



ST. CLAIR  
COLLEGE

# ST. CLAIR

COLLEGE

WINDSOR • CHATHAM

# 2019-2020 ANNUAL REPORT

#RISEABOVETHEORDINARY



# TABLE OF CONTENTS

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1.0 Executive Summary .....	3
2.0 Message from the Board Chair .....	4
3.0 Message from the President .....	5
4.0 Vision, Mission and Values.....	6
5.0 Strategic Directions 2019-2020.....	7-20
5.1 ACADEMIC .....	7-8
5.2 STUDENTS (Success, Grad Rate, Entrepreneurial, International) .....	9-13
5.3 COMMUNITIES (Leadership, Communication, Partnership) .....	14
5.4 HUMAN RESOURCES (Efficiency & Effectiveness).....	15-17
5.5 FACILITIES (Efficiency & Effectiveness).....	18
5.6 FINANCIAL (Health & Viability) .....	19-20
6.0 Analysis of Operational Performance .....	21-24
7.0 Analysis of Financial Performance .....	25-26
8.0 St. Clair College Foundation .....	27
9.0 President’s Community Engagement.....	28-29
ST. CLAIR COLLEGE APPENDICES .....	30-46
APPENDIX A - Strategic Mandate Agreement.....	31
APPENDIX B - 2019-2020 Consolidated Audited Financial Statements.....	32-35
APPENDIX C - 2018 Key Performance Indicators .....	36-42
APPENDIX D - Summary of Advertising & Marketing Complaints .....	43
APPENDIX E - Institutes of Technology and Advanced Learning (ITAL) Report ..	44
APPENDIX F - 2019-2020 Board of Governors.....	45
APPENDIX G - College Advisory Council Report.....	46



# 1.0 EXECUTIVE SUMMARY

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The 2019-2020 fiscal year has been one in which St. Clair College's motto "Rise Above the Ordinary" came to life.

It has been a year of growth, from the College's physical presence to the presence of students on campus.

The Fall semester began with a record enrolment of more than 13,200 students in full-time and part-time studies. The Downtown campus saw an increase, with 2,836 students enrolled in programs, compared to just over 900 two years ago. Overall, there was a four percent increase in international students, for a total of 4,188 students. The number of domestic students totalled 7,552, which includes 1,227 at the Chatham campus. Another 1,077 students were taking classes at the ACE Acumen Academy in Toronto, where St. Clair College programs are offered through a Public college - Private Partnership.

St. Clair also made history in 2019 when it launched its first-ever honours bachelor degree program. The new four-year Honours Bachelor Degree in Social Justice and Legal Studies kicked off in September with 30 students.

St. Clair College added to its pathway programs with the signing of five articulation agreements with Wayne State University in Detroit, Michigan, allowing students in a number of business programs to pursue their degrees upon completion of their College diplomas.

In 2019-2020, the College finalized the design for the Zekelman Centre of Business and Information Technology, which will house several business programs at the Windsor campus. The College's Windsor campus has continued to grow as construction has proceeded on a new student residence; and the long-awaited Sports Park, featuring a new Zekelman tennis facility, softball diamond and soccer field.

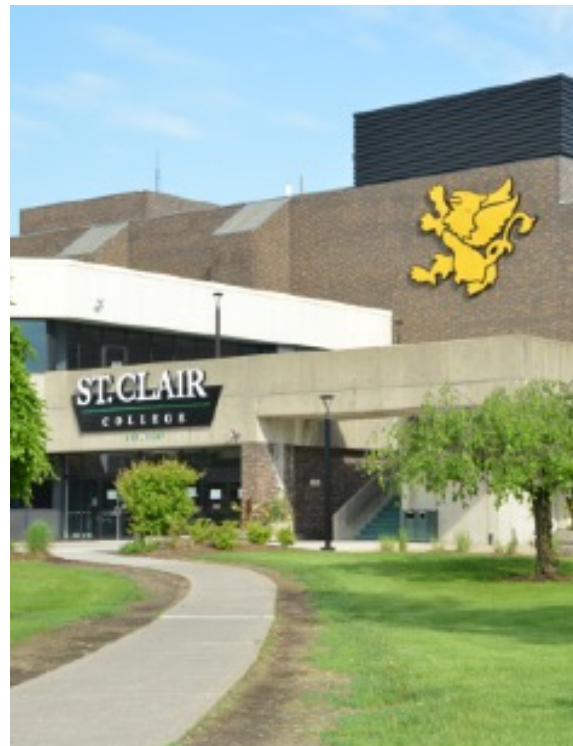
From a Human Resources perspective, the College launched an onboarding program for new employees. The orientation sessions introduced new employees to St. Clair's Vision, Mission, Values and culture, while explaining roles, responsibilities, expectations and rights. The importance of this new initiative was underscored by the large number of retirements the College recently experienced and will continue to experience over the next few years.

The College continued its long partnership and engagement with the community, through student and staff outreach initiatives that involved a long list of events on and off campus, such as the Suicide Prevention Awareness Walk, the Alumni and Friends Family Fun Days and Blood Donor Clinics.

As this fiscal year came to an end, the world began to deal with a healthcare crisis of historic proportions. When the Winter semester took a sharp turn in March, with the delivery of classes online, the College moved to help the community as best as it could. Donations of Personal Protective Equipment from the College's healthcare programs were made to local hospitals and other life-saving equipment, such as ventilators and hospital beds, were lent to help healthcare institutions deal with an expected increase of patients afflicted with the Coronavirus.

In late March, the St. Clair College SportsPlex, at the Windsor campus, started its transformation into a 100-bed field hospital operated by Windsor Regional Hospital during the COVID-19 pandemic. The SportsPlex became known as Windsor Regional Hospital's St. Clair Campus, staffed by hospital employees and operated like a typical in-patient unit. This was a ground-breaking partnership during the pandemic. St. Clair College was the only college in Ontario to host field hospitals in Windsor and Chatham.

The College will continue to support the community, as well as its students and staff, as we strive to "Rise Above the Ordinary".



## 2.0 MESSAGE FROM THE BOARD CHAIR

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On behalf of the St. Clair College Board of Governors, I am pleased to present the College's 2019-2020 Annual Report.

It has been another year of positive developments at the College. Our motto certainly applied to this year, where our students ... "Rise Above the Ordinary". Prudent decisions and excellent planning continued to benefit our institution as we ended this fiscal year navigating through challenges of a worldwide pandemic and numerous pressures on both our Provincial and Federal governments.

We continued to benefit from the strong leadership of President France and the Board is very grateful for the partnership and collaboration between our administration, staff and students.

The following report highlights some of the accomplishments and contributions by faculty, staff and students to the institution. These initiatives and efforts have created an energized academic community. Our positive impact on the prosperity and well-being of Windsor-Essex and Chatham-Kent reminds us of our privilege to be of service. It provides an opportunity for our students, staff and alumni to improve and support our communities, our region and the world. Within the Annual Report are stories and facts that represent a College that is dynamic and responsive to the changing world.

St. Clair College has continued to evolve and enhance our academic programs, including the offering of degree programs, along with updated and new facilities. It is a story of purpose and progress.

Our Windsor campus continues to grow with work developing on the following new facilities:

- The Sports Park is expected to open in the Fall of 2020.
- New modular GEM Student Housing.
- The Zekelman Centre of Business and Information Technology.

We are grateful to be a destination College for students who wish to benefit from strong academic preparation, practical skills, a welcoming community and an expanding campus to meet their needs.

The knowledge and skills acquired prepare our students for the opportunities and challenges that await them in their chosen professions of our ever-changing world. As a Board of Governors, we are very pleased to report that St. Clair College is strong and ready for the challenges ahead.

Nancy Jammu-Taylor  
Chair, Board of Governors



## 3.0 MESSAGE FROM THE PRESIDENT

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It is fitting that this message appears in the preliminary pages of this Annual Report because I would very much like it to be read as a “book dedication”.

All of the 2019-2020 achievements documented in the following pages would not have been possible without the single-minded determination of St. Clair’s students during the past year, coupled with the dedication, adaptability and ingenuity of all of the College’s employees.

As this message was being composed in early May, St. Clair had just concluded the most crisis-ridden academic year in its history. The word to be emphasized — to be celebrated — in that sentence is “concluded”. The academic year was concluded, successfully, despite the COVID-19 pandemic that required the closure of campuses in mid-March. The viral outbreak presented a very real threat to the end of the Winter semester and, with it, uncertainties in completing the academic year.

But, in a remarkable achievement of planning, execution and commitment by all facets of the St. Clair Family — a “re-invention of ourselves” undertaken in the span of one week — in-person teaching and learning was converted to on-line course delivery in order to preserve the academic year.

Readers will see scores of other accomplishments highlighted in this annual report, depicting the College’s expansion and enhancement. But none of those compare to the fundamental survival of St. Clair as a functioning educational institution during an unprecedented local, provincial, national and global crisis. It is for that reason that I have composed this message not so much as a recap, but rather, as a tribute and an expression of gratitude.

St. Clair’s exceptional staff and students let nothing — not even a world-wide pandemic — sidetrack them in their pursuit of *Excellence In All We Do*.

Having accomplished our academic goals, we also turned our attention to helping the community in March and April. We donated much needed materials and equipment from our Toldo Centre for Applied Health Sciences to local hospitals. We collaborated with our local hospitals and turned over the Windsor SportsPlex and Chatham HealthPlex permitting those facilities to be converted into field hospitals. We joined with other parties in donating funds to healthcare agencies and we participated in research and development projects to bring personal protective equipment and medical machinery into production.

Phenomenal service to students and to the community – all in the midst of the greatest health crisis of modern times. Given the circumstances – or because of them – this may have been the greatest year in St. Clair College’s history. What could have been a chaotic, catastrophic year was, instead, one which emphatically demonstrated our resolve, our innovation and our generosity.

In closing, I want to express my sincere gratitude to the entire St. Clair family of students, staff and community partners for your endurance and adaptability in what is now a historic year for St. Clair College.

Patricia France, M.Ad.Ed.  
*President*







## 4.0 VISION, MISSION AND VALUES

### VISION

Excellence in all we do.

### MISSION

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

### VALUES

Accessibility  
Accountability  
Collaboration  
Diversity  
Inclusivity

Integrity  
Quality  
Respect  
Sustainability  
Transparency

# 5.0 STRATEGIC DIRECTIONS 2019-2020

## 5.1 ACADEMIC

### GOAL

Demonstrate Academic Excellence.

