

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

**MINUTES OF THE**

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

Held on March 26, 2019 at 6:45 p.m., in Board Room #342, Windsor Campus, Windsor, ON

**PRESENT:**

Mr. D. Allen, **Chair**  
Mr. K. Beaudoin; By Teleconference  
Ms. K. Behune Plunkett  
Dr. K. Blanchette  
Ms. K. Clement  
Mr. F. Curtis  
Ms. P. France, **President**  
Ms. N. Jammu-Taylor, **Vice Chair**  
Mr. P. McMahon  
Ms. J. Piccinato  
Mr. R. Renaud  
Mr. E. Sovran  
Ms. M. Wickham  
Ms. T. Wonsch

**REGRETS:**

Ms. T. Bendo  
Ms. M. Corey  
Ms. R. Khosla

**Also Present:**

Ms. K. Adams, Board Secretary  
Mr. E.P. Chant, Editor, SAINT, Student Newspaper  
Mr. J. Fairley, Vice President, College Communications & Community Relations  
Ms. S. Favaro, Executive Director, President's Office, Corporate Secretary & Ministry Compliance  
Mr. J. Freer, Faculty Observer  
Mr. W. Habash, Vice President, Academic  
Mr. B. Jones, Retirees' Association Observer  
Mr. M. Jones, Vice President, Finance & Chief Financial Officer  
Ms. H. Nicholson, President, Student Representative Council  
Mr. R. Seguin, Vice President, International Relations, Training & Campus Development  
Mr. J. Sirianni, Vice President, Human Resources, Safety & Facilities Management

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

Mr. Allen 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 Full Board Minutes of the February 26, 2019 Meeting Held in Windsor, ON**

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

**RESOLVED THAT** the Board of Governors approve the Full Board minutes of the February 26, 2019 meeting.

3.0 **Constituent Reports**

Retirees' Association:

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

- The Retirees' Executive will be having a breakfast meeting with the President, scheduled for April 26, 2019.
- The Retirees Incentive Event will be included with the annual Fall Social; all new members will be invited and event fees for them will be paid by the Association.
- Preparations for the Annual General Meeting are underway with the meeting scheduled for Wednesday, May 1, 2019 at the SportsPlex. By law review and elections for executive positions will be on the agenda.
- Two scholarships will be given to St. Clair College students; one in Chatham and one in Windsor. Selection criteria are currently being reviewed by the committee.
- There are currently 329 retirees registered for 2019 and this number is expected to increase.

### Student Representative Council (SRC):

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

- The SRC are hosting a Sean Kingston concert in the Student Life Centre on Thursday, April 4, 2019, including a meet and greet for twenty students. A competition was also held and five students were selected to be the opening act for the concert. This will be the last big event for the school year.
- The current SRC Board as well as the incoming Board will be having its breakfast meeting with the President and Senior Management team on Tuesday, April 2, 2019. Ms. Nicholson expressed appreciation on behalf of the SRC for these meetings and for the open communication shared with the College.
- April is Sexual Assault Awareness month and an event supporting this issue will be held April 10 and 11, 2019. The event will provide resources to educate students. The SRC also participates in the on campus Sexual Assault Prevention committee and are working on ways to increase awareness.
- Stress Less Fest will be held the week prior to final exams, with exam survival kits, Easter egg painting, free coffee, milk and snacks being provided for students.
- In response to an increased student presence on campus between 4:00 p.m. and 6:00 p.m., the SRC is working on providing more afternoon programming and has purchased two ping pong tables for student use.
- Interviews to fill positions on the 2019-2020 SRC Board are scheduled for Wednesday, March 27, 2019, and decisions will be announced by the week's end.

### Faculty

Mr. Freer reported the following on behalf of Faculty:

- The Entertainment Technology program once again worked with IMPACT Wrestling on March 22 and March 23, 2019, for two nights of live professional wrestling. The two days were filmed and will provide four weeks of television programming, to be broadcast in over 120 countries.
- The Fashion Design and Esthetician programs are collaborating to produce the Spring Atelier Fashion Show on Saturday, April 27, 2019 in the Student Life Centre. The event provides an excellent experiential learning opportunity for the programs.
- The Educational Support Club is donating all fundraising from this academic year to the Windsor-Essex Catholic District School Board that will be used for a bursary for a student to enter the Community Integration Through Cooperative Education (CICE) program at St. Clair College.

The Board Chair thanked all of the constituents for their informative reports.

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

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

Ms. France stated that a copy of the President's Report could be found in the Board portfolios and she reviewed the following highlights:

- On Tuesday, March 19, 2019, Minister Fullerton, Ministry of Training, Colleges and Universities released a summary report of the 2018 Student Voices on Sexual Violence Survey. The report includes important information for post-secondary institutions.

Minister Fullerton also announced immediate actions to protect students and address the serious issue of sexual violence affecting post-secondary students.

St. Clair College has a Sexual Violence Policy and Protocol in place and posted on the College's website. St. Clair College also has a Sexual Violence Prevention Committee that has been formally working on initiatives since 2016. The College is committed and works diligently on campus and with community partners to support those affected by sexual violence and its prevention.

- The College participated in the Annual Hats On For Healthcare campaign on Tuesday, March 5, 2019. Proceeds from the event went to support the Windsor Regional Hospital's Mammogram program.
- The [Strategic Mandate Agreement 2 \(SMA2\) Annual Report for 2017-2018](#) was approved by the Ministry, resulting in the release of the College's operating grant holdback. The final report will be posted to the College's website in compliance with Ministry directive. The SMA2 is included in the Board portfolio and will be attached to the Minutes.
- The Strategic Directions 2019 – 2020 booklets have been printed and will be distributed to staff at upcoming sector meetings. A copy has been included in the Board portfolio.
- The Hyperloop Team made up of St. Clair College and University of Windsor students have advanced to compete in the SpaceX global competition to develop hyperloop technology; high speed transportation that could revolutionize mass transit. The competition will take place in California in June.
- A press conference will be held on Thursday, April 4, 2019 when St. Clair College will be honoured as having the largest number of students enrolled in the Computer Networking Systems programs in North America. Rola Dagher, President of CISCO Canada will be at the press conference as well as several local elected officials and media.

- Two Saints are being inducted into the OCAA Hall of Fame on Wednesday, May 8, 2019 in Toronto; Bill Smith, Women's Softball Coach and Rob Malbasic, Men's Soccer athlete.
- The President also noted that the [media stories](#) have been sent to the Board members electronically, are posted on the portal and are attached to the minutes.

The President's report is attached to the minutes as [Item #4.0](#).

## 5.0 **Consent Agenda**

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

- 5.1 Expand Advanced Learning Horizons for Students.
- 5.2 Enhance Student Life – Campus Life Activities.
- 5.3 Enhance Student Life – Athletic Performance Indicators.
- 5.4 Administrative and Student Service Excellence.
- 5.5 Enhance Student Life – Windsor Campus Residence.
- 5.6 Increase Corporate Training.
- 5.7 Development of Human Resources – Staff Development.
- 5.8 Development of Human Resources – Succession Planning.
- 5.9 Financial Accountability – Budget Tools.

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

## 6.0 **Information Items**

### 6.1 2019-2020 Budget Presentation

The Board Chair called upon Mr. M. Jones for this item. Mr. Jones provided a PowerPoint presentation and highlighted the following:

- Mr. Jones outlined timing for the preparation of the budget, beginning with the distribution of financial reports and budget templates to administrators in December through to February with the review and recommendation of the final budget by the Senior Operations Group, in order to present to the Board for approval at the March Board meeting.

## Financial Plan 2019-2020

### Income Statement:

- The net surplus at February 28, 2019 is \$39.9 million, an increase of \$22 million over the 2018 comparative period. It is anticipated that the surplus at year end will be over \$40 million.

### Ongoing Budget Pressures and Risks

- The following budget pressures and risks have required administration to take a conservative approach to the budget planning process for 2019-2020:
  - Limited information from the Ministry; funding allocations and other policy changes have not been communicated to the colleges.
  - Declining domestic enrolment.
  - Immigration processes.
  - Part-time unionization – the part-time Support Staff collective agreement was ratified and has been accounted for.
  - Private Public Partnerships (PPP).
  - Private career colleges are pushing to be included in Post Graduate Work Permits (PGWP) which could affect International student enrolment and revenue.
  - Academic Tower – awaiting Section 28 approval since February 2018.
  - Capital projects – some have broken ground while others are currently at the RFP process and will be at varying stages through the 2019-2020 fiscal year.
  - Contribution margin management – 40% to overhead remains the target for program sustainability.
  - Enrolment management – program mix and how this influences the weighted funding units as the corridor model takes effect this fiscal year.
  - Aging infrastructure and deferred maintenance will continue to be addressed in this fiscal year.
  - New opportunities to enhance the operation of the St. Clair College Skilled Trades Regional Training Centre.
  - Polytechnic education review.
  - Hiring of required vocational talent.
  - Organizational capacity.

- Organizational change, growth and culture.
- Knowledge transfer and succession planning.

Summary of Revenues and Expenses:

The net surplus forecast for the 2019-2020 budget is \$11.1 million, slightly higher than at the 2018-2019 mid-year budget review.

Revenue:

- Ministry Operating Grants are forecast to decrease by \$5.2 million from the 2018-2019 mid-year budget review, which is primarily due to:
  - The loss of the one-time funding of \$4 million from the Supporting Quality Programs and Student Outcomes grant.
  - The Corridor Funding model will be introduced in the 2019-2020 fiscal year and it is anticipated that this will result in a loss of \$765,000 in enrolment based funding.
  - In a conservative approach to budget planning, the Special Purpose grants of \$1.3 million have been eliminated in anticipation of being cancelled by the Ministry.
  - If the Corridor Funding model is introduced as anticipated, the differentiation funding of \$2.2 million will become performance based funding and is not guaranteed.
- Contract Income is decreased by approximately \$300,000 from the 2018-2019 mid-year review due to the following:
  - Wind-up of the Career Ready program grant.
  - Decrease in program funding for Employment Ontario related grants.
- Total Tuition revenue is projected to increase by \$11.8 million from the mid-year budget review which has been forecast based on the following:
  - Domestic Post-Secondary Tuition with forecasted enrolment of 7,600, Day 10 full-time domestic students, which is consistent with Fall 2018 Day 10 enrolment.
  - The budget for Domestic Post-Secondary Tuition also includes the 10% tuition reduction, directed by the MTCU.
  - International Post-Secondary Tuition with forecasted enrolment of 4,729, Fall 2019 Day 10 full-time International students, an increase of 17.7%.
  - The budget for International Post-Secondary also includes a tuition increase of 15% for year one students and 5% for subsequent years.

- Total Other Income is decreased by \$930,000 from the 2018-2019 mid-year review due to the following:
  - Acumen enrolment decreased by \$1 million as it was capped at the Winter 2017 semester level.
  - In a conservative approach to the budget, the potential decline of the Technology Access Fee by \$1 million as a result of the MTCU Student Choice Initiative, anticipated to be established as a non-essential fee.
- Revenue is forecast to increase \$5.4 million or 3%. Once changes to the ancillary fees have been confirmed within the new framework, there may be some adjustments required at mid-year budget review.

### Expenditures

- Total Salaries and Benefits increased by \$2.4 million from the 2018-2019 mid-year review, due to the following:
  - At January month-end, the total number of College staff was 611. The 2019-2020 budget includes an expense for 22 net new positions; 4 Administrative, 11 Faculty and 7 Support.
  - The budget also includes an allowance for adjustments due to the recent ratification of the part-time Support Staff agreement.
  - Compensation adjustments across all constituent groups.
- Total Non-Salary Expenditures increased by \$200,000 from the 2018-2019 mid-year review, due to the following:
  - Increase of \$1.8 million in amortization expense due to significant capital investments over the recent years.
- Overall, expenditures increased \$4.8 or 2.8%.

### Tuition and Ancillary Fees Framework

- A draft Tuition and Ancillary Fees Framework was released by the MTCU on March 19, 2019.
- The 2019-2020 budget projections have been adjusted to reflect this information.
- The College is reviewing the framework to ensure compliancy and a Student Fee Protocol meeting will be scheduled between College Administration and the Student governing bodies. Once approved, the Student Fee Protocol will be brought forward to the Board, with any necessary modifications to the budget highlighted, for approval.
- There is no change in the status of full and part time students.



- International tuition billing will change to per semester basis from an academic year basis.
- Colleges must comply with the minimum and maximum tuition thresholds, regardless of credential, which will potentially have a negative impact to the Net Present Value (NPV) of new programs.
- Criteria for high demand programs has not changed.
- At the time of billing, students will be given the choice to opt-out, rather than opt-in.
- Student activity fees and bundling of fees are not permitted.

#### Ancillary Operations

The total Ancillary Operations surplus is projected to be \$687,000, which is lower than the prior year surplus and can be attributed to the following:

Increase in expenditures at the St. Clair College Centre for the Arts, largely due to the loss of access to the neighboring hotel space, limiting the ability to host some functions and to the increased wage costs as a result of the part-time Support Staff collective agreement.

#### Balance Sheet

The balance sheet projection continues to be strong and healthy with assets forecast to be \$297.8 million and unrestricted net assets at \$31.6 million.

In preparing the budget projection, it was assumed that the College would receive Section 28 approval for the Academic Tower in April 2019. As such, the underlying asset and debt projections are included.

#### Non-Committed Cash Projection

- Based on the forecasted end of the 2018-2019 fiscal year, the non-committed cash projection of \$11.5 million has increased to approximately \$41.5 million.
- With respect to adjustments for 2019-2020 operating surplus, potential capital outlays and long-term debt, the adjusted projection for non-committed cash is \$31.5 million.

#### Capital

- The budget for capital expenditures for 2019-2020 is \$10.8 million and is distributed as follows:

Academics - \$4.76 million to continue to invest in the learning environment of students.

Facilities and Other - \$5.13 million to support deferred maintenance.

Contingency - \$911,000

#### Financial Sustainability Metrics

- The financial sustainability metrics continue to forecast zero flags for the 2019-2020 fiscal year.
- The metrics continue to exceed the designated benchmarks.

#### Opportunities to Minimize Risks

- Continuous review and development of Destination College initiatives.
- Academic program rationalization and program delivery is flexible for the ability to be responsive.
- Senior Operations Group reviews and approves all part-time contracts, overtime requests and invoices.
- Fundraising will continue for the Academic Tower and Sports Park.
- Knowledge transfer and succession planning to ensure knowledge is not lost as employees change.
- Greater use of technology; currently part-time contracts are all completed manually and the College is working towards systemizing contracts.
- Continue advocacy efforts with the provincial and federal governments.

The Board Chair thanked the President and Mr. Jones for the very informative presentation.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors approve the 2019-2020 Financial Plan Report.

Mr. Jones' PowerPoint presentation is attached as [Item #6.1](#).

## **7.0 Policy/By Law Review**

### **7.1 Policies 2003-3 and 2003-4, 2<sup>nd</sup> Reading**

After a brief discussion, it was,

**RESOLVED THAT** the Board of Governors approve the 2<sup>nd</sup> reading of Policies 2003 – 3 and 2003 - 4, as presented.

7.2 Policy 2003-5, 1<sup>st</sup> Reading

After a brief discussion, it was,

**RESOLVED THAT** the Board of  
Governors approve the 1<sup>st</sup> reading  
of Policy 2003 - 5,  
as presented.

**8.0 Date of the Next Meeting**

8.1 The next meeting is scheduled for Tuesday, April 23, 2019 at the  
Chatham Campus.

The Full Board meeting adjourned at 7:12 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**

**472<sup>nd</sup> FULL BOARD MEETING**

**of the**

**BOARD OF GOVERNORS**

**NOTICE OF MEETING**

**DATE:** Tuesday, March 26, 2019

**TIME:** 6:30 p.m. – Meeting

**PLACE:** President’s Board Room #342, Windsor Campus

**\*\* NOTE:** Dinner for Constituent Representatives will be served at 5:45 p.m. in the Staff Lounge, prior to the meeting.

**AGENDA**

- 1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST.
- 2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON TUESDAY, FEBRUARY 26, 2019 IN WINDSOR, ON.
- 3.0 CONSTITUENT REPORTS
- 4.0 PRESIDENT’S REPORT  
(Policy – Executive Limitations Communication & Counsel #2003-21)

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

## 5.0 CONSENT AGENDA

### 5.1 Expand Advanced Learning Horizons for Students

**Information Item** – Administration has provided a report on Strategic Direction #1 – Academic – Two degree offerings approved by the Ministry by 2019, attached as Item #5.1.

### 5.2 Enhance Student Life – Campus Life Activities

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

### 5.3 Enhance Student Life – Athletic Performance Indicators (API's)

**Information Item** – Administration has provided a report on Strategic Direction #2 – Students (Success, Grad Rate, Entrepreneurial, International) – Formalize and publish API's that align with academic/corporate priorities, attached as Item #5.3.

### 5.4 Administrative and Student Service Excellence

**Information Item** – Administration has provided a report on Strategic Direction #2 – Students (Success, Grad Rate, Entrepreneurial, International) – Development and communication of standards for administrative and student services, attached as Item #5.4.

### 5.5 Enhance Student Life – Windsor Campus Residence

**Information Item** – Administration has provided a report on Strategic Direction #2 – Students (Success, Grad Rate, Entrepreneurial, International) – Building of student residence at Windsor Campus commenced, attached as Item #5.5.

### 5.6 Increase Corporate Training

**Information Item** – Administration has provided a report on Strategic Direction #3 – Communities (Leadership, Communication & Partnership) – Increase revenue by three percent and add five new Corporate Training clients, attached as Item #5.6.

5.7 Development of Human Resources – Staff Development

**Information Item** – Administration has provided a report on Strategic Direction #4 – Human Resources – Continuation of staff orientation (part-time/full-time academic and non-academic) and one percent of budget allocated for staff development, attached as Item #5.7.

5.8 Development of Human Resources – Succession Planning

**Information Item** – Administration has provided a report on Strategic Direction #4 – Human Resources – Development of annual College staffing plans, attached as Item #5.8.

5.9 Financial Accountability – Budget Tools

**Information Item** – Administration has provided a report on Strategic Direction #6 – Financial (Health & Viability) – Implementation of enhanced budgeting tools, attached as Item #5.9.

6.0 APPROVAL ITEMS

6.1 2019/2020 Budget Presentation

(Executive Limitations – Board Policy, #2003-18, Budget Development)

**Approval Item** – Administration will present the 2019/2020 Budget to the Board for approval, attached as Item #6 .1.

7.0 POLICY/BY LAW REVIEW

7.1 Policies 2003-3 and 2003-4, 2<sup>nd</sup> Reading

**Approval Item** – The Board will review Policies 2003-3 and 2003-4 for approval, attached as Item #7.1.

7.2 Policy 2003-5, 1<sup>st</sup> Reading

**Approval Item** – The Board will review Policy 2003-5 for approval, attached as Item #7.2.

8.0 DATE OF THE NEXT MEETING

8.1 The next meeting is scheduled for Tuesday, April 23, 2019 at Chatham Campus.



**TO: BOARD OF GOVERNORS**  
**FROM: PATRICIA FRANCE, PRESIDENT**  
**DATE: MARCH 26, 2019**  
**RE: INCREASING DEGREE OFFERINGS**  
**SECTOR: WASEEM HABASH, VICE PRESIDENT, ACADEMIC**

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**AIM:**

To provide the Board of Governors with an update on the Strategic Directions (2018 – 2019). This update pertains to Strategic Direction #1 – Academic – Expand Advanced Learning Horizons for Students. Specific details include the following:

<b>Goal</b>	<b>Objective</b>	<b>Measure</b>	<b>Deadline</b>
Expand Advanced Learning Horizons for Students.	Increase degree offerings by 2020.	Two degree offerings approved by the Ministry by 2019.	March 2019.

**BACKGROUND:**

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

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

**PROGRAM APPROVAL:**

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

Based on a multitude of factors, College Administration decided to stagger the launch of both degrees and to launch the Honours Bachelor of Applied Arts in Social Justice and Legal Studies degree in Fall 2019.

The Honours Bachelor of Business Administration (Information Communication Technology) degree is set to launch in Fall 2020.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #1 as it pertains to “Academic – Expand Advanced Learning Horizons for Students”, as it relates to increasing degree offerings by 2020.





**TO: THE BOARD OF GOVERNORS**

**FROM: PATTI FRANCE, PRESIDENT**

**DATE: MARCH 26, 2019**

**RE: STRATEGIC DIRECTIONS UPDATE – STUDENTS (SUCCESS, GRAD RATE, ENTREPRENEURIAL, INTERNATIONAL)**

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

**AIM:**

To provide the Board of Governors with a monitoring report on the Strategic Directions (2016-19). This update is related to Strategic Direction #2 – Students (Success, Grad Rate, Entrepreneurial and International) regarding the documentation of an inventory of current student engagement events. Specific details include the following:

<b>Goal</b>	<b>Objective</b>	<b>Measure</b>	<b>Deadline</b>
Enhance Student Life	Document an inventory of current events and expand outreach by adding new initiatives for student engagement.	Increase “Campus Life” activities by 3 events per year.	March 2019.

**BACKGROUND:**

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

To support this Strategic Direction, a more formal approach has been undertaken to develop an inventory of events. This inventory serves as a baseline and will be expanded by adding 3 new events per year in collaboration with the Student Representative Council (SRC), Student Athletic Association (SAA) and Thames Students Incorporated (TSI).

The attached chart shows annualized events and the expanded inventory of 3 additional events in 2018-19.

