

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

**MINUTES OF THE**

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

Held on October 23, 2018 at 6:10 p.m., in Room 402, St. Clair College Centre for the Arts, Windsor, ON.

**PRESENT:**

Mr. D. Allen, **Chair**  
Ms. T. Bendo  
Dr. K. Blanchette  
Ms. K. Clement  
Ms. M. Corey  
Mr. F. Curtis  
Ms. P. France, **President**  
Ms. N. Jammu-Taylor, **Vice Chair**  
Ms. R. Khosla  
Mr. P. McMahan  
Ms. J. Piccinato  
Mr. R. Renaud  
Mr. E. Sovran  
Ms. M. Wickham

**REGRETS:**

Mr. K. Beaudoin  
Ms. K. Behune Plunkett  
Ms. T. Wonsch

**Also Present:**

Ms. K. Adams, Board Secretary  
Mr. E.P. Chant, Editor, SAINT, Student Newspaper  
Mr. J. Fairley, Vice President, College Communications & Community Relations  
Ms. S. Favaro, Corporate Secretary & Manager, President's Office  
Mr. W. Habash, Vice President, Academic  
Mr. B. Jones, Retirees' Association Observer  
Mr. M. Jones, Vice President, Finance & Chief Financial Officer  
Mr. J. Marsh, Chair, Zekelman School of Business & IT  
Mr. R. Seguin, Vice President, International Relations, Training & Campus Development  
Mr. A. Singh, Associate Vice President, Communications & IT  
Mr. J. Sirianni, Vice President, Human Resources, Safety & Facilities Management  
Ms. M. Tighe, Chair, School of Health Sciences  
Mr. G. Vratsidis, Faculty Observer

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

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

### 1.0 **Adoption of the Agenda and Declaration of Conflict of Interest**

Dr. K. Blanchette declared a conflict of interest on the following items:

- Item #7.2 – Diagnostic Cardiac Sonography, Ontario College Graduate Certificate.
- Item #7.3 – Supply Chain Management, Ontario College Graduate Certificate.
- Item #7.4 – International Business Management/Supply Chain Management, Graduate Certificate.

Hearing no additional 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 September 25, 2018 Meeting Held in Windsor, ON**

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

**RESOLVED THAT** the Board of  
Governors approve the Full Board  
minutes of the September 25, 2018  
meeting.

### 3.0 **Constituent Reports**

#### **Retirees' Observer**

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

- Mr. Fairley provided the Retirees' Association with a report outlining some of the strategic directions and initiatives that the College will be undertaking. Scholarship criteria was also discussed at the meeting.
- A number of Retirees' Association events were noted:
  - An upcoming folklore presentation to OPSEU Local 137.
  - A trip to Ochos Rios in January 2019.
  - A smart phone workshop in November 2018.
  - A visit to the Aircraft Museum, followed by lunch and a tour of the AAR facility was held on October 16, 2018.

- A bereavement workshop in collaboration with Canadian Mental Health Association is being planned.
- The Retirees' Association offered congratulations on the grand opening of the National Powerline Training Centre.

#### Student Representative Council (SRC)

Mr. E.P. Chant reported the following on behalf of the SRC:

- The annual Hunger Bites food drive organized by the SRC was extremely successful. The community and volunteer response were extremely generous and the food donations restocked the student food bank.
- The first Student Class Representative meetings were held at the Windsor Campus on Thursday, October 4, 2018 and Tuesday, October 9, 2018 at the Downtown Campus.
- October is Breast Cancer Awareness month and the SRC has been providing information and fundraising initiatives. All funds raised will be donated to breast cancer research. A similar initiative will take place in November for the Movember campaign.
- SRC hosted Wellness Week, October 15 – 19, 2018, including a Day of Action on October 17<sup>th</sup>. The Day of Action was a collaboration of post-secondary institutions that was dedicated to respecting academic integrity with a discussion about the effects of academic misconduct. The SRC partnered with the Centre for Academic Excellence for a successful day.
- The SRC will host the Halloween Pub on October 25, 2018.

#### Faculty Observer

Mr. Vrantsidis reported the following on behalf of Faculty:

- Faculty are currently completing Fall mid-term progress reports.
- Mr. Jhon Basili, a 2018 Fashion Design graduate, showed his collection at Vancouver Fashion Week. The organizers have offered for him to show his collection, at no cost over upcoming Vancouver Fashion Weeks.
- On behalf of the Faculty, Mr. Vrantsidis extended congratulations to Mr. D. Allen, Board Chair, on being named the recipient of the Justice Edward W. Ducharme Award of Distinction.

#### Support Staff Observer

- The Support Staff report was provided in the Board portfolio and is attached to the Minutes.

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

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

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

- St. Clair College, along with other community organizations and individuals will be participating in the ProsperUs Cradle to Career initiative that was launched on Friday, September 14, 2018. This initiative is designed to provide every young person in Windsor-Essex with the opportunity and support to succeed from cradle to career.
- The National Powerline Training Centre at the Chatham Campus, hosted its grand opening on Friday, October 19, 2018. Congratulations to St. Clair College and President France were offered by MP Rick Nicholls and Minister Fullerton during a House of Commons session.
- Cannabis legalization came into effect on Wednesday, October 17, 2018 and the College's Smoking, Alcohol and Substance Use Policy has been amended to reflect the changes. The policy is available on the College website and is compliant with the new federal law.
- St. Clair College is thankful to the Windsor-Essex EMS for their continued support and the donation of a new ambulance to the Paramedic program. Both the Windsor and Chatham programs now each have new ambulances that have been rebranded with the new College logo.
- The College is also very thankful to the Town of Tecumseh who has provided a very generous donation of a 1990 Spartan Pumper Firetruck to the Pre-Service Firefighting program, providing our students with the opportunity for a fully operational firetruck.
- In Saints Athletics:
  - Kevin Dion was named the OCAA Baseball Player of the Year.
  - Michaela Rillet was named the OCAA Softball Player of the Year.
  - St. Clair College Women's Softball and Men's Baseball teams brought home the silver medal at provincials.
- The Provincial Government of Ontario provided some brief announcements on Tuesday, October 23, 2018 and will provide further information in the near future regarding:
  - The decision to repeal Bill 148.
  - The modernization of the College of Skilled Trades and Apprenticeship reform in 2019.

The President also noted that the media stories have been sent to the Board members electronically, are posted on the portal and are attached to the minutes.

The President's report is attached to the minutes as Item #4.0.

## 5.0 **Business Arising**

### 5.1 **Risk Management**

Mr. A. Singh provided a presentation on this item with an overview of the following highlights.

- St. Clair College has incorporated Risk Management into the daily operations of the College.
- A proactive risk management strategy includes:
  - Identifying the risk.
  - Analyzing and categorizing the risk.
    - Determining the probability scale (High, Medium, Low).
    - Determining the impact scale (High, Medium, Low, Not Applicable).
  - Manage the risk.
  - Review and monitor the risk.
- Mr. Singh provided an overview of the areas deemed to be high risk and he explained the strategy and mitigation plan associated the activity. While these are not limited, the following top three areas have been deemed to be high risk:
  1. Deferred Maintenance.
    - Over the last three years, the College has completed significant work to reduce the list of deferred maintenance. Deferred maintenance along with capital and budget planning is reviewed annually and priorities are set.
    - All colleges have committed to the Ministry to have Building Condition Assessments (BCA) completed in five-year cycles. These are required to provide accuracy and consistency to deferred maintenance numbers.
  2. Revenue.
    - Revenue is a risk in every institution and is considered high risk because a loss of revenue affects the entire institution.
    - Revenue and budgets are reviewed weekly.

### 3. IT Security.

- IT Security processes are audited annually.
  - Security investigations are completed and documented as required.
  - The College has a zero tolerance policy for security breaches.
  - Networks are monitored on a twenty-four hour basis with the assistance of a third party, after hours.
  - The College is a stakeholder member of Connecting Windsor-Essex (CWE), which provides us with additional oversight of upstream network providers.
- St. Clair College works to continuously improve risk mitigation strategies and has a Risk Assessment and Mitigation Committee that meet a few times annually.

After a brief discussion it was,

**RESOLVED THAT** the Board of  
Governors receive the Risk  
Assessment/Management Report,  
for information.

Mr. Singh's PowerPoint presentation is attached as Item #5.1.

### 5.2 KPI Surveys

- Administration noted that the Ministry of Training Colleges and Universities (MTCU) has received the results of the 2017 – 2018 KPI surveys. Further direction as to when the results will be released, once the Minister has been briefed.

### 5.3 Board Planning Session

- The Board Chair reported that details and the agenda are being finalized for the 2018 Board Planning Session. The Mayors and/or CAOs for Windsor-Essex and Chatham-Kent have been invited to the retreat to discuss the priorities of the communities that we serve.
- He commented that the Board Planning Session will be held at the Retro Suites in Chatham, ON and will begin at noon of Friday, November 2, 2018 and conclude at noon on Saturday, November 3, 2018. Once details have been finalized, the agenda will be distributed to Board members.

## 6.0 Monitoring Reports

### 6.1 Financial Update

Mr. M. Jones reviewed the information contained in the Financial Monitoring Report for the financial results for Actual to Budget: April 1, 2018 – August 31, 2018 and provided a PowerPoint presentation which highlighted the following:

#### Income Statement for the Period Ending August 31, 2018

Surplus:

- Actual surplus at August 31, 2018 was \$58.5 million, \$25.9 million higher than the comparative period in 2017. This can be attributed to the significant growth in International student enrolment.
- The College surplus at September 30, 2018 is \$57.3 million.

Revenues:

At August 31, 2018 in a year over year comparison:

- Ministry Operating Grants are consistent.
- Contract Income has increased \$1.1 million, which can be attributed to Employment Ontario, Literacy Basic Skills (LBS), School College Work Initiative (SCWI) and Apprenticeship grants.
- Tuition has increased by \$44 million and can be credited to the significant growth in International student enrolment.
- Other Revenue has increased by \$2.8 million due to an increase in international application fees, Ace Acumen and interest revenue.

Actual to Budget at August 31, 2018

- Ministry Operating Grants are consistent with budget.
- Contract Income is trending higher than budget which can be attributed to the time lines regarding the flow of funding from the Ministry.
- Tuition has exceeded the budget due to dismissals, withdrawals, Visa denials and January intake.
- Other Revenue is trending higher than budget, which can be attributed to international application fees and interest income.

## Expenditures:

At August 31, 2018 in a year over year comparison:

- Salary and Benefits have increased \$4.2 million across all employment groups which, can be attributed to the College reorganization, collective bargaining adjustments, Bill 148 and an increase in part and full time Faculty to accommodate increased enrolment.
- Non-Salary Expenditures have increased by approximately \$18 million which, is largely due to accrued and paid commission fees to international agents.

Actual to Budget at August 31, 2018

- Salary and Benefits are trending under budget which can mostly be attributed to time lines.
- Non-Salary Expenditures at 62% are trending over budget because of the accrual of international agent commissions.

At August 31, 2018 in a year over year comparison:

Ancillary Operations Surplus/Deficit

- There are some slight fluctuations across the various functions, however overall the surplus is consistent with the prior year at approximately \$600,000.

## Capital Update at October 2018

- The fiscal year budget of \$16.5 million remains the same.
- The actual spend is \$6.9 million, an increase of \$4.5 million.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors receive the report on the financial results for the five months ended August 31, 2018, as information.

Mr. Jones PowerPoint presentation is attached as Item #6.1.



## 7.0 Approval Items

### 7.1 Appoint Audit Committee

Mr. E. Sovran, Chair of the Audit Committee, put forth a motion that the current members of the Audit Committee continue for the 2018 – 2019 year.

After a brief discussion it was,

**RESOLVED THAT** the Board of  
Governors approve the 2018 – 2019  
Audit Committee:

Mr. E. Sovran  
Ms. N. Jammu-Taylor  
Mr. R. Renaud  
Ms. M. Wickham

At this time, Dr. K. Blanchette exited the meeting as he had previously declared conflict on items #7.2, #7.3 and #7.4.

### 7.2 Diagnostic Cardiac Sonography – Ontario College Certificate

Mr. W. Habash presented a request to deliver the Diagnostic Cardiac Sonography program, which is a funded two-year graduate certificate program; one year of theory and one year of clinical placement.

- The development of this program was in response to the request and need of the health services industry in the community.
- Research has indicated that the program is very feasible and has a strong labour market. The program will support the industry and the College's community partners.
- Research also indicates that there will be government initiatives exceeding \$150 million in funding for regional heart health centres, increasing the demand for graduates of this program.
- Similar programs are offered at two Ontario colleges; Algonquin and Mohawk. Application and enrolment statistics are available for Mohawk College only as the program was launched at Algonquin College in 2018. However, the data is very stable and strong, and is expected to be the same at St. Clair College.
- It is expected that graduates of the Diagnostic Medical Sonography and Cardiovascular Technology programs at St. Clair College will apply to this program.
- The pro-forma budget indicates that the eight-year net present value for the program will be a net profit of \$452,565. After a brief discussion it was,

**RESOLVED THAT** the Board of Governors approve the request for a funded two-year Diagnostic Cardiac Sonography Ontario College Graduate Certificate, commencing in January 2020.

7.3 Supply Chain Management – Ontario College Graduate Certificate

Mr. W. Habash presented a request to deliver the Supply Chain Management program, which is a funded one-year graduate certificate program, offered through the Zekelman School of Business and Information Technologies.

- This program will collaborate with the current International Business program.
- The demand for this program is expected to come mostly from International students.
- The Supply Chain Management program supports the Strategic Mandate Agreement (SMA) in the area of Business – Legal.
- Industry has indicated a need for this program, particularly because of the cross-border community that we serve.
- The application data for comparative programs are strong, and the estimates used for the program budget are conservative.
- The pro-forma budget indicates that the eight-year net present value for the program will be a net profit of \$1,048,380.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors approve the request for a funded one-year Supply Chain Management Ontario College Graduate Certificate, commencing in September 2019.

#### 7.4 International Business Management/Supply Chain Management Graduate Certificate

Mr. W. Habash presented a request to deliver the International Business Management/Supply Chain Management Graduate Certificate program, an unfunded two-year program.

- This program will assist with International student recruitment, enhance employability skills and will strengthen programming synergies with the Zekelman School of Business and Information Technology.
- The proposed program supports the College's Strategic Directions and Strategic Mandate agreement.
- The pro-forma budget indicates that the eight-year net present value for the program will be a net profit of \$10,416,708 and as it is unfunded the amendments to the core operating grant through the corridor funding model will not cause any financial impact.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors approve the request for an unfunded two-year International Business Management/Supply Chain Management Ontario College Graduate Certificate, commencing in May 2019.

At this time, Dr. K. Blanchette rejoined the meeting.

#### 9.0 Policy/By Law Review

##### 9.1 Policies 2003 – 1 and 2003 – 2, 1<sup>st</sup> Reading

After a brief discussion, it was,

**RESOLVED THAT** the Board of Governors approve the 1<sup>st</sup> reading of Policies 2003 – 1 and 2003 - 2, as presented.

#### 10.0 The next Full Board meeting will be held on Tuesday, December 4, 2018.

The Full Board meeting adjourned at 7:20 p.m.

MISSION STATEMENT

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

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

**468<sup>th</sup> FULL BOARD MEETING**

**of the**

**BOARD OF GOVERNORS**

**NOTICE OF MEETING**

**DATE:** Tuesday, October 23, 2018

**TIME:** 6:30 p.m. – Meeting

**PLACE:** Room 401, St. Clair College Centre for the Arts,  
201 Riverside Drive West, Windsor, ON.

**\*\* NOTE:** Dinner will be served for Senior Management, Constituent Representatives and Observers in Room 402 at 5:45 p.m., prior to the meeting.

**AGENDA**

- 1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST.
- 2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON TUESDAY, SEPTEMBER 25, 2018 IN WINDSOR, ON.
- 3.0 CONSTITUENT REPORTS
- 4.0 PRESIDENT'S REPORT  
(Policy – Executive Limitations Communication & Counsel #2003-21)

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

#### 4.0 CONSENT AGENDA

#### 5.0 BUSINESS ARISING

##### 5.1 Risk Management

**Information Item** – Administration will present the Risk Management Report for information, attached as Item #5.1.

##### 5.2 KPI Surveys (Regulation 34/03, Article 8.2(a))

**Information Item** – Administration will report on the status of the KPI Surveys in regards to the provincial timeline.

##### 5.3 Board Planning Session

**Information Item** – An update will be given to the Board with respect to the agenda.

#### 6.0 MONITORING REPORTS

##### 6.1 Financial Update

**Information Item** – A report has been provided to the Board pertaining to Actual to Budget: April 1, 2018 – August 31, 2018, attached as Item #6.1.

#### 7.0 APPROVAL ITEMS

##### 7.1 Appoint Audit Committee

**Approval Item** – The Board will appoint and approve the 2018 – 2019 Audit Committee.

##### 7.2 Diagnostic Cardiac Sonography – Ontario College Graduate Certificate

**Approval Item** - The request for the new program, attached as item #7.2 will be presented.

##### 7.3 Supply Chain Management – Ontario College Graduate Certificate

**Approval Item** - The request for the new program, attached as item #7.3 will be presented.

7.4 International Business Management/Supply Chain Management Graduate Certificate

**Approval Item** - The request for the new program, attached as item #7.4 will be presented.

8.0 POLICY/BY LAW REVIEW

8.1 Policies 2003 – 1 and 2003 – 2, 1<sup>st</sup> Reading

**Approval Item** – The Board will review Board Policies 2003 – 1 and 2003 - 2, attached as Item #8.1.

9.0 DATE OF THE NEXT MEETING

9.1 The next meeting is scheduled for Tuesday, December 4, 2018 in the President’s Board Room, if required. There will not be a Board meeting held on Tuesday, November 27, 2018.



**TO: THE BOARD OF GOVERNORS**  
**FROM: PATRICIA FRANCE, PRESIDENT**  
**DATE: OCTOBER 23, 2018**  
**RE: RISK ASSESSMENT/MANAGEMENT REPORT**  
**SECTOR: ALL SECTORS**

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**AIM:**

To provide the Board with an updated report on the College's Risk Assessment and mitigation strategies.

**BACKGROUND:**

St. Clair has incorporated risk management into the daily operations of the College by anticipating potential risks, planning reasonable recourses and ensuring risk mitigation strategies are in place.

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

Senior Management ensures that appropriate steps are taken to identify, assess and manage risk and potential hazards associated with the organization, its activities and services. The College's risk management strategy provides a structured and coherent approach to identifying, assessing, monitoring and managing risk. A Risk Management Committee has been established and endeavours to meet on a quarterly basis to regularly review, assess and update new developments or actions taken.

Managers and staff, at all levels, have a responsibility to identify, evaluate, report and manage risks. Management fosters a culture that provides for disseminating best practices, lessons learned and expertise acquired from our risk management activities across the organization.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive the Risk Assessment/Management Report for information.



# Risk Management Report



# Risk Management

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## Preamble

St. Clair College has incorporated risk management into the daily operations of the College by anticipating potential risks and planning reasonable recourses. Since 2009, a formal Risk Management Report is conducted annually and presented to the Board of Governors. Other proactive measures include policy development, promoting health and safety, professional development, safeguarding our staff, students and other clients, the development of Business Continuity Plans to ensure the effective, continuous operations of the College and conducting ongoing reviews for risk mitigation opportunities.

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

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

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

## Risk Management Strategy

The College's risk management strategy will provide a structured and coherent approach to identifying, assessing and managing risk. The strategy will incorporate a process for regularly updating and reviewing the assessment based on new developments or actions taken.

### 1. Identify the risk

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

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

1. Safeguard the lives and safety of students, staff and visitors.
2. Mitigate personal injuries that can or will occur.
3. Protect the assets of St. Clair College.
4. Preserve our ability to ensure ongoing operations of St. Clair College.
5. Protect the reputation and goodwill of St. Clair College.

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

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

## 2. Analyze and categorize the risk

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

### Probability Scale

For each risk element identified the probability of occurrence has been determined based on the following scale:

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

## Impact Scale

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

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

### 3. Manage the risk

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

### 4. Review the risk

Our risk management process includes regularly updating and reviewing the assessment based on new developments or actions taken. This will be done annually by the Senior Operations Group and brought to the Board of Governors for information.

## Information and Communication

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

## Monitoring

Management will foster a culture that provides for disseminating best practices, lessons learned and expertise acquired from our risk management activities across the organization. Monitoring will be done through ongoing operations or separate evaluations as required.

## Summary

Senior Management ensures that appropriate steps are taken to identify, assess and manage risk and potential hazards associated with the organization, its activities and services. The College's risk management strategy provides a structured and coherent approach to identifying, assessing, monitoring and managing risk. A Risk Management Committee has been established and endeavours to meet on a quarterly basis to regularly review, assess and update new developments or actions taken.

# St. Clair College Risk Assessment

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
	<b>1. ACADEMIC &amp; STUDENT SERVICES</b>			
1.1	Meeting Enrolment Projections	Low - Medium	2-3	<ul style="list-style-type: none"> <li>• Rebranding campaign commenced to increase public awareness and position St. Clair College as a “Destination” college.</li> <li>• Creation of a College “Enrolment Management Committee”.               <ul style="list-style-type: none"> <li>a. This committee establishes and monitors the Annual Enrolment Management Plan in conjunction with Senior Management.</li> <li>b. Weekly/Daily monitoring of application and registration statistics.</li> <li>c. Statistics are monitored by utilizing a newly developed enrolment management plan by AAL.</li> </ul> </li> <li>• Aggressive marketing strategies for domestic enrolment developed with SOG input. Strategies include:               <ul style="list-style-type: none"> <li>a. Offering of specialized scholarships (i.e. skills scholarships and SHSM (Specialist High Skills Major) scholarships).</li> <li>b. Demographic diversification (special focus on non-direct, university transfer students).</li> <li>c. Geographic diversification (GTA as well as international recruitment strategies).</li> <li>d. Special strategies to mitigate loss of high school students to existing programs at Fanshawe and Lambton from Chatham-Kent and Essex County, (i.e. Police Foundations and Business Programs- Fanshawe, Developmental Services Worker – Lambton)</li> </ul> </li> </ul>

Risk Assessment Created: November 2009

Modified: May 2011, June, 2013, September 2014, May 2015, April 2017, October 2018

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
	Meeting Enrolment Projections continued...	Low - Medium	2-3	<p>1) Continue our strong partnership with the school boards. This includes presentations to school board personnel and high school principals.</p> <p>2) Continuing the dual credit program which exposes high school students to college. The success rate of students coming from high school to college is extremely high.</p> <p>3) Participate in community driven education fairs. This includes the skilled trades event that took place last fall and will continue to take place on an annual basis.</p> <p>4) Expand our brand exposure in the Chatham-Kent community including outdoor advertising and transit shelter advertising.</p> <p>5) Social media and digital advertising is being developed and will be focused in the Chatham-Kent, Sarnia Lambton and London regions. These campaigns will be extremely targeted and will focus on individual programs as well as the overall image of the Chatham campus.</p> <p>6) Continued to grow the Amazing Skills Challenge event in Chatham and Windsor. This will expose students in younger grades to the College at an earlier age.</p> <p>7) Develop an event specifically targeted to parents of high school students for both the Windsor and Chatham-Kent markets.</p> <ul style="list-style-type: none"> <li>• Increase institutional space capacity. Strategies include: <ul style="list-style-type: none"> <li>a. College facility planning for a physical footprint expansion. Acquired additional space downtown – 1 Riverside Drive.</li> </ul> </li> </ul>

Risk Assessment Created: November 2009

Modified: May 2011, June 2013, September 2014, May 2015, April 2017, October 2018

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
	Meeting Enrolment Projections continued...	Low - Medium	2-3	<ul style="list-style-type: none"> <li>b. Working through the approval process under Section 28 of the Financial Administration Act, in order to construct the Academic Tower.</li> <li>c. Evaluation of academic delivery to optimize both academic quality and delivery efficiencies.</li> <li>d. Increased recruitment strategy through the Human Resources Department to ascertain qualified individuals for program delivery in partnership with The Academics.</li> <li>• Continued engagement of the Recruitment and Retention Committee.</li> <li>• Retention strategies developed and implemented (retention is a large part of meeting enrolment targets).</li> <li>• Partnership strategies continue to be pursued. (Articulation Agreements)</li> <li>• Stronger emphasis on student life by implementing “Destination College” initiatives: <ul style="list-style-type: none"> <li>a. Student Life Centre</li> <li>b. Saints eSports (SRC)</li> <li>c. Sports Park</li> <li>d. Academic Tower</li> <li>e. Windsor and Chatham Residence expansions</li> <li>f. International student growth and the provision of culturally diverse events.</li> </ul> </li> <li>• Annual Report presented to the Board of Governors regarding the progress of new programs for monitoring new programs.</li> </ul>
1.2	Program Mix	Low - Medium	2-3	<ul style="list-style-type: none"> <li>• Creation of College Program Accountability Committee (CPAC) to provide appropriate oversight and consideration for new program development and appropriate College mix. <ul style="list-style-type: none"> <li>a. Development of new programs and offerings in order to attract a more diverse student population and enhance the destination strategy.</li> </ul> </li> </ul>

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	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.3	Maintaining/Seeking Program Accreditation	Low	3	<ul style="list-style-type: none"> <li>• Complying with program standards and accreditation standards.</li> <li>• Annual Internal Program Review.</li> <li>• External Review Process.</li> <li>• Internal Auditing of Annual reviews and Credit Transfers</li> <li>• Implement recommendations of Accreditation Panels where possible.</li> <li>• Ongoing communication with corresponding accrediting bodies.</li> <li>• Benchmarking facilities and curriculum against other colleges.</li> <li>• Ongoing review of College policies.</li> <li>• Upgrading academic equipment/facilities.</li> <li>• Community feedback (Placements, Program Advisory Committees, etc.).</li> </ul>
1.4	Academic Equipment Replacement/Upgrade	Medium	1	<ul style="list-style-type: none"> <li>• Submission of capital requirements incorporated as part of the annual budget process and reviewed at mid-year.</li> <li>• Impact analysis is provided for any equipment deemed critical.</li> <li>• Annual allocation of Ministry funds is reviewed and prioritized to purchase academic equipment (CERF and AEF).</li> <li>• Capital requirements categorized by priority. Impact of not purchasing is communicated and understood by Senior Operations Group (SOG).</li> <li>• \$1M in reserves for emergency requirements.</li> <li>• Maintain inventory of academic equipment which is now tied to Annual Review/Quality Assurance Plans.</li> <li>• Over the past two fiscal years, the following funds have been made available for academic equipment: <ul style="list-style-type: none"> <li>a. Grants: <ul style="list-style-type: none"> <li>I. CERF: \$2,552,800 (2016-17 = \$314,200, 2017-18 = \$2,238,600)</li> <li>II. AEF: \$1,210,494 (2016-17 = \$602,997, 2017-18 = \$607,497)</li> <li>III. Toldo: \$300,000 (2016-17 = \$150,000, 2017-18 = \$150,000)</li> </ul> </li> <li>b. College Funds: <ul style="list-style-type: none"> <li>I. \$388,000</li> </ul> </li> </ul> </li> </ul>

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	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.5	Quality Assurance	Medium	2-3	<ul style="list-style-type: none"> <li>• Creation and continued engagement from the Quality Assurance Committee, chaired by the College President. <ul style="list-style-type: none"> <li>a. Annual audit of Course Outlines.</li> <li>b. Internal Audits on Advanced Standings and on Annual Program Reviews.</li> <li>c. Annual Reviews are conducted every spring semester for all programs.</li> <li>d. Cyclical Reviews are scheduled and performed for all programs every 5 years.</li> </ul> </li> <li>• Creation of the College’s Centre for Academic Excellence with permanent full time staff.</li> <li>• Program Advisory Committees used to obtain relevant feedback.</li> <li>• Key Performance Indicators reviewed annually and strategies aligned for improvement.</li> <li>• Review and adherence of the Quality Learning Environment Policy.</li> <li>• Instructional Feedback Surveys (IFS) conducted and reviewed every semester.</li> <li>• Ongoing annual training and professional development conducted on the following quality assurance components (mainly for new faculty): <ul style="list-style-type: none"> <li>a. Course Outcome Education</li> <li>b. General Education</li> <li>c. Creation of Course Outlines (Essential Knowledge and Skills, Essential Employability Skills, Assessment, etc.).</li> </ul> </li> <li>• Periodic training for existing faculty – “Refresh and Reboot”</li> <li>• Internal Audits on Advanced Standings and on Annual Program Reviews.</li> <li>• Ensure Ministry compliance as it relates to Academic programs and courses.</li> <li>• Creation of a depository documenting all experiential learning initiatives.</li> <li>• Mandatory review date being applied to all College policies. All policies are to be reviewed, at a minimum, every five years.</li> <li>• Technology used as a tool to facilitate quality teaching (<i>i.e.</i> templates for course outlines, portal used for Internal Program Reviews).</li> <li>• Catalogue of quality teaching materials available to faculty.</li> <li>• Annual funding available for professional development and College Educator Development Program (CEDP).</li> <li>• Ongoing communication to all academic staff regarding Audit requirements.</li> </ul>

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	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.5	Quality Assurance	Medium	2-3	<ul style="list-style-type: none"> <li>Ongoing documentation and communication of College processes.</li> </ul>
1.6	Student Accidents/Incidents/Violent Behaviour	Medium	1-3	<ul style="list-style-type: none"> <li>Code of Student Rights &amp; Responsibilities revised annually. This policy outlines required and expected student behaviour.</li> <li>Code is reviewed annually with Class Representatives.</li> <li>Code is communicated to all first-year students and is also available on the internet/intranet and changes are communicated to all staff.</li> <li>Departmental Health and Safety policies, procedures and regulations are reviewed regularly by the College's Joint Health and Safety Committee. Suggested changes are reviewed and approved by SOG. Annual review and sign off of the Health and Safety Policy is conducted by the President.</li> <li>Respectful Workplace and Education Policy reviewed annually. Changes are communicated to all staff.</li> <li>Establishment of a Violence Risk Assessment Team. This team includes internal and external resources to assess risk.</li> <li>Departmental "Violence Risk Assessments" are conducted in conjunction with departmental risk assessments.</li> <li>Violent Risk Assessment (VRA) Training is conducted regularly for identified administration. Training was most recently updated in June 2017. Community table for VRA's has been established by Windsor Police. The College has participated in training and awareness and has the ability to move VRA's to the table. Most VRA's have to do with students with mental health concerns and are experienced across the community.</li> <li>Policies outlining staff protocols have been developed to assist staff when dealing with student behavioural concerns.</li> <li>A Campus Active Shooter Video has been used for Active Attacker training for staff and students.</li> <li>Security is present at all campus locations.</li> </ul>

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	Student Accidents/Incidents/Violent Behaviour continued...	Medium	1-3	<ul style="list-style-type: none"> <li>• A staffed Dispatch Centre is in place at the Windsor Campus monitoring all campus locations.</li> <li>• Added Police Presence - Contract Duty Police Officers are hired for Windsor and Downtown campus locations on a rotating 4-hour/day basis in fall and winter semesters.</li> </ul>
1.7	Student Lawsuits/Harassment/Bullying Complaints	High	1	<ul style="list-style-type: none"> <li>• Code of Student Rights and Responsibility rewritten and legal advice incorporated to implement Bill 168 components. Policy now also includes elements of previous "Respectful Workplace and Education Policy" to provide clarity and guidance for our students.</li> <li>• Code of Student Rights and Responsibility reviewed annually prior to the upcoming academic year.</li> <li>• Formal College liaison assigned to SRC and TSI.</li> <li>• Quality Learning Environment Policy.</li> <li>• Grade Appeal Policy.</li> <li>• Legal expertise obtained when required.</li> <li>• Staff training conducted annually on "Duty to Accommodate", etc.</li> <li>• "Conduct Depository" created in the Student Administration System to allow better monitoring of progressive/repeated negative behaviour across the College community.</li> <li>• Dedicated Ethics Officer appointed to allow for greater dedication of resources consistently across campuses.</li> <li>• Class action lawsuit as a result of the faculty work stoppage is continuously monitored by the College Employer Council, Colleges Ontario, and the College consortium insurer.</li> <li>• Mandated "Sexual Violence and Consent Training" for Residence.</li> <li>• Awareness campaign – Annual Residence meeting.</li> </ul>

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	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
1.8	Compliance with Accessibility for Ontarians with Disabilities Act; Human Rights Commission policies related to Accessibility and Human Rights	High	1	<ul style="list-style-type: none"> <li>• Accessibility Committee meets 3 times a year.</li> <li>• All staff trained in Customer Service for Persons with Disabilities Standards.</li> <li>• All staff who deliver and develop curriculum are trained in Educator Awareness Training.</li> <li>• All staff trained in Integrated Accessibility Regulation Standards.</li> <li>• Website indicates St. Clair's commitment and understanding of compliance obligations; Accessibility Plan posted on the web.</li> <li>• On-line training available for new staff.</li> <li>• Student Services brochure provided to all students.</li> <li>• Transition workshops are hosted at St. Clair College to communicate and promote available services to incoming students with accessibility needs.</li> <li>• Human Resources recruitment policies rewritten for compliancy and reviewed annually.</li> <li>• Development and implementation of Student Equity, Inclusion and Accessibility Policy (2016).</li> <li>• Updated procedures for Academic Accommodation Plan development and disbursement (2016).</li> <li>• Information sessions and online sessions provided to all faculty on the new Ontario Human Rights Code expectations pertaining to post-secondary students with disabilities.</li> <li>• Professional Development opportunities such as Mental Health First Aid Training; Identifying and Referring Students in Distress, Accommodation plan.</li> </ul>
1.9	Varsity Athletics/Clinic	Low	1	<ul style="list-style-type: none"> <li>• Student consent required to participate in varsity sports/intramurals.</li> <li>• Physical evaluation recommended to all students prior to participation.</li> <li>• Pre-Medical History Summary.</li> <li>• Emergency Information Form provided in the event therapy is required.</li> <li>• Informed Consent Form – Clinic.</li> <li>• Coaches and Assistant Coaches are responsible for oversight of all trips.</li> <li>• Annual Coaches Training.</li> <li>• OCAA concussion protocol - A Certified Athletic Therapist is at every game.</li> <li>• All travel is chaperoned.</li> </ul>

