



ST. CLAIR



ANNUAL REPORT

April 1, 2016 | March 31, 2017



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Executive Summary

This annual report describes St. Clair College's progress towards the goals of its strategic and business plans between April 1, 2016 and March 31, 2017, and includes financial results for this period.

St. Clair College celebrated 50 years of serving our students and community, as one of Ontario's leading centres of education. It was an important milestone that allowed us to reflect on the many accomplishments of our alumni, faculty and staff over the decades past. It was also a time to envision the opportunities for developing minds and careers with the skills needed for the next 50 years.

In the 2016 – 2017 academic year, our commitment to academic excellence included the development and submission of two degree programs. They are the Bachelor of Applied Arts in Social Justice and Legal Studies and Bachelor of Business Administration (Communications and Information Technology). Following Ministry approval, these will be launched in the 2019 – 2020 academic year.

Our faculty team continues in our challenge to incorporate work-integrated learning opportunities into 100% of our programs. We expect to reach this goal by 2018. New academic pathways for students have been developed, with a new agreement signed this year with Boston Architectural College. Students will receive direct entry into a Master's of Architecture Program and are eligible for full participation in the work placement components of the curriculum at Boston College.

The Centre for Academic Excellence has developed an array of additional resources for faculty, with a number of professional development opportunities. These have enhanced the depth of teaching in order to enhance the learning experience for our students. A comprehensive website is dedicated to publishing a wide variety of teaching tools, best practices and professional development opportunities.

The Student Services department has increased services to help students with mental health and accessibility challenges and the College continues to monitor and enhance these services with our community partnerships. One initiative to support student success includes the consolidation of career services for students resulting in a KPI Graduate Employment rating of 84%, which surpassed the provincial average.

Comprehensive planning is underway to address the anticipated retirement of many of our faculty and staff in the near future. It is estimated that more than 35% of the College's workforce is eligible to retire within the next five years. As a result, the College's Human Resources department is developing a "talent management strategy" with the creation of "desk manuals" for critical positions within the institution.

The College received a welcome infusion of capital investment from the federal, provincial and local levels of government to help the College address a growing list of deferred maintenance projects. In addition, a portion of these funds were directed to the development and construction of a National Powerline Training Centre at the Chatham campus, opening in 2018.

1.0 Message from the Board Chair

On behalf of the St. Clair College Board of Governors, I am pleased to present the College's 2016 – 2017 Annual Report.

This year has seen continued advancements in academic excellence, student satisfaction, and expansion of our campuses. Once again, St. Clair College exceeded the provincial average in the Key Performance Indicators (KPI's) in student satisfaction. This reflects the College's commitment to excellence in academics, facilities, and student support services. The College scored 80.2% (compared to 76.5% provincially), a strong reflection of the work done by faculty, staff, and administration.

It was also a year where the College deployed significant financial resources into renewing our existing infrastructure. This will continue to be an area of concern for the College.

Our student government is commended for its leadership role in 2016 – 2017, as it undertook two large expansion projects. In Windsor, the Student Representative Council (SRC) funded and built the Dr. John A. Strasser Student Life Centre. This opened in March 2017. In Chatham, Thames Students Inc. (TSI) facilitated a \$1.9 million, 8,500 sq. ft. student centre expansion which opened in November 2016.

January 1, 2017 also marked a significant milestone for our College with the beginning of year-long celebrations of 50 years of excellence in education serving Windsor-Essex, Chatham-Kent, and beyond. What a wonderful opportunity to recognize the College's achievements along with our students, alumni, faculty, staff and community partners!



Dan Wilson
Chair, Board of Governors

2.0 Message from the President

I would like to begin by thanking the Government of Ontario and the Ministry of Advanced Education and Skills Development who have done so much to promote, support and enhance post-secondary education during the past years, and we are very appreciative of those efforts.

The 50th anniversary of the founding of St. Clair College added a golden celebration to a dynamic and successful year for our College in 2016-2017. We were pleased to enhance our opportunity for lifelong learning as we expanded our campus once again. On January 1, 2017, the former private-sector Valiant Training and Development Centre on St. Etienne Boulevard in Windsor came under the College's management. It is now called the St. Clair College Skilled Trades Regional Training Centre. In addition to acquiring this fully equipped facility, the College adopted Valiant's innovative "Earn While You Learn" training system. We hope that will be the precursor to many more co-operative educational programs in the future.

Early in the New Year, the College launched its Contract Training partnership with Premier Aviation Windsor Inc. the City of Windsor, and the Ministry of Advanced Education and Skills Development. This provides highly skilled employees for the major aircraft maintenance hangar, located at the Windsor Airport.

A press conference on January 9, 2017 at our Chatham Campus saw St. Clair College acknowledge the receipt of almost \$8 million in Federal, Provincial, local and College-generated infrastructure funding. These funds will be used to create the National Powerline Training Centre, and support investment in our existing infrastructure at all campuses.

Perhaps the most dynamic changes over the past year was the significant increase of international students at both in Windsor/Chatham campuses, along with our partnership with the ACE Acumen Academy in Toronto. When founded 50 years ago, St. Clair College served the educational needs and employment aspirations of only local students. As we entered this Golden Anniversary year, we now prepare students from around the world who seek meaningful careers through a St. Clair College education.

This Annual Report includes the many academic achievements and community contributions of our great students, graduates, faculty and staff. Our student governments have had a huge impact, as they designed, funded and constructed a new Student Life Centre at our South Windsor Campus, and expanded the Chatham Campus Student Centre.

I want to express my thanks along with the appreciation of my administration to our all of our students, faculty, staff, and community partners for a wonderful 2016-2017. It truly was a golden year for St. Clair College.



Patti France, M.Ad.Ed.
President

3.0 MISSION

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

4.0 VISION

Excellence in all we do.

5.0 VALUES

St. Clair College's values are:

- Accessibility
- Accountability
- Collaboration
- Diversity
- Inclusivity
- Integrity
- Quality
- Respect
- Sustainability
- Transparency

6.0 Strategic Directions 2016 – 2019

(includes Objectives and Measures for 2016 – 2017)

6.1 ACADEMIC

GOAL	OBJECTIVE	MEASURE
Meet requirements for Accreditation/Quality Audit.	Address identified gaps from 2015 Feedback Audit.	Implementation of processes and/or policies to address gaps.
		Documentation of administrative and student services processes.
		Modified agreements with third party partners and clearly defined roles.
	Measurement of graduate and near-graduate attainment of program Vocational Learning Outcomes through capstone courses.	Database of validated capstone courses.
Continuous quality enhancement/ improvement.	100% Compliancy in: <ol style="list-style-type: none"> 1. Annual Reviews 2. Cyclical Reviews 3. Staff evaluations 4. PAC process action plans. 	

6.1 ACADEMIC

GOAL	OBJECTIVE	MEASURE
Improve Ministry Metrics as defined in the SMA.	Increase number of on-line course offerings.	Increase on-line offerings by 3%.
	Creation of academic pathways (College to College, College to University and University to College).	Increase the current number of student pathways by a minimum of one additional pathway per school.
Demonstrate Academic Excellence.	Create the Centre for Academic Excellence (CAE) as a virtual entity and ensure access to all faculty at all SCC sites.	Interactive website created and operating. Provision of just-in-time training, interactive PD and workshops.
	Development of the “Scholarship of Teaching and Learning” and related research functions.	The development of a business plan (processes and resources) to support SOTL and innovative teaching and learning projects.
	Demonstrate excellence in teaching and learning.	Development of directions in the academic sector involving development of teaching and learning strategies, the incorporation of technology, best practices and scholarly research.
	Integration of Work Integrated Learning into new and existing academic programs.	All new and existing academic programs contain appropriate levels and types of WIL.
	Creation of superior hiring standards and practices for all academic positions.	The development of program areas of excellence and core groups of highly credentialed and qualified faculty.
	Develop partnership opportunities in “Teaching and Learning” to provide joint development activities and learn best practices.	Partnerships in place and joint learning activities taking place.

