

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES of the

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on Tuesday, March 28, 2017 at 7:00 p.m., in the Board Room #342 at South Campus, Windsor, Ontario

PRESENT:

Mr. D. Allen, **Chair-Elect**
Ms. T. Bendo
Mr. T. Berthiaume
Dr. K. Blanchette
Ms. M. Corey
Mr. F. Curtis
Ms. P. France, **President**
Ms. N. Jammu-Taylor
Ms. L. Kempe
Ms. M. Rogers
Mr. R. Rusich
Mr. E. Sovran
Ms. E. Staley
Ms. M. Wickham
Mr. D. Wilson, **Chair**

REGRETS:

Ms. M. Lucio
Mr. V. Marcotte

Also Present:

Ms. K. Adams, Incoming Board Secretary
Ms. S. Armstrong, Director, Financial Services
Mr. D. Barsanti, Vice President, Student Services & Administration and
Corporate Secretary
Mr. E.P. Chant, Editor, SAINT, Student Newspaper
Mr. J. Fairley, Vice President, College Communications &
Community Relations
Ms. K. Gill-Gore, Associate Vice President, Employment &
Training Services
Ms. S. Girard, Secretary, Board of Governors
Mr. W. Habash, Vice President, Academic
Mr. B. Jones, Retiree Observer
Mr. M. Jones, Chief Financial Officer
Mr. R. Seguin, Vice President, International Relations, Training & Campus
Development
Mr. M. Silvaggi, Associate Vice President Student Services & Registrar
Mr. J. Sirianni, Executive Director, Human Resources
Mr. G. Vrantsidis, Faculty Observer

Having a quorum of Governors in attendance and 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. Wilson chaired the meeting and Ms. Girard was the Recording 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 distributed.

2.0 **Approval of the Full Board Minutes of the February 28, 2017 Meeting Held in Windsor, Ontario**

RESOLVED THAT the Board of Governors approve the Full Board minutes of the February 28, 2017 meeting.

3.0 **CONSTITUENT REPORTS**

Retirees' Association

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

- The Retirees' Association is providing a retirement planning session for all those who are retiring or contemplating retirement.
- The Policy and By-Laws of the Retirees' Association have been rewritten and will be presented at the Annual General Meeting on May 3, 2017.
- The Annual General Meeting will include a tour of the Dr. John A. Strasser Student Life Centre.
- Patrick Brode will be presenting his book on Thursday, April 20, 2017 at 7:00pm.
- Plans for the 25th Anniversary of the Retirees' Association, in 2018, include a potential trip to Las Vegas and a Fall/Winter trip to the Grand Mayan.
- The Retiree Event Calendar has been revised and is now more detailed.
- The group is involved in the 50th Anniversary fundraising efforts for the HealthPlex and SportsPlex.

Faculty

Mr. Vrantsidis provided the following on behalf of the Faculty:

- The Business department sent two teams of accounting students to Toronto to the Ontario Colleges Case Competition. Twenty-two teams and thirteen Colleges were involved. The St. Clair College teams earned a second and third place finish.
- Polar Plunge: The Protection Security Investigation/Police Foundation Society raised the most money as a group.

- The ECE students will be volunteering for Family Literacy Day at the Central Library Branch. They will be providing ideas to family members and guardians about how to support your child(ren) with literacy skills.
- The Open House held Saturday, March 25, 2017 was very successful.
- During the Open House, there were also competitions running in some of the technical areas of study of the College: Mechanical CAD, Architectural CAD and Automotive. These competitions were for high school students to give them exposure to the College and to some of our programs. The Culinary program also challenged a group to place an icing flower on a cake using a robot.

4.0 **PRESIDENT'S REPORT**

The Chair called on the President to provide her report. Ms. France provided the following comments:

- Ms. France introduced Kristen Adams as the successful candidate for the Secretary, Board of Governors position. Ms. K. Adams will begin as the Board Secretary on April 3, 2017 and is here this evening as an observer.
- Ms. France reminded the Board that Shelley Girard is moving to a new position, as Administrative Assistant to the VP, Student Services & Administration. She then thanked Ms. Girard for the contribution that she has made as the Board Secretary, to the President's Office and to the College over the past 6 years.
- Ms. France reminded the Board that the ribbon cutting ceremony of the Dr. John A. Strasser Student Life Centre will take place on Friday, March 31, 2017 at 10:30 a.m. She invited the Board members to participate.
- The Accreditation on site visits have been ongoing, and final results are not known at this time.
- She reported that the College received confirmation that the Bachelor of Applied Arts in Social Justice and Legal Studies program will move forward to the Postsecondary Education Quality Assessment Board (PEQAB) for approval. Ms. France thanked the Faculty and Administrative teams who were involved, under the leadership of Waseem Habash, for all their hard work in moving the proposal to this point.
- Ms. France stated that this was a 2.5 year process that involved a great deal of work, and she is very proud of St. Clair College and the team.
- Ms. France stated that the Media stories and Releases that were sent electronically are attached to the minutes as item #4.0.

