decreases.

France said based on current vaccination rates, the expectation by mid-October is that approximately 94% of the school's population – staff and students – will be fully vaccinated.

St. Clair College reports increased enrollment for Fall semester

AM800 CKLW – October 1, 2021



Photo courtesy: St. Clair College

An increase in enrollment has been announced at St. Clair College.

Officials say 14,034 full-time students have enrolled for the 2021 Fall semester, 149 more students compared to fall 2020.

The college says there are 7,017 domestic students and 3,993 international students enrolled at campuses in Windsor and Chatham.

There are another 3,024 students enrolled at the Toronto region Ace Acumen Academy campuses.

The college says there was a slight increase of students attending the downtown campus while the main campus in south Windsor and the Chatham campus saw small decreases.

College president Patti France says "she is relieved the pandemic has not adversely affected the pursuit of post-secondary education for thousands of students at St. Clair College."

France adds, "based on current vaccination rates, the expectation by mid-October is that approximately 94 percent of the school's population – staff and students – will be fully vaccinated."

Ontario's 10-cent increase in minimum wage called 'insult' to workers

'I don't want to create an economy of minimum wage jobs,' says Labour Minister Monte McNaughton

CBC News · Posted: Oct 01, 2021



On Tuesday, Sept. 28, 2021, hiring signs decorate the windows of restaurants and stores across downtown Toronto. (Sam Nar/CBC)

The minimum wage in Ontario goes up by 10 cents an hour on Friday, an increase that critics are dismissing as so little that it's basically meaningless.

Legislation from Premier Doug Ford's government called the Making Ontario Open for Business Act sets the terms for the 10-cent increase. Under that bill, the minimum wage rises on Oct. 1 by the provincial rate of inflation during the previous calendar year.

The change ticks [Ontario's general minimum wage](#) upward to \$14.35 per hour. The minimum wage rates for students under 18, and for workers who serve alcohol and receive tips, are also going up by a dime, to \$13.50 and \$12.55 respectively.

Brady Hakker, who earns minimum wage in his job stocking shelves at a grocery store in Windsor, is greeting the 10-cent pay hike with derision.

"I'm almost a little insulted, if I'm being honest," said Hakker in an interview. "That's not going to make any real difference for anyone, especially considering how prices have been going up over the last little while."



Brady Hakker earns the minimum wage at a grocery store in Windsor, Ont. (Darrin Di Carlo/CBC)

Hakker is paying his way through his studies to become a paralegal at St. Clair College. The size of the minimum wage increase has him particularly vexed at Ford.

"Considering his government spent a good solid chunk of this pandemic touting grocery store workers and other essential workers as absolute heroes, how dare he?" Hakker said.

CBC News asked Ontario Labour Minister Monte McNaughton for his message to minimum wage workers about that 10-cent-an-hour increase. He did not address the pay hike directly, but talked about Ontario's labour shortage.

"I don't want to create an economy of minimum wage jobs. That's why, for example, I'm encouraging people to go into the skilled trades," McNaughton said at a news conference Monday.

"We need people to get the training for in-demand jobs that are going to pay more so they can provide for their families," he said.



Ontario Minister of Labour Monte McNaughton, centre, tours the Saulter Street Brewery in Toronto as part of a government announcement on workplace health and safety inspections. (Martin Trainor/CBC)

NDP Leader Andrea Horwath called McNaughton's response callous and said Ontario's minimum wage should be at least \$15 an hour.

The 10-cent increase "almost feels like insult to injury," said Horwath in an interview. "It's not going to make a difference for folks. It needs to be more in line with what the costs are, because of course costs are increasing."

"Mr. Ford talks a lot about being for the little guy. But I guess not when it comes to paying a decent wage that you can build a life with," Horwath said.

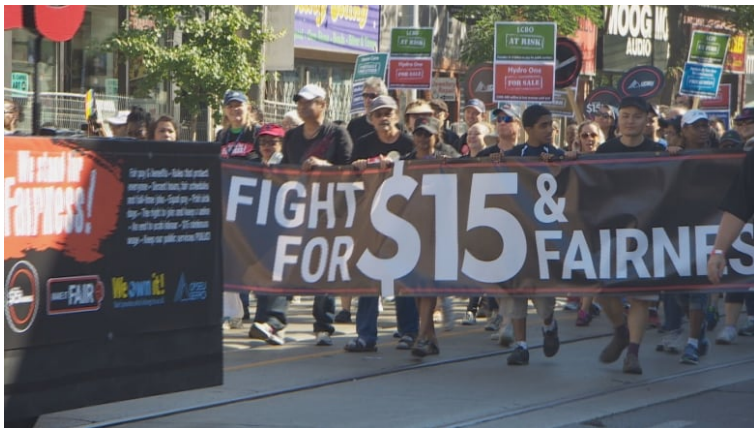
Shortly after winning the election in 2018, the Ford government froze the hourly minimum wage at \$14, scrapping legislation that would have pushed it to \$15 that fall. The freeze stayed in place until October 2020, when a 25 cents per hour increase took effect.

The sharpest increase in minimum wage in Ontario's history came in late 2017 and early 2018, as the then-Liberal government of Kathleen Wynne boosted the rate by \$2.40 an hour over a period of a few months .

The hike of 10 cents effective Friday is not a true wage increase in the view of Deena Ladd, executive director of the Workers Action Centre, a Toronto-based labour advocacy organization.

"It's basically an adjustment to deal with inflation," said Ladd in an interview. "We have a minimum wage that is keeping people at poverty levels."

The high costs of housing and the effects of the COVID-19 pandemic mean many workers are doing multiple minimum-wage jobs to make ends meet, Ladd said.



The call for a \$15 minimum wage was a key theme of the Labour Day parade in Toronto in 2018, the year the Doug Ford government was elected. (CBC)

"When the majority of the wages that you make go towards just covering the rent, then you are constantly juggling all of your other bills," she said.

"Do you pay your hydro this month? Do you pay your telephone bill? Can you afford to get that item of clothing that your kid needs?"

According to the latest Statistics Canada estimate available, from the month of August, around 500,000 employees in Ontario are earning the minimum wage or less.

A 2017 [report](#) by the Ontario legislature's Financial Accountability Office estimated there would have been 1.6 million workers in the province earning minimum wage if the rate had been pushed to \$15 an hour in 2019.

Enrolment at St. Clair College surpasses 14,000 students

Chatham Daily News staff - Oct 01, 2021



The number of students attending St. Clair College has surpassed 14,000, according to its fall 2021 enrolment numbers.

A total of 14,034 full-time students are enrolled at all three campuses, along with the Ace Acumen campuses in the Greater Toronto Area, which is up 149 students representing an increase of roughly one percent over last year's fall figures, stated a media release.

There were 7,017 domestic students and 3,993 international students enrolled at campuses in Windsor and Chatham. Another 3,024 students were enrolled at the Toronto region Ace Acumen Academy campuses.

The figures are based on a summary of registration statistics from Day 10 of the fall semester, a point in time when students can no longer withdraw from the college and receive a refund of tuition fees.

There was a slight increase in the number of students attending the downtown campus, but the main campus in Windsor and the Chatham campus saw small decreases.

International students who were unable to travel to Canada for their studies have been allowed to remain in their home countries to pursue their studies online, the college said. All other programs are being offered in person.

College president Patti France said she was relieved the pandemic had not adversely affected the pursuit of post-secondary education for thousands of students at St. Clair College.