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1.10	SportsPlex/HealthPlex	Low	1	<ul style="list-style-type: none"> <li>• Use of SportsPlex/HealthPlex Waiver Forms.</li> <li>• Use of Police Clearance Forms.</li> <li>• Physical Activity Readiness Questionnaire required for fitness and instructional led courses.</li> <li>• Third party events require certificate of insurance naming the College as an additional insured.</li> </ul>
<b>2. FACILITIES MANAGEMENT</b>				
2.1	Deferred Maintenance Items	Low - High	2-3	<ul style="list-style-type: none"> <li>• Strategic Investment Funding from the Federal Government, Facilities Renewal Funding from the Ontario Government and College Capital investment combined to address \$6.2 million of deferred maintenance in the 2016 and 2017 fiscal years.</li> <li>• Other deferred maintenance addressed through capital approval process annually.</li> <li>• "Impact Analysis" is provided to SOG for all items not funded.</li> <li>• \$1M available in reserves in the event of an emergency with Board approval.</li> <li>• Continual Ministry advocacy for required funds is communicated consistently on an ongoing basis.</li> <li>• Deferred Maintenance List is reviewed annually, and priority items are identified for capital funding planning.</li> <li>• A new Facilities Building Condition will commence in 2018 and set a new benchmark for deferred maintenance. The College will complete at a minimum 1/5 of the campus buildings each year for the next 5 years.</li> <li>• This year, the College is receiving \$6.1M in funding from the Ontario government for projects to address greenhouse gas reductions. These projects will help to further decrease the deferred maintenance budget by upgrading or replacing boilers and HVAC equipment.</li> <li>• The College continues to prioritize funds for deferred maintenance projects for grounds, classroom renovations and campus upgrades.</li> </ul>

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	<b>3. FINANCIAL</b>			
3.1	Asset Protection	Medium	2	<ul style="list-style-type: none"> <li>• Operating and capital budgets.</li> <li>• Insurance.</li> <li>• Investment and Endowment Policy for Foundation investments.</li> <li>• Approval/Signature Authorization for Acquisition and/or Sale of Goods and Services Policy.</li> <li>• Cash Receipts Control Policy for all College departments.</li> <li>• Fixed Assets-Acquisition Policy.</li> <li>• Fixed Assets-Disposition Policy.</li> <li>• Purchasing Policy.</li> <li>• Monthly account reconciliations.</li> <li>• External audit.</li> </ul>
3.2	Internal Fraud/Theft	Low	3	<ul style="list-style-type: none"> <li>• Cash Receipt Control Policies/Processes for all College departments. Administrator oversight over cash processes.</li> <li>• Approval/Signature Authorization for Acquisition and/or Sale of Goods and Services Policy.</li> <li>• Board Audit Committee reviews and monitors annual process as part of annual audit.</li> <li>• Segregation of duties to minimize risk.</li> <li>• Physical controls (<i>i.e.</i> vaults).</li> <li>• Ongoing management and review of processes.</li> <li>• Monthly account reconciliations.</li> </ul>

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3.3	Revenue	High	3	<ul style="list-style-type: none"> <li>• Budget process used to determine revenue projections (Conservative approach is taken). A two-year forecast was included in the 2018-19 budget.</li> <li>• Monthly account reconciliations performed.</li> <li>• Monthly reports provided to budget holders.</li> <li>• Mid-Year Review used to mitigate financial risk.</li> <li>• Chief Financial Officer reports any potential risks to SOG for assessment, review and action on a weekly basis.</li> <li>• \$1M in reserves for emergencies (Board approval required).</li> <li>• Quarterly financial monitoring reports provided to the Board of Governors.</li> <li>• With corridor funding taking effect in 2019-20, the following are performed: actively monitor program mix impact on weighted funding unit, impact of new programs that do not bring funding, and long-term enrolment forecasting.</li> <li>• PPP wind-down is actively monitored and managed.</li> </ul>
3.4	Expenses	Medium	2	<ul style="list-style-type: none"> <li>• Budget process used to determine expense projections (Conservative approached is taken). A two-year forecast was included in the 2018-19 budget.</li> <li>• Monthly account reconciliations.</li> <li>• Monthly reports provided to budget holders.</li> <li>• Mid-Year Review used to mitigate financial risk.</li> <li>• Purchasing guidelines available for administration.</li> <li>• Chief Financial Officer reports any potential risks to SOG for assessment, review and action.</li> <li>• \$1M in reserves for emergencies (Board approval required).</li> <li>• Quarterly financial monitoring reports provided to the Board of Governors.</li> <li>• Participate in centralized buying when possible.</li> <li>• Working through the approval process under Section 28 of the Financial Administration Act, in order to borrow funds to construct the Academic Tower.</li> <li>• Continue working with the Student Representative Council to determine the financial capacity for the Sports Park.</li> <li>• Bill 148 took effect on January 1, 2018. Human resources, part-time contract and payroll processes have been updated to comply with the legislation.</li> <li>• Part-time support unionization is being actively monitored by management.</li> </ul>

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3.5	Insurance	Low	1	<ul style="list-style-type: none"> <li>• Adequate insurance determined, secured and reviewed annually (includes general liability and Director and Officers Liability).</li> <li>• General liability has a total coverage \$40M.</li> <li>• One of 21 colleges included in “College Insurance Group”.</li> <li>• Any potential risks are communicated and discussed with Insurer.</li> <li>• Cyber insurance, business interruption, active assailant, terrorism and sabotage insurance has been purchased.</li> <li>• Appendix A – Insurance Limits</li> </ul>
3.6	Compliance to College Purchasing Policies	Medium	1	<ul style="list-style-type: none"> <li>• Purchasing Policy. Compliant with Broader Public Sector Guidelines.</li> <li>• Purchasing Department acts as “gate keeper” to ensure compliance with Board and College policies.</li> <li>• Reports provided to SOG.</li> <li>• Fixed Assets-Acquisition Policy available for guidance.</li> <li>• Government Policies used: Canadian Free Trade Agreement, Comprehensive and Economic Trade Agreement and Broader Public Sector.</li> <li>• Participate in Cooperative Purchasing when possible: OECM, and Windsor-Essex Purchasing CO-OP.</li> <li>• Association memberships and seminars: Ontario Colleges Purchasing Managers Association, Ontario University Purchasing Managers Association, Ontario Public Buyers Association.</li> </ul>
3.7	Bill 148 (NEW)	Low	2	<ul style="list-style-type: none"> <li>• Communication and training provided to Administration by HR.</li> <li>• Part time absence report created to monitor usage.</li> <li>• Support received from the College Employer Council.</li> <li>• Training and consultation provided to HR by Hicks Morley.</li> <li>• Part-time contract template updated.</li> <li>• Part-time wage grids updated. In anticipation of Bill 148, part-time support staff wage grids were revised during 2017.</li> <li>• Financial implications reviewed by the Senior Management Team.</li> <li>• Procedures within the Finance Department updated for Payroll and Part-Time contract processing.</li> </ul>

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				<ul style="list-style-type: none"> <li>• Destination College strategy implemented in order to grow revenues to overcome the substantial increase in costs.</li> <li>• Continue to perform Request for Proposals in order to ensure costs from third party services are reasonable given the minimum wage and price increases as a result of the implementation of Bill 148.</li> </ul>
	<b>4. HUMAN RESOURCES</b>			
<b>4.1</b>	<p><b>Staff (Skill set requirements, staff performance, FT hiring practices for new staff)</b></p> <p><b>Retention of Staff</b></p>	<b>High</b>	<b>2</b>	<ul style="list-style-type: none"> <li>• <b>Recruitment and Selection Policy.</b></li> <li>• <b>Recruitment and Selection Procedure.</b></li> <li>• <b>Adherence to Faculty and Support Staff Collective Agreements.</b></li> <li>• <b>Hiring/Selection process in place to ensure equity and unbiased practices.</b></li> <li>• <b>Hiring based on vocational skills, credentials and organizational fit. Reference checks must be completed prior to a full time job being offered to an applicant.</b></li> <li>• <b>Medical note required for all full-time staff at the time of offer.</b></li> <li>• <b>Confidentiality Agreement must be signed prior to staff commencing their job.</b></li> <li>• <b>Money allocated annually to support professional development and tuition reimbursement programs.</b></li> <li>• <b>Probationary period is used to monitor performance and determine organizational fit.</b></li> <li>• <b>Progressive discipline process used when necessary to clarify performance goals and employer expectations.</b></li> <li>• <b>Performance appraisals are conducted to promote employee/employer communication.</b></li> <li>• <b>Strategies to mitigate impact of critical staff leaving includes the following strategies:</b> <ol style="list-style-type: none"> <li><b>Back up staff are designated or step-by-step instructions are available for most critical functions (Desk manuals).</b></li> <li><b>Agency staff available for interim requirements of special skills (electrician, etc.).</b></li> </ol> </li> </ul>
	<p><b>Staff (Skill set requirements, staff performance, FT hiring practices for new staff)</b></p> <p><b>Retention of Staff</b></p>	<b>High</b>	<b>2</b>	

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				<ul style="list-style-type: none"> <li>c. Talent Management Policy was developed and created in Fall 2016.</li> <li>d. Succession planning template created and populated.</li> <li>e. SOG discussed Plan annually for adjustments.</li> <li>f. Presidential Succession Plan documented for emergency purposes.</li> <li>g. Annual retirement planning.</li> </ul>
4.2	WSIB Claims	Medium	1	<ul style="list-style-type: none"> <li>• Return to Work Committee in place (RTW).</li> <li>• Return to Work Policy developed which incorporates a full Return to Work protocol.</li> <li>• Functional Ability Form (FAF) required for all staff absent from work that may require accommodation(s).</li> <li>• Staff safety and ergonomics training performed annually.</li> <li>• Staff ergonomics assessments completed on request.</li> <li>• NEER (New Experimental Experience Rating) Statements and quarterly WSIB summary reports are submitted and reviewed by SOG.</li> <li>• Specialized lawyer is used when required.</li> </ul>
4.3	Work Stoppage/Strike	Low	3	<ul style="list-style-type: none"> <li>• Developed a robust work stoppage plan as a result of a 2017 Faculty strike. This plan also ensured effective communication with all parties.</li> <li>• VP HR/Safety &amp; Facilities Management is designated as liaison to the Unions to support open communication with Support Staff and Faculty Unions.</li> <li>• Class action lawsuit as a result of the faculty work stoppage is continuously monitored by the College Employer Council, Colleges Ontario, and the College consortium insurer.</li> <li>• Net financial implication from strike was \$667,000. College administration proactively managed the College's operating budget in order to minimize the financial implications from the work stoppage.</li> </ul>
4.4	Human Rights/Harassment/Bullying Staff	Medium	2	<ul style="list-style-type: none"> <li>• Respectful Workplace and Educational Policy reviewed annually.</li> <li>• A "Coordinator" is formally assigned to the Respectful Workplace and Educational Policy for continuity and communication of the policy.</li> </ul>

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				<ul style="list-style-type: none"> <li>• Legal advice obtained when required (Expertise in Human Rights/Harassment laws).</li> <li>• Adherence to Collective Agreements.</li> <li>• Annual training provided to staff to communicate staff obligations.</li> <li>• Investigations conducted immediately when required.</li> </ul>
4.5	Grievances/Lawsuits/Union Relationships	Medium	2	<ul style="list-style-type: none"> <li>• St. Clair College is a responsible employer, setting fair personnel policies and meeting all known legal and contractual obligations.</li> <li>• Legal advice is obtained when required (Expertise in Collective Agreements, Termination Grievances/Lawsuits).</li> <li>• Union College Committees are in place for both Faculty and Support Staff to allow effective communication of key issues.</li> </ul>
4.6	Part time unionization – support staff	High	2-3	<ul style="list-style-type: none"> <li>• Unionization of support staff will increase compensation costs (<i>i.e.</i> wages and benefits). New wage structure was developed and implemented that reduced this risk.</li> <li>• Flexibility in operating all areas of the business will be reduced.</li> <li>• UCC meetings are held to continue to promote ongoing communication and collaboration.</li> </ul>
	<b>5. HEALTH AND SAFETY</b>			
5.1	Health and Safety/Ministry of Labour Compliance	Low	2	<ul style="list-style-type: none"> <li>• Dedicated Health and Safety Manager.</li> <li>• Required Monthly Management Inspections assigned and monitored.</li> <li>• Health and Safety training provided for all Managers.</li> </ul>

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	Health and Safety/Ministry of Labour Compliance continued...	Low	2	<ul style="list-style-type: none"> <li>• Health and Safety Awareness training required of all new staff within one week of hire and a refresher is required of all staff every 3 years.</li> <li>• Training matrix established for all employee groups and training on equipment and materials are conducted as required by law or CSA standards.</li> <li>• Senior Management participation on the Health and Safety Committee.</li> <li>• Annual review of Health and Safety Polices. Current Policies include the following:               <ul style="list-style-type: none"> <li>a. Health and Safety Program Manual</li> <li>b. Health and Safety Policy</li> <li>c. Health and Safety Discipline Policy</li> <li>d. Incident Reporting and Investigation Procedure</li> <li>e. Blood and Bodily Fluid Spills</li> <li>f. Hazardous Materials and MSDS Management</li> <li>g. Radiation Safety</li> <li>h. Work Area Environment Reporting – Environmental Hazards or Irritants</li> <li>i. Emergency Eyewash and Shower Station</li> <li>j. Video Surveillance</li> <li>k. Workplace Hazard Assessments</li> <li>l. Personal Protective Equipment (PPE)</li> <li>m. Workplace Safety Inspection Protocol</li> <li>n. Work Refusal Procedure</li> <li>o. Provision for First Aid and Automatic External Defibrillator(AED) Response</li> <li>p. Smoking Policy</li> <li>q. Workplace Violence Prevention and Reporting</li> <li>r. Respectful Work and Educational Place Policy</li> <li>s. Footwear Policy</li> <li>t. Workplace Wellness Policy</li> <li>u. Healthy Food Policy</li> <li>v. Employee Fitness Policy</li> <li>w. Infection Control Policy</li> </ul> </li> </ul>

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				<ul style="list-style-type: none"> <li>x. Bike Friendly Workplace Policy</li> <li>y. Occupational Health and Safety Orientation and Training Procedure</li> <li>z. Contractor Management Policy</li> <li>aa. Return to Work Case Management</li> <li>bb. Workplace Mental Wellbeing</li> <li>cc. Cardiovascular and Respiratory Health Management</li> <li>dd. Slips, Trips and Fall Prevention</li> <li>ee. Take Your Kids to Work Day</li> <li>ff. Staff Protocols for Dealing with Student/Staff Behavioural Concerns</li> <li>gg. Equipment Purchase, Donations and/or Modifications – Safety Review</li> <li>hh. Hot Work Procedure</li> <li>ii. Emergency Response Plan</li> <li>• Progressive Disciplinary Health and Safety Policy in place to ensure compliance to the College’s Health and Safety Program.</li> <li>• Health and Safety is a standard weekly agenda item at SOG meetings.</li> <li>• “Two-Month-Old” items discussed and documented at SOG meetings for resolution.</li> <li>• WSIB report reviewed at SOG annually.</li> <li>• NEER Statement (New Experimental Experience Rating) reviewed annually by SOG.</li> <li>• Work Wellness program incorporated for staff. It should be noted that St. Clair College has won awards for this program every year since 2008.</li> </ul>
5.2	Emergency associated with Fire, Active Shooter, Bomb Threat, Violence and Disruptive behaviour, etc.	High	3	<ul style="list-style-type: none"> <li>• A comprehensive Emergency Response Plan (ERP) has been created and is reviewed annually by the Health and Safety Committee and the Emergency Management Planning Committee. Recommendations are forwarded to SOG. Specific plans have been developed for: <ul style="list-style-type: none"> <li>a. Medical Emergencies</li> <li>b. Fire Emergency (for each Campus)</li> <li>c. Severe Weather</li> <li>d. Hazardous Material Release</li> </ul> </li> </ul>

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Modified: May 2011, June 2013, September 2014, May 2015, April 2017, October 2018

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
				<ul style="list-style-type: none"> <li>e. Bomb Threat</li> <li>f. Active Attacker</li> <li>g. Elevator Failure Procedure</li> <li>h. Other Emergencies (Power Outage, Gas Leak, Water Main Break)</li> <li>• An Emergency Response Planning Committee meets to review the ERP.</li> <li>• Training and drills are scheduled at all campuses to effectively communicate evacuation requirements and ensure compliance with above polices.</li> <li>• Fire Alarms tested regularly.</li> <li>• Respectful Work and Educational Place Policy.</li> <li>• Violence Risk Assessment Training completed in June 2013 for identified managers. Extensive training for team members in 2013 with updated training completed in June 2017.</li> <li>• Emergency numbers have been set up for Windsor and Chatham campuses and e-phones have been installed in parking lots at the Windsor Campus.</li> <li>• College has purchased an emergency communication system called Alertus which includes a safety app. This is under development and will be rolled out to staff and students in Fall 2018.</li> <li>• An Active Attacker video has been purchased and has been and will continue to be used to conduct training for staff and students.</li> <li>• Contract Emergency Management Coordinator hired in 2017 to further develop plans, conduct drills and table tops and enhance partnerships with Police and emergency management resources in the community.</li> </ul>

Risk Assessment Created: November 2009

Modified: May 2011, June 2013, September 2014, May 2015, April 2017, October 2018

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
	<b>6. HEALTH SERVICES</b>			
6.1	Pandemic Planning	Medium	2	<ul style="list-style-type: none"> <li>College Pandemic plan created and communicated to all staff and students when required.</li> <li>Internet/intranet site created to ensure effective communication to students and staff which allows for ongoing updates as required.</li> <li>Health Centres meet regularly with local Health Units to keep abreast of new and upcoming health concerns and ensure that vaccination programs are up to date.</li> </ul>
6.2	Substance Control	Medium	2	<ul style="list-style-type: none"> <li>The College has a formal Substance Control Policy which has been approved by the Health and Safety Committee and SOG.</li> <li>Legislation of cannabis and associated controls and laws are being monitored and will be incorporated into procedure in 2018.</li> </ul>
6.3	Other Infections Concerns	Medium	1	<ul style="list-style-type: none"> <li>Nurse Practitioner meets with local Health Units to monitor concerns.</li> <li>Protocols developed and implemented immediately as required.</li> </ul>
	<b>7. INFORMATION TECHNOLOGY</b>			
7.1	Information Technology – Data Corruption, etc.	Low	2-3	<ul style="list-style-type: none"> <li>Annual IT Audit performed by external auditors which includes: security, change management processes and documentation, account creation/modifications, duties and responsibilities of staff and Disaster Recovery Plan and review of IT Policies and Procedures.</li> <li>Daily, Weekly, Monthly disk to disk backup procedures are in place to protect critical data.</li> <li>Backup disks are kept off site.</li> </ul>

Risk Assessment Created: November 2009

Modified: May 2011, June 2013, September 2014, May 2015, April 2017, October 2018

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
				<ul style="list-style-type: none"> <li>• As set out in section 3.5, Cyber and business interruption insurance has been purchased.</li> <li>• Annual review of IT Polices include the following:               <ol style="list-style-type: none"> <li>1. Asset Management:                   <ul style="list-style-type: none"> <li>➤ Asset Control</li> <li>➤ Peripheral Devices</li> <li>➤ Maintenance</li> </ul> </li> <li>2. Software Licensing/Deployment:                   <ul style="list-style-type: none"> <li>➤ Software Licensing</li> <li>➤ Software Procurement</li> <li>➤ Software Deployment</li> </ul> </li> <li>3. Software Maintenance/Upgrades/Enhancements:                   <ul style="list-style-type: none"> <li>➤ Software Maintenance</li> <li>➤ Software – Request for Modification</li> </ul> </li> <li>4. Network Infrastructure:                   <ul style="list-style-type: none"> <li>➤ Network Access</li> <li>➤ Wireless Technologies</li> <li>➤ Firewall</li> <li>➤ Virtual Private Network (VPN)</li> </ul> </li> <li>5. Web/Email:                   <ul style="list-style-type: none"> <li>➤ User Accounts</li> <li>➤ User Names and Passwords</li> </ul> </li> <li>6. Web Pages Acceptable Use Policy – Computing, Network &amp; Communication Resources:</li> </ol> </li> </ul>

Risk Assessment Created: November 2009

Modified: May 2011, June 2013, September 2014, May 2015, April 2017, October 2018



	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
	Information Technology – Data Corruption, etc. continued...	Low	2-3	<p>7. Principles:</p> <ul style="list-style-type: none"> <li>- Unacceptable Uses</li> <li>- Discipline, Jurisdiction and Penalties</li> </ul> <p>8. Supplemental Email Use Policy</p> <p>9. Student Email Policy</p>
7.2	IT Security	High	1-3	<ul style="list-style-type: none"> <li>• IT Services reviews security resources on an ongoing basis.</li> <li>• IT policies pertaining to Security include: <ul style="list-style-type: none"> <li>a. Defining the Need for Security</li> <li>b. Security policy</li> </ul> </li> <li>• Security Processes audited annually.</li> <li>• Security investigations completed and documented as required.</li> <li>• Zero tolerance given for security breaches. <ul style="list-style-type: none"> <li>a. New firewalls have been acquired with the capability of: Intrusion detection that will not allow any IP address into the College network unless an explicit rule has been put in place.</li> <li>b. State full packet inspection as well as application analysis that will help with unwanted access to the College.</li> <li>c. Logging traffic for all users which allows the College to conduct security investigation in a more efficient manner.</li> <li>d. Locking of specified sites are handled by our security software.</li> </ul> </li> </ul>

Risk Assessment Created: November 2009

Modified: May 2011, June 2013, September 2014, May 2015, April 2017, October 2018

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
	IT Security	High	1-3	<ul style="list-style-type: none"> <li>e. Minimal access is allowed for VPN (Virtual Private Network) access which requires 2 levels of authentication into the College.</li> <li>f. Student and College Administration domains are separated to prevent unauthorized access, as well Finance systems are only available internal to the College network.</li> <li>• IT Services is currently in talks with third party Security Vendor to augment security and threat monitoring.</li> <li>• IT Services currently has 3<sup>rd</sup> party after hours monitoring of College network connectivity.</li> <li>• The College is a stakeholder member of CWE (Connecting Windsor Essex), this group provides the College with additional oversight of upstream network providers.</li> </ul>
	<b>8. CORPORATE</b>			
8.1	PCI Compliancy	Low	2	<ul style="list-style-type: none"> <li>• Payment Card Industry (PCI) Committee formed (includes VPs, IT, Registrar's Office, SCCCA, Government Electronic Tendering Service).</li> <li>• Review PCI Compliancy Plan on an ongoing basis.</li> <li>• Firewalls have been acquired that now conform to PCI compliancy standards.</li> <li>• Removal of acceptance of credit cards for tuition payments has been in place since September 2017.</li> </ul>
8.2	Special Events/Alcohol/Pubs/Golf Course/St. Clair College Centre for the Arts	Low	1-3	<ul style="list-style-type: none"> <li>• Liability Insurance.</li> <li>• Smart Serve.</li> <li>• Police presence at Pub Nights and special events.</li> <li>• Liquor serving policies/protocols documented.</li> <li>• SRC/TSI now have their own Liquor license and will no longer use the College license.</li> </ul>

Risk Assessment Created: November 2009

Modified: May 2011, June 2013, September 2014, May 2015, April 2017, October 2018

	Identify Potential Risk Scenario & Potential Impact(s)	Probability Rating	Impact	Strategy And Mitigation Plan
8.3	Ministry Compliance/Special Projects, (CERF/Multi-Year Agreement, Special Funding, etc.)	Low	1-3	<ul style="list-style-type: none"> <li>Project Leads identified for all major projects.</li> <li>Major projects are standard agenda items on SOG Agenda to ensure compliance, and project progress (on date/on budget).</li> <li>College review and follow up prior to deadline submissions by Presidents Office.</li> </ul>
8.4	Goodwill and Reputation of St. Clair College	Low	1-3	<ul style="list-style-type: none"> <li>Identified senior manager responsible for St. Clair College media to ensure consistent messaging and build relationships with the media.</li> <li>Potential risks are discussed and reviewed at SOG.</li> <li>Monthly meetings scheduled with SRC/TSI and the SOG to ensure complaints or concerns are dealt with in a timely manner.</li> <li>President's Office has an open door policy to encourage communication and dispute resolution.</li> <li>Social Media is monitored and responded to in a timely fashion.</li> </ul>
8.5	Strategic Mandate Agreement 2.0 Performance and Accountability	Medium	1-3	<ul style="list-style-type: none"> <li>Complying with SMA2 mandate- identified senior managers responsible and strategies in place for execution of organizational mandate.</li> <li>Achieving metrics outlined in the SMA2 - performance measures monitored by semester/annually, as applicable, to ensure on target.</li> <li>Establishing benchmarks in order to measure performance.</li> <li>Ongoing communication regarding SMA2 requirements.</li> <li>Acceptability of system-wide and institutional metrics – Provincial government consulting with stakeholders and opportunities to provide input; under review by provincially-appointed committee comprised of cross-section of key stakeholders.</li> <li>Advocating to limit the number of metrics to be linked to funding.</li> <li>Guidelines/criteria that assist with selecting institutional metrics and equivalent transparent approaches to selection across all Colleges.</li> <li>Outcomes that are objective, accurate and reasonably within the College's control.</li> <li>Increased competition across College sector to maximize incentive funding - reduction or elimination of regulatory barriers that stand in the way of better outcomes.</li> </ul>

Risk Assessment Created: November 2009

Modified: May 2011, June 2013, September 2014, May 2015, April 2017, October 2018

## Appendix A - Insurance Limits

### Property

Primary = \$200,000,000 per occurrence

Excess = \$100,000,000 per occurrence

Total = \$300,000,000

There is \$10,000,000 in extra expense coverage under the property policy. This type of coverage pays for additional costs in excess of normal operating expenses that an organization incurs to continue operations while its property is being repaired or replaced after having been damaged by a covered cause of loss.

### Commercial General Liability

Primary = \$25,000,000 per occurrence

Umbrella = \$15,000,000 per occurrence

Total = \$40,000,000

### Directors & Officers

Primary = \$5,000,000 each loss

Excess = \$10,000,000 each loss

Total = \$15,000,000

Cyber insurance coverage is in place for \$5,000,000. If a cyber-related event were to occur, the cyber insurance policy would cover: data breach crisis management, business interruption, cyber extortion, network security liability and privacy liability.

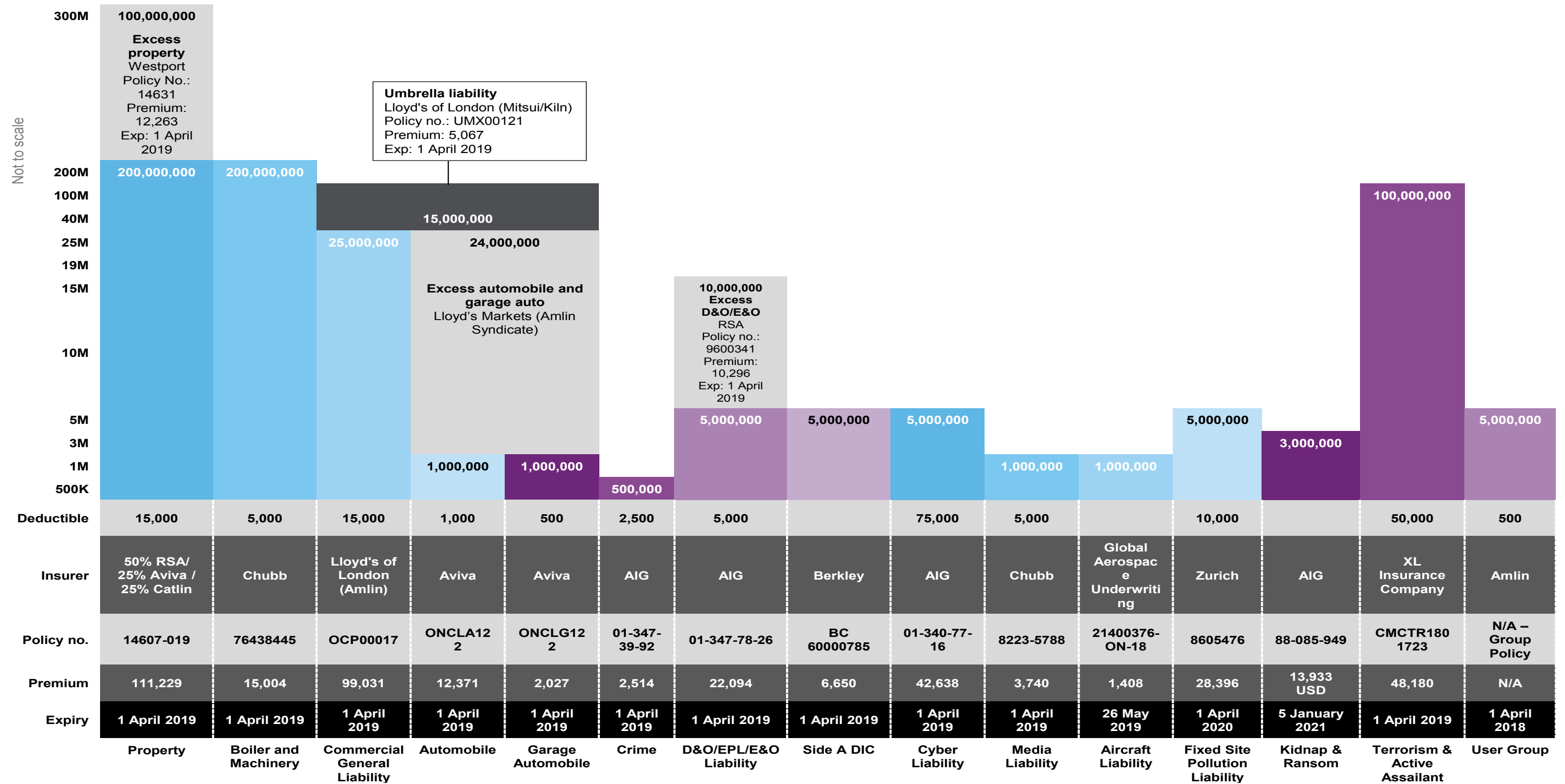
Active Assailant coverage is in place for \$10,000,000. If an active assailant (*i.e.* active shooter) event were to occur, the active assailant policy would cover liability, including bodily injuries, property damage, and business interruption, including loss of attraction. Terrorism and Sabotage coverage is in place for \$100,000,000. If a terrorism event were to occur, the terrorism policy would cover liability, including property damage, bodily injuries, and business interruption.

**Risk Assessment Created: November 2009**

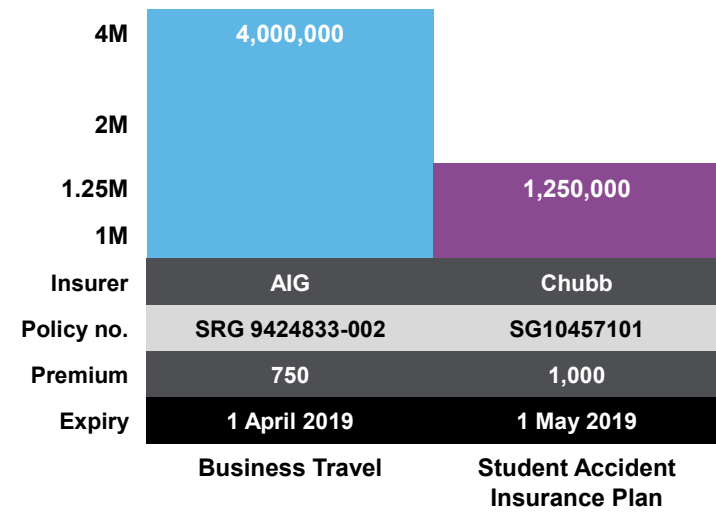
**Modified: May 2011, June 2013, September 2014, May 2015, April 2017, October 2018**

# St. Clair College of Applied Arts and Technology

## ARS program structure



## Aon Hewitt program structure





# ST. CLAIR

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C O L L E G E

**TO: THE BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: OCTOBER 23, 2018**

**RE: FINANCIAL MONITORING REPORT  
FINANCIAL RESULTS FOR THE FIVE MONTHS ENDED  
AUGUST 31, 2018**

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

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**AIM:**

To provide the Board with a report on the financial results for the five months ended August 31, 2018.

**BACKGROUND:**

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

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive the report on the financial results for the five months ended August 31, 2018, as information.

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

**FINANCIAL MONITORING REPORT**

**AUGUST 31, 2018**

**Marc Jones**  
**Vice President, Finance & Chief Financial Officer**

**October 23, 2018**



## **FINANCIAL MONITORING REPORT – AUGUST 31, 2018**

### **EXECUTIVE SUMMARY**

The purpose of the Financial Monitoring Report is to provide the Board with an indication of our financial situation as at August 31, 2018 in comparison with the same period of the previous year.

This report includes the Income Statement financial information.

