

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on February 25, 2025, at 5:30 p.m. in the President's Board Room #A3315E,
Windsor Campus.

Present:

Ms. R. Anguiano Hurst
Mr. A. Barron
Mr. W. Beck
Ms. P. Corro-Battagello
Mr. G. Fenn
Mr. C. Hotham, **Vice Chair**, virtually
Mr. M. Palumbo
Mr. J. Parent, virtually
Ms. J. Piccinato, **Past Chair**, virtually
Mr. A. Provost
Mr. G. Rossi, **Chair**
Ms. S. Sasseville, virtually
Mr. M. Silvaggi, **President**
Mr. A. Teshuba, virtually
Ms. M. Watters
Ms. J. Yee

Regrets:

Ms. G. Wrye

Also Present:

Ms. K. Adams, Board Secretary
Ms. R. Demchuk, Associate Vice President, Human
Resources Office Administration & Facilities Services
Mr. J. Fairley, Senior Vice President, Communications,
Advancement & External Affairs
Ms. F. Foster, Retirees' Association Observer
Mr. R. Garton, Manager, Communications & Public Relations
Mr. M. Jones, Senior Vice President, Finance, Administration &
Chief Financial Officer
Ms. J. Lehoux, Executive Director, President's Office & Corporate
Secretary
Mr. R. Nicoletti, Senior Vice President, International Relations &
Student Services
Ms. K. Parrinello, Support Staff Observer
Ms. L. Prendi, Executive Director, Centre for Academic Excellence,
Quality Assurance & Accountability

Mr. J. Sirianni, Senior Vice President, Human Resources & Facilities
Services
Ms. M. Staley Liang, Senior Vice President, Academic & Career
Supports
Mr. R. Vatish, SRC President

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'**.

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 Wednesday, November 27, 2024, in Windsor, ON.

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

RESOLVED THAT the Board of
Governors approve the Full Board
minutes of the November 27, 2024
meeting.

3.0 Constituent Reports

Retirees' Association

Ms. Foster reported the following initiatives and activities on behalf of the Retirees' Association:

- The Retirees' attended the annual holiday staff luncheon, hosted by President Silvaggi.
- The Retirees' held their Christmas luncheons in Chatham at the Links of Kent Golf Course, on December 4, 2024, and in Windsor on December 14, 2024, at the St. Clair College Centre for the Arts, followed by the Music Theatre Performance student's production at the Chrysler Theatre.
- The monthly luncheons at local establishments have been well attended. January's was held at Chuck's Roadhouse and February's at The Hungry Wolf Restaurant.
- Plans are being made for a trip to the Canadian Transportation Museum and Heritage Village in Kingsville, as well as the Victoria Playhouse in Petrolia.

- The Retirees' Association Annual General Meeting is tentatively scheduled for Wednesday, May 7, 2025.
- Ms. Foster thanked President Silvaggi and the Senior Operations Group for their continued support, specifically Mr. Fairley for providing College updates at the Retirees' Association's monthly meetings.

Support Staff

Ms. Parrinello reported the following initiatives and activities on behalf of the Support Staff:

- The Support Staff Collective Agreement will expire in August 2025. On October 28, 2024, Local 137 held a meeting to elect union stewards to attend the Demand Set Conference on December 7 and 8, 2024, where elections were held for the 2025 OPSEU Bargaining Team.
- Local 137 distributed \$50 gift cards to all full and part time members of the support staff union for Christmas.
- On February 5, 2025, Local 137 held a General Membership Meeting to review and vote on demands brought forward by members to be recommended to the Bargaining Team. The Bargaining Team will review and consolidate the requests of all Ontario college's support staff to bring forward during the Collective Bargaining process.
- On February 18, 2024, Local 137 held a meeting to elect those who will attend the annual Convention, where delegates debate and vote on policy and constitutional motions. Local 137 will be sending a contingency of delegates, alternates and observers.
- Local 137 is hosting a social event on Saturday, March 1, 2025. The group will travel by bus to multiple establishments throughout Windsor to support local businesses, while participating in a social connecting event.

Student Representative Council (SRC)

Mr. Vatish reported the following initiatives and activities on behalf of the SRC:

- SRC elections are underway with four candidates in the running for executive positions. The voting period will be from February 24 – 28, 2025.
- The SRC held a referendum to provide students with the opportunity to vote on the Transit Windsor student bus pass. The annual bus pass fee will now be \$823, with a 40% opt-out. The adjusted price represents a 174% increase; however, the cost still represents an annual savings over passes purchased through Transit Windsor.
- Class Representative meetings for the 2025 Winter semester were held on Thursday, February 6, 2025, at the Downtown Campus and on Wednesday, February 12, 2025, at the Windsor Campus.

- In support of St. Clair College's Soup Kitchen which is being held at the St. Clair College Centre for the Arts on Thursday, February 27, 2025, the SRC has purchased 160 tickets for student use.
- On behalf of the SRC, Mr. Vatish expressed his gratitude to the Alumni Association for their donation to the Student Food Bank. Jerseys worn during St. Clair Night at the Windsor Spitfires game on Thursday, November 7, 2025, were auctioned off and proceeds were earmarked for the SRC Food Bank.
- Saints Got Talent finals were hosted on February 5, 2025, with Ms. Paula Bunay Martinez taking home the grand prize. Paula will represent the College at Ontario's Got Talent, being held at Algonquin College on Friday, March 7, 2025.
- The SRC celebrated Random Acts of Kindness Day on Tuesday, February 18, 2025, and distributed 500 gift cards across the Windsor, Downtown and Ace Acumen Campuses.
- The Windsor-Essex Polar Plunge for Special Olympics Ontario event is being held on Friday, February 28, 2025, at the Windsor International Aquatic and Training Centre. Five members of the SRC's Board of Directors will be jumping, alongside some staff members. Students are being encouraged to join the plunge by registering for the event, using the code "St. Clair for Free".
- The Esports Team will be hosting the Saint Gauntlet Series in February, in the Nexus Centre. The event will be hosting schools from across North America.
- Programming in February included:
 - Red Flag Shirt Decorating.
 - Craft a Sour Rose Bouquet.
 - Love Letter Making.
 - Black History Month.
 - Games Night.
 - Therapy Dogs.
 - Yoga with the Shala.
 - Paint Night.
 - Career and Student Services Workshops.
 - Mack Flash Trivia Night.

4.0 President's Report

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

Mr. Silvaggi noted that the President's Report was included in the Full Board agenda. He outlined the events and initiatives that have occurred since the last Board meeting:

- Following the approval of the Mid-Year Budget Review at the November 27, 2024, Full Board meeting, President Silvaggi held College Update Meetings for all staff, providing updates on several key initiatives.

- The United Way Giving Campaign was re-introduced at the College by students and staff. The campaign launched on Monday, December 2, 2024, and wrapped up on Friday, December 13, 2024. The campaign collected a total of \$8,300 which was presented to the United Way on Friday, January 17, 2025.
- Saints Esports captured six National Championship Honours at the Esports Canada Post Secondary (ECPS) Canadian Esports Nationals. In total, Saints Esports has now earned 15 Canadian National Championships and President Silvaggi thanked the SRC for leading the organization, noting that the team's strong showing is a reminder of why the College's Esports facilities, programming and varsity teams are the best in the nation.
- The Saints Sleighing Hunger Charity Concert, through community response and donations from St. Clair College, the College's Alumni Association and Caesars Windsor Cares, raised \$115,000 for Windsor-Essex Foodbank Association and Chatham Outreach for Hunger to distribute amongst its 16 food banks in the region.
- For the second year in a row, St. Clair College's students in the Advertising and Marketing Communications Management program earned top honours at the global sustainability marketing competition, against schools from 120 countries. In addition, the students recently advanced to the finals of the NHL/NHLPA Hockey Innovation Competition and presented their ideas at the Hockey Hall of Fame in Toronto, on January 29, 2025. While the team did not win, they represented St. Clair College very well.
- On Saturday, January 11, 2025, St. Clair College hosted the "Into the Deep" FIRST Tech Challenge qualifier tournament. Teams from across the province, including teams from Windsor-Essex, competed against one another in the FIRST Tech Challenge. This challenge is considered a stepping-stone towards the highly popular FIRST Robotics Competition. This event is another one of our unique College recruitment activities that focuses on high school students and aligns with the government's focus on STEM programs.
- On Wednesday, January 15, 2025, the eleventh annual Windsor-Essex Polar Plunge Campaign Launch in support of the Special Olympics, was held in the College's Sports Park. The Polar Plunge is being held on Friday, February 28, 2025 at the Windsor Aquatic Centre.
- The Scholastic Esports Awards (SEA) is an inspiring celebration where coaches, directors, administrators and students come together to honor the pinnacle of achievement, academics and advancement in competitive gaming. Mr. Shaun Byrne, St. Clair College Esports Director won top honours as the Collegiate Director of the Year for a two-year program. St. Clair College was also named the top two-year Esports Collegiate program.
- On Sunday, January 28, 2025, the College hosted a special convocation ceremony for the first cohort of the Battery Manufacturing program. St. Clair College partnered with Unifor, Stellantis, LG Energy Solutions and NextStar Energy to offer this exciting new local manufacturing advancement. This was the first of two cohorts in the

program, with the hopes that in the future it could evolve into a post-secondary program.

- On Wednesday, January 29, 2025, President Silvaggi attended the Windsor-Essex Regional Chamber of Commerce's Board of Directors Breakfast. In December 2024, the WE Regional Chamber of Commerce welcomed Mr. Ryan Donally, its new President and CEO.
- On Wednesday, January 29, 2025, President Silvaggi also attended Premier Ford's media conference that was held near the Ambassador Bridge. The Premier's stop in Windsor included a roundtable discussion with Unifor Local 444 members and a visit with workers at Harbour Technologies. The Hon. David Puccini, Minister, Labour, Immigration, Training and Skills Development, joined Premier Ford on his visit.
- On Thursday, January 30, 2025, Karen Belfer, Executive Director and Sylvie Mainville, Quality Assurance Manager, from the Ontario College Quality Assurance Service (OCQAS) visited the College as part of their college visits. OCQAS is the organization responsible for overseeing quality initiatives for both colleges and the province, while also supporting the College's efforts.
- St. Clair College celebrated Black History Month during the month of February.
- On Tuesday, February 4, 2025, President Silvaggi and Ms. Monica Staley Liang, Senior Vice President, Academic and Career Supports, hosted the first Healthcare Summit with local healthcare CEOs and leaders. The meeting included an open discussion on how the College and their organizations can continue to collaborate and support each other.
- On Wednesday, February 12, 2025, the Winter Convocation ceremonies were held for Acumen campus graduates at the Meridian Arts Centre in North York.
- On Friday, February 14, 2025, the Senior Operations Group met with Strategy Corp to review a draft Strategic Landscape Assessment Report that was developed with feedback from the focus groups, the community survey, one-on-one interviews and the Board Planning Session.
- St. Clair College has been named one of Southwestern Ontario's Top Employers for 2025 by Mediacorp Canada Inc. One of the key highlights which landed St. Clair College on the list is the College's community involvement, as well as that of its employees.
- In athletics news, the Women's Volleyball team brought home the OCAA Silver medal. It is the fourth time they have played for the gold medal and it is their first medal since 2020. The Men's Basketball team has advanced to their fourth straight OCAA final four that is being hosted on Saturday, March 1, 2025, at Humber College.

5.0 Consent Agenda

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

- 5.1 Academic – Increase Online Course Offerings.
- 5.2 Research and Development:
 - Plan and Conduct Research Professional Development Sessions, Research Scholarship and Innovation Days for Faculty. Concentration to be Added in Schools Offering Degrees.
 - Implement and Maintain a Database Regarding Internal Research Projects with an Annual Comparison Over the Five Years, Commencing in 2020.
 - Increase Communication and Showcase College Research Internally and Externally.
- 5.3 Support Student Success – Increase Student Success.
- 5.4 Increase Community Engagement – Strengthen the Connection Between the College and the Community to Reinforce College Brand and Image Through Volunteerism and/or Experiential Learning: Creation and Engagement of the Community Saints in Conjunction with the Alumni, SRC, TSI and SSAA.
- 5.5 Increase Community Engagement – Strengthen the Connection Between the College and the Community to Reinforce College Brand and Image Through Volunteerism and/or Experiential Learning – Increase Community Awareness of Engagement/Support of College Staff and Students.
- 5.6 Campus Beautification – Continue to Beautify the College Campuses and Maximize Brand.
- 5.7 2025 Winter Enrolment/Registration Report: Domestic and International.

RESOLVED THAT the Board of Governors receive and approve the contents of the February 25, 2025 Consent Agenda, as presented.

6.0 Monitoring Reports

6.1 Financial Monitoring Report

The Board Chair called upon Mr. Marc Jones to speak to this item. Mr. Jones noted that the Financial Monitoring Report with the financial results for the nine months ended December 31, 2024, was included in the Full Board agenda package. He highlighted the following:

Income Statement for the Period Ending December 31, 2024

- The net surplus at December 31, 2024 of \$23.6 million, is a decrease of \$6.4 million for the comparative period of \$30 million. From a budget perspective, the Board is aware of some strategies that College Administration is undertaking during the 2024-2025 fiscal year to help address budget pressures for the upcoming 2025-2026 fiscal year.
- Based on information that the Finance Department has available to date, College Administration is forecasting the surplus to be approximately \$23.3 million, as adjusted at the mid-year budget review.
- As outlined in the Financial Monitoring Report, the year over year net surplus variance is primarily due to the following:
 - Decrease in Interest Income of \$1.7 million due to lower cash holdings.
 - Total Salaries and Benefits are trending consistent with the mid-year budget projection at 75% and have increased over the 2023 comparative period by \$1.8 million. The increase is primarily due to Bill 124 salary increases, additional staffing and one-time compensation adjustments.
 - Total Non-Salary expenditures are trending below the mid-year budget projection at 72% and have increased over the 2023 comparative period by \$9.4 million, primarily due to the following:
 - Increase in Contracted Educational Services as a result of higher enrolment from students attending the Toronto Campuses.
 - Increase in Equipment Maintenance and Repairs due to higher costs for IT software licenses and enhancements of the College's academic loading software.
 - Increase in Insurance due to higher international student insurance fees as a result of higher PCPP and international student enrolment.
 - Increase in Student Assistance Scholarships due to additional scholarship programs implemented during the 2024-2025 year and increased scholarships to international students.

After a brief discussion it was,

RESOLVED THAT the Board of Governors receive the report on the financial results for the nine months ended December 31, 2024, as information.

6.2 Risk Management

The Board Chair called upon Ms. Rebecca Demchuk to speak to this item. Ms. Demchuk noted that the Risk Management Report was included in the Full Board Agenda package. Ms. Demchuk delivered a PowerPoint presentation which reviewed some of the highlights of the Enterprise Risk Management strategies that were implemented this past year.

- St. Clair College formalized the Risk Management program in 2009. Although there is risk in nearly everything that we do, we need to continue to implement plans to further our strategic and operational priorities, while identifying and mitigating risks.
- The College's Risk Management strategy provides a structured, coherent approach to identifying, assessing and managing risk, while regularly updating and reviewing the assessment based on new developments or actions taken.
- Risk Management is utilized to compliment the College's business planning and resource allocation process.
- Departments are responsible for identifying risks and developing a risk plan for submission to their sector head. Newly identified risks are added to the Risk Registry and reviewed by the Enterprise Risk Management Committee. Changes to risk levels are reviewed by the Senior Operations Group. The current Risk Registry was included in the Full Board Agenda package.
- Ms. Demchuk outlined the eight Risk Management Categories that College Administration utilizes.
- College Administration determines potential risks through a combination of two elements: probability and impact. Probability is the likelihood of an event occurring and is measured on a scale of low, medium or high. Impact reflects the level of significance an event will have on the College when it occurs and is measured on a scale of one to three, with three being the highest impact.
- This model brings consistency in the way the College categorizes risks. While the focus remains on the College's highest risks with the greatest impact, the goal is to implement plans for all levels of risk to the organization.
- Ms. Demchuk noted that the current Risk Registry includes 31 medium, six low and seven high, ranked risks. She outlined the seven risks rated as high.
- College Administration seeks to foster a culture that is risk-aware without being risk-averse, pursuing opportunities that further strategic and operational priorities while effectively managing risk.

A Governor inquired as to the number of risks that have shifted in their rank, year-over-year.

Ms. Demchuk responded that none have shifted from low or medium to high but there have been some that have shifted down in rank. There is one new risk that was identified as high risk and that is part-time instructor unionization.

After a brief discussion it was,

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

Ms. Demchuk's PowerPoint presentation is attached to the minutes as Item #6.2.

7.0 Information Items

7.1 Program Advisory Committees

The Board Chair called upon Ms. Monica Staley Liang to speak to this item. Ms. Staley Liang noted that the Program Advisory Committee (PAC) activities report for the 2023-2024 academic year was included in the Full Board agenda package. She highlighted the following:

- Program Advisory Committees (PAC) are mandated under the Ministry's Binding Policy Directive, "Framework for Programs of Instruction". Program Advisory Committees (PAC) are one of the mechanisms that ensure that the College remains relevant from a program perspective through the feedback provided by industry.
- Each program offered at the College must have a PAC comprised of individuals from the community who have vocational or academic experience and knowledge that enables them to best advise the College on matters relevant to the programs and services.
- St. Clair College has a total of 155 academic programs, including apprenticeships, Academic and Career Entrance (ACE) and Literacy and Basic Skills (LBS). There are currently 85 PACs to support these programs. Forty-two programs have stand-alone PACs, while the remainder have combined PAC due to similarity of vocations.
- All programs met the obligation of a minimum of one meeting per year, with a total of 103 PAC meetings being held during the 2023-2024 academic year. Eighteen PAC met more than once during this period.
- Ms. Staley Liang noted that a template was designed and standardized agendas were used for all PAC meetings to ensure that meaningful data was gathered for the College's programs. She outlined all of the criteria included in the templates.
- Ms. Staley Liang stated that PACs are a vital and fundamental part of how we offer education at St. Clair College. Engaging with our industry partners to

gather their feedback on our curriculum, including its relevance, new developments, how graduates are adapting to their vocational work environments and identifying any gaps that need to be addressed. It is an excellent opportunity to gather feedback and apply it during cyclical and annual program reviews. This helps us adapt to the changing environment, plan curriculum and co-curricular activities, and fostering a collaborative industry community.

A Governor inquired whether there is a report that is provided to the Ministry regarding PACs, and if so, how do the other Ontario colleges compare?

Ms. Staley Liang noted that PACs are mandated under the Ministry's Binding Policy Directive under the "Framework for Programs of Instruction". The College's PACs are operational and integrated to ensure that we are meeting all standards. Program Chairs prepare the PAC summaries which are then reviewed by the Senior Vice President, Academic and Career Supports.

President Silvaggi noted that all colleges are mandated to have PACs, however how each college operates and uses the PAC is individual. At St. Clair College, PACs are an essential part of new program development prior to any program submission and to ensure the creation of programs that are critical to our communities, as well as being instrumental in program processes.

After a brief discussion it was

RESOLVED THAT the Board of Governors receive the annual summary report on the Program Advisory Committee activities for the 2023-2024 academic year, for information.

7.2 Program Nomenclature Update: Data Analytics for Business and Food Services Management

The Board Chair called upon President Silvaggi to speak to this item. President Silvaggi noted that the reports regarding Data Analytics for Business – Ontario College Graduate Certificate and Food Services Management were included in the Full Board agenda package. He highlighted the following:

College Administration is informing the Board of Governors about a nomenclature amendment for both of the aforementioned programs.

When Immigration, Refugees and Citizenship Canada (IRCC) along with the federal government announced amendments regarding the Classification of Instructional Programs (CIP) codes, colleges across Ontario noted that there were program exclusions that were concerning.

(a) Data Analytics for Business – Ontario College Graduate Certificate

Data Analytics for Business is a two-year unfunded post graduate certificate.

As such, the Data Analytics for Business program did not align with the CIP codes, as the program name assumes an emphasis on business-related characteristics of the data analytics field. Through a review of the program, it was deemed that the name of the program did not fully align with the curriculum and outcomes of the program, as it has an Information Technology focus. The program incorporates facets of health care and other aspects of industry.

Through further advocacy and collaboration with the Ontario College Quality Assurance Service (OCQAS), College Administration was successful in acquiring a nomenclature amendment for the program to Predictive Data Analytics – Ontario College Graduate Certificate, a two-year unfunded post graduate certificate.

The program name change has been recognized by OCQAS.

(b) Food Service Management Worker

The Food Services Management program is a funded, two-year, Ontario College Diploma.

The Food Services Management program was previously dormant. Consequently, it did not undergo a title change when the program standards were developed in 2015.

The title of the new standards includes the word “nutrition”, that defines the focus of the program in activities such as nutrition and food services management, human resources and labour relations, food and nutrition operations, financial planning and administration.

A curriculum review and program mapping were completed to ensure it met with the program standards.

The program was then submitted to the Credential Validation Service (CVS) for title modification and was validated. The title has been officially changed to Nutrition and Food Service Management and the title modification will be submitted to the Ministry of Colleges and Universities for approval.

A Governor inquired why the Predictive Data Analytics program is unfunded.

President Silvaggi responded that this program is a two-year graduate certificate. As such, under the provincial framework, a two-year post graduate certificate is not eligible for funding, only one-year post graduate certificates can receive funding.

When funding is not solicited, the institution can set the price point as it is self-funded and the program is not OSAP eligible. This two-year program appeals to applicants in the international student market and is successful.

There is also a one-year program that is funded and is appealing to domestic students.

After a brief discussion it was,

RESOLVED THAT the Board of Governors receive this update regarding the amendment of the Data Analytics for Business – Ontario College Graduate Certificate, two-year unfunded post-graduate certificate program to Predictive Data Analytics - Ontario College Graduate Certificate, two-year unfunded post graduate certificate program, for information,

After a brief discussion it was,

RESOLVED THAT the Board of Governors receives the notice of The Revision to the two-year program, formerly titled Food Services Management, Ontario College Diploma, for information.

7.3 Higher Education Summit Update

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

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

The Board Chair noted that the conference may be moving to a biennial event in an effort to reduce costs.

President Silvaggi noted that at the January Committee of Presidents (COP) meeting, the Higher Education Summit was included on the agenda. There was discussion regarding the governance training and consideration for moving the training online or amending the schedule for a shorter conference.

The Committee of Presidents, as well as the Board Chair/Vice Chair meetings may still be scheduled during this time.

In addition, there was discussion regarding the Premier's Awards and how to continue to celebrate the Alumni of Distinction, potentially on a smaller scale or not attached to a formal conference.

It was noted that online did not seem to be as effective, especially for those governors who were not as familiar with Board processes and governance. The possibility of delivering governance training to the College's Board can also be explored.

President Silvaggi noted that additional information will be shared with the Board as it becomes available.

7.4 CICan 2025

The Board Chair noted that the CICan Conference has also been moved to a biennial event.

President Silvaggi noted that for 2025, there will be a CICan Leadership Conference scheduled April 22 – 24, 2025 in Ottawa.

This year's conference will focus on navigating complex operating pressures and an ever-changing landscape shaped by rapid policy changes, evolving workforce needs, technology advancements, and the impending federal election. As these challenges intensify, leadership resilience and innovation will be essential to securing the long-term strength and sustainability of Canada's public post-secondary sector.

The conference will allow post-secondary leaders from across the country to collaborate on bold, actionable solutions to the challenges shaping the post-secondary sector's future.

A Governor inquired what CICan is.

President Silvaggi noted that similar to Colleges Ontario, CICan advocates for post-secondary institutions on the national level, having direct interaction with the federal government in terms of advocating for policy, processes and procedures.

7.5 Minister's Directives on Student Mental Health, Anti-Racism/Anti-Hate, Cost of Educational Materials

The Board Chair called upon President Silvaggi to speak to this item. He highlighted the following:

In September 2024, there were three Ministry directives that all colleges and universities were asked to address.

1. Student Mental Health

Ensuring that all institutions have Student Mental Health policies in place that describes the programs, services and supports available with respect to student mental health, and the mechanisms in place.

Each institution must publish its Student Mental Health policy on its website and make a copy of the policy available to anyone who requests it. The institution must review its policy at least once every five years and amend it as appropriate.

Each institution must provide its Board of Governors and the Ministry with an annual report on the implementation and effectiveness of its Student Mental Health policy in the preceding year.

2. Anti-Racism/Anti-Hate

Ensuring that all institutions have policies and rules that describe how it will address and combat racism and hate.

Each institution must publish its policy and rules on its website and make a copy of the policies and rules available to anyone who requests it. The institution must review its policies and rules at least once every five years and amend it as appropriate.

Each institution must provide its Board of Governors and the Ministry with an annual report on the implementation and effectiveness of its Anti-Racism/Anti-Hate policies and rules in the preceding year.

3. Costs of Educational Material

Ensuring that all institutions provide students with information about educational costs associated with attending the institution. The objectives of this directive are to:

- Ensure students and their families can find information on educational costs with ease.
- Improve consistency across the sector in publishing educational costs and leverage best practices.

Educational costs include ancillary fees, the costs of textbooks and other learning materials.

Each institution must provide its Board of Governors and the Ministry with an annual report on the implementation of this directive.

St. Clair College has an annual Student Fee Protocol meeting with the student leaders to review all fees that a student may be required to pay, including material fees, tuition fees and all ancillary fees.

As part of the directive, institutions are also required to publish textbook fees. St. Clair College posts links from each course to the College's bookstore so that students can search each individual textbook cost by course code.

All three directives will be reported annually in February.

All three directives must be implemented, including all policies and rules on the institutions website by January 31, 2025.

A Governor inquired how the College will report back on the directives.

President Silvaggi noted that the Ministry will provide a template to be completed by each institution and attest that the institution has met the directives and provided a report to its governing body.

7.6 Quality Assurance Update

The Board Chair called upon Ms. Lindi Prendi to speak to this item. Ms. Prendi noted that an update regarding Quality Assurance at the College, as well as the upcoming 2025-2026 Quality Assurance Audit was included in the Full Board agenda package. She highlighted the following:

She noted that the report provides an update regarding all of the internal and external processes that are followed at the College. Quality Assurance is at the center of all College operations to ensure quality education for our students and to meet the needs of our community partners and stakeholders.

The College has a very robust Quality Assurance framework that is aligned with College policies and process standards, which allow us not only to meet but exceed all of regulatory requirements and stakeholder expectations.

Ms. Prendi provided an overview of the information included in Figure One of the report, regarding the College's program Quality Assurance Framework. She noted that the College conducts Annual Reviews of all programs in May and June, and Cyclical Reviews every five years. For the 2024-2025 academic year, there are 20 programs undergoing a Cyclical Review and for the 2025-2026 academic year, there will be 22 programs. Both Annual and Cyclical Reviews are audited, as well as the completion of appropriate improvement action plans as a result of the reviews.

The College Quality Assurance Audit Process (CQAAP) is an institutional process that employs an evidence-based assessment model to measure the level or existence of quality at Ontario Colleges. Ontario colleges are required to undergo this process every five years. St. Clair College underwent their latest Quality Audit under CQAAP in 2021-2022 and are slated to begin the process in October 2025.

The final report for the last audit provided outstanding results, with St. Clair College receiving a ranking of Mature Status, meeting all six standards and the 32 requirements within the six standards.

Ms. Prendi provided the proposed timelines and stages of the upcoming CQAAP, noting that there are normally six programs that will be reviewed, as well as other Quality Assurance mechanisms during the process.

Ms. Prendi noted that College Administration is taking a proactive approach to the upcoming audit and began its internal processes in July 2024, identifying

areas for improvement through a gap analysis. Included in the Quality Assurance update is a summary of the gap analysis and the designed solutions.

One of the included requirements for improvement is that there are established mechanisms that operationalize the Board of Governors' responsibility to ensure quality assurance is embedded in the strategic directions of the organization. As such, it is recommended that an annual report be provided to the Board, as it relates to quality assurance and the CQAAP requirements. In addition, the annual Monitoring Report be formally added to the Board Work Plan, as well as the CQAAP framework be added to the New Board Member Orientation package.

After a brief discussion it was,

RESOLVED THAT the Board of
Governors receive the Quality
Assurance Update, for information.

8.0 Approval Items

8.1 Deferred Maintenance Update

The Board Chair called upon Mr. Marc Jones to speak to this item. Mr. Jones noted that the report regarding Deferred Maintenance was included in the Full Board agenda package.

Mr. Jones noted that the report provided an update regarding Deferred Maintenance and the request for approval to commit budget funds now for the 2025-2026 Deferred Maintenance projects.

During the 2020-2021 fiscal year, recognizing the need to have a strategy to self-fund Deferred Maintenance, the Board of Governors approved the creation of an internally restricted Deferred Maintenance Reserve. Mr. Jones noted that included in the report is a chart outlining the College's contributions and withdrawals from the Reserve since its inception.

As outlined, the College has been proactive in addressing the Deferred Maintenance requirements, totaling approximately \$43.6 million, including \$18 million that is projected to be spent during this fiscal year. As projected during the Mid-Year Budget Review, the closing balance of the Deferred Maintenance Reserve will be \$33.4 million at March 31, 2025.

College Administration is requesting approval to access the \$5 million budgeted for Deferred Maintenance for the 2025-2026 fiscal year. This will allow Administration to commit to contractors in order to complete the Deferred Maintenance projects within the fiscal year, as there may be long lead times for various pieces of HVAC equipment, etc.

The 2025-2026 budgeted funds for Deferred Maintenance is significantly lower than recent fiscal years as College Administration is focusing on two main

projects, including two roofing projects, as well as ongoing electrical and mechanical system upgrades across each campus.

By targeting only the major projects that need to be addressed, College Administration will leave the Deferred Maintenance balance to allow for greater interest earning power to assist with challenges in the coming fiscal years.

A Governor inquired if College Administration has a list of projects to undertake and how the amount of \$5 million was forecasted.

Mr. Jones responded that after reviewing the BCA requirements, College Administration considers priorities, current infrastructure and equipment conditions. Items on the Deferred Maintenance backlog are assessed based on the critical nature of the College's assets. Additionally, the Facilities department, being knowledgeable about the actual condition of the College's assets, brings project recommendations to the Senior Operations Group.

Should the projects come in higher than the forecasted budget, the Senior Operations Group will review and determine which projects are able to move forward from a financial perspective. In addition, the Ministry traditionally provides funding for Deferred Maintenance that can supplement the College's budget.

A Governor noted that the College's 2019 BCA report identifies a ten-year (2022 – 2032), Deferred Maintenance backlog of \$314.3 million. Should College Administration be spending \$30 million per year over the ten-year period.

Mr. Jones noted that in recent years, College Administration has dedicated a significant budget to Deferred Maintenance and has completed substantial projects included on the Deferred Maintenance list. The BCA Deferred Maintenance backlog is a report that is forecasting Deferred Maintenance needs over the ten-year period, as various assets potentially reach the end of their useful life. It is a model to follow but is not exact.

As post-secondary institutions and others in the public sector are facing similar financial challenges in the near future, funding for Deferred Maintenance is internally self-funded and projects are completed when funding is available. The College's assets were noted to be fair when the Auditor General published their report in 2021 regarding Deferred Maintenance. The BCA is a model to identify assets and determine the institution's true needs and is a continuously evolving report.

At this time, it is more imperative to address the potential funding challenges in a fiscally responsible manner.

The Governor noted that ideally, in order to complete all of the Deferred Maintenance backlog it is forecasted to cost over \$300 million.

Mr. Jones responded that conceptually, this is correct. However, the Deferred Maintenance backlog will always exist as there are always assets that will reach the end of their useful life.

A Governor inquired if there are any concerns that reducing the 2025-2026 Deferred Maintenance budget to \$5 million will result in the College falling behind in asset maintenance.

Mr. Jones noted that the Senior Operations Group and the Facilities team had discussions to identify the projects that are of a critical nature, while also considering projects from a health and safety perspective, to ensure that all students and staff are safe and comfortable at the College's campuses.

A Governor noted that interest that is earned on the College's reserves will be used for College operations.

Mr. Jones noted as the Board previously approved, up until this fiscal year, College Administration allocated respective interest income to the Sustainability and Deferred Maintenance Reserves. As the College is facing other operational priorities and forecasting long term to address the College's future financial position, it is no longer prudent to follow this process.

Mr. Jones noted that the original 2024-2025 fiscal year budget forecasted \$25 million for Deferred Maintenance. At Mid-Year Review, the Deferred Maintenance budget was adjusted to \$18 million.

A Governor noted their concern over the \$314 million reported in the ten-year Deferred Maintenance backlog.

Mr. Jones responded that this amount represents a model that if the College did not contribute any funding to Deferred Maintenance over the ten-year period, the Deferred Maintenance backlog may reach this level. It is a worst-case scenario, made using asset condition assumptions. It is the same as any liability from the financial statement perspective, that may or may not materialize. BCAs are completed because without them, the institution has no guidance to follow.

The reality is, the Deferred Maintenance backlog will never be completed as there are always project completions, as well as added projects. Because of the College's strong financial results over the past eight years, College Administration has been able to complete a substantial amount of Deferred Maintenance projects.

Mr. Jones noted that with the fiscal challenges of the post-secondary sector, St. Clair College will have limited ability to contribute to the Deferred Maintenance Reserve in the foreseeable future. Therefore, College Administration is taking a conservative approach in using these funds for the 2025-2026 fiscal year.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve Administration to contractually commit the College to \$5 million from the internally restricted Deferred Maintenance reserve prior to April 1, 2025, to allow the various projects to have the opportunity to be completed during the 2025-2026 fiscal year.

8.2 Investment Policy

The Board Chair called upon Mr. John Fairley to speak to this item. Mr. Fairley noted that the Investment Policy statement was attached to the Full Board agenda for the Board's review.

Following the Board of Governors' approval of the Foundation's appointment of RBC Wealth Management Dominion Securities and Jarislowsky Fraser as its investment services managers, it was determined that advice from the investment services manager should be obtained regarding any amendments that were required to the College's Investment Policy Statement (IPS).

At the Foundation Board meeting on November 20, 2024, the Board of Directors passed a motion to approve the revised IPS.

The revised IPS in track changes, was included in the report.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the revisions to the College's Investment Policy Statement.

8.3 Board Annual Workplan 2024-2025

The Board Chair called upon President Silvaggi to speak to this item. President Silvaggi noted that the report regarding the Annual Work Plan and the Board of Governors Quality Assurance Annual Update was included in the Full Board Agenda package for the Board's review.

The 2024-2025 Annual Work Plan has been amended to include the Quality Assurance Update for consideration.

As previously reported, it has been identified in one of the included requirements for improvement that there are established mechanisms that operationalize the Board of Governors' responsibility to ensure quality assurance is embedded in the strategic directions of the organization.

As such, it is recommended that an annual report is provided to the Board, as it relates to quality assurance and the CQAAP requirements.

In addition, it was recommended that the annual Monitoring Report be formally added to the Board Work Plan, as well as the CQAAP framework be added to the New Board Member Orientation package.

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the amendment to the St. Clair College Board of Governors 2024-2025 Annual Work Plan to include a “Quality Assurance Monitoring Report” in the month of February.

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the addition of the Quality Assurance Policy and practice to the Board of Governors Orientation for new Board members.

9.0 By-law and Policy Review

9.1 By-law and Policy Review

After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 2nd reading of Board of Governors By-laws, as presented.

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

521st FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, February 25, 2025

TIME: 5:30 p.m.

PLACE: A3315E, President's Board Room

NOTE: Dinner will be available for Board members, SOG and constituents at 5:00 p.m., in the Staff Lounge.

AGENDA

1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST

2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON NOVEMBER 27, 2024, IN WINDSOR, ON

3.0 CONSTITUENT REPORTS

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

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

5.0 CONSENT AGENDA

5.1 Academic – Increase Online Course Offerings

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

5.2 Research and Development

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

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

5.3 Support Student Success – Increase Student Success

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

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

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

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

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

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

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

- 5.7 2025 Winter Enrolment/Registration Report: Domestic and International
(College Charter – Minister’s Binding Policy Directive – Ministry Mandate – College Mandate)

Information Item – Administration has provided a report outlining the College’s 2025 Winter Enrolment, attached as Item #5.7.

6.0 MONITORING REPORTS

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

Approval Item – Administration has provided the Board with a financial update for the period ended December 31, 2024, attached as Item #6.1.

- 6.2 Risk Management

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

7.0 INFORMATION ITEMS

- 7.1 Program Advisory Committees

Information Item – Administration has provided an update regarding the Program Advisory Committees (PAC) for the 2023-2024 academic year, attached as Item #7.1.

- 7.2 Program Nomenclature Update: Data Analytics for Business and Food Services Management

Information Item – College Administration has provided an update regarding the nomenclature for the Data Analytics for Business program, attached as Item #7.2 (a) and the Food Services Management program, attached as Item #7.2 (b).

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

Information Item – A brief report from the 2024 Higher Education Summit, held in Toronto, ON will be presented to the Board.

- 7.4 CIGan Update

Information Item – The Board Chair will provide an update regarding the CIGan Conference.

- 7.5 Minister's Directives on Student Mental Health, Anti-Racism/Anti-Hate, Cost of Educational Materials

Information Item – Administration has provided an update regarding the Minister's Directives on Student Mental Health, Anti-Racism/Anti-Hate and Cost of Educational Materials.

- 7.6 Quality Assurance Update

Information Item – Administration has provided an update regarding the Quality Assurance Annual Report and the CQAAP Gap Analysis, attached as Item #7.6.

8.0 APPROVAL ITEMS

- 8.1 Deferred Maintenance

Approval Item – College Administration has provided an update regarding Deferred Maintenance, attached as Item #8.1.

- 8.2 Investment Policy

Approval Item – College Administration has provided a revised Investment Policy for Board approval, attached as Item #8.2.

- 8.3 Board Annual Workplan 2024-2025

Approval Item – College Administration has provided a revised 2024-2025 Board Annual Workplan for approval, attached as Item #8.3.

9.0 BY-LAW AND POLICY REVIEW

- 9.1 By-law and Policy Review

Information Item – The Board will review the Board By-laws for 2nd reading, attached as Item #9.1.

10.0 DATE OF THE NEXT MEETING

- 10.1 The next meeting is scheduled for Tuesday, March 25, 2025, at the Windsor Campus.