“In the current environment, I am happy that we were able to maintain the status quo,” France said in the media release.

“I am proud of the accomplishments we have made to keep our campus community safe while providing a full, in-person education experience for a majority of students.”

Based on current vaccination rates, the expectation by mid-October is that approximately 94 percent of the school's population – staff and students – will be fully vaccinated, France said.

Why electric vehicle owners are pushing to drive change in how mechanics are trained

Windsor's St. Clair College looking at potential for EV component in auto mechanics program

CBC News · Oct 04, 2021



Sean Hart, left, and Pino Mastroianni, both with the Electric Vehicle Society in Windsor, emphasize the need for skilled mechanics to work on EVs, which are gearing up to become a big player in the automotive industry. (Dale Molnar/CBC)

In the seven years Sean Hart has owned his Nissan Leaf electric vehicle (EV), it hasn't needed many repairs, so he's been able to get regular maintenance of tires and brakes done in Windsor, Ont.

But that may change if he needs major repairs, because the Nissan dealership in the city doesn't have a technician to do them. He'd instead have to take his EV to London.

"Yeah, it's unfortunate that Nissan in Windsor still hasn't decided to sell or service the Leaf. I'm hoping they will soon," said Hart, also vice-president of the Electric Vehicle Society, about the dilemma facing owners of electric and plug-in hybrid EV owners.



Mastroianni, with his Chevy Volt, says while most new car dealerships in Windsor that carry EVs can service them, that's not the case with independent auto mechanics. (Dale Molnar/CBC)

Pino Mastroianni, vice-president of the EV Society Windsor-Essex, says while most new car dealerships in Windsor that carry EVs can service them, that's not the case with independent auto mechanics. 18 of 33

"Locally, I'm not aware of anyone who does any of the extensive high-voltage repairs," said Mastroianni, who owns a Chevy Volt.

Mastroianni said Tesla will sometimes do service house calls, but some work still has to be done in Toronto, adding the auto company is opening a facility soon in London.

Auto mechanic shops say there's little incentive to work on EVs, because of the complexity of dealing with them and the relatively few numbers on the road.

"There's a lot of electronics on these cars and there's a lot of schooling you've got to go to," said Marc Thibert, manager of the Kipping Tire shop in downtown Windsor. "You also have to get the proper equipment not only for the vehicle itself, but for the technicians, for protective equipment as well, just because it's electric shock."

While EVs have fewer moving parts, Thibert said, that can prove to be a challenge to troubleshoot the electronics.

So you own an EV. Good luck getting it serviced outside of a dealership. Cara Clairman from Plug'n Drive says more mechanics need to be trained on EVs and fast. 0:36

"I think we need to do a lot more training," said Cara Clairman, president and CEO of Plug N' Go, a non-profit organization aimed at promoting EVs.

"We need to really push that up across Ontario, where kids who go into colleges to learn to be a mechanic, learning about EVs alongside [internal combustion engines] or gas vehicles. And then we need to do some extra training for folks who are already mechanics."

We are looking at the potential ramping up of this program, what are the costs in terms of the facility and infrastructure.

- Peter Wawrow, St. Clair College, on possibly adding EV training to mechanics program

St. Clair College is working to develop EV training as part of its auto mechanics program.

"So we have to look at the technology involved in addressing that," said Peter Wawrow, St. Clair's director, applied research and development. "We are looking at the potential ramping up of this program, what are the costs in terms of the facility and infrastructure."



An electric vehicle at one of Windsor's charging stations. 'There's a lot of electronics on these cars and there's a lot of schooling' involved in serving them, says Marc Thibert, manager of the Kipping Tire shop in downtown Windsor. (CBC News)

Wawrow said they are also pursuing research and development in battery production.

"The [Windsor-Essex] region itself is looking at attracting battery manufacturers, and we've been working closely with the region to understand what that entails and what kind of talent we need to develop in order to address that."

Wawrow said the college is also looking at adding the auto mechanics program to its apprenticeship program.

Derek Snider, owner and head mechanic at Heinz Garage, an auto repair shop in Windsor, realizes independent mechanics will have no choice but to offer service for EVs once production of new gas-powered vehicles are banned in 2035.

"Someone like me, who has been doing this for 15 years, I'm going to have to keep up on my side of training to keep up," said Snider.

St. Clair, other colleges, call for more degree programs



The main entrance of St. Clair College, main Windsor campus. Photo by Mark Brown/Blackburn News. Blackburn News - October 5, 2021

St. Clair College is among those calling on the provincial government to allow more three and four-year degree programs.

Ontario colleges currently offer a mix of four-year degree programs, two-year and three-year diploma programs, in-class apprenticeship training, and post-graduate certificate programs for college and university graduates.

However, the changes would allow students more options, including creating a master's degree in specialized and technical careers like robotics and animation.

Saying three-year diplomas are out of sync with academic standards elsewhere in the world, President Patti France said expanding degree programs will help students get into more specialized careers.

“The completion of a minimum three years of study at a postsecondary institution, regardless of its educational format, merits the designation of a degree,” she said.

Director of Auto for Unifor, Dino Chiodo, said his union supports the expansion of programs. He said the auto industry would need those with an evolved skill set to help transition the auto industry to electric vehicles.

“Enhancing access to pathways to degree level educational programming at St. Clair is crucial to ensuring that Unifor members and other workers in the Windsor-Essex region can fully support and benefit this auto industry transition,” he explained.

Both Unifor and Flex N Gate, a local manufacturer, have written letters of support for credential reform.

A recent survey conducted by Innovative Research suggested 70 per cent of those polled support the creation of three-year degrees at colleges.

Over 1,000 people in Ontario over the age of 18 were surveyed online on June 21, 2021.

St. Clair College urges province to allow three-year degree programs

CTV Windsor Web Writer / Reporter - Tuesday, October 5, 2021



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

St. Clair College officials are urging the provincial government to approve policy changes that would allow them to broaden their career-specific degree programs.

The college says Ontarians overwhelmingly support proposals to expand the range of career-focused degree programs at colleges, with a new poll finding nearly 70 per cent supporting the creation of three-year degree program.

The proposed changes would include the creation of new three-year degree programs, an increase in the number of four-year degree programs and the creation of master's degree programs in specialized technical areas such as robotics and animation.

College President Patti France says the changes would create more career options for graduates, including new opportunities to advance into management positions.

Ontario's colleges currently offer a mix of four-year degree programs, two-year and three-year diploma programs, in-class apprenticeship training and post-graduate certificate programs for university and college graduates.

France says the three-year diplomas that Ontario colleges currently offer are out-of-sync with academic standards in other parts of the world.

"The completion of a minimum of three years of study at a postsecondary institution, regardless of its educational format, merits the designation of a 'degree,'" she said. "Expanding the degree programs at colleges will help more students acquire the specialized expertise sought by employers."

Unifor and automotive company Flex N Gate wrote letters of support for the credential reform that colleges seek from the provincial government.

“Ontario’s college system graduates are consistently motivated, skilled and talented contributors to our companies,” stated Guido Benvenuto, Flex N Gate’s vice president of engineering. “Within our companies, their exemplary college learning experience results in the kind of technical and leadership attributes that are fully consistent with a degree designation.”

Dino Chiodo, director of auto for Unifor, said his union strongly supports the college’s initiative to respond to the evolving skills needs of the auto industry as the auto industry transitions to electric vehicles.