## “Campus Life” Activities

Event	2015-16	2016-17	2017-18
1	Student Paint Party	Student Paint Party	Student Paint Party
2	Halloween Pub	Halloween Pub	Halloween Pub
3	Children’s Christmas Party	Children’s Christmas Party	Children’s Christmas Party
4	Blood Donor/Swab Event/Mental Health Campaign	Blood Donor/Swab Event/Mental Health Campaign	Blood Donor/Swab Event/Mental Health Campaign
5	Cedar Point Trip	Cedar Point Trip	Cedar Point Trip
6	Residence Pancake Breakfast	Residence Pancake Breakfast	Residence Pancake Breakfast
7	Annual Polar Plunge Windsor Police	Annual Polar Plunge Windsor Police	Annual Polar Plunge Windsor Police
8	Destress Week	Destress Week	Destress Week
9	Foodbank Trick or East Fundraiser	Foodbank Trick or East Fundraiser	Foodbank Trick or East Fundraiser
10	All Saints Day Woodland Hills Golf Course	All Saints Day Woodland Hills Golf Course	All Saints Day Woodland Hills Golf Course
11	–	Therapy Dogs Event	Therapy Dogs Event
12	–	Professional Sports Day – Detroit Tigers, Pistons, Lions	Professional Sports Day – Detroit Tigers, Pistons, Lions
13	–	Suicide Prevention Awareness Week	Suicide Prevention Awareness Week
14	–	–	Saints Gaming Live Windsor SportsPlex
15	–	–	Family Fun Day Alumni & Friends, Chatham
16	–	–	Polar Plunge Chatham HealthPlex

**RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive this update on Strategic Direction #2 as it relates to the enhancement of Student Life by increasing campus life activities by 3 events per year.



# ST. CLAIR

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COLLEGE

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: MARCH 26, 2019**

**RE: STRATEGIC DIRECTIONS UPDATE – FORMALIZE AND PUBLISH ATHLETIC PERFORMANCE INDICATORS (API'S) THAT ALIGN WITH ACADEMIC/CORPORATE PRIORITIES**

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

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**AIM:**

To provide the Board with an update on the Strategic Directions (2018 – 2019). This update pertains to Strategic Direction # 2 – Enhance “Student Life” regarding the commitment to formalize and publish Athletic Performance Indicators (API's) that align with academic/corporate priorities. Specific details include the following:

<b>Goal</b>	<b>Objective</b>	<b>Measure</b>	<b>Deadline</b>
Enhance Student Life.	Formalize and publish Athletic Performance Indicators (API's) that align with academic/corporate priorities.	<ol style="list-style-type: none"><li>1. Collective Varsity GPA.</li><li>2. Scholarship Achievement rate.</li><li>3. Departmental Win/Loss Record.</li><li>4. Provincial/National recognition indicator.</li><li>5. Increased athletic department revenue.</li></ol>	March 2019.

**BACKGROUND:**

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

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

Performance Indicator	Result 2018-19
1. Varsity Grade Point Average	2.81
2. Scholarship Achievement Rate	80.4%
3. Departmental Win/Loss Record	109 – 73 – 8
4. Provincial/National Recognition	P55 N20
5. Revenue	\$2,436,949

In summary, the API results indicate that:

- Our 190 varsity athletes had a collective grade point average of 2.81.
- 80.4 per cent of our varsity athletes passed every course they took and maintained a minimum grade point average of 2.0, achieving the requirement to receive a \$1,250 athletic scholarship per sport semester.
- In athletic competition, the Saints achieved 109 wins, 73 losses and 8 ties – a very high winning percentage.
- In 2018-19 (year to date), Saints teams were ranked provincially (55 times) and nationally (20 times), for a total of 75 recognized rankings.
- The various departments/programs comprising Saints Athletics brought in revenue totaling \$2,436,949.

**RECOMMENDATION:**

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



# ST. CLAIR

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COLLEGE

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: MARCH 26, 2019**

**RE: STRATEGIC DIRECTIONS UPDATE – STUDENTS (SUCCESS, GRAD RATE, ENTREPRENEURIAL, INTERNATIONAL) ADMINISTRATIVE AND STUDENT SERVICE EXCELLENCE**

**SECTOR:**

- **INTERNATIONAL RELATIONS, CAMPUS DEVELOPMENT & STUDENT SERVICES - RON SEGUIN, VICE PRESIDENT**
- **COLLEGE COMMUNICATIONS & COMMUNITY RELATIONS - JOHN FAIRLEY, VICE PRESIDENT**
- **FINANCE – MARC JONES, VICE PRESIDENT & CHIEF FINANCIAL OFFICER**
- **HUMAN RESOURCES, SAFETY & FACILITIES MANAGEMENT – JOE SIRANNI, VICE PRESIDENT**

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**AIM:**

To provide the Board with an update on the Strategic Directions (2018 – 2019). This update pertains to Strategic Direction #2 – Students (Success, Grad Rate, Entrepreneurial, International) regarding the commitment to the development of individual standards for administrative and student services. Specific details include the following:

<b>Goal</b>	<b>Objective</b>	<b>Measure</b>	<b>Deadline</b>
Administrative and student service excellence.	Development of individual standards for administrative and student services.	Development and communication of standards.	March 2019.

**BACKGROUND:**

Further to a number of consultative sessions with staff within relevant College departments at all campuses, a collaborative approach has been undertaken resulting in standards for administrative and student services in order to achieve service excellence results. A College-wide Service

Charter was adopted in October 2016. The Service Charter sets out what you can expect across the full range of services we provide at St. Clair College, our accountabilities, our monitoring against our service commitments and publishing our results annually (KPI Service results). The Service Charter sets out the ability to comment on the service standards and/or provide any suggestions about how we can improve our service in any area.

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

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

Service Standards Goals include:

1. We are here when you need us:
  - a. Convenient hours of service;
  - b. Relevant and reliable information is available on our website: [stclaircollege.ca](http://stclaircollege.ca)
2. If we don't know, we will find out.
3. Flexible, seamless service available across the channels – in person, web, or phone.
4. We value your time:
  - a. We endeavour to return all messages within one working day.
  - b. We endeavour to not keep you waiting longer than 10 minutes for scheduled appointments.

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

**1. EXPANDED CAREER SERVICES:**

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

**2. ONE-STOP SHOP**

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

**RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive this update on Strategic Direction #2 as it pertains to establishing administrative and service excellence.



# ST. CLAIR

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COLLEGE

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: MARCH 26, 2019**

**RE: STRATEGIC DIRECTIONS UPDATE – STUDENTS (SUCCESS, GRAD RATE, ENTREPRENEURIAL, INTERNATIONAL) – ENHANCE STUDENT LIFE**

**SECTOR:**

- **INTERNATIONAL RELATIONS, CAMPUS DEVELOPMENT AND STUDENT SERVICES - RON SEGUIN, VICE PRESIDENT**
- **HUMAN RESOURCES, SAFETY AND FACILITIES MANAGEMENT – JOE SIRIANNI, VICE PRESIDENT**

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**AIM:**

To provide the Board of Governors with an update on the Strategic Directions (2018 – 2019). This update is related to Strategic Direction #2 – Students (Success, Grad Rate, Entrepreneurial and International) regarding the building of additional residence capacity at the Windsor campus. Specific details include the following:

<b>Goal</b>	<b>Objective</b>	<b>Measure</b>	<b>Deadline</b>
Enhance Student Life.	Build additional residence capacity at Windsor campus.	Building of student residence has commenced.	March 2019.

**BACKGROUND:**

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

GEM Corporation is in the final stages of completing its financing package with Windsor Family Credit Union – anticipated to be concluded by March 31, 2019.



Ongoing construction/design meetings with St. Clair College, GEM and Z-Modular have started in order to allow the College the opportunity to supervise and provide input into the facility details to ensure College standards are met.

**RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive this update on Strategic Direction #2 – Students (Success, Grad Rate, Entrepreneurial and International) as it pertains to the building of additional residence capacity at the Windsor campus.



# ST. CLAIR

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C O L L E G E

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: MARCH 26, 2019**

**RE: STRATEGIC DIRECTIONS UPDATE – COMMUNITIES (LEADERSHIP, COMMUNICATION & PARTNERSHIP) - INCREASE CORPORATE TRAINING**

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

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**AIM:**

To provide the Board with an update on the Strategic Directions (2018 – 2019). This update pertains to Strategic Direction #3 – Communities (Leadership, Communication & Partnership) regarding the commitment to increase Corporate Training in an effort to enhance our reputation as a training centre for the workforce of our community. Specific details include the following:

<b>Goal</b>	<b>Objective</b>	<b>Measure</b>	<b>Deadline</b>
Increase Corporate Training.	Enhance our reputation as a training centre for the workforce of our community.	1. Increase revenue by 3%. 2. Add five new Corporate Training clients.	March 2019.

**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. Our consultants and trainers have extensive sector-related experience and capabilities. Our professional training consultants work closely with St. Clair College's clients to ensure that their needs are met and that they are satisfied with the results. The College's Corporate and Professional Training division has a proven track record, over 20 years of client satisfaction, and is dedicated to customer service excellence.

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

Year	Revenue	Increase
2015-2016	\$625,489	Base Year
2016-2017	\$840,458	34% Increase from Base Year
2017-2018	\$950,260	52% Increase from Base Year
2018-2019	\$887,178	42% Increase from Base Year

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

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

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

New Client	Location	Nature of Training
Dajcor Aluminum Ltd.	Chatham, ON	Aptitude Testing
DuroByte Inc.	Windsor, ON	Fanuc Robotics Training
Gentherm	Northville, MI	Project Management
NISSAN Technical Centre of North America	Farmington Hills, MI	Intro to Injection Molding and Intro to Stamping and Dies
Viking Pump of Canada, Inc.	Windsor, ON	Manufacturing Leadership and Project Management

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

### **RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive this update on Strategic Direction #3 as it pertains to increasing Corporate Training in an effort to enhance our reputation as a training centre for the workforce of our community.



# ST. CLAIR

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COLLEGE

**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: MARCH 26, 2019**

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

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

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**AIM:**

To provide the Board with an update on the Strategic Directions (2018 – 2019). This update pertains to Strategic Direction #4 – Human Resources (Efficiency and Effectiveness) regarding staff development. Specific details include the following:

<b>Goal</b>	<b>Objective</b>	<b>Measure</b>	<b>Deadline</b>
Development of our Human Resources.	Staff Development with a focus on academic quality and student success.	1. Continuation of staff orientation (part time/full time academic and non-academic).	March 2019.
		2. 1% of Full-time payroll allocated for staff development.	March 2019.

**BACKGROUND:**

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

Existing staff are eligible to annually participate in professional development to achieve personal growth and development. Such training has taken the form of participation in

individual workshops, seminars, College initiated training and courses to pursue their personal educational advancements. To date, staff have utilized over 72% of the budget allocated towards continual staff development. The Professional Development budget for 2018-2019 is \$555,000.

**RECOMMENDATION:**

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



**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: MARCH 26, 2019**

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

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

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**AIM:**

To provide the Board with an update on the Strategic Directions (2016 – 2019). This update pertains to Strategic Direction #4 – Human Resources (Efficiency and Effectiveness) regarding staff succession planning. Specific details include the following:

<b>Goal</b>	<b>Objective</b>	<b>Measure</b>	<b>Deadline</b>
Development of our Human Resources.	Succession planning.	Development of annual College staffing plans.	March 2019.

**BACKGROUND:**

To support Strategic Direction #4, Administration has developed a Talent Management Strategy (TMS). Through the TMS, the College will attract, identify, develop, engage, and retain high potential employees. To achieve this strategy, St. Clair College has developed a Talent Management Policy and procedure with a focus on succession planning.

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

In September 2018, the College engaged Sigma Assessment Systems Inc. to guide the College through a succession planning process. The Senior Operations Group was lead through a six-stage process of identifying and developing internal talent to replenish exiting talent.

These stages involved:

1. Identify critical leadership roles.
2. Build leader success profiles.
3. Nominate high potential talent.
4. Assess development needs.
5. Develop talent.
6. Measure progress.

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

**RECOMMENDATION:**

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



**TO: THE BOARD OF GOVERNORS**  
**FROM: PATRICIA FRANCE, PRESIDENT**  
**DATE: MARCH 26, 2019**  
**RE: BUDGET TOOLS**  
**SECTOR: FINANCE**  
**MARC JONES, VICE PRESIDENT & CHIEF FINANCIAL OFFICER**

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**AIM:**

To provide the Board with an update on the Strategic Directions (2018-2019). This update pertains to Strategic Direction #6 – Financial (Financial Accountability: Budget Tools).

<b>Goal</b>	<b>Objective</b>	<b>Measure</b>	<b>Deadline</b>
Financial Accountability	Tools for budget holders to build budgets & include “what if” scenario’s.	Implementation of enhanced budgeting tools.	March 2019

**BACKGROUND:**

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

In order to enable the Finance department and budget holders to support the business actively in decision making, a system is required that facilitates budgeting and forecasting. As agility is important to meet changing circumstances and the need for information, this system should meet the following needs:



- Quickly and easily modify drivers, revenue, expenses, and payroll assumptions.
- Easily update or create new versions of a plan based on “what-if” scenarios.
- Apply increases/decreases to a single assumption or a number of functions.
- Generate a set of corporate reports (i.e. income statement, balance sheet, and cash flow) and any management financial reporting requirement (i.e. contribution margin), so as to enhance the flexibility, timeliness and relevance of reporting.
- Easy for users to handle (i.e. automate input vs Excel spreadsheets) so it can be integrated in their daily work.
- Flexible to integrate and deal with both financial and non-financial data from PeopleSoft and any other source systems (i.e. Academic Interface).
- Lessen the dependence on IT to fulfill additional requirements.

Given the high demand and prioritization of capital funds, as well as the potential for future fiscal challenges, it is unlikely that funds will be available to invest in such a dynamic and sophisticated system in the near future. However, improvements continue to be made to our current processes to realize efficiencies and quality reporting for decision making. These include:

- Implementation of a budget reporting module.
- Implementation of a module to forecast full-time staff salaries.
- Template to forecast part-time teaching costs by academic program.
- Enhancements to the Academic Interface for program costing, part-time contract generation, and program revenue allocation. The program revenue allocation will be based on projected enrolment numbers, program products and program tuition, which will provide a revenue estimate. This estimate will be cross referenced to the requested budget for verification of program needs.
- Development of a policy and procedure to address program sustainability.
- Ad-hoc financial reports provided to SOG and budget holders.

Administration will continue these efforts in order to ensure the College’s financial accountability.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive this update pertaining to Strategic Direction #6 – Financial (Financial Accountability: Budget Tools) for information.



# ST. CLAIR

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C O L L E G E

**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: MARCH 26, 2019**

**RE: 2019-2020 FINANCIAL PLAN REPORT**

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

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**AIM:**

To obtain Board approval for the 2019-2020 Financial Plan Report.

**BACKGROUND:**

The proposed 2019-2020 Financial Plan Report incorporates the following financial information:

1. Budget Income Statement
2. Balance Sheet
3. Non-Committed Cash Projection
4. Financial Sustainability Metrics

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors approve the 2019-2020 Financial Plan Report.

## **BUDGET INCOME STATEMENT**

### **EXECUTIVE SUMMARY (Schedule I)**

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

The Mid-Year Review 2018-19 budget approved by the Board on December 4, 2018 provided for a surplus position of \$10,553,000. The Budget Income Statement 2019-20 is projecting a surplus of \$11,133,000, representing an increase of \$580,000 over the Mid-Year Review 2018-19 budget.

The projection for total operating and ancillary revenue for 2019-20 is \$188,199,000, representing an increase of \$5,416,000 or 3.0% over the Mid-Year Review 2018-19 budget of \$182,783,000.

The projection for total operating and ancillary expenditures for 2019-20 is \$177,066,000 representing an increase of \$4,836,000 or 2.8% over the Mid-Year Review 2018-19 budget of \$172,230,000.

### **CHANGES TO REVENUE (Schedule II)**

The following highlights the major changes in revenue compared to the Mid-Year Review 2018-19 budget:

- Total MTCU Operating Grants decreased by \$5,228,000 or 11.2% of the Mid-Year Review 2018-19 budget primarily due to the following:
  - The Corridor Funding model begins in 2019-20. As a result, the College's anticipated weighted funding unit midpoint is likely to result in a loss of \$765,000 in enrolment based funding.
  - Decrease in one-time funding of \$4,000,000 from the Supporting Quality Programs and Student Outcomes grant.
  - Planning for a potential elimination of Special Purpose grants totaling \$1,300,000.

- Total Contract Income decreased by \$299,000 or 2.2% of the Mid-Year Review 2018-19 budget due to the following.
  - Decrease in program funding for Employment Ontario related grants.
  - Wind-up of the Career Ready program.
  - Potential increase in Pre-Apprenticeship program funding.
  
- Total Tuition revenue increased by \$11,832,000 or 13.7% of the Mid-Year Review 2018-19 budget due to the following:
  - Decrease in domestic post-secondary tuition revenue of \$2,200,000 or 8.3%, based on an enrolment projection of 7,600 domestic students. This is consistent with the Day 10 Fall 2018 enrolment of 7,615, and includes the MTCU mandated 10% tuition reduction.
  - Increase in international tuition revenue of \$14,141,000 or 24.5% based on an enrolment projection of 4,729 international students. This is a planned increase of 17.7% or 711 students from the Day 10 Fall 2018 enrolment of 4,018, and includes an average tuition fee increase of 3%.
  
- Total “Other” income decreased by \$930,000 or 3.6% of the Mid-Year Review 2018-19 budget due to the following:
  - Decrease in Acumen revenue of \$1,000,000 due to enrolment for the entire fiscal year being at Winter 2017 semester levels.
  - Potential decline of the Technology Access Fee by \$1,000,000 due to the indication that the MTCU Student Choice Initiative will likely establish this fee as non-essential.
  - Increase in Divisional Income of \$1,179,000 primarily due to higher international health insurance plan fees resulting from increased international student enrolment.

### **CHANGES TO EXPENDITURES (Schedule III)**

The following highlights the major changes in expenditures compared to the Mid-Year Review 2018-19 budget:

- Total Salaries & Benefits increased by \$2,453,000 or 2.6% of the Mid-Year Review 2018-19 budget due to the following:
  - Increase in Administrative Full-Time salaries: \$649,000
  - Increase in Faculty Full-Time salaries: \$1,227,000
  - Decrease in Faculty Part-Time salaries: \$1,155,000
  - Increase in Support Full-Time salaries: \$500,000
  - Increase in Support Part-Time salaries: \$1,100,000
  - Increase in Fringe Benefits of \$401,000 due to the above salary increases and rising benefit costs.
- Total Non-Salary Expenditures increased by \$200,000 or 0.3% of the Mid-Year Review 2018-19 budget is primarily due to the following:
  - Increase in Advertising: \$508,000
  - Decrease in Contracted Services Other: \$1,297,000
  - Increase in Insurance: \$1,096,000
  - Decrease in Other Expense: \$561,000

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

The total Ancillary Operations surplus is \$445,000 lower from the Mid-Year Review 2018-19 budget due to the following:

- Increase in expenditures at the St. Clair College Centre for the Arts, Parking Operations, and Chatham Residence.

## **KEY ASSUMPTIONS FOR TWO YEAR FORECAST**

Similar to the 2018-19 Financial Plan Report, Administration has included a two-year forecast for its 2019-20 budget. The two year forecast is included in the Statement of Operations, Schedules I to IV. The following are the key assumptions used to create the two year forecast:

- Revenues:
  - MTCU Operating Grants remain consistent due to the Corridor Funding model and the assumption that the College will achieve its performance funding targets.
  - Contract Income remains consistent, with the potential removal of the Second Career grant.
  - Total Tuition changes as follows:
    - Domestic tuition remains static in 2020-21 due to enrolment forecasted to be consistent with 7,600, and the MTCU mandated tuition freeze for 2020-21.
    - Increasing international tuition to reflect average annual tuition increase of 3%.
  - Other Income remains consistent.
- Expenditures:
  - Total Salaries and Benefits increase due to compensation adjustments, collective bargaining agreement settlements, and rising benefit costs.
  - Non-Salary expenditures increase due to inflation, and agent commissions to support international recruitment.