### OBJECTIVE

Program Rationalization.

## REPORT ON PREVIOUS YEAR'S GOALS

### PROGRAM RATIONALIZATION

St. Clair College has had a robust process for selecting, developing and launching new programs.

There are approximately 120 Ministry-approved programs offered at St. Clair College. There has been a shift in demographics and provincially, the system has seen a reduction in domestic student enrolment, impacting our weighted funding units. In addition, the Ministry has made modifications to policy framework that has impacted the historical College funding and revenue. These changes have necessitated a thorough review of existing programs.

#### **Program Sustainability**

The intent of program sustainability is to identify programs that are not meeting the College required contribution margin. However, even though financial viability is crucial, there are other factors that must be analyzed when a program is identified for a sustainability review (growth, quality, community need, etc.).

Those factors include the current job market, community interest and need, Key Performance Indicators (KPIs), retention rates, human resource impact, Strategic Mandate Agreement (SMA) metrics and dependency of other programs within the institution.

#### **Phase I**

In order to encompass the above factors, a set of criteria was established and utilized to develop a formula that provides an aggregate score for each program.

Each of the programs at St. Clair College are provided a Program Sustainability Metric Summary (PSMS) score and then ranked according to their PSMS score.

In 2018-2019, based on the PSMS score, the contribution margin and the WFU, six programs were selected for a sustainability review.

#### **Phase II**

In 2019-2020, Phase II was completed for five of the six identified programs and one underwent a full cyclical review.

A meeting was held with the Vice President, Academic's Office, Centre for Academic Excellence (CAE), appropriate faculty and program chairs. The objective of the sustainability review was discussed with faculty. Outcomes of the six sustainability reviews with recommendations were submitted to the Sector Head and Quality Assurance Panel in Fall 2019.

#### **Summary**

Based on the new Ministry guidelines around SMA3 and the new measurables, St. Clair College will review and modify its existing PSMS to align with the new metrics.



## GOAL

Expand Advanced Learning Horizons for Students.

## OBJECTIVE

Increase degree offerings by 2020.

## REPORT ON PREVIOUS YEAR'S GOALS

### INCREASE DEGREE OFFERINGS BY 2020

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 the two degrees over a two-year period. The Honours Bachelor of Applied Arts in Social Justice and Legal Studies degree launched in Fall 2019 and the Honours Bachelor of Business Administration (Information Communication Technology) [BBA ICT] degree is set to launch in Fall 2021.

#### Marketing Plan

The College's marketing plan for the launch of the new Honours Bachelor of Applied Arts in Social Justice and Legal Studies was a broad media mix throughout Windsor-Essex and Chatham-Kent. The advertising plan included billboards, print campaigns in local newspapers, monthly community papers and magazines, tabletop displays at open houses, handbills distributed at local malls, high school visits and promotion at various community events. There was a strong emphasis in digital media platforms including video and static ads on Facebook, Instagram, Twitter and purchased web advertising.

The marketing plan for the BBA ICT program is duplicating the same strategy.

#### Program Pathways

Pathways have been created from multiple programs at St. Clair College to have entry into both degrees after successful completion of two bridging courses. The bridging courses for entry into both degrees are developed and will be offered in the Spring semester.





## GOAL

## OBJECTIVE

Support Student Success.

Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.

Maintain and report Athletic Performance Indicators (API's) that align with academic/corporate priorities.

## REPORT ON PREVIOUS YEAR'S GOALS

### **DOCUMENT AN INVENTORY OF CURRENT EVENTS AND EXPAND OUTREACH BY ADDING NEW INITIATIVES AND OPPORTUNITIES FOR STUDENT ENGAGEMENT**

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

To support this Strategic Direction, a more formal approach has been undertaken to develop an inventory of events. The 2018-2019 inventory served as a baseline and was to be expanded annually by adding three new events in collaboration with the Student Representative Council (SRC), Student Athletic Association (SAA) and Thames Students Incorporated (TSI).

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

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

Eleven new events were added to the list for 2019-2020, brought by the Student Representative Council (SRC), Student Athletic Association (SAA), Thames Students Incorporated (TSI) and St. Clair College. They are:

### **SRC**

In the Fall, SRC hosted an outing for Ace Acumen Academy students at the North York campus. Students were provided with transportation and tours of the CN Tower and Ripley's Aquarium of Canada in Downtown Toronto.

In October, SRC began the SAFE WALK program which is a service for students and staff to be escorted to their parked vehicles. The SRC provides training for students in safety procedures and regulations so they can walk any student or staff to their vehicles at the Windsor campus or those who are at the Downtown campus. There are currently 60 trained individual volunteers in the program.

In November, over 500 students and guests from the community enjoyed An Evening with Antoni Porowski. Antoni Porowski is a Polish Canadian television personality, actor, chef and model. He is known for his role as the food and wine expert on the Emmy award-winning Netflix series *Queer Eye*. The event was held in the Student Life Centre and was the focal event for the 2019 Pride Week celebration. The event was hosted by College alumnus Dan MacDonald from AM800 CKLW Radio and featured a cooking demonstration, conversation and questions and answers with Antoni. Audience members were also able to purchase Porowski's first cookbook, *Antoni In The Kitchen*.



**TSI**

In September, TSI introduced a weekly “Monday Farmers Market” where local businesses set up in the Faas Student Centre to share goods and services that they offer in our community.

In October, TSI hosted an event, “Walk a Mile in Her Shoes” to support an end to domestic violence and abuse. Powerline, Paramedic and Nursing students all participated by walking a mile around the Chatham Campus in red high heel shoes. Joining our students were the Chatham-Kent Police Chief, the Chatham-Kent Mayor and various business and community leaders. This event was in collaboration with the Chatham-Kent Women’s Centre. Our students raised \$11,000 towards this cause.

In November, TSI hosted a “Real Campus Tour” during Mental Health Week. The tour provided resources for students to feel comfortable and safe to share their feelings, stories and emotions with other students anonymously. The event was facilitated by Real Campus, the College’s resource for mental health and counselling, whose goal is to provide therapy and wellness for our students.

After the students completed this activity on day one, coordinators from Real Campus looked at the posts and provided aliases and posted answers or suggestions to what was written. The answers and positive messages were then shared all week on College monitors and a table setup during the week with pamphlets and texting information for all those needing to reach out for conversations with Real Campus workers.

**St. Clair College**

In December, the College provided a \$10 voucher during exam week as a student thank you/engagement initiative. Students were able to redeem the vouchers at College food outlets at our Windsor and Chatham campuses.

In February, on “Fat Tuesday”, the College’s Senior Operations Group provided and served a free pancake breakfast to students at all campuses in Windsor and Chatham and paczkis at our Toronto campus.

**MAINTAIN AND REPORT ATHLETIC PERFORMANCE INDICATORS (API’S) THAT ALIGN WITH ACADEMIC/CORPORATE PRIORITIES**

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.

In summary, the API results indicate that:

- Our 169 varsity athletes had a collective grade point average of 2.73.
- 80 percent of our varsity athletes passed every course they took and maintained a minimum grade point average of 2.0, achieving the requirement to receive a \$1,250 athletic scholarship per sport semester.
- In athletic competition, the Saints achieved 104 wins and 56 losses – a very high winning percentage.
- In 2019-2020 (year to date), Saints teams were ranked provincially (66 times) and nationally (28 times), for a total of 94 recognized rankings.
- The various departments/programs comprising Saints Athletics brought in revenue totaling \$2,212,015.

## GOAL

## OBJECTIVE

Enhance “Student Life”.

Construction of the Sports Park at the Windsor Campus.

## REPORT ON PREVIOUS YEAR'S GOALS

### CONSTRUCTION OF THE SPORTS PARK AT THE WINDSOR CAMPUS

An update of the project to date includes the following:

- Five major donors have been secured: Zekelman Industries (\$2.5M cash), Domino's Pizza Canada (\$1M cash), Windsor Family Credit Union (\$1M – cash donation plus interest relief), Ace Acumen Academy (\$1M cash), St. Clair College Alumni Association (\$25,000 a year for six years);
- The College has funded and successfully completed two new parking lots in the Sports Park in time for Fall start up;
- Significant construction has taken place on the soccer stadium, press box and the jumbo scoreboard. The footings for the tennis centre are complete and steel erection took place in late September;
- A redesigned softball diamond is included in the project, as a result of increased fundraising from stadium seat sponsorships and an additional \$1M commitment from the Student Athletic Association.

The Sports Park will have the following amenities:

- West parking lot;
- East parking lot;
- New roadway on east side of the parking lot;
- Walking track from west parking lot to the sand volleyball complex;
- Beacon entrance;
- Outdoor sand volleyball complex, fully lit with a snack bar/restaurant;
- Zekelman indoor tennis courts, which includes four indoor courts, a pro shop and dressing rooms;
- Soccer stadium with artificial turf – fully lit with seating capacity for 1,500;
- Press box; and
- Fully lit ladies softball diamond with artificial turf and spectator bleachers for 300.



## GOAL

## OBJECTIVE

Increase Enrolment.

Maintain Domestic Enrolment Numbers.

Determine appropriate size of International enrolment and appropriate program mix.

## REPORT ON PREVIOUS YEAR'S GOALS

### ***MAINTAIN DOMESTIC ENROLMENT NUMBERS***

Utilizing the corridor model, 7,900 post-secondary domestic students equates to a +3% of 8,137 and -7% of 7,347. For the Fall 2019 semester, the College's enrolment count date with the Ministry was November 1, 2019. For that count date, the College reported 7,222 post-secondary domestic students. In keeping with historical reporting to the Board of Governors, the domestic student registration at the 10 day add/drop date for September 2019 was 7,552.

From a 2019-2020 budget perspective, the College's domestic tuition revenue is on target. In addition, we do not anticipate the Fall 2019 semester decline to impact our enrolment operating grant for 2020-2021, specifically, 7% below our 10,287 mid-point. This is due to the corridor funding model operating under a 3-year average / 2-year slip basis.

### ***DETERMINE APPROPRIATE SIZE OF INTERNATIONAL ENROLMENT AND APPROPRIATE PROGRAM MIX***

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

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

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





GOAL	OBJECTIVE
Enhance Student Life.	Build additional Residence capacity at Windsor campus.

## REPORT ON PREVIOUS YEAR'S GOALS

### ***BUILD ADDITIONAL RESIDENCE CAPACITY AT WINDSOR CAMPUS***

The building and design process for the new 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 and development process. Additionally, GEM has signed a design and engineering agreement with Z-Modular Corporation that will incorporate approximately 512 beds with associated residential amenities.