5.0 **CONSENT AGENDA**

- 5.1 Develop a Practical Strategy to Handle Deferred Maintenance.
- 5.2 Construct a Plan to Focus Resources and Reduce Exposure Financially, Environmentally, etc.
- 5.3 Provide Clear Expectations (Student Code) and Supports for Success.

RESOLVED THAT the Board of Governors receive and approve the contents of the Consent Agenda for information purposes.

6.0 INFORMATION ITEMS

6.1 KPI Surveys

At this time, the Chair called on Ms. France to present this item.

Ms. France reported that the results of the KPI Surveys that occurred in February 2017 have not been released, as of this time. She stated that the report will be provided at the April Board meeting.

7.0 Business Arising

7.1 2017/2018 Budget Presentation

The Chair called on Mr. Jones to present a PowerPoint presentation.

Mr. Jones highlighted the following key points in the presentation:

Financial Plan 2016 – 2017

He provided:

- A recap of 2016 - 2017
- The Income Statement for the eleven months ended February 28, 2017.

Financial Plan 2017 – 2018

He reviewed:

- Budget Timing
- Ongoing Budget Pressures and Risks
- Opportunities
- Income Statement
- Balance Sheet
- Non-Committed Cash Projection
- Financial Sustainability Metrics
- Student Fees

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the March 28, 2017 Financial Monitoring report for information purposes.

Mr. Jones' presentation is attached to the minutes as item #7.1.

7.2 Strategic Mandate Agreement 2 (SMA2)

- Ms. France noted that attached to the Board agenda is the draft template of the Strategic Mandate Agreement 2 for 2017 - 2020. The SMA2 committee was formed to review the Strategic Directions, the current Strategic Mandate Agreement and the Strategic Mandate Agreement 2.

- Ms. France recognized the members of the committee who worked to complete the SMA2 including: the Vice Presidents, the Associate Vice Presidents, Dr. Ken Blanchette, Linda Watson, Karen Gill-Gore, Marc Jones, Dan Rorai, Nate Veltkamp and Victoria Faraci. She noted that Karen Gill-Gore was the lead on coordinating and completing the document.
- Ms. France noted that the SMA2 has also been distributed to the student leaders in the SRC and TSI, as well as the Faculty and Support Staff UCC committees for feedback.
- The Ministry has requested a draft of the SMA 2 by the first week of April. The Ministry will then solidify the agreements with the college presidents in May and June.
- The President provided a PowerPoint presentation highlighting the main components of the SMA2, including:
 - Considerations
 - Institutional Mandate Agreement
 - Mission
 - Vision
 - Aspirations
 - Academic and Service Excellence
 - Work Integrated Learning
 - Expanded Credentials
 - Closing the Skilled Trades Gap
 - Growth of International Enrollment
 - Key Strategic Projects
 - Strategic Mandate Fundamental Principles
 - Areas of Strength
 - Program Areas of Strength
 - SMA Negotiations and Enrolment
 - Differentiation Areas of Focus
 - Institutional Outcomes Areas of Focus
 - Enrolment Planning Considerations
 - Projected Weighted Funding Units and Corridor Midpoint
 - International Enrolment
 - International Enrolment - ACE Acumen
- In closing, the President stated that the Board will be provided with the final draft document submitted to the Ministry, in April.
- Ms. France's presentation is attached to the minutes as item #7.2

8.0 Policy/By Law Review

8.1 By – Laws 32 & 33 (1st Reading)

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of By Laws 32 & 33 as presented.