6.1 ACADEMIC

GOAL	OBJECTIVE	MEASURE
Increase awareness of program offerings/ competencies	Provide accessible information (web-based) for students, parents, industry and the community to better understand program offerings and competencies.	Construct a web-based information base that provides program information in a common format for all post-secondary academic programs. Included information (but not limited to): VLO's, credential type, program length, program overview/highlights, employment opportunities, delivery type/location, contact person, admission requirements, pre-requisites, co-requisites, mandatory and optional elective components, vocational and non-vocational requirements, practical/work-based components, transfer/ladder opportunities, program structure, entry/exit points, and projected costs, etc.
Expand Advanced Learning Horizons for Students.	Identify the lead for degree development and facilitation.	Lead and liaison identified and facilitating degree development, submission and meetings with PEQAB and CDOG.
	Increase degree offerings by 2020.	Two degree offerings approved by the Ministry by 2019.
Build research capacity – Build faculty and student experiences, knowledge, skills and abilities as it relates to research.	Promote interdisciplinary research projects that involve community based partners and peer institution experts.	Plan and conduct research professional development sessions and research, scholarship and innovation days for faculty.
	Provide assistance to faculty with regards to manuscript writing, statistical analysis, submitting manuscripts and completed thesis/dissertations for publication.	Engage in regular scholarly dialogue sessions and research with faculty.
	Enhance a competitive research and scholarship College webpage profile.	Promote exemplary faculty research currently being done to inspire other internal faculty.

6.2 STUDENTS (Success, Grad Rate, Entrepreneurial, International)

GOAL	OBJECTIVE	MEASURE
Support student success.	Establishment of a writing Lab.	Increase graduation rate by 2%.
	Establishment of a Math Lab.	Increase student retention by 1%.
	Provide clear expectations (Student Code) and supports for success	Reduce the number of student issues and increase compliance to the Code of Student Rights & Responsibilities.
		Increase the number of students (post-secondary/ apprenticeship, etc.) utilizing services (tutoring, academic advising, support officers, aboriginal, etc.)
Enhance "Student Life".	Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.	Increase "Campus Life" activities by 3 events per year.
	Creation of student success mechanism.	Creation of a working group to establish program (Who/What/Why).
	Formalize and publish Athletic Performance Indicators (APIs) that align with academic/corporate priorities.	<ol style="list-style-type: none"> 1. Collective Varsity GPA. 2. Scholarship Achievement Rate. 3. Departmental Win/Loss Record. 4. Provincial/National Recognition indicator. 5. Increased athletic department revenue.
Establish strong industry connections	Develop a comprehensive "Industry Resource Management System".	Creation and implementation of system.
		Increase the number of student placements.

6.2 STUDENTS (Success, Grad Rate, Entrepreneurial, International)

GOAL	OBJECTIVE	MEASURE
Establish strong industry connections	Increase community awareness of St. Clair College offerings and services.	Establishment of an Industry Action Team (School of Skilled Trades and Engineering).
		Host Annual Industry Breakfast Meetings to conduct “State of the Union” address for Skilled Trades and Engineering Technology.
Administrative and student service excellence	Holistic approach to career services.	Develop, define and implement a collaborative approach between Counselling and Career Services.
	Creation of career services web resources.	On-line reference for job searching, academic advising and data harvesting.
	Development of a “College Service Charter”.	Communication plan of the Charter.
	Development of individual standards for administrative and student services.	Development and communication of standards.
Increase Enrolment.	Increase international enrolment.	Increase international enrolment by 4%.
	Maintain domestic enrolment numbers.	Maintain post-secondary full time enrolment levels at 7,900 or higher.
Increase engagement and awareness of the Genesis Centre.	Promotion and support for entrepreneurship.	3% of College students engaged in Genesis Centre.

6.3 COMMUNITIES (Leadership, Communication, Partnership)

GOAL	OBJECTIVE	MEASURE
Increase Corporate Training.	Enhance our reputation as a training centre for the workforce of our community.	1. Increase revenue by 3%. 2. Add five new Corporate Training clients.
Enhance our reputation as a strong community resource.	Create a pathway for business, industry and community to use as a resource.	Creation of a database of what we are doing now, with whom and build upon it.
Communication.	A better informed and inclusive workplace.	Creation of a monthly newsletter from the President/SOG to enhance awareness.
Increase community engagement.	Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism by students and staff.	Encourage, foster and document annual contributions in our community by staff and students.

6.4 HUMAN RESOURCES (Efficiency & Effectiveness)

GOAL	OBJECTIVE	MEASURE
Development of our Human Resources with a focus on academic quality and student success.	To maximize resources/success planning and promote consistency.	Training sessions inclusive of all constituent groups so that College processes are shared and communicated.
	Staff development.	1. Continuation of staff orientation (part time/full time academic and non- academic). 2. 1% of full-time payroll allocated for staff development.
	Succession planning.	Development of annual College staffing plans.
	Recognize and reward staff performance.	New staff recognition programs, better morale and staff "KPIs".
Maximize/Align Human Resources.	Identify opportunities for workflow or IT efficiencies (in conjunction with Strategic Direction #5).	Creation of an annual evaluation tool and/or methodology to ensure efficiency and effectiveness.
Creation of robust risk management systems.	Minimize organizational risk.	Creation of a "Master Decision Template."
Identify, document and evaluate College business practices.	1. To standardize and optimize departmental operating procedures. 2. To minimize operational risk	Develop corporate records of documented business practices.

6.5 FACILITIES (Efficiency & Effectiveness)

GOAL	OBJECTIVE	MEASURE
Development of a Deferred Maintenance Plan.	Develop a practical strategy to handle deferred maintenance.	Reduce items on the “Deferred Maintenance Report”.
	Construct a plan to focus resources and reduce exposure financially, environmentally, etc.	Systemize quarterly reviews for all expenditures/deferred maintenance.
Campus Beautification.	Establish a cross-program Campus Beautification Team.	Creation of an annual priority list of projects/ recommendations to enhance the College for students and the community.
		Development of standards to be applied institutionally (i.e. signage, display boards, etc.)

6.6 FINANCIAL (Health & Viability)

GOAL	OBJECTIVE	MEASURE
Financial Sustainability	Balanced budgets.	Achieving balanced budgets annually.
	Maintaining financial stability in accordance with the MTCU financial metrics (SMA).	Meeting or exceeding Ministry defined benchmarks.
Financial Accountability	Zero based budgeting.	Training and implementation for zero based budgeting is complete.
	Tools for budget holders to build budgets and include “what if” scenarios.	Implementation of enhanced budgeting tools.
	Interim relevant and transparent reporting on financial position to the Board: -Budget -Mid Year Review -Financial Statements -Other (to be determined by Audit Committee)	Complete interim reporting based on pre-determined deadlines.
Financial efficiency for academic programs/ services.	Operational effectiveness for academic programs.	Development of action plans for all programs not meeting College contribution margins (programs to aim for 35% overhead contribution and CPAC measurable).
Up-to-date academic equipment and learning facilities.	Align fundraising efforts with Strategic Directions.	Creation of a depository of potential partners, requirements, etc.

7.0 Analysis of 2016 – 2017 Operational Performance

7.1 Academic Excellence

Establishment of the Centre for Academic Excellence (CAE)

In the 2016-17 academic year, St. Clair College undertook important steps to enhance the quality of the education delivered to our students. In August 2016, the Centre for Academic Excellence (CAE) was given a renewed mandate to enhance and promote academic excellence in both curriculum and program delivery.

Staff roles within the Centre were adjusted to increase services to the Academic Sector. The CAE has enhanced the Annual Program Performance Reviews by providing faculty with an improved framework for data analysis. An increased level of support from the CAE is now available to faculty teams as they complete the annual review process. These improvements to the Annual Review Process will deepen the analysis of program performance, contribute to more effective program action plans, and ultimately improve the academic programs we offer our students.

The Cyclical Review of Curriculum, completed by each academic program within a maximum five-year period, was enhanced to include rationalization of pre-requisite and co-requisite courses. This rationalization ensures pre and co-requisite courses are valid and do not unnecessarily block student access to courses. In addition, the process now includes detailed mapping of the Ministry mandated Essential Employability Skills (EES). This mapping allows the College to examine and improve the delivery of critical soft-skills, so highly demanded by employers.

In January 2017, the CAE launched a new curriculum development process for new programs. The process requires that a Curriculum Coordinator from the CAE facilitate the content experts, as they develop curriculum for newly approved programs. This ensures that from early in the development process, new program curriculum conforms to Ministry requirements, College policy, and best practice techniques for both teaching and learning.

