

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on March 28, 2023, at 7:30 p.m. in Room #A3205, Windsor Campus.

Present:

Mr. A. Barron
Mr. K. Beaudoin
Mr. W. Beck
Ms. P. Corro-Battagello
Ms. P. France, **President**
Mr. C. Hotham, virtually
Ms. R. Khosla
Mr. J. Parent
Ms. J. Piccinato, **Chair**
Mr. A. Provost
Mr. R. Renaud
Mr. G. Rossi, **Vice Chair**
Ms. S. Sasseville
Mr. E. Sovran, **Past Chair**
Mr. A. Teshuba
Ms. M. Watters
Ms. G. Wrye

Regrets:

Mr. M. Beale

Also Present:

Ms. K. Adams, Board Secretary
Mr. E.P. Chant, Editor, SAINT, Student Newspaper
Mr. J. Fairley, Vice President, College Communications & Community Relations
Mr. W. Habash, Senior Vice President, Academic & College Operations
Mr. B. Jones, Retirees' Association, Observer
Mr. M. Jones, Vice President, Finance & Chief Financial Officer
Mr. M. Silvaggi, Vice President, Academic & Registrar
Mr. R. Nicoletti, Executive Director, President's Office, Corporate Secretary & Ministry Compliancy
Mr. R. Seguin, Vice President, International Relations, Training & Campus Development
Mr. J. Sirianni, Vice President, Human Resources, Safety & Facilities Management

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

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

1.0 Adoption of the Agenda and Declaration of Conflict of Interest

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

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

2.0 Approval of the Minutes of the Full Board meeting held on Tuesday, February 28, 2023 in Windsor, ON.

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

RESOLVED THAT the Board of Governors approve the Full Board minutes of the February 28, 2023 meeting.

3.0 Constituent Reports

Retirees' Association

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

- The Retirees' are planning a trip for lunch and to attend a play at the Victoria Playhouse in Petrolia.
- The Retirees' Association is currently drafting a letter to CAAT, to address Cost of Living Adjustments (COLA) for the retirees.
- The Retirees' Association has become overwhelmed with the amount of pieces in the College's art collection and they are looking for additional storage.
- The Retirees' Association's outing to Belle Vue National Historic Site in Amherstburg has been postponed as a result of the inclement weather.
- The Retirees' Association Annual General Meeting is scheduled to take place on Thursday, May 4, 2023, at 2:00 p.m. at the SportsPlex.
- The Retirees' Archive Group has resumed its weekly meetings on Mondays and are working on a project for a reunion of the Retraining Group.

4.0 President's Report

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

Ms. France noted that the President's Report was included in the Full Board meeting documents, distributed via email and posted on the Board portal. She outlined the events and initiatives that have occurred since the last Board meeting:

- On Thursday, March 9, 2023, Hon. Monte McNaughton, Minister of Labour, Immigration, Training and Skills Development, Andrew Dowie, MPP Windsor-Tecumseh and Mayor Drew Dilkens, City of Windsor, visited the College. A demonstration of the College's new welding robots was provided and they also attended the Job Fair in the FCEM for the Electrical Techniques students. Minister McNaughton was in Windsor to announce the Ontario governments' new initiative for the Skilled Trades Apprenticeship program for Grade 11 students. The President thanked the Minister, MPP and Mayor for taking the time to visit the College and for their ongoing support of St. Clair.
- On Wednesday, March 1, 2023, Parliamentary Secretary of the Minister of Justice, Gary Anandasangaree met with the students and faculty of the College's Social Justice and Legal Studies program to discuss his role and the current priorities that his team is working on.
- The annual International Women's Day Gala was hosted by Women's Enterprise Skills Training of Windsor Inc. (WEST) on Wednesday, March 8, 2023, at the St. Clair College Centre for the Arts. President France delivered greetings, as well as presented the Phenomenal Woman Award, sponsored annually by the College. President France was announced as the 2024 International Women's Day Gala Keynote speaker.
- St. Clair College hosted the 2023 Ontario College Athletic Association (OCAA) Men's Basketball Championship March 3 – 6, 2023. St. Clair College Men's Basketball team captured the OCAA Championship over the George Brown Huskies after defeating the Conestoga Condors and Lambton Lions in the earlier rounds. This marked the first OCAA Men's Basketball Championship for St. Clair College in 55 years. The win earned the Saints a spot at the Canadian College Athletic Association (CCAA) being hosted by the Southern Alberta Institute of Technology (SAIT), in Calgary, AB, March 16 – 19, 2023. President France hosted a congratulatory lunch for the OCAA Champions on Friday, March 10, 2023, where the team presented her with a game ball and an OCAA Provincial Championship medal to thank her for her support. The Saints finished fourth in the National Championship.
- On March 20 – 21, 2023, President France participated in the Committee of President's meeting. President France noted the topics of discussion, included in the President's Report:
 - Colleges Ontario's Budget.
 - Terms of Reference for Colleges' Coordinating Committee.
 - Presidents' Trip to Ireland.
 - Applied Research.
 - Blue-Ribbon Panel.
 - OCAS Applications.

- On Wednesday, March 22, 2023, President France hosted the OCAA Women's Softball Champions for a congratulatory lunch. The College's Women's Softball team won the OCAA Championship in October 2022 and also captured the National Championship. The St. Clair College Women's Softball team is the only college to ever win a softball national championship, is the fourth team in College history to post a perfect season, going 34-0 and is also the first female team in College history to do so.
- Immigration Canada has secured four hotels in Windsor to address the influx of refugees that are arriving in Quebec from the United States. Farhi Holdings has requested that the St. Clair College Centre for the Arts (SCCCA) provide meals to the refugees residing at the Best Western. There are currently 180 refugees being hosted which can potentially increase to 1,000 in the coming month.
- St. Clair College's annual Scholarship Awards Events were held in Chatham at Club Lentinas on Tuesday, March 7, 2023 and in Windsor at the SCCCA on Wednesday, March 22 and Thursday, March 23, 2023. St. Clair College's donors have generously provided over 700 scholarships valued at over \$550,000 and St. Clair College is so thankful to our community donors who are investing in our students' journey.
- On Friday, March 24, 2023, St. Clair College Alumni, Dan MacDonald of AM800 CKLW, was on the Windsor Campus live on the air, promoting the College's Open House that took place on Saturday, March 25, 2023.
- On February 9, 2023, the College received a letter from the office of the Auditor General of Ontario (OAGO) advising that they are following up on the recommendations that were made in the 2021 Annual Report. The College's follow-up report was completed and submitted to the AOGO on Friday, March 24, 2023, using the provided guidelines and template, outlining the status of the actions taken to address the issues raised and recommendations made in the report.
- St. Clair College's Open Houses took place on all campuses on Saturday, March 25, 2023 and were an overwhelming success. The President thanked all who participated.
- St. Clair College's Alumni Association was proud to be a primary sponsor of the annual Windsor Family Credit Union's Scripps Regional Spelling Bee. The event promotes literacy and language arts and provides youth in grades four through eight the opportunity to compete for a chance to represent Windsor-Essex at the Scripps National Spelling Bee in Washington, DC.
- On Friday, March 24, 2023, St. Clair College's Men's Extramural Indoor Cricket Team participated in the OCAA/OCT Rec Cup Championship at Seneca College-King Campus, after winning the provincial Championship at the West Regional event hosted by Conestoga College on February 17, 2023. The team won over rival Fanshawe Falcons and ended their season with an impressive 23-3 record, winning four of the five tournaments that they participated in.

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

The President also noted that the media report was sent out electronically and is attached for information.

5.0 Consent Agenda

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

- 5.1 Support Student Success – Document an Inventory of Current Events and Expand Outreach by Adding New Initiatives and Opportunities for Student Engagement.
- 5.2 Support Student Success – Maintain and Report on Athletic Performance Indicators (APIs) that align with Academic/Corporate Priorities.
- 5.3 Increase Enrolment – International Enrolment.
- 5.4 Development of Human Resources – Staff Development.
- 5.5 EMSI – Economic Impact Study.

RESOLVED THAT the Board of Governors receive and approve the contents of the March 28, 2023 Consent Agenda, as presented.

6.0 Information Items

6.1 Audit Committee Report

The Board Chair called upon Mr. Renaud, Chair of the Audit and Finance Committee for this item. Mr. Renaud provided a report, highlighting the following:

- An Audit and Finance Committee meeting was held on Friday, March 10, 2023, where quorum was met with four members of the committee present.
- The revised minutes of the May 18, 2022, meeting were distributed as information.
- The minutes of the November 11, 2022, meeting were approved.
- Cynthia Swift, Partner, KPMG, presented the Audit Plan for the College's fiscal year ending March 31, 2023, which was approved by the Audit and Finance Committee.
- Mr. Marc Jones presented the 2023-2024 Financial Plan, which will be presented this evening.
- Discussions surrounding the College's internal reserves occurred. College Administration will provide an update to the Audit and Finance Committee at its next regularly scheduled meeting on May 17, 2023.

- The Audit and Finance Committee approved the recommendation that the Board of Governors approve the 2023-2024 Financial Plan.

6.2 Key Performance Indicator (KPI) Results

The Board Chair called upon Mr. C. Pyne for an overview of the 2021-2022 Graduate Key Performance Indicator (KPI) Results and he provided a brief PowerPoint presentation, highlighting the following:

- The Ministry of Colleges and Universities (MCU) mandates four KPIs related to graduate and employment outcomes.
- The data references the graduating cohort from Spring 2020 through to Winter 2021. Graduates are typically surveyed six months following graduation. The survey timeframe was extended as a result of delays from the Ministry of Colleges and Universities (MCU) and was the first year that online responses were included into the official rates.
- The four outcomes mandated by the MCU for graduate and employment outcomes include:
 - Employer Satisfaction.
 - Graduate Satisfaction.
 - Graduate Employment.
 - Graduation Rate.
- Graduate Satisfaction includes all graduates in the sample time period, providing they respond to the survey.
- Mr. Pyne noted that the results for Graduate Satisfaction decreased across the system as a result of the delay in gathering data, as perceptions of satisfaction diminish over time.
- Graduate Employment rate is also derived from this sample, however if you are a graduate of the College but have continued on to additional education opportunities, you are excluded from this survey.
- Mr. Pyne noted that the Graduate Employment graph in 2021 demonstrates the first impact of COVID-19 on employment rates. In addition, the Graduate Employment rates are affected by regional aspects, such as the local economy.
- Graduation Rate is also included in the Strategic Mandate Agreement 3 (SMA3) metrics but is calculated in a different way. Mr. Pyne noted that the Graduation Rate in the three-year diploma programs have improved.
- Mr. Pyne explained that Employer Satisfaction is a challenging metric to measure. In total, 117 employers completed the survey across the province.
- Mr. Pyne outlined the year over year results for the four outcomes, as well as the KPI Rates by Quartile over a five-year trend.

A Governor inquired who conducts the KPI Surveys?

Mr. Pyne responded that the MCU contracts a third party to conduct the KPI Surveys, Forum Research.

A Governor inquired whether the survey questions change year over year.

Mr. Pyne responded that the same questions have been used since 2006 but they are looking to modernize them.

A Governor inquired what St. Clair College is able to do, in regard to sharing the results and statistics of the KPI surveys.

Mr. Pyne responded that the official results can be shared as a group as regional aspects are supposed to be taken into account. The deeper dive into the statistics will remain confidential.

Mr. Pyne's PowerPoint presentation is attached as Item #6.2.

6.3 College Degree Renewal Process

The Board Chair called upon President France to speak to this item. President France noted that this item was included in the Full Board package for the Board's review.

President France began by introducing Dr. Lindita Prendi, Executive Director, Centre for Academic Excellence and Quality Assurance.

- In 2018, St. Clair College was granted approval to offer two degree programs:
 1. Honours Bachelor of Business Administration (Information Communication Technology).
 2. Honours Bachelor of Applied Arts in Social Justice and Legal Studies.
- The consent for each of the above programs was granted for a period of seven years and was specific to St. Clair College's Windsor Campus.
- The Ministry requires that St. Clair College apply for renewal of consent by submitting to the Ministry, twelve months prior to the expiration of the consent.
- Both program teams, through the leadership and guidance of the Centre for Academic Excellence and Quality Assurance (CAE), have begun the process of preparing all requirements for the consent renewal submission.
- The consent renewal process involves a double examination of the program:
 - By the College through the internal Quality Assurance processes and the involvement of external Program Evaluation Committee (PEC).

- By the Postsecondary Education Quality Assessment Board (PEQAB) after referral of the program by MCU.
- The Degree Consent Renewal Milestones are outlined in the Board report.
- President France noted that College Administration will keep the Board informed as the College Degree Renewal Process progresses.

7.0 **Approval Items**

7.1 **2023-2024 Budget Presentation**

The College is projecting a 2022-2023 budget surplus of \$37.9 million, which is a \$7.8 million increase from the 2022-2023 Mid-Year budget forecast of \$30.1 million.

The projection for total operating and ancillary revenue for 2023-2024 is \$302,015,821, representing an increase of \$12 million over the Mid-Year Review 2022-2023 budget.

The projection for total operating and ancillary expenditures for 2023-2024 is \$264,091,799, representing an increase of \$4.2 million over the Mid-Year Review 2022-2023 budget.

Revenue:

Revenues are projected to increase \$12 million over the 2022-2023 Mid-Year Budget Review.

The following highlights the major changes in revenue compared to the 2022-2023 Mid-Year Budget Review:

- Total Ministry of Colleges and Universities (MCU) Operating Grants have decreased \$164,000.
 - An increase in the International Student Recovery program due to the higher international student enrolment.
- Total Contract Income decreased by \$5.9 million, primarily due to the wind down of Employment Ontario funding and the Ontario government's Personal Support Worker Accelerated program ending on March 31, 2023.
- Total Tuition revenue increased by \$13.6 million.
 - Increased international post-secondary tuition revenue which reflects 2,653 additional registrations across the fiscal year in comparison to the 2022-2023 Mid-Year budget.
- Total Other Income increased by \$3.7 million.

- Increase in Interest Income of \$3 million as a result of significant increases in the Bank of Canada's policy interest rate and interest realized from maturing GICs.
- Domestic Post-Secondary Tuition Revenue is based on 6,594 Fall 2023 Day 10 full-time domestic students, which is a decrease of 230 students from Fall 2022 Day 10 and reflects a zero-tuition increase.
- International Post-Secondary Tuition Revenue is based on 4,279 Fall 2023 Day 10 full-time international students, which is an increase of 809 students from Fall 2022 Day 10 and reflects a zero-tuition increase.
- PCPP Post-Secondary Tuition is based on 3,500 Fall 2023 Day 10 full-time international students, a planned increase of 30 students from Fall 2022 Day 10 and reflects a zero-tuition increase.

Expenditures:

- Expenditures are projected to increase \$4.2 million over the 2022-2023 Mid-Year Budget Review.

The following highlights the major changes in expenditures compared to the 2022-2023 Mid-Year Budget Review:

- Total Salaries and Benefits have increased by \$597,000 from the 2022-2023 Mid-Year Budget Review due to the following:
 - Compensation adjustments across all constituent groups.
 - Normalized staffing levels.
 - College re-organization – Employment Office stability.
- Total Non-Salary Expenditures are projected to increase by \$2.1 million from the Mid-Year Review, primarily due to the following:
 - An increase in Contracted Educational Services Other as a result of higher international enrolment which requires higher agent commissions.
 - An increase in Equipment Rentals
 - An increase in Instructional Supplies.
 - An increase in Other Expenses.
 - An increase in Amortization.

Ancillary Operations:

- The total Ancillary Operations surplus of \$544,938 is a decrease of \$718,113 from the Mid-Year budget surplus of \$1.2 million. This can mainly be attributed to the following:

- A decrease in Parking Operations due to lower parking permit sales and increased costs for the Downtown Windsor parking garage and ground lot maintenance.
- Varsity Sports due to the success of the College's varsity athletes, operation of the St. Clair Fratmen and the budget for athletic scholarships being reallocated to Varsity Sports.

Statement of Financial Position:

Assets - \$610 million

- Cash and other current assets are in a good position and the Capital Assets reflect the College's 2023-2024 capital plan.

Liabilities - \$344 million

- Deferred Revenue - \$138 million.
- Debt - \$19 million.

Net Assets - \$266 million

- Unrestricted Net Assets of \$19 million.
- Internally Restricted Assets of \$127 million.

Non-Committed Cash Projections:

Non-Committed Cash Projections are \$15.1 million for the 2023-2024 fiscal year. As the 2022-2023 fiscal year will likely end with a \$40 million surplus, this balance should reflect an additional \$10 million at March 31, 2024.

Deferred Maintenance 2023-2024 Spending Plan:

- The 2023–2024 Deferred Maintenance Project Plan is budgeted at \$17.7 million.
- Of the \$17.7 million budgeted, \$14.5 million will be funded from the Deferred Maintenance Reserve and \$3.1 million from the Ministry of Colleges and Universities, Facilities Renewal Program (FRP) grant, as yet to be determined.

Capital:

- The 2023-2024 Capital Plan is budgeted at \$9.0 million, funded through Unrestricted Reserves and the Operating Surplus from 2023-2024.
 - Facilities - \$2.2 million.
 - Academic Programs - \$1.7 million.
 - Information Technology - \$1.4 million.
 - Campus Beautification - \$500,000.

- Athletics/Recreation - \$364,000.
- 333 Riverside Drive \$600,000.
- SCCCA - \$134,000.
- Marketing - \$30,000.
- Contingency - \$2.1 million.

Internally Restricted Reserves: Projection to March 31, 2023

Financial Sustainability	\$73.3 million
Deferred Maintenance	\$25.3 million
Strategic Projects	\$20.4 million
International Scholarships	\$7.8 million
Total	\$126.8 million

Financial Sustainability Metrics:

- The projections for the seven Financial Sustainability Metrics show strong financial results.

The College's metrics are all well above the MCU benchmarks and zero flags are expected.

Student Fee Structure 2024-2024

- The Student Fee Structure for 2023-2024 was included in the Financial Plan and was prepared by the Compulsory Ancillary Fee Protocol Committee on March 21, 2023.
- The intent of the Committee is to approve tuition and ancillary fees, with the MCU regulations for the upcoming academic year. The Student Fees have continued to be prepared in accordance with the existing MCU Tuition Fee Framework and Ancillary Guidelines.
- The Student Fee Protocol will be brought forward to the April 2023 Board meeting.

Strategic Direction Update

- The three financial sustainability objectives were reported to the Board in June 2022 based on 2021-2022 financial results.
- The College forecasts that it will balance the budget and meet the MCU financial metrics for the 2022-2023 fiscal year.
- The College estimates the financial sustainability reserve balance will increase by \$2.175 million to \$70.1 million for the 2022-2023 fiscal year.

Following the 2023-2024 Financial plan presentation, the Board Chair called for any additional questions or comments.

After a brief discussion it was,

RESOLVED THAT the Board of
Governors approve the 2023-2024
Financial Plan as presented.

Mr. Jones' PowerPoint presentation is attached as Item #7.1.

7.2 2023-2024 Strategic Directions

- The Strategic Directions for April 1, 2020 to March 31, 2025, consist of 18 goals, 32 objectives and 46 clearly defined measurables and align the College to meet the established commitments of the Strategic Mandate Agreement 3 (SMA3).
- Administration completes a review of the Strategic Directions annually to ensure they remain in alignment with the objectives of the College. Administration added one objective to the Strategic Directions for the period of April 1, 2023 to March 31, 2024, to "Support the Ontario colleges efforts for the well-being of international learners to enhance their opportunities for academic and personal success with the establishment of a common set of standards of international student activity". Once approved, the Strategic Directions, April 1, 2023 to March 31, 2024 will be prepared in a booklet format and distributed to all staff.

After a brief discussion, it was

RESOLVED THAT the Board of
Governors approve the Strategic
Directions for the period of
April 1, 2023 to March 31, 2024.

8.0 By-law and Policy Review

8.1 By-law 19: Removal of Board Members – 2nd Reading

A Governor requested some clarity surround the wording in By-law 19: Removal of Board Members. After a brief discussion, it was determined that the by-law would be reviewed and amended for clarity and brought back to the Board for further consideration at the April Board meeting.

8.2 By-law 21: Board Meetings – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of
Governors approve the 2nd
reading of By-law 21: Board
Meetings, as presented.

8.3 By-law 22: Quorum – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 22: Quorum, as presented.

8.4 By-law 23: Notice of Meetings – 2nd Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of By-law 23: Notice of Meetings, as presented.

8.5 By-law 24: Voting – 1st Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of By-law 24: Voting, as presented.

8.6 By-law 25: Powers – 1st Reading

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of By-law 25: Powers, as presented.

8.7 By-law 26: Policies

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of By-law 26: Policies, as presented.

8.8 By-law 27: Indemnities to Governors

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of By-law 27: Indemnities to Governors, as presented.

9.0 Date of the Next Meeting

9.1 The next Board meeting is scheduled for Tuesday, April 25, 2023, in Chatham, ON.

The Full Board meeting adjourned at 7:30 p.m.

MISSION STATEMENT

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

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

507th FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, March 28, 2023

TIME: Immediately Following the In-Camera Meeting.

PLACE: Room #A3205 (Previously Room #325)

NOTE: Dinner will be available for constituents at 5:00 p.m. in the President's Board Room.

A group photo of the Board of Governors will be taken prior to the start of the Full Board meeting.

AGENDA

1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST

2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON FEBRUARY 28, 2023, IN WINDSOR, ON

3.0 CONSTITUENT REPORTS

4.0 PRESIDENT'S REPORT
(Policy – Executive Limitations Communication & Counsel #2003-21)

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

5.0 CONSENT AGENDA

5.1 Support Student Success – Document an Inventory of Current Events and Expand Outreach by Adding New Initiatives and Opportunities for Student Engagement

Information Item – Administration has provided a report on Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Continue to increase “Campus Life” activities by three new events per year, attached as Item #5.1.

5.2 Support Student Success – Maintain and Report on Athletic Performance Indicators (APIs) that align with Academic/Corporate Priorities

Information Item – Administration has provided a report on Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Collective Varsity GPA, scholarship achievement rate, departmental win/loss record, provincial/national recognition hits and increase athletic department revenue, attached as Item #5.2.

5.3 Increase Enrolment – International Enrolment

Information Item – Administration has provided a report on Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Maintain/grow current international enrolment in Windsor and Chatham, attached as Item #5.3.

5.4 Development of Human Resources – Staff Development

Information Item – Administration has provided a report on Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness and Wellness):

- a) Continuation of staff orientation (part-time/full-time, academic and non-academic) and appropriate orientation material; and
- b) 1% of budget allocation for staff development, attached as Item #5.4.

5.5 EMSI – Economic Impact Study

Information Item – Administration has provided a report on Strategic Direction #3 – Community Engagement, regarding the monitoring and increase of the College’s economic impact on its local community, attached as Item #5.5.

6.0 INFORMATION ITEMS

6.1 Audit Committee Report

Information Item – The Chair of the Audit Committee will provide the Board with an update regarding the meeting held on Friday, March 10, 2023.

6.2 Key Performance Indicators (KPI) Results

Information Item – Administration has provided the Board with an update on the College’s 2021-2022 Key Performance Indicator (KPI) results.

6.3 College Degree Renewal Process

Information Item – Administration has provided the Board with an update pertaining to the upcoming consent renewal for the College’s two degree programs, attached as Item #6.3.

7.0 APPROVAL ITEMS

7.1 2023-2024 Budget Presentation

Approval Item – Administration will present the 2023-2024 Budget to the Board for approval, attached as Item #7.1.

7.2 2023-2024 Strategic Directions

Approval Item – Administration will provide the Board with the Strategic Directions: April 1, 2023 – March 31, 2024, attached as Item #7.2.

8.0 BY-LAW AND POLICY REVIEW

8.1 By-law 19: Removal of Members

Approval Item – The Board will review By-law 19: Removal of Members, for 2nd reading, attached as Item #8.1.

8.2 By-law 21: Board Meetings

Approval Item – The Board will review By-law 21: Board Meetings, for 2nd reading, attached as Item #8.2.

8.3 By-law 22: Quorum

Approval Item – The Board will review By-law 22: Quorum, for 2nd reading, attached as Item #8.3.

8.4 By-law 23: Notice of Meetings

Approval Item – The Board will review By-law 23: Notice of Meetings, for 2nd reading, attached as Item #8.4.

8.5 By-law 24: Voting

Approval Item – The Board will review By-law 24: Voting, for 1st reading, attached as Item #8.5.

8.6 By-law 25: Powers

Approval Item – The Board will review By-law 25: Powers, for 1st reading, attached as Item #8.6.

8.7 By-law 26: Policies

Approval Item – The Board will review By-law 26: Policies, for 1st reading, attached as Item #8.7.

8.8 By-law 27: Indemnities to Governors

Approval Item – The Board will review 27: Indemnities to Governors, for 1st reading, attached as Item #8.8.

9.0 DATE OF THE NEXT MEETING

10.1 The next meeting is scheduled for Tuesday April 25, 2023 at the Chatham Campus.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 28, 2023

RE: STRATEGIC DIRECTIONS UPDATE (2022-2023) – STUDENTS (RETENTION, GRADUATION RATE AND SUCCESS) – SUPPORT STUDENT SUCCESS: CAMPUS LIFE ACTIVITIES

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

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2022-2023). This update pertains to Strategic Direction #2 - Students (Retention, Graduation Rate and Success) - Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement. Specific details include the following:

Goal	Objective	Measure	Target
Support Student Success.	Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.	Continue to increase "Campus Life" activities by three new events per year.	March - Annually.

BACKGROUND:

St. Clair College believes that student life is an essential element of the college experience and strives 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 with 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).

Student activities and engagement returned in-person for Fall 2023 rather than the multiple virtual events in past years. The College's student leaders eagerly filled their monthly student calendars, embracing face-to-face activities and enhancing the campus life experience for the 2022-2023 academic year.

