

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

**MINUTES OF THE**

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

Held on February 27, 2024, at 7:20 p.m. in the President's Board Room #A3205,  
Windsor Campus.

**Present:**

Ms. R. Anguiano Hurst  
Mr. A. Barron  
Mr. W. Beck  
Ms. P. Corro-Battagello  
Mr. G. Fenn  
Ms. P. France, **President**  
Ms. B. Kressler  
Mr. J. Parent  
Ms. J. Piccinato, **Chair**  
Mr. A. Provost  
Ms. S. Sasseville, virtually  
Mr. E. Sovran, **Past Chair**  
Mr. A. Teshuba  
Ms. M. Watters  
Ms. G. Wrye  
Ms. J. Yee

**Regrets:**

Mr. C. Hotham  
Mr. G. Rossi, **Vice Chair**

**Also Present:**

Ms. K. Adams, Board Secretary  
Mr. E.P. Chant, Editor, SAINT, Student Newspaper  
Mr. J. Fairley, Vice President, College Communications &  
Community Relations  
Mr. M. Jones, Vice President, Finance & Chief Financial Officer  
Mr. R. Nicoletti, Executive Director, President's Office, Corporate  
Secretary & Ministry Compliancy  
Mr. R. Seguin, Vice President, International Relations, Training &  
Campus Development  
Mr. M. Silvaggi, Vice President, Academic and Registrar  
Mr. J. Sirianni, Vice President, Human Resources, Safety &  
Facilities Management  
Ms. M. Staley Liang, In-coming, Vice President, Academic  
Ms. N. Takach, President, SRC

Having a quorum of Governors in attendance either virtually or in person, 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'**.

Ms. J. Piccinato chaired the meeting and Ms. Adams was the recording Board Secretary.

The Board Chair welcomed and introduced Ms. Jennifer Yee. Ms. Yee was selected as an external member of the Board of Governors, commencing immediately.

President France welcomed Ms. Monica Staley Liang, incoming Vice President, Academic.

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

Hearing no declarations of conflict of interest and no changes to the agenda, it was

**RESOLVED THAT** the Board of Governors adopt the Full Board agenda as presented.

### **2.0 Approval of the Minutes of the Full Board meeting held on Tuesday, November 28, 2023, 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 November 28, 2023 meeting.

### **3.0 Constituent Reports**

#### **Student Representative Council (SRC)**

Ms. Takach reported the following initiatives and activities on behalf of the SRC:

- The SRC hosted “Saints Got Talent” on February 15, 2024. The winner took home \$1,000 and has the opportunity to proceed to the “Ontario’s Got Talent” where they will compete against other college students.
- Campaigning for the 2024-2025 student elections opened on February 1, 2024. Voting is scheduled February 26 – March 1, 2024, with the announcement of the election results on March 1, 2024, in the Student Life Centre.
- The annual Polar Plunge, supporting the Special Olympics is being held on February 29, 2024. The SRC is registered for the event and has also donated \$3,000.

Activities and initiatives for Winter 2024 include the following:

- Weekly Yoga.
  - Gaymes night.
  - Therapy dogs.
  - Paint and Sip, with the first being hosted at the Downtown campus.
  - Food Bank services.
  - Esports activities.
  - Monthly Board programming initiatives.
  - Career workshops.
- The SRC continues to host Class Rep meetings once a month. Both SRC Vice Presidents continue to collaborate to improve the Class Rep program to better engage our student body.
  - Windsor campus food services continue to operate at full capacity. Williams Fresh Café at the Downtown campus will be adjusting their hours of operation and staffing levels to meet sales levels.
  - The SRC continues to review and plan volunteer opportunities and how to engage students.
  - The SRC has hired additional student leads for Campus Safety and continues to build awareness among students. The SafeWalk program has returned with the start of the Winter 2024 semester.
  - Pink Shirt Day was held at the Downtown campus to educate students and spread awareness regarding bullying, as well as the resources that are available on campus.
  - Clubs on campus are in full swing and the SRC has recently ratified many new clubs for Winter 2024.
  - The computer labs continue to operate at full capacity.
  - The SRC continues to work with the Centre for Academic Excellence, as well as Tutoring and Student Services, to develop programs and promote academic integrity.

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

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

Ms. France noted that the President's Report was included in the Full Board meeting documents. She outlined the events and initiatives that have occurred since the last Board meeting:

- The 2023 Premier's Awards Gala was held on November 27, 2023, as part of the Higher Education Summit, celebrating the achievements of Ontario college graduates. President France thanked the Board members who were able to attend.

She also commended the Music Theatre Performance students who provided entertainment during the event.

- The Saints Esports program won the National Association of Collegiate Esports (NACE) North American Championship for the first time since their Fortnite Championship of Spring 2021.
- On Thursday, November 30, 2023, the College's Powerline program students helped spread some cheer by decorating Community Living Chatham-Kent's tree for the holidays.
- On Friday, December 1, 2023, an announcement was made at the Unemployed Help Centre regarding the beneficiaries of the S'Aints holiday fundraising concert, being held at Caesars Colosseum on Friday, December 22, 2023. Funds raised by the concert will benefit 16 local food banks through partnership with the Windsor-Essex Food Bank Association and the Chatham Outreach for Hunger. The Sleighing Hunger Charity Concert raised a record breaking \$114,786.
- St. Clair College was once again a proud sponsor of Bright Lights Windsor, held in Jackson Park from December 1, 2023 to January 7, 2024.
- On Wednesday, December 20, 2023, the Peace Parkette was completed, including a 20 ft. high peace statue with benches and sidewalks in the design of a peace sign, connecting the campus at the centre point. The peace statue was made locally by Cunningham Sheet Metal, the parkette designed by ROA Studios and constructed by Alliance General Contracting. St. Clair College's horticulture program completed the finishing touches with landscaping.
- Winter 2024 Orientation sessions were held the first week of January. Students received academic information and free swag while being welcomed to the College.
- On Tuesday, January 9, 2024, the Canadian Italian Business and Professional Association (CIBPA) held their January meeting. President France was presented with an award in appreciation of her vast community involvement. Egidio Sovran, Past Chair of the Board of Governors was also recognized for having been a member of CIBPA for thirty years.
- On Thursday, January 25, 2024, the College hosted a free lecture at the St. Clair College Centre for the Arts (SCCCA); "Prague – Forgotten Places for Community Actions". Yvette Vasourkova, faculty member at the Pratt Institute in Prague, was the guest lecturer. The College has an affiliation agreement with the Pratt Institute for the Architectural Technology program.
- On Tuesday, January 30, 2023, President France and Mr. Silvaggi met with representatives from Build A Dream to discuss Build A Dream's plans for 2024, including the College's sponsorship of their International Day of the Girl Breakfast, being held in October at the SCCCA.
- On Saturday, February 3, 2024, President France was presented with the 2023 Hand in Hand Award by In Honour of the Ones We Love. President France



emphasized that she very much appreciated and accepted the award on behalf of the staff and students of St. Clair College.

- On Thursday, February 29, 2024, St. Clair College will be hosting a lecture entitled “Malcom X and the Struggle for Justice and Brotherhood” at the Windsor Campus. The lecture will be given by Abdur-Rahman Muhammad and the event is a collaboration between the College, Assumption University and Sandwich First Baptist Church.
- On Wednesday, February 7, 2024, the Windsor Express to the Trades event was held at the WFCU Centre. St. Clair College was a sponsor of the event, which offers youth in grades 7 to 12 an opportunity to explore career prospects in the trades.
- St. Clair College is pleased to announce that Ms. Monica Staley Liang will assume the position of Vice President, Academic, and will transition to her new role over the course of the Winter semester, while remaining as Dean, School of Health Sciences and School of Nursing for this period.
- The Winter 2024 Convocation Ceremonies for the Acumen Campus was held on Tuesday, February 20, 2024, at the Meridian Arts Centre in North York. The Convocation Ceremony for the Windsor and Chatham campuses was held on Thursday, February 23, 2024, at the Chrysler Theatre. President France presented an honorary Honours Bachelor of Applied Arts in Social Justice and Legal Studies to community leader, Mehari Hagos. President France was also recognized, as this was her final convocation prior to her retirement.
- The 31<sup>st</sup> Annual Alumni of Distinction will honour six St. Clair College alumni who have made outstanding professional and community contributions in their fields and community services. The Annual Alumni of Distinction Banquet will be held on Saturday, April 13, 2024, at the SCCCA. The honorees for this year are:
  - Ursell Arends, Vice Prime Minister of Aruba – Business and Information Technology.
  - Larry Delaey, President and CEO Aarkel Group – Technology and Engineering.
  - David Cassidy, President of Unifor 444 – Apprenticeship Programs
  - Chaouki Hamka. Community Leader, Mothers Against Drunk Driving (MADD), Correctional Officer – Community Studies.
  - Dan MacDonald, Radio Host at CKLW Radio, Bell Media – Media Art and Design.
  - Bhupinder Singh, Professional TNA Wrestler – Recent Graduate.
- The KPI results for 2022-2023 will be released on Wednesday, February 28, 2024, and will be provided to the Board at the March meeting.
- On Monday, February 26, 2024, Jill Dunlop, Minister of Colleges and Universities announced that the Ontario government introduced a suite of measures to stabilize the province’s colleges and universities, including nearly \$1.3 billion in new funding, while maintaining the tuition fee freeze to preserve costs for Ontario students. The plan to invest the \$1.3 billion over the next three years is outlined in the President’s Report.

The province is also introducing legislation that would, if passed, support student mental health, safe and inclusive campuses and allow for increased transparency of fees, as well as initiatives that will help connect students to rewarding careers to help build Ontario's skilled workforce.

The province is introducing the "Strengthening Accountability and Student Supports Act, 2024" that would, if passed, authorize the Minister to issue directives requiring:

- Colleges and universities to provide information about ancillary fees and other student costs, including costs for textbooks or other learning materials. This could include ensuring that fees are published by institutions in a consistent manner.
- Additional transparency as it relates to tuition.
- Colleges and universities to have policies in place relating to mental health and wellness supports and services,
- Colleges and universities to have policies in place to combat racism and hate.
- Measure to protect students and improve the integrity of career colleges.
- Colleges and universities to establish certain core competencies for board members, including financial literacy and risk management.
- Allow colleges to offer applied masters degrees in areas of study that will help students graduate with in-demand skills, expertise and credentials.
- The Ministry to launch a career portal to help students understand labour market needs and make informed decisions on postsecondary education.

## **5.0 Consent Agenda**

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

5.1 Academic – Increase Online Course Offerings.

5.2 Research and Development:

- Plan and Conduct Research Professional Development Sessions, Research Scholarship and Innovation Days for Faculty. Concentration to be Added in Schools Offering Degrees.
- Implement and Maintain a Database Regarding Internal Research Projects with an Annual Comparison Over the Five Years, Commencing in 2020.
- Increase Communication and Showcase College Research Internally and Externally.

5.3 Support Student Success – Increase Student Success.

5.4 Increase Community Engagement – Strengthen the Connection Between the College and the Community to Reinforce College Brand and Image Through Volunteerism and/or Experiential Learning: Creation and Engagement of the Community Saints in Conjunction with the Alumni, SRC, TSI and SSAA.

5.5 Increase Community Engagement – Strengthen the Connection Between the College and the Community to Reinforce College Brand and Image Through

Volunteerism and/or Experiential Learning – increase Community Awareness of Engagement/Support of College Staff and Students.

5.6 Campus Beautification – Continue to Beautify the College Campuses and Maximize Brand.

5.7 2024 Winter Enrolment/Registration Report: Domestic and International.

**RESOLVED THAT** the Board of Governors receive and approve the contents of the February 27, 2024 Consent Agenda, as presented.

## **6.0 Monitoring Reports**

### **6.1 Financial Monitoring Report**

The Board Chair called upon Mr. Marc Jones to speak to this item. Mr. Jones noted that the Financial Monitoring Report with the financial results for the nine months ended December 31, 2023, was included in the Full Board agenda package. He highlighted the following:

#### Income Statement for the Period Ending December 31, 2022

- The net surplus at December 31, 2023 of \$30.1 million, is an increase of \$9.4 million for the comparative period. This variance is primarily due to the following:
  - Total Tuition Revenue has increased over the 2022 comparative period by \$20.1 million, which can mostly be attributed to the increase in international student enrolment.
  - Increase in Interest Income of \$5.5 million due to significant increases in the Bank of Canada's policy interest rate and higher cash holdings.
  - Increase in PCPP Fee-for-Service of \$1.4 million due to higher enrolment at Ace Acumen for the Spring and Fall semesters.
  - Total Salaries and Benefits have increased over the 2022 comparative period by \$5.6 million primarily due to the retroactive and in-year payments related to the Bill 124 ruling.
  - Increase in Contracted Services Other as a result of higher agent commissions to recruit international students.
  - Increase in Instructional Supplies as a result of supports required to meet academic teaching and laboratory requirements.
  - Increase in Premise Rental with the additional space at 333 Riverside Drive.

- Increase in Amortization due to the College's ongoing significant investment in its capital infrastructure.
- Based on information that the Finance Department has available to date, College Administration is forecasting the surplus to be approximately \$52 million, as adjusted at the mid-year budget review.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors receive the report on the financial results for the nine months ended December 31, 2023, as information.

## 6.2 Risk Management

The Board Chair called upon Mr. Nicoletti to speak to this item. Mr. Nicoletti noted that the Risk Management Report was included in the Full Board Agenda package. The PowerPoint presentation will review some of the highlights of the Enterprise Risk Management strategies that were implemented this past year.

- St. Clair College formalized the Risk Management program in 2009. Although there is risk in nearly everything that we do, we need to continue to implement plans to further our strategic and operational priorities, while identifying and mitigating risks.
- Risk Management is utilized to compliment the College's business planning and resource allocation process.
- Mr. Nicoletti outlined the eight Risk Management Categories that College Administration utilizes.
- College Administration determines potential risks through a combination of two elements: probability and impact. Probability is the likelihood of an event occurring and is measured on a scale of low, medium or high. Impact reflects the level of significance an event will have on the College when it occurs and is measured on a scale of one to three, with three being the highest impact.
- This model brings consistency in the way we categorize the College's risks. While the focus remains on the College's highest risks with the greatest impact, the goal is to implement plans for all levels of risk to the organization.
- The majority of risks will be identified at the departmental level by our front line staff. Each risk will then have a detailed risk plan.
- The Enterprise Risk Management Committee (ERMC) is a multi-discipline team that meets monthly in order to review the Risk Register and ensure that progress is being made in mitigating or correcting the identified risks. The ERMC will provide support and guidance as needed. The ERMC provides a

monthly report to SOG, as they are responsible for the overall Risk Management of the organization. SOG will then present an annual Risk Management report to the Board of Governors. SOG will also provide monthly updates to the Board as appropriate, when events occur, as there have been through this fiscal year.

- In addition, College Administration has developed a new Risk Management policy which has been brought forward for Board approval.
- Mr. Nicoletti provided a sample of the Risk Management register, a simplified tool that can easily summarize the information and track the progress of all risks and mitigation plans. The register includes the risk priority, identifies the current controls and the preventative or mitigation strategies planned.
- The current risk register is included in the Full Board agenda package and is reviewed by SOG on a monthly basis.
- Mr. Nicoletti provided a risk rating summary with a breakdown of low, medium and high risks, as well as a further breakdown by sector, noting that the College had eleven high risk priorities in the prior year, which has been reduced to six.
- Under the leadership of the Board of Governors and their approval of College Administration's capital and operational budgets, the College's risk has been significantly reduced, an example of which was Disaster Recovery.

A Governor noted that a risk category that has emerged recently has been rating a potential risk by when it happens, how long the organization has to address and mitigate the risk before it has an impact on the organization.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors receive St. Clair College's Risk Assessment/Management Report, for information.

Mr. Nicoletti's PowerPoint presentation is attached to the minutes as Item #6.2.

## **7.0 Information Items**

### **7.1 Program Advisory Committees**

The Board Chair called upon Mr. Michael Silvaggi to speak to this item. Mr. Silvaggi noted that the Program Advisory Committee (PAC) activities report for the 2022-2023 academic year was included in the Full Board agenda package. He highlighted the following:

- Program Advisory Committees (PAC) are mandated under the Ministry's Binding Policy Directive, "Framework for Programs of Instruction". Program Advisory Committees (PAC) are one of the mechanisms that ensure that the

College remains relevant from a program perspective through the feedback provided by industry.

- Each program offered at the College must have a PAC comprised of individuals from the community who have vocational or academic experience and knowledge that enables them to best advise the College on matters relevant to the programs and services.
- St. Clair College has a total of 144 academic programs and there are currently 83 PAC to support all of these programs. Fifty programs have stand-alone PAC, while the remainder have combined PAC due to similarity of vocations.
- All programs met the obligation of a minimum of one meeting per year, with a total of 102 PAC meetings being held during the 2022-2023 academic year. Twenty-two PAC met more than once during this period.
- The Executive Summary 2022-2023 PAC Report, as well as the Meeting Schedule, were included in the agenda package.
- The PAC summaries and membership information is included on the Board portal.

After a brief discussion it was

**RESOLVED THAT** the Board of Governors receive the annual summary report on the Program Advisory Committee activities for the 2022-2023 academic year, for information.

## 7.2 Capital Update

The Board Chair called upon Mr. Marc Jones to speak to this item. Mr. Jones noted that the Capital Update that was included in the Full Board agenda package speaks to several initiatives that are currently in progress with respect to the Welcome Centre, the ground parking initiative and deferred maintenance.

### Welcome Centre

- The Board approved the \$13 million Welcome Centre project, funded through the College's Unrestricted Reserves in March 2022.
- The target date for project completion is July 31, 2024. At December 31, 2023, the project is in a strong position from a budget perspective.
- Several academic support functions are moving from existing space at the Windsor Campus to the Welcome Centre, to create a one-stop student service experience. The existing space for the current services; Registrar's Office and Financial Aid, International Recruitment, One-Card, etc. is forecasted to be vacated by August 2024 and the space must be redesigned

and renovated to accommodate new functions. The renovations need to be actioned now so that all services will be available to students in Fall 2024. In order to do so, College Administration must begin making capital commitments to vendors before the traditional timelines of the March Board meeting and prior to April 1, 2024.

- There is approximately \$1.5 million in renovation costs that College Administration would like to commit to now, that will factor into the 2024-2025 budget.

#### Ground Parking Initiative

- In November 2022, College Administration brought forward a proposal to the Board to pivot from a parking deck to a ground parking solution, as the result of financial analysis, as well as the creation of an additional number of spaces.
- The proposal would create 263 spots at a cost of \$4 million, self-funded through the College's Unrestricted Reserves.
- Phase One of the parking initiative progressed with the completion of Lots C and N, resulting in 116 additional parking spots. Phase Two of the initiative includes the redesigning and construction of Lots E and G, as well as the associated walkways.
- Once completed, the ground parking initiative will yield an additional 258 spots. However, it is forecast that the cost of the project will be approximately \$2.6 million over the original budget, which can primarily be attributed to inflation pressures over the past 14 months and premium pricing being assessed to the work as a result of staffing constraints.

#### Deferred Maintenance and Building Condition Assessment (BCA)

- Deferred Maintenance is a continuous process that represents the backlog of repairs and maintenance required to keep the College's infrastructure in good working condition and it is College Administration's goal to prioritize these items in order to minimize risk for operations and to maintain a quality learning environment for students.
- The Building Condition Assessment (BCA) is a key tool that is used to help monitor the College's Deferred Maintenance requirements. The most recent BCA was completed in 2019 and identified a three-year (2019-2022) backlog of \$44 million and ten-year (2019-2029) backlog of \$203.8 million in deferred maintenance requirements.
- Recognizing the need to have a strategy to self-fund deferred maintenance, during the 2020-2021 fiscal year, the Board of Governors approved the creation of an internally restricted Deferred Maintenance Reserve, which has contributed almost \$62 million. To date, College Administration has withdrawn

\$30 million, since its inception, to address deferred maintenance requirements.

- The College's 2019 BCA is scheduled to be updated during the 2024-2025 fiscal year to provide updated projections for future deferred maintenance renewal requirements.
- The deferred maintenance internal reserve withdrawal request for the 2024-2025 fiscal year budget will be \$25 million, which will be brought forward to the Board of Governors at the March meeting.
- In order to have the opportunity to complete as many of the deferred maintenance requirements as possible during the 2024-2025 fiscal year, College Administration needs to start making commitments to contractors. As such, College Administration is requesting \$13 million prior to April 1, 2024, that will be factored into the 2024-2025 budget, in order to make commitments now from a contractual perspective, and to begin the projects on schedule.
- Mr. Jones noted that while the College normally proceeds with the application for building permits, as a Crown Corporation, we are not required to have building permits. As College Administration is concerned about lead time, we will provide the City of Windsor with notice of the construction but not the application for building permits.

A Governor asked for clarification regarding the application for building permits. Mr. Jones noted that the College acquires all of the necessary insurance and liability documents, but it is not required to attain building permits as a Crown Corporation.

President France noted that St. Clair College normally does apply for building permits as part of the process, where most colleges do not. As there is a significant backlog in processing building permits, the College will forgo the application process in this situation to gain the necessary lead time but will still notify the City of Windsor.

A Governor inquired if the College requires ESA permits, etc.

Mr. Jones responded that yes, all other necessary permits are acquired through the appropriate contractors and consultants, as well as to ensure that all work is done to code.



After a brief discussion it was,

**RESOLVED THAT** the Board of Governors receive this update regarding the Welcome Centre and the related vacated space, ground surface parking initiative and deferred maintenance, as information.

After a brief discussion it was,

**RESOLVED THAT** the Board of Governors approve Administration to contractually commit the College to capital projects up to \$13 million and \$1.5 million from the internally restricted deferred maintenance reserve and unrestricted reserve respectively, prior to April 1, 2024 to allow the various projects to have the opportunity to be completed during the 2024-2025 fiscal year.

### 7.3 Higher Education Summit Update

The Board Chair opened the floor to allow Governors who participated in the Higher Education Summit to share their experience.

All participants commented that they had a positive experience at the conference.

One Governor noted that they would like to recommend that all Governors who have the opportunity to, participate, particularly new Board members. The discussions pertaining to governance and what that means provides a strong foundation for serving on the Board.

### 7.4 CICan 2024

The Board Chair stated that the 2024 CICan Conference will be held April 27 – May 1, 2024, at the Telus Calgary Convention Centre. The theme of this year's conference is Growing Talent for a Resilient Future.

Information about the conference sessions and scheduling was distributed in the Board documents. Those who are interested in attending the conference should submit their request to the Board Secretary.

## 8.0 By-law and Policy Review

### 8.1 Policy TBD: Board of Governors Risk Management – 2<sup>nd</sup> Reading

After a brief discussion, it was,

**RESOLVED THAT** the Board of Governors approve the 2<sup>nd</sup> reading of Policy TBD: Board of Governors Risk Management, as presented.

### 8.2 Policy 2003-3: Corporate Secretary's Job Description – 1<sup>st</sup> Reading

The Board Chair spoke to this item, noting that upon review of Policy 2003-3: Corporate Secretary's Job Description there is an inconsistency between the policy and by-law of the same matter. As Board By-laws are overarching, legal counsel has recommended the removal of the policy. The policy will be brought back to the Board for a 2<sup>nd</sup> reading, for removal.

After a brief discussion, it was,

**RESOLVED THAT** the Board of Governors approve the 1<sup>st</sup> reading of Policy 2003-3: Corporate Secretary's Job Description, for removal.

## 9.0 Date of the Next Meeting

9.1 The next Board meeting is scheduled for Tuesday, March 26, 2024.

The Full Board meeting adjourned at 8:00 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**

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

**of the**

**BOARD OF GOVERNORS**

**NOTICE OF MEETING**

**DATE:** Tuesday, February 27, 2024

**TIME:** Immediately following the In-Camera Meeting

**PLACE:** A3315E, President's Board Room

**NOTE:** Dinner will be available for constituents at 5:00 p.m., in the Staff Lounge.

The Board of Governors photo will be taken prior to the start of the Full Board 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 NOVEMBER 28, 2023, IN WINDSOR, ON
- 3.0 CONSTITUENT REPORTS
- 4.0 PRESIDENT'S REPORT  
(Policy – Executive Limitations Communication & Counsel #2003-21)

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

## 5.0 CONSENT AGENDA

### 5.1 Academic – Increase Online Course Offerings

**Information Item** – Administration has provided a report on Strategic Direction #1 – Excellence – Increase the total number of online courses offered at St. Clair College by 7% over five years. Concentration will be on high demand courses, attached as Item #5.1.

### 5.2 Research and Development

**Information Item** – Administration has provided a report on Strategic Direction #1 – Academic Excellence:

- Plan and conduct research professional development sessions, research scholarship and innovation days for faculty. Concentration to be added in Schools offering degrees.
- Implement and maintain a database regarding internal research projects.
- Increase communication and showcase College research internally and externally, attached as Item #5.2.

### 5.3 Support Student Success – Increase Student Success

**Information Item** – Administration has provided a report on Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Increase institutional efforts to enhance Soft Skills for students through various mechanisms and activities, attached as Item #5.3.

### 5.4 Increase Community Engagement – Strengthen the Connection Between the College and the Community to Reinforce College Brand and Image Through Volunteerism and/or Experiential Learning

**Information Item** – Administration has provided a report on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) – Creation and engagement of the “Community Saints” in conjunction with the Alumni, SRC, TSI and SSAA and document impact, attached as Item #5.4.

### 5.5 Increase Community Engagement – Strengthen the Connection Between the College and the Community to Reinforce College Brand and Image Through Volunteerism and/or Experiential Learning

**Information Item** – Administration has provided a report on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership) – Increase community awareness of engagement/support of College staff and students, attached as Item #5.5.

- 5.6 Campus Beautification – Continue to Beautify the College Campuses and Maximize Brand

**Information Item** – Administration has provided a report on Strategic Direction #4 – Facilities Enhancement – Annual plan for Campus Beautification developed, attached as Item #5.6.

- 5.7 2024 Winter Enrolment/Registration Report: Domestic and International (College Charter – Minister’s Binding Policy Directive – Ministry Mandate – College Mandate)

**Information Item** – Administration has provided a report outlining the College’s 2024 Winter Enrolment, attached as Item #5.7.

## 6.0 MONITORING REPORTS

- 6.1 Financial Monitoring Report  
(Required by the Ministry – Reg. 34/03, Article 8)

**Approval Item** – Administration has provided the Board with a financial update for the period ended December 31, 2023, attached as Item #6.1.

- 6.2 Risk Management

**Information Item** – Administration has provided a report to the Board regarding Risk Management, attached as Item #6.2.

## 7.0 INFORMATION ITEMS

- 7.1 Program Advisory Committees

**Information Item** – Administration has provided an update regarding the Program Advisory Committees (PAC) for the 2022-2023 academic year, attached as Item #7.1.

- 7.2 Capital Update

**Information Item** – College Administration will provide the Board with an update regarding the Welcome Centre, Vacated Space and Parking projects, as well as the Deferred Maintenance Report, attached as Item #7.2.

- 7.3 Higher Education Summit Update  
(Policy #2003-6 Cost of Governance)

**Information Item** – A brief report from the 2023 Higher Education Summit, held in Toronto, ON will be presented to the Board.

- 7.4 CIGan 2024

**Information Item** – The Board Chair will provide information about the CIGan Conference being held, April 29 – May 1, 2024.

## 8.0 BY-LAW AND POLICY REVIEW

### 8.1 Policy TBD: Board of Governors Risk Management

**Approval Item** – The Board will review Policy TBD: Board of Governors Risk Management, for 2<sup>nd</sup> reading, attached as Item #8.1.

### 8.2 Policy 2003-3: Corporate Secretary's Job Description

**Approval Item** – The Board will review Policy 2003-3: Corporate Secretary's Job Description for 1<sup>st</sup> reading, attached as Item #8.2.

## 9.0 DATE OF THE NEXT MEETING

### 9.1 The next meeting is scheduled for Tuesday, March 27, 2024, at the Windsor Campus.



# ST. CLAIR

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C O L L E G E

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: FEBRUARY 27, 2024**

**RE: STRATEGIC DIRECTIONS UPDATE (2023 – 2024) – ACADEMIC EXCELLENCE – INCREASE ONLINE COURSE OFFERINGS**

**SECTOR: RON SEGUIN, VICE PRESIDENT, INTERNATIONAL RELATIONS, CAMPUS DEVELOPMENT AND STUDENT SERVICES AND MICHAEL SILVAGGI, VICE PRESIDENT, ACADEMICS REGISTRAR**

**AIM:**

To provide the Board of Governors with an update on the Strategic Directions (2023–2024). This update pertains to Strategic Direction #1 – Academic Excellence, regarding the commitment to increase online course offerings. Specific details include the following:

Goal	Objective	Measure	Target
Academic.	Increase online course offerings.	Increase the total number of online courses offered at St. Clair College by 7% over 5 years. Concentration will be on high demand courses.	February 2024.

**BACKGROUND:**

There continues to be a strategic focus on developing and converting high demand courses for delivery through St. Clair College’s eCampus, as well as courses modified for online delivery. The College has achieved success in its focus to increase the total of number of online courses and delivered 316 high demand courses online through eCampus achieving a 519% increase, well exceeding the Strategic Direction measure of 7%.

Academic Year	# of High Demand Course Sections Developed/Converted to Online	Increase in High Demand Courses Online
2019-2020	51	
2020-2021	75	47%
2021-2022	86	69%
2022-2023	120	135%
2023-2024	316	519%

Although the five-year target of 7% from the 2019-2020 baseline year has been surpassed, it is the goal of the College to continue to develop additional online courses and build upon the College's digital capacity - content and delivery.

The College continues to advance its strategic objective to incorporate innovative approaches to online delivery including strategies and methods, such as:

- Finalized the development of the online learning quality assurance framework as part of a second round of the eCampus Ontario Virtual Learning Strategy (VLS) funded project and applied this framework in the development of new, or conversion of existing, online delivery courses, and to drive continued growth and advancement in virtual learning at St. Clair College.
- Development of asynchronous modules and courses to support students in areas of academic writing, academic integrity and student success.
- Continued creation of digital resources within the Centre for Academic Excellence and Quality Assurance (CAE&QA) that are flexible and dynamic to support building strong, effective and sustainable digital capacity. An example is the creation of the CAE Faculty Hub, with dedicated spaces for virtual content in a variety of teaching and learning themes.
- Continued development of high-quality digital content that adheres to Accessibility for Ontarians with Disabilities Act (AODA), Universal Design for Learning (UDL), Equity Diversity Decolonization and Inclusion (EDDI) and outcome-based educational principles.
- Professional Development and Training for faculty with sprint workshops and a range of virtual learning and training modules focusing on specific online aspects, such as active and experiential learning, assessment, Open Education Resources (OER), Academic Integrity, Essential Employability Skills (EESs), and more.
- Expanded support and resources for online and hybrid delivery, beyond traditional academic areas to areas such as corporate training, continuing education and applying program quality assurance processes to achieve positive impacts.
- CAE&QA continues to expand Blackboard and educational technology support with a group of faculty mentors and enhanced Blackboard and educational technology training webinars/virtual support.

### **RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive this update on Strategic Direction #1 – Academic Excellence regarding the commitment to increase online course offerings, for information.





# ST. CLAIR

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COLLEGE

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: FEBRUARY 27, 2024**

**RE: STRATEGIC DIRECTIONS UPDATE (2023-2024) ACADEMIC EXCELLENCE - RESEARCH AND INNOVATION**

**SECTOR: RALPH NICOLETTI, EXECUTIVE DIRECTOR, PRESIDENT’S OFFICE, CORPORATE SECRETARY AND MINISTRY COMPLIANCY**

**AIM:**

To provide the Board with an update on the Strategic Directions (2023 – 2024). This update pertains to Strategic Direction – #1 – Academic Excellence – Research and Development. Specific details include the following:

Goal	Objective	Measure	Target
Research and Development	Promote interdisciplinary research aligned with area of program strengths/degree offerings.	Plan and conduct research professional development sessions, research scholarship and innovation days for faculty. Concentration to be added in Schools offering degrees.	February 2024.
	Document and increase the number of students participating in research.	Implement and maintain a database regarding internal research projects.	February 2024.
	Increase awareness of St. Clair College research.	Increase communication and showcase College research internally and externally.	February 2024.

## **BACKGROUND:**

The Board of Governors recognizes the importance of Research and Innovation (R&I) at St. Clair College and continues to profile it in their Strategic Directions for 2020-2025.

To support R&I, St. Clair College partners with local businesses and organizations to address their specific innovation needs through the development, testing and implementation of new products, services, processes and technologies. These innovations are then implemented through R&I investment, commercialization activities, and enhanced student and employee training.

Collaborative participation with the R&I department at St. Clair College will help position Windsor-Essex and Chatham-Kent as competitive regions for innovation, generating new revenue and high-value jobs, both locally and throughout Canada.

The following outlines the Research and Innovation initiatives that operationalize the objectives within the 2023–2024 Strategic Directions:

### **1. Promote Interdisciplinary Research Aligned with Area of Program Strengths/Degree Offerings**

The measure of this objective is to “Plan and conduct research professional development sessions, research scholarship, and innovation days for faculty. Concentration to be added in Schools offering degrees.”

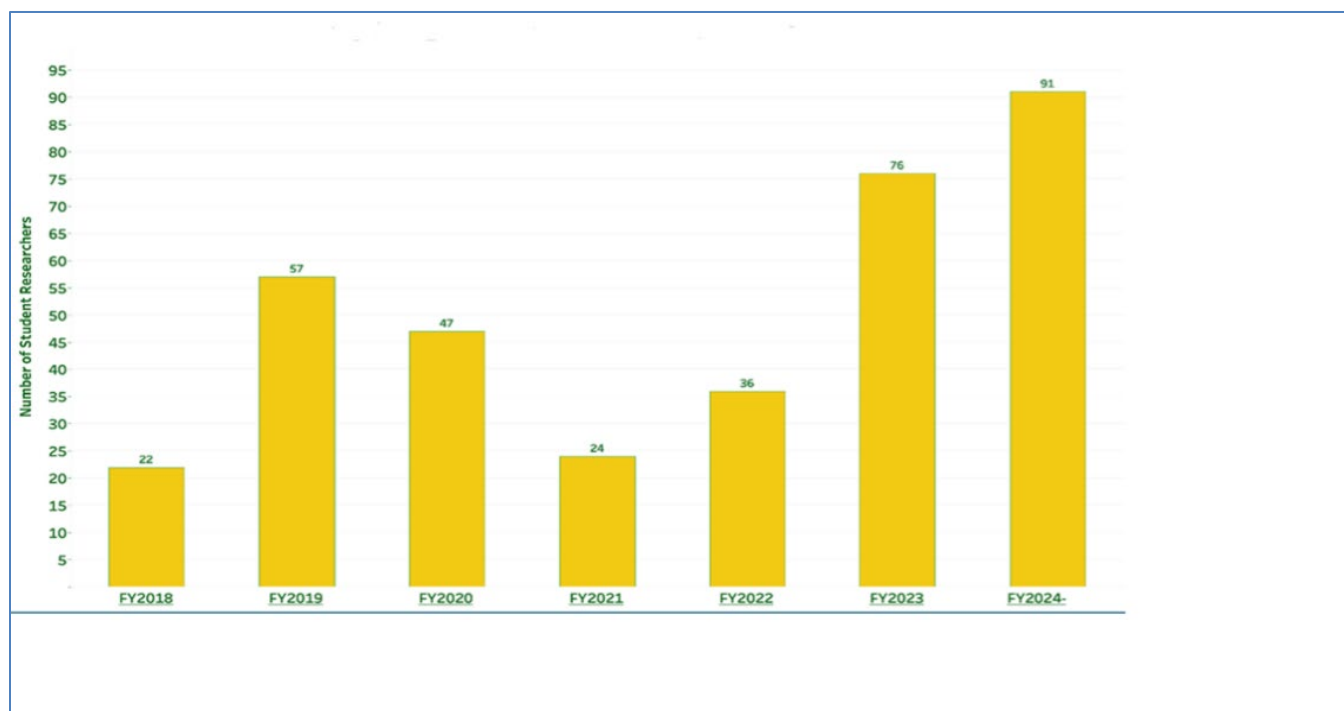
Professional development sessions completed include:

1. Researchers, primarily from the Honours Bachelor of Social Justice and Legal Studies program, successfully completed the Tri-Council Policy Statement (TCPS Core - 2002) training.
2. New researchers successfully completed the RedCap software training. RedCap is a data analysis software system.
3. There were a total of approximately 30 faculty, staff and students that attended the WE-SPARK Health Research conference and approximately 35 faculty, staff and students that attended Emerging Technologies
4. With the change in R&I leadership, an orientation and onboarding plan is being developed that will provide administrative and research related information to all new researchers, including students. This is scheduled to be delivered by end of the 2024 fiscal year or the first quarter of the 2025 fiscal year.

## 2. Document and Increase the Number of Students Participating in Research

The measure of this objective is to “Implement and maintain a database regarding internal research projects”.

1. Total number of students participating in research during 2023-2024.



2. At the 2023 WE-SPARK conference a student researcher, from the Concurrent Early Childhood Education program, took home first place in the rapid-fire competition.
3. A student researcher, from the Social Justice and Legal Studies program was awarded the Senior Women Academic Administrators of Canada Student Leadership.
4. Research students have enjoyed success in the Ford Innovation Showcase with a student from Mechanical Engineering Technology – Automotive Product Design (APD), taking home the top prize. In the same competition, a student from Electromechanical Engineering Technology - Robotics, finished in second place. In total five research students participated in the Ford Innovation Showcase in 2023.
5. Student researchers, from Mechanical Engineering Technician – Industrial and Mechanical Engineering Technology – APD, participated in an exchange with CEGEP, St. Jerome in Montreal working on a research

project through the Canadian Materials Circular Economy Syndicate (CMCES). They spent six weeks in Montreal testing molds designed and machined at St. Clair College.

6. 35 student researchers delivered a Science Technology Engineering Math (STEM) based Robotics curriculum to 800 grades seven and nine students from the four school boards in Windsor-Essex and Chatham-Kent, and 200 summer camp students, supported through a grant from Ontario Vehicle Innovation Network (OVIN). Sample projects are attached as Appendix A.
7. A formal, accessible, research project data base will be established by March 2024 for students and staff.

### **3. Increase Awareness of St. Clair College Research**

The measure of this objective is to “Increase communication and showcase College research internally and externally”.

To this end, the R&I department has conducted the following:

1. Launched our new R&I website, identifying our Areas of Research, capabilities and the research team <https://stclairresearch.ca/>
2. Launched Twitter and LinkedIn social media accounts to share and promote R&I accomplishments.
3. An R&I newsletter was sent out throughout the College November 2023. This newsletter highlights the successes of the previous year, faculty, and programs that have been involved in research activities and upcoming opportunities.
4. St. Clair College was the platinum sponsor for the Emerging Technologies Conference, providing the opportunity for the R&I department to have a booth and provide a presentation on the main stage, outlining research capabilities.
5. St. Clair Research was highlighted in the media for the EV Truck Conversion project and two Social Innovation Fund awarded grants.
6. St. Clair College researchers participated in the following events:
  - Siemens Digital Industries Partner event at LIFT Facility in downtown Detroit on Wednesday, April 19, 2023.
  - Emerging Tech Speaker Series Innovating Agri (virtual) May 4, 2023.
  - Academie Ste-Cecile International School Science Fair – 3 Researchers volunteered as judges, May 26, 2023.

- St Anne’s High School STEM Group, Invest WindsorEssex (IWE) and the St. Clair College recruitment team presented to 30 students, May 29, 2023.
- Attended IWE Annual General Meeting – June 2, 2023.
- Greenovation Social - Invited by Libro Credit Union to apply for agriculture grant, June 15, 2023.
- UWindsor Engineering Research Partnerships Open House - June 20, 2023.
- Automotive Parts Manufacturing Association (APMA) Conference – September 26, 2023.
- Canadian Manufacturing Technology Show (CMTS) – September 27, 2023.
- Shop Metalworking Technology Expo – October 12, 2023.
- Vista VIP Open House and Tour Event – October 27, 2023.
- DevFest (Google Developers Conference) our expert cybersecurity lead researcher presented, October 28, 2023.
- Automate Canada Battery Manufacturing Review – October 26, 2023.
- Women in Mobility – November 1, 2023, Emerging Technologies Conference – 25 students attended the conference, November 2, 2023.

**RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive this update on Strategic Direction – #1 – Academic Excellence – Research and Innovation, for the 2023 – 2024 academic year, for information.

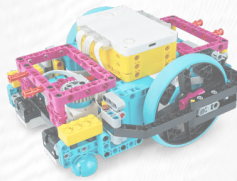
## Program Overview

The OVIN Region Workforce Program sets out to prepare the next generation of students for the shifting economic needs of the region/nation. The program was developed to spark student interest in post-secondary and career pathways in STEM and Automobility to create a talent pipeline by developing an evidence-based summer camp and in-school robotics program for students in grades 7 and 9. St. Clair College along with community partners developed a robust STEM robotics program/ curriculum with the capacity for replicability and sustainability. The data on the following pages is a preliminary analysis of the data captured pre- and post-test, via surveys distributed to both teachers and students who participated in the program. The pre-post student survey was developed for both elementary and high school students (Grade 7 and Grade 9) utilizing Unfried's et al. (2015) S-STEM survey.

## Program Logistics

### Curriculum and Resources:

- 400 LEGO SPIKE Prime robots were purchased from Studica Ltd for the in-school program. Studica was selected through an RFP process. These are provided at a ratio of 1 robot to 2 students.
- 3 St. Clair College Robotics Faculty and 2 PhD candidates from the University of Windsor's Faculty of Education were hired to develop the curriculum in conjunction with the LEGO robots.
- 4 resources per lesson:
  - Lesson Plan document
  - PowerPoint Lesson
  - Teacher Resource
  - Student Resource



### Program Staff:

- 20 St. Clair College robotics students and 15 University of Windsor Faculty of Education pre-service education students were hired to deliver the program.
- Administrative staff were responsible for managing the project.

## AT A GLANCE

- Grade 7 and Grade 9
- 4 school boards:
  1. Greater Essex County District School Board
  2. Windsor Essex Catholic District School Board
  3. St. Clair Catholic District School Board
  4. Lambton Kent District School Board
- Hosted on Fridays in both Windsor-Essex and Chatham-Kent schools.
- 5 weeks in duration.
- 1-hour long lessons.
- Alignment with Ontario science and math curriculum.
- Goal: Increase student **and** teacher understanding/confidence in STEM as well as interest in Automobility!

**4 School Boards**  
**11 Schools**  
**33 Classrooms**  
**800 Students**

## PARTNERS







Student Researchers, Parth Chikhaliya, Construction Engineering Technician program and Edwin Orlando Bolivar Gomez, Mechanical Engineering Technology – Automotive Product Design (APD) under the supervision of Dr. Ashkan Nejati, Adjunct Researcher, worked on a research project with Z-Modular to develop an alternative method to enhance their VectorBloc connection using adhesives instead of high strength Socket Head Cap Screws (SHCS). Finite element analysis was conducted on simulation models followed by laboratory stress tests on metal components machined and fabricated at the College.

Based on the positive outcome from the initial NSERC-funded research conducted in collaboration with St. Clair College, Z-Modular is looking to continue the research which aims to replace SHCS with structural adhesives to enhance construction speed and design flexibility. This multistep research project involves connection redesign, adhesive selection, prototype development and experimental and numerical studies, with initial tests demonstrating the capability of structural adhesives to meet building connection strength requirements. The Research and Innovation (R&I) team is currently in the process of preparing an application for further NSERC funding.

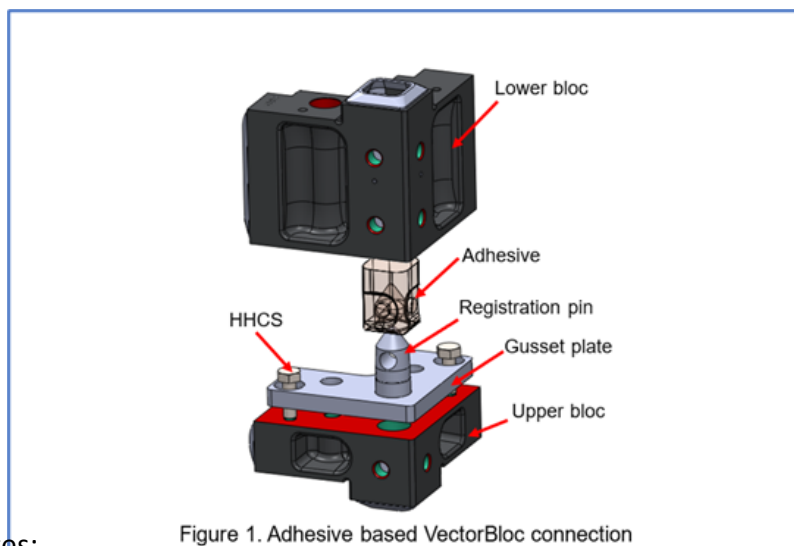


Figure 1. Adhesive based VectorBloc connection

Student researchers, Sarah Julius enrolled in the Concurrent Early Childhood Education (ECE) program, as well as Isabel Guerrier, and Morolake Larinde from the Pre-Health Sciences program, under the supervision of lead researcher Cayla Wood and Adjunct Researcher Josie Schwartz, work on the NSERC School Nutrition Project. The project is funded through NSERC’s College and Community Social Innovation Fund grant and partners with the Ontario School Nutrition Program (OSNP), ProsperUs and AgScape. Canada is the only G7 country without a national School Nutrition Program (SNP) and the absence of such programs places Canadian children, primarily those experiencing poverty, at a heightened disadvantage.

This project explores the feasibility of locally implementing an enhanced school nutrition plan, incorporating food literacy. To successfully implement such a program in collaboration with community partners, a food vendor and a local school, much preparation and research is necessary. The student researchers are responsible for helping establish a reliable literature review to base the final SNP on relevant data and feedback. Additionally, the student researchers support the preparation of the feasibility study by incorporating local contextual factors and community-based formative research. During the project’s final year, the student researchers will aid in the implementation and roll out of the SNP. Recently, at this year’s WE-SPARK conference, Sarah Julius took home first place in the rapid-fire competition focusing on this project.

## COMMUNITY LEADERS COME TOGETHER FOR 'NATIONAL SCHOOL NUTRITION PROGRAM'



ROB HINDI

Published date: Thursday, October 12th 2023 - 12:53 pm  
Modified date: Thursday, October 12th 2023 - 12:53 pm



*Sarah with Her Award*





**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: FEBRUARY 27, 2024**

**RE: STRATEGIC DIRECTIONS UPDATE (2023-2024) – STUDENTS  
 (RETENTION, GRADUATION RATE AND SUCCESS) – SUPPORT  
 STUDENT SUCCESS**

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

**AIM:**

To provide the Board of Governors with an update on the Strategic Directions (2023–2024). This update pertains to Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Increase institutional efforts to enhance Soft Skills for students through various mechanisms and activities (i.e. online tools, mock interviews). Specific details include the following:

<b>Goal</b>	<b>Objective</b>	<b>Measure</b>	<b>Target</b>
Support Student Success.	Increase student success.	Increase institutional efforts to enhance Soft Skills for students through various mechanisms and activities (i.e. online tools, mock interviews).	February 2024.

**BACKGROUND:**

St. Clair College is dedicated to supporting student and graduate outcomes that are aligned to meet the needs of its stakeholders. St. Clair College provides its students with 21<sup>st</sup>-century transformational learning experiences, and experiential and entrepreneurial opportunities, so that they are successful in obtaining rewarding careers. Students develop Essential Employability Skills (EES), together with the practical skills needed for the ever-changing and evolving labour market. This helps to address industry needs by preparing students for success with fulfilling careers and satisfying the recruitment needs of local, regional, and provincial employers.

## **Career Services (Experiential Learning and Career Services)**

Career Services moved to the Academic Sector in 2022, ahead of the trend across Ontario Colleges to align these services with the Strategic Mandate Agreement (SMA3) to enhance experiential learning opportunities for students. Now known as Experiential Learning and Career Services, the department supports curriculum-based work-integrated learning and co-curricular learning opportunities, as well as traditional career services to students. This realignment provides a greater opportunity to introduce career services to students much sooner into their academic journey, such that they have more time to develop employability skills well before they graduate.