The CAE has also expanded its offerings to improve faculty professional development. To complement the new faculty mentoring program and the learning cafes that were introduced in 2015-16, the CAE implemented teaching circles, a spring and summer reads program, and professional journal discussion forums. The highlight of this year's professional development efforts was a full day faculty retreat on June 16th. This is a day for faculty to gather and network, engage in workshops on teaching and learning, and share best practices.

In February 2017, the CAE launched phase 1 of its new web site, www.cae.stclaircollege.ca. The website provides a virtual presence for the CAE where the College community can visit for information on the Centre's quality programs and available professional development opportunities, both internal and external.

The College Quality Assurance Audit Process (CQAAP)

The 2016-17 academic year saw the completion of a major milestone in the College's efforts to be recognized as a destination College - the completion of the CQAAP. In November 2016, the College completed and submitted a comprehensive self-study to the Ontario College Quality Assurance Service (OCQAS) as part of the CQAAP.

The report represents the culmination of two years of internal quality process review, documentation, and improvement. The report set the foundation for the CQAAP site visit, which occurred February 27-28th.

During the site visit, several groups of students, graduates, employers, faculty, support staff, and administrators met with the five-member audit panel to answer questions and validate the information in the self-study. The Audit Panel provided very positive feedback at the end of their two-day visit and expressed gratitude at the level of support they were afforded during their visit. The results of the 2017 CQAAP represent a substantial improvement over the 2010 audit. The College met all six standards, which are composed of 42 individual requirements, established for the CQAAP. In addition, the Audit Panel rated St. Clair College's quality systems as a "Mature Effort" rating overall. This is the highest achievable rating possible, and it indicates the existence of a well-established, effective quality effort. This is an outstanding result for the CQAAP audit.

The Audit Report contains commendations that recognize the College's commitment to quality assurance processes, (specifically the Accountability Office), to the College's hiring processes (specifically the on-boarding practices for new faculty) and to the Centre for Academic Excellence. The Report also contains four recommendations related to improving the communication of curriculum modifications and timelines to internal stakeholders.

St. Clair College is proud of its track record for providing the highest quality in teaching excellence, facilities, student services and campus experience for students. One indicator that measures our success in this area is in the Key Performance Indicators. With an overall 80.2% approval rating that combines the key metrics of capstone questions 13, 24, 39 and 49, St. Clair College is pleased to see the steady growth and results achieved in this area. The College also exceeded the provincial average in Graduate Employment, Graduate Satisfaction and Graduation Rate. The results can be found in Appendix B.

Some of the highlights in the area of academic excellence include:

- In an effort to be responsive to the needs of our students and encourage future enrolment, St. Clair College continued to enhance efforts towards a seamless transition for students from secondary school to college through the School-College Work Initiative (SCWI). A partnership that includes the Lambton Kent District School Board, St. Clair Catholic District School Board, Greater Essex County District School Board and Windsor Essex Catholic District School Board targets high school students who are at risk, disengaged or underachieving. Participating students take dual credit courses at St. Clair College for which, upon passing, they earn a high school credit and the equivalent College credit. The program provides high school students with the dynamics of a post-secondary institution.
- In 2016-17, St. Clair College increased Dual Credit participation to 926 registrations (up from 879 in 2015-16; 832 in 2014-15 and up from 780 in 2013-14.) The program had an overall improved retention rate of 92% and success rate of 90% for the school year (up from 90% and 80%, respectively).

- St. Clair College coordinated a University Transfer Agreement Fair on February 2, 2017, hosting local and international institutions on campus to promote pathways and answer students' questions.
- The College received a PIMTAC Grant resulting in three successful projects being completed this fiscal year. The first project investigated an automated method for polishing steel in the tool and mold industry. This resulted in a new tool and process, significantly decreasing the amount time to perform this task.
- A second project, also in tool and mold, determined a non-contact method to measure the surface temperature a compression mold, as well as a method to analytically model the surface temperature. The third project developed a modified tool for providing an optimal spray pattern for glycine in dental patients that would have the effect of reducing damage to the gums.
- The projects engaged eleven student researchers in three different industry partner projects. Each partner was able to utilize the results of their respective projects for the benefit of their organizations, in the form of new tools and improved processes. Follow-up projects are being planned with the industry partners for future grant applications. Some of the students who worked on the projects were either hired by the partner company while others went on to further their education.

7.2 Students

- In partnership with our student governments in Windsor and Chatham, new spaces that enhance campus life were opened in 2016 – 2017. The Student Representative Council (SRC) funded and built the Dr. John A. Strasser Student Life Centre. It is a 17,000 sq. ft., \$3.2 million open concept space that officially opened in March 2017. It provides students with study areas, meeting space, and a stage - complete with audio visual equipment for speaker's series, concerts and more. In Chatham, Thames Student Inc. (TSI) spearheaded an 8,500 sq. ft. \$1.9 million student centre expansion that provides a renovated cafeteria, meeting rooms, games room, student government offices, and expanded patio and garden area.
- January 2017 ushered in the beginning of a year-long celebration of the College's 50th anniversary. A student and staff logo competition was held and second year Diagnostic Medical Sonography student, Michele Lau's design was selected. Michele had no formal graphic design training, however, she embraced the elements of the College's gryphon that won the approval of the selection committee. This logo adorns all of the College's 50th anniversary celebration activities.
- There has been collaboration among many St. Clair College service areas to develop, define, and implement a holistic approach to career services. Student Employment was expanded at St. Clair College to Career Services that includes employment consulting, resume assistance, interview help, job postings, labour market information, and employer resources.
- There is an increased presence of Career Services Centres at the Windsor Campus, St. Clair College Centre for the Arts in Downtown Windsor, and at our Chatham Campus. There is now dedicated space for services available on a daily basis with drop in times, kiosks for electronic job postings, the ability to apply to job applications online, help with resumes, interview techniques, job searching, as well as one-on-one appointment times for students requiring additional assistance.

- St. Clair College Career Services provides employers a variety of options to connect with St. Clair College students and alumni, including Employer Days, Career Days, Job Fairs, and Volunteer Fairs. Through its new Industry Liaison office, St. Clair College is implementing a coordinated approach to local industry and employer outreach, as well as providing a single point of contact for industry/employers to recruit students and graduates. A contact management system is also being implemented to track profiles, interactions, and follow-ups. An employer portal has been created with a link on the St. Clair College website home page that provides online resources for employers to post their available job opportunities.
- The 18th Annual Job Fair in conjunction with the University of Windsor, was hosted by St. Clair College on Wednesday, January 18, 2017. We received very positive responses from the students, alumni, and employers. It was the highest employer attended job fair to date with 88 employer booths.
- St. Clair College embraces the very best in a college education - excellence in teaching, applied learning in our state-of-the-art labs, numerous student support services to help students succeed, and an amazing campus life experience. We are proud of our reputation for excellence - excellence in the programs we deliver, the quality of services we offer our students and community, and the results we achieve. In an effort to fully communicate and document our commitment and accountability to service excellence, St. Clair College developed and published a Service Charter that sets out our service pledge and service standards (Appendix G).
- The Student Services department at the College has introduced a number of initiatives to address accessibility and mental health strategies for students. A new initiative was introduced where weekly pet therapy sessions are conducted in partnership with a local nonprofit organization. The event has been hugely successful with students as they found comfort in the opportunity to interact and hug dogs on campus.
- The College participated in suicide prevention awareness week in September that included a 2.2km walk, "You Are Not Alone" flag signing and display, special guest speaker, themed bracelets and ribbons. This initiative helped start conversations about depression and suicide in an effort to reduce the stigma of seeking help and support.
- A strong partnership has been established with the local Sexual Assault Crisis Centre. The College is working with the Centre in policy development, on-campus specialized counselling availability, awareness initiatives, and residence events.
- A new study group format in the tutoring department has been established in cooperation with our Math faculty for a first year foundational math course. The study group format is designed to respond to student needs. Study groups were scheduled two weeks in advance of each test and additional walk-in tutoring was available throughout the semester. These sessions also assisted with helping students develop independent study skills.
- First Nation, Metis and Inuit (FNMI) student groups at each campus fostered leadership skill development by supporting initiatives determined by students. FNMI students held bake sales to help support a community need. These same students also organized a smudging, and invited students of all cultures to participate.