## **SUMMARY OF REVENUES AND EXPENDITURES - (Schedule 1)**

The net surplus at August 31, 2018 of \$58,573,147 is a significant increase from the net surplus noted for the 2017 comparative period of \$32,611,043. The variance is primarily due to the following:

- Increase in International Tuition, Acumen and International Projects revenue.
- Increase in Contract Income due to the timing of funds flowed from the MTCU.
- Increase in Salaries and Benefits, particularly Part-Time Faculty and Contracted Services Other for paid/accrued international agent commissions.

## **REVENUE - (Schedule 2)**

The following highlights the major changes in revenue compared to the original budget projections and the 2017 comparative period:

- Year-to-date Contract Income is trending above the original budget projection at 46.1% and has increased over the 2017 comparative period by \$1,092,628 or 22.6% due to the following:
  - Reversal of the prior year revenue deferral for the School College Work Initiative program.
  - Timing associated with the flow of funding for the Apprenticeship Training, Employment Ontario, Youth Job Connection and LBS programs.

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

- Total Tuition revenue is trending above the original budget projection at 110.0% and is \$44,373,733 or 97.1% higher than the 2017 comparative period primarily due to the following:
  - Significant increase in International Tuition revenue of \$44,954,327 over the comparative period due to higher student enrolment across all semesters. It should be noted that the current year's "Day 10" enrolment totaled 4,018 students compared to 1,100 students for the comparative period. International Tuition revenue at "Day 10" is \$6,591,990 over budget, though the budget assumption was based on full-time international enrolment of 4,298 students at "Day 10". This is due to registration payments across all semesters in the

fiscal year being higher than budget. International Tuition revenue is subject to adjustments for dismissals, withdrawals, student VISA denials, immigration matters, and new students enrolling in the Winter semester.

- Decrease in Domestic Tuition revenue of \$585,497 over the comparative period due to lower student enrolment across all semesters. It should be noted that the current year's "Day 10" enrolment totaled 7,615 full-time domestic students compared to 7,975 students for the comparative period. The budget assumption was based on full-time domestic enrolment of 7,600 students at "Day 10". The domestic tuition revenue at "Day 10" is \$2,289,847 over budget. Tuition revenue is subject to adjustments for dismissals, withdrawals, and new students enrolling in the Winter semester.
- Total "Other" income is trending higher than target at 63.8% and has increased over the 2017 comparative period by \$2,831,960 or 22.6% due to the following:
  - Increase in Acumen revenue due to higher enrolment. The MTCU has directed the College to wind down its collaboration with its private international delivery partner with a final intake in September 2019, while ensuring the Fall 2018 enrolment does not exceed Winter 2017 levels (1,450).
  - Increase in Investment Income resulting from higher cash and temporary investment balances over the prior year due to cash flows associated with International Tuition revenue.
  - Increase in International Project revenue resulting from higher application fees due to the growth in international student enrolment.
  - Increase in Divisional Income, primarily due to higher international insurance fees as a result of the growth in international student enrolment.
  - Increase in Amortization of Deferred Contributed Capital due to the full year impact of amortization of funded capital acquisitions from the prior year.

### **EXPENDITURES - (Schedule 3)**

The following highlights the major changes in expenditures compared to the original budget projections and the 2017 comparative period:

- Total Salaries & Benefits are below target with the original budget projection at 33.6% and have increased over the 2017 comparative period by \$4,282,235 or 14.3%. The increases are applicable to all salary categories and are primarily due to the following:

- Compensation adjustments due to collective bargaining agreements, Bill 148 and the College re-organization.
- Hiring additional faculty and other part-time staff to accommodate the increased international student enrolment.

Administration continues to closely monitor the implications from Bill 148 that took effect on January 1, 2018.

- Total Non-Salary expenditures are trending higher than the original budget projections at 61.5%, and have increased over the 2017 comparative period by \$18,413,987 or 87.9%. The increase is primarily due to the following:
  - Increase in Contracted Services Other due to paid/accrued international agent commissions from the growth in international student enrolment.
  - Increase in Insurance due to the health insurance coverage provided to the international student population.
  - Increase in amortization expense reflecting the full year impact of amortization of the prior year's capital acquisitions.
- Many expenditures are cyclical and follow the timing associated with the academic year.
- Administration is managing Non-Salary expenditures in order to target the overall expenditures budget. However, adjustments will be requested at the mid-year budget review.

#### **ANCILLARY OPERATIONS - (Schedule 4 & 4B)**

- Total Ancillary revenues are trending slightly lower than the original budget projections at 38.3% but have increased by \$316,885 or 8.7% over the 2017 comparative period:
  - Increase in Parking revenue due to a higher enrolment for the Spring 2018 semester.
  - Increase in Off Premise Catering, and Take Out/Delivery operations associated with the St. Clair College Centre for the Arts.
- Total Ancillary expenditures are trending slightly lower than the original budget projections at 37.4% but have increased by \$264,043 or 8.6% over the 2017 comparative period:

- Increase in Woodland Hills expenditures due to higher grounds maintenance costs and the timing of a lease payment.
  - Increase in St. Clair College Centre for the Arts expenditures due to higher labour and operating costs due to Bill 148 and increased events.
  - Increase in Parking expenditures due to higher maintenance and security costs.
  - Increase in Green Giant expenditures due to higher travel and operating costs.
- Refer to Schedule 4B for a breakdown by Ancillary operation.

SCHEDULE 1

ST. CLAIR COLLEGE  
 SUMMARY OF REVENUES AND EXPENDITURES  
 FOR THE FIVE MONTHS ENDED AUGUST 31, 2018

	MTCU BUDGET <u>(12 months)</u>	A ACTUAL YR-TO-DATE <u>(5 months)</u>	B ACTUAL PRIOR YEAR <u>(5 months)</u>	A - B VARIANCE <u>(5 months)</u>
<b><u>REVENUE</u></b>				
Operating Grants	48,262,323	20,174,212	19,867,049	307,163
Contract Income	12,830,699	5,918,066	4,825,438	1,092,628
Tuition	81,861,633	90,049,121	45,675,388	44,373,733
Other	24,089,025	15,380,715	12,548,755	2,831,960
Total Operating Revenue	167,043,680	131,522,114	82,916,630	48,605,484
Total Ancillary Revenue	10,325,306	3,950,180	3,633,295	316,885
<b>TOTAL REVENUE</b>	<b>177,368,986</b>	<b>135,472,294</b>	<b>86,549,925</b>	<b>48,922,369</b>
<b><u>EXPENDITURES</u></b>				
Salary and Benefits	101,788,249	34,202,375	29,920,140	4,282,235
Non Salary	64,001,679	39,363,271	20,949,284	18,413,987
Ancillary	8,904,934	3,333,501	3,069,458	264,043
<b>TOTAL EXPENDITURES</b>	<b>174,694,862</b>	<b>76,899,147</b>	<b>53,938,882</b>	<b>22,960,265</b>
<b>Total Net Surplus (Deficit)</b>	<b>\$2,674,124</b>	<b>\$58,573,147</b>	<b>\$32,611,043</b>	<b>\$25,962,104</b>

**ST. CLAIR COLLEGE  
REVENUES  
FOR THE FIVE MONTHS ENDED AUGUST 31, 2018**

	MTCU BUDGET <u>(12 months)</u>	A ACTUAL YR-TO-DATE <u>(5 months)</u>	B ACTUAL PRIOR YEAR <u>(5 months)</u>	A - B VARIANCE <u>(5 months)</u>
<b>REVENUE</b>				
Enrollment Based Envelope: See note 1	43,825,041	18,205,821	18,322,934	(117,113)
Differentiation Envelope: See note 2	2,037,311	319,856	319,856	-
Other MTCU Grants and Recoveries: See note 3	2,399,971	1,648,535	1,224,259	424,276
<b>Total MTCU Operating Grants</b>	<b>48,262,323</b>	<b>20,174,212</b>	<b>19,867,049</b>	<b>307,163</b>
Apprenticeship	3,335,034	1,213,300	1,056,486	156,814
Canada Ontario Jobs Grant	703,490	141,451	107,000	34,451
Employment Ontario	3,056,813	1,780,152	1,273,665	506,487
Youth Job Connection	1,343,690	748,362	605,300	143,062
Literacy & Basic Skills	1,225,764	700,806	470,560	230,246
School College Work Initiative	1,870,000	614,258	393,957	220,301
Second Career	540,000	540,835	669,600	(128,765)
Other: See note 4	755,908	178,902	248,870	(69,968)
<b>Total Contract Income</b>	<b>12,830,699</b>	<b>5,918,066</b>	<b>4,825,438</b>	<b>1,092,628</b>
Post Secondary - Domestic	26,500,000	28,325,439	28,910,936	(585,497)
Post Secondary - International	53,096,633	60,536,507	15,582,180	44,954,327
Continuing Education	2,165,000	1,127,940	1,133,272	(5,332)
Tuition Short	100,000	59,235	49,000	10,235
<b>Total Tuition</b>	<b>81,861,633</b>	<b>90,049,121</b>	<b>45,675,388</b>	<b>44,373,733</b>
Investment Income	300,000	322,821	15,078	307,743
Contract Training	710,500	146,176	314,056	(167,880)
International Projects	1,540,000	1,897,632	659,310	1,238,322
Acumen	7,000,000	2,755,285	2,197,714	557,571
Other: See note 5	821,821	750,998	756,215	(5,217)
Technology Access Fee	1,000,000	195,704	119,039	76,665
Divisional Income	7,777,885	4,232,740	4,077,781	154,959
Amortization DCC	4,938,819	5,079,359	4,409,562	669,797
<b>Total Other</b>	<b>24,089,025</b>	<b>15,380,715</b>	<b>12,548,755</b>	<b>2,831,960</b>
				-
<b>Total Revenue Before Ancillary</b>	<b>167,043,680</b>	<b>131,522,114</b>	<b>82,916,630</b>	<b>48,605,484</b>
				-
Ancillary Revenue (Schedule 4)	10,325,306	3,950,180	3,633,295	316,885
<b>Total Revenues</b>	<b>\$177,368,986</b>	<b>\$135,472,294</b>	<b>\$86,549,925</b>	<b>\$48,922,369</b>

**ST. CLAIR COLLEGE  
EXPENDITURES  
FOR THE FIVE MONTHS ENDED AUGUST 31, 2018**

	<b>A</b>	<b>B</b>	<b>A - B</b>	
<b>MTCU</b>	<b>ACTUAL</b>	<b>ACTUAL</b>	<b>VARIANCE</b>	
<b>BUDGET</b>	<b>YR-TO-DATE</b>	<b>PRIOR YEAR</b>	<b>(5 months)</b>	
<b>(12 months)</b>	<b>(5 months)</b>	<b>(5 months)</b>	<b>(5 months)</b>	
<b><u>SALARY &amp; BENEFITS</u></b>				
Administrative : Full-time	6,608,997	2,694,557	2,487,977	206,580
Administrative : Part-time	802,079	583,206	285,783	297,423
Faculty Full-time	30,799,574	11,961,119	11,578,540	382,579
Faculty : Part-time	23,108,207	4,748,058	2,811,098	1,936,960
Support Staff : Full-time	15,556,962	6,082,592	5,754,032	328,560
Support Staff : Part-time	6,588,705	1,948,576	1,472,753	475,823
Fringe Benefits	18,323,725	6,184,267	5,529,957	654,310
<b>Total Salary &amp; Benefits</b>	<b>101,788,249</b>	<b>34,202,375</b>	<b>29,920,140</b>	<b>4,282,235</b>
<b><u>NON-SALARY EXPENSE</u></b>				
Advertising & Promotion	2,099,652	721,370	795,927	(74,557)
Contracted Cleaning Services	2,716,488	1,148,167	980,977	167,190
Contracted Educational Services	1,552,777	256,263	347,905	(91,642)
Contracted Services Other	17,490,690	17,810,169	966,077	16,844,092
Equipment Maintenance & Repairs	2,156,283	1,140,708	863,440	277,268
Equipment Rentals	3,343,047	1,180,792	1,111,139	69,653
Instructional Supplies	4,041,631	1,640,634	1,399,325	241,309
Insurance	2,434,000	1,566,557	642,226	924,331
Janitorial & Maintenance Supplies	685,400	156,232	269,539	(113,307)
Memberships & Dues	563,578	317,843	342,034	(24,191)
Municipal Taxes	665,421	101,077	648,243	(547,166)
Office Supplies	672,124	164,792	203,066	(38,274)
Premise Rental	715,750	406,656	290,606	116,050
Professional Development	552,556	173,630	196,600	(22,970)
Security Services	1,632,100	536,667	371,148	165,519
Stipends & Allowances	1,716,226	416,017	537,095	(121,078)
Student Assistance 30% Tuition	1,882,250	451,191	891,711	(440,520)
Travel	1,278,375	430,152	449,722	(19,570)
Utilities	5,291,021	1,541,662	1,603,607	(61,945)
Other: See note 6	4,527,965	1,529,355	1,296,310	233,045
Amortization	7,984,345	7,673,337	6,742,587	930,750
<b>Total Non Salary Expense</b>	<b>64,001,679</b>	<b>39,363,271</b>	<b>20,949,284</b>	<b>18,413,987</b>
<b>Total Operating Expenses</b>	<b>165,789,928</b>	<b>73,565,646</b>	<b>50,869,424</b>	<b>22,696,222</b>
<b>Ancillary Expenses (Schedule 4)</b>	<b>8,904,934</b>	<b>3,333,501</b>	<b>3,069,458</b>	<b>264,043</b>
<b>Total Expenditures</b>	<b>\$174,694,862</b>	<b>\$76,899,147</b>	<b>\$53,938,882</b>	<b>\$22,960,265</b>



**ST. CLAIR COLLEGE  
ANCILLARY OPERATIONS  
FOR THE FIVE MONTHS ENDED AUGUST 31, 2018**

	A	B	A - B
MTCU BUDGET	ACTUAL YR-TO-DATE	ACTUAL PRIOR YEAR	VARIANCE
<u>(12 months)</u>	<u>(5 months)</u>	<u>(5 months)</u>	<u>(5 months)</u>
<b><u>Revenue</u></b>			
Beverage Supplier	50,000	14,719	5,002
Bookstore - Windsor & Thames	300,000	33,873	24,640
Cafeteria - South Campus	30,000	3,929	8,389
IRCDSS Special Events	150,000	68,610	79,333
Lockers Administration	54,200	21,975	21,710
Parking Lots	1,770,920	779,116	658,254
Residence	2,755,149	679,403	660,117
Saints Store	52,000	11,369	2,356
Green Giants	145,000	139,470	115,660
St Clair Centre for the Arts	3,893,037	1,964,631	1,822,578
Varsity Sports - Windsor	825,000	5,572	10,149
Woodland Hills Golf Course	300,000	227,513	225,107
	<b>10,325,306</b>	<b>3,950,180</b>	<b>3,633,295</b>
<b><u>Expenditures</u></b>			
Bookstore - Windsor & Thames	-	64	2
Cafeteria - South Campus	-	996	-
IRCDSS Special Events	70,350	40,873	71,649
Lockers Administration	-	-	-
Parking Lots	1,041,577	214,119	126,024
Residence	2,447,416	742,702	760,629
Saints Store	35,000	10,694	247
Green Giants	145,000	152,047	109,716
St Clair Centre for the Arts	3,812,674	1,687,317	1,625,899
Varsity Sports - Windsor	1,052,917	253,139	249,625
Woodland Hills Golf Course	300,000	231,550	125,667
	<b>8,904,934</b>	<b>3,333,501</b>	<b>3,069,458</b>
<b>Total Net Surplus</b>	<b>\$1,420,372</b>	<b>\$616,679</b>	<b>\$563,837</b>
	<b>\$52,842</b>		

**ST. CLAIR COLLEGE  
ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)  
FOR THE FIVE MONTHS ENDING AUGUST 31, 2018**

**SCHEDULE 4B**

	MTCU BUDGET \$	ACTUAL YTD \$	ACTUAL PRIOR YTD \$
Beverage Supplier: Revenue	50,000	14,719	5,002
Bookstore - Windsor & Thames: Revenue	300,000	33,873	24,640
Bookstore - Windsor & Thames: Expenditures	-	64	2
	<b>300,000</b>	<b>33,809</b>	<b>24,638</b>
Cafeteria - South Campus: Revenue	30,000	3,929	8,389
Cafeteria - South Campus: Expenditures	-	996	-
	<b>30,000</b>	<b>2,933</b>	<b>8,389</b>
Lockers Administration: Revenue	54,200	21,975	21,710
Lockers Administration: Expenditures	-	-	-
	<b>54,200</b>	<b>21,975</b>	<b>21,710</b>
IRCDSS Special Events: Revenue	150,000	68,610	79,333
IRCDSS Special Events: Expenditures	70,350	40,873	71,649
	<b>79,650</b>	<b>27,737</b>	<b>7,684</b>
Parking Lots: Revenue	1,770,920	779,116	658,254
Parking Lots: Expenditures	1,041,577	214,119	126,024
	<b>729,343</b>	<b>564,997</b>	<b>532,230</b>
Residence: Revenue	2,755,149	679,403	660,117
Residence: Expenditures	2,447,416	742,702	760,629
	<b>307,733</b>	<b>(63,299)</b>	<b>(100,512)</b>
Saints Store: Revenue	52,000	11,369	2,356
Saints Store: Expenditures	35,000	10,694	247
	<b>17,000</b>	<b>675</b>	<b>2,109</b>
Green Giants: Revenues	145,000	139,470	115,660
Green Giants: Expenditures	145,000	152,047	109,716
	-	<b>(12,577)</b>	<b>5,944</b>
St. Clair Centre for the Arts: Revenue	3,893,037	1,964,631	1,822,578
St. Clair Centre for the Arts: Expenditures	3,812,674	1,687,317	1,625,899
	<b>80,363</b>	<b>277,314</b>	<b>196,679</b>
Varsity Sports - Windsor: Revenue	825,000	5,572	10,149
Varsity Sports - Windsor: Expenditures	1,052,917	253,139	249,625
	<b>(227,917)</b>	<b>(247,567)</b>	<b>(239,476)</b>
Woodland Hills Golf Course: Revenue	300,000	227,513	225,107
Woodland Hills Golf Course: Expenditures	300,000	231,550	125,667
	-	<b>(4,037)</b>	<b>99,440</b>
Total Revenue	<b>10,325,306</b>	<b>3,950,180</b>	<b>3,633,295</b>
Total Expenditures	<b>8,904,934</b>	<b>3,333,501</b>	<b>3,069,458</b>
Surplus	<b>1,420,372</b>	<b>616,679</b>	<b>563,837</b>

## **Notes: Revenues & Expenditures**

**Note 1**    **REVENUE: Enrollment Based Envelope**

Operating Grant - Base Funding  
Clinical Education

**Note 2**    **REVENUE: Differentiation Envelope**

GPOG Holdback  
Performance Funding (KPI)

**Note 3**    **REVENUE: Other MTCU Grants**

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

**Note 4**    **REVENUE: Other**

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

**Note 5**    **REVENUE: Other**

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

## **Notes: Revenues & Expenditures (continued)**

### **Note 6    EXPENDITURES: Other**

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



# ST. CLAIR

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C O L L E G E

**TO:** BOARD OF GOVERNORS

**FROM:** PATRICIA FRANCE, PRESIDENT

**DATE:** OCTOBER 23, 2018

**RE:** REQUEST FOR NEW PROGRAM  
DIAGNOSTIC CARDIAC SONOGRAPHY, ONTARIO COLLEGE GRADUATE CERTIFICATE

**SECTOR:** ACADEMIC  
WASEEM HABASH, VICE PRESIDENT, ACADEMIC

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**AIM:**

To request approval to deliver a funded two-year Ontario College Graduate Certificate in Diagnostic Cardiac Sonography, commencing January 2020.

**BACKGROUND:**

The proposed Diagnostic Cardiac Sonography program is recommended for the following reasons:

1. Closes the skills gap in a high-demand vocational sector;
2. Enhances employability skills;
3. Supports industry and community partners;
4. Strengthens programming synergies within the School of Health Sciences to create inter-professional education opportunities.

**PROGRAM DESCRIPTION:**

Diagnostic Cardiac Sonographers (DCS) utilize high-frequency sound waves in order to assist physicians in making heart health diagnoses. They perform sonographic procedures on the heart and determine which images to submit for review to the primary care physician. This graduate certificate program would be of interest to graduates of diagnostic sonography programs and cardiovascular technology programs or other related health science programs.

The Diagnostic Cardiac Sonography program will prepare students to develop theoretical and clinical competency skills required in the field of cardiac sonography and will also allow them to gain extensive laboratory and clinical experience, utilizing state-of-the-art equipment. The program will allow students to participate in two semesters of clinical training and meet the competencies outlined in the Sonography Canada National Competency Profile (NCP).

### **ADMISSION REQUIREMENTS:**

Post-secondary credentials from a related discipline such as a college diploma, college advanced diploma or an applied degree in a related discipline (Diagnostic Medical Sonography, Cardiovascular Technology, and Human Kinetics).

### **MEETS ST. CLAIR COLLEGE'S STRATEGIC DIRECTIONS:**

This program concept is consistent with the following College Strategic Directions:

- (1) Establish strong industry connections;
- (2) Increase enrolment.

### **MEETS ST. CLAIR COLLEGE'S STRATEGIC MANDATE AGREEMENT:**

This program concept is consistent with the Strategic Mandate Agreement 2 (SMA2) in the program area of strength and growth of Health-Miscellaneous. The program will provide graduates with the skills needed within Windsor-Essex as evidenced by letters of support from local industry. The program will enrich the branding of St. Clair College's health sciences program cluster as a Centre of Excellence and a destination for health science training that includes the related programs Diagnostic Medical Sonography and Cardiovascular Technician.

### **LABOUR MARKET RESEARCH:**

Diagnostic cardiac sonographers fall under National Occupation Classification (NOC) 3216 Medical Sonographers. Diagnostic cardiac sonographers operate ultrasound equipment and use non-invasive cardiovascular technology equipment to assist in the diagnosis and treatment of patients with heart and blood vessel conditions. They perform echocardiograms, or ultrasound imaging, to evaluate different aspects of the heart such as chamber size, valve function, and blood flow and to produce and record images of the cardiac system. While diagnostic cardiac sonographers do not diagnose patients, they work with physicians in doing so, and may assist in other diagnostic procedures.

Graduates of the two-year post-graduate certificate program may work in hospitals, medical offices, private clinics, and independent cardiac testing centres.

Government initiatives from 2016 – 2018 exceeding \$150 million in funding for regional heart health centres, will increase demand for graduates of this program.

### **EMPLOYMENT PROSPECTS:**

Over the 2017-2019 period, the employment outlook is undetermined in the Windsor-Sarnia Region but is expected to be good in Ontario for medical sonographers (NOC 3216). The increased prevalence of chronic illnesses will continue to drive the need for diagnostic services. These factors along with the health care needs of a growing and aging population, are generating demand for the service of medical sonographers.

For a more robust analysis, the Canadian Occupational Projection System (COPS) clusters medical sonographers with medical radiation technologists and respiratory therapists. According to COPS, the national labour force for this cluster was 42,800 in 2016. The 2017-2026 projections show a balance between labour demand and supply with 17,500 positions and 17,300 new job seekers. Fifty-one percent of positions are due to industry expansion with the remainder due to the replacement of existing workers.

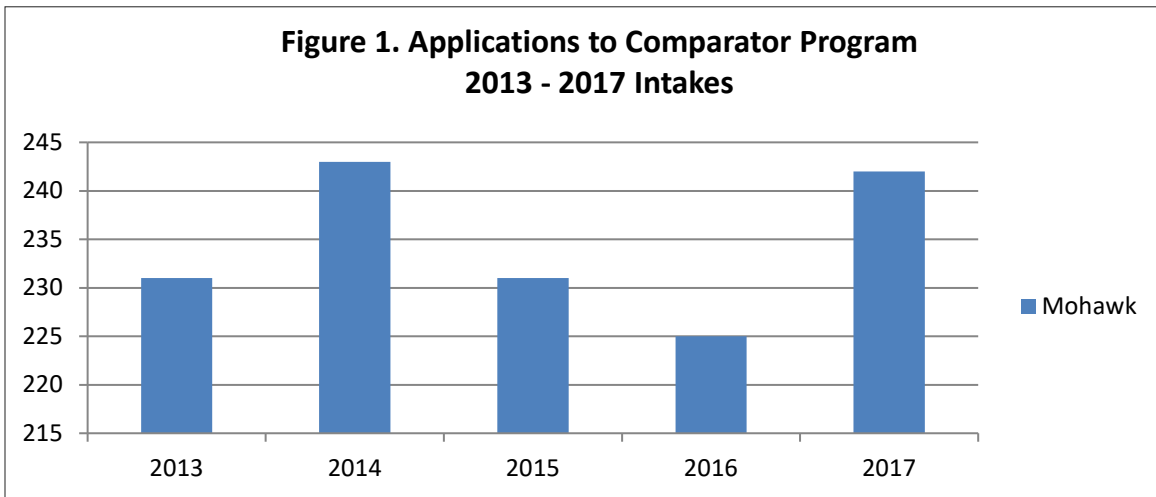
**STUDENT DEMAND RESEARCH:**

**Diagnostic Cardiac Sonographer**

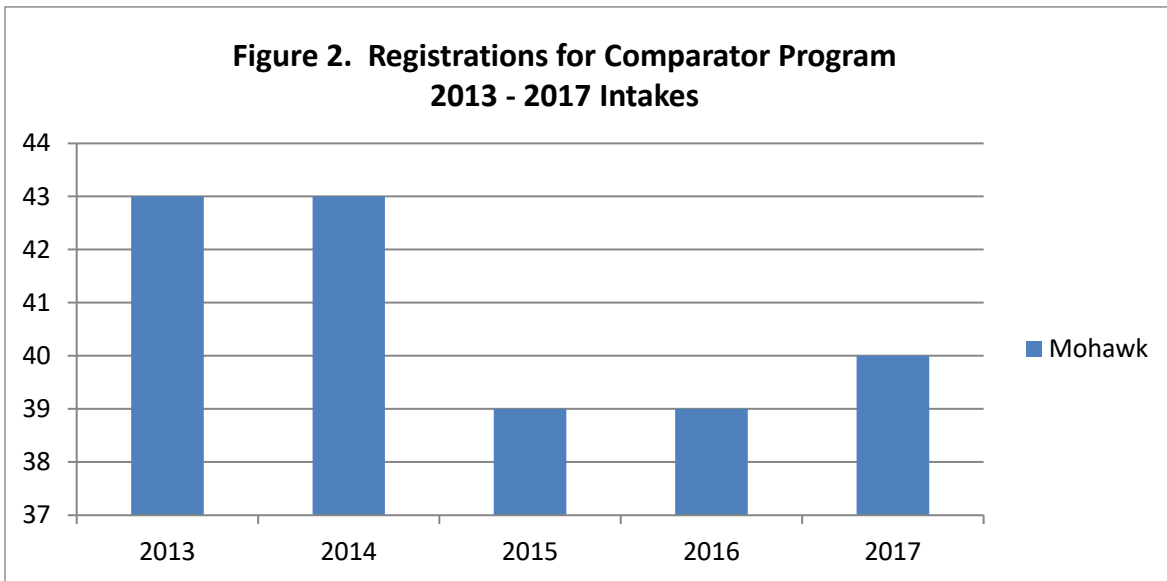
Two Ontario colleges, Algonquin and Mohawk, offer similar programs under the MTCU 71610 code. As Algonquin's program was launched in Fall 2018, statistics are not yet available.

Applications and registrations to programs under MTCU 71610 for the comparator program at Mohawk College are given in Figures 1 and 2, respectively.

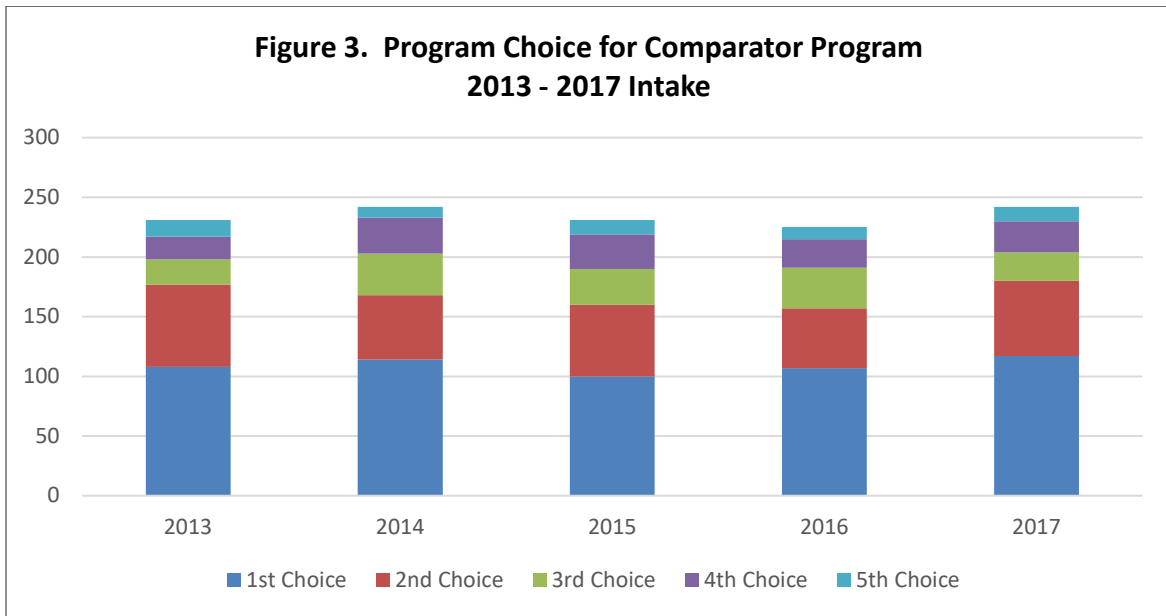
**Figure 1** represents applications for the comparator program for the years 2013 - 2017 from Ontario College Application Service (OCAS). Applications are very stable with a range of only 18 applications (225 to 243).



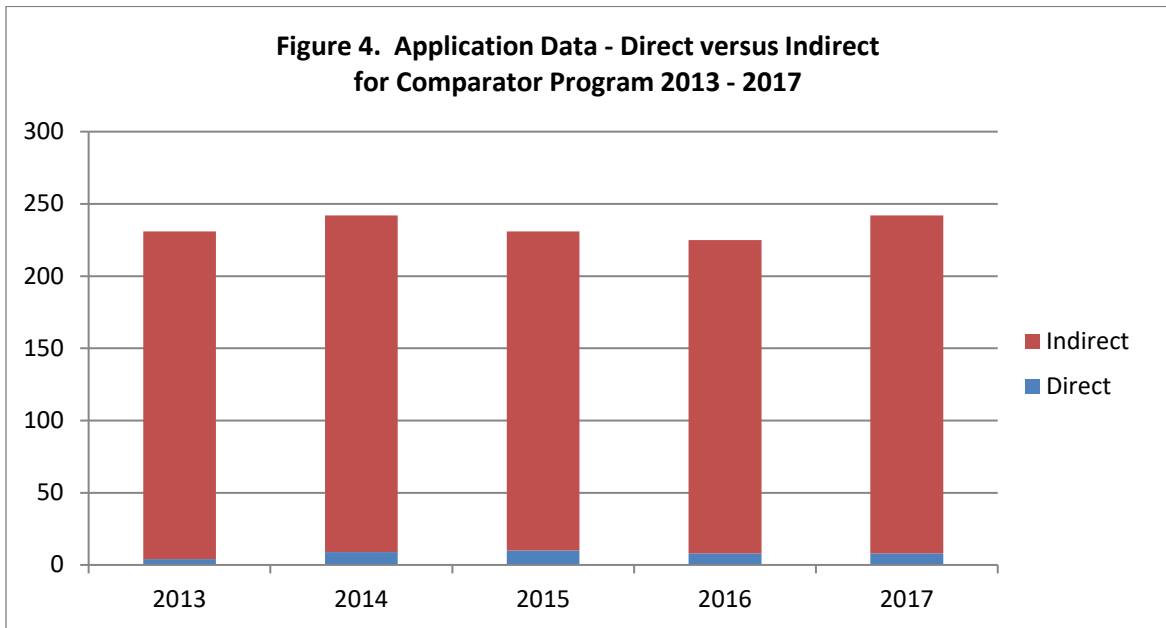
**Figure 2** represents registrations for comparator program for 2013 - 2017 from OCAS. Registrations are very stable with a range of only 4 registrants (39 to 43).



**Figure 3** represents the program choice for 2013 – 2017 application data for the comparator program at Mohawk College. The program is consistently 1<sup>st</sup> choice for most students and also has broad popularity.

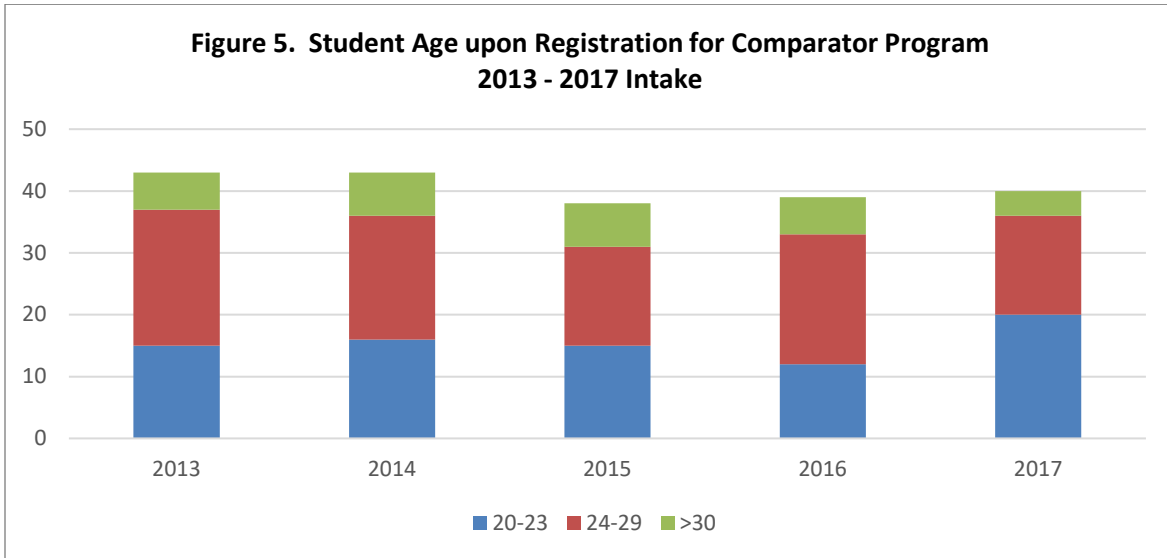


**Figure 4** represents application data, divided into direct or indirect applicants for all the programs in the system. Due to admission requirements, nearly all Ontario College Graduate Certificate applications are expected to be indirect.