Career Services operates out of the Genesis Centre to provide career readiness support to domestic and international students. The more prominent space on campus, as well as increased programming, has contributed to the steady increase in the number of students seeking out career service support. Career Services Officers provide one-on-one résumé, job search, and interview support during biweekly walk-in hours at the Genesis Centre. Commencing in September 2023, in-person drop-in support was expanded to include the Chatham campus (monthly) and the downtown campuses (bimonthly). Services continue to be available to all students, by appointment and virtually.

A comparison to the data collected last year indicates a significant increase in the number of students receiving career services (note that last year's report included the month of February).

<b>Career Services (Students Impacted)</b>	<b>Apr. 1, 2022, to Feb. 28, 2023</b>	<b>Apr. 1, 2023, to Jan. 30, 2024</b>
Class Presentations/Workshops	500	782
Job Search Support	222	201
Résumé Support	229	381
Mock Interviews/Coaching	25	68
	<b>976</b>	<b>1,432</b>

Career Services maintains Career Central, a job posting board available to St. Clair College students and alumni:

<b>Career Central</b>	<b>Apr. 1, 2022, to Feb. 28, 2023</b>	<b>Apr. 1, 2023, to Jan. 30, 2024</b>
Job Postings	<b>1,153</b>	<b>1,282</b>

The Department of Experiential Learning and Career Services also provides direct support for student placements for programs that have work-integrated learning as a mandatory or optional part of the curriculum, including all programs with work-integrated learning in the Schools of Engineering and Skilled Trades, as well as the internships for students in degree programs. Career Services developed a pre-placement online module that students must complete before going out on work placement. In developing the module, Career Services surveyed the results of student placement employer feedback to identify areas of focus for student soft skill development. Working with LinkedIn Learning, Soft Skills seminars are included in the pre-placement modules that have been curated by Career Services based on the survey results of St. Clair College student placement employer feedback. This pre-placement requirement with the Soft Skills seminars was recently launched (Winter 2024 semester).

**Career Services has organized or hosted the following employment-related events since April 1, 2023:**

- Health Care Career Fair (April 14, 2023).
- OPP Information Session (May 1, 2023).
- Empowering Women for Employment WEST of Windsor Seminar (April, June and September 2023).
- Entrepreneurship Supports – multiple agencies (May 30, 2023).
- Social Insurance Number Clinics – with Services Canada (September 7, 14 and 22, 2023).
- Part-time Job Fair (September 21, 2023).
- Bayshore Employer Day (September 26, 2023); Chatham campus on September 28, 2023.
- Business and IT Career Fair (October 25, 2023).
- Innovation Blueprint – with WeTech (October 25, 2023).
- Small Business Entrepreneurship Centre Presentation (November 22, 2023).
- Border Services Industry Day (November 24, 2023).
- Paramed Employer Day (November 29, 2023).
- CICE Employment Transition Event (November 30, 2023).
- Social Insurance Number Clinics – with Services Canada (January 5, 8, 10 and 15, 2024).
- The Entrepreneurial Journey Workshop (January 17, 2024).
- First Responders Career Fair (January 25, 2024).

Upcoming events include Engineering and Skilled Trades Career Fair, Electrical Industry Day, Landscaping Industry Day, EV Industry Day, Greenhouse Industry Day, Education and Community Service Career Fair (Windsor), Education and Community Service Career Fair (Chatham), Healthcare Career Fair (Windsor), and Healthcare Career Fair (Chatham).

**RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive this update on Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Increase institutional efforts to enhance Soft Skills for students through various mechanisms and activities.



**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: FEBRUARY 27, 2024**

**RE: STRATEGIC DIRECTIONS UPDATE (2023-2024) – COMMUNITY ENGAGEMENT (LEADERSHIP, COMMUNICATION AND PARTNERSHIP) - INCREASE COMMUNITY ENGAGEMENT**

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

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**AIM:**

To provide the Board of Governors with an update on Strategic Direction # 3 – Community Engagement (Leadership, Communication and Partnership) – Increase Community Engagement. Specific details include the following:

Goal	Objective	Measure	Target
Increase Community Engagement	Strengthen the connection between the College and the community to reinforce the College brand and image through volunteerism and/or Experiential Learning.	Creation and engagement of the “Community Saints” in conjunction with SRC, TSI, SAA and Alumni and document impact.	February-Annually

**BACKGROUND:**

As an outcome of the Strategic Directions 2020-2025, Administration provides an annual report to the Board that contains information regarding the College, its student leaders and the St. Clair College Alumni Association's involvement in our communities. This year, the College, its student leaders along with their clubs and the Alumni Association were reinforcing our College brand, supporting student life and engaging with our community.

## **St. Clair College**

St. Clair College has been active in the community with many partners, groups and organizations this year.

St. Clair College's Alumni Association was proud to be a primary sponsor of the annual Windsor Family Credit Union's (WFCU) Scripps Regional Spelling Bee. As part of the WFCU's community engagement program, the Spelling Bee promotes literacy and language arts in a fun and engaging way and provides area youth from grades four to eight, the opportunity to compete for a chance to represent the Windsor-Essex community at the Scripps National Spelling Bee in Washington, D.C. Congratulations to this year's Champion, Isabella Cowan, and runner up, Zain Malik on their success. They will continue on to compete in Washington D.C. representing their school and Canada in this international competition.

FIRST Robotics Canada was established in 2001 with a mission to inspire Canadian high school and elementary school students to pursue further studies and careers in Science, Technology, Engineering and Math (STEM). It pursues its mission primarily through offering opportunities for students, working in teams and assisted by expert adult mentors, to build robots and to take part in tournaments which feature on-field competitions, judged awards and other forms of recognition, potentially including university and college scholarships. A FIRST Robotics competition took place at the University of Windsor on Saturday, April 1, 2023. St. Clair College was a Gold sponsor and for the second year in a row, our Executive Director, Centre For Academic Excellence, Lindi Prendi, gave opening remarks.

The annual Powerline Rodeo returned in-person with 135 first and second-year students of the Powerline Technician program participating in various challenges over two days. Employers, family, friends and the community attended. There were various events, including pole top rescue, ring the bell, climbing relay, don't break the egg and installing grounds. This year's event marks a decade since the first class graduated from the Powerline program. The first rodeo was hosted the following year in 2014. In addition to the numerous job opportunities presented, the event is a fun time for everyone involved. St. Clair College is the largest provider of the Powerline program in Ontario.

Hoopin' Around the Clock Fundraiser, organized by Reid Innes and Dwayne St. John, along with three Event Management students, presented the President with a cheque in the amount of \$10,000 from the Hoopin' Around the Clock fundraising event that was held from November 25 – 27, 2023. The funds raised will go towards the Saints Scholarship.

The St. Clair Jr. Saints Basketball organization was founded in 2019 and run by St. Clair College Basketball Alumni, Jimmy Parsons, Steve Brnardic and Greg Layson. The purpose of the organization is to give St. Clair College Basketball Alumni the opportunity to remain in the game of basketball in the community and/or with their kids. The St. Clair Jr. Saints Basketball Organization has a total of four teams in the boys and girls divisions, ranging in age from 10 – 17 and are looking to expand. The St. Clair Jr. Saints Basketball Organization runs a Summer basketball camp, house league and skills sessions for kids in the community of all ages and is also a member of the OBA (Ontario Basketball Association). The St. Clair Jr. Saints basketball program raised \$10,000 this past season for athletic scholarships. Over the past year, there have been over 100 youth participating in house league, basketball camps and tournaments in our region and across the province.

On Friday, April 29, 2023, the College participated in the Hospice's Dove Pin fundraising campaign. College volunteers sold the pins to the College community. During the one-day College campaign, an impressive \$715 was raised.

The Grand Opening of the Chatham Early Childhood Education (ECE) Outdoor Lab was held at the Mary Uniac Building on Thursday, May 25, 2023. The outdoor lab received funding from the Municipality of Chatham-Kent, the Chatham-Kent YMCA Foundation and the St. Clair College Alumni Association. ECE Professor, Brenda Huff, spear-headed the project. The new outdoor lab is being touted as "visionary" and a remarkable step forward in quality outdoor pedagogy.

After a three-year hiatus, the 10th annual Hotel-Dieu Grace Healthcare (HDGH) Heart Breaker Challenge took place on Saturday, May 27, 2023, at Malden Park. St. Clair College, along with the Alumni Association, were proud sponsors. The event raises awareness and funds for the Cardiac, Stroke and Pulmonary Rehab Programs at HDGH by challenging participants to walk, jog or run approximately five to seven kilometres with a number of obstacles throughout. To date, the event has hosted nearly 9,000 participants and spectators and has raised over \$850,000 for vital programs and services at HDGH.

Thirty students from the Fashion Design Program designed and created more than 25 fidget blankets to be given to patients. The blankets are therapeutic lap-sized quilts that provide sensory and tactile stimulation for the restless hands of those with Alzheimer's or other forms of dementia. The blankets have different items such as fur, pockets, buttons or zippers sewn to them. These small quilts alleviate boredom by keeping the patients' hands busy while providing a calming effect through repetitive motion.

Over 100 children from at-risk communities in Windsor attended a special field trip on Saturday, June 17, 2023. MH100, a local organization that helps disadvantaged youth, along with its partners, with the goal of inspiring these students to pursue postsecondary education.

On Monday, August 14, 2023, President France presented the Macri Family with a donation of \$5,000 for the Fight Like Mason Foundation. The funds raised are the proceeds from the annual Fireworks College Night which was held this year on June 27, 2023. The Fight Like Mason Foundation's mission is to improve the treatment, care, quality of life and awareness of patients diagnosed with childhood rhabdomyosarcoma and other childhood cancers. To date, the Foundation has donated over \$300,000 to childhood cancer research.

On Tuesday, August 15, 2023, members of the Administrative Staff Association (ASA), along with President France, presented the St. Clair College Foundation with a cheque for \$35,000 towards a new student scholarship. The ASA disbanded and elected to place the remaining association funds into a student scholarship. The College was happy to match those funds in order to create a new scholarship which will benefit students for years to come.

St. Clair College once again sponsored the "Hero for A Day" program on Tuesday, August 15, 2023, at General Brock Public School in West Windsor. Executives from the Student Representative Council (SRC) and Saints Student Athletic Association (SSAA) partnered with the United Way's "Summer Eats for Kids" program, which provides children and families in Windsor-Essex County with a week's worth of nutritious snacks, fresh fruits,

vegetables and books. The program ran all summer at six school locations across the community, where families were able to pick up a food box.

Due to the success of the Ford Innovation Showcase, Ford Motor Company, partnered with the College to implement a career mentorship program for our students.

On Monday, August 28, 2023, President France was a key speaker when the City of Windsor announced plans to debut the anticipated statue of Rosalie Trombley by sculptor Donna Mayne, the creation of which St. Clair College has co-funded with the City of Windsor.

St. Clair College once again sponsored Open Streets Windsor on Sunday, September 17, 2023. St. Clair secured the corner of University and Victoria Avenue just in front of the MediaPlex.

St. Clair College, along with the Alumni Association, were presenting sponsors of the 2023 Firefest which was held September 8 – 10, 2023. The event was held at the Riverfront Festival Plaza and showcased local firefighters skills in four rugged activities: a 5K Run with Responders, the Tug Across The River, Rescue Relays and the Firefit Regional Competition.

On Wednesday, October 11, 2023, more than 24 Protection, Security and Investigations (PSI) and Police Foundations students and staff participated in a Fall 2023 street cleanup of Cabana Road. A few years back, the PSI/Police Foundations Society adopted Cabana Road between Northway Avenue and Dougall Avenue. Several times per year, Society members collect trash and recycling along this route. The College is appreciative of the Society's efforts in keeping our community safe and clean.

St. Clair College was a proud sponsor of the Windsor Symphony Orchestra's "WSO Rocks! The Music of Fleetwood Mac" concert that took place in our Chrysler Theatre on Friday, October 13, 2023.

St. Clair College was, once again, a proud sponsor of the 2023 Chatham-Kent Crowfest. Crowfest is a celebration of all things "crow" in Chatham-Kent. While crows are in Chatham-Kent year-round, they are very noticeable in the month of October. There were daily activities for Crowfest in Downtown Chatham October 11-14, 2023.

Congratulations to our Culinary Program on winning the "Best Pasta Dish" at The Pastabilities Luncheon which took place at the Ciociaro Club on Tuesday, October 17, 2023. St. Clair College, along with various local restaurants, participated in the event serving up delicious pasta dishes. The luncheon, which was put on by The Culinary Federation of Windsor in partnership with UHC – Hub of Opportunities, supports the Plentiful Harvest Food Rescue Program, which has rescued over 30 million pounds of produce, helping those in need in Windsor-Essex County.

Employers seeking students from the Zekelman Schools of Business and Information Technology visited the St. Clair College Windsor campus on Wednesday, October 25, 2023. The Alumni Hall Lounge was abuzz with discussions about available positions, required skills and qualifications and graduation dates. This Career Fair, hosted by the Career Services Department, was the second in a series of career events planned for the 2023-2024 academic year. A part-time job fair for students was also held in September.

St. Clair College was once again proud to be the Opening Night Sponsor of the 2023 Windsor International Film Festival (WIFF). This year's event, which ran October 26 - November 5, 2023, featured 186 films, with feature films from 46 countries, 38 short films, 19 films in local programming and 107 films from world-leading film festivals.

President France and students from the College's Horticulture program attended a project briefing at the Brentwood Recovery Home on Thursday, November 2, 2023. Our students, under the leadership of John Lein and Jason Milling, will be assisting the Brentwood Recovery Home in refurbishing a portion of their front to support a leisure area for female participants. St. Clair Horticulture students will come up the landscape design and also install the new garden. The College will purchase the materials for the project.

Thursday, November 2, 2023, was the first ever Saints Nation Night at the WFCU Centre. Between the big win, the St. Clair Jerseys and the loud crowd, this night was one for the books. Thanks to the Windsor Spitfires Organization and the students, staff and alumni of St. Clair College for making this night a huge success.

On Tuesday, November 7, 2023, Habitat for Humanity Windsor-Essex (HFHWE) proudly announced the dedication of the St. Clair College Youth Mentorship Hub. This event marked a pivotal moment in community collaboration, aimed at empowering the next generation. The new Hub, made possible through the generous support of St. Clair College and the St. Clair College Alumni Association, offers a vital space for skills training, youth mentorship, and community partnership. President France highlighted the significant ties between St. Clair College and Habitat, stating, "St. Clair and Habitat have been officially and unofficially connected for decades, with our faculty, staff, students, and alumni serving as both volunteers on project sites and on the organization's board. This event stands as a remarkable commitment to youth mentorship and education, symbolizing the strength found in collaboration and shared goals."

Students from the College's PSI and Police Foundations programs committed random acts of kindness and raked leaves at three homes in South Windsor on Wednesday, November 15, 2023. These homes were selected as the homeowners are unable to care for their yards themselves and do not have anyone to assist them. The residents were very grateful and appreciative.

Under the direction of Professor Pete Soulliere, students from the PSI/Police Foundations Society, Border Services Club, and Community and Justice Services Club, kicked off the holiday season by hitting the streets around the Windsor and Downtown Campuses on Thursday, November 23 and Friday, November 24, 2023 in support of the Goodfellows Paper Drive. All funds raised go towards the Goodfellows' annual Christmas Food Box Program. The program provides food boxes and food vouchers for thousands of families throughout Windsor and Essex County. The demand for these boxes has increased by 40% over the past two years. Once again, students and staff from St. Clair College showed their great support of the event with both campuses combining to collect \$13,168.01. This amount was matched by St. Clair College, for a total combined submission of \$26,336.02.

The Sleighing Hunger Charity Concert performed by The S'Aints at the Colosseum of Caesars Windsor raised a record breaking \$114,786 which will support 16 local food banks by partnering with the Windsor-Essex Food Bank Association (WEFBA) and the Chatham Outreach for Hunger (COH). Our sincere appreciation goes out to everyone who has continued to support this community initiative each year.



St. Clair College was once again a proud sponsor of Bright Lights Windsor, held in Jackson Park December 1, 2023 - January 7, 2024. As always, visitors were able to view thousands of lights and stunning displays, all free of charge. St. Clair College is always proud to support our local community.

### **Student Representative Council (SRC)**

SRC played SSAA in a charity basketball game as part of Hoopin' Around the Clock, in November 2023. It was a fun game and a great way to raise money for local organizations and charities.

Our annual Toy and Food drive was held on December 18th, 2023, and it was a huge success! We were able to serve 55 families, including 91 children and we also had 55 single students sign up. Additional student events included:

- Paramedic Club donating proceeds from their Haunted Morgue to charity.
- Community and Social Justice Club's Halloween for hunger, benefitting New Beginnings Windsor.
- Social Justice Club participated in Dress Purple Day and donated proceeds to the Children's Aid Society Windsor.
- Esports Club raised \$5,164 for Children's Miracle Network hospitals through their xtralife event.
- Firefighting Club donated proceeds from their Remembrance Day bake sale to the Legion.
- PSI/PF Club participating in the Goodfellows paper drive and raising over \$10k.
- Paramedic Club filled an ambulance with food benefitting SRC food bank.
- PSI/PF Club and Paramedic Club participated in the Windsor Christmas parade.
- Social Justice Club socks and bottoms drive supporting the Rotary Club.
- Community and Social Justice Club donated \$150 to St. John's Ambulance.
- Tourism Club mitten drive.
- Music Theatre Club Cabaret for Change.

Volunteer Events:

- Cotton Candy for Cancer with Canadian Cancer Society.
- Selfies for suicide prevention with Canadian Mental Health Association (CMHA) Windsor.

### **Thames Student Incorporated (TSI)**

- Partnered with Chatham Kent Women's Centre to bring awareness to human trafficking, domestic violence and assault awareness.
- Partnered with Katelyn Bedard Bone Marrow Association holding a swab event on campus.
- Donated to Outreach for Hunger.
- Trick or Eat Community initiative to collect food items for the TSI food bank.
- Donated to CKHA Hospital for Breast Cancer and Prostate Cancer awareness.
- Partnering with Canadian Blood Services to host a student focused blood drive in March, 2024.

- Partnered with CK Municipality to promote Crowfest to the student body (buskers on campus).

### **Saints Student Athletic Association (SSAA)**

- In April 2023, SSAA donated and participated in the legacy walk. An event that supports kid's sports charities in Essex County.
- In May 2023, SSAA supported Miracle League Baseball charity event.
- The Second Annual Spikin' 4 SACU Beach Volleyball tournament was held on Friday, June 30, 2023. With multiple teams signed up, the event was a smashing success, raising a grand total of \$2,000. The SSAA acknowledged High Rise Basketball and the Zekelman Tennis Centre for their contributions! It was a perfect night for a very fun, yet competitive volleyball tournament.
- SSAA supported the Junior Saints Summer Basketball Camp, that saw youths of grade school ages come and experience St. Clair College. The camp received great reviews from coaches and parents, and we look forward to continuing our support of Junior Saints basketball.
- Members of the executive team once again took part in the Summer Eats – Day Of Caring event, hosted on by the United Way. Along with SRC, the morning was spent handing out food, books and toys for members of the community and having a healthy interaction.
- The end of the beach volleyball season saw our final charity tournament of the season, raising funds for Miracle League Baseball. It was another fun night that put a bow on our best beach volleyball season to date. This tournament also brought the grand total of the three SSAA beach volleyball tournaments in 2023, to \$5000 raised!
- The SSAA partnered with the Canadian Cancer Society in October 2023 for two initiatives. First was a Yoga on the field event that was free for students. The second initiative was the collection of a 50 cent donation by every student that attended an intramural event in the month of October.
- Two events brought in high school students and their families and offered the opportunity to see what the College provides students. SSAA played hosts to two major events, including the girls WECSSAA Basketball Championships, and the 2023 OFSAA Football Bowl Series,
- The SSAA partnered with SACU, in an effort to raise funds and awareness for their cause, while providing students with a unique event that anyone could participate in. This Cup Pong tournament raised just over \$430.

## **Alumni Association**

The Alumni Association sponsored and supported the following organizations and charities this past year:

- CMHA- Rock Your Sole.
- Tailgate Takeout – 1<sup>st</sup> Annual Tailgate Takeout Toss Tournament.
- Noah's House Mental Health Foundation Inc.- Noah's House Roaring 20's Charity Gala.
- Windsor-Essex Children's Aid Society - Gourmet Gardens.
- Ontario Federation of School Esports Associations (OFSEA) - Ontario Provincial Rocket League Championship.
- United Way Windsor-Essex - Women United Signature Luncheon: Women Who Inspire Us.
- Windsor-Essex Regional Chamber of Commerce - BEA Awards 2023.
- Rotary Club of Windsor-Roseland - Lobsterfest 2023.
- 2023 Hotel-Dieu Grace Healthcare Foundation Heart Breaker Challenge.
- LaSalle Rowing Club 3<sup>rd</sup> Annual Golf Tournament.
- Windsor-Essex County Humane Society - Strays on Streetcorners.
- Festival of Giving – Chatham.
- Windsor Transportation Club Scholarship Golf Tournament.
- Windsor Stars Baseball Club - Kevin Siddall Invitational Baseball Tournament.
- Ride to Conquer Cancer.
- Pure-Kids Windsor Triathlon.
- Run for Rocky Legacy Project - Run for Rocky.
- Arts Collective Theatre - ACT Presents Guys and Dolls.
- Genio -Tech Robotics - Robotourney Robotics Competition.
- Brewing for Comedy Festival - Lead Sponsor for Festival.
- 2023 Windsor-Essex Pride Fest.
- Uncle Jack's Baseball - Baseball Camps.
- Amherstburg Uncommon Festival.
- LWSO Stingers Baseball Team - North American Special Olympics Softball Tournament.
- Impact Wrestling Pay-Per View July 15 – 16, 2023.
- City of Windsor / Windsor Fire and Rescue Services - FIREFEST 2023.
- Municipality of Chatham-Kent - Crowfest.
- Brain Injury Association Windsor Essex - BIAWE Conference on Acquired Brain Injury-Mental Illness.
- Santa's Village and Market Essex.
- Maryvale Adolescent and Family Services/Stigma Enigma - Entertainment Sponsorship.
- WE-SPARK Health Institute - WE-SPARK Health Research Conference.
- Windsor Life Centre - WLC Gala.
- YQG Green Tradeshow.
- Kingsville Music Society - The Greenway Jam Music Festival.
- Windsor-Essex Soapbox Derby Association - Soapbox Derby Races Windsor/Tecumseh.
- Chatham-Kent Health Alliance Foundation - Parade of Chefs.
- Jack Miner Migratory Bird Foundation - Jack Miner Sponsorship.
- Windsor Light Music Theatre – 75<sup>th</sup> Anniversary Season - 2022/2023 Fiscal Year.
- Life After Fifty - Be Well Expo.

- Rotary Club of Windsor (1918) - Art in the Park.
- House of Sophrosyne - PJ Party.
- Habitat for Humanity - Handbags for Housing.
- CMHA - Higgi's Halloween Hoedown.
- WEtech Alliance - YQG Founder's Night.
- Pure Dance Academy - Pure Academy Competitive Dance Team.
- Rotary Club of Windsor – Roseland - Wines of the World.
- HighRise Basketball - Hoopin' Around the Clock.
- Epilepsy SWO - 2023 Superhero Takeover.
- Big Brother Big Sisters Windsor Essex - Bowl for Kids' Sake.
- Windsor Islamic Association - Muslim Women's Conference.
- In Honour of the Ones We Love - Potato Fest 2023.
- Easter Seals Ontario - Windsor-Essex Celebrity Hockey Classic.
- The Salvation Army Windsor Centre of Hope - Annual Christmas Dinner.
- Gang's All Here Comedy - Good Girls Revolt: All-Women, All-Stars Comedy Showcase.
- Rotary Club - Sponsorship of Rotary Dueling Pianos Event.
- Islamic Relief Canada - 2nd Annual Women's Winter Extravaganza.
- Knobby's Kids 2023-2024 Season.
- 2024 Polar Plunge.
- Fight Like Mason Foundation - 2023 Sponsorship.
- CBC Christmas Food Drive – Sponsorship.
- Habitat for Humanity - Naming Rights.

### **RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive this update on Strategic Direction # 3 – Community Engagement (Leadership, Communication and Partnership) – Increase Community Engagement, for information.



# ST. CLAIR

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C O L L E G E

**TO: BOARD OF GOVERNORS FROM:**

**PATRICIA FRANCE, PRESIDENT**

**DATE: FEBRUARY 27, 2024**

**RE: STRATEGIC DIRECTIONS UPDATE (2023-2024) – COMMUNITY ENGAGEMENT (LEADERSHIP, COMMUNICATION AND PARTNERSHIP) – INCREASE COMMUNITY ENGAGEMENT**

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

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**AIM:**

To provide the Board of Governors with an update on Strategic Direction # 3 – Community Engagement (Leadership, Communication and Partnership) – Increase Community Engagement. Specific details include the following:

<b>Goal</b>	<b>Objective</b>	<b>Measure</b>	<b>Target</b>
Increase Community Engagement.	Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism by students and staff.	Increase community awareness of engagement/support of College staff and students.	February – Annually

**BACKGROUND:**

As part of the Strategic Directions, Administration provides an annual report to the Board that contains information provided by College staff and students regarding their involvement in our communities.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction # 3 – Community Engagement (Leadership, Communication and Partnership) – Increase Community Engagement, for information.

AREA	VOLUNTEER ACTIVITIES
President	<ul style="list-style-type: none"> <li>Member, Committee of Presidents (COP), Naming Committee.</li> </ul>
	<ul style="list-style-type: none"> <li>COP Sub-Committee – Private Career Colleges.</li> </ul>
	<ul style="list-style-type: none"> <li>Board Chair, Windsor Regional Hospital Board of Directors.</li> </ul>
	<ul style="list-style-type: none"> <li>Member, Windsor Regional Hospital Quality of Care Committee.</li> </ul>
	<ul style="list-style-type: none"> <li>Member, Windsor Regional Hospital, Executive Committee.</li> </ul>
	<ul style="list-style-type: none"> <li>Member, Windsor Regional Hospital Governance Committee.</li> </ul>
	<ul style="list-style-type: none"> <li>Board Member, Windsor Family Credit Union Board of Directors.</li> </ul>
	<ul style="list-style-type: none"> <li>Member, Windsor Family Credit Union Audit Committee.</li> </ul>
	<ul style="list-style-type: none"> <li>Member, Windsor Family Credit Union Nominating Committee.</li> </ul>
	<ul style="list-style-type: none"> <li>Member, Windsor Family Credit Union Governance Committee.</li> </ul>
	<ul style="list-style-type: none"> <li>Member, Windsor-Essex Regional Chamber of Commerce Gold Circle.</li> </ul>
	<ul style="list-style-type: none"> <li>Member, Industry-Education Pathways to Success Task Force.</li> </ul>
	<ul style="list-style-type: none"> <li>Member, Windsor-Essex Compassionate Community Coalition.</li> </ul>
	<ul style="list-style-type: none"> <li>Chatham-Kent Community Leaders Cabinet.</li> </ul>
	<ul style="list-style-type: none"> <li>Chatham-Kent Education Sector Committee.</li> </ul>
	<ul style="list-style-type: none"> <li>Collective Impact Steering Committee.</li> </ul>
	<ul style="list-style-type: none"> <li>Prosper Us Leadership Council.</li> </ul>
	<ul style="list-style-type: none"> <li>100 Women Who Care Windsor-Essex.</li> </ul>
<ul style="list-style-type: none"> <li>Regional Community Safety &amp; Wellbeing (CSWB) Leadership Table.</li> </ul>	
<ul style="list-style-type: none"> <li>Chair, OCAS Board of Directors.</li> </ul>	
<ul style="list-style-type: none"> <li>OCAS Audit Committee.</li> </ul>	
<ul style="list-style-type: none"> <li>Member, WE-SPARK Board of Trustees.</li> </ul>	
Staff	<ul style="list-style-type: none"> <li>Member, Medical Advisory Board for Melo Clinic and Pregnancy Centre.</li> </ul>
	<ul style="list-style-type: none"> <li>Youth leader, Parkwood Gospel Church's High School Ministry.</li> </ul>
	<ul style="list-style-type: none"> <li>Coach, Lasalle Sabres Youth Hockey.</li> </ul>
	<ul style="list-style-type: none"> <li>Coach, Titans Youth Baseball.</li> </ul>
	<ul style="list-style-type: none"> <li>Member, Medical Advisory Board for the Melo Clinic and Pregnancy Centre in Windsor.</li> </ul>
	<ul style="list-style-type: none"> <li>Volunteer, local church - preparing food and distributing it to the unhoused in Windsor outside the Mission and Water World – Glengarry.</li> </ul>
	<ul style="list-style-type: none"> <li>Board member, Windsor Essex County Youth Advocacy Centre.</li> </ul>
	<ul style="list-style-type: none"> <li>Volunteer, OCAA Golf Championships at Ambassador Golf Course.</li> </ul>
	<ul style="list-style-type: none"> <li>Volunteer, St. Vincent de Paul on King Street.</li> </ul>
	<ul style="list-style-type: none"> <li>Volunteer, Goodfellows.</li> </ul>
	<ul style="list-style-type: none"> <li>Committee Member, Talent Advisory Committee for Invest Windsor-Essex.</li> </ul>
	<ul style="list-style-type: none"> <li>Member, WE Tech Alliance – Board of Directors.</li> </ul>
	<ul style="list-style-type: none"> <li>Member, Enactus Canada – Board of Directors.</li> </ul>
	<ul style="list-style-type: none"> <li>Member, Faithville Gospelcast Productions – Board of Directors.</li> </ul>
	<ul style="list-style-type: none"> <li>Member, Essex Conservative Association – Board of Directors.</li> </ul>
	<ul style="list-style-type: none"> <li>Member, Canada US Business Association – Board of Directors.</li> </ul>
	<ul style="list-style-type: none"> <li>Member, Windsor-Essex District Stroke Council.</li> </ul>
	<ul style="list-style-type: none"> <li>Member, Binational Value Proposition Economic Development Group.</li> </ul>
	<ul style="list-style-type: none"> <li>Volunteer, MH100 – Inner City Youth Group.</li> </ul>
	<ul style="list-style-type: none"> <li>Volunteer, STAG – Sandwich Teen Action Group.</li> </ul>
	<ul style="list-style-type: none"> <li>Volunteer, Tilbury High School Access Program.</li> </ul>
	<ul style="list-style-type: none"> <li>Volunteer, Public Board Elementary Gifted Student Program.</li> </ul>
	<ul style="list-style-type: none"> <li>WE Tech Alliance.</li> </ul>
<ul style="list-style-type: none"> <li>Community Representative, University of Windsor's Animal Care Committee.</li> </ul>	
<ul style="list-style-type: none"> <li>Volunteer Trainer, Chatham-Kent Victim Services on Domestic Violence.</li> </ul>	
<ul style="list-style-type: none"> <li>Member, of the Kiwanis Club of Ridgetown.</li> </ul>	

Staff	<ul style="list-style-type: none"> <li>• Organizer, Highgate District Agriculture Society's Children's Program at the Highgate Fair.</li> </ul>
	<ul style="list-style-type: none"> <li>• Member, Leamington District Minor Baseball Board.</li> </ul>
	<ul style="list-style-type: none"> <li>• Committee Member - Child and Youth Planning Committee.</li> </ul>
	<ul style="list-style-type: none"> <li>• Committee Member - Dads Matter Steering Committee.</li> </ul>
	<ul style="list-style-type: none"> <li>• Member and Treasurer, House of Sophrosyne - Board of Directors.</li> </ul>
	<ul style="list-style-type: none"> <li>• Community Member - Windsor Regional Hospital – Finance, Audit and Resources Committee.</li> </ul>
	<ul style="list-style-type: none"> <li>• Chair, TSSA Operating Engineers (O.E.) and Boiler Pressure Vessels (BPV) Advisory Council.</li> </ul>
	<ul style="list-style-type: none"> <li>• Chair, 4<sup>th</sup> Class Interprovincial Power Engineering Curriculum Committee (IPECC).</li> </ul>
	<ul style="list-style-type: none"> <li>• Member, Windsor-Essex Working Toward Wellness Committee (WTW).</li> </ul>
	<ul style="list-style-type: none"> <li>• Member, Torch Run Annual Polar Plunge Committee.</li> </ul>
	<ul style="list-style-type: none"> <li>• Member, Windsor-Essex Communities in Motion Committee (WECIM).</li> </ul>
	<ul style="list-style-type: none"> <li>• Member, Windsor-Essex County Suicide Prevention Coalition.</li> </ul>
	<ul style="list-style-type: none"> <li>• Co-Chair, School Council at Princess Elizabeth Public School.</li> </ul>
	<ul style="list-style-type: none"> <li>• Board Member, Windsor Aquatic Club.</li> </ul>
	<ul style="list-style-type: none"> <li>• Member, NACE Board of Directors.</li> </ul>
	<ul style="list-style-type: none"> <li>• Member, Esport Canada Post Secondary Council.</li> </ul>
	<ul style="list-style-type: none"> <li>• Member, EsportsU Competition Committee.</li> </ul>
	<ul style="list-style-type: none"> <li>• Chair Elect, NACE Competition Council.</li> </ul>
	<ul style="list-style-type: none"> <li>• Member, NACE Awards Committee.</li> </ul>
	<ul style="list-style-type: none"> <li>• Worked and volunteered on 25 events across Ontario while representing St. Clair College; competitive tournaments, social events, panels and more.</li> </ul>
	<ul style="list-style-type: none"> <li>• Committee/Board Member - Social Workers in Gerontology (SWIG).</li> </ul>
	<ul style="list-style-type: none"> <li>• Committee/Board Member - Ontario Association of Social Workers Local Engagement Member (OASW - LEN).</li> </ul>
	<ul style="list-style-type: none"> <li>• Committee/Board Member - Social Workers in Private Practice (SWIPP).</li> </ul>
	<ul style="list-style-type: none"> <li>• Committee/Board Member - WeSPARK Health Institute.</li> </ul>
	<ul style="list-style-type: none"> <li>• Committee/Board Member - Ontario College of Teachers (OCT).</li> </ul>
	<ul style="list-style-type: none"> <li>• Face to Face TV – Producing, Filming, Editing.</li> </ul>
	<ul style="list-style-type: none"> <li>• Inspiration 9 Church – Director of Live Productions (Weekly).</li> </ul>
	<ul style="list-style-type: none"> <li>• In Honour of The Ones We Love Annual Gala (IMAG).</li> </ul>
	<ul style="list-style-type: none"> <li>• Crime Stoppers.</li> </ul>
	<ul style="list-style-type: none"> <li>• CJAM.</li> </ul>
	<ul style="list-style-type: none"> <li>• Windsor Police Service (WE CARE).</li> </ul>
	<ul style="list-style-type: none"> <li>• Jump Realty.</li> </ul>
	<ul style="list-style-type: none"> <li>• Coach, Forest Glade Falcons Minor Baseball.</li> </ul>
	<ul style="list-style-type: none"> <li>• Coach, Windsor-Essex Christian Soccer League.</li> </ul>
	<ul style="list-style-type: none"> <li>• Volunteer, Erie Shores Minor Hockey.</li> </ul>
	<ul style="list-style-type: none"> <li>• Volunteer, Windsor LifeLine Outreach Food Bank.</li> </ul>
	<ul style="list-style-type: none"> <li>• Board Member, Faithville Gospelcast Productions / Producers of Children's Television.</li> </ul>
	<ul style="list-style-type: none"> <li>• Chair, Hospice for Life Foundation - Board of Directors.</li> </ul>
	<ul style="list-style-type: none"> <li>• Vice-Chair, Harrow Family Health Centre - Board of Directors.</li> </ul>
	<ul style="list-style-type: none"> <li>• Member, Communications advisor – Iris House Board of Directors.</li> </ul>
<ul style="list-style-type: none"> <li>• Committee member, Art Gallery of Windsor.</li> </ul>	
<ul style="list-style-type: none"> <li>• Volunteer, Community clean-up, Essex County.</li> </ul>	
<ul style="list-style-type: none"> <li>• Volunteer, Royal Canadian Legion Poppy Campaign.</li> </ul>	
<ul style="list-style-type: none"> <li>• Volunteer, Windsor FRC event (Robot inspector).</li> </ul>	
<ul style="list-style-type: none"> <li>• Volunteer, Windsor FTC event (Lead robot inspector, won volunteer award).</li> </ul>	
<ul style="list-style-type: none"> <li>• Volunteer, Windsor FLL event (judge).</li> </ul>	

Community and Justice Services (CJS) Program	<ul style="list-style-type: none"> <li>• Capstone Projects, developed a partnership with New Beginnings where (under mentorship from agency staff) students designed and presented four programs for at-risk youth that aimed to meet a gap in services.</li> <li>• Organized a clothing and monetary donation drive that supported the Hiatus House.</li> <li>• Students joined the Saints Brigade to represent the College at the Justice booth at Police Week.</li> <li>• Annual “Toonies for Turkey” fundraiser to support people experiencing homelessness by contributing to hot Thanksgiving meals at the Downtown Mission.</li> <li>• “Halloween for Hunger” event supporting the Emergency Food Pantry at New Beginnings collecting, 2000 non-perishable items.</li> <li>• “Appelicious”- In partnership with Lasalle Police, fresh fruit was made available to students at the SCCA (bananas, apples, plums and pears).</li> <li>• Participation in the Goodfellows Paper Drive.</li> <li>• “Holiday Gift Card Wreath Raffle”, raising funds for the local St John Ambulance Therapy Dog program.</li> </ul>
Pre-Service Firefighter Education & Training	<ul style="list-style-type: none"> <li>• Tecumseh Combat Challenge.</li> <li>• Windsor Western Ontario Regional FireFit Competition.</li> <li>• Tecumseh Hose Testing.</li> <li>• Tecumseh Fire Prevention Week.</li> <li>• Easter Seals Dancing With the Stars and Hockey game.</li> <li>• Tecumseh Goodfellows.</li> <li>• LaSalle Goodfellows.</li> <li>• LaSalle Sparky's Toy Drive.</li> <li>• Windsor Christmas party for kids.</li> </ul>
CICE	<ul style="list-style-type: none"> <li>• CICE has joined WEEG “Windsor Essex Employment Group” which focuses on increasing employment for those with disabilities.</li> </ul>
Child and Youth Care Accelerated Chatham Campus	<ul style="list-style-type: none"> <li>• Collected reusable water bottles to provide to a Toronto volunteer group that was providing water to homeless people in a sustainable and environmentally friendly way to ensure people had access to fresh water.</li> <li>• Collected books and blankets for children through our local Children's Aid Society LinCK.</li> <li>• Collected pop can tabs for wheelchairs for children at the Chatham-Kent Children's Treatment Centre.</li> </ul>
SSAA	<ul style="list-style-type: none"> <li>• Sponsorship of the Polar Plunge and participation of board members.</li> <li>• Support of the Jr. Saints program; hosting a grade school invitational.</li> <li>• Partnered with OFSAA and Belle River High School as the lead sponsor and coordinator of the 2023 “AA” OFSAA championships.</li> <li>• Sponsorship and participation in the legacy walk, an event that supports kids sports charities in Essex County.</li> <li>• Support and Volunteer with Miracle League Baseball.</li> <li>• Second Annual Spikin’ 4 SACU Beach Volleyball tournament.</li> <li>• Support of St. Clair Jr. Saints Basketball summer camp.</li> <li>• Summer Eats – Day Of Caring event in collaboration with the United Way.</li> <li>• Miracle League Baseball Charity Beach Volleyball event.</li> <li>• Yoga, in the Field in collaboration with the Canadian Cancer Society.</li> <li>• Cup Pong Tournament in support of SACU and Harmony in Action.</li> <li>• Spikin’ 4 SACU Beach Volleyball Tournament in support of SACU.</li> <li>• Miracle League Volleyball Tournament.</li> <li>• The Bridge Charity Volleyball Tournament.</li> <li>• Canadian Tire Jumpstart Volleyball Tournament.</li> <li>• Hosted WECSAA girls’ basketball championships.</li> <li>• Hosted and provided a sponsorship of the OFSAA Football Championships.</li> </ul>
SRC	<ul style="list-style-type: none"> <li>• Met with the Consul General of India, with student leaders from other colleges addressing issues being faced by international students in Canada.</li> <li>• Flag-raising in recognition of Black History Month.</li> <li>• SRC along with some of our campus partners will be walking the Windsor PRIDE Parade on August 13<sup>th</sup>.</li> </ul>



SRC Club Events	<ul style="list-style-type: none"> <li>• Paramedic Club - Haunted Morgue event proceeds to charity.</li> <li>• Community and Social Justice Club's - Halloween for Hunger event proceeds New Beginnings Windsor.</li> <li>• Social Justice Club - Dress Purple Day proceeds to Children's Aid Society Windsor.</li> <li>• Esports Xtralife event proceeds to Children's Miracle Network Hospital.</li> <li>• Firefighting Club - Remembrance Day Bake Sale proceeds to the Legion.</li> <li>• PSI/PF Club - Goodfellows Newspaper drive.</li> <li>• PSI/PF and Paramedic Clubs participation in the Windsor Christmas parade.</li> <li>• Social Justice Club - Socks and Bottoms Drive, supporting the Rotary club.</li> <li>• Community and Social Justice, donation to St. John's Ambulance.</li> <li>• Tourism Club Mitten Drive.</li> <li>• Music Theatre Club - Cabaret for Change.</li> <li>• Volunteered at Selfies for Suicide Prevention for CMHA Windsor.</li> <li>• Volunteered at the Cotton Candy for Cancer with the Canadian Cancer Society.</li> </ul>				
	Paramedic Program	<ul style="list-style-type: none"> <li>• "Fill the Ambulances" food drive at two local grocery stores.</li> </ul>			
	Esthetics and Advanced Medical Esthetics Programs	<ul style="list-style-type: none"> <li>• Raised funds for the SRC Toy and Food Drive.</li> </ul>			
	TSI	<ul style="list-style-type: none"> <li>• Partnered with Chatham-Kent Women's Centre to bring awareness to human trafficking, domestic violence and assault awareness.</li> <li>• Partnered with Katelyn Bedard Bone Marrow Association – On-campus swab event.</li> <li>• Donated to Outreach for Hunger.</li> <li>• Trick or Eat Community initiative to collect food items for the TSI food bank.</li> <li>• Donated to CK Hospital for Breast Cancer and Prostate Cancer Awareness.</li> <li>• Partnered with local artist Shannon Rose to create an antibullying mural. Students painted vinyl records with positive messages and Shannon created a mural that is now displayed in the TSI cafeteria.</li> <li>• Partnered with Canadian Blood Services.</li> <li>• Partnered with CK Municipality to promote Crowfest to the student body.</li> </ul>			
		PSI/Police Foundations Society	<ul style="list-style-type: none"> <li>• The Children's Aid Society of Windsor.</li> <li>• The Windsor-Essex Child and Youth Advocacy Centre.</li> <li>• Hospice of Windsor-Essex.</li> <li>• Community Food Banks.</li> <li>• The Goodfellows Paper Drive.</li> <li>• Street Help.</li> <li>• Downtown Mission.</li> <li>• New Beginnings.</li> <li>• Victim Services.</li> <li>• Security volunteers for the annual Play for a Cure Pro Am Charity Hockey Tournament.</li> <li>• Host of the Polar Plunge "Media Launch" Slip n' Slide Fun Day.</li> <li>• Random Act of Kindness Fall yard clean-up, annually.</li> <li>• Host of the 2nd Annual Society Golf Tournament at Woodland Hills Golf Club raising funds for "Adopt-A-Vet".</li> </ul>		
			Interior Design Program	<ul style="list-style-type: none"> <li>• 3rd year students worked in partnership with the House of Sophrosyne on a capstone project which involved a redesign of the existing interior space.</li> <li>• 3rd year students worked in partnership with the Consulate General of Canada in Detroit alongside students from Wayne State University to redesign existing office space.</li> <li>• Participation in the holiday decorating of Willistead Manor alongside The Friends of Willistead.</li> </ul>	
				Experiential Learning and Career Services Department	<ul style="list-style-type: none"> <li>• Local Entrepreneurship Agencies Event.</li> <li>• Empowering Women for Employment Program (EWE) – WEST of Windsor.</li> <li>• United Way – Executive Mentorship Program.</li> </ul>

Data Analytics Program	<ul style="list-style-type: none"> <li>• Goodfellows - Creation of a database reporting system for Goodfellows of Tecumseh to help them track families in need of their food bank, holiday giving, footwear and breakfast programs.</li> <li>• Windsor Memorial Garden - Creation of a database reporting system help Windsor Memorial Gardens with day-to-day operations.</li> <li>• Fall Open House Report - Conducted a survey to create a report that can be used to assist the College with the planning of future events. A live dashboard was developed and on display during the event.</li> </ul>
St. Clair College Alumni Association	<ul style="list-style-type: none"> <li>• Canadian Mental Health Association - Rock Your Sole.</li> <li>• Tailgate Takeout - 1st Annual Tailgate Takeout Toss Tournament.</li> <li>• Noah's House Mental Health Foundation Inc. - Roaring 20's Charity Gala.</li> <li>• Windsor-Essex Children's Aid Society - Gourmet Gardens.</li> <li>• Ontario Federation of School Esports Associations (OFSEA) - Ontario Provincial Rocket league Championship.</li> <li>• United Way Windsor-Essex - Women United Signature Luncheon: Women Who Inspire Us.</li> <li>• Windsor-Essex Regional Chamber of Commerce - BEA Awards 2023.</li> <li>• Rotary Club of Windsor-Roseland - Lobsterfest 2023.</li> <li>• Hotel-Dieu Grace Healthcare Foundation - Hotel Dieu Grace Healthcare Foundation Heart Breaker Challenge.</li> <li>• LaSalle Rowing Club - LaSalle Rowing Club 3rd Annual Golf Tournament.</li> <li>• Windsor-Essex County Humane Society - Strays On Streetcorners.</li> <li>• Fight Like Mason Foundation - Festival of Giving.</li> <li>• Windsor Transportation Club - Windsor Transportation Club Scholarship Golf Tournament.</li> <li>• Windsor Stars Baseball Club - Kevin Siddall Invitational Baseball Tournament.</li> <li>• Ride to Conquer Cancer.</li> <li>• Pure-Kids Windsor Triathlon - Pure-Kids Windsor Triathlon.</li> <li>• Run for Rocky Legacy Project - Run For Rocky.</li> <li>• Arts Collective Theatre - ACT presents Guys and Dolls.</li> <li>• Genio-Tech Robotics - Robotourney Robotics Competition.</li> <li>• Brewing for Comedy Festival - Lead Sponsor for Festival.</li> <li>• Windsor-Essex Pride Fest - 2023 Windsor-Essex Pride Fest.</li> <li>• Uncle Jack's Baseball - Baseball Camps.</li> <li>• Amherstburg Uncommon Festival - Amherstburg Uncommon Festival.</li> <li>• LWSO Stingers Baseball Team - North American Special Olympics Softball Tournament.</li> <li>• Impact Wrestling - Impact Wrestling Pay-Per-View- July 15 and 16, 2023.</li> <li>• City of Windsor / Windsor Fire and Rescue Services - FIREFEST 2023.</li> <li>• Chatham-Kent Crowfest - Crowfest.</li> <li>• Brain Injury Association Windsor Essex - BIAWE Conference on Acquired Brain Injury-Mental Illness.</li> <li>• Santa's Village and Market - Santa's Village and Market, Essex.</li> <li>• Maryvale Adolescent and Family Services/Stigma Enigma - Entertainment Sponsorship.</li> <li>• WE-SPARK Health Institute - WE-SPARK Health Research Conference.</li> <li>• Windsor Life Centre - WLC Gala.</li> <li>• YQG Green Tradeshow- YQG Green Tradeshow.</li> <li>• Kingsville Music Society - The Greenway Jam Music Festival.</li> <li>• Windsor-Essex Soapbox Derby Association - Soapbox Derby Races Windsor/Tecumseh.</li> <li>• Chatham-Kent Health Alliance Foundation - Parade of Chefs.</li> <li>• Jack Miner Migratory Bird Foundation - Jack Miner Sponsorship.</li> <li>• Windsor Light Music Theatre - 75th Anniversary Season- 2022/2023 Fiscal Year.</li> <li>• Life After Fifty - Be Well Expo.</li> <li>• Rotary Club of Windsor (1918) - Art in the Park.</li> <li>• House of Sophrosyne - PJ Party.</li> <li>• Habitat for Humanity - Handbags for Housing.</li> <li>• CMHA - Higgi's Halloween Hoedown.</li> <li>• WEtech Alliance - YQG Founders Night.</li> </ul>