PRESIDENT'S REPORT

Meeting of the Board of Governors
Tuesday, February 25, 2025

1. Staff Town Hall Sessions

On Thursday, December 5, 2024, President Silvaggi held College Update Meetings; one at 9:00 a.m. for Support Staff and one at 11:00 a.m. Faculty. A separate session was held for staff in Chatham on Friday, December 6, 2024 at 9:00 a.m.

President Silvaggi expressed gratitude to the staff for their dedication and invaluable contributions. He also provided updates on several key initiatives, including the College's new 5-year Strategic Planning exercise, Collective Bargaining, the College's 2025-26 Quality Audit, International Enrolment and Fiscal Planning for 2025-26.

A copy of the presentation that President Silvaggi gave at the College Update meetings can be found on the Intranet at <https://intranet.stclaircollege.ca/corporate-updates/>.



**COLLEGE UPDATE
FOR FACULTY**

President Michael Silvaggi is pleased to extend an invitation to you to attend a College Update Meeting for faculty.

Date: Thursday, December 5, 2024
Time: 11:00a.m.
Location: Rm. A3300, Main Windsor Campus


ST. CLAIR
COLLEGE



RISE ABOVE THE ORDINARY

2. United Way Giving Campaign

St. Clair College asked the College community to help make a difference by contributing to this year's United Way Giving Campaign. The campaign launched December 2, 2024, at the Student Life Centre and ran for two weeks, wrapping up on December 13, 2024.

President Michael Silvaggi said the launch of this year's Giving Campaign is a chance for the College community to make an indelible impact on the lives of others. "Today, we introduce the opportunity to make yet one more contribution – individually and collectively – to our community, by supporting over 30 health, education and social service organizations in our community, under the umbrella of United Way Windsor-Essex Chatham-Kent," said President Silvaggi. "Many – indeed, almost all – of those agencies concentrate on the well-being of children and families with a specific mandate, now, on fostering pathways to advanced education as a long-term means of eradicating poverty." Given that philosophy, President Silvaggi said St. Clair partners with a number of those United Way efforts in a very direct way, such as the 'Prosper Us,' 'On Track To Success' and 'Cradle to Career' campaigns. "I thank you, in advance, for what I know will be your generous response to this appeal as we once more exhibit the community-minded spirit of St. Clair and Saints Nation," President Silvaggi said.

The campaign collected a total of \$8,300.00 for the United Way. A cheque presentation was held on Friday, January 17, 2025 in the Patti France Welcome Centre.



3. Saints Esports Capture Six (6) National Championship Honours

For the second year in a row, St. Clair College has swept the Esport Canada Post Secondary (ECPS) Canadian Esports Nationals.

St. Clair fended off strong competition from the likes of Conestoga and Keyano College, but ultimately captured all six of the ECPS National Championships. In total, Saints Esports has now earned 15 Canadian National Championships.

Final Results:

- **Rocket League** - St. Clair College def. Conestoga College 4-1
- **Call of Duty** - St. Clair College def. Conestoga College 3-0
- **Overwatch** - St. Clair College def. Simon Fraser University 3-0
- **League of Legends** - St. Clair College def. University of Toronto - Mississauga 2-0
- **VALORANT** - St. Clair College def. Keyano College 2-1
- **VALORANT Game Changers** - St. Clair College def. Conestoga College 2-0

President Michael Silvaggi said the team's strong showing is a reminder of why the College's Esports facilities, programming and varsity teams are the best in the nation. "The 'E' in 'E-Sports' stands for 'Electronic', but I can think of a few other applicable adjectives for the athletes and coaches of the Saints Gaming program," said St. Clair President Michael Silvaggi. "Exceptional. Excellent. Exciting. Extraordinary."

"Since its creation as one of the pioneering Esports programs in Canada – athletically and academically – Saints Gaming has dominated in a number of its sports at the regional, provincial, national and international levels. We're immensely proud of the members of all the teams and congratulate them on these championships."



4. Sleighting Hunger Charity Concert Announces Food Bank Donation

On Wednesday, December 18, 2024, members of the S'Aints band, along with representatives from Caesars Windsor Cares and St. Clair College, took time to announce the grand total of funds raised for area food banks. Thanks to incredible community response and donations from St. Clair College, the College's Alumni Association and Caesars Windsor Cares, the Windsor-Essex Food Bank Association and Chatham Outreach for Hunger will receive \$115,224 to share amongst 16 food banks in the region.

The need for food is great in the community, as food banks are reporting demand is at an all-time high. "Numbers are growing. More families are registering for the first time, they never thought they'd need to use a food bank, and children are going to school hungry," said Brenda LeClair, Executive Director of Chatham Outreach for Hunger. "You're doing your part to make sure that we can make life much easier for those families."

President Michael Silvaggi asked everyone to make a pledge – perhaps a New Year's resolution – to make regular donations to area food banks outside of the holiday season. "The dilemma of hunger is a year-round crisis for far too many individuals and families in our community," President Silvaggi said. "The S'Aints concert has for years brought both intensive attention and generous fiscal assistance to bear upon this problem. But please, let's remember that sadly, hunger and homelessness too are year-round in nature."

President Silvaggi noted the money raised by the Sleighting Hunger concert is not sufficient to keep the shelves stocked with food for the next 12 months but said regular donations of money or in-kind services will help families in need. "Today, and in the months to come, we can all be Saints by ensuring that no one in our community lacks essential nutrition," said President Silvaggi.

The Sleighting Hunger holiday show took place on Friday, December 20, 2024 in the Colosseum at Caesars Windsor.



5. Ron Seguin Honoured As S'Aints Founder

On Wednesday, December 18, 2024, members of the S'Aints, along with Caesars Windsor, honoured Ron Seguin with a plaque at a private gathering recognizing him as the founder of the local band. Ron Seguin retired at the end of December 2024.

The S'Aints, Caesars Windsor and St. Clair College thank Ron for his contributions and the significant impact he has made in both the community and at the College...we are truly grateful. We wish you all the best in your retirement!



6. St. Clair Research and Innovation Team Gifts iPads, STEM Robot Kits to Local School Boards

Christmas came early for Windsor-Essex and Chatham-Kent school boards with a special gift delivery on Thursday, December 19, 2024 by the Research and Innovation team. Following the successful completion of the OVIN 2.0 Robotics Summer Camp project, the Research and Innovation team distributed the remaining program resources, including 122 LEGO SPIKE Prime robots, 22 Apple iPads and four charging stations to four school boards in the region.

The distribution of resources began on Wednesday, December 11, 2024, when the team visited Tilbury District High School, part of the Lambton Kent District School Board, to donate equipment directly to their ACCESS program. The team also visited Ursuline College High School in Chatham, part of the St. Clair Catholic District School Board. Both schools expressed their sincere gratitude for the donation and are excited to incorporate the added resources into their science and math curricula.

On Thursday, December 19, 2024, the team dropped off an equal number of resources to representatives at the Windsor Essex Catholic District School Board and the Greater Essex County District School Board. The goal of these donations is to enhance access to robotics education and to support STEM learning initiatives. Clear guidelines and support strategies are in place to ensure these resources are used effectively for STEM education, with accompanying curriculum documents provided by St. Clair College.

In addition to the donation of resources, St. Clair College is also providing an in-house developed STEM robotics curriculum to accompany the LEGO SPIKE Prime robots and Apple iPads. This curriculum will offer educators and students access to structured learning opportunities using physical manuals as well as online opportunities, ensuring that the tools are paired with the knowledge needed to maximize their potential.



7. Strategic Plan Update

After five years of growth and achievement, St. Clair College's current Strategic Plan 2020-2025 is coming to an end. The College has been gathering feedback and will be refreshing its strategic plan over the coming months to continue building on our success as a college. This strategic plan will define the College's vision for its future and set out a clear direction for achieving this vision.

As part of the process to refresh the strategic plan, St. Clair has been connecting with students, alumni, faculty, staff, partners, community organizations and other key stakeholders to gather input on the College's priorities for the future.

There have been various opportunities to provide input and share ideas, including:

- Campus pop-up events where students, staff, faculty, and visitors were able to provide their feedback.
- Sharing feedback directly with the College at stclairstrategicplan@strategycorp.com.

All feedback will be used by the College to set the directions and goals in its refreshed strategic plan, which should be finalized by Spring 2025.



RISE

ABOVE THE ORDINARY

8. 2025 FIRST Robotics

St. Clair College welcomed high school teams and families for the 2025 FIRST Robotics kickoff. Each team received a \$1,000 check to fuel their robotic creations.

John Fairley (Senior Vice President, Communications, Advancement, and External Affairs) and John Byng (Chair, School of Engineering Technologies) were on hand to represent St. Clair College and the Alumni Association, which have continued as annual community partners and sponsors for this event.



RISE
ABOVE
THE ORDINARY

9. Winter 2025 Orientation Sessions

Orientation sessions for the Winter 2025 semester held during the first week of September were an overwhelming success. We had an amazing time meeting all the new Saints joining Saints Nation!

Wishing everyone the best of luck for their first week of classes. Let's make this semester a great one!



RISE ABOVE THE ORDINARY

10. St. Clair College Students Take Victory in Global Sustainability Competition

Students in the Advertising and Marketing Communications Management program have earned top honours at a recent global sustainability marketing competition, beating out schools from 120 countries. To close out December 2024, the program's students achieved an historic victory in the Clean Recycling Initiative Global Sustainability Marketing Competition, emerging as the winners out of more than 1,500 students hailing from 704 post-secondary institutions, including some prominent U.S. schools such as Georgetown University.

The competition, known for its focus on sustainability and forward-thinking marketing strategies, highlighted the ingenuity of Windsor students on a global stage, where St. Clair's team tackled the issue of textile waste. Students were tasked with creating a campaign slogan, creating mock-up social media posts as well as a PowerPoint and video presentation of their ideas. St. Clair College's team created the slogan 'Thread of Change' as a focal point of their work.

This marks the second consecutive year that the small but mighty program has claimed international acclaim. Last year, St. Clair College became the first Canadian institution to win the Global Digital Marketing University Competition. These achievements are more than just trophies for St. Clair College – they are a point of pride for Windsor and a testament to Canada's ability to compete on a global scale. While facing off against universities with far greater resources and prestigious reputations, the program's students demonstrated unparalleled creativity, resilience, and innovation. The award also highlights Windsor as a city fostering innovation and global competitiveness. For Canadian students, this success serves as an inspiring example of what can be achieved, regardless of geographic or institutional size.

The momentum didn't stop there. The students recently advanced to the finals of the NHL/NHLPA Hockey Innovation Competition, besting top-tier Ontario colleges and universities. They will be presenting their ideas at the Hockey Hall of Fame in Toronto on January 29, 2025.



11. DSW Students Take Part in Province-Wide 'We Inspire' Week

Developmental Services Worker students in Chatham kicked off "We Inspire" Week this November, where students across the province engaged in several activities to promote Developmental Services Work (DSW) careers and the impact they can have.

And a St. Clair College student came home with top honours in the provincial DSW video contest.

Dave Andrews produced a video highlighting why he chose the Developmental Service Worker program and how he advocates for those he knows and supports. The win marks the first time a St. Clair College student has taken home the award.

"We Inspire" is a slogan that started at St. Clair College to promote the work of Development Services Workers because they inspire individuals with disabilities to live their best lives by promoting autonomy and inclusion in their local community and greater society.

The Colleges' Provincial DSW group took up the same slogan, using it for several years during the third week in November, which celebrates the studies and work of these students.

Students are engaged in several activities to promote the DSW career and the impact they can have. Every year there are several local and provincial events, including a video contest and a day long online free conference for students.



Students in the Developmental Services Worker program in Chatham pose together in November 2024. (Mark Benoit/St. Clair College)

12. St. Clair College Hosts 'Into The Deep' FIRST Tech Challenge

The corridors and classrooms at St. Clair College were packed on Saturday, January 11, 2025, with high school students from across the province for the FIRST Tech Challenge qualifier tournament, aptly dubbed 'Into the Deep.' High school students hailing from Richmond Hill, Whitby, Mississauga, Brampton and London joined teams from Windsor-Essex to compete against one another in this FIRST Tech Challenge, which is considered a stepping-stone towards the highly popular FIRST Robotics competitions.

The long-standing partnership between FIRST and St. Clair College started in 2013 with a humble LEGO qualifier event with only nine teams. Since then, the College has hosted dozens of events, together with FIRST impacting thousands of kids in their educational and developmental journeys.

Of the four local schools taking part in the challenge, UMEI (Team 19530 - The Thunderbirds) from Leamington finished in the top three and received the coveted "Inspire Award". The Thunderbirds have been competing in the FIRST Tech Challenge for three seasons, and a total of 12 official events since 2019. They described themselves as "a small, close-knit team" made up of five Grade 12 students based out of UMEI Christian High School in Leamington.

Also competing locally were The Maranatha Christian Academy 'Infinity 2 Robotics' team, a LaSalle community team called the 'Cheetahs,' and a Windsor community squad named 'Genio101.'

The teams will continue with qualifier tournaments until the Provincial Championships on February 23, 2025 at Brock University in St. Catherines.



High school students compete in the FIRST Tech Challenge at St. Clair College on Jan. 11, 2025. (Gokul Krishna Kumar/St. Clair College)

13. Polar Plunge 2025 Kick-Off

Sub-zero temperatures and a fresh blanket of snow and ice wasn't enough to deter 100 brave souls from taking part in the eleventh annual Windsor-Essex Polar Plunge Campaign Launch hosted at the College's softball complex on January 15, 2025 in support of the Special Olympics.

About 100 students from Protection, Security and Investigation, Police Investigation, Police Foundations, Border Services, Community & Justice Services, Paramedic and Pre-Service Firefighting programs slipped and slid across the frosty softball diamond in the name of a good cause.

The St. Clair College Alumni Association contributed \$10,000 during Wednesday's event, with the Saints Student Athletic Association and Student Representative Council each cutting cheques for \$3,000.

"We are very proud to be part of this initiative," said St. Clair College President Michael Silvaggi. "As a community college, we make it a priority to give back and that is something that we, as Saints, will never forget. It's what we always strive to do."

Over the past decade of hosting the Polar Plunge, Windsor Police has raised \$500,000 towards the Special Olympics.

Special Olympics Ontario provides individuals with an intellectual disability in communities across the province the opportunity to participate in sport and recreational activities. Windsor-Essex has 120 athletes who compete in Special Olympics programs.



Belinda Bulhoes of the St. Clair College Alumni Association presents a cheque for \$10,000 to members of Windsor Police at the annual Windsor-Essex Polar Plunge kick-off on Jan. 15, 2025. (Rich Garton/St. Clair College)

14. Downtown Summit

President Michael Silvaggi met with City of Windsor Councillor Renaldo Agostino, our representative, on Wednesday, January 15, 2025 to discuss Downtown Windsor. Both leaders are committed to fostering growth and enhancing the vibrancy of our Downtown community.



15. St. Clair College Goes “Honolulu Blue” in Support of The Detroit Lions

On the heels of its most successful regular season in franchise history, The Detroit Lions are gearing up for their first playoff game on January 18, 2025, against the Washington Commanders.

And when they take the field Saturday evening at Ford Field, they will have the full backing of Saints Nation. The St. Clair College Centre for the Arts and the College's Main South Campus will be splashed with a Honolulu blue hue starting on Thursday, January 16, as a show of support for the surging Lions as the team begins its quest for its first-ever Super Bowl title.

"Saints Nation stands with the Detroit Lions as they embark on what we all hope will be a deep push into the playoffs," said St. Clair College President, Michael Silvaggi. "We know firsthand how much it meant to our Saints Football team when fans and the community rallied behind our eventual National Champions." "We want the Lions to feel that same love from the Windsor-Essex community and hopefully, get the same results."

Caesars Windsor, businesses throughout Windsor-Essex, and the City of Windsor are also showing their pride for 'The Pride' by casting blue light onto their respective buildings.

Staff and students were also encouraged to get into the playoff spirit by donning their favourite Lions swag and colours to school on Friday, January 17.



16. Saints Esports Collect More Hardware at Scholastic Esports Awards

When Shaun Byrne first pitched a collegiate esports program at St. Clair College back in 2016, he wasn't sure how viable it would be at the Canadian College level. "I imagined it was possible, but I didn't imagine that we'd be leading the charge," said St. Clair College Esports Director, Shaun Byrne. Nearly a decade later, Canada's first esports program is still turning heads and winning accolades, despite massive growth among Canadian and American colleges and universities.

Byrne recently won top honours as the Collegiate Director of the Year for a two-year program at the annual Scholastic Esports Awards. At the awards ceremony, hosted at The Ohio State University, St. Clair College was also named the top two-year Esports Collegiate program against a field of hundreds of programs, including juggernauts like the University of Michigan, Michigan State, Boise State and Syracuse.

Since the varsity team and program launched, the Saints have piled up the accolades, including:

- "National Association of Esports Coaches and Directors" Director of the Year 2020: Shaun Byrne
- "National Association of Collegiate Esports" Production Team of the Year 2022
- "National Association of Collegiate Esports" Program of the Year 2023
- "Collegiate Esports Commissioner's Cup" Program of the Year 2024
- "National Association of Collegiate Esports" Marketing Team of the Year 2024
- "National Association of Collegiate Esports" Director's Cup 2024
- "Scholastic Esports Awards" Program of the Year 2025
- "Scholastic Esports Awards" Director of the Year 2025: Shaun Byrne

At this year's Scholastic Esports awards, St. Clair College was nominated for seven awards, including:

- Two-year Collegiate Program of the Year
- Collegiate Director of the Year for two-year program: Shaun Byrne
- Social Media Excellence: Valerie Shih-Lau
- Coach of the Year: Zarin Bartholomew
- Team of the Year: St. Clair Saints VALORANT
- Production Team of the Year
- Student Leader of the Year: Nicolas Ciri



17. St. Clair College to Raise Funds for Windsor Residence for Young Men

The Windsor Residence for Young Men (WRYM) is inviting the community to participate in **Rough Night Out** at St. Clair College, in partnership with the Community and Justice Services program, a powerful and eye-opening event aimed at raising awareness and funds to support youth experiencing homelessness.

Rough Night Out provides participants with a glimpse into the harsh realities faced by young people who do not have a safe place to call home. By choosing to spend one-night mostly outdoors, participants not only raise funds but also foster understanding and empathy for the challenges that many youth endure every day.

Funds raised through Rough Night Out directly support WRYM's mission to empower young men in Windsor-Essex County to achieve independence and stability. WRYM provides critical services, including transitional housing, life skills training, and community integration programs.

Date: Friday, February 7 to 8, 2025

Time: 8:00 p.m. - 6:00 a.m.

Location: St. Clair College Main Campus, 2000 Talbot Road West, Windsor, ON

How You Can Get Involved:

- **Register to Participate:** Challenge yourself to spend one-night mostly outdoors.
- **Pledge Your Support:** Donate to a participant or directly to WRYM.
- **Spread the Word:** Share the event on social media using #RoughNightOut.

Participants will receive a dedicated participant page with tools and templates to make fundraising and outreach easy. Every dollar raised makes a significant impact in helping young men transition from homelessness to stability and independence.

For more information, to register, or to donate, visit <https://www.canadahelps.org/en/charities/the-windsor-residence-for-young-men/p2p/rno2025/> or email executivedirector@wrym.ca



18. First Cohort of Battery Manufacturing Students Graduate

The College hosted a special convocation ceremony for the first cohort of Battery Manufacturing Students on Sunday, January 26, 2025, to recognize the students' accomplishments, but also draw attention to the important partnerships forged between education, industry, labour and government which made the program possible.

"It has been St. Clair College's honour to partner with Unifor, Stellantis, LGES and NextStar Energy to play a role in the inception of this exciting new local manufacturing advancement," said St. Clair College President, Michael Silvaggi. "You are professional pioneers, for you bear the expertise associated with the key component of the newest, most revolutionary and most important automotive technology to find its way from the drawing board to the shop floor."

Each student in the program – whether in their 20s or 50s – has a different story, but most have one thing in common: experience in the manufacturing sector and a need to upskill to find meaningful, sustainable work. These new EV-related jobs are in high demand – but there was a skills gap of sorts, with very little in the way of training infrastructure to support the new roles. Conversations began between Unifor and the College to develop a program that could leverage the new opportunities by upskilling laid-off workers to capitalize on the record investments.

"Through our established working relationship with the Labour Action Centre and Unifor National, we seized an opportunity to serve our community," said Tina Papac, the Director of Continuing Education and Corporate Education at St. Clair College. "By joining forces, we once again created an invaluable opportunity through a customized training program which drove a remarkable and impactful outcome." Papac and her team at St. Clair College engaged with Stellantis and LGES over a six-month period to create a certification tailored to industry needs to ensure graduates can enter the workforce seamlessly and productively.

"This graduation is unique and significant," remarked John Parent, a member of the College's Board of Governors. "Once again, St. Clair College has listened and responded to the needs of our community."



For the full story, please visit <https://www.stclaircollege.ca/news/2025/first-cohort-battery-manufacturing-students-graduate-st-clair-college>.

19. WERCC Board of Directors Breakfast/Premier's Media Conference

President Silvaggi attended the Windsor-Essex Regional Chamber of Commerce's Board of Directors Breakfast on Wednesday, January 29, 2025 held at Beach Grove Golf & Country Club.

Later that morning, President Silvaggi also attend Premier Ford's media conference that was held by the Ambassador Bridge. Also in attendance were Local Tory MPPs Andrew Dowie (PC — Windsor-Tecumseh) and Anthony Leardi (PC — Essex), along with Windsor West candidate Tony Francis.

The Premier's schedule in Windsor included a roundtable discussion with Unifor Local 444 members and a visit with workers at manufacturing company Harbour Technologies.



Pictured above with President Silvaggi is Ryan Donally, the new President & CEO of the Windsor-Essex Regional Chamber of Commerce.



20. OCQAS Visit

Karen Belfer (Executive Director) and Sylvie Mainville (Quality Assurance Manager) from the Ontario College Quality Assurance Service (OCQAS) visited the College on Thursday, January 30, 2025 as part of their 2024-25 College Tour. OCQAS is dedicated to ensuring high standards of quality in post-secondary education across Ontario's 24 public colleges. The OCQAS mission is to support these institutions in achieving excellence through a robust quality assurance framework. By fostering collaboration and enhancing educational outcomes, OCQAS plays a vital role in promoting accountability and enriching the overall educational experience for all learners. OCQAS is responsible for two services: the Credential Validation Service (CVS) and College Quality Assurance Audit Process (CQAAP).

The OCQAS team met with the Senior Operations Group to review their mission and role in the college system and to solicit input on how they can support the College's initiatives.



RISE ABOVE THE ORDINARY

21. Black History Month

Based on a concept first launched by the African-American scholar Carter G. Woodson in 1926, Black History Month has been celebrated every February in the United States and Canada for decades. In 1995, Black History Month was granted federal recognition in Canada by a unanimous vote in the House of Commons, the result of the tireless efforts of the Honourable Jean Augustine, Canada's first Black woman to be elected to the House of Commons as well as to serve as a Cabinet Minister.

Black History Month offers all Canadians an opportunity to celebrate the contributions and achievements of Black Canadians in every aspect of life. Every February, we can pause to reflect on the many ways in which Black Canadians have helped shape our country, from the arrival of the African-descended navigator and translator Mathieu DaCosta in the early 17th century to the present day. Black History Month is not only about the past, but it is about our present and the future as Canadians—how we can continue to work towards living together in harmony for the good of all society.

Happy Black History Month!



22. Healthcare Summit

President Michael Silvaggi and Senior Vice President Academic & Career Supports, Monica Staley-Liang, hosted the first Healthcare Summit on Tuesday, February 4, 2025 with local healthcare CEO's and leaders. The purpose of the summit was to welcome an open discussion on how St. Clair College can continue to collaborate and support our regional health care sector.

St. Clair College remains committed to fostering strong partnerships within the healthcare community. The insights and ideas shared during the summit will undoubtedly guide future initiatives and collaborations. Together, we can enhance the quality of healthcare services in our region and ensure a healthier future for all.

23. Acumen Winter 2025 Convocation

The Winter 2025 Convocation Ceremonies for Acumen Campus graduates took place on Wednesday, February 12, 2025 at the Meridian Arts Centre in North York. Of the 1,100 graduates, 794 attended over three (3) sessions. Students were thrilled to cross the stage to receive their diplomas.



Congrats Class of 2025!

24. Strategic Plan Development – Leadership Team Workshop

Members of the Senior Operations Group met with Strategy Corp. on Friday, February 14, 2025 to review a draft Strategic Landscape Assessment Report that they created from the feedback they received from the focus groups, the community survey, one-on-one interviews and from the Board Retreat.

The purpose of the workshop was to ensure that the Senior Operations Group had the opportunity to reflect on the Strategic Landscape Assessment Report, to think about the key takeaways from the Board Retreat, review and reflect on the revised vision, mission and values, and co-develop the strategic directions.

Based on these discussions, Strategy Corp. will conduct validation sessions in the coming weeks with key stakeholders for feedback.

25. Top Employer Award

St. Clair College has been named one of 'Southwestern Ontario's Top Employers' for 2025 by Mediacorp Canada Inc. This competition highlights the area's diverse industries and dynamic employment landscape in southwestern Ontario, which has long been considered the manufacturing and agriculture engine of Ontario. "What stands out is the wide variety of industries here," says Richard Yerema, Executive Editor at the Canada's Top 100 Employers project. "There's something for everyone in a region that's livable, affordable, and steeped in history. The vibrant towns and picturesque landscapes create a unique, welcoming atmosphere."

One of the key highlights which landed St. Clair College and other employers on the list is the College's community involvement, as well as that of its employees. "St. Clair College cultivates a positive culture on campus through a variety of social events, including an annual Staff Appreciation Day and holiday luncheon, a Welcome Back Barbecue in August, and staff volleyball and golf days," reads an excerpt from the website.

The College was also praised for offering traditional benefits, such as defined benefit pension plans, as well as a commitment to employee well-being, professional development and family-friendly workplace policies. Another encouraging trend, according to Yerema, is the prioritization to mental wellness through increased investments in mental health support services. "St. Clair College offers exceptional coverage for paramedical services, to a maximum of \$4,750 per year for all practitioners combined, including psychotherapists, physiotherapists, massage therapists, and more," reads the website. Maternity leave top-ups are considered another strong factor, and St. Clair College offers a top-up of up to 93 per cent of salary for 52 weeks. "The shift from maternity leave to broader parental leave policies marks significant progress," Yerema adds. "While Southwestern Ontario employers are adopting these changes more gradually than some other regions, this change is a positive development for employees and employers alike."

Other contributing factors include the College's tuition subsidies, a starting vacation allowance of three weeks paid vacation after first year on the job and the high ratio employer-paid health plan premiums. The full list of *Southwestern Ontario's Top Employers (2025)*, as announced by Mediacorp Canada Inc., is available at <https://www.canadastop100.com/southwestern-ontario/>.





TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: FEBRUARY 25, 2025

RE: STRATEGIC DIRECTIONS UPDATE (2024 – 2025) – ACADEMIC EXCELLENCE – INCREASE ONLINE COURSE OFFERINGS

SECTOR: MONICA STALEY LIANG, SENIOR VICE PRESIDENT, ACADEMIC AND CAREER SUPPORTS

RALPH NICOLETTI, SENIOR VICE PRESIDENT, INTERNATIONAL RELATIONS AND STUDENT SERVICES

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2024–2025). This update pertains to Strategic Direction #1 – Academic Excellence, regarding the commitment to increase online course offerings. Specific details include the following:

Goal	Objective	Measure	Target
Academic.	Increase online course offerings.	Increase the total number of online courses offered at St. Clair College by 7% over 5 years. Concentration will be on high demand courses.	February 2025.

BACKGROUND:

There continues to be a strategic focus on developing and converting high demand courses for delivery through St. Clair College’s eCampus, as well as courses modified for online delivery. The College has been successful in its focus to increase the total number of online courses and has far exceeded the Strategic Direction measure of 7% as documented in the following table:

Academic Year	# of High Demand Course Sections Developed/Converted to Online	Increase in High Demand Courses Online
2019-2020	51	
2020-2021	75	47%
2021-2022	86	69%
2022-2023	120	135%
2023-2024	316	519%
2024-2025	568	1,014%

The College will continue to develop additional online courses and build upon its digital capacity – content and delivery.

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

- Enhanced our existing quality assurance framework for online and hybrid delivery to streamline the process and templates, as well as supported online conversion of 40 courses in several programs, including micro-credentials.
- Development of asynchronous modules, courses and an Open Educational Resource (OER) to support students, faculty and chairs with specific focus on academic integrity. Successful in securing an OER grant and supporting development of OER. Other modules were improved in areas of academic writing and student success.
- Continued enhancement of the Centre for Academic Excellence and Quality Assurance (CAE&QA) digital resources that are dynamic and add flexibility in order to support building strong, effective and sustainable digital capacity. These resources are disseminated through the CAE Faculty Hub and CAE website.
- Continued development of high-quality digital content that adheres to and supports faculty in compliance with Accessibility for Ontarians with Disabilities Act (AODA), Universal Design for Learning (UDL), Equity Diversity Decolonization and Inclusion (EDDI) and outcome-based educational principles.
- Professional Development and Training for faculty with sprint workshops and a range of virtual learning and training modules focusing on specific online aspects, such as online course development, active and Experiential Learning (EL), assessment, OER, Academic Integrity and more. Blackboard based modules and course shells were created to guide faculty in online course development and delivery. Workshops delivered to faculty incorporating educational technology (i.e. Generative AI, video conferencing platforms) to increase student engagement in an online learning environment.
- Expanded support and resources for online and hybrid delivery, beyond traditional academic areas such as corporate training, continuing education and applying

program Quality Assurance processes to achieve positive impacts.

- CAE&QA continues to expand Blackboard and educational technology support with a group of faculty mentors and enhanced Blackboard and educational technology training webinars/virtual support.
- There is an additional intake of Academic and Career Entrance (ACE) online courses that will commence in March 2025 .

RECOMMENDATION:

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



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: FEBRUARY 25, 2025

RE: STRATEGIC DIRECTIONS UPDATE (2024-2025)- ACADEMIC EXCELLENCE – RESEARCH AND INNOVATION

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

AIM:

To provide the Board with an update on the Strategic Directions (2024-2025). This update pertains to Strategic Direction: Academic Excellence – Research and Innovation. Specific details include the following:

Goal	Objective	Measure	Target
Research and Innovation	Promote interdisciplinary research aligned with area of program strengths/degree offerings.	Plan and conduct research professional development sessions, research scholarship and innovation days for faculty. Concentration to be added in Schools offering degrees.	February 2025
	Document and increase the number of students participating in research.	Implement and maintain a database regarding internal research projects.	February 2025
	Increase awareness of St. Clair College research.	Increase communication and showcase College research internally and externally.	February 2025

BACKGROUND:

The Board of Governors recognizes the importance of Research and Innovation (R&I) at the College and continues to profile it in the Strategic Directions for 2024-2025.

To support R&I, the College partners with local businesses and organizations to address specific innovation needs through the development, testing and implementation of new products, services, processes and technologies. These innovations are then implemented through R&I investment, commercialization activities and enhanced student and employee training. Collaborative participation with R&I at the College will help position Windsor-Essex and Chatham-Kent as competitive regions for innovation, generating new revenue and high-value jobs, both locally and throughout Canada.

The following outlines the R&I initiatives that operationalize the objectives within the 2024–2025 Strategic Directions:

1. Objective: Promote Interdisciplinary Research Aligned with Area of Program Strengths/Degree Offerings

Dr. Karamjeet Dhillon, Director, Research and Innovation conducted a four month ethnographic study to understand the diverse needs of College staff. This work set the foundation for a cohesive, inclusive and student-centered research culture embedding a unique structure of co-creation between various College departments engaged in research. R&I continues to advance interdisciplinary research by aligning initiatives with program strengths, integrating research into pedagogy and supporting impactful faculty and student initiatives.

This report highlights how this foundational year of a student-centered research culture demonstrates new ways of reviewing interdisciplinary research. The highlights include the following:

- Established a college-wide *Community of Practice* platform on Microsoft Teams. This platform is accessible to the internal College community, to promote education about research, foster participation and encourage collaboration. The platform includes 30 minute team calls and drop-in sessions designed to actively engage participants. In addition, presentations are delivered to further enhance involvement and learning opportunities.
- Created several knowledge product resources available through the College website and/or intranet:
 - Digital knowledge products (i.e., videos) to clarify the difference between "little r" (research involving small-scale explorations) and "Big R" (research focused on impactful, large-scale advancements) research.
 - Frequently asked questions repository.

- Research 101 courses aimed at adopting a research philosophy, launched in January 2025.
- Creation of an accessible and user-friendly Research Inquiry Form ('Form'). The Form enables efficient communication and data tracking of research requests, while ensuring relevant stakeholders, such as supervisors and chairs, are informed. By identifying areas where faculty and staff need the most support, the process enhances research engagement and facilitates targeted assistance.
- Highlighted the importance of ethical clearance for research involving human participants by providing easy access to forms and guidance.

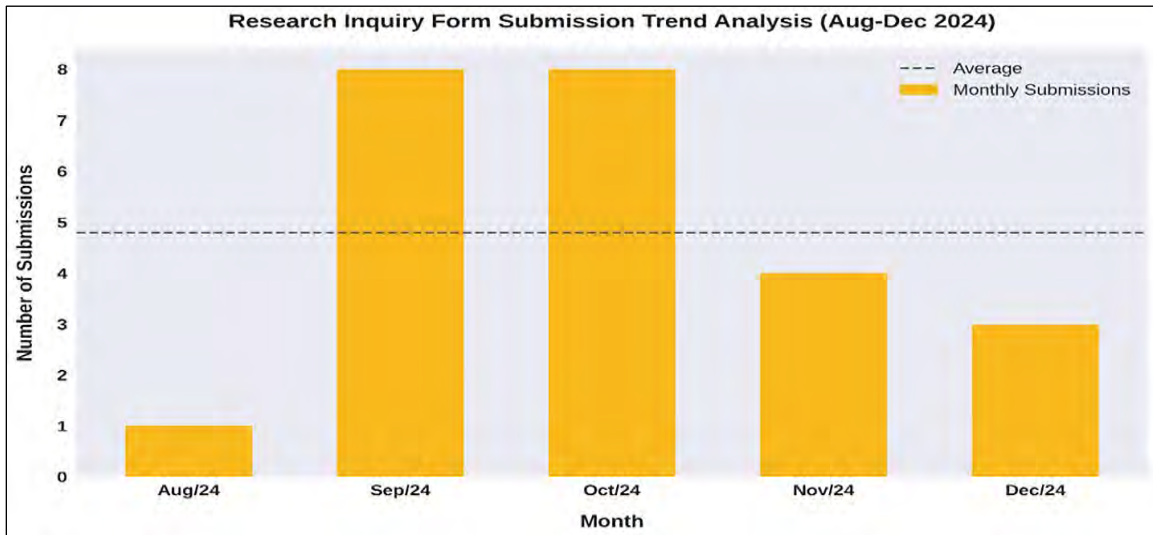
Key accomplishments:

- *Increased Faculty Engagement:* Faculty and staff actively partnered with R&I to integrate research into classrooms, support Form grant training and/or requests and engage in Research Ethics Board (REB) capstone projects, which fostered a stronger research culture across the College. The average number of requests received since rollout in August 2024 to December 2024 through the newly created Form was four per month.
- *Growth in Academic Research Enquiries:* College faculty and staff are encouraged to include students at every opportunity whether through capstone projects, direct involvement in R&I initiatives, or through their own independent research efforts. This collaborative approach enhances the research culture at the College, which provides students with valuable Experiential Learning (EL) opportunities and fostering academic and professional growth.

The number of Form submissions averages five per month, particularly around grant proposals and project vision boards, which reflect a growing interest in research across academic and other College departments. Figure-1, illustrates the trend in research requests received.

R&I actively promoted interdisciplinary research by aligning projects with academic Schools such as the Zekelman School of Information Technology, School of Engineering Technologies, School of Nursing, and others.

Figure-1:



- *Student Exposure to Research:* From August 2024 to December 2024, there were 204 students engaged in research in classrooms with the support of faculty. This level of engagement was possible due to the research focus being student driven. The College's goal is to grow student engagement in research through the encouragement of faculty. Figure-2, illustrates the number of students expected to participate in research activities, categorized by their College program.