St. Clair College
Financial Monitoring Report
2017-2018: Financial Plan

Presentation to the Board of Governors
March 28, 2017



Table of Contents

- ▶ Financial Plan 2016-17:
 - ▶ Recap
 - ▶ Results as of February 28, 2017
- ▶ Financial Plan 2017-18:
 - ▶ Budget Timing
 - ▶ Ongoing Budget Pressures & Risks
 - ▶ Opportunities
 - ▶ Income Statement
 - ▶ Balance Sheet
 - ▶ Non-Committed Cash Projection
 - ▶ Financial Sustainability Metrics
 - ▶ Student Fees
- ▶ Recommendation

Recap: Financial Plan 2016-17

Income Statement (in 000s)			
Line Item	Approved Original Budget	Approved MYR Budget	Variance
Revenue	\$123,461	\$128,102	\$4,641
Expenditures	\$123,449	\$125,976	(\$2,527)
Surplus / (Deficit)	\$12	\$2,126	\$2,114

Results as of February 28, 2017

Income Statement (in 000s)		
Line Item	Approved MYR Budget	Feb. 2017 Actual
Revenue	\$128,102	\$118,980
Expenditures	\$125,976	\$111,226
Surplus/(Deficit)	\$2,126	\$7,754



2017-18 Budget Timing

December	January - February	March
<ul style="list-style-type: none">• Financial reports and budget templates released to Administrators	<ul style="list-style-type: none">• Departmental budget submissions due• Enrollment, full-time staffing, and capital reviewed• Budget consolidation by Finance• Review by SOG	<ul style="list-style-type: none">• Final budget approved by SOG• BOG review and vote

Ongoing Budget Pressures & Risks

- ▶ Ministry grant funding is static and limited (allocation not known)
- ▶ Restricted tuition increases
- ▶ Declining domestic enrollment
- ▶ Aging infrastructure and deferred maintenance
- ▶ Usable square footage per FTE (up 2.4% from 2012 to 2015)
- ▶ From 2009 to 2015, revenue per student increased 6%. Outpaced by general inflation (up 12%) and inflation in services (up 14%)
- ▶ Rising utility costs (up 26% since 2014-15)

Ongoing Budget Pressures & Risks

- ▶ Ministry review of public/private partnerships
- ▶ Immigration processes and unpredictable world events
- ▶ Faculty collective bargaining
- ▶ Part-time unionization
- ▶ Sick time and leaves
- ▶ Organizational capacity
- ▶ Organizational change/culture

Opportunities to Minimize Risks

- ▶ Ministry/Federal advocacy
- ▶ Educate international students overseas
- ▶ Academic program costing
- ▶ Weekly reviews at SOG with CFO
- ▶ SOG approval of Support and Admin part-time contracts, overtime, and invoice sign-off
- ▶ Quarterly reports to BOG
- ▶ Reorganization
- ▶ Knowledge transfer/succession planning
- ▶ Greater use of technology

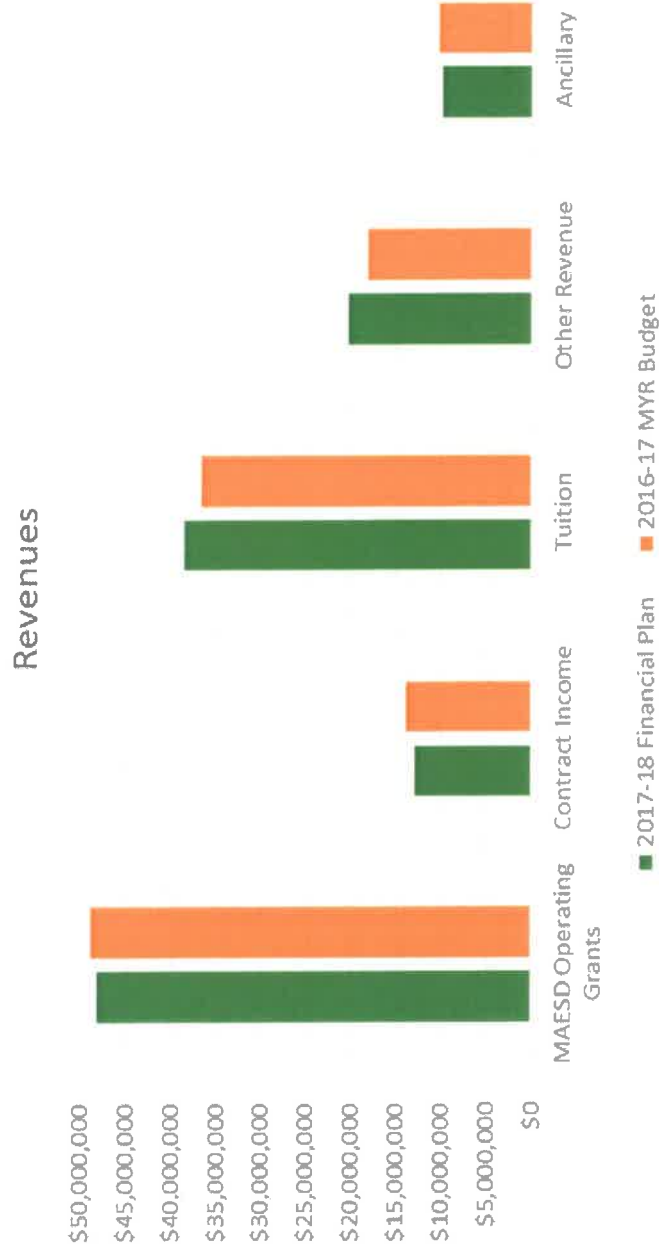
Financial Plan 2017-18: Income Statement