SRC

1. The Student Representative Council staged its "Welcome Back Fest" on Saturday, September 10, 2022, with a carnival of inflatable games at the Sports Park, providing pre-game fun before the St. Clair Saints Football team took to the field, defeating the London Beefeaters. That victory kept the mood buoyant for a post-game dance party in the sand volleyball complex, using the non-noisy technology of Headphone Disco.
2. SRC opened the doors to its new state-of-the-art, ESPORTS NEXUS facility, powered by the St. Clair College Alumni Association. This fantastic facility is the home of the St. Clair Saints Esports varsity and academic programs and boasts three Virtual Reality (VR) rooms, eight gaming consoles and 48 open-play gaming computers for students and public use. This facility has been a game changer for growing Esports talent and enhancing student life.
3. His "stage name" is MDMotivator, but Zachary Dereniowski could just as easily be called MDComforter, MDInspirer or MDSpirit-Booster. MDMotivator is a Canadian YouTuber, TikToker and Instagram star, known for his motivational, inspirational and mental health videos. He aims to leave a positive impact on the world and to put kindness first. A large, all-aged audience of students, staff and off-campus guests were drawn into his interactive mental health and wellness dialogue on February 1, 2023. He shared his story of personal struggles with mental health while taking questions from the audience.

TSI

1. TSI hosted their first golf tournament in October. This event was an opportunity for students to see and play the golf course. TSI chartered a bus that brought students from the Chatham Campus to the College's Woodland Hills Golf Club, located in Woodslee, for a full day of golf. Lunch was provided to participating students.
2. 1st Year vs 2nd Year Hockey Game: November 2022 – February 2023
What started as a one-time hockey game became a monthly event from December 2022 – February 2023, at the request of the students. Players were provided pizza after each game. Student spectators were provided with hot chocolate to keep warm while they watched the game.
3. TSI partnered with Student Services and the International Development Office to host four information sessions focused on international students. Each session included dinner, featuring a different type of cuisine. These sessions were offered to assist students in learning about Canadian culture and how to navigate their way around life in Canada. Each of the sessions ran for approximately an hour and a half and gave all the student participants the opportunity to have their name entered for the chance to win a \$500 College bursary.

SSAA

1. The SSAA hosted a fundraising event, "Spikin' 4 SACU", a beach volleyball tournament hosted at the Sports Park's sand volleyball courts. Students and staff formed teams and competed in the one-day event. This event donated \$1,300.00 to Save African Child Uganda, an organization that helps aid students living in Uganda.

2. Students from the Windsor and Chatham campuses were invited to participate in a cross-campus cricket championship. Over 120 students participated in the two-day event at Windsor's Jackson Park. Over 100 spectators attended the tournament. The winning team came from our Downtown Windsor campus and had their name engraved on the Cross Campus Cricket Cup.
3. SSAA led and hosted the St. Clair Jr. Saints Grade School Basketball Tournament. Members of the association and other students had the opportunity to be involved in organizing and administering a tournament for local grade school students. The tournament was played in the College's Classic Gym.

ST. CLAIR COLLEGE

1. The Ford Innovation Showcase took place on Friday, May 6, 2022, in the Student Life Centre. During this unique competition, the College's students showcased their innovative school projects to high-level industry executives and their Human Resources teams. In attendance were CEOs, Presidents, VPs, Directors and Plant Managers from local industry and community partners like the Ford Motor Company, AIS Technologies Group, ENWIN Utilities, Reko International Group, DataRealm, Windsor Port Authority, Laser Transport and Wave Direct. There were over \$10,000 in cash and prizes awarded.
2. Look Again! Outside: St. Clair College Art Windsor-Essex (AWE) has placed eleven art reproductions throughout St. Clair College's Windsor Campus, turning it into an outdoor art gallery. Art collector and philanthropist Stephanie Zekelman selected eleven works by eight artists in this latest edition of Look Again! Outside, which now joins a family of other outdoor artwork reproductions throughout Windsor, including Downtown Windsor. Students enrolled in the College's Skilled Trades designed the frames which hold the art reproductions. A media launch was held in October 2022, with remarks from President France, Stephanie Zekelman of the Stephanie and Barry Zekelman Foundation and Jennifer Matotek, Executive Director of Art Windsor-Essex. This also provided the opportunity for a walking tour of the reproductions. Look Again! Outside: St Clair College, will be on view for several years. The artwork is intended to enrich the experience of walking around campus, and viewers are encouraged to engage with the displays to consider new perspectives and ways of thinking. Our students were invited to create a web app that would allow viewers to access information about the artwork using their personal devices, adding a digital interactive layer to the exhibition.
3. Pow Wow Teachings and Protocols Demonstration Indigenous Student Services hosted an in-person Pow Wow Teachings and Protocols Demonstration in November 2022, at the Chatham Campus HealthPlex. The event was free to attend, and Indian tacos were served to students and guests who attended. Presenters included Kiniw Cleland, Gordon Sands and the Eagle Flight Singers.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #2 - Students (Retention, Graduation Rate and Success) – Continue to increase "Campus Life" activities by three new events per year, as information.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 28, 2023

RE: STRATEGIC DIRECTIONS UPDATE (2022 – 2023) – STUDENTS (RETENTION, GRADUATION RATE AND SUCCESS) – SUPPORT STUDENT SUCCESS.

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

AIM:

To provide the Board with an update on the Strategic Directions (2022-2023). This update pertains to Strategic Direction # 2 – Students (Retention, Graduation Rate and Success) - Maintain and report on Athletic Performance Indicators (API’s) that align with academic/corporate priorities. Specific details include the following:

Goal	Objective	Measure	Target
Support Student Success.	Maintain and report Athletic Performance Indicators (API’s) that align with academic/corporate priorities.	1. Collective Varsity GPA. 2. Scholarship Achievement rate. 3. Departmental win/loss record. 4. Provincial/national recognition hits. 5. Increase athletic department revenue.	March – Annually.

BACKGROUND:

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	2021-2022	2022-2023
1. Varsity Grade Point Average.	2.84	2.90
2. Scholarship Achievement Rate.	83%	85%
3. Departmental Win/Loss Record.	66-23-1	110-42-2
4. Provincial/National Recognition.	P34 / N14	P59 / N19
5. Revenue.	\$1,179,219	\$1,446,954

In summary, the API results indicate that:

- The College’s 188 varsity athletes had a collective grade point average of 2.90.
- 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 \$1,500 athletic scholarship per sport semester. Ten percent of our athletes are currently enrolled in Degree Programs.
- Collectively, St. Clair’s 16 varsity teams had a record of 110 wins – 42 losses and 2 ties. A very successful season.
- At the time of this report, the “Saints” have won 5 provincial championships: men’s baseball, ladies’ softball, football, men’s cross country and men’s basketball.
- Additionally, our softball team won the CCSA softball championship and recorded the first perfect season in ladies’ competition with a 32-0 season.
- In 2022-2023, Saints teams were ranked provincially (59 times) and nationally (19 times), for a total of 78 recognized rankings.
- The various departments/programs comprising Saints Athletics brought in revenue totaling \$1,446,954 (sponsorships, tournaments, fees, admissions, etc.).

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction # 2 – Students (Retention, Graduation Rate and Success) - Maintain and report on Athletic Performance Indicators (API’s) that align with academic/corporate priorities, for information.



ST. CLAIR

COLLEGE

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 28, 2023

RE: STRATEGIC DIRECTIONS UPDATE (2022-2023 – STUDENTS (RETENTION, GRADUATION RATE AND SUCCESS) – INCREASE ENROLMENT

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

AIM:

To provide the Board with an update on the Strategic Directions (2022 – 2023). This update pertains to Strategic Direction # 2 – Students (Retention, Graduation Rate and Success) – Maintain/grow current international enrolment in Windsor and Chatham. Specific details include the following:

Goal	Objective	Measure	Target
Increase Enrolment.	International Enrolment.	Maintain/grow current international enrolment in Windsor and Chatham.	March – Annually.

BACKGROUND:

Since Winter 2018, St. Clair College has accomplished significant international enrolment growth in our Windsor and Chatham campuses, growing from 2,315 to 4,462 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
2022 Winter	4,517 Students
2023 Winter	4,462 Students

Ontario colleges have significantly expanded PPP operations in the Greater Toronto Area (GTA) this year, resulting in thousands of increased seats – particularly from India. Subsequently, St. Clair College experienced unprecedented international student “jumpers” whereby 1,021 students who had been accepted to St. Clair College withdrew and moved primarily to the GTA.

Although incremental growth took place over the three-year period from 2018 to 2020, the College has experienced a slight enrolment decline over the last two years. Specifically, a small decrease of 1.21% from Winter 2022 to Winter 2023 enrolment occurred.

Since Winter 2019, the College has averaged 4,601 enrolled international students at the Windsor and Chatham campuses, an average increase of 98.7% over the 2018 base year.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction # 2 as it pertains to maintain and report on Increase Enrolment – Maintain/grow current international enrolment in Windsor and Chatham.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 28, 2023

RE: STRATEGIC DIRECTIONS UPDATE (2022-2023) – HUMAN RESOURCES (STAFF DEVELOPMENT, EFFICIENCY, EFFECTIVENESS & WELLNESS) – DEVELOPMENT OF HUMAN RESOURCES.

SECTOR: JOE SIRIANNI, VICE PRESIDENT, HUMAN RESOURCES, SAFETY, SECURITY & FACILITIES MANAGEMENT

AIM:

To provide the Board with an update on the Strategic Directions (2022 – 2023). This update pertains to Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness, and Wellness) regarding staff development. Specific details include the following:

Goal	Objective	Measure	Deadline
Development of our Human Resources.	Staff Development.	1. Continuation of staff orientation (part-time/full-time academic and non-academic) and appropriate orientation material. 2. 1% of Budget allocated for staff development.	March - Annually.

1. To support Strategic Direction #4, Human Resources holds employee Onboarding (orientation) for all new employees to the College monthly. 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 rights to the employees.

Other training initiatives (orientation) include:

- a) **Teaching & Learning** - 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 practice 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 after their College Educators' Development Program (CEDP) residency.
- b) **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.
- c) **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.
- d) **Instructional Skills Workshop** - To support interested part-time faculty, the CAE in conjunction with the Continuing Education Department offers the Instructional Skills Workshop (ISW) program. The ISW program is an intensive three (3) 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.
- e) **Internal Training Sessions** – To support further educational opportunities for all employees, Human Resources has offered the following courses during the year:
 - Certificate in Leadership & Cultural Management
 - Developing Assertiveness for Dealing with Toxic/High Conflict People
 - Conflict Resolution for (almost) all Situations
 - Communicating for Impact: Organizing Ourselves to be Understood
 - Listening for Impact: Organizing Ourselves to Understand
 - Personality-Based Time, Attention & Energy Management
 - The Psychology of Electronic Communications
 - CCDI - Diversity and Inclusion
 - CCDI - Unconscious Bias
 - Thriving in Your Hive - The Power of Collaboration
 - Lightening Up After Lockdown
 - Don't Use 7 Words When 4 Will Do – How to Stay on Message and On Point
 - Overcoming Negative Self-Talk to Achieve Your Goals
 - Finding Your Big Idea – How I Reunited Jack Bauer and his TV Family

- Talk Less, Listen More – The Role of Silence and Empathy in Effective Communication
- All You Need is an Index Card
- 2SLGBTQ+ Basics
- Creating Global Solidarity Through the Making of an Open Educational Resource on Anti-Black Racism
- Indigenous Cultural Responsiveness Theory: A Tool for Improving Health Outcomes for FNMI Peoples
- Strategies for Working with Indigenous Individuals Experiencing Trauma
- Trauma-Informed Interventions through an Indigenous Worldview
- Indigenous Perspectives of Healing From PTSD
- Building Awareness of Black Heritage in Our Region
- Safetalk – Suicide Alertness For Everyone

f) **Training Guides** – Human Resources developed the following guides for Administrators:

- Administrators Training guide
- SWF Handbook for Administrators

2. Existing staff are eligible to participate annually in professional development to achieve personal growth and development. Such training includes participation in workshops, seminars, College initiated training and courses to pursue personal educational advancements.

The College traditionally experiences high participation and utilization in Professional Development (PD) opportunities. The College has utilized 57% of the PD budget allocation for fiscal 2022–2023.

The Professional Development budget for 2022-2023 is \$ 656,296 (1% of Budget).

In addition to the professional development training the College also offers the following training and development initiatives:

- a) 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 will benefit the College.
- b) In House Service Training.
- c) Legislative Training.
- d) Coordinators Training.
- e) Strategic Credential Upgrading (PHD & Masters).

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #4 – Human Resources (Staff Development, Efficiency, Effectiveness, and Wellness) regarding staff development, for information.



ST. CLAIR

COLLEGE

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 28, 2023

RE: STRATEGIC DIRECTION UPDATE: COMMUNITY ENGAGEMENT (LEADERSHIP, COMMUNICATION AND PARTNERSHIP) – INCREASE/MONITOR COMMUNITY LOCAL IMPACT

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

AIM:

To provide the Board with an update on Strategic Directions (2022 – 2023). This update pertains to Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership), as it pertains to monitoring and increasing the College’s economic impact on its local community. Specific details include the following:

Goal	Objective	Measure	Target
Increase / Monitor Community Local Impact	Monitor and increase economic impact on local community.	Conduct annual research of community spending and impact	Annually

BACKGROUND:

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 benefits 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 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 (2024-25). 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, 2021 and 2022. The 2020 and 2021 studies were given to the Board of Governors. Appendix A is attached that includes the 2022 study’s Executive Summary and Fact Sheet. 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 2022 study showed the following results on the report’s metrics:

Measure	2022	2021	2020	2019
Operations Spending Impact	145.2	123.0	133.1	123.6
Student Spending Impact	18.7	8.2	25.6	16.5
Alumni Spending Impact	705.7	653.2	647.9	630.8
Total Jobs Supported	10,922	8,859	9,381	7,414
Investment – Students Gain	1.9	2.2	2.1	2.4
Investment – Taxpayers Gain	8.0	8.6	7.6	5.9
Investment – Society Gain	7.4	8.7	7.2	7.7

The improvement from 2021 to 2022 in three metrics is due to a recovery from COVID-19:

- **Operations Spending:** The College increased its part-time staffing resources and discretionary expenditures to continue its excellence in student service and support.
- **Student Spending:** International students taught online from their home country reduced significantly as they returned to studying in our region.
- **Total Jobs Supported:** Due to the increase in the operations and student spending, the College’s total economic impact to the region improved which inherently increased the number of jobs supported.

The College continues to promote economic growth and impact to the Windsor-Essex and Chatham-Kent regions. The results of these studies were shared with our local municipal leaders.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction #3 – Community Engagement (Leadership, Communication and Partnership), as it pertains to monitoring and increasing the College’s economic impact on its local community, as information.



The Economic Value of St. Clair College of Applied Arts and Technology



ST. CLAIR COLLEGE of Applied Arts and Technology (SCC) creates value in many ways. The college plays a key role in helping students increase their employability and achieve their individual potential. It draws students to the region, generating new dollars and opportunities for Windsor & Chatham-Kent. SCC provides students with the education, training, and skills they need to have fulfilling and prosperous careers. Furthermore, SCC is a place for students to meet new people, increase their self-confidence, and promote their overall health and well-being.

SCC influences both the lives of its students and the regional economy. The college supports a variety of industries in Windsor & Chatham-Kent, serves regional businesses, and benefits the provincial government through increased tax revenues and public sector savings. The benefits created by SCC even extend to society as a whole in Ontario, which benefits from an expanded economy and improved quality of life.

This study measures the economic impacts created by SCC on the business community and the benefits the college generates in return for the investments made by its key stakeholder groups—students, taxpayers, and society. The following two analyses are presented:

 **Economic impact analysis**

 **Investment analysis**

All results reflect employee, student, and financial data, provided by the college, for fiscal year (FY) 2021-22. Impacts on the Windsor & Chatham-Kent economy are reported under the economic impact analysis and are measured in terms of added income. The returns on investment to students, taxpayers, and society in Ontario are reported under the investment analysis.



SCC influences both the lives of its students and the regional economy.

Economic impact analysis



SCC promotes economic growth in Windsor & Chatham-Kent through its direct expenditures and the resulting expenditures of students and regional businesses. The college serves as an employer and buyer of goods and services for its day-to-day operations. The college's activities attract students from outside Windsor & Chatham-Kent, whose expenditures benefit regional vendors. In addition, SCC is a primary source of post-secondary education to Windsor & Chatham-Kent residents and a supplier of trained workers to regional industries, enhancing overall productivity in the regional workforce.

Operations spending impact



SCC adds economic value to Windsor & Chatham-Kent as an employer of regional residents and a large-scale buyer of goods and services. In FY 2021-22, the college employed faculty and staff equivalent to 849 full-time employees, all of whom lived in Windsor & Chatham-Kent. Total payroll at SCC was \$94.6 million, much of which was spent in the region for groceries, mortgage and rent payments, dining out, and other household expenses. In addition, the college spent \$126.4 million on day-to-day expenses related to facilities, supplies, and professional services.

SCC's day-to-day operations spending added \$145.2 million in income to the region during the analysis year. This figure represents the college's payroll, the multiplier effects generated by the in-region spending of the college and its employees, and a downward adjustment to account for funding that the college received from regional

Impacts created by SCC in FY 2021-22



Operations spending impact
\$145.2 million

+



Construction spending impact
\$7.8 million

+



Student spending impact
\$18.7 million

+



Alumni impact
\$705.7 million



Total economic impact
\$877.4 million

OR

Jobs supported
10,922

sources. The \$145.2 million in added income is equivalent to supporting 1,589 jobs in the region.

Construction spending impact



SCC spends millions on construction each year to maintain its facilities, create additional capacities, and meet its growing educational demands. While the amount varies from year to year, this spending generates a short-term infusion of spending and jobs in the regional economy. The quick infusion of income and jobs that occurred in the regional economy as a result of this construction spending is considered short-term due to the one-time nature of such projects. Nonetheless, the college's construction spending had a substantial impact on the regional economy in FY 2021-22, equal to \$7.8 million in added income and equivalent to supporting 65 jobs.

Student spending impact



Around 50% of credit students, including international students, attending SCC originated from outside the region in FY 2021-22. Many of these students relocated to Windsor & Chatham-Kent to attend SCC. These students may not have come to the region if the college did not exist. In addition, some in-region students, referred to as retained students, would have left Windsor & Chatham-Kent if not for the existence of SCC. While attending the college, these relocated and retained students spent money on groceries, accommodation, transportation, and other household expenses. This spending generated \$18.7 million in added income for the regional economy in FY 2021-22, which supported 420 jobs in Windsor & Chatham-Kent.

Impact of international students

International students are an important part of the SCC community. In FY 2021-22, SCC served 4,917 international students, many of whom relocated to Windsor & Chatham-Kent. These students brought new money to the regional economy through their spending on housing, food, and other living expenses. International student spending in FY 2021-22 generated \$15.1 million in added income for the regional economy.

It is estimated that 50% of international students remain in the region after finishing their time at SCC. Today, thousands of these students are employed in Windsor & Chatham-Kent, receiving higher earnings and increasing the productivity of the businesses that employ them. In FY 2021-22, these active alumni generated \$221 million in added income for the economy.

Alumni impact



The education and training SCC provides for regional residents has the greatest impact. Since its establishment, students have studied at SCC and entered the regional workforce with greater knowledge and new skills. Today, thousands of former SCC students are employed in Windsor & Chatham-Kent. As a result



of their SCC educations, the students receive higher earnings and increase the productivity of the businesses that employ them. In FY 2021-22, SCC alumni generated \$705.7 million in added income for the regional economy, which is equivalent to supporting 8,848 jobs.

Total impact

SCC added \$877.4 million in income to the Windsor & Chatham-Kent economy during the analysis year, equal to the sum of the operations and construction spending impacts, the student spending impact, and the alumni impact. For context, the \$877.4 million impact was equal to approximately 3.0% of the total gross regional product (GRP) of Windsor & Chatham-Kent. This contribution that the college provided on its own is larger than the entire Finance & Insurance industry in the region.

SCC's total impact can also be expressed in terms of jobs supported. The \$877.4 million impact supported 10,922 regional jobs, using the jobs-to-sales ratios specific to each industry in the region. This means that one out of every 27 jobs in Windsor & Chatham-Kent is supported by the activities of SCC and its students. In addition, the \$877.4 million, or 10,922 supported jobs, stemmed from different industry sectors. Among non-education industry sectors, SCC's activity and alumni in the Health Care & Social Assistance industry sector supported 1,969 jobs in FY 2021-22. These are impacts that would not have been generated without the college's presence in Windsor & Chatham-Kent.

Top industry impacts (jobs supported)



One out of every 27 jobs in Windsor & Chatham-Kent is supported by the activities of SCC and its students.



An investment analysis evaluates the costs associated with a proposed venture against its expected benefits. If the benefits outweigh the costs, then the investment is financially worthwhile. The analysis presented here considers SCC as an investment from the perspectives of students, taxpayers, and society in Ontario.

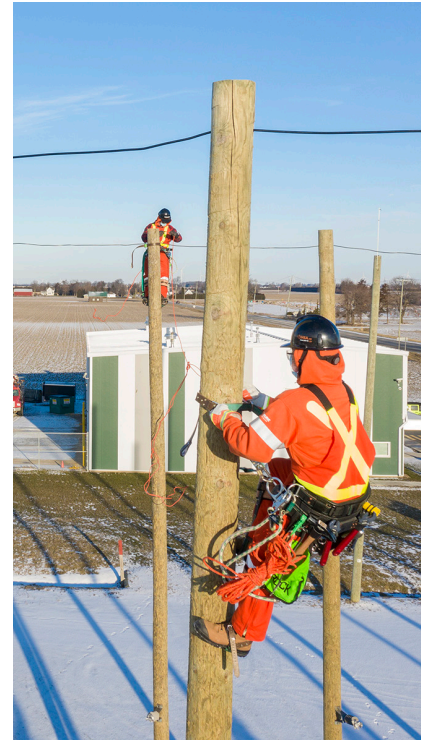
Student perspective



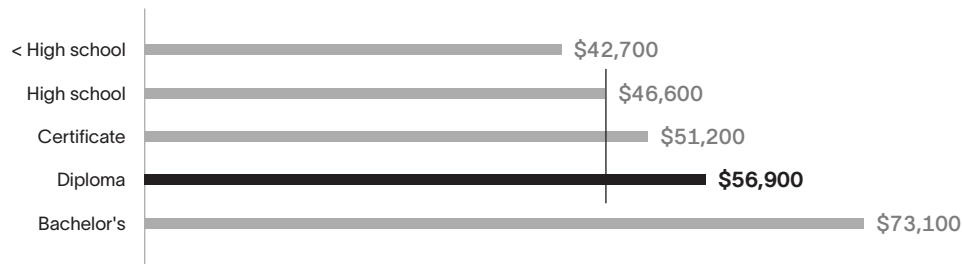
In FY 2021-22, SCC served 11,417 credit and 912 non-credit students. In order to attend the college, the students paid for tuition, fees, books, and supplies. Additionally, students gave up money they would have otherwise earned had they been working instead of attending college. The total investment made by SCC's students in FY 2021-22 amounted to a present value of \$306 million, equal to \$157.1 million in out-of-pocket expenses and \$148.9 million in forgone time and money.

In return for their investment, SCC's students will receive a stream of higher future earnings that will continue to grow throughout their working lives. For example, the average SCC diploma graduate from FY 2021-22 will see an increase in earnings of \$10,300 each year compared to a person with a high school diploma or equivalent working in Ontario. Over a working lifetime, the benefits of the diploma over a high school diploma will amount to an undiscounted value of \$422.3 thousand in higher earnings per graduate. Altogether, SCC's FY 2021-22 students will receive \$595.8 million in higher future earnings over their working lives, as a result of their education and training at SCC.

The students' benefit-cost ratio is 1.9. In other words, for every dollar students invest in SCC, in the form of out-of-pocket expenses and forgone time and money, they will receive a cumulative value of \$1.90 in higher future earnings. Annually, the students' investment in SCC has an average annual internal rate of return of 14.0%.



The average diploma graduate from SCC will see an increase in earnings of **\$10,300** each year compared to a person with a high school diploma or equivalent working in Ontario.



Source: Derived from data supplied by Statistics Canada and the Lightcast CRIIO model.

Taxpayer perspective



SCC generates more in tax revenue than it takes. These benefits to taxpayers consist primarily of taxes that the provincial government will collect from the added revenue created in the province. As SCC students earn more, they will make higher tax payments throughout their working lives. Students' employers will also make higher tax payments as they increase their output and purchases of goods and services. By the end of the FY 2021-22 students' working lives, the provincial government will have collected a present value of \$348.6 million in added tax revenue.

Benefits to taxpayers also consist of savings generated by the improved lifestyles of SCC students and the corresponding reduced government services. Education is statistically correlated with a variety of lifestyle changes. Students' SCC educations will generate savings in three main categories: 1) health-care, 2) crime, and 3) income assistance. Improved health will lower students' demand for health care services. In addition, students will be less likely to interact with the criminal justice system, resulting in a reduced demand for law enforcement and reduced victim costs. SCC students will be more employable, so their reduced demand for income assistance such as welfare and unemployment benefits will benefit taxpayers. For a list of study references, contact the college for a copy of the main report. Altogether, the present value of the benefits associated with a SCC education will generate \$10.7 million in savings to provincial taxpayers.

Total taxpayer benefits amount to \$359.3 million, the present value sum of the added taxes and public sector savings. Taxpayer costs are \$45.2 million, equal to the amount of provincial government funding SCC received in FY 2021-22. These benefits and costs yield a benefit-cost ratio of 8.0. This means that for every dollar of public money invested in SCC in FY 2021-22, taxpayers will receive a cumulative value of \$8.00 over the course of the students' working lives. The average annual internal rate of return for taxpayers is 86.8%, which compares favorably to other long-term investments in the public and private sectors.

For every dollar of public money invested in SCC, taxpayers will receive a cumulative value of **\$8.00** over the course of the students' working lives.

