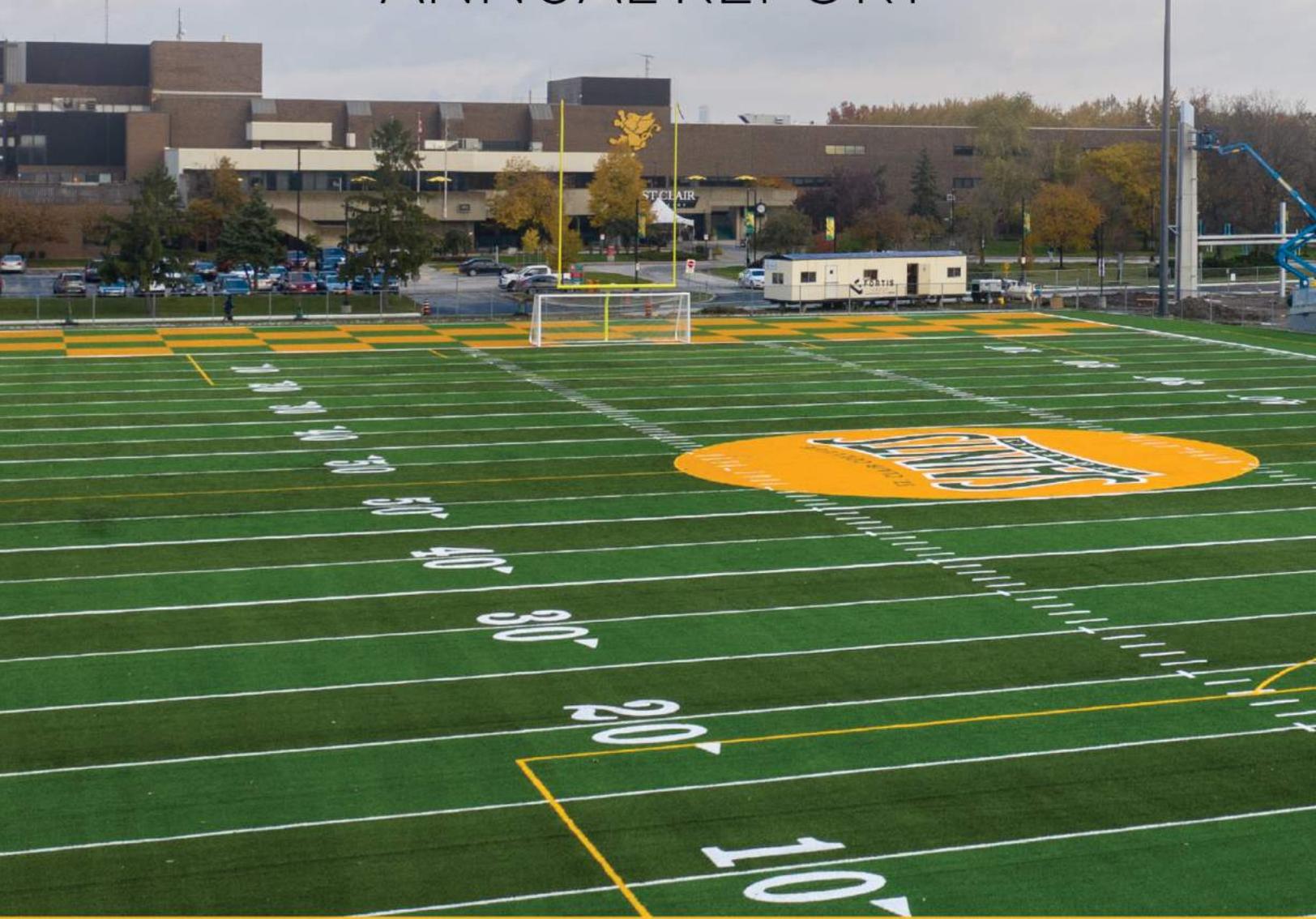


# ST. CLAIR

COLLEGE

WINDSOR • CHATHAM

## 2020-2021 ANNUAL REPORT



#RISEABOVETHEORDINARY

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# 1.0 EXECUTIVE SUMMARY

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Yes, “Optimum Elige/Choose The Best” remains the motto on St. Clair’s official crest. “Excellence In All We Do” remains the school’s Vision Statement and “Rise Above The Ordinary” our chief marketing slogan.

But all of those philosophies have had a corollary added to them in 2020-2021. The ancient adage, first attributed to Aristotle, has been the College’s modus operandi during the past academic year: “And yet the true creator is necessity, which is the mother of invention.”

The “necessity”, of course, was continuing to respond to the demands and needs – and dreams – of our students in the midst of a pandemic that paralyzed many facets of both the economy and our daily life.

The “invention” born from that necessity was a ground-shifting and astoundingly rapid conversion of the College’s decades-long curriculum-delivery method, from in-person to chiefly on-line instruction. It was carried out so seamlessly that no semester was inordinately disrupted, and no students lost their ability to pursue or complete their academic careers.

This document contains numerous, fascinating, and inspiring anecdotal examples of how St. Clair adapted to the pandemic’s “new normal”, but this overview is perhaps an appropriate spot to make some general observations about how this turned out – somewhat miraculously – to be one of the most successful years in the College’s half-century-long history.

First, faculty members – some of whom, until March of 2020 (when the pandemic arose on the local scene), had never “Zoom-ed” or “Microsoft Team-ed” to any significant degree – converted and delivered their lectures, lessons and even many of their demonstrations of hands-on skills to an on-line format. That – coupled with our ability (governed by public health guidelines) to deliver essential labs, workshops and clinics in limited-attendance, PPE-laden, in-person fashion – meant that St. Clair’s tradition of an education stocked with both theoretical knowledge and practical skills was maintained quite fully.

Very much tied to that was the effort of our Information Technology Department. It provided faculty, academic technicians and students with all the technology and techniques they needed to easily make the daunting transition from in-person to remote instruction.

The fact that students and prospective students were still desirous of pursuing their educations (evidenced by record-level enrolment during the year) and willing to adapt to the new on-line environment, spurred the College’s efforts to strive anew for “Excellence In All We (Remotely) Do”. It became our academic mantra that this would not be a “lesser” quality of education, just a “different” type of one; and that is precisely what we delivered.

As we hope to shift back to in-person student attendance in September of 2021 (as the vaccination-controlled pandemic eases), we shall undoubtedly use our newfound expertise in on-line teaching to expand our opportunities in on-line education.

Although not specified in detail in this report, it should be noted that St. Clair was affected by the varying levels of workplace restrictions that were applied to almost all enterprises and institutions during the pandemic. In addition to faculty working from their home offices, well over half of the school’s administration and support staff were also unable to work on-campus for months-on-end throughout 2020-2021. With I.T., again, providing all of the necessary tools to those dedicated employees, that work-from-home scenario caused nary a blip in the administrative/service operations of the College. That was perhaps best exemplified by the facts that the school enjoyed another year of nationally enviable financial stability, and that virtually all of the College’s academic and non-academic ancillary services remained operational throughout the pandemic too.

There is also abundant evidence in this Annual Report that major ongoing projects continued to progress throughout the year, and that new initiatives were launched. Indeed, the importance and scope of some of those was remarkable when we could have (unapologetically) just “hunkered down” and suspended all activities to concentrate on the challenging conversion to on-line curriculum delivery.

# 1.0 EXECUTIVE SUMMARY (CONT'D)

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For instance, just as this document was being prepared for the printer, the College was in the latter stages of its most comprehensive Quality Assurance Audit to-date. The months of background work leading up to that has included the most microscopically detailed review of our programs ever conducted, covering every aspect of curriculum content, delivery, viability, and relevance. In conjunction with that, one of the most extensive policy reviews and updates in the school's recent history has taken place during this academic year (and will be maintained as a continuous administrative process).

The past year has also seen St. Clair recognized as one of Canada's most vibrant new research-and-development institutions – featuring several projects launched in response to the pandemic in the fields of health sciences/public health and medical equipment. This new facet of our operations is now, and will continue to be, an exciting new and “real-world” vista for both faculty and students, and an opportunity to liaise with and assist local business and industry.

The most concrete examples of pandemic-era progress have been literally that: examples made of concrete. The spectacular new Sports Park was the site of a ribbon-cutting in November and will be fully put into use within the next several months. The construction of the new Academic Tower of the Zekelman School of Business and Information Technology is right on-schedule – including its state-of-the-art, nationally unique esports arena. The new Windsor residence is finished and ready to welcome occupants. And our “sister school”, Toronto's Ace Acumen Academy, has added a second campus (and approximately doubled the St. Clair enrolment there).

During the year, also, the College has stepped up its mental health and wellness services, both in-house and by developing hotline/referral partnerships with community-based agencies. In addition to that concern for psychological well-being, we've also examined our sociological role; and, as this document was heading off to the printer, were in the process of launching a College-wide, multi-stakeholder Diversity and Inclusion Committee.

Finally, nothing is more relevant about the past year – and nothing has made us prouder – than our role in lending a hand to pandemic control-and-relief efforts. From loaning our Applied Health Sciences Centre's equipment and furniture to hospitals, to donating our gymnasium complexes for use as field hospitals (and then testing sites and then vaccination clinics), to seeing our Nursing and Personal Support Worker students helping to bolster the over-worked staffs of the local healthcare system, St. Clair served our base-communities with unrivalled care and commitment throughout this viral crisis.

“Excellence In All We Do” ... Aristotle had something to say about that too: “Excellence is never an accident. It is always the result of high intention, sincere effort, and intelligent execution.”

St. Clair's activities throughout 2020-2021 feature scores of examples of such intention, effort, and execution. They are described in the following pages.

## 2.0 MESSAGE FROM THE BOARD CHAIR

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On behalf of the St. Clair College Board of Governors, I am pleased to present the 2020-2021 Annual Report.

It's been a year like no other in the history of St. Clair College. The worldwide COVID-19 pandemic presented us with unprecedented challenges, but amid this global shift, St. Clair College has demonstrated resiliency and strength in the face of adversity.

We focused on the health and safety of our St. Clair College family, while continuing to provide a world-class education to our students. We did this by pivoting quickly to an online format of teaching, coupled with some in-person labs that were required for students to meet their program requirements.

Stringent health and safety protocols were put into place and a daily screening questionnaire was required to be completed by staff and students to attend campus.

The pandemic, however, did not slow down the work of important capital projects on campus, such as the new Zekelman Centre of Business and Information Technology and our new GEM Residence for international students.

We opened our \$26-million Sports Park in November, which features an indoor tennis centre, volleyball courts, football field and softball diamonds.

Our partnerships in the community continued to grow this year, as our standalone athletic facility, the SportsPlex, transitioned from a COVID-19 Assessment Centre to a Field Hospital operated by Windsor Regional Hospital and finally, to a Vaccination Centre. The Chatham HealthPlex also was used as an Assessment Centre.

We partnered with the City of Windsor to enhance the Transit Windsor bus route for our students living in the east end of the city, reducing travel times for their commute to the College.

St. Clair College also made the list of Canada's Top 50 Research Colleges in 2020. The annual ranking by Research Infosource Inc., is based on the amount of research grants colleges receive, along with contracts and contributions from third parties. St. Clair came in at number 50, making the list this year for the first time.

Despite the challenges posed by the global pandemic, St. Clair College saw a 21 per cent enrolment increase in its Winter 2021 term, with a record 14,225 full-time students studying at all campuses, and we finished the year with another healthy surplus of approximately \$39 million.

On behalf of the Board of Governors, I look forward to continuing our work and meeting the challenges posed by the continuing health crisis in the year ahead.

Nancy Jammu-Taylor  
Chair, Board of Governors



## 3.0 MESSAGE FROM THE PRESIDENT

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Looking back on the 2019-2020 edition of St. Clair's Annual Report, we were then in (as it turned out) the early days of the COVID-19 pandemic. Few of us thought, or could have known, that the crisis would continue for an entire year-plus, fluctuating in intensity both locally and globally.

Throughout the past year of uncertainty and occasional turbulence, the College's staff and students persevered in a phenomenally dedicated manner: the former by continuing to deliver exceptional post-secondary education and the latter by adapting to its still chiefly on-line format.

As noted last year, remote teaching/learning is not ideal and certainly not St. Clair's preferred manner of educational delivery. But, "Necessity Being The Mother of Invention", we have developed exceptional expertise in on-line methodology and have demonstrated brilliant creativity to engage our students. The fact that we have also been able to reintroduce on-campus/in-person instruction for essential labs, clinics and workshops means that our "hands-on" skills-teaching is again an important and distinctive part of a St. Clair education.

We recorded our highest enrolment in the school's half-century-long history during the past year and awarded diplomas to some of our largest-ever graduating classes during on-line Convocations. Those accomplishments demonstrate, in no uncertain terms, that St. Clair has done more than just survived the pandemic; it has, remarkably, thrived during it.

As I did in my preface to last year's Annual Report, I must again credit the faculty, support staff and administration of the College for what has been an unparalleled year of growth and success. Despite the fact that many of these employees have been required (due to provincial and/or regional health guidelines) to work from home for a great portion of the academic year, both the academic quality and corporate efficiency of the institution have been maintained at the highest level. To say they are dedicated is insufficient. They are incomparably committed to our students and obsessively driven to ensure the College's well-being.

In addition to the achievements of the College, its staff and students described in this document, you will see that St. Clair continued its off-campus efforts to assist its home-base communities, including an on-going allowance to have our facilities used for pandemic diagnosis, treatment and vaccination.

Whether serving our community of students, or the community-at-large, St. Clair College remains committed to its vision of "Excellence in All We Do". This year, at least unofficially, we can perhaps add another few words to that philosophy: "Excellence in All We Do, Come What May". It is with that attitude that we very proudly present the 2020-2021 Annual Report.

Patricia France, M.Ad.Ed.  
President



## 4.0 VISION, MISSION AND VALUES

### **VISION**

Excellence in all we do.

### **MISSION**

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

### **VALUES**

Accessibility  
Accountability  
Collaboration  
Diversity  
Inclusivity

Integrity  
Quality  
Respect  
Sustainability  
Transparency

# 5.0 STRATEGIC DIRECTIONS 2020-2021

## 5.1 ACADEMIC

GOAL	OBJECTIVE
Academic Excellence.	<p>Increase online course offerings.</p> <ul style="list-style-type: none"> <li>Increase the total number of online courses offered at St. Clair College by 7% over 5 years. Concentration will be on high demand courses.</li> </ul>

### REPORT ON PREVIOUS YEAR'S GOALS

There is a strategic focus on developing and converting high demand courses for delivery through St. Clair College's eCampus. The College has achieved success in its focus to convert and deliver 75 high demand courses online through eCampus, achieving a 47% increase, well exceeding the Strategic Direction measure of 7%.

ACADEMIC YEAR	# OF HIGH DEMAND COURSES DEVELOPED/CONVERTED TO ONLINE	INCREASE IN HIGH DEMAND COURSES ONLINE
2019-2020	51	
2020-2021	75	47%

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.

Since the initial transition to remote delivery, the College has expedited its strategic objective to incorporate innovative approaches to online delivery incorporating strategies and methods, such as:

- Embracing technology including Blackboard Collaborate™ Learning Management System (LMS) that allows for a simple and reliable virtual classroom that powers our online teaching and conferencing needs including virtual faculty office hours.
- Enabling remote access to on-campus labs with specific software, CAD, CAM, etc.
- Integrating Augmented Reality (AR), Virtual Reality (VR) and Artificial Intelligence (AI).
- Adopting virtual proctoring tools such as Respondus and Examity to promote academic integrity when testing.
- The Centre for Academic Excellence (CAE) expanded its Blackboard support with a group of Blackboard faculty mentors and enhanced Blackboard training webinars/virtual support.
- The College explored additional opportunities for Professional Development in online delivery and engaged all full-time and part-time faculty in completing FutureLearn 'How to Teach Online: Providing Continuity for Students'.

GOAL	OBJECTIVE
Academic Excellence.	<p>All new and existing academic programs contain appropriate levels and types of Experiential Learning (EL).</p> <ul style="list-style-type: none"> <li>• Formalize and document the types of Experiential Learning (EL) within all academic programs.</li> </ul>

## REPORT ON PREVIOUS YEAR'S GOALS

Experiential Learning (EL) at the post-secondary level is an educational activity where students learn by doing. St. Clair College recognizes the positive impact that EL has on students, the College, employers and the community. The College is committed to the implementation of EL activities in all programs where such activities are feasible.

### *Formalizing Experiential Learning:*

The formalization of EL was completed with the creation of the Experiential Learning Policy (1.1.18) in July 2019. It was updated in November 2020 to include EL for degree programs offered by St. Clair College.

The EL policy was reviewed by the Centre for Academic Excellence (CAE), Quality Assurance Panel, Advisory College Council, academic administrators and program coordinators.

EL is a requirement based on the College's Strategic Directions, as well as the current Strategic Mandate Agreement 3 (SMA3) which states that every graduate requires an EL course or experience within their program delivery.

St. Clair College currently offers over 125 post-secondary academic programs, including Apprenticeship. The College has achieved compliance with all programs having an EL component, except for two post-secondary programs and preparatory programs that provide pathways to further post-secondary education. Such programs include Pre-Health Sciences Pathway to Advanced Diplomas and Degrees, Liberal Arts, General Arts and Science, Academic and Career Entrance (ACE), Literacy and Basic Skills (LBS) and English for Academic Purposes (EAP).

To ensure that all new and existing programs contain an appropriate level and type of EL, St. Clair College has the following systems in place.

1. The College Program Advisory Committee (CPAC) ensures that all program proposals have EL incorporated into the development of any new programming.
2. Within the Cyclical Review process, St. Clair College ensures that EL remains current and appropriate within the program curriculum.
3. Program Advisory Committees (PACs) also provide current industry input to ensure that EL remains appropriate to the curriculum delivery.
4. St. Clair College has also completed the formalization of Standard Operating Procedures (SOPs) for EL to ensure processes and procedures are in accordance with College policies and Ministry requirements. Every student is provided an opportunity. This SOP helps to define the roles and responsibilities of the Academic Departments, Career Services, students and industry partners.

***Documenting Types of Experiential Learning:***

In order to be deemed an EL experience, the following criteria must be met:

- The student is in a workplace or simulated workplace.
- The student is exposed to authentic demands that improve their job-ready skills, interpersonal skills and transition to the workforce.
- The experience is structured with purposeful and meaningful activities.
- The student applies program knowledge and/or essential employability skills.
- The experience includes student self-assessment and/or evaluation of the student's performance and learning outcomes by the employer and/or College.

The following are types of EL occurring within St. Clair College programing:

- Work-Integrated Learning:
  - Clinical.
  - Co-operative Education/Internship.
  - Placement/Job Shadowing.
  - Apprenticeship.
- Enterprise Learning Experiences.
- Applied Research.
- Service Learning.
- Interactive Simulation.
- Performance.
- Capstone Projects.
- Co-curricular Learning Experiences.
- Job Shadowing.