Regular construction meetings are occurring between St. Clair College, GEM, Z-Modular and Petretta Construction (site manager).

As of October 2019, the following project details were completed:

- Review of site servicing and preparation budget.
- Final design of building layout, residential unit layout, parking and common area layout.
- Full review of mechanical, electrical and plumbing equipment specifications.
- Full review of interior finishes and furniture layouts.
- Final design and approval of exterior building design and colour selections.





**GOAL**

Increase Community Engagement.

**OBJECTIVE**

Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism by students and staff.

## REPORT ON PREVIOUS YEAR'S GOALS

### INCREASE COMMUNITY ENGAGEMENT

As an outcome of the Strategic Direction to "Increase Community Engagement," College staff and students have been involved on a voluntary basis throughout our communities of Windsor-Essex and Chatham-Kent. They've participated in task forces, boards, food programs, homeless shelters, building programs and health clinics. There is engagement from over 30 College programs, involving both faculty and students. The majority of these efforts allow the College to build ongoing partnerships and opportunities for academic purposes. College staff and students support many fundraising initiatives on an annual basis in our region and throughout the province.



## GOAL

## OBJECTIVE

Development of  
Human Resources.

Staff development with a focus on  
academic quality and student success.

Succession planning.

## REPORT ON PREVIOUS YEAR'S GOALS

### ***STAFF DEVELOPMENT WITH A FOCUS ON ACADEMIC QUALITY AND STUDENT SUCCESS***

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

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

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

The Centre for Academic Excellence (CAE) offered numerous professional development and orientation activities which include:

- a) An orientation in Teaching & Learning (T&L) is offered for new part-time and full-time faculty. The purpose of the T&L training is to introduce the basics of good teaching practice along with introducing participants to semester planning, lesson planning and assessment strategies. All new part-time faculty are required to participate upon the commencement of their employment with the College. New full-time faculty are also required to participate in a one-week onboarding orientation immediately after their CEDP residency.
- b) The College Educators' Development Program (CEDP) is a faculty training program offered jointly by the six Western Ontario colleges of which St. Clair College is an active participant. CEDP is a fully outcome-based, assessed learning experience for faculty. Through the use of online modules, short residencies and applied learning activities (e.g. faculty mentors, teaching portfolios and teaching circles), participants obtain a thorough grounding in Outcome-Based Education, MCU standards, course and lesson planning, classroom management, integration of teaching with technology, effective assessment practices and professional development strategies. Newly hired full-time members of faculty are required to complete CEDP as part of their letter of employment.
- c) All new full-time faculty participate in a formal mentoring program. In addition, the mentoring program is open to all faculty who request it.



- d) To support part-time faculty, the CAE in conjunction with the Continuing Education Department is relaunching the Instructional Skills Workshop (ISW) program. The ISW program is an intensive three (3) day nationally recognized professional development activity that enhances the teaching effectiveness of both new and experienced educators. The focus of the ISW program is on lesson plan development and delivery.
- e) Each June the CAE holds the Faculty Recharge and Reboot Day. This one-day conference offers faculty a chance to participate in both learning workshops and wellness activities. Faculty are encouraged to present at this event as well.
- f) March and Spring workshops are offered every year to all full-time and part-time faculty. Topics include lesson planning, curriculum design, course development, effective assessment strategies, Essential Employability Skills and quality assurance.

Existing staff are eligible to participate annually in professional development to achieve personal growth and development. Such training has taken the form of participation in individual workshops, seminars, College initiated training and courses to pursue their personal educational advancements. To date, staff have utilized over 74% of the budget that was allocated towards continual staff development. The Professional Development budget for 2019-2020 was \$556,917 (1% of Budget).

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

- a) Tuition Reimbursement.
- b) In-House Service Training.
- c) Legislative Training.
- d) Coordinators Training.
- e) Strategic Credential Upgrading (PhD & Masters).

As a result of the College developing a five-year Enrolment Plan, the Senior Operations Group is in the process of developing a human resource plan to aid in the projected growth.

### **SUCCESSION PLANNING**

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

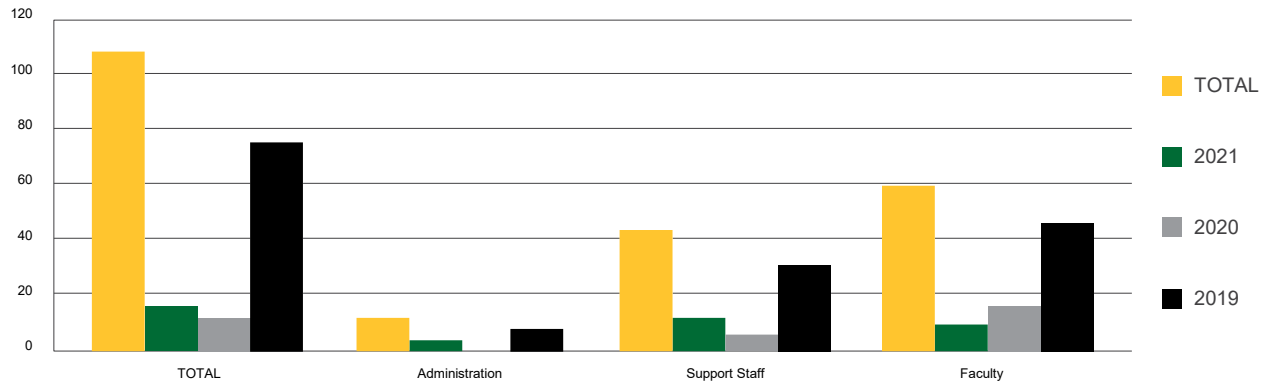
Through succession planning, the College continues to build a leadership pipeline/talent pool to ensure leadership continuity and develop potential successors in ways that best fit their strengths while maximizing institutional resources and organizational stability.

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

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

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

## EMPLOYEES ELIGIBLE TO RETIRE *(with early unreduced pension by year)*



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

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

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

Utilizing SOP's are a measure to help ensure that crucial tasks will still be completed even when employees change roles or leave the College.

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





## GOAL

Campus  
Enhancement

## OBJECTIVE

Explore feasibility of a parking garage  
and student housing.

## REPORT ON PREVIOUS YEAR'S GOALS

### EXPLORE FEASIBILITY OF A PARKING GARAGE AND STUDENT HOUSING

**Parking Garage:** A Request for Proposal (RFP) was issued for Construction and Management of a Parking Garage on campus. The goal of the RFP was to determine if there were interested partner(s) who would build a parking garage at their cost and recoup the cost by managing the garage and potentially all parking operations on campus, over a 10+ year period.

The College received three submissions, all of which fell short of meeting the RFP requirements. The two main conclusions drawn from the submissions are as follows:

1. The College would be required to invest in all or part of the construction of the parking garage. The cost for construction was estimated by all three submissions to be around \$13-15M.
2. The construction of a parking garage would necessitate a considerable increase to parking permit fees in order to make the parking garage sustainable. The current rate of \$300/8 months would need to increase by 2-3 times.

Administration decided to survey students and staff to determine if a substantial increase in parking fees would be acceptable. The College and the student governments conducted surveys. The results of the Windsor student survey were that 74.3% of the students would not pay parking fees of approximately \$900 for a parking spot in a new parking garage.

**Student Housing:** A Request for Proposal was issued for the development, construction, financing and operation of a student housing facility in Windsor-Essex. The goal of the RFP was to determine if there were interested partner(s) who would build and operate an off-campus student housing facility at their cost to complement the College's existing student residence as a separate standalone facility.

No submissions were received.





## GOAL

## OBJECTIVE

Financial Sustainability.

Balanced budgets.

Maintaining financial sustainability in accordance with the MCU financial metrics (SMA).

## REPORT ON PREVIOUS YEAR'S GOALS

### **BALANCED BUDGETS**

- Budget strategies were implemented and monitored on a weekly basis.
- A surplus from operations has been realized for five consecutive years. A surplus of \$31,083,010 was realized for 2019-2020.

### **MAINTAINING FINANCIAL SUSTAINABILITY IN ACCORDANCE WITH THE MCU FINANCIAL METRICS (SMA).**

- March 31 ,2016 = 1 flag
- **March 31, 2017 = no flags**
- **March 31, 2018 = no flags**
- **March 31, 2019 = no flags**
- **March 31, 2020 = no flags**



GOAL	OBJECTIVE
Financial Accountability.	<p>Interim relevant and transparent reporting on financial position to the Board of Governors:</p> <ul style="list-style-type: none"> <li>• Budget</li> <li>• Mid-Year Review</li> <li>• Financial Statements</li> <li>• Other (to be determined by Audit Committee)</li> </ul> <hr/> <p>Achieve Ministry approval and financing for Academic Tower and Phase III of Student Centre.</p>

## REPORT ON PREVIOUS YEAR'S GOALS

During the 2019-2020 fiscal year, the Board of Governors received the following financial reports:

- Financial Statements: June 25, 2019
- Financial Monitoring: September 24, 2019, October 22, 2019, January 25, 2020, February 25, 2020
- Mid-Year Review 2019-2020: November 26, 2019
- 2020-2021 Budget: March 24, 2020
- Audit Committee Meetings: June 7, 2019, September 24, 2019, November 11, 2019, March 2, 2020, and March 27, 2020

### **ACHIEVE MINISTRY APPROVAL AND FINANCING FOR ACADEMIC TOWER AND PHASE III OF STUDENT CENTRE**

The College received Section 28 approval on October 1, 2019 from the Ministry.

#### **Summary**

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 control and respond quickly and accurately to changing market conditions is key to our success. The College's prior year implementation of key functionality and system elements to provide timely information for budgeting and forecasting purposes continued to "pay dividends". We realized a second consecutive year surplus of over \$30M, which permitted the organization to invest in deferred maintenance, academic equipment renewal and internally restrict \$20M into a financial sustainability reserve.

## 6.0 ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE

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### **Partnerships**

#### **Windsor Health Institute/WE-SPARK**

Four partner organizations have formed the Windsor Health Institute. This new collaborative research centre aims to bring together leading minds in health care and academia from St. Clair College, the University of Windsor, Windsor Regional Hospital, Hotel-Dieu Grace Healthcare.