International Education

- In 2016- 2017, St. Clair College reached a new record for its international recruitment, with a diverse student body at its Windsor and Chatham-Kent campuses. This included 714 international students from 52 different countries. This growth represents a 40% year-over-year increase from Fall 2015, when there was 509 international students at our Windsor and Chatham-Kent campuses.
- At the College's ACE Acumen campus in Toronto, the enrolment of exclusively international students reached 1,000. Enrolled students received training in one of five programs: International Business Management, Freight Forwarding & Logistics, Computer Systems Networking, Social Service Worker Gerontology, and Business.
- With respect to international partnerships, St. Clair College boasts four strong partnerships in China with Nanjing Communications Institute of Technology, Yangzhou Polytechnic University, Nanchang Institute of Technology, and Kunming Metallurgy College. These partnerships continue to grow and are looking to expand into full program delivery.
- St. Clair College has also partnered with the International Centre for Global Excellence (ICGE) in Chennai, India. Chennai is the perfect backdrop for St. Clair College's renowned Hospitality program, mixing the College's first class training in Hotel and Restaurant Management with the local culture and traditions of Chennai.
- Recent collaboration in Mexico included the completion of a two-year training program with the Ford Motor Company and Martinrea Structures in Mexico. This has led to requests from the Mexican government for St. Clair College to deliver a Tool and Die Technician program in three other locations across the country; Silao, Saltillo, and San Luis Potosi.
- Through St. Clair College's Panama collaboration with the Panama Biligue program, 40 Panamanian elementary school teachers have come to St. Clair College to receive English and professional development training.

2016-2017 St. Clair College Varsity Athletics Year in Review

The St. Clair College Saints Athletics Program celebrated another tremendous season with seven Varsity Teams earning OCAA Provincial Medals. The Men's Baseball team won their 5th consecutive provincial championship and their 4th straight OCAA Gold Medal. The Women's Cross Country and Women's Softball team each captured a Silver Medal at their OCAA Provincial Championships with the Men's Golf Team capping a fine fall season with an OCAA Division II Silver Medal. The Men's and Women's Indoor Soccer teams each won an OCAA Provincial Silver Medal in March. Christina Nguyen also won a Women's Singles Bronze Medal in Badminton at the OCAA Provincial Championship for the Saints.

Seven of St. Clair College's eight league sport teams qualified for the post-season play-offs, with six teams advancing to their respective OCAA Provincial Championship Tournament. The Saints also won three regular season titles

(Men's Baseball, Women's Softball & Men's Soccer) while hosting two very successful OCAA championships (Women's Soccer and Women's Volleyball). Three of those teams went on to National events with Men's Baseball coming in 2nd place at their championship in Oshawa.

St. Clair College student athletes were also individually recognized with 18 OCAA Provincial All-Stars, with another four students earning Major Provincial Awards. Stefan Milidrag from the Men's Soccer team was nationally distinguished attaining CCAA All-Canadian status. Two OCAA Coach of the Year Awards were given to Steve Vagnini (Women's Soccer) and Mike Baraslievski (Men's Soccer).

St. Clair College's student athletes excelled in the classroom, with 66 varsity players receiving the impressive OCAA All-Academic Award. Once again, this meant that over one-third of St. Clair College's varsity athletes realized this standing with 39 of them earning CCAA National Scholar recognition. Six of those athletes also accomplished CCAA Academic All-Canadian recognition with Emily Ditty (Women's Soccer), Sam Geier (Women's Soccer), Mitchell Hunter (Men's Soccer), Leighton Speechley-Price (Men's Soccer), Shannon Kennedy (Women's Basketball) and Kaila Crough (Women's Volleyball) receiving that tribute.

7.3 Communities (Leadership, Communication, Partnership)

- 2017 marked the 50th anniversary of all of the Colleges in Ontario. St. Clair College embraced this milestone launching a number of initiatives to celebrate the rich history of post-secondary education in this region. On January 10, 2017 a community launch event took place that was live streamed to all campuses and the community. It provided the College the opportunity to thank community partners who have given their time, talent, and expertise to support student success. The Partners in Education contest was launched, giving companies and organizations the opportunity to win "Lunch on Us" throughout the year at our campuses in Windsor and Chatham. In celebration of the amazing work our students and staff perform in the community, the College started the "50 Acts from the Heart" campaign which, to date, has captured more than 100 acts of kindness, all spearheaded by students and staff.
- The College hosted its first "Industry Day" breakfast and presentation on June 22, 2016 with more than 100 industry partners, College faculty and staff in attendance. The event was held on the shop floor of the Ford Centre for Excellence in Manufacturing, providing the College with the opportunity to update invitees on the College's progress in the area of technology and trades education. It also offered a great platform to address challenges facing industry as they work to fill staffing shortages in a number of vocational areas. The result of the meeting led to the establishment of an Industry Action Committee that meets regularly to develop strategies and action plans to ensure the College meets the demands of industry into the future.
- On January 6, 2017, St. Clair College announced the transitional "passing of the torch" of the Valiant Training & Development Centre to the College effective January 1, 2017. The St. Clair College Skilled Trades Regional Training Centre's mandate is to build on the foundation of the important work that was started by the Valiant TMS Group in 2008. This new Centre allows the College to deliver a program that enhances the pre-apprenticeship model by helping young people achieve great careers in the machine, tool, die, and mold

industries. “Earn While You Learn” is a 42 to 46 week program which includes 6 weeks of in-class workplace readiness training and 36 to 40 weeks of intensive shop-floor training at the Training Centre. The in-school portion of the program includes math skills, safety training, and blueprint reading classes. The shop floor components see students exposed to numerous state-of-the-art equipment including CNC machines.

- St. Clair College President, Patti France was involved in a number of community engagement projects over the course of the year. Here is a snapshot of just some of those activities:
 - Guest speaker at the Rotary Club of Windsor (1918), May 2, 2016.
 - Keynote speaker at the Canadian Italian Business Professionals Association, May 3, 2016.
 - Pathway to Potential guest speaker, June 13, 2016.
 - Guest speaker at the Rotary Club of Windsor-Roseland, October 18, 2016.
 - Guest speaker, Build a Dream event (skilled trades engagement event for young female high school students), November 10, 2016.
 - Community breakfast with Municipal and Provincial representatives, business, industry and education leaders, Municipality of Chatham-Kent, January 18, 2017.
 - Keynote speaker at the Union Gas “Build A Dream Camp”, March 17, 2017.
 - Keynote speaker at the Windsor and District Chamber of Commerce, Emerging Leaders conference, March 29, 2017.

- College communications are an integral part of the operational plan on campus. Monthly electronic newsletters, semi-annual printed newsletters and face-to-face town hall meetings, and administrative meetings ensure that all staff are kept apprised of strategic plans as well as day-to-day operational issues. This year town hall meetings took place in May 2016 and December 2016 on campuses in Windsor and Chatham.

- In 2016-17, many community partnerships were forged to create pathways for students’ academic and eventual career success. St. Clair College continued to partner with the Greater Essex County District School Board, the School to College Work Initiative, and the Ministry of Advanced Education and Skills Development to ensure recognition for high school students’ youth apprenticeship training. The College continued to demonstrate innovation, working in partnership with Women’s Enterprise Skills Training to usher women into non-traditional fields by co-delivering another Women in Skilled Trades program (two all-female intakes for the Pre-Apprentice Industrial Mechanic Millwright program, funded by the Ontario Women’s Directorate).

- The College also hosted the 4th Annual Build a Dream event with Women’s Enterprise Skills Training of Windsor Inc., Workforce Windsor Essex, Greater Essex County District School Board, Windsor Essex Catholic District School Board, and Conseil Scolaire Catholique Providence. In addition, the College partnered with Spectra Energy/ Union Gas to deliver specialized summer and March Break camps to introduce girls to skill trades activities and spark an interest at a younger age. These camps complemented the offerings of the Advantage Skills Academy and are pre-college enrichment courses at St. Clair College designed for students in Grade 7-12 to stimulate creativity and an enthusiasm for learning with the aim of exposing them to a career path at an earlier age.