## SCHEDULE I

St. Clair College of Applied Arts and Technology Summary: 2019-20 (\$ in 000's)					
	<i>A</i> <i>MYR</i> <i>Income</i> <i>Statement</i> <i>2018-19</i> \$	<i>B</i> <i>Budget</i> <i>Income</i> <i>Statement</i> <i>2019-20</i> \$	<i>B - A</i> <i>Variance</i> \$	<i>Forecast</i>	
				<i>Income</i> <i>Statement</i> <i>2020-21</i> \$	<i>Income</i> <i>Statement</i> <i>2021-22</i> \$
<b><u>REVENUE</u></b>					
MTCU Operating Grants	46,600	41,372	(5,228)	41,372	41,372
Contract Income	13,446	13,147	(299)	12,684	12,641
Tuition	86,585	98,417	11,832	100,458	103,298
Other	25,854	24,924	(930)	24,924	24,924
Total Operating Revenue	<b>172,485</b>	<b>177,860</b>	5,375	179,438	182,235
Total Ancillary Revenue	<b>10,298</b>	<b>10,339</b>	41	10,657	10,747
<b>TOTAL: REVENUE</b>	<b>182,783</b>	<b>188,199</b>	5,416	190,095	192,982
<b><u>EXPENDITURES</u></b>					
Salaries & Benefits	93,714	96,167	2,453	97,473	99,091
Non-Salary Expenditures	69,350	71,247	1,897	72,240	73,352
Total Operating Expenditures	<b>163,064</b>	<b>167,414</b>	4,350	169,713	172,443
Total Ancillary Expenditures	<b>9,166</b>	<b>9,652</b>	486	9,946	10,041
<b>TOTAL EXPENDITURES</b>	<b>172,230</b>	<b>177,066</b>	4,836	179,659	182,484
<b>SURPLUS / (DEFICIT)</b>	<b>10,553</b>	<b>11,133</b>	580	10,436	10,498

## SCHEDULE II

### St. Clair College of Applied Arts and Technology

Revenue: 2019-20

(\$ in 000's)

	<b>A</b> <b>MYR</b> <b>Income</b> <b>Statement</b> <b>2018-19</b> <b>\$</b>	<b>B</b> <b>Budget</b> <b>Income</b> <b>Statement</b> <b>2019-20</b> <b>\$</b>	<b>B - A</b> <b>Variance</b> <b>\$</b>		<b>Forecast</b>	
					<b>Income</b> <b>Statement</b> <b>2020-21</b> <b>\$</b>	<b>Income</b> <b>Statement</b> <b>2021-22</b> <b>\$</b>
<b>REVENUE</b>						
Enrollment Based Envelope: see note 1	43,537	42,772	(765)		42,772	42,772
Differentiation Envelope: see note 2	2,216	2,216	-		2,216	2,216
Other MTCU Grants and Recoveries: see note 3	847	(3,616)	(4,463)		(3,616)	(3,616)
<b>Total MTCU Operating Grants</b>	<b>46,600</b>	<b>41,372</b>	<b>(5,228)</b>	<b>-11.2%</b>	41,372	41,372
Apprenticeship	3,374	4,327	953		4,284	4,241
Canada Ontario Jobs Grant	662	662	-		662	662
Employment Ontario	3,560	3,087	(473)		3,087	3,087
Youth Job Connection	1,447	1,344	(103)		1,344	1,344
Literacy & Basic Skills	1,401	1,344	(57)		1,344	1,344
School College Work Initiative	1,956	1,760	(196)		1,760	1,760
Second Career	540	420	(120)		-	-
Other: see note 4	506	203	(303)		203	203
<b>Total Contract Income</b>	<b>13,446</b>	<b>13,147</b>	<b>(299)</b>	<b>-2.2%</b>	12,684	12,641
Post Secondary	26,500	24,300	(2,200)		24,300	25,029
International	57,609	71,750	14,141		73,903	76,120
Continuing Education	2,336	2,227	(109)		2,116	2,010
Tuition Short	140	140	-		140	140
<b>Total Tuition</b>	<b>86,585</b>	<b>98,417</b>	11,832	<b>13.7%</b>	100,458	103,298
Investment Income	1,800	1,800	-		1,800	1,800
Contract Training	528	450	(78)		450	450
International Projects	2,216	2,300	84		2,300	2,300
Acumen	7,000	6,000	(1,000)		6,000	6,000
Other: see note 5	967	646	(321)		646	646
Technology Access Fee	1,000	-	(1,000)		-	-
Divisional Income	7,234	8,413	1,179		8,413	8,413
Amortization DCC	5,109	5,315	206		5,315	5,315
<b>Total Other</b>	<b>25,854</b>	<b>24,924</b>	<b>(930)</b>	<b>-3.6%</b>	24,924	24,924
<b>Total Revenue Before Ancillary</b>	<b>172,485</b>	<b>177,860</b>	5,375	<b>3.1%</b>	179,438	182,235
<b>Ancillary Revenue</b>	<b>10,298</b>	<b>10,339</b>	41	<b>0.4%</b>	10,657	10,747
<b>TOTAL REVENUE</b>	<b>182,783</b>	<b>188,199</b>	5,416	<b>3.0%</b>	190,095	192,982



### SCHEDULE III

St. Clair College of Applied Arts and Technology Expenditures: 2019-20 (\$ in 000's)						
EXPENDITURES	A MYR Income Statement 2018-19 \$	B Budget Income Statement 2019-20 \$	B - A Variance \$		Forecast	
					Income Statement 2020-21 \$	Income Statement 2021-22 \$
Salaries: Administrative Full Time	6,340	6,989	649		7,325	7,661
Salaries: Administrative Part Time	1,467	1,198	(269)		1,210	1,222
Salaries: Faculty Full Time	31,117	32,344	1,227		32,667	32,994
Salaries: Faculty Part Time	17,229	16,074	(1,155)		16,235	16,397
Salaries: Support Full Time	15,375	15,875	500		15,968	16,061
Salaries: Support Part Time	5,165	6,265	1,100		6,328	6,391
Fringe Benefits	17,021	17,422	401		17,740	18,365
<b>Total Salaries &amp; Benefits</b>	<b>93,714</b>	<b>96,167</b>	<b>2,453</b>	<b>2.6%</b>	<b>97,473</b>	<b>99,091</b>
Advertising & Promotion	2,390	2,898	508		2,912	2,927
Contracted Cleaning Service	2,772	2,870	98		2,927	2,986
Contracted Educational Services	1,609	1,448	(161)		1,477	1,506
Contracted Services Other	16,877	15,580	(1,297)		16,047	16,529
Equipment Maintenance & Repairs	2,926	3,037	111		3,098	3,160
Equipment Rentals	2,618	2,695	77		2,749	2,804
Instructional Supplies	4,904	5,080	176		5,131	5,182
Insurance	3,434	4,530	1,096		4,575	4,621
Janitorial & Maintenance Supplies	686	500	(186)		510	520
Memberships & Dues	599	571	(28)		582	594
Municipal Taxes	664	710	46		717	724
Office Supplies	777	719	(58)		733	748
Premise Rental	1,482	1,836	354		1,755	1,764
Professional Development	555	596	41		599	607
Security Services	1,815	1,965	150		2,004	2,044
Stipends & Allowances	2,108	2,369	261		2,369	2,369
Student Assistance 30% Tuition	1,882	1,932	50		1,893	1,855
Travel	1,299	1,217	(82)		1,241	1,266
Utilities	5,245	4,850	(395)		4,947	5,046
Other: see note 6	6,008	5,447	(561)		5,474	5,502
Sub-total	<b>60,650</b>	<b>60,850</b>	<b>200</b>	<b>0.3%</b>	<b>61,743</b>	<b>62,755</b>
Amortization	<b>8,700</b>	<b>10,397</b>	<b>1,697</b>		<b>10,497</b>	<b>10,597</b>
<b>Total Non-Salary Expenditures</b>	<b>69,350</b>	<b>71,247</b>	<b>1,897</b>	<b>2.7%</b>	<b>72,240</b>	<b>73,352</b>
<b>Total Operating Expenditures</b>	<b>163,064</b>	<b>167,414</b>	<b>4,350</b>	<b>2.7%</b>	<b>169,713</b>	<b>172,443</b>
<b>Ancillary Expenditures</b>	<b>9,166</b>	<b>9,652</b>	<b>486</b>	<b>5.3%</b>	<b>9,946</b>	<b>10,041</b>
<b>TOTAL EXPENDITURES</b>	<b>172,230</b>	<b>177,066</b>	<b>4,836</b>	<b>2.8%</b>	<b>179,659</b>	<b>182,484</b>

**SCHEDULE IV A**

<b>St. Clair College of Applied Arts and Technology</b> <b>Ancillary Operations: 2019-20</b> <b>(\$ in 000's)</b>						
	<i>A</i>	<i>B</i>	<i>B - A</i>		<i>Forecast</i>	
	<i>MYR</i>	<i>Budget</i>	<i>Variance</i>		<i>2020-21</i>	<i>2021-22</i>
	<i>2018-19</i>	<i>2019-20</i>			<i>\$</i>	<i>\$</i>
	<i>\$</i>	<i>\$</i>	<i>\$</i>			
<b><u>Ancillary: Revenue</u></b>						
Beverage Supplier	50	50	-		50	50
Bookstore - Windsor & Chatham	300	280	(20)		260	240
Cafeteria - South Campus	30	-	(30)		30	30
Green Giants	145	150	5		150	150
IRTCD Special Events	125	100	(25)		100	100
Lockers Administration	54	48	(6)		48	48
Parking Lots	1,608	1,627	19		1,668	1,709
Residence	2,755	3,176	421		3,208	3,240
Saints Store	47	22	(25)		22	22
Sky Volleyball	40	80	40		80	80
Basketball Project	-	2	2		2	2
St. Clair Centre for the Arts	4,019	3,574	(445)		3,610	3,646
Varsity Sports	825	905	80		905	905
Sports Park	-	30	30		230	230
Woodland Hills Golf Course	300	295	(5)		295	295
<b>Total Revenue</b>	<b>10,298</b>	<b>10,339</b>	<b>41</b>	<b>0.4%</b>	<b>10,657</b>	<b>10,747</b>
<b><u>Ancillary: Expenditures</u></b>						
Green Giants	145	150	5		150	150
IRTCD Special Events	95	100	5		100	100
Parking Lots	1,143	1,220	77		1,244	1,269
Residence - Windsor	2,447	2,876	429		2,908	2,940
Residence - Chatham	-	60	60		60	60
Saints Store	35	16	(19)		16	16
Sky Volleyball	40	80	40		80	80
St. Clair Centre for the Arts	3,893	3,791	(102)		3,829	3,867
Varsity Sports	1,068	1,034	(34)		1,034	1,034
Sports Park	-	30	30		230	230
Woodland Hills Golf Course	300	295	(5)		295	295
<b>Total Expenditures</b>	<b>9,166</b>	<b>9,652</b>	<b>486</b>	<b>5.3%</b>	<b>9,946</b>	<b>10,041</b>

**SCHEDULE IV B**

St. Clair College of Applied Arts and Technology Ancillary Operations: 2019-20 (\$ in 000's)				
	<i>A</i>	<i>B</i>	<i>Forecast</i>	
	<i>MYR</i> 2018-19 \$	<i>Budget</i> 2019-20 \$	2020-21 \$	2021-22 \$
Beverage Supplier: Revenue	50	50	50	50
Bookstore - Windsor & Chatham: Revenue	300	280	260	240
Cafeteria - South Campus: Revenue	30	-	30	30
Sky Volleyball: Revenue	40	80	80	80
Sky Volleyball: Expenditures	40	80	80	80
	-	-	-	-
Basketball Project: Revenue	-	2	2	2
Green Giants: Revenue	145	150	150	150
Green Giants: Expenditures	145	150	150	150
	-	-	-	-
Lockers Administration: Revenue	54	48	48	48
IRTCD Special Events: Revenue	125	100	100	100
IRTCD Special Events: Expenditures	95	100	100	100
	30	-	-	-
Parking Lots: Revenue	1,608	1,627	1,668	1,709
Parking Lots: Expenditures	1,143	1,220	1,244	1,269
	465	407	423	440
Residence - Windsor: Revenue	2,755	3,176	3,208	3,240
Residence - Windsor: Expenditures	2,447	2,876	2,908	2,940
	308	300	300	300
Residence - Chatham: Expenditures	-	60	60	60
Saints Store: Revenue	47	22	22	22
Saints Store: Expenditures	35	16	16	16
	12	6	6	6
St. Clair Centre for the Arts: Revenue	4,019	3,574	3,610	3,646
St. Clair Centre for the Arts: Expenditures	3,893	3,791	3,829	3,867
	126	(217)	(219)	(221)
Varsity Sports: Revenue	825	905	905	905
Varsity Sports: Expenditures	1,068	1,034	1,034	1,034
	(243)	(129)	(129)	(129)
Sports Park: Revenue	-	30	230	230
Sports Park: Expenditures	-	30	230	230
	-	-	-	-
Woodland Hills Golf Course: Revenue	300	295	295	295
Woodland Hills Golf Course: Expenditures	300	295	295	295
	-	-	-	-
<b>Total Revenue</b>	<b>10,298</b>	<b>10,339</b>	<b>10,657</b>	<b>10,747</b>
<b>Total Expenditures</b>	<b>9,166</b>	<b>9,652</b>	<b>9,946</b>	<b>10,041</b>
<b>Surplus</b>	<b>1,132</b>	<b>687</b>	<b>711</b>	<b>706</b>

## **Notes: Revenue & Expenditures**

**Note 1 REVENUE: Enrollment Based Envelope**

Operating Grant - Base Funding  
Clinical Education

**Note 2 REVENUE: Differentiation Envelope**

GPOG Holdback  
Performance Funding (KPI)

**Note 3 REVENUE: Other MTCU Grants**

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

**Note 4 REVENUE: Other**

Aboriginal Counselor  
Experience Ontario  
Reporting Entities Project  
Women Campus Safety  
WSIB  
Youth Job Link  
Career Ready Fund

**Note 5 REVENUE: Other**

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

**Note 6 EXPENDITURES: Other**

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

## **BALANCE SHEET**

The intent of this report is to provide the Board with a forecast of our 2019-20 financial position at the end of the College's fiscal year in regards to Assets, Liabilities and Net Assets, based on information known when the budget was developed.

## Balance Sheet

	4-Dec-18	26-Mar-19
	MTCU	Budget
	as at	as at
	March 31, 2019	March 31, 2020
<b>1 Assets</b>	<b>279,113,735</b>	<b>297,878,733</b>
11 Cash and Cash Equivalents	77,229,433	79,773,165
12 Accounts Receivable	12,263,473	12,263,473
14 Other Current Assets	1,662,104	1,662,104
15 CIP	127,454	10,076,028
<b>16 Tangible Capital Assets</b>	<b>330,385,348</b>	<b>346,885,348</b>
161 Land	7,058,485	7,058,485
162 Site Improvements	10,600,006	16,223,006
163 Building	226,932,106	231,632,106
164 Furniture and Equipment	79,674,976	85,851,976
165 IT	1	1
169 Other TCA	6,119,774	6,119,774
<b>17 Tangible Capital Asset Accumulated</b>	<b>(152,055,955)</b>	<b>(162,452,955)</b>
172 AA Site Improvements	(7,372,684)	(8,321,344)
173 AA Building	(70,666,709)	(76,159,077)
174 AA Furniture and Equipment	(72,504,288)	(75,490,260)
179 AA Other TCA	(1,512,274)	(2,482,274)
18 Long Term Receivable	-	-
19 Investments and Other Long term Assets	9,501,878	9,671,570

	4-Dec-18	26-Mar-19
	MTCU	Budget
	as at	as at
	March 31, 2019	March 31, 2020
<b>2 Liabilities</b>	<b>207,700,028</b>	<b>215,078,068</b>
21 Bank Indebtedness	-	-
22 Accounts Payable and Accrued Liabilities	19,228,198	19,891,205
221 Accounts Payable and Accrued Liabilities	17,974,072	17,974,072
222 Accrued Interest	25,032	25,032
223 Current Portion of Long term liabilities	1,229,094	1,892,101
23 Deferred Revenue	36,167,790	37,820,283
231 Deferred Revenue	7,003,000	7,003,000
232 Deferred Tuition Revenue	29,164,790	30,817,283
24 Restricted Contribution	1,027,356	1,027,356
25 Deferred Capital Contributions	116,011,002	123,033,206
26 Capital Lease	-	-
27 Debt	31,414,682	29,455,018
29 Other Long Term Liabilities	3,851,000	3,851,000
<b>3 Net Assets</b>	<b>71,413,707</b>	<b>82,800,665</b>
31 Unrestricted Net Assets	20,472,434	31,604,950
32 Internally Restricted Net Assets	1,000,000	1,000,000
33 Investment in Capital Assets	41,132,450	41,132,450
36 Restricted Contributions	-	-
37 Endowments	8,808,823	9,063,265
38 Accumulated Re-measurement Gain & Losses	-	-
<b>Assets - Liabilities - Net Assets</b>	<b>-</b>	<b>-</b>

## **NON-COMMITTED CASH PROJECTION**

The intent of this report is to provide the Board with an indication of our 2019-20 non-committed cash surplus position at the end of the College's fiscal year. The report also identifies the capital projects that are funded from operating reserves.

The "Funded by Operating (Reserves)" line item notes the 2019-20 capital budget of \$36,500,000. This assumes Section 28 approval is received for \$20,000,000 towards the Academic Tower and Phase III of the Student Centre. The remaining \$16,500,000 will be used to support our Destination College vision, enhance our academic equipment, and address deferred maintenance.



# Non-Committed Cash Projection

(\$ in 000's)

	<b><u>MYR</u></b> <b><u>2018-19</u></b>	<b><u>Budget</u></b> <b><u>2019-20</u></b>	<b><u>Variance</u></b>
<b>Unrestricted Net Assets, Prior Year <sup>(1)</sup></b>	<b>\$17,783</b>	<b>\$41,524</b>	<b>\$23,741</b>
<b>Operating</b>			
Budget Surplus	\$10,553	\$11,133	\$580
Amortization (net)	\$3,591	\$5,082	\$1,491
<b>Adjusted Budget Surplus</b>	<b>\$14,144</b>	<b>\$16,215</b>	<b>\$2,071</b>
<b>Capital</b>			
Grant Revenues	\$7,680	-	(\$7,680)
Grant Expenditures	(\$7,680)	-	\$7,680
Funded by Operating (Reserves)	(\$29,500)	(\$36,500)	(\$7,000)
<b>Net Outlay for Capital</b>	<b>(\$29,500)</b>	<b>(\$36,500)</b>	<b>(\$7,000)</b>
<b>Debt</b>			
Repayment of Long-Term Debt	(\$1,955)	(\$1,959)	(\$4)
Proceeds from Long-Term Debt	\$20,000	\$20,000	-
<b>Net Change in Long-Term Debt</b>	<b>\$18,045</b>	<b>\$18,041</b>	<b>(\$4)</b>
<b>iii. Other:</b>			
Board Reserve	(\$1,000)	(\$1,000)	\$0
<b>Net Change in Other</b>	<b>(\$1,000)</b>	<b>(\$1,000)</b>	<b>\$0</b>
<b>Unrestricted Net Assets, End of Year <sup>(1)</sup></b>	<b>\$19,472</b>	<b>\$38,280</b>	<b>\$18,808</b>
<b>Unrestricted Net Assets Adjustment <sup>(1)</sup></b>	<b>(\$7,972)</b>	<b>(\$6,707)</b>	<b>\$1,265</b>
<b>Non-Committed Cash Projection <sup>(1)</sup></b>	<b>\$11,500</b>	<b>\$31,573</b>	<b>\$20,073</b>

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

## **FINANCIAL SUSTAINABILITY METRICS**

The intent of this report is to provide the Board with an estimate of the 2019-20 MTCU Financial Indicators (as identified within the Strategic Mandate Agreement) based on information known when the budget was developed.

## Financial Sustainability Metrics

		<u>Actual</u> <u>3/31/2018</u>	<u>Estimate</u> <u>3/31/2019</u>	<u>Estimate</u> <u>3/31/2020</u>
Annual Surplus / Deficit	greater than \$0	\$ 13,305,511	\$ 10,553,406	\$ 11,132,516
Accumulated Surplus / Deficit	greater than \$0	\$ 52,051,478	\$ 62,604,884	\$ 73,737,400
Quick Ratio	greater than 1	3.92	5.07	4.71
Debt to Asset Ratio	less than 35%	14.72%	19.70%	18.42%
Debt Servicing Ratio	less than 3%	1.59%	1.05%	1.08%
Net Assets to Expense Ratio	greater than 60%	132.54%	103.71%	110.56%
Net Income to Revenue Ratio	greater than 1.5%	9.24%	5.77%	5.92%

<b>Number of Flags</b>	<b>0</b>	<b>0</b>	<b>0</b>
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<b>POLICY TYPE:</b>	<b>Governance Process</b>	<b>NUMBER:</b>	<b>2003-3</b>
<b>POLICY TITLE:</b>	<b>Corporate Secretary's Job Description</b>	<b>DATE:</b>	<b>May 2003</b>
		<b>REVISED:</b>	<b>March 2010 March 2019</b>

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The Corporate Secretary is appointed by the Board of Governors. Whereas the Chair of the Board is responsible for the integrity of Board process, the Corporate Secretary is responsible for the integrity of Board documents. The Corporate Secretary has a key role to play in ensuring that Board procedures are both followed and regularly reviewed. All Governors should have access to the advice and services of the Corporate Secretary and should recognize that the Chair is entitled to the strong support of the Corporate Secretary in ensuring the effective functioning of the Board.

Specific issues include the following:

- a) In the absence of both the Chair and the Vice Chair, the Corporate Secretary shall call the Board meeting to order and shall serve as Chair while the Board elects a Chair Pro Tempore.



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

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

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

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

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

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

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



**POLICY TYPE:** Governance Process

**NUMBER:** 2003-5

**POLICY TITLE:** Code of Conduct

**DATE:** May 2003

**REVISED:** Nov 2015

**REVIEWED:** April 2019

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Board members will be independent, impartial and responsible in order to effectively govern the College. This Code of Conduct is intended to set basic rules for Board members in order to maintain the Board's integrity and the confidence of the community.

1. Board members will be ethical and professional. This includes proper use of authority and appropriate decorum when acting as Board members. Board members will treat one another, students and staff with respect, cooperation and will deal openly on all matters.
2. Members are accountable to exercise the powers and discharge the duties of their office honestly, in good faith and in the best interest of the College.
3. Board members will not communicate any matter designated as confidential to anyone.
4. Board members will abide by the confidentiality of information in perpetuity.

Board members will not waive Board rights to confidentiality including discussions which occur at legally-held-in-camera meetings of the Board.