The WE-SPARK Health Institute held a signing ceremony on March 9, 2020. Officials from St. Clair College, Hotel-Dieu Grace Healthcare, the University of Windsor and Windsor Regional Hospital signed a memorandum of understanding, officially launching WE-SPARK.

WE-SPARK aims to provide hubs for researchers through various training programs, academic support, professional development and bi-monthly think tanks. The partnership between the four organizations is “one of a kind”. Some areas of research will include cancer, brain health, rehabilitation and population health.

Designed to reflect on all aspects of healthcare, the health institute will feature training programs, academic support, professional development and think tanks that will impact a full spectrum of levels and stages, from elementary school students up to graduate students and health care professionals.

#### **City of Windsor Mentoring Session**

Continuing her commitment to the importance of mentoring, President France was the Keynote Speaker at the City of Windsor's Annual Employee Mentoring Information Session which was held on January 27, 2020.

National Mentoring Month was the occasion for the information session, providing City employees with the tools to become either a mentor or a protégé to “meet their next opportunity,” and secure a successful mentoring experience. City employees were invited to join keynote presenter, Patti France, for her talk on mentoring and how the experience enhanced her career journey.

President France shared her insights and experiences and participants expressed their gratitude for sharing her journey.

#### **Skilled Trades Regional Training Centre**

The “Earn While You Learn Program” information session was held to update our industry partners on the activities at St. Clair College's Skilled Trades Regional Training Centre (STRTC). The August 9, 2019 session was a follow up to the March 2019 meeting, when the College provided an update on the status of the Centre and the program. The options provided by the College were endorsed by industry partners that will assist in maintaining the financial stability of the STRTC while ensuring the College continues to meet the needs of the community.



## 6.0 ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE

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### **Convocation**

The College's 52<sup>nd</sup> Annual Spring Convocation celebrated the largest graduation in its history, with more than 5,800 students. Six sessions took place in June at both the Windsor Family Credit Union Centre (WFCU) in Windsor and at the St. Clair College HealthPlex in Chatham. Family and friends were able to enjoy the celebration with their graduating students.

In October, there were three sessions of Convocation held at the WFCU Centre and at our Chatham Campus, with more than 2,200 students graduating.

For the first time in our 52-year history we held a Winter Convocation. On January 29, 2020, our 10<sup>th</sup> Session included close to 600 graduating students. Our St. Clair College Alumni Association has now grown to over 110,000 graduates.

### **Community Engagement**

Our Chatham campus was the site of the 6<sup>th</sup> Annual Polar Plunge to benefit the Special Olympics. The event took place on January 18, 2020 and \$46,300 was raised. The valiant 160 "plungers", including Chatham Mayor Darren Caniff and TSI President Maggie Kobrossy, all showed great courage by taking a dip in cold outdoor temperatures.

When it was Windsor's turn for the 6<sup>th</sup> Annual Polar Plunge, approximately 240 participants braved the cold outside the Windsor Aquatic Centre in Downtown Windsor. It was a frigid Friday, February 28, 2020 but the cause was the Special Olympics, for all who took the plunge. College students and staff took part in the evening event. The target of \$50,000 was surpassed with a new total of \$60,000 in donations. As a founding partner of this event, St. Clair College was delighted to do our part for this worthy cause.

Hoopin' Around the Clock saw 973 participants and 82 teams participate in the most successful event to date. The event was held over three days in January at St. Clair College's SportsPlex and Migration Hall in Kingsville. Dozens of teams, groups and organizations from across Southwestern Ontario competed around the clock. The real winners were the five local groups who benefited from these funds, namely the Neighbourhood Charitable Alliance, St. Clair Saints Athlete Sponsorship program, Windsor Pinoy Athletics, Windsor-Essex Cancer Centre Foundation Patient Assistance Fund and The Bridge - Leamington Youth Resource Centre.

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

### **Facilities**

#### **Sports Park**

The Sports Park project began construction on April 8, 2019. This project will benefit from the collaboration of the SRC, SAA and the Fortis Group. The \$20M project is being built in collaboration with the Student Representative Council (SRC) and the Student Athletic Association (SAA).

The Sports Park includes a Soccer pitch that will also be used as a football field for a new St. Clair Fratmen team, competing in the Canadian Junior Football League. The Student Athletic Association purchased the team from Windsor's AKO Fratmen organization.

#### **New Mississauga Campus**

At the beginning of 2020, Ace Acumen Academy officially opened its Mississauga campus; the Academy's second campus. Ace Acumen secured a second International Student Program (ISP). It was approved by the Ministry in December 2019. St. Clair College and Ace Acumen Academy look forward to expanding the course selection to serve our International students.

#### **GEM Student Residence**

The new \$23M residence project at the Windsor Campus was announced with a groundbreaking ceremony on February 28, 2020. The new GEM student residence will provide on-campus housing for 512 students. Global Education Mihome (GEM) Corporation, the College's private educational partner, will undertake the entire cost of construction and management of the new residence. GEM has signed a design and engineering agreement with Z-Modular Corporation, which will provide the pre-fabricated, steel-box structures.

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

## 6.0 ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE

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### **Zekelman Centre of Business and IT**

Plans are being finalized for construction to begin on St. Clair College's new Zekelman Centre of Business and IT. The tower will be erected atop and adjacent to the existing Student Centre at the Windsor Campus. This \$21M project includes classrooms, a computer lab, student lounges, a beverage station, offices and a state-of-the-art E Gaming Centre. The College is grateful for the contributions received from our students and the Student Representative Council, our private partners, Barry and Stephanie Zekelman and the College's Alumni Association. The estimated opening of the Zekelman Centre of Business and IT is 2022.

### **Academic**

#### **Telus 5G**

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

Telus shared that the 5G technology will deliver connection speeds up to 10 times faster, with lower latency, and the ability to connect numerous devices simultaneously. Augmented and virtual reality will become part of this imminent, future reality.

St. Clair College will be just the second Canadian post-secondary institution to have 5G-ready technology, offering our students yet another advantage of learning at the College.

#### **Recognition**

CISCO Canada President, Rola Dagher announced an exciting milestone. St. Clair College is the #1 College in North America for student enrolment in a CISCO Certified Networking program. The announcement was made at a Press Conference on April 4, 2019 in the Student Life Centre.

The College's relationship with CISCO is just one example of the partnerships which must exist between public educational institutions and the private sector to ensure that cutting-edge, real-world skills are being instilled to sustain and enhance our local, provincial, national and global economies.

### **Students**

#### **Safe Walk**

The Safe Walk program at both the Windsor and Downtown campuses was announced on November 8, 2019 by the Student Representative Council (SRC) and runs from 5 p.m. to 10:30 p.m., Monday to Friday. This service is provided by 60 student volunteers who have received Management of Aggressive Behaviour (MAOB) training through the College's security provider, Paladin Security.

As the population of St. Clair College has grown, so has the campus' footprint. The College added new buildings during the past several years, and some parking lots and facilities at the Downtown and Windsor campuses are located at a distance. The Safe Walk program adds an additional safety resource for students taking late classes. It also provides excellent experience for students who are completing their education in related fields of study. Programs such as Police Foundations, Protection, Security and Investigation and Border Services have taken a keen interest in being involved, providing them with meaningful volunteer experience.

#### **Soccer Gold**

It was gold for the St. Clair College Men's and Women's Indoor Soccer Varsity teams as they began their season in the Royal Cup on Saturday, January 25, 2020. The tournament was hosted by Redeemer University in Ancaster. Both Saints Teams had a great tournament coming in 1<sup>st</sup> place. Congratulations to our Saints!

#### **Alumni**

St. Clair College inducted six new honourees into the Alumni of Distinction notables. The 2019 Alumni of Distinction are:

- Chantelle Bacon-Macri, a recent graduate, is the co-founder of Fight Like Mason Foundation in Belle River, Ontario. She is a graduate of the Hairstylist Program, 2014.
- Christopher Bozzetto graduated in Media, Art & Design and is a Lead Texture Artist, Soho VFX in Toronto, Ontario. He is a graduate of Tradigital Animation, 2005.
- Barb Brown was in Community Studies and is the Executive Director of Connections Early Years Family Centre in Windsor, Ontario. She is a graduate of Early Childhood Education, 1994.





## 6.0 ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE

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- Larry Koscielski from our Skilled Trades program is Vice President of Process & Technology Development at CentreLine in Windsor, Ontario. He is also the Chair of Windsor-Essex FIRST Robotics. He is a graduate of the Combustion Technician program, 1983.
- Justin Lammers studied Health Sciences and is now the Deputy Chief, Essex-Windsor EMS in Essex, Ontario. He is a graduate of the Paramedic program, 2005.
- Nicolas Seguin comes from our Business and Information Technology studies and is the Application Architect, Dominos Pizza Corporate Headquarters of Ann Arbor, Michigan. He is a graduate of Computer Science Technology - Information Systems, 2001.

### Fundraising

Symatron Corporation made a welcome announcement at a Press Conference at St. Clair College on May 10, 2019. They generously donated \$10,000, with a match from the Fletcher Foundation, for a total of \$20,000, under the auspices of the Ontario Association of Certified Engineering Technicians and Technologists (OACETT). St. Clair College added \$1,500 to expand the current OACETT endowment from \$23,500 to \$45,000. This fund supports a student enrolled in Year 1, 2 or 3 of an OACETT recognized engineering or applied science technology program. The \$45,000 endowment, in perpetuity, will be used to support an annual \$1,000 bursary to a deserving student.

A Global Positioning System (GPS) worth \$34,000 was donated by Amico Infrastructures to St. Clair College's School of Engineering Technology programs. The equipment gives our students "a direct advantage over students from other colleges in Ontario," according to one company director. Amico will also cover the annual \$4,300 subscription fee required to access the GPS satellite network. Students in the Civil Engineering Technology, Construction Engineering Technician and Architectural Technology programs will have the latest technology used in the construction industry.



## 7.0 ANALYSIS OF FINANCIAL PERFORMANCE

St. Clair College ended fiscal year 2019-2020 with an Excess of Revenue over Expenses for the Year of \$31,083,010 (see Appendix A: Consolidated Audited Financial Statements). Revenue increased approximately \$30.4M. Expenses increased approximately \$39.5M.

	2019-2020	2018-2019
Revenues	\$228,692,960	\$198,263,526
Expenses	\$197,609,950	\$158,025,756
Excess of Revenues over Expenses	\$31,083,010	\$40,237,770

### REVENUE

**Government (MCU) Operating Grants:** Decreased by \$5.4M compared to 2018-2019. The decrease was mainly attributable to one-time funding received in the prior year.