Social perspective



Society as a whole in Ontario benefits from the presence of SCC in two major ways. Primarily, society benefits from an increased economic base in the province. This is attributed to higher student earnings and increased business output, which raise economic prosperity in Ontario.

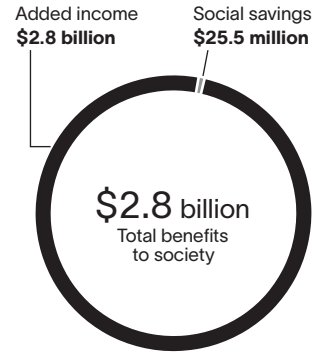
Benefits to society also consist of the savings generated by the improved lifestyles of SCC students. As discussed in the previous section, education is statistically correlated with a variety of lifestyle changes that generate social savings. Note that these costs are avoided by the consumers but are distinct from the costs avoided by the taxpayers outlined above. Healthcare savings include avoided medical costs associated with

smoking, alcohol dependence, obesity, and mental illness. Crime savings include reduced criminal justice system expenditures, lower victim costs, and increased productivity of individuals who are working rather than spending time in custody. Income assistance savings include the reduced demand for employment insurance benefits and employment-related social assistance. For a list of study references, contact the college for a copy of the main report.

Altogether, the social benefits of SCC equal a present value of \$2.8 billion. These benefits include \$2.8 billion in added income through students' increased lifetime earnings and increased business output, as well as \$25.5 million in social savings related to health, crime, and income assistance in Ontario. People in Ontario invested a present value total of \$379.8 million in SCC in FY 2021-22. These costs include all college and student costs.

The benefit-cost ratio for society is 7.4, equal to the \$2.8 billion in benefits divided by the \$379.8 million in costs. In other words, for every dollar invested in SCC, people in Ontario will receive a cumulative value of \$7.40 in benefits. The benefits of this investment will occur for as long as SCC's FY 2021-22 students remain employed in the provincial workforce.

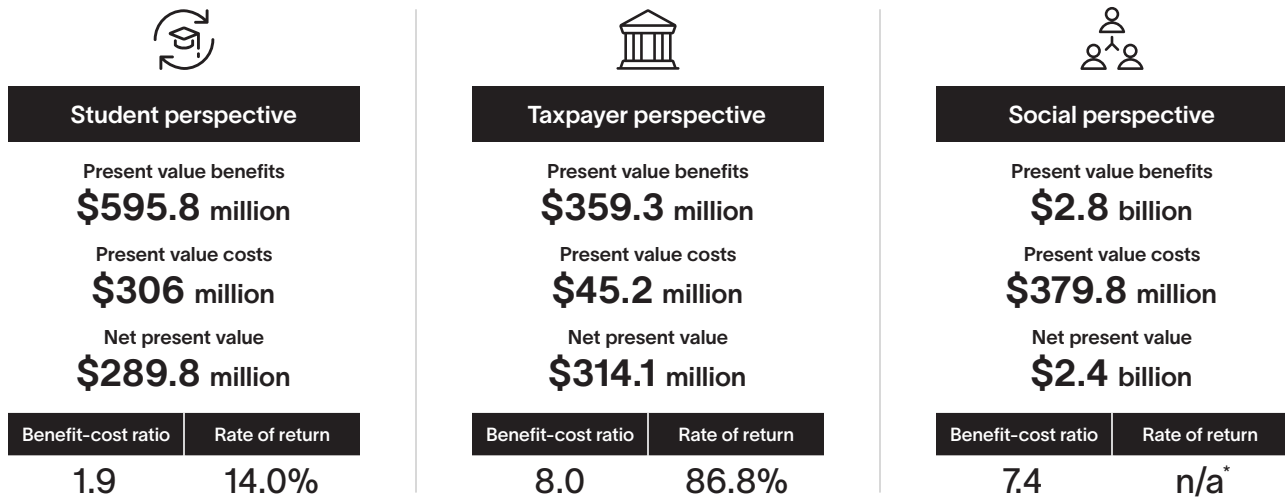
Social benefits in Ontario from SCC



Source: Lightcast impact model.

Summary of investment analysis results

The results of the analysis demonstrate that SCC is a strong investment for all three major stakeholder groups—students, taxpayers, and society. As shown, students receive a great return for their investments in a SCC education. At the same time, taxpayers' investment in SCC returns more to government budgets than it costs and creates a wide range of social benefits throughout Ontario.



* The rate of return is not reported for the social perspective because the beneficiaries are not necessarily the same as the original investors.

Conclusion

The results of this study demonstrate that SCC creates value from multiple perspectives. The college benefits regional businesses by increasing consumer spending in the region and supplying a steady flow of qualified, trained workers to the workforce. SCC enriches the lives of students by raising their lifetime earnings and helping them achieve their individual potential. The college benefits provincial taxpayers through increased tax receipts and a reduced demand for government-supported social services. Finally, SCC benefits society as a whole in Ontario by creating a more prosperous economy and generating a variety of savings through the improved lifestyles of students.



About the study

Data and assumptions used in the study are based on several sources, including the FY 2021-22 academic and financial reports from SCC, industry and employment data from Statistics Canada, outputs of Lightcast's Canadian Regional Input-Output model, and a variety of studies and surveys relating education to social behaviour. The study applies a conservative methodology and follows standard practice using only the most recognized indicators of investment effectiveness and economic impact. For a full description of the data and approach used in the study, please contact SCC for a copy of the main report.

The results of this study demonstrate that SCC creates value from **multiple perspectives**.



Lightcast is a labour market analytics firm that integrates data from a wide variety of sources to serve professionals in postsecondary education, economic development, workforce development, talent acquisition, and site selection. Lightcast is a leading provider of economic impact studies and labour market data to educational institutions in Canada, the U.S. and internationally. Since 2000, Lightcast has completed over 2,800 economic impact studies for institutions across three countries. For more information about Lightcast's products and services, visit lightcast.io/solutions/education.

The Economic Value of St. Clair College of Applied Arts and Technology



St. Clair College of Applied Arts and Technology (SCC) creates a significant positive impact on the business community and generates a return on investment to its major stakeholder groups—students, taxpayers, and society. Using a two-pronged approach that involves an economic impact analysis and an investment analysis, this study calculates the benefits received by each of these groups. Results of the analysis reflect fiscal year (FY) 2021-22.

Economic impact analysis

In FY 2021-22, SCC added **\$877.4 million** in income to the Windsor & Chatham-Kent economy, a value approximately equal to **3.0%** of the region's total gross regional product (GRP). Expressed in terms of jobs, SCC's impact supported **10,922** regional jobs. For perspective, the activities of SCC and its students support **one out of every 27 jobs** in Windsor & Chatham-Kent.

Operations spending impact

- SCC employed 849 full-time equivalent (FTE) employees in FY 2021-22. Payroll amounted to \$94.6 million, much of which was spent in the region for groceries, mortgage and rent payments, dining out, and other household expenses. The college spent another \$126.4 million on day-to-day expenses related to facilities, supplies, and professional services.

- The net impact of the college's operations spending added **\$145.2 million** in income to the regional economy.

Construction spending impact

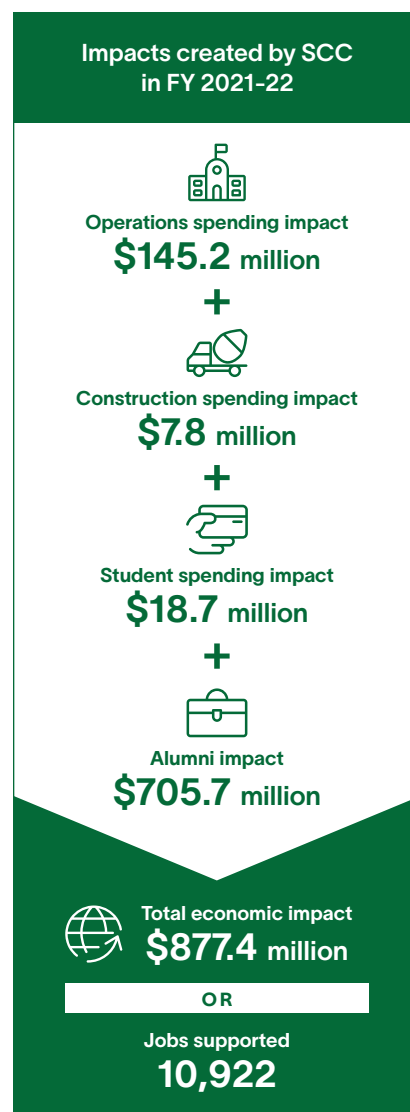
- SCC spends money on construction each year to maintain its facilities, create additional capacities, and meet its growing educational demands. While the amount varies from year to year, this spending generates a short-term infusion of spending and jobs in the regional economy.
- The net impact of SCC's construction spending in FY 2021-22 was **\$7.8 million** in added income for Windsor & Chatham-Kent.

Student spending impact

- Around 50% of credit students attending SCC originated from either outside the region or outside Canada in FY 2021-22, and many of these students relocated to Windsor & Chatham-Kent to attend SCC. In addition, a number of local students would have left the region if not for SCC.
- These students spent money on groceries, mortgage and rent payments, and so on at regional businesses. This spending in FY 2021-22 added **\$18.7 million** in income to the Windsor & Chatham-Kent economy. Of this impact, **\$15.1 million** is attributable to international students who relocated to Windsor & Chatham-Kent to attend SCC.

Alumni impact

- Over the years, students have studied at SCC and entered or re-entered the workforce with newly-acquired knowledge and skills. Today, thousands of these former students are employed in Windsor & Chatham-Kent.
- The net impact of SCC's former students currently employed in the regional workforce amounted to **\$705.7 million** in added income in FY 2021-22. Of this impact, **\$221 million** is attributable to former international students working in Windsor & Chatham-Kent.



Investment analysis

Student perspective

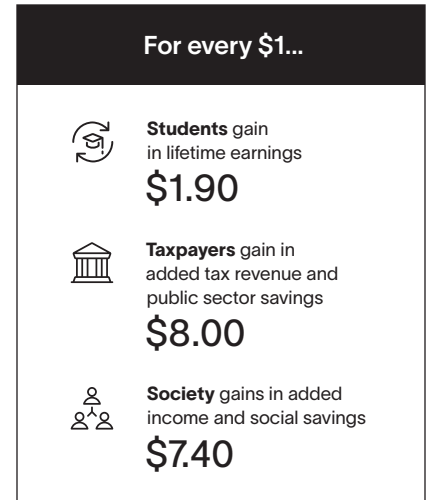
- SCC's FY 2021-22 students paid a present value of **\$1571 million** to cover the cost of tuition, fees, and supplies. They also forwent **\$148.9 million** in money that they would have earned had they been working instead of attending college.
- In return for their investment, students will receive **\$595.8 million** in increased earnings over their working lives. This translates to a return of **\$1.90** in higher future earnings for every dollar students invest in their education. Students' average annual rate of return is **14.0%**.

Taxpayer perspective

- Provincial taxpayers provided SCC with **\$45.2 million** of funding in FY 2021-22. In return, they will benefit from added tax revenue, stemming from students' higher lifetime earnings and increased business output, amounting to **\$348.6 million**. A reduced demand for government-funded services in Ontario will add another **\$10.7 million** in benefits to taxpayers.
- For every dollar of public money invested in SCC, taxpayers will receive **\$8.00** in return, over the course of students' working lives. The average annual rate of return for taxpayers is **86.8%**.

Social perspective

- In FY 2021-22, society in Ontario invested **\$379.8 million** to support SCC, including all student and all college costs. In turn, the Ontario economy will grow by **\$2.8 billion**, over the course of students' working lives. Society will also benefit from **\$25.5 million** in present value social savings related to reduced crime, reduced demand for income assistance, and increased health and well-being across the province.
- For every dollar invested in SCC in FY 2021-22, people in Ontario will receive **\$7.40** in return, for as long as SCC's FY 2021-22 students remain active in the provincial workforce.





ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 28, 2023

RE: 2021-2022 KPI RESULTS

SECTOR: MARC JONES, VICE PRESIDENT AND CHIEF FINANCIAL OFFICER

AIM:

To provide the Board with an update on the College's 2021-2022 Key Performance Indicator (KPI) results.

BACKGROUND:

The Ministry of Colleges and Universities (MCU) mandates four key performance indicators (KPIs) related to graduate and employment outcomes. The survey from which this data is derived was delayed, and the results were subsequently publicly released by MCU on January 25, 2023.

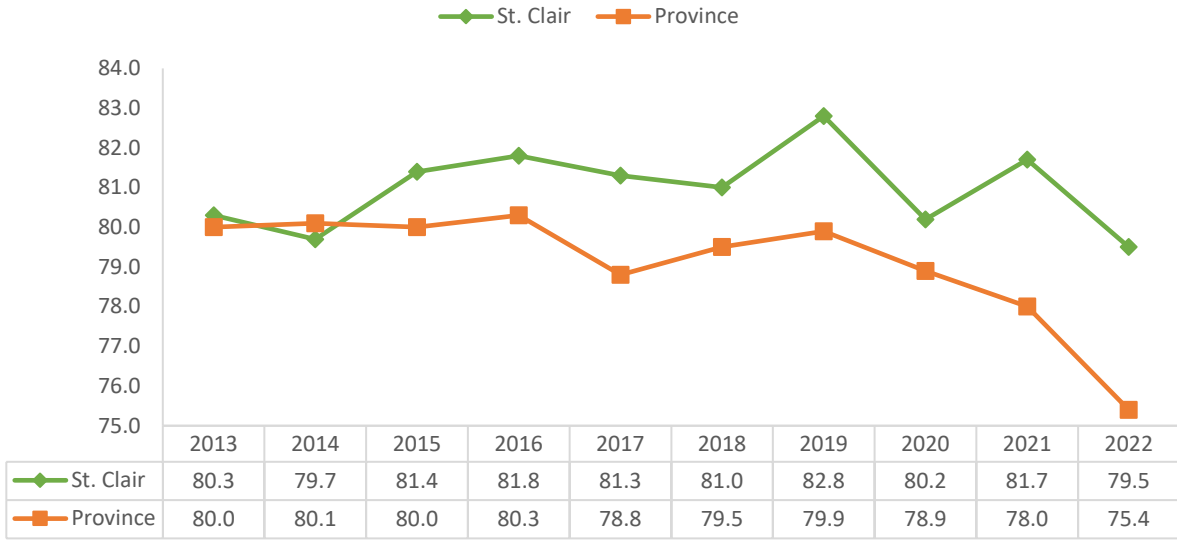
RESULTS:

Below are the KPIs published by MCU. The data references the graduating cohort from Spring 2020 through to Winter 2021. This is first year that online responses were included in the results.

RECOMMENDATION:

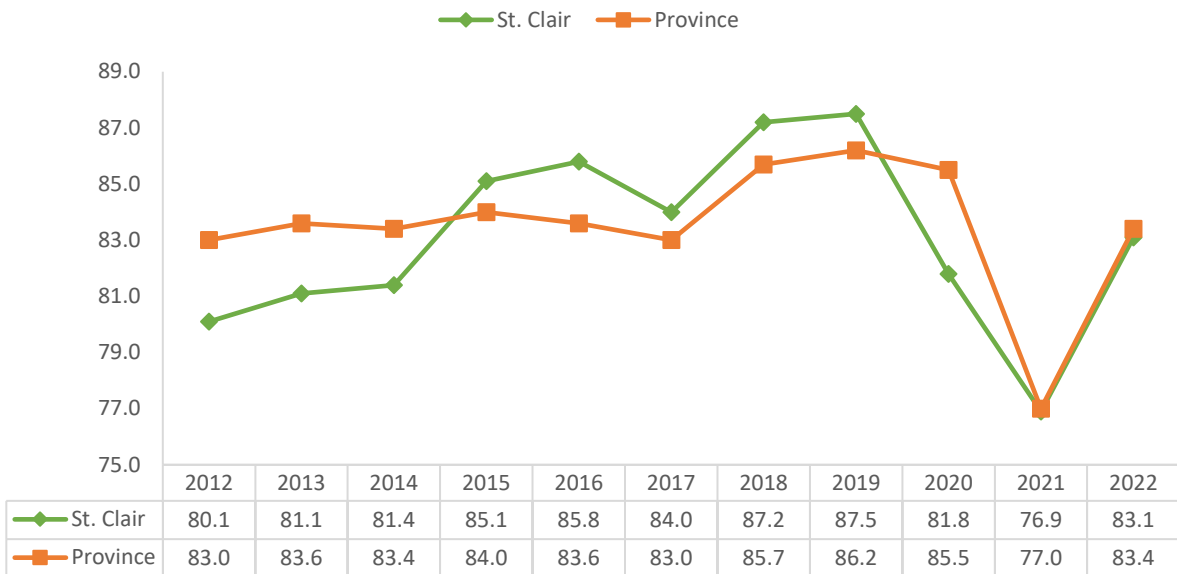
IT IS RECOMMENDED THAT the Board of Governors receive this update pertaining to the College's 2021-2022 Key Performance Indicator (KPI) results for information.

GRADUATE SATISFACTION

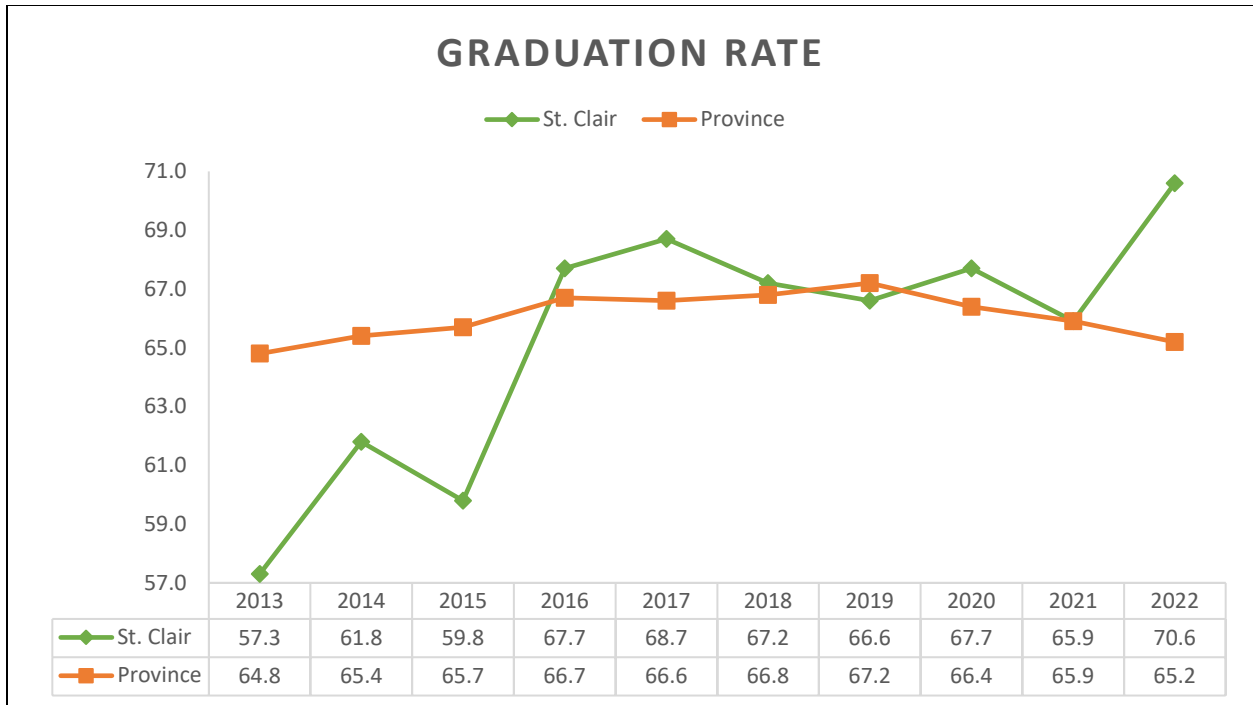


Question: how would you rate your satisfaction with the usefulness of your college education in achieving your goals after graduation?

GRADUATE EMPLOYMENT



Calculation: the percentage of graduates in the labour force who are working full-time.



Calculation: the percentage of entrants to a program that graduated within a standardized timeframe.



Question: how would you rate your satisfaction with this employee's overall college preparation for the type of work he/she was doing?



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 28, 2023

RE: 2023-2024 FINANCIAL PLAN REPORT

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

AIM:

To obtain Board approval for the 2023-2024 Financial Plan Report.

BACKGROUND:

The proposed 2023-2024 Financial Plan Report incorporates the following financial information:

1. Statement of Operations Budget.
2. Statement of Financial Position Projection.
3. Non-Committed Cash Projection.
4. Financial Sustainability Metrics.
5. Student Fees: 2023-2024 Academic Year.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the 2023-2024 Financial Plan Report.

STATEMENT OF OPERATIONS BUDGET

EXECUTIVE SUMMARY (Schedule I)

The purpose of the Financial Plan Report is to highlight the operating plan for the next fiscal year to the Board of Governors. The Financial Plan Report is consistent with the operational requirements and capital expenditures framework of the current Strategic Directions.

The Mid-Year Review 2022-23 budget approved by the Board on November 22, 2022 provided for a surplus position of \$30,112,480. The Statement of Operations Budget for 2023-24 is projecting a surplus of \$37,924,022, representing an increase of \$7,811,542 or 26% over the Mid-Year Review 2022-23 budget.

The projection for total operating and ancillary revenue for 2023-24 is \$302,015,821, representing an increase of \$12,052,408 or 4% over the Mid-Year Review 2022-23 budget of \$289,963,413.

The projection for total operating and ancillary expenditures for 2023-24 is \$264,091,799 representing an increase of \$4,240,866 or 2% over the Mid-Year Review 2022-23 budget of \$259,850,933.

CHANGES TO REVENUE (Schedule II)

The following highlights the major changes in revenue compared to the Mid-Year Review 2022-23 budget:

- Total MCU Operating Grants decreased by \$164,138 or 0.4% of the Mid-Year Review 2022-23 budget primarily due to the following:
 - Increase in the International Student Recovery program due to planned higher international student enrolment.
 - Appropriate planning to reflect 2023-24 being the fourth year of SMA3 performance based funding where the funding 'freeze' is scheduled to be removed.
- Total Contract Income decreased by \$5,945,380 or 43% of the Mid-Year Review 2022-23 budget primarily due to the following:
 - Discontinued funding and wind down of the College's Employment Ontario operations.
 - The Ontario government's accelerated Personal Support Worker program ending on March 31, 2023.

- Total Tuition revenue increased by \$13,628,757 or 8% of the Mid-Year Review 2022-23 budget due to the following:
 - Decrease in domestic post-secondary tuition revenue of \$812,330 or 3%, based on an enrolment projection of 6,594 domestic students. This is a planned decrease of 3% or 230 students from the Day 10 Fall 2022 enrolment of 6,824 and does not reflect a tuition increase.
 - Increase in international post-secondary tuition revenue of \$16,302,035 or 25% based on an enrolment projection of 4,279 international students. This is a planned increase of 23% or 809 students from the Day 10 Fall 2022 enrolment of 3,470 and does not reflect a tuition increase.
 - Decrease in Public College Private Partnership (PCPP) revenue of \$1,706,148 or 2% based on a decrease in overall registrations from the prior year. An enrolment projection of 3,500 international students is a planned increase of 0.09% or 30 students from the Day 10 Fall 2022 enrolment of 3,470 and does not include a tuition increase.
- Total “Other” income increased by \$3,751,345 or 6% of the Mid-Year Review 2022-23 budget due to Interest Income increasing \$3,067,400 as a result of significant increases in the Bank of Canada’s policy interest rate and interest realized from maturing GICs.

CHANGES TO EXPENDITURES (Schedule III)

The following highlights the major changes in expenditures compared to the Mid-Year Review 2022-23 budget:

- Total Salaries & Benefits increased by \$597,622 or 1% of the Mid-Year Review 2022-23 budget due to the following:
 - Administrative Full-Time salaries: \$189,177 decrease.
 - Administrative Part-Time salaries: \$384,233 decrease.
 - Faculty Full-Time salaries: \$1,238,039 increase.
 - Faculty Part-Time salaries: \$398,205 decrease.
 - Support Full-Time salaries: \$368,470 increase.
 - Support Part-Time salaries: \$129,198 decrease.
 - Fringe Benefits of \$91,925 due to the above salary increases and rising benefit costs.

The \$597,622 increase is due full-time positions across several constituent groups not filled during the 2022-23 year and hiring was delayed, and compensation adjustments. In addition, part-time staffing resources have been adjusted to those levels required to address institutional priorities and work volumes.

- Total Non-Salary Expenditures increased by \$2,143,307 or 1% of the Mid-Year Review 2022-23 budget is primarily due to the following:
 - Decrease in Advertising: \$734,426.
 - Decrease in Contracted Educational Services: \$992,404.
 - Increase in Contracted Services Other: \$3,690,795.
 - Increase in Equipment Maintenance & Repairs: \$981,816.
 - Increase in Equipment Rentals: \$456,442.
 - Increase in Instructional Supplies: \$701,742.
 - Decrease in Stipends & Allowances & Scholarships: \$3,943,854.
 - Increase in Other Expenses: \$1,103,124.
 - Increase in Amortization: \$981,048.

CHANGES IN ANCILLARY OPERATIONS (Schedules IV - A & B)

The total Ancillary Operations surplus of \$544,938 is a decrease of \$718,113 from the Mid-Year Review 2022-23 surplus of \$1,263,051. The decrease in the surplus projection is due to the following:

- Parking Operations due to lower parking permit sales and increased costs for the Downtown Windsor parking garage and ground lot maintenance.
- Varsity Sports due to the success of the College's varsity athletes, operation of the St. Clair Fratmen, and the budget for athlete scholarships being reallocated to Varsity Sports.