GOAL	OBJECTIVE
Academic Excellence.	Review of program sustainability and rationalization metrics. <ul style="list-style-type: none"> <li>• Review of program sustainability model and establish criteria to ensure alignment with the new SMA3 guidelines.</li> </ul>

## REPORT ON PREVIOUS YEAR'S GOALS

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

There has been a shift in demographics provincially and the system has seen a reduction in domestic student enrolment, impacting weighted funding units. In addition, the Ministry has made modifications to policy framework that has impacted College funding and revenue. These changes have necessitated a thorough review of existing programs that are facing declining student interest and reduced provincial funding. To help determine the feasibility of our existing programs, the College developed a policy and procedure for program sustainability. This process was the result of collaboration between the College's Academics, Centre for Academic Excellence and Enterprise Analytics leads.

### *Program Sustainability*

The original intent of program sustainability was to identify programs that were not meeting the College contribution margin of 40%. However, even though financial viability is crucial, it is clear there are other factors that must be analyzed when a program is identified for a holistic sustainability review (growth, quality, community need, etc.). These additional factors include the current job market, community interest and need, Key Performance Indicators (KPIs), retention rates, human resource impact, Strategic Mandate Agreement (SMA) metrics and dependency of other programs within the institution.

### *The Process*

At the February 2020 meeting, College Administration provided the Board with an update regarding program rationalization and sustainability reviews for six programs utilizing the Program Sustainability Metric Summary (PSMS) scoring model.

Also in February 2020, College Administration provided the Board of Governors with a plan related to revising program costing and the amendments from the Strategic Mandate Agreement 3 (SMA3).

Based on the new Ministry guidelines around SMA3 and the new measurables, St. Clair College has modified the existing PSMS and program sustainability model to align with the new metrics.

GOAL	OBJECTIVE
Academic Excellence.	<p>Review of Quality Audit requirements, gap identification and draft Self-Study.</p> <ul style="list-style-type: none"> <li>• Creation of draft Self-Study for Quality Audit.</li> <li>• Gaps identified and resolved.</li> <li>• All College policies to be reviewed and revised as required and the creation of an enhanced process to ensure annual review.</li> </ul>

## REPORT ON PREVIOUS YEAR'S GOALS

Preparations for the CQAAP Self-Study started in September 2019 and the CAE conducted a thorough review of Quality Assurance policies, processes and practices from across the College. The review revealed that Quality Assurance is part of St. Clair's culture, and is a natural part of daily operations, which resulted in a strong Self-Study submission.

As with any Quality Assurance process there is always room for improvement, and in addition to numerous advancements, there were a few gaps identified. The CAE prepared a gap analysis for the QA Panel. Each gap was carefully evaluated and actions were taken to resolve them. Initially, each Sector presented the QA Panel with the current QA systems employed in their sector. This exercise provided key information for addressing identified gaps.

The College's Self-Study was finalized and submitted to the Auditors on April 1, 2021 (in advance of the April 6, 2021, submission date to account for the Easter holiday). The 154-page Self-Study was shipped to each auditor and included a USB key containing all associated documents and evidence documents (over 1,000). A virtual site visit occurred from June 15-17, 2021.



GOAL	OBJECTIVE
Research and Development.	Promote interdisciplinary research aligned with area of program strengths/degree offerings. <ul style="list-style-type: none"> <li>• Plan and conduct research professional development sessions, research scholarship and innovation days for faculty.</li> </ul>
	Document and increase the number of students participating in research <ul style="list-style-type: none"> <li>• Implement and maintain a database regarding internal research projects.</li> </ul>
	Increase awareness of St. Clair College research. <ul style="list-style-type: none"> <li>• Increase communication and showcase College research internally and externally.</li> </ul>

## REPORT ON PREVIOUS YEAR'S GOALS

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

To support Research and Development, 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 research and development investment, commercialization activities and enhanced student and employee training.

Collaborative participation with Applied Research and Development at St. Clair College will help position Windsor-Essex and Chatham-Kent as competitive regions for innovation, generating new revenues and high-value jobs, both locally and throughout Canada.

During the initial stages of the COVID-19 pandemic, the R&D department worked closely with industry and community partners to assist with treatment and protection from the virus. Examples include assisting with the development and testing of a ventilator concept and developing standardized sewing protocols for a mobilized community organization making masks for long-term care homes. These events received local attention, highlighting St. Clair College as a strong a community partner.

The following outlines the Applied Research and Development initiatives that operationalize the objectives within the 2020-2021 Strategic Directions:

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

The measure of this objective is "Plan and conduct research professional development sessions, research scholarship and innovation days for faculty.

To this end, we have conducted the following professional development:

- a) We have recently acquired robotics and vision equipment to conduct research projects. We have conducted training sessions for our researchers for equipment utilization.
- b) Through a regional initiative focusing on building capacity for research in automobility, an online event, Automobility Academic Partnership, was held. Interdisciplinary faculty from St. Clair College and the University of Windsor collaborated on this initiative.
- c) WE-SPARK, our local health institute, hosts think tanks on a bimonthly basis, bringing together various diverse researchers from the College, University of Windsor and healthcare organizations. St. Clair faculty have participated in these events to brainstorm ideas for research projects. One of the brainstorming sessions was led by St. Clair College faculty.

- d) WE-SPARK awarded a number of grants focusing on COVID-19. Weekly virtual events were held to provide a forum for researchers to present their topics. Faculty from Nursing, Data Analytics and Fashion Design participated in these sessions, which included colleagues from the University of Windsor, Hotel-Dieu Grace Healthcare and Windsor Regional Hospital.
- e) In support of research in the School of Nursing, Applied Research and Development staff meet with the Nursing Committee to provide support and information on research activities and to assist with the development of research scholarship strategies.

### **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”.

To this end, we have conducted the following:

- a) The R&D department has purchased project management database software to track all research projects. The database is currently being populated and developed for optimization, as some programming is required.
- b) The R&D department, in collaboration with the Genesis Entrepreneurship Centre, is developing a strategy to coordinate efforts to promote and document internal innovation projects.
- c) The R&D department has been engaging with faculty that oversee Capstone projects to assist with the facilitation of tracking and promoting internally driven innovation projects.

### **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, we have conducted the following:

- a) Applied Research and Development has updated their webpage, where students and potential industry partners can learn about our facilities, thematic research areas and collaboration opportunities. A link to our webpage can be found on St. Clair College’s website at <https://www.stclaircollege.ca/applied-research>.
- b) Distribution of an R&D newsletter internally throughout the College. This newsletter highlights the successes of the previous year, programs that have been involved in research activities and upcoming opportunities.
- c) The R&D department has a twitter account @StClairResearch, in which we promote success stories in the department.
- d) The R&D department held a public event with TELUS to announce the installation of 5G technology in the Ford Centre for Excellence in Manufacturing and the Centre of Applied Health Sciences buildings. This 5G technology provides the Research department the ability to engage in projects that require large volumes of instantaneous data, such as in manufacturing, health care and mobility environments. This event received significant media coverage, showcasing the College’s initiatives in pursuing emerging technologies.
- e) Media exposure on the topic of autonomous vehicles and the College’s investment and research in that field.
- f) The Director of Applied Research and Development participated as a panel member at a couple of virtual conferences (local automobility forum and the Automotive Parts Manufacturers’ Association (APMA) conference). These opportunities promoted the St. Clair College Research and Development department.
- g) The R&D and Marketing departments have promoted some of our success stories such as, the 5G announcement and the 3D printing of a lawnmower for a startup company. These successes have been promoted on the College’s website and through social media.

During the initial stages of the COVID-19 pandemic, the R&D department worked closely with industry and community partners to assist with treatment and protection from the virus. Examples include assisting with the development and testing of a ventilator concept and developing standardized sewing protocols for a mobilized community organization making masks for long-term care homes. These events received local media attention, highlighting St. Clair College as a strong community partner.

GOAL	OBJECTIVE
Student Pathways.	<p>Continue to explore academic pathways for students (college to college, college to university and university to college).</p> <ul style="list-style-type: none"> <li>• Continue to increase the current number of student pathways year over year.</li> <li>• Promote student pathways for heightened awareness.</li> </ul>

## REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College has a number of articulation and pathway agreements with post-secondary institutions in Ontario, Canada and internationally. Through these agreements, graduates may receive transfer credit for several courses, a full semester or a full year (or more) toward additional post-secondary credentials. St. Clair College has also been engaged in pathways for students in high school, Pre-Apprenticeship, Apprenticeship and university to college. New pathways by school introduced in 2020-2021, include the following:

### *Zekelman School of Business and IT*

1. An agreement was established with Lawrence Technological University in Southfield, Michigan, which allows graduates of the following three-year Ontario College Advanced Diploma programs to earn a Master's Degree in Business (MBA) or a Master's Degree in Information Technology (MSIT), in two years or 18 months, respectively, after their successful completion at St. Clair College:
  - Business Administration – Marketing
  - Business Administration – Accounting
  - Business Administration – Finance
  - Business Administration – Human Resources
  - Honours Bachelor of Business Administration (Information Communication Technology)
2. St. Clair College successfully collaborated with the Supply Chain Management Association (operating as Supply Chain Canada), located in Toronto, Ontario, to garner a pathway for graduates to earn the Supply Chain Management Professional (SCMP) designation.
3. Graduates of the two-year Ontario College Diploma Business – Marketing program have a pathway to a Bachelor of Science in Business Administration in Marketing with optional MBA at the Mike Ilitch School of Business at Wayne State University, located in Detroit, Michigan.
4. Graduates of a two-year Ontario College Diploma in Business have a pathway to a Bachelor of Science in Business Administration in Accounting, Finance, Global Supply Chain Management, Information Systems, Management or Marketing at the Mike Ilitch School of Business at Wayne State University, located in Detroit, Michigan.

### *School of Engineering Technologies*

1. St. Clair College and Durham College worked together and established a pathway to allow graduates of St. Clair's three-year Biomedical Engineering Technology – Equipment and Devices program to pursue a Bachelor of Healthcare Technology Management degree at Durham College. Successful students from the Biomedical Engineering Technology program will be admitted into year three at Durham.

2. Limerick Institute of Technology (LIT) in Ireland worked with St. Clair College to establish a pathway for graduates of the three-year Electronics Engineering Technology – Industrial Automation (EET – IA) program to enter into year four of LIT's Bachelor of Engineering (Honours) in Electronic Engineering degree program, thus creating an appealing "3 + 1" scenario for students wishing to further pursue their education abroad. Eligible graduates from the EET – IA program can also enroll into year four of the Bachelor of Engineering (Honours) in Industrial Automation & Robotic Systems' degree program at LIT. Lastly, successful graduates of the two-year Electrical Engineering Technician program can apply for entry into year three of the four-year Bachelor of Engineering (Honours) in Electrical Engineering Technician program at LIT.
3. An astounding agreement with three pathways for graduates of the Biomedical Engineering Technology – Equipment and Devices to Institutes of Technology Sligo in Ireland, was created. Graduates are eligible to earn a Bachelor of Engineering in Mechatronics or a Bachelor of Science in Biomedical Science in under a year's time (approximately nine months). Students can also elect to enroll in the Bachelor of Science (Honours) in Medical Biotechnology program for a period just shy of two years (approximately 21 months).
4. Additional agreements were generated between IT Sligo and St. Clair for the Interior Design and Chemical Laboratory Technology programs. Interior Design graduates are eligible to earn a Bachelor of Arts (Honours) in Interior Architecture and Design in under a year's time (approximately nine months). Chemical Laboratory Technology graduates are eligible to earn a Bachelor of Science (Honours) in Pharmaceutical Science with Drug Development in under a year's time (approximately nine months).

### **School of Media, Art and Design**

1. St. Clair College and Conestoga College in Kitchener, Ontario partnered to build a pathway for eligible St. Clair Graphic Design graduates to enroll in year three of the Bachelor of Design (Honours) Degree program at Conestoga, via a third-year degree bridge course.

### **Special Note**

1. Through the work of Project Maple Scholar, non-commissioned members who have attained Developmental Period 2 rank (NCMDP2) from the Canadian Armed Forces will be considered as having met the requirement of a prior diploma for admission into several of St. Clair College's graduate certificate programs. The eligible programs are:

- Event Management
- Human Resources Management
- International Business Management – Logistics Systems
- Media Convergence

### **Marketing Initiatives to Promote Student Pathways**

1. Virtual information nights were held in November and December highlighting pathway opportunities.
2. Development of a hot spot with video highlighting student pathways that will be included in the St. Clair College Virtual Information night. These will also be sent to all guidance counsellors.
3. Hosted a student pathway booth at the Ontario College Virtual Fair.
4. Student pathways messaging was added to the College's Technology Leaders campaign page.
5. Creation of web graphics for the College's program web pages that indicates available student pathway opportunities with the corresponding institutions' logo.
6. Organic social posts that highlight student pathways by program.
7. The use of traditional media.
8. Pathways are highlighted by the Marketing and Recruitment department during each high school presentation.
9. Pathways are included in the annual St. Clair College Admissions Handbook.

5.2

**STUDENTS** (*Retention, Graduation Rate and Success*)

GOAL	OBJECTIVE
Support Student Success.	Increase Student Success. <ul style="list-style-type: none"><li>• Resurrect a Student Retention Committee and Create Terms of Reference.</li></ul>

**REPORT ON PREVIOUS YEAR’S GOALS**

St. Clair College previously developed an Ad Hoc Retention Committee in an effort to recognize and communicate that student success is a collegewide responsibility. The previous Committee was in place for the period of April 1, 2016 to March 31, 2019.

The Student Retention Committee role is to provide recommendations to the Senior Operations Group for implementation with refocused Terms of Reference to increase student success.



## 5.2

## STUDENTS *(Retention, Graduation Rate and Success) CONT'D*

GOAL	OBJECTIVE
Support Student Success.	Increase student success. <ul style="list-style-type: none"> <li>Monitor, analyze, review and report impact of English testing for international students.</li> </ul>

### REPORT ON PREVIOUS YEAR'S GOALS

The Student Success Centre team is committed to assisting St. Clair College students to improve their English reading and writing skills at the college level. Given the pandemic situation, there are currently no in-person assessments and services. The team is offering services virtually to all students studying locally and abroad.

Student Success Technologists reach out to all first-year international students at the beginning of each semester to welcome them, highlight available services and provide instructions. The team helps students with the assessment process and to coach students on success pathways.

The Accuplacer assessment platform uses the latest computer-adaptive technology, with assessment questions that are based on a student's skill level. The Accuplacer assessments allow the College to gain an accurate measure of a student's academic English skills to provide the appropriate resources to help students be successful at the college level.

MyLab Writing is another adopted learning tool that empowers domestic and international students through self-paced personalized learning to upgrade their English language skills to succeed at college. It provides targeted skill practice through personalized and adaptive instruction, unique to every student. Starting with the Path Builder, the results from each student's learning path provides a personalized pathway for that student to build their English skills through a variety of activities.

The College has adopted a new re-admission procedure requiring English assessment as a mandatory first step for re-admission. Dismissed students are provided with instructions for next steps should they want to be considered for re-admission based on College policies and procedures. This new process connects students with the Student Success Centre to utilize the services and supports that are available to assist all St. Clair College students with English language, reading and writing skills at the college level.

TERM	ASSESSMENT INVITES	BY CAMPUS	ACCUPLACER ASSESSMENTS	ASSESSMENT BY CAMPUS	MYLABWRITING ACTIVATIONS
WINTER 2020	1,498	890 Windsor 608 Downtown	391	158 Windsor 233 Downtown	250
FALL 2020	1,118	494 Windsor 608 Downtown 66 Chatham	237	Approx. 90% studying remotely	54
WINTER 2021 (in progress)	1,633	727 Windsor 867 Downtown 39 Chatham	262	Assessments proctored remotely	262

Winter 2021 includes all international student dismissals required to complete Accuplacer Assessments prior to academic re-admission.

GOAL	OBJECTIVE
Support Student Success.	<p>Increase student success.</p> <ul style="list-style-type: none"> <li>• Increase institutional efforts to enhance Soft Skills for students through various mechanisms and activities (i.e., online tools, mock interviews).</li> </ul>

## REPORT ON PREVIOUS YEAR'S GOALS

Career Services has been strategically positioned to support students in a variety of ways. While traditionally Career Services supports students with career and employment objectives, the services and supports offered have expanded to include a range of activities to increase Soft Skills. Often employers are indicating that Soft Skills are equally or more important when hiring than hard skills. Career Services quickly pivoted to offering virtual services for students and employers through email, telephone, website and the St. Clair College CareerCentral electronic portal.

Some of the Career Services activities and mechanisms to support students include:

1. Resume critique and feedback – providing coaching and assisting students to identify and articulate their Soft Skills; reviewing and assisting students to locate the Essential Employability Skills (EES) that are outlined on their Course Outlines and form part of their learning in achieving course/program outcomes.
2. Interview Preparation – providing coaching and assisting students in preparation for interviews with prospective employers including mock interviews and more recently, preparing for and excelling at virtual interviews.
3. Offering virtual workshops and class presentations to assist students.
4. The Industry Liaison Office assists employers with navigating the more than 120+ programs and to identify students and graduates who will meet their workforce needs, highlighting the Vocational Learning Outcomes (VLOs - hard skills) as well as the Essential Employability Skills (EES - Soft Skills) that an employer could expect from a graduate of a particular program.

Having direct contact and building relationships with hiring managers allows for staff to have good insight with respect to employers' needs and to work with students to help them understand employers' needs. This additional insight provides students with a chance to reflect on their strengths/skill sets and express these to a prospective employer.

Summary of services offered:

YEAR	CAREER SERVICES	CLASS PRESENTATION/ WORKSHOPS	EMPLOYERS POSTING JOBS
To date	Windsor Campuses	1,679	1,363
	Chatham Campus	367	128

St. Clair College continues to be committed to supporting student success and will deliver strategic supports and services to provide graduates with the necessary skills and qualifications to be successful in their career aspirations and address employer needs.

GOAL	OBJECTIVE
Support Student Success	<p>Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.</p> <ul style="list-style-type: none"> <li>• Continue to increase “Campus Life” activities by three events per year.</li> </ul>

## REPORT ON PREVIOUS YEAR’S GOALS

St. Clair College believes that student life is significantly important and wants to create an environment that fosters team spirit, collaboration and community involvement which are key ingredients of a comprehensive and well-balanced education. To support this Strategic Direction, the College provides the Board a list of three new student-oriented initiatives run by the College or in partnership with the Student Representative Council (SRC), Saints Student Athletic Association (SSAA) and Thames Students Incorporated (TSI).

In this year of COVID-19, the student groups have worked hard to engage students with virtual and some limited face-to-face events during the 2020-2021 school year.

### SRC

1. In response to COVID-19, the SRC has provided direct delivery for requested student food bank orders to any students throughout Windsor and Essex County.
2. In November, the SRC promoted a gingerbread house baking contest for all students. The SRC supplied ingredients, a recipe card and information about the contest. Students finished their houses, submitted pictures and were judged online. Prizes included SRC swag packages and local gift cards.
3. To coincide with the College’s annual Winter Blues week in February, the SRC asked students to nominate other students who would benefit from a pick-me-up or a bit of happiness. The SRC, being mindful of the mental health impact of this pandemic on students, instituted this new event to share some cheer. It was promoted on all their social media platforms. Prizes included SRC swag packages and local gift cards.