Income Statement			
Schedule I: Item 7.1 page 6 of 49			
(in 000s)			
Line Item	Approved 2016-17 MYR Budget	2017-18 Budget Forecast	Variance
Revenue	\$128,102	\$129,990	\$1,888
Expenditures	\$125,976	\$128,814	(\$2,838)
Surplus / (Deficit)	\$2,126	\$1,176	(\$950)



Financial Plan 2017-18: Revenues

Schedule II: Item 7.1 page 7 of 49



Changes to Revenue



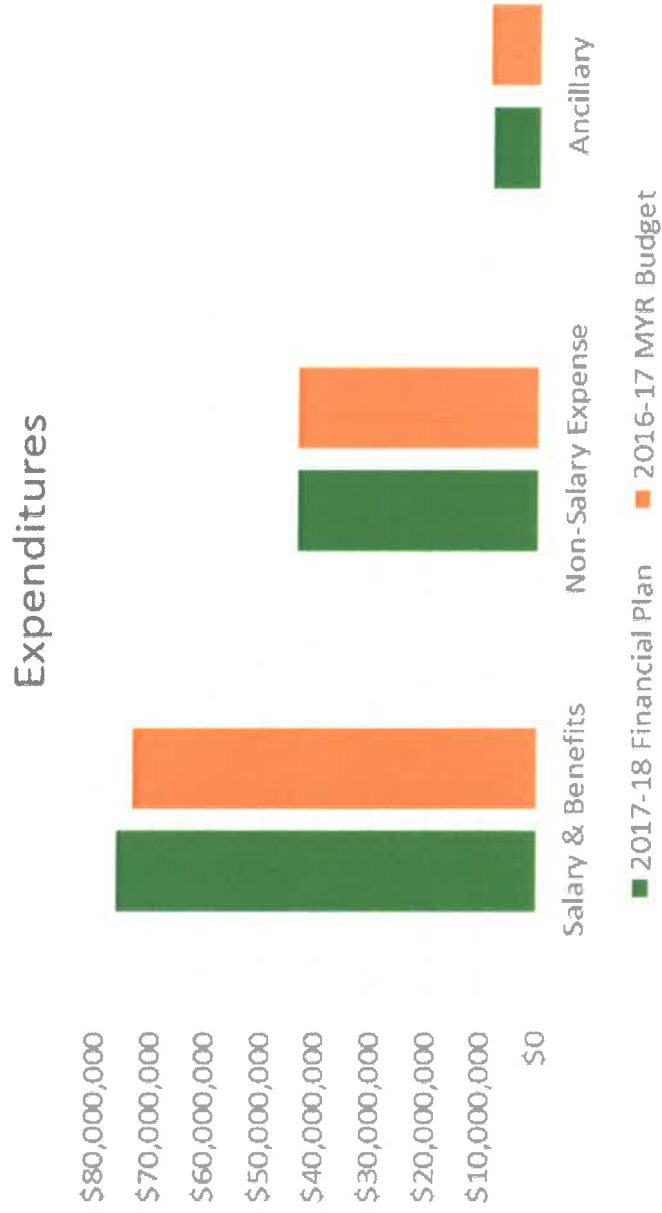
Overall, revenues increased 1.5% or \$1,888,000

Changes to Revenue

- ▶ Domestic Post-Secondary Tuition
 - ▶ Based on 7,800 full-time domestic students
 - ▶ Overall 3% tuition increase
 - ▶ Planned reduction of 2% or 157 students
- ▶ International Post-Secondary Tuition
 - ▶ Based on 720 full-time international students
 - ▶ Overall 3% tuition increase
 - ▶ Planned increase of 24% or 139 students