- St. Clair College acts on its commitment to the communities it serves well beyond the boundaries of traditional post-secondary education and training. In 2016-17, St. Clair College Continuing Education maintained quality educational programming for adult community members, with over 7,600 part-time learner registrations. The Continuing Education Provincial Survey conducted across all Ontario Colleges revealed that 95% of St. Clair College Continuing Education learners were satisfied with their instructors; equally, 95% were satisfied with the quality of their courses overall.
- St. Clair College Employment Centres, located in Windsor, Wallaceburg, and Amherstburg continued to support job seekers and employers in our communities with employment services and training. The Centres assisted more than 5,175 persons in 2016-17, hosted 3,412 attendees at information sessions, orientations and workshops, and assisted with 5,443 local employer requirements for job postings, information requests, etc. The Centres provided \$507,898 in employment training incentives to local employers and \$26,731 in training supports making it possible for 511 unemployed community members to gain employment.
- Disadvantaged youth referred by organizations such as the local Children’s Aid Societies, Youth Justice, Ontario Works, local high schools, and mental health agencies benefited from the St. Clair College Youth Job Connection/ Youth Job Connection Summer programming funded by the Ministry of Advanced Education and Skills Development. The Centres successfully assisted 260 highly-barriered youth with Pre-Employment Training and Employment Placements and provided incentives totaling \$587,200.
- Through the Canada Ontario Jobs Grant program, the Centres assisted 187 local employers providing training incentives in the amount of \$683,174 to train their existing staff or new hires.
- St. Clair College's Corporate and Professional Training division extends the College’s programs and training services to business and industry. This division specializes in providing the kind of learning and training that is required by companies who view employee skills enhancement and education as a business tool to maintain their competitive edge in the global marketplace. St. Clair College’s Corporate and Professional Training Programs are custom designed to fit industry’s specific needs, delivering affordable, results-oriented training, both nationally and internationally. Our consultants and trainers have extensive sector-related experience and capabilities. Our professional training consultants work closely with our clients to ensure that their needs are met, and that they are satisfied with the results. They have a proven track record, over 20 years of client satisfaction, and are dedicated to customer service excellence.
- Corporate Training revenue continues to increase year over year adding new clients/ employers each year, as well as new training initiatives. St. Clair College delivered customized corporate and professional training for a number of key local and global businesses: BMW, Nissan, Ford Motor Company, FCA Fiat Chrysler Automobiles, Martinrea, as well as a number of Tier 1 and 2 suppliers to these Original Equipment Manufacturers (OEMs). Our advanced manufacturing knowledge and training programs afford us the ability to continually seek new opportunities (e.g. training in 2016-2017 for the South Carolina auto parts supplier base).

- In 2016-17, the International and Corporate Training Departments continued to collaborate to address a customer need in Hermosillo, Mexico. St. Clair College fulfilled its commitment to Martinrea Structures, Ford Motor Company of Mexico, the Government of Mexico, Instituto de Tecnológico, Hermosillo to create, implement, and deliver a forty-eight week program focused on tool and die maintenance, and tool and die repair. Fifty-one trainees completed the St. Clair College courses. The trainees were Martinrea and Ford employees including engineers, as well as university engineering students and faculty members. The project garnered positive attention from other organizations in Mexico and the College is looking forward to delivering additional skilled trades training initiatives across Mexico.
- St. Clair College is committed to delivering high-quality, accessible education and training to meet the needs of learners and the labour market of Southwestern Ontario. We continue to build upon our reputation as a strong community resource by listening and responding to local industry needs. An example of this includes the commencement of a customized training program for Premier Aviation Windsor Inc. to train aircraft maintenance and repair workers. This training is a unique a collaboration between the College, Premier Aviation, the City of Windsor, and the Ministry of Advanced Education and Skills Development.

7.4 Human Resources

St. Clair College values the hard work and dedication of its employees. It is important in a healthy College community for employees to feel valued, recognized, and appreciated. The Employee Excellence Awards Policy and Procedures provides a framework for individuals and teams to be recognized for their outstanding work and contributions. To that end a staff awards committee was assembled with the purpose of developing and implementing a comprehensive Employee Recognition Program.

The Employee Excellence Awards Program has been designed to formally recognize and celebrate the outstanding contributions of employees to the achievement of the College's Mission, Vision and Values. The program consists of four (4) awards;

- Employee Excellence – Support
 - Employee Excellence – Faculty
 - Employee Excellence – Administration
 - Team Excellence
- During 2016-17, there were fifty-seven full-time hires at St. Clair College representing fifteen faculty, thirty-two support staff and ten administrative staff. The faculty hires were a combination of replacing retired faculty, expanding the College's bench strength and adding professors with content expertise needed for new programs.
 - Understanding that people are our greatest asset, St. Clair College remained committed to the ongoing professional development of the College's workforce. In 2016-17, \$593,391 was spent on professional development with \$349,441 directly spent on tuition and conference fees.

- The College Educators' Development Program is a faculty training program offered jointly by the six Western Ontario Colleges of which St. Clair College is an active participant. CEDP is a fully outcome-based, assessed learning experience for faculty. Through the use of online modules, short residencies, and applied learning activities (e.g. faculty mentors, teaching portfolios, and teaching circles), participants obtain a thorough grounding in Outcome-Based Education, MAESD standards, course, and lesson planning, classroom management, integration of teaching with technology, effective assessment practices, and professional development strategies. Newly hired members of faculty are required to complete CEDP.
- In the week following Phase 1 of CEDP, the Centre for Academic Excellence delivers an in-house 3.5-day training session to newly hired faculty. The training complements the CEDP training by expanding and applying the concepts learned at CEDP to St. Clair College's teaching environment. Participants are introduced to College systems, such as the Course Outline System and Blackboard. Many topics in teaching and learning are covered. This includes the structure and use of course outlines/syllabi, lesson planning, classroom management, and effective assessment practices. New faculty is also introduced to academic policies including the Code of Student Rights and Responsibility Policy, Academic Assessment Policy, Grade Appeal Policy, and the Course Outline and Approval Policy.
- Each September and January, St. Clair College's Centre for Academic Excellence delivers a four-hour training session to part-time faculty. The session includes topics on lesson planning, classroom management, effective assessment practices, and principles of Outcomes-Based education.
- The Centre for Academic Excellence offers a calendar of training sessions each spring. These sessions are available to all full-time and part-time faculties. Sessions begin in May and run through to the last week of June. Popular sessions are often repeated in the Fall semester when possible. The sessions offered are diverse and include topics such as rubrics, active learning, integration of technology to teaching, mapping, and many more. In addition, the College offered in-house training for employees in various technology, health and safety, security and wellness topics.

7.5 Facilities

The College continued to reduce its deferred maintenance with the receipt of funding from the SIF/FRP grant shared between 2016/2017 and 2017/2018 fiscal years. In total, the College will be able to reduce the deferred maintenance assessment by \$6 million dollars. In addition, in the Summer of 2016, St. Clair College spent \$200,000 between renovation and capital budgets with an emphasis on addressing specific deferred maintenance items.

Projects completed in 2016/2017 totaled approximately \$2,230,000 and examples include:

- Electrical Infrastructure Upgrades
- Accessibility Upgrades
- Asbestos Abatement
- Power Plant and HVAC Upgrades including Controls
- Lab/Classroom Upgrades
- Plumbing infrastructure Replacements

- o Landscaping/Grounds Improvements
- o Flooring Replacement/Painting
- o Lighting Replacement with LED
- o Tunnel Water Sealing
- o Roofing Replacement/Refurbishment
- o College Sign Replacement

7.6 Financial

St. Clair College had strong operating results for the fiscal year 2016-17. In addition, the College achieved its Strategic Direction Financial Sustainability goal by realizing a balanced budget and having no “flags” on the Ministry’s financial sustainability metrics. The surplus for the fiscal year was \$7.9 million or 5.9% of total revenue, which is \$6.9 million higher than the prior fiscal year surplus of \$1 million or 0.8% of total revenue. Total revenues increased \$3.7 million to \$132.6 million, and total expenses decreased \$3.1 million to \$124.7 million.