SCHEDULE I

**St. Clair College of Applied Arts and Technology
Statement of Operations Summary: 2023-24**

	A MYR Income Statement 2022-23 \$	B Budget Income Statement 2023-24 \$	B - A Variance \$	
<u>REVENUE</u>				
MCU Operating Grants	41,908,159	41,744,021	(164,138)	
Contract Income	13,794,332	7,848,953	(5,945,380)	
Tuition	162,376,941	176,005,698	13,628,757	
Other	60,709,531	64,460,876	3,751,345	
Total Operating Revenue	278,788,964	290,059,548	11,270,584	
Total Ancillary Revenue	11,174,449	11,956,273	781,824	
TOTAL REVENUE	289,963,413	302,015,821	12,052,408	4%
<u>EXPENDITURES</u>				
Salaries & Benefits	96,356,472	96,954,094	597,622	
Non Salary	153,583,064	155,726,371	2,143,307	
Total Operating Expenditures	249,939,536	252,680,464	2,740,929	
Total Ancillary Expenditures	9,911,398	11,411,335	1,499,937	
TOTAL EXPENDITURES	259,850,933	264,091,799	4,240,866	2%
TOTAL SURPLUS / (DEFICIT)	30,112,480	37,924,022	7,811,542	26%

SCHEDULE II

St. Clair College of Applied Arts and Technology Statement of Revenue: 2023-24				
	A MYR Income Statement 2022-23 \$	B Budget Income Statement 2023-24 \$	B - A Variance \$	
REVENUE				
Enrolment Based Envelope: see note 1	20,674,708	19,937,255	(737,453)	
Differentiation Envelope: see note 2	23,958,981	24,696,435	737,453	
Special Purpose / Other Grants: see note 3	(2,725,530)	(2,889,669)	(164,138)	
Total MCU Operating Grants	41,908,159	41,744,021	(164,138)	-0.4%
Apprenticeship	3,499,847	4,110,920	611,073	
Canada Ontario Jobs Grant	507,216	-	(507,216)	
Employment Ontario	3,056,813	-	(3,056,813)	
Youth Job Connection	1,337,400	-	(1,337,400)	
Literacy & Basic Skills	1,376,172	1,376,172	-	
School College Work Initiative	1,713,876	1,713,876	-	
Second Career	250,000	95,541	(154,460)	
Other: see note 4	2,053,009	552,445	(1,500,564)	
Total Contract Income	13,794,332	7,848,953	(5,945,380)	-43%
Post Secondary - Domestic	23,440,049	22,627,719	(812,330)	
Post Secondary - International	66,020,027	82,322,062	16,302,035	
Post Secondary - PCPP	71,380,565	69,674,417	(1,706,148)	
Continuing Education	1,536,300	1,381,500	(154,800)	
Total Tuition	162,376,941	176,005,698	13,628,757	8%
Interest Income	10,150,000	13,217,400	3,067,400	
Contract Training	482,175	493,783	11,608	
International Projects	212,215	210,000	(2,215)	
PCPP Fee-for-Service	23,648,303	23,868,110	219,807	
Other: see note 5	3,254,239	2,982,013	(272,226)	
Divisional Income	17,214,958	17,432,737	217,778	
Amortization of DCC	5,747,640	6,256,833	509,193	
Total Other	60,709,531	64,460,876	3,751,345	6%
Total Revenue Before Ancillary	278,788,964	290,059,548	11,270,584	
Ancillary Revenue	11,174,449	11,956,273	781,824	7%
TOTAL REVENUE	289,963,413	302,015,821	12,052,408	4%

SCHEDULE III

St. Clair College of Applied Arts and Technology
Statement of Expenditures: 2023-24

	A MYR Income Statement 2022-23 \$	B Budget Income Statement 2023-24 \$	B - A Variance \$	
EXPENDITURES				
Administrative: Full-Time	8,807,582	8,618,405	(189,177)	
Administrative: Part-Time	2,981,820	2,597,587	(384,233)	
Faculty: Full-Time	32,989,636	34,227,675	1,238,039	
Faculty: Part-Time	14,197,754	13,799,549	(398,205)	
Support: Full-Time	14,904,060	15,272,530	368,470	
Support: Part-Time	5,543,072	5,413,874	(129,198)	
Fringe Benefits	16,932,549	17,024,474	91,925	
Total Salaries & Benefits	96,356,472	96,954,094	597,622	1%
Advertising	3,620,415	2,885,989	(734,426)	
Contracted Cleaning Service	3,596,955	3,655,136	58,181	
Contracted Educational Services	74,612,700	73,620,296	(992,404)	
Contracted Services Other	15,773,850	19,464,644	3,690,795	
Equipment Maintenance & Repairs	3,493,032	4,474,848	981,816	
Equipment Rentals	2,514,794	2,971,236	456,442	
Instructional Supplies	5,061,683	5,763,425	701,742	
Insurance	6,327,860	6,517,536	189,676	
Janitorial & Maintenance Supplies	575,182	613,100	37,918	
Memberships & Dues	631,228	771,901	140,673	
Municipal Taxes	705,804	705,804	-	
Office Supplies	825,874	703,648	(122,226)	
Premise Rental	2,853,674	2,713,562	(140,112)	
Professional Development	656,296	577,700	(78,596)	
Security Services	2,752,243	2,711,500	(40,743)	
Stipends & Allowances & Scholarships	4,502,354	567,500	(3,934,854)	
Student Assistance: 30% Tuition	2,032,250	1,750,000	(282,250)	
Travel	723,310	1,026,820	303,510	
Utilities	4,722,506	4,546,500	(176,006)	
Other: see note 6	5,113,653	6,216,777	1,103,124	
Amortization	12,487,401	13,468,449	981,048	
Total Non-Salary Expenditures	153,583,064	155,726,371	2,143,307	1%
Total Operating Expenditures	249,939,536	252,680,464	2,740,929	1%
Ancillary Expenditures	9,911,398	11,411,335	1,499,937	15%
TOTAL EXPENDITURES	259,850,933	264,091,799	4,240,866	2%

SCHEDULE IV A

St. Clair College of Applied Arts and Technology			
Statement of Ancillary Operations: 2023-24			
	A	B	
	MYR	Budget	
	Income	Income	
	Statement	Statement	B - A
	2022-23	2023-24	Variance
	\$	\$	\$
<u>Ancillary: Revenue</u>			
Beverage Supplier	70,740	62,000	(8,740)
Bookstore - Windsor & Chatham	200,000	190,000	(10,000)
Green Giants	1,000	-	(1,000)
IRCDSS Special Events & Projects	129,000	144,000	15,000
Lockers Administration	32,295	34,700	2,405
Parking Lots	1,900,000	1,600,000	(300,000)
Residence - Windsor	3,153,658	3,568,908	415,250
St. Clair College Centre for the Arts	3,672,756	4,086,665	413,909
Varsity Sports	1,400,000	1,645,000	245,000
Sports Park	200,000	200,000	-
Woodland Hills Golf Course	415,000	425,000	10,000
Total Revenue	11,174,449	11,956,273	781,824 7%
<u>Ancillary: Expense</u>			
IRCDSS Special Events & Projects	115,000	125,000	10,000
Parking Lots	1,645,570	1,779,316	133,746
Residence - Windsor	2,263,426	2,411,897	148,471
Residence - Chatham	95,000	132,695	37,695
St. Clair College Centre for the Arts	3,597,724	4,039,325	441,601
Varsity Sports	1,660,077	2,360,101	700,024
Sports Park	200,000	200,000	-
Woodland Hills Golf Course	334,600	363,000	28,400
Total Expenditures	9,911,398	11,411,335	1,499,937 15%

SCHEDULE IV B

**St. Clair College of Applied Arts and Technology
Statement of Ancillary Operations Surplus/(Deficit): 2023-24**

	A	B	
	MYR	Budget	
	Income	Income	
	Statement	Statement	B - A
	2022-23	2023-24	Variance
	\$	\$	\$
Beverage Supplier: Revenue	70,740	62,000	(8,740)
Bookstore - Windsor & Chatham: Revenue	200,000	190,000	(10,000)
Green Giants: Revenue	1,000	-	(1,000)
Green Giants: Expenditures	-	-	-
	1,000	-	(1,000)
Lockers Administration: Revenue	32,295	34,700	2,405
IRCDSS Special Events & Projects: Revenue	129,000	144,000	15,000
IRCDSS Special Events & Projects: Expenditures	115,000	125,000	10,000
	14,000	19,000	5,000
Parking Lots: Revenue	1,900,000	1,600,000	(300,000)
Parking Lots: Expenditures	1,645,570	1,779,316	133,746
	254,430	(179,316)	(433,746)
Residence - Windsor: Revenue	3,153,658	3,568,908	415,250
Residence - Windsor: Expenditures	2,263,426	2,411,897	148,471
	890,232	1,157,011	266,779
Residence - Chatham: Expenditures	95,000	132,695	37,695
St. Clair College Centre for the Arts: Revenue	3,672,756	4,086,665	413,909
St. Clair College Centre for the Arts: Expenditures	3,597,724	4,039,325	441,601
	75,031	47,339	(27,692)
Varsity Sports: Revenue	1,400,000	1,645,000	245,000
Varsity Sports: Expenditures	1,660,077	2,360,101	700,024
	(260,077)	(715,101)	(455,024)
Sports Park: Revenue	200,000	200,000	-
Sports Park: Expenditures	200,000	200,000	-
	-	-	-
Woodland Hills Golf Course: Revenue	415,000	425,000	10,000
Woodland Hills Golf Course: Expenditures	334,600	363,000	28,400
	80,400	62,000	(18,400)
Total Revenue	11,174,449	11,956,273	781,824
Total Expenditures	9,911,398	11,411,335	1,499,937
Surplus/(Deficit)	1,263,051	544,938	(718,113)

Notes: Statement of Revenue & Expenditures

Note 1 REVENUE: Enrolment Based Envelope

Core Operating Grant

Note 2 REVENUE: Differentiation Envelope

Performance Funding

Note 3 REVENUE: Special Purpose / Other Grants

Accessibility Funding
Child & Youth Mental Health
Clinical Education / Nursing Expansion
Collaborative Nursing
International Student Recovery
Mental Health Worker and Services
Municipal Taxes

Note 4 REVENUE: Other

Access and Inclusion
Campus Safety
Indigenous Student Success Fund
Personal Support Worker - Accelerated
WSIB

Note 5 REVENUE: Other

Administration Fees
Apprenticeship Classroom Fees
Credit Transfer Fees
CT In-Service Teacher Training
Gain/Loss on Sale of Assets
Graduation Fees
Miscellaneous Income
Termination Gratuities
Unrestricted Donations

Note 6 EXPENDITURES: Other

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

STATEMENT OF FINANCIAL POSITION PROJECTION

The intent of this report is to provide the Board with a forecast of our 2023-24 financial position at the end of the College's fiscal year in regards to Assets, Liabilities and Net Assets, based on information known when the budget was developed.

St. Clair College of Applied Arts and Technology
Statement of Financial Position Projection
(\$ in 000's)

	11/22/2022	3/28/2023
	Mid-Year Budget	Original Budget
	2022-23	2023-24
1 Assets	600,768	609,754
11 Cash and Cash Equivalents	41,603	36,391
12 Accounts Receivable	11,555	11,555
14 Other Current Assets	309,348	289,630
15 CIP	917	10,583
16 Tangible Capital Assets	417,654	447,028
161 Land	6,086	6,086
162 Site Improvements	25,157	28,406
163 Building	277,886	295,364
164 Furniture and Equipment	102,507	111,154
169 Other TCA	6,018	6,018
17 Tangible Capital Asset Accumulated Amortization	(195,939)	(209,407)
172 AA Site Improvements	(11,752)	(13,270)
173 AA Building	(92,617)	(99,591)
174 AA Furniture and Equipment	(86,381)	(90,862)
179 AA Other TCA	(5,189)	(5,683)
18 Long Term Receivable	-	-
19 Investments and Other Long Term Assets	15,630	23,974
2 Liabilities	366,269	343,932
21 Bank Indebtedness	-	-
22 Accounts Payable and Accrued Liabilities	54,757	54,757
221 Accounts Payable and Accrued Liabilities	52,719	52,719
222 Accrued Interest	-	-
223 Current Portion of Long term liabilities	2,037	2,037
23 Deferred Revenue	158,040	138,299
231 Deferred Revenue	6,276	6,276
232 Deferred Tuition Revenue	151,763	132,023
24 Restricted Contribution	1,038	2,382
25 Deferred Capital Contributions	127,417	125,515
26 Capital Lease	-	-
27 Debt	21,385	19,347
29 Other Long Term Liabilities	3,632	3,632
3 Net Assets	234,499	266,060
31 Unrestricted Net Assets	6,669	19,828
32 Internally Restricted Net Assets	139,577	126,779
33 Investment in Capital Assets	73,223	97,423
36 Restricted Contributions	-	-
37 Endowments	15,030	22,030
38 Accumulated Re-measurement Gain & Losses	-	-
Assets - Liabilities - Net Assets	-	-

NON-COMMITTED CASH PROJECTION

The intent of this report is to provide the Board with an indication of our 2023-24 non-committed cash surplus position at the end of the College's fiscal year. The report also identifies the capital projects that are funded from operating reserves, and funds being allocated towards internal reserves.

St. Clair College of Applied Arts and Technology
Non-Committed Cash Projection

(\$ in 000's)

	MYR 2022-23 \$	Budget 2023-24 \$	Variance \$
Unrestricted Net Assets, Prior Year ⁽¹⁾	36,101	6,669	(29,432)
Operating			
Budget Surplus	30,112	37,924	7,812
Amortization (net)	6,740	7,212	472
Adjusted Budget Surplus	36,852	45,136	8,283
Capital			
Grant Revenues	5,508	4,115	(1,393)
Grant Expenditures	(5,508)	(4,115)	1,393
Funded by Unrestricted Reserves	(7,951)	(9,000)	(1,049)
Asset Retirement Obligation Adjustment	(1,068)	-	1,068
Net Outlay for Capital	(9,019)	(9,000)	19
Debt			
Repayment of Long-Term Debt	(1,692)	(2,037)	(346)
Proceeds from Long-Term Debt	4,000	-	(4,000)
Net Change in Long-Term Debt	2,308	(2,037)	(4,346)
iii. Other:			
Internally Restricted Reserves (net)	(59,574)	(13,939)	45,635
Contribution to Foundation	-	(7,000)	(7,000)
Net Change in Other	(59,574)	(20,939)	38,635
Unrestricted Net Assets, End of Year	6,669	19,828	13,159
Unrestricted Net Assets Adjustment ⁽¹⁾	(3,952)	(4,711)	(759)
Non-Committed Cash Projection	2,717	15,117	12,400

⁽¹⁾ The College uses its unrestricted net assets balance from the prior fiscal year-end (after post-employment and vacation pay adjustments), as a planning benchmark for projecting non-committed cash. Adjustments by management are made to the projected unrestricted net assets balance to account for other estimates and assumptions for reported asset and liability amounts (i.e. collectability of student receivables).

FINANCIAL SUSTAINABILITY METRICS

The intent of this report is to provide the Board with an estimate of the 2023-24 MCU Financial Indicators based on information known when the budget was developed.

**St. Clair College of Applied Arts and Technology
Financial Sustainability Metrics**

		Actual	11/22/2022 MYR	3/28/2023 Budget
		<u>3/31/2022</u>	<u>3/31/2023</u>	<u>3/31/2024</u>
Annual Surplus / Deficit	greater than \$0	\$ 31,577,164	\$ 30,112,480	\$ 37,924,022
Accumulated Surplus / Deficit	greater than \$0	\$ 192,109,628	\$ 219,469,323	\$ 244,030,725
Quick Ratio	greater than 1	4.95	6.62	6.16
Debt to Asset Ratio	less than 35%	14.66%	13.62%	13.23%
Debt Servicing Ratio	less than 3%	0.54%	0.58%	0.67%
Net Assets to Expense Ratio	greater than 60%	137.52%	133.49%	139.93%
Net Income to Revenue Ratio	greater than 1.5%	11.96%	10.38%	12.56%
Number of Flags		0	0	0

STUDENT FEES

This annual document was prepared for the Student Fee Protocol meeting scheduled for March 21, 2023. The Compulsory Ancillary Fee Protocol Committee is comprised of Administration, Student Representative Council Inc., Thames Student Incorporated, and the Student Athletic Association. The intent of the Committee is to approve tuition and ancillary fees, within the Ministry of Colleges and Universities regulations for the upcoming academic year. The Student Fees have continued to be prepared in accordance with the Ministry of Colleges and Universities Tuition Fee Framework and Ancillary Guidelines. On March 2, 2023, the Ministry released the Tuition Fee Framework and Ancillary Guidelines for the 2023-2024 academic year.

The Student Fee Protocol will be brought forward to the Board at the April 25, 2023 meeting for approval. The outcome from the Student Fee Protocol meeting will not have a material impact on the College's 2023-24 financial plan.



TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 28, 2023

RE: STRATEGIC DIRECTIONS APRIL 1, 2023 – MARCH 31, 2024

SECTOR: ALL – SENIOR OPERATIONS GROUP

AIM

To obtain Board of Governors approval for the Strategic Directions for the period April 1, 2023 to March 31, 2024.

BACKGROUND

The Strategic Directions align the six pillars of the College; Academic Excellence, Students, Community Engagement, Human Resources, Facilities Enhancement and Financial Health and Sustainability, with the foundational principles; Mission, Vision and Values to achieve the goal for St. Clair College to “Rise Above the Ordinary”.

The Strategic Directions for April 1, 2020 to March 31, 2025 consist of 18 goals, 32 objectives and 46 clearly defined measurables, and align the College to meet the established commitments of the Strategic Mandate Agreement 3 (SMA3).

Administration completes a review of the Strategic Directions annually to ensure they remain in alignment with the objectives of the College. The Strategic Directions for the period of April 1, 2023 to March 31, 2024 are attached.

RECOMMENDATION

IT IS RECOMMENDED THAT the Board of Governors approve the Strategic Directions for the period April 1, 2023 to March 31, 2024.

Goal	Objective	Measure
1. Academic Excellence		
Academic	Increase online course offerings.	Increase the total number of online courses offered at St. Clair College by 7% over 5 years. Concentration will be on high demand courses.
Research & Development	Promote interdisciplinary research aligned with area of program strengths/degree offerings.	Plan and conduct research professional development sessions, research scholarship and innovation days for faculty. Concentration to be added in Schools offering degrees.
	Document and increase the number of students participating in research.	Implement and maintain a database regarding internal research projects.
	Increase awareness of St. Clair College research.	Increase communication and showcase College research internally and externally.
Student Pathways	Continue to create academic pathways (college to college, college to university, university to college).	Continue to increase the current number of student pathways year over year.
		Promote student pathways for heightened awareness.
2. Students (Retention, Graduation Rate and Success)		
Support Student Success	Increase student success.	Increase institutional efforts to enhance Soft Skills for students through various mechanisms and activities (ie. online tools, mock interviews).
	Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.	Continue to increase "Campus Life" activities by three new events per year.
	Maintain and report on Athletic Performance Indicators (API's) that align with academic/corporate priorities.	<ol style="list-style-type: none"> Collective Varsity GPA. Scholarship Achievement rate. Departmental win/loss record. Provincial/national recognition hits. Increase athletic department revenue.
	To support the Ontario colleges efforts for the well-being of international learners to enhance their opportunities for academic and personal success with the establishment of a common set of standards for international student activity.	Ensure compliance with the PCPP – MOU standards within 18 months (by May 2024). Plan developed in 23/24 for full implementation in 24/25. (#1)
	Increase Enrolment	International enrolment.
Maintain domestic enrolment.		Maintain PS full-time enrolment within existing corridor.

3. Community Engagement (Leadership, Communication and Partnership)		
Increase/Monitor Community Local Impact	Monitor and increase economic impact on local community.	Conduct annual research of community spending and impact.
Increase Corporate Training	Enhance our reputation as a training centre for the workforce of our community.	Excluding PCPP, increase entrepreneurial (non-public) revenue by 3% (15% over 5 years).
Brand Identification	Continuation of new brand "Rise Above The Ordinary" initiatives.	Number of actions taken to increase brand awareness.
Increase Community Engagement	Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism and/or Experiential Learning.	Creation and engagement of the "Community Saints" in conjunction with the Alumni, SRC, TSI and SAA and document impact.
		Increase community awareness of engagement/support of College staff and students.
4. Human Resources (Staff Development, Efficiency, Effectiveness and Wellness)		
Development of Human Resources	Staff development.	Continuation of staff orientation (part-time/full-time, academic and non-academic) and appropriate orientation material.
		1% of budget allocation for staff development.
	Staff Wellness	Continue to promote staff collaboration and engagement through monthly or quarterly activities. (#2)
		Monitor institutional WSIB lost sick time.
5. Facilities Enhancement		
Campus Enhancement	Increase parking capacity.	Implementation of parking plan. (#3)
Campus Beautification	Continue to beautify the College campuses and maximize brand.	Annual plan for Campus Beautification developed.
6. Financial Health and Sustainability		
Financial Sustainability	Balanced budgets.	Achieve balanced budgets annually. (#4)
	College sustainability.	Increase sustainability fund.
	Maintaining financial sustainability in accordance with MCU financial metrics.	Meeting or exceeding Ministry defined benchmarks. (#5)
Financial Transparency	Provide relevant and transparent reporting on financial position to the Board: <ul style="list-style-type: none"> ▪ Budget ▪ Mid-Year Review ▪ Financial Statements 	Complete interim reporting based on pre-determined deadlines.

LEGEND:

AVP – Associate Vice President
API – Athletic Performance Indicator
BCA – Building Condition Assessment
CAE – Centre for Academic Excellence

KPI – Key Performance Indicator
MCU – Ministry of Colleges and Universities
EL – Experiential Learning
GPA – Grade Point Average

Baseline: 2019/20, and subsequently, the previous year.
PCPP – Public College Private Partner
SCC – St. Clair College
SMA – Strategic Mandate Agreement
SOG – Senior Operations Group



**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Removal of a Board Member	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 19
Effective Date:	January 17, 2015	Page: 1 of 1
Supersedes:	November 24, 1998	Last Review Date: March 28, 2023
Mandatory Review Date:		2nd Reading

Removal of a Board Member

19.1 Any member of the Board, other than the President, who is absent for three (3) consecutive scheduled meetings of the Board or who is absent for more than four (4) scheduled meetings of the Board within any twelve (12) month period, without having been granted a leave of absence from the Board, may be removed as a member by the Board by resolution and upon such removal the said member’s position on the Board shall be deemed vacant.

“Scheduled meeting of the Board” shall mean any duly called meeting of the full Board of Governors, including regular meeting, in-camera meeting, committee of the whole meeting, or special meeting. For clarity, where two or more meetings of the full Board are held on the same day, each meeting for which the Board member is absent shall be counted as a missed meeting, such that if two meetings are scheduled in one day and the Board member misses both, this shall count as two absences.

“Leave of absence” shall mean a leave which is requested by a member of the Board for a specified period of time and granted by resolution at the discretion of the Board at an in-camera meeting of the Board of Governors.

19.2 In addition to remedies available to the Board to terminate a Board member due to absence, by resolution, the Chair and the Vice Chair may be removed from their respective offices if they are absent for three (3) consecutive meetings of the Board, without having been granted a leave of absence from the Board.

19.3 The process for the declaration of any vacancy referred to in sections 19.1 and/or 19.2 shall be initiated by Board motion and returnable at the next regularly scheduled meeting of the Board for decision by the Board.

**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Board Meetings	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 21
Effective Date:	May 24, 2022	Page: 1 of 2
Supersedes:	March 29, 2016	Last Review Date: March 28, 2023
Mandatory Review Date:		2nd Reading

Board Meetings

- 21.1 Meetings of the members of the Board shall normally be scheduled on a monthly basis, from September to June each year at the College or elsewhere as the Board may determine and on such day as the Board shall appoint. A copy of any resolution of the Board fixing the place and time of the regular meeting schedule, once approved, shall be provided to every Board member and no further notice shall be required.
- 21.2 Annual General Meeting of the members of the Board shall be held at the College or elsewhere, as the Board may determine and on such day as the Board shall appoint. At every annual meeting or at such other meeting as the Board may determine, in addition to any other business that may be transacted, reports of members of the Board, the year-end financial statement and the report of the auditors shall be presented and the auditor shall be appointed or confirmed for the ensuing year. The members of the Board may consider and transact any business, either special or general, without any notice therefore at any meeting of the Board.
- 21.3 Annual or any other general or special meeting of the members of the Board may be called by the Chair, the Vice Chair, the President or by the Secretary to the Board on the direction of the Chair, the Vice Chair, the President or any five members at the Head Office of the College or elsewhere in Ontario and on such day and at such time as that person or persons shall determine and the purpose of the meeting shall be disclosed in the notice of meeting.
- 21.4 Notice of the date, time and place of each meeting of the Board, other than meetings set out in Article 21.1, shall be given to each member not less than forty-eight (48) hours (exclusive of any part of a Non-Business Day) before the time when the meeting is to be held. Where every member of the Board is in attendance and provides consent the notice period may be waived.
- 21.5 If all members of the Board present or participating in a meeting consent, a member of the Board

may participate in a meeting of the Board or of a committee of the Board by means of such telephone, electronic or other communications facilities as permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously. A member of the Board participating in such a meeting by such means is deemed to be present at the meeting. A maximum of 20% of Board meetings may be attended through virtual means.

21.6 A governor present at a meeting is deemed to have consented to any resolution passed, unless:

- Their dissent is recorded in the minutes;
- They request that their dissent be entered into the minutes;
- They give their dissent to the secretary of the meeting before it ends; or
- They submit their dissent immediately after the meeting ends.

21.7 If a governor votes or consents to a resolution, they are not entitled to enter a dissent.

21.8 If a governor is not present at a meeting, the governor is deemed to have consented to any resolution or action at that meeting *unless* they dissent within seven (7) days of becoming aware of the resolution.

21.9 Subject to section 21.7 all meetings of the Board shall be held in public. All matters of a confidential nature, pursuant to the criteria set out in section 21.5, shall be considered by the Board *In-Camera* unless the Board, by majority vote, resolves to consider a specific confidential matter in a public session.