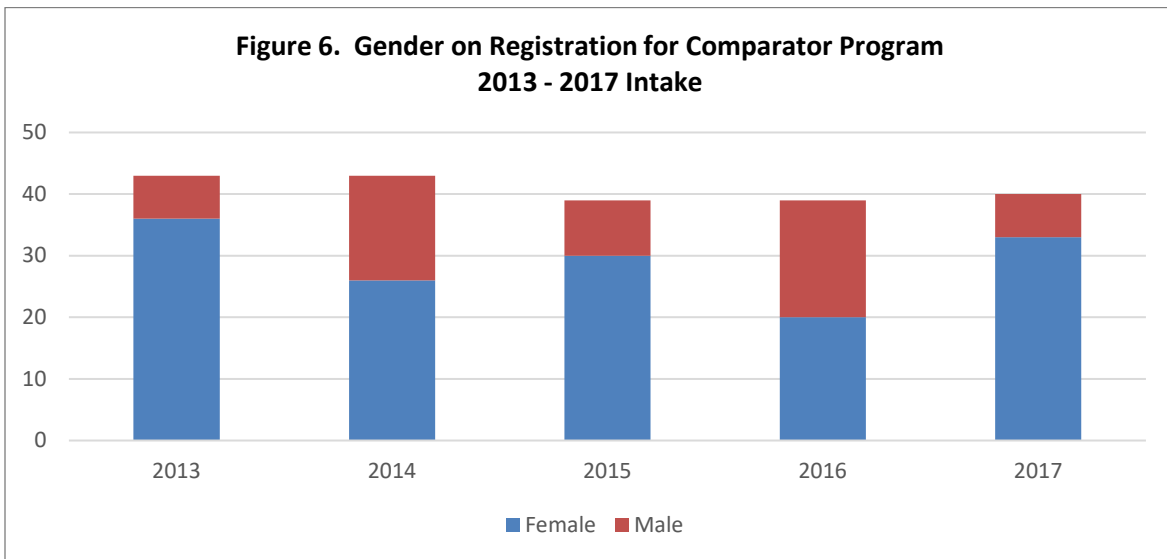




**Figure 5** represents the student age for 2013 – 2017 registrants for the comparator program at Mohawk College. It is consistent for an Ontario College Graduate Certificate as completion of a previous program is an admission requirement.



**Figure 6** shows that there is typically a large majority of female students registered in the comparator program. As with many health sciences programs, female students outnumber male students.



**FINANCIAL IMPACT:**

A pro-forma budget was created to show the cost/revenue for the two-year graduate certificate program. Please see the attached budget. The eight-year net present value for the program shows a net profit of \$452,565.

As a general note, beginning in 2019-20, the core operating grant will be determined based on the corridor funding model. Under this model, a college's core operating grant remains static, as long as the college's weighted funding unit (WFU) enrolment remains within the +3%/-7% range from its midpoint.

**ADHOC PROGRAM ADVISORY COMMITTEE RECOMMENDATION:**

A Program Advisory Committee assembled from the appropriate industry stakeholders expected to employ graduates of the proposed program APPROVED the proposal for a two-year Diagnostic Cardiac Sonography Ontario College Graduate Certificate, commencing in January 2020. The Ad-Hoc Program Advisory Committee minutes showing the motion and the approval are included with this memo.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board approves the request for a funded two-year Diagnostic Cardiac Sonography Ontario College Graduate Certificate, commencing in January 2020.

## Minutes of College Program Advisory Committee Meeting

<b>Program Code:</b> N/A	<b>Program Name:</b>			
	Diagnostic Cardiac Sonography Program Advisory Committee (Echo)			
<b>Current Meeting Date:</b>	Wednesday, August 15th, 2018 6:00 pm			
<b>Meeting Place:</b>	St. Clair College, South Campus, Room 3311B CAHS building			
<b>Previous Meeting Date:</b>	N/A			
<b>Next Meeting Date:</b>	Jan/Feb 2019			
<b>Recording Secretary:</b>	Amy Whelpton, Administrative Assistant, School of Health Sciences			
<i>College policy 1.1.3 requires meetings to be held no less than once every academic year (defined as September to June).</i>				
<b>Voting Members</b>	<b>Organization</b>	<b>Attendance</b>	<b>Term</b>	<b>Conflicts</b>
Rebecca Boutros	Clear Medical Imaging	Present	N/A	N/A
Emily Hicks	Windsor Heart Institute	Present	N/A	N/A
Jessica Yablonsky	Windsor Regional Hospital- Ouellette Campus	Present	N/A	N/A
Monica Brotto	Novamed Diagnostics	Present	N/A	N/A
Stephanie Stergianis	CK Cardiac Imaging centre	Present	N/A	N/A
Brenna Lachance	Novamed Diagnostics	Present	N/A	N/A
Margaret Corbett	Clear Medical Imaging	Present	N/A	N/A
<i>College policy 1.1.4 provides for member terms of 2 years. A member's term can be extended with permission of the Chair and completion of the Advisory Committee Reappointment Form (policy 1.1.4 page 4). The meeting should start with a review of member terms. In the event, a member's term exceeds that allowed by the policy steps should be taken to correct this at the commencement of the meeting. If this is not corrected at the meeting an Action Plan should be part of the Minutes requiring terms to be corrected.</i>				
<i>Voting members are independent members of the community that do not have a direct connection with the program. Full-time faculty and part-time instructors are not eligible to be voting members.</i>				
Are voting members satisfied that current membership is representative of the community? If "no" an Action Plan should be created to expand committee membership.				Yes
Are there sufficient voting members present to constitute a quorum?				N/A
<i>Policy 1.1.3 defines a quorum as 50% of the voting membership + 1. If there is not a quorum of voting members the meeting can continue as a discussion group only. Committee motions cannot be put forward for a vote without a quorum.</i>				
<b>Non-Voting Members</b>	<b>Organization</b>	<b>Attendance</b>	<b>Conflicts</b>	

Monica Tighe	St. Clair College, Chair, School of Health Sciences	Present	No
Krista Shepley	St. Clair College, Program Coordinator, Cardiovascular Technology	Present	No
Jody Delisle	St. Clair College, Program Coordinator, Diagnostic Medical Sonography	Present	No
Manu Seghal	St. Clair College, Professor, Cardiovascular Technology	Present	No
Patricia Berthiaume	St. Clair College, Professor, Diagnostic Medical Sonography	Present	No

**PAC Meeting General Information**

***Policy 1.1.3 requires voting members to assist the college with recommendations on any of the following items:***

- 1. Monitoring and review all aspects of programs and college services;***
- 2. Identifying future training or service needs;***
- 3. Specifying the knowledge and skill competencies required by employers;***
- 4. Suggesting appropriate facilities and equipment;***
- 5. Recommending curriculum or program changes;***
- 6. Providing appropriate on-the-job experiences for students;***
- 7. Reacting to system, program and curriculum issues;***
- 8. Recruiting students and assisting them to succeed.***

***The Chair of the meeting should be a voting member.***

***The role of non-voting members is to provide necessary program data and information to voting PAC members.***

***PAC discussions should be summarized in these Minutes. Any major action recommended by voting members should be in the form of a motion which is voted upon. Motions should be clearly stated in the Minutes together with vote results.***

***It is the role of the School Chair and faculty to review PAC recommendations to determine what suggestions require action. Minor suggestions requiring minimal faculty response should be noted but do not require a detailed Action Plan. In the case of major suggestions, a detailed Action Plan should be prepared and noted in these Minutes in the appropriate column.***

<b>Item #</b>	<b>Agenda Topic and Discussion</b>	<b>Action Required</b>
<b>1.0</b>	<p><b>Introductions</b></p> <p align="right"><b>Monica Tighe</b></p> <p>Meeting commenced at 6:07 pm with a welcome and introductions. M. Tighe ensured everyone had copies of 4 handouts:</p> <ul style="list-style-type: none"> <li>▫ Agenda</li> <li>▫ Physical Demands Analysis</li> <li>▫ Program Overview</li> <li>▫ Vocational Learning Outcomes</li> </ul>	<b>No action required.</b>

	<p>M. Tighe thanked everyone for joining us as St. Clair College begins the development phase of the Diagnostic Cardiac Sonography Program. M. Tighe will refer to the program as "the Echo program," to simplify for the purposes of the meeting. M Tighe explained the program is still in the early stages of development, with a current launch goal of January 2020.</p>	
<p><b>2.0</b></p>	<p><b>Review of Program Information</b></p> <p><b>Admission Requirements</b> <b>Krista Shepley</b>  K. Shepley explained the Echo program would be a post-graduate certificate. This program would accept applicants from current St. Clair College Programs (i.e. Cardiovascular Technology, Diagnostic Medical Sonography, Nursing RN) as well as graduates with a Kinesiology background. Krista explained the College would like to focus on maintaining a community-minded approach at this stage of the program's development with the intention of allowing more opportunity for admission into this program from various disciplines.  Graduates of the College's Sonography and Cardiovascular Technology programs may have opportunities for advanced standing for some courses. At the same time admission requirements are open enough to include other members of the community. At this time, RPN's are not being considered for this program. It is felt they do not possess an adequate background in human anatomy and physiology.  If students with alternative credentials/ qualifications wish to apply, their applications could be reviewed on a case-by-case basis.</p> <p>M. Brotto asked about the potential size of the program. M. Tighe reported the proposed first intake will be 20 students with the goal of 24 students for the second intake.</p> <p>J. Delisle explained class size will be kept low for the purpose of accessibility to clinical placement sites. Furthermore, a smaller class size is ideal due to the hands-on nature of the program in general.</p> <p><b>Physical Demands Analysis</b> <b>Monica Tighe</b></p>	<p>No action required.</p>

M. Tighe explained it is a St. Clair College requirement to have a physical demands analysis in place for every program. For program development purposes, M. Tighe noted they are operating under the assumption that an Echo technician would have very similar physical demands to the current Diagnostic Medical Sonography program. M. Tighe reviewed the physical demands analysis from the current Diagnostic Medical Sonography program with the committee.

Major physical requirements noted:

- Lifting up to 50 lbs.
- Carrying up to 20 lbs
- Pushing and pulling up to 20 lbs
- Walking, kneeling, twisting, balancing, sitting, standing, bending/stooping and crouching
- All senses required
- Ability to work independently, interact with the public, meet deadlines and operate machinery

There was a consensus amongst the committee members that a person in a wheelchair would find it very difficult to reach and assist patients on and off tables and scan, due to necessary height differences. There was unanimity amongst the group that the basic overview of physical demands from the Diagnostic Medical Sonography Program was accurate for an Echo technician as well.

**Program Description**

**Monica Tighe**

M. Tighe read the program overview and pointed out that this is a broad sense of what the program will include.

- As a member of a healthcare team, Echo technicians will perform examinations to provide diagnostic ultrasound images of the heart for interpretation.
- Ability to utilize knowledge of cross-sectional anatomy, pathology, apply critical thinking skills and judgement, and the ability to provide safe and competent health care.
- Program alignment with current National Competency Profiles (NCP) as approved by Sonography Canada.

- Coursework to include physics, physiology, pathology, pathophysiology, and the study of cross-sectional anatomical structures necessary for cardiac sonography.

**Vocational Learning Outcomes      Monica Tighe**

M. Tighe explained the learning outcomes identify what students will be able to demonstrate at the completion of a program. At the completion of the Echo program, graduates should be able to:

- Act in accordance with applicable regulations and professional guidelines to meet the standards of practice.
- Perform examination procedures, obtain images, correlate results, and analyze data using critical thinking and problem solving to meet diagnostic expectations of the healthcare team.
- Provide care that recognizes and respects the dignity, culture, and individuality of patients and clients to ensure a safe and comfortable environment.
- Perform as an effective practitioner within cardiac sonography to be a valuable member of the multi-disciplinary healthcare team, assuming a leadership role as required.
- Communicate effectively and professionally as a member of a multi-disciplinary healthcare team using relevant terminology, behaviour, and language appropriate to the recipient to ensure understanding and informed care.
- Operate ultrasound equipment safely and effectively to ensure patient/workplace safety.
- Identify and apply discipline-specific practices that contribute to the local and global community through social responsibility, economic commitment, and environmental stewardship.

M. Tighe asked if anyone felt any key elements were missing from the list or if there were any outcomes that should be added with respect to new graduates in general.

M. Brotto asked if there had been any thought on adding a course in psychology or the psychology of working in a group/psychology of relating to patients?

K. Shepley and M. Seghal reported these types of skills are incorporated in many of the Cardiovascular Technology program core courses and these types of skills are stressed throughout their program.

J. Delisle stated the Diagnostic Medical Sonography Program Introductory courses places significant emphasize on effectively working as a part of a health care team and effective communication.

M. Tighe pointed out that students entering the proposed Echo program (graduate certificate) are possibly more mature and would have practiced more of these types of skills due to previous educational experiences.

M. Brotto explained that often positive patient care comes down to a person's demeanor and emotional intelligence, rather than based on skill set alone. She explained this would be something to consider and emphasize throughout the entire program.

J. Delisle mentioned students complete two clinical placements and this could be another opportunity for feedback on these skillsets.

R. Boutros felt respecting patient confidentiality would be something to make note of within the outcomes. The addition of a comment of this nature to the third bullet was recommended. Even if students are potentially coming with this background knowledge, it would still be beneficial to include this statement in the learning outcomes.

#### **Curriculum Overview**

#### **Monica Tighe**

M. Tighe reported the program will have a winter semester start and this would benefit students because the College population is generally lower in the winter semester. Placement timing would not interfere as much with other Colleges who have established programs and would allow us to ensure more placement opportunities to our students.

M. Tighe reported that the proposed semester 1 would be 15 weeks in length and include the following courses:

- Cardiac Sonography Basics- 90 hours
- Introduction to Echocardiography- 60 hours



- Cardiovascular Anatomy and Physiology- 60 hours
- Sonography Physics- 45 hours
- Applied Echocardiography I- 90 hours
- 345 hours total and operating within a January – April timeframe.

M. Tighe reported that the proposed semester 2 would be 15 weeks in length and include the following courses:

- Sonography Physics II- 45 hours
- Introduction to Patient Care- 45 hours
- Cardiac Pathophysiology- 60 hours
- Congenital Heart Disease- 60 hours
- Applied Echo Cardiology II - 90 hours
- 300 hours total and would operate within a May - August timeframe.

M. Tighe explained semester 3 (fall) and 4 (winter) would consist of 2- 12 week placements, consisting of 900 hours.

J. Yablonsky noted that the knowledge of pathology required for Echo technicians is intense. There was a discussion around adding a second level of cardiac pathology to cover the vast amount of content they would require in this area, rather than just one level as currently proposed. There was a consensus that would be beneficial due to the large amounts of pathology knowledge required.

R. Boutros noted adding pathology into a first semester when students are just learning theory may be overwhelming. Students need to understand what is normal before they can understand the pathology.

J. Delisle explained Echo technicians require congenital background knowledge as well. Sonography students will have this background. Cardiovascular students will not.

J. Delisle mentioned each course must be mapped to the Sonography Canada Guidelines. Sonography Canada has very clear guidelines and every skill must be accounted for in every course. Due to Sonography courses being very specific, these courses tend to have very little opportunity for advanced standing.

M. Tighe explained course content at this stage can be updated provided we are aware of any missing content.

M. Corbett pointed out Sonography Canada is in the process of becoming a Professional College. Graduates will need to belong to the College of Medical Radiation Technologists of Ontario. After January 1<sup>st</sup>, 2019, graduates would need to complete the registration requirements of the College of MRTO. The College should review the examination dates and the graduation dates to make it cohesive.

R. Boutros mentioned Placement I would overlap with Mohawk College's second-year student placement. Some sites would not want a first-year St. Clair student at the same time as a second-year student.

J. Yablonsky agreed it would be a heavy load for a placement site to take on a first-year student and a second-year student at the same time.

K. Shepley stated the Cardiovascular Technology program currently have placement sites within Ontario and in Windsor. Some sites do not take Mohawk students.

M. Seghal added their current affiliations across the province will be helpful. There was a consensus that it would be good for students to do both a clinical and hospital placement within the program for the varied exposure. This increased exposure would increase the success rate for program graduates transitioning into the workforce.

A discussion occurred regarding the length of the program. The proposed program has a similar length to the current Mohawk College program.

A question was raised regarding attrition. M. Seghal compared this with the current Cardiovascular Technology program where they see an extremely low number of students dropping out of the program. With 20 students at a postgraduate level, a with low intake and high program demand, he does not anticipate this to be an issue with the calibre of students being admitted.

M. Tighe added that the attrition rate for the Cardiovascular program is well below the College average and has been minimal.

**Equipment List: Monica Tighe**

	<p>M. Tighe reported we currently have 7 ultrasound machines that can be used for the Echo program. The College will need to upgrade software for these machines. The cost of the required software is app. \$80,000.00.</p> <p>M. Tighe explained the College plans to add one new/refurbished machine each year as a replacement plan for rotating out older machines.</p> <p>J. Delisle reported we currently have 2 GE logic G9's and 5 CV units. J. Delisle also added that the machines have been inspected and the current machines are sufficient and in good working order and would only require the software upgrade.</p>	
<p><b>3.0</b></p>	<p><b>Outreach Opportunities: Krista Shepley</b></p> <p>K. Shepley explained the outreach opportunities for the new Echo program would allow all parties involved a chance to offer enhanced specialized cardiac care for communities across the province.</p> <p>Based on the current shortage of skilled Echo technicians, this program will allow a smooth integration into clinics and hospitals.</p> <p>Inter-collaboration between the 2 existing college programs (Cardiovascular Technology and Diagnostic Medical Sonography) will allow students to form a solid foundation and understanding in both cardiology and sonography. The College already possesses the staff capability to provide these students with both a strong academic and practical skill base.</p> <p>The College's current relationships and affiliations with hospitals and clinics all over Ontario will serve as an excellent starting position to establish placement agreements for clinical experiences.</p> <p>R. Boutros reported graduates will currently have no problem finding a job in Ontario.</p> <p>K. Shepley noted that she receives emails from industry professionals on a consistent basis looking for Echo technicians.</p>	<p>No action required.</p>

<p><b>4.0</b></p>	<p><b>Program Advisory Committee Membership      Monica Tighe</b></p> <p>M. Tighe explained to those in attendance that the next step for the Echo program would be to go to the Board of Governors for approval.</p> <p>Once this program has approval, they will need a Program Advisory Committee. Members from tonight’s ADHOC committee were asked if they would be interested in becoming members of the Program Advisory Committee (PAC).</p> <p><b>The committee members voted via email and unanimously agreed that the Echo program would be viable and beneficial to the Windsor /Essex Community and that the proposed program should be presented to the St. Clair College Board of Governors for further development. Carried</b></p> <p>M. Tighe thanked everyone for their time and contribution.</p>	<p>Program proposal submitted to SCC B of G for their consideration</p>
<p><b>5.0</b></p>	<p><b>Adjournment      Monica Tighe</b></p> <p>Meeting adjourned at 7:25 p.m.</p>	

**Program Budget**

**Name of program: Diagnostic Cardiac Sonography**

Enrolment :	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
winterAAL 1	20	24	24	24	24	24	24	24
spring/summerAAL 2		18	22	22	22	22	22	22
fall AAL 3		18	22	22	22	22	22	22
winterAAL 4		18	22	22	22	22	22	22
AAL 5								
AAL 6								
<b>Total Student Enrolment:</b>	<b>20</b>	<b>78</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>	<b>90</b>

Tuition per semester (1)	\$5,000	\$4,437	\$4,527	\$4,662	\$4,802	\$4,946	\$5,095	\$5,247
# of Students	20	78	90	90	90	90	90	90
<b>Total Tuition Revenue A</b>	<b>\$100,000</b>	<b>\$346,080</b>	<b>\$407,386</b>	<b>\$419,607</b>	<b>\$432,195</b>	<b>\$445,161</b>	<b>\$458,516</b>	<b>\$472,272</b>

Deemed Grant per funding unit (2)	\$4,150	\$4,150	\$4,150	\$4,150	\$4,150	\$4,150	\$4,150	\$4,150
FTE's	0.00	0.00	6.67	30.27	57.33	77.73	81.20	81.20
<b>Total Grant Revenue B</b>	<b>\$0</b>	<b>\$0</b>	<b>\$27,667</b>	<b>\$125,607</b>	<b>\$237,933</b>	<b>\$322,593</b>	<b>\$336,980</b>	<b>\$336,980</b>

<b>Total Revenue (A + B)</b>	<b>\$100,000</b>	<b>\$346,080</b>	<b>\$435,052</b>	<b>\$545,214</b>	<b>\$670,129</b>	<b>\$767,755</b>	<b>\$795,496</b>	<b>\$809,252</b>
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**Expenditures:**

**Teaching costs (FT/PT faculty, FT/PT support/admin)**

Total FT Professor Costs (3)	\$33,067	\$101,184	\$103,208	\$109,666	\$117,309	\$126,413	\$137,320	\$150,456
Total PT Teaching Costs	\$18,143	\$22,497	\$22,932	\$23,376	\$23,829	\$24,290	\$24,761	\$25,241
Total FT Support Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total PT Support Costs	\$3,150	\$6,426	\$6,555	\$6,686	\$6,819	\$6,956	\$7,095	\$7,237
Coordinator Costs (if applicable)	\$2,500	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
PT Administration Costs (if applicable)	\$0	\$600	\$600	\$600	\$600	\$600	\$600	\$600
<b>Total Faculty/ Support Costs</b>	<b>\$56,860</b>	<b>\$135,707</b>	<b>\$138,295</b>	<b>\$145,328</b>	<b>\$153,557</b>	<b>\$163,258</b>	<b>\$174,776</b>	<b>\$188,534</b>

**Start Up Costs**

Instructional supplies	\$3,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000	\$6,000
Renovation Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Costs (4)	\$81,500	\$50,000	\$0	\$50,000	\$0	\$50,000	\$0	\$50,000
Accreditation (5)	\$11,512	\$11,512	\$11,512	\$11,512	\$11,512	\$11,512	\$11,512	\$11,512
Professional Development & Curriculum	\$1,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Field Placement Costs	\$0	\$69,120	\$84,480	\$84,480	\$84,480	\$84,480	\$84,480	\$84,480
<b>Total Start Up Costs</b>	<b>\$97,512</b>	<b>\$136,632</b>	<b>\$101,992</b>	<b>\$151,992</b>	<b>\$101,992</b>	<b>\$151,992</b>	<b>\$101,992</b>	<b>\$151,992</b>

<b>Total Expenditures</b>	<b>\$154,372</b>	<b>\$272,339</b>	<b>\$240,287</b>	<b>\$297,320</b>	<b>\$255,549</b>	<b>\$315,250</b>	<b>\$276,768</b>	<b>\$340,526</b>
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<b>Contribution Margin (40%)</b>	<b>\$40,000</b>	<b>\$138,432</b>	<b>\$174,021</b>	<b>\$218,086</b>	<b>\$268,051</b>	<b>\$307,102</b>	<b>\$318,198</b>	<b>\$323,701</b>
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<b>Expenditures &amp; Contribution Margin</b>	<b>\$194,372</b>	<b>\$410,771</b>	<b>\$414,307</b>	<b>\$515,406</b>	<b>\$523,601</b>	<b>\$622,352</b>	<b>\$594,966</b>	<b>\$664,227</b>
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<b>Net Difference</b>	<b>(\$94,372)</b>	<b>(\$64,691)</b>	<b>\$20,745</b>	<b>\$29,808</b>	<b>\$146,528</b>	<b>\$145,402</b>	<b>\$200,530</b>	<b>\$145,025</b>
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**Net Present Value (@2%) Yr 1-8** **\$452,565**

**Notes:**

- 1 Year 1 = \$5,000 per semester, Year 2 = \$3,500 per semester. Tuition is assumed to grow 3% / year.
- 2 Grant is assumed to grow 0% / year
- 3 Full time faculty hire in Year 1. Required for accreditation.
- 4 Equipment costs are software upgrades and replacement machines.



# ST. CLAIR

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COLLEGE

**TO:** BOARD OF GOVERNORS

**FROM:** PATRICIA FRANCE, PRESIDENT

**DATE:** OCTOBER 23, 2018

**RE:** REQUEST FOR NEW PROGRAM  
SUPPLY CHAIN MANAGEMENT, GRADUATE CERTIFICATE PROGRAM

**SECTOR:** ACADEMIC  
WASEEM HABASH, VICE PRESIDENT, ACADEMIC

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**AIM:**

To request approval to deliver a **funded** one-year Supply Chain Management Ontario College Graduate Certificate program, commencing in September 2019.

**BACKGROUND:**

The proposed Supply Chain Management program is recommended for the following reasons:

1. Closes the skills gap in a high-demand vocational sector;
2. Enhances employability skills;
3. Strengthens programming synergies within the Zekelman School of Business and Information Technology to create inter-professional education opportunities.

**PROGRAM DESCRIPTION:**

Supply Chain Managers support an organization's ability to develop a competitive advantage by integrating the movement of raw materials and finished products from the original source to the end user. They also manage and track the storage of these goods. Students will learn how to apply documentary collection and letter of credit processes, arrange for the transport and storage of multiple types of goods, develop a collaborative procurement process, and employ the technique of integrative bargaining in the negotiations between suppliers and clients.

Students will also learn aspects of marketing freight forwarding services while ensuring adherence to transportation regulations. This graduate certificate introduces the student to the Canadian Customs process and exposes them to the movement of goods across an international border. Further, students practice applying business finance concepts related to cash flow, working capital management, sources of financing, and capital budgeting. The impact of business law on transaction decision making will also be addressed. The capstone project will provide an opportunity to demonstrate the integration and applications of their learning and enable them to develop a solution based on real-world supply chain logistics scenarios.

Graduates of the Supply Chain Management Program (SCM) may qualify for advanced standing in the pursuit of their Supply Chain Management (SMT) designation through the Supply Chain Management Association (SCMA)

after working one year in the industry. Simultaneously, students will have the opportunity to write the Canadian International Freight Forwarders (CIFFA) exams to enable them to earn their CIFFA designation.

**ADMISSION REQUIREMENTS:**

Diploma or degree in a relevant field from a recognized college or university OR demonstrated competence through related work.

In addition, International students must have an English proficiency requirement of IELTS 6.0 with no band lower than 5.0; or TOEFL iBT 79 with no sections lower than 16. Students may have the English condition waived if they have graduated from a recognized (Canadian, USA, British, Australian, etc.) college or university where classes are conducted in the English language.

**MEETS ST. CLAIR COLLEGE'S STRATEGIC DIRECTIONS:**

This program concept is consistent with the following College Strategic Directions:

- (1) Continue to explore academic pathways for students;
- (2) Increase enrolment.

**MEETS ST. CLAIR COLLEGE'S STRATEGIC MANDATE AGREEMENT:**

This program concept is consistent with the Strategic Mandate Agreement 2 (SMA2) in the listed program area of program strength and growth, Business-Legal. The proposed program will continue to strengthen programming in the area of supply chain and logistics occupations and meet industry demand for a qualified and skilled workforce. The program will provide highly skilled graduates who possess a deeper understanding of global supply chain management for industry and the local community.

**LABOUR MARKET RESEARCH:**

Supply Chain Management professionals fall under the National Occupation Classification (NOC) 1215. Graduates may typically find employment in various industry sectors, such as wholesale trade, transportation and warehousing, manufacturing, retail trade and public administration. Job titles include flight crew scheduling supervisors, head dispatchers, head shippers, inventory control supervisors, supply control coordinators, production clerk supervisors, ramp services supervisor-airport, supervisor, receiving, parts service supervisor, dispatch logistician, logistics supervisor-transportation, or freight forwarding logistician.

**EMPLOYMENT PROSPECTS:**

Over the 2017-2019 period, the employment outlook is undetermined for Windsor-Essex but expected to be fair in Ontario for supply chain management professionals (NOC 1215). Employment growth will lead to a moderate number of new positions, with many becoming available due to retirements.

For a more robust analysis, the Canadian Occupational Projection System (COPS) clusters supply chain management professionals with other supervisory positions in other fields such as library science, information, mail, and messages. According to COPS, the national labour force for this cluster was 102,000 in 2016. The 2017-2026 projections show a balance between labour demand and supply with 46,300 positions and 44,900 new job seekers. 72% of positions are due to the replacement of existing workers.

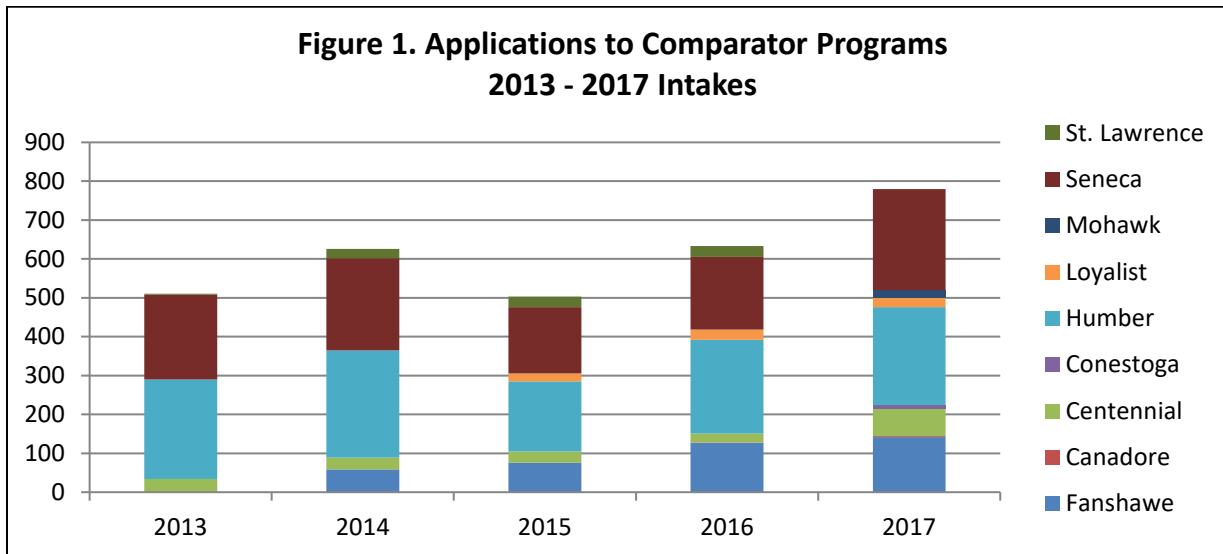
**STUDENT DEMAND RESEARCH:**

**Supply Chain Management**

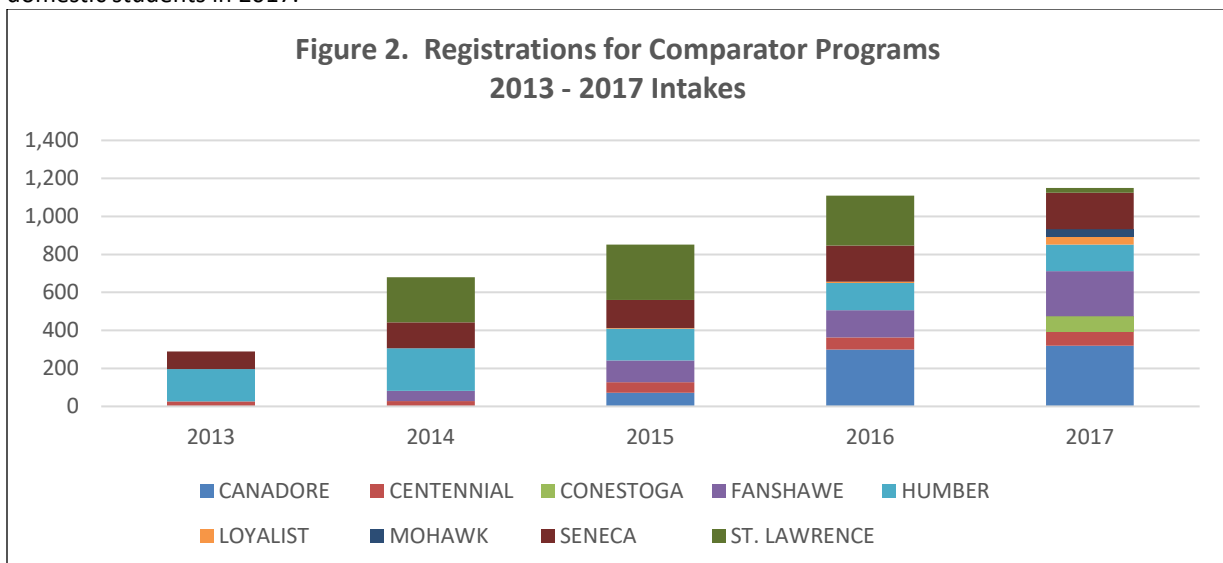
There are nine colleges (St. Lawrence, Seneca, Mohawk, Loyalist, Humber, Conestoga, Centennial, Canadore, and Fanshawe) in Ontario, which offer similar programs under the 78902 code. There are three colleges within our region that offers similar programming.