### SSAA

1. In September, the SSAA Board ran a Golf Tournament at Woodlands Hills, open to all students. The proceeds from the event were donated to the Canadian Mental Health Association (CMHA) in October, in support of our community.
2. On November 14, 2020, the SSAA held a volleyball and basketball challenge in the Classic Gym with prizes of three \$300 scholarships and one \$100 scholarship. The individual student skills challenge followed all social distancing protocols and COVID-19 requirements.
3. In March, the SSAA began posting ‘Saints Talk’ series of interviews with varsity coaches and athletes. The first interview highlighted Women’s Volleyball Head Coach Jimmy El-Turk. Postings will continue bi-weekly until the end of the semester. This is a virtual check-in for athletes and staff to share how they are getting through the pandemic.

### TSI

1. In September 2020, TSI organized their first Orientation drive-thru. This drive-thru allowed students to pick up Orientation packages, have their questions answered and provided them with some great TSI swag.
2. In November 2020, TSI hosted a Paint Night Drive-Up Party. Encouraging students to use their creative skills, TSI provided painting kits that included a canvas, paintbrush and assorted paints. A drive-thru was used for students to pick up their take-home Paint Party kit. Students shared their finished artistic creations on the various TSI social media platforms.

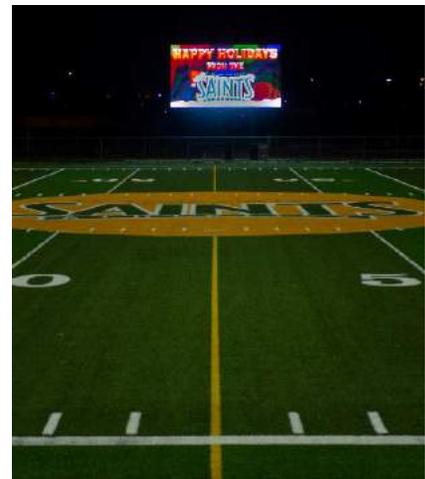
## 5.2

### STUDENTS *(Retention, Graduation Rate and Success) CONT'D*

3. In February 2021, TSI hosted and promoted students' participation in the most recent evolution of the Special Olympics Polar Plunge. The Chatham campus has been the site of the annual Polar Plunge where participants jump into an outdoor pool filled with freezing water. This was the fourth year of the annual event, and it was held virtually, due to the pandemic. Partnering with the Chatham-Kent Law Enforcement Torch Run, Chatham students and TSI staff wore Polar Plunge shirts, had fun blow-up pool floaties and slid across the water covered tarp in the snow to show their support for the Special Olympics. Each participant collected pledges and sponsorships for the event, with TSI and Chatham-Kent Police Services together raising a total of \$16,926.

#### **St. Clair College**

1. Downtown Windsor Business Improvement Association (DWBIA) approached the College to sponsor a regional gingerbread house baking and decorating competition in November. This was a way of providing the community a COVID-19 family activity. The competition was promoted by the Windsor Star, DWBIA and our College social media platforms. The first round of judging was done by a panel of five judges that included St. Clair College Centre for the Arts Executive Chef Carmen Incitti. The next round of judging was open to the public, via the Windsor Star website. Winners were provided with gift certificates for downtown Windsor merchants.
2. The College was the host for the 52nd Annual Windsor Santa Claus Parade. In response to the pandemic, the event was held as a reverse drive-thru parade, that took place at the Windsor campus on Saturday, December 5, 2020. Instead of the parade going past spectators, residents drove their vehicles past the many magnificent floats, gigantic character balloons, bands playing favourite Christmas music and ending with Santa & Mrs. Claus. The College's IT staff designed the parade appointment booking system that was used, allowing the public to pre-book their free ticket to attend in a time slot of their preference.



GOAL	OBJECTIVE
Support Student Success.	<p>Maintain and report Athletic Performance Indicators (API's) that align with academic/corporate priorities.</p> <ul style="list-style-type: none"> <li>• Collective Varsity GPA.</li> <li>• Scholarship Achievement Rate.</li> <li>• Departmental Win/Loss Record.</li> <li>• Provincial/National Recognition Hits.</li> <li>• Increase Athletic Department Revenue.</li> </ul>

## REPORT ON PREVIOUS YEAR'S GOALS

The St. Clair College Athletics Department has designed and implemented a set of performance indicators that enable the College to measure the academic and athletic achievements of its varsity athletic programs.

Five metrics have been developed and are currently used by staff as a basis for improving performance:

PERFORMANCE INDICATOR	RESULTS 2020-2021
Varsity Grade Point Average	3.09
Scholarship Achievement Rate	85%
Departmental Win/Loss Record	COVID-19 – No Season
Provincial/National Recognition	COVID-19 – No Season
Revenue	\$1,144,307

In summary, the API results indicate that:

- The College's 163 varsity athletes had a collective Grade Point Average of 3.09.
- 85% of varsity athletes successfully completed each course they were enrolled in and maintained a minimum Grade Point Average of 2.0, achieving the requirement to receive a \$1,250 athletic scholarship per sport semester.
- Two years ago, St. Clair College was recognized by the OCAA for strong eligibility rates and this trend has continued at 98% this semester.
- In 2020-2021 all Saints teams practiced and selected rosters. Each practice was supervised and followed strict COVID-19 protocols for a total of 137 practices.
 

○ Men's Baseball 3	○ Cross Country 11	○ Men's Soccer 14
○ Men's Basketball 14	○ Men's Volleyball 23	○ Football 13
○ Women's Softball 4	○ Golf 4	○ Women's Soccer 14
○ Women's Basketball 14	○ Women's Volleyball 23	<b>Total Practices 137</b>
- Although the varsity season was cancelled, Athletic initiatives have continued with the launching of a new St. Clair Tradition App to engage our varsity alumni and student athletes, the introduction of a Women's Sport Leadership Committee to support our young female athletes and provide mentorship opportunities and significant purchasing of Sports Park equipment and instructional supplies to round out the new facilities.
- The various departments/programs comprising Saints Athletics brought in revenue totaling \$1,144,307.

GOAL	OBJECTIVE
Administrative and Student Service Excellence.	Review and implementation of new Student Satisfaction Survey (KPI Survey). <ul style="list-style-type: none"> <li>• Development and implementation of survey.</li> </ul>

## REPORT ON PREVIOUS YEAR'S GOALS

The 2020-2021 academic year presented an opportunity to improve survey questions and increase the efficiency of survey administration. As a result, several colleges collaborated to create a replacement survey, the Student Experience Survey (SES) was administered online during the Winter 2021 semester.

### 1. Participants

St. Clair and 12 other colleges used the SES. Due to the number and composition of the participating colleges, it implies that St. Clair will be able to reliably benchmark its results.

#### Questionnaire Improvements:

In switching from the KPI to the SES, St. Clair is aligning with new survey practices that seek to determine if the lived student experience matches the planned student experience. Core capstone questions on knowledge and skills, learning experiences, student services and facilities are maintained for continuity with historic KPI results. However, sub-questions in these areas now profile the extent and means by which students develop and improve technical and transferable skills. New sections dedicated to remote learning and college to student communication better capture the expectations of modern education and provide data for audit requirements.

### 2. Methodology Improvements

The SES was administered online through a survey management platform and will continue to be administered online once in-person classes resume. This administration change is responsive to student requests and permits more detailed analysis of results as student underlying data can be confidentially paired with student responses. Students were able to express their thoughts, feelings and concerns through ratings, rankings and comments. In particular, comment cards are now integrated within the SES with writing prompts that change according to previous responses.

### 3. Analysis Improvements

Results were shared using the Tableau visual analytics platform. The performance of programs and clusters of programs are evaluated within and between schools, in addition to the usual year-over-year analysis. At a system level, the standardized data set permits efficient comparisons of program and college performance between institutions.

### 4. Cost Benefits

The direct costs of administering the SES and preparing data for analysis are expected to be 60% less than the direct costs of the KPI. Indirect cost savings include over 300 volunteer, work study and reassigned work hours and over 150 instructional hours reclaimed in moving the survey online.

GOAL	OBJECTIVE
Increase Enrolment.	International Enrolment. <ul style="list-style-type: none"> <li>• Maintain/grow current international enrolment in Windsor and Chatham.</li> </ul>

## REPORT ON PREVIOUS YEAR'S GOALS

Since Winter 2018, St. Clair College has accomplished significant international enrolment growth in our Windsor and Chatham campuses, growing from 2,315 to 4,684 full-time students.

WINDSOR – CHATHAM DAY 10 INTERNATIONAL ENROLMENT	
2018 Winter	2,315 Students
2019 Winter	4,475 Students
2020 Winter	4,870 Students
2021 Winter	4,684 Students

Although incremental growth took place over the three-year period from 2018 to 2020, a small decrease of 3.9% occurred in 2021. This decrease is directly related to the COVID-19 pandemic and the subsequent barriers that exist in obtaining student visas.

Currently, potential international students are hesitant to begin their studies online until they receive official study permit approvals. The St. Clair College International Department continues to receive substantial payments/deposits from potential international students, but a high degree of uncertainty continues as the pandemic situation evolves.



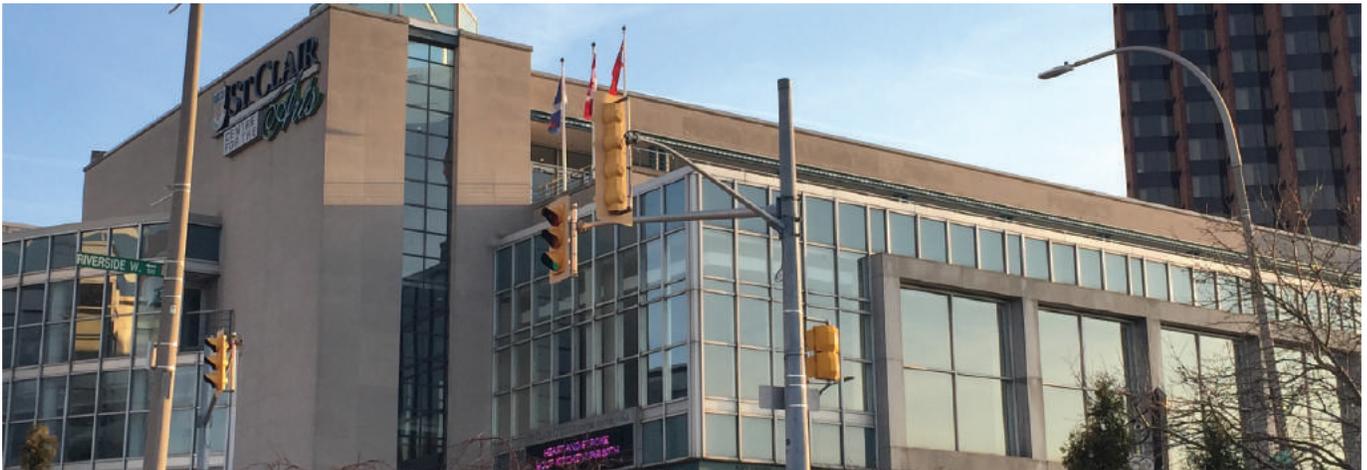
GOAL	OBJECTIVE
Increase Enrolment.	Increase student capacity in Windsor. <ul style="list-style-type: none"> <li>Pursue and create plan for additional space capacity for increased enrolment for Windsor Downtown campuses.</li> </ul>

## REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College has experienced unprecedented growth in international student enrolment. Three years ago, the College expanded the Downtown campus by leasing the facility, located at 1 Riverside Drive West in Windsor, adding classroom capacity to meet student demand. The additional space reached a utilization factor of 100% prior to the COVID-19 pandemic. As a result, the College was forced to deliver classes in the evening and on Saturdays.

One or two evening classes per week is acceptable for most students but Saturday classes limit their opportunity to find part-time employment. In anticipation of the return of students to face-to-face delivery in January, the College has leased the facility, located at 333 Riverside Drive West in Windsor, and added further space of 15,000 square feet and seven classrooms.

Although the majority of classes will continue to be delivered online for Winter 2021, the space will be ready and in possession of the College. Having the supplemental capacity at the Downtown campus has allowed the College to recruit heavily for future semesters to make up for the loss of enrolment from Spring and Fall 2020, due to the global pandemic.



GOAL	OBJECTIVE
Enhance Student Life.	Sports Park Opened and Operating. <ul style="list-style-type: none"> <li>Formalized Operational Plan and Service Agreement Completed.</li> </ul>

## REPORT ON PREVIOUS YEAR'S GOALS

The St. Clair College Sports Park was completed and a ribbon cutting ceremony was held November 17, 2020.

The Sports Park construction was completed within budget.

- A tripartite Sports Park Management Agreement has been signed with the Student Representative Council (SRC) and Saints Student Athletic Association (SSAA).
- The 2020-2021 slate of SSAA members have started online meetings and are being orientated as to their responsibilities to the Sports Park, both financially and operationally.
- SSAA entered into an agreement with Windsor Tennis Management to operate the Zekelman Tennis Centre. Students will have access to tennis, tennis lessons and intramural tournaments. The facility will operate 360 days per year from 7 a.m. to 11 p.m. and will include community access/rentals.
- A balanced operating budget was developed for the initial year of Sports Park operations. The budget includes the creation of reserves to mitigate risk moving forward.
- Community rental requests have skyrocketed! It is important to note that this is a "student first" facility thus community rentals will only be added once our student requirements are determined.



GOAL	OBJECTIVE
Enhance Student Life.	Completion and occupancy of the third-party student residence. <ul style="list-style-type: none"> <li>• Student residence built and student occupancy commenced.</li> </ul>

## REPORT ON PREVIOUS YEAR'S GOALS

Building and construction of the student Residence commenced in February 2019. Ongoing construction meetings between St. Clair College, Global Education Mihome (GEM), Z-Modular and Petretta Construction (site manager) continue, in order to ensure the project is completed in accordance with the amended schedule as COVID-19 has delayed the project, as well as to ensure College standards are met. The College has also designated a part-time Administrator to oversee the build.

The following project details have either been completed or are on schedule for completion:

- All modules were installed as of April 2021.
- Interior work is ongoing for all floors.
- Outside site work should be completed by the end of June.
- Deficiency list for the suite to start the 3rd week of June.
- Hallway deficiency list to start first week of July.
- Substantial completion date is July 30, 2021.
- Owner's management team will be able to get into the building at that time.
- Testing and commissioning of systems to be started July 1.
- Building should be ready for student occupancy for September.



## GOAL

Increase/Monitor Community Local Impact.

## OBJECTIVE

Monitor and increase economic impact on local community.

- Conduct annual research of community spending and impact.

## REPORT ON PREVIOUS YEAR'S GOALS

The College engaged EMSI in 2018 to perform an economic value study. The study assessed the impact of the College on the regional economy and the benefit generated by the College for its main stakeholders: students, taxpayers and society. The study reports on two main measures: economic impact and return on investment. The results of the 2018 study showed that the College has a significant positive impact on the business community in the regional economy and generates benefits in return for the investments made by students, taxpayers and society.

The College had EMSI refresh the economic value study in 2019. This was done in response to the initial parameters outlined in the SMA3, as one of the ten metrics that would be included in the performance/outcome-based funding envelope. As the SMA3 process progressed, the College determined that using the economic value study as a metric could present challenges when trying to minimize the risk of reduced performance/outcome-based funding. This is due to the lack of economic value data beyond two years, external data changes (i.e., census) that make year-over-year comparisons difficult and leads to a problematic allowable performance target set by the Ministry. That being said, the EMSI report provided supporting documentation for our Economic Impact of International Students metric.

The 2019 economic value study was presented to the Board of Governors on January 25, 2020. It showed strong improvement from the 2018 study on the economic impact and return on investment metrics. The College indicated it was committed to continuing with the study on an annual basis for the next five years. An additional benefit of the study is that it allows the College to utilize the data when collaborating with community partners, as it assesses the College's impact on the regional economy and the benefits generated by our main stakeholder groups.

In following through with its five-year commitment, the College had EMSI refresh the economic value study for 2020. While this report is useful in demonstrating the current value of St. Clair College, it is not intended for comparison with previous studies conducted by EMSI. Differences between study results year over year do not necessarily indicate changes in the value of the College. It only reflects that there were changes in external data or the College's data.

The College's 2020 study shows continued overall improvement in the report's metrics:

MEASURE	2020	2019	VARIANCE
Operations Spending Impact	133.1	123.6	9.5
Student Spending Impact	25.6	16.5	9.1
Alumni Spending Impact	647.9	630.8	17.1
Total Jobs Supported	9,381	7,414	1,967
Investment – Students Gain	2.1	2.4	(0.3)
Investment – Taxpayers Gain	7.6	5.9	1.7
Investment – Society Gain	7.2	7.7	(0.5)

## 5.3 COMMUNITY ENGAGEMENT *CONT'D*

### GOAL

Increase Corporate Training.

### OBJECTIVE

Enhance our reputation as a training centre for the workplace of our community.

- Excluding PCPP, increase entrepreneurial (non-public) revenue by 3% (15% over 5 years).

## REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College's Corporate and Professional Training division extends the College's programs and training services to business and industry. This division specializes in providing the kind of learning and training that is required by companies who view employee skills enhancement and education as a business tool to maintain their competitive edge in the global marketplace. St. Clair College's Corporate and Professional Training programs are custom designed to fit industry's specific needs, delivering affordable, results-oriented training, both nationally and internationally.

Between 2016 and 2020, Corporate Training revenue continued to increase, adding new clients/employers each year, as well as new training initiatives:

YEAR	REVENUE	INCREASE
2015-2016	\$625,489	Base Year
2016-2017	\$840,458	34% Increase from Base Year
2017-2018	\$950,260	52% Increase from Base Year
2018-2019	\$887,178	42% Increase from Base Year
2019-2020	\$775,913	24% Increase from Base Year
2020-2021	\$167,562	April 1, 2020 to September 30, 2020 (Mid-Year)

From April 1 to September 30, 2020, corporate training initiatives have been completed with FCA Fiat Chrysler Automobiles including welding evaluation/consulting, training and welding certification; with Kautex Textron for aptitude testing with practical and theoretical assessment; virtual delivery of The Business of Tomorrow courses for CTDI and Hiram Walker companies; as well as virtual delivery of Project Management modules.

St. Clair College continues to deliver customized corporate and professional training for several key local and global businesses including: City of Windsor, Ford Motor Company, Martinrea as well as a number of Tier 1 and 2 suppliers to Original Equipment Manufacturers (OEMs). Our advanced manufacturing knowledge and training programs afford us the ability to continually seek new opportunities.

GOAL	OBJECTIVE
Brand Identification.	Continuation of new brand “Rise Above the Ordinary” initiatives. <ul style="list-style-type: none"> <li>Number of actions taken to increase brand awareness.</li> </ul>

## REPORT ON PREVIOUS YEAR’S GOALS

Virtual outreach initiatives by the recruitment team involved high school presentations, province-wide college fairs, individual and group tours, as well as, hosting other events that showcased our programs such as “Get Skilled” and the Guidance Counsellor Forum.

Digital advertisements were purchased by quarter and the results were measured against specific goals.

In addition to our long-standing slogans, “Start Here Go Anywhere” and “Rise Above the Ordinary”, we employed four new catchphrases to tie into our brand: “Take Flight”, “Saints Nation”, “Saints Strong” and “The World Needs You – See Beyond Today”.