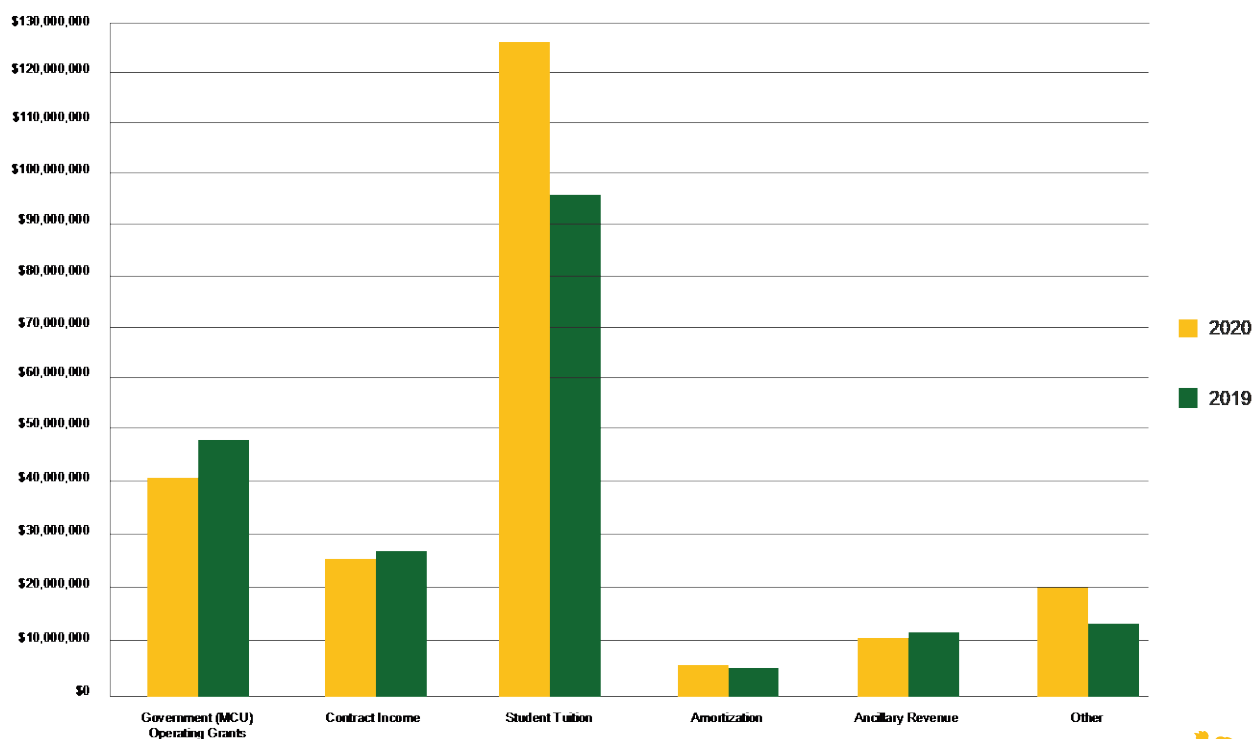
**Contract Income:** Decreased by \$0.78M compared to 2018-2019.

**Student Tuition:** Increased by \$30.8M compared to 2018-2019. The increase in revenue was due to higher international student enrolment, tuition rate increases and collecting tuition revenue for students attending Ace Acumen.

**Ancillary Revenue:** Decreased by \$0.83M. The decrease was attributable to lower revenue from Parking and St. Clair College Centre for the Arts operations.

**Other Income:** Increased by \$6.3M which was mainly attributable to interest income and ancillary fees.

### REVENUE



# 7.0 ANALYSIS OF FINANCIAL PERFORMANCE

## EXPENDITURES

### Salaries and Benefits

Increased by \$5.4M due to increased staffing and compensation adjustments.

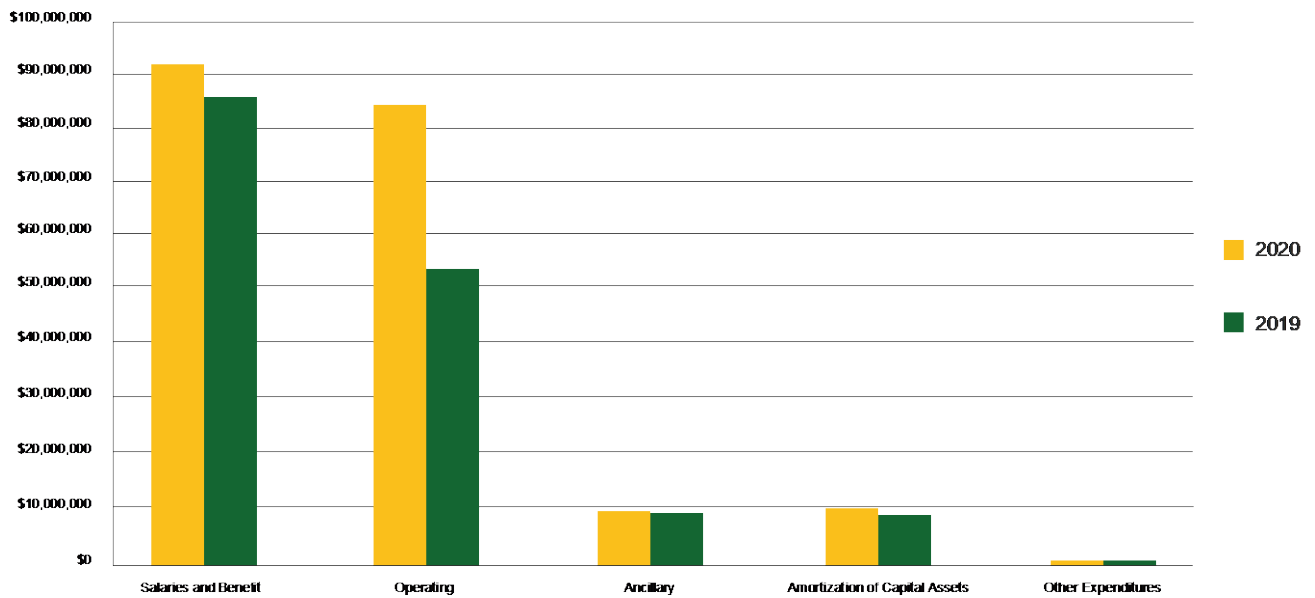
### Operating

Increased by \$32.7M due to higher agent commissions, insurance and flowing funds to Ace Acumen.

### Ancillary Operations

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

## EXPENDITURES



## 8.0 ST. CLAIR COLLEGE FOUNDATION

The St. Clair College Foundation strives to assist St. Clair College in achieving its Vision Statement “Excellence in All We Do.”

The Foundation has the responsibility to manage the invested funds of the Foundation and to build the scholarship program by attracting new donors every year.

As of March 31, 2020, the Foundation had a total scholarship fund with a market value of \$9,397,257. The fund is invested in two separate banks, the Royal Bank of Canada (RBC) and Windsor Family Credit Union (WFCU). RBC holds the Foundation’s long-term investments and WFCU holds the Foundation’s short-term investments. The investment income earned from these funds, along with annual scholarship donations, is used each year to award scholarships to students at the annual presentations.

The Annual Chatham Scholarship Award presentation took place on Thursday, February 27, 2020. In light of the COVID-19 pandemic and in consideration of the health and well-being of our students, staff and donors, the two scheduled Windsor Scholarship Award presentations on March 26 and 30, 2020 were cancelled. The scholarship awards were mailed directly to the students, or the amounts were credited to the student’s College accounts.

The College awarded 815 student scholarships (endowment and annual) totaling \$534,656 based on the donor’s criteria for each award. Many of the scholarships have multiple students receiving funds from each scholarship.

This year, there were nearly 3,000 applicants compared to 1,400 in 2018-2019. The scholarship recipients were selected by one of three groups:

1. Eight selection committees (one for each academic school) comprised of faculty and support staff.
2. Donors.
3. College administration.

### ***New scholarships that have been established in the 2019-2020 fiscal year include:***

- A Friend of the St. Clair College Veterinary Technician Program Scholarship
- Alishia Liolli Memorial Scholarship
- Carol Derbyshire Scholarship
- Gibson Gallery Scholarship
- Harmony Masonic Lodge #579 Scholarship
- Janet Van Elslander Scholarship
- Ken Ambrose Memorial Scholarship
- Marcello Zorzitto Scholarship
- Margaret Brown Byron Scholarship
- Stephanie Zekelman Community Service Scholarship
- Ted Whipp Scholarship
- Windsor Essex Child/Youth Advocacy Centre Scholarship





# 9.0 PRESIDENT'S COMMUNITY ENGAGEMENT

## PRESIDENT'S COMMUNITY ENGAGEMENT CALENDAR

This past year, President France hosted and attended numerous meetings and events with various community partners, organizations, municipal, provincial and federal politicians at the College. The President also represented the College as a member of community panels, attending many community events and dinners as an attending guest or guest speaker throughout Windsor-Essex and Chatham-Kent. The calendar year was full of student and staff campus events, Board events and College ceremonies in which the President participated.



April 2019 Cisco recognized St. Clair College as the company's number one Cisco Networking Academy partner in all North America, with 1,680 students enrolled in 2018 alone.



President France welcomes the new Leamington to Windsor Transit Service, which began operating Monday, July 8, 2019.



St. Clair College President Patti France and Wayne State University President Dr. M. Roy Wilson signed five articulation agreements allowing students to pursue a degree after receiving their diploma in July 2019.



President France kicked off the 17th annual St. Clair College Alumni Golf Tournament in July 2019, held at Sutton Creek.



Omar Alghabra, parliamentary secretary for the Minister of International Trade and Diversification, visited St. Clair College in August 2019, and briefed President France on the Outbound Student Mobility Pilot Program.



St. Clair College President Patti France welcomed more than 800 walkers in September 2019 at the 4th Annual Suicide Prevention Awareness Walk.



President France attended a ribbon cutting ceremony in October 2019 launching a partnership between the College, the Municipality of Chatham-Kent and the Lambton-Kent District School Board to create an early learning lab at Winston Churchill Public School in Chatham, that has St. Clair's Early Childhood Education students working with Kindergarteners.



St. Clair College President Patti France welcomed the latest group of women in WEST's Pre-Apprentice program in November 2019.