Board members will enforce upon themselves whatever discipline is needed to govern with excellence including a resolution of censure or a request for removal of a Board member.

Members of the Board who are students or employees of the College should not raise issues at the Board level which affect them personally. Such issues should be handled through the regular avenues of communications within the College.

5. Board members will not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.

- 5.1 Board members' interaction with the President or with staff will recognize that any individual member or group of members does not have authority other than that explicitly stated in Board policies.
- 5.2 Board members' interaction with the public, press or other entities will recognize the same limitation and the similar inability of any member(s) to speak for the Board.
- 5.3 Board members will make no evaluations of the President or staff performance except as that performance is assessed against explicit Board policies by the official process.
- 5.4 Board members will encourage employees to utilize reporting lines within the administration to bring their concerns to the Board.
6. Board members will be familiar with the incorporating documents of St. Clair College, By-laws, regulations, policies and organizational structure of the College, as well as the general rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.
7. Board members will be well prepared for each meeting and for the discussion of any item.
8. Board members will take part in educational activities that will assist them in carrying out their responsibilities.
9. Board members will attend meetings on a regular and punctual basis.
10. Governors when acting as Governors, are expected to consider and represent the interests of the College and its community as a whole in preference to any other interests which that Governor may also have or represent.
11. In keeping with the Minister's Binding Policy Directive and the "Conflict of Interest" Policy Framework governors must declare a conflict of interest, at the earliest opportunity, with respect to their fiduciary responsibility and are expected to adhere to the Minister's Binding Policy Directive pertaining to the "Conflict of Interest".

As members of the Board of St. Clair College, Board members are guided by the Ontario Ministry of Colleges and Universities Act, particularly, Regulation 770 and the Minister's Binding Policy Framework. The following specific points, however, are particularly to be noted in the conduct of the Board matters:

1. Board members must be sensitive to conflicts of interest whether it is actual, perceived or potential and should be guided by the Provincial guidelines in those matters. A conflict of interest declaration must be made on any items or discussions which cut across members' involvement with respect to other organizations or possible gains to themselves or their families.
2. Board members should avoid raising any specific cases in respect to professors/instructors, students, or employees at the Board meetings. Such items should be discussed with the President or Chair of the Board outside of the context of the formal meeting of the Board.

### **Process for Declaring a Conflict of Interest**

At the beginning of every Board meeting, the Chair of the Board is to ask, and have recorded in the minutes, whether any governor has a conflict to declare with respect to any agenda item. A governor who has a conflict of interest is to declare the conflict and the general nature of the conflict.

In keeping with best practices, Board members that have declared conflict are to leave the room prior to that particular agenda item being discussed. This includes both open and closed/*in camera* meetings, and in cases of actual, perceived and potential conflict.

This approach provides the best protection for the Board and the individual Governor, to avoid any claims that the Governor influenced a Board decision for his or her benefit or to benefit the conflicting interest.

### **Handling Violations of the Code of Conduct**

A Board member who is alleged to have violated the Code of Conduct will be informed in writing and will be allowed to present his/her views of such alleged breach at the next Board meeting. The complaining party must be identified. If the complaining party is a member, he/she and the respondent member will absent themselves from any vote upon resolution of censure or other action that may be brought by the members. Members who are found to have violated the Code of Conduct may be subject to censure.





**2017-2018**

**STRATEGIC MANDATE AGREEMENT ANNUAL REPORT**

## **PART 1. OVERVIEW**

### **Introduction**

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

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

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

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

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

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

countries of representation within the student body were India, China, Philippines, Vietnam and Nigeria. During the 50th anniversary year, the St. Clair College Alumni Association grew to over 100,000 graduates.

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

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

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

A number of provincial and global issues have had a significant impact on the operation of the College. Particularly, the five week work stoppage, as well as the introduction of provincial

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

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

## **Priority Areas**

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

### **1. Student Experience**

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

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

For the fourth year in a row, St. Clair College has exceeded the provincial average and topped the provincial colleges in southern Ontario for student satisfaction. St. Clair College scored 80.2% in student satisfaction (provincial average of 76.5%). St. Clair College has also ranked in the top five colleges in the province for Student Satisfaction for the first time in 2017. St. Clair College continues to impress students with the overall quality of the learning experience,

providing the knowledge and skills that will be useful in their future career, and their overall satisfaction with the quality of the services, facilities and resources at the College. St. Clair College staff work extremely hard to ensure programs are of the highest quality, its facilities and resources are there to support student success, and that the College has created an atmosphere that supports great student life. The College also exceeded the provincial average in the Graduate Employment Rate at 84% as compared to the provincial average of 83%. This is a strong indicator in a market that has seen high unemployment in the recent past. Graduate's satisfaction also exceeded the provincial average (81.3% compared to the provincial average of 78.8%).

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

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

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

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

team, Saints Gaming, and students representing the College exceeded expectations in the competition field.

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

## 2. Innovation in Teaching and Learning Excellence

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

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

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

work integrated learning, capstone and assessment requirements.

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

### **3. Access and Equity**

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

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

St. Clair College continues to see major increases in the number of students with disabilities as well as increasing complexity of disabilities, in addition to the number of students accessing academic accommodations. The first phase of an enhanced tutoring model was initiated in 2017 with the establishment of a dedicated space where workshops and support services are offered to provide a holistic set of sessions that support the College's diverse student population. Community partners also provide on-campus sessions, such as the Canadian Mental Health Association (CMHA) and the New Canadians' Centre of Excellence Inc. In support of the College's goal to reduce the number of student issues and increase compliance to the Code of Student Rights and Responsibilities, the College implemented information/outreach initiatives that included attending class representative meetings, conducting monthly meetings with student government, collaboration with student residence leaders and conducting 'bystander' training. These combined strategies have produced positive results in compliance with the Code, yielding a 24% decrease in the number of formal complaints, year over year.

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

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

St. Clair College's awards, scholarships, bursaries and work study on-campus student placements are the major sources of financial assistance available to students who are pursuing

a postsecondary education. St. Clair College is pleased to have increased the number of students accessing non-OSAP financial assistance by 32% from the prior year (2,407 in 2016-17 as compared to 3,169 in 2017-18) by providing \$2.95 million to support our students financially. With declining domestic enrolment and in an effort to be responsive to needs of non-traditional students and encouraging future enrolment, St. Clair College continued to enhance efforts towards a seamless transition for students from secondary school to college through the School-College Work Initiative (SCWI), a partnership that includes Lambton Kent District School Board, St. Clair Catholic District School Board, Greater Essex District School Board and Windsor Essex Catholic District School Board. SCWI initiatives primarily target high school students who are at risk, disengaged or underachieving. In 2017-18, St. Clair College increased Dual Credit participation to 1,175 registrations (up from 926 in 2016-17). Part of that growth was due to the addition of an Adult Dual Credit pilot program for students over 21 years of age trying to earn their OSSD. Our adult pilot was the largest in the Province with three school boards participating and 170 registrations.

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

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

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

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

A Coordinator role was created for Part-Time Nursing Studies and the College revised and reactivated the international nurse and nurse refresher programs. These programs meet the

needs of internationally trained nurses and nurses that are out of practice.

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

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

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

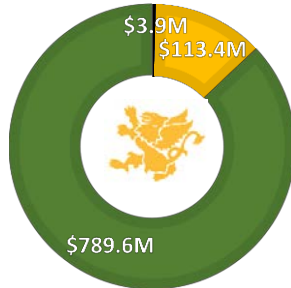
#### **5. Innovation, Economic Development and Community Engagement**

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



## ST. CLAIR COLLEGE ECONOMIC VALUE

■ Student Spending   ■ Operations Spending   ■ Alumni Impact



**Total Impact**  
**\$906.9M**

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

St. Clair College truly acts on its commitment to the communities it serves well beyond the

boundaries of traditional post-secondary education and training. In 2017-18, the College's Continuing Education Department maintained quality educational programming for adult community members with 7,153 student registrations.

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

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

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

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

St. Clair College's Computer Networking programs, which are Cisco Network Academy certified, were ranked number one in Canada for having the largest enrolment of females in the programs. With 50 female students enrolled, it represents 23% of the student population in

these programs (national average is 13%). The College is also ranked number two in total enrolment in computer networking programs in Canada for 2017.

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

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

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

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

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

Unifor Local 444 presented a donation to the College to support student success and foster a continued interest in skilled trades and apprenticeship training. Unifor and the College have worked in partnership to help address the needs of Windsor-Essex as well as the needs of students in our communities. Unifor recognizes a serious shortfall when it comes to skilled trades workers in this region and the need to train students today for the jobs of tomorrow.

The 2017-18 academic year was an opportunity to recognize the incredible work done by

students and staff as they raised money, volunteered, donated blood, donated books to elementary schools, and hosted events to help those in need in our communities. Through the College's 50<sup>th</sup> Anniversary celebration '50 Acts from the Heart' project, the College catalogued and supported an astounding 85 'Acts from the Heart' that helped community groups and individuals.

### Attestation

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

Contact information:

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<b>Completion Date:</b>	January 16, 2019
<b>Website address for posting ministry approved report:</b>	<a href="http://www.stclaircollege.ca/boardandstaff/corporatedocuments.html">http://www.stclaircollege.ca/boardandstaff/corporatedocuments.html</a>

**St. Clair College SMA2 Annual Report 2017-18 Part 2**  
System-Wide Metrics

ID	Priority Area	Metric Name	2014-15	2015-16	2016-17	2017-18
10	Student Experience	Overall student satisfaction rate	79.3%	80.5%	80.2%	78.0%
82	Student Experience	Student satisfaction with services	66.7%	69.7%	70.5%	67.5%
85	Student Experience	Student satisfaction with facilities	77.3%	77.4%	77.5%	75.5%
7	Innovation in Teaching and Learning Excellence	Graduation rate	67.2%	67.7%	68.7%	67.2%
13	Innovation in Teaching and Learning Excellence	Number of students in experiential learning programs		2,550	2,741	2,615
18	Innovation in Teaching and Learning Excellence	Total number of registrations in ministry-funded courses offered at institution in eLearning formats	6,030	8,927	6,234	4,403
19	Innovation in Teaching and Learning Excellence	Total number of ministry-funded courses offered at institution in eLearning formats	318	411	327	362
88	Innovation in Teaching and Learning Excellence	Total number of ministry-funded programs offered at institution in eLearning formats		2	2	2
9	Innovation in Teaching and Learning Excellence	Retention rate (Yr1 to Yr2)	82.6%	76.6%	76.3%	77.1%
81	Innovation in Teaching and Learning Excellence	Student satisfaction with knowledge and skills that will be useful in future career	89.6%	90.5%	89.7%	87.7%
86	Innovation in Teaching and Learning Excellence	Student satisfaction with learning experience	83.6%	84.5%	83.0%	81.2%
100	Access and Equity	Number of first generation students enrolled at institution	2,033	2,355	2,290	4,856
102	Access and Equity	Number of French-language students enrolled at institution		366	25	48
99	Access and Equity	Number of students with disabilities enrolled at institution	967	1,076	1,222	1,693
30	Access and Equity	Overall student satisfaction rate for students with disabilities	77.4%	77.8%	78.0%	75.4%
91	Access and Equity	Overall graduate satisfaction rate for students with disabilities	80.0%	78.8%	73.7%	75.9%
59	Access and Equity	Employment rate for students with disabilities	72.6%	75.3%	78.6%	83.5%
101	Access and Equity	Number of Indigenous students enrolled at institution	123	145	244	627
90	Access and Equity	Overall student satisfaction rate for Indigenous students		79.0%	74.9%	75.7%
31	Access and Equity	Overall graduate satisfaction rate for Indigenous students		53.6%	67.7%	80.0%
58	Access and Equity	Employment rate for Indigenous students		88.9%	88.5%	94.4%
37	Access and Equity	Share of OSAP recipients at an institution relative to its total number of eligible students	69.4%	69.8%	69.7%	75.0%
80	Access and Equity	Percentage of university graduates enrolled in college programs	8.2%	8.7%	10.6%	13.9%
79	Access and Equity	Percentage of college graduates enrolled in university programs	2.0%	2.2%	1.5%	2.3%
78	Applied Research Excellence and Impact	Number of externally funded applied research projects			3	16
77	Applied Research Excellence and Impact	Number of partnerships/collaborations with community/industry firms			8	15
12	Innovation, Economic Development and Community Engagement	Number of active Program Advisory Committees (PACs)			78	83
76	Innovation, Economic Development and Community Engagement	Number of employers engaged in Program Advisory Committees (PACs)			663	842
2	Innovation, Economic Development and Community Engagement	Graduate employment rate	85.0%	85.8%	84.0%	87.2%
3	Innovation, Economic Development and Community Engagement	Employer satisfaction rate	90.5%	91.3%	88.7%	86.7%
4	Innovation, Economic Development and Community Engagement	Proportion of graduates employed full-time*	58.8%	55.7%	49.9%	62.6%
5	Innovation, Economic Development and Community Engagement	Proportion of graduates employed full-time in a related or partially-related field*	38.6%	36.5%	31.7%	42.8%

\* The methodology calculating metrics with ID#4 and #5 will be refined going forward to exclude people who did not provide their hours as working part-time and those who did not answer if their job is related to their program

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**Institution-Specific Metrics**

#	Priority Area	Metric Name	Objective of Metric	Frequency	2013-14	2014-15	2015-16	2016-17	2017-18
1	Student Experience	Overall positive Student Satisfaction Survey Results	Continual improvement to increase overall student satisfaction results in an effort to achieve goal of a destination college	Annual		79.3%	80.5%	80.2%	78.0%
2	Student Experience	Overall positive results with the Q39 'satisfaction with services' capstone question	Continual improvement to increase student satisfaction with services in an effort to achieve goal of a destination college	Annual		66.6%	69.7%	70.5%	67.5%
3	Student Experience	Overall positive results with the Q49 'satisfaction with facilities' capstone question	Continual improvement to increase student satisfaction with facilities in an effort to achieve goal of destination college	Annual		77.3%	67.7%	77.5%	75.5%
4	Innovation in Teaching and Learning Excellence	Implementation of WIL across all programs	Have work integrated learning opportunities available for all programs thus increasing skill set of graduates and increased connection with industry/employers	Annual		70.0%	75.0%	80.0%	85.0%
5	Innovation in Teaching and Learning Excellence	Increase number of online courses	Increase access to alternative learning formats and increased use of our innovative electronic infrastructures (e.g. Blackboard Collaborate)	Annual		318	411	327	362
6	Access and Equity	Support student success	Increase number of under-represented students utilizing services (tutoring, academic advising, support officers, FNMI Centre)	Annual		n/a - new measure	n/a - new measure	1,834	3,779
7	Access and Equity	Support student access	Increase number of students accessing non-OSAP financial assistance	Annual		n/a - new measure	n/a - new measure	2,407	3,169
8	Applied Research Excellence and Impact	Build faculty and student experiences, knowledge, skills and abilities, as it relates to research	Increase interdisciplinary research projects that involve community based partners and peer institution experts	Annual		n/a - new measure	n/a - new measure	3	16
9	Innovation, Economic Development and Community Impact	Establish stronger industry connections	Increase number of student placements	Annual		n/a - new measure	n/a - new measure	627	639

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**Appendix 1. Data inputs required for calculation of selected system-wide metrics**

Metric ID	Metric Name	Data inputs - for calculating metrics	2016-17	2017-18
37	Share of OSAP recipients at a institution to its total number of eligible students	Total OSAP Award Recipients	5,276	5,743
		Eligible Headcount Enrolment	7,567	7,661

Note: There was a change in the calculation methodology of the OSAP metric (ID#37) in 2017-18 reflecting students that were issued funding rather than qualified for awards.

## Appendix 2. College Metrics - Dictionary

ID	Metric Name	Description	Source	Reporting Period	Notes
10	<b>Overall student satisfaction rate</b>	Average percentage of college students who completed the survey and who responded to the four capstone questions that they were satisfied or very satisfied with their learning experience, support services, and educational resources	College Student Satisfaction Survey (CSSS)	Academic Year (survey year, current students)	Based on Q#13, Q#24, Q#39 and Q#49 of the survey. Students must be in semester two or above of their program. Excludes full-time students who are enrolled in their first semester of their program, including students with advanced standing, and part-time students who are not pursuing a certificate or diploma
82	<b>Student satisfaction with services</b>	Percentage of college students who completed the survey and who responded that they were satisfied or very satisfied with the overall quality of the services in the college	College Student Satisfaction Survey (CSSS)	Academic Year (survey year; current students)	Based on Q#39 "The overall quality of services in the college". Students must be in semester two or above of their program. Excludes full-time students who are enrolled in their first semester of their program, including students with advanced standing, and part-time students who are not pursuing a certificate or diploma
85	<b>Student satisfaction with facilities</b>	Percentage of college students who completed the survey and who responded that they were satisfied or very satisfied with the overall quality of facilities/resources in the college	College Student Satisfaction Survey (CSSS)	Academic Year (survey year; current students)	Based on Q#49 "The overall quality of facilities/resources in the college". The Students must be in semester two or above of their program. Excludes full-time students who are enrolled in their first semester of their program, including students with advanced standing, and part-time students who are not pursuing a certificate or diploma
7	<b>Graduation rate</b>	Percentage of students who entered a program of instruction in a particular enrolment reporting period and completed the program within the expected time period	College Graduation Rate Data Collections	Academic Year	Considers all entrants to a program who were enrolled as full-time at some point, including transfer-in students and excluding transfer-out students within the same institution. Includes only ministry-funded students, excludes preparatory programs and is not restricted to the Fall full-count headcount
13	<b>Number of students in experiential learning programs</b>	Total number of students who participated in one of the following Experiential Learning (EL) categories: Co-op Diploma Apprenticeship (CODA), co-op work placement (mandatory and non-mandatory), clinical placements, fieldwork, field placement/work placement, and mandatory degree work placement EL	Graduate Record file attached to the College Graduate Outcomes Survey (CGOS)	Academic Year	This metric is calculated based on the number of graduates but reflects their experience as students. Hence, the name of the metric refers to students.
18	<b>Total number of registrations in ministry-funded courses offered at institution in eLearning formats</b>	Total number of registrations in ministry-funded, eLearning courses, including fully online learning (asynchronous) and conferencing (synchronous) courses	Institutional data	Academic Year	Includes all Ontario and other college credentials, and courses with both Approved Program Sequence (APS) and MAESD codes
19	<b>Total number of ministry-funded courses offered at institution in eLearning formats</b>	Total number of ministry-funded, eLearning format courses, including fully online learning (asynchronous) courses and conferencing (synchronous) courses	Institutional data	Academic Year	Includes all Ontario and other college credentials, and courses with both Approved Program Sequence (APS) and MAESD codes
88	<b>Total number of ministry-funded programs offered at institution in eLearning formats</b>	Total number of ministry-funded, eLearning programs, including fully online learning (asynchronous) programs and conferencing (synchronous) programs	Institutional data	Academic Year	Includes all Ontario college credentials and other credentials, and courses with both Approved Program Sequence (APS) and MAESD codes
9	<b>Retention rate</b>	Year-over-year retention in multi-year programs based on November 1st full-time eligible for funding enrolment headcount. Calculated for Year 1 to Year 2	Institutional data	Academic Year	Multi-year programs are programs that report enrolment at least two times. Calculations include all students who were on work/co-op placements during the specified retention periods
81	<b>Student satisfaction with knowledge and skills</b>	Percentage of college students who completed the survey and who responded that they were satisfied or very satisfied that overall, their program was giving them knowledge and skills that will be useful in their future career	College Student Satisfaction Survey (CSSS)	Academic Year (survey year; current students)	Based on Q#13 "Overall, your program is giving you knowledge and skills that will be useful in your future career". Students must be in semester two or above of their program. Excludes full-time students who are enrolled in their first semester of their program, including students with advanced standing, and part-time students who are not pursuing a certificate or diploma