Figure-2:

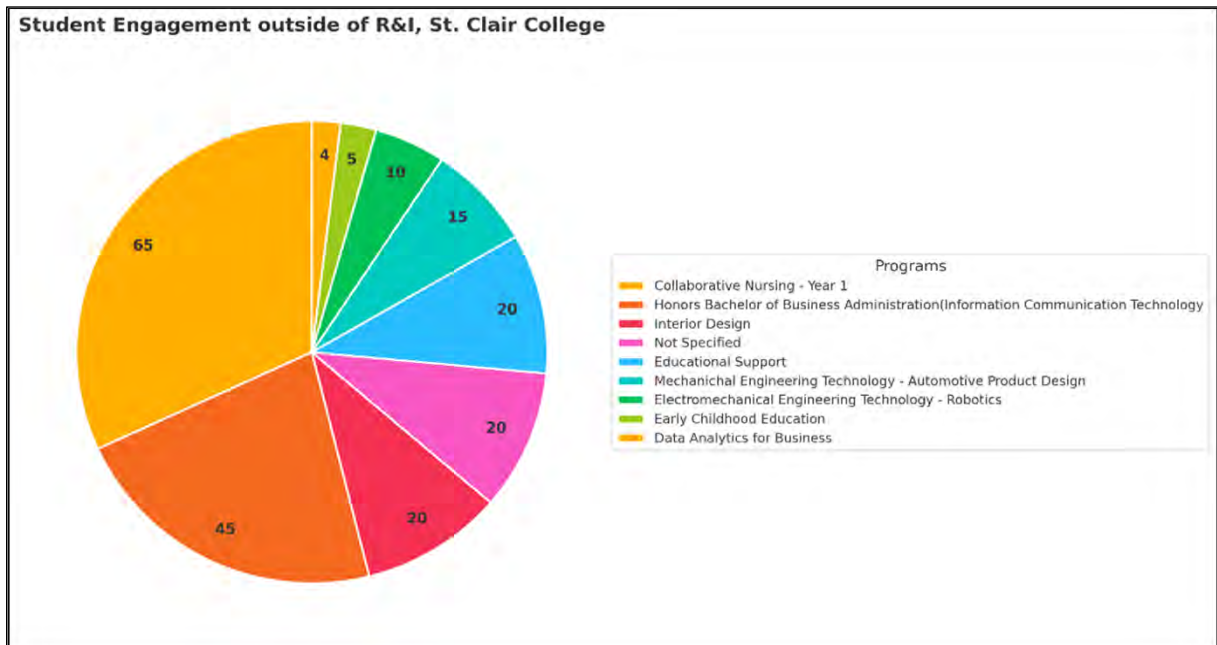
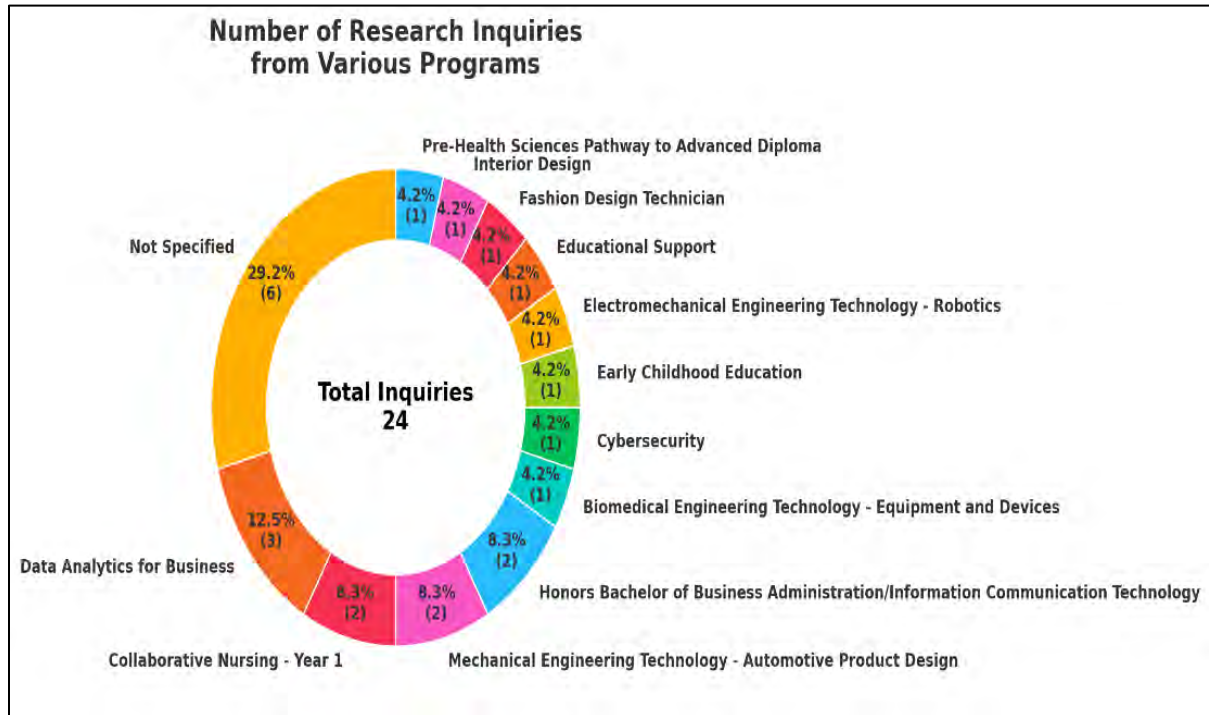


Figure-3, illustrates the distribution of research inquiries categorized by College program. This increased interest contributes to a more robust research environment at the College from its support from both faculty and students.

Figure-3:

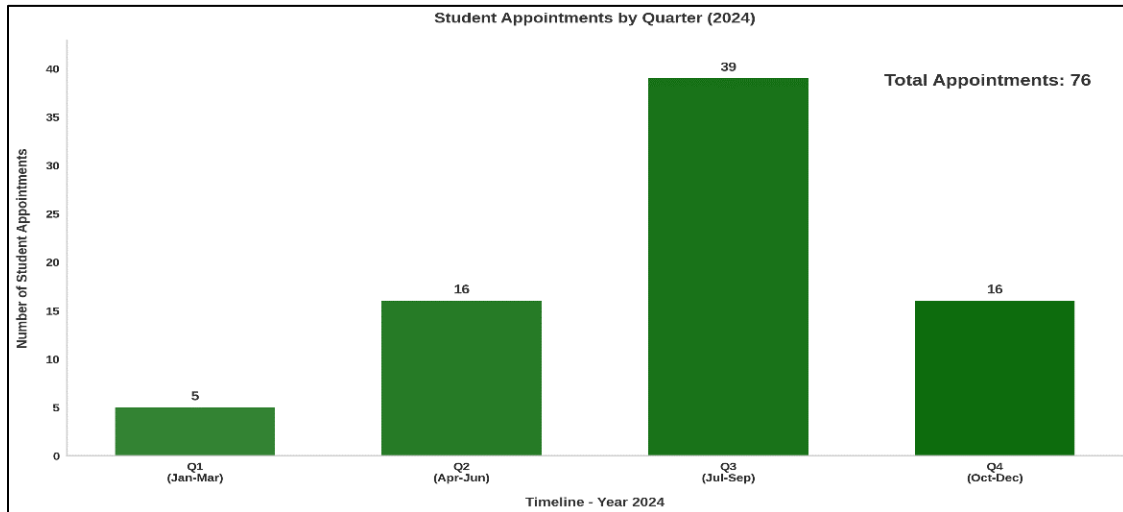


During the last 12 months, R&I served as a catalyst for transformative learning, bridging academic excellence with industry impact through projects, strategic partnerships, and a commitment to ethical commercialization. Twenty-one students actively engaged in this dynamic environment, as evidenced by their participation in the Emerging Technology Conference, where they displayed research projects and connected with industry leaders. In addition, students benefited from hands-on research opportunities, guided by faculty, and supported by tools such as Monday.com, which fostered collaboration and real-world application of their academic work.



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

Throughout 2024, student engagement was driven by consistent efforts to onboard and involve students in various research and academic initiatives. The following chart provides a breakdown of student appointments in each quarter of 2024, showing the distribution of new contracts over the year.



R&I plays a pivotal role in fostering student development and advancing the College through progressive research positions. The *"Nurturing Future Leaders: A Student-Driven Approach to Education, Community Engagement, and Economic Growth"* initiative, engaged twenty-six students. The initiative's focus is on integrating students into various structured and progressive research roles, starting as Student Researchers, and advancing to positions as Researchers and Program Leads.

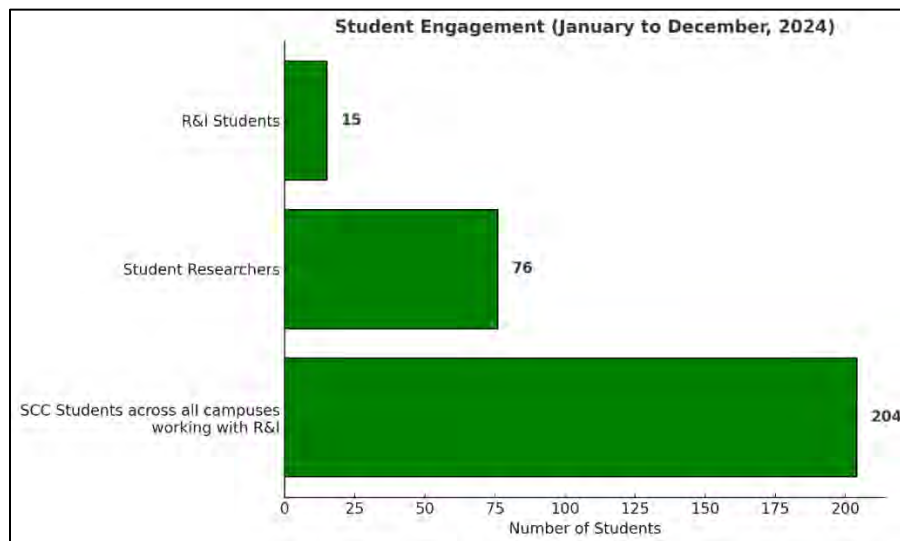
By embedding students in research, R&I not only supports student professional growth and development, along with leadership opportunities, but also contributes to the College's broader mission of fostering innovation, economic growth and community engagement. R&I provides students with valuable opportunities to develop critical skills through active participation in real-world projects alongside industry professionals. This approach integrates research into education, ensuring students gain practical experience that prepares them for successful careers. Students contribute to diverse projects, from enhancing manufacturing processes to developing smart city solutions.

The following highlights various R&I initiatives during 2024 that involved student engagement:

- R&I has integrated a data management system in *Monday.com* to effectively track and receive feedback on student participation in research projects.

- A timesheet management system was implemented where the web application is used by students and staff to log their hours bi-weekly. It efficiently tracks student contracts, their contributions to various projects, and invoicing for grants. This system ensures an elevated level of accuracy and accountability.
- The College proudly participated in the *'Diverse Perspectives on Community Conference'* with two representatives. A researcher from the NSERC Youth Homelessness Project and a student researcher from the NSERC Food Insecurity Project. The researchers presented their impactful insights and research findings, highlighting the College's commitment to addressing critical community challenges through research and innovation.
- The OVIN STEM Camp exposed more than 200 young students to robotics, programming, and self-driving vehicle concepts. Student researchers and instructors played a pivotal role in the camp's success, receiving media recognition for its contributions to STEM education.
- A new Student Hub website has been launched, offering resources such as podcasts, webinars and researcher blogs, to inspire students to participate in research and innovation. The Student Hangout webpage can be accessed [here](#).

The chart below shows the number of students engaged over 12 months in various categories.



- R&I Hired Student Positions (R&I Students): These roles involve students hired through the R&I department to engage in meaningful work-study opportunities.
- R&I Hired for Projects (Student Researchers): These roles involve students directly engaged in specific research projects within the Research and Innovation department.

- St. Clair students across the College: Students participate in small-r research initiatives as part of their academic coursework or capstone projects, aligning with specific course objectives.

3. Objective: Increased Awareness of St. Clair College Research and Innovation

R&I implemented strategies around meaningful and targeted communication to amplify the visibility of our research, both within the College and across broader communities. Through a series of strategic initiatives, the College has not only highlighted its research achievements but also deepened engagement and collaboration on multiple fronts.

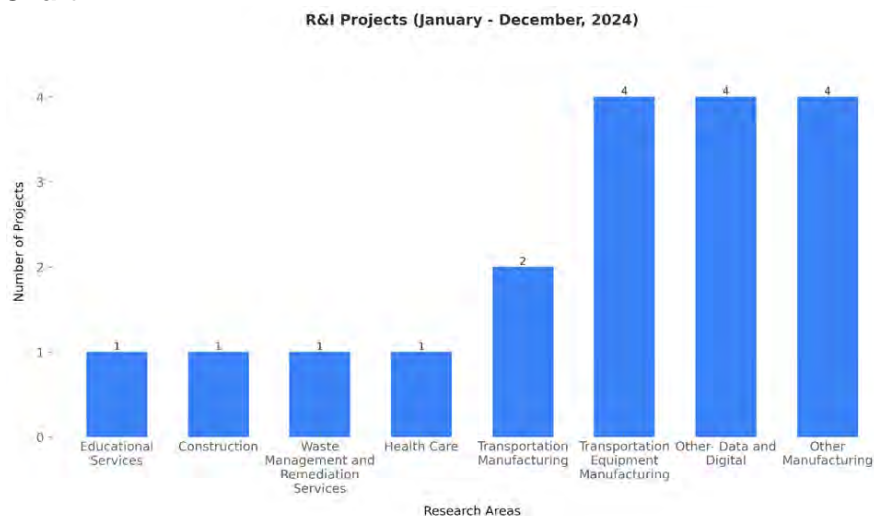
- Key Events and Initiatives: R&I hosted and participated in key events throughout 2024, fostering collaboration, advancing knowledge, and bridging academia with industry. These events provided platforms for idea exchange and research exploration. Below is an overview of some major events:
 - Healthcare Stakeholder Meeting: On August 12, 2024, the Healthcare Stakeholder Meeting brought together healthcare leaders to discuss challenges and identify digital solutions to improve services. Featuring presentations, roundtable discussions and surveys, the event highlighted tools to reduce administrative burdens, enhance patient experiences and improve decision-making through data analytics. Survey responses revealed a need for streamlined systems, better data integration and funding support to overcome barriers in implementing digital solutions.
 - OVIN Recognition Breakfast: R&I successfully hosted a showcase event celebrating the accomplishments of the 2023 Regional Future Workforce Program. The program, which involved over 1,000 students, featured a STEM curriculum utilizing LEGO Spike Prime robotics and connections to EV technology, coding and entrepreneurship. Attendees included College faculty and staff, local school board superintendent representatives, University of Windsor professors and local media. This engagement directly led to the development of a new OVIN project, the 'Regional Future Workforce - Empowering Equity in STEM' pilot project.
 - WEtech Alliance Board: The College's Director, Research and Innovation, joined the WEtech Alliance Board, marking a significant step in strengthening the College's role in the regional innovation ecosystem. This role enhances the visibility of the College's research efforts and fosters greater opportunities for collaboration with industry leaders and entrepreneurs.

- Other notable events attended are included in the table below:

Event Name	Date
Automate Canada Cybersecurity Seminar	January 25, 2024
Energy Storage Summit, Lambton College	February 17, 2024
Network HER: Celebrating Women Entrepreneurs	March 4, 2024
Siemens Automate the Future, Caesars Windsor	April 2, 2024
Elevate Festival	October 1-3, 2024
Mobility Transformation Windsor	October 22, 2024
Emerging Technology Conference	October 23, 2024
WE Spark Think Tank: Moving Ideas Forward	October 25, 2024
Trillium Primary Health Care Research Day	October 25, 2024
Zero Emission Vehicle Focused Roundtable	December 4, 2024
Horizon Europe	December 5, 2024

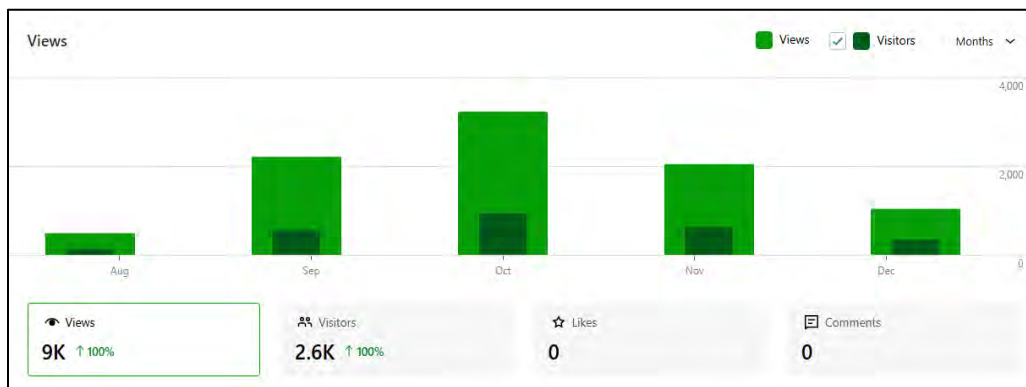
- *Impact Through Research Projects:* R&I is making significant strides in delivering collaborative business solutions through groundbreaking projects, harnessing the exceptional talent of students and researchers. Chart-1 below showcases the diverse research areas, and the 18 projects executed in 2024.

Chart-1:



In addition, R&I has created one-page executive summaries for 28 featured projects, now available on the College's intranet and R&I website at <https://www.stclairresearch.ca/project-archives/>. This interactive platform (<https://heyzine.com/flip-book/19af571a77.html#page/8>) serves as a bridge between our work and the community, enabling industry partners and stakeholders to explore tailored business solutions while gaining deeper insights into the innovative research conducted at the College.

- Launch of New Website:** A dynamic, student-centered platform has been introduced. The platform invites students to actively participate in research, fostering an inclusive, collaborative environment (<https://www.stclairresearch.ca/>). The following charts show the number of views, visits and their locations from around the world for those that have access to the platform.



- Social Media Strategy:** Through consistent, weekly updates, the College has strategically used social media to create dialogue, spark curiosity, and share the transformative research being done. These regular interactions have led to increased visibility and cultivated a stronger connection between research and the broader community. The graphics below show the LinkedIn and Instagram activity for research across the respective scope periods.





- *Monthly Newsletters:* The monthly newsletter highlights pivotal research milestones and opportunities, generating excitement and fueling curiosity among both internal and external audiences. Its steady growth signals an increasing desire for knowledge-sharing and connection (<https://www.stclairresearch.ca/knowledge-hub/>).
- *IP and Commercialization Support:* In collaboration with Lambton College, the launch of an intellectual property and commercialization support page provides essential resources for researchers, enabling them to navigate and capitalize on intellectual property opportunities.
- *Events and Community Engagement:* Through participation in major events such as Elevate 2024 and Emerging Technologies 2024, the College has showcased its research prowess, cultivated vital industry connections, and engaged in meaningful dialogues with stakeholders.
- *Annual Report:* R&I has issued its first annual report which celebrates R&I's achievements over the past year. The finalized 2024 Annual Report is available at: <https://indd.adobe.com/view/bdd002b1-2028-45aa-8777-89be6c31eab2>

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on the Strategic Direction: Academic Excellence – Research and Innovation for 2024-2025, for information.

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: FEBRUARY 25, 2025

**RE: STRATEGIC DIRECTIONS UPDATE (2024 – 2025) – STUDENTS
(RETENTION, GRADUATION RATE AND SUCCESS) – SUPPORT
STUDENT SUCCESS**

**SECTOR: RALPH NICOLETTI, SENIOR VICE PRESIDENT,
INTERNATIONAL RELATIONS AND STUDENT SERVICES**

**MONICA STALEY LIANG, SENIOR VICE PRESIDENT,
ACADEMIC AND CAREER SUPPORTS**

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2024 – 2025). This update pertains to Strategic Direction #2 – Students (Retention, Graduation Rate and Success) – Increase institutional efforts to enhance Soft Skills for students through various mechanisms and activities (i.e. online tools, mock interviews). Specific details include the following:

Goal	Objective	Measure	Target
Support Student Success.	Increase student success.	Increase institutional efforts to enhance Soft Skills for students through various mechanisms and activities (i.e. online tools, mock interviews).	February 2025.

BACKGROUND:

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

satisfying the recruitment needs of local, regional and provincial employers.

Experiential Learning and Career Services (ELCS): Experiential Learning and Career Services (ELCS) supports curriculum-based work-integrated learning and co-curricular learning opportunities, and career services aimed at enhancing students’ employability skills and career readiness.

Career services are available to domestic and international students, as well as St. Clair College alumni, across all campuses in Windsor and Chatham, both in-person and virtually. Career Services Officers provide support through weekly walk-in hours at the Genesis Experiential Learning and Career Centre (Windsor Campus) for one-on-one résumé assistance, job search strategy support, and interview coaching. Additionally, monthly walk-in support is available at the Chatham and Downtown campuses. Students can also access these services by appointment and virtually.

In 2024, the department launched an initiative to strengthen collaboration with faculty, offering direct support for courses that include career readiness learning outcomes. This initiative focused on two primary goals: increasing the number of in-class career readiness workshops and expanding mock interview sessions. The mock interviews, conducted in partnership with faculty, provide students with simulated interview experiences and constructive feedback. As a result, there has been a **35% increase** in the overall number of students impacted by career services support.

Career Services (Experiential Learning and Career Services)

Support Type	Apr 1, 2023 to Jan 30, 2024	April 1, 2024 to Jan 30, 2025
Class Presentations/Workshops	782	1,007
Job Search Support	201	188
Résumé Support	381	441
Interview Coaching	68	81
Mock Interviews	63	306
Total Students Impacted	1,495	2,023

ELCS manages the student job board, a key resource for connecting students with employment opportunities. In 2024, the College transitioned to **InPlace**, a new placement management platform, integrating various employer and industry data systems, including the job board. The decrease in job postings compared to the previous year reflects the transition period, particularly during November and December 2024. As part of this transition, **1,541 recruiter contacts** were imported into the platform, with ELCS providing support to ensure a smooth registration process for recruiters/employers and facilitating job postings.

The transition to the new platform has been completed and as of this reporting, **150 job opportunities** have been posted utilizing the new platform.

A significant enhancement in the new platform allows recruiters to target specific

programs for job postings, reducing résumé spam and improving job post visibility for students with relevant skills and qualifications.

Career Central Job Board	Apr 1, 2023 to Jan 30, 2024	April 1, 2024 to Jan 30, 2025
Job Postings	1,282	813

Over the past year, more than 120 employers participated in Career Fairs and industry events organized by ELCS. To help students maximize these opportunities, ELCS hosted **Career Fair Readiness** workshops ahead of select events. Throughout the year, ELCS facilitated a variety of employer and industry engagement events, including:

- Family Respite Services Employer Day (04/03/24)
- NextStar Energy Employer Day (04/05/24)
- Michigan Healthcare Agency Employer Day (04/27/24)
- Part-Time Job Fair (09/25/24)
- Saskatchewan Health Authority Employer Day (11/27/24)
- Financial Services Employer Day (11/28/24)
- CICE Transition Fair (11/28/24)
- First Responders Career Fair (01/29/25)

ELCS offers a range of workshops and seminars at the Genesis Centre to strengthen students' soft skills. Workshop topics are informed by employer feedback collected from student placements. In 2024, workshops focused on essential skills such as workplace and **professional communication, student-work-life balance and teamwork**.

Additionally, in collaboration with Student Services, two new workshop series were introduced in Fall 2024 and are scheduled to continue into Winter 2025:

- **The Presenter's Toolkit Workshop Series** – Covers scripting, designing and delivering presentations.
- **The Building Blocks of Success Workshop Series** – Focuses on time management, goal setting and problem-solving skills.

These initiatives align with the College's strategic direction by providing opportunities to students to develop strong soft skills, enhancing their career readiness and overall professional development.

Upcoming events include the Healthcare Career Fair (February 12, 2025), Education and Community Services Career Fair (February 26, 2025), and Business and Information Technology Career Fair (March 19, 2025).

RECOMMENDATION:

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



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: FEBRUARY 25, 2025

RE: STRATEGIC DIRECTIONS UPDATE (2024-2025) – COMMUNITY ENGAGEMENT (LEADERSHIP, COMMUNICATION AND PARTNERSHIP) - INCREASE COMMUNITY ENGAGEMENT

SECTOR: JOHN FAIRLEY, SENIOR VICE PRESIDENT, COMMUNICATIONS, ADVANCEMENT AND EXTERNAL AFFAIRS

AIM:

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

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

BACKGROUND:

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

St. Clair College

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

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

FIRST Robotics Canada was established in 2001 with a mission to inspire Canadian high school and elementary school students to pursue further studies and careers in Science, Technology, Engineering and Math (STEM). It pursues its mission primarily through offering opportunities for students, working in teams and assisted by expert adult mentors, to build robots and to take part in tournaments which feature on-field competitions, judged awards and other forms of recognition, potentially including university and college scholarships. A FIRST Robotics competition took place at the University of Windsor on Saturday, March 30, 2024, with St. Clair College as a Gold sponsor.

St. Clair College Powerline Rodeo, one of the most anticipated skills competitions among the St. Clair College Powerline students took place on April 4, 2024. Powerline students competed at the College's training facility on Bear Line Road in various events, including pole top rescue, ring the bell, climbing relay, don't break the egg and installing grounds.

This year marked the 10th anniversary for the Powerline Rodeo. The Rodeo has strong support from employers, local Optimist Club, students and industry partners.

St. Clair College is the largest post-secondary trainer with 150 students in the Powerline Technician program delivered out of the National Powerline Training Centre in Chatham. The program has an average of 55 to 60 graduates per year with 65% employment rate.

Hoopin' Around the Clock Fundraiser, organized by Reid Innes and Dwayne St. John, along with three Event Management students, presented the President with a cheque in the amount of \$10,000 from the Hoopin' Around the Clock fundraising event that was held on November 22 – 23, 2024. The funds raised will go towards the Saints Scholarship.

St. Clair College once again sponsored Open Streets Windsor on Sunday, September 22, 2024. St. Clair College display tents were located in the Lanspeary Park area of east Windsor.

St. Clair College was, once again, a proud sponsor of the 2024 Chatham-Kent Crowfest. Crowfest is a celebration of all things "crow" in Chatham-Kent. While crows are in Chatham-Kent year-round, they are very noticeable in the month of October. There were daily activities for Crowfest in Downtown Chatham, September 18 – 21, 2024.

St. Clair College was once again proud to be the Opening Night Sponsor of the 2024 Windsor International Film Festival (WIFF). This year's event, which ran October 24 – November 3, 2024, featured 213 films, with feature films from 32 countries.

Thursday, November 7, 2024, was the second annual Saints Nation Night at the WFCU Centre. Between the big win, the St. Clair Jerseys and the loud crowd, this night was one for the books. Thanks to the Windsor Spitfires Organization and the students, staff and alumni of St. Clair College for making this night a huge success.

On Wednesday, September 18, 2024, more than 24 Protection, Security and Investigations (PSI) and Police Foundations students and staff participated in the Fall 2024 street cleanup of Cabana Road. The past few years have seen the PSI/Police Foundations Society adopt Cabana Road between Northway Avenue and Dougall Avenue. Several times per year, Society members collect trash and recycling along this route. The College is appreciative of the Society's efforts in keeping our community safe and clean.

Students from the College's PSI and Police Foundations programs committed random acts of kindness and raked leaves at three homes in South Windsor on Wednesday, November 6, 2024. These homes were selected as the homeowners are unable to care for their yards themselves and do not have anyone to assist them. The residents were very grateful and appreciative.

Under the direction of Professor Pete Soulliere, students from the PSI/Police Foundations Society, Border Services Club, and Community and Justice Services Club, kicked off the holiday season by hitting the streets around the Windsor and Downtown Campuses on Thursday, November 21 and Friday, November 22, 2024, in support of the Goodfellows Paper Drive. All funds raised go towards the Goodfellows' annual Christmas Food Box Program. The program provides food boxes and food vouchers for thousands of families throughout Windsor and Essex County. The demand for these boxes has increased by 40% over the past two years. Once again, students and staff from St. Clair College showed their great support of the event with both campuses combining to collect \$10,075.20.

The Sleighing Hunger Charity Concert performed by The S'Aints at the Colosseum of Caesars Windsor raised a record breaking \$115,224 which will support 16 local food banks by partnering with the Windsor-Essex Food Bank Association (WEFBA) and the Chatham Outreach for Hunger (COH). Our sincere appreciation goes out to everyone who has continued to support this community initiative each year.

St. Clair College was once again a proud sponsor of Bright Lights Windsor, held in Jackson Park November 29, 2024, through January 7, 2025. As always, visitors were able to view thousands of lights and stunning displays, all free of charge. St. Clair College is always proud to support our local community.

Student Representative Council (SRC)

The SRC's annual Toy and Food drive was held on December 16th, 2024, and it was a huge success! They were able to serve 60 students with children and 15 single students. Additional student events included:

- Architecture Club: Fundraised \$500 for Windsor International Film Festival in support of the architecture film series.
- Biomed Club: Raised \$108.50 for The Windsor Cancer Centre Foundation.
- CICE Club: Fundraised \$3,500 for the CICE Scholarship Fund via St. Clair College Foundation.

- Community & Justice Services Club: Raised \$200 for Windsor Residence for Young Men.
- Educational Support Club:
 - Raised \$500 for John McGivney Children's Centre.
 - Fundraised \$200 for Autism Services Inc. of Windsor.
- Horticulture Club:
 - Raised \$300 for Schlegel Villages at St. Clair.
 - Fundraised \$600 for Discover Pelee Island Butterfly Sanctuary and Teaching Garden.
- Hospitality Club: Raised \$500 for the SRC Food Bank.
- Interior Design Club: Raised \$1,138 for The Windsor Cancer Centre Foundation.
- Paralegal Society Club: Fundraised \$1,000 for Matthew House.
- Paramedic Club: Raised \$629.25 for The Windsor Cancer Centre Foundation.
- Practical Nursing Club: Fundraised \$1,456 for Operation Underground Railroad.
- Protection, Security & Investigation / Police Foundations Club: Raised \$4,853.86 for the Windsor Essex Child & Youth Advocacy Centre.
- Social Service Worker Gerontology Club: Raised \$631.42 for The Alzheimer's Society of Windsor-Essex.
- Social Justice Club: Provided \$300 worth of gifts-in-kind to The Children's Aid Society to sponsor a family at Christmas.
- Sports & Recreation Management Club:
 - Raised \$300 for Saints Nation Swim & Run.
 - Fundraised \$4,500 for KidSport.
 - Raised \$500 for the SRM Scholarship Fund via St. Clair College Foundation.

Thames Student Incorporated (TSI)

- TSI, in collaboration with the College raised funds for United Way, hosting Pie the Professor and Holiday Family Movie Night.
- TSI sponsored the Victim Services Bowl-A-Thon, directly impacting Victim Services.
- TSI partnered with Victim Services on campus during the "End Violence Against Women" campaign.
- TSI partnered with the Katelyn Bedard Bone Marrow Association to have them on campus for swab events and sponsored their Bowl-A-Thon.
- Chatham students and TSI raised \$500.00 to donate to the oncology unit at the CK hospital to go towards breast cancer research.
- TSI held our annual Trick or Eat campaign and through community donations, filled out student foodbank.
- TSI raised funds and donated to Buxton's Next Generation during Black History Awareness month.

Saints Student Athletic Association (SSAA)

- SSAA partnered with SACU to raise funds and awareness for their cause.
- SSAA members celebrated Bell Let's Talk Day at a recent varsity event.
- SSAA supported and donated to this year's efforts to raise funds for Special Olympics Representation from our board was found at the Polar Plunge and Pie the President!
- We partnered with the STEM Summer camp and in July and August, SSAA executive members would go out for an hour a day either at Acumen Stadium, The Sportsplex, or The Classic Gym and run athletic events.

- Helped with the annual Summer Eats program by the United Way Windsor-Essex.
- Saturday August 17th, SSAA helped run the third annual Ryan Frisen beach volleyball tournament and all proceeds would go to the Bridge in Leamington which raised \$560.
- On Friday August 23rd, SSAA hosted the third annual SPIKING 4 SACU with all proceeds go to save African children living in Uganda for underprivileged children. Total money raised in that day was \$1250.
- SSAA partnered with SRC in donating a combined total of \$5000 for the annual Canadian Mental Health Association suicide prevention walk and it's something we look forward to donating each year.
- October, the SSAA donated \$1,369.50 to the Canadian Cancer Society which was a 2-year total, first year being \$321.50 (0.50 cents per student attendee in 2023) \$1,048 (\$1 per student attendee in 2024).
- November 22nd, the SSAA donated money towards Hoopin' Around the Clock and had a game against SRC which saw SSAA beating SRC 83-71.

St. Clair College Alumni Association

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

- Autism Services Incorporated - Community Family Walk.
- Autism Services Incorporated - 40th Anniversary Reunion.
- St. Clair College 3rd Annual Alumni & Student Pow Wow.
- Bridge 2 Bridge Marathon for Mental Health.
- Walkerville Brewery - Walkerville Distillery District Night Market.
- Windsor Stars Baseball Kevin Siddall Invitational Baseball Tournament.
- Halo Heats Heatseeker Hot Sauce Festival.
- Tailgate Takeout - 2nd Annual Charity Cornhole Tournament.
- The Flare Productions - The Flare Productions Play.
- Tilbury Figure Skating Club 2024 Carnival.
- East Kent Hot Rods for Hospice.
- Windsor Clippers Lacrosse 2024 Season Sponsorship.
- House of Sophrosyne PJ Party.
- Walkerville Rotary Club Fundraising Event.
- Chron's and Colitis Canada - 2024 Gutsy Walk.
- Windsor Essex Children's Aid Foundation - Cinco de Mayo Celebration.
- CK Expo.
- Parkinson Society Southwestern Ontario - Walk for Parkinson's.
- Saints Nation Swim & Run.
- Genio-Tech Robotics - Robotics Competition.
- Myeloma Research Canada - Lynn Rousseau Memorial Charity Golf Tournament.
- Windsor / Essex County Humane Society Whiskers & Tails Gala.
- Pure-Kids Windsor Triathlon.
- Windsor South Canadians Little League 2024 Provincial Championships.
- Ride to Conquer Cancer.
- WESDA Soapbox Derby.
- Town of Tecumseh - Tecumseh Canada Day Celebration.

- Working Towards Wellness - Gord Smith Healthy Workplace Awards.
- Cystic Fibrosis Canada - The Royal Ball.
- Big Brothers Big Sisters Windsor - Essex Annual Spring BBQ.
- St. Clair College Athletic Department Golf Tournament.
- Uncle Jacks Baseball Camps.
- PSD Events - Windsor Food Festival.
- Mady's Martial Arts - Professional Fight Sponsorship.
- Run for Rocky Legacy Project - Run for Rocky 2024.
- CMHA – WECB - Raise a Racket Pickleball Tournament.
- Amherstburg Admirals Golf Tournament.
- Amherstburg Uncommon Festival.
- Windsor-Essex Pride Fest.
- Do Good Divas - A Girls Night Out In Handbag Heaven.
- Chatham-Kent International Film Festival.
- Windsor Islamic Association - Sakeena Conference: conference for Muslim women.
- Life After Fifty - Be Well Expo.
- Chatham-Kent Health Alliance Foundation - Parade of Chefs.
- Brewing for Comedy Festival II.
- Laren & Friends Lemonade Stand - Fundraiser for Terry Fox Foundation.
- Windsor Life Centre - WLC Gala.
- South Essex Community Council Ride for Refuge.
- Team Canada Kung Fu - World Kung Fu Cup.
- WETRA Carson Janik: Country for a Cause.
- Rise Above Health Conference.
- Amherstburg Mind Body and Soul.
- HighRise Basketball - Hoopin' Around the Clock.
- St. Clair Junior Saints Basketball Youth Basketball Program.
- Salvation Army Holiday Dinner.
- WE-SPARK Health Institute.
- Big Brothers Big Sisters of Windsor Essex - Bowl for Kids Sake.
- India Canada Association, Windsor - Annual Gala Dinner.
- Rotary Club of Windsor – Roseland - Wines for the World.
- Chatham-Kent Victim Services - Bowling Thunder Event.
- Maple Leaf Pro Wrestling.
- Windsor Comedy Festival - 11th annual Windsor Comedy Festival.

RECOMMENDATION:

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



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: FEBRUARY 25, 2025

RE: STRATEGIC DIRECTIONS UPDATE (2024-2025) – COMMUNITY ENGAGEMENT (LEADERSHIP, COMMUNICATION AND PARTNERSHIP) – INCREASE COMMUNITY ENGAGEMENT

SECTOR: JOHN FAIRLEY, SENIOR VICE PRESIDENT, COMMUNICATIONS, ADVANCEMENT AND EXTERNAL AFFAIRS

AIM:

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

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

BACKGROUND:

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

RECOMMENDATION:

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

	VOLUNTEER ACTIVITIES
College President	<ul style="list-style-type: none"> • CIPBA • Chamber of Commerce • Assumption University Board of Directors • St. Clair College Alumni Association Meetings & Annual General • St. Clair College Foundation Board Meetings & Annual General • St. Clair College Foundation Audit Committee • Student Leadership Monthly Breakfast Meetings (TSI/SRC/SAA) • Committee of Presidents (COP) • WE-SPARK Board of Trustees
Staff	<ul style="list-style-type: none"> • Board Member, Sandytown Home Owners Association. • Board Member, Ridge Marsh Manor non-profit housing. • Kiwanis Club of Ridgetown Member/Volunteer for community events. • Christmas Toy/Food drive for The Gift - volunteer coordinator of the distribution centre. • Vice Chair, Tecumseh BIA. • Tecumseh Goodfellows - Toy and Intake Coordinator – Receive calls from eligible recipients for food baskets at Christmas and grocery gift cards throughout the year. Collect and sort toys during the collection period and distribute to needy families within Tecumseh. • Windsor Goodfellows, Paper sales, food basket packing. • Fogolar Furlan Women's Association: Secretary, working with the Executive to promote the Friuli culture and plan events to benefit the community. • Committee member, Mayor's Charity Golf Tournament – proceeds benefit charities in the Windsor-Essex region. Our 2024 tournament saw us donate over \$55,000 to local charities and community groups. • House of Sophrosyne – Board of Directors, Treasurer. • Windsor Regional Hospital – Finance, Audit & Resources Committee, Community Member. • Administrative Services Coordinating Committee, Member. • Ontario College Athletic Association, Audit & Finance Committee, Chair. • Ontario College Athletic Association, Board of Directors. • President, Board of Directors of Children First. • Member, Mentorship Program Advisory Committee. • Present workshops to educators including the University of Windsor's Faculty of Education. • 'Community Leader of the Year' award recipient through Child Care Services for the City of Windsor. • President of the Chatham Figure Skating Club (2021-Present). • Olympic Supporter with the Canadian Olympic Committee (April 2021-April 2024).

Staff

- Figure Skating Official (Judge, Referee, Technical Controller, Technical Specialist, Evaluator) with Skate Canada and US Figure Skating. Also qualified to judge at the National level and will judge Canadians in Laval.
- Director, Board of Directors for the Downtown Mission: also serving on the Executive, Governance, and Nominating Committees.
- Member, Friends of Willistead: Supporting initiatives that celebrate and preserve the heritage of the Willistead Manor.
- Volunteer Responder, Distress Centre, actively volunteering as a responder assisting individuals in crisis and providing critical support.
- Committee member, Child and Youth Planning Committee, City of Windsor.
- Committee member, Dad's Matter Steering Committee.
- Volunteer, Windsor International Black Film Festival.
- Volunteer, Windsor international Film Festival (WIFF).
- Volunteer, Arts Collective Theatre.
- President, Board of Directors, Great Beginnings Child Centre.
- Experiential Learning and Career Services Department has been participating in the EWE (Empowering Women for Employment) program put on by WEST.
- Mental Health Table for Chatham-Kent.
- Vice-President, Board of Directors - Changing Perspectives (2023-Present).
- UNESCO (2024)- Delegate at the Global Inclusive Schools' Forum: From Practitioners to Policymakers in Paris, France.
- Autism Services Inc. (2023-2024)- 40th Anniversary Organizing Committee.
- Associate Member - Inclusive Education Canada (2022-Present).
- Executive Member, Conference Discussant, Blind Reviewer, and Session Chair - Canadian Association for Educational Psychology (2021-Present).
- Member, Canadian Research Centre on Inclusive Education (2021-Present).
- Core Associate Member - WE-Spark Health Institute (2021-Present).
- Member in good standing - Ontario College of Teachers (2014-Present).
- Blind Reviewer for several academic journals.
- Board member, Chatham-Kent Workforce Planning Board (CKWPB).
- Member, Chatham-Kent Community Leaders Cabinet (CKCLC).
- Volunteer, Chatham Goodfellows.
- Volunteer, Chatham-Kent Women Centre.
- Volunteer photographer for several events in Chatham-Kent (Crowfest, Retrofest, Remembrance Day).
- Rose City Clean Sweep of Cabana Rd. Students and Staff picked up and debris on city property.