St. Clair College Alumni Association	<ul style="list-style-type: none"> <li>• Pure Dance Academy - Pure Academy Competitive Dance Team.</li> <li>• Rotary Club of Windsor - Roseland - Wines of the World.</li> <li>• HighRise Basketball - Hoopin' Around the Clock.</li> <li>• Epilepsy SWO - 2023 Superhero Takeover.</li> <li>• Big Brother Big Sisters Windsor-Essex - Bowl for Kids Sake.</li> <li>• Windsor Islamic Association - Muslim Women's Conference.</li> <li>• In Honour of the Ones We Love - Potato Fest 2023.</li> <li>• Easter Seals Ontario - Windsor-Essex Celebrity Hockey Classic.</li> <li>• The Salvation Army Windsor Centre of Hope - Annual Christmas Dinner.</li> <li>• Gang's All Here Comedy - Good Girls Revolt: All-Women, All-Stars Comedy Showcase.</li> <li>• Rotary Club - Sponsorship of the Rotary Duelling Pianos Event.</li> <li>• Islamic Relief Canada - 2nd Annual Women's Winter Extravaganza.</li> <li>• Knobby's Kids - Knobby's Kids 2023-2024 Season.</li> <li>• Polar Plunge - 2024 Polar Plunge.</li> <li>• Fight Like Mason Foundation - 2023 Sponsorship.</li> <li>• CBC Christmas Food Drive -Sponsorship.</li> <li>• Habitat for Humanity - Naming Rights.</li> </ul>
Border Services Program	<ul style="list-style-type: none"> <li>• Participation in the Goodfellows Paper Drive.</li> <li>• Participation in a Halloween canned food drive, proceeds to the Downtown Mission Food Bank.</li> <li>• Participation in holiday events, including volunteering for Santa's Landing at Devonshire Mall.</li> <li>• Participation annually in the Polar Plunge.</li> <li>• Students volunteers, Ontario Gang Investigators of Ontario Conference. This also served as an excellent professional development opportunity.</li> </ul>
Medical Laboratory Programs	<ul style="list-style-type: none"> <li>• Promote monthly Canadian Blood Services plasma donor events during the Fall and Winter . The events are organized through the St. Clair College donor team, lead by the Medical Laboratory programs.</li> </ul>
Event Management Program	<ul style="list-style-type: none"> <li>• Organizers of the Hoopin' Around The Clock Chair Charity Basketball Event with proceeds going to The Bridge - Leamington Youth Resource Centre, The Hospice of Windsor and Essex County, Little Hands Kids for a Cause, Neighbourhood Charitable Alliance, St. Clair Saints Athlete Sponsorship, Windsor Cancer Centre Foundation Patient Assistance Fund, and Windsor Pinoy Athletics.</li> <li>• Capstone Events for Hospice, We Care for Kids, Canadian Blood Services, Windsor Regional Hospital, Hiatus House and Big Brothers-Big Sisters.</li> </ul>
Music Theatre Performance Program	<ul style="list-style-type: none"> <li>• Easter Seals Dancing with the Stars.</li> <li>• Rotary Club's Christmas Party, providing a Murder Mystery performance.</li> <li>• Entertainment segment at the Premier Awards in Toronto.</li> <li>• Performance at the 2023 Multicultural Council Awards.</li> <li>• Development and performance of the St. Clair College Holiday Special with a question and answer period for high school students.</li> <li>• Subject-Specific Professional Development for Catholic Board Dance Teachers.</li> <li>• Workshops at CODE - Council of Ontario Drama and Dance Educators Windsor Conference:</li> <li>• Workshops and performance at the Council of Ontario Drama and Dance Educators Windsor Conference.</li> <li>• Subject-Specific Professional Development for Public Board Drama and Dance Teachers.</li> </ul>
Esports Administration & Entrepreneurship	<ul style="list-style-type: none"> <li>• OSEA Provincial Championships -May 13, 2023, St. Clair College hosted over 50 high school and middle school teams and over 150 participating students from across Ontario in the inaugural Provincial Rocket League Championship held at the Esports Nexus.</li> <li>• Esports Canada Post Secondary National Championships - November 20-26,2023, the Saints Esports teams participated in the ECPS Canadian Nationals. Saints teams swept the event to win 5 National Championships. Staff and students also volunteered to manage the tournament brackets, provide graphics and game results, as well as broadcasting the event which consisted of nearly 100 matches.</li> <li>• Organized and hosted the No Man's LAN XV - NML XV event over two days.</li> <li>• Organized and hosted the Winter WonderLAN.</li> <li>• Organized and hosted Super Smash Bros. and Fighting Game Weeklies.</li> <li>• Organized and hosted the Extra Life Charity Fundraiser with proceeds to the London Children's Hospital as part of their Extra Life 24hr stream charity fundraiser.</li> <li>• Organized and hosted Trading Card Game Weeklies.</li> </ul>

Esports Administration & Entrepreneurship	<ul style="list-style-type: none"> <li>Organized and hosted Rose Night Weeklies - "Rose Night" is a safe space for all marginalized genders, held in the Esports Nexus.</li> </ul>
Social Service Worker Gerontology Program	<ul style="list-style-type: none"> <li>Development and promotion of Seniors Month to spread awareness of topics such as aging in society, elder abuse and supports available to seniors.</li> <li>Volunteered with the Pursuit of Passions X #Elder Wisdom event at The Village at St. Clair (Schlegel Villages).</li> <li>Volunteered for the Council on Aging's Annual Grand Parade Walkathon.</li> <li>Volunteered for the Be Well Expo organized by Life After Fifty.</li> <li>Continuous volunteers with Cardinal Place.</li> </ul>
Fashion Design Program	<ul style="list-style-type: none"> <li>Design and creation of more than 25 fidget blankets to be given to patients at Windsor Regional Hospital.</li> </ul>
MediaPlex Students	<ul style="list-style-type: none"> <li>City of Windsor Bright Lights - Photography and Videography.</li> <li>Jump Realty - writing/shooting promotional blogs/vlogs.</li> <li>Super Series LaSalle Figure Skating Competition.</li> <li>Kidney Foundation of Canada - Windsor Chapter - Public relations and marketing.</li> <li>CJAM Radio Show Fridays 12 - 12:30 Weekly during the academic year.</li> <li>Cogeco Television: Tuesday 5 - 5:30 Weekly during the academic year.</li> <li>CKBG 107.9 The Burg Fridays during the academic year.</li> <li>CrimeStoppers: Radio and TV.</li> <li>WIFF.</li> <li>Positive Pathways.</li> <li>Gosfield Communications.</li> <li>Windsor Fire and Rescue.</li> </ul>
Music Theatre Performance Programs	<ul style="list-style-type: none"> <li>Performance with the Windsor Symphony Orchestra with Charlotte Knight.</li> </ul>
Advertising and Marketing Communications Management	<ul style="list-style-type: none"> <li>Students entered a Digital Advertising/Marketing competition through Purdue University, against 271 other Colleges and Universities worldwide and won this event. An outstanding experiential learning exercise through the competition itself.</li> </ul>
Graphic Design Program	<ul style="list-style-type: none"> <li>Students from the graphic design program staged their annual grad show in March of 2023. The exhibition is the culmination of the the students' three years of work as they complete their advanced diploma in the discipline of graphic design. The students, their families, friends, industry, high school students and the community at large attended the show.</li> <li>The graduating graphic design students completed internships, a six-week experiential learning opportunity where they are placed with local Design Agencies, In House Design opportunities, Non-Profits or Community Groups in need of design work.</li> </ul>
FIRST Robotics	<ul style="list-style-type: none"> <li>Mentor with FRC4903 Vincent Massey.</li> <li>Team went to World Championships in Houston, Texas in 2023.</li> <li>Finished with a ranking of 13th in Ontario.</li> <li>Assisted in SCC / OVIN research project to bring Lego robotics to Windsor-Essex schools by helping test curriculum.</li> </ul>



**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: FEBRUARY 27, 2024**

**RE: STRATEGIC DIRECTIONS UPDATE (2023 – 2024) – FACILITIES ENHANCEMENT – CAMPUS BEAUTIFICATION**

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

**AIM:**

To provide the Board with an update on the Strategic Directions (2023–2024). This update pertains to Strategic Direction #5 – Facilities Enhancement – Continue to beautify the College campuses and maximize brand. Specific details include the following:

Goal	Objective	Measure	Target
Campus Beautification.	Continue to beautify the College campus and maximize brand.	Annual plan for Campus Beautification developed.	February 2024.

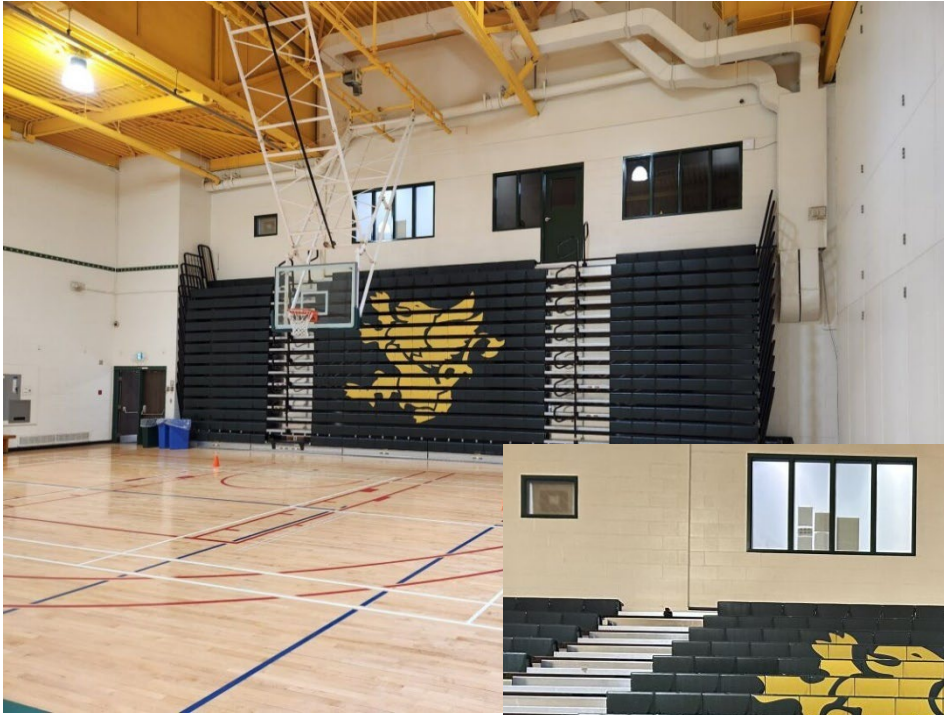
**BACKGROUND:**

The objective of Campus Beautification is to continue to create a destination campus that enhances and complements our students’ educational experience, while furthering St. Clair College’s ability to participate in the highly competitive business of student recruitment.

The College has embarked on several Campus Beautification projects over the past year. A total of just over \$3,600,000.00 was spent on Campus Beautification projects during 2023-2024 at the Windsor and Chatham Campuses. Projects include the following:

**Windsor Campus**

- Corporate Branding of the rebuilt Classic Gym Bleachers.
- Corporate Branding and signage at the St. Clair College Centre for the Arts.
- The construction of the Saints Football Field House.
- Upgrade of the library balcony.
- New flooring in offices/classrooms.
- Washroom upgrades.
- Peace Parkette – statue and park.











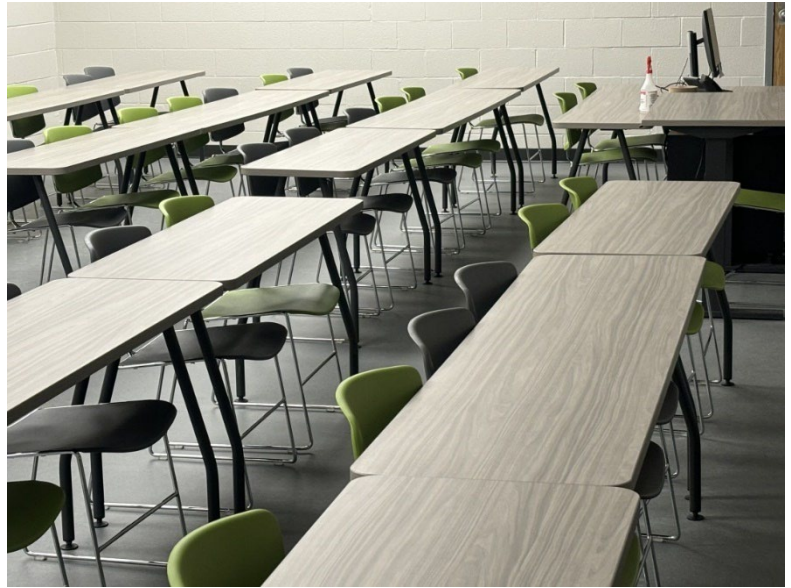


**Chatham Campus**

- Corporate branding on the Main Campus, Healthplex and Powerline Center.
- Upgraded sidewalks.
- New classroom desks/chairs.







**RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive this update on Strategic Direction # 5 – Facilities Enhancement – Continue to beautify the College campuses and maximize brand, as information.



# ST. CLAIR

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C O L L E G E

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: FEBRUARY 27, 2024**

**RE: DAY 10 ENROLMENT REPORT – WINTER 2024**

**SECTOR: MICHAEL SILVAGGI, VICE PRESIDENT, ACADEMIC AND REGISTRAR**

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**AIM:**

To provide the Board of Governors with an update regarding the overall College enrolment at Day 10 for the Winter 2024 semester.

**BACKGROUND:**

This enrolment update is provided to the Board of Governors every semester as the College has established student intakes each term.

This report represents a summary of Day 10 registration statistics and acts as a monitoring report to provide an enrolment update, as well as provide insight into international student recruitment activities. Day 10 tracking is a measurement date as it is the final day for students to withdraw from the College and receive a refund of tuition fees paid, less an administrative fee.

These enrolment figures provide administration with a means of determining whether budget projections are accurate as we begin preparations for the College's fiscal year-end budget review.

**DAY 10 ENROLMENT REPORT – WINTER 2024:**

<b>Winter 2024 Registration Statistics -- Day 10 Enrolment Report</b>									
	Domestic FT	Domestic PT	Total Domestic	INTL FT	INTL PT	Total INTL	Total FT Enrol	Total PT Enrol	Total Enrol
Windsor - Chatham January Intake	442	42	484	1537	4	1541	1979	46	2025
Windsor - Chatham Returning	5856	516	6372	4805	42	4847	10661	558	11219
<b>Windsor - Chatham Total Enrol</b>	<b>6298</b>	<b>558</b>	<b>6856</b>	<b>6342</b>	<b>46</b>	<b>6388</b>	<b>12640</b>	<b>604</b>	<b>13244</b>
			0			0	0	0	0
Acumen January Intake	0	0	0	1468	0	1468	1468	0	1468
Acumen Returning	0	0	0	2681	10	2691	2681	10	2691
<b>Acumen Total Enrol</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4149</b>	<b>10</b>	<b>4159</b>	<b>4149</b>	<b>10</b>	<b>4159</b>
			0			0	0	0	0
SCC Total January Intake	442	42	484	3005	4	3009	3447	46	3493
SCC Total Returning	5856	516	6372	7486	52	7538	13342	568	13910
<b>SCC Total Enrol</b>	<b>6298</b>	<b>558</b>	<b>6856</b>	<b>10491</b>	<b>56</b>	<b>10547</b>	<b>16789</b>	<b>614</b>	<b>17403</b>
<i>** For comparative purposes, FT Post-Secondary Statistics for Winter 2023 Day 10 = 14,828</i>									

**RECOMMENDATION:**

**IT IS RECOMMENDED** that the Board of Governors receive this update regarding the overall College enrolment at Day 10 for the Winter 2024 semester, for information.

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: FEBRUARY 27, 2024**

**RE: FINANCIAL MONITORING REPORT  
FINANCIAL RESULTS FOR THE NINE MONTHS ENDED  
DECEMBER 31, 2023**

**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 nine months ended December 31, 2023.

**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. Administration continues to enhance its reporting on these patterns. To this end, 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 Financial Monitoring Report for the nine months ended December 31, 2023, as information.

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

The net surplus at December 31, 2023 of \$30,097,123 is an increase of \$9,423,281 from the net surplus noted for the 2022 comparative period of \$20,673,842. The variance is primarily due to Tuition Revenue, Interest Income, and PCPP Fee-for-Service.

The College is on track for the \$52,113,848 surplus, as revised at mid-year budget.

## **REVENUE (Schedule 2)**

The following highlights the major changes in revenue compared to the mid-year budget projections and the 2022 comparative period:

- MCU Operating Grants are trending consistent with the mid-year budget projection at 77% and have decreased over the 2022 comparative period by \$1,410,516 or 4%. The decrease is due to the International Student Recovery Program where MCU reduces the College's operating funding due to higher international student enrolment.

SMA3 Performance based funding was implemented in 2020-21. The College's proportion of Enrolment Envelope to Differentiation Envelope funding has shifted from a notional 55% and 45% (2022-23) to 45% and 55% (2023-24) respectively. However, beginning in 2023-24, within the total 55% Differentiation Envelope, MCU linked a proportion of 10% to metric performance (at risk funding), and will flow the remaining 45% on the basis of data collection, evaluation and publication of results.

- Contract Income is trending above the mid-year budget projection at 70% and has decreased over the 2022 comparative period by \$1,717,024 or 17%. The decrease is due to the wind-down of the Employment Ontario programs which is partially offset by additional Apprenticeship training wrap-up funding from 2022-23 which was unknown when the mid-year budget was developed.

Contract Income is established based on agreements with the Ministry and other partners.

- Total Tuition revenue is trending consistent with the mid-year budget projection at 68% and has increased over the 2022 comparative period by \$20,802,409 or 11% due to higher enrolment for the Spring and Fall semesters:

- Increase in Domestic Tuition revenue of \$524,583.
- Increase in International Tuition revenue of \$14,820,290.
- Increase in PCPP Tuition revenue of \$5,068,547.

- Total "Other" income is trending above the mid-year budget projection at 68% and has increased over the 2022 comparative period by \$7,431,786 or 10% due to the following:

- Increase in Interest Income of \$5,469,044 due to significant increases in the Bank of Canada's policy interest rate and higher cash holdings.
- Increase in PCPP Fee-for-Service of \$1,372,203 due to higher enrolment at Ace Acumen for the Spring and Fall semesters.

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

The following highlights the major changes in expenditures compared to the mid-year budget projections and the 2022 comparative period:

- Total Salaries & Benefits are trending above the mid-year budget projection at 76% and have increased over the 2022 comparative period by \$5,558,678 or 8%. The increase is primarily due to the retroactive and in-year payments related to the Bill 124 November 2022 ruling by the Ontario Superior Court, and additional part-time staffing to teach and support the College's higher enrolment.
- Total Non-Salary expenditures are trending below the mid-year budget projection at 68% and have increased over the 2022 comparative period by \$10,434,430 or 6%. The increase is due to the following:
  - Increase in Contracted Educational Services as a result of higher enrolment from students attending the Toronto Campuses, and flowing the applicable funds to Ace Acumen.
  - Increase in Contracted Services Other as a result of higher agent commissions to recruit the growth in international student enrolment.
  - Increase in Instructional Supplies as a result of supports required to meet academic teaching and laboratory requirements and inflationary pressures.
  - Increase in Amortization due to the College's ongoing significant investment in its capital infrastructure.
  - Decrease in Stipends & Allowances due to the wind-down of the Employment Ontario programs.

Many expenditures are cyclical and follow the timing associated with the academic year.

Administration is managing Non-Salary expenditures through ongoing Senior Operating Group (SOG) review to ensure the overall expenditures budget is met.



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

- The Ancillary Operations surplus of \$739,811 is trending below the mid-year budget projection of \$937,830 and has improved by \$309,764 over the 2022 comparative period. This is due to the following:
  - St. Clair College Centre for the Arts take out operation due to providing food services to New Canadians.
  - Parking operations due to an increase in parking permit rates.
  - Residence - Windsor operations due to an increase in room rates.
  - Increased Varsity Sports deficit due to the travel requirements related to the success of the varsity teams and a budget re-alignment related to scholarships.

SCHEDULE 1

ST. CLAIR COLLEGE  
 SUMMARY OF REVENUES AND EXPENDITURES  
 FOR THE NINE MONTHS ENDED DECEMBER 31, 2023

	A	B	A - B	
MCU BUDGET (12 months)	ACTUAL (9 months)	ACTUAL PRIOR YEAR (9 months)	VARIANCE (9 months)	
<b><u>REVENUE</u></b>				
MCU Operating Grants	40,808,256	31,301,880	32,712,426	(1,410,546)
Contract Income	9,924,989	6,941,426	8,658,450	(1,717,024)
Tuition	195,591,571	132,735,269	111,932,860	20,802,409
Other	77,341,457	51,981,325	44,549,539	7,431,786
Total Operating	323,666,273	222,959,900	197,853,275	25,106,625
Total Ancillary	13,108,653	9,707,149	8,412,915	1,294,234
<b>TOTAL REVENUE</b>	<b>336,774,926</b>	<b>232,667,049</b>	<b>206,266,190</b>	<b>26,400,859</b>
<b><u>EXPENDITURES</u></b>				
Salary & Benefits	101,451,633	77,235,516	71,676,838	5,558,678
Non-Salary	171,038,622	116,367,072	105,932,642	10,434,430
Ancillary	12,170,823	8,967,338	7,982,868	984,470
<b>TOTAL EXPENDITURES</b>	<b>284,661,078</b>	<b>202,569,926</b>	<b>185,592,348</b>	<b>16,977,578</b>
<b>Total Net Surplus / (Deficit)</b>	<b>\$52,113,848</b>	<b>\$30,097,123</b>	<b>\$20,673,842</b>	<b>\$9,423,281</b>

## SCHEDULE 2

**ST. CLAIR COLLEGE**  
**REVENUES**  
**FOR THE NINE MONTHS ENDED DECEMBER 31, 2023**

	A	B	A - B	
MCU BUDGET (12 months)	ACTUAL (9 months)	ACTUAL PRIOR YEAR (9 months)	VARIANCE (9 months)	
<b>REVENUE</b>				
Enrolment Based Envelope: see note 1	14,608,346	11,192,692	15,707,720	(4,515,028)
Differentiation Envelope: see note 2	30,122,995	22,517,122	17,969,236	4,547,886
Special Purpose / Other Grants: see note 3	(3,923,085)	(2,407,934)	(964,530)	(1,443,404)
<b>Total MCU Operating Grants</b>	<b>40,808,256</b>	<b>31,301,880</b>	<b>32,712,426</b>	<b>(1,410,546)</b>
Apprenticeship	5,143,137	4,147,168	2,745,735	1,401,433
Canada Ontario Jobs Grant	-	-	156,770	(156,770)
Employment Ontario	-	-	2,182,647	(2,182,647)
Youth Job Connection	-	-	619,120	(619,120)
Literacy & Basic Skills	1,380,172	1,031,117	1,034,617	(3,500)
School College Work Initiative	2,060,033	574,823	496,925	77,898
Other: see note 4	1,341,647	1,188,318	1,422,636	(234,318)
<b>Total Contract Income</b>	<b>9,924,989</b>	<b>6,941,426</b>	<b>8,658,450</b>	<b>(1,717,024)</b>
Post Secondary - Domestic	24,130,761	16,326,917	15,802,334	524,583
Post Secondary - International	92,220,623	59,640,984	44,820,694	14,820,290
Post Secondary - PCPP	77,459,889	55,222,822	50,154,275	5,068,547
Continuing Education	1,780,298	1,544,546	1,155,557	1,077,033
<b>Total Tuition</b>	<b>195,591,571</b>	<b>132,735,269</b>	<b>111,932,860</b>	<b>20,802,409</b>
Interest Income	18,442,059	13,081,544	7,612,500	5,469,044
Contract Training	493,783	383,278	465,492	(82,214)
International Projects	305,544	317,683	204,957	112,726
PCPP Fee-for-Service	27,087,322	16,870,707	15,498,504	1,372,203
Other: see note 5	3,362,039	2,852,127	2,968,388	(116,261)
Divisional Income	21,463,466	13,909,737	13,553,598	356,139
Amortization DCC	6,187,244	4,566,249	4,246,100	320,149
<b>Total Other</b>	<b>77,341,457</b>	<b>51,981,325</b>	<b>44,549,539</b>	<b>7,431,786</b>
<b>Total Revenue Before Ancillary</b>	<b>323,666,273</b>	<b>222,959,900</b>	<b>197,853,275</b>	<b>25,106,625</b>
Ancillary Revenue (Schedule 4)	13,108,653	9,707,149	8,412,915	1,294,234
<b>Total Revenues</b>	<b>\$336,774,926</b>	<b>\$232,667,049</b>	<b>\$206,266,190</b>	<b>\$26,400,859</b>

SCHEDULE 3

ST. CLAIR COLLEGE  
EXPENDITURES  
FOR THE NINE MONTHS ENDED DECEMBER 31, 2023

	A	B	A - B	
MCU		ACTUAL		
BUDGET	ACTUAL	PRIOR YEAR	VARIANCE	
<u>(12 months)</u>	<u>(9 months)</u>	<u>(9 months)</u>	<u>(9 months)</u>	
<b><u>SALARY &amp; BENEFITS</u></b>				
Administrative : Full-Time	8,724,413	6,627,389	6,501,293	126,096
Administrative : Part-Time	2,976,273	2,256,902	2,058,192	198,710
Faculty: Full-Time	35,901,287	26,998,412	24,704,634	2,293,778
Faculty : Part-Time	14,214,779	11,006,338	10,001,257	1,005,081
Support : Full-Time	15,352,472	11,427,267	11,148,303	278,964
Support : Part-Time	6,336,820	5,248,206	4,226,114	1,022,092
Fringe Benefits	17,945,589	13,671,002	13,037,045	633,957
<b>Total Salary &amp; Benefits</b>	<b>101,451,633</b>	<b>77,235,516</b>	<b>71,676,838</b>	<b>5,558,678</b>
<b><u>NON-SALARY</u></b>				
Advertising	3,157,828	2,616,892	2,901,180	(284,288)
Contracted Cleaning Services	3,780,490	2,956,538	2,652,632	303,906
Contracted Educational Services	82,314,267	57,270,783	52,409,203	4,861,580
Contracted Services Other	22,489,603	11,783,691	8,896,940	2,886,751
Equipment Maintenance & Repairs	4,298,771	2,439,985	2,326,283	113,702
Equipment Rentals	3,013,093	2,779,676	2,336,367	443,309
Instructional Supplies	6,641,896	5,218,722	4,131,589	1,087,133
Insurance	7,594,449	5,997,029	6,198,105	(201,076)
Janitorial & Maintenance Supplies	721,328	462,458	480,416	(17,958)
Memberships & Dues	837,394	629,972	509,938	120,034
Municipal Taxes	733,629	656,039	630,950	25,089
Office Supplies	957,008	665,744	497,874	167,870
Premise Rental	2,692,667	2,305,870	1,918,004	387,866
Professional Development	599,415	381,949	318,011	63,938
Security Services	2,830,200	1,881,757	1,670,198	211,559
Stipends & Allowances	1,029,217	1,012,239	2,116,656	(1,104,417)
Student Assistance 30% Tuition	1,550,000	847,609	884,664	(37,055)
Travel	935,224	687,023	475,705	211,318
Utilities	4,671,614	2,925,396	3,018,429	(93,033)
Other: see note 6	6,519,861	2,986,917	2,616,864	370,053
Amortization	13,670,668	9,860,783	8,942,634	918,149
<b>Total Non-Salary</b>	<b>171,038,622</b>	<b>116,367,072</b>	<b>105,932,642</b>	<b>10,434,430</b>
<b>Total Operating Expenses</b>	<b>272,490,255</b>	<b>193,602,588</b>	<b>177,609,480</b>	<b>15,993,108</b>
Ancillary Expenses (Schedule 4)	12,170,823	8,967,338	7,982,868	984,470
<b>Total Expenditures</b>	<b>284,661,078</b>	<b>\$202,569,926</b>	<b>\$185,592,348</b>	<b>\$16,977,578</b>

**ST. CLAIR COLLEGE  
ANCILLARY OPERATIONS  
FOR THE NINE MONTHS ENDED DECEMBER 31, 2023**

	A	B	A - B	
MCU BUDGET <u>(12 months)</u>	ACTUAL <u>(9 months)</u>	ACTUAL PRIOR YEAR <u>(9 months)</u>	VARIANCE <u>(9 months)</u>	
<b><u>Revenue</u></b>				
Beverage & Cafeteria	62,000	65,423	30,207	35,216
Bookstore - Windsor & Chatham	190,000	189,417	153,404	36,013
IRCDSS Special Events & Projects	144,000	171,914	152,669	19,245
Lockers Administration	41,000	44,685	34,350	10,335
Parking Lots	2,086,000	1,370,325	1,112,038	258,287
Residence - Windsor	3,543,250	1,851,052	1,877,768	(26,716)
St Clair College Centre for the Arts	4,722,403	4,157,492	3,114,837	1,042,655
Varsity Sports	1,645,000	1,279,478	1,415,712	(136,234)
Sports Park	200,000	100,000	100,000	-
Woodland Hills Golf Course	475,000	477,363	421,930	55,433
	13,108,653	9,707,149	8,412,915	1,294,234
<b><u>Expenditures</u></b>				
IRCDSS Special Events & Projects	125,000	129,004	124,643	4,361
Lockers Administration	-	6,518	3,542	2,976
Parking Lots	1,863,834	1,040,004	1,098,979	(58,975)
Residence - Windsor	2,409,361	1,428,259	1,608,122	(179,863)
Residence - Chatham	152,695	93,319	31,068	62,251
Residence - GEM	63,500	70,399	-	70,399
St Clair College Centre for the Arts	4,424,954	3,499,328	2,954,355	544,973
Varsity Sports	2,483,479	2,073,478	1,619,587	453,891
Sports Park	285,000	205,313	109,281	96,032
Woodland Hills Golf Course	363,000	421,716	433,291	(11,575)
	12,170,823	8,967,338	7,982,868	984,470
<b>Total Net Surplus / (Deficit)</b>	<b>\$937,830</b>	<b>\$739,811</b>	<b>\$430,047</b>	<b>\$309,764</b>

**ST. CLAIR COLLEGE**  
**ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)**  
**FOR THE NINE MONTHS ENDED DECEMBER 31, 2023**

**SCHEDULE 4B**

	<b>MCU BUDGET (12 months)</b>	<b>ACTUAL (9 months)</b>	<b>ACTUAL PRIOR YEAR (9 months)</b>
Beverage & Cafeteria: Revenue	62,000	65,423	30,207
Bookstore - Windsor & Chatham: Revenue	190,000	189,417	153,404
Lockers Administration: Revenue	41,000	44,685	34,350
Lockers Administration: Expenditures	-	6,518	3,542
	<u>41,000</u>	<u>38,167</u>	<u>30,808</u>
IRCDSS Special Events & Projects: Revenue	144,000	171,914	152,669
IRCDSS Special Events & Projects: Expenditures	125,000	129,004	124,643
	<u>19,000</u>	<u>42,910</u>	<u>28,026</u>
Parking Lots: Revenue	2,086,000	1,370,325	1,112,038
Parking Lots: Expenditures	1,863,834	1,040,004	1,098,979
	<u>222,166</u>	<u>330,321</u>	<u>13,059</u>
Residence - Windsor: Revenue	3,543,250	1,851,052	1,877,768
Residence - Windsor: Expenditures	2,409,361	1,428,259	1,608,122
	<u>1,133,889</u>	<u>422,793</u>	<u>269,646</u>
Residence - Chatham: Expenditures	152,695	93,319	31,068
Residence - GEM: Expenditures	63,500	70,399	-
St. Clair College Centre for the Arts: Revenue	4,722,403	4,157,492	3,114,837
St. Clair College Centre for the Arts: Expenditures	4,424,954	3,499,328	2,954,355
	<u>297,449</u>	<u>658,164</u>	<u>160,482</u>
Varsity Sports: Revenue	1,645,000	1,279,478	1,415,712
Varsity Sports: Expenditures	2,483,479	2,073,478	1,619,587
	<u>(838,479)</u>	<u>(794,000)</u>	<u>(203,875)</u>
Sports Park: Revenue	200,000	100,000	100,000
Sports Park: Expenditures	285,000	205,313	109,281
	<u>(85,000)</u>	<u>(105,313)</u>	<u>(9,281)</u>
Woodland Hills Golf Course: Revenue	475,000	477,363	421,930
Woodland Hills Golf Course: Expenditures	363,000	421,716	433,291
	<u>112,000</u>	<u>55,647</u>	<u>(11,361)</u>
Total Revenue	<u>13,108,653</u>	<u>9,707,149</u>	<u>8,412,915</u>
Total Expenditures	<u>12,170,823</u>	<u>8,967,338</u>	<u>7,982,868</u>
Total Net Surplus / (Deficit)	<u><b>\$937,830</b></u>	<u><b>\$739,811</b></u>	<u><b>\$430,047</b></u>

## Notes: Revenues & Expenditures

**Note 1**    **REVENUE: Enrolment Based Envelope**  
Core Operating Grant

**Note 2**    **REVENUE: Differentiation Envelope**  
Performance Funding

**Note 3**    **REVENUE: Other MCU Grants**  
Accessibility Funding  
Child and Youth Mental Health  
Clinical Education / Nursing Expansion  
Collaborative Nursing  
International Student Recovery  
Mental Health Worker and Services  
Municipal Taxes

**Note 4**    **REVENUE: Other**  
Access and Inclusion  
Campus Safety  
Indigenous Student Success Fund  
Personal Support Worker - Accelerated  
Second Career  
WSIB

**Note 5**    **REVENUE: Other**  
Administration Fees  
Apprenticeship Classroom Fees  
Credit Transfer Fees  
In-Service Teacher Training  
Gain/Loss on Sale of Assets  
Graduation Fees  
Miscellaneous Income  
Termination Gratuities  
Unrestricted Donations

**Note 6**    **EXPENDITURES: Other**

Audit Fees  
Bad Debt  
Bank Charges  
Building Repairs & Maintenance  
Capital Non-Depreciable  
College Employer Council  
Field Studies  
Food Service  
Grounds Maintenance  
Learning Resource Material  
Long-Term Debt Interest  
Postage  
Professional Fees  
Staff Employment  
Telephone  
Vehicle Expenses



**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: FEBRUARY 27, 2024**

**RE: RISK ASSESSMENT/MANAGEMENT REPORT**

**SECTOR: ALL SECTORS**

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**AIM:**

To provide the Board with an update regarding St. Clair College's Risk Assessment/Management Report.

**BACKGROUND:**

St. Clair continues to incorporate Risk Management into the daily operations of the College by anticipating potential risks, ensuring risk mitigation strategies are in place and by the continuous review of the eight identified risk categories.

Since 2009, as part of the College's Risk Mitigation Strategies, a formal Risk Assessment/Management Report is prepared annually and is 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 analyzing, managing and mitigating risk.

A cross-functional Risk Management Committee has been established and meets on a monthly basis to regularly review, assess and update new developments or actions taken. The Risk Register is reviewed monthly to ensure plans are progressing appropriately. Any delays or difficulties are brought to the attention of the appropriate Sector Head for assistance and escalation purposes. Additionally, each risk is individually reviewed to ensure relevance, that it is appropriately rated and that all mitigating strategies are documented and implemented. Any suggested changes are reviewed monthly by the Senior Operating Group (SOG).

In addition, College Administration has developed and brought forward a new Risk Management policy for Board approval.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors receive St. Clair College's Risk Assessment/Management Report for information.





# Risk Management Report

Updated:  
Fall 2020  
Fall 2021  
Fall 2022

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# 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 has been 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 includes 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?

## Risk Management Strategy

Our 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.

In 2009, the College implemented a formal Enterprise Risk Management Committee to oversee risk at the College. In addition, St. Clair's strategy incorporates a process for regularly updating and reviewing the risk management assessment based on new developments or actions taken. Risk management is used to complement the College's business planning and resource allocation processes, at a strategic, departmental, project or site level.

### 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 impact to the institution (effect and cost).

**Probability Scale**

As reflected in the current Risk Assessment (attached to the agenda), each risk element identifies 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 is 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. Risk Prioritization**

Moving forward, under the new Risk Assessment Model, the sum of the probability and impact associated with each identified risk will be used to prioritize the potential risks and to determine possible outcomes. It is recognized that virtually all activities carry a degree of uncertainty and require the College to strike an appropriate balance between managing risks and pursuing strategic opportunities.

		Impact			
		0	1	2	3
Probability	HIGH	H0	H1	H2	H3
	MEDIUM	M0	M1	M2	M3
	LOW	L0	L1	L2	L3

**Legend: Risk Level**

	HIGH		MEDIUM		LOW
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### **3. Existing Controls**

The team identifies any current controls that have been implemented to mitigate each identified risk.

### **4. 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.

### **5. Review the Risk**

Our risk management process includes regularly updating and reviewing the assessment based on new developments or actions taken.

### **6. Roles and Responsibilities**

#### **1. Departmental Level – Managers and Program Chairs**

- Determines who is to participate in the risk management framework development within their own portfolio.
- With input from the identified departmental team, risks from within their portfolio that may impact on the College's strategic and operational objectives are determined.
- Ensures that a Detailed Plan Form is completed for each identified risk and implemented (each plan must be approved by the appropriate Sector Head)
- Monitors, addresses and reports on the status of the key risks monthly to the Enterprise Risk Management Committee.
- Integrates risk management principles into business processes and the management of day-to-day activities.
- Fosters a culture of risk awareness within their portfolio.

#### **2. Deans and Associate Vice Presidents**

- Provides support and assistance to Chairs and Managers as required.
- Ensures that regular monitoring of each risk occurs and that expected performance levels are achieved.
- Ensures that monthly updates are received to determine whether the risk management processes, including risk treatment and controls, are suitable, adequate and effective in achieving mitigation.
- Escalates any unexpected or newly identified risk to the Sector Head immediately.

#### **3. Enterprise Risk Management Committee**

- Meets monthly.
- Ensure that monthly updates are received to determine whether the risk management processes, including risk treatment and controls, are suitable, adequate and effective in achieving mitigation.
- Provides help on internal controls and mitigation plans as required.
- Escalates any concerns to the appropriate Sector Head.
- Ensures similar risks are being addressed corporately.
- Prepares annual report for the Board of Governors.

#### 4. Senior Operating Group

- Reviews each detailed plan and approves the appropriateness of the detailed risk plan for their sector.
- Ensure that monthly updates are received to determine whether the risk management processes, including risk treatment and controls, are suitable, adequate and effective in achieving mitigation for their own sector.
- Responsible for reviewing the execution and effectiveness of the College's Risk Management Program.
- The SOG weekly agenda includes Risk Management as a perpetual agenda item.

#### 5. Board of Governors

- Receives annual Risk Management Report.
- Reviews, at least annually, the register of high risks and ensuring mitigation plans are in place to address these risks.

### **Information and Communication**

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

### **Monitoring**

SOG will continually measure and monitor the risk environment and the performance of the risk management strategies. The management team 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 the Enterprise Risk Management Committee, who will provide SOG with a monthly status update for each risk, through the appropriate Sector Head.

### **Summary**

The College seeks to foster a culture that is risk-aware without being risk-averse, pursuing opportunities that further strategic and operational priorities while effectively managing risk. 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 monthly basis to regularly review, assess, and update new developments or actions taken.

### **Appendix A – Detailed Plan Form**

### **Appendix B – Risk Management Register Form**

### **Appendix C - Enterprise Risk Management Committee – Terms of Reference**

### **Appendix D – Individual Category Review Process**



Section 1: Risk Identification					
<b>Risk #</b>	<b>Risk Category/Sector:</b>				
<b>Description of Risk:</b> <i>Please provide a high-level description of the risk</i>					
<b>Lead/Team:</b>					<b>Date:</b>
<b>Risk Factors:</b> <ul style="list-style-type: none"> <li><i>Please identify who and what may be affected by this risk. i.e., students, staff, academic integrity, delayed graduation, infrastructure issues etc.</i></li> </ul>					
<b>Risk Impact:</b> <ul style="list-style-type: none"> <li><i>Please identify what will happen if the risk materializes</i></li> </ul>					
<b>Existing Control Procedures:</b> <ul style="list-style-type: none"> <li><i>Please list the current controls that are in place to mitigate this risk</i></li> </ul>					
<b>Risk Rating</b>	Direct Risk			SECTOR HEAD APPROVAL	
	Probability Scale	Impact Scale	Risk Level	DATE:	
			<i>Combination of probability &amp; impact scale</i>	<b>SIGNATURE:</b>	



**Detailed Risk Plan**

**Section 2: Risk Mitigation**

Possible Mitigation Options	Analysis Result (Accept/Reject)
	<i>Will this option provide the anticipated/expected outcomes?</i>

**Risk Mitigation Plan**

Action Item	Action By	Timeline

**Resource Requirement:**

**Reporting and Monitoring Required:**

**Completed By:** \_\_\_\_\_ **Date:** \_\_\_\_\_



**APPENDIX B - RISK MANAGEMENT REGISTER**

<b>RISK #</b>	<b>RISK IDENTIFIED</b>	<b>PROBABILITY RATING</b>	<b>IMPACT</b>	<b>RISK PRIORITY</b>	<b>CURRENT CONTROLS</b>	<b>PREVENTATIVE STRATEGIES (PS)</b>	<b>LEAD</b>	<b>SECTOR HEAD</b>	<b>EXPECTED TIMELINE TO COMPLETE (PS)</b>	<b>STATUS</b>

## **Appendix C - Enterprise Risk Management Committee (ERMC) – Terms of Reference**

### **Committee Purpose/Mandate**

The ERMC is an operational committee set up by the Senior Operating Group (SOG) to oversee and provide direction on matters of risk management at the College as it relates to the day-to-day operations or the Strategic Directions of St. Clair College. This committee reports to SOG.

The purpose of enterprise risk management is to integrate the process of managing risk into the overall governance, strategy, planning, management, and reporting processes of the College.

### **ERMC Responsibilities**

- Oversee the college-wide risk management process on behalf of SOG
  - Recommend Risk Management Policy, framework, and procedures.
  - Monthly review of Risk Register and status.
  - Ensure that risks associated with emergency preparedness and business continuity are addressed in appropriate plans.
  - Assist in the identification and quantification of fundamental risks affecting the College. and ensure the follow-up arrangements are in place to mitigate those risks.
  - Informs SOG of risks and controls that need further assessment.
  - Help embed a risk management culture into major decisions through risk education, high level controls and procedures.
  - Provide monthly Risk Register update to SOG.
  - At least annually prepares Risk Management Report for the Board of Governors.

### **Meetings**

- The committee shall meet monthly.
- Ad-hoc meetings shall be held as required.
- Minutes shall be recorded and submitted to SOG on a monthly basis.

### **Membership**

- Membership shall be cross functional and appointed by SOG and include the AVP/Director or designate from the following departments:
  - SOG
  - President's Office
  - Financial Services
  - Facilities Management
  - Student Services
  - Registration
  - Information Technology
  - Academics
  - Human Resources
  - Physical Security Team Lead
  - Occupational Health and Safety
  - Centre for Academic Excellence (CAE)

## **Appendix D - Risk Management - Individual Category Review Process**

- Each committee member should review the details of each risk and be prepared to discuss the following elements:
  - Is the probability rating appropriate?
  - Does the impact reflect the level of significance that can occur?
  - Is the risk rating appropriate?
  - Are the current controls relevant and current? Any missing? Do any need to be removed?
  - Are the preventative strategies relevant and current? Any missing? Do any need to be removed?
  - Anything the team has not considered?