ID	Metric Name	Description	Source	Reporting Period	Notes
86	<b>Student satisfaction with learning experience</b>	Percentage of college students who completed the survey and who responded that they were satisfied or very satisfied with the overall quality of the learning experiences in this program	College Student Satisfaction Survey (CSSS)	Academic Year (survey year; current students)	Based on Q#24 "The overall quality of the learning experiences in this program". Students must be in semester two or above of their program. Excludes full-time students who are enrolled in their first semester of their program, including students with advanced standing, and part-time students who are not pursuing a certificate or diploma
100	<b>Number of first generation students enrolled at institution</b>	Total number of full-time first generation students enrolled at institution. Note: First generation student is a student whose parent(s)/guardian(s) has/have not attended a postsecondary institution. If a sibling of the student has attended a postsecondary institution, but the parent(s)/guardian(s) have not, the student is still considered a first generation student	Institutional data and ministry enrolment data	Academic year	First generation student is a student whose parent(s)/guardian(s) has/have not attended a postsecondary institution. If a sibling of the student has attended a postsecondary institution, but the parent(s)/guardian(s) have not, the student is still considered a first generation student
102	<b>Number of French-language students enrolled at institution</b>	Total number of full-time French-language students enrolled at institution	Institutional data and ministry enrolment data	Academic Year	A student is considered a French-language student if he or she meets at least one of the following criteria: His/her mother tongue is, or includes French (the student is a francophone); His/her language of correspondence with the institution is French; He/she was previously enrolled in a French-language education institution; and/or He/she was enrolled in a postsecondary program delivered at least partially in French
99	<b>Number of students with disabilities enrolled at institution</b>	Total number of students with disabilities (excluding apprentices)	Accessibility Fund for Students with Disabilities (AFSD) Report from the College Office for Students with Disabilities	Academic Year	Total number of students with disabilities (excluding apprentices) registered with the Office for Students with Disabilities
30	<b>Overall student satisfaction rate for students with disabilities</b>	The average percentage of students who self-identified as having a physical, intellectual, mental health or learning disability on the Student Satisfaction survey and who responded to the four capstone questions that they were satisfied or very satisfied	College Student Satisfaction Survey (CSSS)	Academic Year (survey year; current students)	
91	<b>Overall graduate satisfaction rate for students with disabilities</b>	Percentage of college graduates who self-identified as having a physical, intellectual, mental health or learning disability and were either 'very satisfied' or 'satisfied' with the usefulness of their college education in achieving their goals six months	College Graduate Outcomes Survey (CGOS)	Academic Year (survey year; previous year graduates)	
59	<b>Employment rate for students with disabilities</b>	Percentage of college graduates who identified as having a physical, intellectual, mental health or learning disability on the survey in the labour force, who were employed six months after graduation	College Graduate Outcomes Survey (CGOS)	Academic Year (survey year; previous year graduates)	
101	<b>Number of Indigenous students enrolled at institution</b>	Total number of full-time Indigenous students enrolled at institution	Institutional data and ministry enrolment data	Academic Year	Indigenous is a collective name for the original people of North America and their descendants. The Canadian Constitution, Constitution Act 1982, recognizes three groups of Indigenous peoples - Indians (First Nation), Métis and Inuit. These are three separate peoples with unique heritages, language, cultural practices and spiritual beliefs.
90	<b>Overall student satisfaction rate for Indigenous students</b>	The average percentage of students who self-identified as Indigenous on the College Student Satisfaction Survey and who responded to the four capstone questions that they were satisfied or very satisfied with their learning experiences, the college facilities/resources and services	College Student Satisfaction Survey (CSSS)	Academic Year (survey year; current students)	

ID	Metric Name	Description	Source	Reporting Period	Notes
31	<b>Overall graduate satisfaction rate for Indigenous students</b>	The percentage of college graduates who self-identified as Indigenous and were either 'very satisfied' or 'satisfied' with the usefulness of their college education in achieving their goals six months after graduation	College Graduate Outcomes Survey (CGOS)	Academic Year (survey year; previous year graduates)	
58	<b>Employment rate for Indigenous students</b>	Percentage of college graduates who identified as Indigenous on the survey in the labour force, who were employed six months after graduation	College Graduate Outcomes Survey (CGOS)	Academic Year (survey year; previous year graduates)	
37	<b>Share of OSAP recipients at an institution relative to its total number of eligible students</b>	Share of full-time OSAP recipients at an institution relative to its total number of full-time grant eligible enrolment.	Ministry OSAP records and enrolment data	Academic Year	The number of OSAP awards includes any student who has applied for full-time OSAP assistance and received funding from any federal or Ontario OSAP loan or grant program, and any student who applied using the stand-alone 30% Off Ontario Tuition grant application and was issued a 30% Off Ontario Tuition grant. FT enrolment is defined as a student taking at least 66 2/3 of a course load or 70% of student contact hours represents a full course load.
80	<b>Percentage of university graduates enrolled in college programs</b>	Derived from Q75: The education you completed before entering this program.	College Student Satisfaction Survey (CSSS)	Academic Year (survey year; current students)	The metric does not focus on the program level; aggregate data is used to avoid small program sizes
79	<b>Percentage of college graduates enrolled in university programs</b>	Derived from Q2: During [reference week], were you attending a college, a university or other institution?	College Graduate Outcomes Survey (CGOS)	Academic Year (survey year; previous year graduates)	The metric does not focus on the program level; aggregate data is used to avoid small program sizes
78	<b>Number of externally funded applied research projects</b>	Total number of applied research projects that received funding from industry and government	Institutional data	Academic Year	Includes all applied research projects funded by industry, provincial and federal government and other external sources in the reporting year
77	<b>Number of partnerships/collaborations with community/industry firms</b>	Total number of active partnerships and collaborations with community and industry firms	Institutional data	Academic Year	Includes all active partnerships and collaborations with community and industry in the reporting year
12	<b>Number of active Program Advisory Committees (PACs)</b>	Total number of active PACs that meet on a regular basis (as determined by the College's Board of Governors)	Institutional data	Academic Year	Includes all active PACs in the reporting period
76	<b>Number of employers engaged in Program Advisory Committees (PACs)</b>	Total number of employers who are engaged in College's PACs	Institutional data	Academic Year	Includes all members in all active PACs in the reporting period
2	<b>Graduate employment rate</b>	Percentage of college graduates in the labour force, who were employed six months after graduation	College Graduate Outcomes Survey (CGOS)	Academic Year (survey year, previous year graduates)	The labour force includes persons who are employed, or not employed but looking for a job or those not employed but who had accepted a job to start shortly
3	<b>Employer satisfaction rate</b>	Percentage of those employers who hired college graduates and were satisfied or very satisfied with their employees' overall college preparation, six months after graduation	Employer Satisfaction Survey (ESS)	Academic Year (survey year; previous year graduates)	
4	<b>Proportion of graduates employed full-time</b>	Percentage of college graduates in the labour force, who were employed full-time, six months after graduation	College Graduate Outcomes Survey (CGOS)	Academic Year (survey year; previous year graduates)	Graduate employment rates are based on the number of respondents who were employed part-time and/or full-time divided by the total number of respondents in the labour force. The labour force includes persons who are employed, or not employed but looking for a job.
5	<b>Proportion of graduates employed full-time in a related or partially-related field</b>	Percentage of college graduates in the labour force, who were employed full-time in a field related or partially related to their program six months after graduation	College Graduate Outcomes Survey (CGOS)	Academic Year (survey year; previous year graduates)	Metric is based on the number of graduates employed in a job that is fully or partially related to their program of study, divided by all graduates in the labour force (including those who may not have indicated the relatedness of their job). The labour force includes persons who are employed, or not employed but looking for a job.

# St. Clair College In The News

## Table of Contents:

Page	1	St. Clair College Remembers Chico AM800 CKLW – February 27, 2019
	2	Saints Honoured AM800 CKLW – February 28, 2019
	3	St. Clair College remembers former Saints baseball coach CTV Windsor – February 28, 2019
	4	Local roundup: St. Clair women's basketball team rolls into OCAA medal round Windsor Star – February 28, 2019
	5	Local roundup: Saints headed to national championship after winning OCAA silver Windsor Star – March 3, 2019
	6	Saints Win OCAA Silver AM800 CKLW – March 3, 2019
	7 – 9	Students get a taste of the skilled trades during Test Drive Day Windsor Star – March 6, 2019
	10 – 12	Aircraft maintenance firm could take lots more work if it could find the talent Windsor Star – March 7, 2019
	13 – 14	Nominees announced for 2014 WESPY Awards Windsor Star – March 11, 2019
	15	St. Clair Saints Prepare For Nationals AM800 CKLW – March 11, 2019
	16 – 17	Saints look to make the most from chance to play for a national title Windsor Star – March 13, 2019
	18 – 19	UWindsor, St. Clair College team in prestigious SpaceX Competition Windsor Star – March 14, 2019
	20 – 21	PHOTOS: 14 <sup>th</sup> Annual No Man's Lan At St. Clair College WindsoriteDOTca News – March 18, 2019
	22	College, university students plan walkouts to protest Ontario funding changes Canadian Press / CTV Windsor – March 18, 2019
	23	St. Clair Looking To Build Parking Garage WindsoriteDOTca news – March 18, 2019
	24	St. Clair College \$21.5 Million Project Reality Hit It Out Of The Park Biz X Magazine – March 2019
	25	Ontario survey shows 63 percent report experiencing sexual harassment on campus Canadian Press / CTV Windsor – March 19, 2019
	26	Students walkout to protest changes to OSAP Blackburn News – March 19, 2019
	27 – 28	St.Clair College explores possible parking garage for South Windsor campus Windsor Star – March 19, 2019

- 29 – 30 Ontario survey suggests issues with sexual harassment on campuses  
Chatham Daily News – Canadian Press – March 20, 2019
- 31 Windsor Students Plan Walkout to Protest Tuition Changes  
AM800 CKLW – March 20, 2019
- 32 High percentage of university, college students report being sexually assaulted  
Blackburn News – March 20, 2019
- 33 - 34 Sexual Harassment and Violence On Campus  
AM800 CKLW – March 21, 2019
- 35 – 37 From Windsor To Paris – Student Profile  
The Drive Magazine – March 2019
- 38 – 40 PHOTOS: Students Crowd St. Clair College For Annual Spring Open House  
WindsoriteDOTca News – March 23, 2019

# St. Clair College Remembers Chico

AM800 CKLW - Wednesday, February 27th 2019



St. Clair College remembers Bernie Labute, February 27, 2019 (Photo by AM800's Rob Hindi)

St. Clair College has remembered Bernie "Chico" Labute.

The college held a celebration of life ceremony at the Sports Plex on Wednesday.

Family members were joined by some of Labute's colleagues, friends and players.

[As heard on AM800 sports last month](#), Labute passed away suddenly at the age of 54.

He was an architect of the school's baseball program and joined as an assistant coach for the men's varsity team in the summer of 2012.

Labute was then hired as a full-time administrator by the college's Athletic Department in 2013.

Taylor Pappin attends the college and played ball for Labute.

He says Labute had passion beyond belief.

"It didn't matter what the situation was he was always in the game, ready to voice his opinion and let you know what he was thinking, it was great," says Pappin. "It's hard to put into words like how to describe him because you had to be there to see it. He just made the game of baseball so much fun."

Kyle Breitner graduated from the college and played ball for Labute.

He says Labute looked after his players.

"He brought a lot of students to this college from outside of this area and he always made sure to check up on them, make sure they were okay, took care of them in classes, any kind of way he could take care of them, he would" says Breitner. "He knew they were far from home, made sure to help them out anyway he can."

Labute won a national championship with the Saints along with six regular season and provincial championships.

His family has set up a scholarship fund in honour of Chico that will support St. Clair College students.

# Saints Honoured

AM800 CKLW – February 28, 2019



Jana Kucera and Keirsten Tomkins of the Saints basketball team (photo courtesy of St Clair College)

St. Clair College Women's Basketball players Jana Kucera and Keirsten Tomkins were both honoured at the OCAA Championship Banquet hosted at St. Lawrence College Wednesday night.

Kucera is a 2nd year guard who averaged 20.2 points per game this past season on her way to both the West Division and OCAA Scoring titles.

As a result she was decorated with a West Division 1st Team All-Star selection and she was also 4th in the province in assists per game at 4.5 per game and was 9th in steals per game.

Tomkins was named to the West Division All-Rookie team as well as being selected as the West Division's Rookie of the Year.

She averaged 8.6 points per game and led the Saints in total rebounds at 7.2 per game.

The St. Clair Women's Basketball team (13-8) take on the East Division 1st place Algonquin College on Thursday with tip time at 1:00pm at St. Lawrence College.

Algonquin has a record of 16-2 and beat St. Clair in a September exhibition game by a score of 68-67 in Hamilton.

# St. Clair College remembers former Saints baseball coach



St. Clair College remembers former Saints baseball coach Bernie 'Chico' LaBute on Wednesday, Feb. 27, 2019.

CTV Windsor - Thursday, February 28, 2019

St. Clair College is remembering one of its own.

Many gathered Wednesday evening at St. Clair College's Sportsplex to share stories and memories of Bernie 'Chico' LaBute, who passed away suddenly last month at the age of 54.

"It's a celebration of life for a colleague, a friend," says Ron Seguin, campus development VP at St. Clair College.

Bernie "Chico" LaBute played a prominent role in the baseball community across Windsor-Essex. ( photo supplied by St. Clair College )

LaBute was a coach with the Saints men's baseball team, winning a national championship in 2012 and 2017.

An athletic scholarship has been set up in LaBute's name.

Many college students past and present are remembering LaBute as a positive influence and mentor.

# Local roundup: St. Clair women's basketball team rolls into OCAA medal round

Windsor Star - February 28, 2019

The St. Clair College Saints are through to the medal round after an impressive win over the Algonquin College Thunder from Ottawa in quarter-final play on Thursday at the OCAA championship in Kingston.

The Saints, who are ranked No. 7 in Ontario, built a 22-point lead after three quarters and beat the Thunder, who won the East Division and are ranked No. 3 in Ontario, by an 88-79 score.

"Huge win for the program," Saints head coach Andy Kiss said. "We've gone to the provincial final eight every year in our six years with the program. We haven't been on the championship side of the bracket since 2014."

The Saints shot 56.5 per cent from the field, which included 60.9 per cent from three-point land, against the Thunder.

Jana Kucera led the Saints' offence with 35 points, which include seven three-point shots. Kim Moroun had 15 points, Anna Ulicny finished with 14 points and Logan Kucera added 11 points.

Story continues below

St. Clair will take on Durham, which is ranked No. 6 in the province and upset No. 2 Humber on Thursday, in Friday's semifinal. The winner goes to the gold-medal final and automatically qualifies for the Canadian championship. The loser plays for the bronze medal.

## All-star recognition

St. Clair Saints guard David Gomez Jr. was named a second-team all-star in the West Division of the OCAA on Thursday.

Gomez was fourth in the province with an average of 24.2 points per game and set a new school record with 483 total points. He was also third in the conference in assists with an average of 5.3 per game.

On the women's side, Jana Kucera was named a first-team all-star in the West Division of the OCAA after leading the conference in scoring with an average of 20.2 points per game. She was also fourth in the province with 4.5 assists per game and ninth with 2.8 steals per game.

Teammate Keirsten Tomkins was named to the West Division all-rookie team. She averaged 8.6 points per game and led the Saints with an average of 7.2 rebounds per game.



# Local roundup: Saints headed to national championship after winning OCAA silver

Windsor Star - March 3, 2019

The St. Clair College Saints came up just short in the team's quest for the OCAA women's basketball gold medal on Saturday in Kingston.

In a game where the two teams exchanged the lead 10 times, the Saints fell 78-72 to the London Fanshawe Falcons, who are ranked No. 1 in the country and have lost just a single game in 24 matches this season.

"I couldn't be prouder of a group of athletes, who played with tremendous heart, desire and resiliency," Saints head coach Andy Kiss said. "Great battle between two evenly matched teams with 10 lead changes. In the end, Fanshawe's depth and experience prevailed."

Jana Kucera had 20 points to lead the Saints and was named to the tournament all-star team. Twin sister Logan Kucera added 17 points while Anna Ulicny, who was battling a leg injury, came off the bench and was named player of the game with a 13-point effort. Kim Moroun was also named to the all-star team.

"A good portion of our roster is comprised of first-and second-year players," Kiss said. "So, this was a fantastic learning experience for them."

It is St. Clair's first OCAA medal since 2014 and its best finish since winning silver in 2010. St. Clair's only title at the event came in 2004, but Saturday's second-place finish assured the team a spot at the Canadian championship, which is set for March 14-16 in Quebec City.

# Saints Win OCAA Silver

[AM800 CKLW](#) - Sunday, March 3rd



The St. Clair College Saints won silver at the 2019 OCAA basketball championship in Kingston (Photo courtesy of St. Clair College Athletics)

The St. Clair College women had to settle for silver at the OCAA basketball championship in Kingston.

The Saints lost a tight one to Fanshawe with a 78-72 final in the gold medal game.

Jana Kucera was the top scorer for St. Clair putting up 20 points while her twin sister Logan Kucera scored 17.

Despite the loss, the Saints still earned a spot at the Canadian Collegiate Athletic Association National Championship.

That tournament takes place in Quebec City March 14 to 16.

# Students get a taste of the skilled trades during Test Drive Day

Windsor Star - March 6, 2019



WINDSOR, ON. MARCH 5, 2019. -- Tom Harlow, a PLC manager with Valiant TMS in Windsor, ON. gives students from Essex High School a tour of the business on Tuesday, March 5, 2019. Valiant TMS was one of several local facility participating in Test Drive Day which connects students with skilled trades employers.

Robots, 3D printers and deer antlers could be the key to addressing a skilled trades shortage in Windsor.

Local businesses opened their doors to hundreds of young students Tuesday to give them a taste of what it's like "We want to expose them to this, as they go on and have to make decisions of what career they're going to into, that our industry is a very viable industry," said Pete Naysmith, director of spare parts and sellable services for Valiant TMS. "We need talent. We need to have a continuum of talent coming in, and this was a way of introducing these younger folks to our business."

It's neat to see and actually experience what they do in a trade like this, and see the job opportunities

The tours were part of Workforce WindsorEssex's first ever Test Drive Day, giving students a chance to meet skilled tradespeople, experience the working conditions and get a close-up look at the tools of the trade. It's one of several initiatives Workorce WindsorEssex has launched to address a skills shortage.

A total of 18 employers — representing the construction, industrial and manufacturing, motive power, and service sectors — brought in students for tours.

Story continues below

One of the companies was Valiant TMS, which specializes in power train solutions, automated welding and assembly systems. It has facilities in 14 countries and 800 employees in Windsor.



Joe Biscan, an electrician with Valiant TMS in Windsor, gives students from Essex High School a tour of the business on Tuesday, March 5, 2019. Valiant TMS was one of several local facility participating in Test Drive Day which connects students with skilled trades employers.

Naysmith said Valiant TMS already brings in St. Clair College and University of Windsor students for co-operative education programs.

“What we wanted to do is extend that and introduce younger people — those in high school, those in grade school — to the industry to try and give them an idea or understanding what we do in the machine tool business,” he said.

One of the most popular stops on the Valiant tour was the company’s additive manufacturing lab, more commonly known as 3D printing.

“It’s relatively new in our industry because most things in our industry have been made out of steel, aluminum, brass, rubbers,” said Naysmith. “They were able to see additive manufacturing where we’re now building componentry that’s an idea, and literally hours later we can have a component that we can try and test.”



Pete Naysmith, a director with Valiant TMS in Windsor, gives students from Essex High School a tour of a 3D printing area of the business on Tuesday, March 5, 2019. Valiant TMS was one of several local facility participating in Test Drive Day which connects students with skilled trades employers. Dan Janisse / Windsor Star

The printer can make all kinds of items including gauges, gears, handles, and service tools.

“There were deer antlers,” said Devin McCarthy, 16, in Grade 11 at Essex District High School. “They found deer antlers in the forest and they remade it.”

“It’s pretty neat. It’s cool to see all this happen, because in school you don’t really get exposed to it except for videos. So being here and actually seeing it is pretty cool.”

The tour also exposed students to Valiant’s massive robotics training facility for welding and other applications.

“I thought it was pretty cool,” Megan Bearelle, 16, also in Grade 11 at Essex high school. “It’s neat to see and actually experience what they do in a trade like this, and see the job opportunities.”

The plan to lure students into the business seems to have worked.

“I’m thinking about being an electrician,” said McCarthy. “So I’m thinking maybe I’ll do a co-op here, try to get in and see if I like it. It seems like a good place to work.”

# Aircraft maintenance firm could take lots more work if it could find the talent

Windsor Star - March 7, 2019



AAR Aircraft Services Windsor avionics engineers Risham Yehiya, left, and Syed Adnan Qadir perform maintenance work in the cockpit of a plane at the Windsor facility on Thursday, March 7, 2019. The company located at the Windsor Airport is looking to expand. Dan Janisse / Windsor Star

AAR, the aircraft maintenance firm operating out of a gigantic hangar at Windsor Airport, would love to double its workforce if it could only find the talent.

Ideally, David Robertson, the AAR vice-president in charge of the Windsor operation, would like to have around 300 staff within the next year or two. “We’re 160 shy of that,” he said Thursday from Calgary, where he was attending a college job fair, trying to sell Albertans on moving to AAR and Windsor. “We’re trying to make our presence known throughout Canada,” he said.

You don’t have to turn wrenches the rest of your life if you don’t want to

Problem is, firms throughout North America are in need of the same skilled people — college grads and especially the experienced, highly qualified people who can earn \$80,000 to \$90,000 annually.

“If tomorrow I could have 60 people, I’d take them right at the drop of a hat,” said Robertson, who said a big part of the challenge is convincing people who know nothing about Windsor the benefits of living here. He also sells them on their potential employer. AAR, the biggest MRO (maintenance, repair, and overhaul) firm in North America, which purchased the Windsor operation from Premier Aviation in 2017. These days, he said, business is now thriving.



AAR Aircraft Services Windsor technicians Andrew Parker, left, and Roger Moncion perform maintenance work on a plane at the Windsor facility on Thursday, March 7, 2019. The company located at the Windsor Airport is looking to expand. Dan Janisse / Windsor Star

Just before Christmas, the hangar had seven big narrow-body jetliners — full to capacity — for the first time since opening in 2012, he said.

“We’re working very hard to change people’s opinion on Windsor and that and that facility, and that it’s a very viable option for their career,” he said. “Not just professionally, but from an economical standpoint, getting out of the rat race of the big city. It’s a good place to raise a family and just get away from the Torontos and Montreals.”

Earlier this week, Windsor Mayor Drew Dilkens raised AAR’s recruitment challenges as he explained his \$1-million branding initiative, included in the proposed 2019 operating budget. It’s not about designing a new W for the city’s logo, he said, but rather it’s about changing the outside perception of the city to attract the talent that employers are craving.

“I cannot be alone in this feeling about our community. Having lived here my whole life, I know this is a great place,” he said. But people outside Windsor see it differently, he said. He wants the branding initiative to target specific groups of skilled people to tell them the benefits of living here.