Financial Plan 2017-18: Expenditures

Schedule III: Item 7.1 page 8 of 49

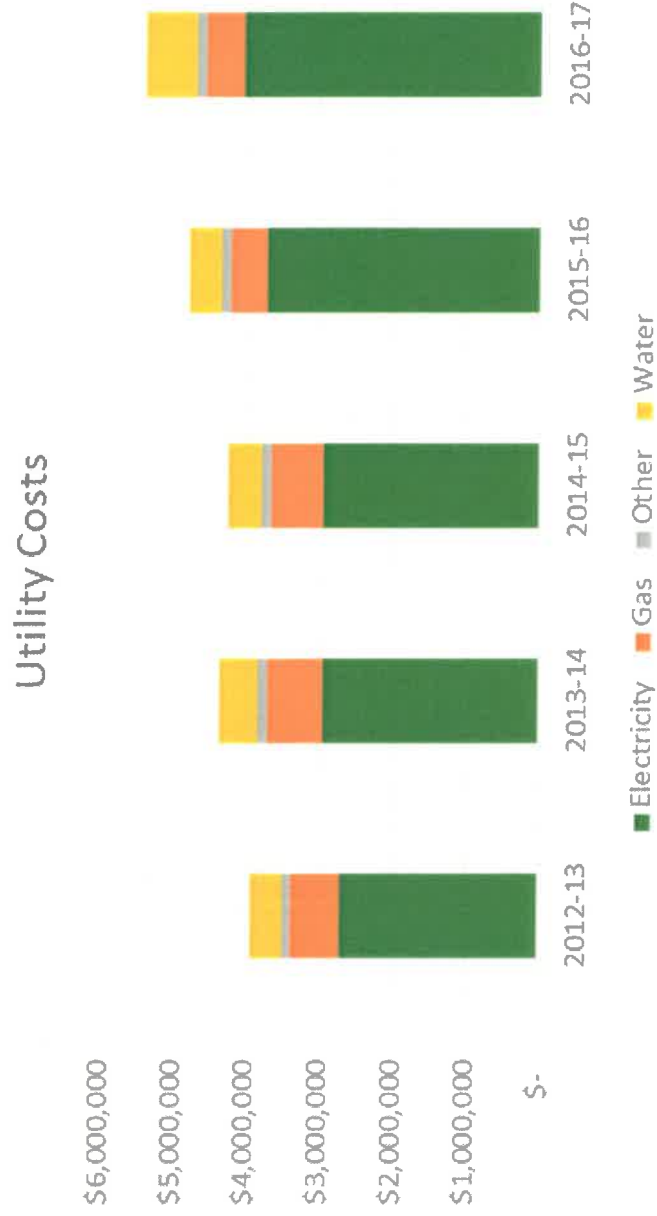


Changes to Expenditures



Overall, expenditures increased 2.3% or \$2,838,000

Utility Costs: Five Year Trend

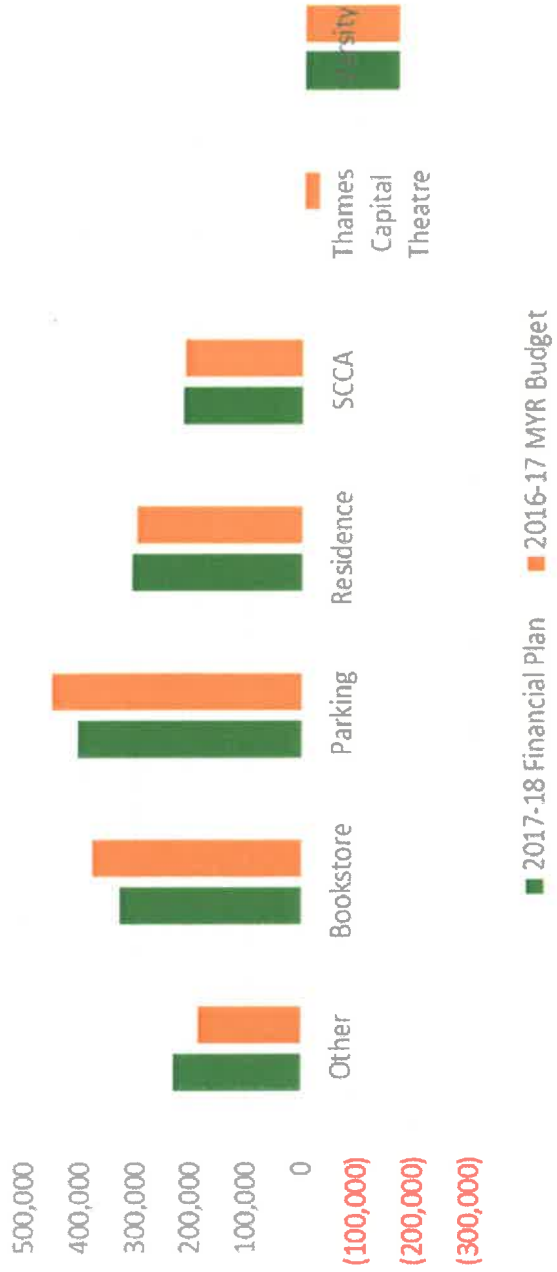


Note: Actual costs, except for 2016-17 which is a forecast.