## RISK MANAGEMENT REGISTER

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES (PS)	LEAD	SECTOR HEAD	EXPECTED TIMELINE TO COMPLETE (PS)	STATUS
<b>1. Academic and Student Services</b>										
1.1	Academic Integrity	MEDIUM	2	<b>M2</b>	<ul style="list-style-type: none"> <li>• Protocols and workflow to address academic misconduct: The CAE has created an asynchronous tutorial for all incoming students and workshops for students referred after an academic misconduct has been reported.</li> <li>• Student Code of Rights and Responsibilities.</li> <li>• Database for recording AI misconduct.</li> <li>• CAE website and Student Hub house resources for students, faculty and administration.</li> <li>• Data analysis, reporting and communication structure.</li> <li>• CAE Academic Integrity Annual Activity Plan</li> <li>• Resources, Training and support for faculty and administration.</li> <li>• Academic Integrity Committee</li> <li>• Two positions in the CAE focusing on all aspects of AI.</li> </ul>	<ul style="list-style-type: none"> <li>• Research, identify and develop resources for faculty and students.</li> <li>• Develop initiatives to promote a strong culture of AI. CAE collaborates with Student Leadership and Student Services on various initiatives to promote academic integrity. One example is the Donot Cheat Day. Other examples include participation in provincial initiatives, promoting academic integrity at student orientation. Other initiatives determined on an annual basis.</li> <li>• Improve communication structure through emails, guides and resources, training. The CAE Website and Intranet is mainly used to publish information. Participate at student orientation and departmental meetings, as well as present at All Academics, coordinators, College Advisory Council, and other relevant meetings. Monthly meetings with Student Leadership are another method used for improving communication.</li> <li>• Establish a robust website and resource centre.</li> <li>• Streamline the appeal process.</li> <li>• Curriculum and assessment strategies that promote academic integrity. Careful consideration should be given to using non-exam evaluations when appropriate.</li> <li>• Resources have been developed for faculty and students and posted on the CAE Website and Corporate Website. The CAE will continue with PD and resource development as new issues emerge (i.e. Artificial Intelligence).</li> </ul>	Lindi	Patti	Ongoing	Monitoring

					<ul style="list-style-type: none"> <li>• AI Tutorial has been implemented as a preventative and educational tool.</li> <li>• 3 workshops have been created for students that are reported on the AI Database.</li> <li>• Misconduct reporting process and database have been streamlined.</li> <li>• Monthly reports created for Chairs and SOG.</li> <li>• Enhanced Administrative Resources by providing guides and training for program Chairs.</li> <li>• Improvement of Administrative Reporting to enable early detection and actions for multiple misconduct cases.</li> <li>• Next step is to incorporate assessment strategies that promote academic integrity. This is being implemented through current new program development process. It will be piloted through Cyclical Review and Program Chart changes in 2024.</li> <li>• 3 training modules (Academic Integrity, Sexual Harassment and Emergency Response) are mandatory for all enrolled students.</li> </ul>					
1.2	Program Accreditation	LOW	3	L3	<ul style="list-style-type: none"> <li>• Complying with program standards and accreditation standards.</li> <li>• Annual Internal Program Review.</li> <li>• Cyclical Review Process.</li> <li>• External Review Process.</li> <li>• Internal Auditing of Annual reviews, PLAR, Transfer Credit, Cyclical Reviews, Action item completion and Credit Transfers.</li> <li>• Implement recommendations of Accreditation Panels where possible.</li> <li>• Ongoing communication with corresponding accrediting bodies.</li> <li>• Comparison of benchmarking facilities and curriculum content with other colleges.</li> <li>• Community feedback (Placements, Program Advisory Committees, etc.).</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing review of College policies.</li> <li>• Upgrading academic equipment/facilities through the capital process.</li> <li>• Internal auditor training. This will allow us to build capacity.</li> <li>• Streamline the process of accreditation and align with cyclical review process.</li> <li>• Evidence tracking similar to what is done with CQAAP.</li> <li>• CAE monitors program standards update and works with the program teams in implementation and compliance. The same for accreditation.</li> <li>• Policy 1.6.2, Protocols, process and templates have been updated to ensure consistency and compliance.</li> <li>• Internal auditing continues as usual. An update in Policy 1.6.2 and Action Plan Database was conducted to make the auditing of Action Items less time consuming.</li> </ul>	Lindi	Patti	Ongoing	Monitoring

						<ul style="list-style-type: none"> <li>• CAE works with the program teams to implement Accreditation Panel recommendations.</li> <li>• Through participation on provincial bodies, communications with MCU, PEQAB and OCQAS as well as stakeholder's' feedback (i.e. PAC) we continuously compare facilities and curriculum content.</li> <li>• The CQAAP evidence tracking site has been established.</li> <li>• Training and resources for PLAR and Transfer Credits.</li> </ul>				
1.3	Meeting Enrolment Projections	HIGH	3	H3	<ul style="list-style-type: none"> <li>• Aggressive marketing strategies for domestic enrolment developed with SOG input.</li> <li>• Development of special strategies to mitigate loss of graduating high school students to comparable programs at Fanshawe and Lambton Colleges from Chatham-Kent and Essex County.</li> <li>• Increase institutional space.</li> <li>• Continued partnership strategies (Articulation Agreements).</li> <li>• Stronger emphasis on student life by implementing "Destination College" initiatives with a focus on the Student Life Centre, Esports Arena, Sports Park, Academic Tower, and the provision of culturally diverse events.</li> <li>• Annual Report presented to the Board of Governors regarding the progress of new programs for monitoring purposes and to allow for continuous improvements.</li> <li>• The creation of the Institutional Data and Enterprise Analytics position to provide additional analytical support in understanding enrolment trends and support decision making.</li> <li>• Student retention and Academic Advising department that supports dismissed students and implements strategies to prevent dismissals.</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly, detailed report reviewed by SOG with action plans as required.</li> <li>• Develop formal marketing and recruitment plan tied to specific metrics that are reviewed by SOG on a monthly basis.</li> <li>• New program development (see risk 1.5- Program Mix).</li> <li>• Analyze why college application numbers are decreasing and university numbers are increasing.</li> <li>• Marketing/ recruiting sessions in high schools.</li> <li>• Marketing and recruiting sessions for grades 7 &amp; 8 students.</li> <li>• Implement a plan to increase accessibility for lower social economic students.</li> <li>• Creation of marketing plan.</li> <li>• SEO plan and execution.</li> </ul>	Mike S	Ron/John	Ongoing	In Progress
1.4	International Student Recruitment	HIGH	3	H3	<ul style="list-style-type: none"> <li>• Ongoing efforts by the College Program Assessment Committee (CPAC) for the oversight of new program development and existing program sustainability.</li> <li>• Review of educational landscape as it relates to new developments in the province and region.</li> <li>• Work with local governments to identify/create areas of need.</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly, detailed report reviewed by SOG with action plans as required.</li> <li>• New program development for international students to include: <ul style="list-style-type: none"> <li>○ Creation of marketing plan.</li> <li>○ SEO plan and execution.</li> <li>○ Scholarships.</li> </ul> </li> </ul>	Nate	Ron	Ongoing	In Progress

					<ul style="list-style-type: none"> <li>• Ongoing review and development based on EMC and community feedback.</li> <li>• Student retention and Academic Advising department that supports dismissed students and implements strategies to prevent dismissals.</li> </ul>					
1.5	Program Mix	MEDIUM	2	M2	<ul style="list-style-type: none"> <li>• Ongoing efforts by the College Program Accountability Committee (CPAC) for the oversight of new program development and existing program sustainability.</li> <li>• Review of educational landscape as it relates to new developments in the province and region.</li> <li>• Work with local governments to identify/create areas of need.</li> <li>• Ongoing review and development based on EMC and community feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly meetings to review new submissions and updates. Submissions are reviewed and approved by Vice President Academic (VPA), before proceeding to SOG. The final phase is approved by SOG and Board of Governors (BOG).</li> <li>• Review of Admission stats at EMC and SOG. A plan for creation of program in Emerging Technologies.</li> <li>• New program priority list is approved by SOG.</li> </ul>	Mike S	Mike S	Ongoing	In Progress
1.6	Academic Equipment Replacement/Upgrade	MEDIUM	1	M1	<ul style="list-style-type: none"> <li>• Submission of capital requirements (with prioritization) incorporated as part of the annual budget process and the mid-year budget review.</li> <li>• Provincial government funding of CERF for further capital upgrades.</li> <li>• Creation of Internally Restricted Funds Policy (2019).</li> <li>• Ministry of Labour, Training and Skills Development provided funding for the Academic Enhancement Fund (AEF) for further capital upgrades.</li> </ul>	<ul style="list-style-type: none"> <li>• The budget for 2023-2024 is \$1.3M for academic capital equipment and improvements.</li> <li>• The asset management initiative will track the age of equipment and proactively determine replacement needs.</li> </ul>	Marc/ Mike S	Marc/ Mike S	Ongoing	In Progress
1.7	Quality Assurance	MEDIUM	2	M2	<ul style="list-style-type: none"> <li>• Quality Assurance Committee chaired by the Executive Director, Academic Excellence that includes: <ul style="list-style-type: none"> <li>◦ Annual audit of Course Outlines.</li> <li>◦ Internal Audits on Advanced Standing.</li> <li>◦ PAC Meetings and Annual Program Reviews.</li> <li>◦ Annual Reviews are conducted each Spring for all programs.</li> <li>◦ Cyclical Reviews are scheduled and performed for all programs every five years.</li> <li>◦ Continued investment in the College's Centre for Academic Excellence including Academic Integrity Officer for awareness and oversight of Academic Integrity.</li> <li>◦ Key performance metrics reviewed annually, and strategies aligned for improvement with Services and Academics.</li> <li>◦ Development and deployment of Student Engagement Survey (SES).</li> <li>◦ Review and adherence to Quality Learning Environment Policy.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Development of our digital capacity through a team of Curriculum and Educational Developers to enhance learning and practical skills while decreasing dependency on in-person performance.</li> <li>• Annual funding available for professional development and College Educator Development Program (CEDP).</li> <li>• Development of repository for all stored evidence to be reviewed monthly as part of the Quality Assurance Committee.</li> <li>• Enhanced online training modules for Blackboard and other effective teaching and learning strategies.</li> <li>• CAE offers Professional Development and organizes events to increase awareness and promote QA. Strategies may include: <ul style="list-style-type: none"> <li>◦ Monthly presentations at Chairs and/or CHOG;</li> </ul> </li> </ul>	Lindi	Patti	Ongoing	Monitoring

					<ul style="list-style-type: none"> <li>o Instructional Feedback Surveys (IFS) conducted and reviewed every semester.</li> <li>o Ongoing training and development for new and existing faculty.</li> <li>o Internal Audits on Transfer Credits, Cyclical Reviews, Action Items Completion and Annual Program Reviews.</li> <li>o Creation of a depository documenting all Experiential Learning initiatives.</li> <li>o Mandatory review date being applied to all College policies. All policies are to be reviewed at a minimum of every five years.</li> <li>o Catalogue of quality teaching material available to faculty.</li> <li>o QA protocols and oversight of Public College Private Partnership (PCPP) performed by St. Clair College Administration.</li> </ul>	<ul style="list-style-type: none"> <li>o A few times a year present specific topics at Student Breakfast, All Admin, All Academic;</li> <li>o Presentations/updates to BOG.</li> <li>o Implement QA Coffee break.</li> <li>• There are a number of resources and modules created to help faculty with development and conversion of courses to online/hybrid delivery. The CAE has a team of Curriculum and Educational Developers to support faculty.</li> <li>• PD offerings are scheduled each month.</li> <li>• CQAAP evidence repository is completed.</li> <li>• CAE Website and the CAE Faculty Hub are revamped to provide up to date and relevant content.</li> <li>• Some examples of initiatives include the CAE Academy for Chairs, Learning Café, Book Club.</li> <li>• Update of policy 1.6.2, 1.6.3, 1.1.4</li> <li>• Development of the CAE Framework for Experiential Learning. In addition, recreation of a depository documenting all EL activities; alignment of reporting for EL in all programs.</li> <li>• Policy review monitored monthly in QA Panel meetings.</li> <li>• Creation of a centralized system for College's Committees to enhance communication structure and integrity of documentation.</li> </ul>				
1.8	Student Accidents/ Incidents/Violent Behaviour	MEDIUM	2	<b>M2</b>	<ul style="list-style-type: none"> <li>• Code of Student Rights and Responsibilities reviewed and revised annually by internal and external advisors, including the College legal advisor for Code matters.</li> <li>• Departmental Health and Safety policies, procedures and regulations are reviewed regularly by the College's Joint Health and Safety Committee.</li> <li>• Respectful Workplace and Education Policy reviewed annually. Changes are communicated to all staff.</li> <li>• Workplace Violence and Prevention training is part of the College's Health and Safety training, that all employees must complete and refresh every 3 years.</li> <li>• A Campus Active Shooter video has been used for Active Attacker training for staff and students.</li> </ul>	<ul style="list-style-type: none"> <li>• The Campus Care Team meets on a weekly basis to assess behaviour concern reports. A Behaviour Intervention Plan guides the team, and the College is a member of NaBita, a National threat assessment organization which provides resources and consultation.</li> <li>• Departmental 'Violence Risk Assessment' (VRA) are conducted in conjunction with departmental health and safety risk assessments every two years or when circumstances dictate a review.</li> <li>• Security is present at all campus locations. A staffed Dispatch Centre is in place at the Windsor Campus, monitoring all campus locations.</li> </ul>	Rebecca	Joe S	Ongoing	In Progress



					<ul style="list-style-type: none"> <li>• A Sexual Violence Prevention Committee has been established to implement measures to reduce incidents of sexual violence on and off campus which includes communication, training, and educational activities.</li> <li>• The Sexual Assault and Sexual Violence Policy and Procedure was first initiated in 2016 and underwent a significant update in 2020 as a stand-alone policy. Another significance update was completed in 2022.</li> <li>• The College has a standing policy "Procedures for Dealing with Student Behavioural Concerns" along with the Campus Care Team. The purpose of both is to identify behaviours of concern early and provide a care team approach/plan for early intervention.</li> </ul>	<ul style="list-style-type: none"> <li>• Added Police presence - contract duty Police Officers, are hired for Windsor Downtown campus locations on a rotating 4-hour/day basis for the Fall and Winter semesters.</li> <li>• Annual mandatory consent training at both the Windsor and Chatham residences.</li> <li>• The College works closely with the Sexual Assault Crisis Centre.</li> <li>• The Alertus system is in place for panic buttons, emergency communications and mobile call for help.</li> <li>• Active shooter tabletop drill completed.</li> <li>• A retired Police Chief has reviewed current policies and procedures and made recommendations.</li> <li>• Based on the feedback from the tabletop exercise and the retired Police Chief, we have modified our policies and procedures, developed our own active event safety video, and mandated for staff training. In addition, we are currently in process of renumbering all buildings and rooms as recommended.</li> <li>• Hired retired police officer as Director of Security.</li> </ul>				
1.9	Knowledge/Implementation of Immigration Laws/Regulations	HIGH	1	H1	<ul style="list-style-type: none"> <li>• All College related admission documents and website have been reviewed by our lawyers and modified appropriately.</li> <li>• Robust protocol for posting and removing of information from website.</li> </ul>	<ul style="list-style-type: none"> <li>• The College has three staff members currently in IRCC training to become certified as immigration advisors for the sole purpose of ensuring acquired knowledge of changing immigration legislation/guidelines.</li> <li>• SOG has updates from the College's immigration lawyer on changing legislation and/or government bulletins, as required.</li> </ul>	Nate	Ron	Ongoing	In Progress
1. 10	Student Lawsuits/ Harassment/Bullying Complaints	HIGH	1	H1	<ul style="list-style-type: none"> <li>• Quality Learning Environment Policy.</li> <li>• Grade Appeal Policy.</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 College Resolution Officer appointed to allow for greater dedication of resources consistently across campuses and to provide updates as required.</li> </ul>	<ul style="list-style-type: none"> <li>• Code of Student Rights and Responsibility reviewed annually by the College and our lawyer to ensure compliancy with any changes in applicable legislation (Human Rights, natural justice, etc.) prior to the upcoming academic year.</li> <li>• Formal meetings with student leaders (SRC, TSI, SSAA) monthly and College executive assigned as liaison.</li> <li>• Investigations of harassment/bullying are now done by a third party to ensure unbiased investigations are conducted.</li> </ul>	Beth/ Rebecca	Joe S	Ongoing	In Progress

					<ul style="list-style-type: none"> <li>• Student lawsuits/harassment/bullying complaints are brought to the Board of Governors for information purposes.</li> </ul>					
1. 11	Compliance with Accessibility for Ontarians with Disabilities Act; Human Rights Commission Policies Related to Accessibility and Human Rights	MEDIUM	1	M1	<ul style="list-style-type: none"> <li>• The College's Accessibility Committee meets three times per year.</li> <li>• All staff are trained in Customer Service for Persons with Disabilities and Integrated Accessibility Regulation Standards.</li> <li>• All staff who deliver and develop curriculum are trained in Educator Awareness Training.</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>• Professional Development offered such as Mental Health First Aid Training, Identifying and Referring Students in Distress and Accommodation Plans.</li> <li>• Clockwork Software allows secure documentation of disabilities and provides a direct method of sending official Accommodation Plans to faculty and students without compromising privacy.</li> </ul>	<ul style="list-style-type: none"> <li>• Website indicates St. Clair College's commitment and understanding of compliance obligations; Accessibility Plan posted on the web.</li> <li>• Created online Student Orientation to Accessibility Services (SOAR) <a href="http://stclaircollege.ca/soar">stclaircollege.ca/soar</a> as a way to provide transition information to students and parents regarding accessibility services.</li> <li>• Transition workshops are hosted at St. Clair to communicate and promote available services to incoming students with accessibility needs.</li> <li>• Sessions provided to all faculty on the new Ontario Human Rights Code expectations pertaining to postsecondary students with disabilities.</li> <li>• Accessibility assessments are being conducted across all sites to develop a plan for compliance with 2025 building code changes as they relate to accessibility.</li> <li>• External accessibility audit was conducted by FCAPX for all College buildings to assess needs and help develop a long-term accessibility plan.</li> <li>• Annual Accessibility Status Report will be published to the college website that documents the identification, removal, and prevention of barriers for the year.</li> <li>• Incorporate a universal design for learning in curriculum development and design. Increase collaboration between Student Services and the CAE.</li> <li>• A digital guide to accessibility was created for faculty.</li> </ul>	Art	Ron	Ongoing	In Progress
1. 12	Varsity Athletics	LOW	1	L1	<ul style="list-style-type: none"> <li>• Emergency Information Form provided in the event therapy is required.</li> <li>• Physical evaluation recommended to all students prior to participation.</li> <li>• Annual Coaches Training.</li> <li>• OCAA Concussion Protocol - a Certified Athletic Therapist is at every game.</li> </ul>	<ul style="list-style-type: none"> <li>• All athletes complete a pre-participation electronic medical evaluation through Privit. A report is generated that flags any medical conditions/issues.</li> <li>• Privit also houses the concussion education resources that each athlete must review and sign off.</li> <li>• For 'high impact sports', athletes complete a baseline impact test that is used for</li> </ul>	Reid	Ron	Ongoing	In Progress

					<ul style="list-style-type: none"> <li>Coaches and Assistant Coaches are responsible for oversight of all trips and appropriate behaviour from athletes. All travel is chaperoned.</li> <li>Student consent required to participate in varsity sports/intramurals.</li> </ul>	<ul style="list-style-type: none"> <li>comparison if an athlete sustains a concussion.</li> <li>Return to play protocols are consistent with the OCAA protocol and Rowan's Law for Ontario.</li> </ul>				
1.13	SportsPlex/HealthPlex	LOW	1	L1	<ul style="list-style-type: none"> <li>Use of SportsPlex/HealthPlex Waiver Forms.</li> <li>Use of Police Clearance Forms.</li> </ul>	<ul style="list-style-type: none"> <li>Physical Activity Readiness Questionnaire required for fitness and instructor led courses.</li> <li>Third party events require a certificate of insurance naming the College as an additional insured party.</li> </ul>	Reid	Ron	Ongoing	Monitoring
<b>2. Facilities Management</b>										
2.1	Deferred Maintenance	MEDIUM	2	M2	<ul style="list-style-type: none"> <li>Preventative maintenance, documentation of equipment and status, five-year plan to address highest priority, MCU and College funding commitments.</li> <li>Building Condition Assessments (BCA's) have been completed for all buildings.</li> <li>An Internally Restricted Reserves fund has been established for Deferred Maintenance.</li> </ul>	<ul style="list-style-type: none"> <li>A five-year plan for Deferred Maintenance was developed in 2021-2022 and is modified annually based on a review of priorities, current operational equipment condition issues, areas subject to renovation, etc.</li> <li>Ministry committed funding is in place for one more year. Additional funding models have yet to be announced.</li> <li>The 2023/2024 plan has \$16.8M worth of projects approved and in progress. The current supply chain climate has posed some challenges to this plan.</li> <li>Building condition assessments will begin again in 2024.</li> <li>A key underground infrastructure study has been completed this year for South Campus and will help further prioritize future updates to the Deferred Maintenance Plan.</li> </ul>	Rebecca	Joe S	Ongoing	In Progress
<b>3. Financial</b>										
3.1	Asset Protection	MEDIUM	2	M2	<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>Fixed Assets Acquisition Policy.</li> <li>Fixed Assets Disposition Policy.</li> <li>Asset Retirement Obligation Policy</li> <li>Purchasing Policy.</li> <li>External audit.</li> <li>Monthly account reconciliations.</li> </ul>	<ul style="list-style-type: none"> <li>Asset management plan.</li> <li>Facilities to engage FCAPX in 2024 to refresh the College's Building Condition Assessment.</li> <li>Staff are periodically reminded to follow current policies and approvals before assets are removed from the property.</li> </ul>	Marc	Marc	Ongoing	Monitoring

					<ul style="list-style-type: none"> <li>• The College completed an asset management plan in May 2022. Facilities to engage FCAPX in 2024 to refresh the College’s Building Condition Assessment.</li> <li>• Deferred Maintenance practice approved by the BOG Audit and Finance Committee. The College has established an Internally Restricted Reserves fund for deferred maintenance.</li> <li>• Administration across all departments is responsible to ensure compliance with the applicable policies and business processes.</li> <li>• Management accountability.</li> </ul>					
3.2	Fraud/Theft	LOW	3	L3	<ul style="list-style-type: none"> <li>• Cash Receipts Control Policy</li> <li>• Internal Departmental Procedures for College departments that handle.</li> <li>• Approval/Signature Authorization for Acquisition and/or Sales of Goods and Services Policy.</li> <li>• Monthly account reconciliations.</li> <li>• Administration across all departments is responsible to ensure that adequate controls and business processes exist to minimize the risk.</li> <li>• Management accountability.</li> <li>• Developed whistle blower policy.</li> </ul>	<ul style="list-style-type: none"> <li>• The Board Audit and Finance Committee reviews and monitors as it’s an annual process as part of the College’s external audit.</li> <li>• Segregation of duties to minimize risk.</li> <li>• Physical controls (i.e. vault, safe).</li> <li>• Ongoing management and review of processes.</li> <li>• No formal process outside of an external audit that address financial related matters.</li> <li>• Best practice requires a fraud risk assessment be performed to identify whether internal controls to prevent and detect fraud are adequate in non-Finance departments.</li> </ul>	All	Marc	Ongoing	Monitoring
3.3	Management Override	MEDIUM	2	M2	<ul style="list-style-type: none"> <li>• Audit and Finance Committee.</li> <li>• KPMG external audit.</li> <li>• Monitoring reports to the BOG.</li> <li>• Management accountability.</li> <li>• Segregation of duties.</li> <li>• Limited access.</li> <li>• College policy and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Management accountability.</li> <li>• Ensure management team is familiar with risks and implications beyond financial related risks, when policies, practices and directives are overridden.</li> <li>• Finance policies and areas of concentration contained within the HR new supervisor training manuals.</li> </ul>	All	Marc	Ongoing	Monitoring
3.4	Segregation of Duties	MEDIUM	2	M2	<ul style="list-style-type: none"> <li>• Audit and Finance Committee</li> <li>• KPMG external audit</li> <li>• Management accountability.</li> </ul>	<ul style="list-style-type: none"> <li>• Some departments maintain internal control documentation (flowcharts, policy/procedure manuals, narrative descriptions, etc) for their complex and/or high-risk departments/functions.</li> <li>• Present policy/best practices to management team to ensure they’re looking for gaps that can break down controls.</li> </ul>	All	Marc	Ongoing	Monitoring
3.5	Policy and/or Business Process Compliancy	MEDIUM	2	M2	<ul style="list-style-type: none"> <li>• Some departments will bring compliance reports to SOG.</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring reports to the BOG.</li> </ul>	All	Marc	Ongoing	Monitoring

					<ul style="list-style-type: none"> <li>• Section 28 Attestation to BOG annually.</li> <li>• Management accountability.</li> </ul>	<ul style="list-style-type: none"> <li>• Policy tracking sheet to SOG on a monthly basis.</li> <li>• Finance will bring non-compliant limited tendering forms to SOG for documentation purposes. This change in compliance reporting to SOG will endeavour a change in administration accountability.</li> </ul>				
3.6	<p>Revenues: Corridor Funding - Falling Below the 7% floor. Risk of Lost Funding.</p> <p>SMA3 -Performance-Based Funding Increases Risk of Lost Funding.</p> <p>Declining Domestic Enrolment: 12-year Trend. Reliance on Quickie Admits. Increased PCPP Competition (especially in the GTA).</p> <p>International Students Unable to get to Canada and as a Result Defer Enrollment, Low Visa Approvals, 92% from India, 'Jumpers'.</p> <p>Increased reliance on Non-Core Business Revenues (PCPP and Interest Income) as it contributes 81% towards College's overall surplus, and Core Business share of College's overall surplus has declined 25% since 2016-17. College will likely be non-compliant with BOG Policy 2003-18 in near future (PCPP</p>	HIGH	3	H3	<ul style="list-style-type: none"> <li>• Budget process used to determine revenue projections (conservative approach taken).</li> <li>• New Supervisor, Budgeting &amp; Financial Reporting role established to initiate early phases of centralized budgeting around aspects of College's budget for improved transparency.</li> <li>• Monthly account reconciliations performed.</li> <li>• Monthly budget to actual reports provided to budget holders.</li> <li>• Mid-year budget review process used to minimize financial risk.</li> <li>• CFO reports any potential risks to SOG for assessment, review, and action.</li> <li>• Internally Restricted Funds Policy and related BOG Executive Limitations. As of March 31, 2023, \$70M Internally Restricted into reserves for financial sustainability.</li> <li>• Regular financial monitoring and budget reports to the Audit Committee and BOG.</li> <li>• Five-year enrolment plan developed.</li> <li>• Program Costing Model reflects the impact that new programs do not bring additional funding. Challenges facing Academic Program sustainability brought to SOG and BOG.</li> <li>• Weighted Funding Units (WFU) reports and forecast are brought regularly to SOG.</li> <li>• Surplus/deficit trend report is brought annually to SOG.</li> <li>• PCPP is actively monitored and managed by the respective stakeholders to ensure compliance with the MCU PCPP Directive.</li> <li>• Collection of all tuition and related fees and remitting appropriate amounts to our PCPP partner. A security deposit (currently set to reach over \$6M) is held as a contingency.</li> <li>• MCU Tuition and Ancillary Fee Framework.</li> <li>• Performance based funding through SMA3 includes a 'stop-loss' mechanism to cap funding losses</li> </ul>	<ul style="list-style-type: none"> <li>• CPAC to assist the Academic Sector in identifying opportunities.</li> <li>• Enrolment is an agenda item that is discussed at SOG on a weekly basis to monitor declining domestic enrolment, 60/40 ratio, sustain international enrolment and increase the distribution of the international student population across a greater number of source countries..</li> <li>• Blue Ribbon Panel Report: Advocate to lift tuition freeze (domestic since 2019 and international since 2021) and increase operating grants.</li> <li>• Continuous sustainability discussions with MCU. Government cannot sustain 24 public colleges without international enrolment (ASCC, SOG, COP). College closures and/or shared services likely.</li> <li>• Maintain PCPP market share based on increased competition in the GTA (19 partners = approx. 142,500 forecasted students based on 7,500 maximum).</li> <li>• Monitor Strategic Mandate Agreement (SMA) 3 performance and any potential financial impact.</li> <li>• Management team should continue to discuss all the parameters around revenue.</li> <li>• Trend analysis and other reports with additional insights can be provided by Manager, IDEA.</li> <li>• CO and CICAN advocacy.</li> <li>• COP advocacy. Meeting with Minister Dunlop. Letters issued to all levels of government. College sector attempting to determine a study permit model that keeps all 24 colleges solvent.</li> </ul>	All	Marc	Ongoing	Monitoring

	subsidizes Windsor Operations). IRCC Jan.22, 2024 announcement: PCPP no longer eligible for PGWP and approved undergraduate study permits to be reduced to 360,000 for 2024 a 35% reduction from 2023 and Ontario could see a greater decline. The College's surplus will likely decrease greater than 50% once this takes effect.				where target achievements across all metrics at a minimum of 95%. • BOG Policies 2003-18, 2003-19 & 2003-27.					
3.7	Expenses:	HIGH	2	H2	<ul style="list-style-type: none"> <li>• Budget process used to determine revenue projections (conservative approach taken).</li> <li>• Monthly account reconciliations performed.</li> <li>• Monthly budget to actual reports provided to budget holders.</li> <li>• Mid-Year Review Budget process used to minimize financial risk.</li> <li>• Purchasing and expense guidelines available for administration and staff.</li> <li>• CFO reports any potential risk to SOG for assessment, review, and action.</li> <li>• New Supervisor, Budgeting &amp; Financial Reporting role established to initiate early phases of centralized budgeting around aspects of College's budget for improved transparency.</li> <li>• Regular financial monitoring and budget reports to the Audit Committee and BOG.</li> <li>• Program Costing Model reflects the impact that new programs do not bring additional funding. Challenges facing Academic Program sustainability brought to SOG and BOG.</li> <li>• Surplus deficit trend report is brought annually to SOG.</li> <li>• BOG Policies 2003-18, 2003-19 &amp; 2003-27.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage/monitor any increase of fixed overhead. Continue the messaging that management must be cognizant of the College's fixed overhead. Examples of increasing fixed overhead include the following: <ul style="list-style-type: none"> <li>○ Repeal of Bill 124 and wage reopener negotiations has led to a significant increase in the College's overhead. The College's staffing costs have increased \$22.9M since 2016-17. Some staffing resources are not aligned where greater value can be realized.</li> <li>○ Annual cost implications are yet to be realized from the following: Part-time faculty unionization, transition to in-house security, approximate 20 faculty positions not filled during 2022-23, new coordinator model, resources need to support PCPP growth to 7,500, legislated carbon price increases forecast natural gas utility cost to double by 2030 etc.</li> <li>○ Over the past 7 years, the College has shifted towards increasing the volume of deficit achieving operations and/or overhead. When making this type of business/operational decisions, consideration must be given to the budget impact, not on the College's</li> </ul> </li> </ul>	All	Marc	Ongoing	Monitoring

					<p>overall surplus \$37M) but on its core business surplus (\$7M est) given that is what will ensure the College's long-term financial sustainability. From 2016-17 to 2022-23, for every \$1.06 earned in revenue, the College spent \$1.00.</p> <ul style="list-style-type: none"> <li>○ The high inflation rate increases the cost of capital and operating expenses.</li> <li>○ Growth in E.I. and C.P.P. contribution rates (18% in 2 years).</li> <li>● Non-competitive spend leading to higher costs.</li> <li>● Systematize budget allocations for direct costing.</li> <li>● Review and monitor all academic programs that do not meet the 40% internal contribution margin benchmark. Challenges facing Academic Program sustainability brought to SOG and BOG.</li> <li>● Sustainability. The sustainability fund is available for periods of challenging times.</li> <li>● Monitor capital invested in underperforming programs and review ROI.</li> <li>● Academic program sustainability: longevity of international student volume, SMA3, enrolment focus of new programs, 60/40 enrolment catchment area ratio; disconnect exists.</li> <li>● Need to implement a business practice to ensure the development of a business case and operational plan for new projects/initiatives, change in operations, etc. instead of relying largely on qualitative factors and undeveloped operational plans.</li> <li>● Business cases ensure resources are adequately aligned with business objectives.</li> <li>● Review and where appropriate implement virtual and/or augmented reality education in academic program(s). IT investment in non-academic departments to allow for additional efficiencies.</li> <li>● Continue to rely on IT improvements to provide additional reporting for budget holders which helps them monitor budget status and projections.</li> </ul>				
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**4. Human Resources**

4.1	Staffing, Staff Retention and Succession Planning - CAE	MEDIUM	1	M1	<ul style="list-style-type: none"> <li>• Protocols and workflows have been created to facilitate transition and training of new personnel in Centre for Academic Excellence (CAE).</li> <li>• Ensure CAE workload is distributed based on expertise and is monitored regularly.</li> <li>• Training conducted regularly.</li> <li>• Bi-weekly one-on-one meetings to determine and address issues with new CAE staff – these meetings have been switched to weekly one-on-one meetings. In addition, daily check-ins, and monthly meetings are in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Project lead and alternate for CAE portfolio areas have been identified to ensure uninterrupted services and supports.</li> <li>• to identify project lead and alternate for CAE.</li> <li>• Investigate alternative methods to increase efficiencies in the CAE (i.e. automate program curriculum mapping, create workflow for program curriculum charts).</li> <li>• Create a project management schedule to identify bottlenecks and priorities and manage workload in the CAE.</li> <li>• Work with the Human Resources department to identify effective strategies for succession planning and team building.</li> <li>• Training provided to Chairs, administrators and faculty in areas of quality assurance, academic integrity, teaching and learning, EDI, and more. A detailed list of topics and participation is found in the CAE Report.</li> <li>• Desk manuals are created for various roles in the CAE.</li> </ul>	Lindi	Patti	Ongoing	Monitoring
4.2	Staffing, Staff Retention and Succession Planning	MEDIUM	1	M1	<ul style="list-style-type: none"> <li>• Recruitment and Selection Policy</li> <li>• Recruitment and Selection Procedure - to ensure equity and unbiased selection.</li> <li>• Adherence to Faculty and Support Staff Collective Agreements.</li> <li>• Staff Wellness Committee's mandate is to promote a work environment that encourages healthy lifestyle choices, decreases the risk of illness and disease, and addresses our employees' physical, mental health and general well-being.</li> <li>• Medical note required for all full-time staff at the time of offer.</li> <li>• Talent Management Policy was updated in 2023.</li> <li>• Yearly allocation to support professional development and tuition reimbursement programs.</li> <li>• Annual performance appraisals.</li> <li>• SOG approved to amalgamate the Staff Engagement Committee with the Wellness Committee and the focus remains to foster staff relationships, facilitate networking, recognition and engagement among St. Clair College staff while</li> </ul>	<ul style="list-style-type: none"> <li>• Use of exit interviews to provide feedback from departing employees.</li> <li>• Strategies to mitigate impact of critical staff leaving includes the following strategies: <ul style="list-style-type: none"> <li>o Back up staff are designated, or step-by-step instructions are available for most critical functions (Desk manuals).</li> <li>o Agency staff available for interim requirements of special skills (electrician, etc.).</li> <li>o Succession planning template created populated and reviewed annually.</li> <li>o Presidential Succession Plan documented for emergency purposes. <ul style="list-style-type: none"> <li>o Annual retirement planning.</li> </ul> </li> <li>o Tuition Reimbursement allows employees to continue to pursue educational goals and to fulfill career growth opportunities.</li> <li>o Certificate in Leadership and Culture Management.</li> <li>o Succession planning identification for 'next level' potential by sector.</li> </ul> </li> </ul>	Lynn T	Joe	Ongoing	In Progress



					encouraging professional, collegiate environments and experiences.	<ul style="list-style-type: none"> <li>o Six course leadership certificate by Dr. Voakes</li> <li>• Human Resources Department will be providing internal training for administrators on topics such as Conducting Performance Appraisals, Creating PDF's, Interviews, etc.</li> <li>• Human Resources created Training guides for Administrators including understanding all three collective agreements, and understanding Article 11 – SWF's in the Academic CA.</li> <li>• Human Resources developed an Administrator's Training handbook outlining all areas of the College and Operations that new Administrators must complete as part of their manual performance review (entire handbook must be signed off as completed over a three-year period).</li> </ul>				
4.3	WSIB Claims	MEDIUM	1	<b>M1</b>	<ul style="list-style-type: none"> <li>• Return to Work (RTW) Committee in place.</li> <li>• Return to Work Policy incorporates a full RTW protocol.</li> <li>• Functional Ability Form (FAF) required for all staff absent from work that may require accommodation(s).</li> </ul>	<ul style="list-style-type: none"> <li>• College has engaged third party claims management company to address complicated WSIB claims.</li> <li>• New Experimental Experience Rating (NEER) statements and quarterly WSIB reports are reviewed by SOG.</li> <li>• Staff ergonomic assessments are completed on request. New Musculoskeletal Disorder Prevention Program is complete with SOG approval.</li> <li>• Monthly Manager inspections with required submission of report.</li> <li>• Annual staff training for safety and ergonomics.</li> </ul>	Lynn T	Joe S	Ongoing	In Progress
4.4	Human Rights/Harassment/Bullying Staff	LOW	2	<b>L2</b>	<ul style="list-style-type: none"> <li>• Adherence to Collective Agreements and Legislation.</li> <li>• Legal advice obtained when required (expertise in Human Rights/Harassment laws).</li> </ul>	<ul style="list-style-type: none"> <li>• Respectful Workplace and Educational Policy reviewed annually.</li> <li>• College Resolution Officer is formally assigned to the Respectful Workplace and Educational Policy for continuity and communication of policy.</li> <li>• A third-party is used to investigate these cases, in a timely manner, and provides findings and recommendations.</li> <li>• Health and Safety Training is required for all new employees and ongoing for all staff every 3 years.</li> <li>• Volume of activity is low.</li> </ul>	Lynn T	Joe	Ongoing	Monitoring

4.5	Grievances/Lawsuits/Union Relationships	LOW	2	L2	<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>• St. Clair College promotes a culture of openness and transparency to support collaboration and discussion. Most internal issues are resolved without grievances or lawsuits.</li> </ul>	<ul style="list-style-type: none"> <li>• Legal advice is obtained when required (Expertise in Collective Agreements, Terminations, Grievances or Lawsuits).</li> <li>• UCC are in place for both Faculty and Support staff to allow effective communication of key issues.</li> <li>• Volume of activity is low. Grievances are generally settled quickly.</li> </ul>	Lynn T	Joe	Ongoing	Monitoring
<b>5. Health and Safety</b>										
5.1	Pandemic/Infectious Disease Mitigation Planning (Non- Pandemic Times)	MEDIUM	2	M2	<ul style="list-style-type: none"> <li>• COVID-19 Vaccine Policy (#5.25) was updated to encourage staff and students to stay up to date with vaccinations.</li> <li>• Centralization of COVID-19 pandemic plans for future reference.</li> <li>• Internet/intranet site created to ensure effective communication to students and staff which allows for ongoing updates as required. This site is used extensively to answer questions and provide updates to both staff and students.</li> <li>• Health and Safety, along with College Health Centres, work regularly with local Public Health Units to review best practices, share procedures, ensure communication both ways, discuss cases and strategies to mitigate, keep abreast of new and upcoming health concerns and ensure that vaccination programs are up to date.</li> <li>• Consultations with PH includes infectious disease signage and tracing, process for notifications of infectious disease and safe food handling requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Review Infection Control policy annually and update as appropriate.</li> <li>• Pandemic Policy (#3.35) is in place and will be reviewed and replaced depending on future outbreaks or pandemics.</li> <li>• Vaccinations for infectious diseases will be offered through the College Health Centre for students and staff.</li> <li>• Requirements will continue to be reviewed and adjusted as necessary.</li> <li>• Quarterly HVAC filter changes with Merv 9-13, depending on unit requirements and/or UV disinfection.</li> </ul>	Lynn T	Joe	Ongoing	Monitoring
5.2	Health and Safety/Ministry of Labour Compliance	LOW	2	L2	<ul style="list-style-type: none"> <li>• OHS Manager and OHS Officer in place.</li> <li>• H&amp;S training required of all new employees and refreshed with all employees every three years, training matrix developed for various departments to address specific training needs (i.e. fork truck driving), JHSC at all campuses work collaboratively, issues over two months old go to SOG, strong return to work committee and protocols, JHSC and Manager inspections are completed monthly, H&amp;S Discipline policy in place, strong Wellness Committee.</li> <li>• Dedicated Health and Safety Manager and Officer.</li> <li>• Required Monthly Management Inspections assigned and monitored.</li> <li>• Health and Safety training provided for all Managers.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure Manager understand the importance of their roles in health and safety. Provide additional training.</li> <li>• Ensure all inspections are reviewed and items are addressed in a timely manner.</li> <li>• Ensure timely and complete investigation into incidents involving injury and strong measures are put in place to avoid a repeat incident.</li> <li>• Establish a H&amp;S Management system internally. A H&amp;S audit has been completed and a plan is being developed to address any identified gaps.</li> <li>• Safety Spotlights highlighting safety policies are communicated to staff and students monthly.</li> </ul>	Lynn T	Joe	Ongoing	Monitoring

				<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>o Health and Safety Program Manual</li> <li>o Health and Safety Policy</li> <li>o Health and Safety Discipline Policy</li> <li>o Incident Reporting and Investigation Procedure <ul style="list-style-type: none"> <li>o Blood and Bodily Fluid Spills</li> </ul> </li> <li>o WHMIS (Workplace Hazardous Materials Information System) Program Roles and Responsibilities of Workplace Parties.</li> <li>o Hazard Reporting</li> <li>o Emergency Eyewash and Shower Station</li> <li>o Video Surveillance</li> <li>o Workplace Hazard Assessments</li> <li>o Personal Protective Equipment (PPE)</li> <li>o Work Refusal Procedure</li> <li>o Provision for First Aid and Automatic External Defibrillator (AED) Response</li> <li>o Smoking, Alcohol and Substance Abuse Policy</li> <li>o Workplace Violence Prevention and Reporting</li> <li>o Respectful Work and Educational Place Policy</li> <li>o Footwear Policy</li> <li>o Workplace Wellness Policy</li> <li>o Healthy Food Policy</li> <li>o Employee Fitness Policy</li> <li>o Infection Control Policy</li> <li>o Bike Friendly Workplace Policy</li> <li>o Occupational Health and Safety Orientation and Training Procedure</li> <li>o Contractor Management Policy</li> <li>o WSIB Return to Work/ Temporary Modified Work Program</li> <li>o Workplace Mental Wellbeing</li> <li>o Cardiovascular and Respiratory Health Management</li> <li>o Slips, Trips and Fall Prevention</li> <li>o Take Your Kids to Work Day</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Risk Assessments by program/department must be reviewed and will be revised by March 31annually.</li> <li>• Safety Hub – safety talk hub available to all Managers and Faculty.</li> <li>• Working on integrating Lab/Shop safety rules and SOPs into the LMS/Blackboard and ensuring all applicable staff/students have documented training of each.</li> </ul>				
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					<ul style="list-style-type: none"> <li>o Staff Protocols for Dealing with Student/Staff Behavioural Concerns</li> <li>o Equipment Purchase, Donations and/or Modifications – Safety Review</li> <li>o Hot Work Procedure</li> <li>o Sexual Misconduct Policy and Procedure</li> <li>o Emergency Response Plan</li> <li>o Pandemic Related Emergency Addendums</li> <li>o Working at Heights Program</li> <li>o Ergonomic Policy</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>• New interactive H&amp;S module was created and launched in 2022.</li> </ul>					
5.3	Emergency associated with fire, active shooter, bomb threat, violence, and disruptive behaviour, etc.	MEDIUM	3	M3	<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. This has been reviewed and endorsed by retired Police Chief Frederick. Specific plans have been developed for: <ul style="list-style-type: none"> <li>o Medical Emergencies.</li> <li>o Fire Emergency (for each Campus).</li> <li>o Severe Weather.</li> <li>o Hazardous Material Release.</li> <li>o Bomb Threat.</li> <li>o Active Attacker.</li> <li>o Elevator Failure Procedure.</li> <li>o Other Emergencies (Power Outage, Gas Leak, Water Main Break.)</li> </ul> </li> <li>• Fire Drill conducted annually at all campuses.</li> <li>• Respectful Work and Educational Place Policy.</li> <li>• Alertus Emergency Communication System is an app used to push emergency communications to all users. In addition, staff and students can alert Security to situations through the app.</li> <li>• NABITA members for training and support.</li> <li>• Campus Care Team - a multi-disciplinary team that addresses concerns related to student behaviour. Several of the College’s team members have completed Violence Risk Assessment training over the last number of years.</li> </ul>	<ul style="list-style-type: none"> <li>• Tabletop exercises will be scheduled once every four months. Initiatives from the tabletop exercises have been identified as priority for 2024.</li> <li>• Developed College specific active attacker safety video that is used for awareness.</li> <li>• 3 training modules (Academic Integrity, Sexual Harassment and Emergency Response) are mandatory for all enrolled students.</li> <li>• Enhanced security operations with a new Director, Security, Emergency Management and Parking Services.</li> <li>• Extended hours for WPS contract duty officers on campus.</li> <li>• Added 24/7guards at GEM Residence.</li> <li>• Added a third guard on the 2<sup>nd</sup> shift.</li> <li>• Emergency communication system RFP has been initiated with additional functionality requested.</li> <li>• Ongoing training for the CARE Team.</li> <li>• Template emails developed for Faculty when dealing with student mental health issues, initiated by students.</li> <li>• Developing a guide for Faculty outlining strategies to address disruptive student behaviours in a classroom setting.</li> </ul>	Rebecca	Joe	Ongoing	Monitoring

					<ul style="list-style-type: none"> <li>• Emergency numbers have been set up for Windsor and Chatham campuses.</li> <li>• Emergency Planning Committee - reviews the Emergency Response Plan annually and participates in table-top exercises.</li> <li>• Severe weather table-top exercise completed.</li> <li>• Silver packages have been created.</li> <li>• Buildings are all identified with letters and room numbers have been changed to coincide with the building letter, floor and zone (as appropriate). Maps have been updated and sent to emergency responders.</li> <li>• Emergency Response training module was separated into its own mandatory training module in the LMS for employees.</li> <li>• Emergency response guide posted in all office complexes and classrooms.</li> <li>• Some members of the Emergency Response Team (ERT) have completed IMS 100 (basic emergency response training).</li> <li>• Fire and Emergency Communication systems are tested monthly and inspected annually per fire code.</li> <li>• An Active Attacker video has been created and added to our Emergency Response training program for staff.</li> <li>• An Active Attacker training module has been added to Thrives for students.</li> </ul>	<ul style="list-style-type: none"> <li>• Spotlight on Safety will highlight Emergency Management in 2024.</li> <li>• Security statistics shared with SOG on a monthly basis.</li> <li>• ERT will be completing IMS 200 training.</li> <li>• Interpersonal violence will be emphasized in 2024 and added to the sexual violence policy and training.</li> <li>• Subscribe to weather alerts service and severe weather warnings are sent to ERT.</li> <li>• Enhanced communications across all campuses through What's App for security, medical emergencies and emergency response to improve response.</li> <li>• Hired a dedicated SCC Security Director to interact with Third Party Company covering day to day operations.</li> </ul>				
5.4	Asbestos Control	Medium	1	M1	<ul style="list-style-type: none"> <li>• The College completed asbestos surveys from 2007-2014.</li> <li>• The College has gone through an Asbestos re-assessment in 2022.</li> <li>• The College has a significant amount of asbestos in the older buildings. As most asbestos is within ceilings and walls; it is difficult to remove the asbestos without deep renovations.</li> <li>• When a renovation of an area is scheduled, asbestos abatement is planned in the area and the asbestos surveys are updated.</li> <li>• General asbestos information is included in Health and Safety training.</li> </ul>	<ul style="list-style-type: none"> <li>• The College Asbestos Management Plan has been updated to reflect the re-assessment from 2022.</li> <li>• The Asbestos Management Plan is provided to Contractors.</li> <li>• The Asbestos surveys and Management Plan is on the College intranet.</li> <li>• Testing is conducted prior to any renovation project in areas with asbestos.</li> <li>• Asbestos is inspected visually annually.</li> <li>• Asbestos inspections are conducted and updated annually.</li> </ul>	Rebecca	Joe S	Ongoing	Monitoring
<b>6. Health Services</b>										
6.1	Substance Control	LOW	2	L2	<ul style="list-style-type: none"> <li>• Communication sent to all staff during first week of fall semester surrounding healthy working and learning environments. Quick links were provided</li> </ul>	<ul style="list-style-type: none"> <li>• The College has updated its Smoking, Alcohol and Substance Abuse Policy which has been approved by the Health and Safety Committee and SOG. This</li> </ul>	Rebecca	Joe	Ongoing	Monitoring

					<p>on cessation, education and designated smoking areas.</p> <ul style="list-style-type: none"> <li>• New signage has been installed outlining, no smoking, vaping or cannabis and highlighting use of designated smoking areas.</li> </ul>	<p>incorporates the new cannabis de-regulation.</p> <ul style="list-style-type: none"> <li>• All security and Health Centre first aid kits contain Naloxone.</li> </ul>				
6.2	Other Infectious Concerns	MEDIUM	1	<b>M1</b>	<ul style="list-style-type: none"> <li>• Signage for proper handwashing.</li> <li>• Food safety training for those cooking/serving food.</li> <li>• Hand sanitizer and sanitizing wipes throughout the campuses.</li> <li>• Infectious disease surveillance program</li> <li>• Collaboration with Public Health Units.</li> <li>• Infectious disease policy in place.</li> <li>• Pandemic Plan in place.</li> </ul>	<ul style="list-style-type: none"> <li>• Flu vaccines are offered through the campus Health Centre.</li> <li>• SCC hosted the WECHU pop up vaccination clinic (Covid-19, flu, MMR).</li> <li>• Improved international student health insurance that provides OHIP equivalency is in place.</li> </ul>	Lynn T	Joe	Ongoing	Monitoring
<b>7. Information Technology</b>										
7.1	Information Technology – Data Corruption, etc.	LOW	3	<b>L3</b>	<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, and Monthly disk to disk backup procedures are in place to protect critical data.</li> <li>• Backup disks are kept off site with full redundancy on critical systems.</li> <li>• Backup tape drive and tapes have been purchased and stored offline, to provide further protection from cyber-attacks.</li> <li>• 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>o Asset Control</li> <li>o Peripheral Devices</li> <li>o Maintenance</li> </ul> </li> <li>2. Software Licensing/Deployment:                   <ul style="list-style-type: none"> <li>o Software Licensing</li> <li>o Software Procurement</li> <li>o Software Deployment</li> </ul> </li> <li>3. Software Maintenance/Upgrades/Enhancements:                   <ul style="list-style-type: none"> <li>o Software Maintenance</li> <li>o Software – Request for Modification</li> </ul> </li> <li>4. Network Infrastructure:                   <ul style="list-style-type: none"> <li>o Network Access</li> <li>o Wireless Technologies</li> </ul> </li> </ol> </li> </ul>	<ul style="list-style-type: none"> <li>• Continuous review of policies and input.</li> <li>• Updating policies and procedures.</li> </ul>	Amar	John F	Ongoing	Monitoring