For our students, “Take Flight” represents the end of their learning runway and the beginning of their journey upwards to job opportunities and growth.

“Saints Nation” and “Saints Strong” evoke a team mentality and sense of belonging to the College. Though both terms are affiliated with athletics, these slogans reinforce strength in numbers: You are one student, but you are strong because of your connection with others.

This past year, we designed an annual plan for placed media and messaging on all the College’s social media platforms: Facebook, Twitter, Instagram and Tik-tok.

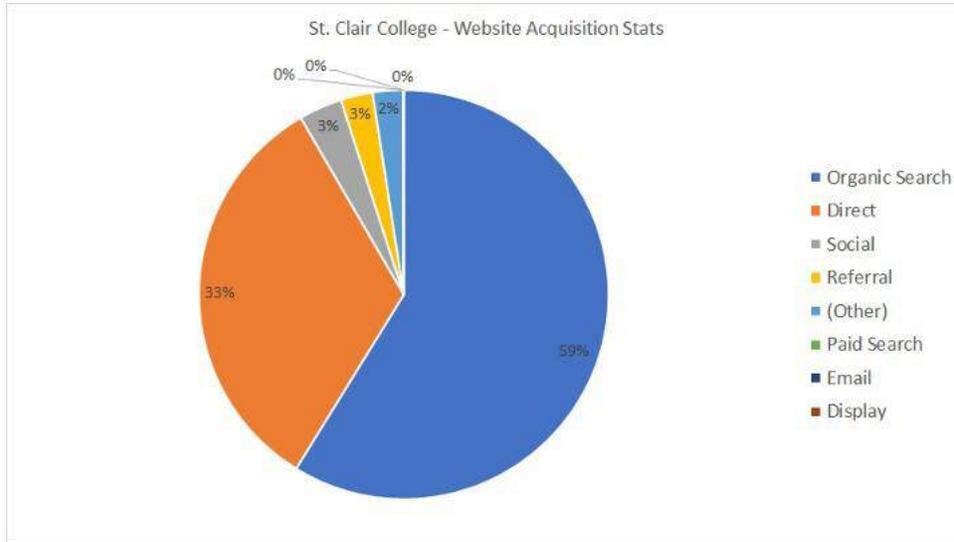
Digital and social media were selected as the primary channels for messaging based on their flexible platforms and our ability to target an audience at a granular level. We utilized research done by our advertising agency, Douglas Marketing Group, to determine the test market. Digital marketing tools were used to track results in real time and measure the effectiveness of the campaigns. This also provided opportunities to adjust the creative messaging or choose a different audience profile.

An aggressive digital and social media campaign was implemented as part of the College’s recruitment strategy. The summary of key outcomes includes the following:

### 1. Social Campaign

- Over 50 social ads were developed.
- Total Social Reach: 1,967,248. Reach is number of times that distinct users have come across sponsored posts.
- Total number of impressions: 15,176,209. Impressions are total number of people who have seen our ads (duplicated).
- Total Click Throughs: 51,264 to either a campaign landing page or website.

## 2. Digital Campaign



### Chart Definitions

#### Organic

- Organic refers to people clicking on a free link from a search results page. For example, people clicking through to our website from a free result on a Google search results page.

#### Cost Per Click (CPC) Paid Search/Display

- Cost-per-click or CPC can be seen in the Acquisition reports and typically refers to people clicking through to our website from paid ads. This includes traffic from linked Google AdWords accounts and campaign tagged URLs where the medium has been defined as 'CPC' or 'paid'.

#### Direct

- Direct traffic includes people who typed our website's URL into their browser or clicked a link in an email application (that didn't include campaign tags). Direct sessions will also include other cases where Google Analytics is unable to identify the source of the click. Google Analytics will only assign 'direct' as a last resort when a known source is used, that source will be attributed to the session.

#### Social

- Social appears as a marketing channel (in the default channel grouping) in the Acquisition reports which automatically includes traffic coming from social media, including Twitter and Facebook. The Acquisition reports also include a dedicated set of social reports to further analyze and report on the performance of inbound social traffic.

#### Not Set (Other)

- Not set can be seen in several different reports and indicates that a particular piece of information is not available within the report. For example, in the Location report, not set indicates that Google Analytics was unable to determine someone's exact geographic location when they accessed our website. While not set in the Source/Medium report occurs when a campaign tagged URL hasn't been fully constructed (for example, if 'source' isn't defined it will be displayed as not set within the report).

**Referral**

- A referral is reported when a user clicks through to our website from another third-party website. The referrals report allows us to see all websites (by domain) that are sending traffic to our website. We can also drill-down into the referrals report to view the 'Referral Path' which allows us to see the individual pages linking to the website. Expect to see this metric rise in the future with our new discoverstclaircollege.com URL.

As we implemented this strategy, we entered a global pandemic and media consumption shifted. Social media ad buying, with very specific targeting, proved to be the most effective tactic to promote programs.

Traditional media was used to augment digital placements, drive traffic to our website and generate awareness for enrollment campaigns. It also allowed us to reach an older demographic – the so-called influencers – and maintain our brand awareness.

**Non-Traditional Marketing For 2020-2021**

The College hosted a virtual open house in November 2020. A paid social media and offline campaign developed within the 2021-2022 Recruitment Campaign, "The World Needs You". This sent people to two potential registration points:

- Facebook Event Page → The social campaign drove to a Facebook event for registration.
- Landing Page with Registration → Offline initiatives drove to a landing page for registration.

The campaign featured a call to action for participants to register in advance for the Open House and be entered for a chance to win a tuition scholarship.

The Offline campaign included an unaddressed admail targeted to key demographics to reach students that could no longer be connected through traditional recruitment efforts. In addition, this was sent to guidance counsellors in the form of an email with printable signage to share with senior level students.



### ***Marketing Concentration for Business Programs and Honours Bachelor of Business Administration Information Communication Technology (ICT).***

#### **1. Marketing**

- Overall brand awareness with an emphasis on (ICT) started the week after Thanksgiving.
- ICT specific messaging alternated with Open House and other campaign initiatives to ensure appropriate messaging for other College programs.

#### **2. Targeting**

- High School Seniors aged 16 and over with business oriented online behaviour and interests.
- Influencers – Parents, Educators, Counsellors, aged 35-54.
- College/University Transfer Potential Students aged 18-24.
- Adult Learners aged 24-54.
- Windsor-Essex, Chatham-Kent, Sarnia-Lambton and London.
- Expanded target to university cities that offer similar programming such as Kitchener, Waterloo, Guelph and Toronto.

#### **3. Traditional Media Placement**

- Postmedia.
- Local Publications.
- Business and Technology Trade Publications.
- Billboard (beginning after the Open House).
- Ads in Student Perspective.

#### **4. Online**

- Specific section on the [discoverstclaircollege.com/tech-leaders](http://discoverstclaircollege.com/tech-leaders) landing page.
- Integration with “The World Needs You” Campaign for digital with pre-roll video.

- Digital ads were delivered across several networks including top local news outlets, international news outlets and business outlets.
- Pivoted media strategy to shift Google Video Display that started in October and shift to text ads with callouts to landing pages.
- Organic Social Campaign with a series of posts highlighting the benefits of a degree from St. Clair College.
- Integration of paid social campaign with video and hyper targeting.
- Explored opportunities to attract university bound audiences.

#### **5. Pathways Awareness**

- Application of banners to program pages on [stclaircollege.ca](http://stclaircollege.ca) to promote a direct pathway to the degree program.
- Communication to students currently enrolled in programs that have direct pathways to the degree program.

#### **6. Recruitment Initiatives**

- Highlighted the ICT program during the Virtual Open House.
- Hosted specific online events for ICT Program targeted at high schools.

#### **7. Public Relations**

- Develop media releases or articles about the development of the Degree program as the College’s response to the needs of the communities we serve, to continue to provide them with graduates in the industries needed.

GOAL	OBJECTIVE
Increase Community Engagement.	<p>Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism by students and staff.</p> <ul style="list-style-type: none"> <li>• Increase community awareness of engagement/support of College staff and students.</li> </ul>

## REPORT ON PREVIOUS YEAR'S GOALS

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.

### ***Business – Marketing and Business Administration - Marketing***

#### ***Volunteer Activities***

- \$8,000 was raised by the Program and Event Planning class. The second-year students ran 21 virtual events for local charities.
- Third-year Marketing students partnered with the Downtown Windsor Business Improvement Association (DWBIA) and presented marketing plans for their Downtown Windsor Holiday Market and empty storefronts.
- Third-year Marketing students also presented three marketing plans to three downtown businesses. These businesses (The Cookie Bar, Roti Bowl N Soul and Syd's Sandwiches) are all small businesses that opened their doors during the pandemic.
- Three Marketing student interns were assigned to the DWBIA to assist with implementing marketing ideas.

### ***Child and Youth Care (CYC) Accelerated, Chatham Campus***

#### ***Volunteer Activities***

- CYC Accelerated students assisted with the Miracle Food Drive in Chatham-Kent, collecting donations in the Spring.
- Students helped with "THE GIFT" donation program in Chatham-Kent, where residents left toys and non-perishable food items on their porches for pick up. These items were then distributed to those in need.
- Students fundraised and provided a monetary donation to the Children's Treatment Centre of Chatham-Kent.
- Students collected toys and books for donation to Chatham-Kent Children's Services Christmas Project.
- Students raised funds and collected items for Hiatus House in Windsor.

### ***Protection, Security & Investigation (PSI)***

#### ***Volunteer Activities***

- Students in the PSI program provided three Random Acts of Kindness for elderly people living near the College, including Fall yard clean-up.
- PSI/PF Society in partnership with the Border Services Society participated in the Windsor Goodfellow Paper Drive, collecting \$6,100. The Senior Operations Group approved the College matching the collected funds, totaling \$12,200.

### **St. Clair College Retirees' Association**

#### **Volunteer Activities**

- SCC Retirees' Association donated to both the Windsor and Chatham campus food banks.

### **SRC/Alumni/Staff/Students**

#### **Volunteer Activities**

- The College and SRC hosted the 2020 Easter Seals Ontario (Windsor-Essex) Telethon 2020 in October (Year 1 of 3). This project was a collaboration between several departments with more than a dozen SCC and SRC staff along with students. Staff, students and Alumni banded together to raise funds for children with physical disabilities through a modernized telethon. Staff and students were both behind the scenes and on camera during television taping. The show aired on the Southwestern Ontario CTV network. This year, during the pandemic, \$107,600 was raised for Easter Seals.

### **Staff (Individual Participation)**

#### **Volunteer Activities**

- Virtual keynote speaker for the Healthy Workplace Awards 2020 in Windsor-Essex.
- Community Captain in Ridgetown for "The Gift" (Chatham-Kent Community Food and Toy Drive for Christmas).
- Board of Directors of the Ridge Marsh Manor (RGI senior building).
- Board of Directors of the Ridgetown Kiwanis Club.
- Board member of the Suicide Prevention and Education Committee of Chatham-Kent.
- Volunteering in the community to provide training for suicide prevention and the SafeTALK program.
- The Registrar's Office collected over \$1,500 and participated in the annual Face to Face Campaign for Hospice of Windsor and Essex County, in tribute to a retired coworker.
- Staff of the Registrar's Office sponsored three children for Christmas this year through Drouillard Place – Ontario Early Years Centre. They purchased toys from the children's Christmas list and provided gift cards for clothes and other provisions.
- A member of the Maple Leaf Sports & Entertainment (MLSE) Foundation: Selection Circle, which administers MLSE's grants specifically in Ontario. Just over \$510,000 was administered to worthwhile charities and non-profits throughout the province.
- A number of staff participated in The Rotary Club of Windsor-St. Clair TV Auction. Staff and Alumni were part of the production and various College departments donated auction items for the LIVE Auction on Your TV - Cogeco Cable in November.
- The Centre for Academic Excellence (CAE) staff donated \$500.00 to the Windsor-Essex County Food Bank Association this year.
- Committee members worked towards creating a Theatre District in Downtown Windsor.
- Colleagues working with the City of Windsor and other groups to establish a Downtown Districting Committee.
- Member of the Board of Directors and the Finance Committee for the Windsor Downtown Mission.
- Provided training (virtually) to Chatham-Kent Victim Services volunteers on domestic violence and human trafficking.
- Many staff and departments were involved in the preparations and production for the 2020 Windsor Reverse Santa Claus Holiday Parade. Staff were involved in developing an online ticket process, the Facilities department prepared the campus and volunteers staffed the event.

## 5.3 COMMUNITY ENGAGEMENT CONT'D

- Council member of ProsperUs Leadership.
- Committee member of the Regional Community Safety and Well Being Planning.
- Committee member of Hospice Windsor and Essex County.
- Board member of Connecting Windsor-Essex - CWE.
- Board member, WEtech Alliance.
- Member of the Chatham-Kent Community Leaders Cabinet.
- Board member of the Chatham-Kent Workforce Planning Board.
- Board member of the Ontario Restaurant Motel Association.
- Board member of the CMHA Windsor-Essex/Sole Focus Project.
- Board member of the Windsor Town and Gown Committee.
- Workforce WindsorEssex Development Committee member.
- Ontario Hospitality Institute (OHI) Committee member.
- Member of the Workforce Windsor Essex Service Provision Working Group.
- Board member of the Downtown Windsor Business Improvement Association (DWBIA).
- President of the Canadian Culinary Federation, Windsor Chapter.
- World Chef Association's Canada Chef Representative for International Chef's Day.
- Volunteer with Rotary Club of Windsor-St. Clair to assist in meal preparation for the homeless and disadvantaged Windsorites.
- Staff worked in the production and promotion of the 10th Annual S'Aints Holiday Sleighing Hunger concert. This first time online virtual concert experience on December 18, 2020, raised \$75,500.00 in ticket and CD sales for local food banks in Windsor-Essex and Chatham-Kent.

### **College President**

#### **Volunteer Activities**

- Windsor Regional Hospital Board of Directors.
- Windsor Regional Hospital, Chair, Human Resources Sub-Committee.
- Connecting Windsor-Essex (CWE), Board Member.
- Windsor Family Credit Union, Board Member.
- Windsor-Essex Regional Chamber of Commerce Gold Circle.
- Chatham-Kent Community Leaders Cabinet.
- Committee of Presidents (COP).
- 100 Women Who Care Windsor-Essex.
- ProsperUs Leadership Council.
- Member Windsor-Essex, Vaccination Task Force.
- City of Windsor, Lifts Stakeholder Engagement, Delegate to City Council.
- City of Windsor, Member, CAO Interview Committee.
- WE-SPARK Health Institute, Board of Trustees.

GOAL	OBJECTIVE
Increase Community Engagement.	<p>Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism and/or Experiential Learning.</p> <ul style="list-style-type: none"> <li>• Creation and engagement of the “Community Saints” in conjunction with SRC, TSI, SSAA and Alumni and document impact.</li> </ul>

## REPORT ON PREVIOUS YEAR’S GOALS

As an outcome of the Strategic Directions 2020-2025, Administration is to provide an annual report to the Board that contains information regarding the College, the College’s student groups and the St. Clair College Alumni Association’s involvement in our communities. This past year, COVID-19 has minimalized the ability of our student groups and Alumni to engage in community events. Yet, the College, student groups, their clubs and the Alumni Association have still been able to make an impact on many aspects of our community to reinforce our College brand and support students and community engagement.

### St. Clair College

St. Clair College has been an active community partner with many groups and organizations in this unique time of COVID-19. In the Spring, the College continued with its sponsorship of the First Robotics teams throughout Windsor-Essex and Chatham-Kent. Each local participating high school team received \$1,000 in support and each student who was a member of the team and attended the College in September received a \$1,000 entrance award.

As COVID-19 began to emerge as a serious health threat in the early Spring of 2020, St. Clair College became Ontario’s first post-secondary institution to turn over one of its buildings to a regional healthcare system for use as a field hospital. St. Clair College and Windsor Regional Hospital signed an agreement in April 2020 to transform the school’s SportsPlex – a stand-alone athletic facility on the Windsor campus – into a Field Hospital for the duration of the COVID-19 pandemic. The last COVID-19 patient was discharged in June and by August, the site was used for COVID-19 testing. Currently, it is being used as a mass vaccination centre.

- In March, St. Clair College donated hospital beds, ventilators and PPE to local hospitals as the pandemic began to take hold amid concerns of a shortage of medical supplies.
- In March, St. Clair College Respiratory Therapy students were granted early licenses from the College of Respiratory Therapists of Ontario, to be placed into action in the fight against the virus.
- In April, the College, student government groups and our Alumni Association donated \$50,000 to help Windsor Regional Hospital with the purchase of new ventilators in the immediate fight against COVID-19.
- In April, St. Clair College’s HealthPlex, on the Chatham Campus, was turned over to the Chatham-Kent Health Alliance to use as a Field Hospital for the duration of the COVID-19 pandemic.
- In April, a group of faculty members from Respiratory Therapy and Biomedical Engineering Technology helped a local tool and die manufacturer develop a “simple little device” to help with breathing in the event there was a shortage of mechanical ventilators. The project was sent to Health Canada for approval.
- In April, a St. Clair College data analytics professor was awarded one of 21 research grants by WE-SPARK Health Institute, a newly formed organization that funds local, health-related research projects.

In August, the College, in partnership with LiUNA! 625 sponsored the Windsor International Film Festival (WIFF) Summer event, "WIFF Under the Stars" in lieu of their annual festival. The Windsor International Film Festival provided three weeks of drive-in movie screenings at the Windsor Waterfront Festival Plaza throughout August and September. Unfortunately, WIFF's annual festival had to be cancelled because of COVID-19.

In early November, the College was approached to be the host of the first ever Reverse Windsor Santa Claus Parade. The Windsor Parade Corporation took a different approach to the annual Santa Claus Parade. With the help of the City of Windsor and the College, the public was invited to drive through a stationary Santa Claus Parade. The parade floats were set up throughout the St. Clair College property and people were able to drive-by the displays and exhibitions. The College also designed an online registration system for the public to schedule an appointment to drive through the parade.

In December, the College continued the tradition of providing our community with The S'Aints Sleighing Hunger Concert. It was the 10<sup>th</sup> anniversary of the holiday concert, which has raised more than \$270,000 over the last decade for area food banks. With the need for assistance in the community greater than ever, the group of veteran musicians decided to go virtual, since an in-person concert was not feasible this year. The S'Aints concert was broadcast virtually on December 18, 2020 and raised \$75,500 from ticket sales and sponsorships. The funds were used to replenish shelves at the Unemployed Help Centre food bank in Windsor and Chatham's Outreach for Hunger food bank and our own student food bank.

### **SRC**

The Student Representative Council (SRC) continued its yearly outreach throughout our community. The SRC was the first to host a virtual Relay for Life benefitting the Canadian Cancer Society. When the campaign got underway early in 2020, a goal of \$20,000 was set. With all of the pledged donations received, organizers of St. Clair College's Relay for Life were proud to announce that the inaugural event far exceeded its fundraising target, raising \$27,864.67 for the Canadian Cancer Society.