Staff

- Ride and Walk for Refuge – (South Essex Community Counsel) – Raised money for Mental Health supports for newcomer youth throughout Essex County.
- Chili Sale – Worked with students from the CICE program to raise funds for the development of CICE scholarships.
- Halloween for Hunger – Collected nonperishable goods for New Beginnings food bank.
- Random Acts of Kindness Event – raked leaves for elderly and shut ins living in South Windsor area.
- Goodfellows Paper Drive – Annual event for foodbanks and other supported causes by Goodfellows.
- Polar Plunge and Slip n’ Slide for Special Olympic. – Raised funds for this annual event.
- Santa’s Landing at Devonshire Mall – Students provided scene security.
- “Coldest Night of the Year” – Raised money and brought awareness to support Windsor Residence for Young Men.
- Royal Ball in support of Cystic Fibrosis – Students conducted security for the event. 600 people attended.
- Volunteer, Golf Tournament at Woodland Hills in support of the WE/CYAC.
- Play for a Cure – Students provided security for the event in LaSalle in support of Cancer Research.
- Special Activities Committee for Big Brothers Big Sisters.
- Volunteer, Google Developers Group Windsor Chapter.
- Board member, Golf Coaches Association of Canada (GCAC) as the CCAA Rep.
- Program activity – annual “Start Here Go Anywhere” on campus fun run/walk was held on April 14 of 2024.
- Travelled to Finland representing the College as one of the Head Coaches for Team Canada for the FISU (International University/College Sports Federation) World Golf Championships
- Board of Directors, Victim Services of Windsor & Essex County.
- Medical Advisory Board, Melo Clinic and Pregnancy Centre.
- Parkwood Outreach Centre working with at-risk individuals in the downtown core.
- Parkwood Gospel Church in the Highschool Ministry.
- Windsor Regional Hospital Foundation - Fundraising Committee.
- Play 4 A Cure Planning Committee.
- CSMLS Educator Committee (national society for our profession).
- Volunteer for Accreditation Canada Equal as an assessor.
- Director - Hôtel-Dieu Grace Healthcare Foundation.
- Director, African Community Organization of Windsor.
- Vice Chair, Connecting Windsor-Essex.
- Member, Ontario Colleges Chief Information Officers committee.

Staff

- Advisory Committee member, ORION.
- Advisory Board Member, SiberX for Operation Defend the North.
- Training of volunteers for Chatham-Kent Victim Services on Domestic Violence.
- Member, Kiwanis Club of Ridgeway.
- Highgate Agricultural Society (Children's division).
- Head Coach, LaSalle Sabres U13A team.
- Referee the OWHA (Ontario Women's Hockey Association) and OMHA (Ontario Minor Hockey Association).
- Volunteer, charity drives that impact the LaSalle Food Bank.
- Incoming Head Coach of the U18BB Windsor Wildcats.
- Coach, Canadian Kung Fu-Wrestling Team.
- Board Member, University of Windsor Animal Care Committee.
- Participant, the inaugural year of Leadership CK.
- Member, Make it an Oak – Legacy Project for Leadership CK.
- United Way Campaign Volunteer - Chatham Campus, St. Clair College.
- Volunteer – Ste. Catherine Parent Bingo.
- Coordinate, rescue farm in Harrow called Safe Haven Farmstead and Rescue.
- Coordinate, LaSalle Griffon newspaper and recently volunteered time to create the LaSalle Gives Back paper for the LaSalle Firefighters raising donations for the LaSalle Food Bank and the LaSalle Hangout.
- Volunteer, Board of Trustees at First Lutheran Church in Windsor, serving as Secretary.
- Member, Medical Advisory Team for the Melo Clinic and Pregnancy Centre – as a Registered Nurse.
- Organized and hosted the 3rd Annual Practical Nursing Pinning Ceremony at the St. Clair Centre for the Arts for the graduating students, their families and friends.
- Organized and hosted the 2nd Annual Mental Health Symposium for our 2nd year PN students.
- Practical Nursing Society hosting a Movie Night in the Student Life Centre to bring awareness about Human Trafficking – funds raised donated to Operation Underground Railroad to prevent human trafficking and provide after care - \$800, collected donations of diapers and donated to Hiatus House.
- Practical Nursing Society participated in the Salvation Army Christmas Dinner – served guests.

Staff

- Practical Nursing Society hosted an “International” Dinner in the Student Life Centre for international students and also out of town students in the PN program after exams.
- Vice Chair on the Habitat for Humanity Windsor-Essex Board of Directors.
- Chair of Governance, Habitat for Humanity Windsor Essex Board of Directors.
- President, R.E.A.CH. International – Registered Canadian Charity that provides Education through Child Sponsorship, Healthcare, Water and Sanitation and Community Income projects in Uganda, Africa.
- Chair, Greenhouse Competitions – Annual event in Kingsville, Ontario to celebrate Essex County as being the largest greenhouse industry in North America.
- Hope Haven building accessibility project: A project with a group of volunteers from Leadership Chatham-Kent. Chatham Hope Haven is a mission-based church that provides essential basic needs to low-income residents of Chatham-Kent.
- Board member of the Essex-Windsor Professional Engineers Ontario (PEO) chapter.
- Member of the Essex-Windsor County Environmental Committee.
- Donated a turkey dinners to those in need this year.
- “guest celebrity book reader” at River Bookshop in Amherstburg.
- Visited the Housing and Homelessness Help Hub in downtown Windsor every Sunday, with a car full of supplies and food for the hub's clientele, most of whom are experiencing homelessness.
- Board of Directors for the Ontario Society of Cardiology Technologists as Communications Director.
- Director on the Board for the Downtown Mission.
- Volunteer as a member of the Friends of Willistead Committee.
- Distress Centre as a volunteer.
- pro bono notary services, including to students for visas.
- Performance with the Windsor Symphony.
- Provided performances of Cats and Hollywood Holidays for over 900 students from various schools allowing students in the community to be exposed to the arts.
- Volunteer performance at the Royal Ontario Museum in Toronto.
- Work with Black Kids in Action providing tickets for the dancers in this group to come to the shows.
- Provided entertainment for Easter Seals fundraiser of Dancing with the Local Stars.
- An evening performance at Bright Lights singing Holiday carols.
- Worked with the Secondary Dance Programs at all of the Windsor High Schools and provided workshops at Walkerville for 250 students from the community.
- OCSWSSW- Ontario College of Social Workers and Social Service Workers membership.
- OASW- Ontario Association of Social Workers membership.
- SWIG- Social Workers in Gerontology.

Staff	• OASW LEN Member- Ontario Association of Social Workers Local Engagement Member.
	• SWIPP- Social Workers in Private Practice.
	• WeSPARK Member- WeSPARK Health Institute.
	• Coach the Canadian Kung Fu-Wrestling Team.
	• Teach Kung Fu in LaSalle and Tecumseh.
	• Hospice Face to Face fundraising campaign lead.
	• Volunteer at YourTV, local community cable hosting the Face to Face program.
	• Volunteer as president of Amherstburg Soccer Club.
	• Founder Inaugural Amherstburg Mind Body and Soul Festival.
Architecture Club	• \$500 to Windsor International Film Festival in support of the architecture film series Biomed Club.
	• \$108.50 to The Windsor Cancer Centre Foundation.
CICE Club	• \$3500 to the CICE Scholarship fund via St. Clair College Foundation.
Community & Justice Services Club	• \$200 to Windsor Residence for Young Men.
Educational Support Club	• \$200 to Autism Services Inc. of Windsor.
Horticulture Club	• \$300 to Schlegel Villages at St. Clair.
	• \$600 to Discover Pelee Island Butterfly Sanctuary and Teaching garden.
Interior Design Club	• \$1138.00 to The Windsor Cancer Centre Foundation.
Paralegal Society Club	• \$1000 to Matthew House.
Paramedic Club	• \$629.25 to The Windsor Cancer Centre Foundation.
Practical Nursing Club	• \$1456 to Operation Underground Railroad.
Protection, Security & Investigation / Police Foundations Club	• \$4853.86 to the Windsor Essex Child/Youth Advocacy Centre.
	• \$10,075 raised for the Goodfellows paper drive.
Social Service Worker Gerontology Club	• \$631.42 to The Alzheimer's Society of Windsor-Essex.
Social Justice Club	• \$300 gifts in-kind to The Children's Aid Society to sponsor a family at Christmas.
Sports & Recreation Management Club	• \$300 to Saints Nation Swim & Run.
SRC	• Polar Plunge on February 29th with SRC looked to jumping in for Special Olympics and donating \$3,000.
	• St. Clair Salsa Social: A community focused event for students and community members.
	• The SRC board organized a swag sale, raising \$350. All proceeds went to the Women's & Families shelter.
	• Sponsored and participated in the 2024 Windsor-Essex Pride Fest: Hosted a booth, held a naming sponsorship and marched in the Pride Parade.
	• Sponsored and walked in the Run for Rocky with active participation in the community initiative.
	Community Give-Back Program: Partnered with SCC and SSAA to work with the United Way, providing food boxes and learning materials.

SRC	<ul style="list-style-type: none"> • Organized a swag sale with proceeds going to the Women and Family's shelter.
	<ul style="list-style-type: none"> • SRC Annual Toy and Food Drive: Supported 60 students with children and 15 students with gift cards, toys and produce. • Suicide Prevention Walk in collaboration with the College, Alumni Association, and SSAA. SRC donated \$5,000 to the Canadian Mental Health Association (CMHA).
SSAA	<ul style="list-style-type: none"> • SSAA partnered with SACU in an effort to raise funds and awareness for their cause.
	<ul style="list-style-type: none"> • SSAA members celebrated Bell Let's Talk Day at a recent varsity event.
	<ul style="list-style-type: none"> • SSAA supported and donated to this year's efforts to raise funds for Special Olympics! Representation from our board was found at the Polar Plunge and Pie the President!
	<ul style="list-style-type: none"> • We partnered with the STEM Summer camp and in July and August, myself, Christian, and Eric would go out for an hour a day either at Acumen Stadium, The Sportsplex, or The Classic Gym and run athletic events.
	<ul style="list-style-type: none"> • Helped with the annual Summer Eats program by the United Way Windsor-Essex.
	<ul style="list-style-type: none"> • Saturday August 17th, SSAA helped run the third annual Ryan Frisen beach volleyball tournament and all proceeds would go to the Bridge in Leamington which raised \$560.
	<ul style="list-style-type: none"> • On Friday August 23rd, SSAA hosted the third annual SPIKING 4 SACU with all proceeds go to save African children living in Uganda for underprivileged children. Total money raised in that day was \$1250.
	<ul style="list-style-type: none"> • SSAA partnered with SRC in donating a combined total of \$5000 for the annual suicide prevention walk and it's something we look forward to donating each year.
	<ul style="list-style-type: none"> • October, the SSAA donated \$1,369.50 to the Canadian Cancer Society which was a 2-year total, first year being \$321.50 (0.50 cents per student attendee in 2023) \$1,048 (\$1 per student attendee in 2024).
TSI	<ul style="list-style-type: none"> • November 22nd, the SSAA donated money towards hooping around the clock and had a game against SRC which saw SSAA beating SRC 83-71.
	<ul style="list-style-type: none"> • TSI, along with the college to raise funds for United Way, hosting Pie the Professor and Holiday Family Movie Night.
	<ul style="list-style-type: none"> • TSI sponsored the Victim Services Bowl-A-Thon which directly impact Victim Services.
	<ul style="list-style-type: none"> • TSI partnered with Victim Services on campus during the "End violence against women" campaign.
	<ul style="list-style-type: none"> • TSI partnered with the Katelyn Bedard Bone Marrow Association to have them on campus for swab events and sponsored their Bowl-A-Thon.
	<ul style="list-style-type: none"> • Chatham students and TSI raised \$500.00 to donate to the oncology unit at the CK hospital to go towards breast cancer research.
TSI	<ul style="list-style-type: none"> • TSI held our annual Trick or Eat campaign and through community donations, filled out student foodbank.
	<ul style="list-style-type: none"> • TSI raised funds and donated to Buxton's Next Generation during Black History Awareness month.

Community and Justice Services Program	<ul style="list-style-type: none"> • March 2024 - Organized “Happy Harvesting” to promote physical and mental health where free fruits and vegetables were provided to students at the downtown campus, and CMHA partnered with us to offer mental health resources.
	<ul style="list-style-type: none"> • March 2024 - Organized “Kick for a Cause” Soccer Tournament supporting Matthew House.
	<ul style="list-style-type: none"> • April 2024 – Students and staff participated in the “Start Here Go Anywhere 4K”.
	<ul style="list-style-type: none"> • June 2024 ,Coordinator Melissa Kakuk represented St. Clair College in the “Show Us Your Brave” 170-ft rappel.
	<ul style="list-style-type: none"> • September 2024 - Organized “Toonies for Turkey” supporting the Downtown Mission where we raised enough money to support meals for 70 people in need.
	<ul style="list-style-type: none"> • October 2024 - Organized “Fall Harvest Day” to provide free fruit to students at the downtown campus in partnership with Lasalle Police.
	<ul style="list-style-type: none"> • October 2024 – Organized “Hallowe’en for Hunger” supporting New Beginnings by collecting non-perishable food items for their emergency food bank.
	<ul style="list-style-type: none"> • November 2024 – Staff and students participated in Goodfellows Paper Drive.
	<ul style="list-style-type: none"> • November 2024 – Organized Holiday Movie Night with proceeds supporting WRYM’s Rough Night Out.
	<ul style="list-style-type: none"> • December 2024 – Christmas Raffle with proceeds supporting WRYM’s Rough Night Out.
Pre-Service Firefighter	<ul style="list-style-type: none"> • Polar Plunge.
	<ul style="list-style-type: none"> • Sparky's Toy Drive Windsor.
	<ul style="list-style-type: none"> • Tecumseh Combat Challenge.
	<ul style="list-style-type: none"> • Tecumseh Fire Hose Testing.
	<ul style="list-style-type: none"> • Tecumseh Fire Prevention.
	<ul style="list-style-type: none"> • Easter Seal Celebrity Hockey Classic.
	<ul style="list-style-type: none"> • Windsor Santa's Arrival.
	<ul style="list-style-type: none"> • Lasalle Give Back.
	<ul style="list-style-type: none"> • Sparky's Toy Drive Lasalle.
	<ul style="list-style-type: none"> • Dancing with Easter Seals.
	<ul style="list-style-type: none"> • Leamington Santa Claus Parade.
	<ul style="list-style-type: none"> • Tecumseh Goodfellows.
	<ul style="list-style-type: none"> • Tecumseh Grocery Bagging.
Medical Laboratory Science Program	<ul style="list-style-type: none"> • Monthly Partner For Life Canadian Blood Services plasma donor events during the Winter and Fall semesters in 2024 and met 169% of our annual goal.
Border Services / Police Foundation Programs Chatham	<ul style="list-style-type: none"> • The Chatham Police Foundations and Border Services programs participates in the Water Festival and the Polar Plunge (Special Olympics).

Powerline Program Students	<ul style="list-style-type: none"> • Volunteered to assist the Municipality of Chatham Kent with Crow fest decorations.
	<ul style="list-style-type: none"> • Powerline students competed at Skill Ontario competition and won the provincial gold medal for the powerline trade competition.
	<ul style="list-style-type: none"> • Volunteered to work at the College Open House event.
Culinary Program / Dave Mota	<ul style="list-style-type: none"> • Students and faculty in the Culinary Management program assisted with preparing, cooking and distributing Thanksgiving dinner to 200 thankful patrons at the Housing and Homelessness Help Hub (H4).
Hairstyling Program	<ul style="list-style-type: none"> • Students went to the Palliative care floor at HDGH every Wednesday for 4 months and provided services for the patients.
	<ul style="list-style-type: none"> • Students went to the John Muir library to teach fathers how to style their daughters hair. Students were asked to come back again next year.
	<ul style="list-style-type: none"> • Students provided hair services for people attending the Business Excellence Awards.
Esthetician Program	<ul style="list-style-type: none"> • We have partnered with Hotel Dieu-Grace Hospital's Complex Care Unit and T2B. Students provide comfort care services to palliative care patients, offering gentle services one day a week. This is an ongoing project at Hotel Dieu-Grace Hospital that continues to engage students in providing meaningful support.
	<ul style="list-style-type: none"> • Caregiver Self-Care Event: We connect and coordinate a day during the winter semester where caregivers through Family Respite Services (Respality program) can come and experience self-care in our program. This provides them with an opportunity to relax and rejuvenate while our students offer services.
Social Service Worker Gerontology	<ul style="list-style-type: none"> • 4th semester students in SSW406 took part in a training opportunity with the Parkinson Society - Southwestern Ontario to learn skills and strategies to utilize when working with someone who is living with Parkinson's Disease.
	<ul style="list-style-type: none"> • OCSWSSW visited (virtually) the 4th semester students in SSW406 to discuss the importance of joining our governing body and shared steps for registering.
	<ul style="list-style-type: none"> • ALSO provided a micro-training opportunity for the 4th semester students in SSW406 on NVCI (Non-Violent Crisis Intervention) which teaches skills to intervene when someone has become violent or combative.
	<ul style="list-style-type: none"> • Several students and along with the program coordinator attended the Togetherfest community agency event hosted by BANA to learn about the various social service agencies in Windsor-Essex.
	<ul style="list-style-type: none"> • The Alzheimer Society's Research Day to learn about current national and local research in the study of Alzheimer's Disease.
	<ul style="list-style-type: none"> • The SSWG Club (student club) was re-established, and they hosted their first kick-off event called the Comeback Event in collaboration with The Alzheimer Society.

Social Service Worker Gerontology	<ul style="list-style-type: none"> • Placement students at the South Asian Center of Windsor Essex hosted a booth at St. Clair College with the agency to share about their new Anti-Hate Youth Collective project.
	<ul style="list-style-type: none"> • 4th semester students along with the program coordinator, participated in Gentle Persuasive Approaches to Dementia Care training through The Alzheimer Society. All were officially certified.
	<ul style="list-style-type: none"> • Students and the program coordinator attended the OASW's Meet a Social Worker networking event wherein students met with local Social Workers in various fields.
	<ul style="list-style-type: none"> • SSWG Club partnered with The Village at St. Clair, Schlegel Villages and The Alzheimer Society of Windsor-Essex County to run its first ever Green Bench Elder Wisdom Exchange: Bridging Generations event.
	<ul style="list-style-type: none"> • Placement students from The Village at St. Clair and The Alzheimer Society collaborated to host an event called Warm Up Walk for Alzheimer Awareness hosted at The Village at St. Clair in preparation for the May Alzheimer Awareness Walk.
	<ul style="list-style-type: none"> • Several students volunteered for the Alzheimer Society's Walk for Alzheimer's event.
	<ul style="list-style-type: none"> • Students attended the OASW's (Ontario Association of Social Workers) Thrift Shop Event for professional placement clothing.
	<ul style="list-style-type: none"> • Students donated to the Essex County Library for their collaborative project with the Windsor-Essex Fidget Makers, Windsor Public Library and Alzheimer Society of Windsor-Essex County in making fidget aprons for individuals living with dementia.
	<ul style="list-style-type: none"> • Students volunteered for Life After Fifty's Be Well Expo.
	<ul style="list-style-type: none"> • Students volunteered for the Diwali Indian Market hosted by The Village at St. Clair in celebration of Diwali.
	<ul style="list-style-type: none"> • Students and the coordinator collected and delivered donations for the Socks and Bottoms fundraiser hosted by The Windsor-Essex Rotary Club.
	<ul style="list-style-type: none"> • SSWG Club hosted a fundraising event called Coffee Break which was in collaboration with The Alzheimer Society of Windsor-Essex and Tim Hortons. The students collected and donated \$558.45 to The Alzheimer Society.
	<ul style="list-style-type: none"> • Students volunteered at Cardinal Place Retirement Home to decorate for Christmas and took part in their holiday celebrations with the residents.
CICE Program	<ul style="list-style-type: none"> • Board members of WEEG - Windsor-Essex Employability Group.

SRM Program	• Pure Kids Triathlon Series - \$7,000 presented to Special Olympics Ontario.
	• Run With Responders 5K – recognizing Police, Fire, EMS and all other first responders in our community - \$12,000 shared between CMHA Windsor-Essex Branch and Special Olympics Ontario.
	• Saints Nation Swim & Run - \$3,200 presented to the SRC Food Bank.
	• Canadian Collegiate Cross Country Championships 2024.
	• Detroit Free Press Marathon.
	• All levels of our students in the SRM program work on the planning details during their semester for our annual Legacy Project event called The Start HERE Go Anywhere 4K. Proceeds from this event will benefit the local charity KidSport, provide two scholarships for SRM students plus funding for the St. Clair College Athletic Hall of Fame. In 2024, we had 326 participants at this event, and raised \$4,500 for KidSport.
St. Clair College Alumni Association	• Autism Services Incorporated - Community Family Walk.
	• Autism Services Incorporated - 40th Anniversary Reunion.
	• St. Clair College 3rd Annual Alumni & Student Pow Wow.
	• Bridge 2 Bridge Marathon for Mental Health.
	• Walkerville Brewery - Walkerville Distillery District Night Market.
	• Windsor Stars Baseball Kevin Siddall Invitational Baseball Tournament.
	• Halo Heats Heatseeker Hot Sauce Festival.
	• Tailgate Takeout - 2nd Annual Charity Cornhole Tournament.
	• The Flare Productions - The Flare Productions Play.
	• Tilbury Figure Skating Club 2024 Carnival.
	• East Kent Hot Rods for Hospice.
	• Windsor Clippers Lacrosse 2024 Season Sponsorship.
	• House of Sophrosyne PJ Party.
	• Walkerville Rotary Club Fundraising Event.
	• Chron's and Colitis Canada - 2024 Gutsy Walk.
	• Windsor Essex Children's Aid Foundation - Cinco de Mayo Celebration.
	• CK Expo.
	• Parkinson Society Southwestern Ontario - Walk for Parkinson's.
	• Saints Nation Swim & Run.
	• Genio-Tech Robotics - Robotics Competition.
	• Myeloma Research Canada - Lynn Rousseau Memorial Charity Golf Tournament.
	• Windsor / Essex County Humane Society Whiskers & Tails Gala.
	• Pure-Kids Windsor Triathlon.
	• Windsor South Canadians Little League 2024 Provincial Championships.

**St. Clair College
Alumni Association**

- Ride to Conquer Cancer.
- WESDA Soapbox Derby.
- Town of Tecumseh - Tecumseh Canada Day Celebration.
- Working Towards Wellness - Gord Smith Healthy Workplace Awards.
- Cystic Fibrosis Canada - The Royal Ball.
- Big Brothers Big Sisters Windsor - Essex Annual Spring BBQ.
- St. Clair College Athletic Department Golf Tournament.
- Uncle Jacks Baseball Camps.
- PSD Events - Windsor Food Festival.
- Mady's Martial Arts - Professional Fight Sponsorship.
- Run for Rocky Legacy Project - Run for Rocky 2024.
- CMHA – WECB - Raise a Racket Pickleball Tournament.
- Amherstburg Admirals Golf Tournament.
- Amherstburg Uncommon Festival.
- Windsor-Essex Pride Fest.
- Do Good Divas - A Girls Night Out In Handbag Heaven.
- Chatham-Kent International Film Festival.
- Windsor Islamic Association - Sakeena Conference: conference for Muslim women.
- Life After Fifty - Be Well Expo.
- Chatham-Kent Health Alliance Foundation - Parade of Chefs.
- Brewing for Comedy Festival II.
- Laren & Friends Lemonade Stand - Fundraiser for Terry Fox Foundation.
- Windsor Life Centre - WLC Gala.
- South Essex Community Council Ride for Refuge.
- Team Canada Kung Fu - World Kung Fu Cup.
- WETRA Carson Janik: Country for a Cause.
- Rise Above Health Conference.
- Amherstburg Mind Body and Soul.
- HighRise Basketball - Hoopin' Around the Clock.
- St. Clair Junior Saints Basketball Youth Basketball Program.
- Salvation Army Holiday Dinner.
- WE-SPARK Health Institute.
- Big Brothers Big Sisters of Windsor Essex - Bowl for Kids Sake.
- India Canada Association, Windsor - Annual Gala Dinner.

St. Clair College Alumni Association	• Rotary Club of Windsor – Roseland - Wines for the World.
	• Chatham-Kent Victim Services - Bowling Thunder Event.
	• Maple Leaf Pro Wrestling.
	• Windsor Comedy Festival - 11th annual Windsor Comedy Festival.



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: FEBRUARY 25, 2025

**RE: STRATEGIC DIRECTIONS UPDATE (2024 – 2025) – FACILITIES
ENHANCEMENT – CAMPUS BEAUTIFICATION**

**SECTOR: JOE SIRIANNI, SENIOR VICE PRESIDENT,
HUMAN RESOURCES AND FACILITIES SERVICES**

AIM:

To provide the Board with an update on the Strategic Directions (2024–2025). This update pertains to Strategic Direction #5 – Facilities Enhancement – Continue to beautify the College campuses and maximize brand. Specific details include the following:

Goal	Objective	Measure	Target
Campus Beautification.	Continue to beautify the College campus and maximize brand.	Annual plan for Campus Beautification developed.	February 2025.

BACKGROUND:

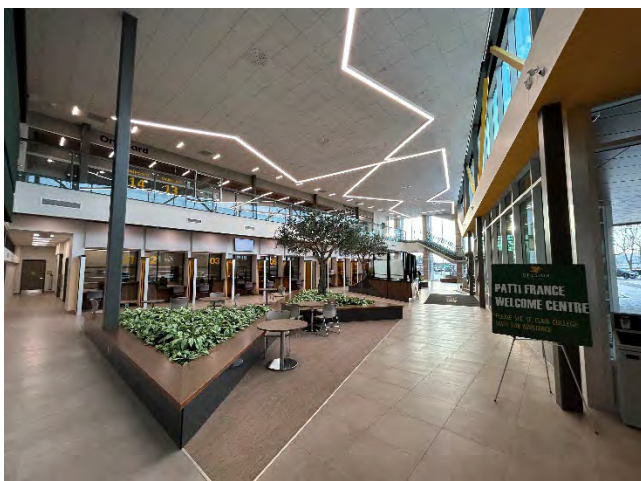
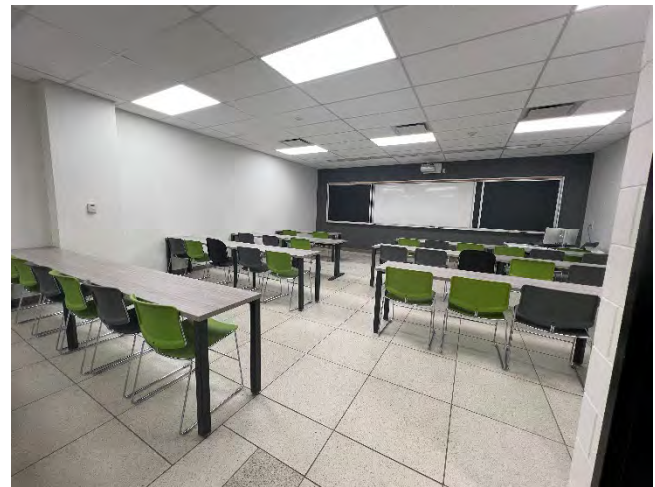
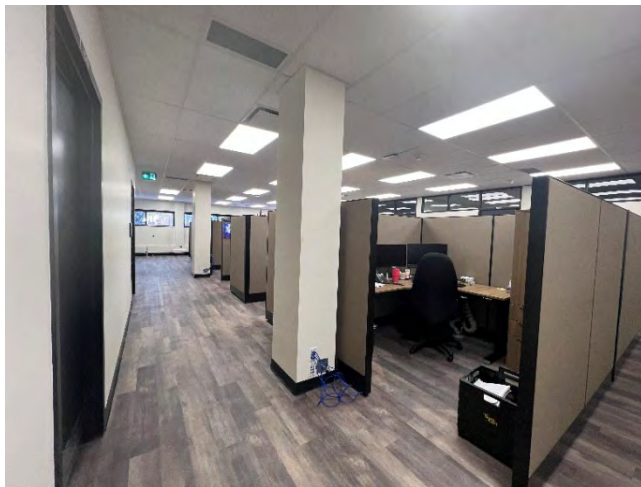
The objective of Campus Beautification is to continue to create a destination campus that enhances and complements our students' educational experience, while furthering St. Clair College's ability to participate in the highly competitive business of student recruitment.

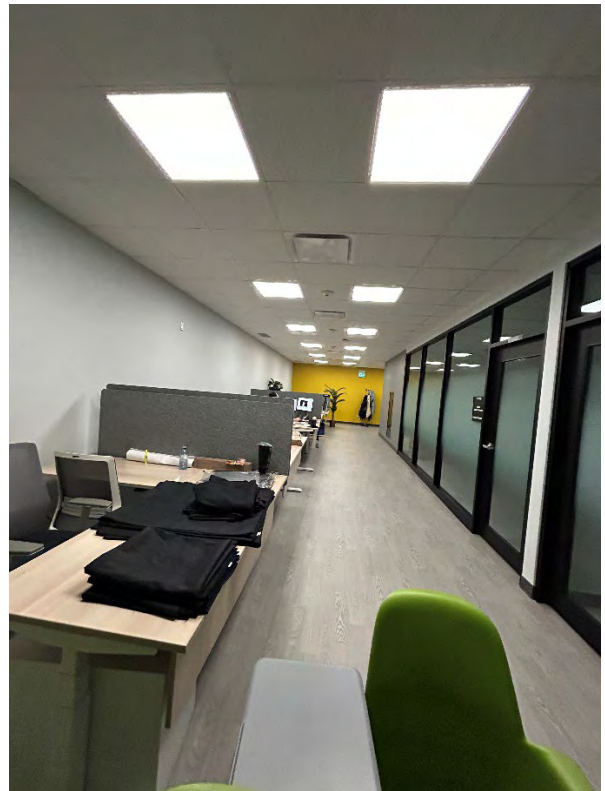
The College has embarked on several Campus Beautification projects in 2024-2025. Many of these projects resulted from the new Welcome Centre and the associated Vacated Space Project. In addition, many Deferred Maintenance projects complimented this strategic direction by upgrading several areas on campus. An expenditure of approximately \$24 million was spent on projects that enhanced Campus Beautification in 2024-2025, including the Welcome Centre. Projects include the following:

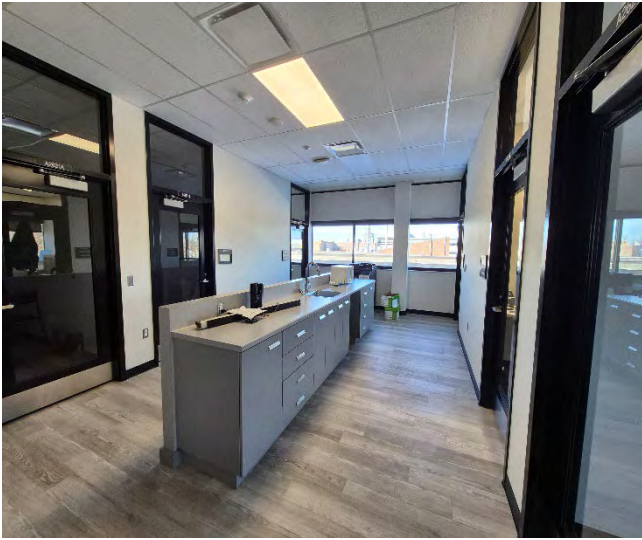
Windsor Campus

- Windsor Campus, Welcome Centre.
- Windsor Campus, main entrance façade upgrade.
- 600 Zone 2nd floor renovation (offices, classrooms, common areas).
- Washroom upgrades (located in the Windsor main campus main lobby, animation lab, basement 300 zone and 2nd floor 500 zone).
- Installation of three new Universal washrooms on the Windsor Main Campus.

- Registrar's Office – Windsor Campus.
- Registrar's Office – Chatham Campus.
- Animation lab.
- Career services and Campus Bookstore.
- Office flooring/painting – SCCCA faculty office complex, President's Office, Research and Innovation Offices.
- SCCCA theatre dressing rooms.
- SCCCA front entrance columns.
- SCCCA ballroom carpet replacement.
- Parking lots E and G refurbishment and pedestrian corridor.
- Pickleball Courts, adjacent to Q Hall, were established in collaboration with the Zekelman Foundation, thanks for their generous donation of \$150,000.









RECOMMENDATION:

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



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: FEBRUARY 25, 2025

RE: DAY 10 ENROLMENT REPORT – WINTER 2025

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

AIM:

To provide the Board of Governors with an update regarding the overall College enrolment at Day 10 for the Winter 2025 semester.

BACKGROUND:

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

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

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

	Winter 2025: Full-Time (FT) Post-Secondary Enrolment		
	Domestic FT	International FT	Total FT
Windsor-Chatham Intake	539	559	1,098
Windsor-Chatham Returning	6,407	4,299	10,706
Windsor-Chatham Total	6,946	4,858	11,804
Acumen Intake	-	-	-
Acumen Returning	-	2,299	2,299
Acumen Total	-	2,299	2,299
College Total Intake	539	559	1,098
College Total Returning	6,407	6,598	13,005
College Total Enrolment	6,946	7,157	14,103

*For comparative purposes, FT Post-Secondary statistics for Winter 2024 Day 10 = 16,789

RECOMMENDATION:

IT IS RECOMMENDED that the Board of Governors receive this update regarding the overall College enrolment at Day 10 for the Winter 2025 semester, for information.

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: FEBRUARY 25, 2025

**RE: FINANCIAL MONITORING REPORT
FINANCIAL RESULTS FOR THE NINE MONTHS ENDED
DECEMBER 31, 2024**

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

AIM:

To provide the Board with a report on the financial results for the nine months ended December 31, 2024.

BACKGROUND:

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

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the Financial Monitoring Report for the nine months ended December 31, 2024, as information.

SUMMARY OF REVENUES AND EXPENDITURES (Schedule 1)

The net surplus at December 31, 2024 of \$23,635,713 is a decrease of \$6,461,409 from the net surplus noted for the 2023 comparative period of \$30,097,122. The variance is primarily due to Interest Income, Salaries and Benefits, Non-Salary Expenditures and Residence Ancillary Operations.

REVENUE (Schedule 2)

The following highlights the major changes in revenue compared to the mid-year budget projection and the 2023 comparative period:

- MCU Operating Grants are trending consistent with the mid-year budget projection at 72% and have decreased over the 2023 comparative period by \$110,311 or 0.5%. The decrease is due to timing related to delayed funding for an Accessibility grant, and lower Nursing Enrolment Expansion grant funding.

SMA3 Performance based funding was implemented in 2020-21. The College's proportion of Enrolment Envelope to Differentiation Envelope funding has shifted from a notional 45% and 55% (2023-24) to 40% and 60% (2024-25) respectively. However, beginning in 2024-25, within the total 60% Differentiation Envelope, MCU linked a proportion of 25% to metric performance (at risk funding), and will flow the remaining 35% on the basis of data collection, evaluation, and publication of results.

- Contract Income is trending below the mid-year budget projection at 60% and has decreased over the 2023 comparative period by \$1,621,747 or 23%. The decrease is due to the prior year containing wrap-up funding related to the accelerated Personal Support Worker program, and timing related to delayed funding for the Apprenticeship grant.

Contract Income is established based on agreements with the Ministry and other partners. The College anticipates being below its budget projections. In most cases, shortfalls in Contract Income will be mostly offset by a decrease in expenditures.

- Total Tuition revenue is trending consistent with the mid-year budget projection at 76% and has increased over the 2023 comparative period by \$7,535,106 or 6% due to the following:
 - Increase in Domestic Tuition revenue of \$1,051,164 over the comparative period due to higher enrolment for the Fall 2024 semester.
 - Increase in International Tuition revenue of \$1,154,193 over the comparative period due to a higher Winter semester revenue deferral being realized for the current year and higher enrolment for the Spring 2024 semester.
 - Increase in PCPP Tuition revenue of \$5,135,023 over the comparative period due to higher enrolment at Ace Acumen for the Spring 2024 semester.

- Total “Other” income is trending above the mid-year budget projection at 77% and has decreased over the 2023 comparative period by \$37,178 or 0.1% due to the following:
 - Decrease in Interest Income of \$1,681,808 due to lower cash balances.
 - Increase in PCPP Fee-for-Service of \$1,467,731 due to higher enrolment at Ace Acumen for the Spring 2024 semester.

EXPENDITURES (Schedule 3)

The following highlights the major changes in expenditures compared to the mid-year budget projection and the 2023 comparative period:

- Total Salaries & Benefits are trending consistent with the mid-year budget projection at 75% and have increased over the 2023 comparative period by \$1,833,425 or 2%. The increase is primarily due to Bill 124 salary increases, additional staffing, and one-time compensation adjustments. Outcomes from academic bargaining are unknown at this time as the parties have agreed to enter into binding arbitration.
- Total Non-Salary expenditures are trending below the mid-year budget projection at 72% and have increased over the 2023 comparative period by \$9,390,608 or 8%. The increase is due to the following:
 - Increase in Contracted Educational Services as a result of higher enrolment from students attending the Toronto Campuses, and flowing the applicable funds to Ace Acumen.
 - Decrease in Contracted Services Other as a result of lower agent commissions to recruit international student enrolment.
 - Increase in Equipment Maintenance and Repairs due to higher costs for IT software licenses and enhancements to the College’s academic loading software.
 - Increase in Insurance due to higher international student insurance fees as a result of higher PCPP and international student enrolment.
 - Increase in Student Assistance Scholarships due to additional scholarship programs implemented during the 2024-25 year and increased scholarships to international students.

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

ANCILLARY OPERATIONS (Schedule 4 & 4B)

- The Ancillary Operations deficit of \$262,896 is trending within the mid-year budget deficit projection of \$1,339,623 and has decreased by \$1,002,706 over the 2023 comparative period. This is primarily due to the excess capacity across the College's owned and leased student residence facilities.