					<ul style="list-style-type: none"> <li>o Firewall</li> <li>o Virtual Private Network (VPN)</li> </ul> <p>5. Web/Email:</p> <ul style="list-style-type: none"> <li>o User Accounts</li> <li>o Usernames and Passwords</li> </ul> <p>6. Web Pages:</p> <ul style="list-style-type: none"> <li>o Acceptable Use Policy</li> <li>o Computing, Network Communication Resources</li> </ul> <p>7. Principles:</p> <ul style="list-style-type: none"> <li>o Unacceptable Uses</li> <li>o Discipline, Jurisdiction and Penalties</li> </ul> <p>8. Supplemental Email Use Policy Student Email Policy</p>					
7.2	Computer Server Room Protection	LOW	2	L2	<ul style="list-style-type: none"> <li>• Complete the build of DR site in Chatham.</li> </ul>	<ul style="list-style-type: none"> <li>• Disaster Recovery facility construction is complete.</li> <li>• Majority of servers, network and replication setup is completed. Testing for the new DR will begin in 4<sup>th</sup> quarter of 2023.</li> </ul>	Amar	John F	Ongoing	Monitoring
7.3	IT Security	HIGH	3	H3	<ul style="list-style-type: none"> <li>• The College has created a Cyber-Security strategy that will provide an opportunity to grow our security posture.</li> <li>• IT policies pertaining to security include:</li> <li>• Defining the need for Security.</li> <li>• Security policy.</li> <li>• Security processes are audited annually.</li> <li>• The College is a stakeholder member of CWE (Connecting Windsor Essex), a group that provides the College with additional oversight of upstream network providers.</li> <li>• The College has partnered with 12 other colleges and 5 universities for a shared CISO - Chief Information Security Officer through ORION. The goal of this group is to share security governance models, as well as share security threat intelligence and remediation.</li> <li>• Cyber and business interruption insurance has been planned and purchased.</li> </ul>	<ul style="list-style-type: none"> <li>• 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 is in place.</li> <li>• State full packet inspection as well as application analysis that will help with unwanted access to the College.</li> <li>• Logging all user traffic allows the College to conduct security investigation in a more efficient manner.</li> <li>• Minimal access is allowed for VPN (Virtual Private Network) access which requires two levels of authentication into the College.</li> <li>• 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 currently has third party monitoring of College network connectivity, 24 hours/day.</li> <li>• Cyber security education for the institution to be implemented. Currently reviewing systems that will allow simulated phishing attacks to help educate the College community on this vector of attack.</li> </ul>	Amar	John F	Ongoing	Monitoring

						<ul style="list-style-type: none"> <li>• Ransomware playbook has been developed with specific roles and responsibilities.</li> <li>• 3<sup>rd</sup> party has been hired to monitor and hunt for unauthorized activity on the College network.</li> <li>• Cyber-attack tabletop exercise was completed with the assistance of our BLG consultant.</li> </ul>				
<b>8. Corporate</b>										
8.1	PCI Compliancy	LOW	2	L2	<ul style="list-style-type: none"> <li>• Review PCI Compliancy Plan on an ongoing basis.</li> <li>• Firewalls have been acquired that now conform to PCI compliancy standards.</li> </ul>	<ul style="list-style-type: none"> <li>• The majority of payments are completed through online banking and wire transfers.</li> <li>• Firewalls have been acquired that now conform to PCI compliancy standards.</li> <li>• A PCI policy is in development.</li> </ul>	Amar/ Marc	Marc	Ongoing	Monitoring
8.2	Business Continuity Plans (BCP)	MEDIUM	2	M2	<ul style="list-style-type: none"> <li>• Each department has developed BCP.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual review and revision of each BCP.</li> <li>• Review/revision date to be documented on each plan.</li> <li>• Sector Heads are to approve all plans and revisions annually by June 30.</li> </ul>	All	Sector Heads	June 30, 2023	Plan in Place
8.3	Insurance (Insurer concerns)	LOW	3	L3	<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 of \$40M.</li> <li>• St Clair College is one of 12 colleges included in the college sector insurance consortium.</li> <li>• Any known potential risks are communicated and discussed with the insurer.</li> <li>• Cyber, business interruption, active assailant, terrorism, and sabotage insurance is in place.</li> <li>• COVID-19 and similar viruses are now exclusions on all of the College's liability policies.</li> <li>• Deductibles have increased (i.e. to \$250k) substantially in order to avoid large premiums and due to the 'hardening' insurance market.</li> </ul>	<ul style="list-style-type: none"> <li>• Insurance renewals continue to be challenging in recent years. Large insurers have made a business decision to pull out of providing coverage for the education sector resulting in less insurers in the marketplace. Our broker, AON, conducted a fulsome marketing exercise and indicated the insurance market had continued to harden and that the education sector had experienced large losses, mostly due to aging infrastructure and cyber events.</li> <li>• The consortium's joint insurance committee selected an adjusting service which is a requirement of the insurer providing the property coverage.</li> <li>• Events at SCCCA now require a \$2 million insurance liability as of July 1, 2022. Rental policies are currently being updated.</li> </ul>	All	Marc	Ongoing	Monitoring
8.4	Goodwill and Reputation of St. Clair College	MEDIUM	1	M1	<ul style="list-style-type: none"> <li>• Departmental manager approval process for external marketing requests and for use of College website.</li> <li>• Senior manager responsible for St. Clair College media to ensure consistent messaging and to build relationships with the media.</li> </ul>	<ul style="list-style-type: none"> <li>• Create an approval process for external marketing to include submission review and approval.</li> <li>• Create a College website use and monitoring policy.</li> </ul>	Joe D	John F	Ongoing	In Progress



					<ul style="list-style-type: none"> <li>• Marketing and Recruiting reinforces St. Clair College brand on all social media platforms.</li> <li>• Each College student group has an assigned member of SOG as their liaison.</li> <li>• Social media, media outlets and publications are monitored daily by a team of College personnel to react to or clarify issues which require a quick response.</li> <li>• The Vice President of College Communications and Community relations provides a weekly report during the SOG meeting.</li> <li>• The President's Office has an open-door policy to encourage communication and dispute resolution.</li> <li>• Corporate logo policy (#2.3) has been developed.</li> <li>• Review and revise as necessary, the existing Social Media Management Policy (#6.7)</li> </ul>	<ul style="list-style-type: none"> <li>• Any brand potential risk is reviewed and discussed by the Senior Operations Group (SOG).</li> <li>• Monthly meetings scheduled with SRC/TSI/SAA and SOG to ensure complaints or concerns are dealt with in a timely manner.</li> </ul>				
8.5	Alcohol Management Policy	LOW	3	<b>L3</b>	<ul style="list-style-type: none"> <li>• Departmental procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of a responsible beverage program and awareness. HR requirement for Smart Serve with key positions.</li> <li>• Engage Stakeholders.</li> <li>• Employees continue to go through all training, sign offs etc.</li> </ul>	Joe D	John F	Ongoing	In Progress
8.6	Downtown Safety for Staff and Students	MEDIUM	1	<b>M1</b>	<ul style="list-style-type: none"> <li>• Additional Security was implemented.</li> <li>• Windsor Police were consulted and will do walk throughs of our buildings regularly while operational.</li> <li>• SRC has implemented Safe Walk.</li> </ul>	<ul style="list-style-type: none"> <li>• An additional Security rover has been added downtown.</li> <li>• 24-hour security was added downtown.</li> <li>• All security cameras have been updated and are functional.</li> </ul>	Rebecca	Joe S	Ongoing	Monitoring
8.7	Ministry Compliance/Special Projects, (CERF/Multi-Year Agreement, Special Funding, etc.)	LOW	1	<b>L1</b>	<ul style="list-style-type: none"> <li>• 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> <li>• Management accountability amongst those that are the functional leads for the numerous Ministry reporting, attestations, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Financial controls, documentation, and reporting as required.</li> <li>• President's signature process and protocol.</li> <li>• Ministry contract reporting dates spreadsheet and reminder emails.</li> <li>• Management accountability amongst those that are the functional leads for the numerous Ministry reporting, attestations, etc.</li> <li>• Ministry compliance applies to many departments / functions beyond Finance, which the VP, Finance has no authority, accountability, nor involvement. This includes, but not limited to the following: annual report (CCCR), enrolment reporting (R.O.), tuition framework (R.O.), student services grants (IRCDSS), E.O. (IRCDSS), PCPP (IRCDSS), governance (PRES), etc.</li> </ul>	All	Marc	Ongoing	Monitoring

8.8	Medical Staff/Support at Sporting Events	LOW	3	<b>L3</b>	<ul style="list-style-type: none"> <li>• Athletic Therapists are present at every game.</li> <li>• Physician available at all home football games.</li> <li>• Physician on contract to support College athletes.</li> </ul>	<ul style="list-style-type: none"> <li>• SOP has been developed to ensure that an AED is court side for all home and away games and that AED use and CPR training is available to coaches and athletic personnel.</li> <li>• Investigate need for more rigorous physical screening requirements for all athletes.</li> </ul>	Reid	Ron	Work In Progress	Work in Progress
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# ST. CLAIR

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C O L L E G E

**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: FEBRUARY 27, 2024**

**RE: PROGRAM ADVISORY COMMITTEES**

**SECTOR: MICHAEL SILVAGGI, VICE PRESIDENT, ACADEMIC AND REGISTRAR**

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**AIM:**

To provide a report to the Board of Governors on Program Advisory Committee (PAC) activities for the 2022 – 2023 academic year, as required by the Board of Governors' workplan.

**BACKGROUND:**

In keeping with the Colleges of Applied Arts and Technology Policy Framework, Program Advisory Committees are mandated under the Ministry's Binding Policy Directive, "Framework for Programs of Instruction". In addition, PACs are instrumental to the College in ensuring that the College's academic programs remain relevant and up-to-date with industry, business, and the needs of the community. PACs also serve as advisors on admissions, graduate requirements, quality assurance and program equipment.

The committee memberships consists of individuals from within the community who have vocational or academic experience and knowledge that enables them to best advise the College on matters relevant to College programs and services.

**RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board receive the annual summary report on the Program Advisory Committee activities for the 2022 – 2023 academic year, for information.

**Program Advisory Committee (PAC) Report  
Executive Summary 2022 – 2023**

St. Clair College has a total of 144 academic programs, including apprenticeship and Ministry-funded programs, for example ACE and LBS.

A total of 83 Program Advisory Committees exist to support the entire program offerings at St. Clair College.

Fifty programs have stand-alone Program Advisory Committees, while the remainder of the programs have combined Advisory Committees due to similarity of vocations.

All programs met the obligation of a minimum of one meeting per year.

A total of 102 PAC meetings were held across all programs during the 2022 – 2023 academic year. Twenty-two Program Advisory Committees met more than once during this period.

The 2022 – 2023 PAC Meeting Schedule is attached. The Program Advisory Committee membership lists and the Annual Reports can be found on the Board of Governors' portal.



## PAC Meeting Schedule September 2022 - August 2023

Meeting Date	Minutes Rec'd	Meeting Date	Minutes Rec'd
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### School of Academic Studies

1	K972 Academic and Career Entrance/Literacy Basic Skills (LBS) - Chatham	3-Nov-2022	Yes		
2	K200 Developmental Services Worker/K824 Developmental Services Worker Acc./D620 Developmental Services Worker - Apprenticeship	3-Nov-2022	Yes	20-Apr-2023	Yes
3	K240 Early Childhood Education	5-Oct-2022	Yes	22-Mar-2023	Yes
4	K788 Electrical Engineering Technician/K789 Sustainable Energy	12-Oct-2022	Yes	22-Feb-2023	Yes
5	K766 Powerline	20-Oct-2022	Yes	9-Feb-2023	Yes
6	K813 Protection, Security & Investigation/K919 Police Foundations	13-Oct-2022	Yes	9-Mar-2023	Yes

### Zekelman School of Business

1	B600/K600/M977 - Business	6-Mar-2023	Yes		
2	B010/K150 Business - Accounting/B007 Business Admin - Accounting	26-Jan-2023	Yes		
3	B851 Business Administration - Finance	11-Apr-2023	Yes		
4	B880 Business Administration - Human Resources/B802/M802 Human Resources Management	20-Apr-2023	Yes		
5	B012 Business - Marketing/B009 Business Administration - Marketing	25-Apr-2023	Yes		
6	B906 eSports Administration and Entrepreneurship	23-Feb-2023	Yes		
7	B999/M999 International Business Management - Logistics Systems/B892 - Bus. Admin. - Int'l.	4-Apr-2023	Yes		
8	B227 Office Admin - General/B226/K231 Office Admin - Executive/B228/K238/M228 - Office Admin - Health Services	8-Feb-2023	Yes		
9	B904 Sport and Recreation Management	29-Mar-2023	Yes		

### School of Community Studies

1	C772 ACE/LBS				
2	B935 Autism and Behavioural Science	9-Feb-2023	Yes		
3	B961/K967 Border Services	3-Nov-2022	Yes		
4	B992 Child and Youth Care/K994 Child and Youth Care - Accelerated	26-Oct-2022	Yes		
5	C365 CICE	21-Mar-2023	Yes		
6	B603 Community and Justice Services	15-Feb-2023	Yes		
7	B101 Early Childhood Education/B820 Early Childhood Education Accelerated/ B846 Concurrent Early Childhood Education	18-Oct-2022	Yes		

		Meeting Date	Minutes Rec'd	Meeting Date	Minutes Rec'd
8	B899 Educational Support	27-Mar-2023	Yes		
9	C999 Honours Bachelor of Applied Arts in Social Justice and Legal Studies	9-Mar-2023	Yes		
10	C623 Liberal Arts/C862 General Arts and Science	21-Oct-2022	Yes		
11	B897 Paralegal/B959 Paralegal Acc.	31-Jan-2023	Yes		
12	B819 Police Foundations/B803 Protection, Security and Investigation	14-Nov-2022	Yes		
13	B895/K384/M995 - Social Service Worker - Gerontology	6-Dec-2022	Yes	14-Jun-2023	Yes

**School of Engineering Technologies**

1	T020 Architectural Technology	12-Oct-2022	Yes		
2	T755 Biomedical Engineering Technology - Equipment and Devices	1-Dec-2022	Yes		
3	T836 Chemical Laboratory Technology	19-Oct-2022	Yes		
4	T154 Civil Engineering Technology/T036 Construction Engineering Technician/T046 Construction Project Management	26-Oct-2022	Yes		
5	T974 Electromechanical Engineering Technician - Robotics/T976 Electromechanical Technology - Robotics	4-Apr-2023	Yes		
6	T929 Electronics Engineering Technology - Industrial Automation	9-Nov-2022	Yes		
7	T146 Interior Design	10-May-2023	Yes		
8	T826 Mechanical Engineering Technology - APD	16-Nov-2022	Yes		
9	T941 Power Engineering Technology - Mechanical/T942 Power Engineering Technician/T940 Power Engineering Techniques	2-Nov-2022	Yes		
10	T050 Strategic Project Management (Launched Fall 2022)	24-May-2023	Yes		

**School of Health Sciences**

1	H912 Advanced Medical Esthetics Practitioner/B912/K946 Esthetician	18-Apr-2023	Yes		
2	H794 Cardiovascular Technology	30-Nov-2022	Yes	5-Apr-2023	Yes
3	H915 Dental Assisting/H800 Dental Hygiene	16-Nov-2022	Yes	12-Apr-2023	Yes
4	H797 Diagnostic Cardiac Sonography	3-Oct-2022	Yes	20-Mar-2023	Yes
5	H796 Diagnostic Medical Sonography	29-Nov-2022	Yes	4-Apr-2023	Yes
6	H879 Fitness and Health Promotion	19-Jun-2023	Yes		
7	H837 Medical Laboratory Science	21-Nov-2022	Yes	19-Jun-2023	Yes
8	H299 Medical Laboratory Technician	23-Nov-2022	Yes	5-Jun-2023	Yes



**PAC Meeting Schedule  
September 2022 - August 2023**

		Meeting Date	Minutes Rec'd	Meeting Date	Minutes Rec'd
<b>9</b>	K893 OTA/PTA	13-Feb-2023	Yes		
<b>10</b>	K940/H840 Paramedic	15-Nov-2022	Yes	1-May-2023	Yes
<b>11</b>	H812 Pharmacy Technician	5-Dec-2022	Yes	7-Jun-2023	Yes
<b>12</b>	H795 Respiratory Therapy	7-Dec-2022	Yes	10-May-2023	Yes
<b>13</b>	H258 Veterinary Technician	8-Dec-2022	Yes	8-May-2023	Yes

Meeting Date	Minutes Rec'd	Meeting Date	Minutes Rec'd
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**Zekelman School of Information Technology**

1	T860/M979 - Computer Systems Technician - Networking/T861 Computer Systems Technology - Networking	22-Mar-2023	Yes		
2	B018/M018 - Data Analytics for Business	6-Jun-2023	Yes		
3	B699 Honours Bachelor of Business Administration (Information Communication Technology)	3-Apr-2023	Yes		
4	B990 Mobile Applications Development	9-Dec-2022	Yes		
5	B950 Web Development and Internet Applications	22-Feb-2023	Cancelled - Program Suspended		

**School of Media, Art and Design**

1	B875 Advertising and Marketing Communications Management/B792 Web and Interactive Advertising	25-Oct-2022	Yes		
2	T993 Animation - 2D/3D	21-Feb-2023	Yes		
3	B935 Culinary Management/415A Cook Apprentice Branch 2	25-Apr-2023	Yes		
4	B908 Event Management	11-Oct-2022	Yes		
5	B877 Fashion Design Technician	24-Apr-2023	Yes		
6	T809 Graphic Design	6-Dec-2022	Cancelled	May 30,2023	Yes
7	B940 Hospitality Management	21-Mar-2023	Yes		
8	B894 Journalism/B882 Media Convergence	8-Nov-2022	Yes		
9	A887 Music Theatre Performance	13-Dec-2022	Cancelled	16-May-2023	Yes
10	B791 Public Relations	22-Nov-2022	Yes		
11	B826 Tourism - Travel	3-Mar-2023	Yes	9-May-2023	Yes

**School of Nursing - Chatham**

1	K950 Collaborative Nursing/K963 Practical Nursing/K933 Personal Support Worker	5-Oct-2022	Yes	15-May-2023	Yes
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**School of Nursing - Windsor**

1	H850 Collaborative Nursing/H863 Practical Nursing/H932 Personal Support Worker	4-Nov-2022	Yes	12-May-2023	Yes
2	C904/K904 Pre-Health Sciences Pathway to Advanced Diplomas and Degrees	12-May-2023	Yes		



Meeting Date	Minutes Rec'd	Meeting Date	Minutes Rec'd
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**School of Skilled Trades**

1	401 A Brick and Stone Masonry Apprenticeship	26-Apr-2023	Yes		
2	T947/K731 Electrical Techniques	9-Nov-2022	Yes		
3	T914 Hairstylist/332A Hairstylist	15-May-2023	Yes		
4	T207 Heating, Refrigeration & Air Conditioning Technician	26-Oct-2022	Yes		
5	T866 Landscape Horticulture	17-Feb-2023	Yes		
6	T855 Mechanical Engineering Technology - Industrial/433A Millwright	17-Nov-2022	Yes		
7	T867 Mechanical Technician CAD/CAM/T923 Mechanical Techniques - Precision Metal Cutting/429A General Machining/430A Tool and Die Maker/431A Mould Maker	5-Oct-2022	Yes		
8	T954 Plumbing Techniques/306A Plumber	6-Dec-2022	Yes	24-May-2023	Yes
9	T876 Pre-Service Firefighter Education and Training	20-Oct-2022	Yes		
10	T858 Truck & Coach Techniques/T167 Motive Power/310S Auto Service Technician/ 310T Truck & Coach Technician	20-Apr-2023	Yes		
11	T949 Welding Techniques	23-Nov-2022	Yes		
12	T805 Woodworking/T965 Carpentry and Renovation Techniques/403A General Carpenter	1-Nov-2022	Yes		

**Skilled Trades Regional Training Centre**

1	Precision Metal Cutting [Earn While You Learn]	10-Nov-2022	Yes	15-Nov-2023	Yes
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**TO: BOARD OF GOVERNORS**

**FROM: PATRICIA FRANCE, PRESIDENT**

**DATE: FEBRUARY 27, 2024**

**RE: WELCOME CENTRE, VACATED SPACE, PARKING AND DEFERRED MAINTENANCE UPDATE**

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

**HUMAN RESOURCES, SAFETY, SECURITY AND FACILITIES**  
**MANAGEMENT – JOE SIRIANNI, VICE PRESIDENT**

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**AIM:**

To provide the Board with an update regarding the Welcome Centre and the related vacated space, ground surface parking initiative, and to obtain approval to commit budget funds now for the 2024-25 deferred maintenance projects.

**BACKGROUND:**

i. Welcome Centre and Vacated Space

- At the Board meeting held on March 22, 2022, the Board of Governors approved \$13 million from the College's Unrestricted Reserve to be allocated to the Strategic Capital Projects Reserve, where the funds would be used to pursue the construction of a Welcome Centre (Appendix A).
- In April 2022, the College issued a Request for Proposal (RFP) for architectural services to design the Welcome Centre. Architectura was the successful proponent. Stakeholder consultation and design work occurred over the next several months.
- During early 2023, the College issued a Prequalification and a subsequent Tender to identify a general contractor to construct the Welcome Centre. Oscar Construction was the successful proponent.

- The kick-off construction meeting occurred on April 17, 2023. A completion date of June 30, 2024, was reinforced as it was a requirement included in the Tender.
- The project has encountered some challenges such as significant rain volume over the summer months, delays in the consultant and contractor finalizing the structural steel shop drawings with its subcontractor, and an air handling unit delivery delay to March or April 2024. As a result, the completion date has been extended to July 31, 2024.
- At the Board meeting held on June 27, 2023, the Board of Governors approved the recommendation of the Naming Committee in recognition of the \$500,000 contribution from the St. Clair College Alumni Association, for the naming of the Welcome Centre Atrium at the Windsor Campus in perpetuity. The St. Clair College Alumni Association has fulfilled its \$500,000 contribution to the College.
- The project budget and contingency as of December 31, 2023, is in a strong position.

Line Item	Amount
Funding	\$13,500,000
Costs to Date	\$3,998,822
Forecasted Costs to Completion	\$8,220,090
Total Cost Estimate	\$12,218,912
Contingency	\$1,281,088

- Several academic support functions (full or partial) are moving from existing space at the Windsor Campus to the Welcome Centre as part of the 'one-stop' student servicing experience, which includes: Registrar's Office, Financial Aid, Student Retention and Academic Advising, Academic Counselling, Parking, International Student Recruitment, and One Card. With these academic support functions existing space forecasted to be vacated by late Summer 2024, the space must be redesigned and renovated.
- The future vacated space has a repurposing plan. Design and engineering work is currently underway, which includes addressing deferred maintenance and accessibility. Though the construction work has not been tendered, it is estimated that the renovation cost of the future vacated space will be \$1.5 million. In order for this work to be completed within the 2024-25 fiscal year, the College must make contractual commitments to contractors before April 1, 2024.

## ii. Ground Surface Parking Initiative

- At the Board meeting held on November 22, 2022, the Board of Governors approved the College's cancelation of its Parking Deck RFP and Section 28 application to the Minister of Finance, and for Administration to proceed with its

proposed Ground Surface Parking Initiative. This was due to the Parking Deck having no return on investment, the cost per parking spot being approximately \$90,000 greater than the cost per parking spot for a ground surface parking lot, and the College projecting to add 263 net new ground surface parking spots instead of 250 net new spots in a parking deck. The proposal (Appendix B) was summarized as follows:

Lot	Number of Spots Estimate	Cost Estimate
N	66	\$416,250
E/G	153	\$1,121,100
C	44	\$1,372,800
Walkways	-	\$1,165,500
Total	263	\$4,075,650

- At the Board meeting held on March 28, 2023, the Board of Governors approved \$10 million from the College’s Unrestricted Reserve to be allocated to the Strategic Capital Projects Reserve, where funds would be used to pursue the Ground Surface Parking Initiative.
- Since the November 22, 2022, Board of Governors meeting, discussions with a Cabana Road property owner regarding a potential location to expand the College’s ground surface parking, has not progressed as desired.
- From the project’s inception to December 31, 2023, the cost versus budget is as follows:

Lot	Budget Estimate November 22, 2022		Actual November 30, 2023	
	Number of Spots	Cost	Number of Spots	Cost to Date
C & N	110	\$1,789,050	116	\$2,909,853
E, G, Walkways	153	\$2,286,600	142	\$112,210
Total	263	\$4,075,650	258	\$3,022,063

- Though the construction work has not been tendered, it is estimated that it will cost \$3.7 million to design and reconstruct Lots E and G, and its associated walkways. This will lead to the total ground surface parking initiative costing approximately \$2.6 million greater than the original estimate. This is mostly attributable to inflation pressures over the past 14 months and construction sector staffing constraints which lead to a premium pricing being assessed to the work.
- There are five less parking spots than originally estimated due to the Lot G

entrance/exit being relocated to allow for pedestrian safety, given the volume of vehicle traffic that will likely exist from the transition from a two-way to one-way traffic lane.

### iii. Deferred Maintenance and Building Condition Assessment (BCA)

- The College currently has 26 buildings representing 1.78 million gross square footage across 182 acres of land. Our campuses require periodic repair and maintenance to keep the infrastructure in good working condition. Deferred maintenance represents the backlog of repairs and maintenance required to upkeep existing infrastructure assets. A backlog can occur for various reasons, such as cost, inaccessibility, lack of priority, supply chain disruption, etc. Over the College's 50+ year history, cost has been the major impediment to addressing a backlog due to Ministry funding being significantly lower than the escalating cost and growth of College infrastructure.

It is important to note that deferred maintenance will likely always exist. This is mostly due to cost, resource, and priority constraints. In addition, as in-year deferred maintenance priority requirements are completed, new deferred maintenance requirements are recognized. The College's goal is to prioritize its deferred maintenance requirements to minimize risk to its operations. It can be challenging to perform certain deferred maintenance requirements given the severity of its likely impact to the student learning environment and general operations.

- To determine the annual list of deferred maintenance projects, the College considers BCA requirements, Senior Operations Group priorities and current infrastructure and equipment condition. Experience has shown that the BCA is a great tool, however, it cannot be solely relied upon, as actual infrastructure or equipment condition varies from projected condition (i.e. the actual infrastructure or equipment life cycle could be much longer than planned).
- As previously reported in 2019, the College retained the services of FCAPX to conduct a BCA of all College owned buildings. Since that time, additions to the BCA have occurred.
- The initial BCA identified a three-year (2019 to 2022) and ten-year (2019 to 2029) deferred maintenance backlog of \$44.0 million and \$203.8 million respectively. Subsequent major capital acquisitions (i.e. St. Clair Regional Training Centre, Woodland Hills and Fire Hall) added \$ 2.3 million to the backlog.

Recognizing the need to have a strategy to self-fund deferred maintenance, during the 2020-21 fiscal year, the Board of Governors approved the creation of an internally restricted deferred maintenance reserve. Since that time, the following activity has occurred:

Reserve Activity – Forecast to March 31, 2024	Amount (\$)
Opening Balance – Inception	-
Contributions – Since Inception	62,005,217
Withdrawals – Since Inception	(30,476,207)
Closing Balance – Forecast	\$31,529,010

Note: Amounts include some forecasted figures as the 2023-24 fiscal year has not ended.

As reflected above, the College has been proactive at addressing deferred maintenance requirements totaling approximately \$30.4 million since the inception of the deferred maintenance reserve.

- At the April 27, 2021, Board of Governors meeting, Administration reported that \$6 million of deferred maintenance requirements had been completed, reducing the three-year backlog to \$36 million.
- The Auditor General of Ontario’s December 2021 Value-for-Money Audit on Public Colleges identified the following:
  - The Ministry concluded its re-evaluation of the way it allocates funding to colleges for deferred maintenance;
  - The Ministry allocates funding based on a method that considers college’s facilities condition and management of their deferred maintenance work from self-generated funds; and,
  - St. Clair College’s facility condition index for the three-year period of 2019-20 to 2021-22 had a ‘good’ rating.
- To supplement its BCA, in May 2022, the College finalized an Asset Management Plan (AMP) to address additional asset classes, beyond buildings, owned and managed by the College. The AMP was designed to provide details of each asset class within a stand-alone section, bringing all the assets together for the College’s financing strategy. The AMP addressed the ten-year period from 2020 to 2030.
- In 2022-23, the college sector deferred maintenance asset management software underwent a major transition. All BCA’s were migrated into the new system (Streamlined Asset Management - “SLAM”) which resulted in changes to assumptions around inflation, regional factors, life cycle, etc. A common software amongst colleges and universities now exists and the Ministry will utilize this software moving forward.
- The College’s 2019 BCA identifies a three-year (2022 to 2025) and ten-year (2022 to 2032) deferred maintenance backlog of \$104.3 million and \$314.3 million respectively.

- The 2019 BCA is scheduled to be updated during the 2024-25 fiscal year. This will result in updated projections for our future deferred maintenance renewal requirements.
- The deferred maintenance internal reserve withdrawal request for the 2024-25 fiscal year budget will be \$25.0 million. This will be brought forward to the Board of Governors at the March 26, 2024, meeting. This includes numerous projects with estimated values including: carry over items from 2023-24 (\$5.12 million), vacated space renovations (\$410,000), phase 2 of watermain replacements (\$600,000), roofing restoration (\$3 million) along with windows, doors, building sealing, plumbing, electrical, HVAC, controls systems replacements, flooring, and ceiling replacements. In order for this work to be completed within the 2024-25 fiscal year, the College must make contractual commitments to contractors before April 1, 2024.

**RECOMMENDATION:**

IT IS RECOMMENDED THAT the Board of Governors:

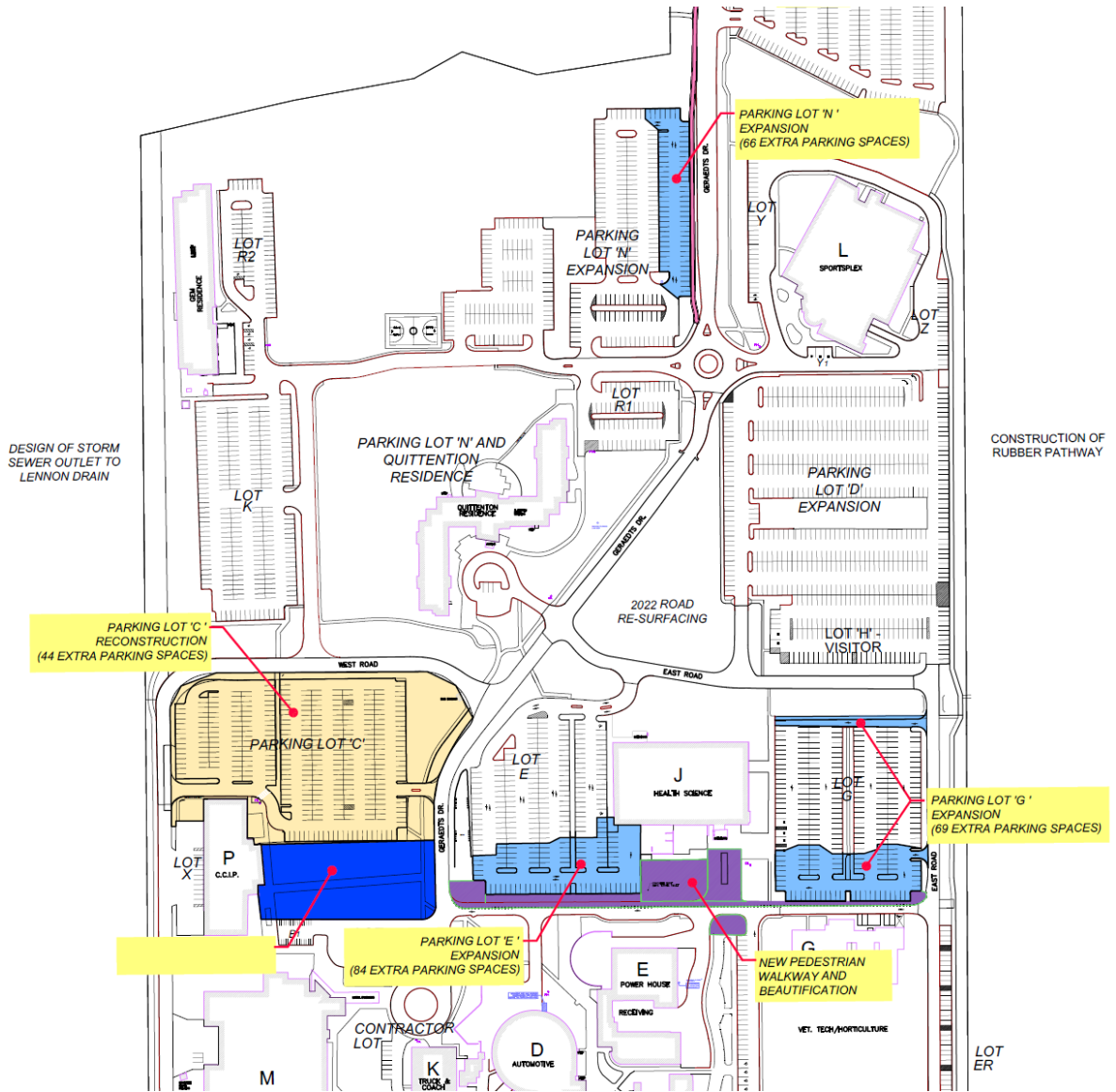
1. Receive this update regarding the Welcome Centre and the related vacated space, ground surface parking initiative, and deferred maintenance as information; and,
2. Approve Administration to contractually commit the College to capital projects up to \$13.0 million and \$1.5 million from the internally restricted deferred maintenance reserve and unrestricted reserve respectively, prior to April 1, 2024, to allow the various projects to have the opportunity to be completed during the 2024-25 fiscal year.

Appendix A: Welcome Centre Concept





# Appendix B: Ground Surface Parking Initiative



**POLICY AND PROCEDURE  
MANUAL**

<b>Policy Title:</b>	<b>Risk Management</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Executive Limitations</b>	<b>Policy No: TBD</b>
<b>Effective Date:</b>	<b>February 27, 2024</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>NEW</b>	<b>Last Review Date: February 27, 2024</b>
<b>Mandatory Review Date:</b>	<b>February 27, 2029</b>	

The Risk Management strategy provides a structured, coherent approach to analyzing, managing, and mitigating risk. It builds in a process for regularly updating and reviewing the assessment based on new developments or actions taken.

The sum of the probability and impact associated with each identified risk will be used to prioritize the potential risks, possible outcomes and mitigating plans.

The President is responsible for ensuring that a comprehensive Risk Management framework is in place and implemented and that appropriate accountability reports are provided to the Board, on an annual basis.

The Board of Governors' role in Risk Management is to ensure that the College has a framework in place, that the College identifies and manages its risk effectively and that the Governors are informed of the key risks facing the College as a whole.

**POLICY AND  
PROCEDURE MANUAL**

<b>Policy Title:</b>	<b>Corporate Secretary’s Job Description</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Governance Process</b>	<b>Policy No: 2003-3</b>
<b>Effective Date:</b>	<b>March 23, 2010</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>May 31, 2003</b>	<b>Last Review Date: March 26, 2019</b>
<b>Mandatory Review Date:</b>	<b>March 26, 2024</b>	

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

Specific issues include the following:

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

**PRESIDENT’S REPORT**

Meeting of the Board of Governors  
Tuesday, February 27, 2024

**1. Higher Education Summit – Premier’s Awards**

The 2023 Premier’s Awards Gala was held on November 27, 2023 in Toronto as part of the Higher Education Summit. The Premier’s Awards celebrate the achievements of Ontario college graduates in the province and throughout the world. There were 117 nominees, all Alumni of Distinction from Ontario colleges, up for seven (7) awards in Apprenticeship, Business, Community Service, Creative Arts & Design, Health Sciences, Recent Graduate and Technology. *Congratulations to all recipients and nominees!*



President France is pictured with four (4) of the College’s 2023 Alumni of Distinction award recipients who attended the Premier’s Awards; L to R – Christine Knights (Class of 2006 – Dental Hygiene); President Patti France; Julia Lane (Class of 2022 – Community Integration through Cooperative Education); Cheryl Sprague (Class of 1978 – Early Childhood Education); Dan Janisse (Class of 1989 – Journalism).

The College is incredibly proud of the students from our Music Theatre program who provided entertainment during the Premier’s Awards. *Thank you, Saints...you made us proud!*



## 2. Saints VALORANT Win NACE North American Championship

For the first time since 2021, the Saints Esports program has won a National Association of Collegiate Esports (NACE) North American Championship. Fresh off a Top 8 finish at the Red Bull Campus Clutch World Championships last weekend, the Saints VALORANT squad took on West Virginia University Wednesday night in the Grand Finals of the NACE Varsity Premier Division. The Saints were riding a 9-game win streak in NACE, including an undefeated 6-0 regular season record to claim 1st seed heading into Playoffs. The Saints dominated the likes of Oklahoma Christian University, Kennesaw State and Converse University on route to the Grand Finals appearance against the 3rd seed West Virginia. With a convincing 2-0 series win, the Saints took down the Mountaineers to claim St. Clair's first NACE North American Championship since their Fortnite Championship of Spring 2021.

### Saints VALORANT

Emre Gocer, London, UK — Esports Admin. & Entrepreneurship  
Mirel Hrustemovic, Windsor, ON — Esports Admin. & Entrepreneurship  
Youssef Daghache, Windsor, ON — Honours Bachelor of Business Administration  
Tanner McGhee, Camarillo, CA — Business Administration - Marketing  
Isaac Walton, Cobourg, ON — Electro Engineering Technology - Robotics  
Tristan Carrillo, Chicago, IL — Liberal Arts  
Steven Fisher, Montréal, QC — Liberal Arts

Head Coach Owen Mantha, Windsor, ON — Esports Admin. & Entrepreneurship  
Strategic Coach Mark Anisov, Laval, QC — Medical Laboratory Science  
Analyst Hadi Zaitoun, Windsor, ON — Computer Programming





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### 3. Powerline Tree Lighting

On Thursday, November 30, 2023, the College's Powerline students helped spread some cheer by decorating Community Living Chatham-Kent's tree for the holidays.



#### 4. S'Aints Sneak Peak Acoustic Session

A media event was held on Friday, December 1, 2023 at the Unemployed Help Centre to announce the beneficiaries of the S'Aints holiday fundraising concert which is being held at the Caesars Colosseum on Friday, December 22, 2023 at 8:00 p.m. Funds raised by the concert will benefit 16 local food banks by once again partnering with the Windsor-Essex Food Bank Association (WEFBA) and the Chatham Outreach for Hunger (COH). To kick-off the fundraiser, the S'Aints performed a brief sneak Peak acoustic set.

"While the concert includes St. Nick, St. Clair College and The S'Aints, the true saints of the event are the audience members who have made it into one of our region's most popular Christmas entertainment events," said **St. Clair College President Patti France**. "By supporting the show and CD sales, they've provided over \$400,000 in assistance to local food banks during the past decade. It's been the College's privilege to have been a partner in that community effort since the concert's inception."



The Sleighing Hunger Charity Concert performed by The S'Aints at the Colosseum of Caesars Windsor on Friday, December 22, 2023 and raised a record breaking \$114,786 which will support sixteen (16) local food banks by partnering with the Windsor-Essex Food Bank Association (WEFBA) and the Chatham Outreach for Hunger (COH). Our sincere appreciation goes out to everyone who has continued to support this community initiative each year.





5. Bright Lights Windsor 2023

St. Clair College was once again a proud sponsor of Bright Lights Windsor which was held in Jackson Park from December 1, 2023 to January 7, 2024. As always, visitors were able to view thousands of lights and stunning displays, all free of charge. St. Clair College is always proud to support our local community.





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## 6. Peace Parkette

On Wednesday, December 20, 2023, the last St. Clair College campus beautification project of 2023 was installed, with the Peace Parkette, housing a 20 ft. high peace statue. The parkette has sidewalks that are in the design of the peace sign, connecting the campus to the centre point. It is complimented by benches for seating as well as a centre bench surrounding the statue. It took a village to make this addition happen. The peace statue is made locally by Cunningham Sheet Metal and is made of stainless steel. The parkette was designed by ROA Studios and constructed by Alliance General Contracting. St. Clair's own students in the horticulture program added the planting in the inner and outer circles. Thank you to everyone who made the Peace Parkette happen.



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## 7. Winter 2024 Orientation

New year, new students! The College was excited to welcome our new Winter 2024 semester start students during the first week of January. Students were advised about their programs at the academic information sessions and were given free swag and some lunch while they were on campus. Orientation Sessions were held as follows:

- **Downtown Campus** – Wednesday, January 3, 2024 at 9:30 a.m.
- **Chatham Campus** – Thursday, January 4, 2024 at 9:30 a.m.
- **Main Campus** – Friday, January 5, 2024 at 9:30 a.m.

Our thanks go out to the SRC, TSI and SSAA for their leadership!

## 8. Canadian Italian Business & Professional Association

The Canadian Italian Business & Professional Association (CIBPA) held their January meeting on Tuesday, January 9, 2024 at the St. Clair College Centre for The Arts. President France and Mike Silvaggi were invited as Guest Speakers. During the meeting, President France was presented with an award in recognition of her upcoming retirement as the members of CIBPA wanted to express their appreciation for her vast community involvement. Board of Governors member, Egidio Sovran, was also recognized at the meeting for having been a member of CIBPA for thirty (30) years. *Congratulations, Gid!*



## 9. Guest Lecture

On Thursday, January 25, 2024, the College hosted a free lecture at the St. Clair College Centre For The Arts entitled, “Prague – Forgotten Places for Community Actions”. The lecture was given by Yvette Vasourkova, who is a faculty member at the Pratt Institute in Prague, a school in which the College has an affiliation agreement with for our Architectural Technology program. St. Clair College looks forward to continued collaboration and engagement with our partners.



## 10. Build A Dream

On Tuesday, January 30, 2023, the President and Michael Silvaggi met with representatives from Build A Dream, including its founder, Nour Hachem-Fawaz. The Build A Dream team were onsite to discuss their plans for 2024, including the College’s sponsorship of their International Day of The Girl Breakfast which is being held on October 11, 2024 at the St. Clair College Centre For The Arts. As always, St. Clair College is happy to partner with Build A Dream in their efforts to support and empower girls and women.





## 11. 2023 Hand In Hand Award

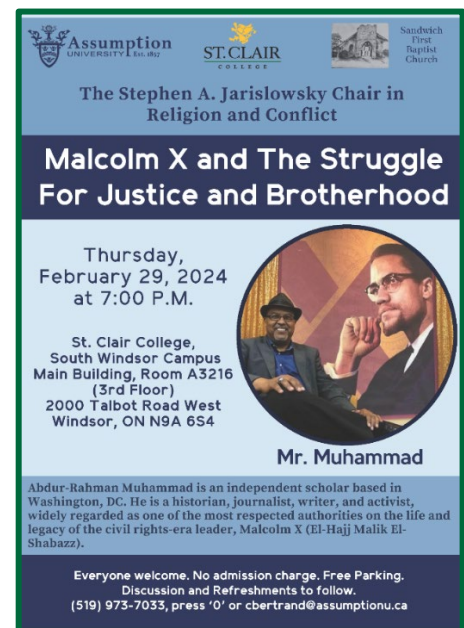
On Saturday, February 3, 2024, President France was presented with the 2023 Hand In Hand Award by In Honour of the Ones We Love at their 26<sup>th</sup> Anniversary Gala. President France emphasized during her speech that she very much accepted the award on behalf of the staff and students of St. Clair College. The event is held annually in celebration of World Cancer Day and honours families and loved ones during their signature candle lighting ceremony. In Honour's accomplishments are dedicated to the well-being of children and adults facing life-threatening illnesses and the programs established and funded over the past 26 years.



## 12. Upcoming Lecture

On Thursday, February 29, 2024, St. Clair College will be hosting a lecture entitled “Malcom X and The Struggle For Justice and Brotherhood” at the Main Campus (Room #A3216). The lecture will be given by Abdur-Rahman Muhammad who is an independent scholar, historian, journalist, writer and activist based in Washington, DC.

This event is a collaboration between the College, Assumption University and Sandwich First Baptist Church. Admission is free and everyone is welcome to attend.



The poster features logos for Assumption University, St. Clair College, and Sandwich First Baptist Church. The title is "The Stephen A. Jarislowsky Chair in Religion and Conflict" followed by "Malcolm X and The Struggle For Justice and Brotherhood". The date and time are "Thursday, February 29, 2024 at 7:00 P.M.". The location is "St. Clair College, South Windsor Campus Main Building, Room A3216 (3rd Floor) 2000 Talbot Road West Windsor, ON N9A 6S4". A circular photo shows Mr. Muhammad speaking. A bio states: "Abdur-Rahman Muhammad is an independent scholar based in Washington, DC. He is a historian, journalist, writer, and activist, widely regarded as one of the most respected authorities on the life and legacy of the civil rights-era leader, Malcolm X (El-Hajj Malik El-Shabazz)." Contact info: "Everyone welcome. No admission charge. Free Parking. Discussion and Refreshments to follow. (519) 973-7033, press '0' or cbertrand@assumptionu.ca"

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### **13. Windsor Express To The Trades**

Our sincere thanks go out to everyone who attended the Windsor Express to The Trades event that took place at the WFCU Centre on Wednesday, February 7, 2024. As always, it was amazing to see so many future Saints showing interest in our programs. Thanks to the Windsor Express for hosting such a great event!



### **14. Vice President, Academic Appointment**

As St. Clair College continues to position ourselves for growth and transformation, we are pleased to announce that Ms. Monica Staley-Liang will assume the position of Vice President, Academic. Ms. Staley-Liang has been a proud member of the St. Clair College family since 2021. She has provided leadership, guidance, and support to the Schools of Community Studies, Health Sciences (Windsor and Chatham) and Nursing (Windsor and Chatham). She brings a wealth of experience and executive leadership from former roles with Cancer Care Ontario and Windsor Regional Hospital. Her commitment and desire to serve our students and the St. Clair community enables the institution to continue to provide high quality and accessible educational experiences that support career-readiness, innovation, and life-long learning.

Ms. Staley-Liang will begin to transition to her new role over the course of the Winter semester and will remain as Dean, School of Health Sciences, and the School of Nursing (Windsor and Chatham) during this period. We will immediately commence our search for the Chair, School of Nursing (Windsor and Chatham).

Please join us in congratulating Monica on this achievement!



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## 15. Winter 2024 Convocation

The Winter 2024 Convocation Ceremonies for our Acumen Campus graduates took place on Tuesday, February 20, 2024 at the Meridian Arts Centre in North York. Students were thrilled to cross the stage to receive their diplomas.



The Convocation Ceremony for our Windsor and Chatham Campus graduates took place on Thursday, February 23, 2024 at the Chrysler Theatre. At this session, President France presented an honorary degree to community leader, Mehari Hagos. In addition, President France was recognized as this was her final convocation before her retirement this May.

*Congratulations to all our graduates...we are immensely proud of you!*



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## 16. 2024 Alumni of Distinction Awards

The 31<sup>st</sup> Annual Alumni of Distinction Awards will honour six (6) St. Clair College alumni who have made outstanding professional and community contributions in their fields and community service. All our 2024 honourees will empower our present students and graduates to make a difference. The 2024 recipients of St. Clair College's Alumni of Distinction come from diverse backgrounds, but they have all reached great success in their chosen fields. This year's list of honourees will bring a total of 137 graduates recognized by the College since 1992. The honourees for St. Clair College's 31st Alumni of Distinction Awards are:

- **Ursell Arends – Vice Prime Minister of Aruba**  
Graduated in 2005 from the International Business Program and is being honoured as a graduate of Business and IT.
- **David Cassidy – President of Unifor 444, Windsor, Ontario**  
Graduated in 1991 from the Electrician Construction Maintenance Program.  
He is being honoured as a graduate of the College's Apprenticeship Program.
- **Larry Delaey – President and CEO Aarkel Group in Wallaceburg, Ontario**  
He graduated in 1989 from the Mold Making Technician Program.  
He is being honoured as a graduate of Technology / Engineering.
- **Chaouki Hamka – Community Leader, Mothers Against Drunk Driving (MADD), Correctional Officer, South West Detention Centre, Windsor, Ontario**  
Graduated in 2009 from the Law and Security Administration Program and is being honoured as a graduate of Community Studies.
- **Dan MacDonald – Radio Host at CKLW Radio, Bell Media, Windsor, Ontario**  
He graduated in 2002 from the Journalism Program and is being honoured as a graduate of Media Art and Design.
- **Bhupinder Singh – Professional TNA Wrestler, Windsor, Ontario**  
He graduated in 2018 from the Human Resources and in 2019 from the Event Management Program and is being honoured as a Recent Graduate (past 5 years) of the College.

The 31<sup>st</sup> Annual Alumni of Distinction Banquet will be held on Saturday, April 13, 2024 at the St. Clair College Centre For The Arts in the Alumni Skyline Room. Visit [stclairalumni.com](http://stclairalumni.com) for more information.