Before COVID-19 restrictions began, the SRC and the Enactus Club introduced Project reVERT, a student-driven, environmental initiative aimed at reimagining current recycling practices. Their primary focus revolved around a five-tier bin system, separated into categories of waste, organics, paper, aluminum and plastic. By separating these resources, unnecessary waste was diverted from landfills and the likelihood of cross-contamination was significantly reduced. This, paired with educational campaigns throughout the community, increased the likelihood of successful recycling and shaped the picture of a greener future. The SRC and the Enactus Club hosted educational and interactive displays at Windsor's Devonshire Mall.

The SRC continued its assistance for local agencies through its annual volunteer fair and supported several community initiatives, including the Kaitlyn Bedard Bone Marrow Drive, Hats for Healthcare and the Goodfellows paper sales drive. Unfortunately, many of our student clubs were unable to proceed with their plans for community outreach initiatives as a result of COVID-19.

In Fall 2020, the SRC provided the use of the Student Life Centre (SLC) at the Windsor campus to the Southwestern Ontario Easter Seals Association for the organization's 38<sup>th</sup> annual telethon. This two-day telethon was broadcast on CTV and viewed throughout Southwestern Ontario, raising over \$107,000 for local Easter Seals families.

In December, the SRC continued to provide support for students and their families during the holiday season. The SRC provided both food and gift cards for the purchases of gifts, groceries and other needs over the holidays.

### **SSAA**

The Saints Student Athletic Association (SSAA) has been uniquely involved in our community this past year. The President of the SSAA, along with two other members of the SSAA Board presented a cheque for \$500 to the Canadian Mental Health Association. The Board was happy to direct receipts from its golf tournament in September to such a great cause.

The St. Clair College Varsity Cross Country team volunteered to sell Goodfellows papers during the annual Christmas drive held in November. Under the leadership of Coach Paul Boots, the team contributed an amazing \$19,409 to the Windsor Goodfellows.

The SSAA brought out members of the Board and their loveable mascot Griff to be part of the Santa Claus Drive-Thru Parade held at the St. Clair College Windsor Campus on December 5, 2020. The group was masked up for the event and handed out St. Clair College colouring books and crayons to children as they drove through the parade route.

### ***TSI***

Thames Student Incorporated (TSI) and its student clubs at the Chatham campus planned and participated in a number of events, donating time and funds to various efforts.

The RPN club donated funds to the Chatham-Kent Women's Shelter (\$500) and Hope Haven Men's Shelter (\$500) in Fall 2020. They have been working with Riverview Gardens and have created a student position to facilitate social media for families to stay connected during the pandemic. As an economic stimulus throughout the year, they have partnered with local businesses totaling over \$20,000 to give back to students at the College.

TSI continued their participation in the Chatham-Kent Special Olympics Polar Plunge and are planning the process to participate in a virtual Polar Plunge for 2021. As an Association, they donated to Chatham Outreach for Hunger to help support the community food bank.

### ***Alumni Association***

The St. Clair College Alumni Association continues its support in sponsorships throughout our community. Many of the annual community events were postponed or cancelled as a result of the pandemic, but the Alumni Association still found events in which to be engaged.

This year, the Alumni Association has sponsored the following:

- Can-Am Police-Fire Golf Tournament.
- Children's Aid Society Embracing Families Fund Campaign/Gourmet Gardens Canadian Mental Health Association - Ride Don't Hide.
- June 27 Miracle Community Food Drive.
- Transition To Betterness (T2B) Ride to Survive.
- Windsor Eats Vendor Outdoor Food Hall at Lanspeary Park.
- Grow On Windsor IV Poles for Cancer Patients.
- CBC Sounds of the Season supporting the Unemployed Help Centre.
- Downtown Windsor Business Improvement Association's Virtual Santa Meet and Greets.
- The S'Aints Virtual Holiday Concert to support local food banks in Windsor-Essex and Chatham-Kent.

The Alumni Association has started a "Win A #SaintsStrong Lunch for Your Workplace" promotion. This promotion asks workplaces to nominate themselves on the Alumni website, sharing why their workplace is #SaintsStrong and the number of St. Clair College Alumni they employ. Two workplaces per month will be awarded with Alumni swag, lunch from Capri Pizza for up to 20 people and will be featured in the monthly Alumni newsletter.

## GOAL

## OBJECTIVE

Development of our Human Resources.

Staff Development.

- Continuation of staff orientation (part-time/full-time academic and non-academic) and appropriate orientation material.
- 1% of budget allocated for staff development.

## REPORT ON PREVIOUS YEAR'S GOALS

1. To support the above Strategic Directions, Human Resources holds employee Onboarding (orientation) for all new College employees on a monthly basis. The orientation session introduces new employees to St. Clair College's Vision, Mission, Values and culture. These sessions are important to explain roles, responsibilities, expectations and employee rights. Other training initiatives (orientation) include:

- **Teaching & Learning Orientation** - An orientation in Teaching & Learning (T&L) is offered for new part-time and full-time faculty. The purpose of the T&L training is to introduce the basics of good teaching practices along with introducing participants to semester planning, lesson planning and assessment strategies. All new part-time faculty are required to participate upon the commencement of their employment with the College. New full-time faculty are also required to participate in a one-week Onboarding orientation immediately following their College Educators' Development Program (CEDP) residency.
- **College Educators' Development Program (CEDP)** - The College Educators' Development Program (CEDP) is a faculty training program offered jointly by the six Western Ontario colleges of which St. Clair College is an active participant. CEDP is a fully outcome-based, assessed learning experience for faculty. Through the use of online modules, short residencies and applied learning activities (e.g., faculty mentors, teaching portfolios and teaching circles), participants obtain a thorough grounding in Outcome-Based Education, MCU standards, course and lesson planning, classroom management, integration of teaching with technology, effective assessment practices and professional development strategies. Newly hired full-time members of faculty are required to complete CEDP as part of their letter of employment.
- **Mentoring** - All new full-time faculty participate in a formal mentoring program. In addition, the mentoring program is open to all faculty who request it.
- **Instructional Skills Workshop** - To support part-time faculty, the CAE in conjunction with the Continuing Education Department offer the Instructional Skills Workshop (ISW) program. The ISW program is an intensive three day nationally recognized professional development activity that enhances the teaching effectiveness of both new and experienced educators. The focus of the ISW program is on lesson plan development and delivery.

2. Existing staff are eligible to participate annually in professional development to achieve personal growth and development, as it relates to their position. Such training has taken the form of participation in individual workshops, seminars, College initiated training and courses to pursue their personal educational advancements. The College traditionally experiences high participation and utilization in Professional Development opportunities. However, during the COVID-19 pandemic the College has realized a sharp decline in such activities with a utilization rate of 26% of the budget allocation for the 2020–2021 fiscal year. The Professional Development budget for 2020-2021 is \$559,313 (1% of Budget). In addition to professional development training, the College also offers the following training and development initiatives:

- Tuition Reimbursement – Upon successful completion, the College reimburses the employee for approved educational course(s) that align with the employee's personal pursuit of their goals and are applicable to the College.
- In House Service Training.
- Legislative Training.
- Coordinators Training.
- Strategic Credential Upgrading (PhD & Masters).

GOAL	OBJECTIVE
Development of Human Resources.	Staff Wellness. <ul style="list-style-type: none"> <li>• Continue to promote staff collaboration and engagement through monthly or quarterly activities.</li> </ul>

## REPORT ON PREVIOUS YEAR'S GOALS

The College, recognizing that staff wellness is critical to the wellbeing of employees created both the Staff Engagement and Staff Wellness Committees. Both committees are comprised of representatives from faculty, support staff and administration.

The Staff Engagement Committee's mandate is to foster staff relationships, facilitate networking, recognition and engagement among St. Clair College staff while encouraging professional, collegiate environments and experiences. The "*St. Clair College Staff Cares - we care for each other, our students and our communities*" was launched in 2018 and designed to inspire the many positive reactions that have been shared by staff.

The 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 and mental health and general well-being.

### Staff Engagement Committee

Since its inception in June of 2018, the Staff Engagement Committee has initiated various staff collaboration and engagement activities. The Staff Engagement Committee has completed projects such as refurbishing staff lounges creating spaces and opportunities for staff to reconnect, refresh and relax. Pre-COVID-19 initiatives included:

- Provided complimentary assorted hot and cold beverages, fruits and an assortment of chocolate bars.
- Themes included:
  - 'Thanks a 'latte' for all you do!';
  - 'Here's to a 'tea'riffic start-up!';
  - 'Thanks for being simply the best!';
  - 'Have a Kit Kat break!'; and,
  - 'Thanks a bunch for a great start-up!'

The fun treats were a small token of the College's appreciation for all that the St. Clair College family does to make our College a great place to be!

### Staff Wellness Committee

The Staff Wellness Committee developed monthly themes emphasizing wellness. Each month, for six months, emails were circulated with information to create awareness and promote the monthly theme. In addition, activities throughout the month were structured for continued promotion. These monthly themes include:

- Emotional Wellness
- Intellectual Wellness
- Environmental Wellness
- Spiritual Wellness
- Physical Wellness
- Social Wellness

In January, the Committee offered a Lunch and Learn “Accentuating the Positive at Work” and participated in “Bell Let’s Talk Day”, engaging all departments in the promotion of mental health awareness. The Committee also promoted the “Choose to Improve” program coordinated through the Health Centre.

In addition to the monthly focus, multiple physical offerings were available to staff including:

- Couch to 5K, Basketball, Volleyball, Pickleball, Yoga, Mindful Movements and Bootcamp.

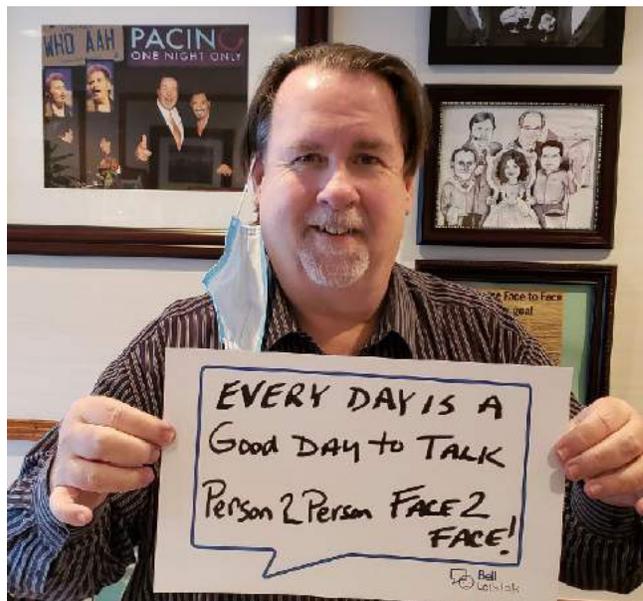
As the Pandemic was declared and staff were working from home, the Staff Wellness Committee felt that it was important to keep connected with staff, a campaign was initiated to encourage staff to partake in staff development and wellness through emails and postings on the Wellness Intranet. As well, the SCC Health Centre remained open for virtual appointments in order to support staff during these times.

The Staff Wellness Committee provided helpful information for staff during the onset of the COVID-19 pandemic situation including: making the transition to working at home with tips from Ergonow Inc.; Family Services Employee Assistance Program; physical activity at home; Yoga at home; managing stress and anxiety during the pandemic, talking to your kids about COVID-19 and nutrition and wellness.

A new initiative to engage staff during this difficult time was introduced called “SCC STRONG!”. Considering the current global situation, the Committee felt it was important that they promoted all the good that was being done in our communities. Staff shared positive stories that were posted on the Workplace Employee Wellness webpage that encompassed reaching out to help a friend, family member and neighbor, sharing meaningful and inspiring quotes, etc.

The Committee also expanded their presence by joining the Downtown Core Wellness Partnership Committee with the City of Windsor, Caesars Windsor, Fire, EMS and Police. Activities were put on hold due to the pandemic and we look forward to when we can resume.

The Committee continues to meet and develop new ideas to promote employee wellness and positive collaboration. The Committee believes that the biggest focus in the coming months will be mental health. As such, we have reached out to our Employee Assistance Program to discuss initiatives that we can work on collaboratively to support mental health in the workplace.



GOAL	OBJECTIVE
Development of Human Resources.	Staff Wellness. <ul style="list-style-type: none"> <li>Monitoring institutional WSIB lost sick time.</li> </ul>

## REPORT ON PREVIOUS YEAR'S GOALS

The Health, Safety and Wellness department has continually monitored institutional WSIB lost sick time and promoted preventative measures to help reduce lost time. A new initiative was implemented where administrators were made responsible for monthly health and safety inspections and were provided with a specific focus to guide enhanced proactive measures in addition to inspecting their areas for any hazards. An example of a specific focus for the Spring included evaluating risk assessments/department controls in response to COVID-19.



## 5.5 FACILITIES

GOAL	OBJECTIVE
Campus Enhancement.	Increase parking capacity. <ul style="list-style-type: none"><li>• Creation of a formalized plan to increase number of parking spaces on Windsor Campus.</li></ul>

### REPORT ON PREVIOUS YEAR'S GOALS

The College looked at in-house solutions to expand parking availability to meet the growing demand. The strategy was to look at a phased in approach (short, mid and long-term phases) over the next three fiscal years.

The College selected a civil consultant through an RFP to provide cost estimates of the various phases noted above.

Phase 1 was completed in September 2020.

The College has and continues to keep the student leaders (SRC, SSAA, TSI) informed of this parking plan.



**GOAL**

Deferred Maintenance.

**OBJECTIVE**

Development of a formalized Deferred Maintenance Plan based on recent Building Condition Assessment (BCA).

**REPORT ON PREVIOUS YEAR'S GOALS**

St. Clair College was able to invest almost \$15 million for projects such as parking, Information Technology infrastructure, academic equipment, deferred maintenance and other capital enhancements.

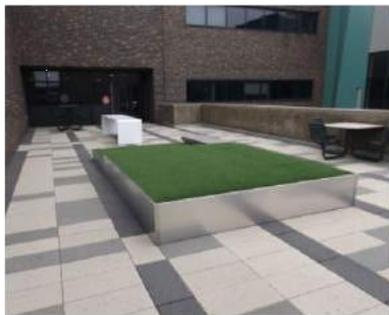


GOAL	OBJECTIVE
Campus Beautification.	Continue to beautify the College campuses and maximize brand. <ul style="list-style-type: none"> <li>• Annual plan for Campus Beautification developed.</li> </ul>

## REPORT ON PREVIOUS YEAR'S GOALS

The objective of Campus Beautification is to continue to create a world class 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.

In addition to the development of the cross-program team to help develop Campus Beautification plans, the College has embarked on several Campus Beautification projects over the past year. An allocation of \$408,000, in addition to collaborative projects with the Facilities Department, was spent on Campus Beautification projects in 2019-2020 and 2020-2021 at the Windsor, Chatham and Downtown campuses. Projects include the following:



*Renovation of the second floor North Balcony at Windsor Campus.*



*Pond Island stairs and multiple trees planted at Windsor Campus.*



*Installation of the large Griffon on the Zekelman Tennis Centre.*



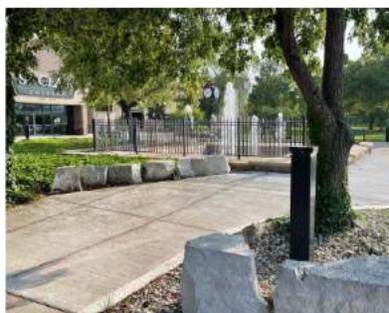
*New flooring and furniture at St. Clair Centre for the Arts.*



*Replacement of front lobby furniture at the St. Clair Centre for the Arts.*



*Installation of new St. Clair Centre for the Arts bollards.*



*Boulders and grounds improvements North of fountain, in the bus loop entrance and Residence sidewalk at Windsor Campus.*



*Replacement of outdoor furniture at Windsor Campus.*



*Replacement of front lobby furniture at Chatham Campus.*

GOAL	OBJECTIVE
Financial Sustainability.	Balanced budgets <ul style="list-style-type: none"> <li>• Achieve balanced budgets annually.</li> </ul>
	College Sustainability <ul style="list-style-type: none"> <li>• Increase sustainability fund.</li> </ul>
	Maintaining financial sustainability in accordance with the MCU financial metrics. <ul style="list-style-type: none"> <li>• Meeting or exceeding Ministry defined benchmarks.</li> </ul>
Financial Efficiency.	Review possibility of centralized budgeting. <ul style="list-style-type: none"> <li>• Review and analyze the impact of a “centralized expense” allocation and monitoring to achieve more realistic financial results.</li> </ul>
Financial Transparency.	Provide relevant and transparent reporting on financial position to the Board: <ul style="list-style-type: none"> <li>-Budget</li> <li>-Mid-Year Review</li> <li>-Financial Statements</li> <li>• Complete interim reporting based on pre-determined deadlines.</li> </ul>

## REPORT ON PREVIOUS YEAR'S GOALS

The COVID-19 pandemic has had an unprecedented impact on Ontario's post-secondary education sector raising uncertainty for students and concerns about the financial sustainability across the sector. In addition, the sector continues to change: Ministry funding, new legislation, policy changes and new directives/frameworks, enrolment, etc. Despite the pandemic and the continuous change, St. Clair College responded quickly and accurately to these changing market conditions which was key to our success in 2020-2021. We realized a third consecutive year surplus of over \$30 million, which permitted the organization to invest in additional supports to assist students with their online learning, academic facilities and equipment renewal, and internally restrict \$60 million and \$20 million into a financial sustainability reserve and deferred maintenance reserve respectively.

## 6.0 ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE

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### **COVID-19 Update**

In conjunction with a number of provincial agencies and local public health authorities, and analyzing a variety of guidelines, the Senior Team reviewed options for the Fall semester by examining the spectrum of worst-case to best-case scenarios related to the pandemic. This review included a successful submission to the Ministry, through Colleges Ontario, for a Pilot Project to assist those students that were held back from graduating that required face-to-face teaching to complete program outcomes. This Pilot will assist in ensuring a phased in approach for reopening College campuses.

Risk Assessments have been completed for each department within the College in order to determine the most appropriate actions based on guidance from various public health and government agencies. The evolving pandemic is dynamic, and as government and public health authorities react to new information, St. Clair College will continue to do the same.

During the Pilot Project the College strictly limited access to essential staff and students attending campus in an approved, documented and safe manner abiding by all public health guidelines. Student use of the open computer lab and limited face-to-face assessments was allowed by schedule, strictly abiding by social distancing guidelines, screening and sanitization protocols. Standard Operating Procedures (SOPs) were devised to support these situations and preparations were made to support on-campus activities (training, ordering of PPE, signage, installation of physical barriers, etc.).

St. Clair College planned for a blended model of virtual/on-line and in-person learning and student services for the Fall semester and a gradual return to campuses for faculty and staff in response to the COVID-19 pandemic situation. The semester began on September 21, 2020 and was 13-weeks in duration. Campus-wide teams were engaged in the planning and risk mitigation to develop a phased-in approach, including consultations with various employee and student groups to garner feedback. Critical input has been gained from local public health officials, in addition to ensuring workplace guidelines established by the Ministry of Labour, Training and Skills Development (MLTSD) are adhered to in order to reduce the risk of community spread and further waves of COVID-19 and to promote the health, wellness and safety of students, employees and contractors.