Financial Plan 2017-18: Ancillary

Schedule IV: Item 7.1 page 10 of 49

Ancillary Surplus/(Deficit)



Balance Sheet 2017-18 (Item 7.1 page 13-14 of 49)

- ▶ Assets \$204,485,415
 - ▶ Cash and cash equivalents \$21,307,510
 - ▶ Capital assets \$307,404,427
- ▶ Liabilities \$161,498,091
 - ▶ Deferred Revenue \$12,862,874
 - ▶ Deferred Capital Contributions \$113,454,286
- ▶ Net Assets \$42,987,324
 - ▶ Unrestricted Net Assets \$2,311,236

Non-Committed Cash Projection 2017-18

Item 7.1 page 16 of 49 (in 000s)			
Line Item	2016-17 MYR Budget	2017-18 Budget	Variance
Prior Year Cash Surplus	\$6,400	\$5,800	(\$600)
Capital Grants	\$1,592	\$4,768	\$3,176
Capital Expenditures	(\$1,592)	(\$4,768)	(\$3,176)
Capital from Operations	(\$3,000)	(\$3,600)	(\$600)
Surplus	\$2,126	\$1,176	(\$950)
Adjust Net Amortization	\$2,640	\$2,375	(\$265)
Board Reserve	(\$1,000)	(\$1,000)	-
SIF Committed Cash 17-18	(\$1,400)	-	\$1,400
Year-End Cash Surplus	\$5,766	\$4,751	(\$1,015)

Financial Sustainability Metrics (Item 7.1 page 18 of 49)

- ▶ Calculated based on information from the projected Income Statement and Balance Sheet
- ▶ Projected metrics for March 31, 2017 (available in June 2017), and projected metrics for March 31, 2018.
- ▶ March 31, 2018 projection: 1 flag

Student Fees

- ▶ A signed agreement with both Student Councils (SRC and TSI) has been completed for 2017-18.

Recommendation

- ▶ IT IS RECOMMENDED THAT the Board of Governors approve the 2017-18 Financial Plan report.

Questions?

Strategic Mandate Agreement
(SMA2)
Planning and Considerations
March 28, 2017



SMA2 - April 1, 2017 - March 31, 2020

Considerations

- ▶ Strategic Directions.
- ▶ Existing Institutional Strengths.
- ▶ Areas of Differentiation.
- ▶ Jobs, Innovation and Economic Development.
- ▶ Metrics.
 - ▶ Institutional/System Wide.
- ▶ Program Mix/Program Offerings.
 - ▶ Student Mobility.
- ▶ Financial Sustainability.
- ▶ Aspirations.
- ▶ Current Commitments.

Institutional Mandate Agreement

- ▶ St. Clair College is determined to establish itself as a "Destination College". By offering more degree programs, extending its scope of articulation agreements with universities and colleges within the province, nationally and internationally and by establishing entrepreneurship, research and innovation partnerships the College will broaden the ability of our students to acquire knowledge and leading-edge skills that will allow them to be an important resource in a globally competitive marketplace, with unique program offerings, state-of-the-art facilities, and an operating philosophy founded on accessibility, quality teaching, learning method options and sustainability.

Mission

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

Vision

- ▶ Excellence in all we do.

SMA2

Aspirations

1. Academic and Service Excellence, student inclusion, equity and accessibility.
2. Work Integrated Learning (WIL).
3. Expanded Credentials.
4. Closing the Skilled Trades Gap.
5. Growth of International Enrolment.

SMA2 Aspirations

Embracing student and community input while building upon its successes. Key strategic projects include:

- ▶ Welcome Centre - Improving the student experience with a holistic, centralized service.
- ▶ Student SportsPark.
- ▶ Revitalization of the Ford Centre of Excellence in Manufacturing (FCEM).
- ▶ Residence in Downtown Windsor.
- ▶ Parking Garage.

Strategic Mandate

Fundamental Principles

1. Continue to build on the College's history of established clusters of excellence.
2. Address the educational requirements that our unique international location demands in transportation, border logistics in addition to health, hospitality and tourism needs of our region referred to as "Canada South".
3. Continue to respond to the local community needs of Windsor Essex and Chatham-Kent.
4. Leverage our resources and partnerships.

SMA2

Areas of Strength

1. Health and Community Wellness.
2. Advanced Manufacturing and Cross Border Security and Supply Chain Management (International Manufacturing and Trade).
3. Creative Arts, Hospitality and Tourism.
4. Research and Innovation (Applied Research).