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## 17. 2022-23 KPI Results

The KPI results for the 2022-23 reporting year will be publicly released on Wednesday, February 28, 2024 at 9:30 a.m. The results will be provided to the Board at the March 2024 meeting.

## 18. MCU Funding Announcement

On Monday, February 26, 2024, Minister of Colleges and Universities Minister Jill Dunlop announced that the Ontario government introduced a suite of measures to stabilize the province's colleges and universities, including nearly \$1.3 billion in new funding, while maintaining the tuition fee freeze to keep costs down for Ontario students and parents. The province is also introducing legislation that would, if passed, support student mental health, safe and inclusive campuses and allow for increased transparency of fees. This suite of measures also includes initiatives that will help connect students to rewarding careers to help build Ontario's skilled workforce.

To support students and their families, Ontario is extending the tuition fee freeze for publicly assisted colleges and universities for at least three more years. Institutions will be able to increase tuition by up to five per cent for out-of-province domestic students. At the time the freeze was first introduced and accompanied by a 10 per cent reduction in fees, Ontario had the highest university tuition rates in the country. Since then, students and parents have saved an estimated \$1,600 per year on average for university and an estimated \$350 per year on average for college, compared to what they would have paid under the previous policy that allowed three per cent increases each year.

To stabilize postsecondary institutions, the Ontario government is investing nearly \$1.3 billion over three years, including:

1. \$903 million over three years through the new Postsecondary Education Sustainability Fund starting in 2024-25, including \$203 million in funding for top-ups for institutions with greater financial need.
2. \$167.4 million over three years in additional funding for capital repairs and equipment.
3. \$10 million in additional one-time funding through the Small, Northern and Rural Grant for colleges and Northern Ontario Grant for Universities in 2024-25. This funding will support financially vulnerable institutions while the government works with them on efficiency initiatives.
4. \$15 million over three years beginning in 2024-25 through the Efficiency and Accountability Fund to support third-party reviews that will identify actions institutions can take to drive long-term cost savings and positive outcomes for students and communities. These reviews will target structural issues as well as operational policies in order to improve sustainability and student experiences.
5. \$100 million in 2023-24 to support STEM program costs at publicly assisted colleges and universities with enrolments above currently funded levels.
6. \$65.4 million to support research and innovation, including \$47.4 million for the infrastructure refresh of Ontario's Advanced Research Computing systems and \$18 million for their ongoing operations and maintenance.
7. \$23 million to enhance mental health supports, including \$8 million for the Postsecondary Mental Health Action Plan over the three years.

The province is also introducing the *Strengthening Accountability and Student Supports Act, 2024* that would, if passed, authorize the Minister to issue directives requiring colleges and universities to provide information about ancillary fees and other students costs, including costs for textbooks or other learning materials. This could include ensuring that fees are published by institutions in a consistent manner – for instance, by publishing costs in a course syllabus.



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In order to provide additional transparency as it relates to tuition, the province will also engage with colleges and universities to create tuition fee transparency to help students and their families better understand how tuition fees are used.

The *Strengthening Accountability and Student Supports Act, 2024* would also, if passed, require colleges and universities to have policies in place relating to mental health and wellness supports and services and require colleges and universities to have policies in place to combat racism and hate, including but not limited to antisemitism and Islamophobia.

The province is also introducing measures to protect students and improve the integrity of career colleges. The province will better integrate enforcement efforts across ministries to strengthen oversight of career colleges and will ensure timely responses to concerns and complaints by improving data management, documentation processes and the efficacy of compliance investigations. As recommended by the blue-ribbon panel, the government will be working with colleges and universities to establish certain core competencies for board members, including financial literacy and risk management.

To help more students find jobs, the province intends to allow colleges to offer applied masters degrees in areas of study that will help students graduate with in-demand skills, expertise and credentials. This approach will also provide employers access to more industry-ready employees that meet labour market needs in specialized fields such as advanced manufacturing, artificial intelligence and animation.

The province will also launch a career portal to help students understand labour market needs and make informed decisions on postsecondary education. This will consolidate various sources of information to help students and newcomers access education and careers in Ontario.

With these investments and suite of measures, Ontario is taking a responsible approach to allow flexibility amid a challenging financial climate, while protecting students and parents from the additional costs.



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# Grace site development making progress

WINDSOR NEWSTODAY.CA - NOVEMBER 23, 2023

The company on board to re-develop the former Grace Hospital site has reached significant agreements to move the project forward.

Fairmount Properties has created a vision for the proposed \$100 million multi-use development consisting of housing, retail, and medical facilities.

"We're not interested in building a free-standing apartment building or a free-standing strip centre or medical building. We bring all these uses together in a holistic way with great place-making," said Randy Ruttenberg, principal of Fairmount Properties.

The company has reached affiliation agreements with St. Clair College and the University of Windsor to co-market housing for around 500 students. The intent is to provide safe and affordable housing for international students coming to the region.

The development will also include market-rate housing and townhouses to better integrate with the existing neighbourhood.

The company has also signed a letter of intent with a major operator of healthcare practice groups which will lease 14,000 sq. ft. of space within the development.

In addition, the development will include a small format grocery store and other operators of health and fitness, coffee, fast casual food offerings, sit-down restaurants, and small boutiques.

The company hopes to have most agreements in place by the beginning of next year and to start construction by the end of 2023. Ruttenberg admitted the pandemic delayed the project slightly, but it allowed them to do more planning behind the scenes.

# St. Clair College, developer partner to build 400 student housing units

## School signed a memorandum of understanding with Ohio developer to build new residence building

CBC News · Posted: Nov 24, 2023



A rendering of the new 'Global Village Windsor' student residence building. St. Clair College has signed a memorandum of understanding with Fairmount Properties to build the new residence which is tailored to international students enrolled in the school's downtown campus. (Fairmount Properties)

A plan to house 400 students near Windsor's downtown core is a step closer to reality after St. Clair College signed a memorandum of understanding with a developer.

According to a joint news release from the school and the Ohio-based real estate company Fairmount Properties, a new residence, called Global Village Windsor, will be built on the site of the former Salvation Army Grace Hospital at the intersection of University Ave. and Crawford Ave.

Patti France, St. Clair College president, said in the release that the partnership with Fairmount will help alleviate some of the pressure on students to find suitable housing.

Almost all of the 400 students that will be housed there will be enrolled in the school's downtown campus, with tuition and rental fees combined, in the same way that fees are combined for students staying in the school's GEM residence.

Fairmount was [chosen by the City of Windsor](#) to be the developer of the site, and construction was supposed to begin by the end of 2021. However, their plans were disrupted by the COVID-19 pandemic, according to Fairmount CEO Randy Ruttenburg.

The developer's "due diligence research" is expected to be complete by the end of the year, "after which more definitive details about the project (including its scheduling) are expected to be unveiled."

Students also seemed to favour the school's ambitions to housing international students.

"I think it's great," said international student Saiyam Shah. "For some students, they might not get accommodations; it's really hard for [students] in the January intake and more students are coming."

As does Nour Takach. Although she's a domestic student, she is the president of St. Clair College's student union, the Student Representative Council (SRC).

"I think it's an amazing idea," Takach said. "I see it going really well for the student body for the next coming years."



Nour Takach, left, is the president of the St. Clair College SRC and Rishi Vatish, right, is a vice-president with the students' union. Takach says the new residence building will serve the student body well in the coming years. (TJ Dhir/CBC)

The residence comes after alarm was raised over [substandard student housing](#) being offered by some landlords.

"I think it's outrageous," says Takach. "Six mattresses in one bedroom? Where's the privacy? When international students come to Canada, they should expect good living conditions, not sharing a bedroom with multiple roommates or housemates."

Takach says one story sticks out to her.

"One of my international friends couldn't find a house, so she became homeless," Takach recalls. "She reached out to a friend of a friend and he offered her his living room. So she had to sleep on the couch until she found a proper room to live in."

Takach says the SRC met with the school last week to discuss what both parties could do to help international students navigate the housing crisis. She says the school told the union that the new residence would be built as part of the solution.

# St. Clair marketing class in the running to win international competition

CTV Windsor News - Nov. 27, 2023

Zachary Dillon grew up playing sports and likes the winning feeling.

He is part of a team of students at St. Clair College in the running to win a worldwide digital marketing competition hosted by Purdue University.

"It's pretty exciting," Dillon said. "We submitted the video three weeks ago, the original video to see if we could get in the finals and we kind of forgot about it."

The video was an eight-minute version of their campaign and landed them a spot in the final four with the University of Oklahoma, Villanova University and Illinois' Wheaton College.

"When we saw it we, all of us collectively all the faculty, we all went holy cow. Really, really good," said Stephen McEachern, professor and coordinator of the Advertising and Marketing Communications program.

The goal of the competition is for teams to develop and pitch their digital marketing strategy for a product called Sole Search, tracking tags for kids' shoes.

"First, we didn't really care for the name Sole Search. It had a lot of negative connotations to it," said team member Sarah Rupert.

The group also didn't like the company's proposed partnership with big companies like Disney and Major League Baseball.

"We wanted to basically allow the company save money and not spend money on these really big licensing fees," Rupert said.

Sole Search was focused on marketing to parents but the group went against the grain and created a campaign that caught the attention of the judges.

"We decided to develop something that would appeal to children so that we could incorporate them into the campaign as well," said Dalton Drouillard.

Team captain Emma Carosella is proud the group took a chance with their campaign.

"I think that they really liked that we took a chance and did something a little bit different that other groups may have been a little bit scared to do," Carosella said.

There are more ideas that didn't appear in the original video the group is excited to present to the judges in the final Saturday which will be followed by a Q&A with judges afterwards.

"There's a lot they haven't heard yet that we're really excited to tell them," said Carosella. "We're gonna look at partnerships potentially and different programs that we're kinda giving a different perspective on."

Dillon feels what's left is strong and could get the team over the top.

"I feel I've grown as a person and gotten more ready for industry through this competition," he said.

Drouillard added, "It's an amazing experience cause we're still in school."



# S'Aints gear up to 'sleigh' hunger at annual fundraising concert

Windsor Star - Dec 01, 2023



Members of the S'Aints band, from left, Liz Robinson, Stephanie Baker, Kelly Hoppe and Jody Raffoul perform at the UHC Hub of Opportunities office in Windsor on Friday, Dec. 1, 2023. The band will again this year perform in the Sleighing Hunger annual charity concert which raises money for local food banks.

Continuing a local holiday tradition, the S'Aints are set to take the stage for the 13th annual Sleighing Hunger charity concert.

The local supergroup will sell a holiday CD and perform at Caesars Windsor on Dec. 22 to benefit 16 food banks in Windsor-Essex County and Chatham Kent.

“Music is the universal language,” said Jeff Burrows, one of The S'Aints founding members. “I get to play with our country’s finest, on a big stage once a year and help raise funds for those in need.”

Article content

“It’s reminding everyone of what the holidays should be about,” he said, “and that’s about giving and making sure that everyone is taken care of.”



S'Aints drummer Jeff Burrows speaks at the UHC Hub of Opportunities office in Windsor on Friday, Dec. 1, 2023, about the band’s upcoming Sleighing Hunger annual charity concert which raises money for local food banks. Photo by Dan Janisse /Windsor Star

This year, proceeds from the concert and CD will benefit 16 local food banks through the Windsor-Essex Food Bank Association and Chatham Outreach for Hunger.

Presented in partnership with St. Clair College and Caesars Windsor Cares, the event has raised more than \$400,000 in the last decade.

June Muir, executive director of the UHC — Hub of Opportunities, said this year’s concert is more important than ever.

“The need for food banks has grown tremendously,” said Muir. “We are seeing many clients that just can’t keep up anymore.”

So far this year, they have seen a 22 per cent increase in new food bank users. She said they regularly run out of food hampers at their west-end location and have to turn people away.

“Food Bank usage is growing by leaps and bounds,” said Brenda LeClair, executive director of Chatham Outreach for Hunger. “We’ve never seen anything like it in the 35 years we’ve been operating, so this year is a very critical year for so many families.”

The Sleighing Hunger concert is a great holiday present for the community.

“It shows people that you can raise money to help people, and enjoy doing it,” she said. “We can bring the community together, knowing that we are doing something positive.”

The all-ages concert takes place at 8 p.m. on Dec. 22 in the The Colosseum at Caesars Windsor (377 Riverside Dr. E).

Tickets are \$30 for general admission and can be purchased at St. Clair College campuses, Caesars Windsor, Devonshire Mall guests services, or [ticketmaster.ca](https://www.ticketmaster.ca).

Burrows said he will also sell tickets at the LaSalle Night Market on Dec. 17 from 5 p.m. to 8 p.m.

# St. Mary's students prove gaming more than just a hobby

'They're finally recognizing it as a job which is great': St. Mary's College hosted its first-ever Esports tournament for elementary students in the Catholic board on Wednesday.

Soo Today – December 1, 2023



Students in grades five to eight from all seven elementary schools in the Huron-Superior Catholic District School Board gathered at St. Mary's College today for the city's first-ever "Beyond the Game" Esports tournament.

[Since last year](#), more than a dozen students at SMC have been competing on their high school's electronic sports team — an extracurricular held during the lunch hour on Tuesdays and Thursdays.

Those SMC students had the opportunity to mentor young visitors inside the auditorium on Wednesday as they worked on teamwork and communication exercises while experiencing the fun world of gaming.

Regarded as one of the fastest growing activities in K-12 education according to the board, Esports program coordinators Daniela Veltri and Paula Trainor sensed there was a growing demand for a citywide tournament.

“Early exposure to Esports can foster interest and familiarity with competitive gaming at an early age,” Veltri said. “It can help elementary school students develop gaming skills, strategy and critical thinking abilities that can be further honed as they progress in their academic careers.”

Veltri says Esports can inspire students to pursue higher education or careers in STEAM, including game design, computer science, data analysis, broadcasting and graphic design.

Among the highlights from today's event included an NHL23 tournament, as well as several guest speakers who came in from Sault College and Algoma University to showcase how Esports can be linked to technology at various levels.

“It’s not just about gaming,” Veltri said. “We have kids who are acting as our sportscasters, students who are interested in broadcasting and journalism — they’re acting like mini-Ron MacLeans today. We have tech people behind the scenes, students into graphic design and art. There’s a role for everyone which is what’s so great about Esports.”

Jack Francis, an SMC graduate now attending St. Clair College, actually earned a full ride scholarship to play on their Esports team. Addressing the students virtually this morning, he provided some information on his unique program and how gamers can make a career out of Esports.

For Grade 11 SMC student and avid gamer Hudson Wreggitt, that’s a pretty intriguing idea.

“They’re finally recognizing it as a job which is great,” he said. “I’ve been playing video games for as long as I remember, so the fact I can play them at school and get involved even more later on is really cool.”

“Some of the kids we worked with today haven’t even touched a video game in their life,” he added. “We’re really enjoying teaching them how to express themselves in video games.”

SMC’s Esports program is looking to take off in 2024 when their students compete in an Ontario-wide Rocket League tournament, an online soccer game with cars.

“The kids are really excited for that,” Veltri said. “We’re even thinking about doing a FIFA24 tournament for the younger ones next year as well. It’s been organized chaos, and the kids have been so helpful. Lots of team building taking place here today.”

# Christmas show by St. Clair College aims to lift the holiday spirit



Rehearsal for the Christmas show at St. Clair College in Windsor, Ont. on Friday, Dec. 1, 2023.

CTV Windsor - Dec. 1, 2023

The curtain is set to rise on a production aimed at putting you into the Christmas holiday spirit.

St. Clair college students in the music theatre program are putting their best foot forward for the annual Christmas show. Opening night for "Holiday Spirit" is on Friday, Dec. 8 at the Chrysler Theatre.

This year the story centres on a variety holiday television special — set in the 1970s.

"So, all of us who have worked in the past three years together - we get to kind of come and have our show, and perform," said, Jenna Fisch, a third-year music theatre program student at St. Clair College.

"And, it's really important I think for the community. It's a show that people come out to every year and people look forward to and I think that they're going to get a great show this year."

For more information and to purchase tickets visit the [Chrysler Theatre website](#).



Annual Christmas show preparations at St. Clair College music theatre students in rehearsal in Windsor, Ont. on Friday, Dec. 1, 2023. (Gary Archibald/CTV News Windsor)



# St. Clair College students win international digital marketing competition



Advertising students from St. Clair College won an international digital marketing competition on Dec. 2, 2023.

CTV Windsor News Reporter - Dec. 3, 2023

A St. Clair College advertising class has pulled off the unexpected after they won an international competition over the weekend.

The group qualified for the final four of a worldwide digital marketing competition hosted by Purdue University, and made their final presentation on Saturday.

They were tasked with creating a campaign to help launch a product called Sole Search, which is a tracking tag for kids' shoes.

To reflect the company name the team changed the campaign to Pax Guardian, and created characters called Pax Pals.

“That’s how they did it, that’s how they pitched it — it was that, we’re going to save you some money by licensing your own tags,” said Professor Steve McEachern.

St. Clair was the only team to veer off script and their campaign beat out 271 teams for the win.

“I was pretty excited, I knew like as a team we created something really great, and I guess the judges thought so as well. So when we won, we all kind of looked at each other, all screamed, all the yells happened, a couple tears were shed. Winning this thing proves we are ready for industry,” said student Zach Dillen.

# Windsor Goodfellows Surpass Goal

WindsoriteDOTca News - Saturday December 2nd, 2023,



The Windsor Goodfellows have surpassed their goal of \$375,000 for their annual paper drive.

From November 23rd to 25th, the Goodfellows from Windsor, LaSalle and Tecumseh were on the streets selling papers to raise funds for the Annual Paper Drive.

After doing a preliminary tally, the funds raised this year totalled \$403,000.

The funds raised this year will help support their Christmas Dinner Box, Lunch bags for the homeless, the Shoe & Boot program for children in need, food bank, and so much more.

“We are facing financial challenges with these programs due to an over 40% increase in food given away in each of the last two years due to a combination of price inflation on food and unprecedented increase in our client base,” the organization said in a news release.

“We would like to give a big thank you to the volunteers who were in the cold selling papers on the streets, the LaSalle and Tecumseh Goodfellows who help out annually with paper sales in their communities, Team Goran, St. Clair College students and staff who raised a total of \$27,000, and of course to all of our donors who dropped off substantial donations but chose to remain anonymous. Without the help of all of our donors and volunteers, we would not be able to offer the programs we do.”

# St. Clair College students beat hundreds of teams to win international marketing competition

Windsor Star - Dec 04, 2023



St. Clair College Advertising and Marketing and Communications Management Program students Lariza Mendoza, left, Sara Rupert, Bryan Connel, Zachary Dillen, Dalton Drouillard, Emma Carosella and Brianna DiMarco celebrate their big international marketing competition win on Monday, Dec. 4, 2023 at the St. Clair Centre for the Arts. Photo by Dan Janisse /Windsor Star

From the screaming to the crying, it was a very joyous moment.

A team of St. Clair College students has triumphed over hundreds of teams from around the world to win a prestigious digital marketing competition hosted by Purdue University Northwest's College of Business.

"When we first got the news, we were all screaming and some of us were crying," said team member Sara Rupert. "It just goes to show that we are prepared for industry. Our professors taught us so well. This would not have happened without our professors. I'm just really glad that I'm in this program. It's a really prestigious thing that's going on right now."

The St. Clair team was one of four finalists — out of 271 groups — to make their pitches on Saturday in front of discerning judges and a global audience during the virtual Digital Marketing Competition & Summit.

"It was a Zoom call, so anybody could tune in around the world," said Rupert. "We knew this, but we couldn't really see their faces. So I think that made us less nervous. We were nervous about the potential outcome of this. We wanted to win, obviously. So there was a lot riding on us."

The presenting team included Rupert, Emma Carosella, Zach Dillen, and Dalton Drouillard, all third-year students in St. Clair's Advertising and Marketing Communications Management program. Behind the scenes, Lariza Mendoza-Servin, Brianna DiMarco, and Bryan Connel did work including promotion, social media, and running the teleprompter.





The St. Clair College Advertising and Marketing and Communications Management Program team beat 271 squads from around the world to win a prestigious digital marketing competition hosted by Purdue University Northwest's College of Business. Student members of the winning team, gathered at the St. Clair College Centre for the Arts on Monday, Dec. 4, 2023, are: Lariza Mendoza, left, Sara Rupert, Bryan Connel, Zachary Dillen, Dalton Drouillard, Emma Carosella and Brianna DiMarco. Photo by Dan Janisse /Windsor Star

Competitors were asked to create a campaign for a new product called Sole Search. It's an AirTag that locks onto a child's shoelace to keep track of their location.

"In the campaign brief they said it was concept only, so we could do whatever we wanted to," said Rupert. "We really took that to heart."

They tossed aside the entire marketing concept, from the company name to the characters it would use, and started from scratch. They did some research and learned the Sole Search domain name was already taken, and buying it would cost \$6,000 U.S.

"Which is a lot," said Rupert. "We didn't want to put that in the budget. We wanted to save them money. Same thing with the tags they originally had. They were using Disney characters and NFL licensing. We knew these licensing agreements would cost the Sole Search brand a lot of money. It might not have even been possible for them."

The students created the concept for a company called Pax Guardian, and the product would be Pax Pals.

"What we were thinking is peace of mind," said Rupert. "We want to give parents peace of mind that their children will be safe, no matter what. And Pax means 'peace' in Latin. And then with Guardian, we didn't want to limit this to just parents, so any guardian. So we created a whole new brand identity, and the judges really loved it."

The students made the final round with a short video teasing their ideas. They had 15 minutes on Saturday to make their final pitch. After weeks of preparation they were eager, prepared, and very confident.

"Just going through and watching some of the schools present, we were like, we've got this in the bag, we got it," said Rupert. "It's just very important because we're in our third year now and it just confirms that we're ready for the next step in our career. And it's important for St. Clair and for our program and for our professors."

# City of Windsor nixes Fairmount Properties 'global village' development

Fairmount Properties was selected as the developer in 2020

CBC News · Dec 05, 2023



A rendering of the new 'Global Village Windsor' student residence building. St. Clair College has signed a memorandum of understanding with Fairmount Properties to build the new residence which is tailored to international students enrolled in the school's downtown campus. (Fairmount Properties)

The Global Village development planned for the former Grace Hospital site in downtown Windsor will not move forward, the councillor for the ward it is slated to be built in said Tuesday evening.

Council made the decision to effectively kill the project in a closed meeting on Friday, opting not to sell the land to Fairmount Properties.

"We want to see faster progress, we want to see something get done and we don't want to see one more day go by when that land is unused," Ward 3 Coun. Renaldo Agostino said.

The city re-issued the RFP, Agostino said.

"We're confident because we know there's been some interest," he said.

The city selected Fairmount Properties as the developer on the mixed-use project in 2020. Late last month the company signed a memorandum of understanding with St. Clair College for 400 residential units on the site to be used by students attending the downtown campus.

But, Agostino said, the door is open for Fairmount to join the RFP once more.

"We just need to see it happen faster. We don't want to see one more day wasted, Agostino said. "I think this move is clearly pointing us in the right direction."

CBC has reached out to St. Clair College and Fairmount Properties for comment.

# City axes agreement for massive downtown housing, commercial development at former Grace hospital site

CTV Windsor News Reporter - Dec. 6, 2023

A major development planned for the former Grace Hospital site in downtown Windsor has been cancelled by city council.

Council met behind closed doors last week, voting unanimously to end the relationship with Ohio-based developer Fairmount Properties, which was looking to build a 'Global Village' with commercial and housing on site.

"It just became clear to council that this project wasn't moving at the speed that we hoped it would be moving at this point," said Windsor Mayor Drew Dilkens Wednesday morning.

The city signed a memorandum of understanding with Fairmount Properties in 2020 for a mixed-use Global Village, combining commercial units and housing, among other services.

Mayor Dilkens said the city was patient, given the global pandemic, but despite big plans, there wasn't enough movement over the three years to continue.

"We will be issuing a new expression of interest to test the market and see what interest is out there and I think it will be high because of the size of land and where the location of that land is," said Dilkens.

Just two weeks ago, Fairmount inked an affiliation agreement with St. Clair College through a memorandum of understanding for the college to take control of 400 housing units on site for grad students. That now also falls apart.

"It seems to be an element of surprise all the way around," said Ron Seguin, the vice president of international relations, campus development and student services at St. Clair College.

The college has grown its downtown footprint to 4,000 students, according to Seguin, who said the college was eager to provide housing solutions for both students and the community.

"We're at the point in time where we had to kind of circle a date, where housing would be available downtown to allow us to grow internationally, there. So from that point of view, we were disappointed," he said.

Seguin said the college liked the partnership with Fairmount because it lets the college focus on education while developers can focus on development.

He added there's no hard feelings towards the city.

"They have to do what they feel is best for the city and something prompted them to make that decision," Seguin said, noting the college has received calls from local developers expressing interest in a similar partnership.

"We'd be interested on the right terms to continue those discussions," Seguin said. "Both as a resident and in terms of recruiting students, I'm sure hoping we're not looking at that land sitting idle for years."

According to Dilkens, the land has also grown in value since the original agreement with Fairmount Properties. The city projects it has jumped from \$1 million in value to \$4.5 million over three years.

The city will now work to re-zone the land and complete a site condition report to fast-track the process for the next interested parties who respond to the city's expression of interest.

“When we do that work, it means that the developer and the proponent that's chosen will be able to start very, very quickly on their project,” said Dilkens, who said the priority will remain the same.

“Housing has to be the central component of a redevelopment of the Grace Hospital site,” Dilkens said.

Fairmount Properties did not respond to a request for comment.

# This spud's for you: Potato Fest draws fans again

Windsor Star - Dec 08, 2023



Big spud, little spud. The Potato Fest 2023's official mascot greets Mia Bouliane and her mother Nina Civitarese on Thursday, Dec. 7, 2023 at the St. Clair College Centre for the Arts. Proceeds from the event benefit the programs for children and adults established by the In Honour of the Ones We Love organization.

More than 600 people hungry for spuds flocked to downtown Windsor on Thursday for the eighth annual Potato Fest.

Hosted by In Honour of the Ones We Love, the standing-room-only event saw potatoes prepared in pies, pasta, soup, and more at St. Clair College Centre for the Arts.

“It was fabulous,” said Anita Imperioli, the charity’s founder. “I was so happy to everybody back at Potato Fest. It had been two rough years with COVID. It was nice to see everybody come back and be so happy that they got their potato fix.”

The potato-based fundraiser supports programs for children with cancer and other life-threatening illness, including martial arts classes, cooking classes, music therapy, and more.

Although In Honour of the Ones We Love is still tallying donations collected at the event, Tina Caviedes, event co-ordinator, said this year’s Potato Fest was “very successful.”

“It was really nice to see people come back to the downtown area and come on their lunch breaks,” said Caviedes. “It was like pre-COVID. The feeling of it, to see that comeback — the parking garages were full again. It was really nice to see.”

# PHOTOS: St. Clair College Holiday Special Takes The Stage

WindsoriteDOTca - Saturday December 9th, 2023



St. Clair College Music Theatre Performance Students are putting on their annual Holiday Show this weekend and next at the Chrysler Theatre in Downtown Windsor.

You can find ticket information and show times [on their website here](#).









# St. Clair College theatre students bring Holiday Special to Chrysler Theatre

Windsor Star - Dec 12, 2023



St. Clair College's Music Theatre Performance Program students are shown during a rehearsal of the "Holiday Special" production on Friday, Dec. 8, 2023, at the St. Clair Centre for the Arts.

St. Clair College music theatre performance students bring the 1960s to life on stage with the musical Holiday Special, through Saturday at the Chrysler Theatre.

Featuring classic tunes such as Jingle Bells, Christmas, Baby Please Come Home, Rockin' around the Christmas Tree and Christmas Tide, the production brings viewers back to the nostalgic charm of a 1960s TV Christmas special.

"The students pitched the musical numbers," said musical director Mike Karloff. "This is a very student-directed process.

"The theme this year is set in the 1960s, so imagine the Lawrence Welk Show, Ed Sullivan Show, Dick Van Dyke Show, so we're setting the music stylistically in that genre."



St. Clair College's Music Theatre Performance Program students Paige Moore, left, Sahiba Aurora, Alex Wyant, Camryn Winnicky Lewis and Emma Cannon are shown during a rehearsal on Friday of the "Holiday Special" production being staged at the St. Clair Centre for the Arts. PHOTO BY DAN JANISSE /Windsor Star

The show features a blend of seasonal celebratory music coupled with fun high jinks and magical moments, showcasing the talents of 20 third-year students under the direction of Katherine Kazaas.

"The show is very fun because it is collaborative," said student Cameryn Winnicky-Lewis. "We all worked together to create the storyline as third-years, which was an amazing part of this experience."

Guest choreographers include St. Clair College alum Christine DesJardins, a member of Stratford’s current company, and Toronto-based actor/choreographer Greg Carruthers, who is currently developing a visibility project for plus-sized performers titled EveryBODY on Stage.



Music Theatre Performance Program students Paige Moore, left, Sahiba Aurora, Camryn Winnicky Lewis and Emma Cannon are shown during a rehearsal on Dec. 8, 2022, of St. Clair College’s “Holiday Special” production. PHOTO BY DAN JANISSE /Windsor Star

St. Clair College music theatre performance is a conservatory-style training program that prepares emerging talents for careers in the entertainment industry with a curriculum that focuses on the “triple-threat” performer—acting, singing and dancing.

Holiday Special performances continue Thursday and Friday at 7:30 p.m. and Saturday at 2 p.m. at 201 Riverside Dr. W.

Tickets — \$20, or \$10 for students — are available at <https://ci.ovationtix.com/36274/production/1181802>.

Dinner and show tickets for Thursday’s performance are \$49.95 and must be purchased through the box office at 519-252-6579.

# Higher income requirements could deter students from coming to Canada, some students say

## St. Clair College doesn't believe policy will have an effect on enrolment levels

CBC News · Dec 12, 2023



St. Clair College in Windsor, Ont., is shown in a Sept. 28, 2023, file photo. (Chris Ensing)

A plan to double the amount of money international students must prove they have before studying in Canada could have an effect on enrolment, students say.

Jaskaran Singh, an international student from India studying at St. Clair College, agrees with the federal government's move.

Though it won't affect him personally, he says plans to boost the requirement from \$10,000 to \$20,635 will result in less interest from students — which he sees as a good thing for his home state of Punjab.

"The less they come here, the less they will struggle," he said.



Jaskaran Singh says some students from Punjab, India, where he is from, will think twice before applying to Canada because of the increased income requirement. (TJ Dhir/CBC)

The \$10,000 minimum has been in place since the early 2000s. In addition to boosting the financial requirement, the government has announced plans to end a temporary policy in the

spring that allowed international students to work more than 20 hours per week while in Canada.

Immigration Minister Marc Miller acknowledged the financial struggles of students in announcing the moves last week.

"We are revising the cost-of-living threshold so that international students understand the true cost of living here. This measure is key to their success in Canada," he said in a media release.

"We are also exploring options to ensure that students find adequate housing. These long-overdue changes will protect international students from financially vulnerable situations and exploitation."



Onyinye Eze is one student who might have changed her study plans had the new requirement been in effect.

The University of Windsor student, who is from Nigeria, says it's "not good news to hear" and she hopes for a policy she says would favour students more.

She is being supported by her family, but says if she had to come up with \$20,000, she wouldn't have come to Canada.

"When I came, it wasn't that hard," she said.

## **Policy a 'security blanket'**

St. Clair College's vice-president of international relations says the school supports Ottawa's move and had advocated for it.

"It's a security blanket, so to speak, for the cost of living and any difficulty students might find themselves in when they're here for their two or three years of education," said Ron Seguin. "So with the increased in cost of living, housing, groceries, you're seeing more and more students fall through the cracks."

The number of international students varies from semester to semester but generally makes up roughly 38 per cent of the school population, or around 4,400, according to Seguin.

Seguin doesn't think, however, the policy will have an effect on enrolment levels.

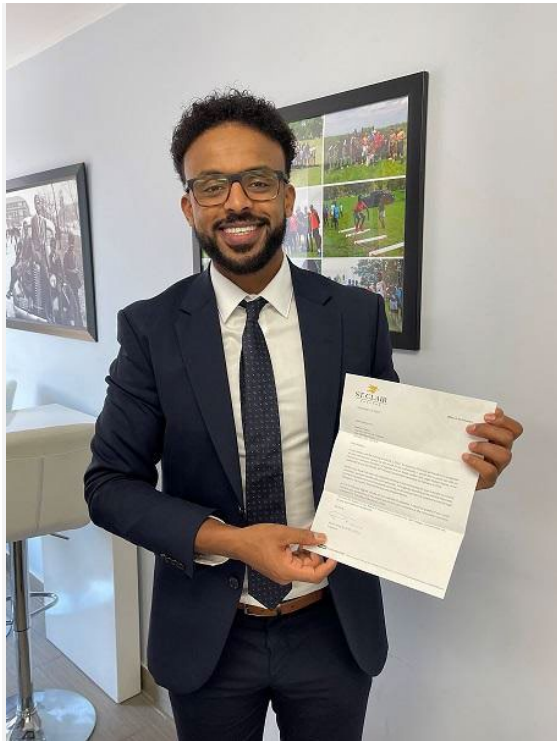
"Early indications from our agent network is, we don't think it's going to affect us negatively at all," Seguin said.

No one at the University of Windsor was made available for an interview.

The change in policy will apply to new visa applications starting on Jan. 1.

# ST. CLAIR COLLEGE TO PRESENT HONOURARY DEGREE TO MEHARI HAGOS

AM800 CKLW – Dec. 13, 2023



St. Clair College to present Honorary Degree to Mehari Hagos. Dec. 13, 2023 (Photo Credit: Courtesy of St. Clair College)

A Windsor man will be presented with an Honorary Degree by St. Clair College.

The College will be bestowing an Honorary Honours Bachelor of Applied Arts in Social Justice and Legal Studies Degree to Mehari Hagos at the 56th Annual Winter Convocation.

His family came to Windsor after escaping political strife and violence in eastern Africa, but Hagos says his family settled in the low-income Glengarry neighbourhood where many took on a life of drugs and crime.

To avoid falling into that lifestyle, Hagos found salvation in sports and fitness at the city's YMCA and then in his early 20's, as a coach, personal-trainer, and youth-advocate, he help create the MH100 Boot Camp to help pre-teens and teens.

Through the revenues of his own fitness-training business, government grants and other financial support, Hagos and MH100 have, during the past decade, allocated \$1.6-million in scholarship funding to hundreds of the program's participants.

Hagos, Executive Director of MH100, says he had no idea he was going to be honoured by the college.

"I'm so happy and grateful. And my mother passed away two years ago, and this is something that she would've been super proud of. And as soon as I got the letter from Patti France, that's the first person I thought about, my mom, and then obviously my community. I was super, super excited, and I was happy."

He says he's thankful for everything the college has done.  
Full Board Meeting:  
February 27, 2024

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"It's been a great partnership and that's what I think community is all about is working together. And they helped out and this is just icing on the cake. To just show the youth that St. Clair really cares and they care about the community, and Patti France, she didn't just watch from the outside, she always came to the events that we had."

He adds that this program means everything to him, as when he was a kid he used to pray for something like MH100.

"I just want to help my community, I want to help young youth that come from Glengarry and the west side, and from all over Windsor, just to give them an opportunity and to show them there's another way out. You don't have to join a gang, you don't have to sell drugs, you don't have to go to jail, if you can come to MH100, we can help you."

During the past several years, he has added a concentration on post-secondary education to his advocacy efforts.

He conducts frequent tours of St. Clair College and the University of Windsor for his program's participants and encourages them to explore not just the athletic amenities but the academic offerings of the two schools.

Hagos will be honoured during the Winter Convocation held on February 22 at 1 p.m. at the St. Clair College Chrysler Theatre.

He is only the second individual that St. Clair College President, Patti France has recognized.

Ted Farron, a local butcher shop owner, was the first to be honoured by France in 2018.

# SALVATION ARMY HOLDING ANNUAL CHRISTMAS DINNER

AM800 CKLW - Wednesday, December 13<sup>th</sup>, 2023



About 1,000 people attend the annual Salvation Army Christmas dinner at the St Clair College Centre For The Arts, December 14, 2016 (Photo by AM800's Kristylee Varley)

Spreading good cheer and a tasty dinner for the less fortunate ahead of Christmas.

The Salvation Army Windsor Centre of Hope is hosting its annual Christmas Dinner Wednesday night, an event that aims to spread joy and foster a sense of togetherness during the holiday season.

The dinner is taking place at the St. Clair Centre for the Arts on Riverside Drive West.

Organizers say the event has become a beloved tradition for many people over many years, and continues to bring smiles to the faces of community members every year.

Major Danny Pinksen says the free event welcomes all individuals and families in the greater Windsor region to come together and celebrate the spirit of Christmas.

"An opportunity for people from all over our community, from all walks of life, to come together," he continued. "Sit around a table to enjoy a traditional turkey meal, and we anticipate probably having in excess of 800 people at this Christmas dinner."

The event provides an opportunity for community members to enjoy a holiday meal, engage in festive activities, and create lasting memories.

Pinksen says for them it's an opportunity to provide a valuable service to the community.

"Those who probably would not be able to come to a festive environment like this to enjoy a turkey meal with their family and friends. So it provides us with an opportunity to be able to serve the community in way which is meaningful, in particular during this Christmas time and the Christmas season in itself."



There's a wide array of people that have come to the dinner over the years, and they're seeing more families coming of late.

Pinksen says everyone from the Salvation Army is excited to put on a night of good food, entertainment, and coming together.

"So it's going to be a great festive environment, and it's always a success when we have the community come together. All the volunteers who come out, probably there will be in excess of 100 volunteers from different organizations within the community who support the Salvation Army and St. Clair College to pull off this event," he said.

Doors open at 5 p.m. and officials say there is limited seating at the event for anyone who didn't purchase tickets ahead of time.

# About 800 people attend annual Salvation Army Christmas dinner

Windsor Star - Dec 14, 2023



Dawn Cunning shows her festive spirit during the Salvation Army Windsor Centre of Hope's annual Festive Feast. About 800 people attended the free Christmas dinner on Wednesday, Dec. 13, 2023 at the St. Clair Centre for the Arts. TREVOR WILHELM/Windsor Star PHOTO BY TREVOR WILHELM /win

Hundreds of people indulged in feasting, music, and merriment Wednesday night during the Salvation Army's festive feast in downtown Windsor.

About 800 people showed up at the St. Clair Centre for the Arts for the annual Christmas dinner, which is free for everyone.

"We know that so many people within the community today, especially in our economic times, are struggling financially," said Major Danny Pinksen, executive director for the Salvation Army Windsor Centre of Hope. "So it's giving an opportunity for people to come here free of charge to have a meal with family, friends, it could be neighbours, colleagues, where they don't have to worry about the price. They just enjoy the atmosphere."



Karen Frickey poses for photos with some new friends during the Salvation Army Windsor Centre of Hope's annual Festive Feast. About 800 people attended the free Christmas dinner on Wednesday, Dec. 13, 2023 at the St. Clair Centre for the Arts. TREVOR WILHELM/Windsor Star win

The Salvation Army Windsor Centre of Hope hosts the annual Christmas dinner in partnership with St. Clair College. Full Board Meeting including local Tim Hortons restaurant owners help with the costs. Media Report

The Salvation Army Band and musician Abbey Neves entertained the crowds.

The Centre of Hope has been hosting the annual dinner for about 30 years.

Between 800 and 850 every year attend the dinner, which includes traditional holiday dishes prepared by the St. Clair chefs.

“People from all walks of life come together and get to enjoy a festive atmosphere of music food and fellowship around our table,” said Pinksen.



Members of the Salvation Army Band perform during the Salvation Army Windsor Centre of Hope’s annual Festive Feast. About 800 people attended the free Christmas dinner on Wednesday, Dec. 13, 2023 at the St. Clair Centre for the Arts.

The Salvation Army said the annual dinner is a “heartwarming event that aims to spread joy and foster a sense of togetherness during the holiday season.”

“This Community Christmas Dinner is a free event that welcomes all individuals and families in the greater Windsor region to come together and celebrate the spirit of Christmas,” the Salvation Army said in a media release. “The event provides an opportunity for community members to enjoy a delicious holiday meal, engage in festive activities, and create lasting memories.”

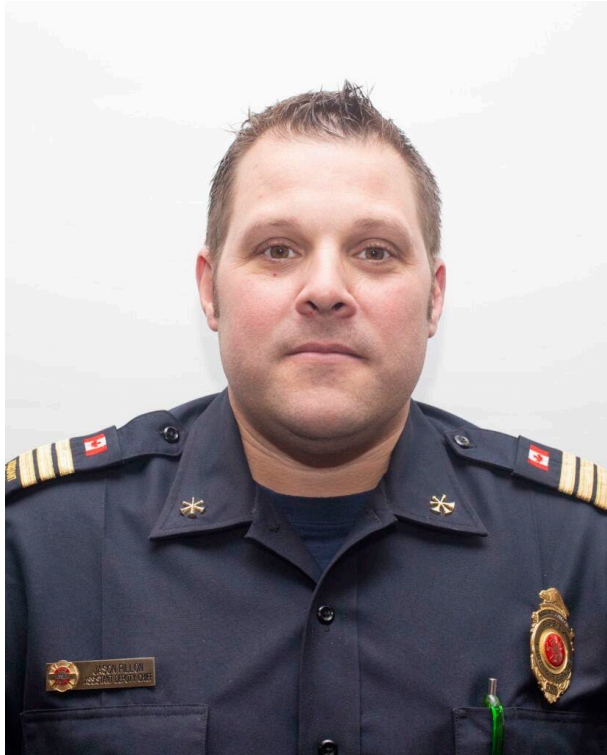


About 800 people attended the Salvation Army Windsor Centre of Hope’s annual free Christmas dinner on Wednesday, Dec. 13, 2023 at the St. Clair Centre for the Arts.

TREVOR WILHELM/Windsor Star win

# New Fire Chief In Essex

windsoriteDOTca News Staff - Friday December 15th, 2023,



There is a new Fire Chief in the Town of Essex. Jason Pillon takes over effective Monday, December 18th, 2023.

Pillon, a third generation Firefighter, has played an integral role for Essex Fire and Rescue Services since 1997 when he joined as a Volunteer Fire Fighter at Station 3. Over the years, Jason has demonstrated exemplary commitment and dedication, earning promotions to various key positions within the department. Throughout his career, he has held the position of Firefighter, Captain, Battalion Chief, Assistant Deputy Fire Chief – Prevention and Education, Deputy Fire Chief, and most recently Acting Fire Chief.

In addition to his service within the Town, Jason has contributed over two decades to REFAC Industrial, where he served as a Certified Journeyman Ironworker and Shop Foreman. A graduate of St. Clair College with a diploma in Machine Shop, Jason has continually pursued professional development, obtaining numerous National Fire Protection Certifications.

# 'We don't turn down anybody': Knobby's Kids kicks off sixteenth season of free hockey

CTV Windsor - Dec. 16, 2023

It's once again that time of year to dust off the hockey skates for an annual tradition that gets kids playing hockey without breaking the bank.

Knobby's Kids hockey and skating program started in 2006, recognizing that hockey is not only a Canadian pastime but also a rite of passage for youth — one that carries a costly price of admission.

"It is very special to me because hockey is so expensive. It's just how inflation works," said Henri Gagne, who is in his third season with Knobby's Kids.

But Knobby's Kids has taken away that concern, by providing free ice time, free equipment and a team of volunteers eager to teach kids the sport for free.

It's made possible through generous donations from families, businesses and a recent \$6,000 cheque from the St. Clair College Alumni Association, which also helps cover pricey insurance at the rink.

"Every Saturday morning their investment in these young lives are a testament and the vision of the founders of this worthwhile group in our community," said Belinda Bulhoes, the president of the St. Clair College Alumni Association.

"Every time we need something like small, small skates or helmets large helmets. The community comes through," said Marty Kerester, the lead volunteer with the program. "I want to thank St. Clair College for all they do for us. It's been outstanding, the community comes through."

Kerester was working at Windsor Factory Supply back in 2006, when his boss, Jerry Slavik helped found the program with his friends Robert "Knobby" Knudsen and Frank Spry. All three men have since passed away, but their legacy lives on through Knobby's Kids.

"I was the one that said there's no way we can do this. You want to do this for free? But 16 years later, here we are," he recalled with a smile.

Any skill level — from never laced 'em up to advanced — can join every Saturday from 8 a.m. to 11 a.m. at Lanspeary Lions Outdoor Rink located at 1250 Langlois Ave. from December to March, weather dependent.

This year's program is seeing a big rebound in numbers, with 147 kids on the roster.

Kids learn essential skills, like shooting, passing, skating and stopping and can even get involved in game-play.

"We don't turn down anybody. So whoever wants to learn to play hockey, they're invited," said Kerester.

Another tough lesson many beginners learn comes with a bit of pain: falling. But some would call it the most important lesson of all.

"That you get back up and try again," said Joseph Seeger.

To register for the program or to contribute by donating used or new skates or hockey equipment, please contact [play@knobbyskids.com](mailto:play@knobbyskids.com).

"And when you see the kids smiling when they're going on that ice, that's what makes it worthwhile," said Kerester.

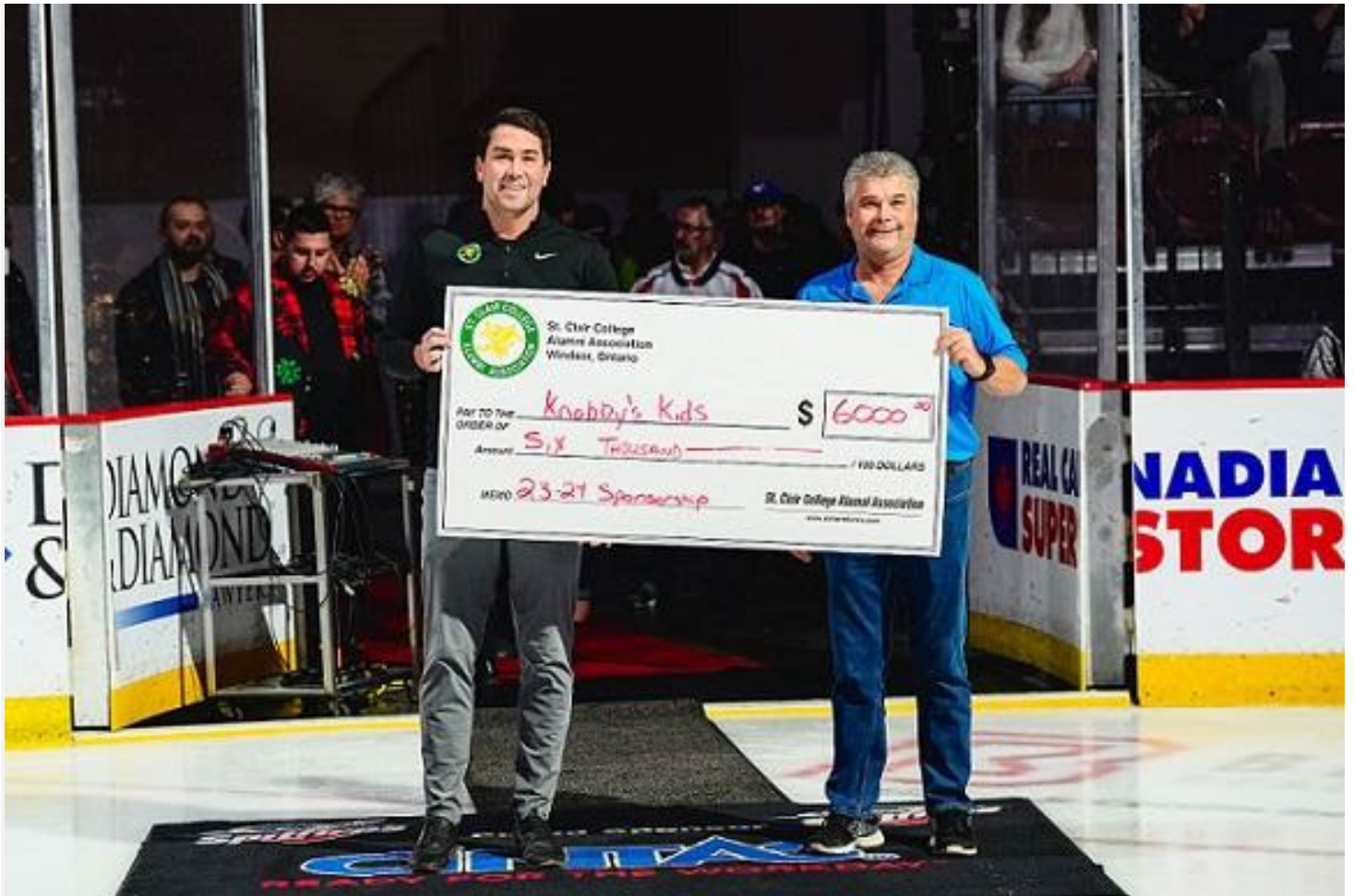


Kids are back on the ice, playing hockey with Knobby's Kids at Lanspeary Lions Park on Langlois Street in Windsor, Ont. on Saturday, Dec. 16, 2023.