The strong financial results for St. Clair College reflect the collective effort of diligent resource management by College administrators. During each budget cycle, administration undertakes a detailed review of its annual operating and capital budgets. Budgets are monitored on a regular basis throughout the year, along with regular financial reporting to the Board of Governors, to maintain the financial health that supports St. Clair College’s mission to provide students with the knowledge and skills they require for rewarding careers.

St. Clair College’s liquidity remains strong for operating needs, as well as unexpected requirements, and total debt levels were reduced during the fiscal year by \$2.1 million or 11%. Net assets continued its growth by increasing \$8.1 million or 21% to \$47.5 million.

St. Clair College invested in its facilities and academic equipment during the fiscal year by purchasing \$3.7 million in capital assets, as follows:

- \$1.2 million in facility improvements, largely funded through the Strategic Investment Funds and Facilities Renewal Program.
- \$2.2 million in equipment, funded through Strategic Investment Funds, College Equipment Renewal Fund, College capital funds, and external donations.
- \$0.3 million in campus beautification funded by College capital funds.

St. Clair College’s ongoing commitment to ensuring its financial health and sustainability led to its continued participation in the Ontario Education Collaborative Marketplace (OECM) for procurements to realize savings through collaborative spending. The College continues to evaluate OECM’s sourcing initiatives as existing non-OECM contracts expire. In addition, the College issued numerous competitive RFPs that assisted the College to realize benefits from open competitive procurement processes.

On March 31, 2017, St. Clair College received its Section 28 approval from the Ministry to begin its energy conservation project with MCW Custom Energy Solutions Ltd. The goal of this project is to reduce the energy requirements of College facilities, and provide resources for much needed investment in College facilities as part of our asset management strategy.

The outlook for the traditional sources of revenue (i.e. domestic post-secondary tuition) is likely to be constrained, along with the challenge of affordability pressures. St. Clair College is responding to these realities. First, on the revenue side, we are growing our post-secondary international student population in order to grow tuition. On the expense side, departments are adjusting their spending plans, and the College has undergone zero-based budgeting for part-time faculty and information technology expenditures.

8.0 Analysis of Financial Performance

St. Clair College ended fiscal year 2016-17 with Excess of Revenue over Expenses for the Year of \$7,877,057 (see Appendix A: Consolidated Audited Financial Statements). Revenue increased approximately \$3.7 million. Expenses decreased approximately \$3.1 million.

	<u>2016-17</u>	<u>2015-16</u>
Revenues	\$132,591,499	\$128,904,842
Expenses	<u>124,714,442</u>	<u>127,856,628</u>
Excess of Revenue over Expenses	<u>\$7,877,057</u>	<u>\$1,048,214</u>

Revenues

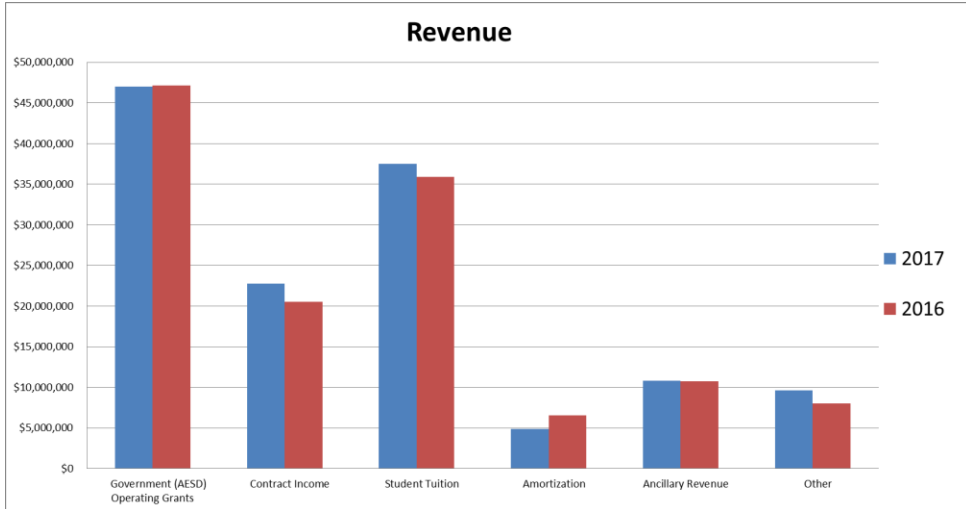
Government (MAESD) Operating Grants: decreased by \$0.2 million compared to 2015-16.

Contract Income: increased by \$2.2 million compared to 2015-16. The increase in revenue was due to international contract programs.

Student Tuition: increased approximately \$1.6 million compared to 2015-16. The increase in revenue was due to rate increases, lower withdrawals, and higher international student enrolment.

Ancillary Revenue: increased by \$0.1 million. The increase was mainly attributable to revenue from the St. Clair College Centre for the Arts banquet operations.

Other Income: increased by \$1.6 million.

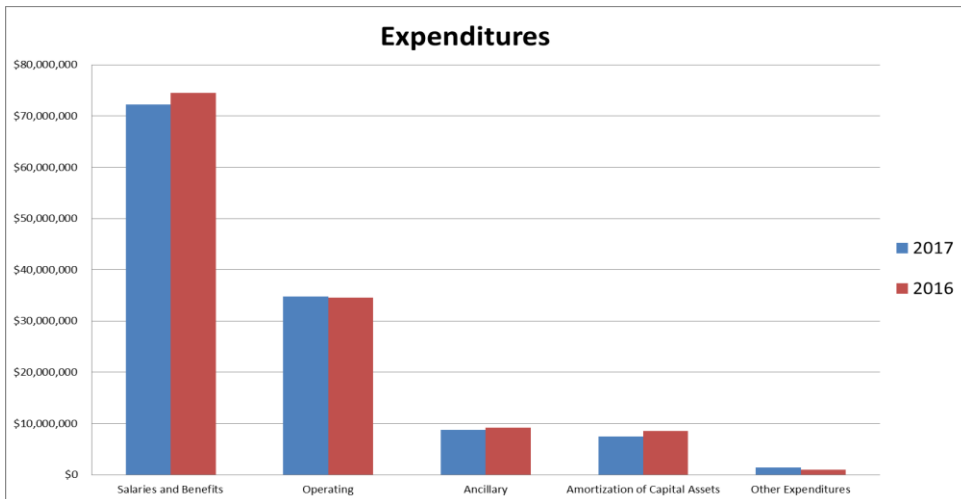


Expenditures

Salaries and Benefits: Decreased approximately \$2.2 million due to lower part-time staffing, retirements, and delayed hiring year over year.

Operating: Increased approximately \$0.2 million due to rising utility costs.

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



9.0 St. Clair College Foundation

The St. Clair College Foundation strives to assist St. Clair College in achieving its vision of “Excellence in Career Education and Lifelong Learning.” It seeks to do this by:

- Generating resources in support of College objectives.
- Helping to build mutually beneficial alliances and positive relationships with individuals and organizations.
- Raising awareness of the College faculty and departments in planning and conducting development activities.
- Enhancing and expanding services to donors.
- Building funds to support students through the Scholarship program.

General Scholarship applications are made available online each year, starting October 1st until mid-December. A scholarship selection committee made up of faculty, Chairs and administration from the College meet in early January to determine the successful recipients. The 2017 Scholarships were awarded in Windsor on Wednesday, March 1 and Thursday, March 2 and in Chatham on Thursday, February 23. This year, the St. Clair College Foundation was able to present a total of 670 scholarships and endowments totaling \$449,945 to deserving students.

New scholarships established in 2016-17 include WFCU Credit Union John Atkinson Memorial Scholarship, Matthew Hayward Memorial Scholarship, Mark Halata Memorial Scholarship, Christian Vegh-Windsor Symphony Orchestra Scholarship, Gwen Gold Memorial Scholarship, Rick Lowe Memorial Scholarship, Ted Whipp Scholarship, Transportation Club of Windsor – Mike McCourt Scholarship, St. Clair College Fitness and Health Promotion Club – Macro Food Scholarship, Switch VFX & Animation Scholarship, CINA 102.3 FM Radio Scholarship and the Chuen Hoy Seto (Windsor) Scholarship.