The Premier of Ontario placed the entire province in lockdown from December 26, 2020, to January 23, 2021. The College's plans for the January 2021 semester continued as planned and as previously communicated to students. The plan was developed based on the assumption that the province would be in lockdown and was compliant with the required regulations. All programs with a regulatory body commenced classes on January 11, 2021, and the remaining programs began classes on January 18, 2021. All face-to-face delivery was altered to meet the provincial mandate.

On February 8, 2021, the Premier of Ontario announced that the government was moving to a regional approach to gradually transition each region from the shutdown measures to a revised and strengthened COVID-19 Response Framework. The Stay-at-Home order for Windsor-Essex and Chatham-Kent ended on Tuesday, February 16, 2021, and our regions were placed in the Red-Control level. A memo was issued to all staff on February 9, 2021, advising that the staffing considerations/conditions that were identified in a memo to them on December 11, 2020 (work from home, where possible), would remain in effect until Friday, February 19, 2021. Commencing on Monday February 22, 2021, all Administration, Support Staff and Counsellors returned to their normal on campus duties. Faculty continued with their original assigned SWF for the remainder of the semester. The academic delivery/schedules assigned at the commencement of the Winter 2021 semester continued as initially planned and remained unchanged until the completion of the semester.

## 6.0 ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE

The President advised students in her memo dated February 12, 2021, that the College was hopeful that the scenario of “back-to-school, live and in-person” will be a reality at the outset of the Fall 2021 semester in September. As such, the President issued a student survey for feedback on their preference of semester length (13, 14 or 15 weeks).

As always, ensuring the health and safety of staff and students continues to be the primary concern that supersedes all operational plans.

The College has developed mandatory “COVID-19 Training” for all staff and students to ensure appropriate awareness and training before staff and students return to campus. In addition, a COVID-19 Handbook has been developed as an additional tool and is available on the College’s website.

### Field Hospital Status

On June 13, 2020, Windsor Regional Hospital issued a Media Release announcing that the final five patients from the St. Clair College Field Hospital for COVID-19 returned safely to the Heron Terrace long-term care home in east Windsor. The departure of these last patients at the facility, which opened for hospital use on April 17, 2020, marked a milestone in the local pandemic process. More than 50 individuals were admitted to the St. Clair College SportsPlex for care after they tested positive for the COVID-19 virus. The field hospital has remained available for use by Windsor Regional Hospital and is now being used as a vaccination centre.

### International SOP and Attestation

In conjunction with our local public health authorities, the College has developed and implemented robust procedures and protocols for international student arrivals.

As of August 15, 2020, under the direction of Health Canada, additional criteria was mandated by the Ministry as part of the requirement for post-secondary institutions to demonstrate their readiness to accept international students for Fall 2020 as it relates to COVID-19. Institutions intending to accept students from outside Canada, must have plans in place for Fall 2020 that include specific details about how they intend to meet the provincial and federal criteria to demonstrate readiness.

As part of their plans, institutions needed to address how they would oversee the 14-day quarantine period for all international students coming to Ontario from outside of Canada, including transporting arriving international students from the airport to their isolation location, COVID-19 Testing and regularly checking in on those students to ensure they complete the required 14-day quarantine.

As part of the College’s International SOP, a Hierarchy of Wellness was developed to address Quarantine Audits and Wellness Checks to monitor and assess international students when they arrive in Canada.

## INTERNATIONAL STUDENT ARRIVALS

April 1, 2020 - March 31, 2021

SOP 1 4/1/20 - 11/16/20	SOP 2 11/17/20 - 3/31/21		Total Arrivals
245	531	St. Clair College	776
207	520	Ace Acumen Academy	727
452	1,051	<b>TOTAL</b>	<b>1,503</b>

## 6.0 ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE

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### ***Zekelman Centre of Business & Information Technology Update***

A Groundbreaking Ceremony to mark the commencement of the construction of the Zekelman Centre of Business and Information Technology took place on September 16, 2020. The completion date is anticipated for the Spring of 2022.

### ***Convocation Update***

A Virtual Ceremony was held for the October 2020 and February 2021 convocation sessions. A new format was used using a platform called "Marching Order" which specializes in virtual convocation ceremonies. The ceremonies were aired on October 28 and 29, 2020 for an estimated 2,100 October graduates and February 25 for more than 650 graduates. The virtual ceremonies included a recording of the traditional ceremony as well as individual graduate slides which are downloadable and sharable on social media.

### ***GEM Residence Construction***

Staff, students and the community got a sneak peek of the new \$23-million GEM residence under construction at Windsor Campus. A Media Event was held on Thursday, November 12, 2020, to showcase the project's progress. The building is being constructed with prefabricated units produced by Z-Modular, a Zekelman Industries subsidiary company.

The 106,000 square foot structure will house 512 students and has been described as one of the most innovative student residences in North America. The new student residence is anticipated to be open in the Fall of 2021.

### ***Sports Park Ribbon Cutting***

Students, staff and community members gathered outdoors on Tuesday, November 17, 2020, to celebrate the completion of the new \$26 million Sports Park, at the Windsor Campus. The project was overseen by the Student Representative Council and the Saints Student Athletic Association. Support from the community made the dream a reality with a generous sponsorship from the Stephanie and Barry Zekelman Foundation, Ace Acumen Academy and Domino's Canada. Support from other community partners included WFCU Credit Union, Fortis Group, Architecturra Inc., the City of Windsor and the Town of Tecumseh.

### ***St. Clair Moving from Student Satisfaction KPI to Student Experience Survey***

In 2019, MCU formally announced the immediate suspension of the Student Satisfaction KPI survey. As this survey formed an integral part of the Quality Assurance processes of many colleges, St. Clair and 18 other colleges formed a consortium to maintain the status quo in administering the survey and distributing the results for the 2019 – 2020 academic year. Now, having an opportunity to improve survey questions and increase efficiency of survey administration, several colleges have decided to create a replacement survey to be administered completely online. The new Student Experience Survey was drafted by a working group of colleges so that the results would capture data relevant to colleges, permit differentiation when needed and maintain continuity of capstone questions in a cost-efficient manner. In February 2021, St. Clair joined approximately 12 other colleges in administering the Student Experience Survey online. All Quality Assurance processes will continue to have relevant data for decision making and costs are expected to be reduced by 60%.

## 6.0 ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE

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### ***Diversity & Inclusion Training***

The College has embarked on a new employer-partnership with the Canadian Centre for Diversity and Inclusion (CCDI). The CCDI is a made-in-Canada solution designed to help employers, diversity and inclusion/human rights/equity and human resources practitioners effectively address the full picture of diversity, equity and inclusion within the workplace. Founded and run by experienced diversity and inclusion practitioners, CCDI's focus is on practical sustainable solutions that help employers move toward true inclusion. Through this partnership, College staff will have access to webinars on diversity and inclusion. The College will also be working with specific teams to set up instructor led training. Staff have been invited to register for the knowledge repository where they can find resources and recorded webinars.

Staff were invited to participate in a webinar on January 14, 2021, on Diversity and Inclusion fundamentals to continue the College's journey of advancing diversity and inclusion within the College. This webinar has been made available for student viewing on the College's website.

### ***Windsor-Essex Automobility Hub***

St. Clair College continues to be engaged as a partner to support a Windsor-Essex Automobility Hub in conjunction with PEM Motion. The scope of PEM Motion is to offer consulting and engineering services to start-ups in the electric vehicle industry in order to build innovative products. In a relatively short time, they have spun off several companies out of the Aachen, Germany location, resulting in more than 1,500 new jobs, over 300 million Euro in revenue and more than 30,000 vehicles produced per year. The products range from an electric vehicle specifically designed for the German postal service, an affordable small electric passenger vehicle and an e-scooter. PEM is expanding globally with a facility in Monterrey, Mexico and most recently, in Sacramento, California.

Following an initial visit to Windsor from PEM representatives, a delegation representing St. Clair College, the University of Windsor and the Windsor-Essex Economic Development Corporation (WEEDC) met with PEM and toured their facilities in Germany. An exclusive MOU was developed between the Windsor-Essex region and PEM to perform a feasibility study to determine the viability of establishing a Canadian arm of PEM Motion in Windsor-Essex.



## 6.0 ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE

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### *International Women's Day – March 8, 2021*

On Monday, March 8, 2021, President France was the keynote speaker at the **15th Annual Women's Day Gala** which was hosted by the Women's Enterprise Skills Training of Windsor Inc. (WEST). The evening was held in a virtual format similar to WEST's traditional annual gala. The event included President France as the keynote speaker, a silent auction, entertainment and the Journey Towards Success Awards, all streamed directly to guests' homes. This year's theme was "Choose to Challenge"; a challenged world is an alert world and from challenge comes change. The event was an overwhelming success and received considerable positive feedback from the community.

### *Personal Support Worker Program*

The provincial government recently announced a major funding allocation to enroll and train in excess of 8,000 new Personal Support Workers (PSWs) in the province during the next year. That funding is targeted for an expedited version of the program at all of Ontario's two dozen colleges. This funding supported virtually all of the educational costs for these new students, including tuition paid by the provincial government – approximately \$2,000 per student. Tuition support was included for the current Winter 2021 PSW students under this provincial initiative.

To support the demand in the community for PSW, St. Clair College provided tuition scholarships for applicants entering PSW last Winter (Winter 2020). To ensure parity, for the three 2020-2021 consecutive intakes, St. Clair College also retroactively provided a tuition scholarship to the Fall 2020 PSW students, using its own revenue.

### *Enactus Regional Exposition*

St. Clair's students participated in the Enactus Regional Exposition from March 12 –19, 2021. This year's virtual event hosted 66 teams from various colleges and universities in Canada. We are extremely proud to announce that our projects InterACT and Endure, combined, placed first in the Enactus Canada Regional CWB Financial Education Challenge. The Enactus St. Clair team also placed first in People's Choice for Central Canada.



## 6.0 ANALYSIS OF COLLEGE'S OPERATIONAL PERFORMANCE

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### *Virtual Orientation*

We held virtual orientations in May 2020, September 2020 and January 2021 for incoming students. There were Live Academic Sessions held in Microsoft Teams. New students could meet their faculty, learn about class expectations, and ask questions they wanted to be answered before classes began. An orientation landing page, [www.stclaircollege.ca/virtual-orientation](http://www.stclaircollege.ca/virtual-orientation), was developed to help new students navigate St. Clair College and the various resources available to them.

The landing page provided a welcome video by our president, Patti France, and videos from our student governments, Student Representative Council (SRC), Thames Students Inc. (TSI) and Saints Student Athletic Association (SSAA).

The resources provided students with a toolbox of information, helping them transition to their new educational environment and highlighting St. Clair's culture and student expectations. Students were able to explore study skills and strategies helpful in learning at the college level, become aware of their student rights and responsibilities and the many services available to succeed. Students had access to the THRIVES modules created by Student Services to learn how to improve their physical, mental and financial wellness and the opportunity to register for Essential Blackboard Training Seminars. These were offered to students to learn everything about Blackboard, the essential system used daily for classes, assignments and tests. The Essential Blackboard Skills online seminar introduced students to Blackboard Learn - where all their courses are housed - and Blackboard Collaborate - the virtual conferencing system within Blackboard Learn where their virtual lectures and class meetings are held.



## 7.0 ANALYSIS OF FINANCIAL PERFORMANCE

St. Clair College ended fiscal year 2020-2021 with an Excess of Revenue over Expenses for the Year of \$39,208,200 (see Appendix A: Consolidated Audited Financial Statements). Revenue increased approximately \$9.2 million. Expenses increased approximately \$1.1 million.

	2020-2021	2019-2020
Revenues	\$237,955,155	\$228,692,960
Expenses	\$198,746,935	\$197,609,950
Excess of Revenues over Expenses	\$39,208,200	\$31,083,010

### REVENUE

**Government (MCU) Operating Grants:** Decreased by \$0.70 million compared to 2019-20. The decrease was mainly attributable to an increase in the International Student Recovery Program.

**Contract Income:** Increased by \$5.0 million compared to 2019-2020 due to higher international student enrolment at Ace Acumen.

**Student Tuition:** Increased by \$12.4 million compared to 2019-2020. The increase in revenue was due to higher international student enrolment at Ace Acumen.

**Ancillary Revenue:** Decreased by \$8.1 million. The decrease was attributable to the negative impact COVID-19 had on the revenue generating ability of the College's Parking, Residence and St. Clair College Centre for the Arts operations.

**Other Income:** Increased by \$0.5 million which was mainly attributable to ancillary fees.

# 7.0 ANALYSIS OF FINANCIAL PERFORMANCE

## EXPENDITURES

### Salaries and Benefits

Decreased by \$8.1 million due to the College maintaining its resources at a level to support its 2020-2021 student enrolment.

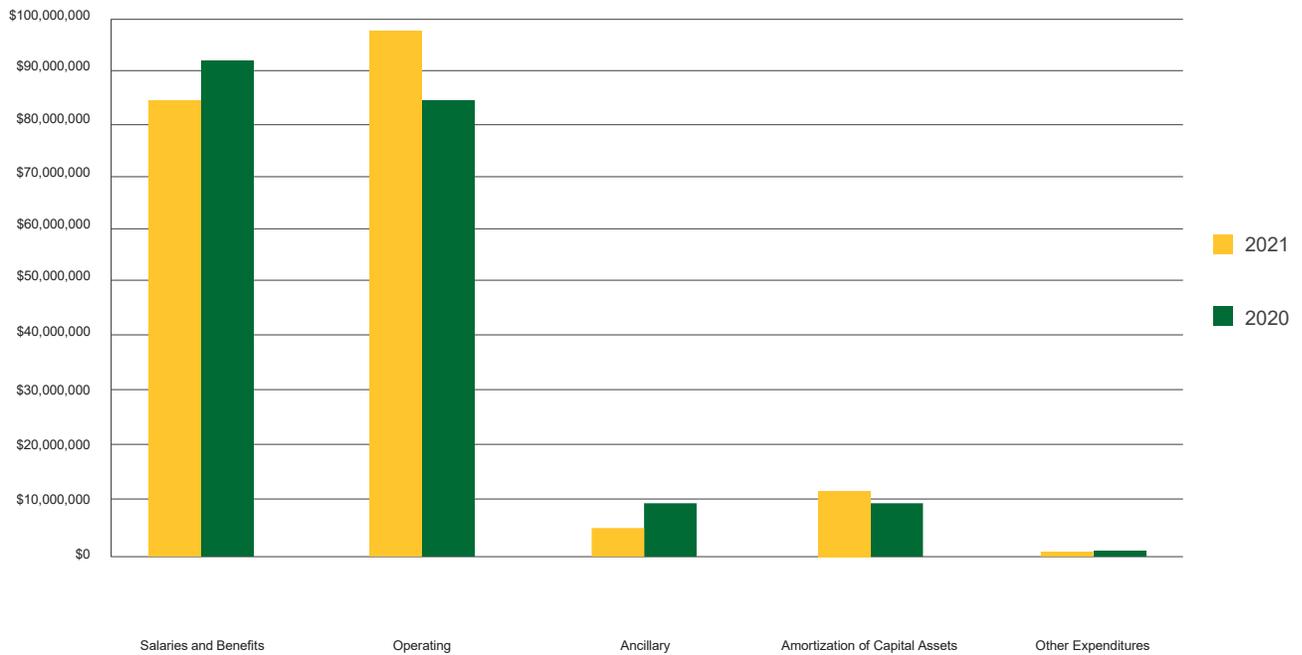
### Operating

Increased by \$12.2 million due to flowing funds to Ace Acumen as a result of higher international student enrolment.

### Ancillary Operations

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

## EXPENDITURES



## 8.0 ST. CLAIR COLLEGE FOUNDATION

The St. Clair College Foundation strives to assist the College in achieving its vision of "Excellence in All We Do."

It seeks to do this by:

- Generating resources in support of College objectives.
- Helping to build mutually beneficial alliances and positive relationships with individuals and organizations.
- Raising awareness of the College faculty and departments in planning and conducting development activities.
- Enhancing and expanding services to donors.
- Building funds to support students through the Scholarship program.
- As of March 31, 2020, the Foundation had an investment portfolio totaling \$11,329,576.

The Foundation funds are invested in two separate banks, the Royal Bank of Canada (RBC) and Windsor Family Credit Union (WFCU). RBC holds the Foundation's long-term investments and WFCU has the Foundation's short-term investments. The investment income earned from these funds and annual scholarship donations is used each year to award scholarships to students at the annual presentations.

The general scholarship application for scholarships is available each year from October 1 to mid-December. Students can apply online by completing a single scholarship application. This year, there were almost 2,300 applications submitted.

In January, the St. Clair College Foundation works with the selection committee(s) made up of faculty, administration, college staff and donors to select successful candidates for available scholarships. Successful candidates are notified via their College email and provided details of their award(s).

On February 27, 2020, the College hosted the annual Chatham Scholarship luncheon that brought together donors and recipients of the scholarships offered to Chatham campus students.

The COVID-19 pandemic forced the cancellation of two Windsor Scholarship receptions. Students received their scholarship funds by mail and their student accounts were credited. The traditional thank you cards and notes to donors which the students provide were forwarded to the donors and included in the annual Foundation thank you letter.

This year, the Foundation was able to present 701 scholarships (annual and endowment) valued at over \$533,000 to our students across the St. Clair College campuses.

### ***New scholarships established in the 2020-2021 fiscal year include:***

- Bernie (Chico) Labute Memorial
- Chad Predhomme Memorial
- Danila Calsavara Memorial
- Gwen Gold Memorial
- Helen and Jerry Slavik
- India Canada Association (Windsor-Essex)
- Lynn Jean John Memorial
- Mickey Renaud Memorial
- Susie Kicknowsay-Jones Memorial
- Walker Wood Foundation
- Windsor Heart Institute (Dr. George Wong)



# 9.0 PRESIDENT'S COMMUNITY ENGAGEMENT

## PRESIDENT'S COMMUNITY ENGAGEMENT CALENDAR

April 1, 2020 to March 31, 2021

**PLEASE NOTE:** Due to the outbreak of the COVID-19 pandemic in early March 2020, opportunities for Community Engagement have been greatly reduced. Every effort has been made to continue engaging with our stakeholders and the community through teleconferencing and electronic means.



June 11, 2020, Windsor Stands Strong Campaign Participation.



August 16, 2020, Zekelman Centre of Business & Information Technology ground-breaking event.



August 20, 2020, Windsor International Film Festival Presenting Sponsor (WIFF Drive-in Photo Shoot and Video).



August 31 2020, Suicide Prevention Awareness Month (Speech taping for Website and Social Media).



September 4, 2020, Darren Canniff, Mayor of Chatham-Kent (Re: YMCA Student Residence Project).



September 30, 2020, Orange Shirt Day Recognition.



October 16, 2020, SRC Changeover Banquet (Welcome Greetings).



November 12, 2020, GEM Residence Media Event (Re: New Student Residence).



November 17, 2020, Sports Park Ribbon Cutting Media Event.

# 9.0 PRESIDENT'S COMMUNITY ENGAGEMENT



December 2, 2020, WEST (Women's Enterprise Skills Training of Windsor) Meet and Greet.



December 5, 2020, Hosted Windsor's Annual Santa Claus Parade.



December 18, 2020, The S'Aints Annual Sleighing Hunger Virtual Concert.



February 22, 2021, Participated in St. Clair College STEM Speaker Series - Elizabeth Moses.



March 8, 2021, Keynote Speaker: WEST Women's Virtual International Day.