# ST. CLAIR COLLEGE ALUMNI DONATES \$6,000 TO KNOBBY'S KIDS HOCKEY AND SKATING PROGRAM

AM800 CKLW - Sunday, December 17th 2023



St. Clair College Alumni Association has donated \$6,000 to Knobby's Kids Hockey and Skating Program. Dec. 2023 (Photo Credit: Courtesy of Marty Kerester)

Thousands of dollars have been donated to keep a local hockey and skating program running.

St. Clair College Alumni Association has donated \$6,000 to Knobby's Kids Hockey and Skating Program.

The Association presented the donation at the December 14th Windsor Spitfires game.

This contribution will go towards covering the essential costs of rink rental and insurance for the program's Saturday morning sessions, which are held at Lanspeary Lions Outdoor Rink located at 1250 Langlois Avenue.

For more than 15 years, the St. Clair College Alumni Association has supported Knobby's Kids by covering these expenses, ensuring that the program continues to thrive and benefit the Windsor community.

Marty Kerester, Organizer of Knobby's Kids, says St. Clair College has been an incredible partner.

"We wouldn't be able to honestly, probably do it without them because if we don't have to worry about insurance and ice, the other money we collect can go right to the kids for breakfast, and we give them a dinner and a meeting. They presents at Christmas. So, there's a lot more to it than just hockey."



He says all he cares about is the kids get to come out and have fun.

"You would be surprised the looks on our volunteers faces when they see these kids get out there and they're just having fun, and smiling, and just so happy to be out there. And seeing these kids get along on the ice, there's no rules, it's been really, really positive."

Kerester says the support from the community has always been amazing.

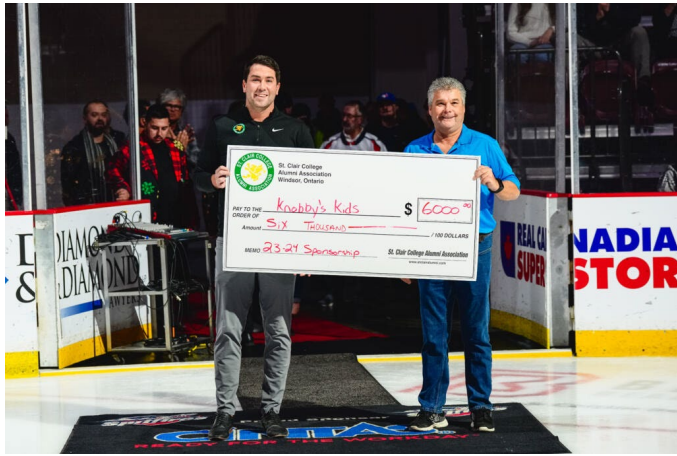
"Anytime we need something and we put it out there, they're right there. And without the big sponsors like St. Clair Alumni, and just everyday people, we wouldn't be able to do this because we run short of things and when we put the message out, Windsor and Essex County always comes up and helps us out."

Knobby's Kids began in 2006 and provides a free hockey and skating program for children who face financial barriers to participating in organized hockey leagues or learning how to skate.

The program runs from late fall through March, and registration for this year's program is full, with 147 kids taking part.

# St. Clair College Alumni Association Supports Knobby's Kids Hockey And Skating Program With \$6,000 Donation

windsoriteDOTca News Staff - Sunday December 17th, 2023,



The St. Clair College Alumni Association has donated \$6,000 to the Knobby's Kids hockey and skating program.

Knobby's Kids, established in 2006 by Robert "Knobby" Knudsen, Jerry Slavic, and Frank Spry, addresses the need for a free hockey and skating program for children who face financial barriers to participating in organized hockey leagues or learning how to skate. Despite the unfortunate passing of the program's founders, their legacy lives on through the dedication of Marty Kerester and community volunteers who are now managing and running the program.

The Knobby's Kids program operates from late fall through March, providing a valuable opportunity for children to learn and play in a supportive and inclusive environment.

The donation will cover the essential costs of rink rental and insurance for the program's Saturday morning sessions.

"The Alumni Association is pleased to support the work of the volunteers and coaches who have provided their devotion and skills to these youth in our community. Every Saturday morning, their investment in these young lives is a testament and the vision of the founders of this worthwhile group in our community" Belinda Bulhoes, President St. Clair College Alumni Association

To register for the program or to contribute by donating used or new skates or hockey equipment, you can contact [play@knobbyskids.com](mailto:play@knobbyskids.com).

# 'Deepening unemployment crisis' among Iraqi youth prompts \$9.9M federal investment

International development minister made the announcement in Windsor, Ont., Wednesday

CBC News · Dec 20, 2023



International Development Minister Ahmed Hussen spoke in Windsor, Ont., on Wednesday, Dec. 20, 2023. (Dalson Chen/CBC)

Nearly \$10 million in federal spending to support youth in Iraq will ultimately help Canada, International Development Minister Ahmed Hussen says, because the investment supports stability in the region overall.

"Our biggest focus in our Middle East strategy is Iraq ... and the way Iraq goes is the way the rest of the region will go," he said.

Hussen made the announcement of \$9.9 million in funding in Windsor, Ont., on Wednesday at St. Clair College.

The new funding will help pay for vocational and technical training for five years through a partnership with two groups, the World University Service of Canada and the Canadian Leaders in International Consulting. Both organizations have offices in Ottawa.

Since 2016, the federal government has spent \$4.7 billion on its Middle East strategy, Hussen said. With that money, the government is tackling extremism but also building "post-conflict strategies," he said.

"Right now, for example, Iraqi youth are suffering from deepening unemployment crisis that undermines the economic security and this is directly linked to the previous conflict in Iraq," he said.

Windsor-Tecumseh Liberal MP Irek Kusmierczyk said the announcement was made in Windsor in recognition of the city's big Iraqi community, the college's efforts as a leader in education and Windsor's role in international trade.

Tania Jordan is the deputy director of program management and operations with the World University Service of Canada.

She said that about 700,000 youth enter Iraq's employment market every year, but finding good jobs is a challenge.

"The national youth unemployment rate is three times that of adults and worse for young women, who face extra challenges due to their gender," she said.

"There's still much more that training institutions and employers can do to ensure young people can reach their full potential and with our partners, we want to help them get there."

# GIANT PEACE SIGN INSTALLED AT ST. CLAIR COLLEGE

AM800 CKLW - Thursday, December 21st 2023



(Photo taken by AM800's Rob Hindi)

A giant peace sign has been installed at St. Clair College.

The peace parkette, which was installed on Wednesday, is at the South Windsor campus and will include seating, cement sidewalks, grass, trees and other landscaping features.

The 20 foot high peace statue is the last Campus beautification project.

The area is located just past the sportsplex, and the school's landscaping program will maintain the site.

Incoming college president Michael Silvaggi says they want St. Clair College to be a destination, and upgrades and changes to the campus can improve how outsiders view the institution.

He says if students come to a campus that looks loved, they believe it will create an affinity towards the school.

"It's a peace sign, certainly we want St. Clair to be recognized as a safe space. St. Clair welcomes everyone, and we want students and staff that do come here to have a place that they do feel safe. And the peace sign just resonates there and reflects that," Silvaggi said.

He says as an outdoor space it's a opportunity for students to explore while staying on campus.

"It's a space for students to sit, have conversation, have lunch. It's nothing out of the ordinary in terms of planned programming, of course the Student Athletic Association with it being nearby the sportsplex here will have opportunities to leverage it. But for the most part it is a green space that we've transformed to reflect the safe space, and provide a gathering space for our students and staff."

Silvaggi says the idea had been discussed over the last year or so.

Full Board Meeting:

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"It's been talked about on and off over the past year and so fourth. Certainly we have a grand facilities plan, and with some green space that was right in the middle of our campus which was an opportunity to do something," he said.

The cost of the entire project is \$800,000, which comes from the college's campus beautification budget.



(Photo taken by AM800's Rob Hindi)



# Sleighting Hunger concert raises more than \$114K for local food banks



The S'Aints, Caesars Windsor Cares, and St. Clair College announced the proceeds raised by the 2023 Sleighting Hunger charity concert in Windsor, Ont. on Thursday, Dec. 21, 2023. (Source: Caesars Windsor)

CTV Windsor - Dec. 21, 2023

The annual Sleighting Hunger charity concert has raised \$114,786 to be distributed to 16 food banks in the region.

A news release from Caesars Windsor said thanks to an “incredible community response” along with donations from St. Clair College and Caesars Windsor Cares, the Windsor Essex Food Bank Association (WEFBA) and Chatham Outreach for Hunger (COH) received the funds to share amongst local food banks.

The WEFBA is comprised of 15 food banks, together providing food bank access to 190,000 people battling hunger locally. The COH is a non-profit charity servicing people entirely through the generosity of the community. According to the news release, they served more than 5,970 households in 2022.

The fundraising concert has raised more than \$557,320 to feed people in need since it started in 2013.

The all ages Sleighting Hunger holiday show is schedule for Friday, Dec. 22 at 8 p.m. in the Colosseum at Caesars Windsor, there are limited tickets still available through [caesarswindsor.com](http://caesarswindsor.com) or [ticketmaster.ca](http://ticketmaster.ca). The Box Office is open Friday and Saturday from Noon to 8 p.m. and on show days from noon to 10 p.m.



# The electric-vehicle revolution is here. But will there be enough workers?

*The fast-evolving electric vehicle industry in Southwestern Ontario will be challenged by a skilled worker shortage, as the industry is moving faster than the job training programs to feed it, said a recent industry report.*

London Free Press - Dec 28, 2023



A Volkswagen bearing a licence plate reading St. Thomas Proud is shown as Prime Minister Justin Trudeau and others officially unveiled VW's electric-vehicle battery plant. Photo taken in St. Thomas on Friday April 21, 2023. (Mike Hensen/The London Free Press)

The fast-evolving electric vehicle industry in Southwestern Ontario will be challenged by a skilled worker shortage, as the industry is moving faster than the job training programs to feed it, a recent report says.

A survey by the Smart Prosperity Institute found two-thirds of respondents identified a “lack of appropriate education and training options” for workers in the industry.

In addition, more than half, 58.3 per cent, cited “a lack of reskilling and retraining options for current workers” as another problem.

That could become a critical concern for the London area and Windsor that are leading the EV revolution in Canadian manufacturing. PowerCo, a Volkswagen EV battery manufacturer, expects to begin production in St. Thomas in 2027 at a \$7-billion plant and Stellantis in Windsor will open a \$5-billion plant in 2024.

The good news is worker shortages can be solved, but the industry has to move fast, said John McNally, program director for skills at the Smart Prosperity Institute, an economic research agency based at the University of Ottawa.

“There are a host of investments that can create thousands of jobs, but the workforce challenge is a real one,” he said.

“It is solvable. This is a navigable challenge and it can be overcome, but it has to be taken seriously. The industry has to do more than put out an ad and hope for the best.”

The research is based on surveys, interviews, and discussions with those in the automotive industry and included workshops held in London and Windsor.

The report’s findings are not a surprise to those working to train Ontario’s workforce. Fanshawe College is aware of the looming challenge and is developing worker training programs for the EV sector it will launch in the fall, said Carl Mendonca, associate dean of the school of transportation technology and apprenticeships.

“We are working with all our partners in London and area. We are well-positioned to support the new factories and manufacturing coming to Southwestern Ontario,” he said.

“Part of our mandate is driven by employers to produce a certain type of employee. We are open to that.”



Cut trees are piled along Yarmouth Centre Line as land continues to be cleared for Volkswagen's electric-vehicle battery plant in St Thomas. Photograph taken on Thursday, Dec. 21, 2023.

Fanshawe, in 2024, will offer a diploma in a new energy vehicle technician program that will include existing robotic programs and hybrid electric battery technician training, Mendonca said.

"Part of it is upskilling employees working in the industry. We have partners we do this for" that he would not identify due to confidentiality agreements, he said.

"We make sure students study the latest technology."

But the schools also need manufacturers to come to the table and lay out exactly what they need, Mendonca said.

"I believe it can be done. We are big, but we are also nimble and can respond; we can help."

The big difference in skills requirement is around the powertrain. The EV does not have an internal combustion engine, instead using motors powered by a battery pack, the Smart Prosperity Institute report said.

"Certain occupations and sectors will see increases in demand, especially those with electrical and chemical expertise. Jobs like controls technicians, chemical engineers, electrical and electronics engineers, industrial engineers, materials engineers, manufacturing technologists, mechanical engineering technicians, and software developers have been identified as key occupations for the future of ZEV (zero emissions vehicles) and battery manufacturing," the report said.

"Workers in these sectors will therefore need to upskill to add new skills or knowledge areas to their existing knowledge bases or potentially reskill from one occupation into another."

earch and development. Schools such as Western University will play a role, said Kapil Lakhotia, chief executive of the London Economic Development Corp.

"Developing the skill and talent required for the EV sector is top of mind for most communities; workforce development is paramount for suppliers and manufacturers," he said.

The economic development agency in Windsor has developed the EV careers program, a partnership between community groups and schools, to help address the need.

London may look to create something similar, Lakhotia said.

"There is growing demand for technology in the EV space and research and development is paramount as the industry is in its infancy," he said.

The industry already is changing with research into different forms of battery technology such as solid state, making engineering excellence critical.

In Windsor, St. Clair College will offer an electric vehicle technician program that is a two-year program certificate of electric vehicle fundamentals.

The University of Windsor has established a hybrid and green energy research lab that focuses on EV research. In 2021, the Natural Sciences and Engineering Research Council of Canada (NSERC), a federal agency, awarded Windsor more than \$1 million for the three-year project in research to improve electric drive systems.

It is “early days,” McNally said, but the Smart Prosperity Institute is encouraged by recent efforts at some colleges and schools to train workers for the electric vehicle industry.

“The analysis we did showed that a lot of workers have the foundational skills they need. It is a case of not full retraining, but upskilling,” he said.

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CK NEWS TODAY - DECEMBER 30, 2023

Mayor Darrin Canniff is pleased with how 2023 went for Chatham-Kent and is looking forward to 2024.

"Chatham-Kent's doing pretty amazing," Canniff said. "When you go back a few years, we were declining in population and there just wasn't much happening here. Over a few short years, we've flipped that scale."

He noted that in 2023, nearly 300 businesses opened in the area, including dozens of restaurants. "There's a lot of other businesses taking note of Chatham-Kent," he added.

Canniff noted that the previously declining population in the area has also switched course.

"We're growing," he said. "Ultimately, the success factor for a community is 'do people want to live there?' Our population is increasing."

Canniff believes that trend will continue and the municipality is doing its best to ensure that everyone who comes to Chatham-Kent will have a place to live.

"The housing targets that the province has put out to the 50 largest communities, Chatham-Kent is leading the charge. We're exceeding our housing target by 420 per cent," he said. "There's no other community anywhere close to that." Canniff added that percentage-wise Chatham-Kent has built more homes than Windsor or Burlington.

And it's not just homes. Canniff said that a number of projects to attract people to Chatham-Kent started in 2023 and will continue into the coming year.

"We can provide lots of jobs and we can provide reasonably affordable housing compared to a lot of larger communities, but it's the amenities, it's the arts, culture, and recreation that people are looking for," the mayor explained.

Canniff described the park at St. Clair College which will soon get underway. The park will include an indoor tennis dome, indoor soccer, basketball courts, pickleball courts, a cricket field, and an accessible playground.

The trampoline park is another project Canniff is excited about. "They're waiting on some equipment from Europe, but it's going to be a state-of-the-art facility. One of the nicest ones in Canada," he enthused. The facility will be 46,000 square feet in size.

Chatham-Kent residents can also look forward to more outdoor trails, public art, a new museum, a new library, and the inaugural season of the Chatham-Kent Barnstormers. He also hopes to see some solutions for new arenas in the area.

"All those amenities are going to keep people here and serve as attraction points and make people proud to be from this community," he said.

Canniff added that little things that make people smile are things that he wants to see in the community. He wants to see Chatham-Kent as a community known for arts and culture, adding that not only do people like those things but they also benefit people's mental health.

When it comes to things that Canniff wishes may have gone differently in 2023, he said that he regrets that the municipality didn't make more progress on affordable housing.

As an example, he cited 95 affordable units planned for the community that never got off the ground due to lack of funding.

"The municipality has a lot of projects that require federal and provincial money," Canniff explained. "We have over 1,000 people on the waiting list for affordable housing. So, we need more of it, but we can't do it alone. No matter how much progress we make on it, I'll always say that we need more. I want to see everyone housed. I don't want to see anyone living on the street," he added.

All-in-all, Canniff is encouraged by the direction Chatham-Kent is heading in.

"You're going to start seeing more retailers coming here, you're going to start seeing more industry coming here, more people are going to be coming here, more housing announcements. I think you're going to see more of the same... More recreational facilities. We're going to be working on improving what we have and creating more things so that we have virtually everything that a larger community has, but right here in Chatham-Kent," he concluded. "I'm just really excited about the future."

# Our K-12 State of the Art School: From Groundbreaking to Grand Opening!

The Kingsville Times - January 5, 2024



Committee Chair Leigh Ann Mastronardi, Committee members Heidi Skinner and Corrine Ross, and Co-Chair Rachel Grover

We witnessed a historical moment on April 13th, 2022 – the groundbreaking ceremony that marked the official commencement of construction for our eagerly awaited new school.

As we set our sights on September 2024, a grand celebration awaits the unveiling of our long-anticipated K- 12 school with a sendoff of Kingsville Public, Jack Miner and KDHS.

Funding for new school construction is limited to very specific priorities and budgets are closely controlled.

Therefore, communities can play a pivotal role in providing extra amenities not accounted for in basic budgets. Many things are already happening behind the scenes. Some existing shop equipment will be refurbished at St. Clair College and through the school, a fundraising committee is now taking shape.

I had the pleasure of meeting the dynamic duo, Leigh Ann Mastronardi and Rachel Grover, stepping into their roles as Chair and Co-Chair of this remarkable committee.

When asked why they were so passionate about this project. Leigh Ann, with a glint of nostalgia, shared, “I went to KDHS and there was always such a family feel. If there was a party, everyone was there. There’s something special about the cavalier spirit. That is why our children go there. We want to make sure that any future students in the school get the best experience possible. By doing these extra things we can offer more opportunities to a child, which might ignite that spark, and they will soar.”

An invitation is extended to anyone who is interested in joining the committee or supporting this critical work. As Rachel puts it, they need “boots on the ground.” If you have experience in a specialty area (event planning as an example) or have a few hours to spare for a special occasion, your contribution is valued. The committee boasts representation from all elementary feeder schools, a crucial aspect of their vision.

Current members include Heidi Skinner, Haley Rogers, and Corine Ross, with Lily Grover and Teya Mastronardi serving as student representatives. Student voices will drive fundraiser planning and decision making.

Stay tuned for upcoming articles, where the committee will unveil a detailed list of fundraising goals and event highlights.

Rachel shared, “I want to make it better for everyone. This school brings a fresh start and a new opportunity for children from JK on. It’s a gift and a new beginning. I’ve always tried to be involved in this community. Four years is a critical and very short time for our kids. Everything we do pours hope into the community and the future of our children.”

For inquiries or to lend your support, reach out directly to Leigh Ann, the committee chair, at [cavslegacyfund@gmail.com](mailto:cavslegacyfund@gmail.com).



# Canada 'doing its job' rejecting many student visas: St. Clair College

Windsor Star - Jan 05, 2024



The St. Clair College Zekelman School of Business and Information Technology in downtown Windsor is shown on Thursday, January 4, 2024. PHOTO BY DAN JANISSE /Windsor Star

A rejection rate of almost 50 per cent of visas for international students who have been accepted at Canadian post-secondary institutions means the government is “doing its job” to ensure students fulfil Canada’s qualifications, says a spokesperson for St. Clair College in Windsor.

A recent Toronto Star analysis of university and college applications by international students found that thousands of applicants who have been accepted at schools in Canada had their visas rejected.

But that is no surprise, said Ron Seguin, vice-president of international relations at St. Clair College.

“Those have been the visa rates, give or take, for the last six to seven years,” he said.

“The COVID-19 pandemic had a heavy impact on international students, but “I’d like to think we’re coming out of that,” he said. “But you’ve really had a five-year period of the world’s biggest pandemic, with online, and mobility issues.”

The University of Windsor declined a request to comment on the issue.

“We don’t always know why visas are denied, but the biggest reason we see is that Canadian government officials deemed that the student really didn’t have the financial resources to make the journey,” said Seguin.

“The student took a shot at it. They applied for a student visa, they filled it out and basically the government said you’re lacking in this area.”

St. Clair College has 10,000 international students from more than 80 countries, Seguin said. That includes its Toronto campus which has a “significant international presence.”

The University of Windsor says on its website that it has just under 4,000 international students from nearly 100 countries.

Financial considerations are a main reason that visas are rejected, but there are several others, including lack of a detailed study plan to prove the visit to Canada is for educational purposes, lack of a travel history, lack of required documents, and even having strong family ties to Canada, according to an article on the website of Canadian legal firm Markowsky Immigration Law.

Others can be rejected for taking courses that are on a lower trajectory than their previous education, said Seguin.

India remains a top source for international students, with some 320,000 active study permits at the end of December, according to New Canadian Media, which says it's a non-partisan source of news for Canadian Immigrants

Yet almost 40 per cent of student visa applications from India were rejected for "other" and "unspecified" reasons, the highest rate of any country, according to the Investigative Journalism Foundation, a Canadian non-profit media organization.

International students typically pay much higher tuition fees, so they are lucrative for post-secondary institutions.

The CIC news, which claims to be the world's largest Canadian immigration news website, says international students, including those in undergraduates and graduate programs, pay an average of \$38,000 in tuition, compared to Canadian students who pay an average of just over \$7,000.

In December, immigration Minister Marc Miller said foreign students will have to ensure they have access to more than \$20,000 in funds, double the previous amount of \$10,000, starting in 2024.

He said some educational institutions are like "puppy mills," because they don't deliver "a legitimate student experience" to some international students, including housing, while providing them with diplomas and an opportunity to acquire a work permit.

The Toronto Star analysis found that visa acceptance rate varied widely among schools.

The University of Windsor's visa approval rate for foreign students was about 80 per cent, similar to that of Western University. St. Clair College had a visa approval rate for foreign students of 42 per cent, similar to Niagara College.

St. Clair College builds in expectations of a rejected visa rate of around 50 per cent when it's accepting students, said Seguin. The college remains in contact with international students as their study programs approach in case changes have to be made due to higher-than-expected visa acceptances, he said.

In that case, their study term may be delayed for a semester, which hasn't shown to be a problem for international students, he said.

Regardless of visa rejections, "Canada is still a significant drawing factor for international students," Seguin said.

# Transit users in Windsor say a strike will cost them

If a deal isn't in place by Monday, union says 300 workers will be on strike

CBC News · Jan 12, 2024



The union representing Transit Windsor workers says members are prepared to strike first thing Monday morning if a deal isn't hammered out. (Sanjay Maru/CBC)

Transit users say they'll turn to cabs or ridesharing on Monday, if nearly 300 Transit Windsor workers go on strike.

But the alternative arrangements will come at a hefty cost, they told CBC Windsor.

Rider Kat Hales says she doesn't have a driver's licence, and relies on the bus for both school and work. On Monday, she says she'll have to take a cab if buses aren't operational.

"[It] is about one-quarter of my paycheque," she said.



Kat Hales is a Transit Windsor user who relies on the service for both work and school.

Hales says it'll be an inconvenience — but she wants to support transit workers, too.

"There are definitely problems that need to be addressed, and I do want to support that, but I definitely will have a little trouble navigating without it," she said.

Emma Arimi is an international student who says she also relies on the bus. If workers strike on Monday, she says it'll be challenging to get to both work and class.

"Taking a cab is very expensive," Arimi said. "If I take a cab, it's like two hours of my pay. If I'm working for five hours, it means I'm using two hours to pay for my transportation."

John Fairley is the vice-president of college communications and community relations at St. Clair College. He says they've warned students — and are aware a transit strike could also impact faculty and other staff.

"We've sent a notification to all students and staff to be ready and watching for what happens Sunday night at midnight, to be prepared and to have a way of getting to the college or any campus that they're going to ... in case there's a strike on Monday."

## Union leader 'optimistic' ahead of strike deadline.

A union leader representing Transit Windsor workers says there's a "long way to go," — but he's optimistic a deal can be reached — before nearly 300 transit workers hit the picket line on Monday.

"Bargaining is going extremely slow. We've been frustrated," said Manny Sforza, an international vice-president of Amalgamated Transit Union.

Transit Windsor workers are represented by ATU Local 616.

"Of course we are going to be here all weekend in the hopes of reaching a fair deal for our members... We're hoping to get a deal before midnight. Last thing we want to do is go out on strike and inconvenience the public."



Emma Arimi says taking a cab to work for a five-hour shift will cost her about two hours' pay.

Members have been in a legal strike position since Dec. 3, Sforza says, but have given their 72-hour strike notice and will strike at 12:01 a.m. Monday if a deal is not reached.

"The last few days we've found some common ground. There's still a long way to go, but we've got three days and again I'm optimistic that we can reach a deal by Sunday."

He says the main issues are wages, health and safety and scheduling. On wages, Sforza said the industry standard is an increase in the neighbourhood of three to four per cent.

"We all know that the rate of inflation is much higher than that. So, you know, I can stand here confidently and say we're not being unreasonable," he said.

Sforza said the city is asking for concessions, and while he declined to elaborate, he said the union is "not interested."

With a strike possible as of 12:01 a.m. Monday, Transit Windsor opted to cancel the special-event bus to the Detroit Lions playoff game.

"We would be in a situation where the buses would be over in the states after the 12:01 deadline and there would be a possibility that we could be without service," said Mark Winterton, City of Windsor engineer. "The way we were looking at it from our point of view was to be on the cautious side and just cancel the service."

Winterton said about 125 people were signed up for the special bus service to the Lions game when it was cancelled, but refunds will be issues automatically.

But Sforza says they assured the city that workers would complete the run past midnight if needed.

"We were quite surprised this morning to hear that they had been cancelled," he said.



Riders will need to consider other options after the union representing Transit Windsor sets at strike deadline for Monday.

Winterton said there would be a work stoppage in the event of a transit strike.

"Discussions and negotiations will continue throughout the weekend. And so we remain hopeful and dedicated to negotiate a settlement," Winterton said. "In the event that the AU chooses to go on strike at 12:01 on Monday morning that will obviously cause a disruption to the public.

We wanted to make sure the public was aware of this possibility and seek it has ample time to find alternative arrangements."

Winterton declined to comment on the specifics of the ongoing negotiations.

The ATU last gave the city strike notice in 2020, but a deal was reached before a strike.

Ridership on the service has rebounded since the COVID-19 pandemic, with Transit Windsor's executive director telling council late last year ridership sometimes reaches 130 per cent of pre-pandemic levels.



# ST. CLAIR COLLEGE TO PROVIDE \$275 BURSARY TO QUALIFYING STUDENTS SHOULD TRANSIT WINDSOR STRIKE

AM800 CKLW - Sunday, January 14th 2024



(Courtesy of St. Clair College)

Thousands of students are expected to receive a bursary from St. Clair College ***in the event of a Transit Windsor strike.***

The college will provide a \$275.00 credit that will be applied to student accounts to offset any additional expenses they may incur in finding alternate transportation.

John Fairley, Vice President, College Communications & Community Relations says ***students who hold a valid Transit Windsor Saints bus pass qualify for the bursary.***

"We believe that there's going to be a cost occurred for those people that can't use the buses to get to the campus. Whether it's those [getting] across Windsor from the county that are dependent on Transit Windsor to our two campuses obviously in south Windsor and our campuses downtown."

Fairley says new winter semester students who paid for the Saints pass also qualify.

As the college expects extra traffic related to dropping off and picking up students, Fairley says they will temporarily allow cars into the bus loop by the front entrance.

"What that is, is allowing people to drop off like you've seen in high schools or public schools, the drop off areas. We have extra security up there patrolling that will allow people to drop off and for those that are waiting to be picked up, we're looking at doing something over at one of our lots in south Windsor."

He says the college is emphasizing to faculty and staff that this transportation disruption may severely interfere with the ability of many students to attend their classes.

"Many students who come from all different parts of Windsor use the bus, so we're talking a few thousand people and obviously from the county as well. So we just want to be prepared. And glad to hear that the talks are still going on and we're hopeful that this plan could be shelved and not needed for Monday morning."

Fairley says the college is confident that "those caring educators will take the steps necessary to assist those affected students, by ensuring (for instance) that all in-class material and lecture notes are made available via Blackboard and/or other electronic means."

# Windsor transit union to hold news conference Tuesday as riders prepare for possible strike

St. Clair College officials say they're preparing for a possible loss of transit service

CBC News · Jan 15, 2024



The collective agreement with the city and ATU local 161 expired in late 2023. (Chris Ensing/CBC)

The union representing Transit Windsor workers will hold a news conference at noon on Tuesday to discuss pending strike action.

Amalgamated Transit Union (ATU) Local 616 issued a 72-hour strike notice on Thursday, but it announced Sunday that it had decided to temporarily delay the strike for a few days to continue bargaining.

Nonetheless, "there are still many obstacles, and Transit Windsor will have to significantly improve their offer – or there will be a strike," the union said in a notice to media on Monday.

Local 616, which represents almost 300 Transit Windsor workers, says sticking points include pay and sick leave.

St. Clair College officials say they intend to deal with a possible strike by offering \$275 bursaries to students who hold valid Saints bus passes to help them pay for alternate travel arrangements such as taxis and ride shares.





St. Clair College spokesman John Fairley said that the college will offer bursaries to student bus pass holders in the event of a Transit Windsor strike to help them pay for alternate transportation.

"We respect the negotiating process that's on right now between the union and the city, but what do we do?" asked John Fairley, the college's vice president of college communications and community relations.

"We've encouraged transit, transit and more transit, so when that goes down, I think it's going to have an effect."

The college has worked with its facilities and securities teams to plan for increased vehicle traffic in the event of a strike, Fairley said.

The South Windsor Campus bus loop would serve as a drop-off area for cars, and one of the parking lots would be used as a ride-share drop-off location, he said.

The student government is establishing its own carpool system too, he added.

# 10TH ANNUAL POLAR PLUNGE FUNDRAISER IN SUPPORT OF SPECIAL OLYMPICS KICKS-OFF IN WINDSOR

AM800 CKLW – January 23, 2024



Students at St. Clair College glide down a snowy slip-and-slide as part of the kick-off for the 10th annual Polar Plunge in support of the Special Olympics. Jan. 23, 2024. (Photo: Rob Hindi)

Law enforcement agencies from across Windsor-Essex have kicked off the 10th annual Polar Plunge campaign.

Dozens of students took part in the fundraiser kick-off at St. Clair College in Windsor which included a snow filled slip-and-slide on the baseball diamond at the Sports Park.

Second year student at St. Clair College, Marcus Bastien, took part in the slip-and-slide for the kick-off and calls it something else.

"It did it last year, too. It's definitely colder this year but it was good," he says. "After you hit the snow it's right to the brain. It's basically a cold start to the day, it's why I like it being at 11 a.m., I have the rest of the day to warm up."

The actual Polar Plunge will see participants jump into a pool filled with ice cold water.

All of the proceeds from the campaign will go towards Special Olympics Ontario, which provides individuals with an intellectual disability in communities across the province the opportunity to participate in sport and recreational activities.

Windsor-Essex has 120 athletes that compete in Special Olympics programs.

Constable Adam Young with the Windsor Police Service says it's such a great experience to have the students St. Clair College support this fundraiser.

"It means so much for our athletes, it means so much for the community. As one of the organizers, it's such a wonderful feeling to this come together and continue on for 10 years," he says.

Young adds that we are jumping on leap year this year, so come take a leap for a good reason. You won't regret it.

The official event will be held at the Windsor International Aquatic and Training Centre on Friday, Feb. 29 starting at 6 p.m.

Those interested in donating to the campaign or those looking to take part in the plunge can do so on the Polar Plunge [website](#).

# PHOTOS: 10th Annual Polar Plunge Windsor-Essex Campaign Launched With Slip n' Slide

WindsoriteDOTca News - Tuesday January 23rd, 2024



Windsor and Essex County law enforcement agencies are once again partnering with St. Clair College to support Special Olympics Ontario through the Annual Polar Plunge.

This year's festivities launched on Tuesday with the St. Clair College "Slip n' Slide" party on the softball diamond at the St. Clair College Main Campus.

Polar Plunge 2024 will take place on February 29th. You can [learn ore here.](#)







# Here's what some Windsor international students think of plans to cap study permits

'This news has just shaken them up,' says one student of her friends back home

CBC News · Posted: Jan 23, 2024



Archie Sharma, left, Shadman Sakib, centre, and Sm Sakib, right, are all masters students at the University of Windsor. (Jennifer La Grassa/CBC)

University of Windsor student Archie Sharma knows that friends back home in India are "devastated" over the Canadian government's decision to limit the number of student permits over the next two years.

On Monday, Canada's immigration minister Marc Miller said that the government will cap the number of student permits into 2025 with a goal of targeting institutional "bad actors." This comes amid concern about the impact growing numbers of international students are having on the housing market.

The government says it will approve approximately 360,000 undergraduate study permits for this year — a 35 per cent reduction from 2023.

"Back in our home country, there are many friends who are just waiting for their visas and they're just planning to come to Canada, but this news has just shaken them up," said Sharma, a masters of medical biotechnology student.

Other international students at the University of Windsor told CBC News that they also know people back home who are worried about what this means for their future study plans.

"A lot of students they look forward to coming to a different country, especially in Canada, where there are a lot of opportunities to come abroad to study," said Shadman Sakib.

He added that while housing is hard to find, it's not "fair" that international students are being seen as creating part of the problem.

But student Sm Sakib, a masters of management, international accounting and finance student, thinks the latest announcement is a good decision.

"For the last couple of years, students are coming at a very great number, but we see there is a huge housing crisis, that is why students has to pay more for their houses. So if you accumulate all the expenses, it is very difficult for the students," he said, adding that he thinks the cap should last for three to four years.



The University of Windsor told CBC News it wouldn't be commenting on the recent announcement. (Jennifer La Grassa/CBC)

## **Some provinces to see 50% permit reductions**

Each province and territory will be allotted a portion of the total, distributed according to population. The federal government says this will result in "much more significant decreases in provinces where the international student population has seen the most unsustainable growth."

In some provinces, Miller said, the total reduction in permits will be approximately 50 per cent.

Provinces and territories will be left to decide how permits are distributed among universities and colleges in their jurisdictions. The cap will be in place for two years; the number of permits to be issued in 2025 will be reassessed at the end of this year.

Those pursuing master's and doctoral degrees, and elementary/secondary education are not included in the cap, the government says. Study permit renewals and current study permit holders will also not be affected.





Minister of Immigration, Refugees and Citizenship Marc Miller speaks to the media during the federal cabinet retreat in Montreal, Monday, Jan. 22, 2024.

Miller also announced changes to the post-graduation work permit program.

Starting in September, international students who begin a program that's part of a curriculum licensing arrangement (one where a private college has been licensed to deliver the curriculum of an associated public college) will no longer be eligible for a post-graduation work permit.

The University of Windsor and St. Clair College declined to comment about the impact of this to CBC News Monday, saying they would like to have more information from upper levels of government.

Shaun Dass, a director at the South Asian Centre of Windsor, said "it's about time that we started vetting the entire program." The centre offers resources to help international students.

"If we take a step back, like what we're doing, I think that we're going to come up with a better program, better solution, more supports for these students," he said.

Over the next two years, Dass hopes that post-secondary institutions take the opportunity to consult international students and find out how they can be better supported. He also says schools should partner more closely with community organizations, like the South Asian Centre of Windsor, which have created programming to help international students.

"I think international student departments need to be beefed up, they need to partner with organizations that understand the experiences of immigrants, of international students," he said.

## **Schools have been increasingly accepting international students**

In November 2022, the Auditor General of Ontario (AGO) [released a financial review](#) of four universities across the province, one of them being the University of Windsor.

The review found that the school's finances heavily relied on international students from [media report](#) China.



Shaun Dass is a director at the South Asian Centre of Windsor. (Jennifer La Grassa/CBC)

Over a five-year period, according to the review, the University of Windsor's international enrolment increased by 33 per cent, with its proportion of revenue from international students more than doubling from 9.6 per cent to 20.9 per cent.

A 2022-2023 St. Clair College [annual report](#) said that its goal is to increase international enrolment.

The report says that since the winter 2018 semester, St. Clair College has had "significant international enrolment growth" at their campuses — going from 2,315 to 4,462 full-time students.

It continued to say that although enrolment has grown from 2018 to 2020, the college also saw a slight decline over the last two years — specifically a 1.21 per cent decrease from winter 2022 to winter 2023 enrolment.

Since the winter semester of 2019, the college says it has averaged 4,601 enrolled international students at its Windsor, downtown and Chatham campuses — that's an average increase of 98.7 per cent over 2018.

It's unclear how many of those students are specifically undergraduate students.

# Photos: Lovers of cold kick-off Windsor-Essex 10th annual Polar Plunge

Windsor Star - Jan 23, 2024



Aaron Csele, foreground, and other brave participants are shown at the 10th annual Polar Plunge Windsor-Essex campaign launch on Tuesday, Jan. 23, 2024, at the St. Clair College main campus. Participants hit a cold and wet slip-and-slide course to kick-off the event. PHOTO BY DAN JANISSE /Windsor Star



Participants are shown at the 10th annual Polar Plunge Windsor-Essex campaign launch on Tuesday, January 23, 2024, at the St. Clair College main campus. Participants hit a cold and wet slip-and-slide course to kick-off the event. PHOTO BY DAN JANISSE /Windsor Star

# Cap on international student admissions could cost St. Clair College \$40-million

AM800 CKLW – January 25, 2024



(AM800 file photo)

A cap on international student admissions will hurt the 'bottom line' at St. Clair College in Windsor according to a top official at the school.

Ron Seguin, Vice President, International Relations, Campus Development and Student Services, says there are some 'bad actors' in this industry and they needed to establish some control, but it will impact the college.

"We believe we're doing everything right and it's going to hit us hard, not so much in 2024 but in 2025," he told AM800's The Morning Drive. "It's going to be \$40-million to the bottom line of our operating statement, so that's a significant reduction and we've got work to do."

Immigration Minister Marc Miller announced cap on international student admissions on Monday, including a temporary cap that will reduce the number of new student visas by 35 per cent this year.

The international student program has come under significant scrutiny in recent months as experts warn that strong population growth is putting pressure on an already-strained housing market.

The number of new visas handed out this year will be capped at 364,000, a decrease from the nearly 560,000 issued last year. The number for 2025 will be set after an assessment of the situation later this year.

The cap will apply only to post-secondary undergraduate students, not those seeking visas for master's programs, doctoral degrees or elementary and high school students.

The government will also bar students in schools that follow a private-public model from accessing postgraduate work permits as of Sept. 1.

Seguin says Minister Miller had to make a decision because there are some 'bad actors' in this industry and they needed to establish some control.

"You're looking at, in many cases, private colleges in the Toronto area that basically close their eyes to student attendance and student quality. Put a lot of kids through programming that once their done, they're not eligible for post-graduate work permits, they've mislead people," he says.

Seguin says St. Clair College has four per cent of the international population in Ontario's college system.

"We've been between 4,000 and 5,000 students between Windsor and Chatham for the last five years," he says. "We were up a little bit in September but we also have a huge graduation this winter. So we haven't shocked the community, we've been steady and during that time we built a significant residence for international students on campus."

Foreign nationals who want to study at a Canadian institution usually need to get a study permit from the federal government. To apply, prospective students must submit a letter of acceptance, personal documentation and proof of financial support.

Until now, there have not been any limits on the number of students who can enter the country. The government mostly approved visa requests as long as the student could show they were accepted at an accredited school.

# What the cap on international students means for Doug Ford's government

## Facing 50% cut to foreign students, Ontario must decide how colleges and universities will share the pain

[Mike Crawley](#) · CBC News · Posted: Jan 25, 2024



Ontario Premier Doug Ford walks to the podium to make an announcement at Sheridan College in Brampton, Ont., in January 2020.

The federal government plans reduce the number of permits for international students to study at colleges and universities in Canada. In Ontario, those numbers are to be cut in half.

Premier Doug Ford's government faces a sharp reduction in what has been a lucrative source of funding for Ontario's colleges and universities now that Ottawa plans to slash the number of international students allowed into Canada.

With the province's own expert panel revealing the [perilous financial situation](#) of Ontario's colleges and universities just two months ago and post-secondary officials now saying the cut in international students visas will [make things worse](#), the Ford government has some tough decisions to make.

Ontario's post-secondary sector has become increasingly reliant on the high tuition fees paid by foreign students and has recruited them in staggering numbers.

Federal [data](#) shows about 240,000 permits granted to international students for post-secondary education in Ontario in each of the last two years. Those numbers are to be cut in half, the federal Minister of Immigration, Refugees and Citizenship, Marc Miller said this week.

Deciding how to divvy up that far slimmer allocation of international students among Ontario's universities and colleges will be up to the provincial government.





A sign at the downtown Kitchener campus of Conestoga College welcomes international students. Ontario's 24 publicly funded colleges will bring in an estimated \$3.3 billion from international student fees this year, more than from provincial government funding and domestic student fees combined. (Trishla Parekh/CBC)

Ontario's dependence on revenue from international students first ramped up under Liberal premier Kathleen Wynne and has accelerated greatly under Ford. Since the PCs came to power in 2018, [federal figures](#) show the number of study permits issued to international students for Ontario has doubled.

Over the same timeframe, Ontario colleges and universities have seen their combined annual revenues from provincial grants and domestic tuition fees drop by 31 per cent when adjusted for inflation, according to [research](#) by Higher Education Strategy Associates, a consulting firm.

## 'Easy way to make ends meet'

Alex Usher, the firm's president, says the provincial government explicitly encouraged the rapid growth in international students.

"The way I look at it is that Ontario wants world class institutions, both universities and colleges, it's just not willing to pay for them," Usher said in an interview with CBC News.

He says revenue from international students "has been the easy way to make ends meet."

The province's expert panel also flagged this trend in its [report](#), released in November.



Alex Usher, president of Higher Education Strategy Associates, a consulting firm, says several of Ontario's publicly funded colleges are being kept afloat by revenue from international students enrolled in programs delivered by private career colleges. Those students will not longer be eligible for work permits under the federal government's planned changes. (Martin Trainor/CBC)

"Many colleges and universities have passed the point where they could survive financially with only domestic students. They are financially sustainable only because of international students," said the [report](#).

At Ontario's universities, international students accounted for about one-sixth of total enrolment in undergraduate programs in 2021-22, the most recent year for which [data](#) are available. In addition to those 69,000 international undergraduates, there were another 23,000 foreign students in graduate programs, such as masters and doctoral degrees.

## Foreign student enrolment tripled in 5 years

Ontario's colleges are even more acutely dependent on international students' tuition fees:

- The number of international students enrolled at Ontario's colleges exceeded 110,000 in 2021-22 (the most recent year for which [statistics](#) are available), triple the number from five years earlier.
- Colleges' revenue from international student fees will be roughly \$3.3 billion this year versus \$1.9 billion in provincial government funding and \$1 billion in domestic student fees, according to an [estimate](#) by Higher Education Strategy Associates.
- International students now outnumber domestic students at no fewer than nine of Ontario's 24 publicly funded colleges.
- Ontario provides colleges with less per-student funding than every other province, according to an [auditor general report](#)

Ontario's colleges have relied on international student recruitment to make up for shortfalls in government funding and cuts to domestic tuition fees, says Alain Roy, vice president of international partnerships for Colleges and Institutes Canada, an association representing 140 publicly-funded post-secondary schools.

The changes announced to the international student visa program and post-graduate work permits will have a huge impact, said Roy.

"Early signals from college presidents across the country, but also in Ontario, is that this could lead to program closures, campus closures. It will certainly mean a number of layoffs," Roy said in an interview.

## No more work permits for certain students

Particularly vulnerable will be the programs offered by 15 of Ontario's publicly funded colleges but delivered by private firms.

Known as [public college-private partnerships](#), the programs are specifically targeted to international students and provide them with a diploma or certificate from the public college. Ontario's auditor general [reported](#) that 24,000 international students were enrolled in such programs in the fall of 2020.

Those students have been eligible for a Canadian work permit after graduation, but Miller [announced](#) on Monday that will no longer be the case.

## Canada to cap number of international students

The federal government has announced it will cap the amount of international student permits it will approve for two years. The immigration minister says the change will help prevent students from attending 'sham' institutions.

David Oraziotti, president of Sault College, says this change will "in effect shut down" his college's programs delivered by the private Trios College to about 2,800 international students in Toronto and Brampton.

He says it's unfair for the federal government to target those public college programs just because they are delivered by private partners.

## 30% of college's budget

"There are many public colleges in Ontario that need these resources to help create sustainability, and frankly this means the difference of having a balanced budget or having a deficit," Oraziotti said in an interview.

He said the programs account for about 30 per cent of Sault College's \$125-million annual budget.

Usher says those programs are keeping several Ontario colleges afloat.

"You take that money away, there's going to be some real issues in I would say half a dozen colleges across the province," he said.



'We are developing a plan forward and reviewing all possible options,' said Jill Dunlop, Ontario's Minister of Colleges and Universities, in a statement responding to Ottawa's plans for cutting international student numbers. (CBC)

In an [interview](#) on CBC Radio's *Metro Morning*, Miller justified the move by saying public college-private partnerships have become "a bit of a runaway train," with people enrolling in them in hopes of getting a back door to permanent residence in Canada.

He blames the provincial government rather than the colleges for the explosion in foreign students.

## What will Ford government do?

"There has been significant underfunding by provinces for years in the post-secondary education system across Canada. Institutions have been smart and gone and recruited abroad," Miller said

Faced with all of this, how will the Ford government respond?

CBC News requested an interview with Ontario's Minister of Colleges and Universities Jill Dunlop, but the request was declined.

In a statement, Dunlop said the province has only just received the information about the federal government's changes.

"We are developing a plan forward and reviewing all possible options," said Dunlop's statement. "We continue to work closely with our post-secondary institutions."

# New student housing on hold at St. Clair College amid expected \$40M student cap hit

CTV News Windsor - Jan. 27, 2024

As the federal and provincial governments institute new measures meant to crackdown on ballooning international student enrolments, post-secondary institutions in Windsor continue to take a wait-and-see approach — but the new measures have prompted St. Clair College to pull back on plans to build a new international student residence.

On Friday, the Ford government became the latest to announce new measures meant to "protect students and improve the integrity of Ontario's post-secondary education" system following the Trudeau government's announcement of a two-year cap of new international student visas.

"I don't think there's any doubt minister [Marc] Miller had to make a move," said Ron Seguin, the Vice President of International Relations at St. Clair College. "We're still trying to figure out how that affects us on the ground."

Miller announced that new visas would drop from the 560,000 issued in 2023, to 364,000.

St. Clair College averages about 5,000 international students in any given year over the last five years, according to Seguin, with 2,600 of those students residing in the downtown core. The total student population across the Windsor and Chatham campuses is roughly 12,000 students.

Ottawa's move aims to reduce the number of new visas by about 35 per cent. The actual caps will be allocated based on population and province — which Seguin anticipates will lead to a 50 per cent reduction at St. Clair resulting in a \$40 million hit to the bottom line of the operational budget beginning in 2025-26.

"It's critical to Ontario education right now," said Seguin.