As of March 31, 2017, the Foundation had a total scholarship endowment fund of \$9,887,631. The endowment fund is invested in two separate banks, the Royal Bank of Canada (RBC) and The Windsor Family Credit Union (WFCU). RBC holds the Foundation’s long term investments and WFCU holds the Foundation’s short-term investments.

The Board and Advancement Office have been active this year meeting with new and existing donors, reviewing and updating the St. Clair College Foundation By-laws, Endowment Policy and Agreements, Investment Policy, donor contracts and writing a new donor application profile program in the PeopleSoft networking system.

10.0 St. Clair College Alumni Association

St. Clair College supports an active Alumni Association with a strong Board and measurable objectives which include:

- To promote and foster positive St. Clair College Alumni connections and fellowship within the St. Clair College community and to promote and foster positive St. Clair College Alumni connections with the community at large.
- To support and enhance the quality, resources, image and reputation of St. Clair College.
- To promote and foster support of St. Clair College through both financial and non-financial contributions.
- To enrich the lives of St. Clair College Alumni through opportunities for lifelong involvement with St. Clair College and the provision of valued services.
- To advocate on behalf of St. Clair College Alumni in matters relating to post-secondary education and issues involving the relationship between the Alumni and St. Clair College.

The St. Clair College Alumni Board is governed by three (3) Board Officers, six (6) Directors, and three (3) College representatives: the College President, the Executive Director of the Foundation, and the Manager of the Student Representative Council (SRC). The six Directors are members of three sub committees that are designed to help support the Alumni in various ways through their individual committee goals.

The Alumni Growth and Engagement Committee's mission is to foster relationships with all segments of St. Clair College Alumni and encourage them to stay connected and volunteer at both College and community events, primarily within Windsor-Essex and Chatham-Kent. This committee has sponsored many community events. Here are some examples:

- Firefest is Canada's largest show of Antique Fire Apparatus, Police Cars and Ambulances and takes place each year in Chatham. The Alumni Association sponsored the construction of the Junior Firefighter Course that provides an opportunity for children to learn about firefighting in a hands-on fun environment. The Association's ongoing sponsorship of this event assists in making it free for the residents of Chatham-Kent to enjoy.
- The Annual Polar Plunge raises money for the Law Enforcement Torch Run for Special Olympics. The Windsor Plunge is held at St. Clair College and the Alumni Association sponsored the construction of the pool that is used for the plunge. Individuals from the College, community and local businesses have the "pleasure" of jumping into ice cold water – all in good fun and to raise money for this worthwhile cause. The Windsor plunge this year had 250 Plungers and raised over \$54,000 – the largest of any plunge in Ontario.
- The Alumni Association's sponsorship of the Windsor Spitfires provides the opportunity for the Alumni Association to attend four Windsor Spitfire games where we reconnect with Alumni from the community and provide information about the most recent initiatives at St. Clair College. These nights also include opportunities for Alumni to win the chance be our guest in the Alumni Suite. The Association has two Suite Nights and these provide a great networking event for local Alumni.

The Community Events & Sponsorship Committee's mission is to support diverse community and College events in order to positively increase awareness about St. Clair College and its Alumni. These events provide a great opportunity for Alumni within the community to reconnect and learn about the more recent advancements taking place at St. Clair College. This committee has sponsored many community events. Here are some examples:

- The Run for Rocky is a local event in honour of Rocky Campana, a young 23 year-old who sadly passed away in 2012. The Campana family, and the Windsor Pride Community, Education and Resource Centre wanted to share Rocky's story and through their collaboration they have been able to fund Gay Straight Alliances in local high schools and post-secondary school systems. This has provided parents, educators and youth with the knowledge and funding required to create Safe Schools, a support system for youth in times of crisis. 2017 was the 5th and final year for the Run for Rocky event and proceeds have helped to develop a Legacy Fund that will continue to make a significant difference for years to come. The Alumni Association was proud to be a sponsor.
- Each year, the Alumni Association hosts an Annual Golf Tournament that is held at Kingsville Golf and Country Club. The tournament is a great opportunity for Alumni from all across the region to come together for a great day of golf, food and fellowship. Approximately 125 people attend this event each year. The Charity chosen for the 2016 Tournament was the Windsor Spitfire Foundation, whose mission is "Enhancing Lives, Improving our Community". Last year, the Alumni Association raised \$5,000 to assist the Foundation with the great work they do in the community providing support to various service agencies and charitable groups around Windsor and Essex County.
- Family Fun Day is a great way to put a cap on summer activities for the entire family. Held the third Sunday in August, the St. Clair College main campus is a complete beehive of activities from pony rides to a bouncing castle, dog shows and car shows, fire trucks and exotic animal shows. Families can dress up and have their picture taken in a photo booth, and enjoy a barbeque lunch. Family Fun Day is a great community day to reconnect with fellow Alumni.
- The Student Life Committee's mission is to connect with existing St. Clair College students and student clubs and to assist them with event sponsorships. Existing students are our future Alumni and it is essential to establish a relationship with students while they are at the College so they understand what the Alumni is about and how important it is to stay connected after graduation. This committee has sponsored many community events. Here are some examples:
 - Flower Day - Each year, students from the Landscape-Horticulture program host a Flower Day, where people from the community can come and purchase plants and flowers for their gardens. The Alumni Association assists by sponsoring a 20% discount for the event and all funds raised go to support the program.
 - Varsity Day - is hosted by the Student Athletic Association and each year the Alumni helps by providing sponsorship that assists with door prizes, a barbeque, and activities associated with the event. The event features a basketball game with the St Clair Saints challenging another team from within the OCAA program.

- One of the most enjoyable events for the entire Alumni Association Board is attending the annual Convocation for students who have graduated and became Alumni of St. Clair College. Each year, the Alumni Association Board brings greetings to the new graduates, assists in framing of diplomas, and sponsors the reception following each of the individual ceremonies both in Windsor and Chatham. Last year there were over 3,500 graduating students welcomed into the St. Clair College Alumni family.
- The Alumni of Distinction program, started in 1992, honours Alumni each year from various disciplines to recognize them for their overall success and demonstrated commitment to others, in both their professional career and volunteer work within their community. Each year the St. Clair College Alumni Association sponsors the Alumni of Distinction Awards evening to honour and celebrate the current year's winners. Each recipient becomes a candidate for the annual provincial Premier's Award.

The 24th Annual Alumni of Distinction Awards was held on April 1, 2016 and our 2016 Alumni of Distinction are:

- Beverly Clarke, Supervisor of Social Services City of Windsor who graduated from Developmental Services Worker in 2003.
- Vince Del Duca, Certified Chef de Cuisine, Windsor, Ontario who graduated from Food Service Management in 1976.
- Veronica Friesen, Senior Conservation & Energy Management Program Coordinator (*retired*) EnWin Utilities - Windsor, Ontario who graduated from Civil Engineering Technology in 1982.
- Tony Haddad, Marketing Chief Administrative Officer, Town of Tecumseh, Ontario who graduated from Business Administration in 1994.
- Mary Wilk, Nursing Professor and Personal Support Worker (PSW) Coordinator, Fanshawe College, London, Ontario who graduated from Nursing in 1975.

APPENDIX A

2016 – 2017 CONSOLIDATED AUDITED FINANCIAL STATEMENTS



APPENDIX A - MANAGEMENT REPORT

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

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

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

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

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



Patricia France, President



Marc Jones, Chief Financial Officer

REPORT OF THE INDEPENDENT AUDITORS ON THE SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

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

The accompanying summary consolidated financial statements of The St. Clair College of Applied Arts and Technology which comprise the summary consolidated statement of financial position as at March 31, 2017 and the summary consolidated statement of operations for the year then ended, and related notes, are derived from the audited consolidated financial statements of The St. Clair College of Applied Arts and Technology, prepared in accordance with Canadian public sector accounting standards as at March 31, 2017 and for the year then ended.

We expressed an unmodified audit opinion on those complete consolidated financial statements in our auditor's report dated June 27, 2017.

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

consolidated financial statements of The St. Clair College of Applied Arts and Technology.

Management's Responsibility for the Summary Consolidated Financial Statements:

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

Auditor's Responsibility:

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

Opinion:

In our opinion, the summary consolidated financial statements derived from the audited financial statements of The St. Clair College of Applied Arts and Technology as at March 31, 2017 and for the year then ended are a fair summary of those consolidated financial statements in accordance with the basis described in Note 1.