21.10 Matters of a confidential nature which shall be considered by the Board in closed (In-Camera) session shall include, but not be limited to:

- a) all matters pertaining to the College President's terms of employment, including selection, evaluation, contract terms and termination;
- b) all matters pertaining to the terms of employment of any individual employee including, but not limited to, disciplinary matters;
- c) all matters in litigation, threatened litigation or potential litigation affecting the College;
- d) the receipt of advice, whether written or oral, that is subject to solicitor-client privilege including all communications for the purpose of pending, threatened or contemplated litigation affecting the College;
- e) the sale, transfer, gifting, exchange, lease, expropriation, mortgaging, or encumbering of real property by or in favour of the College,
- f) all matters pertaining to the security of persons and property relating to the College;
- g) all matters pertaining to the specific terms of labour relations issues including, but not limited to, collective bargaining;

- h) any matter of a personal nature involving an individual, unless such individual requests, and the Board agrees, that that part of the meeting may be open to the public, in accordance with subsection 5(7) of Ontario Regulation 34/03;
- i) all matters comprising information that is prohibited from disclosure by law, including, but not limited to, the Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.F.3 and the Personal Information Protection and Electronic Documents Act, S.C. 2000, c.5;
- j) any other matters which, in the opinion of a majority of the Board, the public disclosure thereof would be prejudicial to or jeopardize the strategic interests of the College or its students.
- k) all consideration of whether a specific item should be discussed In-Camera.

**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Quorum	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 22
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: March 28, 2023
Mandatory Review Date:		2nd Reading

Quorum

22.1 Two thirds (2/3) of the total Board membership shall form a quorum at any meeting of the Board of Governors. (11 for membership of 16 or 17)

22.2 A quorum of any Committee of the Board shall be a majority of the members of the Committee.



**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Notice of Meeting	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 23
Effective Date:	March 28, 2023	Page: 1 of 2
Supersedes:	November 24, 2001	Last Review Date: March 28, 2028
Mandatory Review Date:	March 28, 2028	2nd Reading

Notice of Meeting

- 23.1 The Board shall, by resolution, appoint a day or days to be named for regular meetings in any month or months and shall send a copy of such resolution to each member of the Board and shall post a copy or copies prominently in the College premises for the view of the public, all of which shall constitute "prior notice" to members of the Board and to the public of meetings of the Board.
- 23.2 Any notice may be given by the Corporation to any member of the Board or Corporation either personally, by telephone, ~~fax, text, email, telegram, telefax, telecopier~~, courier, ~~electronic correspondence or mailogram~~ or by ~~sending it through the post in a post-paid envelope or postcardmail~~, addressed to the last known address of such member appearing on the books of the Corporation.
- 23.3 Accidental omission to give notice to any member of the Corporation or of the Board entitled to notice shall not invalidate any resolution passed or proceedings taken at such meeting.
- 23.4 Notice of any meeting may be dispensed with if all members of the Corporation or the Board or any Committee thereof are present or if those absent consent in writing (either before or after the meeting) to the meeting being held in their absence; a member of the Corporation or the Board or any Committee thereof may at any time, waive notice of any such meeting and may ratify and approve any and all proceedings taken.
- 23.5 Notice of any regular meeting of the Board or any Committee thereof shall be given at least three (3) days before it is held.
- 23.6 Notice of any special meeting of the Board or any Committee thereof shall be

given at least one (1) day before it is held.

- 23.7 Notice of any meeting of the members of the Corporation shall be given at least seven (7) days before it is held.
- 23.8 Any Committee thereof may appoint a day or days to be named for regular meetings in any month or months and of such regular meeting no notice need be sent.
- 23.9 The statutory declaration of the Secretary to the Board that notice has been given pursuant to this By-law shall be sufficient and conclusive evidence of the giving of such notice.

**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Voting	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 24
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: March 28, 2023
Mandatory Review Date:		1st Reading

Voting

Questions arising at any meeting of the members of the Board shall be decided by a majority vote of those members including the Chair present and eligible to vote. In the case of an equality of votes the motion shall be declared defeated by the Chair. All votes at any such meeting shall be taken by ballot if so demanded by any member of the Board present but if such demand is not made the vote shall be taken by a show of hands.

A declaration by the Chair of the meeting that a resolution has been carried and an entry to that effect in the minutes shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of votes recorded in favour of or against such resolution.

**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Policies	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 26
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: March 28, 2023
Mandatory Review Date:		1st Reading

Policies

The Board shall have the power to set policies as provided by legislation and corresponding Regulations. Within these limits and subject to the binding policy directives of the Minister, and subject to the Terms and Conditions of Employment for College Staff, the Board shall establish policy to guide the President in operating the college.

The President and the College Administration will establish Administrative Procedures within the parameters defined by Board Policy.

**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Powers	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 25
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: March 28, 2023
Mandatory Review Date:		1st Reading

Powers

25.1 The Board shall administer the affairs of the College in all things and make or cause to be made for the College in its name any kind of contract which the College may lawfully enter into and, save as hereinafter provided, generally may exercise all such powers and do all such other acts and things as the College is authorized to exercise and do, as provided by any applicable statute or law and as prescribed by Regulation.

25.2 The Board shall not,

- a) acquire by purchase, lease, deed, contract, grant or devise; or
- b) sell, grant, convey, mortgage, pledge, lease or otherwise dispose of any real property or any part thereof, or any interest therein, without the written approval of the Minister.

25.3 The Board shall not,

- a) approve an annual budget prepared in respect of a fiscal year of a college that would provide for an accumulated deficit at the end of such fiscal year; or
- b) make any expenditures that are not within the financial limits set by the annual budget, without the written approval of the Minister in accordance with section 9(2) of O. Reg. 34/03.

**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Indemnities to Governors	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 27
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: March 28, 2023
Mandatory Review Date:		1st Reading

Indemnities to Governors

Every member of the Board and the heirs, executors and administrators, and estate and effects, respectively, of every member of the Board shall from time to time and at all times, be indemnified and saved harmless, out coverage provided by the College, from and against:

- a) All costs, charges, expenses and judgments whatsoever which such member of the Board sustains or incurs in or about any action, suit or proceeding which is brought, commenced or prosecuted against that member for or in respect of any act, deed, matter or thing whatsoever made, done or permitted by that member in or about the execution of the office of that member, and
- b) All other costs, charges and expenses which that member sustains or incurs in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by the willful neglect or default of that member.

PRESIDENT'S REPORT

Meeting of the Board of Governors
Full Board – March 28, 2023

1. Minister Monte McNaughton, MPP Andrew Dowie & Mayor Drew Dilkens Visit

Minister Monte McNaughton (Ontario's Minister of Labour, Immigration, Training and Skills Development), MPP Andrew Dowie (MPP Windsor-Tecumseh) and Mayor Drew Dilkens (Mayor, City of Windsor) visited the College on Thursday, March 9, 2023 to see a demonstration of the College's new welding robots and to stop by the Job Fair that was taking place in the FCEM with local employers looking to hire our Electrical Techniques students. Minister McNaughton was in Windsor to announce the Ontario governments' new initiative to prepare young people for in-demand and well-paying careers by allowing students in Grade 11 to transition to a full-time, skilled trades apprenticeship program. Upon receiving their Certificate of Apprenticeship, these young workers can apply for their Ontario Secondary School Diploma as mature students. This change means that more students will be able to enter the trades faster than ever before to help build Ontario. The President discussed the College's Skilled Trades Regional Training Centre and explained the Earn While You Learn program which provides students with careers in CNC machining, tool and mold making.

The President thanked the Minister, MPP and Mayor for taking time out of their busy schedules to visit the College and for their continued support of St. Clair College.



RISE ABOVE THE ORDINARY

2. Parliamentary Assistant Visit

The Parliamentary Secretary of the Minister of Justice, Gary Anandasangaree, was in Windsor on Wednesday, March 1, 2023 to meet with the students and professors of our Social Justice and Legal Studies program. The Parliamentary Secretary discussed his role working for the Minister of Justice and the justice priorities that his team is working on.



3. International Women’s Day 2023

The Women’s Enterprise Skills Training of Windsor Inc. (WEST) held their annual International Women’s Day Gala at the St. Clair College Centre for the Arts on Wednesday, March 8, 2023. President France brought greetings as well as presented the Phenomenal Women Award, which is sponsored annually by the College. Women need our support, and with our WEST partnership, we celebrate and encourage women in their training and re-training for skilled trades and education with support and guidance.

During the Gala, President France was announced as the Key Note Speaker for the 2024 International Women’s Day Gala.



Photo credit: Tobi Olawale, Mactools Visual Photography

4. OCAA Men's Basketball Champions

St. Clair College was the host of the 2023 OCAA Men's Basketball Championship from March 3 – 6, 2023. The Saints defeated the Conestoga Condors on Friday, March 3rd and the Lambton Lions on Saturday, March 4th which qualified them to play against the George Brown Huskies on Sunday, March 6th for the OCAA Championship. The Saints dominated from the opening tip, never trailed in the contest, and for the first time in 55 years, the St. Clair Saints captured the OCAA Championship in blowout fashion with a 106-77 victory. The Saints now advance to the 2023 CCAA Men's Basketball National Championship hosted by SAIT from March 16 – 19, 2023 with the hopes of bringing home a Canadian Championship back to Ontario for the second consecutive year. *Way to go, Saints!*



On Friday, March 10, 2023, President France hosted a congratulatory lunch for our Provincial Gold Medal Men's Basketball team. The team presented the President with a game ball and an OCAA Provincial Championship Gold Medal to thank her for her support of the team. The team has now advanced to the National Championship in Calgary on Thursday, March 16, 2023. *Go Saints go!*



5. COP Meeting Summary

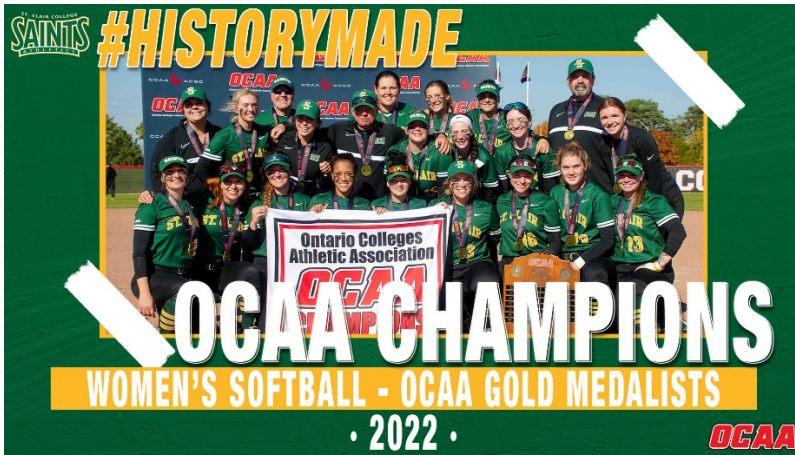
President France participated in a Committee of Presidents (COP) meeting which was held on Monday, March 20, 2023 and Tuesday, March 21, 2022. The two-day meeting included the following discussion items:

- **Colleges Ontario's Budget:** The Committee of Presidents (COP) approved Colleges Ontario's budget for 2023-24. The budget has a projected surplus of over \$14,000.
- **Terms of Reference for Colleges' Coordinating Committee:** Presidents approved new terms of reference (TOR) for the Colleges of Applied Arts and Technology (CAAT) Coordinating Committee. The CAAT Coordinating Committee is a committee of college vice-presidents that oversees the sector's committees for specific areas such as academics, finance and student services. The TOR emphasize the coordinating committee is a strategic and collaborative forum that promotes a holistic view of college issues. It provides advice to Colleges Ontario and COP on system-wide matters that align with Colleges Ontario's strategic mandate. This includes policy development, communications opportunities and advocacy strategies.
- **Presidents' Trip to Ireland:** A number of college presidents visited Ireland the week of March 6, 2023 as part of Ontario's sector-wide partnership agreement with post-secondary institutes in that country. Ontario has a unique sector-to-sector agreement with Ireland that began in 2011. It allows Ontario college students to pursue further studies in Ireland and allows Irish students to study in Ontario. During the visit, Ontario's presidents learned about the robust applied research work at Ireland's institutes. Other items included a discussion of potential opportunities for Ontario college graduates to enrol in master's degree programs in Ireland.
- **Applied Research:** Presidents discussed the sector's long-term advocacy campaign to promote enhanced funding for applied research projects at colleges. The college sector partners with over 1,300 businesses and others on real-world research that finds solutions to challenges affecting the partner's operations. This is particularly important to small and medium-sized enterprises that often don't have the resources to conduct their own research.
- **Blue-Ribbon Panel:** COP discussed possible strategies for the upcoming consultations with the province's recently announced blue-ribbon panel on post-secondary education. The panel was announced on March 2, 2023. It will be consulting with post-secondary institutes on the sector's longer-term fiscal challenges. The panel members include MaryLynn West-Moynes, the past president and CEO of Georgian College, and Robert Luke, the CEO of eCampusOntario, whose past experience includes three years as the vice-president of innovation and research at George Brown College. The panel has had some foundational meetings that provide background information about the sector. It is expected to begin its consultations next month. Colleges Ontario will be inviting the panel to attend an upcoming COP meeting.
- **OCAS Applications:** Marc Provencher, the President and CEO of the Ontario College Application Service (OCAS), described some planned changes to students' applications. OCAS is looking to add questions related to equity, diversity and inclusion (EDI) into the applications. There was a discussion with presidents about what data would be collected and how it would be shared with colleges.

6. OCAA Women's Softball Champions

As previously reported in October, the College's Women's Softball team won OCAA Gold defeating Durham College. The team are now provincial champions and national champions. St. Clair College is the "only" college to ever win a softball national championship and has now won it twice in 2015 and 2022. It is also worth noting that this is the 4th team in College history to post a perfect season going 34-0, however, this is the first female team in College history to obtain a perfect season.

On Wednesday, March 22, 2023, President France hosted a congratulatory lunch for our Provincial and National Gold Medal Women's Softball team.



7. Refugee Program

Immigration Canada has secured four (4) hotels in Windsor to address the influx of refugees that are arriving in Quebec from the US. The Director of the St. Clair College Centre For The Arts (SCCCA), Joe D'Angela, met with a representative from Farhi Holdings as they have requested that the College provide dinner meals for the refugees staying in the Best Western. There are currently 180 refugees staying at the Best Western and they anticipate 300 by mid next week and possibly 600 – 1,000 in the coming month. The government has committed to six (6) months of hotel stay. The SCCCA can provide meals to the refugees at a cost of \$18/day per person (all individually packaged). The College has agreed to provide food for the Refugee Program. In order to provide this service, Senior Administration has hired a part-time Chef de Partie until the end of July 2023.

8. Scholarship Nights

The annual Scholarship Awards Events took place in-person in Chatham at Club Lentinas on Tuesday, March 7, 2023 and in Windsor at the St. Clair College Centre for the Arts on Wednesday, March 22 and Thursday, March 23, 2023. All three events were well attended and the feedback received from our donors, award winners and their families were extremely positive.

Our donors have generously provided over 700 scholarships valued at over \$550,000. We are so thankful to our community donors who are investing in our student's journey. Congratulations to all Scholarship recipients!



9. Open House Promotion

On Friday, March 24, 2023, St. Clair College Alumni, Dan MacDonald, was at the Main Campus promoting the College's upcoming Open House live on AM800 CKLW. Open Houses will take place at all Campuses on Saturday, March 25, 2023 from 10:00 a.m. to 1:00 p.m.



10. OAGO Report Submission

On February 9, 2023, the College received a letter from the Office of The Auditor General of Ontario (OAGO) advising that they are following up on recommendations made in their 2021 Annual Report (Value-For-Money Audit: Public Colleges Oversight). As part of the process, the Auditor General's Office requested information on the status of actions taken to address the issues raised and recommendations made in that report. To this end, the OAGO had provided guidelines and a template that contains the recommended actions that they are following up on and the information that they need on each action. The College's follow-up report was completed and submitted to the Auditor General's Office on Friday, March 24, 2023.

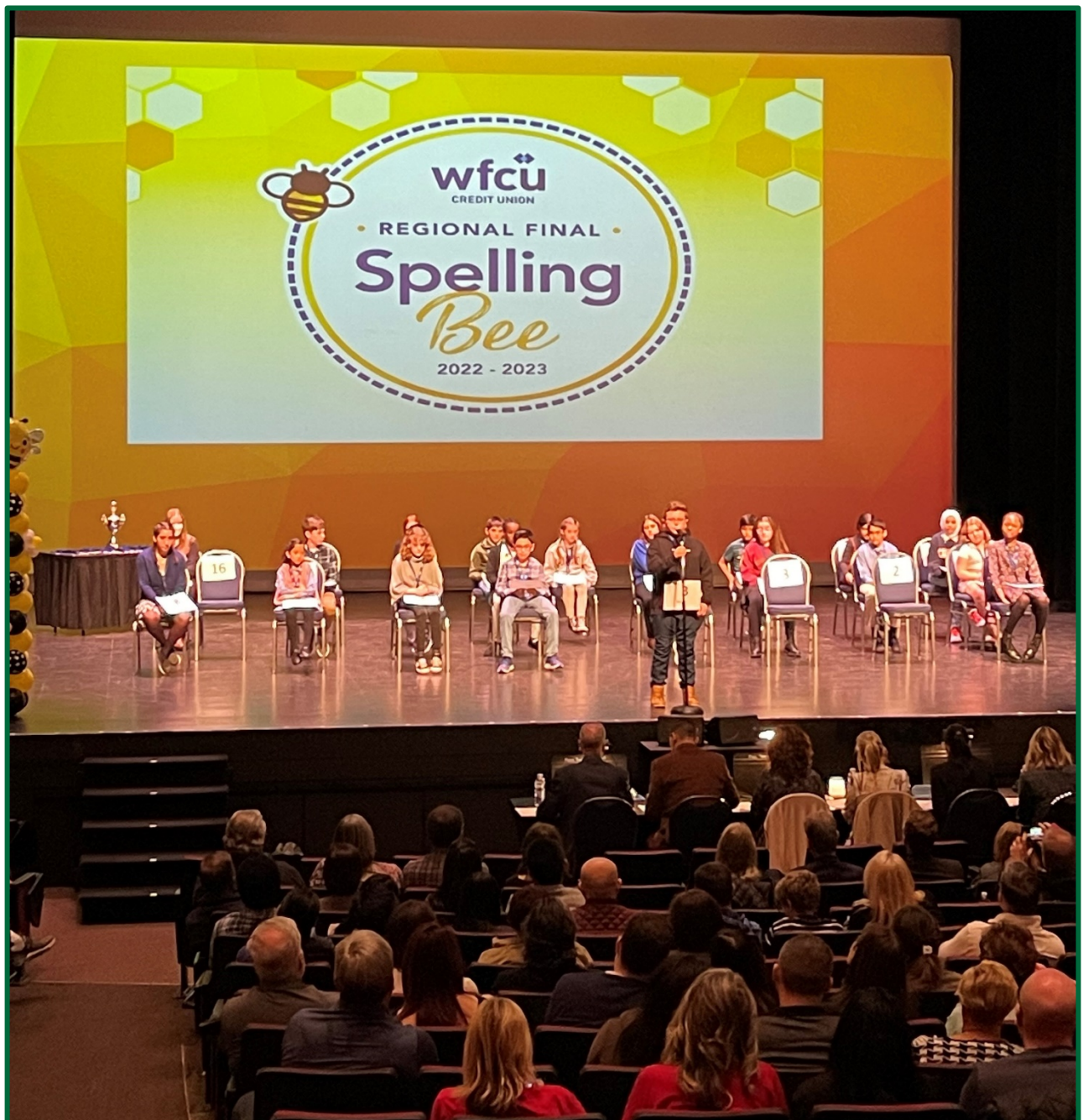
11. Spring 2023 Open House

Open Houses took place at all campuses on Saturday, March 25, 2023 from 10:00 a.m. to 1:00 p.m. The events were an overwhelming success and very well attended.



12. 2022-23 WFCU Scripps Regional Spelling Bee

St. Clair College's Alumni Association was proud to be a primary sponsor of the annual Windsor Family Credit Union's (WFCU) Scripps Regional Spelling Bee. As part of the WFCU's community engagement program, the Spelling Bee promotes literacy and language arts in a fun and engaging way, and provides area youth from grades 4 to 8 the opportunity to compete for a chance to represent the Windsor-Essex community at the Scripps National Spelling Bee in Washington, D.C. Congratulations to this year's Champion, Isabella Cowan, and runner up, Zain Malik on their success. They will continue on to compete in Washington D.C. representing their school and Canada in this international competition.



13. St. Clair Men's Cricket Wins Provincial Championship

The St. Clair College Men's extramural indoor cricket team were in King City on Friday, March 24, 2023 to take part in the OCAA/OCR Rec Cup Championship at Seneca College-King Campus. The Saints qualified for the provincial Championship by winning the West Regional event hosted by Conestoga College (Kitchener) on February 17, 2023.

St. Clair then had to take on Centennial College (Scarborough) in the semi-final match to assure a spot in the championship game.

The Saints squared up against their rival Fanshawe Falcons (London) in the Championship game. In an ever-changing momentum clash between the two, St. Clair managed to keep up the pressure and crossed the finish line with the last ball of the game. The Men's Indoor Cricket team ended their season with an outstanding 23-3 record, winning 4 out of the 5 tournaments that they participated in during the Fall 2022 and Winter 2023 semesters. *Congratulations, Saints!*



RISE ABOVE THE ORDINARY

St. Clair College In The News

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Local roundup: Comartin signs with Saints; PJHL games postponed

Nolan Comartin of the Pain Court Patriots has signed with the St. Clair College men's volleyball team for next season.

Chatham Daily News - Feb 22, 2023



Nolan Comartin of Ecole Secondaire de Pain Court has signed with the St. Clair College men's volleyball team for the 2023-24 season. (St. Clair College Illustration)

Nolan Comartin of the Pain Court Patriots has signed with the St. Clair College men's volleyball team for next season.

“Nolan is a rare breed of raw physicality and sharp mental focus which allows him to learn and adapt quickly, having played and excelled in several positions,” Saints head coach Shawn Reaume said in a statement. “On top of this, he brings experience as (a) leader from both his club and high school teams that is crucial when moving to the next level.”

Comartin is a six-foot-three outside hitter from Stoney Point. He plays for Sky Volley Windsor and won the Division 2 Tier 2 title at the 18U Canadian championships last year.

“I chose St Clair because it is close to home and the volleyball team and coaches were very welcoming,” he said in a statement. “The selection and quality of the academic programs was second to none and the athletic facilities are arguably the best in Canada.”

One week before Windsor Star production plant closure, employees rally

CTV News Windsor Multi-Skilled Journalist - Feb. 24, 2023

The Windsor Star is set to see its last locally-printed edition roll off the press in one week's time, with Postmedia announcing late last month it would be closing the newspaper's local production plant come March 3.

For Colin Brian, President of Unifor Local 517-G, it's an especially unpleasant countdown.

"I always say I've got ink running through my veins," Brian joked, reflecting on his family's history with the century-old newspaper.

He told CTV News he and his brother both delivered papers when they were younger. His mom and dad both worked there, and his wife too.

Thursday, Brian was with union members at an impromptu rally in hopes of flagging concerns they have around what Postmedia may have planned for distribution of the paper after the closure of the Windsor facility.

He said much of the work that will be required to get the papers off trucks and to subscribers should be done by union members.

"We have the receiving dock workers, we have the loading dock workers and we have the building maintenance workers. So any building they move that work to, we lay claim on that work," said Brian.

CTV News reached out to Postmedia Thursday afternoon to ask about the union's concerns around distribution and delivery.

A spokesperson did not address those two points directly — but did highlight that the facilities where work is being outsourced to does employ unionized workers as well.

"The work done at this facility is going to two other Postmedia facilities. Both are union facilities — one in Etobicoke, which is where the Windsor Star will be printed and one in London where the inserting work will go," wrote Phyllise Gelfand, vice president of communications for the company.

Gelfand reiterated that the decision to close the Windsor facility was not made lightly.

"This is a business decision like many other publishers are making. Costs must align with revenues for our business to be sustainable," she wrote.

It's one of many questions that hang in the air — with word also that cuts to the papers staff of journalists could be coming.

News came in January that Postmedia planned to lay off 11 per cent of its editorial staff — but how that factors into the Windsor Star's team remains to be seen.

In Alberta, the company recently moved several community newspapers to entirely online-only formats.

Experts wonder how long it can be before that step is taken at all newspapers — with paper and ink copies becoming less and less tangible.

“The printed version that so many people like to hold in their hand, I think that’s becoming more and more obsolete,” says Veronique Mandal, coordinator of the journalism program at St. Clair College.

Mandal has 30 years of experience in the industry, some of that spent at the Windsor Star.

She said she’s seen the newsroom staff shrink from more than 100 people to about a dozen.

“The change has been extraordinary in some ways and catastrophic in others,” she added.

Mandal suspects there will be readers of the Star even if it does one day live exclusively online.

Brian said word the local plant would be shut down saw 1,500 people cancel their subscription in outrage over the 75 jobs to be lost.

He believes that demonstrates how the company’s move has hurt the city, but adds he doesn’t want more to follow in unsubscribing.

“There’s still people that work there,” he said. “We still need your support. We still need you to buy the paper.”

Brian is set to speak before Windsor City Council Monday, when he’ll ask the mayor and councillors to write a letter to Postmedia in protest of the job losses.

Windsor mayor concerned about local media decline

'People are always going to want news,' said St. Clair professor

CBC News · Mar 01, 2023



Windsor mayor Drew Dilkens expressed his concern about the local media landscape. "“There just aren’t enough people hired by these companies anymore to be able to do a fulsome reporting,” he said during a council meeting on Monday.

Mayor Drew Dilkens spoke about the decline of local media on Monday, calling the issue "a big deal."