“As reticent as I am to get on the rooftop and start shouting these benefits for fear of getting an onslaught of people here, I need to do it, I want to share the story, I want more people to come here,” he said. “And I don’t want any employer to say to me: ‘I can’t find the people to work.’”



AAR Aircraft Services Windsor employees Carson Lansens, left, and Ryan Dixon remove seats from a plane at the Windsor facility on Thursday, March 7, 2019. The company located at the Windsor Airport is looking to expand. The \$1 million is just a “spitball” estimate of what it may cost, he said. The mayor said branding has been on city council radar for at least four years, but recent announcements, such as the Quicken Loans creation of a 100-job

tech centre going into the renovated Fish Market building on Chatham Street, have underlined the need for attracting talent.

“Now I see the opportunities in front of us, I know it’s a priority. We can’t afford not to do it.”

AAR has 6,000 employees in 20 countries. Speaking about the company’s Windsor needs, Robertson said: “We could take a lot more work if we had a lot more people.”



AAR Aircraft Services Windsor technicians Manbir Kaur, left, and Peter Williamson (partially hidden) perform wiring work on a plane at the Windsor facility on Thursday, March 7, 2019. The company located at the Windsor Airport is looking to expand. Dan Janisse / Windsor Star

The city spent about \$23 million of taxpayer money to build a 123,000-square-foot hangar and attract Premier Aviation in 2012, part of former mayor Eddie Francis’s economic development initiatives.

Robertson, who has been in aviation for 40 years, started out as an apprentice and progressed up the ladder to the point he’s now a vice-president of AAR.

“You don’t have to turn wrenches the rest of your life if you don’t want to,” he said. “There are dozens of opportunities to get into other facets of the aviation industry.”

In addition to recruiting from colleges, he said AAR has been recruiting people who haven’t gone to college, providing them with online training and then having them spend longer doing apprenticeships to get their Transport Canada-approved licences. He said the talent shortage has been steadily worsening, as baby boomers retire and too few young people enter the industry.

“I don’t think it’s just aviation, I believe in North American culture, kids are not going into the trades anymore.”

Aviation maintenance is an “old school” profession, he explained, involving shiftwork and lower pay to start. The closest college offering a program is Fanshawe College in London. (A St. Clair College MRO program fizzled after a few years.) When you add two years there to apprenticeship at AAR, the total time commitment amounts to five to eight years, he said, explaining the exacting skills and knowledge needed to maintain, repair and overhaul high-tech and complicated aircraft.

“It’s not a short road.”



# Nominees announced for 2014 WESPY Awards

Windsor Star - March 11, 2019

Kristen Swiatoschik is back again with a double nomination for this year's Windsor/Essex Sports Persons of the Year (WESPY) Awards.

Nominees for this year's 14<sup>th</sup> Annual WESPY Awards were announced on Monday and the 18-year-old Swiatoschik is again up for female athlete of the year award along with the female hockey award.

While she didn't win either category a year ago, Swiatoschik said it's not all about the victory.

"I was thrilled I was nominated again this year," said Swiatoschik, who is a two-time Royal Arcanum Award winner and also won the Repko Cup last year at Villanova. "I'm hoping (this year), but there are some great athletes. Just that they recognize Windsor's talent is a great thing they do."

This year's awards will be handed out on April 15<sup>th</sup> at the Caboto Club.

"Every year it's exciting and it's become kind of a labour of love for all of us," WESPY founder Dominic Papa said. "For the (selection) committee, we always tell each other we do this because it's the right thing to do."

Story continues below

"Recognize our athletes, keep the athletes' names out there in the community, keep the teams out in the community. It's a great to celebrate what we have in Windsor and Essex County."

Nominated with Swiatoschik for female athlete of the year is University of Windsor track athlete Kelsey Balkwill along with St. Clair Saints softball player Michaela Rilett.

On the men's side the nominees are former Windsor Spitfires goalie Mikey DiPietro, Windsor Clippers lacrosse player Chase Cavanaugh and Windsor Lancers volleyball player John Moate.

Coach of the year nominees feature Paul Boots, from St. Clair's cross-country program, Lancer men's volleyball head coach James Gravelle and Holy Names football head coach Rob McIntyre.

Marty Komsa, who brought the Mackenzie Tour – PGA TOUR Canada to Windsor, is nominated for executive of the year along with Tom Bain and Mark Williams, from the Lakeshore Horse Racing Association, and Cliff Tucker from Sun County hockey.

The Mickey Renaud captain's leadership award will be contested between Windsor AKO Fratmen's Pren Duhanaj, former Lancer men's basketball guard Mike Rocca and Cassie Nicholas, from the St. Clair women's soccer team.

The Holy Names football squad, the St. Clair men's cross-country team and Sandwich's girls' track and field team are all up for team of the year.

A few award winners were announced on Monday. St. Anne's Stacey Ditchfield is the female volunteer of the year and Chris Church, from Essex Ravens and Cardinal Carter football, is the male volunteer of the year.

Mike Dugal won the community service award while Rosemary Smyth is the female legacy award winner and Jery Serviss is the male legacy award winner.

There are 11 categories for men that will receive awards. Will McBride along with Chase Canty and Noah Costa are nominated for track and field. DiPietro, Manny Silverio and Griffin Robertson are the hockey nominees. Soccer nominees feature Paul Di Meo, John Ferry and Gregory Chac while Miguel Cienfuego, Chris Horvath and Colin Robson are nominated for baseball. Volleyball features Moate, Pierce Johnson and Chad Kristalovich. Brendan Oswald, Ethan Fazekas Luca Chiandussi are up for swimming. Football's nominees feature Daniel Metcalfe, Elijah Blythe and Michael Herzog. Gabriel Sementilli, Alex Dufour will contest the wrestling award along with Anthony Papia while Curtis Hughes, Luc Warnock and Shawn Sehra are nominated for the golf award. Kassen Byas, Rocca and Logan Stutz are nominated for basketball and Ethan Fields, Michael Hummell and Daniel Hodare are the gymnastics nominees.

Another 11 categories will be awarded on the women's side. Karlie Moore, Balkwill and Jasmine Scott-Kilgo are nominated in track and field. Swiatoschik, Larissa Borowiec and Reagan Kaufman are the hockey nominees. Rilett, Megan Lumley and Bryanna Kressler are nominated for softball. Emma Collins, Cassie Nichlas and Alessandra Pontoni are the nominees for soccer. Paige Phills, Caylee Parker and Ally Winik are the volleyball nominees. Madeleine McDonald, Julia Marcuzzi and Madelyn Gatrall are nominated for swimming. Virginie Gascon, Ella Doornaert and Kaleigh Prieur are the wrestling nominees. Melangie Burgess, Jasmine Ly and Hannah Meloche are up for the golf award while Emily Prevost, Claire Lemarre and Shannon Kennedy are the basketball nominees. Arista Lee, Rubie Diemer and Alison Schumacher are nominated for figure skating.

The para-sport award nominees feature Corbin Watson, Julia Lane and Matthew Debly while Dean Nixon, Gord McDonnell and Lindsey Kerr are up for the circle of seven horseman's award.

# St Clair Saints Prepare For Nationals

AM800 CKLW – March 13, 2019



St Clair Saints women's basketball team - March 2019 (photo courtesy of Saints Athletics department) Ted Beal

After earning a Silver Medal at the Provincial Championship earlier in March the St. Clair College Women's Basketball team qualified for the Canadian Collegiate Athletic Association National Championship in Quebec City.

St. Clair takes on Dawson College (Montreal, QC) in their first round quarter-final on Thursday with a 1:00pm tip time which opens the 8-team bracket tournament.

In the most recent poll Dawson (12-2 regular season) was ranked #5 nationally and they beat #11 Champlain St-Lambert 75-60 in the Gold Medal game to win their league title.

St. Clair hosted this championship under Coach Andy Kiss' guidance in 2016 so the Saints have an idea what to expect.

"Back in 2016 we were the host, and as you asked me, as a coach if I gained some experience from being in a National Championship Tournament, absolutely."

Kiss says he knows it will be a difficult game against Dawson College.

"We're not going to beat that team by double-digits or more. For us to win, we're going to be in a situation to win a close game and we get it done."

Medals will be contested Saturday night with the Bronze game at 6:00pm followed by the Gold game at 8:00pm.

# Saints look to make the most from chance to play for a national title

Windsor Star - March 13, 2019

It's an unexpected journey the St Clair College Saints women's basketball team hopes to take full advantage of.

For just the third time in school history, the Saints will compete at the Canadian Collegiate Athletic Association championship, which opens on Thursday in Quebec City.

"Playing these good teams, they're good, but we can compete with these national teams," said Saints guard Anna Ulicny, who is a St. Anne high school product. "I have an excitement of wanting to be there and being able to compete against the best teams in Canada, which is really exciting, but at the same time I'm nervous for playing because I want to be able to play to the best of my ability."

St. Clair made the tournament as the host team in 2016 and the only other time it earned a trip to the event was after the team won its only OCAA title in 2004. This year, the top two conference teams made the eight-team tournament and the Saints earned that spot with a silver-medal performance at the provincial tournament.

"We went into provincials as an underdog and I knew it was like an undervalued stock on the stock market," Saints head coach Andy Kiss said. "I knew we were better than what our record was."

St. Clair was the seventh seed at the OCAA championship, but knocked off two higher-ranked teams to make the final where the club lost to top-ranked Fanshawe in a game that featured 10 lead changes.

"I've always wanted to reach the podium and make our way to nationals," Ulicny said. "So, this is our first national championship as a team and I'm really looking forward to it. Hopefully, medal at nationals, too, and I hope it's a great experience."

St. Clair did not get an easy draw and will face the Réseau du sport étudiant du Québec's top-ranked team in the Montreal Dawson College Blues in the first quarter-final game, which is set for 1 p.m. on Thursday.

"I don't think we have anything to be nervous about," said Saints guard Jana Kucera, who led the OCAA in scoring. "I would consider us the underdogs, but we've proved everyone wrong this season. We've overcome a lot of adversity and we're just going to go into the game confident. It's going to be fun."

Dawson features Dahomee Forgues, who is headed to NCAA Division I Robert Morris University next year and Roxane Makolo, who is also drawing NCAA interest.

"Of the eight teams left, their top-end talent is probably the best," Kiss said. "They don't have the depth of a team like Fanshawe, but their top-end kids would start for anyone in the tournament."

Meanwhile, the Saints will be without six-foot Belle River high school product Kim Moroun, who played a big role in the team's run to a silver medal at the OCAA event.

"Kim was instrumental in us achieving what we did at the provincial level," Kiss said. "She had a family commitment and we knew about it. It wasn't a surprise."

Moroun joined the club midway through the season and Kiss said the team will simply revert back to the guard-heavy floor unit it used early in the season.

“Dawson has some size and athletic guards, but we’ve played them (at a Christmas tournament in Montreal) before and we’ll go in confident,” the 19-year-old Kucera said. “They beat us, but we’ve been preparing for them this time. It’s nationals and anything can happen and we’re going to go in playing as hard as we can.

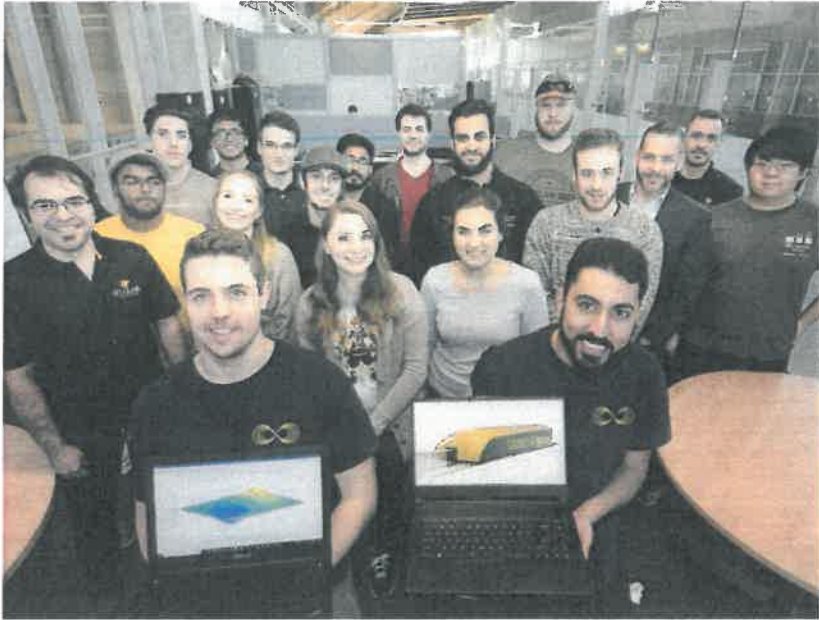
“I’d rather play a team we’ve already played before. Coach can watch them over and over again and we can watch ourselves and see the mistakes we made and the next time improve.”

Regardless of what happens, this event will do wonders going forward for a young St. Clair squad that returns much of his lineup core next season.

“A lot of us are coming back,” the 19-year-old Ulicny said. “We are a young team, so we don’t have as much as experience, but nationals will make us more experienced and prepare us for next year.”

# UWindsor, St. Clair College team in prestigious SpaceX competition

Windsor Star - March 14, 2019



Michael Thamm, left, a 4th year electrical and computer engineering student at the University of Windsor, and Mohammed Alsalah, a 2nd year automotive product design student at St. Clair College, are joined by the rest of mix university and college students taking part in SpaceC's Hyperloop Pod Competition, pictured in the Ed Lumley Centre for Engineering Innovation on March 13, 2019. Dax Melmer / Windsor Star

While few Windsorites have heard of hyperloop technology, students in Windsor are hyper good at it.

For the first time, a team of University of Windsor and St. Clair College students will compete in a prestigious SpaceX global competition to develop hyperloop technology, an idea for super fast transportation that could revolutionize mass transit.

Once it sunk in, everyone really pulled up their socks and got to work

The team is only one of two in Canada chosen for the final round of SpaceX's Hyperloop Pod Competition at Elon Musk's rocket company in California this summer.

"There was a lot of ecstatic hysteria that went out throughout the team, and just a lot of 'are you sure we didn't get the wrong email?'" uWinLoop team president and founder Stefan Sing said Wednesday.

The third year mechanical engineering student found out by email at 5 a.m. recently and then got message after message from teammates as they woke up and got the news.

"Once it sunk in, everyone really pulled up their socks and got to work. We are moving very fast and we are on track to be very competitive at competition," Sing said.

Imagine a large steel tube between two cities. All the air is pumped out of the tube so that a pod like an airplane cabin without wings can be transported in a vacuum by electricity and in this case, magnetic levitation, at the speed of sound, Sing said. The longer the tube, the better. It's a similar environment to 30,000 feet altitude but on the ground, without the aerodynamic drag and without the risk of taking off and landing a plane, he explained.

The uWinLoop team of 55 students — about three quarters are university students from various faculties — are working with St. Clair College students to build a prototype they hope will travel 500 kilometres per hour.

“Theoretically you can go faster and that’s the whole thing with this competition, we’re right at the leading edge of this technology and we’re finding all of that out.”

It is an “enormous task” and a huge honour to make it this far, Sing said. He estimates about 1,500 teams entered and 55 were initially chosen with 21 teams from around the world making the final cut.

The University of Windsor students spent more than a year designing their hyperloop system and then asked St. Clair College to help manufacture the pod by May. The prototype pod will be about seven feet long and two feet high and wide to fit in the more than one kilometre long tube test track in California. The team hopes to raise enough funds to build a 100 foot long tube here to be ready for the competition July 21.

Building a prototype and tube test track could cost \$87,000. The university and college are pitching in funds, the team at [uwinloop.ca](http://uwinloop.ca) is looking for support from local businesses and manufacturers and has started a [gofundme.com](https://www.gofundme.com) page to raise \$20,000.

“Windsor is a very strong centre for us to use to be competitive on the world stage and this is a good avenue and a good segue to show that,” Sing said of the support needed from the community.

The main concern for hyperloop technology is safety and reliability. It may be 10 to 20 years before this technology could be used to move people or freight, Sing said.

The college faculty advisors are Domenico Rossi and Ivan Canjar. University of Windsor faculty advisors include Narayan Kar, Aleksandr Cherniaev and Rashid Rashidzadeh.

# PHOTOS:14<sup>th</sup> Annual No Man's Lan At St. Clair College

WindsoriteDOTca News - March 16th, 2019

 Print



The longest running 24-hour LAN Party takes place annually at St. Clair College, now running in to their 14th year. This year's event took place in the student centre area at the college, and this year also spread to the Student Life Centre.

The annual event welcomes gamers of all kinds to come and compete as well as enjoy an entire day of video games, with the event running from 10am Saturday to 10am Sunday. Hundreds of dollars are up for grabs across various video games throughout the day. Games available for competing were League of Legends, Counter Strike, Fortnite, Super Smash Bros. Ultimate, and a special feature for this year's, a one-versus-one Rock Paper Scissors competition.

Learn more about the event on their event page [here](#) and keep up to date on upcoming events with Saints Gaming.







# College, university students plan walkouts to protest Ontario funding changes



Queen's Park in downtown Toronto is seen in this undated file photo.

The Canadian Press – CTV Windsor - Monday, March 18, 2019

TORONTO -- Students at Ontario colleges and universities plan to stage walkouts on Wednesday to protest the provincial government's changes to post-secondary funding.

The Progressive Conservative government eliminated free tuition for low-income students in January while imposing a 10 per cent across-the-board tuition fee cut, and made several once-mandatory student fees, such as those that fund campus organizations and clubs, optional.

The Ontario branch of the Canadian Federation of Students says students at 13 colleges and universities have already signed up to walk out of class at 12 p.m. on Wednesday.

Marianne Kantati at the University of Windsor is one of the students who plans to participate.

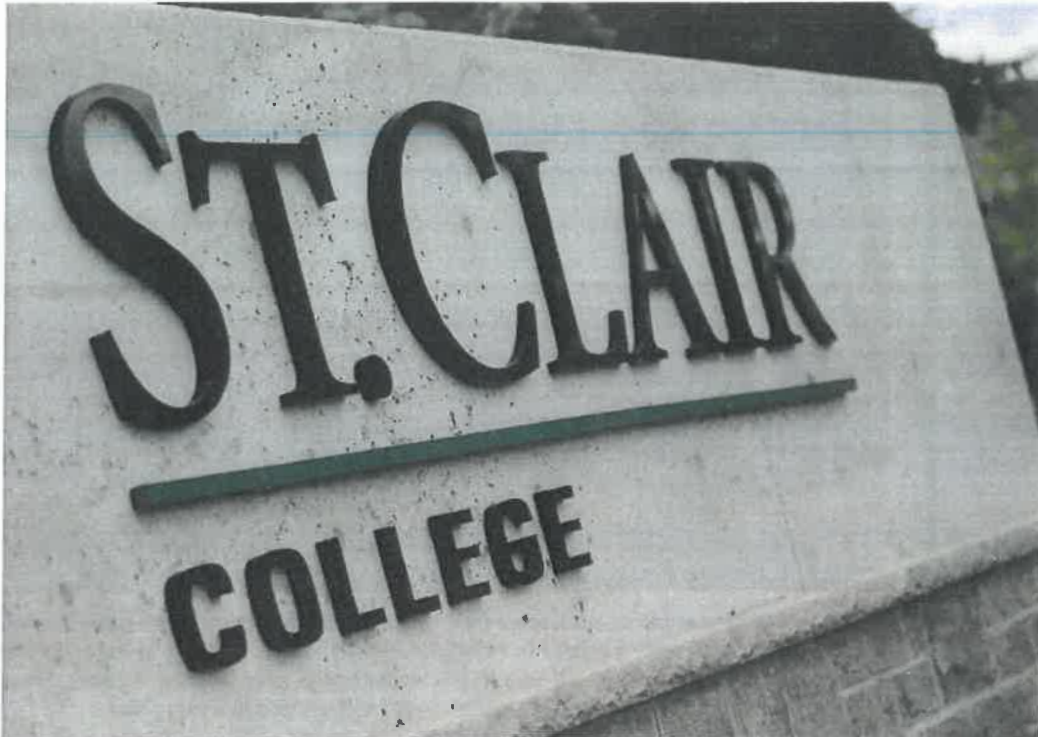
The group is calling on the province to provide more grants, rather than loans and to eliminate tuition fees for all students.

The previous Liberal government had increased the number of grants and made it possible for low-income students to attend college or university free of cost.

Under that program, low-income students could qualify for grants large enough to cover the full cost of tuition under the previous plan, but now a portion of the funding they receive will be a loan

# St. Clair Looking To Build Parking Garage

WindsoriteDOTca News – Monday March 18th, 2019



St. Clair College is currently looking for proposals for a third-party to build and manage a parking garage on the grounds of their South Windsor campus.

The garage would be located where the current lot T is at the east end of the property and will be integrated with the new sportspark.

The proposed garage will have a 600 vehicle capacity, with the capability to expand to 1,000 vehicles should a future need arise.

It will also have charging stations for electric vehicles, bike parking and public washrooms.

The proposal deadline is April 15th, 2019. After that, the college will evaluate the proposals to identify whether or not a feasible option exists.

If the garage moves forward, construction is set to be completed by May 2021.

## St. Clair College \$21.5 Million Project Really Hit It Out Of The Park

**Architecttura is Proud & Excited!**



To create St. Clair College's vision for a sports-centric community that will drive a new generation of athletes. The Saints have taken another step to becoming a **Premiere College in Ontario!**

On Feb. 1, 2019 St. Clair College broke ground on a \$21.5 million Sports Park development. Architecttura will complete Design Development using BIM Modelling, lead & generate all construction documentation & activities, contract administration, bids & tenders and project management.