“Enhancing access to pathways to degree level educational programming at St. Clair is crucial to ensuring that Unifor members and other workers in the Windsor-Essex region can fully support and benefit from this auto industry transition,” said Chiodo.

The online survey of more than 1,000 Ontario adults was conducted last month by Innovative Research. Overall, the research found strong support for broadening the colleges’ range of degree programs.

Specific survey results [can be viewed online](#).

Ontario colleges push for three-year degree programs

Windsor Star - Oct 05, 2021



St. Clair College President Patti France is shown at the main campus on Tuesday, October 5, 2021.

Colleges, including Windsor's St. Clair College, are urging the provincial government to approve policy changes that would allow them to broaden their career-specific degree programs.

And the schools have some public support. A recent poll conducted on behalf of Ontario colleges showed nearly 70 per cent of respondents support the creation of three-year, career-focused degree programs at the college level.

The proposed changes would include the creation of new three-year degree programs, an increase in the number of four-year degree programs and the creation of master's degree programs in specialized technical areas such as robotics and animation. The changes would create more career options for graduates, including new opportunities to advance into management positions.

St. Clair College President Patti France said the three-year diplomas that Ontario colleges currently offer are out-of-sync with academic standards in other parts of the globe.

"The completion of a minimum of three years of study at a postsecondary institution, regardless of its educational format, merits the designation of a 'degree,'" France said in a media release announcing the poll results.

University degrees in Ontario typically are designed to take four years to complete.



St. Clair College President Patti France is shown at the main campus on Tuesday, October 5, 2021.

Ontario colleges currently offer a mix of four-year degree programs, two-year and three-year diploma programs, in-class apprenticeship training and post-graduate certificate programs for university and college graduates.

“Expanding the degree programs at colleges will help more students acquire the specialized expertise sought by employers,” France said.

Unifor and Flex N Gate, a local company that supplies the global automotive sector, wrote letters of support for the credential reform that colleges seek from the provincial government.

“Ontario’s college system graduates are consistently motivated, skilled and talented contributors to our companies,” wrote Guido Benvenuto, Flex N Gate’s Vice President of Engineering. “Within our companies, their exemplary college learning experience results in the kind of technical and leadership attributes that are fully consistent with a degree designation. Our college graduates are rigorous problem identifiers and creative problem solvers; more often than not, they also develop the kinds of strategies and policies that amplify their value to our companies.”

Dino Chiodo, Unifor automotive director, said his union strongly supports the college’s initiative to respond to the evolving skills needed by the auto industry as it transitions to electric vehicles.

“Enhancing access to pathways to degree level educational programming at St. Clair is crucial to ensuring that Unifor members and other workers in the Windsor-Essex region can fully support and benefit from this auto industry transition,” Chiodo wrote.

The online survey of 1,086 adults 18 and over was conducted in June by Innovative Research Group Inc.

A total of 69 per cent of respondents supported or strongly supported the proposal to allow colleges to offer three-year degrees. Twenty-six per cent were neutral or unsure, and six per cent were opposed.

Nearly 80 per cent of respondents believe expanding degree programs at colleges is a good way to create more opportunities for students, with 79 per cent supporting or strongly supporting the idea, 18 per cent neutral or unsure and only three per cent opposed.

More than half of respondents supported creating master’s degree programs at colleges, with 52 per cent supporting the idea, 11 per cent opposed, and 36 per cent neutral or unsure.

Colleges urging the province to allow three-year degree programs

AM800 CKLW – October 6, 2021



Colleges across Ontario are urging the provincial government to allow them to offer three-year degree programs.

The proposed changes would include the creation of new three-year degree programs, an increase in the number of four-year degree programs and the creation of master's degree programs in specialized technical areas such as robotics and animation.

Ontario's colleges currently offer a mix of four-year degree programs, two-year diploma and three-year advanced diploma programs along with in-class apprenticeship training and post-graduate certificate programs for university and college graduates.

Wassem Habash, Vice President Academics at St. Clair College, says there's no other country in the world that uses the terminology advanced diploma, so international students don't recognize it but they do recognize a three-year degree credential.

He says an advanced diploma is meant to prepare a student to be ready for employment along with future management positions, but he's not sure most people understand that.

Habash says they feel the term advanced diploma does hurt a graduate when they're looking for a job.

"Engineering technology would definitely provide the graduates with a huge advantage," he continued. "Graduates from accounting programs would have a strong advantage."

Habash says a degree does enhance a graduates ability to get a job when they're being reviewed by an employer.

"When they see the terminology of a degree next to their name, that may take that resume from pile A to pile B when they're reviewing resumes."

According to a release from St. Clair College, an online survey of more than 1,000 Ontario adults was conducted last month by Innovative Research.

Overall, the research found 69 per cent of respondents supported or strongly supported the proposal to allow colleges to offer three-year degrees.

Nearly 80 per cent of respondents believe expanding degree programs at colleges is a good way to create more opportunities for students, with 79 per cent supporting or strongly supporting the idea.

St. Clair College student government all-in for mental health awareness

Chatham Daily News - Oct 06, 2021



TSI (Thames Students Inc.), the student government at the Chatham Campus of St. Clair College, is taking part in Mental Health Awareness Month, working in partnership with the United Way of Chatham-Kent and Music for the Mind. Seen here Wednesday with various booklets, stress balls and bracelets being given away are, from left, Kendra Lall, TSI vice-president, Stephanie MacRae, TSI director, Hannah Lacroix, TSI president, Margery Muharrem with the United Way, and Elisha Banks, founder of Music for the Mind. Ellwood Shreve/Chatham Daily News/Postmedia Network Photo by Ellwood Shreve /Ellwood Shreve/The Daily News

The student government at the Chatham campus of St. Clair College is all in when it comes to the promotion of mental-health awareness – and, so far, there’s been a positive response.

“I would say students are now more comfortable with their emotions and being able to come out and say, ‘I’m not OK, and it’s because of this,’” said Stephanie MacRae, a director with Thames Students Incorporated, the college’s student government.

The college’s student services has plenty of activities planned during October for Mental Health Awareness Month from virtual wellness workshops to a half-day training session on suicide alertness skills.

Thames Students has also teamed up with the United Way of Chatham-Kent to set up a table at the college to offer a variety of free items, including stress balls, multi-coloured bracelets that represent different emotions, crossword books, colouring books and mental-health information brochures.

United Way representative Margery Muharrem said the agency facilitates a mental health, social planning and action table that includes community partners dealing with people who have mental-health issues.

“The idea kind of bubbled up to say, ‘We need to have a way to share and de-stigmatize mental health in our youth, especially,’” Muharrem said.

She said the bracelets, along with a colour and emotion wheel, are a way to help “open up discussion about mental health because it’s something that shouldn’t be swept under the carpet and not talked about.”

MacRae said many students have taken stress balls, adding it was something they really enjoyed having to help work through their anxieties.

They also like the idea of using a colouring book to colour their emotions to see what they are feeling, she said.

“Students have liked what we’re doing, and we’re getting a lot of good feedback on being able to see each other and talk, and have that person-to-person connection that we haven’t had because of COVID,” MacRae said.

Thames Students president Hannah Lacroix said she believes it’s important for the student organization to be involved in promoting mental-health awareness, especially with student “becoming comfortable enough to come speak to us about it.”