Applications and registrations to programs under 78902 for comparator programs are given in Figures 1 and 2, respectively.

**Figure 1** represents applications for comparator programs for the years 2013 - 2017 from Ontario College Application Service (OCAS).

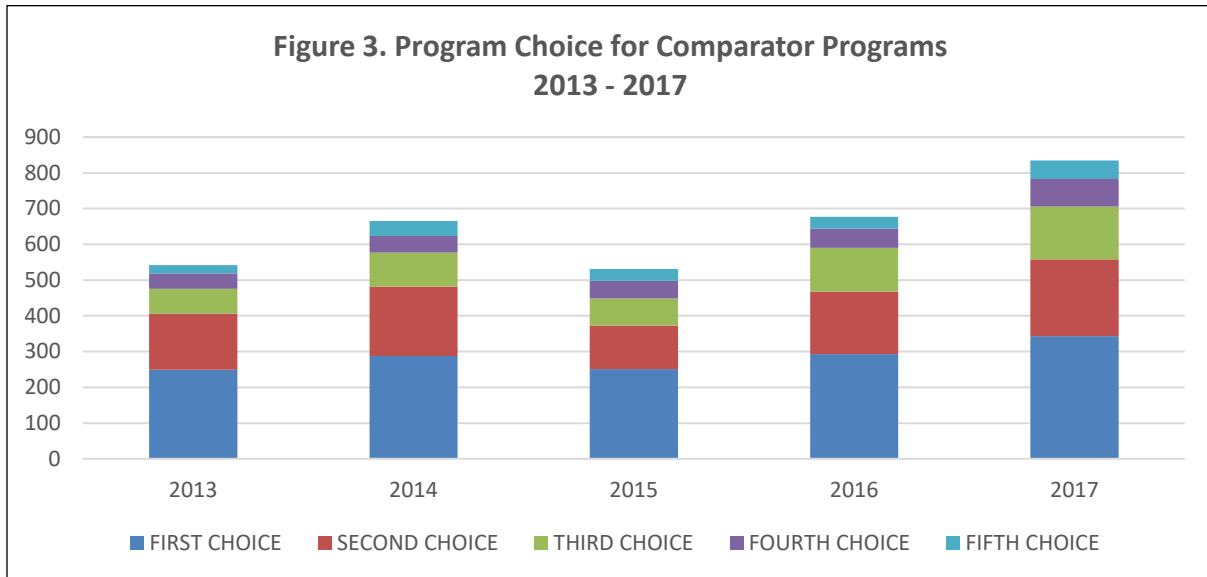


**Figure 2** represents registrations for comparator programs for 2013 - 2017 from OCAS, including international students. There has been continual growth in demand for the program although St. Lawrence restricted intake to domestic students in 2017.

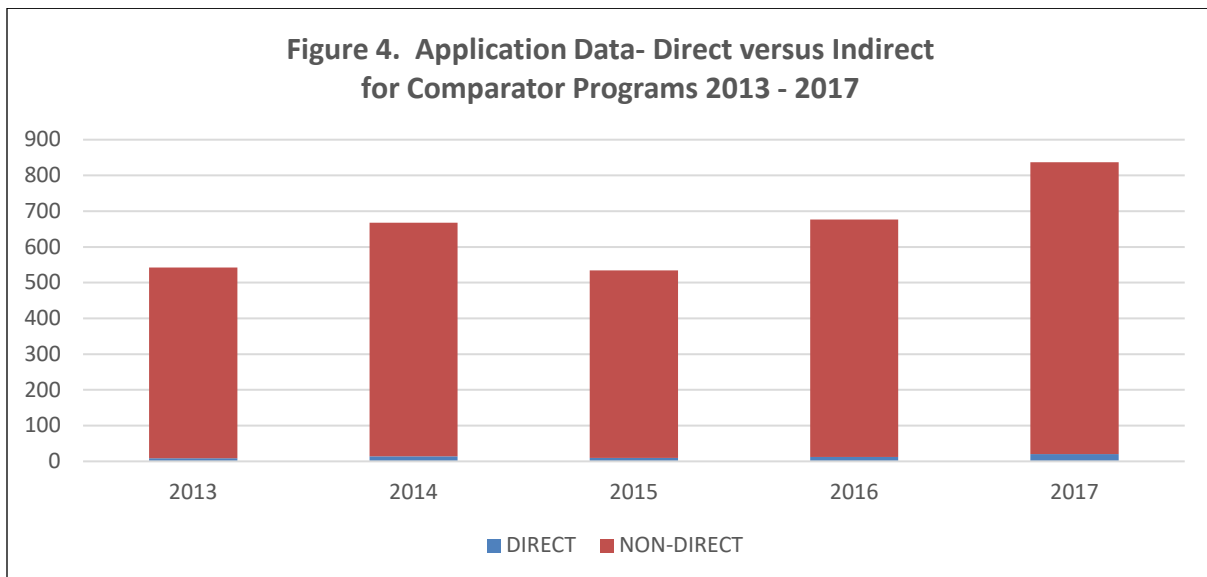




**Figure 3** represents the 2013 - 2017 application data for program choice for the comparator programs. The program is consistently in the top 2 choices of applicants.

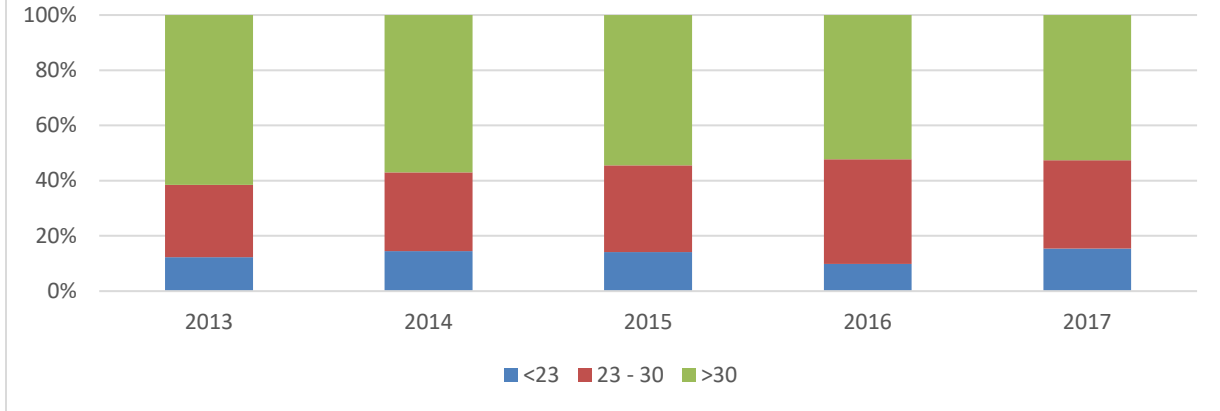


**Figure 4** represents application data, divided into direct or indirect applicants for all the programs in the system. Due to admission requirements, nearly all Ontario College Graduate Certificate applications are expected to be indirect.



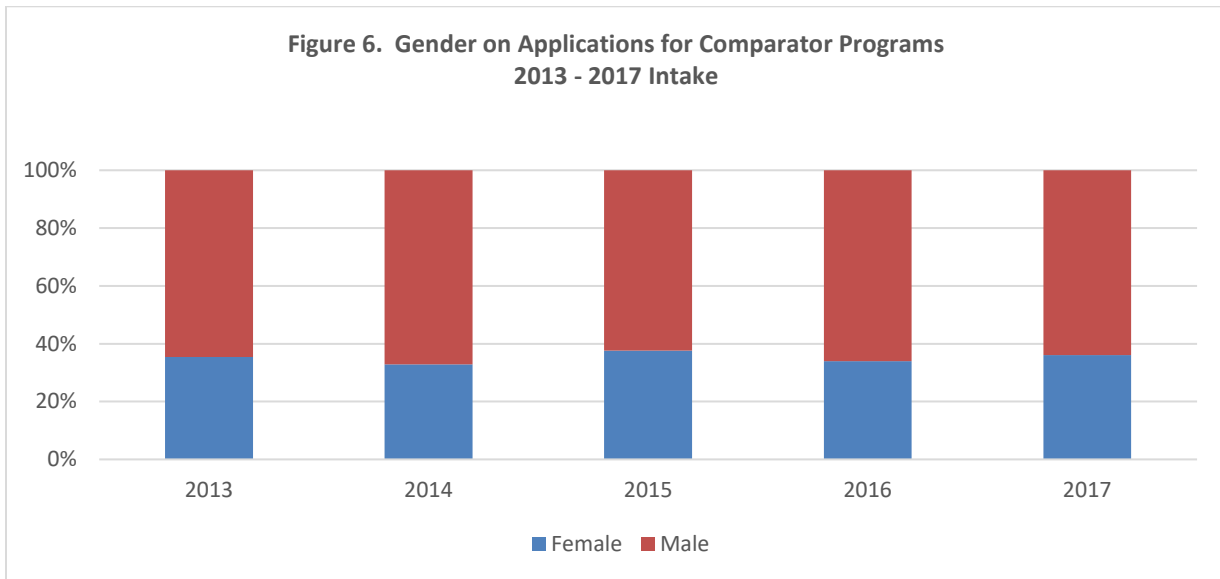
**Figure 5** summarizes the student age at registration for the comparator programs for the 2013 - 2017 intake period. The age distribution is consistent for an Ontario College Graduate Certificate as completion of a previous program is an admission requirement.

**Figure 5. Student Age on Registrations for Comparator Programs  
2013 - 2017 Intake**



**Figure 6** shows that there is a consistent and large majority of male students registered in the comparator programs.

**Figure 6. Gender on Applications for Comparator Programs  
2013 - 2017 Intake**



**FINANCIAL IMPACT:**

A pro-forma budget was created to show the cost/revenue of the program. Please see the attached budget. The 8-year net present value for the program shows a net profit of \$1,048,380.

As a general note, beginning in 2019-20, the core operating grant will be determined based on the corridor funding model. Under this model, a college’s core operating grant remains static, as long as the college’s weighted funding unit (WFU) enrolment remains within the +3%/-7% range from its midpoint.

**ADHOC PROGRAM ADVISORY COMMITTEE RECOMMENDATION:**

A Program Advisory Committee was assembled from appropriate industry stakeholders expected to employ graduates of the proposed program APPROVED the proposal for a one-year Supply Chain Management Ontario Graduate Certificate, commencing in September 2019. This package contains the Ad-Hoc Program Advisory Committee minutes that include the motion and the approval.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board approves the request for a one-year Supply Chain Management Ontario College Graduate Certificate, commencing in September 2019.

## Minutes of College Program Advisory Committee Meeting

<b>Program Code:</b>	<b>Program Name:</b>			
	International Supply Chain Management Program			
<b>Current Meeting Date:</b>	February 22, 2018			
<b>Meeting Place:</b>	South campus SRC Room 165			
<b>Previous Meeting Date:</b>	N/A			
<b>Next Meeting Date:</b>	December 2018			
<b>Recording Secretary:</b>	Phil Cohen			
<i>College policy 1.1.3 requires meetings to be held no less than once every academic year (defined as September to June).</i>				
<b>Voting Members</b>	<b>Organization</b>	<b>Attendance</b>	<b>Term</b>	<b>Conflicts</b>
Jeremy Berger	Green Processing	Present	Compliant	No
Jeff Shulman	Zekelman Industries	Present	Compliant	No
Don Hearn	Hearn Industrial Services	Present	Compliant	No
Debbie Dent	Border Connect	Regrets	Compliant/	No
<i>College policy 1.1.4 provides for member terms of 2 years. A member's term can be extended with the permission of the Chair and completion of the Advisory Committee Reappointment Form (policy 1.1.4 page 4). The meeting should start with a review of member terms. In the event a member's term exceeds that allowed by the policy steps should be taken to correct this at the commencement of the meeting. If this is not corrected at the meeting an Action Plan should be part of the Minutes requiring terms to be corrected.</i>				
<i>Voting members are independent members of the community that do not have a direct connection with the program. Full-time faculty and part-time instructors are not eligible to be voting members.</i>				
Are voting members satisfied that current membership is representative of the community? If "no" an Action Plan should be created to expand committee membership.				Yes
Are there sufficient voting members present to constitute a quorum?				Yes
<i>Policy 1.1.3 defines a quorum as 50% of the voting membership + 1. If there is not a quorum of voting members the meeting can continue as a discussion group only. Committee motions cannot be put forward for a vote without a quorum.</i>				
<b>Non-Voting Members</b>	<b>Organization</b>	<b>Attendance</b>	<b>Conflicts</b>	

John Lamantia	Wolverine Freight	Present	No
James Marsh	St Clair College	Present	No
Philip Cohen	St Clair College	Present	No

<b>PAC Meeting General Information</b>
<p><i>Policy 1.1.3 requires voting members to assist the college with recommendations on any of the following items:</i></p> <ol style="list-style-type: none"> <li><i>1. Monitoring and review all aspects of programs and college services;</i></li> <li><i>2. Identifying future training or service needs;</i></li> <li><i>3. Specifying the knowledge and skill competencies required by employers;</i></li> <li><i>4. Suggesting appropriate facilities and equipment;</i></li> <li><i>5. Recommending curriculum or program changes;</i></li> <li><i>6. Providing appropriate on-the-job experiences for students;</i></li> <li><i>7. Reacting to system, program and curriculum issues;</i></li> <li><i>8. Recruiting students and assisting them to succeed.</i></li> </ol> <p><i>The Chair of the meeting should be a voting member.</i></p> <p><i>The role of non-voting members is to provide necessary program data and information to voting PAC members.</i></p>
<p><i>PAC discussions should be summarized in these Minutes. Any major action recommended by voting members should be in the form of a motion which is voted upon. Motions should be clearly stated in the Minutes together with vote results.</i></p>
<p><i>It is the role of the School Chair and faculty to review PAC recommendations to determine what suggestions require action. Minor suggestions requiring minimal faculty response should be noted but do not require a detailed Action Plan. In the case of major suggestions, a detailed Action Plan should be prepared and noted in these Minutes in the appropriate column.</i></p>

<b>Item #</b>	<b>Agenda Topic and Discussion</b>	<b>Action Required</b>
	<p>Opening / Greetings: Meeting called to order at 5:15PM Phil Cohen welcomed the group</p> <p>Introduction: James Marsh gave the group some history about the current programs being offered, the expected growth in enrolment and how the proposed ISC/Logistics program fit into the program offerings at the college.</p>	

<p>Discussion:</p> <ol style="list-style-type: none"> <li>1) Issues that the industry is currently facing and the competencies that industry employees should have were brought forward by PAC members. Graduates need to understand: <ul style="list-style-type: none"> <li>- the methodologies used to evaluate goods</li> <li>- claims management processes</li> <li>- how ERP systems fit into SCM</li> <li>- the importance of data analytics</li> <li>- Advance Shipping Notice (ASN)</li> <li>- details of inventory control</li> <li>- the basics of warehouse and facility layout</li> <li>- the importance of 'value-added' issues in SCM</li> <li>- complex problem solving and root cause analysis</li> <li>- costing and quoting</li> </ul> </li> </ol> <p>Discussion ensued with Phil Cohen explaining that some of the issues raised were currently being addressed within the new course curriculum. However, assurances were made that all points would be incorporated into the curriculum. The committee will receive updated versions of the course outlines as soon as they were completed.</p> <ol style="list-style-type: none"> <li>2) Another discussion evolved concerning the need to have students develop 'hands on' experience with electronic entries for customs documentation.</li> </ol> <p>Don Hearn commented that he was impressed with the many courses and extent of the topics covered.</p> <p>Motion: Don moved that the proposal be brought to the Board of Governors for approval of the one-year Supply Chain Management Ontario College Graduate Certificate, commencing in September 2019, with modifications to the curriculum as discussed during the meeting. 2<sup>nd</sup> by John Lamantia Approved unanimously</p>	<p>Various issues discussed as shown on left, but no formal approval required.</p>
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	<p>Adjournment:  A tentative date for the next meeting was set for December 2018  The meeting adjourned at 7:20pm</p>	
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<b>PAC Action Plans:</b>				
<u>Major Action Plans</u>	<i>Timeline for Completion</i>	<i>Responsible Persons</i>	<i>Monitoring Process</i>	<i>Final Evaluation Process</i>
<p>1) Include all recommended learning outcomes within the various SCM courses</p>	<p>Nov 1, 2018.</p>	<p>Phil Cohen</p>	<p>Scrutiny regarding the inclusion of items / issues discussed throughout course curriculum</p>	<p>Twofold:  1) Check each item off the list when it is embedded in the course CLOs and EESs and  2) Have PAC review course outlines to assure all points have been included as per recommendations.</p>
<p>2) Develop simulation opportunities for processing customs documentation</p>	<p>May 1, 2019</p>	<p>Phil Cohen</p>	<p>Ongoing: potential cooperation with outside agencies.</p>	<p>Confirm when arrangements have been finalized with PAC.</p>

**Program Budget**

Name of program: Supply Chain Management

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
<b>Domestic Enrolment :</b>									
AAL 1		5	5	5	5	5	5	5	5
AAL 2		4	4	4	4	4	4	4	4
AAL 3									
AAL 4									
AAL 5									
AAL 6									
<b>Total Student Enrolment:</b>		<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

**Revenue:**

Tuition per semester (1)		\$1,936	\$1,994	\$2,054	\$2,116	\$2,179	\$2,244	\$2,312	\$2,381
# of Students		9	9	9	9	9	9	9	9
<b>Total Tuition Revenue A</b>		<b>\$17,424</b>	<b>\$17,947</b>	<b>\$18,485</b>	<b>\$19,040</b>	<b>\$19,611</b>	<b>\$20,199</b>	<b>\$20,805</b>	<b>\$21,429</b>
Deemed Grant per funding unit (2)		\$4,150	\$4,150	\$4,150	\$4,150	\$4,150	\$4,150	\$4,150	\$4,150
FTE's		0.00	0.00	1.50	3.00	4.50	4.50	4.50	4.50
<b>Total Grant Revenue B</b>		<b>\$0</b>	<b>\$0</b>	<b>\$6,225</b>	<b>\$12,450</b>	<b>\$18,675</b>	<b>\$18,675</b>	<b>\$18,675</b>	<b>\$18,675</b>

Tuition per INTERNATIONAL Student semester		\$5,931	\$6,109	\$6,292	\$6,481	\$6,675	\$6,875	\$7,082	\$7,294
AAL1		40	40	80	80	80	80	80	80
AAL2		36	36	72	72	72	72	72	72
AAL3									
AAL4									
<b>TOTAL STUDENTS</b>		<b>76</b>	<b>76</b>	<b>152</b>	<b>152</b>	<b>152</b>	<b>152</b>	<b>152</b>	<b>152</b>
<b>Total INTL Tuition Revenue C</b>		<b>\$450,736</b>	<b>\$464,258</b>	<b>\$956,372</b>	<b>\$985,063</b>	<b>\$1,014,615</b>	<b>\$1,045,054</b>	<b>\$1,076,405</b>	<b>\$1,108,697</b>
<b>International Student Recovery (3) D</b>		<b>(\$28,500)</b>	<b>(\$28,500)</b>	<b>(\$57,000)</b>	<b>(\$57,000)</b>	<b>(\$57,000)</b>	<b>(\$57,000)</b>	<b>(\$57,000)</b>	<b>(\$57,000)</b>

<b>Total Revenue (A + B + C + D)</b>		<b>\$439,660</b>	<b>\$453,705</b>	<b>\$924,082</b>	<b>\$959,553</b>	<b>\$995,901</b>	<b>\$1,026,928</b>	<b>\$1,058,885</b>	<b>\$1,091,801</b>
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**Expenditures:**

<b>Teaching costs (FT/ PT faculty, FT/ PT support/admin)</b>									
Total FT Professor Costs (4)		\$248,000	\$252,960	\$382,019	\$389,660	\$397,453	\$405,402	\$413,510	\$421,780
Total PT Teaching Costs		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Coordinator Costs		\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Total FT Support Costs		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total PT Support Costs		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PT Administration Costs (if applicable)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Faculty/ Support Costs</b>		<b>\$253,000</b>	<b>\$257,960</b>	<b>\$387,019</b>	<b>\$394,660</b>	<b>\$402,453</b>	<b>\$410,402</b>	<b>\$418,510</b>	<b>\$426,780</b>

**Start Up Costs**

Instructional supplies		\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Renovation Costs		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Costs		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accreditation		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Professional Development & Curriculum		\$10,000	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
<b>Total Start Up Costs</b>		<b>\$12,500</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>

<b>Total Expenditures</b>		<b>\$265,500</b>	<b>\$262,960</b>	<b>\$392,019</b>	<b>\$399,660</b>	<b>\$407,453</b>	<b>\$415,402</b>	<b>\$423,510</b>	<b>\$431,780</b>
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<b>Contribution Margin (40%)</b>		<b>\$175,864</b>	<b>\$181,482</b>	<b>\$369,633</b>	<b>\$383,821</b>	<b>\$398,360</b>	<b>\$410,771</b>	<b>\$423,554</b>	<b>\$436,721</b>
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<b>Expenditures &amp; Contribution Margin</b>		<b>\$441,364</b>	<b>\$444,442</b>	<b>\$761,652</b>	<b>\$783,481</b>	<b>\$805,813</b>	<b>\$826,173</b>	<b>\$847,064</b>	<b>\$868,501</b>
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<b>Net Difference</b>		<b>(\$1,704)</b>	<b>\$9,263</b>	<b>\$162,430</b>	<b>\$176,072</b>	<b>\$190,088</b>	<b>\$200,755</b>	<b>\$211,821</b>	<b>\$223,301</b>
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**Net Present Value (@2%) Yr 1-8** **\$1,048,380**

**Notes:**

- 1 Tuition is assumed to grow 3% / year
- 2 No grant available as international student intake only
- 3 Int'l Student Recovery Fee- \$375 per international student/semester attending





# ST. CLAIR

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COLLEGE

**TO:** BOARD OF GOVERNORS

**FROM:** PATRICIA FRANCE, PRESIDENT

**DATE:** OCTOBER 23, 2018

**RE:** REQUEST FOR NEW PROGRAM  
INTERNATIONAL BUSINESS MANAGEMENT / SUPPLY CHAIN MANAGEMENT GRADUATE  
CERTIFICATE PROGRAM

**SECTOR:** ACADEMIC  
WASEEM HABASH, VICE PRESIDENT, ACADEMIC

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**AIM:**

To request approval to deliver an **unfunded** two-year International Business Management / Supply Chain Management Ontario College Graduate Certificate program, commencing in May 2019.

**BACKGROUND:**

The proposed International Business Management / Supply Chain Management program, is recommended for the following reasons:

1. Closes the skills gap in a high-demand vocational sector;
2. Enhances employability skills;
3. Responds to interest from International students.
4. Strengthens programming synergies within the Zekelman School of Business and Information Technology to create inter-professional education opportunities.

**PROGRAM DESCRIPTION:**

This two-year post-graduate International Business and Supply Chain Management program enables graduates to enter the industry as business professionals, capable of investigating target market demands and determining the best opportunities for export. This program builds the necessary skills to understand, monitor and influence the effective and efficient operation of the supply chain as goods flow across borders. Employers are looking for graduates who can analyze financial statements, manage cash flow and apply the most appropriate International Commercial Terms to transfer the cost and risk, when moving goods from the seller to the buyer. Graduates will be well prepared to develop viable market entry strategies for foreign markets and to create project management plans for international ventures. These capabilities will offer the competitive advantage that today's global organizations need.

This unique St. Clair College post-graduate program provides extensive opportunities for professional and vocational success in International Business and Supply Chain Management, through alignment with external certification bodies. St. Clair College is an accredited partner of the Forum for International Trade Training (FITT) and the program fulfills the educational component for the prestigious Certified International Trade Professional (CITP®|FIBP®) designation. In addition, graduates will have the opportunity to write the Canadian International

Freight Forwarders (CIFFA) exams to earn their CIFFA designation and may qualify for advanced standing in the pursuit of their Supply Chain Management (SMT) designation, after working one year in industry.

Graduates will qualify for entry positions, including international trade research assistant, international marketing manager, account manager, freight dispatcher, transport logistics controller, supply chain analyst, inventory control specialist, warehouse manager, purchasing officer and supply chain consultant.

#### **ADMISSION REQUIREMENTS:**

Diploma or degree in a relevant field from a recognized college or university OR demonstrated competence through related work.

In addition, International students must have English proficiency requirement of IELTS 6.0 with no band lower than 5.0; or TOEFL iBT 79 with no sections lower than 16. Students may have the English condition waived if they have graduated from a recognized (Canadian, USA, British, Australian, etc.) college or university where classes are conducted in the English language.

#### **MEETS ST. CLAIR COLLEGE'S STRATEGIC DIRECTIONS:**

This program concept is consistent with the following College Strategic Directions:

- (1) Continue to explore academic pathways for students;
- (2) Increase enrolment.

#### **MEETS ST. CLAIR COLLEGE'S STRATEGIC MANDATE AGREEMENT:**

This program concept is consistent with the Strategic Mandate Agreement 2 (SMA2) in the listed program area of program strength and growth, Business-Legal. The proposed program will continue to strengthen programming in the area of supply chain and logistics occupations, and meet industry demand for a qualified and skilled workforce. The program will provide highly skilled graduates who possess a deeper understanding of international business and global supply chain management for industry and the local community.

#### **LABOUR MARKET RESEARCH:**

Graduates of this program are able to access both international business management and supply chain management labour markets.

International Business Management professionals form a subfield under National Occupational Classification (NOC) 0125. Graduates may typically find employment in business sectors requiring international context including customs brokerage, manufacturing, goods and service exporting and importing, compliance, international trade development, international research, international sales and marketing and international finance administration.

Supply Chain Management professionals fall under NOC 1215. Graduates may typically find employment in various industry sectors, such as wholesale trade, transportation and warehousing, manufacturing, retail trade and public administration. Job titles include flight crew scheduling supervisors, head dispatchers, head shippers, inventory control supervisors, supply control coordinators, production clerk supervisors, ramp services supervisor-airport, supervisor, receiving, parts service supervisor, dispatch logistician, logistics supervisors-transportation or freight forwarding logistician.

#### **EMPLOYMENT PROSPECTS:**

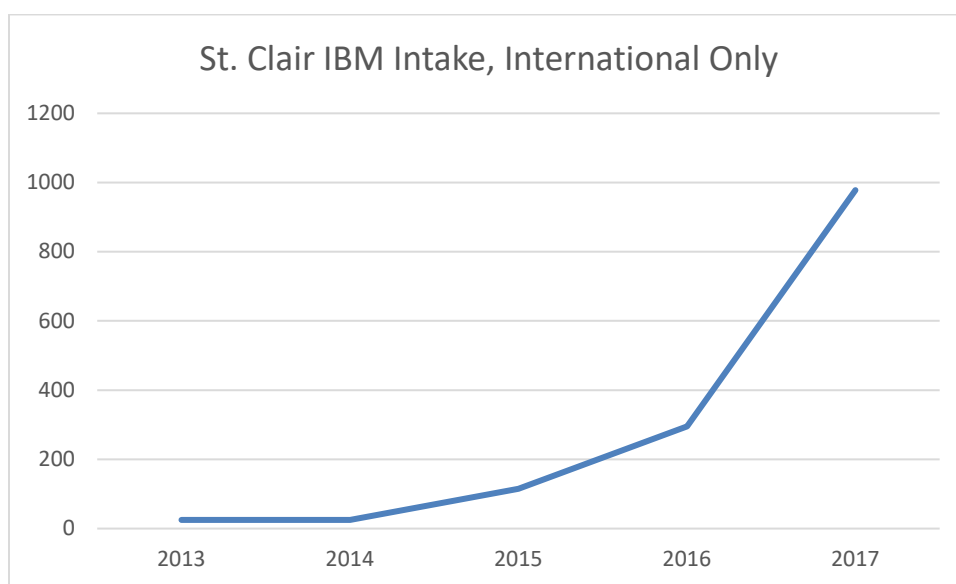
Over the 2017-2019 period, the employment outlook is undetermined for Windsor-Essex but expected to be fair in Ontario for supply chain management professionals. Employment growth will lead to a moderate number of new positions, with many becoming available due to retirements. Employment outlook is undetermined locally and

provincially for international business managers due to a higher than average rate of self-employment in this industry.

For more robust analysis, the Canadian Occupational Projection System (COPS) clusters supply chain management professionals with other supervisory positions in other fields such as library science, information, mail and messages. International business management professionals are clustered with advertising, marketing and public relations managers. According to COPS, the national labour force for these clusters totaled 150,900 in 2016. The 2017-2026 projections show balance between labour demand and supply with 64900 positions and 63500 new job seekers. 76% of positions are due to replacement of existing workers.

**STUDENT DEMAND RESEARCH:**

This program is intended to service International students in the currently running International Business Program and recently proposed Supply Chain Management program. The following chart provides registration statistics for 2013 – 2017 intakes and indicates 3800% growth over the past 5 years.



**FINANCIAL IMPACT:**

A pro-forma budget was created to show the cost/revenue of the program. Please see attached budget. The 8-year net present value for the program shows a net profit of \$10,416,708.

As this program is unfunded, the change in determining core operating grant via the corridor funding model in 2019-2020 will not cause any financial impact.

**ADHOC PROGRAM ADVISORY COMMITTEE RECOMMENDATION:**

The International Business Management program has been running at St. Clair since 2002. The Supply Chain Management program was endorsed by a program advisory committee comprising of appropriate industry stakeholders in February 2018

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board approves the request to deliver an **unfunded** two-year International Business Management / Supply Chain Management Ontario College Graduate Certificate program, commencing in September 2019.

**Program Budget**

Name of program: IBM/SCM

		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
<b>Domestic Enrolment :</b>									
	AAL 1	-	-	-	-	-	-	-	-
	AAL 2	-	-	-	-	-	-	-	-
	AAL 3	-	-	-	-	-	-	-	-
	AAL 4	-	-	-	-	-	-	-	-
	AAL 5								
	AAL 6								
<b>Total Student Enrolment:</b>		-	-	-	-	-	-	-	-

**Revenue:**

Tuition per semester (1)									
# of Students		-	-	-	-	-	-	-	-
<b>Total Tuition Revenue A</b>		-	-	-	-	-	-	-	-
Deemed Grant per funding unit (2)									
FTE's		-	-	-	-	-	-	-	-
<b>Total Grant Revenue B</b>		-	-	-	-	-	-	-	-

Tuition per INTERNATIONAL Student semester		\$5,931	\$6,109	\$6,292	\$6,481	\$6,675	\$6,875	\$7,082	\$7,294
AAL1		200	200	200	200	200	200	200	200
AAL2		90	180	180	180	180	180	180	180
AAL3		0	160	160	160	160	160	160	160
AAL4		0	160	160	160	160	160	160	160
<b>TOTAL STUDENTS</b>		<b>290</b>	<b>700</b>	<b>700</b>	<b>700</b>	<b>700</b>	<b>700</b>	<b>700</b>	<b>700</b>
<b>Total INTL Tuition Revenue C</b>		<b>\$1,719,915</b>	<b>\$4,276,064</b>	<b>\$4,404,345</b>	<b>\$4,536,476</b>	<b>\$4,672,570</b>	<b>\$4,812,747</b>	<b>#####</b>	<b>\$5,105,843</b>
<b>International Student Recovery (3) D</b>		<b>(\$108,750)</b>	<b>(\$262,500)</b>	<b>(\$262,500)</b>	<b>(\$262,500)</b>	<b>(\$262,500)</b>	<b>(\$262,500)</b>	<b>(\$262,500)</b>	<b>(\$262,500)</b>

<b>Total Revenue (A + B + C + D)</b>		<b>\$1,611,165</b>	<b>\$4,013,564</b>	<b>\$4,141,845</b>	<b>\$4,273,976</b>	<b>\$4,410,070</b>	<b>\$4,550,247</b>	<b>#####</b>	<b>\$4,843,343</b>
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**Expenditures:**

<b>Teaching costs (FT/ PT faculty, FT/ PT support/admin)</b>									
Total FT Professor Costs (4)		\$496,000	\$753,920	\$768,998	\$784,378	\$800,066	\$816,067	\$832,389	\$849,036
Total PT Teaching Costs		\$0	\$249,370	\$254,358	\$259,445	\$264,634	\$269,927	\$275,325	\$280,832
Coordinator Costs		\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Total FT Support Costs		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total PT Support Costs		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
PT Administration Costs (if applicable)		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Faculty/ Support Costs</b>		<b>\$501,000</b>	<b>\$1,008,290</b>	<b>\$1,028,356</b>	<b>\$1,048,823</b>	<b>\$1,069,700</b>	<b>\$1,090,994</b>	<b>#####</b>	<b>\$1,134,868</b>

**Start Up Costs**

Instructional supplies		\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
Renovation Costs		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment Costs		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Accreditation		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Professional Development & Curriculum		\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500
<b>Total Start Up Costs</b>		<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>	<b>\$5,000</b>

<b>Total Expenditures</b>		<b>\$506,000</b>	<b>\$1,013,290</b>	<b>\$1,033,356</b>	<b>\$1,053,823</b>	<b>\$1,074,700</b>	<b>\$1,095,994</b>	<b>#####</b>	<b>\$1,139,868</b>
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<b>Contribution Margin (40%)</b>		<b>\$644,466</b>	<b>\$1,605,425</b>	<b>\$1,656,738</b>	<b>\$1,709,590</b>	<b>\$1,764,028</b>	<b>\$1,820,099</b>	<b>#####</b>	<b>\$1,937,337</b>
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<b>Expenditures &amp; Contribution Margin</b>		<b>\$1,150,466</b>	<b>\$2,618,716</b>	<b>\$2,690,094</b>	<b>\$2,763,414</b>	<b>\$2,838,728</b>	<b>\$2,916,093</b>	<b>#####</b>	<b>\$3,077,205</b>
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<b>Net Difference</b>		<b>\$460,699</b>	<b>\$1,394,848</b>	<b>\$1,451,751</b>	<b>\$1,510,562</b>	<b>\$1,571,342</b>	<b>\$1,634,154</b>	<b>#####</b>	<b>\$1,766,138</b>
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**Net Present Value (@2%) Yr 1-8** **\$10,416,708**

**Notes:**

- 1 Tuition is assumed to grow 3% / year
- 2 No grant available as international student intake only
- 3 Int'l Student Recovery Fee- \$375 per international student/semester attending

**St. Clair College Board of Governors**  
Policy Review: 2003-1 & 2003-2, 1<sup>st</sup> Reading



**Board of Governors  
Policy Manual**

**POLICY TYPE:** Governance Process                      **NUMBER:** 2003-1.  
**POLICY TITLE:** Board Job Description                      **DATE:** May 2003  
**REVISED:** June 2010

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The Board, in its role as a trustee, shall respond to community needs through its policies. To distinguish the Board's own unique job from the jobs of its staff, the Board will concentrate its efforts on the following job "projects" or outputs:

1. Ensuring that appropriate linkages exist between the organization and the community at large;
2. Writing governing policies which, at the broadest levels, address:
  - (a) Ends: Organizational products, services, impacts, benefits, outcomes (what product for which need at what cost).
  - (b) Governance Process: Specification of how the Board conceives conducts and monitors its own task.
  - (c) Board-President Relationship: How power is delegated and its proper use monitored.
  - (d) Executive Limitations: Constraints on President's authority that establish the prudence, ethical and legal boundaries within which lies the acceptable level of Presidential activity.
3. Assuring College and Presidential performance as measured against Ends and Executive Limitations Policies.
4. Providing leadership in advocating for changes in the St. Clair College community and in Government legislation related to education on and training to contribute to the social and economic well-being of the Windsor-Essex and Chatham-Kent community.
5. Endeavoring to maximize resources available to the College in order to achieve its Mission.