According to Seguin, the college can rely on "sizable" reserves to weather the uncertainty and is not advocating for an increase to domestic tuition to offset the losses.

"St. Clair is not reliant [on international students]. We look at it as an opportunity," said Seguin. "They bring great diversity to our campus. They're a positive to the learning environment. They're positive economically."

The new regulations are, in large part, aimed at reducing pressures on Canada's housing markets as an affordability crisis grips cities across Ontario and the country.

"If international students are harming that then we've got to work together to alleviate it," said Seguin. "Every day's a new day right now in figuring out how this portfolio's going to move forward."

However, there appears to be a Catch-22 at work in Windsor — without the revenue from international students, paying to house international students is an uphill battle.

A plan to build a 'Global Village' ([opens in a new tab](#)) development at the site of the former Grace Hospital in Windsor to accommodate 400 students fell through after city council axed the plan over frustration with developer Fairmount Properties and a lack of progress.

The college has already built a residence accommodating 512 students.

Seguin says the college wants to build that second residence to accommodate 1,000 international students in total, but the current level of uncertainty has put those plans on hold.

"We're still looking in that area, but we need to know our cap because the last thing we want to do is get into large capital projects and have a 50 per cent permanent reduction in study permits," said Seguin. "That's basically what we decided today. We can pivot quickly if we know more."

## UNIVERSITY OF WINDSOR

CTV News reached out to the University of Windsor for comment and was provided a statement concerning the fast-moving developments:

"The University of Windsor is closely evaluating the implications of the federal government's two-year cap on international study permits.

We remain committed to working with our government colleagues to ensure permit allocation reflects the responsible recruitment practices of post-secondary institutions with established track records. We do welcome the announcement that current study permit holders will not be affected, that master's and PhD students will be exempt from the cap and that they will soon be eligible to apply for a three-year work permit."

Both the Ontario Colleges and the Council of Ontario Universities [COU], representing their respective institutions, have argued the federal change is a blunt instrument already wreaking havoc.

A [statement\(opens in a new tab\)](#) from Ontario Colleges describes it as "total chaos" while the COU implored Ottawa to go "back to the drawing board" to find a more refined approach.

## PROVINCIAL REGULATIONS

The province announced a series of new measures to be enacted, including a moratorium on new public college-private partnerships and a review of large international student programs.

A new requirement will also be for a letter of attestation, meant to require colleges and universities ensure housing guarantees for incoming international students.

"That adds an extra layer of [integrity to the system\(opens in a new tab\)](#)," said Seguin. "I think provincially, improvements are needed."

Seguin stressed intervention and reform is required as there are few checks in place to weed out bad actors.

"Two months ago if we would've taken 20,000 students, I'm not sure that there was a lever to stop that and certainly Windsor-Essex couldn't accommodate an additional 20,000 students so, we kept to our course," said Seguin. "There's a good case to make that some schools have too many students right now."

### *Colleges and Universities*

- Institute a review of programs offered by postsecondary institutions that have a sizeable amount of international students to ensure that program quality protects Ontario's reputation as a world leader in education and meets Ontario's labour market demands.
- Ensure that programs being offered are meeting the needs of the labour market so that students can build a life in Ontario once their education is complete.
- Introduce a moratorium on new public college-private partnerships while further work is done to strengthen oversight mechanisms and ensure the quality of existing partnerships.
- Implement measures to improve the response rate to student outcome surveys that will help ensure the best academic outcomes are being achieved.
- Require all colleges and universities to have a guarantee that housing options are available for incoming international students.

### *Career Colleges*

- Better integrate enforcement efforts across ministries to strengthen oversight of career colleges, including enhanced data management, documentation processes, and the efficacy of compliance investigations, ensuring timely responses to concerns and complaints.

## OPPOSITION CRITIQUE

In a news release, the Opposition NDP decried the Ford government's announcement as "half-measures" that failed to acknowledge the "desperate need for investments" in public post-secondary institutions.

"Under this government's watch, we have seen universities forced to file for bankruptcy," said Jamie West, the NDP critic for Labour, Training and Skills Development. "They have been asleep at the wheel for the past five years while public colleges and universities languished, paving the way for a predatory private, for-profit education system that has only harmed students."

The NDP argues the Progressive Conservatives have created the environment for exploitation and are only now reversing its move that lifted the moratorium on public-private colleges in 2019.

"Now, they're sloughing off their responsibilities to public colleges and universities instead of helping them, forcing students and the institutions themselves into a future of uncertainty," said West.

In its own news release, the government stressed it would work with sector partners and Ottawa to find ways to further crack down on bad actor recruiters.

"We must find more ways to work together to combat gross recruitment practices while protecting our ability to attract the world's best and brightest to study here in Ontario," said Jill Dunlop, Minister of Colleges and Universities. "These actions will also ensure that we implement sensible policies that protect against worsening Ontario's housing affordability issues. We need to ensure that students coming to study here have a place to live."

The province [defends its handling](#)(opens in a new tab) of post-secondary education in Ontario, pointing to a blue-ribbon panel of experts created in March 2023 meant to help advise the government in how to best keep the sector stable and financially viable.

In 2019, the Ford government cut tuition fees 10 per cent and brought in a general freeze for domestic students, which continued for the 2023-24 academic year allowing a 5 per cent increase variance.

According to the COU, at least ten universities expect operating deficits and reports the four-year freeze has led to cuts affecting student programs, supports and services.



# St. Clair College doesn't expect layoffs or domestic tuition hike with international student cap

## School forecasts \$40M loss and thinks it could mean 50% fewer international students

CBC News · Posted: Jan 29, 2024



Ottawa announced a temporary two-year reduction on international student study permits last week. (Jeff Stapleton/CBC)

St. Clair College doesn't expect any layoffs or a reduction in service after word of Canada's international student study permit reduction.

The school also doesn't intend on bumping up domestic tuition fees anytime soon.

Ron Seguin, vice president of international relations, said they're bracing for a \$40-million hit to their bottom line for the 2025-2026 fiscal year. Pre-registrations completed before January 2022 will still be allowed through for the next school year, he added.

"We think we can continue [as is]. If we have to move to a break even model, protect the reserves that we have."

"The student, who understandably is dealing with inflation, high cost and everything else right now ... the last thing they need is a tuition increase. But we put money aside, and we are not in crisis. What two or three years down the road looks like, I don't know."



St. Clair College said it saw a 52 per cent increase of international student enrollment from 2022 to 2023. (Melissa Nakhavoly/CBC)

Ottawa announced last week it's capping the number of student permits. This comes amid concern about the impact growing numbers of international students are having on the housing market. The feds say approximately 360,000 undergraduate work visas will be approved for this year — a 35 per cent reduction from 2023.

St. Clair College had nearly 5,300 international students in 2023. A sharp 52 per cent increase from the previous year. As a comparison, the school said its domestic student enrollment was at nearly 7,000 last year — up 2.1 per cent from 2022.

"What's unknown is he's clearly said this is a two-year freeze, so to speak. So what the discussions look like a year into that freeze, we don't know," said Seguin.

"But in all fairness to [immigration] minister [Marc] Miller, he had to do something. He had to make a decision, to put some control into the system."

Marc Miller, minister of Immigration, Refugees and Citizenship, says the government has two years to 'get the ship in order' around international students in Canada.

The school believes as many as 50 per cent fewer international students will be allowed at St. Clair in the second year of the temporary cap, according to Seguin.

St. Clair makes up four per cent of the international enrollment in the public college system, he said, with students from 88 different countries — predominantly from Southeast Asia and India.

"If you look at the Indian market, those are typically young people who want to come to Canada, study and stay as a permanent resident. So that will close that opportunity, at least in the next two years."



International students sign is shown at an Ontario college. (Trishla Parekh/CBC)

The loss of international tuition dollars will affect the pace of on-campus infrastructure activity, according to Seguin, but that they've been prepared to financially bridge the gap.

He said the college has been putting money aside into operational reserves to avoid a crisis if something like this occurred.

"I've been at Saint Clair for 24 years and 20 of those years we worked hard to break even the last four to five years. We've had significant surpluses. That level is going to end, but with the reserves we've put aside ... we categorically can sit here and say we will not experience layoffs."

Marc Miller, minister of immigration, refugees and citizenship, outlined Monday how the federal government plans to cap the number of international students in Canada.

Seguin said with international recruitment not being as prominent for the school over the next few years the focus shifts to attracting domestic students — specifically from the Toronto-area.

"We have approximately 1,000 students from outside that catchment area. So we need to grow in that area. If we can get 1,300-1,500 students from outside of our catchment area to come and study, then go back to their home communities, that would be really, really valuable."

"To be quite honest, on international recruitment, which is through agents and contractors, they're not happy right now. They are going to see a significant reduction in the opportunities in Canada. And history tells us they will start to lobby other countries like Australia, the United States."

## **Chaos for students, says college advocacy group**

Colleges Ontario calls the student visa cap a "blunt approach" that doesn't consider the talent needs of the province.

In a statement issued by the advocacy group representing Ontario's 24 provinces, it said the international student reduction leaves thousands of people in limbo with their "hopes on hold."

"Very concerned about the attacks on a high-performing, efficient public college system — impacting our reputation with potentially long-lasting negative repercussions," it read.

"The federal government's changes are creating havoc for students now."

The advocacy group said Ottawa is failing to recognize that public colleges have a year-round intake of students "designed specifically to meet employer needs."

"That means there are students already well into the application process, ready to start in May in programs for key sectors of Ontario's economy."

# Southwestern Ontario colleges forecast steep losses from student visa cap

*A recently announced cap on international student visas already is creating havoc, Ontario's colleges say, and could have major implications for the province's ability to fill key jobs.*

[Canadian Press](#), - Jan 29, 2024



Fanshawe College opened Innovation Village, a hands-on learning centre, in London on Friday, Jan. 26, 2024. Fanshawe, with 4,200 international students, couldn't say how a new federal cap on international student visas will affect its finances. (Derek Ruttan/The London Free Press)

Two Southwestern Ontario Colleges says a cap on international student visas announced last week could cost them tens of millions of dollars.

Federal Immigration Minister Marc Miller last week announced a 35 per cent reduction in the number of study permits this year, though with the total cap divided between provinces.

Lambton College in Sarnia estimates the potential loss of revenue “could be as high as \$30 million,” spokesperson Marilyn Mason said.

But because there is so little information, it's “just a big question mark,” she said. “It very hard to speculate as far as what that will do in terms of the number of international students,” Mason said.

The college has 1,900 international students, nearly half of the 4,100 students at its campuses.

Lambton College has partnerships with Cestar College and Queen's College, two private Toronto-area schools, that attract international students, Mason said.

“We'll be innovative; we'll respond. It's just a matter of learning more as we go along,” she said. “But also advocating to ensure international students that are welcome to Canada are provided with the same great opportunities they have in recent history, with post graduation work permits.”

At Windsor-based St. Clair College, Ron Seguin, vice-president of international relations, said though he was surprised by the timing, he “wasn't surprised by the announcement.”

“Minister Miller had to do something – there are too many parts of international education that are growing out of control – and for the benefit of the system he had to make a call. We respect that,” he said.

About one-third (5,600) of St. Clair's 16,000 students are international. The college that also has a campus in Chatham is posed to lose \$40 million but not until the 2025-26 fiscal year.

“We have to analyze what that means on the ground level for us in terms of recruitment,” Seguin said. “It will be very detrimental to Latin recruitment because we have many students who bring their families here.”

London’s Fanshawe College says it can’t comment on how the cap in student visas will affect its bottom line. Fanshawe has 4,200 international students at its campuses in London, St. Thomas, Simcoe, Woodstock and Huron-Bruce.

Ontario Colleges say the cap on international student visas announced Jan. 22 is already creating havoc and could have major implications for the province’s ability to fill key jobs.

Colleges have a year-round intake of students and many are well into the application process, ready to start programs in May, the association representing the province’s 24 publicly assisted colleges wrote in a statement Thursday. “This new and unexpected administrative hurdle has resulted in total chaos for students,” Colleges Ontario wrote.

“The entire system for Ontario is frozen. Students who had already been accepted into programs — and had paid their fees for those programs — are now having their applications for study permits returned to them. This is often without any explanation or way forward. This situation was entirely avoidable and is entirely arbitrary.”

The imposition of an immediate requirement for a letter of attestation from the provincial government is halting all student visa processing right now because Ontario doesn’t currently have such a process, the colleges said. They are calling on the federal government to delay the implementation of that requirement.

Jill Dunlop, Ontario’s minister of colleges and universities, announced more changes Friday. Colleges and universities will be required to guarantee housing for incoming international students, she said.

The government will also review post-secondary institutions with a “sizable” number of international students and introduce a moratorium on new public college and private institution partnerships, she said.

The temporary two-year cap on visas is intended to slow the rapid increase in temporary residents that has put immense pressure on Canada’s housing system. Miller also said it will give governments time to tackle problems in a system that he says is taking advantage of high international student tuition while providing, in some cases, a poor education.

Ontario will see its allotment of new visas cut in half.

More than 900,000 foreign students had visas to study in Canada last year and more than half of them had newly issued permits. That’s more than three times the number 10 years ago.

College graduates fill key labour market needs, the Ontario colleges said, in areas such as health care, advanced manufacturing, construction and early childhood education.

In 2022, a report from Ontario’s auditor general said the province’s schools had become increasingly dependent on tuition fees from international students, particularly after the province forced public universities and colleges to cut and then freeze tuition fees for Canadian students in 2019.

Universities have come out against the international student cap as well. The Council of Ontario Universities has said at least 10 Ontario universities already were forecasting a combined operating deficit of \$175 million this year, growing to \$273 million next year.

The newly announced cap likely would increase these deficits without other measures to compensate for the revenue shortfall, the council said.



# Fanshawe College boss rips cap on international students: 'Sledgehammer'

Windsor Star - Jan 30, 2024



Fanshawe president Peter Devlin (Free Press file photo)

Fanshawe College's president is calling out the federal government for using “a sledgehammer” in response to a rapid increase in international students that is linked to housing shortages.

Federal Immigration Minister Marc Miller last week announced a [35 per cent reduction](#) in the number of international study permits this year, with the total cap divided among provinces. The number for 2025 will be set after an assessment of the situation later this year.

“I'm disappointed that the minister chose a sledgehammer instead of a scalpel to deal with the problem of bad actors and housing,” said Peter Devlin, president of the London-based college. “Tools were available, including the allocation of study visas to quality schools like Fanshawe, and having institutions provide a letter of attestation for individual international students.”

Fanshawe College, with campuses in London, Woodstock, St. Thomas, Simcoe and Huron and Bruce counties, has about 40,000 students, half of whom are international students.

The federal government says the number of new visas for international students will be capped at 364,000 this year, almost 200,000 fewer than the 560,000 issued in 2023. Ontario will see its allotment of new visas cut in half.

“I didn't believe they were going to take such drastic steps,” Devlin said, adding he's disappointed the cap won't apply to post-graduate students at universities. “There's still a large bias in support of university education.”

Fanshawe is in a strong position to support the growth of the Southwestern Ontario economy, Devlin said.

“We offer programs that directly link to labour market needs,” he said.

In a letter to Fanshawe staff obtained by The Free Press, Devlin said the college “will require increased government funding to maintain our exceptional academic quality.”

He said: “We are championing this cause with the provincial government.”

Jill Dunlop, Ontario's minister of colleges and universities, announced more changes last Friday. Colleges and universities will be required to guarantee housing for incoming international students, she said.

Devlin said Fanshawe has four residences and meets the requirements for housing supports. As well, Fanshawe Cares, a program that focuses on international students, has many resources to support international students including greeting newcomers at the airport and providing ongoing support.

Though Devlin wouldn't estimate how much the visa cap would set back the college financially, he said the financial hit would "be significant."

Lambton College in Sarnia estimates the potential loss of revenue "could be as high as \$30 million," spokesperson Marilyn Mason [said last week](#).

At Windsor-based St. Clair College, Ron Seguin, vice-president of international relations, said though he was surprised by the timing, he "wasn't surprised by the announcement."

About one-third (5,600) of St. Clair's 16,000 students are international. The college, which also has a campus in Chatham, is posed to lose \$40 million but not until the 2025-26 fiscal year, Seguin said.

The temporary two-year cap on visas is intended to tackle the rapid increase in temporary residents that has put immense pressure on Canada's housing supply.

Miller also said it will give governments time to tackle problems of private colleges taking advantage of high international student tuition while providing, in some cases, a poor education. Starting in September, students enrolled in programs through public-private partnerships will no longer qualify for a post-graduate work permit.

More than 900,000 foreign students had visas to study in Canada last year and more than half of them had newly issued permits. That's more than three times the number 10 years ago.

auditor general said the province's schools had become increasingly dependent on tuition fees from international students, particularly after the province forced public universities and colleges to cut and freeze tuition fees for Canadian students in 2019.

Universities have come out against the international student cap as well. The Council of Ontario Universities has said at least 10 Ontario universities already were forecasting a combined operating deficit of \$175 million this year, growing to \$273 million next year. The newly announced cap likely would increase these deficits without other measures to compensate for the revenue shortfall, the council said.

# St. Clair baseball looks to stay strong with four locals in seven-player recruitment class

Windsor Star - Feb 01, 2024



Jonas LeClair, left, Cameron Beale, Finn Russett and Mike Grondin are set to join the St. Clair Saints baseball team next season.

The St. Clair Saints baseball team hopes seven new recruits will keep the program strong.

The Saints have won three-straight OCAA titles and taken gold in eight of the last 10 seasons, but could be in need of filling some roster holes next season.

“We’re potentially losing about six of our nine starting position players on the field and we’re having to fill those spots,” Saints’ manager Roberto Duncan said. “We’re also losing a couple pitchers and this group will help fill those needs.”

Right-hander Cameron Beale, left-hander Jonas LeClair and middle infielder Finn Russett, who are all Tecumseh Thunder products, will join right-hander Mike Grondin, who is a Windsor Selects product.

Along with the four local products, the Saints will also add left-hand pitcher/outfielder Jake Heinbuch from Stratford, first baseman Cole Saros from Toronto and first baseman/outfielder Will Snider from London.

“We have the Tecumseh Thunder and Windsor Selects here,” Duncan said. “They are both good organizations and we keep in touch with the coaches. Having a local core is important for us, but I like going out of town, too.”

The 17-year-old Beale and his family have a long history with the Saints. His father, Ted Beale, serves as an athletic coordinator at the school and his brother Michael Beale played baseball and football at the school.

“I’ve kind of grown up there and my brother playing there, I’ve always looked up to him and it’s always been my goal to be on the same level or be a better player than him,” Beale said.

An honour student at Sandwich high school, Beale was a WECSSAA football all-star, competed in javelin for the school’s OFSAA championship track and field team and also plays basketball while helping the school to a WECSSAA junior title in 2022.

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BLACKBURN NEWS - FEBRUARY 1, 2024

The president of a high-profile union local is among the latest class of distinguished alumni of St. Clair College.

Unifor Local 444 President Dave Cassidy is one of six St. Clair alumni who will be honoured at the 31st Annual Alumni of Distinction Awards.

Cassidy told [WindsorNewsToday.ca](https://www.windsornewstoday.ca) that the call from St. Clair President Patti France threw him completely off guard.

"I was just in shock when she told me that I won the Alumni of Distinction. I was tickled pink and humble, that's for sure," said Cassidy.

Cassidy went through the college's Electrician Construction Maintenance Program, graduating in 1991, and he is being recognized as an alum of the apprenticeship program. He said the program taught him more than just operating machines and making electrical systems work.

"It just shows that through continuing to learn and continuing to go through these trades, it opens so many more doors," said Cassidy. "At the college, I could teach skilled trades, I could've moved up through the management side and ran crews, or I could've become a labour leader like this."

Cassidy gave credit to his union and the rank-and-file membership that put him in a leadership position.

The other members of the 31st class of distinguished alumni are as follows.

- Ursell Abands, Vice-Prime Minister of Aruba, and a 2005 graduate of the International Business Program.
- Larry Delaey, President and CEO of Arkael Group in Wallaceburg, and a 1989 graduate of the Mold Making Technician Program.
- Chaouki Hamka, Community Leader of MADD Windsor and Essex County and a corrections officer at the Southwest Detention Centre in Windsor. He is a 2009 graduate of the Law and Security Administration Program.
- Dan MacDonald, a local radio show host, and a 2002 graduate of the Journalism Program.
- Bhupinder Singh, a professional TNA wrestler based in Windsor. He is a 2018 alum of the Human Resources Program and also a 2019 graduate of the Event Management Program.

The six individuals bring the number of distinguished alumni honoured since 1992 to 137.

"What is always heart-warming about our Alumni of Distinction isn't just the phenomenal success they've enjoyed in their professional lives, but how they've passed along their knowledge and skills as mentors to foster the success of others and given invaluable service to their communities in ways unrelated to their occupations," said France.

The 31st Alumni of Distinction Dinner will take place on April 13 at the St. Clair College Centre for the Arts Skyline Room. Tickets are \$75 a person, and tables for eight and ten people are available. For more information, visit the official St. Clair College Alumni Association website. Media Report



# Six Graduates Of St. Clair To Be Honoured At 31st Alumni Of Distinction Awards

windsoriteDOTca News Staff - Thursday February 1st, 2024,



The 31st Annual Alumni of Distinction Awards will honour six St. Clair College alumni who have made outstanding professional and community contributions in their fields and community service.

“What is always heart-warming about our Alumni of Distinction isn’t just the phenomenal success they’ve enjoyed in their professional lives, but how they’ve passed along their knowledge and skills as mentors to foster the success of others and given invaluable service to their communities in ways unrelated to their occupations,” said St. Clair College President Dr. Patti France. “They truly are the best ambassadors of Saints Nation and all that it stands for, academically and in terms of service to the community.”

The 2024 recipients of St. Clair College’s Alumni of Distinction come from diverse backgrounds, but they have all reached great success in their chosen fields. This year’s list of honourees will bring a total of 137 graduates recognized by the College since 1992.

The honourees for St. Clair College’s 31st Alumni of Distinction Awards are:

- **Ursell Arends, Vice Prime Minister of Aruba:** Graduated in 2005 from the International Business Program and is being honoured as a graduate of Business and IT.
- **David Cassidy, President of Unifor 444,** Windsor, Ontario: Graduated in 1991 from the Electrician Construction Maintenance Program. He is being honoured as a graduate of the College’s Apprenticeship Program.
- **Larry Delaey, President and CEO Aarkel Group in Wallaceburg:** He graduated in 1989 from the Mold Making Technician Program. He is being honoured as a graduate of Technology / Engineering.
- **Chaouki Hamka, Community Leader Windsor – Essex (MADD), Mothers Against Drunk Driving and Correctional Officer Southwest Detention Centre:** Graduated in 2009 from the Law and Security Administration Program and is being honoured as a graduate of Community Studies.
- **Dan MacDonald, Radio Host at CKLW Radio- Bell Media:** He graduated in 2002 from the Journalism Program and is being honoured as a graduate of Media Art and Design.
- **Bhupinder Singh, Professional TNA Wrestler:** He graduated in 2018 from the Human Resources and in 2019 from the Event Management Program and is being honoured as a Recent Graduate (past 5 years) of the College.

The awards take place on Saturday, April 13th in the Alumni Skyline Room at the St. Clair College Centre for the Arts. Visit [stclairalumni.com](http://stclairalumni.com) for ticket information.

# Transit Windsor users urged to come up with 'plan B' as strike deadline looms

CTV Windsor News - Feb. 2, 2024

The clock is ticking on a possible Transit Windsor Strike. As the deadline for a deal fast approaches, people who rely on the service are scrambling to figure out how to get around.

Jeannie White is trying to get a jump on any potential job action, completing her to-do list ahead of time.

"I'm doing all my shopping now and then [I will] walk later on if [there is a] strike on Monday," White said.

White — like many others who rely on transit for school, work, appointments and leisure travel — are worried about how to get around Monday if the Amalgamated Transit Union and City of Windsor can't reach a deal.

Talks are ongoing but a deal has yet to be reached, with a strike deadline of 12:01 Monday morning.

"In the event that they're not running, I will bike, I will walk, I will hitchhike. I'll fly if I had wings," said Madiha Khan, a transit user.

Billy Arbeau uses transit to get around and thinks this may be a chance to hunker down.

"Being stuck at home, because I use the buses to go everywhere," he said.

Jaspreet Singh is an international student at St. Clair College and doesn't own a car.

"The only mode of transportation we have is these buses and now if they will go on strike, I don't know," he said. "I will come to classes and I don't have enough, you know, resources to book a cab everyday. So yeah, it's a point of concern."

To offset costs, St. Clair College is providing students who have a valid Transit Windsor bus pass with a \$275 credit on their student account.

Classes will continue as scheduled and the college suggests students and staff pack their patience as traffic volumes will no doubt increase at pick-up and drop-off points.

At the University of Windsor, classes are also scheduled to continue as planned, with students encouraged to find alternative transportation, including ridesharing.

Meantime, Vets Cab and other taxi services in the region are ready for an influx of passengers.

"Plan B can be a taxi or an Uber, but if you're going for a 40 minute drive that becomes cost prohibitive," said County Warden and Leamington Mayor Hilda MacDonald.

She wants county residents who use the Leamington line to be ready for the possibility of a strike and suggests transit users make alternate arrangements such as carpooling.

"It's well known as a route for students as well as folks that work in in the city and vice versa," she said.

As the waiting game reaches the 11th hour, transit users hope for either no disruption, or a speedy resolution to the labour dispute.

"What are you going to do? They [have to] settle," said White.

"I guess I'll be walking," added Arbeau.

Khan has some sage advice for people who choose to walk instead.

"You need some comfy sneakers, invest in good shoes," Khan said. "They're worth it."



## SIX GRADUATES OF ST. CLAIR TO BE HONOURED AT 31ST ALUMNI OF DISTINCTION AWARDS

AM800 CKLW - Sunday, February 4th, 2024

The entrance to St. Clair College's main campus in Windsor. Photo taken August 22, 2019. (Ricardo Veneza / CTV Windsor)

The entrance to St. Clair College's main campus in Windsor. Photo taken August 22, 2019. (Ricardo Veneza / CTV Windsor)

The President of Unifor Local 444 is one of six St. Clair College alumni who have been selected to receive an award for their professional and community contributions.

Dave Cassidy will be honoured at the 31st Annual Alumni of Distinction Awards, which will take place on April 13.

The 2024 recipients have all reached great success in their chosen fields, and this year's list of honourees will bring a total of 137 graduates recognized by the College since 1992.

Cassidy graduated in 1991 from the Electrician Construction Maintenance Program. He is being honoured as a graduate of the College's Apprenticeship Program. Cassidy says he was shocked to find out he had been nominated for the award. He says he's ecstatic to receive this award.

"When President Patti France called me and said she had submitted my name, and this is obviously Patti's leaving in May and it was quite the honour, I've had quite the relationship with Patti over the years. And for her to put my name forward for the Apprenticeship sector there, it was amazing. I was just tickled pink."

Cassidy says he wasn't interested in post-secondary but decided to go into the trades through an apprenticeship program.

"I went out and I got a trade, and I went to St.Clair to fulfill my academic part of my trade. And it sure has changed over the years, I've been there quite a few times since and what the administration has done at St.Clair is amazing the stuff that they've done."

John Fairley, Vice President, College Communications and Community Relations, says it's wonderful to be able to honour these individuals.

"St.Clair College alumni are everywhere. When you look at what they're doing in our community, running businesses, donating their time, community events, and making a difference, that's what our alumni are doing. And these are examples of six people who have got the wow factor."

The other honorees for 2024 include Ursell Arends, Vice Prime Minister of Aruba, Larry Delaey, President and CEO of Aarkel Group, Chaouki Hamka who is the Community Leader for Windsor-Essex Mothers Against Drunk Driving, Dan MacDonald, Radio Host at CKLW Radio, and Bhupinder Singh, Professional TNA Wrestler.

This year's Alumni of Distinction ceremony will take place on Saturday, April 13 in the Alumni Skyline room at the St. Clair College Centre for the Arts in downtown Windsor.

# St. Clair College Honouring Local Alumni

CKXS – Wallaceburg - February 7, 2024



St. Clair College is recognizing the head of a Wallaceburg-based business for his success in his chosen fields.

Larry Delaey, president of AarKel Tool and Die and CEO of AarKel Tooling Group, is one of six graduates who will be honoured as St. Clair College's Alumni of Distinction.

The annual award program recognizes alumni who have made outstanding professional and community contributions in their fields and community service.

Delaey graduated from St. Clair College's Mold Making Technician Program in 1989. He said he was caught off guard when he was told that he'd be honoured as a graduate of Technology/Engineering.

"It feels great. I'm just honoured to be even recognized for an award like this. It's pretty exciting," said Delaey. "It just shows the great team here at AarKel."

Delaey has been with the AarKel Tool and Die company for 25 years and president for the last 14.

"I started on the shop floor, worked my way through many positions to president, and I think the college recognizes that a trades guy that works with his hands is now president of a company," he said. "It shows you that there's really no limit when you're in the trades."

Delaey will receive his award during the 31st Annual Alumni of Distinction Dinner on April 13 at the St. Clair College Centre for the Arts.

# Brown-John: Is Canada's higher education addicted to foreign students?

Author of the article:

Windsor Star - [Lloyd Brown-John](#) - Feb 07, 2024



The University of Windsor corporate logo PHOTO BY JASON KRYK /Windsor Star

They were a mass of younger people all anxiously waiting in London, England’s Heathrow airport. Quiet, nervous — a pushy crowd of students preparing to board an Air Canada London-to-Toronto flight in late August 2023.

Even passengers in wheelchairs had to struggle to get through the milling youthful crowd. Gate staff repeatedly announced that boarding would occur in an orderly manner. Their pleas scarcely quelled rising anxiety as a large number of students jostled in anticipation of boarding and then continuing their journey to school in Canada.

Years ago, foreign students were welcomed at Canada’s colleges and universities because they often originated in countries termed “third world.” Canadian educational institutions hosted foreign students because our institutions offered higher education for many whose home countries lacked similar educational opportunities.

But then somewhere along the way Canadian provincial governments realized their taxpayers were paying to educate many students who would then, return to their homelands abroad. The response was to permit post-secondary institutions to charge foreign students higher fees in an effort to assuage provincial taxpayer concerns.

Thereafter, universities began to troll foreign countries for students, including the University of Windsor which sent senior administrators to Hong Kong to encourage enrolment.

Foreign students have since become something of a golden financial goose for most legitimate post-secondary institutions, and serve as profit centres for private businesses masquerading as schools.

Under a pretext of being educational institutions, many ‘for-profit’ post-secondary storefront or shopping mall enterprises have thrived feeding off high fees foreign students are required to pay.

Indeed, in some cases the very instructors hired by these pseudo-educational institutions are their own ‘graduates.’ This provides a legitimate basis for claiming Canadian residency.

Fortunately, neither of our regional post-secondary institutions are remotely close to ‘degree-mill’ outfits. Yet both the University of Windsor and St. Clair College are being affected and to some extent they probably are at fault.

With foreign student fees often four to five times higher than fees payable by Canadian students our legitimate post-secondary institutions have become addicted to revenue derived from vast numbers of enrolled foreign students.

And much like any other form of addiction, virtually all Canadian post-secondary educational institutions have thrived on the ‘buzz’ derived from foreign student fees.

I took some time to review the entire 2023-2024 budget of the University of Windsor. The total budget or operating revenue is \$345.3 million, consisting of \$331.5 million in operating expenditures and \$13.8 million allocated from investments and reserve funds.

Of that total, academic fee revenues generate \$237.8 million, or about 69 per cent.

However, “The Faculties of Engineering and Science, and the Odette School of Business generate a significant amount of their tuition fee revenue from graduate international students.” (Page 18). These are faculties for which international students are a significant revenue source.

“International cohort-based Masters’ graduate enrolment” appears to be a peculiar UWindsor phrase to describe a major foreign student revenue source.

“The cohort-based Masters’ programs are globally recognized, and demand is strong. The most significant cohort-based Masters’ program continues to be the Master of Engineering program.” So what does that mean in practice?

When Immigration Minister Marc Miller announced limits on international students entering Canada, shockwaves reverberated through our universities and colleges.

The federal clamp-down on international student visas is ostensibly intended to ferret out bad actors in the post-secondary education field. And also, the minister noted, to help reduce demand for an already stressed domestic housing situation.

Restricting international students is not likely to have any noticeable impact on the housing shortage. So why did Ontario announce January 26 that all colleges and universities will be required to have a guarantee that housing options are available for incoming international students?

It is not just the University of Windsor that will be impacted (although we’ve heard little from that institution). St Clair College also is expected to feel an impact, according to Ron Séguin, vice-president of international relations: “We’re looking at a year ahead for the potential for a \$40-million hit to our operations.”

Overdosing on foreign students, perhaps?

It’s time to get over the post-secondary foreign student revenue addiction and serve taxpayers first.

*Lloyd Brown-John is a University of Windsor professor emeritus of political science. He can be reached at [lbj@uwindsor.ca](mailto:lbj@uwindsor.ca).*

# Two-time defending OCAA softball champion Saints look to reload

Windsor Star - Feb 09, 2024



St. Clair Saints softball recruits Brooke Cameron, left, Kamryn Coombs, Ada Umerah and Danna Juarez hope to help the two-time defending OCAA champs reload next season.

After back-to-back OCAA softball championships, the St. Clair Saints knew the club would eventually have to deal with graduations.

Manager Doug Wiseman has gotten to work looking to fill those roster voids by inking four new recruits for the 2024-25 campaign.

Ontario prospects Ada Umerah, from Maple, and Kamryn Coombs, from Atwood, have signed on with the Saints along with Albertans Brooke Cameron and Danna Juarez.

“We’re in a complete reload for 2024,” Wiseman said. “We’re losing some bombers and good players, but I don’t think these players won’t be shy. They’ve been to national championships.”

The four will try to help fill the void left by the loss of Amy Claydon, who won two batting titles with the Saints, and Bryanna Kressler, who was as big a threat with her arm as her bat, and are both graduating. They were co-MVP at this season’s OCAA championship. All-star Jacklyn Yewchyn, who is a Villanova high school product and batted .367 last season, is also headed out along with St. Anne high school product Julia Brousseau, who is a former all-star and batted .414.

“I’m excited about it,” Wiseman said of the new recruits. “It’s exciting to bring in new players that are competitive and good students.

“All four are really good. All four should be able to contribute immediately and that says a lot.”

Wiseman believes the six-foot Umerah, who can play first base or third base, will help the Saints immediately recoup some lost power.

“We’re getting a power hitter,” Wiseman said of Umerah. “She played in a really good program in the GTA with the Ontario Blue Jays and now she’s with the Etobicoke Mayhem. She should be able to come in and bat third or fourth and drive in a lot of runs and hit some home runs.”

Coombs provides the Saints with plenty of versatility with the ability to play catcher, shortstop or in the outfield.

“She reminds me a lot of Kessler and (former infielder) Sarah Bondy,” Wiseman said. “A pretty gritty player. She’s a hockey player too and plays the game tough and hard. She turned down a couple of offers even in our conference. Just a very solid player.”

Adding two players from Alberta shows the reputation the program has built at the collegiate level with Cameron and Juarez teammates with the Southern Alberta Revolution.

“Brooke stings the ball,” Wiseman said of Cameron. “She’s got some versatility with ability to play first base or in the outfield and she has a cannon for an arm.”

Juarez is originally from Mexico before her family moved to Canada. She will primarily pitch for the Saints, but can also play at first base.

“She’s going to come in and fill a spot with pitching,” Wiseman said. “She’s going to be really good for us. She’s going to come and pitch and surprise some people.”

Wiseman isn’t finished the recruitment process and expects to add as many as three more players.

“I don’t want to over-recruit,” Wiseman said. “This is a bigger class than I would normally bring in, but we do have quite a few graduating.”



# College roundup: Saints men's volleyball team reaches quarters for first time in nine years

Windsor Star - Feb 12, 2024



St. Clair Saints' middle blocker Zach Walls (9) elevates for the ball during Saturday's OCAA crossover playoff game against the Durham Lords at the SportPlex. (

The St. Clair Saints men's volleyball has advanced to the OCAA quarter-finals for the first time in nine years.

Hosting the team's first-ever league playoff game, the Saints rolled past the Durham Lords on Saturday at the SportsPlex.

"Honestly, this is our first playoff win since I took over," said Saints' head coach Shawn Reaume, who was hired in 2019. "This was huge. This is big. We knew we would be a good team, but the league is tough. It's a good start for the playoffs."

St. Clair was dominant in taking the match 3-0 over Durham by scores of 25-14, 25-17 and 25-14.

"Last year, we lost in the first round," Saint's six-foot-four middle blocker Zach Walls said. "So, this is basically a brand new team and they've been hustling all year long."

Eric Glos had 14 kills, three service aces and three digs for the Saints while Kale Wilkinson finished with 13 kills and four service aces.

"Right now, it's a new chapter and we're very excited, but the job's not finished yet," said Walls, who is a Villanova high school product.

The Saints hit the road to face Centennial in quarter-final play on Sunday. The winner advances to the OCAA Final Four.

The St. Clair women's team will host a quarter-final match after sweeping La Cite Coyotes in a crossover match on Saturday.

The Saints took the match 3-0 by scores of 25-16, 25-21 and 25-18. Kiana Huggins finished with 12 kills, two service aces and six digs while Geneva Huisman had seven kills and five stuff blocks.

St. Clair will host Durham on Saturday at 1 p.m. with the winner advancing to the OCAA Final Four.

Full Board Meeting:

February 27, 2024

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## **Saints basketball sweep**

The St. Clair Saints men's basketball team made it back-to-back OCAA West Division titles for the first time since 1970 after closing the season with a pair of road wins.

The Saints beat Redeemer 76-70 on Saturday to close out the regular season with a 15-3 record after Friday's 93-75 win over Conestoga.

In Saturday's match, Mazin Tied had 14 points for the Saints, who trailed 39-34 at the half.

The St. Clair women's team finished with a 13-3 record, which left the team in second place in the West Division after Saturday's 77-61 win over Redeemer on Saturday. That followed a 75-52 win over Conestoga on Friday.

Shae-Lyn Murphy finished with 19 points to lead the Saints on Saturday. Ania Buklarewicz had 18 points while Ava Willoughby added 17 points and Kaitlyn Overeem finished with 13 points.

The women's team will also host a playoff game on Saturday.

# Pro wrestler, Aruba leader, radio host among St. Clair College Alumni of Distinction

Windsor Star - Feb 14, 2024



The main entrance at the St. Clair College main campus is shown on Monday, December 20, 2021.

A professional wrestler, the vice-prime minister of Aruba, a union leader, and a radio host are among the recipients of St. Clair College's 31st annual Alumni of Distinction Awards.

"What is always heart-warming about our Alumni of Distinction isn't just the phenomenal success they've enjoyed in their professional lives, but how they've passed along their knowledge and skills as mentors to foster the success of others and given invaluable service to their communities in ways unrelated to their occupations," said St. Clair College president Patti France.

"They truly are the best ambassadors of Saints Nation and all that it stands for, academically and in terms of service to the community."

Including the six honourees this year, the college has recognized 137 graduates through the Alumni of Distinction program since 1992.

The 2024 winners include Unifor Local 444 president David Cassidy, who graduated from the college's electrician construction maintenance program in 1991. He is being honoured in the Apprenticeship category.

Ursell Arends, the vice-prime minister of Aruba, will receive the award for the Business and IT category. He graduated from the international business program in 2005.

Dan MacDonald with CKLW Radio Bell Media Windsor, who graduated from the college's journalism program in 2002, is being honoured in the Media Art and Design category.

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Aarkel Group president and CEO Larry Delaey, who graduated in 1989 from the moldmaking technician program, will receive the Technology/Engineering award.

Chauouki Hamka, community leader for Windsor/Essex Mothers Against Drunk Driving (MADD) and correctional officer at the South West Detention Centre, is being honoured in the category of Community Studies. Hamka graduated from the law and security administration program in 2009.

Professional TNA (Total Nonstop Action) wrestler Bhupinder Singh will be honoured as a Recent Graduate (past 5 years). Singh graduated from the human resources program in 2018 and the event management program in 2019.

The six honourees will be celebrated April 13 during the 31st annual Alumni of Distinction Dinner.

The event takes place in the Alumni Skyline Room at the St. Clair College Centre for the Arts. Tickets are \$75 per person and available by calling 519-972-2747.

# Canadian Mental Health Association, Windsor-Essex County Branch Announces New CEO

windsoriteDOTca News Staff - Thursday February 15th, 2024



The Canadian Mental Health Association, Windsor-Essex County Branch has appointed Nicole Sbrocca to the position of Chief Executive Officer, commencing March 11th, 2024.

Sbrocca is a senior healthcare leader with nearly 20 years of experience and proven success guiding diverse interprofessional teams to meet the operational, practice and funding mandates of large community organizations and academic programs. Most recently, she served as the Director for Cancer Services at WRH and the Regional Director for the Erie St. Clair Regional Cancer Program, where she provided oversight for the regional care of patients throughout the cancer care continuum from cancer prevention and screening, through treatment, palliative care and survivorship. She has been involved in many leadership initiatives locally, regionally, and provincially. She also serves as part time faculty, supporting the Healthcare Analytics course for the Data Analytics for Business Program at St. Clair College

“I am thrilled to be joining the CMHA team. I believe CMHA-WECB has an exceptional care model, incredible partners and an immensely talented team that is well positioned to support the changing paradigm of the Mental Health and Addictions ecosystem. As the healthcare system evolves under Ontario Health, I believe CMHA-WECB is in a position to provide innovative person-centred care that is equitable, effective and meets our community mental health and addiction needs. I am looking forward to the journey ahead, enhancing the strengths of the agency, and I am honoured to have been selected by the Board and entrusted with this great responsibility for our community,” she said.

Sbrocca began her career at WRH nearly 20 years ago with the Mental Health Program. She has served as Manager for Corporate Quality Improvement and in 2013, began working as the Manager for the Schulich School of Medicine & Dentistry. In that role, she oversaw all administrative and operational academic aspects of the undergraduate medical program (MD) and postgraduate residency programs. From an academic lens, she has supported grant-funded research, peer reviewed journals, and presented on several topics related to academic, healthcare analytics and cancer continuum outcomes.

Sbrocca currently serves on the Board of Directors for the Multicultural Council of Windsor Essex and previously served on the Board for CMHA-WECB. She is a graduate of Western University, the University of Waterloo and Executive Education at Harvard Kennedy.



**ST. CLAIR**

**COLLEGE**

**ENTERPRISE  
RISK  
MANAGEMENT**

**Board of Governors**

February 27, 2024

Full Board Minutes:  
February 27, 2024

Item #6.2  
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# Agenda

- 1. RM Program.**
- 2. RM Categories.**
- 3. Prioritizing the Risk.**
- 4. RM Responsibilities.**
- 5. RM Register.**
- 6. Summary of 'Red' Risks.**
- 7. Risk Management Monitoring.**



# Risk Management



- Risk-aware without being risk-averse.
- Furthering strategic and operational priorities.
- Identifying, assessing, monitoring and managing risk.

# Risk Management Categories

- 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**

# Prioritizing the Risk

**RISK LEVEL**

	HIGH
	MEDIUM
	LOW

		Impact				
		0	1	2	3	
Probability	HIGH	H0	H1	H2	H3	
	MEDIUM	M0	M1	M2	M3	
	LOW	L0	L1	L2	L3	

# Risk Management Responsibilities

## DEPT

- Identification of risk - Detailed Risk Plan.
- VP to approve Detailed Risk Plan.
- Add risk to Risk Register.
- Recommend changes to current controls and/or preventative initiatives.

## ERMC

- Submits monthly Risk Register and status to SOG.
- Assists with risk mitigation plans as required.
- Monitors plans and escalates, as necessary.
- Prepares annual Risk Management Report for the BOG.

## SOG

- Receives monthly Risk Register report.
- Responsible for the overall risk management of the College.
- Reviews and provides feedback to any possible changes to the Risk Register as recommended by ERMC.
- Ensure up to date BCP.

## BOG

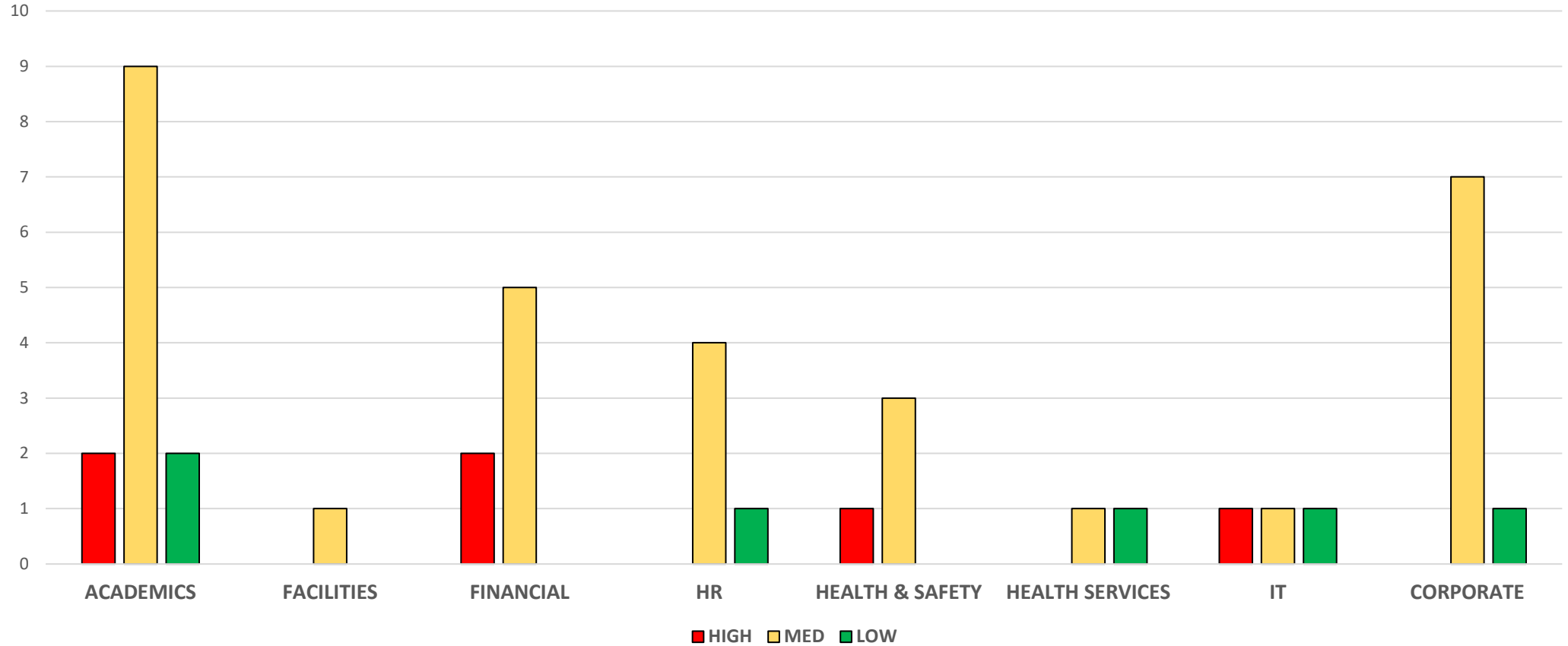
- 'BOG RM Policy'.
- Updates as required.
- Receives annual Risk Management report.

# Risk Management Register

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES	LEAD	SECTOR HEAD	EXPECTED TIMELINE TO COMPLETE	STATUS



## RISK PRIORITIES BY CATEGORY



# Summary of High (Red) Risk Priorities

Risk	Risk Priority
Meeting Enrolment Projections	H3
International Student Recruitment - Diversification	H3
Revenues	H3
Expenses	H2
Emergencies – Fire/Active Shooter, etc.	M3
IT Security	H3

# Risk Management Monitoring

- Individual category review schedule established.
- Individual Sector proposes changes to each risk as appropriate.
- Changes are reviewed at monthly ERMC meeting and feedback solicited.
- Recommendations are sent to SOG for their review and feedback.
- Monitoring through monthly meetings, status update for each risk, through the appropriate Sector Head.
- Fostering a culture of best practices, lessons learned, and expertise acquired.
- BOG updates as incidents occur.



**ST. CLAIR**  
COLLEGE

# Questions?