SMA 2014-2017

Program Areas of Strength

1. **Technical & Skilled Occupations in Health.**
2. Intermediate Sales and Service Occupations.
3. **Technical Occupations Related to Natural & Applied Sciences.**
4. Trades and Skilled Transport & Equipment Operators.
5. Skilled Administrative & Business Occupations.
6. **Skilled Sales and Service Occupations.**
7. Middle and Other Management Occupations.
8. **Professional Occupations in Health.**
9. Clerical Occupations.
10. **Technical & Skilled Occupations in Art, Culture, Recreation & Sport.**

SMA2 2017-2020

Program Areas of Strength

1. Education.
2. **Business Computer.**
3. **Business Legal.**
4. **Health - Miscellaneous.**
5. Nursing Related.
6. **Chemical/Biological.**
7. Electronics.
8. Industrial.
9. Power.
10. **Machining.**

SMA Negotiations and Enrolment

- With the introduction of the new funding model and aligned with the SMA cycle, the college and university sectors and the ministry will be engaging in regular negotiations to establish maintaining funding levels or establishing new funding levels to recognize growth.
- The impact of the new funding model and the upcoming SMA negotiations is to transition both sectors to managed enrolment trends to support predictable funding levels.
- During periods where enrolments are expected to grow, the ministry, in consultation with institutions, will establish a multi-year plan for a system-wide growth target.
 - Institutions will be asked to submit individual growth targets for approval.
 - The government will need to provide additional per student funding to support such growth.
- A college may anticipate declining enrolment and negotiate a lower midpoint and associated allocation under the Core Operating Grant.
 - The negotiated funding decreases may be transferred to the Differentiation Envelope where it will be subject to any applicable differentiation accountabilities.

Differentiation Areas of Focus

1. Student Experience - 35%.
2. Innovation in Teaching and Learning - 35%.
3. Access & Equity - 10%
4. Applied Research Excellence and Impact - 10%.
5. Innovation, Economic Development and Community Impact - 10%.

Institutional Outcomes Areas of Focus

1. **Student Experience** - Improve student success and overall student experience to ensure positive outcomes. (Overall Student Satisfaction & Capstone Questions - Q39, Q49.)
2. **Innovation in Teaching and Learning Excellence** - Enhance innovative learning strategies that contribute to a highly skilled workforce. (Q13 Satisfaction with Knowledge and Skills, Q24 - Satisfaction with learning experiences and WIL 100% by 2018-2019.)
3. **Access & Equity** - Support equitable access to postsecondary education for all Ontarians. (Number and proportion of Indigenous, First Generation, Students with disabilities and Francophone). Increased the number of student utilizing services.

Share of OSAP recipients at an institution relative to its total number of eligible students.
Increased number of students accessing non-OSAP financial assistance.
4. **Applied Research Excellence and Impact** - Continue excellence in research, supporting strong institutions and innovation. (Increase partnerships/collaborations with industry/community and the number of externally funded applied research projects.)
5. **Innovation, Economic Development and Community Impact** - Institutions will be vibrant and dynamic collaborators, supporting local, regional and provincial needs.
(Graduate Employment Rates, Employer Satisfaction, Number of active Program Advisory Committees and the number of employers engaged in PACs and number of placements.)

Enrolment Planning Considerations

Enrolment Planning Considerations

St. Clair College Enrolment Management Plan - 2017-2020

- ▶ What is the projected Full-Time Headcount?
 - ▶ Breakdown by Campus/Program/Credential.
 - ▶ Domestic/International.
- ▶ Program Mix?
 - ▶ New Programs/Current Programs.
- ▶ What is the impact on Facilities/Staffing/Culture?
- ▶ How is it managed?

WINTER 2016 DAY 10	WINTER 2017 DAY 10
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	Difference		% Increase
TOTAL FT POST SECONDARY ENROLMENT WINDSOR/CHATHAM	7,902	7,920	* includes INTL 18 0.23%
<i>Campus Breakdown</i>			
SOUTH CAMPUS	5,998	6,163	165 2.75%
DOWNTOWN CAMPUS	711	700	-11 -1.55%
CHATHAM CAMPUS	1,193	1,057	-136 -11.40%
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INTERNATIONAL FT PS ENROLMENT WINDSOR/CHATHAM	500	794	294 58.80%
INTERNATIONAL FT PS ENROLMENT ACE ACUMEN	430	1,048	618 143.72%
TOTAL FT PS INTERNATIONAL ENROLMENT	930	1,842	
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OVERALL TOTAL FT PS ENROLMENT	8,832	9,762	