**POLICY TYPE: Governance Process**

**NUMBER: 2003-2.**

**POLICY TITLE: Chairs Role**

**DATE: May 2003**

**REVIEWED: Oct. 2008**

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The role of the Chair is to ensure that the Board functions according to its policies and to represent the Board to outside parties. The Chair is the only official spokesperson for the Board of Governors, other than in specifically authorized instances.

1. The responsibility of the Chair is to ensure that the Board operates in a manner consistent with its own policies and those requirements legitimately imposed upon it from outside the organization.
  - (a) Meeting discussion content will only be those issues which, according to Board policy, clearly belong to the Board to decide, not the President.
  - (b) Deliberation will be fair, open and thorough, but also efficient, timely, orderly and kept to the point.
2. The Chair has the authority to make decisions on behalf of the Board which fall within Board policies. He/she shall not:
  - (a) Commit the Board to any new policies.
  - (b) Authorize expenditures that require Board approval. It is expected that normal incidental expenses of the President would be approved by the Chair.
3. The Chair is the Board's formal contact with the President.
4. The Chair is to ensure the Vice Chair is informed of current and pending Board issues and processes. The Vice Chair will act as Chair when the Chair is unable to fulfill his/her duties, in accordance with the By-Laws.



Dear Board of Governors,

This past January the local has expanded with the addition of the all of the part time support staff. These part time staff also include all of our student workers. The negotiations are currently ongoing and talks are going as well as anticipated.

In August, the College had hosted a Support Staff appreciation day. Both support staff and managers participated in a staff basketball game. The College provided a bbq to all support staff this day. It was a great moral booster for support staff and made them feel valued as many find the end of the year bbq directed towards faculty, as we are all still working during the summer months.

Our labor relations with the College is still a positive relationship. The union is able to communicate and gain responses from the College in a reasonable timeframe and happy that we can resolve many issues without having to file grievances.

The Support Staff union is committed to work and maintain the positive labor relationship with the college.

IS

Connie Collins

Local 137 – President

Support Staff, St. Clair College

# St. Clair College In The News

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# Take A Look Inside Spiritual Soldiers, Coffee With A Cause

Saturday, September 22nd, 2018



A common gesture of “grabbing a coffee” to get to know someone has a huge purpose and value at Spiritual Soldiers, a cafe that has “Coffee with a Cause.”

The shop, which opened in early June, is a safe place for recovering addicts to come and grab a coffee and speak with like-minded people to help them on their journey to sobriety.



Spiritual Soldiers is a dream project brought to life by Bianca Oliverio, Mike Brown and James Lucier, friends who supported each other when they needed it most on their own journeys to recovery.



Store owner, Mike Brown (left) stands with his fellow store owner Bianca Oliverio. James Lucier, the third to the trio of the business, was unavailable for a photo.

"The concept started in a nutshell when I came to Windsor [from Toronto] and went to a recovery home here, I came out and had two passions: one was recovery just because of the new life I had been given from the home, and the other part was that I wanted something here to keep me creative and inspired," Mike explains, when asked about how the business came to be.

Mike, originally from London, goes on to explain that Spiritual Soldiers started as a clothing brand he created after having suffered for 20 years from addiction in his life, from alcohol to hard drugs. "In Toronto, I overdosed and nearly lost my life," he explains. "Reality hit me and I realized I needed help, and wanted help. There's a difference in needing and wanting help."

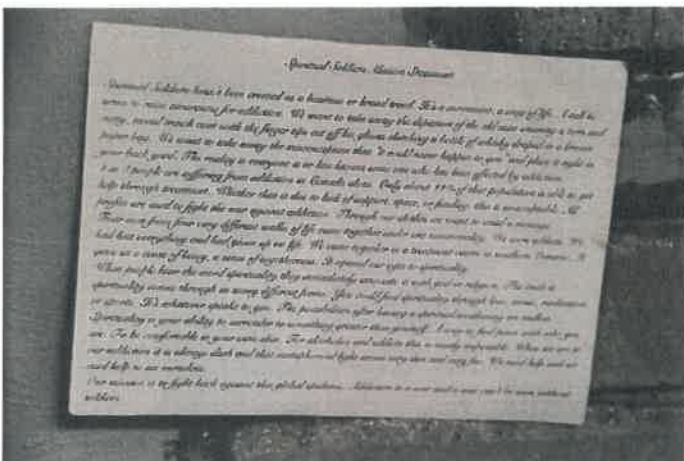
"There was no place around here for mental health or addiction in the clothing aspect, so we based the concept sort of off tentree apparel and TOMS; I liked the idea of giving back. I made a clothing line that took away from the stigma and also donated profits back to places for recovery."



The brand, starting from just a hat and a shirt, has now grown to have jackets, sweaters, different types of hats, and of course now, the cafe.

Bianca, who is from LaSalle and graduated from St. Clair College, explains she had self-esteem issues her whole life and had a hard time finding ways to cope. Eventually, she found alcohol as her way of coping, which further led to doing opioids.

She explains that after her first week out of her treatment for addiction, after nearly dying, James brought her to a meeting where she met Mike. He was wearing one of his Spiritual Soldiers snap back hats. He handed her a card with the brand's mission statement, which she still carries with her to this day, and she fell in love with the project and the idea behind it.



The original card Bianca received years ago from Mike, stating the company's mission statement that inspired her.

"I learned in active addiction, you are selfish and self-centered to the core," Bianca explains, thinking back to harder times. "You have to learn to give yourself to someone else. The coffee [at the cafe] is a by-product; someone will come in and get a coffee, sure, but ultimately they're coming to have a conversation with you. Some people come in here, and they're struggling. They just need to have a conversation."

"Addiction has affected everybody somehow," Mike explains. "The support and people we talk to here are great.

"One summer we just had so much fun in recovery together, and a lot of the times we were like...what can we do? We'd always just go somewhere and get a coffee together. So we thought, why not make a coffee shop where people can come and be vulnerable and have a safe place to hang out."



A year later their dream came true. "We had so much community surrounding us," Mike says. "We have a wall of our corporate sponsors because it's just unreal how much they help us."



Bianca and Mike always make a point to stress that they are not doctors or counselors, but they can bring their experiences to the table and share how they did what they did to find a path to recovery and hopefully help others to recover as well.

"We didn't really know what kind of crowd we were going to get," Bianca goes on to explain, "but we noticed the diversity of this place...we get everyone: people struggling with mental health, struggling with addiction, or they just come in to support the cause...teachers, coaches, anyone."

The owners make a point to promote integration, not isolation.

"I didn't start to learn about myself until I met people like Bianca, like-minded people who understood me...they spoke my language. There's a trust there. James always says he couldn't let people love him until he loved himself. That's how we help each other." Mike says.

Bianca explains that the cafe is becoming exactly what they wanted. Walking into Spiritual Soldiers, you see people talking, laughing, smiling and having fun. "It's such a common thing, right when I came into recovery I'm like...how can I have fun anymore? Then you walk in to here, and it's what we wanted. We want people to realize you can have fun without drugs and alcohol. We all hang out here, we turn up the music on some nights, people can dance around."

Mike goes on to explain that "the wreckage from our past is now our greatest asset, I always say. That's where "Soldier" stems from in the name." 'Spiritual' comes from the idea that everyone has spirituality, which means having inner peace. "It's not religious...it's just having inner peace. Soldiers are on the front lines, this is the war, and a war cannot be won without the soldiers. We're at detoxes; we're at meetings...it's being proactive and showing people there's more to life"



The dove in the logo represents the “spiritual” concept in the name as well as peace and freedom. The laurel wreath in Greek mythology would represent “victory,” to represent that every day sober is a victory.

The coffee shop features coffee, snacks like cronuts, and their specialty: “mocktails,” mixed drinks that don’t have alcohol in them.

Bianca explains that they are there at the cafe for their customers, and are there to love them until they can learn to love themselves. “Now I am able to use what I went through to help other people,” Bianca explains. She plans to pursue professional addiction counseling in the future. “I spent all of my time trying to kill myself when I could be using all that time to help others.”

“The shop doesn’t just help the customers, but it helps us too,” Mike explains. “To see people blossom into better health is truly amazing.

“I came to Windsor with a hockey bag with some clothes in it... and here I stand in a coffee shop we started. I have a lot of gratitude; I stay humble. It’s all about helping other people.”



Jay Arrude

Jay Arrude has experienced first-hand how the cafe can help someone recovering. “James and Mike brought me to my first meeting to get me help, but I kind of lost contact with them and went to a recovery home. They visited me, and when I got out, they opened this coffee shop so I started coming around. I knew Bianca for a while and got back connected with her, and started building relationships again. I’ve been hanging around here and growing in my recovery, and Mike even offered to me to live with him. When I needed that hand, Mike’s hand was there to help me up. I see the people in recovery here every day and I’m a prime example of what the cafe is here for. If I’m struggling, I come to them. The cafe has made me change my way of living. Six months ago, I’d never have imagined being here right now. The whole place is open arms. Having a place to come to when I’m struggling and seeing them do well makes me want to do the same thing; they’ve opened my eyes a lot. They’re getting me a job here, and I’ll be a part of this. This place made me happy, joyous and free today.”

“There’s times where we just sit here and you want to start crying because you see the business is doing what it’s supposed to do,” Bianca recalls on the best part of the business being started. “I just cared about what I wanted and

needed before, and now to turn that around and be a productive member of society again...to be a daughter, a sister, a friend...that's where all the gifts are. The gifts are in the giving."

"The best part of this whole experience has been this," Mike explains, while gesturing out to his happy customers and friends. "Having the ability to let someone utilize this place and come here to hang out and help them when they have a bad day...that's what we're here for. The people coming here is what I live for."

The cafe itself has an industrial chic look. "We came from a rustic background," Mike explains, "with beauty in it just like the pictures and art on the walls, but with the messy background."



"We're trying to make vulnerability cool," they explain. All the owners look forward to continuing their business and helping more people while listening to their customers to add more food, drink, and apparel options in the shop.



The shop features many local products, including Colonial Coffee and baked goods from Blak's Bakery. They plan to have a fall collection of their apparel section out soon, in-store and online.

Visit Spiritual Soldiers at 1015 Erie Street East to learn what they are all about, and enjoy a coffee, a mocktail, or even just a conversation.



# All-Time High For Enrolment At St. Clair College

[AM800 CKLW - September 26th 2018](#)



AM800 File Photo of St Clair College, September 2015 (Photo by Zander Broeckel)

A milestone for St. Clair College.

For the first time in its 51-year history, the college has surpassed 12,000 full time students.

Spokesperson John Fairley says there are currently 12,815 students enrolled at the college's three campuses.

He says that is a 21.6% jump over 2017 enrolment numbers.

"Our international student intake has been higher as well but I think we're getting to the point of being a destination college for those looking for post secondary education," says Fairley.

There are just under 1600 students taking classes in downtown Windsor and close to 1200 students enrolled at the Chatham campus.

The enrolment increase in Chatham represents a 2.8% hike compared to 2017.

# St. Clair College Surpasses 12,000 Students

WindsoriteDOTca News – Wednesday, September 26th, 2018



St. Clair College has surpassed 12,000 full-time students for the first time in its 51 year history.

The official enrollment sits at 12,815 students on its three campuses in Windsor, Chatham and Toronto. This represents a 21.6% increase over 2017.

The College's presence in downtown Windsor has grown to its highest level with 1,551 students. There are close to 500 students in the newly opened Zekelman School of Business and Information Technology at the One Riverside Drive location.

"With our mix of cutting-edge academic programs and exceptional services and facilities, we are particularly proud to be a part of the rebirth of downtown Windsor, by accommodating a large portion of this year's increase in the new Zekelman School of Business and Information Technology building at One Riverside Drive," said College President Patti France.

The community can expect to see new developments at the South Windsor Campus in the coming year, in both new programs and facilities. That growth includes the launch of the new Data Analytics for Business program, a two year Business diploma, and Human Resources Management program.

The College will also launch its first Honours Degree in Applied Arts, Social Justice & Legal Studies in September 2019.

At the Chatham campus, where enrolment is close to 1,200 students which represents a 2.8% increase over 2017, the College opened the new National Powerline Training Centre, and have expanded the student residence.

"Thanks to our partnerships with business and industry, the College will continue to explore and develop new programs that will meet the needs of our future workforce", said France.







St. Clair College has surpassed the 12,000 full time student mark for the first time ever.

## Students flocking to St. Clair College

Blackburn News - September 27, 2018

St. Clair College has reached a major milestone.

It has surpassed the 12,000 full-time student mark for the first time in its 51-year history.

The college has 12,815 students on its three campuses in Windsor, Chatham and Toronto. That is a 21.6 per cent increase over 2017.

College officials said the downtown Windsor campus has grown to its highest level, with 1,551 students. Close to 500 students are enrolled in the newly opened Zekelman School of Business and Information Technology at the One Riverside Drive.

President, Patti France said the unprecedented enrolment increase demonstrates that St. Clair College is achieving its goal of being a top-of-mind “destination college” for students throughout Canada and the world.

“With our mix of cutting-edge academic programs, and exceptional services and facilities, we are particularly proud to be a part of the rebirth of downtown Windsor by accommodating a large portion of this year’s increase in the new Zekelman School of Business and Information Technology building at One Riverside Drive,” she said.

The college is also touting new developments at the South Windsor Campus in the new year, in both new programs and facilities, including the launch of the new Data Analytics for Business program, a two-year Business diploma, and Human Resources Management program. The college also plans to launch its first Honours Degree in Applied Arts, Social Justice and Legal Studies in September 2019.

The Chatham campus has close to 1,200 students which represent a 2.8 per cent increase over 2017.

# St. Clair College breaks attendance record



CTV Windsor - September 27, 2018

St. Clair College has passed an attendance milestone.

For the first time in its 51 year history, the college has surpassed 12,000 full-time students.

As of Thursday, the college has 12,815 students on its three campuses in Windsor, Chatham and Toronto.

This represents a 21.6 per cent increase over 2017.

The college's presence in downtown Windsor has grown to its highest level with 1,551 students. There are close to 500 students in the newly opened Zekelman School of Business and Information Technology at the One Riverside Drive location.

President Patti France says that the unprecedented enrolment increase demonstrates that St. Clair College is achieving its goal of being a top-of-mind "destination college" for students throughout Canada and the world.

"With our mix of cutting-edge academic programs and exceptional services and facilities, we are particularly proud to be a part of the rebirth of downtown Windsor, by accommodating a large portion of this year's increase in the new Zekelman School of Business and Information Technology building at One Riverside Drive," said France in a news release.

Officials say the community can expect to see new developments at the South Windsor Campus in the coming year, in both new programs and facilities.

That growth includes the launch of the new Data Analytics for Business program, a two year Business diploma, and Human Resources Management program.

The college will also launch its first Honours Degree in Applied Arts, Social Justice & Legal Studies in September 2019.

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"Thanks to our partnerships with business and industry, the College will continue to explore and develop new programs that will meet the needs of our future workforce", said France.

# International students boost local college enrolment

St. Clair College has hit a record 12,815 students attending its three campuses and the Chatham campus has helped contribute to the growth by recruiting international students.

Chatham Daily News - September 27, 2018



Mark Benoit, left, chair of the school of economic studies at the Chatham Campus of St. Clair College, stands with some students from India, in front of the flags representing the 11 countries that international students have come from to attend school in Chatham, Ont. The students, from right to left, include Kamalpreet Kaur, Ajwinder Kaur, Rajni Kaur, Jatlin Verma and Halmampreet Singh. Photo taken on Thursday, September 27, 2018. (Ellwood Shreve/Chatham Daily News)

St. Clair College has hit a record 12,815 students attending its three campuses and the Chatham campus has helped contribute to the growth by recruiting international students.

While the bulk of students attend the Windsor campuses, Mark Benoit, chair of the school of academic studies, said approximately 120 students are attending the Chatham campus from 11 different countries, which has brought the local enrolment up to nearly 1,200, an increase of 2.8 per cent from last September.

He said the number of domestic students in Southwestern Ontario has been shrinking “which has forced us to be creative.

“Looking at the international market was a way to see if we not only could maintain our enrolment, but grow, which is what we’ve been able to do,” he added.

Benoit said the programs that are attracting international students to the Chatham campus include business, electrical engineering technician, developmental service worker, early child educator and social service worker – gerontology.

“We’re trying to support our community in Chatham-Kent by bringing international students here to this campus and our community,” he said.

Benoit added the hope is some of these out-of-country students graduate, find employment and stay in the area to help grow the community.

Kamalpreet Kaur came to the Chatham campus from India to take business at the recommendation of a relative.

“It’s very interesting and I love business,” Kaur said, adding it was her dream to study in Canada.

“There is a lot of things to see and a lot of places to go, like beaches and parks,” she said.

Benoit said the plan is to continue to recruit international students, adding he is working on developing new programs at the Chatham campus. However, he said the process takes approximately two years to complete.

The powerline technician program, which is relatively new at the Chatham campus, has also helped to attract students.

Benoit said there are currently 150 students enrolled, adding many come from across Ontario and as well as from Quebec.

“That is certainly a boost to our Chatham campus.”

He said the grand opening of the National Powerline Training Centre, built to accommodate the demand for the program, is planned for Oct. 19.

St. Clair already broke an enrolment record last year when it surpassed 10,000 students in its 50th year.

College president Patti France said, in a written release, that the unprecedented enrolment increase demonstrates that St. Clair College is achieving its goal of being a top-of-mind “destination college” for students throughout Canada and the world.

“Thanks to our partnerships with business and industry, the college will continue to explore and develop new programs that will meet the needs of our future workforce,” France said.

# St. Clair looking to expand following large fall intake

Windsor Star - 28 Sep 2018 – PRINT EDITION



**John Ulakovich, an instructor at St. Clair College's newly-opened business school in downtown Windsor, works Thursday with a group of international students. St. Clair's enrolment at its downtown campus is at 500 students this semester, with another 500 expected to start in January.**

With enrolment increasing by 21.6 per cent this fall, St. Clair College is close to outgrowing its main campus in South Windsor.

The college has a record 12,815 students, an increase of 2,276 students over last fall, spread across its three campuses in Windsor, Chatham and Toronto. The main campus in South Windsor has 8,890 students, while there are 1,551 students studying downtown. "Our main campus is pretty much at capacity," said Mike Silvaggi, the college's associate vice-president, student services and registrar. "We're pushing capacity now. It's forcing us to be creative with nontraditional intake periods and possibly evening classes." Powering the growth in numbers is a surge in interest from international students.

St. Clair has an international student population of 5,200, with 4,018 of those attending the Windsor/Chatham campuses. That's up from 2,900 at those two campuses a year ago.

Domestic enrolment is just over 7,600, which is a decline of 360 students.

"India is our Number 1 source of international students and China is second," Silvaggi said. "However, we're seeing growing interest from southeastern Asia.

"We're also seeing a little representation from Europe. That's something new for us."

Silvaggi credits recruiting and the selection of new course offerings for the growth.

This year, the college launched a data analytics for business program and a human resources management program. Next fall it'll introduce a four-year honours degree in applied arts, social justice and legal studies. Silvaggi said the college has bought some time by creating the Zekelman School of Business and Information

Technology downtown at One Riverside Dr. W. There are 500 students studying there, and 500 more students are expected to enrol in January, filling up that space.

That would push the college's downtown student population over 2,000.

"Student housing is a priority issue," Silvaggi said. "We're looking at options."

Silvaggi said the college's residence in South Windsor is full with a waiting list. A number of students already call downtown home because of the cheaper housing options.

"We're exploring residence partnerships," said Silvaggi, who added the college needs housing on its main campus and downtown. "Our downtown presence is growing and business people are coming to us and asking for discussions."

Silvaggi said the college is in discussions with the city and the surrounding communities about potential solutions. The college and university have also explored whether there are opportunities to have some shared services downtown.

In the meantime, the college is waiting for the provincial government to give it the go-ahead on its plan to add a three- or four-storey academic tower on the western end of its main building on the South Windsor campus. When that end of the building was expanded, the college built it to accommodate expansion upward. The addition would create more computer space and specialized labs resulting in the freeing up of potential classroom space in existing buildings. Enrolment at the University of Windsor is also at near-record highs this fall.

The university has a total of 14,553 full-time undergraduate and graduate students this fall. That's an increase of 455 students, or about four per cent. The first-year class of 3,000 students is one of the largest in the school's history. When part-time students are factored in, the university will have a near-record enrolment of 16,000 students. "It's one of our strongest groups in recent years," said Chris Busch, the university's associate vicepresident enrolment management.

Busch said while international students continue to be a strong source of growth, domestic enrolment was up more than 100 students.

"The trajectory is upwards," Busch said. "That's particularly positive when the forecasts have been for a decline for several years."

Domestic enrolment is about 11,000 students this fall. Busch credited increased enrolment, especially on the domestic front, to faculty outreach programs, aggressive marketing, some unique programs, hiring new faculty and new facilities.

"I think lots of students in the past used to think the university corridor ended at London," Busch said.

"We're now able to draw more students from the Greater Toronto Area."

While the sciences, technology, engineering and math fields remain popular choices for students, enrolment in the humanities and liberal arts also increased. There was an increase of 12 per cent, or more than 100 students.

"I think there's a bit of a shift in perception going on towards the humanities," Busch said. "There's been a bit of bias that liberal arts grads can't find jobs and that's not true."

Our downtown presence is growing and business people are coming to us and asking for discussions

# Saints Golf Team Wins Division

AM800 CKLW – October 4, 2018



(photo courtesy of twitter account @stclair saints)

The St. Clair College men's varsity golf team had another solid day at the OCAA Golf Championship bringing home the Division II Gold Medal for the 2nd time in the last 4 years.

The Championship was hosted by Fanshawe College at Firerock Golf Club just outside of London.

The Saints tied their day 2 total of 318 in the final round for a three day total of 972.

Marshal Quinn was the top St. Clair player over the 3 days with a total of 226 which was good for 12th place in the individual results.

Derick Hare had a great round on Wednesday shooting a 4 over 75.

Other team members for St. Clair are Brett Harrison, Simon Desmarais, and Justin Roets.

The Saints are coached by Kevin Corriveau.

# Major Gain For St Clair Fire Fighting Program

AM800 CKLW - Tuesday, October 9th 2018



A 1990 Spartan Pumper Firetruck donated from Tecumseh Fire and Rescue Services to the Pre-Service Fire Program at St Clair College, October 9, 2018. (Kristylee Varley/AM800 News)

A major gain for the Pre-Service Fire Program at St Clair College.

A firetruck declared surplus by the Town of Tecumseh, has been donated to the college and will be used in the training of future fire fighters.

"They're going to be able to concentrate on their studies and concentrate on their practical work and not have to worry about mechanical failure or any of that," says Lido Zuccato Chair of Skilled Trades at the college. "It will be great to have a fully functioning truck."



Tecumseh Mayor Gary McNamara (right) presenting a 1990 Spartan Pumper Firetruck to Lido Zucco, Skilled Trades Coordinator at St Clair College, October 9, 2018. (Kristylee Varley/AM800 News)

Tecumseh Fire Chief Doug Pitre says the donation is key to the practical learning.

"Hands on actually pumping on a truck, actually stretching hose lines to see what it feels like, to learn how hydraulics work on a pump and driving skills," says Pitre.

The 1990 Spartan Pumper Firetruck was just taken out of service on September 25th.



# With legalization looming, university and college still crafting policies for on-campus cannabis

Like many other Ontarians, post-secondary policy makers were thrown a late curveball by Premier Doug Ford's recent announcement that smoking cannabis would be allowed in public spaces.

Windsor Star - October 10, 2018



Students are shown near the main entrance to the St. Clair College main campus on Thursday, September 27, 2018. Dan Janisse / WINwp

Administrators at both the University of Windsor and St. Clair College are still working out the details of a campus policy on recreational cannabis use, which becomes legal in Canada next Wednesday.

Like many other Ontarians, post-secondary policy makers were thrown a late curveball by Premier Doug Ford's recent announcement that smoking cannabis would be allowed in public spaces.

"That's become part of the decision on what's going to happen," said John Fairley, the vice-president of communications and community relations for St. Clair College.

Fairley said administration and members of student government from both the Windsor and Chatham campuses met for a "student breakfast" on the subject Wednesday.

"We're working on the policy together," Fairley said. "We should have something announced by next Tuesday if not before."

At the University of Windsor, a committee that includes representation from campus police, legal services, residence life, health and safety, the university's student association and the graduate student society continues to hammer out policy points.

"We have a strategy that in its four or fifth draft," said Ryan Flanagan, the associate vice-president of student experience.

Flanagan added "we would have had it done already" but for the government's late announcement that cannabis use would follow the same guidelines as the Smoke Free Ontario Act.

“We’re working on a strategy with that development in mind,” Flannagan said. “We’re hoping by the 17<sup>th</sup> to have it figured out.”

Other universities across the country have already announced outright bans of cannabis use on campus. The University of Waterloo, Carleton University and the University of New Brunswick are banning smoking marijuana. UNB and Waterloo will allow students living in residence to make and eat cannabis oil-infused edibles, but Carleton will not.

“I think the university is pushing for a smoke-free campus,” said Jeremiah Bowers, the president of the University of Windsor Students’ Alliance. “That’s kind of the popular trend across Canada.”

Bowers said UWSA has not yet released its policy preference.



Jeremiah Bowers, the president of the University of Windsor Students’ Alliance. is shown in this July 18 file photo. Dan Janisse / WINwp

The Canadian Students for Sensible Drug Policy (CSSDP) wants policies that are inclusive of the needs of students who wish to legally access and use cannabis.

“On-campus policies should reflect policies outside of campus as well,” said Heather D’Alessio, a chapter liaison for the CSSDP and an Algonquin College business student.

D’Alessio said the group worries policies will be so restrictive that students will have nowhere to go to consume the product.

She said the group was glad to see one potential restriction, stating a user had to own the home in which the cannabis was consumed, was eventually scrapped.

D’Alessio said research shows the largest segment of cannabis users in Canada are between the ages of 18 and 25 “and very few of them actually own homes.”

The popularity of cannabis among that age group is also a reason why the students’ group is wary of age restrictions on access, noting Quebec’s suggestion to raise the minimum age for legal use to 21.

The legal age in Ontario will be 19.

“It is going to vary from province to province and even from campus to campus,” D’Alessio said. “It will definitely be interesting to see the way all these patchwork systems show different strengths or flaws.”

# Tecumseh donates fire truck to St. Clair College



Lido Zuccato, left, receives the keys to a fire truck from Tecumseh Mayor Gary McNamara on Tuesday October 9, 2018 ( Kristylee Varley / AM800 News )

CTV Windsor - October 10, 2018

The Tecumseh Fire Department has said goodbye to one of its pumper trucks.

The town is giving the truck to St. Clair College for its pre-service fire program, to help train the next generation of firefighters.

A ceremony was held Tuesday where Mayor Gary McNamara handed over the keys to Lido Zuccato of St. Clair.

“Tecumseh recognizes the importance of supporting our local and regional community,” said McNamara. “Many of our fire fighters came through the St. Clair College program and by providing this truck to them, it means that our future fire fighters will be trained on a former Tecumseh truck. That is a legacy we fully support.”

The truck is a 1990 Spartan pumper fire truck that has outlived its use as a front line pumper for the town. It still has several years left as a training vehicle for students in the program to learn how to drive and operate this type of large vehicle.

“It is so very fitting that this generous donation is occurring at the outset of international fire prevention week,” said Patti France, the president of St. Clair College. “By providing St. Clair’s pre-service firefighter students with the opportunity to be trained on such modern equipment, Tecumseh fire and rescue services is ensuring that the next generation of this integral profession will be well versed in both combatting and preventing fires.”

Members of the Tecumseh Fire and Rescue Services volunteer their time with the college as members of the steering and advisory committee. Tecumseh’s fire tower, smoke house and confined space training facilities are also used by the college for training purposes.

The truck was originally purchased by Tecumseh in 1990.

# Essex needs firefighters

Blackburn News - October 12, 2018

The Town of Essex is launching a recruitment campaign to fill some vacancies in its fire department.

“With fire prevention top of mind this time of year, we thought there would be no better time to let people know we’re hiring,” said Essex Fire Chief, Rick Arnel. “We are looking to fill a few open positions.”

This is Fire Prevention Week and fire services across Windsor-Essex are promoting safety.

Earlier this week, Tecumseh Fire and Rescue Services donated a pumper truck to the Pre-Service Fire program at St. Clair College. The truck was surplussed by the town last month and will now be used to train future firefighters.

The campaign in Essex includes two open houses later in the month for those who are interested in becoming a volunteer firefighter.

The first is Tuesday, October 23 at the Essex Centre Sports Complex. The open house is in the Shaheen room from 6:30 p.m. to 8 p.m.

The second open house is at the Harrow and Colchester South Community Centre on Wednesday, October 24 from 6:30 p.m. to 8 p.m.

The campaign also includes posters throughout the town, social media and video promotions.

“This campaign will be all about telling the story of what it’s like to be a volunteer firefighter with Essex Fire and Rescue,” said Communications Manager, Alex Denonville. “Residents will be able to hear directly from [our firefighters] on what it’s like to serve their community.”

Essex Fire and Rescue has three stations in the municipality.

# Former city councillor Dan Allen recognized for contributions

"I'm not going to stop because this community means a lot to me," said Dan Allen, this year's recipient of the Honourable Justice Edward W. Ducharme Award of Distinction.

Windsor Star - October 12, 2018



Dan Allen, pictured Friday, Oct. 12, 2018 at the St. Clair Centre for the Arts, is the 4th annual Honourable Justice Edward W. Ducharme Award of Distinction recipient. Dax Melmer / WINwp

A former city councillor was recognized for his contributions to the Windsor-Essex community at an award ceremony Friday afternoon.

The local United Way named Dan Allen, who served on Windsor city council from 1994 to 1997, the recipient of the 4th annual Honourable Justice Edward W. Ducharme Award of Distinction during a luncheon at the St. Clair Centre for the Arts.

"Wherever I'm needed, I'll be," said Allen, who is currently chair of the St. Clair College board of governors. "I want to stay involved. I have a lot of connections in the community and they know if they reach out to me that I'll be there."

Allen had a decades-long career working for what is now known as Service Canada; he was the senior advisor on equity and diversity in Ottawa and Gatineau from April 2002 to March 2005, then moved back to Windsor in April 2005, where he served as the director of the greater Ontario area for Citizenship and Immigration Canada until his retirement in 2006.

"I'm not going to stop because this community means a lot to me," Allen said. "I got the chance to come home from Ottawa to retire in my community, and it's the best thing that happened to me. This community has done a lot for me and I plan on continuing to do work in the community."

Allen remembered Justice Edward Ducharme, who died from prostate cancer in 2013, as "down to earth," "thoughtful," and someone who "supported his community in a tremendous way."

"I can't be more pleased to be recognized for an award that's named after him," Allen said. Both he and Ducharme grew up in Windsor's west end.

"We all remember where we came from. He had a passion for giving back and a lot of us tried to emulate that."

# Local roundup: St. Clair heads carries No. 1 seed into OCAA women's softball championship

Windsor Star, October 14, 2018

The St. Clair Saints will carry the No. 1 seed into the OCAA women's softball championship, which open on Friday in Kitchener.

The Saints took three-of-four games on the weekend to claim the regular-season title with a 20-4 record.

St. Clair clinched first place with a doubleheader road sweep of Mohawk on Saturday by scores of 12-4 and 17-7 before wrapping up regular-season play on Sunday with a doubleheader split with the Fanshawe Falcons at Mic MacPark. St. Clair took the first game 7-2, but dropped the second game 9-4.