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On hand for the official announcement and ground breaking on February 1, 2019 from left are: Laura Walker, President of the Student Athletics Association; Holly Nicholson, President of the Student Representative Council; Michael Schlater, President and CEO of Domino's Pizza of Canada; Marty Gillis, Chair of WFCU; Patricia France, President of St. Clair College; Drew Dilkens, Mayor of Windsor; Gary McNamara, Mayor of Tecumseh and Essex County Warden; Stephanie and Barry Zekelman of The Barry and Stephanie Zekelman Foundation and Dan Allen, Chair of St. Clair College. Photos by Rod Denis.

**St. Clair College** students, staff, sponsors, VIPS and the community gathered in early February, to witness the ground breaking ceremony for the new \$21.5 million St. Clair College Sports Park.

Expected to be completed by early 2020, the St. Clair College Sports Park will be a "state-of-the-art" multi-sport facility that will provide students with recreational and varsity athletic programming.

This exciting development will see the complete rejuvenation of the College's current outdoor sports facilities at the south end of the campus. The Sports Park will boast a 1,500 seat soccer field complete with artificial turf, digital score board and press box; a 400 seat softball diamond with artificial field, team rooms and scoreboard;

concession stands; and four lighted beach volleyball courts with a lounge. Indoor tennis courts, proshop, and dressing rooms will be developed in a later phase.

The project will be overseen by the **Student Representative Council (SRC)** and the **Student Athletic Association**. Support from the community has been unparalleled, thanks to the generous sponsorship from the **Barry and Stephanie Zekelman Foundation** and **Michael Schlater**, CEO of **Domino's Pizza of Canada**.

In addition, the College also is grateful to the **Fortis Group** (awarded the construction contract); **Architecttura Inc.**, (architect); the **WFCU Credit Union**, the **City of Windsor** and the **Town of Tecumseh** for their continued support. **X**

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Digging up a little dirt near the existing recreational field at the far south end of the campus, to mark the beginnings of the Sports Park are: Carmen Brunone, Co-owner Architecttura; Dilkens; McNamara; Dan Amicone, Co-owner Architecttura; Barry and Stephanie Zekelman; France; Gillis; Allen; Nicholson; Walker and Max De Angelis, President of Fortis Group, Inc.

# Ontario survey shows 63 per cent report experiencing sexual harassment on campus



A file image of a student carrying a backpack is shown. THE CANADIAN PRESS/Darryl Dyck

The Canadian Press / CTV - March 19, 2019

TORONTO -- The Ontario government says 63 per cent of students who took a survey on campus sexual violence reported they have experienced some type of sexual harassment.

Minister of Training, Colleges and Universities Merrilee Fullerton called the results of the Student Voices on Sexual Violence Survey -- which 160,000 students took -- disturbing and committed \$6 million in grant funding to bolster sexual violence programs on campus.

The government grant for campus safety programs will focus on training for staff, students, and volunteers, and fund security cameras, enhanced lighting and online safety apps.

The province will also now require all colleges and universities to report annually on the measures taken to support students who have experienced sexual violence.

Schools will also be required to review their sexual violence policies and form task forces to address the issue by September.

The survey was made up of over 50 questions that gauge respondents' perceptions of consent and rape myths, their experiences with sexual violence, and how well they think their school responds to reports of sexual violence.

# Students walkout to protest changes to OSAP

Blackburn News - March 19, 2019

Students across the province will be walking out of class Wednesday to protest changes to the Ontario Student Assistance Program.

The Canadian Federation of Students tweeted Tuesday students at the University of Windsor have been granted academic amnesty so long as they gave their professors 48 hours notice they will be participating. The amnesty includes all exams, labs, and assignments.

The University's Board of Governors granted the amnesty at its last meeting. A report to the board said, "this is not an action against the University, but is actually a space that all those from administration are invited to attend as special guests."

The report also said the university supports peaceful dissent under its No Force Policy.

The noon hour demonstration is expected to take place in the courtyard outside the CAW Student Centre on campus.

Students who disapprove of the changes have said they want more student grants, a boost in funding for public education, and an end to the Student Choice Initiative which made previously mandatory student fees optional.

The Ford government announced the changes to OSAP at the same time as a 10 per cent tuition fee cut.

At the University of Windsor, staff and management at the student radio station, CJAM recently started a petition calling on the Ford government to rethink the initiative, saying it would mean negatively impact staff and programming. Student fees account for 70 per cent of CJAM's annual budget.

The initiative could also mean a cut in funding for the campus newspaper, The Lance.

The students at the University held another demonstration last January to protest OSAP changes.

Protests are planned at 15 other universities and colleges across the province on Wednesday as well.

# St. Clair College explores possible parking garage for South Windsor campus

Windsor Star - March 19, 2019



St. Clair College is considering building a new parking garage at the main campus. The structure would go where the current lot T is located. The area is shown on Tuesday, March 19, 2019. Dan Janisse / Windsor Star

St. Clair College officials have put out a request for proposals for a parking garage at the school's South Windsor campus.

President Patti France sent a memo about exploring the feasibility of building a garage to the board of governors' February meeting.

The RFP calls for a structure with a capacity for 600 vehicles and the capability to expand to 1,000 vehicles. It would be built on Lot T at the east end of the campus and integrated with the new Sports Park.

The building would include public washrooms and charging stations for electric vehicles. The target date for completion is May 2021.

According to The Saint Scene, an online newsletter by the Student Representative Council (SRC), the college is looking for a private sector company to design, construct, finance, operate and maintain the garage.

The newsletter used a costing formula of \$25,000 per parking space to project the construction cost for a 600-space facility at approximately \$15 million.

The Saint noted the 1,055-space garage built by the University of Windsor six years ago on Wyandotte Street cost approximately \$25.8 million. The report said the four-month semester fee for parking at the university garage is \$332.50.

Ann Hetherington, St. Clair's director of marketing and recruitment, confirmed details of the RFP.

The RFP deadline is April 15.

France's memo noted the interest in a parking garage was in response to student feedback.





# Ontario survey suggests issues with sexual harassment on campuses

Chatham Daily News -  The Canadian Press - March 20, 2019



TORONTO — At least half of Ontario university and college students who participated in a provincewide survey on campus sexual violence said they experienced sexual harassment, the government said Tuesday, calling the finding “disturbing.”

Minister of Training, Colleges and Universities Merrilee Fullerton said the survey, conducted last year, underscores the need to improve supports for students.

The government said 63 per cent of the 116,000 university students who completed the survey reported they had experienced some type of sexual harassment, while 49.6 per cent of 42,000 college students who participated reported the same.

“The results of the survey are heartbreaking and disturbing,” said Fullerton. “We want students and parents to know there are resources and supports available and that concerns will be listened to and addressed accordingly.”

The survey — launched last March under the previous Liberal government — was made up of over 50 questions that gauged respondents’ perceptions of consent and rape myths, their experiences with sexual violence, and how well they think their school responds to reports of sexual violence.

Fullerton said the survey found that only 60 per cent of university and college students were satisfied with the institutional response when they reported an unwanted sexual experience. The minister said that finding was “unacceptable.”

In response, the province said it will double grant funding to bolster sexual violence programs on campus — upping a \$3 million annual fund to \$6 million. The funds will go toward training, security cameras, enhanced lighting and online safety apps.

Fullerton said the province will also now require all colleges and universities to report annually on the measures taken to support students who have experienced sexual violence.

Schools will further be required to review their sexual violence policies and form task forces to address the issue by September.

Abullah Mushtaq, with the College Student Alliance, said the survey results show what students groups and advocates have been saying for years — that sexual violence on campuses across Ontario is pervasive.

“There is a problem and something needs to be done,” he said.

NDP women’s issues critic Suze Morrison said the government funding announced Tuesday won’t address the root causes of sexual violence on college and university campuses.

“A few million dollars in a fund for cameras does nothing to improve the services that sexual assault survivors actually need,” she said.

Fullerton noted that of the information gathered in the survey, only some of it is being publicly released in order to protect student privacy. The government is consulting with the province’s Information and Privacy Commission on the release of additional survey results, she said.

Liberal post-secondary education critic Mitzie Hunter, who launched the survey last year when she was minister in charge of the sector, said the survey data is already anonymous and nothing should prevent the release of more data.

“This report should have been released months ago,” she said in a statement. “While some information was released today, this delay will continue to put the wellness of students on the back-burner.”

Sandy Welsh, who leads the Council of Ontario Universities’ Reference Group on Sexual Violence, said survey data provided by the government helps schools understand the “global experience” on campus, adding that institutions would welcome more detailed information.

Overall, Welsh said the survey findings shows there is more work to be done.

“It’s important data for us to have and it’s quite sobering,” she said.

Colleges Ontario CEO Linda Franklin said the schools are working to strengthen their sexual violence programs. The new funding announced Tuesday will help provincial colleges work towards that goal, she said.

“Promoting safe campuses is a top priority at our colleges,” she said in a statement. “This additional support will enhance our education and training programs and improve the support for survivors of sexual violence.”

# Windsor Students Plan Walkout to Protest Tuition Changes

AM800 CKLW – March 20, 2019



A noon hour protest at the University of Windsor. January 24, 2019 (Photo by AM800's Teresinha Medeiros)

University and college students across the province, including those in Windsor, are walking out to [protest tuition changes](#).

They will walk out of class at 12pm Wednesday to support accessible education for everyone.

Ontario Premier Doug Ford [announced earlier this year](#) that the government is cutting tuition by 10%. There will also be changes to grants, Ontario Student Assistance Program (OSAP) grants will be harder to get and the province is removing the six-month grace period to pay back debt after graduation.

Speaking on AM800's the Afternoon News, University of Windsor Engineering student, Marianne Kantati expects a good response to the walkout.

"The majority of the students I have spoken to are very upset about the new changes. They are looking to somehow reverse them back to the way they were," she says.

Kantati says eliminating grants is going to hurt.

"It means we are going to graduate with a lot of debt, so as soon as we graduate with a degree, we are going to spend like the first few years of our lives paying back the debt, if he gave us more grants, then he would be investing in the students so we can get on our feet and making more money," she says.

At the University of Windsor, the cut to tuition means finding \$10-million in savings. At St. Clair College, it will mean a \$3-million hit.

University of Windsor students will gather outside of the CAW student centre from 12pm until 2pm.

# High percentage of university, college students report being sexually assaulted

Blackburn News - March 20, 2019

A recent sexual violence survey shows that a significant number of university and college students in Windsor have reported being raped, sexually harassed, or stalked.

Of those who responded, nearly 21 per cent reported being raped or sexually assaulted, almost 61 per cent disclosed being sexually harassed, and nearly 24 per cent said they were stalked. According to the Student Voices On Sexual Violence Survey, those numbers are on par with the Canadian university average.

However, at St. Clair College, 20 per cent have reported being raped or sexually assaulted, 50 per cent disclosed being sexually harassed, and 25 per cent said they have been stalked. Those statistics are slightly higher than the Canadian college average according to the survey.

At the University of Windsor, 65 per cent of students said they were very satisfied with the way the school responded to sexual violence while St. Clair College students were about the same. Those numbers were higher than the Canadian average.

Of the survey respondents at the university, 32 per cent said they witnessed sexual violence but did not intervene, while 27 per cent at the college did the same. The survey showed the national average is about 30 per cent.

Student responses were based on their experiences on or off campus.

The report was released on Tuesday. The survey was done between February 16, 2018 and April 2, 2018, by CCI Research Inc. on behalf of the Ministry of Training, Colleges and Universities (MTCU) and participating post-secondary education institutions.

If you are distressed, need help, have questions, or would like to talk to someone about issues related to sexual violence, please visit [www.ontario.ca/stopsexualviolence](http://www.ontario.ca/stopsexualviolence).

# Sexual Harassment and Violence On Campus

AM800 CKLW – March 21, 2019



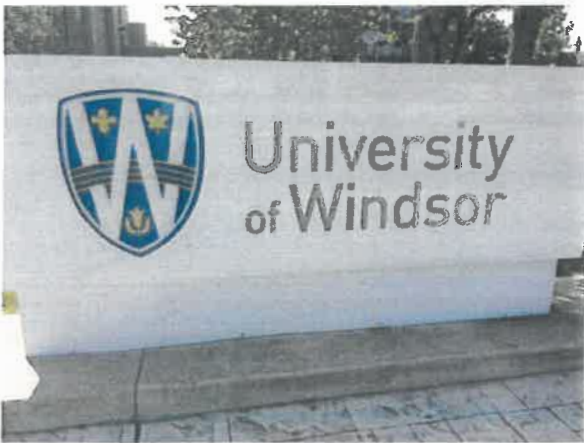
(AM800 file photo)

Nearly 50% of all students at colleges and universities across Ontario report being a victim of some form of sexual harassment or sexual violence.

The Student Voices on Sexual Violence Survey was conducted on behalf of the Ministry of Training, Colleges and Universities, to gather information about perceptions and experiences of sexual violence at the post-secondary level.

The survey asked about perceptions of consent to sexual activity; knowledge about supports in the event of a sexual assault; whether or not the respondent had been a victim of sexual assault; stalking and the satisfaction with the institution's response to the problem.

It also tracked whether students had seen an incident of sexual violence as well as whether they intervened.



(Photo by AM800's Peter Langille)

At St.Clair College in Windsor, 50.2% of those surveyed disclosed a sexual harassment experience while the figure was 60.7% at the University of Windsor.

24.9% of those surveyed at St.Clair College reported a stalking experience while 23.6% of those surveyed at the University of Windsor disclosed a similar experience.

20.6% of survey respondents at the university also reported a non-consensual sexual experience while the number was 19.9% at the college.

St. Clair's Vice-President Academic, Waseem Habash calls the results surprising and unfortunate.

"What we have to base our efforts is on the results and we have to raise awareness on our campus and I think every institution has to do that across the campuses in the province," says Habash.

He points out that the variance among the schools was not significant.

"There isn't a college or university that's really an outlier. The results seem to be within a five-percentile, plus or minus, across the board between the majority of the institutions in the province of Ontario, that includes colleges and universities," says Habash.

When it comes to peak periods for cases of sexual violence or harassment, he says the college has targeted the time when most of the incidents occur.

"The majority of the incidents, if you look around the province, normally happen at the beginning of the semester, it's normally during orientation week and it's normally in residence," says Habash. We feel we have put a lot of effort in that area."

Habash says there are security personnel on campus and at the residences during the orientation period.

# FROM WINDSOR TO

# Doris

FASHION DESIGNER JON RONCALI SETS HIS SIGHTS ON THE CITY OF LIGHTS

By Jennifer Schabert | Photographer: Soe Lee/Getman

Recently a talented, up-and-coming, fresh out of school fashion designer received the invitation of a lifetime: to make his international debut at Amazon Fashion Week Tokyo. An invitation he hesitatingly declined.

That designer was Jon Roncali.

In his own defense, he says, "I didn't have enough time. I wouldn't have slept." To be fair, Doris's biggest fashion show was taking place less than three weeks after Vancouver Fashion Week, and to do both Roncali would have had to design an entirely new collection.

Though Roncali may have said otherwise to Doris, he's not his right on a leather destination. These days when the 30-year-old Philadelphian says you can't design you can find him... actually, he is always designing. For the last few months he's spent every free moment working on his bamboo and organic cotton. He's immersed himself in Bloomberg, a collection he will be presenting when he returns to Vancouver Fashion Week in just a few weeks' time—a collection that, if good enough, just might make him no Doris.

No pressure at all.

It's hard to believe that just a few years ago, Roncali was the one almost getting kicked out of fashion shows, not the one on the edge of presenting his second collection.

"As managers, my friends and I would make sure Vancouver Fashion Week and get as much trouble by accident," Roncali said. "I just wanted to be on the fashion scene and learn something from their experience. It was so incredible to see local designers who had made it big."

Roncali, who moved with his parents from the Philippines to Toronto in 2010, didn't even begin to take fashion seriously until his last few years of high school. And it was a gap in his on the industry that sparked his interest





Photography by Arun Nevader

and made him seriously consider pursuing fashion as a career. “I hadn’t seen any clothing that didn’t focus on gender and I thought, maybe I can start a new perspective in fashion where there is no gender in garments.”

According to Roncal, there should be no boundaries when making fashion. His own personal style is anything but low-key. Mixing techwear with streetwear, Roncal eschews the rules of fashion by wearing the unexpected: women’s wide-legged trousers and ’90s-era oversized blazers, accessorized with a Chanel brooch or a pair of vintage earrings.

Does Roncal have anyone in particular in mind when designing? “A guy who is confident enough to put on a skirt and has a bunch of feminine pieces in his wardrobe. Or a girl who wears pants and a hoodie and couldn’t care less what people think of her. People who wear the things they love instead of that which society deems as appropriate.”

In 2016, Roncal packed his bags and made the move to Windsor when he was accepted into the two-year Fashion Design Technician program at St. Clair College. From costume design and tailoring to pattern drafting and product development, Roncal embraced the school’s hands-on approach to teaching and was effusive with praise for his instructors as they were in return. “Jhon began to shine quite early,” said Elaine Chatwood, the program’s coordinator. “His first-year designs were some of the strongest in that group. He stood out from day one.”

Though he took second place in the program’s year-end Atelier Fashion Show, his graduation collection inspired by corporate America, received accolades from his instructors and praise from the judges, including designer Stephen Wong of Greta Constantine and *Project Runway Canada* fame.

When Chatwood was approached by a rep from Vancouver Fashion Week to nominate one graduate from the last three years to present a collection for Spring/Summer 2019, she didn’t hesitate. “Jhon’s background and knowledge of art and fashion, along with his ability to interpret high-level trends, was very impressive for a designer so young,” she said. “He was one of the most hardworking students we’ve had, and his work ethic was excellent.”

Roncal’s personality-rich clothes aren’t exactly ready-to-wear. His brand, Notre Décès - French for ‘Our Death’ (‘Mort’ “wasn’t bougie enough”), made its West Coast debut in the New Designer runway show with a collection inspired by his Filipino heritage. Titled ‘Maharlika,’ which means beautiful in Tagalog, the show illustrated his take on streetwear with an elevated twist: deconstructing formal wear into something “out of this world.” That translated into staunch-faced models who sauntered down the runway in a reconstructed blazer splattered in paint; a hole-punctured



sweater worn like a Miss America pageant sash; a poncho made with up-cycled and recycled denim jeans—it was a layerlover’s paradise. Roncal spent three months working on the collection and constructed (or deconstructed) 32 pieces in total.

A gender bending collection that challenged the constructs of traditional tailoring, his collection was definitely for the individual who wants to be noticed. And noticed it was.

“Jamal Abdourahman, the founder of Vancouver Fashion Week, really liked my collection and introduced me to a bunch of editors and buyers.”

But not just any old editors. “*Elle Russia* and *Nylon* magazine did features on the line as did *Hunger* magazine. It was amazing but at the same time I was so nervous meeting these higher-ups in the fashion industry,” Roncal said. “I put my heart into this collection so receiving this kind of recognition was very important to me. And they saw my vision and I was just so happy to know that they liked it.”

Just when the whirlwind of Fashion Week had started to subside and Roncal was beginning to breathe normally again,

he received that now-infamous summons from Abdourahman to present his collection at Amazon Fashion Week Tokyo as part of Global Fashion Collective.

Instead, Roncal accepted his invitation to return to Vancouver as a sponsored designer for the next three seasons. And this time around, he’d do things a little differently. “I’ll be more prepared! I won’t be so nervous if I’m introduced to an editor from *Vogue*.”

And if his Bloodmoon collection is as good as his last, Roncal just might receive another phone call from Abdourahman with an offer he can’t refuse: the opportunity to showcase his collection at Paris Fashion Week.

At the time of this interview, Roncal is running on no sleep, in full design mode preparing for the fast-paced frenzy of Vancouver Fashion Week. He spends his days working for a fabric supplier and his nights (and much of the early mornings) designing—one trench coat alone has taken him more than 100 hours to make. But the relentless workload, long hours, and frantic deadlines are all worth it to Roncal. “This is all for Paris. I wouldn’t have it any other way.”

*I put my heart into this collection so receiving this kind of recognition was very important to me. And they saw my vision and I was just so happy to know that they liked it.*

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# PHOTOS: Students Crowd St. Clair College For Annual Spring Open House

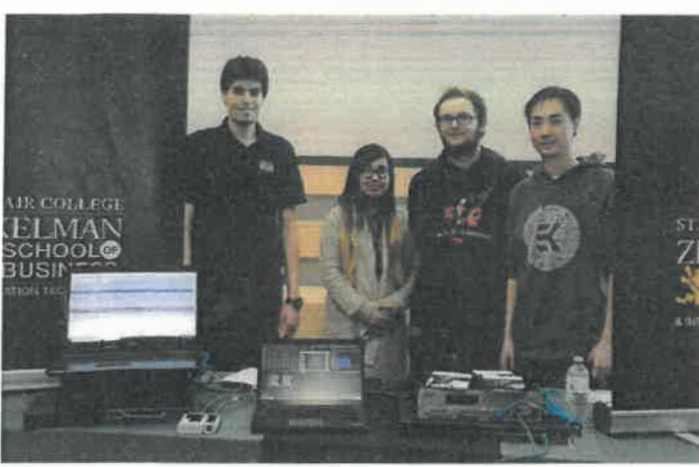
WindsoriteDOTca News – Saturday March 23, 2019



St. Clair College's Spring Open House took place Saturday at all campuses, with each program showing off what they have to offer for potential students.