In November 2019, President Patti France joined other volunteers throughout Windsor-Essex to hand out the annual edition of the Windsor Goodfellows newspaper.



# 9.0 PRESIDENT'S COMMUNITY ENGAGEMENT



President France joined the College's 2019 Alumni of Distinction in Toronto November 2019 at the Premier Awards.



St. Clair College partnered with Caesars Windsor and local band The S'Aints to raise money for area food banks at the annual Sleighing Hunger holiday concert at the Colosseum in December 2019.



In January 2020 President France was honoured to receive the Paul Harris Fellowship Award from the Windsor Rotary Club 1918 for her contribution to the community of Windsor-Essex.



St. Clair College broke ground in February 2020 for the official launch of a \$23M student residence project on its South Windsor Campus.



President France serves pancakes to students during the annual Winter Blues week in February 2020.



St. Clair College President France signed an agreement in March 2020, joining four other institutions to form WE-SPARK Health Institute. The institute will help drive outcomes that support healthier communities.



**ST. CLAIR COLLEGE**  
**APPENDICES**



***Multi-Year Accountability Agreement Report Back***

This appendix is not required for St. Clair College.



## MANAGEMENT REPORT

Management is responsible for the preparation, presentation and consistency of the accompanying consolidated financial statements and other information contained in the Annual Report.

The consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards and have been audited by KPMG LLP.

Management is responsible for designing, implementing and maintaining an effective system of internal controls, policies and procedures that pertain to the maintenance of accounting systems and records, the authorization of receipts and disbursements, the safeguarding of assets and for reporting financial information.

This system of internal controls, policies and procedures provides reasonable assurance that financial records are reliable and are a proper basis for preparation of the financial statements.

The Audit Committee and the Board of Governors, in carrying out their responsibility, have reviewed and approved the consolidated financial statements.



Patricia France, President



Marc Jones, Chief Financial Officer



## REPORT OF THE INDEPENDENT AUDITORS ON THE SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

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

The accompanying summary consolidated financial statements of The St. Clair College of Applied Arts and Technology which comprise the summary consolidated statement of financial position as at March 31, 2020 and the summary consolidated statement of operations for the year then ended, and related notes, are derived from the audited consolidated financial statements of The St. Clair College of Applied Arts and Technology, prepared in accordance with Canadian public sector accounting standards as at March 31, 2020 and for the year then ended.

We expressed an unmodified audit opinion on those complete consolidated financial statements in our auditor's report dated June 23, 2020.

The summary consolidated financial statements do not contain all the disclosures required by Canadian public sector accounting standards applied in the preparation of the audited consolidated financial statements of The St. Clair College of Applied Arts and Technology. Reading the summary consolidated financial statements therefore, is not a substitute for reading the audited consolidated financial statements of The St. Clair College of Applied Arts and Technology.

### **Management's Responsibility for the Summary Consolidated Financial Statements:**

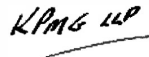
Management is responsible for the preparation of the summary consolidated financial statements in accordance with the basis described in Note 1.

### **Auditor's Responsibility:**

Our responsibility is to express an opinion on the summary consolidated financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements".

### **Opinion:**

In our opinion, the summary consolidated financial statements derived from the audited financial statements of The St. Clair College of Applied Arts and Technology as at March 31, 2020 and for the year then ended are a fair summary of those consolidated financial statements in accordance with the basis described in Note 1.



Chartered Professional Accounts, Licensed Public Accountants  
Windsor, Canada  
June 23, 2020

## SUMMARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at March 31

	2020	2019
<b>Assets</b>		
Cash and temporary investments	\$ 130,850,085	\$ 111,524,482
Accounts receivable	11,170,968	11,999,882
Prepaid expenses	5,542,770	2,805,490
Long-term investments	70,261,397	9,950,637
Capital assets and construction-in-progress	182,515,314	177,857,843
	<b>\$ 400,340,534</b>	<b>\$ 314,138,334</b>

**Liabilities and Net Assets**

Liabilities:

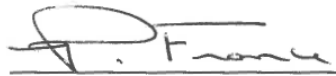
Current liabilities	\$ 126,355,613	\$ 68,997,847
Long-term debt	10,338,026	11,634,683
Other liabilities	3,634,000	3,770,000
Deferred contributions	127,349,255	128,329,637
	<b>\$ 267,676,894</b>	<b>\$ 212,732,167</b>

Net Assets:

Unrestricted	\$ 58,865,357	\$ 54,442,517
Invested in capital	44,236,161	37,846,731
Internally restricted	20,270,740	-
Externally restricted	9,291,382	9,116,919
	<b>132,663,640</b>	<b>101,406,167</b>
	<b>\$ 400,340,534</b>	<b>\$ 314,138,334</b>

On behalf of the Board:

  
Egidio Sovran, Chair – Audit Committee

  
Patricia France, President

The accompanying note is an integral part of these summary consolidated financial statements





**SUMMARY CONSOLIDATED STATEMENT OF OPERATIONS**

For the year ended March 31

	2020	2019
<b>Revenue</b>		
Grants and reimbursements	\$ 40,990,085	\$ 46,475,014
Capital support grants	175,673	152,954
Tuition revenue	126,606,554	95,735,897
Contract training	25,012,675	25,800,534
Amortization of deferred capital contributions	5,621,045	5,255,421
Other income	18,718,116	12,414,104
Donations	288,538	303,734
Foundation	534,656	544,345
Ancillary operations	10,745,618	11,581,523
	<b>228,692,960</b>	<b>198,263,526</b>
<b>Expenses</b>		
Salaries and benefits	91,847,088	86,362,457
Operating expenditures	85,669,379	52,913,424
Post employment and compensated absences	(136,000)	(81,000)
Foundation	534,656	544,345
Bursaries and scholarships	280,538	302,737
Amortization of capital assets	9,713,643	8,466,568
Other expenditures out of capital support grants	185,110	152,954
Ancillary operations	9,515,536	9,364,271
	<b>197,609,950</b>	<b>158,025,756</b>
<b>Excess of Revenue over Expenses for the year</b>	<b>\$ 31,083,010</b>	<b>\$ 40,237,770</b>

The accompanying note is an integral part of these summary consolidated financial statements

**NOTE 1**

The summary consolidated financial statements are derived from the complete audited consolidated financial statements, prepared in accordance with Canadian public sector accounting standards as at and for the year ended March 31, 2020.

The preparation of these summary consolidated financial statements requires management to determine the information that needs to be reflected in these summary financial statements so that they are consistent, in all material respects with or represent a fair summary of the audited consolidated financial statements.

These summarized consolidated financial statements have been prepared by management using the following criteria:

(a) whether information in the summary consolidated financial statements is in agreement with the related information in the complete audited consolidated financial statements; and

(b) whether, in all material respects, the summary consolidated financial statements contain the information necessary to avoid distorting or obscuring matters disclosed in the related complete audited consolidated financial statements, including the notes thereto.

Management determined that the consolidated statement of cash flows does not provide additional useful information and as such has not included them as part of the summary consolidated financial statements.

The audited consolidated financial statements of The St. Clair College of Applied Arts and Technology are part of the public records and are made available on the College website at: [www.stclaircollege.ca/boardandstaff/corporatedocuments.html](http://www.stclaircollege.ca/boardandstaff/corporatedocuments.html)



*The 2018 KPI survey results were not available at time of publication of our 2018 Annual Report, as such we are presenting within the 2019-2020 report.*

## 2018 Key Performance Indicators

### **Background:**

Key Performance Indicator (KPI) Surveys are completed on a College wide basis annually and are a Ministry Directive. Forum Research, an independent third party company, manages the data collected from KPI surveys on behalf of the provincial government for all 24 Colleges, with the exception of Graduation Rate.

The five indicators used to measure college performance include the following:

- Student Satisfaction
- Employer Satisfaction
- Graduate Satisfaction
- Graduate Employment
- Graduation Rate

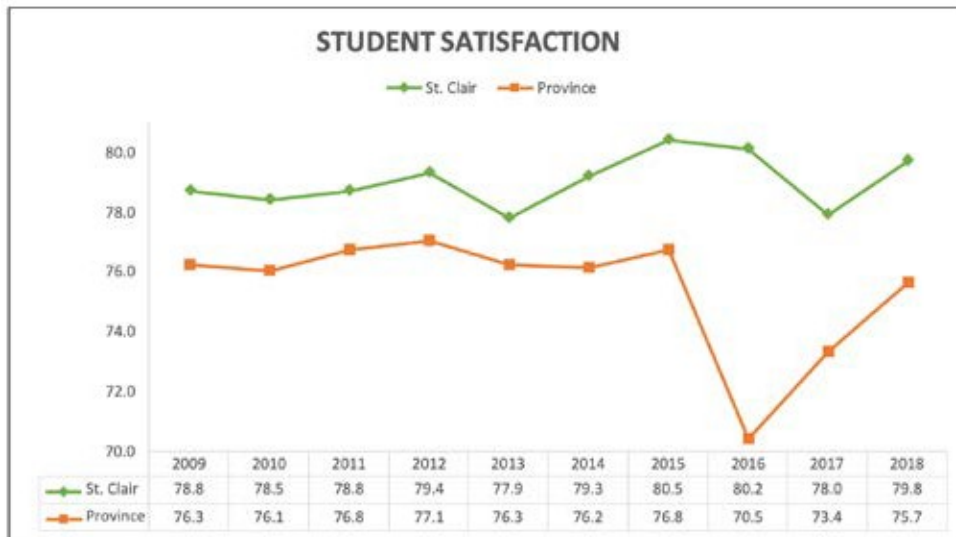
Also included in the summary results are key capstone questions that address overall quality of the institution in the areas of knowledge and skills, learning experience, services at the College and overall quality of the facilities/resources in the College.