SCHEDULE 1

ST. CLAIR COLLEGE
SUMMARY OF REVENUES AND EXPENDITURES
FOR THE NINE MONTHS ENDED DECEMBER 31, 2024

	A	B	A - B	
	MCU BUDGET (12 months)	ACTUAL (9 months)	ACTUAL PRIOR YEAR (9 months)	VARIANCE (9 months)
<u>REVENUE</u>				
MCU Operating Grants	43,524,055	31,191,569	31,301,880	(110,311)
Contract Income	8,867,761	5,319,679	6,941,426	(1,621,747)
Tuition	184,907,844	140,270,377	132,735,271	7,535,106
Other	67,314,696	51,941,781	51,979,499	(37,718)
Total Operating	304,614,355	228,723,406	222,958,076	5,765,330
Total Ancillary	13,423,982	10,516,360	9,707,148	809,212
TOTAL REVENUE	318,038,337	239,239,766	232,665,224	6,574,542
<u>EXPENDITURES</u>				
Salary & Benefits	105,674,266	79,068,941	77,235,516	1,833,425
Non-Salary	174,266,571	125,755,856	116,365,248	9,390,608
Ancillary	14,763,605	10,779,256	8,967,338	1,811,918
TOTAL EXPENDITURES	294,704,442	215,604,053	202,568,102	13,035,951
Total Net Surplus / (Deficit)	\$23,333,895	\$23,635,713	\$30,097,122	(\$6,461,409)

SCHEDULE 2

**ST. CLAIR COLLEGE
REVENUES
FOR THE NINE MONTHS ENDED DECEMBER 31, 2024**

	A	B	A - B	
	MCU	ACTUAL		
	BUDGET	PRIOR YEAR	VARIANCE	
	(12 months)	(9 months)	(9 months)	
REVENUE				
Enrolment Based Envelope: see note 1	11,883,702	9,552,358	11,192,692	(1,640,334)
Differentiation Envelope: see note 2	32,840,915	24,154,519	22,517,122	1,637,397
Special Purpose / Other Grants: see note 3	(1,200,562)	(2,515,308)	(2,407,934)	(107,374)
Total MCU Operating Grants	43,524,055	31,191,569	31,301,880	(110,311)
Apprenticeship	4,670,235	3,400,169	4,147,168	(746,999)
Better Jobs Ontario	38,935	111,744	200,226	(88,482)
Literacy & Basic Skills	1,380,172	1,032,117	1,031,117	1,000
School College Work Initiative	2,138,945	453,567	574,823	(121,256)
Other: see note 4	639,474	322,082	988,092	(666,010)
Total Contract Income	8,867,761	5,319,679	6,941,426	(1,621,747)
Post Secondary - Domestic	26,231,263	17,378,081	16,326,917	1,051,164
Post Secondary - International	85,277,027	60,795,177	59,640,984	1,154,193
Post Secondary - PCPP	71,439,554	60,357,845	55,222,822	5,135,023
Continuing Education	1,960,000	1,739,274	1,544,548	194,726
Total Tuition	184,907,844	140,270,377	132,735,271	7,535,106
Interest Income	15,200,000	11,399,736	13,081,544	(1,681,808)
Contract Training	800,000	709,493	383,278	326,215
International Projects	140,000	25,938	316,558	(290,620)
PCPP Fee-for-Service	23,379,307	18,338,438	16,870,707	1,467,731
Other: see note 5	2,164,227	2,123,813	2,851,426	(727,613)
Divisional Income	19,165,189	14,571,153	13,909,737	661,416
Amortization DCC	6,465,973	4,773,210	4,566,249	206,961
Total Other	67,314,696	51,941,781	51,979,499	(37,718)
Total Revenue Before Ancillary	304,614,355	228,723,406	222,958,076	5,765,330
Ancillary Revenue (Schedule 4)	13,423,982	10,516,360	9,707,148	809,212
Total Revenues	\$318,038,337	\$239,239,766	\$232,665,224	\$6,574,542

SCHEDULE 3

**ST. CLAIR COLLEGE
EXPENDITURES
FOR THE NINE MONTHS ENDED DECEMBER 31, 2024**

	A	B	A - B	
	MCU	ACTUAL		
	BUDGET	ACTUAL	PRIOR YEAR	
	(12 months)	(9 months)	(9 months)	
			VARIANCE	
			(9 months)	
<u>SALARY & BENEFITS</u>				
Administrative : Full-Time	9,394,388	7,299,567	6,627,389	672,178
Administrative : Part-Time	2,321,890	1,629,870	2,256,902	(627,032)
Faculty: Full-Time	36,355,818	27,046,389	26,998,412	47,977
Faculty : Part-Time	15,988,266	11,765,218	11,006,338	758,880
Support : Full-Time	15,350,751	11,629,182	11,427,267	201,915
Support : Part-Time	6,974,547	5,481,123	5,248,206	232,917
Fringe Benefits	19,288,606	14,217,592	13,671,002	546,590
Total Salary & Benefits	105,674,266	79,068,941	77,235,516	1,833,425
<u>NON-SALARY</u>				
Advertising	2,922,267	2,413,579	2,616,892	(203,313)
Contracted Cleaning Services	3,879,490	2,162,304	2,956,538	(794,234)
Contracted Educational Services	75,511,167	62,631,853	57,270,783	5,361,070
Contracted Services Other	22,831,858	10,499,566	11,783,691	(1,284,125)
Equipment Maintenance & Repairs	4,888,016	3,178,783	2,439,985	738,798
Equipment Rentals	3,488,022	2,901,025	2,779,676	121,349
Instructional Supplies	7,769,499	5,338,719	5,228,980	109,739
Insurance	7,804,345	7,887,317	5,997,029	1,890,288
Janitorial & Maintenance Supplies	814,065	460,168	462,458	(2,290)
Memberships & Dues	888,751	646,640	629,972	16,668
Municipal Taxes	827,150	781,955	656,039	125,916
Office Supplies	1,061,307	777,361	665,744	111,617
Premise Rental	3,158,954	2,549,706	2,305,870	243,836
Professional Development	690,526	309,484	381,949	(72,465)
Security Services	2,993,332	2,195,756	1,881,757	313,999
Stipends, Allowances & Scholarships	5,243,520	2,083,654	1,012,239	1,071,415
Student Assistance 30% Tuition	1,750,000	1,505,246	847,609	657,637
Travel	1,203,764	707,313	687,023	20,290
Utilities	4,680,000	3,223,076	2,925,396	297,680
Other: see note 6	7,173,069	3,214,188	2,974,835	239,353
Amortization	14,687,469	10,288,163	9,860,783	427,380
Total Non-Salary	174,266,571	125,755,856	116,365,248	9,390,608
Total Operating Expenses	279,940,837	204,824,797	193,600,764	11,224,033
Ancillary Expenses (Schedule 4)	14,763,605	10,779,256	8,967,338	1,811,918
Total Expenditures	\$294,704,442	\$215,604,053	\$202,568,102	\$13,035,951

SCHEDULE 4

**ST. CLAIR COLLEGE
ANCILLARY OPERATIONS
FOR THE NINE MONTHS ENDED DECEMBER 31, 2024**

	A	B	A - B	
MCU		ACTUAL		
BUDGET	ACTUAL	PRIOR YEAR	VARIANCE	
<u>(12 months)</u>	<u>(9 months)</u>	<u>(9 months)</u>	<u>(9 months)</u>	
<u>Revenue</u>				
Beverage & Cafeteria	79,000	81,841	65,423	16,418
Bookstore - Windsor & Chatham	135,000	125,917	189,417	(63,500)
Senior Advisor Special Events	179,000	208,697	171,914	36,783
Lockers Administration	50,000	44,895	44,685	210
Parking Lots	2,425,000	1,514,533	1,370,324	144,209
Residence - Windsor	3,778,788	2,309,964	1,851,052	458,912
St. Clair College Centre for the Arts	4,202,194	3,510,395	4,157,492	(647,097)
Varsity Sports	1,850,000	1,957,192	1,279,478	677,714
Sports Park	200,000	202,450	100,000	102,450
Woodland Hills Golf Course	525,000	560,476	477,363	83,113
	13,423,982	10,516,360	9,707,148	809,212
<u>Expenditures</u>				
Bookstore - Windsor & Chatham	2,370	2,370	-	2,370
Senior Advisor Special Events	130,000	139,037	129,004	10,033
Lockers Administration	6,738	-	6,518	(6,518)
Parking Lots	1,944,606	1,191,187	1,040,004	151,183
Residence - Windsor	2,348,321	1,603,248	1,428,259	174,989
Residence - Chatham	141,695	65,432	93,319	(27,887)
Residence - GEM	359,640	377,513	70,399	307,114
Residence - La Residence	667,848	504,015	-	504,015
Residence - Saints	774,720	700,000	-	700,000
St. Clair College Centre for the Arts	4,161,940	3,298,061	3,499,328	(201,267)
Varsity Sports	2,887,012	2,309,689	2,073,478	236,211
Sports Park	830,815	254,799	205,313	49,486
Woodland Hills Golf Course	507,900	333,905	421,716	(87,811)
	14,763,605	10,779,256	8,967,338	1,811,918
Total Net Surplus / (Deficit)	(\$1,339,623)	(\$262,896)	\$739,810	(\$1,002,706)

ST. CLAIR COLLEGE
ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)
FOR THE NINE MONTHS ENDED DECEMBER 31, 2024

SCHEDULE 4B

	MCU BUDGET (12 months)	ACTUAL (9 months)	ACTUAL PRIOR YEAR (9 months)
Beverage & Cafeteria: Revenue	79,000	81,841	65,423
Bookstore - Windsor & Chatham: Revenue	135,000	125,917	189,417
Bookstore - Windsor & Chatham: Expenditures	2,370	2,370	-
	<u>132,630</u>	<u>123,547</u>	<u>189,417</u>
Lockers Administration: Revenue	50,000	44,895	44,685
Lockers Administration: Expenditures	6,738	-	6,518
	<u>43,262</u>	<u>44,895</u>	<u>38,167</u>
Senior Advisor Special Events: Revenue	179,000	208,697	171,914
Senior Advisor Special Events: Expenditures	130,000	139,037	129,004
	<u>49,000</u>	<u>69,660</u>	<u>42,910</u>
Parking Lots: Revenue	2,425,000	1,514,533	1,370,324
Parking Lots: Expenditures	1,944,606	1,191,187	1,040,004
	<u>480,394</u>	<u>323,346</u>	<u>330,320</u>
Residence - Windsor: Revenue	3,778,788	2,309,964	1,851,052
Residence - Windsor: Expenditures	2,348,321	1,603,248	1,428,259
	<u>1,430,467</u>	<u>706,716</u>	<u>422,793</u>
Residence - Chatham: Expenditures	141,695	65,432	93,319
Residence - GEM: Expenditures	359,640	377,513	70,399
Residence - La Residence: Expenditures	667,848	504,015	-
Residence - Saints: Expenditures	774,720	700,000	-
St. Clair College Centre for the Arts: Revenue	4,202,194	3,510,395	4,157,492
St. Clair College Centre for the Arts: Expenditures	4,161,940	3,298,061	3,499,328
	<u>40,254</u>	<u>212,334</u>	<u>658,164</u>
Varsity Sports: Revenue	1,850,000	1,957,192	1,279,478
Varsity Sports: Expenditures	2,887,012	2,309,689	2,073,478
	<u>(1,037,012)</u>	<u>(352,497)</u>	<u>(794,000)</u>
Sports Park: Revenue	200,000	202,450	100,000
Sports Park: Expenditures	830,815	254,799	205,313
	<u>(630,815)</u>	<u>(52,349)</u>	<u>(105,313)</u>
Woodland Hills Golf Course: Revenue	525,000	560,476	477,363
Woodland Hills Golf Course: Expenditures	507,900	333,905	421,716
	<u>17,100</u>	<u>226,571</u>	<u>55,647</u>
Total Revenue	13,423,982	10,516,360	9,707,148
Total Expenditures	14,763,605	10,779,256	8,967,338
Total Net Surplus / (Deficit)	<u><u>(\$1,339,623)</u></u>	<u><u>(\$262,896)</u></u>	<u><u>\$739,810</u></u>

Notes: Revenues & 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
Allied Health Enrolment
Clinical Education / Nursing Expansion
Collaborative Nursing
International Student Recovery
Mental Health Worker and Services
Municipal Taxes
Postsecondary Education Sustainability
Primary Care Paramedic

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
In-Service Teacher Training
Diploma Certificate Replacement
Gain/Loss on Sale of Assets
Grade Appeals
Graduation Fees
Miscellaneous Income
Transcript Fee
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
Student Scholarships Other
Telephone
Vehicle Expenses



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: FEBRUARY 25, 2025

RE: RISK ASSESSMENT/MANAGEMENT REPORT

SECTOR: ALL SECTORS

AIM:

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

BACKGROUND:

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

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

Senior Management ensures that appropriate steps are taken to identify, assess and manage risk and potential hazards associated with the organization, its activities and services. The College's Risk Management strategy provides a structured and coherent approach to analyzing, managing and mitigating risk.

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

In addition, a Board of Governors Risk Management Policy was developed and adopted as of February 27, 2024.

For supplementary information, please find attached a full Risk Management Report which provides an overview of the College's Risk Management system in addition to the Risk Register and the Board of Governors' Risk Management Policy.

RECOMMENDATION:

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

**POLICY AND PROCEDURE
MANUAL**

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

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

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

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

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



ST. CLAIR
COLLEGE



Risk **M**anagement **R**eport

Updated:
Fall 2020
Fall 2021
Fall 2022

Risk Management

Preamble

St. Clair College has incorporated risk management into the daily operations of the College by anticipating potential risks and planning reasonable recourses. Since 2009, a formal Risk Management Report has been conducted annually and presented to the Board of Governors. Other proactive measures include:

- Policy development.
- Promoting health and safety.
- Professional development.
- Safeguarding our staff, students and other clients.
- The development of Business Continuity Plans to ensure the effective, continuous operations of the College and conducting ongoing reviews for risk mitigation opportunities.

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

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

Risk Management Strategy

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

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

1. Identify the Risk

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

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

1. Safeguard the lives and safety of students, staff and visitors.
2. Mitigate personal injuries that can or will occur.
3. Protect the assets of St. Clair College.

4. Preserve our ability to ensure ongoing operations of St. Clair College.
5. Protect the reputation and goodwill of St. Clair College.

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

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

2. **Analyze and Categorize the Risk**

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

Probability Scale

As reflected in the current Risk Assessment (attached to the agenda), each risk element identifies the probability of occurrence has been determined based on the following scale:

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

Impact Scale

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

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

3. Risk Prioritization

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

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

Legend: Risk Level

	HIGH		MEDIUM		LOW
--	------	--	--------	--	-----

3. Existing Controls

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

4. Manage the Risk

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

5. Review the Risk

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

6. Roles and Responsibilities

1. Departmental Level – Managers and Program Chairs

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

2. Dean, Associate Vice Presidents and Chief Information Officer

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

3. Enterprise Risk Management Committee

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

4. Senior Operating Group

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

5. Board of Governors

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

Information and Communication

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

Monitoring

SOG will continually measure and monitor the risk environment and the performance of the risk management strategies. The management team will foster a culture that provides for disseminating best practices, lessons learned, and expertise acquired from our risk management activities across the organization. Monitoring will be done through the Enterprise Risk Management Committee, who will provide SOG with a monthly status update for each risk, through the appropriate Sector Head.

Summary

The College seeks to foster a culture that is risk-aware without being risk-averse, pursuing opportunities that further strategic and operational priorities while effectively managing risk. Senior Management ensures that appropriate steps are taken to identify, assess and manage risk and potential hazards associated with the organization, its activities and services. The College's risk management strategy provides a structured and coherent approach to identifying, assessing, monitoring and managing risk. A Risk Management Committee has been established and endeavours to meet on a monthly basis to regularly review, assess, and update new developments or actions taken.

Appendix A – Detailed Plan Form

Appendix B – Risk Management Register Form

Appendix C - Enterprise Risk Management Committee – Terms of Reference

Appendix D – Individual Category Review Process



Appendix A - Detailed Risk Plan

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

Detailed Risk Plan

Section 2: Risk Mitigation		
Possible Mitigation Options	Analysis Result (Accept/Reject)	
	<i>Will this option provide the anticipated/expected outcomes?</i>	
Risk Mitigation Plan		
Action Item	Action By	Timeline
Resource Requirement:		
Reporting and Monitoring Required:		
Completed By:	Date:	

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

Committee Purpose/Mandate

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

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

ERMC Responsibilities

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

Meetings

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

Membership

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

Appendix D - Risk Management - Individual Category Review Process

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

RISK MANAGEMENT REGISTER

RISK #	RISK IDENTIFIED	PROBABILITY RATING	IMPACT	RISK PRIORITY	CURRENT CONTROLS	PREVENTATIVE STRATEGIES (PS)	LEAD	SECTOR HEAD	EXPECTED TIMELINE TO COMPLETE (PS)	STATUS
1. Academic and Student Services										
1.1	Academic Integrity	MEDIUM	2	M2	<ul style="list-style-type: none"> • Protocols and workflow to address academic misconduct: The CAE has created an asynchronous tutorial for all incoming students and workshops for students referred after an academic misconduct has been reported. • Student Code of Rights and Responsibilities. • Database for recording AI misconduct. • CAE website and Student Hub house resources for students, faculty and administration. • Data analysis, reporting and communication structure. • CAE Academic Integrity Annual Activity Plan • Resources, Training and support for faculty and administration. • Academic Integrity Committee • The CAE, as part of their mandate, has a focus on all aspects of AI. • Mandatory training for required for all first semester students. • Engagement with Student Representative Council for advocacy and awareness. 	<ul style="list-style-type: none"> • Research, identify and develop resources for faculty and students. • Develop initiatives to promote a strong culture of AI. CAE collaborates with Student Leadership and Student Services on various initiatives to promote academic integrity. One example is the Do not Cheat Day. Other examples include participation in provincial initiatives, promoting academic integrity at student orientation. Other initiatives determined on an annual basis. • Improve communication structure through emails, guides and resources, training. The CAE Website and Intranet is mainly used to publish information. Participate at student orientation and departmental meetings, as well as present at All Academics, coordinators, College Advisory Council, and other relevant meetings. Monthly meetings with Student Leadership are another method used for improving communication. • Establish a robust website and resource centre. • Streamline the appeal process. • Curriculum and assessment strategies that promote academic integrity. Careful consideration should be given to using non-exam evaluations when appropriate. • Resources have been developed for faculty and students and posted on the CAE Website and Corporate Website. The CAE will continue with PD and resource development as new issues emerge (i.e. Artificial Intelligence). 	Lindi	Mike	Ongoing	Monitoring

					<ul style="list-style-type: none">• AI Tutorial has been implemented as a preventative and educational tool.• 3 workshops have been created for students that are reported on the AI Database.• Misconduct reporting process and database have been streamlined.• Monthly and weekly reports created for Chairs and SOG.• Enhanced Administrative Resources by providing guides and training for program Chairs.• Improvement of Administrative Reporting to enable early detection and actions for multiple misconduct cases.• Next step is to incorporate assessment strategies that promote academic integrity. This is being implemented through current new program development process. It will be piloted through Cyclical Review and Program Chart changes in 2024-2025.• 3 training modules (Academic Integrity, Sexual Harassment and Emergency Response) are mandatory for all enrolled students.					
1.2	Program Accreditation	LOW	3	L3	<ul style="list-style-type: none">• Complying with accreditation standards.• External Review Process.• Implement recommendations of Accreditation Panels where possible.• Ongoing communication with corresponding accrediting bodies.• Comparison of benchmarking facilities and curriculum content with other colleges.• Community feedback (Placements, Program Advisory Committees, etc.).	<ul style="list-style-type: none">• Upgrading academic equipment/facilities through the capital process.• Streamline the process of accreditation and align with cyclical review process.• Evidence tracking similar to what is done with CQAAP.• CAE works with the program teams in implementation of and compliance with accreditation standards.• CAE works with the program teams to implement Accreditation Panel recommendations.	Chairs/Deans	Monica	Ongoing	Monitoring
1.3	Meeting Enrolment Projections	HIGH	3	H3	<ul style="list-style-type: none">• Aggressive marketing strategies for domestic enrolment developed with SOG input.• Development of special strategies to mitigate loss of graduating high school students to comparable programs at Fanshawe and	<ul style="list-style-type: none">• Weekly, detailed report reviewed by SOG with action plans as required.• Develop formal marketing and recruitment plan tied to specific metrics that are reviewed by SOG on a monthly basis.	Juli	Marc	Ongoing	In Progress

					<p>Lambton Colleges from Chatham-Kent and Essex County.</p> <ul style="list-style-type: none"> • Increase institutional space. • Continued partnership strategies (Articulation Agreements). • Stronger emphasis on student life by implementing "Destination College" initiatives with a focus on the Student Life Centre, Esports Arena, Sports Park, Academic Tower, and the provision of culturally diverse events. • Annual Report presented to the Board of Governors regarding the progress of new programs for monitoring purposes and to allow for continuous improvements. • The creation of the Institutional Data and Enterprise Analytics position to provide additional analytical support in understanding enrolment trends and support decision making. • Student retention and Academic Advising department that supports dismissed students and implements strategies to prevent dismissals. 	<ul style="list-style-type: none"> • New program development (see risk 1.5- Program Mix). • Analyze why college application numbers are decreasing and university numbers are increasing. • Marketing/ recruiting sessions in high schools. • Marketing and recruiting sessions for grades 7 & 8 students. • Implement a plan to increase accessibility for lower social economic students. • Creation of marketing plan. • SEO plan and execution. 				
1.4	International Student Recruitment	HIGH	3	H3	<ul style="list-style-type: none"> • Ongoing efforts by the College Program Assessment Committee (CPAC) for the oversight of new program development and existing program sustainability. • Review of educational landscape as it relates to new developments in the province and region. • Work with local governments to identify/create areas of need. • Ongoing review and development based on EMC and community feedback. • Student retention and Academic Advising department that supports dismissed students and implements strategies to prevent dismissals. 	<ul style="list-style-type: none"> • Weekly, detailed report reviewed by SOG with action plans as required. • New program development for international students to include • Creation of marketing plan. • SEO plan and execution. • Scholarships. 	Nate	Ralph	Ongoing	In Progress
1.5	Program Mix	MEDIUM	2	M2	<ul style="list-style-type: none"> • Ongoing efforts by the College Program Accountability Committee (CPAC) for the oversight of new program development and existing program sustainability. • Review of educational landscape as it relates to new developments in the province and region. • Work with local governments to identify/create areas of need. • Ongoing review and development based on EMC and community feedback. 	<ul style="list-style-type: none"> • Monthly meetings to review new submissions and updates. Submissions are reviewed and approved by Vice President Academic (VPA), before proceeding to SOG. The final phase is approved by SOG and Board of Governors (BOG). • Review of Admission stats at EMC and SOG. A plan for creation of program in Emerging Technologies. • New program priority list is approved by SOG. 	Chairs/Dean	Monica	Ongoing	In Progress

1.6	Academic Equipment Replacement/Upgrade	MEDIUM	1	M1	<ul style="list-style-type: none"> • Submission of capital requirements (with prioritization) incorporated as part of the annual budget process and the mid-year budget review. • Provincial government funding of CERF for further capital upgrades. • Creation of Internally Restricted Funds Policy (2019). • Ministry of Labour, Training and Skills Development provided funding for the Academic Enhancement Fund (AEF) for further capital upgrades. 	<ul style="list-style-type: none"> • The budget for 2023-2024 is \$1.3M for academic capital equipment and improvements. • The asset management initiative will track the age of equipment and proactively determine replacement needs. 	Managers	SOG	Ongoing	In Progress
1.7	Quality Assurance	LOW	2	L2	<ul style="list-style-type: none"> • Quality Assurance Committee chaired by the Executive Director, Academic Excellence, and Accountability that includes: <ul style="list-style-type: none"> o Annual audit of Course Outlines. o Internal Audits on Advanced Standing. o PAC Meetings and Annual Program Reviews. o Annual Reviews are conducted each Spring for all programs. o Cyclical Reviews are scheduled and performed for all programs every five years. Compliance with Program Standards o Continued investment in the College's Centre for Academic Excellence and Quality Assurance including Academic Integrity Officer for awareness and oversight of Academic Integrity. o Key performance metrics reviewed annually and strategies aligned for improvement with Services and Academics. o Development and deployment of Student Engagement Survey (SES). o Review and adherence to Quality Learning Environment Policy. o Instructional Feedback Surveys (IFS) conducted and reviewed every semester. o Ongoing training and development for new and existing faculty. o Internal Audits on Transfer Credits, Cyclical Reviews, Action Items Completion and Annual Program Reviews. o Creation of a depository documenting all Experiential Learning initiatives. o Mandatory review date being applied to all College policies. All policies are to be reviewed at a minimum of every five years. 	<ul style="list-style-type: none"> • Formalized process for reviewing/updating College policies. • Development of our digital capacity through a team of Curriculum and Educational Developers to enhance learning and practical skills while decreasing dependency on in-person performance. • Annual funding available for professional development and College Educator Development Program (CEDP). • Development of repository for all stored evidence to be reviewed monthly as part of the Quality Assurance Committee. • Enhanced online training modules for Blackboard and other effective teaching and learning strategies. • CAE offers Professional Development and organizes events to increase awareness and promote QA. Strategies may include: <ul style="list-style-type: none"> o Monthly presentations at Chairs and/or CHOG; o A few times a year present specific topic at Student Breakfast, All Admin, All Academic; o Presentations/updates to BOG. o Implement QA Coffee break. • There are a number of resources and modules created to help faculty with development and conversion of courses to online/hybrid delivery. The CAE has a 	Lindi	Mike	Ongoing	Monitoring

					<p>Catalogue of quality teaching material available to faculty.</p> <p>o QA protocols and oversight of Public College Private Partnership (PCPP) performed by St. Clair College Administration.</p>	<p>team of Curriculum and Educational Developers to support faculty.</p> <ul style="list-style-type: none">• PD offerings are scheduled each month.• CQAAP evidence repository is completed.• CAE Website and the CAE Faculty Hub are revamped to provide up to date and relevant content.• Some examples of initiatives include the CAE Academy for Chairs, Learning Café, Book Club.• Update of policy 9.3, 9.4, 1.1.4• Development of the CAE Framework for Experiential Learning. In addition, recreation of a depository documenting all EL activities; alignment of reporting for EL in all programs.• Policy review monitored monthly in QA Panel meetings.• Creation of a centralized system for College's Committees to enhance communication structure and integrity of documentation.• Gap analysis recently completed by the Executive Director and reviewed against required College Quality Assurance Audit Process (CQAAP) standards. Associated action plans developed.• Policy 9.3, Protocols, process and templates have been updated to ensure consistency and compliance.• Internal auditing takes place to validate internal processes and make recommendations. An update in Policy 9.3 and Action Plan Database was conducted to make the auditing of Action Items less time consuming.• Through participation on provincial bodies, communications with MCU, PEQAB and OCQAS as well as stakeholder's' feedback (i.e. PAC) we continuously compare facilities and curriculum content.• CAE monitors program standards update and works with the program				
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						teams in implementation and compliance. <ul style="list-style-type: none"> • Training and resources for PLAR and Transfer Credits. 				
1.8	Student Accidents/ Incidents/Violent Behaviour	MEDIUM	2	M2	<ul style="list-style-type: none"> • Code of Student Rights and Responsibilities reviewed and revised annually by internal and external advisors, including the College legal advisor for Code matters. • Departmental Health and Safety policies, procedures and regulations are reviewed regularly by the College's Joint Health and Safety Committee. • Respectful Workplace and Education Policy reviewed annually. Changes are communicated to all staff. • Workplace Violence and Prevention training is part of the College's Health and Safety training, that all employees must complete and refresh every 3 years. • A Campus Active Shooter video has been used for Active Attacker training for staff and students. • A Sexual Violence Prevention Committee has been established to implement measures to reduce incidents of sexual violence on and off campus which includes communication, training, and educational activities. • The Sexual Assault and Sexual Violence Policy and Procedure was first initiated in 2016 and underwent a significant update in 2020 as a stand-alone policy. Another significance update was completed in 2022. • The College has a standing policy "Procedures for Dealing with Student Behavioural Concerns" along with the Campus Care Team. The purpose of both is to identify behaviours of concern early and provide a care team approach/plan for early intervention. 	<ul style="list-style-type: none"> • The Campus Care Team meets on a weekly basis to assess behaviour concern reports. A Behaviour Intervention Plan guides the team, and the College is a member of NaBit, a national threat assessment organization which provides resources and consultation. • Departmental 'Violence Risk Assessment' (VRA) are conducted in conjunction with departmental health and safety risk assessments every two years or when circumstances dictate a review. • Security is present at all campus locations. A staffed Dispatch Centre is in place at the Windsor Campus, monitoring all campus locations. • Added Police presence - contract duty Police Officers, are hired for Windsor Downtown campus locations on a rotating 4-hour/day basis for the Fall and Winter semesters. • Annual mandatory consent training at both the Windsor and Chatham residences. • The College works closely with the Sexual Assault Crisis Centre. • The Alertus system is in place for panic buttons, emergency communications and mobile call for help. • Active shooter tabletop drill completed. • A retired Police Chief has reviewed current policies and procedures and made recommendations. • Based on the feedback from the tabletop exercise and the retired Police Chief, we have modified our policies and procedures, developed our own active event safety video, and mandated for staff training. In addition, we are currently in process of renumbering all buildings and rooms as recommended. • Hired retired police officer as Director of Security. 	Rebecca	Joe	Ongoing	In Progress

1.9	Knowledge/Implementation of Immigration Laws/Regulations	HIGH	1	H1	<ul style="list-style-type: none"> • All College related admission documents and website have been reviewed by our lawyers and modified appropriately. • Robust protocol for posting and removing of information from website. 	<ul style="list-style-type: none"> • The College has three staff members currently in IRCC training to become certified as immigration advisors for the sole purpose of ensuring acquired knowledge of changing immigration legislation/guidelines. • SOG has updates from the College's immigration lawyer on changing legislation and/or government bulletins, as required. 	Nate	Ralph	Ongoing	In Progress
1. 10	Student Lawsuits/ Harassment/Bullying Complaints	HIGH	1	H1	<ul style="list-style-type: none"> • Quality Learning Environment Policy. • Grade Appeal Policy. • Staff training conducted annually on 'Duty to Accommodate', etc. • 'Conduct Depository' created in the Student Administration System to allow better monitoring of progressive/repeated negative behaviour across the College community. • Dedicated College Resolution Officer appointed to allow for greater dedication of resources consistently across campuses and to provide updates as required. • Student lawsuits/harassment/bullying complaints are brought to the Board of Governors for information purposes. 	<ul style="list-style-type: none"> • Code of Student Rights and Responsibility reviewed annually by the College and our lawyer to ensure compliancy with any changes in applicable legislation (Human Rights, natural justice, etc.) prior to the upcoming academic year. • Formal meetings with student leaders (SRC, TSI, SSAA) monthly and College executive assigned as liaison. • Investigations of harassment/bullying are now done by a third party to ensure unbiased investigations are conducted. 	Beth/ Rebecca	Joe S	Ongoing	In Progress
1. 11	Compliance with Accessibility for Ontarians with Disabilities Act; Human Rights Commission Policies Related to Accessibility and Human Rights	MEDIUM	1	M1	<ul style="list-style-type: none"> • The College's Accessibility Committee meets three times per year. • All staff are trained in Customer Service for Persons with Disabilities and Integrated Accessibility Regulation Standards. • All staff who deliver and develop curriculum are trained in Educator Awareness Training. • Human Resources recruitment policies rewritten for compliancy and reviewed annually. • Development and implementation of Student Equity, Inclusion and Accessibility Policy (2016). • Professional Development offered such as Mental Health First Aid Training, Identifying and Referring Students in Distress and Accommodation Plans. • Clockwork Software allows secure documentation of disabilities and provides a direct method of sending official Accommodation Plans to faculty and students without compromising privacy. 	<ul style="list-style-type: none"> • Website indicates St. Clair College's commitment and understanding of compliance obligations; Accessibility Plan posted on the web. • Created online Student Orientation to Accessibility Services (SOAR) stclaircollege.ca/soar as a way to provide transition information to students and parents regarding accessibility services. • Transition workshops are hosted at St. Clair to communicate and promote available services to incoming students with accessibility needs. • Sessions provided to all faculty on the new Ontario Human Rights Code expectations pertaining to postsecondary students with disabilities. • Accessibility assessments are being conducted across all sites to develop a plan for compliance with 2025 building code changes as they relate to accessibility. 	Joe A	Ralph	Ongoing	In Progress

						<ul style="list-style-type: none"> • External accessibility audit was conducted by FCAPX for all College buildings to assess needs and help develop a long-term accessibility plan. • Annual Accessibility Status Report will be published to the college website that documents the identification, removal, and prevention of barriers for the year. • Incorporate a universal design for learning in curriculum development and design. Increase collaboration between Student Services and the CAE. • A digital guide to accessibility was created for faculty. 				
1. 12	Varsity Athletics	LOW	1	L1	<ul style="list-style-type: none"> • Emergency Information Form provided in the event therapy is required. • Physical evaluation recommended to all students prior to participation. • Annual Coaches Training. • OCAA Concussion Protocol - a Certified Athletic Therapist is at every game. • Coaches and Assistant Coaches are responsible for oversight of all trips and appropriate behaviour from athletes. All travel is chaperoned. • Student consent required to participate in varsity sports/intramurals. 	<ul style="list-style-type: none"> • All athletes complete a pre-participation electronic medical evaluation through Privit. A report is generated that flags any medical conditions/issues. • Privit also houses the concussion education resources that each athlete must review and sign off. • For 'high impact sports', athletes complete a baseline impact test that is used for comparison if an athlete sustains a concussion. • Return to play protocols are consistent with the OCAA protocol and Rowan's Law for Ontario. 	Reid	Ralph	Ongoing	In Progress
1. 13	SportsPlex/HealthPlex	LOW	1	L1	<ul style="list-style-type: none"> • Use of SportsPlex/HealthPlex Waiver Forms. • Use of Police Clearance Forms. 	<ul style="list-style-type: none"> • Physical Activity Readiness Questionnaire required for fitness and instructor led courses. • Third party events require a certificate of insurance naming the College as an additional insured party. 	Reid	Ralph	Ongoing	Monitoring
2. Facilities Management										
2.1	Deferred Maintenance	MEDIUM	2	M2	<ul style="list-style-type: none"> • Preventative maintenance, documentation of equipment and status, five-year plan to address highest priority, MCU and College funding commitments. • Building Condition Assessments (BCA's) have been completed for all buildings. • An Internally Restricted Reserves fund has been established for Deferred Maintenance. 	<ul style="list-style-type: none"> • A five-year plan for Deferred Maintenance was developed in 2021-2022 and is modified annually based on a review of priorities, current operational equipment condition issues, areas subject to renovation, etc. • Ministry committed funding is in place for one more year. Additional funding models have yet to be announced. • The 2023/2024 plan has \$16.8M worth of projects approved and in progress. The 	Rebecca	Joe S	Ongoing	In Progress

						current supply chain climate has posed some challenges to this plan. <ul style="list-style-type: none">• Building condition assessments will begin again in 2024.• A key underground infrastructure study has been completed this year for South Campus and will help further prioritize future updates to the Deferred Maintenance Plan.				
3. Financial										
3.1	Asset Protection	MEDIUM	2	M2	<ul style="list-style-type: none">• Operating and capital budgets.• Insurance.• Investment and endowment policy for Foundation investments.• Approval/Signature Authorization for Acquisition and/or Sale of Goods and Services Policy.• Fixed Assets Acquisition Policy.• Fixed Assets Disposition Policy.• Asset Retirement Obligation Policy• Purchasing Policy.• External audit.• Monthly account reconciliations.• The College completed an asset management plan in May 2022. Facilities to engage FCAPX in 2024 to refresh the College’s Building Condition Assessment.• Deferred Maintenance practice approved by the BOG Audit and Finance Committee. The College has established an Internally Restricted Reserves fund for deferred maintenance.• Administration across all departments is responsible to ensure compliance with the applicable policies and business processes.• Management accountability.	<ul style="list-style-type: none">• Asset management plan.• Facilities to engage FCAPX in 2024 to refresh the College’s Building Condition Assessment.• Staff are periodically reminded to follow current policies and approvals before assets are removed from the property.	Marc	Marc	Ongoing	Monitoring
3.2	Fraud/Theft	LOW	3	L3	<ul style="list-style-type: none">• Cash Receipts Control Policy• Internal Departmental Procedures for College departments that handle.• Approval/Signature Authorization for Acquisition and/or Sales of Goods and Services Policy.• Monthly account reconciliations.• Administration across all departments is responsible to ensure that adequate controls and business processes exist to minimize the risk.• Management accountability.	<ul style="list-style-type: none">• The Board Audit and Finance Committee reviews and monitors as it’s an annual process as part of the College's external audit.• Segregation of duties to minimize risk.• Physical controls (i.e. vault, safe).• Ongoing management and review of processes.• No formal process outside of an external audit that address financial related matters.	All	Marc	Ongoing	Monitoring