The comments were made during a council meeting, in response to a motion by Kieran McKenzie to send a letter to Postmedia, asking the company to reconsider the closure the Windsor Star printing plant.

"There just aren't enough people hired by these companies anymore to be able to do a fulsome reporting," said Dilkens.

"It is a very dangerous time for local government," said the mayor. "Because you need the check and the balance of local media."

The motion also asked to copy members of the provincial and federal government on the letter, as well as refer it to the Windsor Public Library and the University of Windsor with correspondence that shows the city's "willingness to preserve the archival material" at the Star printing plant.

There needs to be a change in the medium, says journalism professor

Veronique Mandal, a journalism professor at the St. Clair College MediaPlex, said she's not surprised to see the plant's closure. After all, she said, "it's a business."

"I think local news is absolutely critical for a population," she said. "Unfortunately, the business model for newspapers ... just has not worked," said Mandal.

"Until some very innovative people sit down and try to figure out how to make sure that we have a robust local media, I think we're going to continue to be in this slot."

She added one inevitable aspect of the decline is the rise of social media journalism, where independent journalists and other commentators have entered the medium.

"I think podcasting really does seem to be a very growing and robust element right now in the dissemination of information. And I know we have made sure that we've included podcasting in our programs."

For her, a main concern is her students, and where they will work after they graduate, or even as they get internships.

"The more the remaining local outlets can support our students, the more important they're going to become for people like us."

She said St. Clair is revamping its journalism program in September to address this very issue.

Mandal remains hopeful that although the medium is changing, there will always be a need for it.

"People are always going to want news."

Easter Bunny fundraiser for Easter Seals at Mackenzie Hall

Windsor Star - Canada.com - Mar 01, 2023



Windsor Star

Enjoy breakfast with the Easter Bunny while supporting Easter Seals April 2 at Mackenzie Hall.

Students from the St. Clair College event management program have organized the event that includes crafts, games and of course, a visit from the Easter Bunny.

Auntie Aldoo's Kitchen will provide breakfast.

Proceeds from the breakfast event, which runs from 9 a.m. to noon, at 3277 Sandwich St., will be donated to Easter Seals.

Tickets are \$15, \$10 for children, available through [eventbrite.ca](https://www.eventbrite.ca).

Sponsors include Tepperman's Furniture, D&D Mascots, Swanky Affair, Bodhi Massage, Golf Indigo and St. Clair College.

Ontario extends post-secondary tuition freeze, names panel on sector's finances

AM800 CKLW - Thursday, March 2nd 2023



Photo courtesy: St. Clair College

Ontario is extending a tuition freeze for public colleges and universities for a third year.

Colleges and Universities Minister Jill Dunlop says in a press release that the freeze will continue for the 2023-24 school year for Ontario students, while allowing post-secondary institutions to raise their fees for domestic out-of-province students by up to five per cent.

Colleges Ontario says they are disappointed they aren't being given the flexibility to respond to escalating cost pressures.

The Progressive Conservative government reduced tuition fees by 10 per cent for the 2019-20 school year and has frozen rates since then.

The cut was introduced at the same time as the government cut a free tuition program for low-income students.

Dunlop also announced the creation of an expert panel to provide advice on post-secondary financial sustainability.

Windsor lawyer Hrastovec named city's newest poet laureate

Windsor Star - Mar 02, 2023



New Windsor poet laureate, Peter Hrastovec, is pictured on Thursday, March 2, 2023.

Windsor's newest poet laureate pledges to reach out to fellow writers and artists in the community with the goal of bolstering inclusivity and a focus in diversity and the city's multicultural heritage.

Windsor lawyer, writer, performing artist and community activist Peter Hrastovec has been named the city's next poet laureate, serving in the poet laureate & storytellers program.

"I'm certainly humbled by the opportunity but also excited to participate and to continue to embrace the city as I always have," Hrastovec said.

His first steps will include planning sessions with the city's cultural events department, to create more opportunities for public events.

"My goal is to see what we can do to engage visual artists and musicians and theatre people to create new synergies in our community because there is so much great talent here," he said.

"And it starts with those of us who are involved in these various roles to engage the many talented young people that we have out there."

Hrastovec was born in Windsor, built his law career here and raised his family. He's also a published poet and performing artist in local theatre.

Hrastovec's poems have appeared in three solo volumes of work: *In Lieu of Flowers* (2012), *Sidelines* (2015), and *There Will Be Fish* (2022), all published by Black Moss Press.

He also has works in the anthology *Because We Have All Lived Here* (2017) and the upcoming 2023 release *In The Middle Space – Windsor's Public Art* (2023).

In 2021, Hrastovec was part of the organizing committee for the Windsor's Resilient Voices campaign that placed poems by local poets inside city buses and on the walls of mass vaccination centres and city hospitals to bring messages of hope during the pandemic.

As poet laureate, Hrastovec plans to reach out to writers to invite them to celebrate the city with their words and actions and focus on connecting poets, writers and storytellers with musicians, visual artists and theatre groups.

Stories will emphasize the city's history, social consciousness, labour and work ethic, the dynamics of its health and education infrastructure and the marriage of its beautiful landscapes with its striking art and architecture, Hrastovec said.

He plans to combine spoken word with performing songwriters/musicians and gifted visual artists and reach out to the Windsor Symphony Orchestra, Art Windsor-Essex (AWE), the Chimczuk Museum and other community museums, the University of Windsor, St. Clair College and area school boards to create collaborations of artistic disciplines that will stimulate and invigorate the community.

“The city's poet laureate & storytellers program helps to record and share the stories that shape our city while teaching us the value of unique voices and new perspectives,” said Mayor Drew Dilkens.

“Time and again, we see how this program is a vehicle to increased inclusivity and a greater understanding and appreciation for our diverse, multicultural community.

“I trust that (Hrastovec) will help this program continue to thrive and have a positive impact here in our community and beyond our borders.”

“In this role, I want to be a touchstone to the city's soul, to help guide and educate our citizenry as well as elevate and promote all the elements that inspire our daily lives.”

The poet laureate & storytellers program includes poet laureate emeritus Marty Gervais, Indigenous storyteller Theresa Sims and multicultural community storyteller Teajai Travis.

St. Clair College hosting OCAA Men's Basketball Final Eight Championship

AM800 CKLW - Friday, March 3rd 2023



St. Clair College has been chosen to host the Ontario Colleges Athletic Association Men's Basketball Provincial Championships for the first time in 43 years. March 1, 2023 (

St. Clair College has been chosen to host the Ontario Colleges Athletic Association Men's Basketball Provincial Championships for the first time in 43 years.

The tournament will begin on Friday and go until March 5 at the SportsPlex.

The championship event will feature seven schools from across the province that qualified for the tournament.

Ted Beale, Athletic Coordinator for St. Clair College says they're really excited and have been preparing for months.

"It's going to be the crown jewel of our hosting over the last few years. There hasn't been an opportunity for St. Clair College to host the Men's Basketball Provincial Championships since 1980. So, we're really excited about it and the squad is really ready to go."

He says there is a lot of talent on the Saints team.

"It certainly is an exciting group of young men, and some talented athletes and some student athletes who have been around the campus for a number of years and some fine individuals who have come on just this season to help support the group. Lots of experience and lots of talent."

Beale adds that this is the biggest championship since the COVID-19 pandemic.

"Those dark years where we weren't able to bring as many people onto the campus, and taking our events, obviously we're really excited. This is probably our biggest championship since the turn of the pandemic and ultimately this is a great thing for not only the campus but all the individuals who want to help support the event in various ways."

St. Clair will face Conestoga College on Friday at 8 p.m. which follows three other quarterfinal round games earlier in the day.

St. Clair's spot is reserved for the quarterfinals automatically due to host entry.

The Saints are riding a nine-game win streak and are currently ranked fourth in Canada and second in Ontario.

Their 15 regular season wins is tied for third most in 55 years of St. Clair Men's Basketball play and they are in search of their first OCAA gold medal since the inaugural year of the conference in 1967-68.

Nordstrom followed a familiar path to failure: too big, too fast — and not Canadian enough

Chain launched in Canada in 2014 but will soon close all 13 locations

CBC News · Posted: Mar 03, 2023



Nordstrom says its decision to leave Canada was purely financial, but some retail analysts think the U.S. luxury department store chain's failure actually signals bigger problems in the Canadian retail market. Some even suggest the days of the big department store could be numbered.

Nordstrom's decision to close all its stores in Canada and seek protection from its creditors is just the latest example of a U.S. retailer setting up shop to much fanfare, only to have it all fizzle out.

Less than a decade after launching in Canada, the U.S. chain announced Thursday it will shutter all 13 of its department stores across the country in the coming weeks as it puts its focus on its domestic operations and jettisons a Canadian division that has never managed to eke out a profit.

Court filings show that in 2022, Nordstrom's Canadian division sold about \$515 million Cdn worth of goods. But it lost \$72 million while doing so.

The news came as a surprise for many shoppers and employees, but it wasn't a shock for Liza Amlani, principal and founder of the Retail Strategy Group, because she saw it coming.

"When Nordstrom came into Canada, they scaled way too quickly," she told CBC News in an interview. The chain launched in multiple cities, and then brought its discount offering Nordstrom Rack to the marketplace too, before the parent stores had even found their footing.

"The challenge with scaling too quickly is that it's very difficult to understand truly what that customer wants," she said. "Because a customer in Alberta is very different from a customer in Toronto, who is very different from a customer in Vancouver."

Amlani says many American retailers make the classic mistake of assuming that whatever they do in the U.S. will work just as well in Canada — and they often pay the price.



Perhaps the most well known example of that phenomenon in action was Target, which launched in Canada to much fanfare in 2013, only to [shutter all 133 locations barely two years later](#).

Canadians who travel to the U.S. were very familiar with the chain, so she says when its offerings in Canada ended up being a strange mix of higher-than-expected prices and a lot of empty shelves, Canadians rejected it.

Nordstrom fared a little better, but Amlani says in retrospect the chain should have simply opened two stores, perhaps one each in Vancouver and Toronto, while it learned about the market. "Then they would have really been able to build something," she said.

While the chain made many mistakes along the way, retail consultant Bruce Winder says the main one was that Nordstrom simply misjudged the opportunity presented by the Canadian market.

"They probably just overestimated how rich we are and how much we spend on luxury goods," he said in an interview. "We just don't have as many people who would desire that kind of merchandise they needed to break even."

The pandemic has brought about major upheaval in the retail sector in general, but department stores face even more challenges than most because they are under siege from all sides, Winder says.

Discount stores are eating away their value-oriented customer base from below, while luxury brands are increasingly going direct to consumers instead of through retail channels. And they're often saddled with legacy costs like rent and store maintenance for their huge storefronts, which makes it hard to pivot on the fly.

"I think the department store is on its last legs," Winder says. "The business has been under fire through everyone from J.C. Penney to Macy's and in Canada ... Sears, Eaton's closing years ago ... the department store is probably at the last leg of its life cycle."

That may well be the case, but the chain isn't pulling its department store model everywhere. The news of the Canadian closures came as the U.S. parent revealed quarterly earnings this week, numbers that showed the chain took in more than \$4 billion US in revenue over the busy holiday shopping period, and booked a profit of \$119 million.

Those figures topped expectations, but the company has faced pressure from activist investors seeking to reverse a two-year slide in the company's stock price, which is why Winder speculates that the chain basically gave up in Canada to focus on problems at home.

"What companies do normally when they're under siege like this, is they start to jettison any assets they can," Winder said. "Like a ship that's sinking a little bit, they throw things overboard and ... they probably looked at Canada and said, hey, it's about three per cent of our business, we're not making money yet, let's just cut this off."

Professor Nicole Rourke, who teaches business at St. Clair College in Windsor, Ont., says the rise in online shopping is hurting chains like Nordstrom that have an extensive brick-and-mortar presence and associated costs.

"It's a tough time to be in the department store industry," she said in an interview. "E-commerce has really made it very difficult to stay in business and be profitable."

The chain couldn't manage to make any more money selling online than it could in its physical stores, and as part of its wind-down in Canada, the chain has actually halted all of its online sales at Nordstrom.ca, even as the physical stores will soon be offering liquidation sales to entice shoppers.

Nordstrom's inability to make online shopping work for them says a lot about why they went under, because Rourke says the Canadian marketplace is uniquely positioned to be ideal for those who can excel at e-commerce.

"Because we're so geographically dispersed, we are the perfect setting to do e-commerce in," she said. "That's something that's often overlooked by a lot of American retailers."

Ultimately, Nordstrom may be destined to be just the latest in a long line of American chains that came north with great expectations, only to fail. "They looked at their product lines, and they just said, You know what, we're not going to make it in Canada. It's just not profitable enough for us," she said.

"They gave it a good old college try but they just couldn't see the growth potential."

Saints Marching to the Final 4

AM800 CKLW – March 6, 2023



Saints Marching to the Final 4

Kyle Horner is joined by Michael Silvaggi, Vice President, Academic & Registrar at St. Clair College, to talk about how the St. Clair Saints men's basketball team against the Conestoga Condors in their opening game of the 2023 OCAA Championships and also what happened in day one and the matchups to look forward to in day two of the event, St. Clair College is the host of the provincial championship.

Six graduates of St. Clair to be honoured at 30th Alumni of Distinction Awards

AM800 CKLW - Sunday, March 5th, 2023

ST. CLAIR COLLEGE PROUDLY PRESENTS OUR

30th Annual Alumni of Distinction Awards

Saturday, April 15, 2023

Alumni Skyline Room
St. Clair College Centre for the Arts
201 Riverside Drive West,
Windsor, Ontario

Starts: 6:00PM • Dinner: 7:00PM
Cash bar • Vegetarian meals available upon request

Tickets: \$75 • Tables of 8 or 10 available

For tickets call: 519-972-2747
Visit: stclairalumni.com

Sponsored by: **JOHNSON INSURANCE**

★ 2023 RECIPIENTS ★

Bob Bellacicco
Business Advertising - 1994
Reporter
Bell Media/CTV News Windsor
Windsor, Ontario

Fil Grado
Mechanical Engineering Technology - 1997
Advanced Projects Technical Lead
Stillbarts
Auburn Hills, Michigan

Dan Janisse
Journalism - 1989
Photojournalist
Windsor Star
Windsor, Ontario

Christine Knights
Dental Hygiene - 2006
Owner/Registered Dental Hygienist
Bright Smiles Community Dental Hygiene
Chatham, Ontario

Julia Lane
Community Integration through
Cooperative Education - 2022
Canadian Award-Winning, Multi-Sport Athlete
Windsor, Ontario

Cheryl Sprague
Early Childhood Education - 1978
Executive Director/Founder
Delta Chi Beta Early Childhood Centres
Windsor, Ontario

Six graduates of St. Clair College will be honoured at the 30th Alumni of Distinction Awards. March 1, 2023

A member of the CTV News Windsor team is one of six graduates set to be honoured by St. Clair College.

Bob Bellacicco, a reporter with CTV News Windsor, will be honoured at the 30th annual Alumni of Distinction Awards on April 15.

Bellacicco graduated in 1994 from the Business Advertising program and is being honoured in the category of Business and I.T.

He says John Fairley, the Vice President of the college, called him to tell him the news and it was a treat.

"I was shocked, I was surprised, I was humbled, I was everything all bundled up into one."

He says it will be cool to be on the Wall of Alumni alongside people like Canadian comedian Dave Merheje.

"I've seen the wall in the hall and I always marvel at the people that are on there and I go 'wow, you know it would've been cool to do something great and be on the wall like that'. You know, you've got Dave Merheje who's on that wall, and that's cool. So, now I'm going to be on that wall with Dave Merheje, that's not bad. That's pretty cool."

Bellacicco says it's quite an honour.

"We go to school to try and make something of ourselves and once we do our thing, we never realize that we get honoured after we graduate. So, to have this honour, it's just like wow, okay, maybe I did do the right thing through my career and it's nice to be recognized for it."

He says 1994 was a cool time.

"I had a weird school career because I started off taking Advertising and then things didn't work out. I went to Spec's Howard School of Broadcast and then found my passion, came back to finish my diploma. So I finished my Advertising and if anything it probably invigorated me more going back for the second time to finish it off. And then I jumped into the career and it worked out."

The other honouree's for 2023 include Christine Knights, the owner of Bright Smiles, Fil Grado who is Advance Projects Technical Lead at Stellantis, Dan Janisse, a photojournalist with the Windsor Star, Julia Lane who is a Canadian award-winning multi-sport athlete, and Cheryl Sprague the founder of Delta Chi Beta ECE Centres.

This year's list of honouree's will bring a total of 131 graduates recognized by the College since 1992.

This year's Alumni of Distinction ceremony will take place on Saturday, April 15 in the Alumni Skyline room at the St. Clair College Centre for the Arts in downtown Windsor.

The six award recipients will be also asked to be guest speakers at convocation ceremonies in 2023-2024.

Saints men's basketball team wins provincial championship

AM800 CKLW - Monday, March 6th 2023



Photo courtesy: St. Clair College Saints Twitter account (@stclairsaints1)

The St. Clair College men's basketball team has won its first OCAA title in 55 years with a 106-77 victory over George Brown in the gold medal game at the Sportsplex Sunday.

The Saints were led by Chad Vincent-Simon who scored 27 points.

Terence Williams had 19 points and eight rebounds and Shak Pryce had 12 points, eight rebounds and 11 assists.

Pryce was named tournament M-V-P.

The last time the Saints won an OCAA title was in 1967-68.

Both the Saints and Huskies now advance to the Canadian championships in Alberta March 16th to the 19th.

St. Clair Saints Capture OCAA Title

[windsoriteDOTca News Staff](#) - Monday March 6th, 2023



The St. Clair College Saints have won the OCAA Men's Basketball championship.

The championship game featured a clash of the titans between the St. Clair Saints (17-3) and the George Brown Huskies (20-1). The Saints hoped to capture their first OCAA Championship since 1967-68.

When the final horn sounded Sunday evening, the St. Clair Saints defeated the George Brown Huskies 106-77.

Shak Pryce (Pickering, ON) was named Tournament MVP and was joined on the tournament All-Star team by teammates Chad Vincent-Simon and Terence Williams (Windsor, ON). Rounding out the tournament All-Star team were George Brown Huskies Robert Ocampo and Caldre Campbell (North York, ON), along with Mohawk's Jerry Jr. Mercury (Scarborough, ON).

Robert Ocampo was named Player of the Game for George Brown. Chad Vincent-Simon was named Player of the Game for the St. Clair Saints.

Saints dominate Huskies to secure school's first-ever outright OCAA men's basketball title

Windsor Star - Mar 06, 2023



St. Clair's Tim Steward (3) and Darnelle Peddie (23) greet the fans after defeating the George Brown Huskies in the OCAA men's basketball championship game at the SportsPlex, on Sunday.

The memory had not faded for the St. Clair Saints.

A year ago, the Saints captured the team's first OCAA men's basketball medal in 16 years with a silver-medal performance.

But for the returning core of players this season, coming up short in the team's quest for a gold medal was not a forgotten memory.

"I was sad, I'm not going to lie, I was sad, but (Sunday) I put that memory in my head I didn't want to be sad (Sunday), St. Clair fourth-year forward Chad Vincent-Simon said. "I wanted to be happy."

There was nothing, but smiles for the Saints on Sunday before an overflow crowd in excess of 1,000 as St. Clair captured the first outright OCAA title in school history at the SportsPlex.

Jumping to a double-digit lead after the first quarter, the Saints cruised to a 106-77 victory over the George Brown Huskies, who lost twice in 22 OCAA games this season and both came at the hands of St. Clair.

"We know they like to sometimes play 12-to-14 players," Saints' co-head coach Brendon Seguin said of the Huskies, who are ranked No. 3 in Canada. "We knew they were going to go deep, but it was our ability to match their depth and be able push the pace offensively and put them on their heels a little bit.

"They like to be the aggressor and play full-court defence and put you on your heels, but we were strong enough to take that and push back and we had the talent to put them on their heels."

The Saints, ranked No. 4 in the country, shot 51.3 per cent from the field in a dominant performance. **Full Board Minutes** **Media Report**
March 28, 2023 19 of 38

“Came in focused, dialled in start to finish one (player) through 14,” said Saints’ guard Shakaël Pryce, who had 12 points and 11 assists and was named tournament MVP. “Obviously not (expecting that big a margin of victory), but we were focused and dialled in. Pushed through are injuries, our tiredness and came through with the W.”

George Brown briefly got the deficit down to single digits in the final two minutes of the opening half, but Vincent-Simon hit a jump shot and then a pair of three-point jumpers to put the Saints up 16 points at the half.

“Anytime I get a chance like that, I’ll take it,” said Vincent-Simon, who paced the Saints with 27 points and was named a tournament all-star. “We made history. I didn’t know St. Clair hadn’t won ever until coach told us a couple of days ago. We made that a big goal to make it happen this year and make history.”

St. Clair, which was co-champion with Mohawk in 1968, also got 19 points from Terence Williams, who was named a tournament all-star. Jesiah Deerr had 12 points off the bench while Jalen Harmon finished with 11 points and Darnelle Peddie added 10 points.

St. Clair opened the tournament with a comfortable 97-85 quarter-final win over Conestoga on Friday, but needed to rally to beat the Lambton Lions 90-88 in a tough semifinal.

Pryce paced the St. Clair offence in that game with 19 points while Deerr came off the bench to score 18 points. Peddie finished with 15 points, Vincent-Simon added 11 points and Harmon chipped in with 10 points.

By reaching the final, both St. Clair and George Brown will head to the national championship tournament, which goes March 16-18 in Calgary.

Meanwhile, the St. Clair women’s team saw its season come to an end in quarter-final play at OCAA women’s championship tournament in Welland.

St. Clair fell 67-56 to Lambton on Friday with Shae-lyn Murphy finishing with 16 points while Janae Smith added 14 points and Grace Smrke another 13 points.

Lower Thames recognizes stewardship, volunteer work

Chatham Daily News - Mar 07, 2023



Trevor Thompson, outgoing chair of the Lower Thames Valley Conservation Authority, left, presents Roger McRae, centre, and John Lawrence, right, from the Rotary Club of Chatham Sunrise the Volunteer Hero Award during the authority's annual general meeting held March 2, 2023.

The Lower Thames Valley Conservation Authority has awarded several individuals, organizations and businesses with awards for their volunteer work or dedication to the environment.

The acknowledgements were made during the authority's annual general meeting, held March 2 at the Ridgetown Campus of the University of Guelph.

The Rotary Club of Chatham Sunrise received a Volunteer Hero Award for its members' work on events like the Chatham-Kent and Lambton Children's Water Festival and CK Paddle and Clean.

David Braukis also received a Volunteer Hero Award. He lives near the Big O Conservation Area and regularly walks the trails looking out for problems, picking up litter and offering ideas to improve the conservation area. He also regularly monitors other Lower Thames properties.

The St. Clair College border services and police foundations program received the third Volunteer Hero Award. Students from the Thames campus have provided volunteer security services to the Chatham-Kent and Lambton Children's Water Festival since 2007.

Chad and Kate Hoskins were named the Most Generous Landowners. They worked with the conservation authority to return 1.2 hectares (three acres) of land in the Ridgetown area to nature.

The conservation authority recognized Twin Dolphin/Strong House Canada Corp., a business out of Wallaceburg, with the Most Dedicated Organization award. They provided a large proportion of the paddles for the second-annual CK Paddle and Clean event on the Thames River, as well as the recycling bins to sort the collected waste.



The St. Clair College border services and police foundations program received the Volunteer Hero Award from the Lower Thames Valley Conservation Authority during the authority’s annual general meeting held March 2 at the Ridgeway Campus of the University of Guelph. Shown here are outgoing conservation authority chair Trevor Thompson, left, and Mark Benoit, chair of the School of Academic Studies for St. Clair College at the Chatham campus.



Kate Hoskins, left, and Chad Hoskins, right, received the Lower Thames Valley Conservation Authority’s Most Generous Landowner award from Greg Van Every, conservation services coordinator, right, during the authority’s annual general meeting March 2.

Both St. Clair College indoor soccer teams heading to Vaughan for OCAA Championships

AM800 CKLW – March 9, 2023



(Photo Credit: Courtesy of St. Clair Athletics)

An exciting couple of days for both the women's and men's varsity indoor soccer team's at St. Clair College.

They'll be heading to Vaughan to take part in the OCAA Championships, which run on Thursday, March 9 and Friday, March 10 at the Ontario Soccer Centre.

Both the men's and women's team qualified for their respective events by finishing third in the OCAA Regionals on February 27.

The women will play three round robin games on March 9 against George Brown College, Sheridan College and Centennial College.

The men will also play three round robin games on Thursday, but against George Brown College, Conestoga College and Humber College.

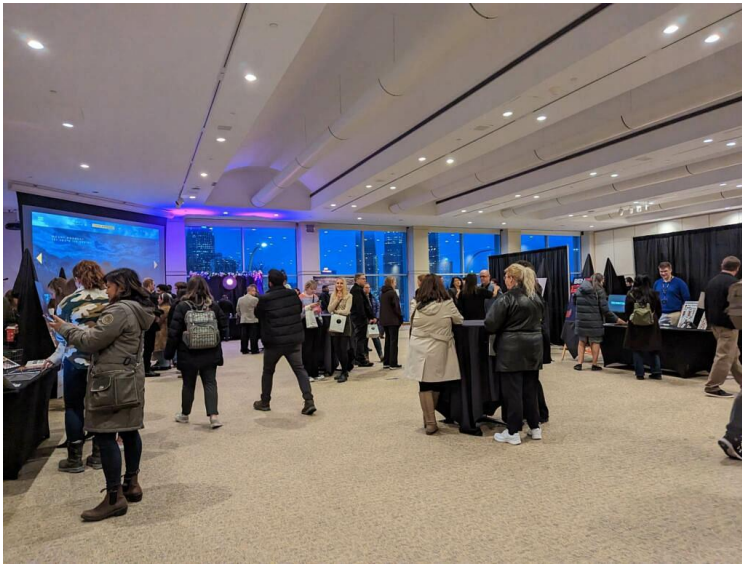
Friday will see the top two teams in each pool of four advance to the semi-finals and medal games.