***The 2019 Key Performance Indicators were not available at time of publication.***

## 2018 KPI SURVEY RESULTS

	PROVINCE	ST. CLAIR COLLEGE
Student Satisfaction	75.7%	79.8%
Employer Satisfaction	89.6%	84.0%
Graduate Satisfaction	79.9%	82.8%
Graduate Employment	86.2%	87.5%
Graduation Rate	67.2%	66.6%
Capstone Question 13 – Overall, your program is giving you knowledge and skills that will be useful in your future career.	86.2%	89.1%
Capstone Question 24 – The overall quality of the learning experience in this	78.3%	84.0%
Capstone Question 39 – The overall quality of the services in the College.	63.6%	68.4%
Capstone Question 49 – The overall quality of the facilities/resources in the College.	74.8%	77.7%

## KPI - STUDENT SATISFACTION

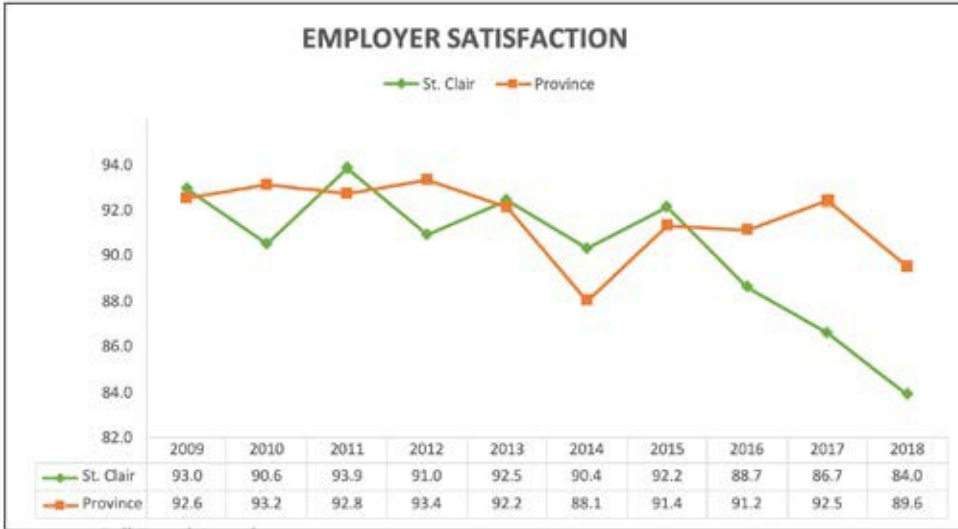


COLLEGE	2018 KPI STUDENT SATISFACTION %
Province	75.7
1 Boréal	87.0
2 La Cité	84.5
3 Sault	83.0
4 Loyalist	80.9
5 Cambrian	80.4
6 Niagara	80.4
7 Northern	80.2
<b>8 St. Clair</b>	<b>79.8</b>
9 Confederation	79.2
10 Canadore	78.3
11 Fanshawe	77.8
12 St. Lawrence	76.9
13 Algonquin	76.2
14 Fleming	76.1
15 Lambton	76.0
16 Georgian	75.8
17 Mohawk	75.7
18 Conestoga	74.8
19 Sheridan	74.1
20 Centennial	73.9
21 Durham	73.6
22 Humber	73.0
23 George Brown	72.9
24 Seneca	72.4





KPI - EMPLOYER SATISFACTION



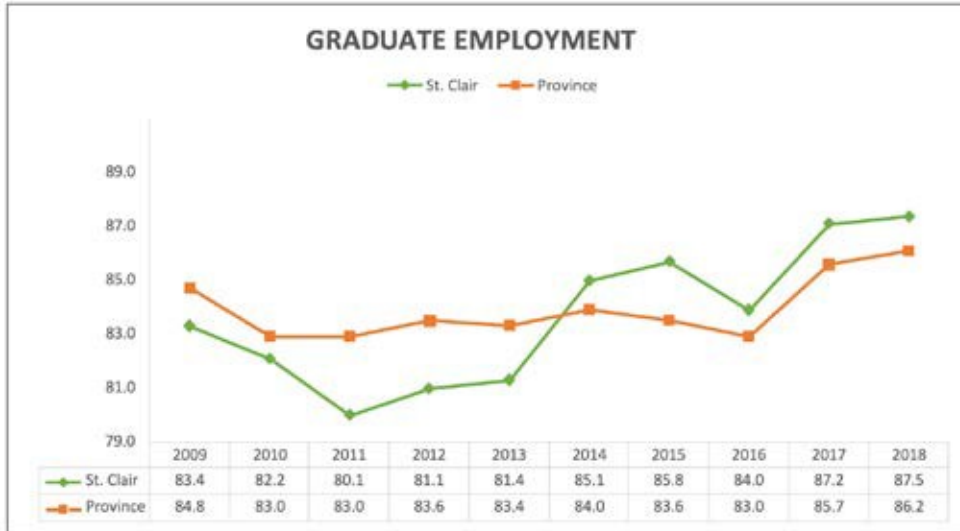
COLLEGE	2018 KPI EMPLOYER SATISFACTION %
Province	89.6
1 Lambton	100.0
2 Northern	100.0
3 La Cité	95.2
4 Durham	93.9
5 Boréal	93.8
6 Seneca	93.1
7 Sault	92.9
8 Sheridan	91.5
9 Algonquin	91.4
10 Loyalist	91.1
11 Niagara	91.0
12 Mohawk	90.9
13 Centennial	90.8
14 Fleming	90.1
15 Cambrian	89.6
16 George Brown	89.3
17 St. Lawrence	88.6
18 Conestoga	88.2
19 Georgian	87.9
20 Fanshawe	85.8
<b>21 St. Clair</b>	<b>84.0</b>
22 Humber	83.0
23 Canadore	80.0
24 Confederation	78.6

KPI - GRADUATE SATISFACTION



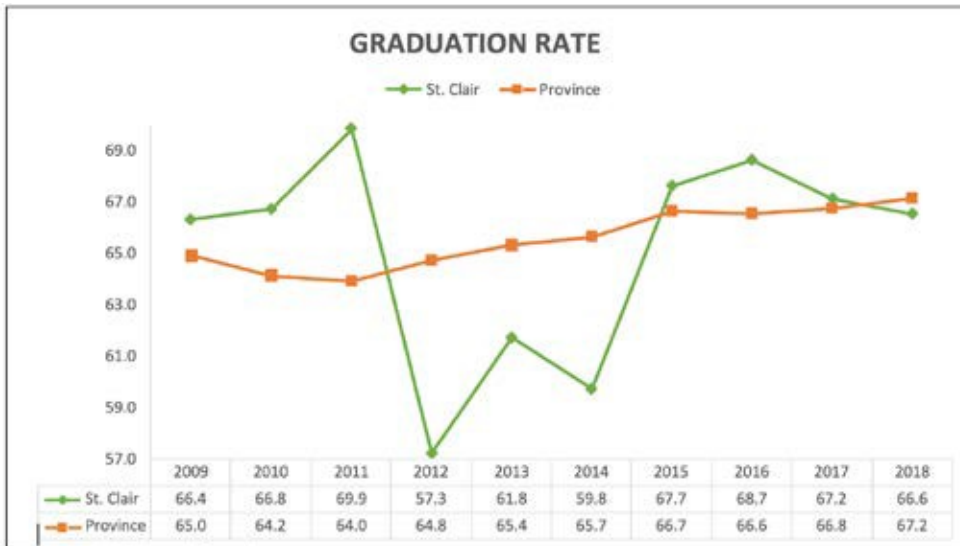
COLLEGE	2018 KPI GRADUATE SATISFACTION %
Province	79.9
1 La Cité	87.7
2 Confederation	87.0
3 Boréal	86.2
4 Canadore	86.1
5 Cambrian	85.8
6 Northern	84.1
7 St. Lawrence	83.8
<b>8 St. Clair</b>	<b>82.8</b>
9 Sault	82.6
10 Niagara	81.9
11 Fleming	81.8
12 Fanshawe	81.2
13 Algonquin	81.1
14 Georgian	80.9
15 Conestoga	80.7
16 Loyalist	80.5
17 Mohawk	80.2
18 Lambton	79.0
19 George Brown	78.6
20 Sheridan	78.6
21 Seneca	77.8
22 Centennial	77.7
23 Durham	76.8
24 Humber	75.6

KPI - GRADUATE EMPLOYMENT



COLLEGE	2018 KPI EMPLOYMENT SATISFACTION %
Province	86.2
1 Fanshawe	90.3
2 Cambrian	90.2
3 Georgian	89.7
4 Canadore	89.3
5 St. Lawrence	89.0
6 Fleming	88.6
7 Loyalist	88.5
8 Mohawk	88.4
9 Confederation	88.4
10 La Cité	88.4
11 Conestoga	88.3
12 Niagara	88.1
13 Lambton	87.9
14 St. Clair	87.5
15 Humber	86.8
16 Durham	86.6
17 Boréal	86.5
18 Algonquin	85.5
19 Northern	85.5
20 George Brown	84.1
21 Sheridan	83.3
22 Seneca	82.8
23 Centennial	79.5
24 Sault	78.1

KPI - GRADUATE RATE



COLLEGE	2018 KPI GRADUATE SATISFACTION %
Province	67.2
1 Boréal	76.3
2 Conestoga	74.1
3 St. Lawrence	72.6
4 Cambrian	71.9
5 Canadore	70.6
6 Fanshawe	69.5
7 Fleming	69.4
8 Lambton	68.9
9 Loyalist	68.3
10 Confederation	67.5
11 Durham	67.5
12 George Brown	67.3
13 Niagara	67.1
14 Sheridan	67.0
15 Humber	66.9
16 St. Clair	66.6
17 Algonquin	66.6
18 Mohawk	65.8
19 La Cité	65.6
20 Sault	65.2
21 Georgian	65.0
22 Northern	63.4
23 Centennial	63.1
24 Seneca	62.2

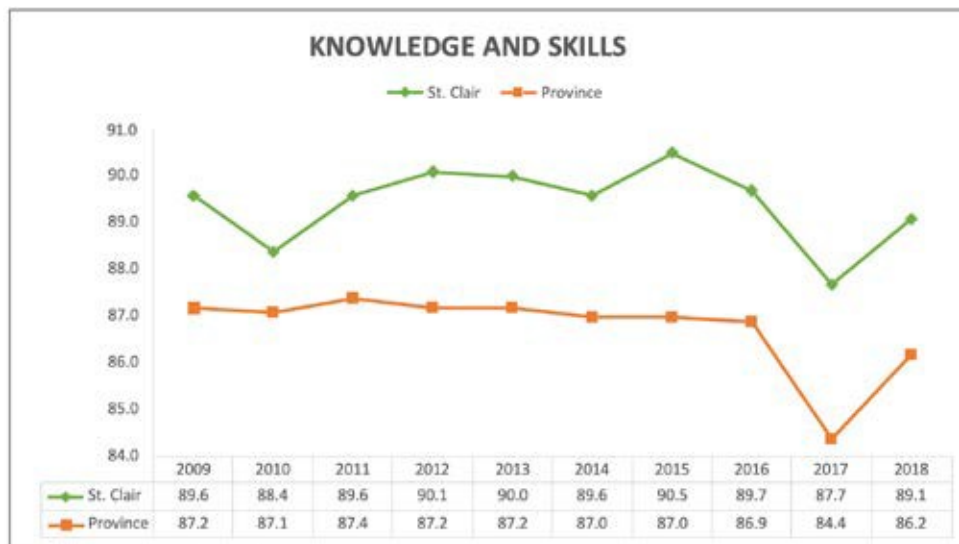


## 2018 KPI GRADUATION RATE BY TYPE

	PROVINCE	ST. CLAIR COLLEGE	RANK
Ontario College Certificates (1 year)	69.5%	71.6%	10 (tie)
Ontario College Diplomas (2 years)	65.7%	68.6%	8 (tie)
Ontario College Advanced Diplomas (3 years)	61.4%	58.4%	20
Ontario College Graduate Certificates (1 year)	86.2%	98.2%	2