					<ul style="list-style-type: none"> • Developed whistle blower policy. 	<ul style="list-style-type: none"> • Best practice requires a fraud risk assessment be performed to identify whether internal controls to prevent and detect fraud are adequate in non-Finance departments. 				
3.3	Management Override	MEDIUM	2	M2	<ul style="list-style-type: none"> • Audit and Finance Committee. • KPMG external audit. • Monitoring reports to the BOG. • Management accountability. • Segregation of duties. • Limited access. • College policy and procedures. 	<ul style="list-style-type: none"> • Management accountability. • Ensure management team is familiar with risks and implications beyond financial related risks, when policies, practices and directives are overridden. • Finance policies and areas of concentration contained within the HR new supervisor training manuals. 	All	Marc	Ongoing	Monitoring
3.4	Segregation of Duties	MEDIUM	2	M2	<ul style="list-style-type: none"> • Audit and Finance Committee • KPMG external audit • Management accountability. 	<ul style="list-style-type: none"> • Some departments maintain internal control documentation (flowcharts, policy/procedure manuals, narrative descriptions, etc.) for their complex and/or high-risk departments/functions. • Present policy/best practices to management team to ensure they're looking for gaps that can break down controls. 	All	Marc	Ongoing	Monitoring
3.5	Policy and/or Business Process Compliancy	MEDIUM	2	M2	<ul style="list-style-type: none"> • Some departments will bring compliance reports to SOG. • Section 28 Attestation to BOG annually. • Management accountability. 	<ul style="list-style-type: none"> • Monitoring reports to the BOG. • Policy tracking sheet to SOG on a monthly basis. • Finance will bring non-compliant limited tendering forms to SOG for documentation purposes. This change in compliance reporting to SOG will endeavour a change in administration accountability. 	All	Marc	Ongoing	Monitoring
3.6	<p>Revenues: Corridor Funding - Falling Below the 7% floor. Risk of Lost Funding.</p> <p>SMA3 -Performance-Based Funding Increases Risk of Lost Funding.</p> <p>Declining Domestic Enrolment: 12-year Trend. Reliance on Quickie Admits.</p>	HIGH	3	H3	<ul style="list-style-type: none"> • Budget process used to determine revenue projections (conservative approach taken). • New Supervisor, Budgeting & Financial Reporting role established to initiate early phases of centralized budgeting around aspects of College's budget for improved transparency. • Monthly account reconciliations performed. • Monthly budget to actual reports provided to budget holders. • Mid-year budget review process used to minimize financial risk. • CFO reports any potential risks to SOG for assessment, review, and action. 	<ul style="list-style-type: none"> • CPAC to assist the Academic Sector in identifying opportunities. • Enrolment is an agenda item that is discussed at SOG on a weekly basis to monitor declining domestic enrolment, 60/40 ratio, sustain international enrolment and increase the distribution of the international student population across a greater number of source countries. • Blue Ribbon Panel Report: Advocate to lift tuition freeze (domestic since 2019 and international since 2021) and increase operating grants. 	All	Marc	Ongoing	Monitoring

	<p>Increased PCPP Competition (especially in the GTA).</p> <p>International Students Unable to get to Canada and as a Result Defer Enrollment, Low Visa Approvals, 92% from India, 'Jumpers'.</p> <p>Increased reliance on Non-Core Business Revenues (PCPP and Interest Income) as it contributes 81% towards College's overall surplus, and Core Business share of College's overall surplus has declined 25%since 2016-17. College will likely be non-compliant with BOG Policy 2003-18 in near future (PCPP subsidizes Windsor Operations). IRCC Jan.22, 2024 announcement: PCPP no longer eligible for PGWP and approved undergraduate study permits to be reduced to 360,000 for 2024 a 35% reduction from 2023 and Ontario could see a greater decline. The College's surplus will likely decrease greater than 50% once this takes effect.</p>				<ul style="list-style-type: none"> • Internally Restricted Funds Policy and related BOG Executive Limitations. As of March 31, 2023, \$70M Internally Restricted into reserves for financial sustainability. • Regular financial monitoring and budget reports to the Audit Committee and BOG. • Five-year enrolment plan developed. • Program Costing Model reflects the impact that new programs do not bring additional funding. Challenges facing Academic Program sustainability brought to SOG and BOG. • Weighted Funding Units (WFU) reports and forecast are brought regularly to SOG. • Surplus/deficit trend report is brought annually to SOG. • PCPP is actively monitored and managed by the respective stakeholders to ensure compliance with the MCU PCPP Directive. • Collection of all tuition and related fees and remitting appropriate amounts to our PCPP partner. A security deposit (currently set to reach over \$6M) is held as a contingency. • MCU Tuition and Ancillary Fee Framework. • Performance based funding through SMA3 includes a 'stop-loss' mechanism to cap funding losses where target achievements across all metrics at a minimum of 95%. • BOG Policies 2003-18, 2003-19 & 2003-27. 	<ul style="list-style-type: none"> • Continuous sustainability discussions with MCU. Government cannot sustain 24 public colleges without international enrolment (ASCC, SOG, COP). College closures and/or shared services likely. • Maintain PCPP market share based on increased competition in the GTA (19 partners = approx. 142,500 forecasted students based on 7,500 maximum). • Monitor Strategic Mandate Agreement (SMA) 3 performance and any potential financial impact. • Management team should continue to discuss all the parameters around revenue. • Trend analysis and other reports with additional insights can be provided by Manager, IDEA. • CO and CICAN advocacy. • COP advocacy. Meeting with Minister Dunlop. Letters issued to all levels of government. College sector attempting to determine a study permit model that keeps all 24 colleges solvent. 				
3.7	Expenses:	HIGH	2	H2	<ul style="list-style-type: none"> • Budget process used to determine revenue projections (conservative approach taken). • Monthly account reconciliations performed. 	<ul style="list-style-type: none"> • Manage/monitor any increase of fixed overhead. Continue the messaging that management must be cognizant of the College's fixed overhead. Examples of 	All	Marc	Ongoing	Monitoring

					<ul style="list-style-type: none">• Monthly budget to actual reports provided to budget holders.• Mid-Year Review Budget process used to minimize financial risk.• Purchasing and expense guidelines available for administration and staff.• CFO reports any potential risk to SOG for assessment, review, and action.• New Supervisor, Budgeting & Financial Reporting role established to initiate early phases of centralized budgeting around aspects of College’s budget for improved transparency.• Regular financial monitoring and budget reports to the Audit Committee and BOG.• Program Costing Model reflects the impact that new programs do not bring additional funding. Challenges facing Academic Program sustainability brought to SOG and BOG.• Surplus deficit trend report is brought annually to SOG.• BOG Policies 2003-18, 2003-19 & 2003-27.	<p>increasing fixed overhead include the following:</p> <ul style="list-style-type: none">○ Repeal of Bill 124 and wage reopener negotiations has led to a significant increase in the College’s overhead. The College’s staffing costs have increased \$22.9M since 2016-17. Some staffing resources are not aligned where greater value can be realized.○ Annual cost implications are yet to be realized from the following: Part-time faculty unionization, transition to in-house security, approximate 20 faculty positions not filled during 2022-23, new coordinator model, resources need to support PCPP growth to 7,500, legislated carbon price increases forecast natural gas utility cost to double by 2030 etc.○ Over the past 7 years, the College has shifted towards increasing the volume of deficit achieving operations and/or overhead. When making this type of business/operational decisions, consideration must be given to the budget impact, not on the College’s overall surplus (\$37M) but on its core business surplus (\$7M est) given that is what will ensure the College’s long-term financial sustainability. From 2016-17 to 2022-23, for every \$1.06 earned in revenue, the College spent \$1.00.○ The high inflation rate increases the cost of capital and operating expenses.○ Growth in E.I. and C.P.P. contribution rates (18% in 2 years).• Non-competitive spend leading to higher costs.• Systematize budget allocations for direct costing.• Review and monitor all academic programs that do not meet the 40% internal contribution margin benchmark.				
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						<p>Challenges facing Academic Program sustainability brought to SOG and BOG.</p> <ul style="list-style-type: none">• Sustainability. The sustainability fund is available for periods of challenging times.• Monitor capital invested in underperforming programs and review ROI.• Academic program sustainability: longevity of international student volume, SMA3, enrolment focus of new programs, 60/40 enrolment catchment area ratio; disconnect exists.• Need to implement a business practice to ensure the development of a business case and operational plan for new projects/initiatives, change in operations, etc. instead of relying largely on qualitative factors and undeveloped operational plans.• Business cases ensure resources are adequately aligned with business objectives.• Review and where appropriate implement virtual and/or augmented reality education in academic program(s). IT investment in non-academic departments to allow for additional efficiencies.• Continue to rely on IT improvements to provide additional reporting for budget holders which helps them monitor budget status and projections.				
4. Human Resources										
4.1	Staffing, Staff Retention and Succession Planning - CAE	MEDIUM	1	M1	<ul style="list-style-type: none">• Protocols and workflows have been created to facilitate transition and training of new personnel in Centre for Academic Excellence and Quality Assurance (CAE).• Ensure CAE workload is distributed based on expertise and is monitored regularly.• Training conducted regularly.• Bi-weekly one-on-one meetings to determine and address issues with new CAE staff – these meetings have been switched to weekly one-on-one meetings. In addition, daily check-ins, and monthly meetings are in place.	<ul style="list-style-type: none">• Project lead and alternate for CAE portfolio areas have been identified to ensure uninterrupted services and supports.• Investigate alternative methods to increase efficiencies in the CAE (i.e. automate program curriculum mapping, create workflow for program curriculum charts).• Create a project management schedule to identify bottlenecks and priorities and manage workload in the CAE.	Lindi	Mike	Ongoing	Monitoring

					<ul style="list-style-type: none">• Work with the Human Resources department to identify effective strategies for succession planning and team building.• Training provided to Chairs, administrators and faculty in areas of quality assurance, academic integrity, teaching and learning, EDI, and more. A detailed list of topics and participation is found in the CAE Report.• Desk manuals are created for various roles in the CAE.• Monthly, semester and annual reporting implemented, monitored and communicated.					
4.2	Staffing, Staff Retention and Succession Planning	MEDIUM	1	M1	<ul style="list-style-type: none">• Recruitment and Selection Policy• Recruitment and Selection Procedure - to ensure equity and unbiased selection.• Adherence to Faculty and Support Staff Collective Agreements.• Staff Wellness Committee's mandate is to promote a work environment that encourages healthy lifestyle choices, decreases the risk of illness and disease, and addresses our employees' physical, mental health and general well-being.• Talent Management Policy was updated in 2023.• Yearly allocation to support professional development and tuition reimbursement programs.• Annual performance appraisals.• SOG approved to amalgamate the Staff Engagement Committee with the Wellness Committee, and the focus remains to foster staff relationships, facilitate networking, recognition and engagement among St. Clair College staff while encouraging professional, collegiate environments and experiences.	<ul style="list-style-type: none">• Use of exit interviews to provide feedback from departing employees.• Strategies to mitigate impact of critical staff leaving includes the following strategies:<ul style="list-style-type: none">o Back up staff are designated, or step-by-step instructions are available for most critical functions (Desk manuals).o Agency staff available for interim requirements of special skills (electrician, etc.).o Succession planning template created populated and reviewed annually.o Presidential Succession Plan documented for emergency purposes.o Annual retirement planning.o Tuition Reimbursement allows employees to continue to pursue educational goals and to fulfill career growth opportunities.o Succession planning identification for 'next level' potential by sector.• Human Resources Department will be providing internal training for administrators on topics such as Conducting Performance Appraisals, Creating PDF's, Interviews, etc.• Human Resources created Training guides for Administrators including understanding all three collective agreements, and understanding Article 11 – SWFs in the Academic CA.• Human Resources developed an Administrator's Training handbook	Lynn T	Joe	Ongoing	In Progress

						<p>outlining all areas of the College and Operations that new Administrators must complete as part of their manual performance review (entire handbook must be signed off as completed over a three-year period).</p> <ul style="list-style-type: none"> Human Resources conducted a survey to gauge interest in various professional development topics and have scheduled several course offerings for 2024. 				
4.3	WSIB Claims	MEDIUM	1	M1	<ul style="list-style-type: none"> Return to Work (RTW) Committee in place. Return to Work Policy incorporates a full RTW protocol. Functional Ability Form (FAF) required for all staff absent from work that may require accommodation(s). 	<ul style="list-style-type: none"> College has engaged third party claims management company to address complicated WSIB claims. WSIB reports are reviewed by SOG. WSIB incidents are reviewed with the JHSC monthly. WSIB summaries are also reviewed by the JHSC annually for improvement opportunities. Staff ergonomic assessments are completed on request. New Musculoskeletal Disorder Prevention Program has been implemented. Annual staff training for safety and ergonomics. 	Lynn T	Joe S	Ongoing	In Progress
4.4	Human Rights/Harassment/Bullying Staff	LOW	2	L2	<ul style="list-style-type: none"> Adherence to Collective Agreements and Legislation. Legal advice obtained when required (expertise in Human Rights/Harassment laws). 	<ul style="list-style-type: none"> Respectful Workplace and Educational Policy reviewed annually. College Resolution Officer is formally assigned to the Respectful Workplace and Educational Policy for continuity and communication of policy. A third-party is used to investigate these cases, in a timely manner, and provides findings and recommendations. Health and Safety Training is required for all new employees and ongoing for all staff every 3 years. Volume of activity is low. 	Lynn T	Joe	Ongoing	Monitoring
4.5	Grievances/Lawsuits/Union Relationships	LOW	2	L2	<ul style="list-style-type: none"> St. Clair College is a responsible employer, setting fair personnel policies and meeting all known legal and contractual obligations. St. Clair College promotes a culture of openness and transparency to support collaboration and discussion. Most internal issues are resolved without grievances or lawsuits. 	<ul style="list-style-type: none"> Legal advice is obtained when required (Expertise in Collective Agreements, Terminations, Grievances or Lawsuits). UCC are in place for both Faculty and Support staff to allow effective communication of key issues. Volume of activity is low. Grievances are generally settled quickly. 	Lynn T	Joe	Ongoing	Monitoring

4.6	Part Time Instructor Unionization	HIGH		H2	<ul style="list-style-type: none"> • Bill 148: Ontario Fair Workplaces, Better Jobs Act that was enacted late 2017 with respect to Equal Pay for Equal Work. Although retracted thereafter, the College retained the wage increase from this group. • Provincial negotiated CBAs with regular status updates. • Department/Program specific business continuity plans. • Monthly UCC meetings to create open and collaborative relationships. 	<ul style="list-style-type: none"> • Ongoing meetings with College Counsel to stay informed. 	Lynn T	Joe	Ongoing	Monitoring
5. Health and Safety										
5.1	Pandemic/Infectious Disease Mitigation Planning (Non- Pandemic Times)	MEDIUM	2	M2	<ul style="list-style-type: none"> • COVID-19 Vaccine Policy (#5.25) was updated to encourage staff and students to stay up to date with vaccinations. • Centralization of COVID-19 pandemic plans for future reference. • Health and Safety, along with College Health Centres, work regularly with local Public Health Units to review best practices, share procedures, ensure communication both ways, discuss cases and strategies to mitigate, keep abreast of new and upcoming health concerns and ensure that vaccination programs are up to date. • Consultations with PH includes infectious disease signage and tracing, process for notifications of infectious disease and safe food handling requirements. 	<ul style="list-style-type: none"> • Review Infection Control policy annually and update as appropriate. • Pandemic Policy (#3.35) is in place and will be reviewed and replaced depending on future outbreaks or pandemics. • Vaccinations for infectious diseases will be offered through the College Health Centre for students and staff. • Requirements will continue to be reviewed and adjusted as necessary • Quarterly HVAC filter changes with Merv 9-13, depending on unit requirements and/or UV disinfection. • Influenza and COVID-19 vaccinations clinic offered on-site in conjunction with public health. 	Lynn T	Joe	Ongoing	Monitoring
5.2	Health and Safety/Ministry of Labour Compliance	LOW	2	L2	<ul style="list-style-type: none"> • OHS Manager and OHS Officer in place. • H&S training required of all new employees and refreshed with all employees every three years, training matrix developed for various departments to address specific training needs (i.e. fork truck driving), JHSC at all campuses work collaboratively, issues over two months old go to SOG, strong return to work committee and protocols, JHSC and Manager inspections are completed monthly, H&S Discipline policy in place, strong Wellness Committee. • Dedicated Health and Safety Manager and Officer. • Required Monthly Management Inspections assigned and monitored. • Health and Safety training provided for all Managers. 	<ul style="list-style-type: none"> • Ensure Manager understand the importance of their roles in health and safety. Provide additional training. • Ensure all inspections are reviewed and items are addressed in a timely manner. • Ensure timely and complete investigation into incidents involving injury and strong measures are put in place to avoid a repeat incident. • Establish a H&S Management system internally. A H&S audit has been completed and a plan is being developed to address any identified gaps. • Safety Spotlights highlighting safety policies are communicated to staff and students monthly. 	Lynn T	Joe	Ongoing	Monitoring

					<ul style="list-style-type: none">• Health and Safety Awareness training required of all new staff within one week of hire and a refresher is required of all staff every 3 years.• Training matrix established for all employee groups and training on equipment and materials are conducted as required by law or CSA standards.• Senior Management participation on the Health and Safety Committee.• Annual review of Health and Safety Policies. Current Policies include the following:<ul style="list-style-type: none">o Health and Safety Program Manualo Health and Safety Policyo Health and Safety Discipline Policyo Incident Reporting and Investigation Procedure<ul style="list-style-type: none">o Blood and Bodily Fluid Spillso WHMIS (Workplace Hazardous Materials Information System) Program Roles and Responsibilities of Workplace Parties.o Hazard Reportingo Emergency Eyewash and Shower Stationo Video Surveillanceo Workplace Hazard Assessmentso Personal Protective Equipment (PPE)o Work Refusal Procedureo Provision for First Aid and Automatic External Defibrillator (AED) Responseo Smoking, Alcohol and Substance Abuse Policyo Workplace Violence Prevention and Reportingo Respectful Work and Educational Place Policyo Footwear Policyo Workplace Wellness Policyo Healthy Food Policyo Employee Fitness Policyo Infection Control Policyo Bike Friendly Workplace Policyo Occupational Health and Safety Orientation and Training Procedureo Contractor Management Policyo WSIB Return to Work/ Temporary Modified Work Programo Workplace Mental Wellbeing	<ul style="list-style-type: none">• Risk Assessments by program/department must be reviewed and will be revised by March 31annually.• Safety Hub – safety talk hub available to all Managers and Faculty.• Working on integrating Lab/Shop safety rules and SOPs into the LMS/Blackboard and ensuring all applicable staff/students have documented training of each.				
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					<ul style="list-style-type: none"> o Cardiovascular and Respiratory Health Management o Slips, Trips and Fall Prevention o Take Your Kids to Work Day o Staff Protocols for Dealing with Student/Staff Behavioural Concerns o Equipment Purchase, Donations and/or Modifications – Safety Review <ul style="list-style-type: none"> o Hot Work Procedure o Sexual Misconduct Policy and Procedure o Emergency Response Plan o Pandemic Related Emergency Addendums o Working at Heights Program o Ergonomic Policy • Progressive Disciplinary Health and Safety Policy in place to ensure compliance to the College’s Health and Safety Program. • Health and Safety is a standard weekly agenda item at SOG meetings. • “Two-Month-Old” items discussed and documented at SOG meetings for resolution. • New interactive H&S module to be launched in March 2025. Additions include Lab Shop Safety Rules and SVP slides. 					
5.3	Emergency associated with fire, active shooter, bomb threat, violence, and disruptive behaviour, etc.	MEDIUM	3	M3	<ul style="list-style-type: none"> • A comprehensive Emergency Response Plan (ERP) has been created and is reviewed annually by the Health and Safety Committee and the Emergency Management Planning Committee. This has been reviewed and endorsed by retired Police Chief Frederick. Specific plans have been developed for: <ul style="list-style-type: none"> o Medical Emergencies. o Fire Emergency (for each Campus). o Severe Weather. o Hazardous Material Release. o Bomb Threat. o Active Attacker. o Elevator Failure Procedure. o Other Emergencies (Power Outage, Gas Leak, Water Main Break.) • Fire Drill conducted annually at all campuses. • Respectful Work and Educational Place Policy. • Alertus Emergency Communication System is an app used to push emergency communications to all users. In addition, staff and students can alert Security to situations through the app. • NABITA members for training and support. 	<ul style="list-style-type: none"> • Tabletop exercises will be scheduled once every four months. Initiatives from the tabletop exercises have been identified as priority for 2024. • Developed College specific active attacker safety video that is used for awareness. • 3 training modules (Academic Integrity, Sexual Harassment and Emergency Response) are mandatory for all enrolled students. • Enhanced security operations with a new Director, Security, Emergency Management and Parking Services. • Extended hours for WPS contract duty officers on campus. • Added 24/7 guards at GEM Residence. • Added a third guard on the 2nd shift. • Emergency communication system RFP has been initiated with additional functionality requested. • Ongoing training for the CARE Team. 	Rebecca	Joe	Ongoing	Monitoring

					<ul style="list-style-type: none"> • Campus Care Team - a multi-disciplinary team that addresses concerns related to student behaviour. Several of the College's team members have completed Violence Risk Assessment training over the last number of years. • Emergency numbers have been set up for Windsor and Chatham campuses. • Emergency Planning Committee - reviews the Emergency Response Plan annually and participates in table-top exercises. • Severe weather table-top exercise completed. • Silver packages have been created. • Buildings are all identified with letters and room numbers have been changed to coincide with the building letter, floor and zone (as appropriate). Maps have been updated and sent to emergency responders. • Emergency Response training module was separated into its own mandatory training module in the LMS for employees. • Emergency response guide posted in all office complexes and classrooms. • Some members of the Emergency Response Team (ERT) have completed IMS 100 (basic emergency response training). • Fire and Emergency Communication systems are tested monthly and inspected annually per fire code. • An Active Attacker video has been created and added to our Emergency Response training program for staff. • An Active Attacker training module has been added to Thrives for students. 	<ul style="list-style-type: none"> • Template emails developed for Faculty when dealing with student mental health issues, initiated by students. • Developing a guide for Faculty outlining strategies to address disruptive student behaviours in a classroom setting. • Spotlight on Safety will highlight Emergency Management in 2024. • Security statistics shared with SOG on a monthly basis. • ERT will be completing IMS 200 training. • Interpersonal violence will be emphasized in 2024 and added to the sexual violence policy and training. • Subscribe to weather alerts service and severe weather warnings are sent to ERT. • Enhanced communications across all campuses through What's App for security, medical emergencies and emergency response to improve response. • Hired a dedicated SCC Security Director to interact with Third Party Company covering day to day operations. 				
5.4	Asbestos Control	Low	1	M1	<ul style="list-style-type: none"> • The College completed asbestos surveys from 2007-2014. • The College has gone through an Asbestos re-assessment in 2024-2025. • The College has a significant amount of asbestos in the older buildings. As most asbestos is within ceilings and walls; it is difficult to remove the asbestos without deep renovations. • When a renovation of an area is scheduled, asbestos abatement is planned in the area and the asbestos surveys are updated. 	<ul style="list-style-type: none"> • The College Asbestos Management Plan will be updated to reflect the re-assessment from 2024-2025. • The Asbestos Management Plan is provided to Contractors. Contractors are also required to sign off on asbestos surveys through Contractor Compliance if applicable. • The Asbestos surveys and Management Plan is on the College intranet. • Testing is conducted prior to any renovation project in areas with asbestos. 	Rebecca	Joe S	Ongoing	Monitoring

					<ul style="list-style-type: none"> General asbestos information is included in Health and Safety training. 	<ul style="list-style-type: none"> Asbestos is inspected visually annually. Asbestos inspections are conducted and updated annually. The College is nearing completion of a Hazardous Materials Inventory System (HMIS) that is detailed, accurate, secure and reliable management tool for tracking asbestos. 				
6. Health Services										
6.1	Substance Control	LOW	2	L2	<ul style="list-style-type: none"> Communication sent to all staff during first week of fall semester surrounding healthy working and learning environments. Quick links were provided on cessation, education and designated smoking areas. New signage has been installed outlining, no smoking, vaping or cannabis and highlighting use of designated smoking areas. Additional signage has been installed to highlight designated smoking areas. 	<ul style="list-style-type: none"> The College has updated its Smoking, Alcohol and Substance Abuse Policy which has been approved by the Health and Safety Committee and SOG. This incorporates the new cannabis de-regulation. All security and Health Centre first aid kits contain Naloxone. 	Rebecca	Joe	Ongoing	Monitoring
6.2	Other Infectious Concerns	MEDIUM	1	M1	<ul style="list-style-type: none"> Signage for proper handwashing. Food safety training for those cooking/serving food. Hand sanitizer and sanitizing wipes throughout the campuses. Infectious disease surveillance program Collaboration with Public Health Units. Infectious disease policy in place. Pandemic Plan in place. SCC on-site designated Health Care Centre. 	<ul style="list-style-type: none"> Flu vaccines are offered through the campus Health Centre. SCC hosted the WECHU pop up vaccination clinic (Covid-19, flu, MMR). SCC hosted the WECHU pop up vaccination clinic (chicken pox) at GEM Residence. Improved international student health insurance that provides OHIP equivalency is in place. 	Lynn T	Joe	Ongoing	Monitoring
7. Information Technology										
7.1	Information Technology – Data Corruption, etc.	LOW	3	L3	<ul style="list-style-type: none"> Annual IT Audit performed by external auditors which includes security, change management processes and documentation, account creation/modifications, duties and responsibilities of staff and Disaster Recovery Plan and review of IT Policies and Procedures. Daily, Weekly, and Monthly disk to disk backup procedures are in place to protect critical data. Backup disks are kept off site with full redundancy on critical systems. Backup tape drive and tapes have been purchased and stored offline, to provide further protection from cyber-attacks. Cyber and business interruption insurance has been purchased. 	<ul style="list-style-type: none"> Continuous review of policies and input. Updating policies and procedures. 	Amar	John F	Ongoing	Monitoring

					<ul style="list-style-type: none">Annual review of IT Policies include the following:<ul style="list-style-type: none">1. Asset Management:<ul style="list-style-type: none">o Asset Controlo Peripheral Deviceso Maintenance2. Software Licensing/Deployment:<ul style="list-style-type: none">o Software Licensingo Software Procuremento Software Deployment3. Software Maintenance/Upgrades/Enhancements:<ul style="list-style-type: none">o Software Maintenanceo Software – Request for Modification4. Network Infrastructure:<ul style="list-style-type: none">o Network Accesso Wireless Technologieso Firewallo Virtual Private Network (VPN)5. Web/Email:<ul style="list-style-type: none">o User Accountso Usernames and Passwords6. Web Pages:<ul style="list-style-type: none">o Acceptable Use Policyo Computing, Network Communication Resources7. Principles:<ul style="list-style-type: none">o Unacceptable Useso Discipline, Jurisdiction and Penalties8. Supplemental Email Use PolicyStudent Email Policy					
7.2	Computer Server Room Protection	LOW	2	L2	<ul style="list-style-type: none">Complete the build of DR site in Chatham.	<ul style="list-style-type: none">Disaster Recovery facility construction is complete.Majority of servers, network and replication setup is completed. Testing for the new DR will begin in 4th quarter of 2023.	Amar	John F	Ongoing	Monitoring
7.3	IT Security	HIGH	3	H3	<ul style="list-style-type: none">The College has created a Cyber-Security strategy that will provide an opportunity to grow our security posture.IT policies pertaining to security include:<ul style="list-style-type: none">Defining the need for Security.Security policy.Security processes are audited annually.The College is a stakeholder member of CWE (Connecting Windsor Essex), a group that	<ul style="list-style-type: none">New firewalls have been acquired with the capability of intrusion detection that will not allow any IP address into the College network unless an explicit rule is in place.State full packet inspection as well as application analysis that will help with unwanted access to the College.	Amar	John F	Ongoing	Monitoring

					<p>provides the College with additional oversight of upstream network providers.</p> <ul style="list-style-type: none">• The College has partnered with 12 other colleges and 5 universities for a shared CISO - Chief Information Security Officer through ORION. The goal of this group is to share security governance models, as well as share security threat intelligence and remediation.• Cyber and business interruption insurance has been planned and purchased.	<ul style="list-style-type: none">• Logging all user traffic allows the College to conduct security investigation in a more efficient manner.• Minimal access is allowed for VPN (Virtual Private Network) access which requires two levels of authentication into the College.• Student and College Administration domains are separated to prevent unauthorized access, as well Finance systems are only available internal to the College network.• IT Services currently has third party monitoring of College network connectivity, 24 hours/day.• Cyber security education for the institution to be implemented. Currently reviewing systems that will allow simulated phishing attacks to help educate the College community on this vector of attack.• Ransomware playbook has been developed with specific roles and responsibilities.• 3rd party has been hired to monitor and hunt for unauthorized activity on the College network.• Cyber-attack tabletop exercise was completed with the assistance of our BLG consultant.				
8. Corporate										
8.1	PCI Compliancy	LOW	2	L2	<ul style="list-style-type: none">• Review PCI Compliancy Plan on an ongoing basis.• Firewalls have been acquired that now conform to PCI compliancy standards.	<ul style="list-style-type: none">• The majority of payments are completed through online banking and wire transfers.• Firewalls have been acquired that now conform to PCI compliancy standards.• A PCI policy is in development.	Amar/ Marc	Marc	Ongoing	Monitoring
8.2	Business Continuity Plans (BCP)	MEDIUM	2	M2	<ul style="list-style-type: none">• Each department has developed BCP.	<ul style="list-style-type: none">• Annual review and revision of each BCP.• Review/revision date to be documented on each plan.• Sector Heads are to approve all plans and revisions annually by June 30.	All	Sector Heads	June 30, 2023	Plan in Place
8.3	Insurance (Insurer concerns)	LOW	3	L3	<ul style="list-style-type: none">• Adequate insurance determined, secured, and reviewed annually (includes general liability and director and officers' liability).• General liability has a total coverage of \$40M.• St Clair College is one of 12 colleges included in the college sector insurance consortium.	<ul style="list-style-type: none">• Insurance renewals continue to be challenging in recent years. Large insurers have made a business decision to pull out of providing coverage for the education sector resulting in less insurers in the marketplace. Our broker, AON, conducted	All	Marc	Ongoing	Monitoring

					<ul style="list-style-type: none"> Any known potential risks are communicated and discussed with the insurer. Cyber, business interruption, active assailant, terrorism, and sabotage insurance is in place. COVID-19 and similar viruses are now exclusions on all of the College's liability policies. Deductibles have increased (i.e. to \$250k) substantially in order to avoid large premiums and due to the 'hardening' insurance market. 	<p>a fulsome marketing exercise and indicated the insurance market had continued to harden and that the education sector had experienced large losses, mostly due to aging infrastructure and cyber events.</p> <ul style="list-style-type: none"> The consortium's joint insurance committee selected an adjusting service which is a requirement of the insurer providing the property coverage. Events at SCCCA now require a \$2 million insurance liability as of July 1, 2022. Rental policies are currently being updated. 				
8.4	Goodwill and Reputation of St. Clair College	MEDIUM	1	M1	<ul style="list-style-type: none"> Departmental manager approval process for external marketing requests and for use of College website. Senior manager responsible for St. Clair College media to ensure consistent messaging and to build relationships with the media. Marketing and Recruiting reinforces St. Clair College brand on all social media platforms. Each College student group has an assigned member of SOG as their liaison. Social media, media outlets and publications are monitored daily by a team of College personnel to react to or clarify issues which require a quick response. The Vice President of College Communications and Community relations provides a weekly report during the SOG meeting. The President's Office has an open-door policy to encourage communication and dispute resolution. Corporate logo policy (#2.3) has been developed. Review and revise as necessary, the existing Social Media Management Policy (#6.7) 	<ul style="list-style-type: none"> Create an approval process for external marketing to include submission review and approval. Create a College website use and monitoring policy. Any brand potential risk is reviewed and discussed by the Senior Operations Group (SOG). Monthly meetings scheduled with SRC/TSI/SAA and SOG to ensure complaints or concerns are dealt with in a timely manner. 	Joe D	John F	Ongoing	In Progress
8.5	Alcohol Management Policy	LOW	3	L3	<ul style="list-style-type: none"> Departmental procedures. 	<ul style="list-style-type: none"> Creation of a responsible beverage program and awareness. HR requirement for Smart Serve with key positions. Engage Stakeholders. Employees continue to go through all training, sign offs etc. 	Joe D	John F	Ongoing	In Progress
8.6	Downtown Safety for Staff and Students	MEDIUM	1	M1	<ul style="list-style-type: none"> Additional Security was implemented. 	<ul style="list-style-type: none"> An additional Security rover has been added downtown. 24-hour security was added downtown. 	Rebecca	Joe S	Ongoing	Monitoring

					<ul style="list-style-type: none"> Windsor Police were consulted and will do walk throughs of our buildings regularly while operational. SRC has implemented Safe Walk. 	<ul style="list-style-type: none"> All security cameras have been updated and are functional. 				
8.7	Ministry Compliance/Special Projects, (CERF/Multi-Year Agreement, Special Funding, etc.)	LOW	1	L1	<ul style="list-style-type: none"> Leads identified for all major projects. Major projects are standard agenda items on SOG Agenda to ensure compliance, and project progress (on date/on budget). College review and follow up prior to deadline submissions by Presidents Office. Management accountability amongst those that are the functional leads for the numerous Ministry reporting, attestations, etc. 	<ul style="list-style-type: none"> Financial controls, documentation, and reporting as required. President's signature process and protocol. Ministry contract reporting dates spreadsheet and reminder emails. Management accountability amongst those that are the functional leads for the numerous Ministry reporting, attestations, etc. Ministry compliance applies to many departments / functions beyond Finance, which the VP, Finance has no authority, accountability, nor involvement. This includes, but not limited to the following: annual report (CCCR), enrolment reporting (R.O.), tuition framework (R.O.), student services grants (IRCDSS), E.O. (IRCDSS), PCPP (IRCDSS), governance (PRES), etc. 	All	Marc	Ongoing	Monitoring
8.8	Medical Staff/Support at Sporting Events	LOW	3	L3	<ul style="list-style-type: none"> Athletic Therapists are present at every game. Physician available at all home football games. Physician on contract to support College athletes. 	<ul style="list-style-type: none"> SOP has been developed to ensure that an AED is court side for all home and away games and that AED use and CPR training is available to coaches and athletic personnel. Investigate need for more rigorous physical screening requirements for all athletes. 	Reid	Ralph	Work In Progress	Work in Progress



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: FEBRUARY 25, 2025

RE: PROGRAM ADVISORY COMMITTEES

**SECTOR: MONICA STALEY LIANG, SENIOR VICE PRESIDENT,
ACADEMIC AND CAREER SUPPORTS**

AIM:

To provide a report to the Board of Governors on Program Advisory Committee (PAC) activities for the 2023 – 2024 academic year, as required by the Board of Governors' workplan.

BACKGROUND:

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

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

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board receive the annual summary report on the Program Advisory Committee activities for the 2023 – 2024 academic year, for information.

Program Advisory Committee (PAC) Report Executive Summary 2023 – 2024

St. Clair College has a total of 155 academic programs, including apprenticeship and Ministry-funded programs, for example ACE and LBS.

A total of 85 Program Advisory Committees exist to support the entire program offerings at St. Clair College.

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

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

A total of 103 PAC meetings were held across all programs during the 2023 – 2024 academic year. Eighteen Program Advisory Committees met more than once during this period.

In order to gather feedback for maintaining currency and vibrancy of our programs, PACs follow standardized agendas and discuss the following items:

- Entrance Requirements
- Graduation and Progression Requirements
- Related Pathways and Transfer Agreements
- Vocational Learning Outcomes
- Pre- and Co-requisite Courses
- Experiential Learning
- Quality Assurance Reviews (Annual and Cyclical)
- Curriculum Update
- Equipment and Facilities
- Student Activities/Community Engagement
- Accreditations

The 2023 – 2024 PAC Meeting Schedule is attached. The Program Advisory Committee membership lists and the Annual Reports can be found on the Board of Governors' portal.