“Even coming up to this table is a huge step of acknowledging that, ‘Hey, it’s OK if you just need to take a break, give your mind a break and colour sometimes,’” she said.

Lacroix said helping promote good mental health is a “huge contributor to making sure our students are living a happy and full life here at St. Clair.”

As the COVID-19 pandemic continues, it has been impacting the mental health of many students.

“Certainly, we’ve seen in an increase in demand for our services and supports,” said Jennifer Johns, a student services counsellor.

She said the college has partnered with the local Canadian Mental Health Association to have a support worker on campus to provide additional support for students.

Thames Students Incorporated has also partnered with Music for the Mind, a fundraising organization that supports inpatients at the mental-health unit at the Chatham-Kent Health Alliance.

When organization founder Elisha Banks approached TSI about collaborating with students and staff to do a supply drive to collect personal hygiene products, clothing and activity books and journals, the response was very positive, she said.

“When I can partner up with a large community organization, such as St. College and they jump on board with no hesitation, it gives me great excitement because it means what I’m doing matters and making a difference, and people know it and people see it and they want to become a part of it,” she said.

St. Clair College enrolment edges up to set record

Windsor Star - Oct 06, 2021



The main entrance at the St. Clair College main campus is shown on Monday, August 16, 2021.

Fall enrolment held steady at St. Clair College with a slight increase pushing total enrolment to a record 14,034 full-time students across all three campuses and the Ace Acumen campuses in the Greater Toronto Area.

Fall enrolment increased by 149 students from 2020.

St. Clair president Patti France said she is relieved the pandemic did not adversely affect the pursuit of post-secondary education for thousands of students.

“In the current environment, I am happy that we were able to maintain the status quo,” France said. “I am proud of the accomplishments we have made to keep our campus community safe while providing a full, in-person education experience for a majority of students.”

There are 7,017 domestic students and 3,993 international students enrolled at campuses in Windsor and Chatham. Another 3,024 students are enrolled at the Toronto region campuses.

International students unable to travel to Canada for their classes have been allowed to remain in their home countries to pursue their studies online. All other programs are being offered in person.

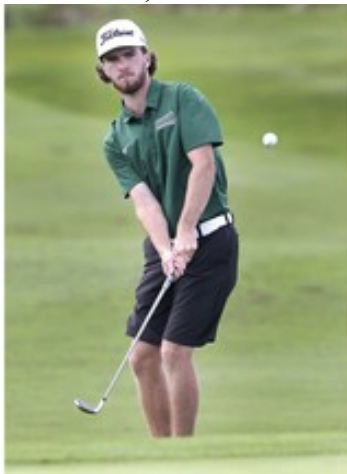
Enrolment figures show a slight increase in the number of students attending the downtown campus with small decreases at the Windsor and Chatham locations.

France also noted that based on current vaccination rates, it’s expected that approximately 94 per cent of the school’s population — both staff and students — will be full vaccinated by mid-October.

The University of Windsor has not released its latest enrolment numbers.

Another step back to normal as CCAA brings first national championship to Windsor with Saints hosting golf

Windsor Star - Oct 12, 2021



The St. Clair Saints' Simon Desmarais competes in the Canadian Collegiate Athletic Association Golf National Championships at the Ambassador Golf Club on Tuesday. Photo by Dan Janisse /Windsor Star

Windsor was at the centre of another first step in a return to normal on Tuesday.

The first Canadian Collegiate Athletic Association championship since March of 2020 kicked off at Ambassador Golf Club with the St. Clair Saints hosting the national collegiate championships.

“You can tell people are happy its back and they’re actually able to go,” St. Clair’s Shannon Coffey said after her round. “I know missing a year, for me, I missed doing sports and golf.”

The COVID-19 pandemic wiped out all CCAA sports national championships last year and golf is the first of what college sports hopes is a return to normal this school year with St. Clair hosting the event for the first time since 2009.

“Today (Tuesday), I played with a guy from Calgary (Brodie Shields-Taylor) and we talked about what goes on here and what goes on there,” St. Clair’s Andrew Pillon said. “It was nice to play with someone and hear different things.”

The CCAA has gone to a full vaccination policy for athletes as of Nov. 1. It’s not in effect for this event, but according to organizers all athletes must be screened each day and there is rapid testing required for the less than a handful of participants that are not fully vaccinated.

“It’s the first CCAA event since COVID and it’s nice to be able to compete with people and friends and not be so sheltered in,” the 20-year-old Pillon said. “Seeing everyone’s face is nice. We’re screened, but allowed to touch pins and rake the bunkers. There’s no mask unless you’re in the clubhouse, so it feels like normal golf again.”

The only part of the event that will not happen is the usual tournament banquet with awards handed out on Monday prior to the event getting underway.

“That was one of my highlights of 2019, going to the banquet in Quebec,” the 20-year-old Shannon said.

When this event was last held two years ago in Quebec, Coffey was the lone member of the Saints to compete at the event as she finished two shots out of the top 10 in an event shortened from four to three days due to weather.

“It’s great to play in my hometown and rep my school,” said Pillon, who is a Belle River high school product. “It’s a great opportunity to compete in this. The whole school knows about it and everyone knows it’s in the city and it’s a big event. To be able to play is really important to me, my coach and the whole team.”

Coffey shot a five-over par 77 in Tuesday's first of four rounds. The Brennan high school product sits in fourth place just a shot off the podium on the women's side and three-shots back of leader Madison Ouellette of Humber, who shot two-over par 74.

"In Quebec, since I was by myself, it was more just to finish in the top 10," Coffey said. "This time around, I know the golf course and I'm hoping to finish up near the top.

"With the wind and everything, I think it was a pretty good round. The wind was pretty tough."

St. Clair teammate Sophia Fallea is ninth at 14-over 86 while Megan Schaafsma sits 14th in the 19-player field after one round.

The team won a silver medal at the Ontario conference championship, but the trio has been split up for team play at this event. Coffey is on the OCAA 1 team, Fallea on the OCAA 2 team and Schaafsma on the OCAA 3 team.

"We're not with the St. Clair team," Coffey said. "So, we're kind of split up from how we finished. I'd rather play for St. Clair, but there's not a lot of girls and if it saves girls' golf."

Liam Lavin paced the St. Clair men on Tuesday with an opening round of seven-over par 78 that had him tied for 22nd overall and seven shots off the leaders. Pillon was next shooting nine-over par 80 and is tied for 29th.

"It went OK," said Pillon, who was seven-over par on his first nine holes. "I had a rough start. Battled back and had an 80. Not happy, but I'm happy how I battle back (started on 10)."

Also for St. Clair, Simon Desmarais finished at 12-over 83 and is tied for 40th, Kayden Stammler is tied for 45th after a 13-over par 84 and Kyle Hameliy sits 52nd after a 16-over par 87 after Tuesday's first of four rounds.

Windsor woman breaking down barriers in bottling as red seal tradeswoman

Rebecca Chenier first red seal tradeswoman hired by Hiram Walker and Sons Ltd.

CBC News · Oct 19, 2021



First red seal tradeswoman hired by Hiram Walker and Sons Ltd.

Rebecca Chenier says she hopes women don't count themselves out of a career in a traditionally male-dominated field.

Rebecca Chenier was working a job as a waitress and thinking about career options about six years ago when she saw a flyer advertising a pre-apprenticeship program through the Women's Enterprise Skills Training (WEST) of Windsor, Inc.