Chartered Professional Accounts, Licensed Public Accountants

ST. CLAIR
 COLLEGE

SUMMARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at March 31

	2017	2016
Assets		
Cash and temporary investments	\$ 27,953,941	\$ 20,843,490
Accounts receivable	12,665,461	9,063,051
Prepaid expenses	1,971,741	1,585,364
Long-term investments	9,576,728	8,734,366
Capital assets and construction-in-progress	159,984,944	163,993,377
	\$ 212,152,815	\$ 204,219,648

Liabilities and Net Assets

Liabilities:

Current liabilities	\$ 28,569,663	\$ 28,938,708
Long-term debt	14,588,398	16,801,315
Other liabilities	4,082,000	4,123,000
Deferred contributions	117,380,423	114,970,835
	\$ 164,620,484	\$ 164,833,858

Net Assets:

Unrestricted	\$ 11,885,745	\$ 9,702
Invested in capital	26,860,222	30,859,208
Externally restricted	8,786,364	8,516,880
	47,532,331	39,385,790
	\$ 212,152,815	\$ 204,219,648

On behalf of the Board:


 Egidio Sovran, Chair – Audit Committee


 Patricia France, President

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

ST. CLAIR
 COLLEGE

SUMMARY CONSOLIDATED STATEMENT OF OPERATIONS

For the year ended March 31

	2017	2016
Revenue		
Grants and reimbursements	\$ 47,010,291	\$ 47,169,997
Capital support grants	392,455	194,335
Tuition revenue	37,507,596	35,884,131
Contract training	22,754,053	20,541,269
Amortization of deferred capital contributions	4,850,497	6,555,141
Other income	7,308,534	7,326,016
Donations	1,505,206	675,018
Foundation	452,045	409,313
Ancillary operations	10,819,642	10,736,423
(Loss) on disposal of capital assets	(8,820)	(586,801)
	132,591,499	128,904,842
Expenses		
Salaries and benefits	72,289,518	74,503,718
Operating expenditures	34,810,636	34,618,180
Post employment and compensated absences	(41,000)	(155,000)
Foundation	452,045	409,313
Bursaries and scholarships	493,993	545,018
Amortization of capital assets	7,473,342	8,525,245
Other expenditures out of capital support grants	461,529	220,448
Ancillary operations	8,774,379	9,189,706
	124,714,442	127,856,628
Excess of Revenue over Expenses for the year	\$ 7,877,057	\$ 1,048,214

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

ST. CLAIR
COLLEGE**NOTE 1**

The summary consolidated financial statements are derived from the complete audited consolidated financial statements, prepared in accordance with Canadian public sector accounting standards as at and for the year ended March 31, 2017.

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

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

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

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

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

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

APPENDIX B

2016 - 2017 Key Performance Indicators

	Province	St. Clair College
Student Satisfaction	76.5%	80.2%
Employer Satisfaction	91.2%	88.7%
Graduate Satisfaction	78.8%	81.3%
Graduate Employment	83.0%	84.0%
Graduation Rate	66.6%	68.7%
Capstone Question 13 – Overall, your program is giving you knowledge and skills that will be useful in your future career.	86.9%	89.7%
Capstone Question 24 – The overall quality of the learning experience in this program.	79.5%	83.0%
Capstone Question 39 – The overall quality of the services in the College.	64.6%	70.5%
Capstone Question 49 – The overall quality of the facilities/ resources in the College.	75.3%	77.5%

APPENDIX C

Summary of Advertising and Marketing Complaints

For the period April 1, 2016-March 31, 2017, as specified in the Minister’s Binding Policy Directive on the Framework for Programs of Instruction, which sets out college program advertising and marketing guidelines, St. Clair College has received no complaints from its students regarding advertising and marketing of college programs.

Nature of Complaint	Date Received	Now resolved or addressed	Date resolution communicated to student	Working days to resolve
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None to report

APPENDIX D

2016-2017 Board of Governors

Dan Wilson, Chair

Dan Allen, Chair Elect

Patti France, President

Teresa Bendo

Tim Berthiaume

Dr. Ken Blanchette

Marlene Corey

Floyd Curtis

Nancy Jammu-Taylor

Mila Lucio

Lori Kempe

Vince Marcotte

Marjorie Rogers

Ryan Rusich

Egidio Sovran

Emily Staley

Maureen Wickham

APPENDIX E

2016-2017 Alumni Board of Directors

Zishan Ali

Carmen Brunone

Kim Davis, President

Don France

Patricia France, President, St. Clair College

Lindsay Lovecky, Vice President, Finance

Tom Malanfand, Executive Vice President

Ed Marocko

Randy Primeau

Andrew Rowberry

Allison Rusling-Bigelow

APPENDIX F

2016-2017 Foundation Board Members

Dan Allen

Jeff Casey

Jody Cloutier, Vice President

Melodie Cook

Patricia France, President, St. Clair College

Charlie Hotham, President

Jim Komar

Eric Kukucka

Ed Marocko, Secretary/ Treasurer

David Moncur

Sandra Stanciu

APPENDIX G
ST. CLAIR COLLEGE SERVICE CHARTER



start **HERE** go anywhere

Welcome to St. Clair College! St. Clair College is the place to start your journey in pursuit of your career and lifelong learning. It is where you will learn new things, expand your mind, create lasting friendships, experience college life and, most importantly, get the skills and knowledge you need to get the job!

St. Clair College provides services for approximately 9,000 full time students and 15,000 part time learners who participate in over 100 advanced diplomas, diplomas, certificates and graduate certificates focused in Health, Technology, Business, Media Arts and Social Services as well as evening, weekend and e-campus classes.

The College provides access to programs and services you want and need through respectful, flexible and personalized service. We are committed to achieving the highest standards of service delivery, putting you and your needs at the centre of everything we do.

This Service Charter sets out what you can expect across the full range of services we provide at the College. We are accountable to you. We will monitor our service against these service commitments and will publish our results annually. Should you wish to comment on the service standards set out here or should you have any suggestions about how we can improve our service in any area, please let us know.

Our Service Commitment/Pledge:

St. Clair College embraces the very best in a college education - excellence in teaching, applied learning in our state-of-the-art labs, numerous student support services to help you succeed, and an amazing campus life experience. We value our contribution to the communities of Windsor Essex and Chatham-Kent as well as the Province of Ontario, the rest of Canada and globally. We are proud of our reputation for excellence - excellence in the programs we deliver, the quality of service we offer our students and community, and the results we achieve. While providing service to you, we are guided by the following five key principles:

1. You will find our staff to be caring, respectful, courteous, helpful and considerate, guided by their professional service ethics.
2. We respect your time, and strive to be available when and where you need. We know that your time is valuable, so we work hard to serve you as quickly as possible, which includes accommodation for special needs.
3. You are at the centre of everything we do. We listen to what you tell us and provide service in collaboration and in consultation with you. Recognizing the diverse needs of our users, we always provide information in a clear and concise manner.

4. You can count on our College and our knowledgeable staff to have the most accurate, up-to-date and relevant knowledge, information and resources to help you get what you need. You can count on us to listen carefully to your needs and questions, and guide you through the process of getting the services you require, from start to finish.
5. We are accountable to you. We monitor our results and adjust our services continuously to ensure that you are getting the service you deserve. We respect your right to privacy and value the trust you place in us.

How you can help:

We make every effort to adhere to the standards outlined in this Charter. You can help us help you by:

- providing timely, complete and accurate information;
- ensuring we always have your most recent contact information;
- treating our staff and College property with courtesy and respect;
- honouring your commitments with us by adhering to policies, procedures and standards; and,
- providing us with feedback.

Service Standards Goals:

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

Comments and Concerns:

We are committed to listening and addressing your service concerns at the first point of contact. We view effective resolution as a very important part of our commitment to improving how we deliver our services to you. Let us know, we want to assist!



First Step:

Talk to your first point of contact

Second Step:

Talk to the Department's Manager/Chair

Third Step:

Talk to the service department's Director/ Associate VP/VP

We endeavour to provide an acknowledgement within two business days and a response within five business days. Please refer to College policies and procedures for formal process and timelines.



**COMMITTED
TO EXCELLENCE**