The women's team won Bronze at last years Championship, and brought home the Gold in 2014-15, while the men's team won Silver in 2015-16 and 2016-17.



PHOTOS: St. Clair College Graphic Design Grad Show Returns

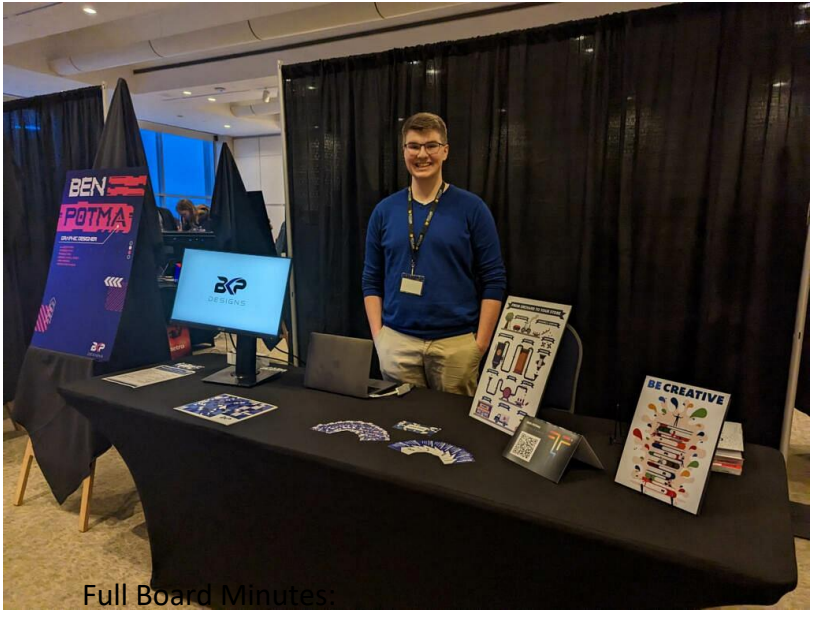
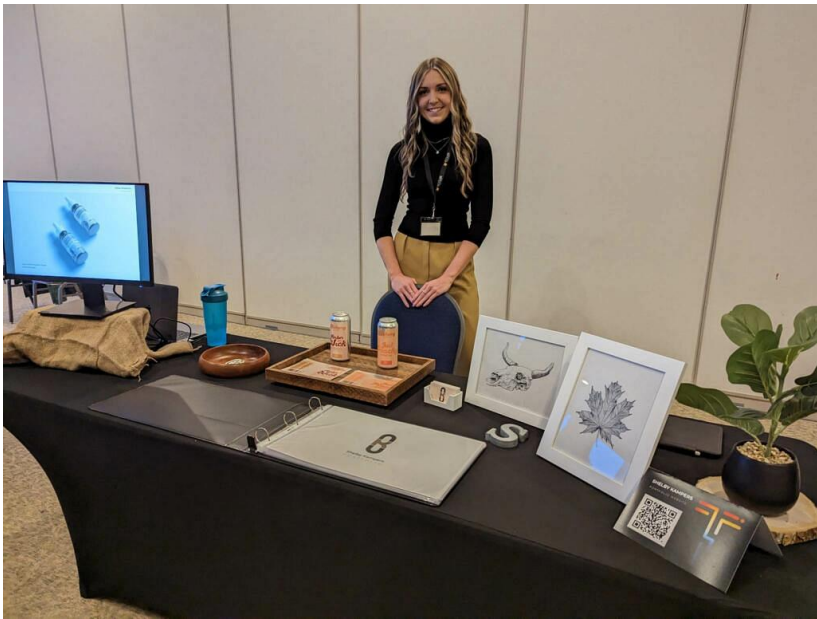
[WindsoriteDOTca](#) - Friday March 10th, 2023



St. Clair College Graphic Design students in their final year of their educational journey hosted their annual grad show Thursday night at St. Clair College Centre for the Arts, with the theme being “Technicolour.”

Soon-to-be grads were able to set up a booth to encompass their personality and talent with various members of the community and prospective employers attending the show to check out what they had to offer. Many booths were set up throughout the floor with students showing off their traditional and digital media, while attendees were able to enjoy some light snacks and take a look around the free event.





Why this varsity gaming team calls inaugural Olympic Esport Series 'a slap in the face'

CTV News Windsor reporter - March 12, 2023

When videogame players think of esports, titles such as League of Legends, Valorant and Rocket League may come to mind.

But in a move which Saints Gaming — St. Clair College’s varsity esports team — calls “a slap in the face,” none of those titles have been selected by the International Olympic Committee (IOC) to be part of the inaugural Olympic Esports Series.

Instead, the IOC has selected a series of games which are virtual versions of existing Olympic sports. Many of them can be downloaded on mobile devices and are not highly regarded in the esports community.

Harshil Patel, a coach and player for Saints Gaming’s Apex Legends Team, said his excitement of seeing esports take the Olympic stage quickly turned to disappointment upon seeing the list of games selected by the IOC.

“I feel like a lot of big organizations that just want to explore into esports because they're seeing the money rolling. They don't necessarily know what it is,” said Patel.

“They just think it's an opportunity to get something new going. They want to just dip their toes in without actually knowing how deep the water is.”

According to the IOC, the initially-confirmed featured games across nine sports are:

- Archery (World Archery Federation, Tic Tac Bow)
- Baseball (World Baseball Softball Confederation, WBSC eBASEBALL: POWER PROS)
- Chess (International Chess Federation, Chess.com)
- Cycling (UCI, Zwift)
- Dance (World DanceSport Federation, JustDance)
- Motor sport (Fédération Internationale de l'Automobile, Gran Turismo)
- Sailing (World Sailing, Virtual Regatta)
- Taekwondo (World Taekwondo, Virtual Taekwondo)
- Tennis (International Tennis Federation, Tennis Clash)

Qualification rounds for the 2023 Olympic Esports Series are already underway with the three-day finals expected to take place in Singapore, starting on June 22.

According to St. Clair College Esports Director Shaun Byrne, there are about 100 players under Saints Gaming and only four of them play any of the IOC-selected titles.

“Eight titles that they've selected are not games that any of our players have ever touched before and those games are just simply not considered esports,” said Byrne, adding the IOC’s list of games is a “a slap in the face” to esports.

“Most of them are app games filled with micro transactions. It looks like they are completely out of touch with reality in terms of what esports is and what it can be.”

For Byrne, he has a “small hope” that the IOC will reconsider the games it selects to be featured on the Olympic stage in the future. However, based on the current effort, he doubts that will happen.

“We’ve been working on growing esports for 20 years, some of us 30 years, and for them the IOC to finally commit to doing something with esports and then for these to be the games that they’ve selected, it’s just really disappointing.”

Saints take aim at gold medal at CCAA national men's basketball championship

Windsor Star - Mar 15, 2023



Members of the St. Clair College men's basketball team are shown during a team practice.

The St. Clair Saints men's basketball team is looking to take one more step.

A year ago, the Saints reached both the OCAA championship final and the CCAA championship final. Each time, the club had to settle for the silver medal.

Earlier this month, the team turned in a gold-medal performance at this year's OCAA championship at home to secure the first-ever outright title in school history. Now, the Saints are in Calgary hoping to turn last year's silver medal into gold at the CCAA men's basketball championship.

"Last year, the team went to nationals, couldn't get it done, got a silver medal, obviously that's amazing," said Saints' first-year guard Shakaël Pryce, who was named a CCAA All-Canadian. "We've got to take another step like we did (at the OCAA championship). Take the next step."

The Saints open play in the eight-team tournament on Thursday with a quarter-final match against Calgary's St. Mary's University at 3 p.m.

"Every team is really good," Saints' co-head coach Brendon Seguin said. "We don't expect any easy games. Any one of them is a pick'em game."

But the Saints will take a few advantages into this tournament that the others cannot boast.

One is that the core of this team went through the grind of getting to last year's gold-medal game before falling.

“We know how the tournament runs,” Seguin said. “Even the way the guys have been approaching this week, they’re calm and have been here before.”

Technically, there are no seedings for the tournament. The eight teams are basically put in two sets of four with the Saints the top-rated team on its side of the bracket and the host Souther Alberta Institute of Technology considered the top team in the other bracket.

“We’ll be ready,” Saints’ forward Chad Vincent-Simon said. “I’m confident. We still have to stay ready, nothing is easy, it’s all gas and no brakes, but we’ll be ready.”

With a 10-day break after winning the conference title, Seguin said it’s given the team a chance to celebrate as well as time to refocus.

“I definitely think winning the tournament, and it being the first time doing it, that it was an emotional time that we needed to come down from that,” Seguin said. “It was good to have that week off to regroup.”

St. Clair had five players finish the season in double figures in scoring in Pryce, Vincent-Simon, Jesiah Deerr, Jalen Harmon and Terrence Williams. As well, the club showed in the OCAA gold-medal final against the George Brown Huskies that it can go 10-to-12 players deep with little drop off, which will make the Saints a tough test for anyone in this championship tournament.

“It’s a basketball court at the end of the day,” Harmon said. “You put us on any basketball court and we’re going to be ready to run.”

Saints in Alberta for men's national basketball championship

AM800 CKLW – March 15, 2023



Photo courtesy: St. Clair Saints Twitter account (@stclairsaints1)

The St. Clair Saints men's basketball team is in Calgary preparing for the national championship.

The team arrived in Alberta on Tuesday for the [2023 Canadian Collegiate Athletic Association \(CCAA\) Men's Basketball National Championship](#).

The Saints advanced to the national tournament after winning the provincial championship on home court [earlier this month](#).

Saints co-head coach Brendon Seguin says the team is trying to bring a national championship back to Windsor.

"Honestly they've been excited for about a week now and it's been our goal to kind of temper their emotions and get to this week and now that it's here, everybody is really excited, good mood and ready to play some games," says Seguin.

He says the team has been playing really good basketball since January.

"We're trying to continue it for three more games and make some history and try to win a national championship," he says. "We know every team who's here has the same goal as us, so it's going to be about the details and we're really happy with our squad and we know they've been through this before, having been in nationals last year. So we have a little bit of veteran experience to rely on.

The Saints play their first game on Thursday against Calgary's St. Mary's Lightning.

Seguin says the Lightning had the number one offence in Alberta during the season.

"That's not by mistake," says Seguin. "They know how to score and they can get up and down the court and it's a style we're comfortable playing too, so it should be a high pace, high scoring game and I think it's going to come down to which team can get a few more stops on the defensive end. I think whoever plays better on defence is going to win."

There are eight teams competing in the national tournament.

Tip-off for the Saints opening game is set for 1pm MT, 3pm ET.

Full Board Minutes:

March 28, 2023

Media Report

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Windsor Symphony Orchestra endowment fund receives \$100,000 boost

Windsor Star - Mar 15, 2023



WINDSOR, ON. February 12, 2023 -- The Windsor Symphony Orchestra performed a tribute to jazz legend Oscar Peterson on Sunday, February 12, 2023 at the Capitol Theatre. Pianist Thompson Egbo-Egbo performs with the symphony during the show. Photo by Dan Janisse /Windsor Star

The Toldo Foundation has made a \$100,000 donation to help secure the future of the Windsor Symphony Orchestra, with the hope that others will follow the lead by donating what they can.

Foundation trustee Alex Toldo said the recent donation was made to commemorate the WSO's 75th anniversary.

“On behalf of the Toldo Foundation, we are proud to lead the campaign to grow the WSO endowment to \$10 million and ensure the future of our orchestra for years to come,” he said. “More than a gift, our recent contribution is an investment in the success of the WSO in our community for our children, grandchildren, and future generations. Music is an important part of the fabric of life in Windsor-Essex and we invite everyone to join the Toldo Foundation in supporting the WSO endowment today.”

Toldo announced the gift during a recent performance of Charlotte Knight Sings Broadway. The concert is part of the Toldo Pops concert series that featured students from St. Clair College's Music Theatre Performance program.

The money will go to the WSO endowment Future Fund, which “provides financial security in good times and bad, year after year, to protect the future of the WSO for the next generation of music lovers.”

The endowment fund works by investing gifts in perpetuity. Each year, some of the Future Fund's investment revenue is paid to the WSO to support annual operating costs for concerts, education programs, and community outreach. The current value of the fund is close to \$4 million dollars.

"The WSO is grateful for the support of the Toldo Foundation, and for their many contributions to the community of Windsor-Essex and beyond," said Deborah Severs, president of the WSO board of directors. "Continuing the legacy of Anthony Toldo Sr., we thank the Toldo Foundation for their remarkable leadership in growing our endowment and leading the charge to secure the future of the WSO."

Toldo said he hopes the foundation's gift will encourage other WSO fans and community members to show support for the organization.

Supporters can provide a gift directly to the fund or designate the WSO in a will, insurance policy or registered retirement fund, among other options.

For more information, go to windsorsymphony.com.

The Toldo Foundation makes \$100,000 gift to the Windsor Symphony Orchestra's endowment

AM800 CKLW - Thursday, March 16th 2023



Windsor Symphony Orchestra (Photo courtesy of www.windsorsymphony.com)

The Windsor Symphony Orchestra has received a \$100,000 donation from the Toldo Foundation toward its endowment fund.

The fund, which is called the 'Future Fund', will provide financial security year after year to protect the future of the WSO for the next generation.

The gift was announced at the performances of Charlotte Knights Sings Broadway, a program from the Toldo Pops concert series that features students from St. Clair College's Music Theatre Performance program.

Alex Toldo, a trustee of the Toldo Foundation, shared that the donation commemorates the WSO's 75th anniversary.

He says the foundation is proud to lead the campaign to grow the WSO endowment to ensure the future of the Orchestra is protected for years to come.

Each year a portion of the 'Future Fund's' investment revenue is paid to the WSO to support mainstage concerts, education programs, and community outreach.

The current value of the fund is close to \$4-million.

Saints battle Dawson in semi-final action at nationals

AM800 CKLW – March 17, 2023



Photo courtesy: St Clair Saints Athletics Twitter account (@stclairsaints1)

The St. Clair Saints men's basketball team is looking to keep the dream alive at the 2023 [Canadian Collegiate Athletic Association \(CCAA\) Men's Basketball National Championship](#).

The Saints hit the hardwood Friday night for their semi-final match up against Montreal's Dawson Blues.

[St. Clair is coming off a 108-93 win over St. Mary's in quarter-final action on Thursday](#) while Dawson beat the VIU Mariners in overtime 91-85.

Saints co-head coach Brendon Seguin says the Saints are familiar with Dawson.

"Today's going to be another battle," says Seguin. "We play Dawson out of Montreal and we're pretty familiar with them, we've played them the last three years so kind of know what they're about and they're a good basketball team."

He says Dawson is a bigger and physical team.

"They have just a bigger team top to bottom so they can do a few different things and they can get the ball to the rim," he says.

Tip-off is set for 6pm MT, 8pm ET.

With a win, the Saints will head to the gold medal game on Sunday.

A loss means the team heads to the bronze medal bracket and will play on Saturday.

Saints men's basketball team to play for bronze at national championship

AM800 CKLW - Sunday, March 19th 2023



(Image courtesy of St. Clair College)

The St. Clair College Men's Basketball team will play for medal at the Canadian Collegiate Athletic Association National Championship in Calgary.

The Saints won their bronze semi-final over Capilano University (North Vancouver, BC) on Saturday at the University of Calgary Jack Simpson Gymnasium by a score of 120-92.

The Saints will face Vancouver Island University (Nanaimo, BC) on Sunday at 1 p.m. MST.

VIU qualified for the bronze medal game with a 91-85 win over George Brown College (Toronto, ON) on Saturday.

Saints finish fourth at nationals

AM800 CKLW – Monday, March 20, 2023



Photo courtesy: St. Clair Saints Athletics

The St. Clair College men's basketball team finished in fourth-place at the Canadian championship in Calgary.

The Saints lost 109-100 to Vancouver Island University in the bronze medal game Sunday afternoon.

Shakael Pryce scored 32 points and added five rebounds and four assists.

He was named player of the game for the Saints.

'Fans have been clamouring for this': IMPACT Wrestling returns to Windsor this week

CTV Windsor News Reporter - March 20, 2023

Impact Wrestling's new President Scott D'Amore, is eager for the return of live shows to his hometown of Windsor, Ont., later this week.

Last fall, officials announced the stars of Impact Wrestling will "sacrifice" it all live from St. Clair College on March 24, 2023, with the first of two back-to-back nights of high-energy action.

"Yeah, excited," D'Amore told CTV News. "This is our return to Canada and the fact that it's here in Windsor, Ontario, I think is very fitting because Windsor, it's got such a long wrestling history for Impact Wrestling and for the wrestling world in general."

The upcoming shows will be Impact's first in Windsor since the fall of 2019.

D'Amore explained that Impact has not held an event outside of the United States since the onset of the COVID-19 pandemic, noting this will be the first time in history a pay per view will emanate from the Rose City.

"Windsor has hosted so many amazing wrestling events over the years but it's never had a live pay-per view," D'Amore said.

"It's exciting. I think it's exciting for Windsor. I think Windsor fans have been clamoring for this for a long time. Every time we would come here for televised events they'd be like when are we getting a pay per view? When are we getting a live pay per-view and that's what they got that Friday night and no rest for the wicked," D'Amore said. "We'll turn around and come right back Saturday and we'll have an exciting night of action shot to air on Game TV and Fight Network here in Canada, access over in the U.S. and 180 countries around the world," he said.

D'Amore suggested it's obvious to see the local talent that take part each week with Impact Wrestling, noting Border City Wrestling and the Can-Am Wrestling School are well represented in the company.

"You've got people like the Motor City Machine Guns, Chris Sabin and Alex Shelley who are near legends at this point. You've got Rhino who was the first massive graduate we had here out of the Can-Am Wrestling School and a BCW original. We have Giselle Shaw, who has been making a lot of waves in the media and that these days. She likes to say she's a Windsorite, I'm not sure it's official yet. We might have to take a vote on that. But yes, she's here living, training in Windsor."

D'Amore continued, "We've got Bhupinder Gujjar, he attended St. Clair College, got his degree there. And you know, lo and behold made his dream come true, signed with Impact Wrestling, and he's now a part of our weekly program and he's as Windsor as Windsor can be now and the perfect example I think when you start to look at our roster, of the fact that Windsor, much like Canada, it's not just people that are here generation after generation. Immigration is a big thing here and I think our diversity in the vastness of cultures that we have represented is apropos for when you look at what the makeup of Windsor is."

LaSalle's Bhupinder Gujjar was [voted by fans of the promotion as the One to Watch in 2023](#).

Gisele Shaw first appeared with Impact Wrestling in 2018 and is known as "The Quintessential Diva."

Born in The Philippines, Shaw now resides in Windsor.

“I am super excited, obviously,” Shaw exclaimed. “The Quintessential Diva is someone who's strong, confident, beautiful, smart. You know, more than just a pretty face and that can do it all and that's me.”

Shaw is also the first Trans wrestler contracted by Impact Wrestling and is eager to achieve her goal of winning the Knockouts World Championship and Knockouts World Tag Team Championship.

“I'm just really, really excited and happy that I'm able to tell my story finally and feel authentic with myself,” Shaw said. “And hopefully I can inspire the people now and the next generation as well.”

Shaw will face Deonna Purrazzo on Friday.

Officials say [limited tickets](#) for Sacrifice and Sacrifice Fallout are still available.



ST. CLAIR
COLLEGE

2021-2022 Graduate
KPIs

Full Board Minutes:
March 28, 2023



Item #6.2
1 of 10



Background

- On Wednesday January 18, 2023, Colleges Ontario confidentially released the 2021-22 KPI data to college Presidents and their Communication Directors. The data was publicly released on Wednesday January 25, 2023.
- Data refers to the Spring 2020 to Winter 2021 graduates who are typically surveyed 6 months after graduation. The survey timeframe was extended due to MCU delays. This was the first year that online responses were included into the official rates.



ST. CLAIR

C O L L E G E

Summary Results

Full Board Minutes:
March 28, 2023

	Province	St. Clair College
Employer Satisfaction	88.9%	100.0%
Graduate Satisfaction	75.4%	79.5%
Graduate Employment	83.4%	83.1%
Graduation Rate	65.2%	70.6%

RISE ABOVE THE ORDINARY



ST. CLAIR

C O L L E G E

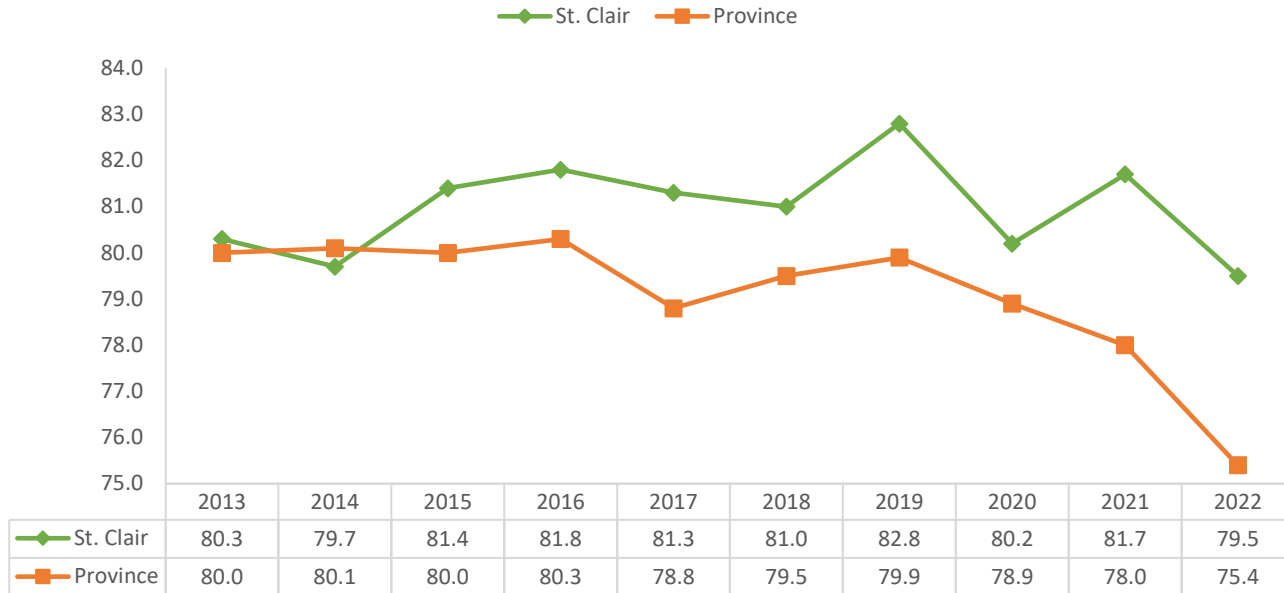
St. Clair Previous Year Comparison

	2021	2022
Employer Satisfaction	85.7%	100.0%
Graduate Satisfaction	81.7%	79.5%
Graduate Employment	76.9%	83.1%
Graduation Rate	65.9%	70.6%

RISE ABOVE THE ORDINARY

KPI - Graduate Satisfaction

GRADUATE SATISFACTION

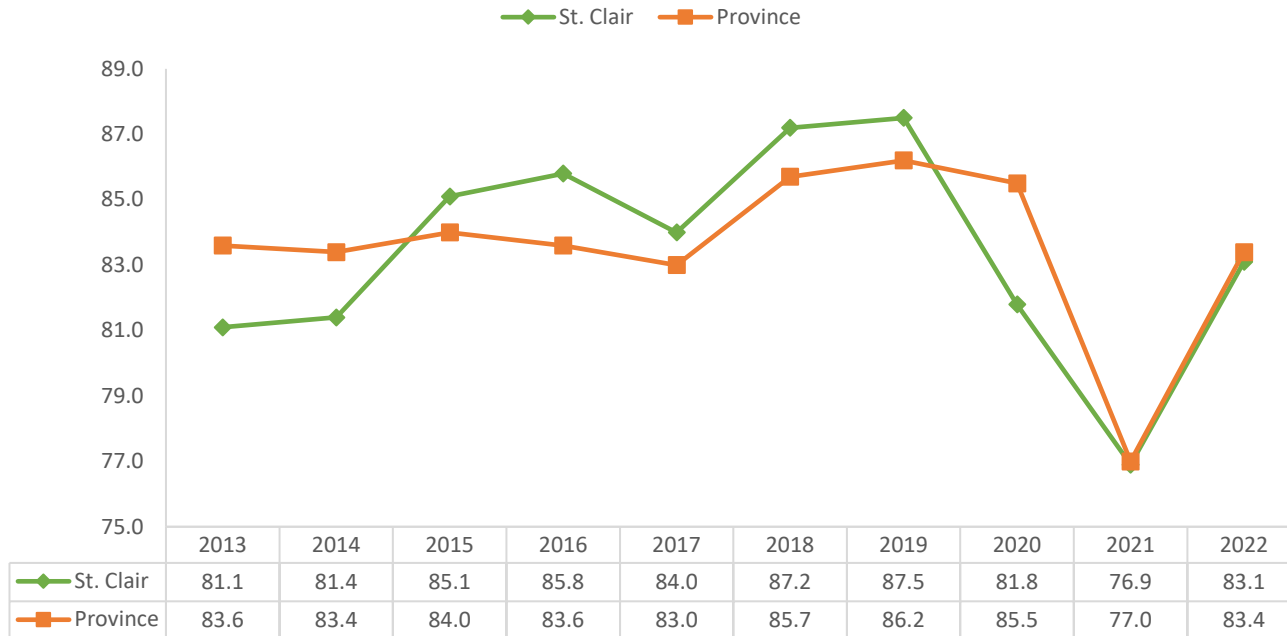


Full Board Minutes:
March 28, 2023

Graduate Satisfaction	
Province	75.4%
1 Boréal	94.0%
2 Northern	87.2%
3 Confederation	83.5%
4 La Cité	81.7%
5 Loyalist	81.5%
6 St. Clair	79.5%
7 Conestoga	79.4%
8 St. Lawrence	79.0%
9 Cambrian	78.9%
10 Canadore	78.5%
11 Sault	76.8%
12 Centennial	76.6%
13 Niagara	76.4%
14 Mohawk	75.8%
15 Fleming	75.8%
16 Fanshawe	75.0%
17 Durham	75.0%
18 George Brown	74.1%
19 Georgian	74.0%
20 Algonquin	73.9%
21 Lambton	73.7%
22 Seneca	73.3%
23 Sheridan	72.3%
24 Humber	71.5%