Against the Falcons, Jordyn Clark had seven hits in the two games while Rya Cowan hit her second home run of the season. Olivia Elliott picked up the win in relief in the opener, but took the loss in the second game.

On Saturday, Elliott and Sara Stiller each picked up a pitching win and Jordan Taylor and Megan Lumley each had four hits in the two games.

## **Saints cross country**

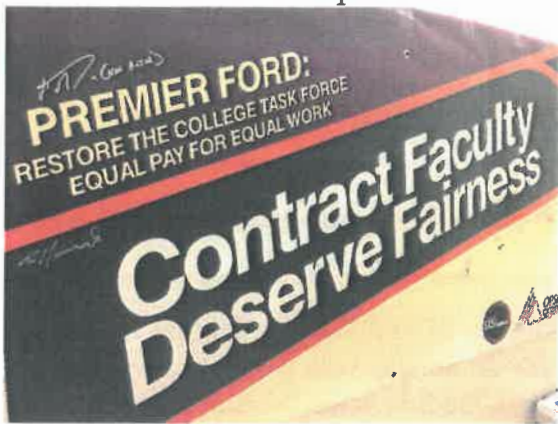
The St. Clair Saints men's cross-country team won its third title of the season by taking the Centennial College Invitational on Saturday in Scarborough.

St. Clair, which is ranked No. 3 in the country, got a third-place finish by Rick Nepomuceno, who finished the 8km course in 27 minutes and 29 seconds. Tyler Jones was seventh in 27:57, Andre Tomasian was eighth in 28:01 and Thador Tekhil was 16<sup>th</sup> in 28:51.

The St. Clair women's team was fifth overall led by Nicole Desrosiers-Michienzi, who was 25<sup>th</sup> over 6km in 27:06.

# OPSEU Continues Fight For More Full Time Faculty At Ontario Colleges

October 15th 2018 - 1:16 pm



(Rob Hindi/AM800 News)

It was one year ago Monday, faculty at Ontario colleges hit the picket lines for five weeks to back contract demands.

The members of the Ontario Public Service Employees Union are holding a "College Workers Day of Action" at all college campuses across the province.

At St. Clair College in Windsor, members of OPSEU Local 138 are interacting with students and asking them to sign a petition supporting a jump in minimum wage to \$15/hour and also equal pay for equal work.

Local 138 President Bernie Nawrocki says they are also asking the province to re-introduce the College Task Force which was agreed upon after the strike.

He says the task force which was responsible for a joining system review, was scrapped by the PC's when they took office.

"The Ford government basically has reneged on its obligation to follow through on the capelin award which was to look at things such as precarious workers and the staffing ratio at colleges and a quality of education in Ontario," says Nawrocki.

He says staffing continues to be a big issue at Ontario colleges.

"That's what we were on strike for, for five weeks back last year in October and this is basically the anniversary date and staffing is still a continued issue at the colleges," says Nawrocki. "Colleges are growing with international students but the proportion of full time staffing is not growing on the proportional rate."

There are roughly 300 full time faculty at St. Clair College and about 600 part time members.

Local 138 is holding its information session at the college until 4pm.

# Growing Student Population Needs To Be Addressed In Windsor

AM800 CKLW – October 16, 2018



Ward 1 Candidate Darcie Renaud waits for a Transit Windsor Bus in south-Windsor on Monday Oct. 15, 2018. (Photo by AM800's Rob Hindi)

A candidate in Windsor's Ward 1 is calling on the city to do something about a growing student population in both Ward 1 and 2.

Darcie Renaud says that public transportation is become a problem and that Transit Windsor is passing students waiting at a bus stop.

"Students in my ward are getting passed by full buses still," says Renaud. "This has been a problem I think since January and still now they find that they're often waiting 40 minutes because buses are completely full and can't accommodate them to get them to school in time."

But incumbent Ward 1 councillor Fred Francis argues that Transit Windsor has made significant progress.

"We put millions of dollars into Transit Windsor, granted St. Clair College is experiencing a lot of success and we congratulate them on that, and I've been working with the people at St. Clair College, and they recognize the need that they need to be good neighbours," says Francis. "They're going to be building a residence soon to house their number of students coming in."





(AM800 file photo)

Renaud is also concerned about property standards for students, saying a task force is needed to address the issue.

"What we're doing now just is not effective," she says, "They're seeing students crowded into houses. They feel they're overcrowded that they're unsafe and property standards aren't maintained."

But Francis says he and the current council take property standards seriously.

"This council actually hired two new bylaw enforcement officers specifically to deal with property standards in and around the city," says Francis. "In my platform moving forward, if re-elected for the next four years, I want to add more bylaw enforcement resources to ensure property standards are maintained."

Also running in ward one are Matt Ford, Krysta Glovasky-Ridsdale and Wiquar Husain.

The municipal election is October 22nd.

# South Windsor neighbourhoods under pressure from college's enrolment surge, says candidate

Windsor Star - October 16, 2018



Darcie Renaud, a candidate for ward 1 in Windsor is shown at her South Windsor home on Friday, August 10, 2018. Dan Janisse / Windsor Star

The recent influx of international students at St. Clair College has had a huge impact on South Windsor neighbourhoods, says Ward 1 candidate Darcie Renaud, who is calling for a pilot project to license rental housing in Wards 1 and 2.

As she campaigns door-to-door near the college, Renaud said many complaints relate to: the rising number of homes converted to poorly-kept student housing; safety concerns about large numbers of students occupying a house; parking headaches on residential streets; and Transit Windsor buses so clogged with St. Clair students that people are being passed by.

“(Residents) don’t mind having students, but you have to keep a balance in the neighbourhood,” Renaud said. The conversion of so many owner-occupied houses into rental properties “completely changes the dynamic of a neighbourhood,” she said. “It really does.”

It is growing pains, simply stated, and I would hope no candidate would attack the college

Full-time enrolment at St. Clair’s South Windsor campus has risen from 6,924 in September of 2017 to 8,890 this fall — an increase of 28 per cent, caused largely by recruitment of international students. And unlike local college students who often live at home, international students need rental housing and public transit. Transit Windsor executive director Pat Delmore said the total June-to-September student ridership went from 2.3 million trips in 2017 to 3.5 million in 2018 — a 52 per cent increase.

Much of that increase is on routes servicing St. Clair through South Windsor. University students living in South Windsor use the same routes to go northward to school.

“We have doubled and tripled those services just to try to meet the needs and there are certainly times of the day when it still isn’t enough,” Delmore said. Every working bus is on the road including five that were supposed to be retired, and drivers often leave some seats empty when they pick up students at the college, so they can pick up people along the route. Instead of buses running every 25 to 30 minutes, they’re often running every 10 to 15.

“It’s good news, because ridership numbers are huge, which is very positive for transit,” he said, noting that increased ridership boosts revenue and government gas tax grants. “It’s just that now we’ve got to address the needs of what these service levels are.”

Renaud said she’s heard complaints from parents who have to drive their kids to university because the bus has passed them by, even though U of W students all pay \$132 annually as part of their student fees for a Transit Windsor UPass.

She said she’s met many international students — who tell her they can’t vote — living in rental housing, especially in the areas closest to the college. Residents upset about the influx of rental housing complain about out-of-town landlords and lack of maintenance. Others tell her they’re concerned that too many students are packed into these houses, creating safety concerns.



Windsor city councillor Fred Francis is shown during the annual budget meeting on Jan. 15, 2018. Dan Janisse / Windsor Star

In February, a bid to impose rental licensing — where landlords would pay an annual fee to pay for mandatory city inspections — was narrowly defeated, though council then approved an enhancement to the existing complaint-based system as a two-year pilot project. But Renaud said inspectors can still get turned away at the door.

“I think a lot fly under the radar that way,” she said, suggesting a pilot project for Wards 1 and 2 could target university and college neighbourhoods.

While the enhancement to the inspection system included adding two enforcement officers, current Ward 1 Coun. Fred Francis said he’d like to add more to make sure standards are maintained. If the current pilot project isn’t enough, council may revisit the rental licensing issue, he said. He said St. Clair is addressing students influx by planning a new residence and moving more programs to its downtown campus.

“It is growing pains, simply stated, and I would hope no candidate would attack the college. They are good neighbours and we’re lucky to have them in Ward 1,” he said. “I hope people are patient because everyone wants the college to succeed.”

College spokesman John Fairley said there are now 1,200 students downtown. “The majority of students like living downtown, so that’s really helped,” he said, adding that students aren’t just moving into South Windsor. They’re living wherever they can find housing — in Forest Glade, LaSalle, Tecumseh and even Lakeshore.

The city’s manager of inspections, Rob Vani, said international students are living throughout the city, an indication of the shortage of rental housing. He said the building code allows one person for about every 100

square feet of floor space, meaning a large number of students could be permitted in a typical South Windsor home. The city addresses overcrowding complaints by ensuring people aren't living in basement bedrooms where the ceiling height is too low or the windows are too small.

He said the enhanced system appears to be working. Officers are writing more enforcement orders as they pare down the waiting list of complaints from about 1,500 to 380 currently. He said his department has held four workshops with the St. Clair international students, explaining their rights as tenants and how to call 311 to complain if their rental property is substandard or unsafe.

"I think most people are just frustrated that their community is changing a bit, going from owner-occupied buildings to buildings that are on the market for rental," Vani said.

# College, university set policies on cannabis use on campus

Windsor Star - October 17, 2018



A smoking area outside the University of Windsor's Cartier Hall on Oct. 17, 2018. Nick Brancaccio / Windsor Star

Recreational use of cannabis became legal across Canada Wednesday, but it remains a restricted substance in terms of where it can be used on the campuses of Windsor's two post-secondary institutions.

After much deliberation with various stakeholders, including students, the University of Windsor will allow cannabis usage in designated smoking areas while St. Clair College will prohibit use completely on its campus.

We wanted to get ahead of it with discussion about to start on becoming a smoke-free campus

Both schools will make accommodations to allow for medicinal use of cannabis.

In opting to allow limited on-campus use, University of Windsor vice-president of student affairs Ryan Flannagan said the school has opted to follow a different path than the majority of Ontario universities.

"The students' association felt this is something their constituents would like," Flannagan said.

"The province has approved it and they wanted people to be treated equally on and off campus."

The university sent out 16,000 emails to students Tuesday on the cannabis issue and warnings on crossing the border. Flannagan said he got back only two critical messages over the school's policy.

Flannagan said smoking cannabis will be strictly limited to designated smoking areas. The university has 28 designated areas for smokers scattered across its main campus.

However, the usage of both cannabis and tobacco on campus is on borrowed time. The university is currently working on creating a smoke-free campus policy it hopes to implement in September 2020.



A smoking area outside the University of Windsor's Laurier Hall residence on Oct. 17, 2018.  
Nick Brancaccio / Windsor Star

St. Clair College is also in the initial stages of launching discussions to create a smoke-free campus and that played a factor in the school deciding to simply prohibit cannabis now.

"We wanted to get ahead of it with discussion about to start on becoming a smoke-free campus," said John Fairley, the college's vice-president of communications and community relations. "This simplifies things.

"We felt it was the right policy to not to introduce recreational cannabis when we're moving to be smoke free."

Fairley added virtually all community colleges have also opted for a complete ban on campus.

He said college consulted with all stakeholders on campus in crafting its policy and that's resulted in little blowback from students or concerns raised by faculty.

"Nobody seems anxious about this," Fairley said.

Both schools also have residences on their campuses and have opted to ban the use of cannabis in those buildings. Students can't have cannabis delivered to the residence, can't grow it or cook with it either.

"There's a liability issue with delivering something to a room at a residence," Flannagan said. "We didn't want the issue of having to verify student identification to make sure they're 19."

Flannagan said growing plants for personal use also poses a potential safety issue with the amount of electricity and water usage involved in the cultivation of plants.

Though the university won't allow cannabis to be used in baking, cooking or drinks by students, but when commercially-produced edibles become legal next year students will be allowed to consume them in the residence.

"We don't want baking because of the smell," Flannagan said. "Also with the classic cannabis brownie, when you make your mix, the cannabis may not be evenly spread so you get a high concentration in one portion.

"The idea if your doing edibles, do it in way that the product has a quality to it and you know what you're consuming."

Both schools said using cannabis and then coming on campus in an impaired state will be covered by the schools' respective substance and alcohol abuse policies.

"I think common sense will be used in the classroom," Flannagan said.

"It's not like cannabis isn't being used already.

"It's no different than having alcohol at lunch. If you're a little tipsy in a lab, you'll be told you probably shouldn't be there."

Fairley said the college isn't expecting to see a significant uptick in usage on campus.

"How many new smokers might try it now that it's legal is indefinable," Fairley said.

"It's not like it's something new you get try. It's just someone else (selling) it."

# Legal pot celebrated by Windsorites, but where you can smoke is murky

## Provinces and municipalities can have different rules for where people can smoke

CBC News · Oct 17, 2018 7:21 PM



Justice Fournier says now he can smoke outside without having to sneak into some alleyway. (Meg Roberts/CBC)

Justice Fournier just smoked his joint in public without fear of legal repercussions. Normally he would either have it indoors or "be in an alley looking like a criminal."

As of Oct. 17, marijuana is legal across Canada and [Ontarians are able to smoke it in many outdoor public spaces](#) and controlled areas in certain facilities.

What this means for Fournier is he'll be able to have his medicine outside without worrying about the "social pressure" that comes with it.

"It's hard right, especially if you're any kind of professional person, to try and say you smoke, it's always a stigma, right," he said.

- [St. Clair College says no to weed 'in all forms'](#)

The 95-year long pot prohibition also led to people being "forced into the underground," according to Alfred Newman. He's turning 65 this year.

He first started using cannabis when he found it helped with anxiety.

Now 49 years later, "we've got it somewhat right," he said.





Windsorites celebrated pot legalization at a cannabis compassion party. (Meg Roberts/CBC)

## Pot tourism

Over in Detroit, some people are seeing Windsor as a place to visit now for pot tourism.

"Yeah, we're paying attention," said Ellen Mattison. "It's probably going to be a big deal for all the people who smoke, because they can go on over and cross. Maybe declare it, maybe not."

"I've been to Canada a few times. I couldn't smoke when I was there. I wish I could at the time," said Germain Brown.

- [Nothing changes,' U.S. border patrol emphasize you can't cross with pot](#)

However, people should note that crossing the border with pot is still illegal under U.S. federal law. For those travelling to the U.S. to facilitate or develop the marijuana industry, the U.S. Customs Border Protection say they would be generally deemed inadmissible into the country.

## Different rules

The rules around cannabis are different [depending on where you are in the country](#).

For example, weed can be smoked where tobacco is allowed in Ontario, but the [City of Ottawa](#) has banned pot smoking from city-owned land.

- [Welcoming legal pot: Windsor-Essex businesses anticipate growth](#)

In Windsor, mayor Drew Dilkins is hoping to have some kind of a distance restriction bylaw because "it's unfair" for people waiting at a bus stop, for example, and have to stand next to someone lighting up.

Institutions can also set their own policies.

While the University of Windsor is allowing people to smoke pot in designated areas, St. Clair College has completely banned it on campus.

# St. Clair College says no to weed 'in all forms'

## Use of recreational cannabis banned across entire campus, including residences

CBC News · Oct 17, 2018 12:45 PM



Cannabis use has been prohibited across the entire St. Clair College campus, but provisions will be made on a 'case-by-case' basis for people who need it for medical reasons. (Sanjay Maru/CBC)

St. Clair College students can not use cannabis anywhere on campus, including residence buildings.

The college released its amended policy on smoking, alcohol and substance use Wednesday — [the same day recreational cannabis use was legalized across Canada](#).

"Use of medical cannabis will be dealt with on a case-by-case basis and accommodated in accordance with the requirements of the Ontario Human Rights Code," the college said in a news release.

"Employees who require medicinal cannabis, or any other prescription drug that may cause impairment, should immediately advise their supervisor."



Students at St. Clair College will be allowed to possess 30 grams of weed on their person — but only if it's in a sealed and labelled container while in residence. (Rafferty Baker/CBC)

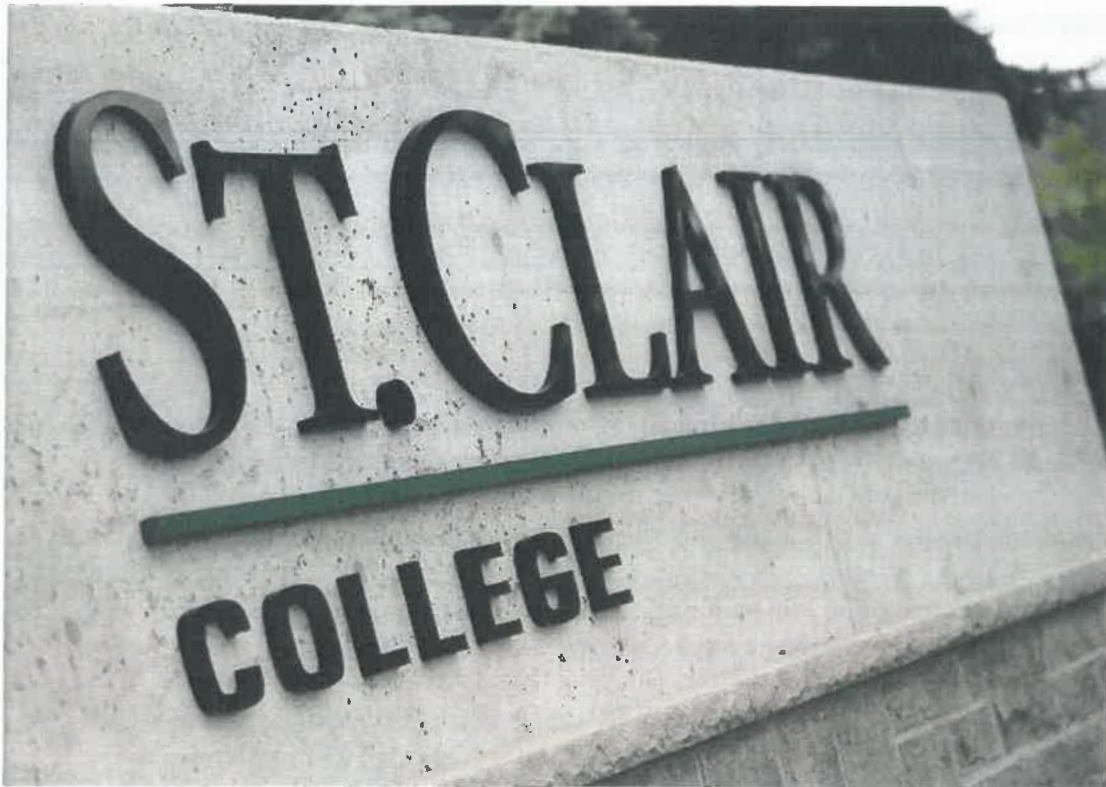
The college has also implemented rules on the amount of cannabis a student can carry on campus.

"Students residing in college residences, and who are of legal age, are permitted to carry up to 30 grams of cannabis on their person, in a sealed and labelled container, while in residence."

On Tuesday, the University of Windsor [announced its policy on cannabis use](#), allowing students to smoke pot in designated areas on campus, but not in their residences. They also can't have Ontario Cannabis Store products delivered to campus.

# St. Clair College Says No Cannabis Use On Campus

WindsoriteDOTca News - Wednesday, October 17th, 2018



St. Clair College will prohibit the use of recreational cannabis anywhere on our campuses including student residences.

Students residing in a College residence and who are of legal age are permitted to carry up to 30g of cannabis, in a sealed and labeled container while in residence.

In addition, cannabis shall not be sold, grown, shared, traded or distributed on campus property by any individual.

# Passionate plea for a fix to Windsor's transit troubles highlights Ward 1 debate

## Four of five candidates attended the event

CBC News · Oct 17, 2018 5:41 PM



Four of five candidates running in Ward 1 are debating at St. Clair College's Student Life Centre Wednesday evening. (Jonathan Pinto/CBC)

A passionate plea for answers from an international student at St. Clair College opened the floor to debate on the transit troubles for Windsor's Ward 1.

The candidates — four of five — debated in front of a live audience at event hosted by the Club of Windsor-Roseland Young Rotary Leaders at St. Clair College Wednesday night.

Incumbent Fred Francis, Darcie Renaud, Wiquar Husain and Krysta Glovasky-Ridsdale attended. Matthew Ford was not there.

The St. Clair College student wanted to know what candidates would do to offer relief to students and Windsor Transit riders expecting more out of the city's busing service.



Wiquar Husain believes a dedicated bus service within Transit Windsor during specific times would help ease congestion. (Chris Ensing/CBC)

One solution could be a dedicated bus service for St. Clair College students, Husain suggested.

"It cannot go for all the duration, throughout the day — but it could go from 8 a.m. to 11 a.m.," he said, who added he's heard about this issue from students while on the campaign trail.

## Communication Breakdown

Darcie Renaud believes the issue comes down to bad communication between the City of Windsor and St. Clair College.

"They simply have not prepared for it because they weren't aware," said Renaud, who said more buses are needed to relieve the pressure on the system.

"There was a breakdown in communication from what I understand and I don't think it's acceptable."



Incumbent Fred Francis spoke during the debate about his first term as a city councillor for Ward 1. (Chris Ensing/CBC)

Francis, the incumbent, responded that the current council has spent tens of millions of dollars on the Windsor transit system.

"Along with purchasing 24 new buses, we kept some of the buses we were going to discontinue in service to deal with higher demand," said Francis, who insisted that Transit Windsor and St. Clair College are in communication now.

## 'Heart-wrenching'

Glovasky-Ridsdale said she shares the same concerns about transit issues that the student raised.

She also spoke earlier that night about other concerns she's heard from international students.

Some students told her that through miscommunications on both the student and school side, some are having a hard time accessing affordable food.



Darcie Renaud believes the miscommunication between St. Clair College and Transit Windsor is unacceptable. (Chris Ensing/CBC)

"To have to tell your parents that you have to go to a food bank? It's heart-wrenching for me," said Glovasky Ridsdale.

"We've invited these people to our city and to have them come here and make them feel completely unwelcome when they don't have the services they need, it's something we need to work on," she said.



Krysta Glovasky-Ridsdale said she heard stories from students while on the campaign trail that were 'heart-wrenching.' (Chris Ensing/CBC)

Candidates also touched on issues such as taxes, addiction and homelessness and city budgets.

# No Smoking Pot On College Property

AM800 CKLW – October 18, 2018



(AM800 file photo)

St. Clair College has updated its smoking, alcohol and substance use policy.

Spokesperson John Fairley says the use of recreational marijuana will not be allowed on campus.

"I think it's interesting that out of the 24 colleges, we've probably aligned ourselves with the majority of all the colleges that are not allowing the use of recreational marijuana," says Fairley. "So it's not like we're doing something so different than any other colleges are going to do. There's a couple that have allowed it in designated smoking areas."

The updated policy states, college employees are not allowed to use marijuana before or during work hours including paid or unpaid breaks and lunches.

It also says students living in residence (who are legal age) are allowed to carry up to 30g of marijuana in a sealed and labelled container while in residence.

# Different pot policies at UWindsor, St. Clair College



Angelo Aversa reports on pot policies at St. Clair College and the University of Windsor.

CTV Windsor - Thursday, October 18, 2018 8:41PM

The University of Windsor and St. Clair College have two different policies after the legalization of marijuana.

Students will not be able to smoke pot on any of the campuses for St. Clair.

"We're prohibiting all recreational smoking of cannabis on the campuses in Windsor and Chatham," says vice president John Fairley.

Fairley says the college administration amended their smoking and substance abuse policy after consulting with the student athletics association and the student government and student council representatives.

Fairley tells CTV News they all agreed to the prohibition of pot on campus and at the student residence.

But the University of Windsor is headed in another direction.

Associate vice president of student experience, Ryan Flannagan, says 18 designated areas have been established around the UWindsor campus for those who wish to smoke marijuana.

But it's only temporary. Flannagan points out the campus will be completely smoke free by September 2020.

Flannagan adds there have been no issues since the legalization of pot on Wednesday.

According to the University of Windsor residence handbook, possessing, distributing or consuming cannabis by individuals who are under 19 years of age is prohibited.





Students of the powerline program at St. Clair College Thames Campus climb the poles to release banners at the grand opening of the Powerline Training Centre. October 19, 2018. (Photo by Greg Higgins)

## St. Clair College officially opens Powerline Training Centre in Chatham

Blackburn News Chatham - October 19, 2018 1:25pm

There will be no more lugging around equipment for powerline students as they have new place to call home with the grand opening of their new training centre in Chatham.

St. Clair College held a grand opening for its Powerline Training Centre at the Thames Campus Friday morning. The \$2.1 million, 6,500 square foot facility will allow students to do climbing and truck training indoors and store all their equipment onsite. Unlike most ribbon cutting ceremonies, organizers decided to do this one in style.

Program Co-ordinator Doug Bendall said the facility will make it a lot easier on the students compared to the “old days.”

“All of our tools and equipment were stored over on the main campus,” Bendall said. “There was a gap in every day to move everything over here, pack it up at night and move it back.”

The new facility is located on the Northwest corner of McNaughton and Bear Line Road and while it isn’t far from the main campus, Bendall said it was still time consuming to move equipment back and forth. He said the facility was much needed and a real “shot in the arm” for the program.

“It really closes some gaps for us,” Bendall said. “It’s going to make us first-class.”

According to Bendall, the facility was needed to train the future of the industry. He said the majority of powerline workers are Baby Boomers who either have already retired or are close to it.

Student president Zach Rank echoed Bendall’s comments about jobs becoming available and he’s glad he chose an open field.

“It’s good to know you’re going to leave school with a good opportunity for a job,” Rank said. “We have to work hard here to keep our grades up and be great candidates for a number of companies in the local area as well as across the province.”

The second year student said when he started, the training centre was nothing but a farmers field so he has seen the whole build. Rank added he, of all people, can really appreciate the work that went into the build and said it will help bring students to Chatham from all across the province and even country.

The grand opening ended with students demonstrating a bucket rescue, which is done when someone is hurt while working up high on the lines.

# New training facility officially opens at St. Clair College in Chatham



The National Powerline Training Centre is officially open at the St. Clair College Thames Campus in Chatham, Ont., on Friday, Oct. 19, 2018. (Chris Campbell / CTV Windsor)

CTV Windsor - Friday, October 19, 2018

The National Powerline Training Centre is officially open at the St. Clair College Thames Campus in Chatham.

The \$2.1-million, 6,500 sq. ft. training facility offers an indoor climbing lab, rescue/repelling lab and an underground training lab.

Officials from all levels of government, along with college students and staff, were on hand for the celebration on Friday morning.

# National Powerline Training Centre officially opens

Chatham Daily News - October 19, 2018



Trevor Terfloth/The Daily News Students take part in a demonstration during the official grand opening of the National Powerline Training Centre at St. Clair College Thames Campus on Friday.

With a large crowd of safety orange-clad students in attendance, the National Powerline Training Centre officially opened its doors at St. Clair College Thames Campus on Friday.

The \$2.1-million, 6,500-square-foot facility, which received funding from government and private partners, has been billed as a necessary step to ensure there are enough skilled workers in the booming Red Seal trade across the country.

Located on Bear Line Road, it features flexible learning space, an indoor climbing lab, rescue/rapelling lab, underground training, multi-use truck bay, tool and equipment storage, and staff offices.

“I definitely had this day marked on the calendar for awhile,” said Zach Rank, a second-year student in the program. “It’s definitely a great step in the right direction for the program having this indoor facility.”

The powerline program currently has 144 first and second-year students, making it the largest post-secondary training centre for the trade in Ontario.

Rank, who is also president of Thames Student Inc., expects the centre will be a big draw for the program. However, he added the people are also an important part of the experience, noting the dedication of faculty.

“I love every single day,” he said. “The instructors here are first class. They know what’s relevant in the industry. Some of them even still work in the industry.”

The average age of a powerline maintainer in the province is 55, which the college says underlines the urgent need for new workers in the field.

“Modern learning spaces are key to helping students develop the skills they need for the good jobs of today and tomorrow,” said Minister of Innovation, Science and Economic Development Navdeep Bains, of the federal government, in a media release.

The facility encompasses 10 acres of property right across from the Thames Campus. With the lands being traditional territory, Walpole Island First Nation Chief Dan Miskokomon also brought greetings.

Patti France, college president, credited everyone involved in making the centre a reality for the school’s “ambitious and hard-working students.”

Mayor Randy Hope said it is important to prepare young people for a competitive marketplace and touted how post-secondary institutions serve as an incubator for the skilled trades.

Because of their intensive training, he said students in the program will be the “cream of the crop” within the industry.

Chatham-Kent-Leamington MP Dave Van Kesteren and MPP Rick Nicholls were also in attendance, with both touching on the increasing need for powerline employees throughout the country.

# New \$2.1M training centre opens at St. Clair College's Thames campus

Windsor Star - 20 Oct 2018 – PRINT EDITION

With a large crowd of safety orange-clad students in attendance, the National Powerline Training Centre officially opened its doors at St. Clair College Thames Campus Friday. The \$2.1-million, 600-squaremetre (6,500-square-foot) facility, which received funding from government and private partners, has been billed as a necessary step to ensure there are enough skilled workers in the booming Red Seal trade across the country. Located on Bear Line Road, the centre features flexible learning space, an indoor climbing lab, a rescue/rappelling lab, underground training, a multi-use truck bay, tool and equipment storage, and staff offices.

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"Modern learning spaces are key to helping students develop the skills they need for the good jobs of today and tomorrow," federal Minister of Innovation, Science and Economic Development Navdeep Bains said in a news release.

The facility encompasses four hectares (10 acres) of property right across from the Thames Campus. With the lands being traditional territory, Walpole Island First Nation Chief Dan Miskokomon also brought greetings. Patti France, college president, credited everyone involved in making the centre a reality for the school's "ambitious and hardworking students."

# St. Clair Officially Opens Powerline Maintenance Centre

AM800 CKLW - Sunday, October 21st 2018



Officials open St. Clair College's new Powerline Maintenance Training Centre in Chatham-Kent on Friday Oct. 19, 2018. (Photo by CTV Windsor's Chris Campbell)

St. Clair College in Chatham is expanding.

The college has officially opened its new \$2.1-million National Powerline Training Centre.

The 6,500-sq.ft. facility will allow students to apply practical experience right on campus.

This from program co-ordinator Doug Bendall who tells CTV News the centre will help fill a void that is in high demand.

"The infrastructure in Ontario is getting older and so are the people that maintain it," he says. "The people that are going to retire, the baby boom generation, are starting to step into the twilight-years and all the students are looking for a chance to backfill."

Entegris Powerlines' Steve McAllistar says it's another positive step for an industry where the average worker is 55 years old.

"Compared to where we were 15 years ago when we took them right out of high school, they come to us now with a lot of skills a lot more knowledge and that's going to make a much safer and productive environment for our companies," he says.

The program is a legacy for student Dave Johnstone.

"Got into it because my older brother went through the same program here at St. Clair College and he really loved it and I like working on heights and being outdoors and it's a great job to do that for," he says.

There are close to 150 first and second-year students training in Chatham and staff believe they will be able to find work anywhere in the country after graduation.

St. Clair is the largest post-secondary trainer for powerline maintenance.

**PRESIDENT’S REPORT**

**Meeting of the Board of Governors  
Full Board – October 23, 2018**

**1. ProsperUs Cradle To Career Initiative**

ProsperUs is a collective of non-profit, government, health care, education, labour, business, and inspired residents with a shared vision of a prosperous Windsor-Essex County where every young person has the opportunity and support to succeed from cradle to career. Cradle to Career is about unlocking potential and giving every child the opportunities they need to succeed. It’s important to level the playing field for children across neighborhoods in our community, as the reality is that some children need a head start to reach the finish line. It’s about investing in youth to ensure that no child is left behind. With a veritable “who’s who” of community leaders present, ProsperUs launched the Cradle to Career vision at a Media Release event on Friday, September 14, 2018.

*“One might think that St. Clair’s involvement in the ‘Cradle to Career’ philosophy deals only with the latter stages of the educational process. But when one considers that we teach hundreds of students every year in Early Childhood Education, Child and Youth Care, Autism and Behavioural Sciences, Developmental Services Workers and a number of other youth-oriented programs, it is clear that the College, its students and graduates support the growth and well-being of members of our community, from infancy to adulthood”,* said St. Clair College President Patti France.



Over the next few months United Way will lead the community consultations, including 1-to-1 and group consultations. ProsperUs will also begin to narrow in on the key milestones it will focus on and measure over time, and undertake an extensive community and expert consultant in co-designing the interventions that will help improve results in these milestone areas. It will also identify target neighbourhoods where the interventions will be launched. ProsperUs plans to report back to the community next Spring on the specific, multi-year goals that will turn its vision for a prosperous, health community into a reality.

**2. National Powerline Training Centre Grand Opening**

St. Clair College is pleased to announce the official opening of the National Powerline Training Centre, a facility that has been made possible thanks to the Federal Government’s Post-Secondary Institutions Strategic Investment Fund and a number of public and private partners. This Centre will provide training for students in the Powerline Technician program and the in-demand Powerline Maintainer - Red Seal Trade.





## President's Report

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*"This partnership between education, government, and private-sector industries demonstrates how Canada can effectively address its skilled trades gap", says Patti France, President, St. Clair College. "It's a win/win situation: the Canadian economy is enhanced by this infusion of new technicians, and the students obtain rewarding and in-demand careers. St. Clair is proud to be serving both the nation and young people with this program, and can more effectively do so with this state-of-the-art new facility now in place".*

The \$2.1 million, 6,500 sq. ft. facility offers flexible learning space and features an indoor climbing lab, rescue/repelling lab, underground training lab, with multi-use truck bay space, tool and equipment storage, and staff offices. This will enable the Chatham Campus to provide learning opportunities in this trade, which is currently in demand in Ontario and across Canada. Because of this investment, students and professors will work in a state-of-the-art Training Centre that supports lifelong learning and skills training.