	Actuals 2015-16	Projected 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21
Ontario College Certificate						
• Full-time HC	1258	1059	1072	1062	1051	1041
• FTEs	1510	1271	1286	1274	1261	1249
Ontario College Diploma/ Advanced Diploma						
• Full-time HC	6046	6145	6111	6049	5988	5928
• FTEs	4037	4103	4080	4039	3998	3958
Ontario College Graduate Certificate						
• Full-time HC	37	42	46	46	46	46
• FTEs	26	30	33	33	33	33
Baccalaureate Degree in Applied Area of Study						
• Full-time HC	0	348	350	387	451	490
• FTEs	0	340	340	380	438	460
All other funded activity (Part-time, Tuition short and Prior Learning and Assessment Recognition (PLAR) activity)						
• FTE	174	174	174	174	174	174

Projected Weighted Funding Units and Corridor Midpoint

Actual Enrolment		Projected Enrolment			Projected Mid-Point Enrolment			
	2014-15	2015-16	2016-17	2017-18	2018-19	2017-18	2018-19	2019-20
2013-14	10,562	10,501	9,928	9,829	9,730	10,542	10,330	10,086
10,563								

International Enrolment

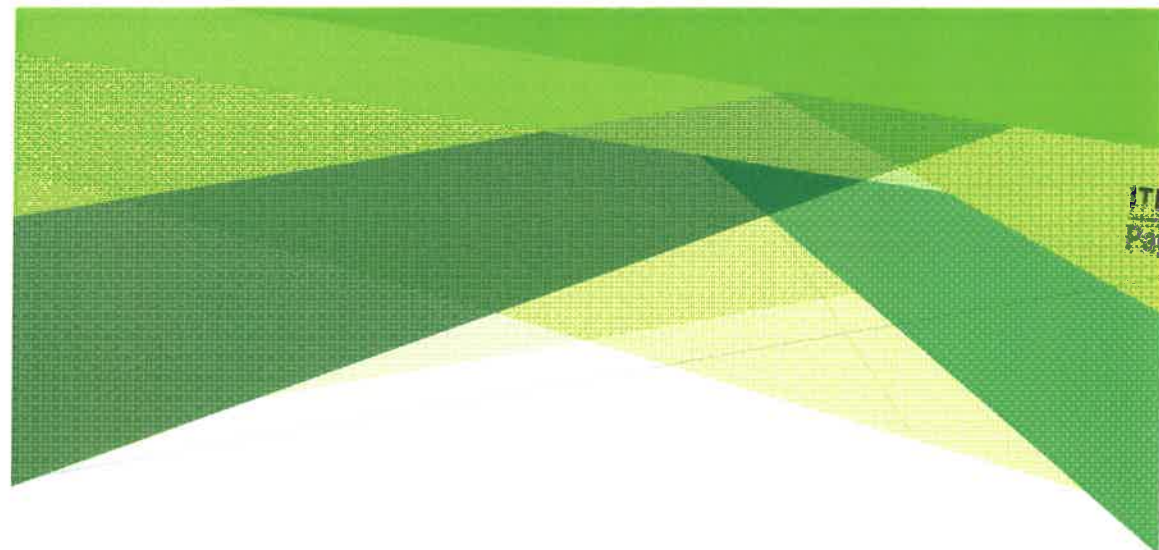
	Actuals 2015-16	Projected 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20	Projected 2020-21
Ontario College Certificate						
• Full-time HC	13	31F + 10W = 41 Total	28F + 10W = 38 Total	31F + 10W = 41 Total	34F + 10W = 44 Total	35F + 15W = 50 Total
Ontario College Diploma/ Advanced Diploma						
• Full-time HC	611	243F + 160W = 403 Total	381F + 150W = 531 Total	424F + 150W = 574 Total	471F + 150W = 621 Total	500F + 150W = 650 Total
Ontario College Graduate Certificate						
• Full-time HC	59	74F + 76W = 150 Total	233F+150W = 383 Total	258F + 150W = 408 Total	286F + 150W = 436 Total	300F + 150W = 450 Total
Baccalaureate Degree in Applied Area of Study						
• Full-time HC	1	0	0	0	0	0

International Enrolment Ace Acumen

	Enrolment	Growth
2016/2017	1050	
2017/2018	1275	21%
2018/2019	1400	10%
2019/2020	1600	14%

Note: International enrolment projections do not include projected enrolment at ACE Acumen (2016-17 actual of 1,050; 2017-18 at 1,275; 2018-19 at 1,400 and 2019-20 at 1,600).

Questions?



start **HERE** go anywhere

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