WEST helps women get in non-traditional industries by providing free tuition for their St. Clair College programs, free child care and bus tickets to help with transportation.

The single mother of three — with two girls and one boy — went into the program and hasn't looked back.

Chenier was recently hired at Hiram Walker and Sons Ltd. as the bottling mechanic, the first red seal tradeswoman the company has hired in Canada.

"My oldest daughter, you can tell she's proud of me," Chenier said. "She tells me that she's proud of me, which is the sweetest thing."

'Determined'

To get a red seal there is a school component and a work component.



Rebecca Chenier sits with Craig Dryburgh, vice-president of manufacturing for Hiram Walker and Sons Ltd.
Full Board Minutes: Media Releases

October 26, 2021

32 of 33

When you finish your schooling and apprenticeship, you then qualify to take a government test and if you pass you get the red seal.

"I feel like not everybody makes it this far, so I know how much work you have to be willing to work the hours, you've got to be willing, to be determined," Chenier said.

"It was so much work, but it's been worth it and especially landing this new position."

Chenier said she didn't feel out of place as a woman working in trades.



Women have worked at Hiram Walker and Sons before, but never a red seal tradeswoman.

"Being a woman ... in the trade hasn't really come up for me until I started doing the job and realizing how few women there are there," she said.

"I want other women to know it's a career option for them."

Craig Dryburgh, Hiram Walkers' vice-president of manufacturing in North America, said it was important for the company to walk the walk after talking the talk.

"Just to prove that it's one thing saying those actions, but driving and following through on the actions is really important."

More change

Dryburgh said he wants to make his workplace more diverse because it brings different perspectives.



'When you're busy the days absolutely fly by,' says Chenier of her work. (Katerina Georgieva/CBC)

"That helps us with different solutions to our problems and initiatives and really just our own good experience."

Chenier said she doesn't think this job is going to get old anytime soon.

"There's always going to be something to learn," she said. "I feel like no matter how long I'm doing the job, I'm going to come across something new."



ST. CLAIR

C O L L E G E

**ENTERPRISE
RISK
MANAGEMENT**

Board of Governors

October 26, 2021

Full Board Minutes:
October 26, 2021

Risk Management



- Risk-aware without being risk-averse.
- Furthering strategic and operational priorities.
- Identifying, assessing, monitoring and managing risk.

Risk Management Categories

- 1. Academic and Student Services**
- 2. Facilities Management**
- 3. Financial**
- 4. Human Resources**
- 5. Health and Safety**
- 6. Health Services**
- 7. Information Technology**
- 8. Corporate**

Risk Management - Probability

Symbol	Probability	Colour	Description
H	High	Red	Has happened frequently or has a very significant chance of happening in the future.
M	Medium	Orange	Has happened occasionally or has a reasonable chance of happening in the future.
L	Low	Green	Has happened infrequently or is not expected to happen.
NA	Not Applicable	Not Applicable	Risk is irrelevant to the operation of the College.
TBD	To be determined	To be determined	Additional information is required to determine probability. Considered as high probability until otherwise identified.

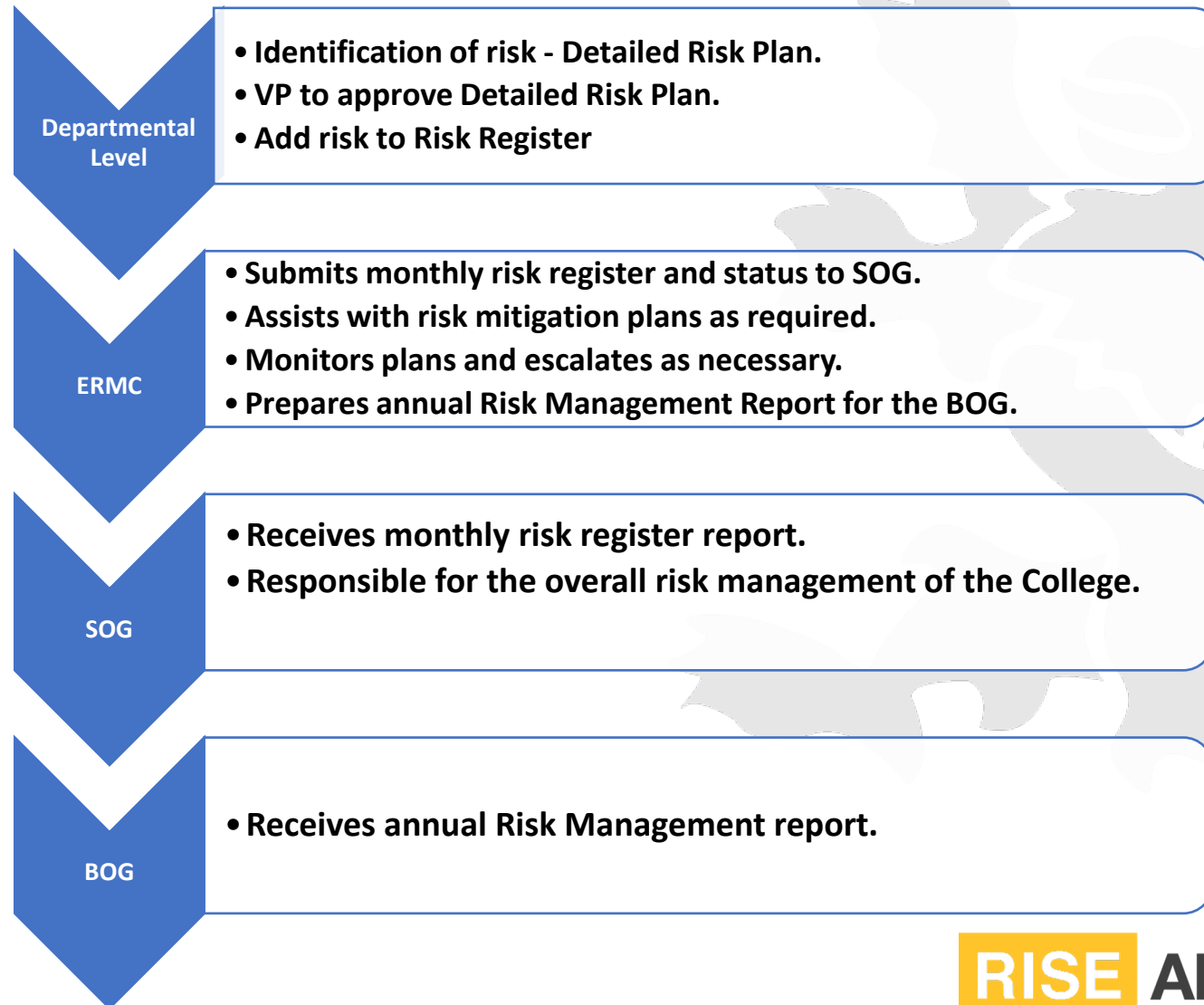
Risk Management - Impact

Rating	Description	Impact on Organization
3	High	The issue would have a major impact on services.
2	Medium	The issue would have some impact on services.
1	Low	No service disruption or negative effects are expected. Any negative impact can be corrected without significant effort or visibility.
0	Not Applicable	The risk is not relevant.