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

1	K972 Academic and Career Entrance Literacy Basic Skills	2-Nov-2023	Yes				
2	K200 Developmental Services Worker K824 Developmental Services Worker Accelerated D620 Developmental Services Worker - Apprenticeship	2-Nov-2023	Yes	18-Apr-2024	Yes		
3	K240 Early Childhood Education	4-Oct-2023	Yes	21-Mar-2024	Yes		
4	K788 Electrical Engineering Technician	25-Oct-2023	Yes	28-Feb-2024	Yes		
5	K766 Powerline Technician	19-Oct-2023	Yes	8-Feb-2024	Yes		
6	K813 Protection, Security and Investigation K919 Police Foundations	12-Oct-2023	Yes	7-Mar-2024	Yes		

Zekelman School of Business

1	B600/K600/M977 Business	4-Mar-2024	Yes				
2	B010/K150 Business - Accounting B007 Business Administration - Accounting	25-Jan-2024	Yes				
3	B851 Business Administration - Finance	9-Apr-2024	Yes				
4	B880 Business Administration - Human Resources B802/M802 Human Resources Management	11-Apr-2024	Yes				
5	B012 Business - Marketing B009 Business Administration - Marketing	16-Apr-2024	Yes				
6	B906 eSports Administration and Entrepreneurship	22-Feb-2024	Yes				
7	B999/M999 International Business Management - Logistics Systems B892 Business Administration - International	4-Apr-2024	Yes				
8	B227 Office Administration - General B226/K231 Office Administration - Executive B228/K238/M228 Office Administration - Health Services	7-Feb-2024	Yes				
9	B904 Sport and Recreation Management	27-Mar-2024	Yes				

School of Community Studies

1	C772 ACE C774 College and Employment Preparation Literacy Basic Skills	21-Sep-2023	Yes				
2	B935 Autism and Behavioural Science	18-Oct-2023	Yes				
3	B961/K967 Border Services	9-Nov-2023	Yes				
4	B992 Child and Youth Care K994 Child and Youth Care - Accelerated	12-Oct-2023	Yes				
5	C365 CICE	19-Mar-2024	Yes				
6	B603 Community and Justice Services	26-Oct-2023	Yes				
7	B101 Early Childhood Education B820 Early Childhood Education Accelerated B846 Concurrent Early Childhood Education	17-Oct-2023	Yes				
8	B899 Educational Support	15-Apr-2024	Yes				
9	C999 Honours Bachelor of Applied Arts in Social Justice and Legal Studies	30-Nov-2023	Yes				
10	C623 Liberal Arts C862 General Arts and Science	20-Oct-2023	Yes				
11	B897 Paralegal B959 Paralegal Accelerated	12-Jun-2024	Yes				
12	B819 Police Foundations B803 Protection, Security and Investigation	13-Nov-2023	Yes				
13	B895/K384/M995 Social Service Worker - Gerontology	10-Apr-2024	Yes				

Meeting Date	Minutes Rec'd	Meeting Date	Minutes Rec'd	Meeting Date	Minutes Rec'd
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School of Engineering Technologies

1	T020 Architectural Technology	11-Oct-2023	Yes				
2	T755 Biomedical Engineering Technology - Equipment and Devices	30-Nov-2023	Yes				
3	T836 Chemical Laboratory Technology	22-Nov-2023	Yes				
4	T154 Civil Engineering Technology T036 Construction Engineering Technician T046 Construction Project Management	25-Oct-2023	Yes				
5	T974 Electromechanical Engineering Technician - Robotics T976 Electromechanical Technology - Robotics	15-Apr-2024	Yes				
6	T929 Electronics Engineering Technology - Industrial Automation [Suspended Fall 2021. PAC dissolved Fall 2023.]	18-Oct-2023	Yes				
7	T146 Interior Design	8-May-2024	Yes				
8	T826 Mechanical Engineering Technology - Automotive Product Design	12-Dec-2023	Yes				
9	T941 Power Engineering Technology - Mechanical T942 Power Engineering Technician T940 Power Engineering Techniques	1-Nov-2023	Yes				
10	T050 Strategic Project Management	22-May-2024	Yes				

School of Health Sciences

1	H912 Advanced Medical Esthetics Practitioner B912/K946 Esthetician	16-Apr-2024	Yes				
2	H794 Cardiovascular Technology	21-Nov-2023	Yes	26-Mar-24	Yes		
3	H915 Dental Assisting H800 Dental Hygiene	15-Nov-2023	Yes	10-Apr-24	Yes		
4	H797 Diagnostic Cardiac Sonography	2-Oct-2023	Yes	18-Mar-2024	Yes		
5	H796 Diagnostic Medical Sonography	30-Jan-2024	Yes	11-Jun-2024	Yes		
6	H879 Fitness and Health Promotion	17-Jun-2024	Yes				
7	H837 Medical Laboratory Science	27-Feb-2024	Yes	18-Jun-2024	Yes		
8	H299 Medical Laboratory Technician	20-Nov-2023	Yes	27-May-24	Yes		
9	K893 Occupational Therapist Assistant/Physiotherapist Assistant	21-Mar-2024	Yes				
10	K940/H840 Paramedic	14-Nov-2023	Yes	30-Apr-2024	Yes		
11	H812 Pharmacy Technician	22-Nov-2023	Yes	3-Apr-2024	Yes		
12	H795 Respiratory Therapy	6-Dec-2023	Yes	22-May-2024	Yes		
13	H258 Veterinary Technician	4-Dec-2023	Yes	22-Apr-2024	Yes		

Zekelman School of Information Technology

1	T860/M979 Computer Systems Technician - Networking T861 Computer Systems Technology - Networking	15-Apr-2024	Yes				
2	T890 Cybersecurity [Launched Fall 2023.] T891 Cybersecurity - Automobility [Launched Fall 2023.]	9-Apr-2024	Yes				
3	B018/M018 Data Analytics for Business	10-Jun-2024	Yes				
4	B699 Honours Bachelor of Business Administration (Information Communication Technology)	7-May-2024	Yes				
5	B990 Mobile Applications Development T850 Computer Programming [Launched Fall 2023.]	19-Jan-2024	Yes				

School of Media, Art and Design

1	B875 Advertising and Marketing Communications Management B792 Web and Interactive Advertising	22-Feb-2024	Yes	13-Jun-2024	Yes		
2	T993 Animation - 2D/3D	20-Feb-2024	Yes				
3	B935 Culinary Management 415A Cook Apprentice Branch 2	10-Jun-2024	Yes				
4	B908 Event Management	8-Feb-2024	Yes				
5	B877 Fashion Design Technician	11-Jun-2024	Yes				
6	T809 Graphic Design	23-May-2024	Yes				
7	B940 Hospitality - Hotel and Restaurant	20-Jun-2024	Yes				
8	B894 Journalism B882 Media Convergence	30-Nov-2024	Yes				
9	A887 Music Theatre Performance	16-May-2024	Yes				
10	B791 Public Relations	14-Apr-2024	Yes				
11	B826 Tourism - Travel	11-Apr-2024	Yes				

Meeting Date	Minutes Rec'd	Meeting Date	Minutes Rec'd	Meeting Date	Minutes Rec'd
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School of Nursing - Chatham

1	K950 Collaborative Nursing K963 Practical Nursing K933 Personal Support Worker	5-Oct-2023	Yes	8-May-2024	Yes		
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School of Nursing - Windsor

1	H850 Collaborative Nursing H863 Practical Nursing H932 Personal Support Worker	9-Feb-2024	Yes	1-May-2024	Yes		
2	C904/K904 Pre-Health Sciences Pathway to Advanced Diplomas and Degrees	3-May-2024	Yes				

School of Skilled Trades

1	401A Brick and Stone Masonry Apprenticeship T874 Pre-Apprenticeship Brick and Stone	24-Apr-2024	Yes				
2	T131 Electric Drive Vehicle Fundamentals [Launched Fall 2023.] T132 Electric Drive Vehicle Technician [Launched Fall 2023.]	31-Jan-2024	Yes				
3	T947/K731 Electrical Techniques 309A Electrician: Construction Maintenance 442A Industrial Electrician	9-Nov-2023	Yes				
4	T865 Greenhouse Technician [Launched Fall 2023.]	23-Jan-2024	Yes				
5	T914 Hairstyling 332A Hairstylist	13-May-2024	Yes				
6	T207 Heating, Refrigeration and Air Conditioning Technician 313A Refrigeration and Air Conditioning Systems Mechanic	12-Oct-2023	Yes				
7	T866 Landscape Horticulture	16-Feb-2024	Yes				
8	T855 Mechanical Engineering Technology - Industrial (Millwright) 433A Industrial Mechanic - Millwright	17-Nov-2023	Yes				
9	T867 Mechanical Technician - CAD/CAM T923 Mechanical Techniques - Precision Metal Cutting T797 Pre-Apprenticeship CNC Precision Metal Cutting 429A General Machining 430A Tool and Die Maker 431A Mould Maker	6-Oct-2023	Yes				
10	T167 Motive Power Technician T958 Truck and Coach Techniques 310T Truck and Coach Technician 310S Automotive Service Technician	18-Apr-2024	Yes				
11	T954 Plumbing Techniques 306A Plumber	6-Dec-2023	Yes				
12	T876 Pre-Service Firefighter Education and Training	26-Oct-2023	Yes				
13	T949 Welding Techniques	22-Nov-2023	Yes				
14	T805 Woodworking T965 Carpentry and Renovation Techniques 403A General Carpenter	1-Nov-2023	Yes				

Skilled Trades Regional Training Centre

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

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: FEBRUARY 25, 2025

**RE: DATA ANALYTICS FOR BUSINESS – ONTARIO COLLEGE
GRADUATE CERTIFICATE**

**SECTOR: LINDI PRENDI, EXECUTIVE DIRECTOR,
CENTRE FOR ACADEMIC EXCELLENCE, QUALITY ASSURANCE
AND ACCOUNTABILITY**

AIM:

To provide the Board of Governors with an update regarding the Data Analytics for Business – Ontario College Graduate Certificate (OCGC) program. Data Analytics for Business is a two-year, unfunded post-graduate certificate program.

BACKGROUND:

As part of the review of the Classification of Instructional Programs (CIP) allocation, the Ministry of Colleges and Universities (MCU) has provided the directive that Data Analytics for Business, two-year, unfunded OCGC program must be re-aligned with a CIP code other than the corresponding CIP code for the Data Analytics, one-year, funded OCGC program (CIP 30.7101). The rationale for this discrepancy relates to the “for Business” aspect of the program name, as it assumes an emphasis on business-related characteristics of the data analytics field. However, both of St. Clair College’s programs had previously been assigned the same MTCU code (70717) and are Information Technology (IT) focused. The two-year program provides an additional year of study that focuses on an in-depth Canadian context and Experiential Learning (EL).

In order to maintain the same CIP code for both programs, the MCU recommendation is to amend the program title of Data Analytics for Business.

Revision Impacting the Program

Submission of the program title modification proposal to the Credential Validation Service (CVS) for approval was validated, the words “for Business” were removed from the program title and amended to “Predictive Data Analytics”. Therefore, the program name has been officially amended to *Predictive Data Analytics*.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update regarding the amendment of the Data Analytics for Business – Ontario College Graduate Certificate, two-year, unfunded post graduate certificate program to Predictive Data Analytics – Ontario College Graduate Certificate, two-year unfunded post graduate certificate program for information.



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: FEBRUARY 25, 2025

RE: FOOD SERVICES MANAGEMENT

**SECTOR: LINDI PRENDI, EXECUTIVE DIRECTOR, ACADEMIC EXCELLENCE,
QUALITY ASSURANCE AND ACCOUNTABILITY**

AIM:

To provide the Board of Governors with an update regarding the Food Services Management, two-year Ontario College Diploma, funded program.

BACKGROUND:

This program falls under the MTCU Code 53204 - Nutrition and Food Services Management which standards were developed in 2015. The title of the new standards includes the word “nutrition” that defines the focus of the program in activities such as nutrition and food services management, human resources and labour relations, food and nutrition operations, financial planning and administration, etc.

The College’s program was dormant at the time standards were developed and as a result, did not go through a title change. In order to align with the title of the program standards, the title of St. Clair’s program will be changed to Nutrition and Food Services Management.

Revision Impacting the Program

Submission of the program title modification proposal to the Credential Validation Service (CVS) for approval was validated. The word “Nutrition” was added to the program title. Therefore, the title has been officially changed to *Nutrition and Food Services Management*. The next step is to submit the program title modification to the Ministry of Colleges and Universities (MCU) for approval.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board receives the notice of the revision to the two-year program, formerly titled Food Services Management, Ontario College Diploma, for information.

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: FEBRUARY 25, 2025

RE: 2025 – 2026 COLLEGE QUALITY ASSURANCE/QUALITY AUDIT UPDATE

SECTOR: LINDI PRENDI, EXECUTIVE DIRECTOR, CENTRE FOR ACADEMIC EXCELLENCE, QUALITY ASSURANCE AND ACCOUNTABILITY

AIM:

To provide the Board with an update as it relates to quality assurance at the College and the upcoming 2025-2026 Quality Assurance Audit Process.

BACKGROUND:

Internal Quality Assurance Framework

Quality Assurance is essential in ensuring that St. Clair College consistently delivers high standards of learning and support, while fostering an environment conducive to student success. By establishing a robust Quality Assurance framework, we place quality at the center of every aspect of the College's operations. This framework aligns seamlessly with the standards identified in the College Quality Assurance Audit Process (CQAAP), ensuring that we not only meet, but exceed regulatory requirements and stakeholder expectations.

Through regular assessments and continuous improvement initiatives, we can enhance educational outcomes, maintain accountability and cultivate a culture of excellence that empowers both students and staff alike. Ultimately, this commitment to Quality Assurance underscores our dedication to providing a transformative educational experience.

Figure 1 illustrates the various components of this framework as it relates to academic delivery. Key quality review mechanisms for academic programs include Annual and Cyclical Reviews which is essential to ensure ongoing quality, relevancy and appropriate feedback from stakeholders.

Annual Reviews occur for all post-secondary programs in May/June of each year. Cyclical Reviews occur in five-year cycles. The 2024-2025 academic year marked the first year of the third, five-year cycle. For the 2025-2026 academic year there are 22 programs undergoing Cyclical Reviews.

To support St. Clair College's commitment to quality, continuous improvement and accountability these internal processes are audited by the Executive Director, Centre for Academic Excellence and Accountability. Both Annual and Cyclical reviews are audited, in addition to the completion of appropriate improvement action plans, created as a result of these reviews.

St. Clair College has been publicly praised by the Ontario College Quality Assurance Service (OCQAS) for this process, which is unique in the college system.

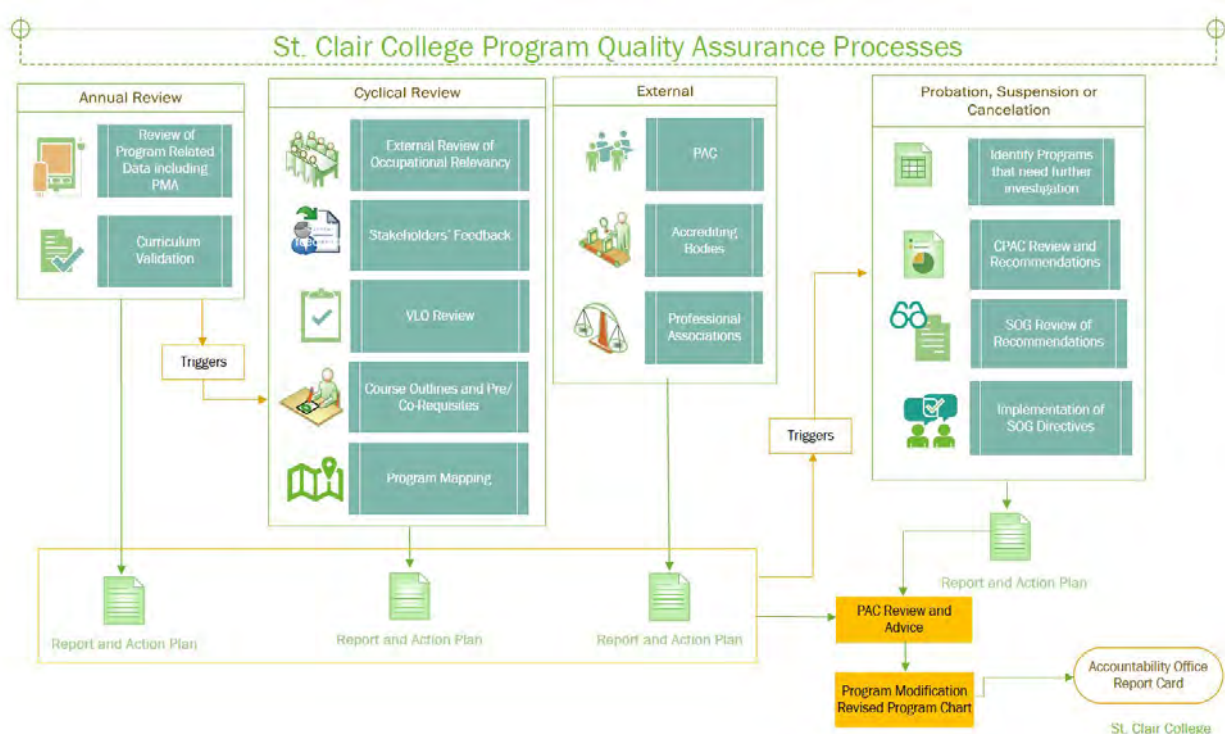


Figure 1 – Quality Assurance Framework

Institutional CQAAP Audit

The CQAAP is an institutional level process that employs an evidence-based assessment model to measure the level or existence of quality at Ontario Colleges. Its purpose is developmental, and its intent is to ensure continual improvement. Colleges are required to undergo a Quality Assurance audit every five years. The audit year is determined by the college's previous audit year. St. Clair College underwent their second audit under the CQAAP model in the 2020-2021 academic year. The first audit occurred in 2010 under the original Program Quality Assurance Process Audit (PQAPA) model. The subsequent audit occurred in 2015-2016 under the revised and expanded CQAAP model.

The audit process is comprised of several stages: a self-study carried out by the college, a site visit, an audit report written by the audit panel, a review of the report and approval by the Ontario College Quality Assurance Service (OCQAS) Management Board and an eighteen-month follow-up report submitted by the College.

Below is a chart outlining the proposed timelines for the various stages.

Stages		Timeline (No Later Than)
1.	Submission of College Programs selected by OCQAS	October 1, 2025
2.	Informal Review	January 19, 2026
3.	Submission of Audit Package (Self- Study Option or QA Book Option)	March 30, 2026
4.	Confirmation of Site Visit Dates and Panelists	April 23, 2026
5.	Review of Audit Package and Follow-Up by Audit Panel	May 11, 2026
6.	Response from the College to the request for additional documentation/evidence	May 25, 2026
7.	Preparation for the Audit Visit – Draft schedule	June 1, 2026
8.	Audit Visit – 2.5 days	Week of June 8-12, 2026
9.	Preparation and Submission of the Preliminary Audit Report by Audit Panel	July 20, 2026
10.	Review of the Preliminary Audit Report	August 17, 2026

The final audit report for the last audit was received by the College on September 21, 2021, and the results were outstanding. St. Clair College received a ranking of “Mature Status”, meeting all six standards and the 32 requirements within the six standards.

The Audit Panel commended the College for their established Quality Assurance systems, policies, processes, and aligning related practices. The following was noted as it relates to the College’s success:

- A commitment to the Program Quality Assurance process for programs which includes:
 - Continuous improvement mindset as demonstrated in affirmations.
 - Significant support from the Center for Academic Excellence (CAE).
 - A systems approach to the documenting and monitoring of program action planning, including dedicated resources and roles of accountability.
 - Data driven decision-making.
- Collaboration on behalf of all College stakeholders:
 - Demonstrated through the Service Charter Agreement.

- A service focus and commitment that “a student is a student”, regardless of the campus or program in which they are registered in.

The College submitted the 18-month follow-up report to OCQAS on March 14, 2023. The OCQAS Management Board reviewed the report at their June 20, 2023, meeting, noting that it was very well written, and the Board was pleased with the achievements since audit completion.

The next CQAAP audit is scheduled for the 2025-2026 academic year. Preparations for the CQAAP self-study commenced in July 2024 with the Executive Director, Academic Excellence and Accountability, conducting a thorough review of Quality Assurance policies, processes and practices from across St. Clair College. In addition, the College's internal CQAAP Evidence database was utilized to cross reference the evidence required for each quality standard and requirements. The review revealed that Quality Assurance continues to be part of St. Clair's culture and is a natural part of daily operations.

As with any Quality Assurance process, there is always room for improvement. In addition to the demonstrated achievements through evidence, a few gaps were identified. The CAE prepared a gap analysis for the St. Clair College Quality Assurance (QA) Panel. Each gap was carefully evaluated, and actions have been taken to resolve them.

As part of a standing QA Panel agenda, each Sector Head presented to QA Panel the current QA systems employed in their sector. This includes the evidence that each sector can contribute toward the self-study. This exercise provided key information for addressing identified gaps.

The summarized gaps have been identified in Table 1. A number of these gaps have already been addressed or are in progress to ensure appropriate inclusion in the College's Self Study.

Table 2 presents a summary of the previous affirmations and proposed corrective action that were provided as part of the last Quality Audit. New affirmations and corrective measures will be developed closer to the writing of the Self Study for inclusion. Progress reports will continue to be provided to the Board.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this report on the College's Quality Assurance/Quality Audit initiatives for information.

Table 1 – Summary of Gap Analysis and Designed Solutions

Item	Standard/Requirement	Potential Gap	Resolution
1.	R 1.1 Has established mechanisms that operationalize the Board of Governors' (BOG) responsibility to ensure quality assurance is embedded in the strategic direction of the organization.	<ul style="list-style-type: none"> - St. Clair has processes in place for the Board to oversee the Quality Assurance (QA) of programs, the Institutional Strategic Plan, and the Institutional Business Plan. The Board receives annual reports on Program Advisory Committees and on the progress of new programs. 	<ul style="list-style-type: none"> - Provide an annual Board Monitoring Report as it relates to quality assurance and the CQAAP requirements. - That the above annual Monitoring Report be formally added to the Board Planning Schedule (Work Plan) for consistency and delivery. - Include the CQAAP framework as part of the orientation for new Board of Governor members.
2.	R 1.2 Ensures that there are established mechanisms for new program development.	<ul style="list-style-type: none"> - Practical application of the Academic Program Development process was adjusted from the processes given in the last audit. This was necessitated due to a number of factors in order to allow for being nimble in new program development while ensuring quality of programming was maintained. 	<ul style="list-style-type: none"> - In 2023 the New Program Development process was streamlined into 3 intake streams and timelines adjusted to reduce the time required to move the program through development phases. A priority list was created to ensure the College responds to industry and community needs while maintaining proper allocation of resources. The process is still based on sound principles of quality education. - Program Proposal templates were also modified to streamline the process. - The revised process was presented at SOG and QA Panel. The Policy, protocols and flow diagrams were revised as well. - The new process will be monitored and adjusted as needed to allow for high flexibility and robustness.
3.	R 1.6 Has mechanisms for managing and communicating changes to programs and/or courses to keep them current and relevant with industry, provincial standards and professional body requirements.	<ul style="list-style-type: none"> - Changes to academic programs occur in strict timelines. However, in some instances communication of timelines and changes needed to be more explicit. 	<ul style="list-style-type: none"> - College Planning Calendar is made available to all College community. - Versions of program curriculum are posted on website for transparency and information purposes. - Pre/co-requisites for all programs are posted on website. - Updated VLOs posted on program's Webpage. - Review/develop a consistent template for all program handbooks. - Engage in direct communication to students, via email, from program coordinators when program changes transpire, in addition to posting notifications on the Program Course Management (BlackBoard) site.
4.	R 1.7 Manages program maintenance records arising from program lifecycle QA processes.	<ul style="list-style-type: none"> - A variety of repositories are maintained for records and documents arising from program's lifecycle. However, some of repositories had 	<p>The development of repositories to allow/provide access to relevant program records and quality assurance information. This includes:</p> <ul style="list-style-type: none"> - The development of a SharePoint site for "Annual Reviews" is now linked to the "Action Item" database.

		limitations to access from different stakeholders.	<ul style="list-style-type: none"> - The “Action Item” database provides access to all identified action items and supporting documentation. - Both the Academic Interface (AI) and Student Information System (SIS) reporting systems have been improved to provide better access to information (i.e. course outline system). - A new QA Audit site has been created to house evidence and communication purposes. - The CAE SharePoint site for all program files that will be shared with Program Chairs and SOG.
5.	R 3.3 Ensures that programs of instruction have appropriate Program Advisory Committees (PAC) and that mechanisms exist for the PAC to provide meaningful input into program relevance and quality.	<ul style="list-style-type: none"> - PAC meeting agenda is very robust, but some items on the agenda are left to the discretion of the program. Two items were identified as essential to be discussed at every meeting: Experiential Learning (EL) and pre/corequisites. 	<ul style="list-style-type: none"> - Modify the PAC Meeting template to add Experiential Learning (EL) and pre/corequisites under the “mandatory” section.
6.	R 5.2 Ensures that established academic policies and procedures are reviewed and monitored regularly and consistently.	<ul style="list-style-type: none"> - Some inconsistencies were identified in regards to policy reviews and updates (i.e. expired review date). - In some instances, there was a need to reevaluate policies to define their scope and clarify content. - A few policies were combined to avoid redundancies. 	<ul style="list-style-type: none"> - A monthly “Policy Review Schedule” is provided to all Sector Heads to ensure timely review of policies. - Policy Review was added as a standing item on the QA Panel Agenda. <p>Currently all policies are up to date and are following the review schedule. Also, clarity has been provided on who is responsible for communicating policy changes to all stakeholders.</p> <p>Through the process of tracking and updating College policies and the engagement of numerous St. Clair committees, departments, and groups, the College is confident that all policies and procedures are reviewed and monitored regularly and consistently.</p>
7.	R 5.5 Ensures that academic policies and procedures regarding prior learning and transfer credit (recognition) are established and applied for all programs offered by the College.	<ul style="list-style-type: none"> - We have mechanisms for recognizing formal and informal learning. There is a need to enhance communication to students about Prior Learning Assessment Recognition (PLAR) opportunities and also to provide better guidance regarding 	<ul style="list-style-type: none"> - Create required PLAR Portfolio criteria based on best practices. - Include PLAR and TC communication to students on the course outline, Course Management System and within the Program Handbook.

		requirements as it relates to PLAR Portfolios.	
8.	R 6.2 Ensures that there are established regular mechanisms for all academic support and advising services to determine the quality and adequacy of those services and to implement changes where required.		<ul style="list-style-type: none"> - Collect examples of mechanisms are consistently used for support service reviews. - Collect qualitative and quantitative data and information gathered, collated, and analyzed to inform service review and continuous improvement. - Collect examples that demonstrate the measures taken to implement and follow up on recommendations.



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: FEBRUARY 25, 2025

RE: DEFERRED MAINTENANCE UPDATE

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

**JOE SIRIANNI, SENIOR VICE PRESIDENT,
HUMAN RESOURCES AND FACILITIES SERVICES**

AIM:

To provide the Board of Governors an update regarding Deferred Maintenance and to obtain approval to commit budget funds now for the 2025-2026 Deferred Maintenance projects.

BACKGROUND:

Deferred Maintenance and Building Condition Assessment (BCA)

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

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

To determine the annual list of Deferred Maintenance projects, the College considers BCA requirements, Senior Operations Group priorities and current infrastructure and equipment condition. Experience has shown that the BCA is a great tool, however, it cannot be solely relied upon, as actual infrastructure or equipment condition varies from projected condition (i.e. the actual infrastructure or equipment life cycle could be much longer than planned).

As previously reported in 2019, the College retained the services of FCAPX, now Rothlams, to conduct a BCA of all College owned buildings. Since that time, additions to the BCA have occurred.

Recognizing the need to have a strategy to self-fund Deferred Maintenance, during the 2020-2021 fiscal year, the Board of Governors approved the creation of an internally restricted Deferred Maintenance reserve. Since that time, the following activity has occurred:

Reserve Activity to March 31, 2024	Amount (\$)
Opening Balance – Inception	-
Contributions – Since Inception	62,432,764
Withdrawals – Since Inception	(25,676,175)
Closing Balance	36,756,589

As reflected above, the College has been proactive at addressing Deferred Maintenance requirements totaling approximately \$43.6 million (\$18 million is projected to be spent during 2024-2025) since the inception of the Deferred Maintenance reserve.

With the estimated \$14,687,489 contribution into the reserve, this would leave the projected closing balance as of March 31, 2025, at \$33,444,057.

The Auditor General of Ontario's December 2021 Value-for-Money Audit on Public Colleges identified the following:

- The Ministry concluded its re-evaluation of the way it allocates funding to colleges for Deferred Maintenance;
- The Ministry allocates funding based on a method that considers college's facilities condition and management of their Deferred Maintenance work from self-generated funds; and,
- St. Clair College's facility condition index for the three-year period of 2019-2020 to 2021-2022 had a 'good' rating.

To supplement its BCA, in May 2022, the College finalized an Asset Management Plan (AMP) to address additional asset classes, beyond buildings, owned and managed by the College. The AMP was designed to provide details of each asset class within a stand-alone section, bringing all the assets together for the College's financing strategy. The AMP addressed the ten-year period from 2020 to 2030.

From 2022 to 2024, the college sector Deferred Maintenance asset management software underwent a major transition. All BCAs were migrated into the new system (Streamlined Asset Management - "SLAM") which resulted in changes to assumptions around inflation, regional factors, life cycle, etc. A common software amongst colleges and universities now exists and the Ministry will utilize this software moving forward.

The College's 2019 BCA identifies a three-year (2022 to 2025) and ten-year (2022 to 2032) Deferred Maintenance backlog of \$104.3 million and \$314.3 million respectively.

BCA's have been completed in 2024 for all buildings. Colleges are on a five-year cycle of BCA's. As of February, 2025, BCA's have been received for the Windsor Campus. BCAs for the Downtown Campus and Chatham Campus have been received and are under review. Once all BCAs are final and the 2024-2025 Deferred Maintenance projects have been updated in SLAM (target completion is February 28, 2025), the College will report on the current backlog.

The Deferred Maintenance internal reserve withdrawal request for the 2024-2025 fiscal year budget was \$25.0 million. This was the largest one-year request as it addressed numerous projects resulting from vacated space, due to the Welcome Centre build, as well as many infrastructure, mechanical and electrical updates. Having pre-approval, the College completed the design, engineering and tendering process early allowing the College to accomplish all but one project within the 2024-2025 fiscal year. The exception was the wood working shop dust collection system which had to be deferred because the lab could not be vacated for four months which is required to complete the work. The total spend for 2024-2025 is expected to be approximately \$18 million. The unused \$7 million will remain in the Deferred Maintenance reserve.

A list of projects for 2025-2026 have been developed and reviewed with senior management. At this time, the Deferred Maintenance internal reserve request for the 2025-2026 fiscal year budget is \$5 million. This includes two roofing projects as well as ongoing electrical and mechanical system upgrades across each campus.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve Administration to contractually commit the College to \$5 million from the internally restricted Deferred Maintenance reserve prior to April 1, 2025, to allow the various projects to have the opportunity to be completed during the 2025-2026 fiscal year.

TO: BOARD OF GOVERNORS

FROM: ST. CLAIR COLLEGE FOUNDATION, BOARD OF DIRECTORS

DATE: FEBRUARY 25, 2025

RE: INVESTMENT POLICY STATEMENT

SECTOR: JOHN FAIRLEY, EXECUTIVE DIRECTOR, ST. CLAIR COLLEGE FOUNDATION

AIM:

To obtain Board approval for the revisions to the College's Investment Policy Statement (IPS).

BACKGROUND:

At the March 26, 2024 Board meeting, the Board of Governors (BOG) approved the Foundation's appointment of RBC Wealth Management Dominion Securities and Jarislowsky Fraser as its investment services managers.

After the BOG approval, the Foundation Board of Directors determined that advice from the investment services managers should be obtained as to whether any changes were required to the College's Investment Policy Statement (IPS). The attached appendices contain the approved meeting minutes where the IPS was discussed:

- A. Foundation Board meeting February 21, 2024: Agenda item 10.4.
- B. Foundation Board meeting June 12, 2024: Agenda item 6.0.
- C. Foundation Board meeting September 10, 2024: Agenda item 10.5.
- D. Foundation Board meeting November 12, 2024: Agenda item 11.0.
- E. Foundation Investment Subcommittee November 20, 2024: Full minutes.
- F. Foundation Board meeting November 20, 2024: Full minutes.

At the Foundation Board meeting on November 20, 2024, the Board of Directors passed a motion to approve the revised IPS. The revised IPS is attached in Appendix G.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the revisions to the College's Investment Policy Statement.



Foundation Board of Directors
February 21, 2024, at 5:30 p.m.
Room 3315E

PRESENT: Egidio Sovran (President), Alex Toldo (Vice-President), John Parent (Treasurer) Fernando Brunone, Joe Mastromattei, Marc Jones, Kristin Kennedy, John Fairley, President Dr. Patti France

VIRTUAL: Susan Taylor

GUESTS: Aislinn Liolli, Nichole Chencharik, Louis Younan, Sabrina Lattuca, Julia Moran, Joe D'Angela

RECORDING SECRETARY: Tristan Bouchat

In Camera – Joe D'Angela

#	AGENDA TOPIC	ACTION REQUIRED
6.0	<p>Investment Management Services RFP Presentations</p> <p style="text-align: right;">Sabrina Lattuca</p> <ul style="list-style-type: none">T. Bouchat left the meeting. <p>Motion to move the meeting to In Camera.</p> <p>First: J. Parent Second: A. Toldo Approved</p> <p>Review of Proponents for the Foundation Financial RFP was conducted In-Camera</p> <p>10.1 Proponent #1 - RBC Dominion Securities Inc. (RBC-DS)</p> <ul style="list-style-type: none">Presented by P. Sechopoulos and D. Tegeltija.P. Sechopoulos thanked the College and Foundation for the past relationship.RBC-DS has been operating since 1901 with 110 offices worldwide and has the largest inventory of bonds in Canada.RBC-DS operates with team to select investment managers.P. Sechopoulos proposes a focus on the S&P 500 and the top 2 U.S. equity managers.Noted the international managers have done well.Proposing to add Triasima Canadian Equity with the recently deposited new funds.	

Full Board Minutes

February 25, 2025

Appendix A

139 of 242 Page 1 of 7

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> • D. Tegeltija reviewed RBC-DS's recommendations of changes to the Foundation's Investment Policy Statement (IPS). • P. Sechopoulos highlighted the IPS recommendations. This included reducing the equity target by 5% to 35%, expanding the asset allocation guidelines to include geography, and considering alternative investments. A detailed outline of alternative investments was discussed. • The Foundation's current IPS does not allow for alternative investments. • Suggested more definition around the equity investments. The global equity term should be used instead of defining an asset allocation based on U.S. versus international equities. Allows for better flexibility. • Suggested the equity portfolio cover a minimum of six sectors for diversification purposes. • P. Sechopoulos highlighted the following related to alternative investments: <ul style="list-style-type: none"> ○ For an asset allocation less than \$250 million, 5.5% of investment portfolio is in alternatives. ○ For an asset allocation in the education sector, 14.4% of investment portfolio is in alternatives. ○ Use the Canadian Pension Plan as an investment benchmark. ○ Two types of alternative investments: private market and public market. Both have open and closed ended options. Open-ended means can withdrawal funds from investment in 1 to 2 months. Closed-ended means cannot withdraw funds for a significant amount of time (i.e. 10 years; funds committed). ○ Alternative investments provide an opportunity for more return but have greater risk. ○ Proposed alternatives of Picton Mahoney (public-open, \$240,000, 1% weight) and Oaktree Strategic (private-open, \$240,000, 1 % weight). • E. Sovran asked P. Sechopoulos what the maximum asset allocation can be towards alternatives and how much can the Foundation increase its equities asset allocation. • P. Sechopoulos response included: <ul style="list-style-type: none"> ○ A maximum of 20% asset allocation in alternatives (i.e. realty, infrastructure, credit, and hedge incomes). 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> ○ Equities 50%, bonds 30%, and alternatives 20%. ○ Of the equity holdings: 40% canadian and 60% global. <ul style="list-style-type: none"> • E. Sovran asked the board if there were any more questions. • No questions from the board. E. Sovran thanked RBC-DS for their presentation. • P. Sechopoulos and D. Tegeltija left the meeting. <p>10.2 Proponent #2 – Jarislowsky Fraser Limited (JFL)</p> <ul style="list-style-type: none"> • Presented by T. Boose and A. Penny. • T. Boose introduced the company and team to the Foundation Board. <ul style="list-style-type: none"> ○ Founded in 1955 with 60 years of fundamental research rolled into pensions and endowments with growing capital with low risk. ○ Supported by a team of 37 across offices in Montreal, Calgary, and Vancouver. A. Penny (Toronto office) would be the client contact. • T. Boose stated their focus is on sustainable investing. JFL has \$55.5 billion total assets under management. • T. Boose introduced their strategy to grow capital in a low risk manner investment approach including: <ul style="list-style-type: none"> ○ Based on the current IPS, they recommend: ○ 6% net return target. ○ Target asset allocation of 55% bonds and 45% equities (10% Canadian, 17.5% U.S., 17.5% Global) ○ Based on a proposed IPS, they recommend: ○ 7.5% net return target. ○ Target asset allocation of 40% bond and 60% equities (15% Canadian, 45% Global) ○ Need to increase risk to achieve return. Don't need the S&P 500 as a benchmark because now a global fund. Investment manager has the authority to change global equity mix between U.S. and international as needed. • T. Boose discussed the 20-year index risk vs reward chart. He sees most not-for-profit clients avoiding alternative and private equity investments due to the lengthy (10 years) lock-in requirements. By increasing the Foundation's asset mix to a higher equity to fixed income weighting (i.e. 60/40 from 	

#	AGENDA TOPIC	ACTION REQUIRED
	<p>40/60), the Foundation's portfolio must be exposed to a much higher incremental rate of risk (1.59%) than the potential incremental rate of return (0.91%).</p> <ul style="list-style-type: none"> • T. Boose advised to increase equity weighting only slightly. • A. Penny discussed with the Board the strategies available with emerging equity markets. • T. Boose highlighted the ESG strategy: • Use only sustainable companies. • Accountability within JFL. • Discussed carbon footprint. • E. Sovran asked what the maximum asset allocation can be towards global equities in the asset allocation. • T. Boose responded at 60% equities (20% Canadian, 40% International and 40% U.S) and 40% bonds. • E. Sovran asked what the maximum asset allocation can be towards alternatives. • T. Boose responded that they do focus on hedge funds as a key alternative fund. He suggested they would review other options later should JFL be the successful proponent. • E. Sovran asked the board if there were any more questions. • No questions from the board. E. Sovran thanked Jairsloowsky, Fraser Limited for their presentation. • T. Boose and A. Penny left the meeting. <p>10.3 Proponent #3 – Foyston, Gordon & Payne Inc.</p> <ul style="list-style-type: none"> • Presented by C. Greenwood and R. Head • R. Head spoke to the following: • Introduced the member support team and the firm's 43 years of experience. • They focus on bottom-up financial analysis. • They have \$1.9 billion in assets under management for not-for-profit clients where two-thirds of those clients are in the education sector. 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> • An investment committee being chaired by C. Greenwood and R. Head would manage the Foundation's asset mix. • R. Head proposed the following solution: <ul style="list-style-type: none"> ○ Actively managed portfolio with underlying strategies. ○ Focus on return and risk management. ○ Focus on long-term returns. ○ Reduce volatility. ○ Capital preservation. Need to limit capital erosion in times of stress. ○ Overall portfolio yield 4.92%, assuming the 3.5% disbursement quota. • C. Greenwood discussed the asset mix: <ul style="list-style-type: none"> ○ 60% fixed income. ○ Utilize mortgage funds (5%) and share funds (2.5%). ○ Some exposure and diversity to global equity markets (9% international and 11% U.S.). Canadian equity at 12.5%. ○ Provides income generation. • E. Sovran asked what the maximum asset allocation can be towards equities in the asset allocation. C. Greenwood indicated 60% equities and 40% bonds. • C. Greenwood spoke on their risk/return investment structure: <ul style="list-style-type: none"> ○ Primary goal is not to maximize returns every month. ○ Goal is to find the best risk adjusted returns for its client. ○ Small changes can be made to the Foundation's IPS to achieve the required 5% yield for the disbursement quota. ○ Need to be very specific and careful and today's investment environment as volatility is here to stay in the financial markets. • E. Sovran asked the board if there were any more questions. • No questions from the board. E. Sovran thanked Foyston, Gordon & Payne Inc. for their presentation. • R. Head and C. Greenwood left the meeting. 	