Currently, the program has an enrolment of 144 first and second year Powerline students, making the program the largest post-secondary Training Centre for this trade in the Province of Ontario. The Centre is also approved to offer Level I & II of the 434A Powerline Technician apprenticeship trade through its partnership with Infrastructure Health & Safety Association (IHSA).

### **3. Cannabis Legalization**

The Smoking, Alcohol and Substance Use Policy (#3.15) has been amended to reflect the new federal laws that came into effect on Wednesday, October 17, 2018. The amended policy will prohibit the use of recreational cannabis anywhere on campus, including our student residences. Persons who are in need of cannabis due to medical need at the College or in residence have provisions in the amended policy. Federal Law Bill C-45, referred to as the Cannabis Act, has legalized recreational use of cannabis nationwide in Canada.

### **4. A New Paramedic Ambulance Gets Rebranded**

Thanks to the generous donation of a new ambulance from Windsor-Essex EMS, the Paramedic program is now the proud owner of two ambulances for the programs in Windsor and Chatham. They were "rebranded" this Summer with the College's new logo.

The ambulances will serve as "working labs" for students in the Paramedic program. Thanks to Windsor-Essex EMS for their ongoing support of the students and staff in our Paramedic Program.



### **5. Firefighting Program Gets Big Donation**



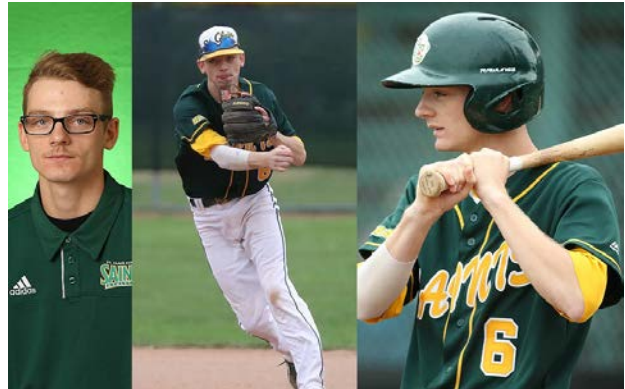
The St. Clair College Pre-Service Firefighting program are the recipients of a very generous donation of a 1990 Spartan Pumper Firetruck from the Town of Tecumseh. Mayor Gary McNamara and Fire Chief Doug Pitre were on hand to pass the keys to our own Lido Zuccato, Chair School of Skilled Trades. The donation will go a long way to providing our students with a fully operational firetruck.

## President's Report

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### 6. Dion Named OCAA Baseball Player of the Year for St. Clair College

St. Clair's Kevin Dion became the 3<sup>rd</sup> Saint to win the OCAA Baseball Player of the Year award after receiving the distinction at the Championship Banquet held on October 18, 2018 at the Oshawa Convention Centre. Dion batted 0.368 this Fall which was 8<sup>th</sup> in the league but became the OCAA's hit king earlier this season surpassing the mark set by former teammate Crannel Jerald (2013-16). Dion currently sits at 90 career hits and is a 4<sup>th</sup> year student in the Event Management program having already earned a diploma in Advertising and Marketing Communications.



### 7. Rilett Wins OCAA Softball Player of the Year Award for Saints

At the Championship Banquet held on October 18, 2018 at the Holiday Inn Kitchener-Waterloo Conference Centre, Saints 5<sup>th</sup> year shortstop Michaela Rilett was named the OCAA Player of the Year. Rilett had an impressive 0.554 batting average this fall on her way to the OCAA Batting Champion honours while leading the league with 46 hits, a 0.570 on-base percentage and a 0.747 slugging percentage. She was also second in the OCAA with six triples while contributing 33 runs (6<sup>th</sup>), 24 RBI's (6<sup>th</sup>) and 7 stolen bases. In addition to Player of the Year recognition Rilett was named an OCAA All-Star in the infielder category.



### 8. St. Clair College Softball Bring Home Provincial Silver from Kitchener

The St. Clair College Women's Softball team lost 6-2 to Durham College (Oshawa) in the gold medal round at the OCAA Provincial Championship Tournament on October 20, 2018 in Kitchener taking home their 3<sup>rd</sup> consecutive Silver Medal. The Saints defeated Fanshawe College (London) by a score of 15-5 on October 20, 2018 Saturday morning in a mercy shortened 6 innings to qualify for the championship game.

In the qualifying game St. Clair held a 7-5 lead over Fanshawe going into the 6<sup>th</sup> but put 8 runs for the mercy result. Sara Stiller recorded the win on the mound going all 6 innings spreading out 10 hits to go with 3 strikeouts. Alexandra Senft, Rya Cowan and Hannah DesRosiers each had 3 hits apiece to pace the Saints offensively with DesRosiers earning the Player of the Game Award with 3 RBI's.

In the Championship game the Saints fell behind 5-0 after 4 innings and scored 2 runs in the 6<sup>th</sup>. But Durham responded in the bottom half with a run to complete the scoring. St. Clair catcher Lauryn Schram was named Player of the Game with an RBI double in the contest. Jordan Taylor and DesRosiers each had two hits for St. Clair in the game with Olivia Elliott suffering the loss in 3 innings of work. Mary O'Neil and Jordan Taylor both represented St. Clair on the Championship All-Star team.

### 9. St. Clair College Men's Baseball Win Silver at Provincials

The St. Clair College Men's Baseball team lost in the gold medal round at the OCAA Provincial Championship on October 20, 2018 to Humber College (Etobicoke) by a score of 14-5 and were awarded the Silver Medal. The Saints earned their way into the gold medal game after a 5-4 walk-off win over Fanshawe College (London) earlier in the day. This is the first time that St. Clair has not taken home the gold medal in the history of OCAA Baseball having won the previous 5 championships in undefeated fashion.

The Saints can now set their sights on the National Championship being hosted by Humber College in Etobicoke starting Thursday, October 24, 2018.



ST. CLAIR

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# RISK MANAGEMENT

# RISK MANAGEMENT



START **HERE** GO ANYWHERE



## Risk Management

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## Preamble

Risk Management is the process of identifying, analyzing and addressing areas of existing or potential risks. Proactive risk management practices can help avoid or reduce liability to the College. Risk management may be as uncomplicated as asking four basic questions:

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

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

## Strategy includes:

1. Identify the risk.
2. Analyze and categorize the risk.
  - Determine probability scale.
    - **High – Has happened frequently or has a high likelihood of happening.**
    - **Medium – Has happened occasionally or has a reasonable chance of happening.**
    - **Low – Has happened infrequently or is not expected to happen.**
  - Determine impact scale (0-3).
    - 3 High - The issue would have a major impact on services.
    - 2 Medium - The issue would have some impact on services.
    - 1 Low - The issue would have very little impact.
    - 0 N/A - The risk is not relevant.
3. Manage the risk.
4. Review and monitor the risk.

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Categories used to identify potential risks:

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



# RISK MANAGEMENT

The following areas have been deemed to be high risk:

1. Deferred Maintenance Items
2. Revenue
3. IT Security

Please see St. Clair College Risk Assessment 2018 document for further information regarding above areas.

# RISK MANAGEMENT

2.1	Deferred Maintenance Items	Low-High	2-3	<ul style="list-style-type: none"> <li>• Strategic Investment Funding from the Federal Government, Facilities Renewal Funding from the Ontario Government and College Capital investment combined to address \$6.3M of deferred maintenance in the 2016 and 2017 fiscal years.</li> <li>• Other deferred maintenance addressed through capital approval process annually.</li> <li>• “Impact Analysis” is provided to SOG for all items not funded.</li> <li>• \$1M available in reserves in the event of an emergency with Board approval.</li> <li>• Continual advocacy for required funds is communicated consistently on an ongoing basis.</li> <li>• Deferred Maintenance List is reviewed annually, and priority items are identified for capital funding planning.</li> <li>• A new Facilities Building Condition will commence in 2018 and set a new benchmark for deferred maintenance. The College will complete at a minimum 1/5 of the campus buildings each year for the next 5 years.</li> <li>• In 2018-2019, the College is receiving \$6.1M in funding from the Ontario government for projects to address greenhouse gas reductions. These projects will help to further decrease the deferred maintenance budget by upgrading or replacing boilers and HVAC equipment.</li> <li>• The College continues to dedicate funds deferred maintenance projects for grounds, classroom renovations and campus upgrades.</li> </ul>
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## Deferred Maintenance Update for 2017/2018 Fiscal Year

As previously reported, the College has implemented a two-year strategy to address deferred maintenance projects with the support of the Federal Strategic Investment Fund (SIF), the Provincial Facilities Renewal Fund (FRP) and Capital contributions from the College. Over the two-year period, \$6.3 million was allocated to this effort and projects included:

1. Roofing – Roofing projects were completed at all campuses.
2. HVAC Systems and Controls - Two new HVAC systems were installed at Windsor Campus and HVAC controls and VFD's were upgraded across the Windsor Campus.
3. Powerhouse Upgrades - Installation of a new cooling tower at Windsor Campus and replacement of boiler pumps.
4. Electrical Distribution System Upgrades - New transformers for both Windsor and Chatham Campuses were installed, generators were updated, electrical switchgear, panels and conduits in various areas at Windsor Campus and Chatham Campus were replaced.
5. Lighting Upgrades – LED lights, both indoor and outdoor, were installed in various areas at all campuses.
6. Classroom and Lab Upgrades - Installation of a new DSW/PSW lab in Chatham (retrofitting an old classroom) and the complete retrofit of four tiered classrooms at both Windsor and Chatham campuses. Refurbishment of Horticulture labs including the refurbishment of two greenhouses and HVAC controls.
7. Window refurbishment - Sealing and/or replacement of leaking skylights and windows at Chatham and St. Clair College Centre for the Arts.
8. Water Distribution Line Replacement – Replacement of three galvanized piping lines at Windsor Campus.

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In addition to the above, in the 2017/2018 fiscal budget, the College also allocated:

- \$275,000 in capital monies to Campus Beautification
- \$522,000 in capital improvements
- \$180,000 in classroom renovations from 50<sup>th</sup> Anniversary Fund

Projects include the following:

- Installation of a side walk, curbs and a decorative fence along the west road at Windsor Campus.
- Construction of a new stone campus sign and video screen at Chatham Campus.
- Installation of a commemorative 2-face pedestal clock at Chatham Campus.
- Installation of LED wall decorative lighting at the main entrance at Chatham Campus.
- Installation of a sidewalk and lighting between the residence and the main building at Chatham Campus.
- Enhancement of flower beds around the clock and sign at Chatham Campus.
- Installation of awnings on the 4<sup>th</sup> floor terrace at St. Clair College Centre for the Arts.
- Installation of a new stone patio on 4<sup>th</sup> floor terrace interlock system at the St. Clair College Centre for the Arts.
- Installation of a storage building at CCIP and fencing compound at FCEM to alleviate clutter of outdoor storage at Windsor Campus.
- 4<sup>th</sup> floor lobby renovation (accessibility improvement) at Windsor Campus.
- Asbestos Door replacement at Windsor Campus.
- Sidewalk repairs at Windsor Campus.
- Fire Damper replacements at Chatham Campus.
- Outdoor lighting replacements at Windsor and Chatham Campuses.
- Lab/Classroom Renovations at Windsor Campus (including the Traditional Animation and three computer labs).

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# RISK MANAGEMENT

- Based on the Building Condition Assessment (BCA) data from 2012 and factoring in the monies allocated towards deferred maintenance, current reports indicate a deferred maintenance liability of \$27 Million.
- Caveats:
  - ❖ This number has not been updated since the BCA started in 2012 and did not appear to include roads, parking lots, building envelope and other major deferred maintenance items.
  - ❖ Newer buildings have not been added.
  - ❖ Equipment continues to age and break down across all campuses. BCA's are based on a snapshot in time.

# RISK MANAGEMENT

- Path Forward:
  - ❖ All colleges have committed to the Ministry to complete BCA's over a five-year window and continue to complete them on five-year cycles.
  - ❖ St. Clair College will endeavor to complete a new BCA as quickly as budget allows.
  - ❖ The cost of the total assessment is approximately \$200,000 if done at one time. If split up, additional fees will be assessed.
  - ❖ BCA's are required to provide accuracy and consistency to deferred maintenance numbers as they are based on industry averages for replacement and longevity of infrastructure and equipment.
  - ❖ Government funds have been used, as well as College Capital, towards deferred maintenance over the last few years. Depending on the new Government priorities, these funds may cease and deferred maintenance may be need to be sourced solely from College Capital.

# RISK MANAGEMENT

3.3	Revenue	High	3	<ul style="list-style-type: none"> <li>• Budget process used to determine revenue projections (Conservative approach is taken). A two-year forecast was included in the 2018-19 budget.</li> <li>• Monthly account reconciliations performed.</li> <li>• Monthly reports provided to budget holders.</li> <li>• Mid-Year Review used to mitigate financial risk.</li> <li>• Chief Financial Officer reports any potential risks to SOG for assessment, review and action on a weekly basis.</li> <li>• \$1M in reserves for emergencies (Board approval required).</li> <li>• Quarterly financial monitoring reports provided to the Board of Governors.</li> <li>• With corridor funding taking effect in 2019-20, the following are performed: actively monitor program mix impact on weighted funding unit, impact of new programs that do not bring funding, and long-term enrolment forecasting.</li> <li>• PPP wind-down is actively monitored and managed.</li> </ul>
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# RISK MANAGEMENT

7.2	IT Security	High	1-3	<ul style="list-style-type: none"> <li>• IT Services reviews security resources on an ongoing basis.</li> <li>• IT policies pertaining to Security include:             <ul style="list-style-type: none"> <li>a. Defining the Need for Security</li> <li>b. Security policy</li> </ul> </li> <li>• Security Processes audited annually.</li> <li>• Security investigations completed and documented as required.</li> <li>• Zero tolerance given for security breaches.             <ul style="list-style-type: none"> <li>a. New firewalls have been acquired with the capability of: Intrusion detection that will not allow any IP address into the College network unless an explicit rule has been put in place.</li> <li>b. State full packet inspection as well as application analysis that will help with unwanted access to the College.</li> <li>c. Logging traffic for all users which allows the College to conduct security investigation in a more efficient manner.</li> <li>d. Locking of specified sites are handled by our security software.</li> <li>e. Minimal access is allowed for VPN (Virtual Private Network) access which requires 2 levels of authentication into the College.</li> <li>f. Student and College Administration domains are separated to prevent unauthorized access, as well Finance systems are only available internal to the College network.</li> </ul> </li> <li>• IT Services is currently in talks with third party Security Vendor to augment security and threat monitoring.</li> <li>• IT Services currently has 3<sup>rd</sup> party after hours monitoring of College network connectivity.</li> <li>• The College is a stakeholder member of CWE (Connecting Windsor Essex), this group provides the College with additional oversight of upstream network providers.</li> </ul>
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# RISK MANAGEMENT

## Insurance Limits

### Property

Primary = \$200,000,000 per occurrence

Excess = \$100,000,000 per occurrence

Total = \$300,000,000

There is \$10,000,000 in extra expense coverage under the property policy. This type of coverage pays for additional costs in excess of normal operating expenses that an organization incurs to continue operations while its property is being repaired or replaced after having been damaged by a covered cause of loss.

### Commercial General Liability

Primary = \$25,000,000 per occurrence

Umbrella = \$15,000,000 per occurrence

Total = \$40,000,000

### Directors & Officers

Primary = \$5,000,000 each loss

Excess = \$10,000,000 each loss

Total = \$15,000,000

Cyber insurance coverage is in place for \$5,000,000. If a cyber-related event were to occur, the cyber insurance policy would cover: data breach crisis management, business interruption, cyber extortion, network security liability and privacy liability.

Active Assailant coverage is in place for \$10,000,000. If an active assailant (*i.e.* active shooter) event were to occur, the active assailant policy would cover liability, including bodily injuries, property damage, and business interruption, including loss of attraction. Terrorism and Sabotage coverage is in place for \$100,000,000. If a terrorism event were to occur, the terrorism policy would cover liability, including property damage, bodily injuries, and business interruption.

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# ST. CLAIR

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Thank You!

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Full Board Minutes:  
October 23, 2018

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ST. CLAIR LEGACY

Item #5.1  
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# Financial Monitoring Report August 31, 2018

Presentation to the Board of Governors  
October 23, 2018

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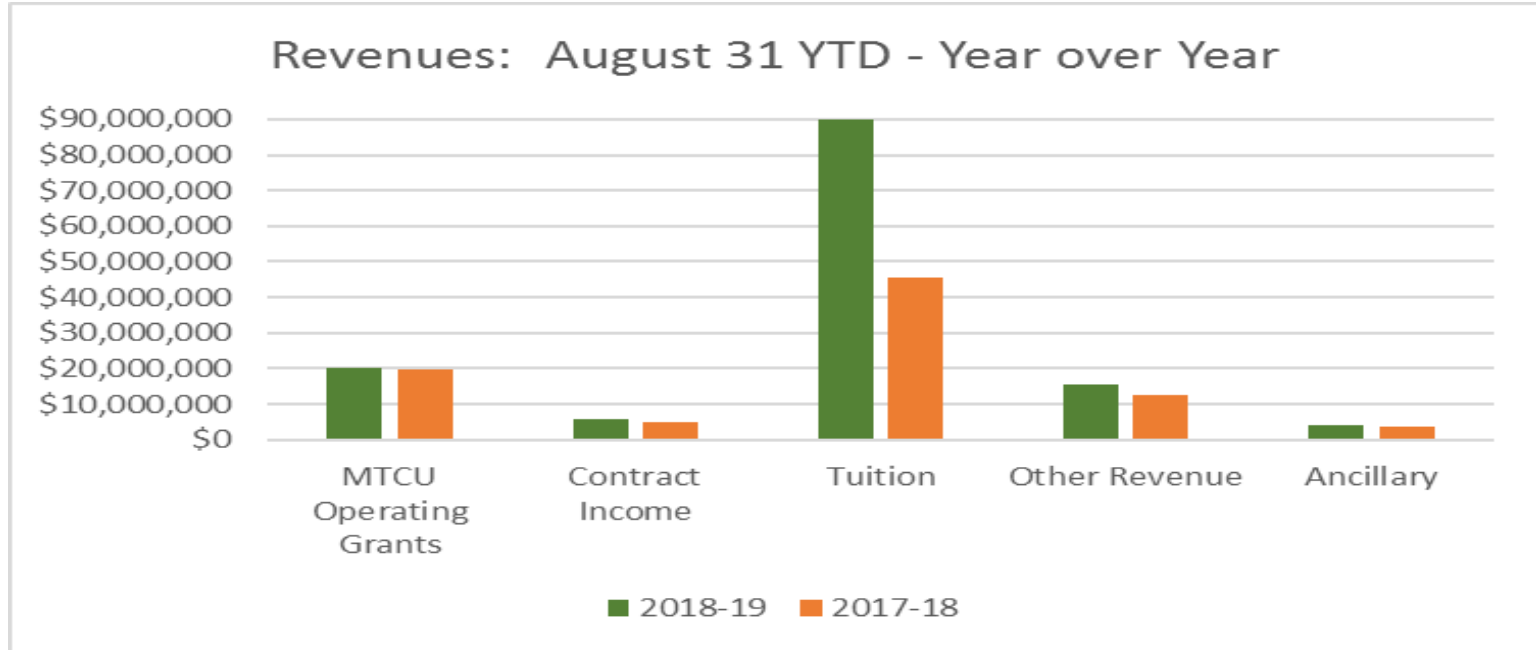
- Income Statement for the Five Months Ended August 31, 2018
- Capital Update at October 2018
- Recommendation

# Summary of Revenues and Expenditures

Schedule I (in 000s)			
Line Item	Fiscal Year Budget	August 2018 Actual	August 2017 Actual
Revenue	\$177,369	\$135,472	\$86,550
Expenditures	\$174,695	\$76,899	\$53,939
Surplus / (Deficit)	\$2,674	\$58,573	\$32,611

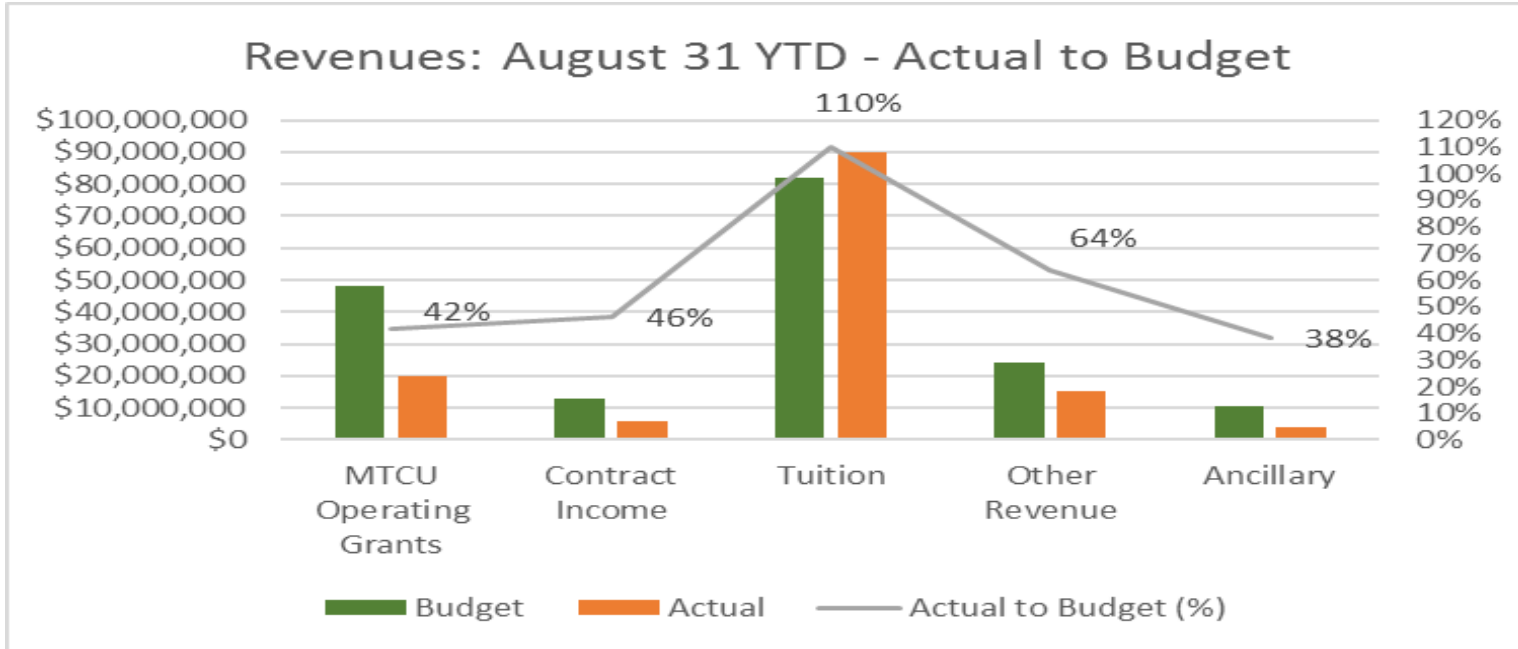
Note: College surplus at September 30, 2018 is \$57,296,604.

# Revenues



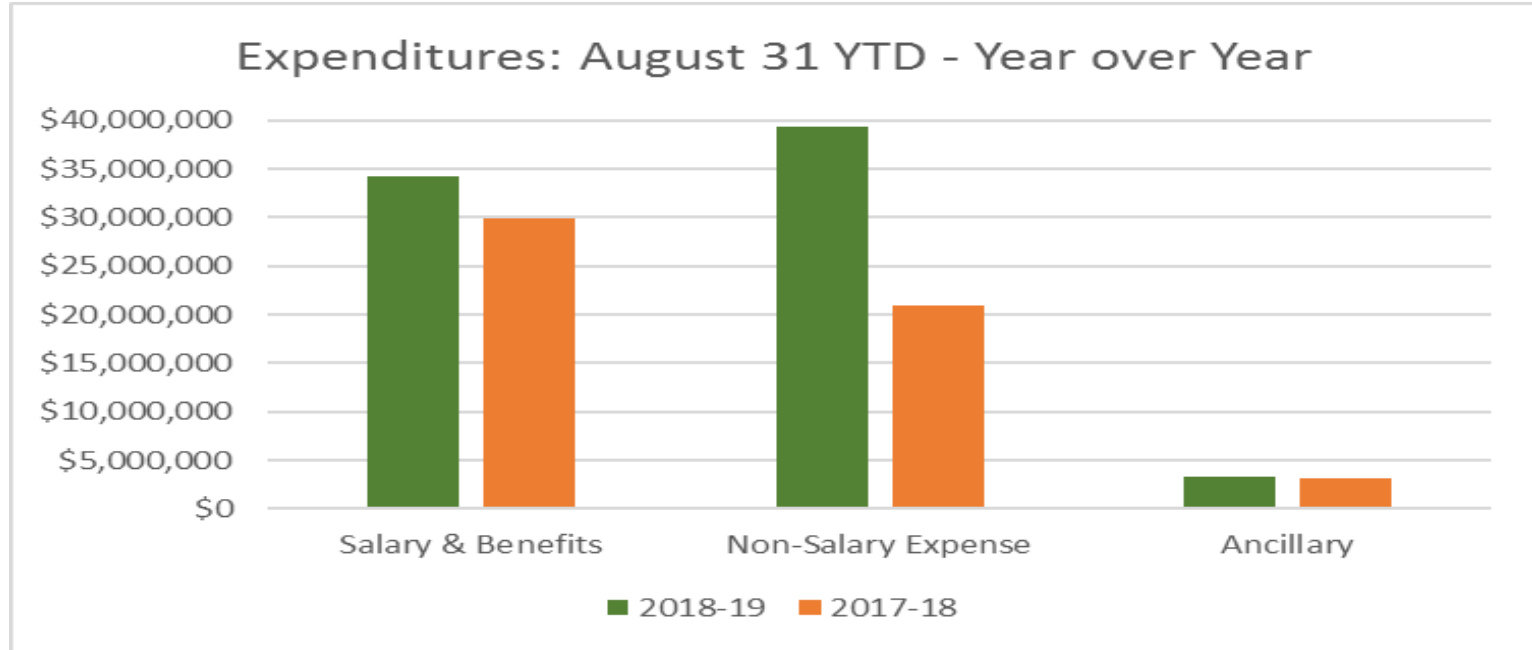
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# Revenues



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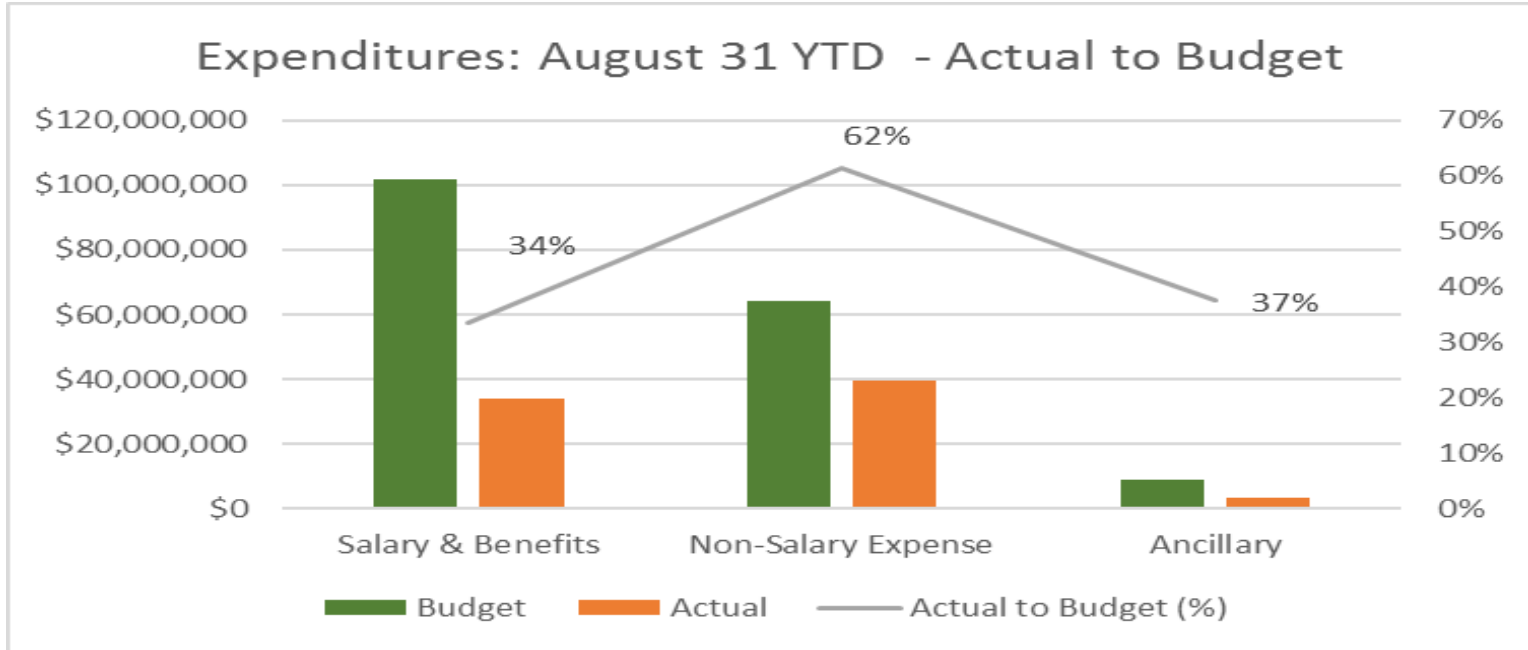
# Expenditures



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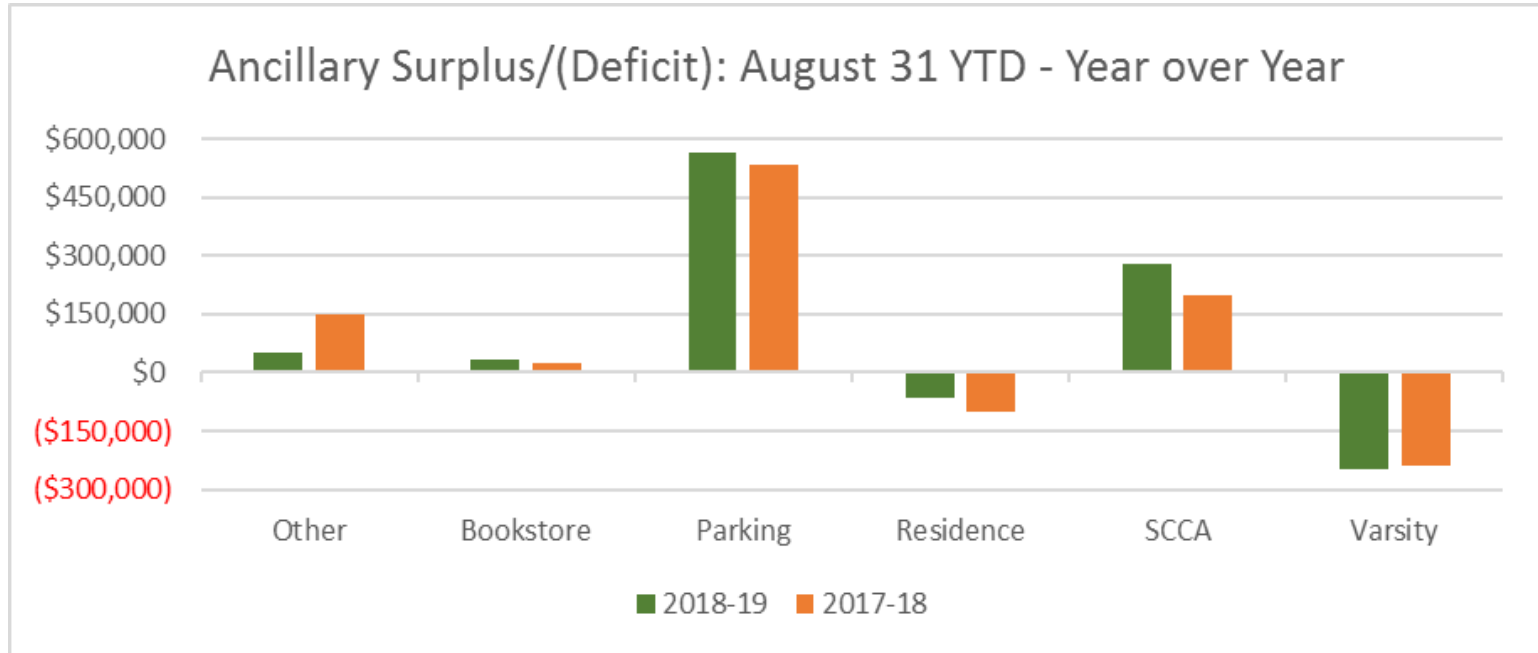


# Expenditures



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# Ancillary



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# Capital Update at October 2018

Project	Fiscal Year Budget	Actual Spend	Variance
Greenhouse Gas Grant	\$6,163,610	\$543,280	\$5,620,330
Other Capital Grants*	\$1,431,291	\$587,640	\$843,651
Operating Funds	\$9,000,000	\$5,763,993	\$3,236,007
<b>Total</b>	<b>\$16,594,901</b>	<b>\$6,894,913</b>	<b>\$9,699,988</b>

\*CERF and FRP have not been confirmed by MTCU.

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# Recommendation

- IT IS RECOMMENDED THAT the Board of Governors:  
Receive the Financial Monitoring report as at  
August 31, 2018 as information.



Questions?

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