Prioritizing the Risk

		Impact			
		0	1	2	3
Probability	HIGH	H0	H1	H2	H3
	MEDIUM	M0	M1	M2	M3
	LOW	L0	L1	L2	L3
	TBD				

Risk Management Flow



Detailed Risk Plan

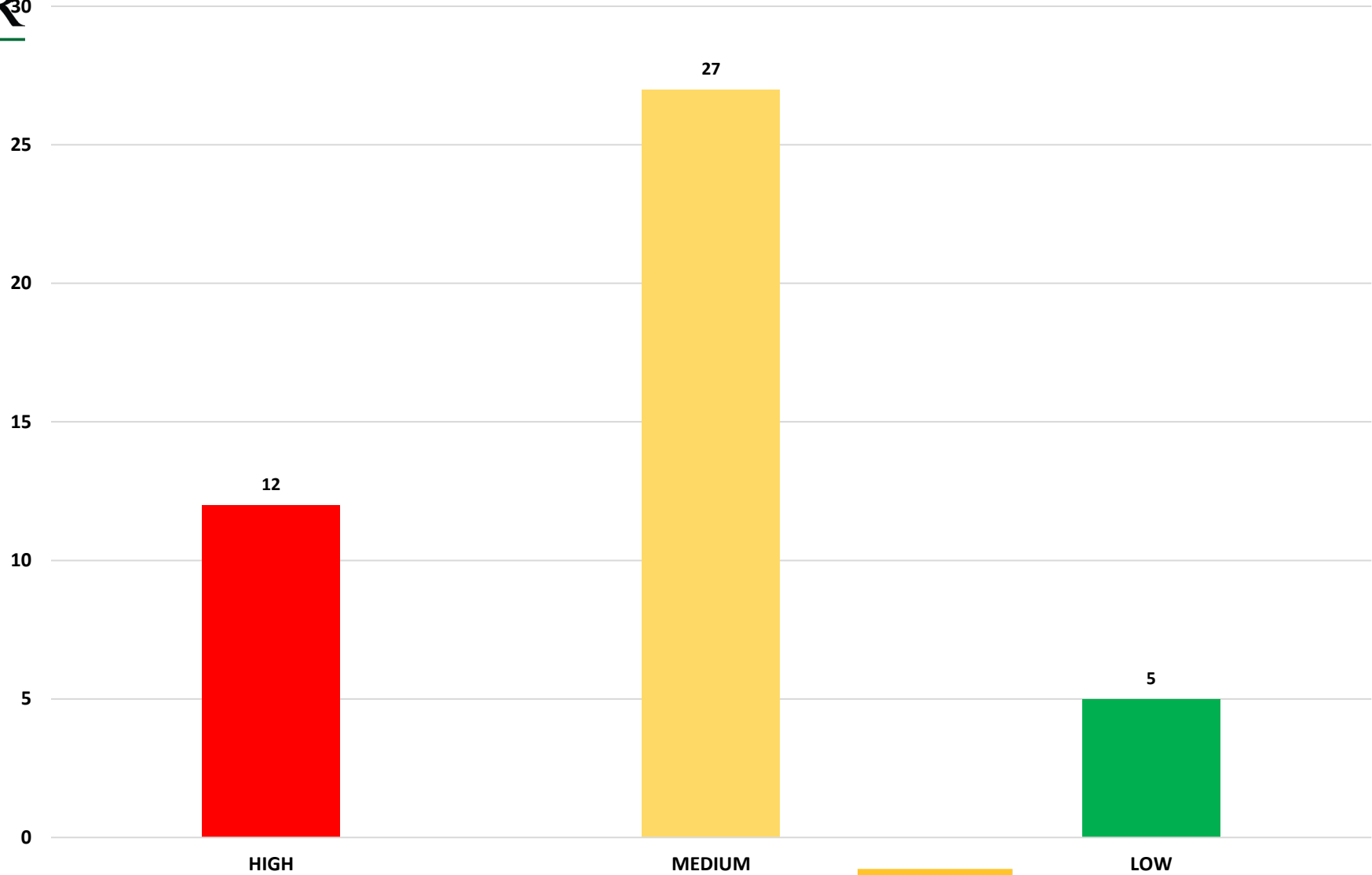
Section 1: Risk Identification

Risk #	Risk Category/Sector:		
Description of Risk: <i>Please provide a high-level description of the risk</i>			
Lead/Team:			Date:
Risk Factors: <ul style="list-style-type: none"> <i>Please identify who and what may be affected by this risk. i.e. students, staff, academic integrity, delayed graduation, infrastructure issues etc</i> 			
Risk Impact: <ul style="list-style-type: none"> <i>Please identify what will happen if the risk materializes</i> 			
Existing Control Procedures: <ul style="list-style-type: none"> <i>Please list the current controls that are in place to mitigate this risk</i> 			
Risk Rating	Direct Risk		SECTOR HEAD APPROVAL
	Probability Scale	Impact Scale	DATE:
		<i>Combination of probability & impact scale</i>	SIGNATURE:

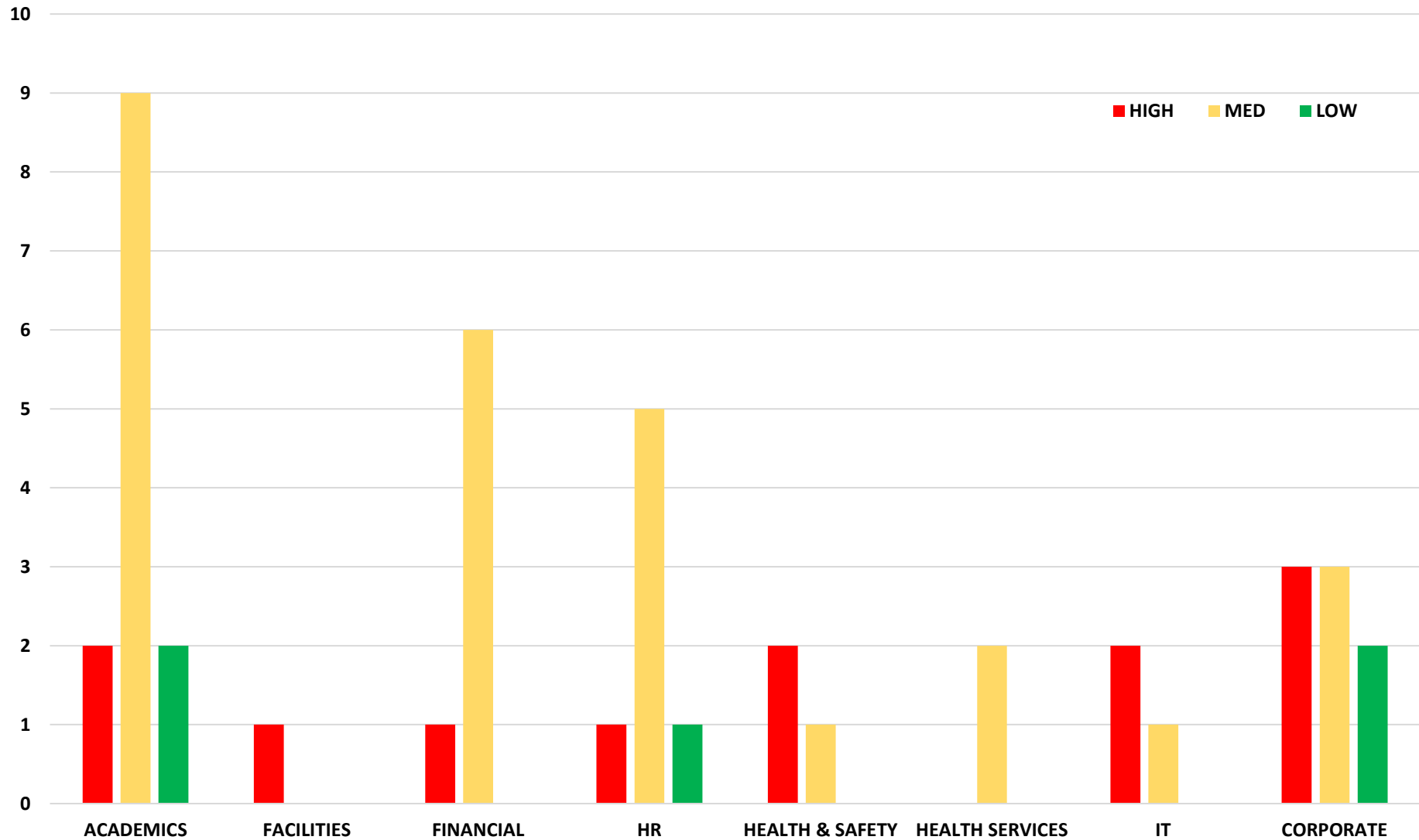
Section 2: Risk Mitigation

Possible Mitigation Options		Analysis Result (Accept/Reject)
		<i>Will this option provide the anticipated/expected outcomes?</i>
Risk Mitigation Plan		
Action Item	Action By	Timeline
Resource Requirement:		
Reporting and Monitoring Required:		
Completed By:		Date:

Risk Rating Summary



Risk Rating by Category by Sector



Risk Priorities

Risk	Risk Priority
Meeting Enrolment Projections	H3
International Student Recruitment - Diversification	H3
Deferred Maintenance	H3
Revenues	H3
Academic Work Stoppage	H3
Pandemic/Infectious Disease	H3
Emergencies – Fire/Active Shooter, etc.	H3
Disaster Recovery/Server Room	H3
IT Security	H3
Liability Insurance	H3
Alcohol Management Policy	M3
Succession Planning	H2



ST. CLAIR
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ACADEMIC WORK STOPPAGE

Academic Work Stoppage

1. Finalized Emergency Plan for potential Work Stoppage.
2. Developed Academic “Emergency Plans” for all academic program/versions.
3. Currently in Mediation with media blackout.
4. Identified new procedures addressing nuances associated with COVID 19 with the Union Executive (i.e. masks on picket line, washrooms, etc.)
5. When and if necessary, College will invoke our Communication Plan.

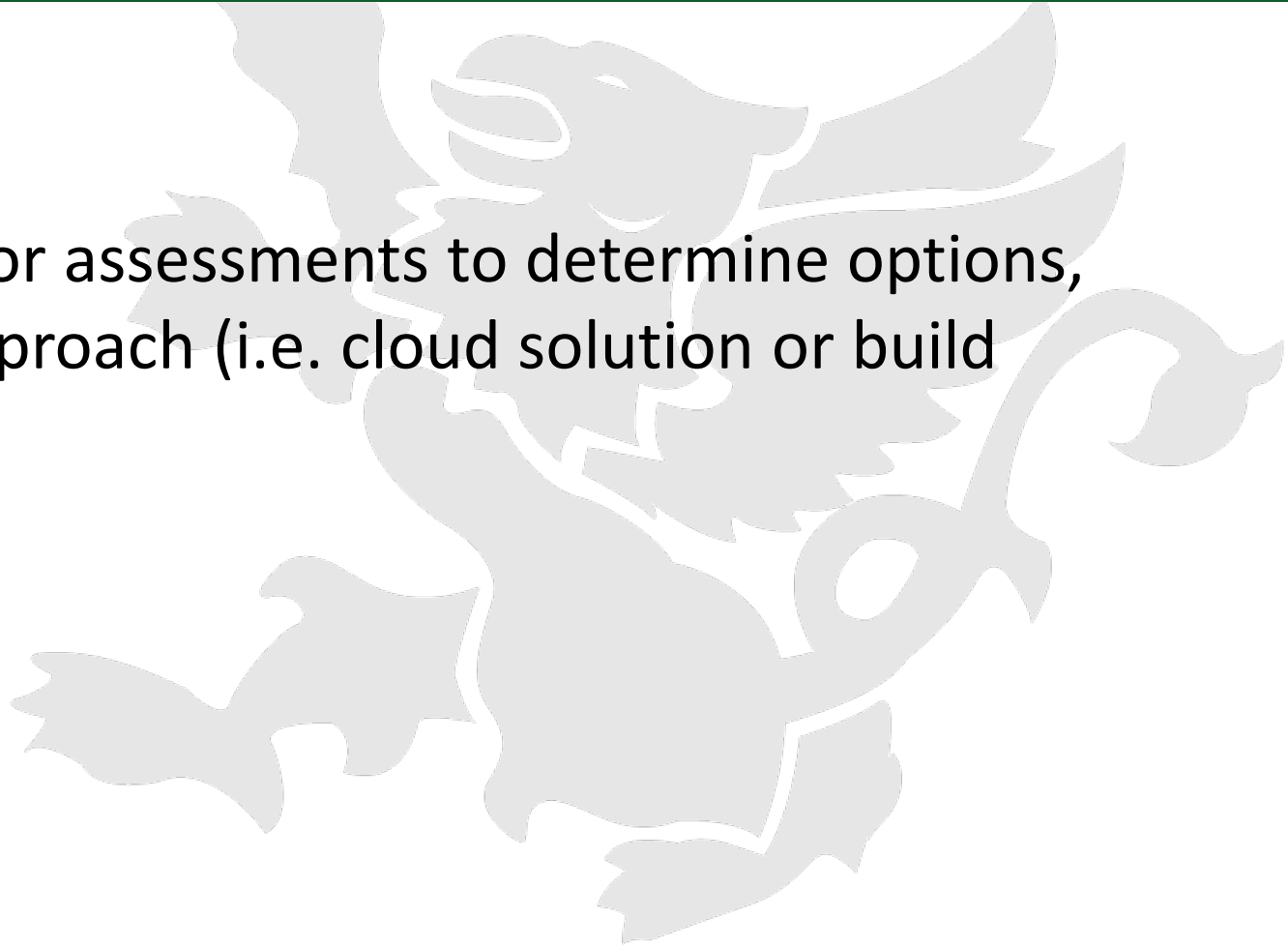


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DISASTER RECOVERY SERVER ROOM

Disaster Recovery/Server Room

- Currently undergoing vendor assessments to determine options, cost and best mitigation approach (i.e. cloud solution or build our own).





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CYBERSECURITY

Cybersecurity – Recent Attacks

- Cambrian College – May 2021
- Sault College – June 18, 2021
- George Brown College – June 22, 2021
- Lakehead University – February 2021
- York University – May 4, 2020

City of Toronto Hit by a Potential Cyber Breach

Toronto suffered a hack of data from its Accellion FTA file server.
Tuesday, May 04, 2021

LifeLabs faulted by Ontario, B.C. privacy commissioners for huge data breach

HOWARD SOLOMON, JUNE 26, 2020

Ontario nurses' college hit by ransomware attack; personal data at risk By Colin Perkel The Canadian Press Sept. 18, 2020



Cybersecurity - Risk Mitigation

Mitigating steps implemented by the IT Team to protect the College and minimize risks due to the aggressive nature of recent cyber attacks included:

1. Hiring of an IT Security Manager – February 2 2021.
2. Moving the College from a Medium/High security posture to a **High security posture**.
3. Spam filtering increased and monitored to verify if the increased security has been affective. If not, we will continue to tighten the Spam filtering rules.
 - This means the College may experience a higher-than-normal rate of false/positives. Good email may be blocked. Every email will be scanned before it is released.
4. Scanning of web links in emails.
 - This means you may no longer see embedded web links in your emails. If the system determines the link is going to an unsafe website...system will automatically remove the link.
5. Reviewing and implementing web reputation services on College's Firewalls.
 - This means websites may not be available if the systems believes the site is malicious.