KPI - Graduate Employment

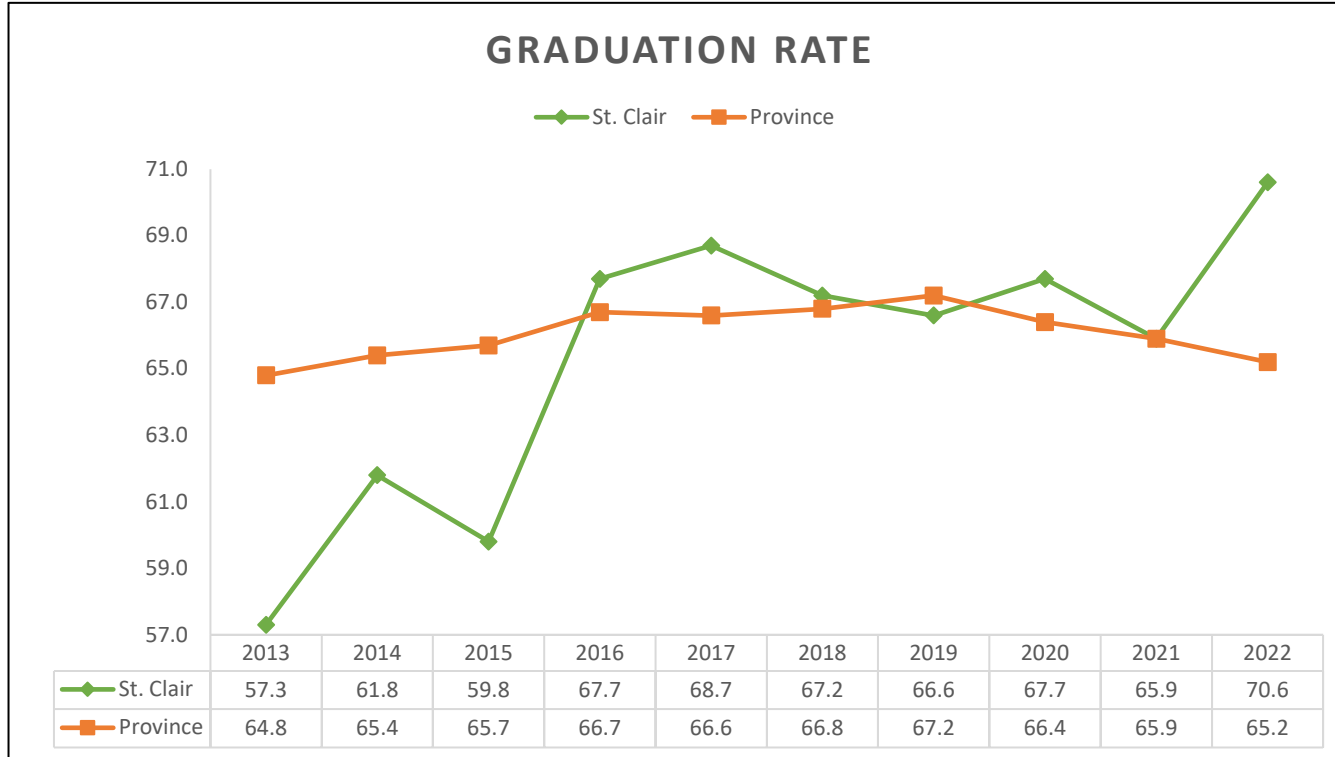
GRADUATE EMPLOYMENT



Full Board Minutes:
March 28, 2023

Employment Rate	
Province	83.4%
1 Loyalist	92.3%
2 St. Lawrence	91.1%
3 Confederation	91.1%
4 Boréal	90.6%
5 Canadore	89.0%
6 Cambrian	88.6%
7 George Brown	88.1%
8 Fleming	87.0%
9 Niagara	86.8%
10 Fanshawe	86.7%
11 Conestoga	86.2%
12 Durham	85.8%
13 La Cité	85.1%
14 Algonquin	84.6%
15 Mohawk	84.5%
16 St. Clair	83.1%
17 Lambton	81.9%
18 Northern	81.6%
19 Humber	81.6%
20 Georgian	81.0%
21 Sault	79.5%
22 Seneca	76.7%
23 Centennial	75.8%
24 Sheridan	75.5%

KPI – Graduation Rate



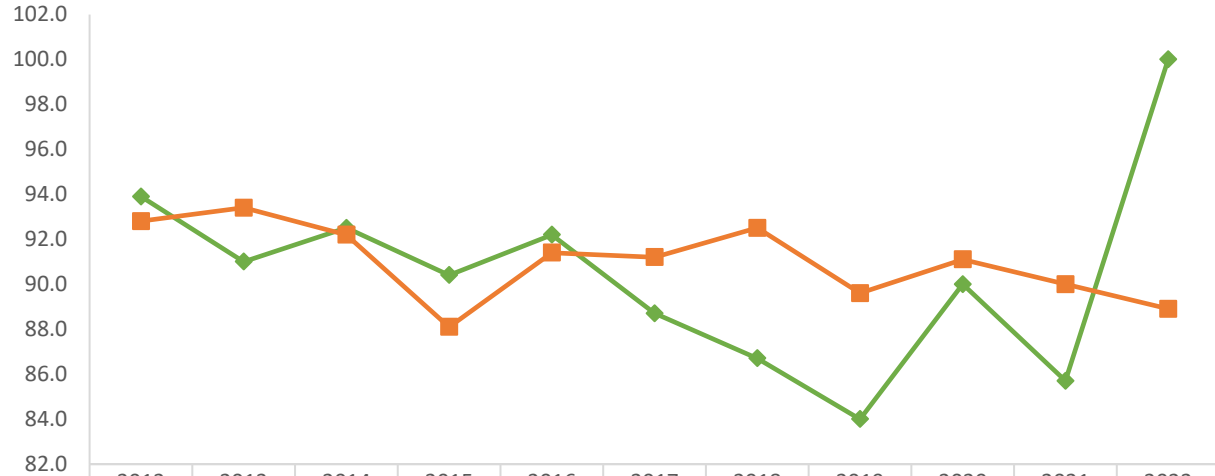
Full Board Minutes:
March 28, 2023

Graduation Rate	
Province	65.2%
1 Boréal	75.2%
2 St. Clair	70.6%
3 St. Lawrence	68.9%
4 Conestoga	68.2%
5 Georgian	68.2%
6 Lambton	67.7%
7 Loyalist	67.4%
8 Sault	66.5%
9 Niagara	66.5%
10 La Cité	65.2%
11 Fanshawe	65.1%
12 Mohawk	64.8%
13 Fleming	64.5%
14 Algonquin	64.3%
15 Seneca	64.2%
16 Canadore	64.2%
17 Humber	64.0%
18 Sheridan	63.9%
19 Cambrian	63.5%
20 Centennial	63.4%
21 Durham	63.1%
22 George Brown	62.8%
23 Confederation	60.0%
24 Northern	58.7%

KPI – Employer Satisfaction

EMPLOYER SATISFACTION

—◆— St. Clair —■— Province

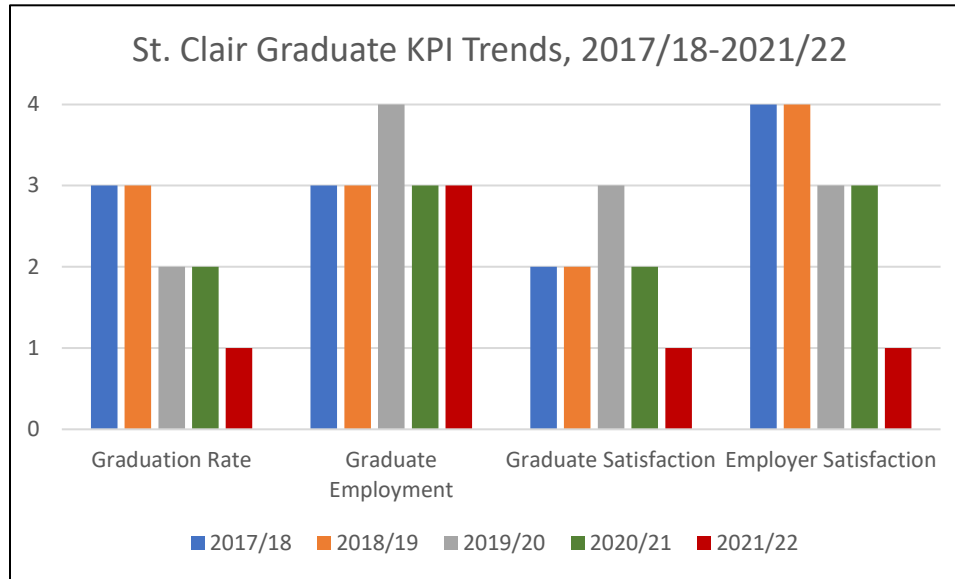


—◆— St. Clair	93.9	91.0	92.5	90.4	92.2	88.7	86.7	84.0	90.0	85.7	100.0
—■— Province	92.8	93.4	92.2	88.1	91.4	91.2	92.5	89.6	91.1	90.0	88.9

Full Board Minutes:
March 28, 2023

Employer Satisfaction	
Province	88.9%
1 Algonquin	100.0%
1 Canadore	100.0%
1 Durham	100.0%
1 Fanshawe	100.0%
1 La Cité	100.0%
1 Loyalist	100.0%
1 Mohawk	100.0%
1 Niagara	100.0%
1 Sault	100.0%
1 St. Lawrence	100.0%
1 Fleming	100.0%
1 St. Clair	100.0%
13 Humber	93.3%
14 Conestoga	92.9%
15 Cambrian	85.7%
16 Georgian	83.3%
17 Centennial	75.0%
17 Seneca	75.0%
19 George Brown	72.7%
20 Confederation	66.7%
21 Sheridan	66.7%
22 Boréal	0.0%
22 Lambton	0.0%
22 Northern	0.0%

KPI - Rates by Quartile – 5 Yr. Trend





Full Board Minutes:
March 28, 2023



ST. CLAIR

COLLEGE

Questions?

Item #6.2
10 of 10



Financial Plan Report 2023-2024

Full Board Presentation to the Board of Governors

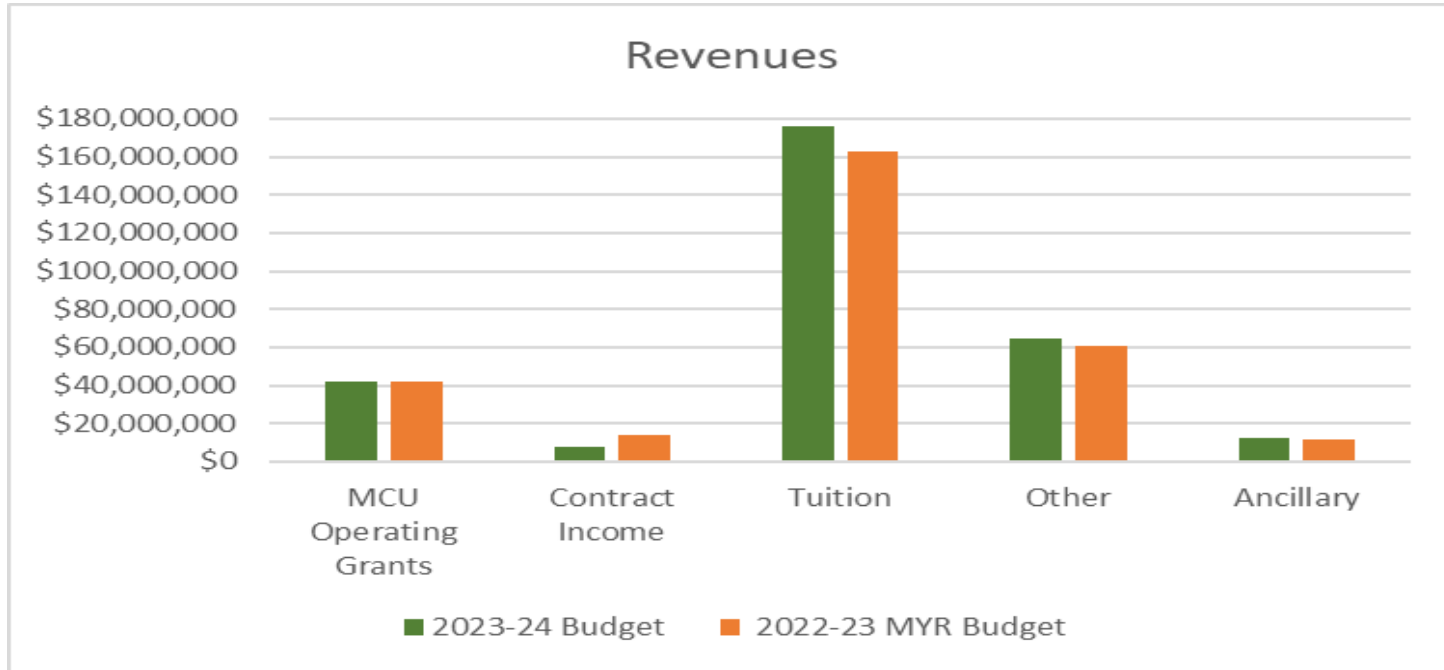
March 28, 2023



Summary of Revenues and Expenditures

Schedule I (in 000s)			
Line Item	2022-23 Mid Year Budget	2023-24 Budget Forecast	Variance
Revenue	\$289,963	\$302,015	\$12,052
Expenditures	\$259,851	\$264,091	\$4,241
Surplus	\$30,112	\$37,924	\$7,811

Revenues



Revenues



* International Tuition

* Interest Income

* Employment Ontario

* PSW-Accelerated Grant

* Domestic Tuition

* PCPP Tuition

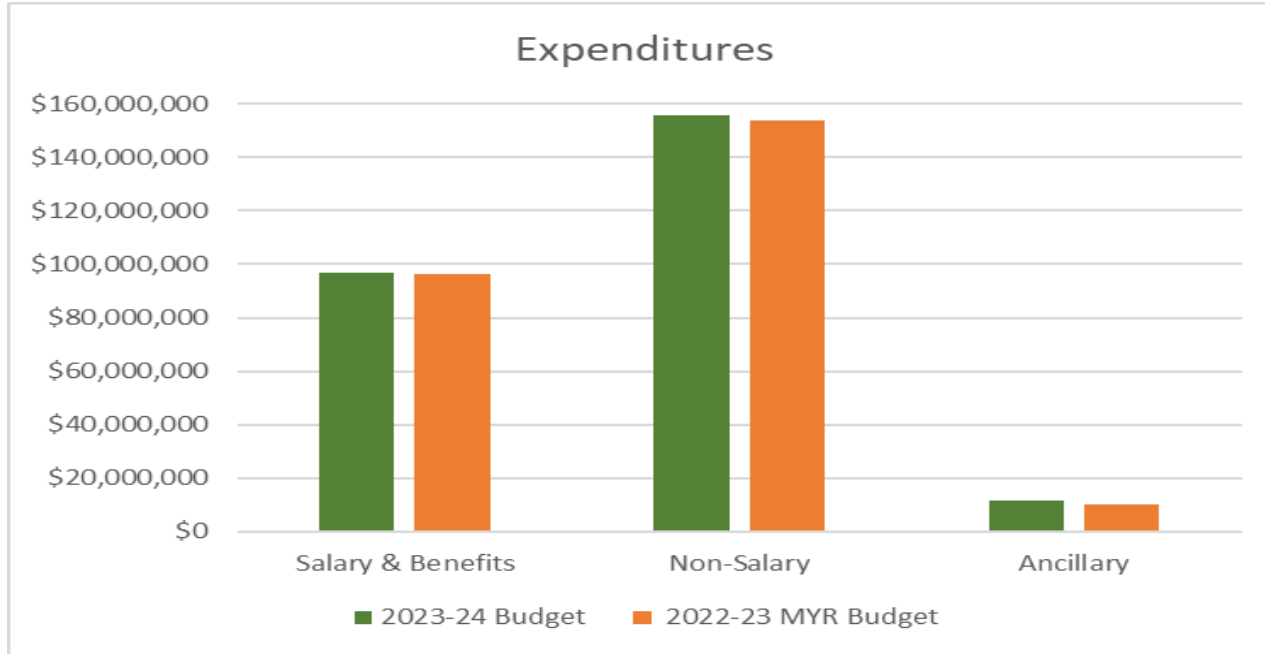


Overall, revenues increased \$12,052,408 or 4%.

- **Domestic Post-Secondary Tuition**
 - Based on 6,594 Fall 2023 Day 10 full-time domestic students.
 - Planned decrease of 3% or 230 students from Fall 2022 Day 10.
 - Reflects a \$ nil tuition increase.
 - 60% of Windsor-Essex / Chatham-Kent enrolment.
- **International Post-Secondary Tuition**
 - Based on 4,279 Fall 2023 Day 10 full-time international students.
 - Planned increase of 23% or 809 students from Fall 2022 Day 10.
 - Reflects a \$ nil tuition increase.
 - 40% of Windsor-Essex / Chatham-Kent enrolment.

- PCPP Post-Secondary Tuition
 - Based on 3,500 Fall 2023 Day 10 full-time international students.
 - Planned increase of 0.09% or 30 students from Fall 2022 Day 10.
 - Reflects a \$ nil tuition increase.

Expenditures



Expenditures



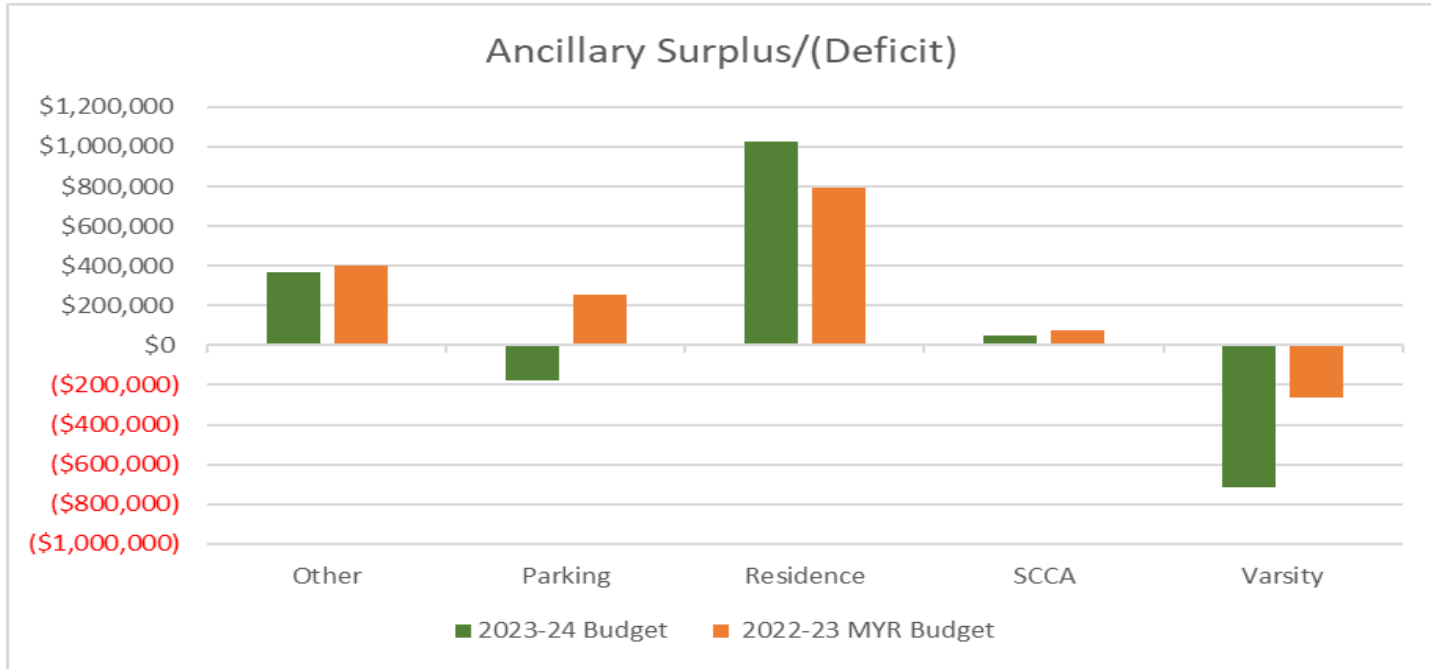
- * Salaries & Benefits
- * Contracted Services Other
- * Equipment R&M
- * Equipment Rentals
- * Instructional Supplies
- * Other
- * Amortization

- * Advertising
- * Contracted Educational Services
- * Stipends & Allowances & Scholarships



Overall, expenditures increased \$4,240,866 or 2%.

Ancillary





Statement of Financial Position Projection

- Assets \$610M
 - ❖ Cash and Cash Equivalents \$36M
 - ❖ Other Current Assets \$289M
 - ❖ CIP \$10M
 - ❖ Capital Assets \$237M (net).
- Liabilities \$344M
 - ❖ Deferred Revenue \$138M.
 - ❖ Debt \$19M.
- Net Assets \$266M
 - ❖ Unrestricted \$19M.
 - ❖ Internally Restricted \$127M.



Non-Committed Cash Projection (in 000s)

Line Item	2022-23 MYR Budget	2023-24 Budget	Variance
Prior Year Balance	\$36,101	\$6,669	(\$29,432)
Operating Surplus	\$36,852	\$45,136	\$8,283
Capital Outlay (net)	(\$9,019)	(\$9,000)	\$19
Long-Term Debt	\$2,308	(\$2,037)	(\$4,346)
Internally Restricted	(\$59,574)	(\$20,939)	\$38,635
Adjustment	(\$3,952)	(\$4,711)	(\$759)
Non-Committed Cash Projection	\$2,717	\$15,117	\$12,400

RISE ABOVE THE ORDINARY



Deferred Maintenance: 2023-24 Spending Plan

- Mechanical = \$4,409,000
- Renovations = \$2,788,000
- Building Envelope = \$2,555,000
- Electrical = \$2,100,000
- Roofs = \$1,353,000
- Site Improvements = \$534,000
- Engineering = \$500,000
- Other (FF&E) = \$1,829,000
- Contingency = \$1,500,000

- Capital Budget = \$9,000,000
 - Facilities = \$2,170,500
 - Academic Programs = \$1,699,109
 - I.T. = \$1,362,591
 - Campus Beautification = \$500,000
 - Athletics/Recreation = \$364,433
 - 333 Riverside = \$600,000
 - SCCCA = \$134,000
 - Marketing = \$30,000
 - Contingency = \$2,139,367



Internally Restricted Reserves: Projection to March 31, 2024

Date	Financial Sustainability	Deferred Maintenance	Strategic Projects	International Scholarships	Total
March 31, 2023*	\$70,111,102	\$25,135,377	\$39,251,932	\$5,078,333	\$139,576,746
Contribution	\$3,155,000	\$14,599,541	\$10,000,000	\$3,225,000	\$30,979,541
Withdrawal	-	(\$14,470,00)	(\$28,806,914)	(\$500,000)	(\$43,776,914)
March 31, 2024*	\$73,266,102	\$25,264,918	\$20,445,018	\$7,803,333	\$126,779,373

*indicates estimated balances.



Financial Sustainability Metrics

Metric	Measure	Actual 2020-22	Estimate 2022-23	Estimate 2023-24
Annual Surplus / Deficit	> \$0	\$31,577,164	\$30,112,480	\$37,924,022
Accumulated Surplus / Deficit	> \$0	\$192,109,628	\$219,49,323	\$244,030,725
Quick Ratio	> 1	4.95	6.62	6.16
Debt to Asset Ratio	< 35%	14.66%	13.62%	13.23%
Debt Servicing Ratio	< 3%	0.54%	0.58%	0.67%
Net Assets to Expense Ratio	> 60%	137.52%	133.49%	139.93%
Net Income to Revenue Ratio	> 1.5%	11.96%	10.38%	12.56%
Number of Flags	-	-	-	-

Student Fee Structure 2023-2024

- This annual document was prepared for the Student Fee Protocol meeting held on March 21, 2023.
- The Compulsory Ancillary Fee Protocol Committee is comprised of Administration, Student Representative Council Inc., Thames Student Incorporated, and the Student Athletic Association.
- The intent of the Committee is to approve tuition and ancillary fees, with the Ministry of Colleges and Universities regulations for the upcoming academic year.
- The Student Fees have continued to be prepared in accordance with the existing Ministry of Colleges and Universities Tuition Fee Framework and Ancillary Guidelines.
- The Student Fee Protocol will be brought forward to the April 2023 Board meeting.

Strategic Direction Update

GOAL	OBJECTIVE
Financial Sustainability	Balanced budgets. <ul style="list-style-type: none"> Achieve balanced budgets annually.
	College sustainability. <ul style="list-style-type: none"> Increase sustainability fund.
	Maintaining financial sustainability in accordance with MCU financial metrics. <ul style="list-style-type: none"> Meeting or exceeding Ministry defined benchmarks.

- The three financial sustainability objectives were reported to the Board in June 2022 based on 2021-22 results.
- The College forecasts that it will balance the budget and meet the MCU financial metrics for the 2022-23 fiscal year. In addition, the College estimates the financial sustainability reserve balance will increase \$2.175M to \$70.1M for the 2022-23 fiscal year.

Recommendation

- IT IS RECOMMENDED THAT the Board of Governors approve the 2023-24 Financial Plan Report.



Questions?