March 29, 2021, Taping of Alumni of Distinction.

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



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

This appendix is not required for St. Clair College.



## SUMMARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at March 31

	2021	2020
<b>Assets</b>		
Cash and temporary investments	\$ 256,425,571	\$ 130,850,085
Accounts receivable	10,514,596	11,170,968
Prepaid expenses	8,328,502	5,542,770
Long-term investments	11,065,362	70,261,397
Capital assets and construction-in-progress	185,073,574	182,515,314
	<b>\$ 471,407,605</b>	<b>\$ 400,340,534</b>
<b>Liabilities and Net Assets</b>		
<b>Liabilities:</b>		
Current liabilities	\$ 159,963,812	\$ 126,355,613
Long-term debt	8,969,542	10,338,026
Other liabilities	3,687,000	3,634,000
Deferred contributions	129,264,437	127,349,255
	<b>\$ 301,884,791</b>	<b>\$ 267,676,894</b>
<b>Net Assets:</b>		
Unrestricted	\$ 30,898,429	\$ 58,865,357
Invested in capital	47,439,226	44,236,161
Internally restricted	81,742,803	20,270,740
Externally restricted	9,442,356	9,291,382
	<b>\$ 169,522,814</b>	<b>\$ 132,663,640</b>
	<b>\$ 471,407,605</b>	<b>\$ 400,340,534</b>

On behalf of the Board:



Egidio Sovran, Chair – Audit Committee



Patricia France, President

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

**SUMMARY CONSOLIDATED STATEMENT OF OPERATIONS**

For the year ended March 31

	2021	2020
<b>Revenue</b>		
Grants and reimbursements	\$ 40,295,490	\$ 40,990,085
Capital support grants	143,267	175,673
Tuition revenue	138,994,338	126,606,554
Contract training	30,086,173	25,012,675
Amortization of deferred capital contributions	5,711,259	5,621,045
Other income	18,436,850	18,718,116
Donations	129,898	288,538
Foundation	533,466	534,656
Ancillary operations	2,648,352	10,745,618
Gain (loss) on disposal of capital assets	976,042	-
	<b>\$ 237,955,135</b>	<b>\$ 228,692,960</b>
<b>Expenses</b>		
Salaries and benefits	\$ 83,748,716	\$ 91,847,088
Operating expenditures	97,933,179	85,669,379
Post employment and compensated absences	53,000	(136,000)
Foundation	533,466	534,656
Bursaries and scholarships	121,898	280,538
Amortization of capital assets	10,498,828	9,713,643
Other expenditures out of capital support grants	182,262	185,110
Ancillary operations	5,675,586	9,515,536
	<b>\$ 198,746,935</b>	<b>\$ 197,609,950</b>
<b>Excess of Revenue over Expenses for the year</b>	<b>\$ 39,208,200</b>	<b>\$ 31,083,010</b>

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

**NOTE 1**

The summary consolidated financial statements are derived from the complete audited consolidated financial statements, prepared in accordance with Canadian public sector accounting standards as at and for the year ended March 31, 2021.

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

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

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

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

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

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

**C**

**APPENDIX C (2019-2020 Key Performance Indicators)**

The 2019 KPI survey results were not available at time of publication of our 2019-2020 Annual Report, as such we are presenting within the 2020-2021 report.

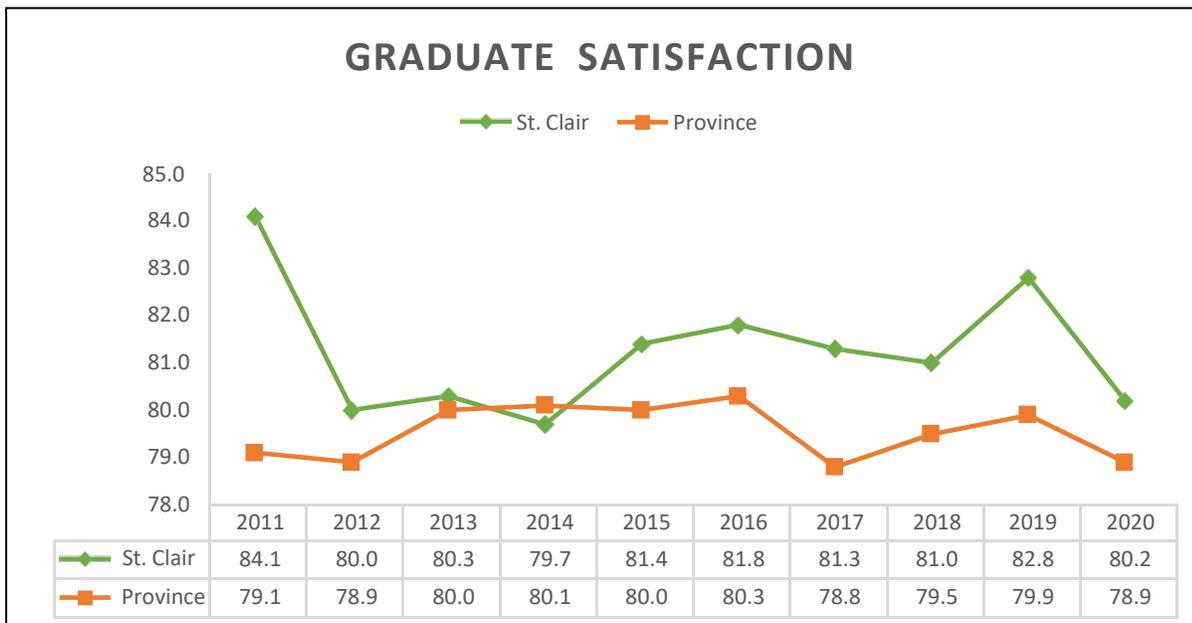
**2019-2020 Summary Results**

	PROVINCE	ST. CLAIR COLLEGE
Employer Satisfaction	91.1%	90.0%
Graduate Satisfaction	78.9%	80.2%
Graduate Employment	85.5%	81.8%
Graduation Rate	66.4%	67.7%

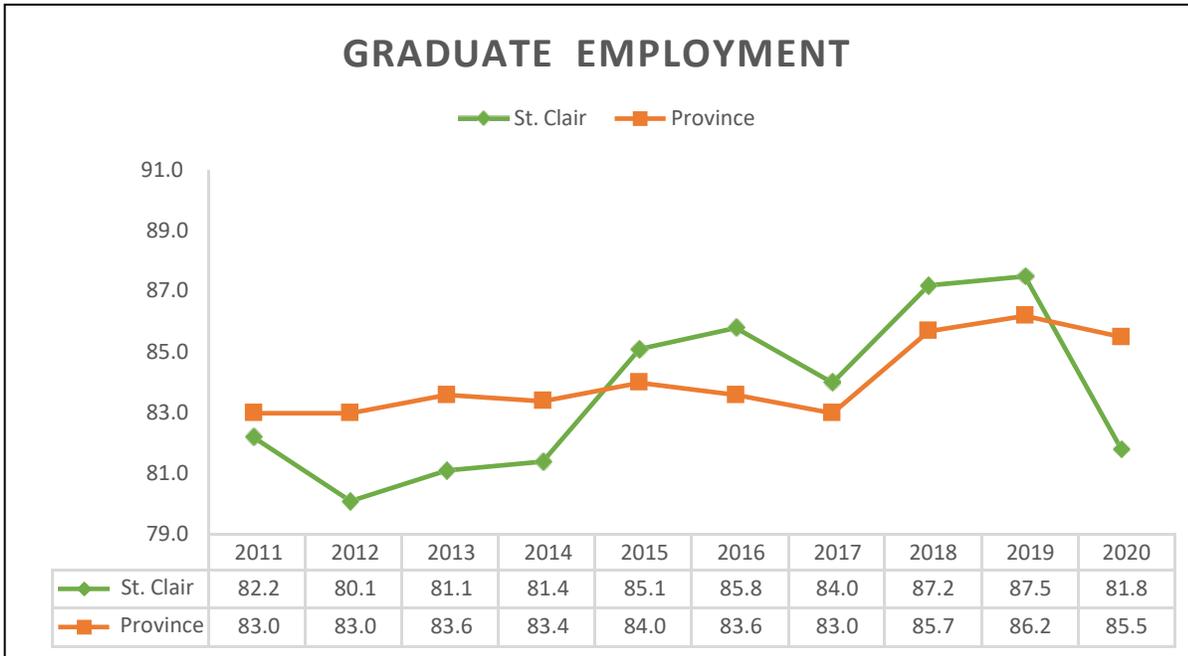
**2018-2019 vs 2019-2020 Summary Results**

	2019	2020
Employer Satisfaction	84.0%	90.0%
Graduate Satisfaction	82.8%	80.2%
Graduate Employment	87.5%	81.8%
Graduation Rate	66.6%	67.7%

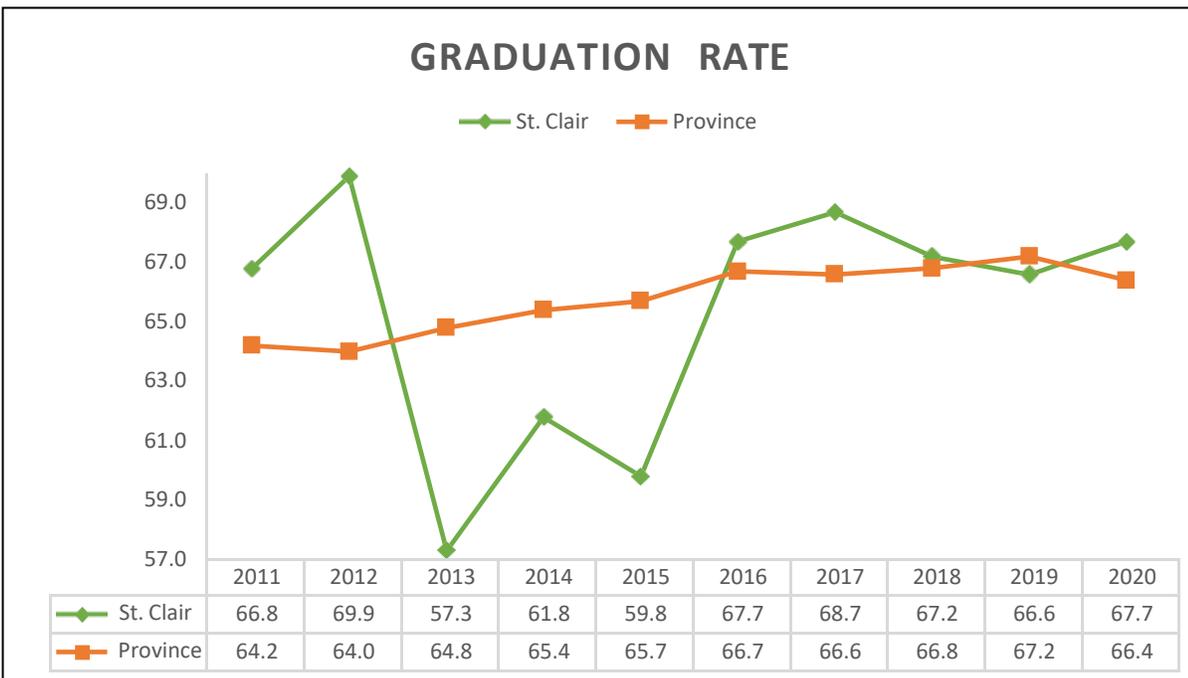
**KPI - Graduate Satisfaction**



KPI - Graduate Employment



KPI - Graduation Rate



## KPI - Employer Satisfaction

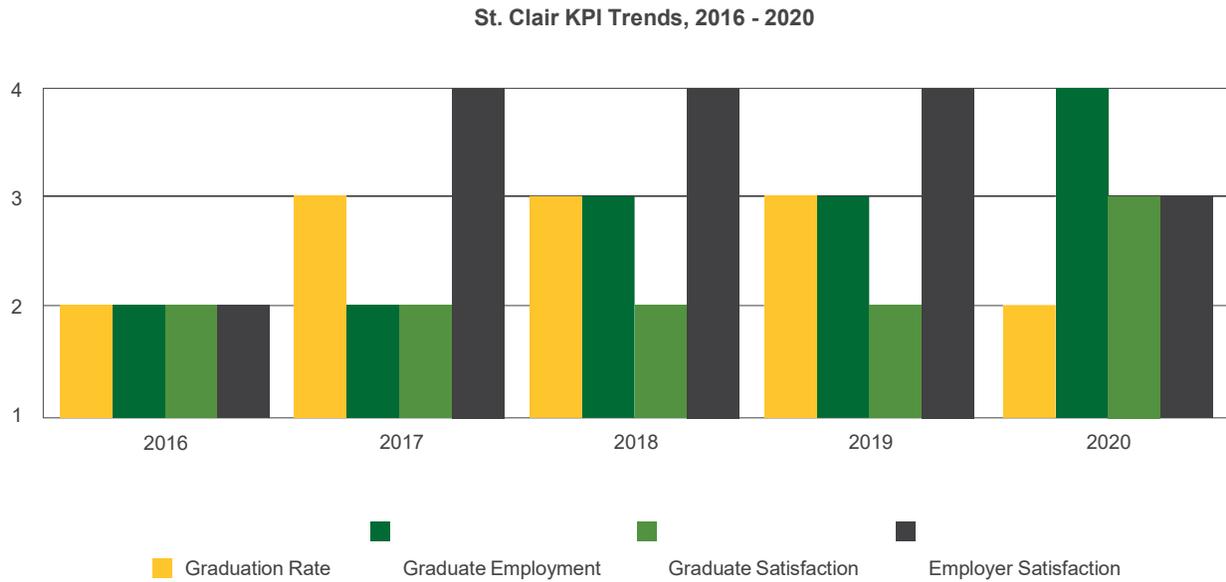


Note: Across the sector, there were approx. 561 employer responses out of the 126,121 graduates. No college had more than a 1% response rate.

The following programs were included in the employer survey:

Program Code	Program Name
B908	Event Management
H863	Practical Nursing
T941	Power Engineering Technology
A887	Music Theatre - Performance
B226	Office Administration - Executive
B395	Culinary Management
B940	Hospitality – Hotel and Restaurant
B961	Border Services
K240	Early Childhood Education
T947	Electrical Techniques

## KPI – Rates by Quartile – 5 Yr. Trend



## From KPI to SES

- In December 2019, the Ministry of Colleges and Universities (MCU) indefinitely suspended the Student Satisfaction KPI Survey to focus on the four remaining graduate and employer-based KPIs.
- In February 2020, St. Clair replicated the KPI survey, along with 18 other colleges, to provide continuity of data.
- In November 2020, St. Clair joined 12 other colleges to develop and implement a replacement survey. The Student Experience Survey (SES) was conducted online February 17-March 9, 2021, for all post-secondary students in their second semester or higher.

## 2020-21 SES – Summary Results

	PROVINCE	ST. CLAIR
<b>Overall</b> - Overall, how satisfied are you with your experience at the College?	75.6%	80.9%
<b>Capstone KS</b> – How satisfied are you with the extent to which your program is giving you the knowledge and skills that will be useful in your future career?	82.3%	84.2%
<b>Capstone LE</b> – How satisfied are you with the overall quality of the learning experiences in this program?	79.9%	83.4%
<b>Capstone S</b> – How satisfied are you with the overall quality of the services in the College?	74.0%	72.3%
<b>Capstone R/O</b> – How would you rate the overall quality of the remote/online learning experience in your program this term?	68.4%	70.9%
<b>Capstone I/C</b> - Overall, how satisfied are you with the information / communications you receive from the College?	78.5%	83.9%

## 2019-20 vs. 2020-21 – Summary Results

	2020 (KPI)	2021 (SES)
Overall Satisfaction	79.0%	90.0%
Knowledge and Skills	89.4%	80.2%
Learning Experiences	83.1%	83.4%
Services	67.1%	72.3%

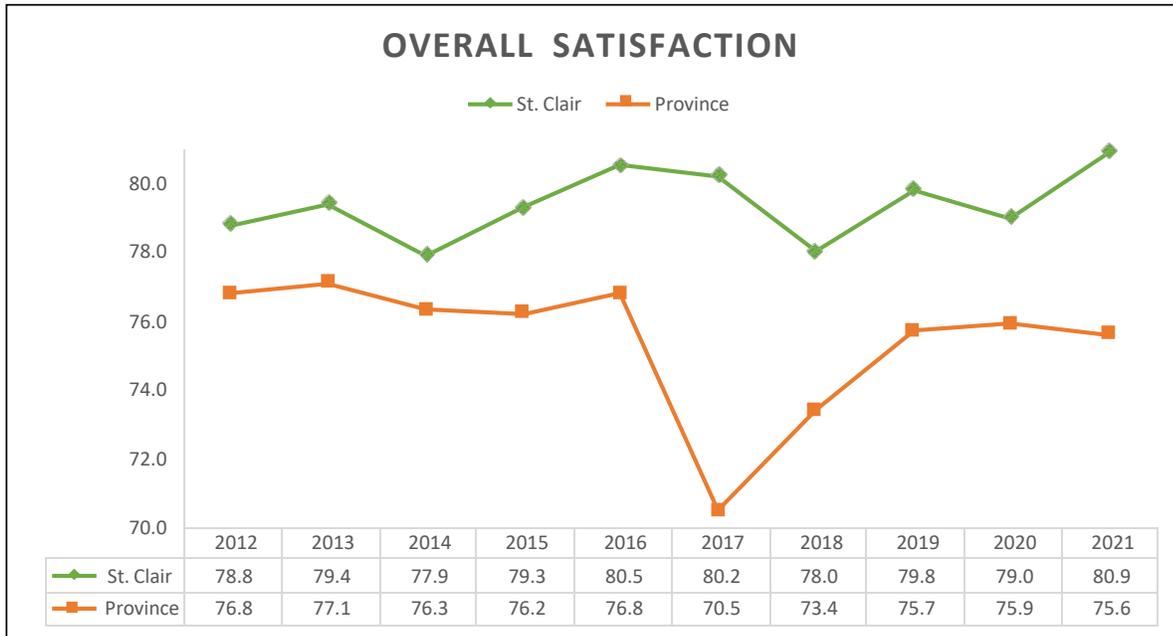
### Interpretation notes:

- For KPI, overall satisfaction is an average of the other capstone questions. For SES, students give an explicit rating.
- For KPI, results are pooled. For SES, results are weighted according to size of college.