Cybersecurity – Risk Mitigation

6. Disabling of network printers until a suitable Microsoft patch was released.
7. Member of Orion.
 - Connects universities, colleges, hospitals and research facilities.
 - Provides vast array of IT support including cybersecurity products and services.
8. Contracted Secure Works to triage/evaluate potential risks for Zero-Day exploits
9. Borden Ladner Gervais LLP.
 - Provides cybersecurity incident management services.
 - BLG is recommendation from our insurance company (available upon request).
10. Security software update for all critical servers as per Microsoft.
11. Ontario Broader Public Sector Cyber Incident Communications Protocol.
12. Staff and student educational/awareness campaigns (ongoing and directed to College community).

Cybersecurity – Educational Campaign

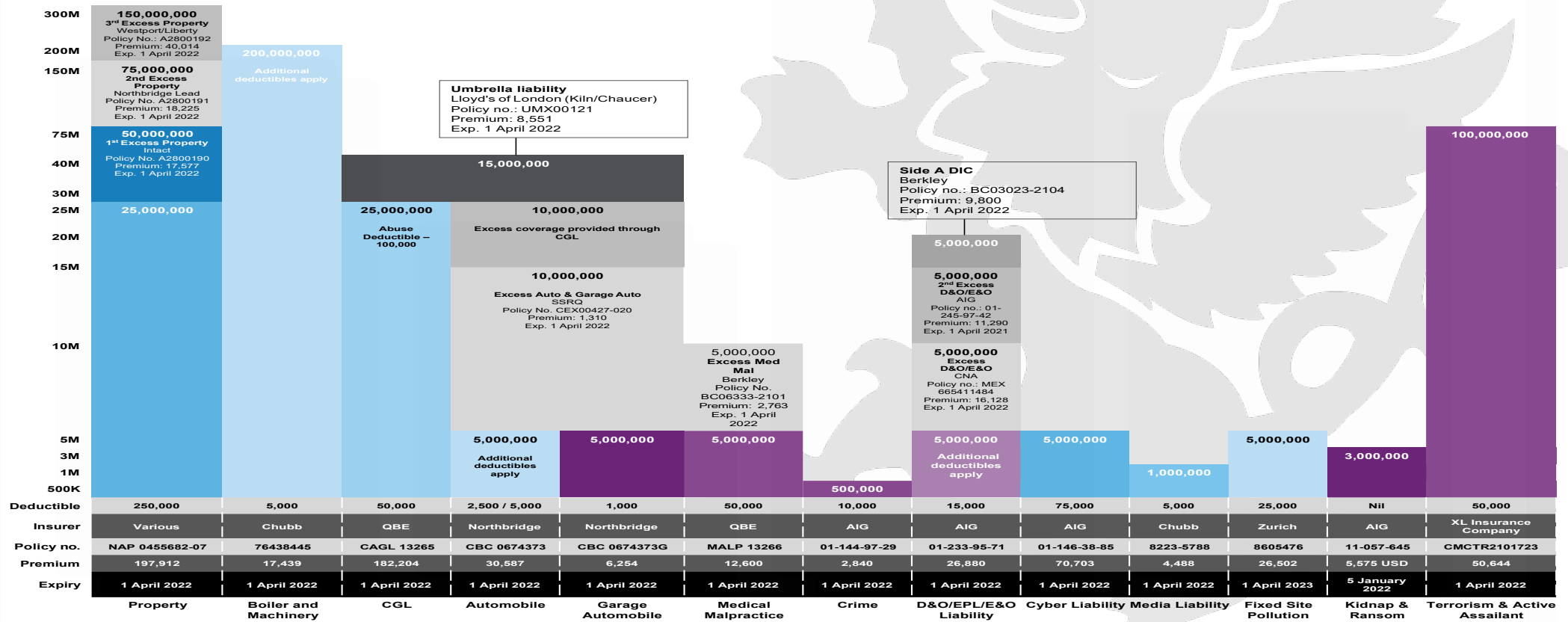
- Be suspicious of unsolicited phone calls, visits, or email messages from individuals asking about employees or other internal information. If an unknown individual claims to be from a legitimate organization, try to verify his or her identity directly with the company.
- Do not provide personal information or information about your organization, including its structure or networks, unless you are certain of a person's authority to have the information.
- Do not reveal personal or financial information in email, and do not respond to email solicitations for this information. This includes following links sent in email.
- Don't send sensitive information over the internet before checking a website's security.
 - Pay attention to the Uniform Resource Locator (URL) of a website. Look for URLs that begin with "https"—an indication that sites are secure—rather than "http."
 - Look for a closed padlock icon—a sign your information will be encrypted.
- If you are unsure whether an email request is legitimate, try to verify it by contacting the company directly. Do not use contact information provided on a website connected to the request; instead, check previous statements for contact information. Information about known phishing attacks is also available online from groups such as the [Anti-Phishing Working Group](#).
- Install and maintain anti-virus software, firewalls, and email filters to reduce some of this traffic.
- Take advantage of any anti-phishing features offered by your email client ,web browser and Email SaaS providers
- Enforce multi-factor authentication (MFA) (under review).

Cybersecurity – Educational Campaign

Common indicators of phishing attempts

- **Suspicious sender's address.** The sender's address may imitate a legitimate business. Cybercriminals often use an email address that closely resembles one from a reputable company by altering or omitting a few characters.
- **Generic greetings and signature.** Both a generic greeting—such as “Dear Valued Customer” or “Sir/Ma’am”—and a lack of contact information in the signature block are strong indicators of a phishing email. A trusted organization will normally address you by name and provide their contact information.
- **Spoofed hyperlinks and websites.** If you hover your cursor over any links in the body of the email, and the links do not match the text that appears when hovering over them, the link may be spoofed. Malicious websites may look identical to a legitimate site, but the URL may use a variation in spelling or a different domain (e.g., .com vs. .net). Additionally, cybercriminals may use a URL shortening service to hide the true destination of the link.
- **Spelling and layout.** Poor grammar and sentence structure, misspellings, and inconsistent formatting are other indicators of a possible phishing attempt. Reputable institutions have dedicated personnel that produce, verify, and proofread customer correspondence.
- **Suspicious attachments.** An unsolicited email requesting a user download and open an attachment is a common delivery mechanism for malware. A cybercriminal may use a false sense of urgency or importance to help persuade a user to download or open an attachment without examining it first.

Cybersecurity – Insurance



Risk Management Monitoring

- Continuously measure and monitor the risk environment and strategies.
- Monitoring through monthly meetings, status update for each risk, through the appropriate Sector Head.
- Fostering a culture of best practices, lessons learned, and expertise acquired.



ST. CLAIR
COLLEGE

Questions?