Many students and parents enjoyed the open house with complementary lunch and snacks in addition to getting a chance to learn more about the institution and the many programs and services before attending.







## PRESIDENT'S REPORT

### Meeting of the Board of Governors Full Board – March 26, 2019

#### 1. Ontario Government Takes Action To Protect Students From Sexual Violence

On Tuesday, March 19, 2019, Dr. Merrilee Fullerton, Minister of Training, Colleges and Universities, released a summary report of the 2018 Student Voices on Sexual Violence Survey. The summary report provides postsecondary institutions with important information, including institution-level summaries, to inform their sexual violence response and prevention efforts.



Minister Fullerton also announced the following immediate actions to protect students and address the serious issue of sexual violence affecting postsecondary students:

- Require every publicly-assisted college and university to report annually to its board of governors on a number of measures related to the experiences of and support for students who have experienced sexual violence.
- Doubling the government's 2018-19 investment in the Women's Campus Safety Grant to assist colleges and universities in supporting the prevention of sexual violence.
- Require every publicly-assisted college and university in Ontario to have a task force devoted to tackling sexual violence on campus. The task force would include diverse student representatives and be required to report its findings to both their respective Board of Governors as well as to the Ministry of Training, Colleges and Universities.
- Require every publicly-assisted college and university in Ontario to review their sexual violence policies, by September 2019.

St. Clair College has a Sexual Violence Policy and Protocol in place which is posted to the College's website (<http://www.stclaircollege.ca/svp/>). We take seriously our commitment to supporting those who experience sexual violence, and we work diligently on campus and with community partners on programs, policies and resources to ensure that our campus remains free from sexual violence. The College also has a Sexual Violence Prevention Committee that has been formally working on initiatives since 2016. In addition, measures and processes have been instituted and developed at St. Clair College in order to increase awareness and for the prevention of Sexual Violence and promote safety and wellness.

#### 2. Hats On For Healthcare

On Tuesday, March 5, 2019, the College participated in the 10<sup>th</sup> Annual Hats On For Healthcare campaign. Raffle tickets were sold and the funds raised went to support the Windsor Regional Hospital's Mammogram Program. Participating in 'Hats on for Healthcare' is a great way to show the community how much we care about local healthcare. Our thanks to everyone who participated!



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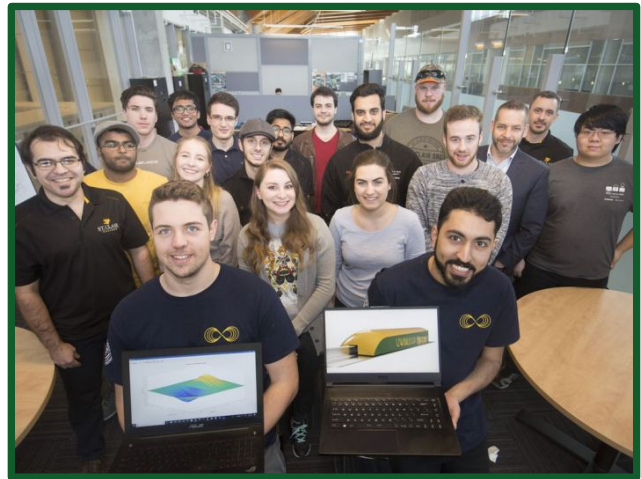
### 3. SMA2 Annual Report

The final version of our Strategic Mandate Agreement (SMA2) Annual Report for 2017-18 was approved by the Ministry. The document will now be posted to the College's website, as per Ministry regulations. As a result of our completion of the SMA2 Annual Report process, the College's operating grant holdback was released on March 11, 2019.

### 4. Hyperloop Team Advances To California Competition

A team of St. Clair College and University of Windsor students have advanced to compete in a prestigious SpaceX global competition to develop hyperloop technology; an idea for high speed transportation that could revolutionize mass transit. The team is one of only two in Canada chosen for the final round of SpaceX's Hyperloop Pod Competition at Elon Musk's rocket company in California this Summer.

Out of the 1,300 teams that entered the competition, only 22 teams advance to California. Our Windsor team is up against prominent schools such as Delft (Holland), TU WARR (Munich, Germany), Berkley (USA) and Waterloo (Canada).



When completed, the prototype pod will be about seven feet long and two feet high and wide to fit in the more than one kilometre long tube test track in California. The College's faculty advisors are Domenico Rossi and Ivan Canjar. Best of luck on June 21<sup>st</sup>!

### 5. CISCO Networking Press Conference

A Press Conference has been scheduled for Thursday, April 4, 2019 at 10:30 a.m. in the Student Life Centre to announce that St. Clair College has the largest number of students enrolled in Computer Networking programs in all of Canada. CISCO Canada President, Rola Dagher, will be present along with several local elected officials and the media. CISCO is handling the majority of the press invitations and the invitations to elected officials outside of Windsor-Essex.

### 6. OCAA Hall of Fame – Class of 2019

Two Saints are to be inducted into the OCAA Hall of Fame! The Ontario Colleges Athletic Association (OCAA) Hall of Fame is dedicated to the recognition of extraordinary contributions and accomplishments within collegiate sports in Ontario. Honoured members include athletes, coaches and builders of the association. This year, 25 new members will be recognized in the ninth OCAA Hall of Fame ceremony, including our very own:

**Bill Smith** – Women's Softball Coach  
**Rob Malbasic** – Men's Soccer Player

The ceremony will be held in Toronto on Wednesday, May 8, 2019.



# Financial Plan Report 2019-2020

## Full Board Presentation to the Board of Governors

March 26, 2019

START **HERE** GO ANYWHERE

- Financial Plan 2019-2020:
  - Budget Timing
  - Ongoing Budget Pressures & Risks
  - Opportunities
  - Financial Plan
  - Tuition and Ancillary Fees Framework
  
- Recommendation



# Budget Timing

## December

- Financial reports and budget templates released to Administrators.

## January - February

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

## March

- BOG review and recommendation March 26, 2019.



# Financial Plan 2019-2020

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# Summary of Revenues and Expenditures

Schedule I (in 000s)			
Line Item	2018-19 Budget	Feb.2019 Actual	Feb.2018 Actual
Revenue	\$182,783	\$180,304	\$131,168
Expenditures	\$172,230	\$140,387	\$113,764
Surplus / (Deficit)	\$10,553	\$39,917	\$17,404

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# Ongoing Budget Pressures & Risks

- Limited information from MTCU (funding allocations and other policy/directive changes).
- Declining domestic enrolment.
- Immigration process (PGWP), unpredictable world events, and agents.
- Part-time unionization.
- PPP: Quality assurance processes, and other colleges able to initiate new PPP.
- Private career colleges: Drive to qualify for PGWP.
- Red tape: Academic Tower (section 28 approval).
- Capital projects (i.e. Sports Park, Tower, Residence, Parking Garage, Off-Site Housing).

# Ongoing Budget Pressures & Risks

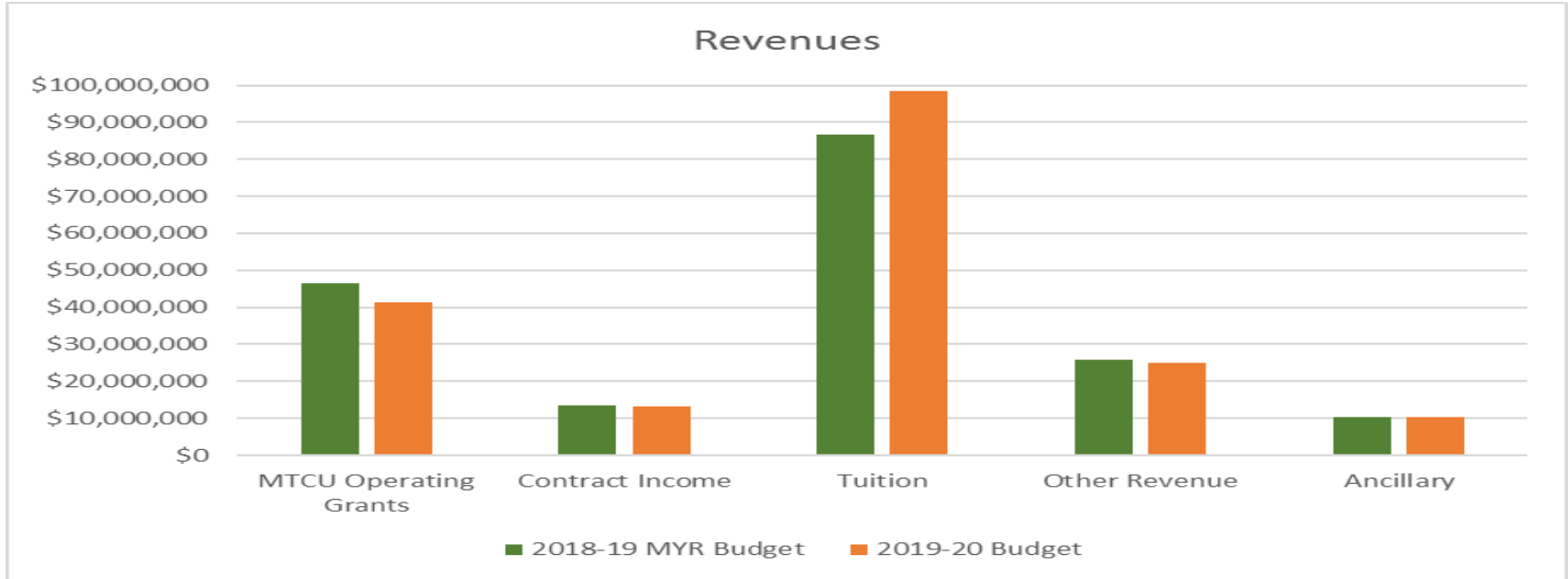
- Contribution margin management – 40% to overhead.
- Enrolment management: Program mix influences the number of WFUs and new programs do not bring new funding.
- Aging infrastructure and deferred maintenance.
- St. Clair College Skilled Trades Regional Training Centre.
- Polytechnic education review.
- Hiring of required vocational talent.
- Organizational capacity (human resources and space).
- Organizational change/growth/culture.
- Knowledge transfer and succession planning.

# Summary of Revenues and Expenditures

Schedule I (in 000s)			
Line Item	2018-19 Mid Year Budget	2019-20 Budget Forecast	Variance
Revenue	\$182,783	\$188,199	\$5,416
Expenditures	\$172,230	\$177,066	\$4,836
Surplus / (Deficit)	\$10,553	\$11,133	\$580

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# Revenues



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# Revenues



- \*International Tuition
- \*Pre-Apprenticeship
- \*Insurance Fees

- \*Corridor Funding
- \*Special Purpose Grants
- \*Quality Programs & Student Outcomes Grant
- \*10% Tuition Reduction
- \*Acumen
- \*Contract Income



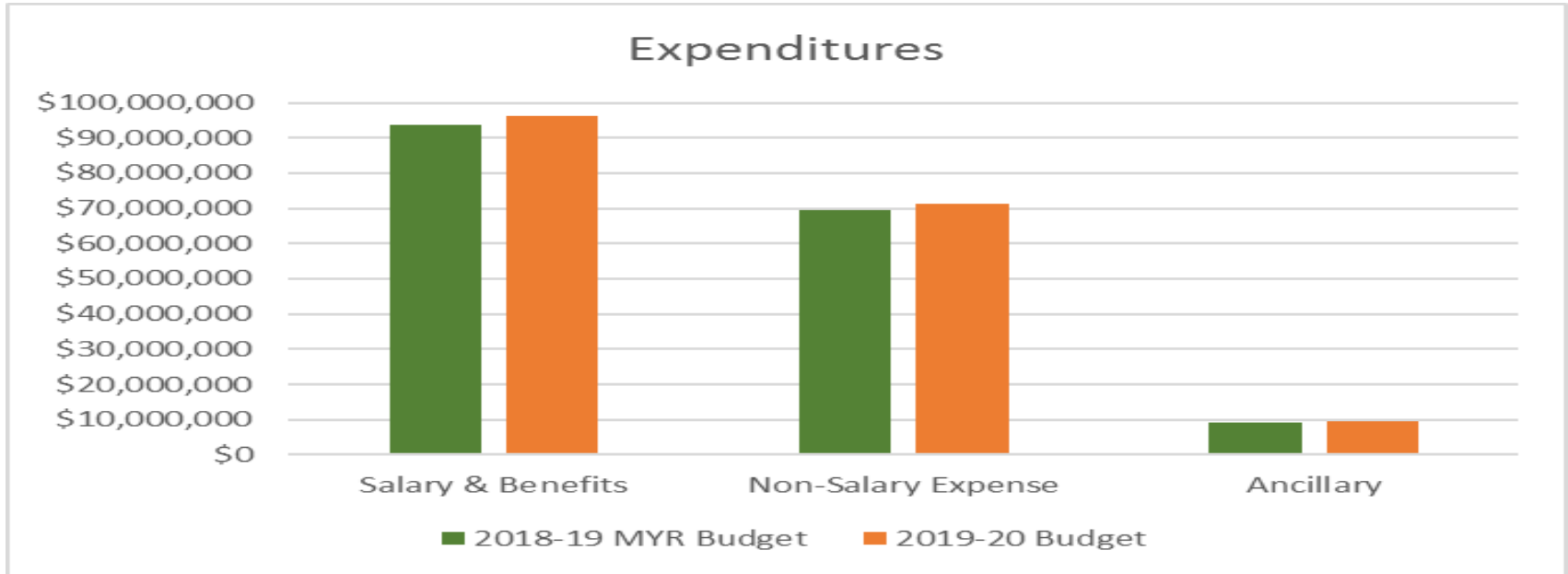
Overall, revenues increased \$5,416,000 or 3.0%.

## Changes to Ancillary Fees



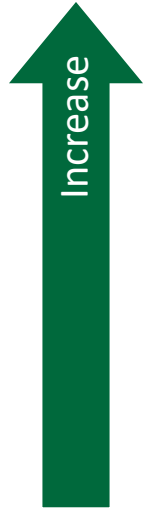
- Domestic Post-Secondary Tuition
  - Based on 7,600 Fall 2019 Day 10 full-time domestic students
  - Enrolment consistent with Fall 2018 Day 10
  - MTCU mandated 10% tuition reduction
- International Post-Secondary Tuition
  - Based on 4,729 Fall 2019 Day 10 full-time domestic students
  - Planned increase of 17.7% or 711 students
  - Tuition increase: 15% year 1, 5% ongoing

# Expenditures



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# Expenditures



\*Salary & Benefits  
\*Advertising  
\*Insurance

\*Contracted Services Other  
\*Other Expenses



# Staffing Highlights

- Staffing at Jan.31, 2019: Admin = 63, Faculty = 307 , Support = 241.
- Full-Time Staffing (net new) for 2019-20 = 22
  - Admin = 4
  - Faculty = 11
  - Support = 7
- Impact from PT Support Staff CBA has been estimated for budget purposes.

# Tuition and Ancillary Fees Framework

- Colleges received the draft Tuition and Ancillary Fees Framework from MTCU on March 19, 2019.
- MTCU provided a 48 hour window for Colleges to consider the Framework before being made public. The Framework decisions were final, but MTCU would provide clarification if necessary.
- Based on high-level information received prior to March 19, the budget has been adjusted to reflect the likely designation of certain fees as non-essential (i.e. alumni, technology access fee, etc).

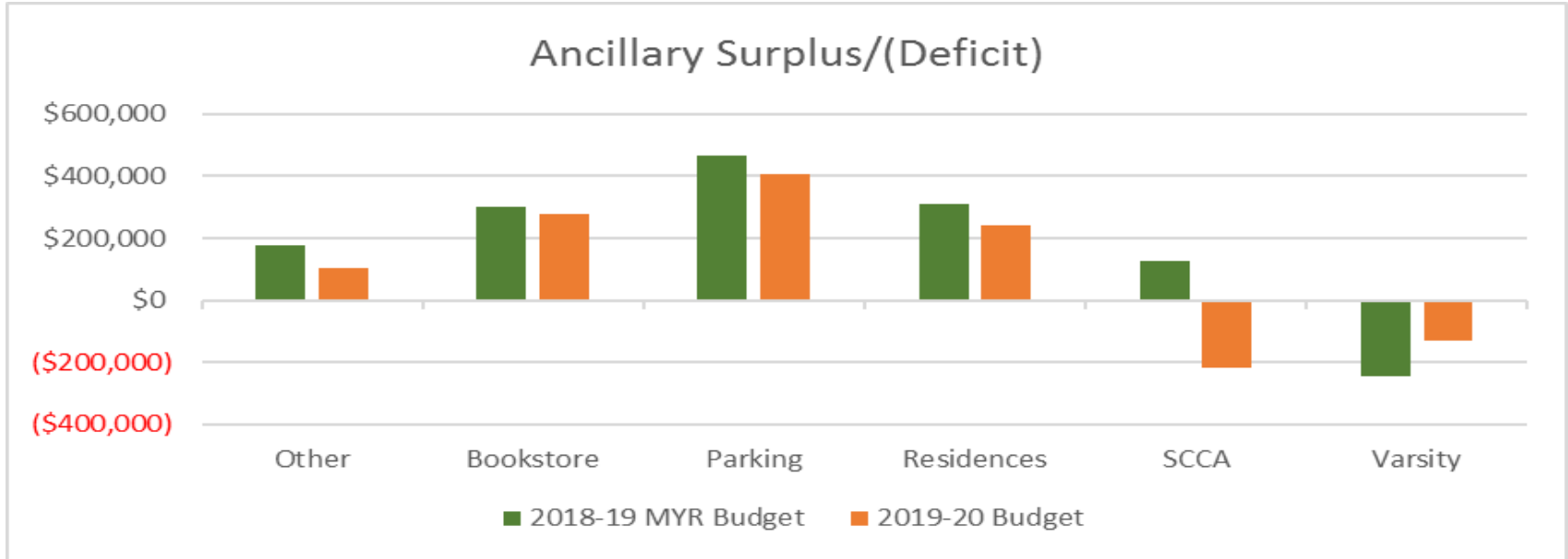
# Tuition and Ancillary Fees Framework

- The College is reviewing the new Framework to ensure compliance.
- Student Fee Protocol meeting between College Administration and Student Governments/Association will be convened asap. The Compulsory Ancillary Student Fee Protocol general agreement will be updated.
- The Student Fee Protocol will be brought forward to the BOG at the April 23 meeting for approval. If needed, any negative implications to the budgeted will be highlighted.

# Tuition and Ancillary Fees Framework

- No change in the status of a full and part time student.
- International tuition increase: 15% year 1 and 5% ongoing.
- International tuition billing change to per semester vs academic year.
- Colleges must comply with the min. and max. tuition thresholds, regardless of credential. This will negatively impact the NPV of new programs.
- Criteria for high demand programs has not changed.
- At time of billing, students given choice to opt-out (not opt-in).
- Student activity fees and ‘bundling’ is not permitted.

# Ancillary



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# Balance Sheet

- Assets \$297,878,733
  - Cash and Cash Equivalents \$79,773,165
  - Capital Assets \$346,885,348
- Liabilities \$215,078,068
  - Deferred Revenue \$37,820,283
  - Debt \$29,455,018
- Net Assets \$82,800,665
  - Unrestricted \$31,604,950

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# Non-Committed Cash Projection (in 000s)

Line Item	2018-19 MYR Budget	2019-20 Budget	Variance
Prior Year Balance	\$17,783	\$41,524	\$23,741
Operating Surplus	\$14,144	\$16,215	\$2,071
Capital Outlay (net)	(\$29,500)	(\$36,500)	(\$7,000)
Long-Term Debt	\$18,045	\$18,041	(\$4)
Board Reserve	(\$1,000)	(\$1,000)	-
Adjustment	(\$7,972)	(\$6,707)	-
Non-Committed Cash Projection	\$11,500	\$31,573	\$20,073

**START HERE GO ANYWHERE**

- Capital Allocated = \$10.8M
  - Academics = \$4.76M
  - Facilities & Other = \$5.13M
  - Contingency = \$911k



# Financial Sustainability Metrics

Metric	Measure	Actual 2017-18	Estimate 2018-19	Estimate 2019-20
Annual Surplus / Deficit	> \$0	\$13,305,511	\$10,553,406	\$11,132,516
Accumulated Surplus / Deficit	> \$0	\$52,051,478	\$62,604,884	\$73,737,400
Quick Ratio	> 1	3.92	5.07	4.71
Debt to Asset Ratio	< 35%	14.72%	19.70%	18.42%
Debt Servicing Ratio	< 3%	1.59%	1.05%	1.08%
Net Assets to Expense Ratio	> 60%	132.54%	103.71%	110.56%
Net Income to Revenue Ratio	> 1.5%	9.24%	5.77%	5.92%
Number of Flags	-	-	-	-

# Opportunities to Minimize Risks

- Continuous review and development of “Destination College” initiatives.
  - Formalized weekly SOG reviews.
- Academic program rationalization and change/flexible program delivery.
  - Critical for future financial planning.
- Financial reviews at SOG.
- SOG approval of Support and Admin part-time contracts, overtime and invoice sign-off.
- Quarterly financial reports to BOG.
- Fundraising campaign for the Academic Tower and Sports Park.
- Knowledge transfer/succession planning.
- Greater use of technology.
- Continue advocacy efforts.

# Recommendation

- IT IS RECOMMENDED THAT the Board of Governors approve the 2019-20 Financial Plan Report.



Questions?

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