### SES - Capstone Overall

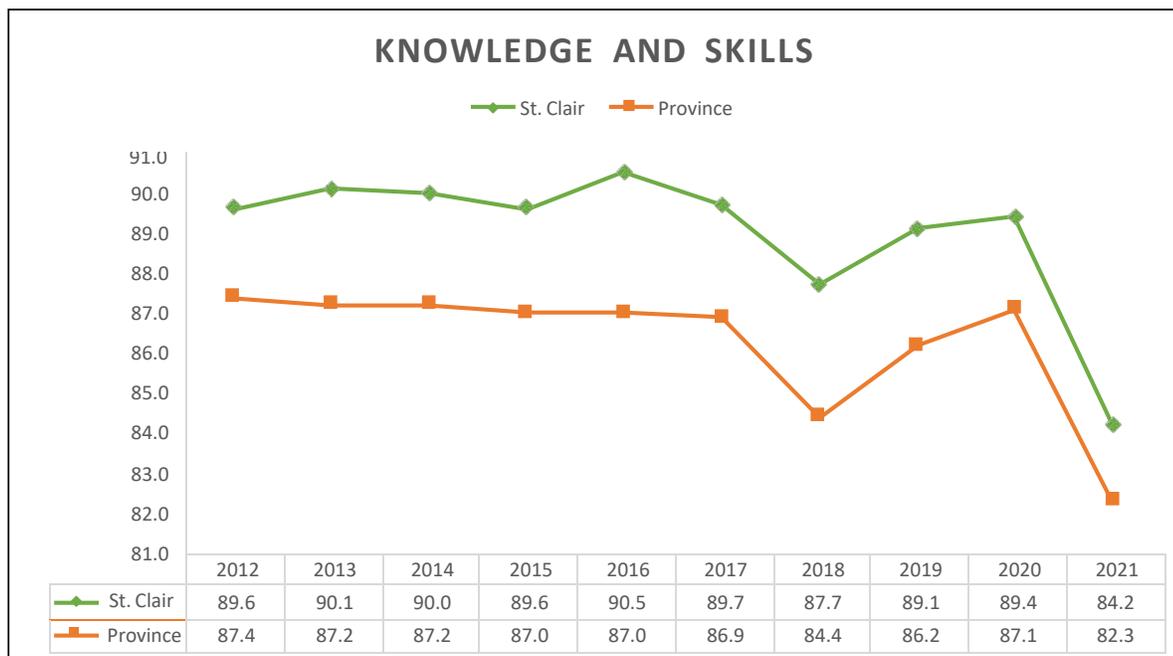
Overall, how satisfied are you with your experience at the College?

### SES - Overall Satisfaction



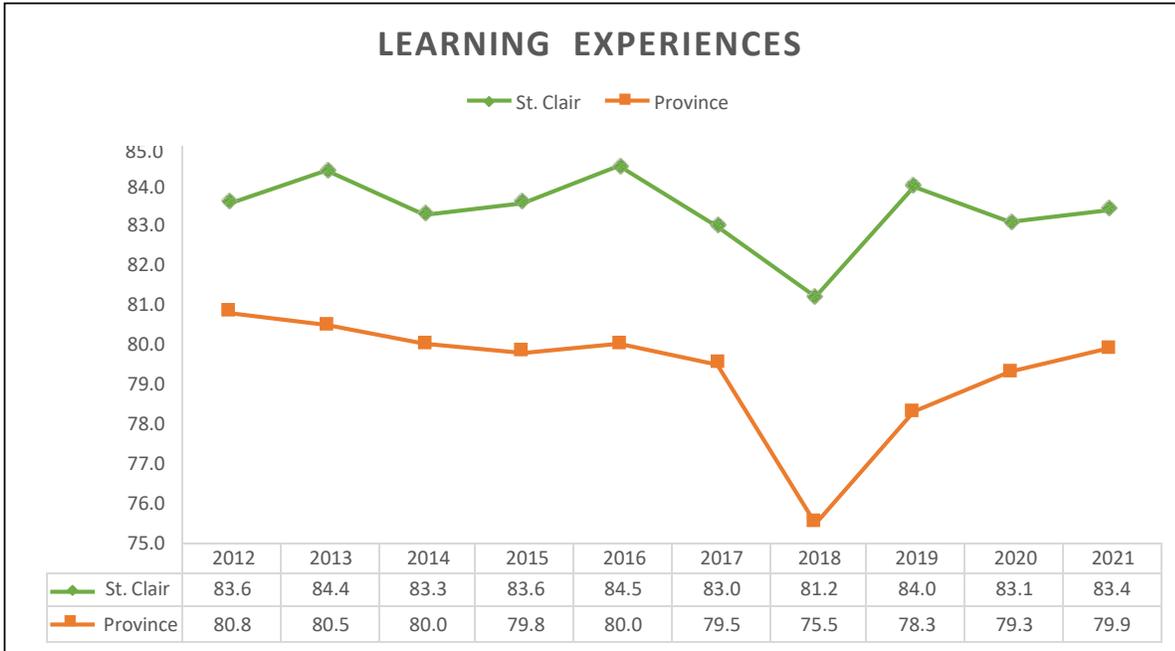
### SES - Capstone KS

How satisfied are you with the extent to which your program is giving you the knowledge and skills that will be useful in your future career?



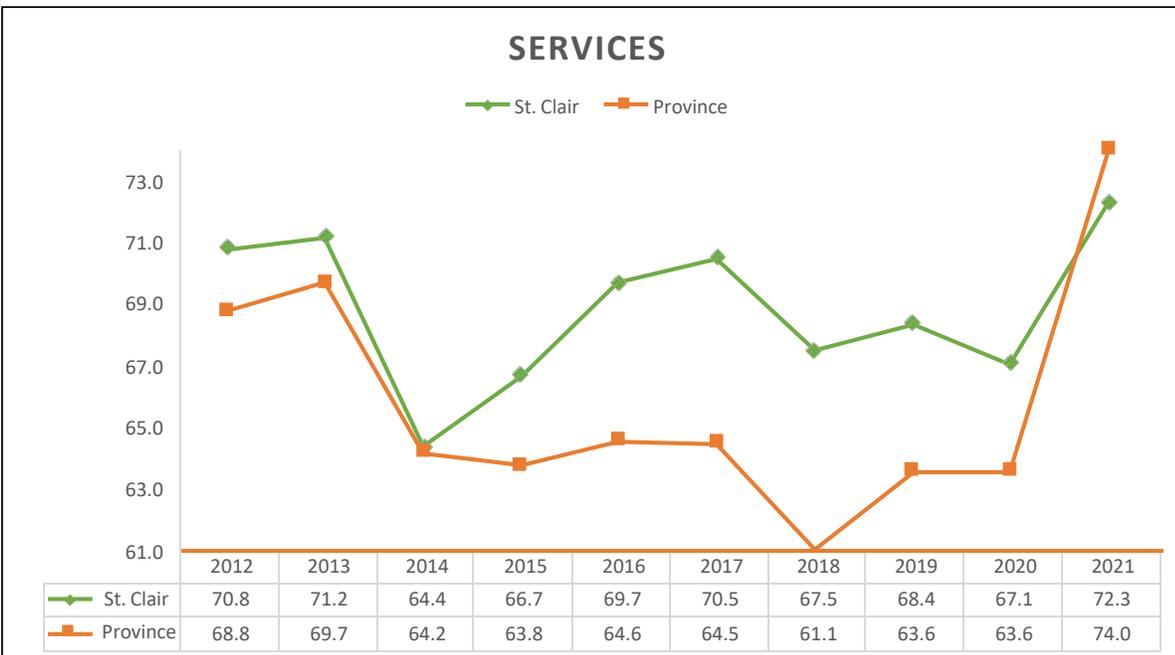
### SES - Capstone LE

How satisfied are you with the overall quality of the learning experiences in this program?



### SES - Capstone S

How satisfied are you with the overall quality of the services in the College?



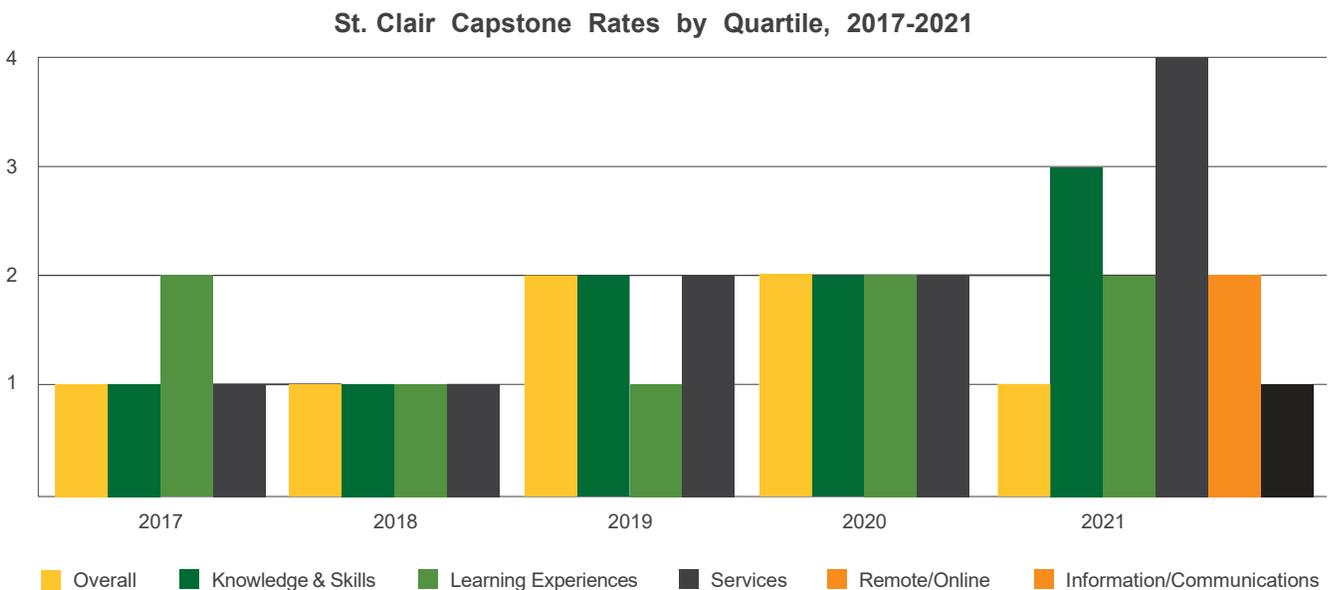
## SES - Capstone R/O

How would you rate the overall quality of the remote/online learning experience in your program this term?

## SES - Capstone I/C

Overall, how satisfied are you with the information / communications you receive from the College?

## Capstone Rates by Quartile - 5 Year Trend



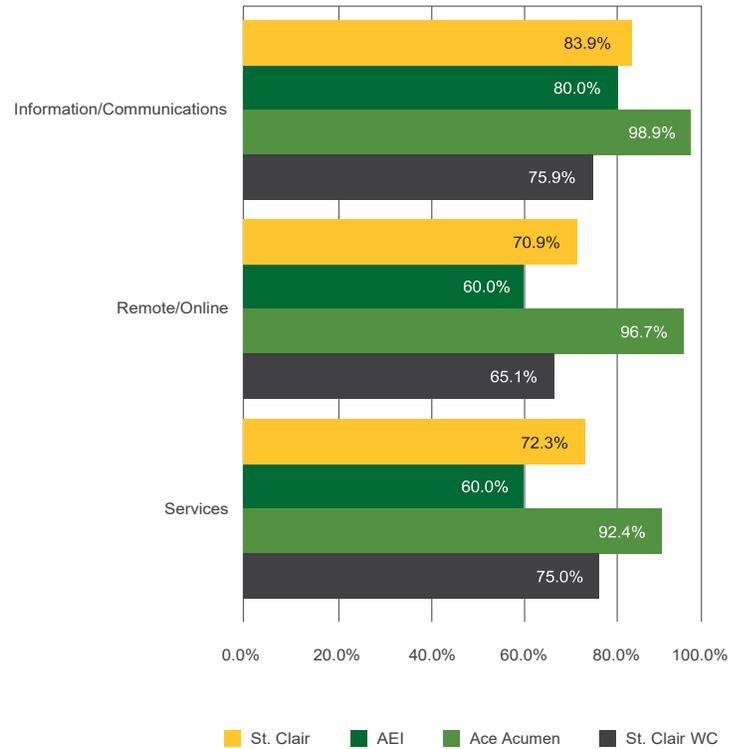
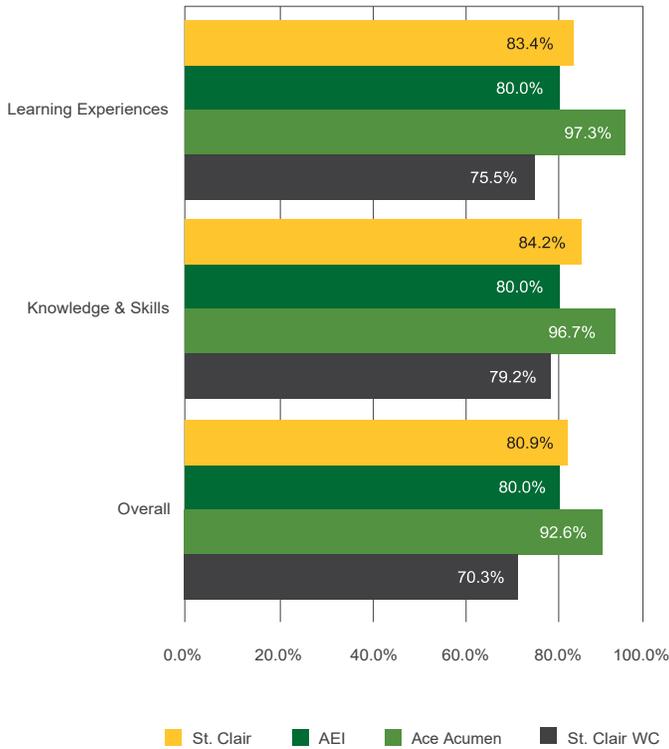
## Breakdown of Weighting

- The 2021 SES results for St. Clair are weighted averages from the results of St. Clair Windsor-Chatham, Ace Acumen and AEI. The weights are determined by number of invitations from each institution and have the effect of giving an Ace Acumen or AEI respondent a similar influence on the result as a St. Clair Windsor-Chatham respondent.
- The KPI approach would be to pool the responses. This has the effect of high population / high response institutions having greater influence on the results.

**C**

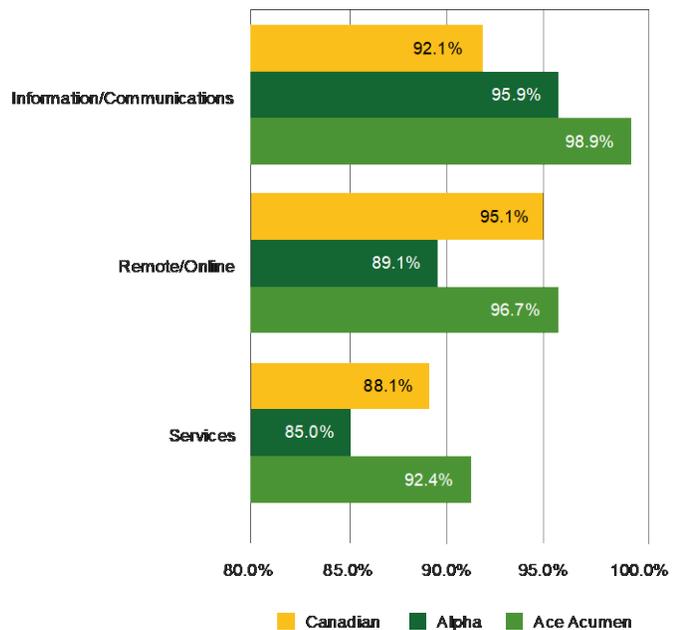
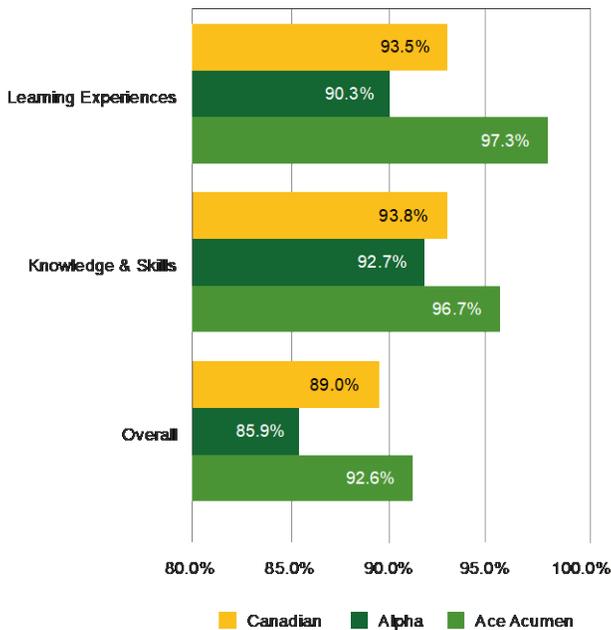
**APPENDIX C (2020-2021 Student Experience Survey)**

**Breakdown of St. Clair SES Results**



**PCPP Comparison**

- St. Clair and St. Lawrence were the only colleges using the SES that had a public college private partnership.
- St. Lawrence's PCPPs are Alpha College (Scarborough) and Canadian College (Vancouver).
- If PCPPs were standalone institutions, they would take the top three spots for every capstone.
- The average gap between the lowest PCPP and the highest college is 6.4%.



### Summary of Advertising & Marketing Complaints

For the period April 1, 2020 – March 31, 2021, as specified in the Minister's Binding Policy Directive on the Framework of Instruction which sets out college program advertising and marketing guidelines, St. Clair College has received no complaints from its students regarding advertising and marketing of College programs.

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

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

This appendix is not required for St. Clair College.

**Board Members****Appointment Date**

Patricia France, President

Nancy Jammu-Taylor, Chair

Egidio Sovran, Vice Chair

Al Provost

Al Teshuba

Christian Seguin  
*Internal Student Representative*

Garry Rossi

Jean Piccinato

John Parent

Kevin Beaudoin

Melanie DeSchutter  
*Internal Administration Representative*

Michelle Watters

Renu Khosla

Robert Renaud

Tammy Wonsch  
*Internal Support Staff Representative*

Teresa Bendo

Warren Beck  
*Internal Faculty Representative*

September 2019 – August 2022

September 2019 – August 2022

June 2020 – August 2022

March 2021 – August 2022

September 2020 – August 2021

September 2020 – August 2023

September 2018 – August 2021

April 2020 – August 2022

September 2017 – August 2020

September 2019 – August 2022

September 2019 – August 2022

September 2017 – August 2020

September 2017 – August 2020

September 2017 – August 2020

September 2019 – August 2022

September 2019 – August 2022



To: Patricia France, President  
From: Melanie DeSchutter  
Date: May 5, 2021  
Re: Annual Review

The College Advisory Council (CAC) convened for a successful meeting on December 7<sup>th</sup>, 2020 during the 2020/2021 Academic year. The committee continued with the leadership of Ms. Melanie DeSchutter as Chair, CAC and Dr. Ken Blanchette as Vice Chair, CAC.

In our discussions at the December 2020 meeting, we looked at College policy amendments allowing for community feedback from all constituents, inclusive of Student governments at both campuses. The group reviewed our current Sexual Assault and Sexual Violence Policy and Protocol. Discussion and feedback from the group was related to the Examination Regulations Policy, Course Credit and Covid-19 Protocol. Clarification language was discussed on the definition of assessment in the Final Exam Policy and its relevance to any assessments the week before final exams. The committee also sought feedback from the appropriate areas or departments of the College regarding the general education elective offerings, academic delivery fluidity and academic integrity.

The CAC will reconvene in the Spring 2021 Semester.

Regards,

A handwritten signature in black ink, appearing to read "Melanie DeSchutter", written in a cursive style.

Melanie DeSchutter  
Associate Registrar



**ST. CLAIR**  
COLLEGE

**WINDSOR & CHATHAM**