## KPI - CAPSTONE QUESTION 13

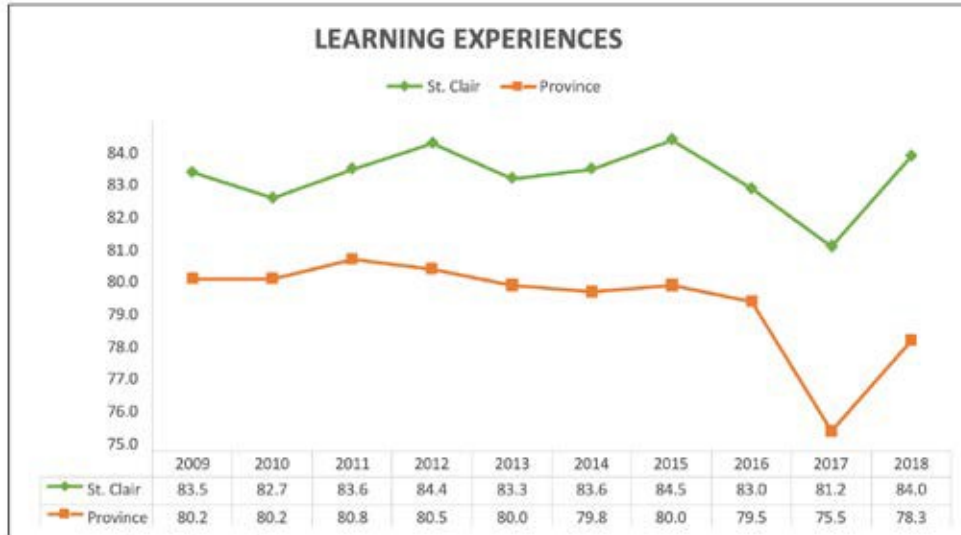
Overall, your program is giving you knowledge and skills that will be useful in your future career.



COLLEGE	2018 KPI CAPSTONE 13 %
Province	86.2
1 Boréal	94.3
2 La Cité	92.9
3 Northern	92.9
4 Loyalist	90.9
5 Cambrian	89.4
6 Canadore	89.2
<b>7 St. Clair</b>	<b>89.1</b>
8 Sault	89.1
9 Niagara	88.1
10 St. Lawrence	88.0
11 Confederation	87.5
12 Fanshawe	87.1
13 Durham	86.9
14 Sheridan	86.9
15 Conestoga	86.8
16 Fleming	86.7
17 Algonquin	86.5
18 Mohawk	86.0
19 Georgian	85.4
20 George Brown	84.7
21 Humber	84.7
22 Lambton	84.5
23 Centennial	83.8
24 Seneca	82.0

KPI - CAPSTONE QUESTION 24

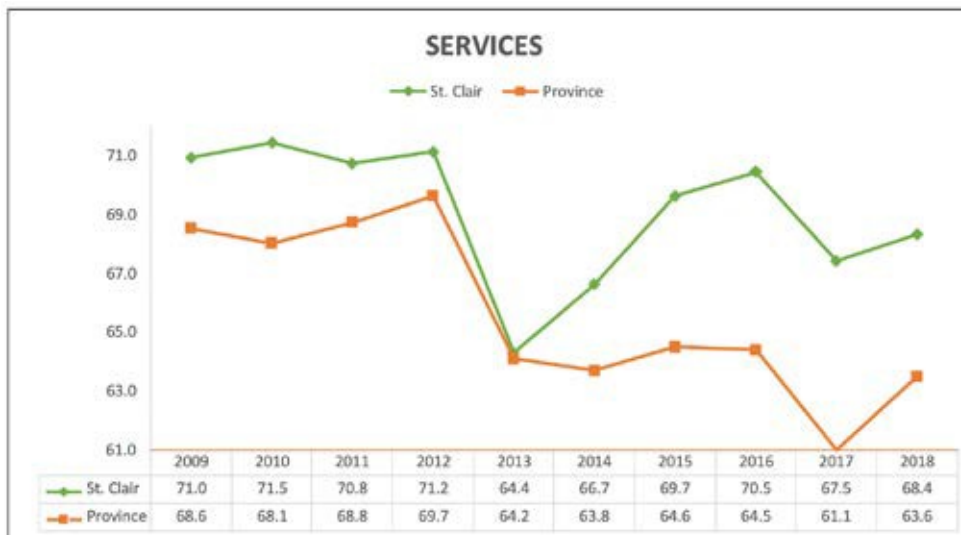
The overall quality of the learning experience in this program.



COLLEGE		2018 KPI CAPSTONE 24 %
	Province	78.3
1	Boréal	88.1
2	Sault	85.5
3	La Cité	85.4
4	Cambrian	84.2
5	St. Clair	84.0
6	Loyalist	83.6
7	Confederation	83.3
8	Canadore	82.8
9	Niagara	81.7
10	Northern	81.2
11	St. Lawrence	80.6
12	Fanshawe	80.5
13	Sheridan	79.3
14	Lambton	78.4
15	Fleming	78.2
16	Conestoga	77.9
17	Algonquin	77.4
18	Georgian	77.3
19	Durham	77.2
20	Mohawk	76.5
21	Centennial	76.3
22	George Brown	76.2
23	Humber	76.0
24	Seneca	73.4

KPI - CAPSTONE QUESTION 39

The overall quality of the Services in the College.



COLLEGE		2018 KPI CAPSTONE 39 %
	Province	63.6
1	Boréal	83.8
2	La Cité	76.2
3	Sault	75.7
4	Loyalist	72.5
5	Niagara	71.3
6	Cambrian	70.1
7	St. Clair	68.4
8	Fanshawe	67.6
9	Northern	67.4
10	Canadore	67.3
11	Lambton	66.6
12	Confederation	66.5
13	Algonquin	66.3
14	St. Lawrence	65.4
15	Georgian	63.8
16	Mohawk	63.8
17	Centennial	61.7
18	Fleming	61.6
19	Conestoga	61.5
20	George Brown	61.3
21	Sheridan	60.4
22	Durham	60.2
23	Seneca	58.1
24	Humber	57.3





## KPI - CAPSTONE QUESTION 49

The overall quality of the facilities / resources in the College.



COLLEGE		2018 KPI CAPSTONE 49 %
	<b>Province</b>	<b>74.8</b>
1	La Cité	83.6
2	Boréal	82.0
3	Sault	81.6
4	Niagara	80.3
5	Confederation	79.5
6	Northern	79.4
7	Cambrian	78.1
8	Fleming	77.9
9	<b>St. Clair</b>	<b>77.7</b>
10	Loyalist	76.7
11	Gerogian	76.6
12	Mohawk	76.5
13	Fanshawe	76.0
14	Seneca	76.0
15	Algonquin	74.8
16	Lambton	74.7
17	Humber	74.0
18	Canadore	73.8
19	Centennial	73.8
20	St. Lawrence	73.6
21	Conestoga	72.9
22	Durham	70.2
23	Sheridan	69.7
24	George Brown	69.5

**Summary of Advertising & Marketing Complaints**

For the period April 1, 2019 – March 31, 2020, as specified in the Minister's Binding Policy Directive on the Framework for Programs of Instruction which sets out college program advertising and marketing guidelines, St. Clair College has received no complaints from its students regarding advertising and marketing of College programs.

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



**INSTITUTES OF TECHNOLOGY AND ADVANCED LEARNING (ITAL) REPORT**

This appendix is not required for St. Clair College.

<b>Board Members</b>	<b>Appointment Date</b>
Patricia France, President	
Nancy Jammu-Taylor, Chair	September 2019 – August 2022
Egidio Sovran, Vice Chair	September 2019 – August 2022
Kevin Beaudoin	September 2017 – August 2020
Warren Beck <i>Internal Faculty Representative</i>	September 2019 – August 2022
Teresa Bendo	September 2019 – August 2022
Jorge Gutierrez Calzada <i>Internal Student Representative</i>	September 2019 – August 2020
Melanie DeSchutter <i>Internal Administration Representative</i>	September 2019 – August 2022
Renu Khosla	September 2017 – August 2020
Jean Piccinato	September 2018 – August 2021
Robert Renaud	September 2017 – August 2020
Michelle Watters	September 2019 – August 2022
Maureen Wickham	September 2017 – August 2020
Tammy Wonsch <i>Internal Support Staff Representative</i>	September 2017 – August 2020







To: Patricia France, President  
From: Melanie DeSchutter  
Date: May 4, 2020  
Re: Annual Review

The College Advisory Council (CAC) convened for a successful meeting on November 27<sup>th</sup>, 2019 during 2019/2020 Academic year. The committee continued with the leadership of Ms. Melanie DeSchutter as Chair, CAC and Dr. Ken Blanchette as Vice Chair, CAC.

In our discussions at the November 2019 meeting, we looked at College policy amendments allowing for community feedback from all constituents, inclusive of Student governments at both campuses. The group reviewed our current Sexual Assault and Sexual Violence Policy and Protocol. Discussion and feedback from the group was related to a new Service Animal Policy, Experiential Learning Policy, Student Identification Validation Policy and sought feedback on how our service areas were handling religious face coverings.

The CAC planned to reconvene in the Spring 2020 Semester however due to the evolving COVID19 pandemic a meeting has yet to be scheduled.

The CAC will be looking to meet again in the upcoming Fall 2020 Semester.

Regards,



Melanie DeSchutter  
Associate Registrar



**ST. CLAIR**

COLLEGE

**WINDSOR & CHATHAM**