#	AGENDA TOPIC	ACTION REQUIRED
	<p>10.4 – Recommendation</p> <ul style="list-style-type: none"> • M. Jones stated the memo provided to the Foundation Board contains a recommendation from Administration to move forward with RBC-DS as the preferred proponent. • M. Jones stated that the intent behind having the three proponent presentations was: <ul style="list-style-type: none"> ○ To allow the Foundation Board to meet and interact with the investment firm(s) which may manage the Foundation’s investment portfolio; and, ○ To expose the Foundation Board to potential dissimilar investment strategies and potential changes to the Foundation’s IPS. • The Request for Proposal (RFP) does provide flexibility for the Foundation Board to award the RFP to two proponents. Should the Foundation Board select this option, RBC-DS and JFL must be selected based on the evaluation performed by the Evaluation Committee. • The Foundation’s investment portfolio is much more significant than it was 7 years ago. The Foundation’s current IPS approved by the College Board of Governors requires a risk tolerance of conservative to average and efforts must be made to reduce volatility to prevent capital erosion. Next steps would involve the Foundation Board meeting with the selected investment manager(s) to obtain their professional expertise on how best to achieve the Foundation’s investment goals while aligning with its investment objectives, determining any potential changes to the IPS, and bringing those changes forward to the College Board of Governors for approval. • A. Toldo questioned why RBC-DS had not presented IPS changes previously. • E. Sovran pointed out that JFL had a benchmark over 3.5 % when the new guidelines require a 5% payout. • J. Fairley reviewed the RFP process through the Board and the steps taken to get to this point. 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> • J. Parent discussed the College's risk appetite and suggested splitting the funds in two investment companies. He supported the 2-year minimum term which provides an opportunity to evaluate for future direction. • F. Brunone asked about the ability to use funds other than locked terms and about the transfer and split between two groups would look. <p>Motion to approve the award of the Investment Management Services RFP to RBC Dominion Securities and Jarislowsky, Fraser Limited for a period of two (2) years, plus eight (8) optional extensions of one (1) year each commencing approximately July 1, 2024.</p> <p>First: J. Mastromattei Second: J. Parent Approved</p> <p>Motion to return the meeting to out of camera First: K. Kennedy Second: F. Brunone Approved</p> <ul style="list-style-type: none"> • S. Lattuca and L. Younan left the meeting. • T. Bouchat returned to the meeting. 	



Foundation Board of Directors

June 12, 2024, at 5:30 p.m.

Room 3315E

PRESENT: Egidio Sovran (President), John Parent (Treasurer), Fernando Brunone, Joe Mastromattei, Marc Jones, Susan Taylor, Kristin Kennedy, John Fairley, President Michael Silvaggi

REGRETS: Alex Toldo (Vice-President)

GUESTS: Aislinn Liolli, Nichole Chencharik, Julia Moran, Joe D'Angela

RECORDING SECRETARY: Tristan Bouchat

#	AGENDA TOPIC	ACTION REQUIRED
1.0	Call to Order <ul style="list-style-type: none">E. Sovran called the meeting to order at 5:30 p.m.E. Sovran welcomed and thanked everyone for attending.	Egidio Sovran
2.0	Adoption of the Agenda and Declaration of conflict-of-interest <ul style="list-style-type: none">E. Sovran asked if there were any additions or deletions to the agenda as presented.There were no declarations of conflicts of interest. Motion to approve the amended agenda as presented. First: F. Brunone Second: J. Parent Approved	Egidio Sovran
3.0	Approval of Minutes 3.1 St. Clair College Foundation Board meeting – February 21, 2024 <ul style="list-style-type: none">E. Sovran asked if there were any additions or deletions to the minutes presented from the Foundation Board meeting on February 21, 2024There were no additions or deletions to the February 21 2024, minutes.	Egidio Sovran

#	AGENDA TOPIC	ACTION REQUIRED
	<p>Motion to approve the February 21, 2024, minutes as presented.</p> <p>First: J. Parent Second: F. Brunone Approved</p>	
4.0	<p>KPMG Audit Findings Report Cynthia Swift</p> <ul style="list-style-type: none"> • C. Swift provided the following highlights regarding KPMG’s audit report for 2024: <ul style="list-style-type: none"> ○ There were no significant changes to the audit plan which was originally communicated to the Board in the audit planning report ○ No matters to report for audit risks and results – significant risks ○ No matters to report for uncorrected audit misstatements ○ No matters to report for corrected audit misstatements ○ No matters to report for significant unusual transactions ○ No matters to report for control deficiencies • Please find KPMG’s full audit report for 2024 attached (Appendix A). • E. Sovran congratulated Marc and his staff on record for another great job with the audit <p>Motion to accept KPMG’s Auditor’s Report for 2024.</p> <p>First: J. Mastromattei Second: S. Taylor Approved</p>	

#	AGENDA TOPIC	ACTION REQUIRED
5.0	<p>Audited Financial Statements for the year ended March 31, 2024. J. Moran</p> <ul style="list-style-type: none"> • J. Moran highlighted the following areas from the audited year-end financial statements: <ul style="list-style-type: none"> ○ Assets increased from \$736,678 in 2023 to \$13,324,506 in 2024. ○ Long-term investments increased from \$16,558,979 in 2023 to \$25,331,540 in 2024. ○ Liabilities increased from \$1,729,004 in 2023 to \$15,671,422 in 2024. ○ Revenue increased from \$585,401 in 2023 to \$4,489,550 in 2024. ○ Endowments received during the year increased from \$5,421,079 in 2023 to \$7,417,971 in 2024. <p>Motion to approve the audited Financial Statements for the March 31, 2024, Fiscal Year-End.</p> <p>First: J. Parent</p> <p>Second: K. Kennedy</p> <p>Approved</p> <ul style="list-style-type: none"> ○ C. Swift Left the Meeting 	
6.0	<p>Investment RBC Update Panos Sechopoulos</p> <ul style="list-style-type: none"> • P. Sechopoulos & D. Tegeltija Joined the meeting. • E. Sovran welcomed P. Sechopoulos to provide his update on behalf of RBC. • P. Sechopoulos provided the Board with an information package from RBC as of May 31, 2024 (Appendix B), including recommendations for the Board. • P. Sechopoulos highlighted the following items in Appendix B: <ul style="list-style-type: none"> ○ The total fixed income as of May 31, 2024, was \$17,066,829. ○ The total equity as of May 31, 2024, was \$8,343,072. ○ As of May 31, 2024, the total cash and cash equivalents were \$215,610. ○ The total portfolio as of May 31, 2024, was \$25,625,511. ○ The investment policy statement has 66.60% fixed income & cash equivalent and 34.40% equity. 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> • P. Sechopoulos recommended to the Board the following: <ul style="list-style-type: none"> ○ Add \$500,000 to the Equity Account 2% ○ Trim Vanguard S&P 500 by \$300,000 ○ Add \$400,000 Aristotle US Large Cap ○ Add \$400,000 Madison Investment Advisors ○ Add \$694,000 to Triasima Canadian Equity when bond matures is June 2024 • M. Jones asked about whether the Foundation Board should consider any updates to its Investment Policy Statement (IPS) with respect to Environmental, Social and Governance (ESG), as the IPS is currently silent. M. Jones noted there's attention in the media and legislation changes with respect to climate change, forced/child labour practices, and Equity, Diversity and Inclusion (EDI). <ul style="list-style-type: none"> ○ P. Sechopoulos shared the following mandate that is used by a local foundation as a reference "Investment Managers are aware that we do not invest in the following sectors: Tobacco, Gambling, Pornography and Arms". ○ P. Sechopoulos noted that ESG investments have received a lot of push back due to their negative impact on investment returns. • P. Sechopoulos & D. Tegeltija left the meeting. <p>Motion to receive the RBC Recommendations as information.</p> <p>First: F. Brunone Second: A. Toldo Approved</p> <ul style="list-style-type: none"> • J. Mastromattei left the meeting. 	

#	AGENDA TOPIC	ACTION REQUIRED
7.0	<p data-bbox="170 289 373 321">College Update</p> <p data-bbox="1444 289 1682 321">President Silvaggi</p> <ul data-bbox="275 370 1644 1479" style="list-style-type: none"> • President Silvaggi provided a written update to the Board (Appendix C). The following College updates were covered: <ul style="list-style-type: none"> ○ MCU Funding Announcement. ○ Windsor-Essex County Polar Plunge 2024. ○ Province Plans to Allow Applied master's degrees. ○ Students Meet with Minister of Small Business during Campus Visit. ○ International Women's Day. ○ Scholarship Nights. ○ Spring 2024 Open House. ○ St. Clair College claims victory in Data Science Challenge at Learn-A-Thon. ○ International Digital Marketing Competition Champions. ○ Essex Windsor EMS Service Awards & Recognition Ceremony. ○ First Robotics. ○ Brentwood Project Presentations. ○ Powerline Rodeo. ○ Esports Banquet. ○ Alumni of Distinction Banquet. ○ Chatham Chamber Business Excellence Awards. ○ Unifor Customized Training. ○ SRC/TSI Changeover Banquet. ○ 2024 Atelier Fashion Show. ○ Spring Orientation Week. ○ MPP Lisa Gretzky Visit. ○ Campus Update Meetings. ○ The MCC Awards Gala. ○ Ford Innovation Showcase. ○ Windsor Police Service Awards Banquet. ○ Skills Ontario Competition. ○ St. Clair Jr. Saints Cheque Presentation. 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> ○ Alumni and Student Pow Wow. ○ City of Windsor's "Strengthen the Core" Plan. ○ 2024 Business Excellence Awards. ○ Academic Awards. ○ Jill of All Trades Event. ○ Chatham Mayor's Address. ○ PAC and Placement Reception. ○ Spring 2024 Enrolment Update. ○ Mayor & CAO's Breakfast Meeting. ○ President Patti France Retirement. ○ Pride Month. ○ 57th Annual Convocation. 	
8.0	<div> <div>Executive Director Report</div> <div>John Fairley</div> </div> <ul style="list-style-type: none"> ● J. Fairley introduce the board to a new scholarship "The Start Here Go Anywhere Principals Award". <ul style="list-style-type: none"> ○ This \$1000 scholarship will be given out to two graduating students from each high school in Windsor-Essex, Chatham-Kent, Lambton-Sarnia, and London-Middlesex. ○ This scholarship will be selected by each school's principal. ● J. Fairley invited the Foundation Board to participate in the Annual St. Clair College Golf Tournament <ul style="list-style-type: none"> ○ The tournament will take place July 12th at Sutton Creek Golf Course ○ Those interested in playing are to let Tristan know. ● J. Fairley informed the board that we had a donor reach out about dissolving and endowment. <ul style="list-style-type: none"> ○ This is something that has not been done previously for an endowment – only annuals. ○ Our lawyers are currently reviewing. ● J. Fairley deferred his yearend report to the Annual General Meeting. 	

#	AGENDA TOPIC	ACTION REQUIRED
9.0	<p data-bbox="170 289 394 321">Financial Update</p> <p data-bbox="1325 289 1656 321" style="text-align: right;">Julia Moran/Aislinn Liolli</p> <p data-bbox="266 370 716 402">Foundation Bank Account Activity</p> <ul data-bbox="275 428 1524 1003" style="list-style-type: none"> • J. Moran shared the Foundation Bank Account Activity from January 1, 2024 – April 30, 2024: <ul style="list-style-type: none"> ○ The bank balance as of January 31, 2024, was \$16,634,764.21. ○ Endowment scholarship donations received were \$55,072.61. ○ Annual scholarship donations received were \$93,400.94. ○ Bank fees of \$468.67. ○ Interest income earned of \$224,430.09. ○ Endowment monies transferred to RBC were \$91,214.00. ○ Endowment monies transferred from RBC were \$770,350.00. ○ Transfer to SCC for reimbursement of scholarships paid was \$4,487,900.00. ○ The bank balance as of April 30, 2024, is \$13,198,435.18. • A. Liolli updated the board on the Investment Services RFP: <ul style="list-style-type: none"> ○ RBC has signed their part of the agreement, but JFL hasn't signed yet. ○ Signing has been delayed due to contract language changes. ○ Hoping to have issues resolved by the end of June. <p data-bbox="266 1091 1585 1156">Motion to invest \$55,075 with RBC Dominion Securities, from the WFCU operating bank account for endowment monies received.</p> <p data-bbox="266 1169 606 1276"> First: K. Kennedy Second: S. Taylor Approved </p> <p data-bbox="266 1325 1488 1357">Motion to approve the audited Financial Statements for the March 31, 2024, Fiscal Year End.</p> <p data-bbox="266 1364 669 1469"> First: F. Brunone Second: J. Mastromattei Approved </p>	

#	AGENDA TOPIC	ACTION REQUIRED
	<p>Motion to invest \$12,572,000 in a 6-month GIC with WFCU at an interest rate of 6.2%, from the WFCU operating bank account for the St. Clair College Saints Strong Scholarship</p> <p>First: J. Mastromattei Second: J. Parent Approved</p>	
10.0	<p>New Business</p> <p style="text-align: right;">Egidio Sovran</p> <p>10.1 Alumni Gift Giving Campaign</p> <ul style="list-style-type: none"> • J. D'Angela informs the board that he has meetings scheduled with Humber College and Conestoga College at the end of the month as well as engaged both McMaster University and Laurier University about their campaigns. • J. D'Angela also spoke with the Alumni Association Chair for their assistance in this campaign once we move forward. <p>10.2 RBC Recommendations</p> <ul style="list-style-type: none"> • E. Sovran asked if there were any questions or comments regarding RBC's investment recommendations • There were no questions regarding RBC's recommendations. <p>Motion to add \$500,000 to the Equity Account 2%, trim Vanguard S&P 500 by \$300,000, add \$400,000 Aristotle US Large Cap, add \$400,000 Madison Investment Advisors per RBC's Recommendation.</p> <p>First: F. Brunone Second: S. Taylor Approved</p>	

#	AGENDA TOPIC	ACTION REQUIRED
	<p>Motion to add \$694,000 to Triasima Canadian Equity when bond matures is June 2024 per RBC's Recommendation.</p> <p>First: K. Kennedy Second: F. Brunone Approved</p>	
11.0	<p>Next Board Meeting</p> <p>Egidio Sovran</p> <ul style="list-style-type: none"> E. Sovran shares the proposed board meetings for the 2024-2025 Fiscal Year: <ul style="list-style-type: none"> Tuesday September 10, 2024 Tuesday November 12, 2024 Tuesday February 11, 2025 Tuesday June 10, 2025 (Board Meeting and AGM) 	T. Bouchat to share dates with board following meeting.

The meeting adjourned at 6:23 p.m.

Foundation Board of Directors
September 10, 2024, at 5:30 p.m.
Room 3315E

PRESENT: Egidio Sovran (President), Alex Toldo (Vice-President), Adam Ibrahim, Marc Jones, Susan Taylor, John Fairley, President Michael Silvaggi
REGRETS: Jean Piccinato (Treasurer), Joe Mastromattei, Kristin Kennedy
GUESTS: Nichole Chencharik, Julia Moran, Joe D'Angela
RECORDING SECRETARY: Tristan Bouchat

#	AGENDA TOPIC	ACTION REQUIRED
1.0	Call to Order E. Sovran <ul style="list-style-type: none"> E. Sovran called the meeting to order at 5:35 p.m. E. Sovran welcomed and thanked everyone for attending. 	
2.0	Adoption of the Agenda and Declaration of conflict-of-interest E. Sovran <ul style="list-style-type: none"> E. Sovran noted a few revisions to the agenda: <ul style="list-style-type: none"> Item #4.0 2024-2025 Foundation Board of Directors will move to item #3.0. Item 8.1 Fundraising Committee will be added. Item 10.5 Ad hoc Committee will be added. There were no declarations of conflicts of interest. <p>Motion to approve the amended agenda as presented.</p> <p>First: A. Ibrahim Second: S. Taylor Approved</p>	
3.0	2024-2025 Foundation Board of Directors E. Sovran <ul style="list-style-type: none"> E. Sovran informed the Board of two changes that will be taking place: <ul style="list-style-type: none"> J. Piccinato will replace John Parent as the Board of Governors Representative A. Ibrahim will replace Fernando Brunone as the Alumni Association Representative E. Sovran welcomed both Jean and Adam to the Board 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> The 2024-2025 Foundation Board of Directors: <ul style="list-style-type: none"> Egidio Sovran – President Alex Toldo – Vice-President Jean Piccinato – Secretary/Treasurer John Fairley – Executive Director Susan Taylor Kristen Kennedy Adam Ibrahim Joe Mastromattei Marc Jones President Michael Silvaggi 	
4.0	<p>Approval of Minutes E. Sovran</p> <p>4.1 St. Clair College Foundation Board meeting – June 12, 2024</p> <ul style="list-style-type: none"> E. Sovran asked if there were any additions or deletions to the minutes presented from the Foundation Board meeting on June 12, 2024 There were no additions or deletions to the June 12, 2024, minutes. <p>Motion to approve the June 12, 2024, minutes as presented.</p> <p>First: S. Taylor Second: M. Silvaggi Approved</p>	
5.0	<p>Investment RBC Update P. Sechopoulos</p> <ul style="list-style-type: none"> P. Sechopoulos & D. Tegeltija Joined the meeting. E. Sovran welcomed P. Sechopoulos to provide his update on behalf of RBC. P. Sechopoulos provided the Board with an information package from RBC as of August 31, 2024 (Appendix B) for the Board. 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> P. Sechopoulos highlighted the following items in Appendix B: <ul style="list-style-type: none"> As of August 31, 2024, the total fixed income was \$16,213,596. The total equity as of August 31, 2024, was \$10,026,471. As of August 31, 2024, the total cash and cash equivalents were \$414,911. The total portfolio as of August 31, 2024, was \$26,654,978. The investment policy statement has 60.83% fixed income & cash equivalent and 39.17% equity. P. Sechopoulos advised the following upcoming developments to the Board: <ul style="list-style-type: none"> Existing Accounts include \$10,239,515 in stock account and \$16,204,925 in GIC Bond Account 50% of the stock account and approximately \$7,000,000 in the fixed income and savings account are to be transferred out. Assets will be repositioned according to the Investment Policy Statements, including more Triasima, less Beutel Goodman, less S&P 500 Unhedged, and More Madison Investments. E. Sovran thanked P. Sechopoulos for the update. P. Sechopoulos & D. Tegeltija left the meeting. 	
6.0	<div>College Update</div> <div>President Silvaggi</div> <ul style="list-style-type: none"> President Silvaggi provided a written update to the Board (Appendix C). The following College updates in the report: <ul style="list-style-type: none"> Hero for a Day WEST Partnership Saints Esports Recognized with 7 NACE Awards Minister Dunlop Visit Orientation Week AM800 CKLW Interview The Village at St. Clair 10th Anniversary 	

#	AGENDA TOPIC	ACTION REQUIRED
7.0	<p data-bbox="170 212 512 245">Executive Director Report</p> <p data-bbox="1560 212 1677 245">J. Fairley</p> <ul data-bbox="275 293 1682 797" style="list-style-type: none"> • J. Fairley notified the Board of our Annual Golf Tournament and thanked those who played. <ul data-bbox="373 331 1682 399" style="list-style-type: none"> ○ From the tournament's proceeds, \$2,500 was donated to the Ronald McDonald House in Windsor -Essex. • J. Fairley reminded the Board that the 2024-2025 Scholarship Application will open to students on October 1 and run until December 1. <ul data-bbox="373 526 1640 634" style="list-style-type: none"> ○ With success in the number of applications received last year, the Advancement Office will continue with the same strategy, including email blast reminders, social media campaigns, and presence in hallways across all campuses to help with questions and classroom visits. • J. Fairley asked the Board for their participation in helping grow the scholarship program within the community by setting up new scholarships or starting their scholarship. 	
8.0	<p data-bbox="170 865 495 898">Alumni Giving Campaign</p> <p data-bbox="1528 865 1677 898">J. D'Angela</p> <ul data-bbox="275 946 1682 1474" style="list-style-type: none"> • J. D'Angela updated the Board on some initiatives to increase scholarships through the foundation: <ul data-bbox="373 984 1682 1474" style="list-style-type: none"> ○ Graduation Campaign: Students will receive a handout about giving back and supporting other students in their graduation packs. In his speech at the convocation, J. Fairley will also mention that he is helping other students the way that many graduates received scholarships. ○ Community Outreach: Radio and print ads will focus on "Shaping a Student's Future" by starting a scholarship fund. ○ Commemorative Bench Campaign: The College is considering 30-40 benches around all campuses, which would generate roughly \$1000 in profit per bench. The profit from these benches would go towards scholarships. J. D'Angela noted that the policy for this campaign is with SOG for approval. ○ Alumni Gift Giving Campaign: This will need to be done in a few steps. The current Alumni database has roughly 24,000 up-to-date contacts. Before beginning this initiative, the goal is to grow the database to 40,000 contacts. The concept of giveaways to grow the database is with the College Legal Team, as there are lottery/licensing implications in order to produce a proper campaign. 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> • J. D'Angela informed the Board that he was on a call with five other students regarding giving campaigns. Other institutions focus on raising funds for food insecurities rather than student scholarships. • J. D'Angela noted that through the Advancement Office's "Alumni Day" Initiative, attendees have been encouraged to bring canned goods to the free events. J. Fairley also mentioned all the funds raised for the Food Banks through The S'Aints. • A. Toldo asked if larger grocery stores such as Zehrs or Sobeys provided any help to students based on the profitability of these companies. President Silvaggi thanked A. Toldo for this suggestion and ensured it is something that we can explore. • S. Taylor suggested a gift card matching campaign with the local grocery stores. <p>8.1 Fundraising Committee</p> <ul style="list-style-type: none"> • E. Sovran would like to set up a committee to help with the fundraising initiatives with two Foundation Board members, 2 Alumni Association members, two students, an Alumni of Distinction, Ryan Peebles, Executive Director of Student Representative Council (SRC) and all of the student Presidents of the SRC, Saints Student Athletic Association (SSAA) and the Thameses Student Incorporated (TSI). 	<p>T. Bouchat will follow up with an email at the end of the week to gauge the interest of the Foundation Board Members.</p>
9.0	<p>Financial Update</p> <p>Foundation Bank Account Activity</p> <ul style="list-style-type: none"> • J. Moran shared the Foundation Bank Account Activity from April 30, 2024 – July 31, 2024: <ul style="list-style-type: none"> ○ The bank balance as of April 30, 2024, was \$13,198,435.18. ○ Endowment scholarship donations received were \$15,777.97. ○ Annual scholarship donations received were \$26,754.48. ○ Bank fees of (\$460.56). ○ Interest income earned of \$132,813.79. 	<p>J. Moran</p>

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> ○ Bank Fees reimbursed by SCC of \$1,687.59 ○ Endowment monies transferred to RBC were (\$55,075.00.) ○ Endowment monies transferred from RBC were \$3,250.00. ○ Transferring to SCC for reimbursement of scholarships was paid at \$14,000.00. ○ Transfer of Monies to 6-month WFCU GIC was (\$12,572,000.00) ○ The bank balance as of April 30, 2024, is \$7,37,183.45. 	
10.0	<p>New Business</p> <p style="text-align: right;">E. Sovran</p> <p>10.1 Motion to Transfer Endowment Funds</p> <p>The motion was that \$15,777.97 be invested with RBC Dominion Securities from the WFCU operating bank account for endowment monies received.</p> <p>First: President M. Silvaggi Second: A. Toldo Approved</p> <ul style="list-style-type: none"> • A. Toldo asked for an update regarding the Financial Services RFP • M. Jones provided the following update: <ul style="list-style-type: none"> ○ Since the last Foundation Board meeting, when we had the motion approved to move the money and select both successful firms, we've been actioning opening the various accounts and opening a custodian with Jarislowsky, Fraser Limited (JFL). ○ RBC Dominion Securities (RBC DS) has done the due diligence in identifying the equities and bonds that can be moved to the new portfolio at JFL. ○ There are a few final pieces of paperwork for JFL to complete this week, and the hope is that the money transfer will happen next week. ○ The plan would be based on RBC DS and JFL's proposals from the previous Board meeting. They would come forward at the next board meeting to discuss what they presented and any future investment policy changes. 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> • J. Fairley noted that any investment policy changes that are approved by the Foundation Board must then be approved by the St. Clair College Board of Governors before they can take effect. <p>10.2 Motion to Approve Scholarship Funds</p> <ul style="list-style-type: none"> • J. Fairley noted to the Board that this would be to pay out the Principals Entrance Scholarship and one scholarship received after the March 31st fiscal year-end. <p>Motion that \$45,000 be paid out in scholarship funds owed for the Principals Award and late-arriving scholarships.</p> <p>First: President Silvaggi Second: S. Taylor Approved</p> <p>10.3 Motion to Approve 2024-2025 Foundation Board of Directors</p> <p>Motion to approve the 2024-2025 Foundation Board of Directors as presented.</p> <p>First: A. Toldo Second: S. Taylor Approved</p> <p>10.4 Motion to Approve RBC Recommendation</p> <p>Motion that RBC's presentation be received as information.</p> <p>First: A. Ibrahim Second: A. Toldo Approved</p>	

#	AGENDA TOPIC	ACTION REQUIRED
	<p>10.5 Investment Policy Committee</p> <ul style="list-style-type: none"> • E. Sovran is looking to put a small committee together to review the Foundation’s current investment policy and make any recommendations on changes to the Foundation Board at the next meeting. • J. Fairley asked if we would like to have the recommendations from the two investment firms before making any changes. • M. Jones stated that when the investment firms presented in February 2024 as part of the Request for Proposal (RFP) process, they proposed potential conceptual changes to the Foundation’s investment policy. The Foundation Board did not action nor approve any recommendation(s) relating to investment policy changes as no motion was made. As a result, further dialogue between the Foundation Board and the two successful investment firms is required, to determine any potential changes to the investment policy. Any changes will require College Board of Governors approval. • E. Sovran stated that Administration should be able to summarize the recommendations from each investment firms February 2024 presentation, and bring forward changes to the investment policy in the next week or two for review. • M. Jones stated that according to the Foundation’s investment policy, the long-term strategic investment plan and objectives is determined by the Foundation Board. In addition, Administration is not the subject matter experts as it relates to investment management and cannot, without introducing significant risk, translate the investment firms conceptual investment policy changes from their presentations into reasonable actionable recommendations for Foundation Board approval. As an alternative next step, on behalf of the Foundation Board, the Advancement Office can request both investment firms to provide a formal recommendation, within the context of the investment policy objectives, that outlines any potential changes to the Foundation’s investment policy. The investment firms formal recommendations can then be presented to the Foundation Board for consideration and potential approval. • E. Sovran stated that the small committee will review the current investment policy along with the formal recommendations from the two investment firms and bring forward any recommendations to the Foundation Board at the November Board Meeting. 	<p>T. Bouchat will follow up with an email at the end of the week to gauge the interest of the Foundation Board Members.</p>
11.0	<p>Next Board Meeting</p> <p>E. Sovran</p> <ul style="list-style-type: none"> • E. Sovran shares the upcoming board meetings for the 2024-2025 Fiscal Year: 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> ○ Tuesday, November 12, 2024 ○ Tuesday, February 11, 2025 ○ Tuesday, June 10, 2025 (Board Meeting and AGM) 	

The meeting adjourned at 6:23 p.m.



Foundation Board of Directors

November 12, 2024, at 5:30 p.m.

Room 3315E

PRESENT: Egidio Sovran (President), Alex Toldo (Vice-President), Jean Piccinato (Treasurer), Adam Ibrahim, Susan Taylor, Kristin Kennedy, Marc Jones, John Fairley, President Michael Silvaggi

REGRETS: Joe Mastromattei

GUESTS: Nichole Chencharik, Julia Moran, Joe D'Angela

RECORDING SECRETARY: Tristan Bouchat

#	AGENDA TOPIC	ACTION REQUIRED
1.0	Call to Order <ul style="list-style-type: none">E. Sovran called the meeting to order at 5:30 p.m.E. Sovran welcomed and thanked everyone for attending.E. Sovran thanked J. Piccinato for joining the Foundation Board.	E. Sovran
2.0	Adoption of the Agenda and Declaration of conflict-of-interest <ul style="list-style-type: none">E. Sovran made the following change to the agenda:<ul style="list-style-type: none">Item #5.0 Revised Investment Policy Statement will be moved to the next Board Meeting.There were no declarations of conflicts of interest. Motion to approve the amended agenda as presented. First: K. Kennedy Second: S. Taylor Approved	E. Sovran

#	AGENDA TOPIC	ACTION REQUIRED
3.0	<p data-bbox="170 212 445 245">Approval of Minutes</p> <p data-bbox="1556 212 1682 245">E. Sovran</p> <p data-bbox="264 289 1178 321">3.1 St. Clair College Foundation Board meeting – September 10, 2024</p> <ul data-bbox="317 329 1539 443" style="list-style-type: none"> • E. Sovran asked if there were any additions or deletions to the minutes presented from the Foundation Board meeting on September 10, 2024 • There were no additions or deletions to the September 10, 2024, minutes. <p data-bbox="264 487 1062 519">Motion to approve the June 12, 2024, minutes as presented.</p> <p data-bbox="264 563 611 677"> First: M. Silvaggi Second: A. Ibrahim Approved </p>	
4.0	<p data-bbox="170 724 489 756">Investment RBC Update</p> <p data-bbox="1482 724 1682 756">P. Sechopoulos</p> <ul data-bbox="275 800 1665 1425" style="list-style-type: none"> • P. Sechopoulos & D. Tegeltija Joined the meeting. • E. Sovran welcomed P. Sechopoulos to provide his update on behalf of RBC. • P. Sechopoulos provided the Board with an information package from RBC as of November 8, 2024 (Appendix B) for the Board. • P. Sechopoulos highlighted the following items in Appendix B: <ul style="list-style-type: none"> ○ As of November 8, 2024, the total fixed income was \$15,679,430. ○ The total equity as of November 8, 2024, was \$10,525,359. ○ As of November 8, 2024, the total cash and cash equivalents were \$1,051,641. ○ The total portfolio as of November 8, 2024, was \$27,256,430. ○ The investment policy statement has 57.53% fixed income & cash equivalent and 38.62% equity. • P. Sechopoulos advised the following upcoming developments to the Board: <ul style="list-style-type: none"> ○ Assets will be repositioned according to the Investment Policy Statements, including more Triasima, less Beutel Goodman, less S&P 500 Unhedged, more Madison Investments and more Aristotle US Large Cap Value. 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> • E. Sovran thanked P. Sechopoulos for the update. • P. Sechopoulos & D. Tegeltija left the meeting. <p>Motion to receive the RBC Investment Updated as presented.</p> <p>First: S. Taylor Second: A. Ibrahim Approved</p>	
6.0	<p>College Update President Silvaggi</p> <ul style="list-style-type: none"> • President Silvaggi provided a written update to the Board (Appendix C). The following College updates in the report: <ul style="list-style-type: none"> ○ Minister Quinn Visit ○ Fight Like Mason ○ Bert Lacasse Park Sponsorship ○ Mental Health RFP ○ HST Audit ○ PSI/Police Foundations Society ○ Fall 2024 Academic Excellence Awards Banquet ○ Brentwood 60th Anniversary ○ Hospice Face-to-Face Campaign ○ Suicide Awareness Walk ○ Suicide Awareness Walk ○ College Events ○ National Day for Truth & Reconciliation ○ Fall 2024 Convocation Sessions ○ Men’s Golf Team Win First Ever Gold Team Medal in History ○ International Day of the Girl 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> ○ Women's Economic Security Program (WESP) Announcement ○ ECE Trip to Italy ○ St. Clair Women's Softball win National Bronze ○ Robotics Lab Anniversary Celebration ○ Windsor Police Service Badge Presentation Ceremony ○ Practical Nursing Pinning Ceremony ○ WIFF Opening Night ○ St. Anne's Skilled Trades Academy & Learning Centre Tour ○ Chatham-Kent Mayor Meeting ○ St. Clair College Celebrates Official Opening of Patti France Welcome Centre ○ Saints Nation Takes over WFCU Centre during Windsor Spitfires "St. Clair Night" ○ Saints Football Makes History by Winning CJFL National Championship 	
7.0	<p>Executive Director Report</p> <p style="text-align: right;">J. Fairley</p> <ul style="list-style-type: none"> • J. Fairley shared the following update regarding the College Open House: <ul style="list-style-type: none"> ○ We had 536 applications received between 10am-1pm during Open House ○ More than double what was received during the Fall 2023 Open House • J. Fairley reminded the board of the 2025 Scholarship Ceremonies: <ul style="list-style-type: none"> ○ Monday, March 17, 2024 @ 11:30 am - Chatham <ul style="list-style-type: none"> ▪ Scholarship Luncheon at Everest Convention Centre ○ Wednesday, March 19, 2024 @ 6:00 pm - Windsor <ul style="list-style-type: none"> ▪ Scholarship Event 1 at SCCCA ○ Thursday, March 20, 2024 @ 6:00 pm – Windsor <ul style="list-style-type: none"> ▪ Scholarship Event 2 at SCCCA • J. Fairley let the board updated the board on current scholarship applications <ul style="list-style-type: none"> ○ 2024 to date: 2050 ○ Last year at same time: 1120 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> J. Fairley echoed President Silvaggi’s comments on the CJFL Canadian Bowl Championship and the St. Clair College Night in Partnership with the Windsor Spitfires. J. Fairley invited the board to the 2024 S’Aints Concert on December 20th at Caesars Windsor. <ul style="list-style-type: none"> Please let Tristan know if you would like tickets 	
8.0	<p>Financial Update</p> <p style="text-align: right;">J. Moran</p> <p>Foundation Bank Account Activity</p> <ul style="list-style-type: none"> J. Moran shared the Foundation Bank Account Activity from July 31, 2024 – September 30, 2024: <ul style="list-style-type: none"> The bank balance as of July 31, 2024, was \$737,183.45 Endowment scholarship donations received were \$60,000. Annual scholarship donations received were \$38,694.28. Bank fees of (\$329.34). Interest income earned of \$7,209.54. Endowment monies transferred to RBC were (\$15,777.97.) Transfer of SCC for reimbursement of scholarships paid was (\$7,000.00) The bank balance as of September 30, 2024, is \$819,979.96. <p>8.1 Motion to Transfer Endowment Funds</p> <p>The motion was that \$60,000 be invested with RBC Dominion Securities from the WFCU operating bank account for endowment monies received.</p> <p>First: A. Ibrahim Second: M. Silvaggi Approved</p>	

#	AGENDA TOPIC	ACTION REQUIRED
11.0	<p data-bbox="170 212 354 240">New Business</p> <p data-bbox="1556 212 1677 240">E. Sovran</p> <ul style="list-style-type: none"> <li data-bbox="317 293 1661 516"> <p>• J. D’Angela provided the following update on the first Fundraising Committee Meeting:</p> <ul style="list-style-type: none"> ○ Very productive meeting with numerous groups including: SRC, SSAA and TSI. ○ Student groups were to take information back to their boards and bring forward their thoughts and ideas before Christmas ○ J. Fairley noted the Commemorative Bench Campaign will be brought to the Senior Operating this group for Approval <li data-bbox="317 565 1625 634"> <p>• E. Sovran has asked the entire board to donate towards the Scholarship Fund</p> <ul style="list-style-type: none"> ○ E. Sovran noted that is easier to ask for money when the entirety of the Board is behind it. <li data-bbox="317 683 1661 870"> <p>• J. D’Angela updated the Board on the Alumni Contact Campaign</p> <ul style="list-style-type: none"> ○ The rules and regulations are getting approval from the College Legal Council before going to the Senior Operating Group for final approval. ○ The plan is to release in January and have the Campaign run until the end of March with the end goal of doubling the Alumni Database. <li data-bbox="317 919 1625 989"> <p>• J. D’Angela informed the Board that the St. Clair Centre for the Arts will be brining back the “Soup Kitchen” where \$2-\$3 from each ticket sold will go towards student scholarships.</p> <li data-bbox="317 1037 1528 1107"> <p>• J. Fairley informed the board the J. Mastromattei has resigned from the board due to time commitments.</p> 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> • J. Piccinato asked what the reasoning was for moving Item #5.0 Revised Investment Policy Statement to the next meeting and if there is Ministry guidelines regarding the policy? <ul style="list-style-type: none"> ○ E. Sovran noted that there hasn't been an opportunity for the Investment Policy Committee to meet and discuss the RBC and JFL proposals, and for the Committee to consider the asset mix of Canadian, US and International equities. ○ With respect to the Ministry guidelines, M. Jones responded that both Investment Managers received the Ministry's Banking, Investments and Borrowing Directive when the Foundation Board requested Administration to obtain updated investment proposals from the Investment Managers. The Directive notes the types of investments that the Foundation can and cannot be invested in, and the Investment Policy Statement (IPS) reinforces that requirement. M. Jones also noted the following: <ul style="list-style-type: none"> ▪ The Directive notes the types of bonds, equities and other investments the Foundation cannot be invested in such as derivatives, and that investments standards must adhere to the Trustee Act of Ontario following the skill and judgement of a prudent investor. The overarching investment objective of the IPS is to prevent principal erosion at a level of risk suitable to safeguard donor's contributions. ▪ The IPS requires the Investment Manager to earn an investment return that is equal to or greater than the Canada Revenue Agency (CRA) disbursement quota as that investment return income is used for scholarship payouts. The CRA disbursement quota was previously 3.5% but has recently increased to 5%. It appears that the Investment Manager proposals recommended a higher weighting in equities as it relates to the asset allocation mix to provide them with the flexibility to potentially achieve the 5% return at likely some level of increased risk. ▪ It appears that due to the increased equity weighting, the Investment Managers changed the risk approach from conservative to balanced. ▪ As for asset allocation mix, some of the IPS changes reflected Canadian vs International equities. ○ J. Piccinato asked for clarification that the revised IPS was reviewed by the Investment Managers and did reflect their recommended changes but was not reviewed by the committee. ○ E. Sovran confirmed that everything was included in the Foundation Board package, but the committee did not have time to review the changes. 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> ○ M. Jones stated that it has taken JFL significant time (over 4 months) to open their trust account in order for RBC to transfer the \$12 million. The JFL trust account at Scotiabank should be open in the next 5 business days. ○ RBC is adhering to the current IPS. ○ M. Jones noted that Administration is uncertain around the implications from the postponement of approval of the revised IPS. For example: ○ Should the \$12 million be transferred from RBC to JFL at this time given JFL would have to adhere to the current IPS and, if the revised IPS came forward and was approved at the next Foundation Board and BOG meetings in February, a three month pivot in the investment strategy could introduce additional risk and negatively impact returns for the Foundation investment portfolio. ○ Another consideration could be to keep the full \$26 million investment portfolio with RBC until the revised IPS is approved and then transfer the \$12 million to JFL. However, the College has a contractual obligation to JFL which would need to be evaluated from a legal perspective given the communicated intent was to transfer the \$12 million to JFL upon opening of the trust account. Administration will need to investigate this further with legal and discuss with JFL as they would be subject to lost management fees. ○ Secretarial Note: Should the Committee make changes to the revised IPS, it will be necessary to bring those changes back to the Investment Managers as the subject matter experts for an understanding of any incremental portfolio risk and assessment of alignment with the objectives of the IPS. 	
	<p>Next Board Meeting</p> <ul style="list-style-type: none"> • E. Sovran shares the upcoming board meetings for the 2024-2025 Fiscal Year: <ul style="list-style-type: none"> ○ Tuesday, February 11, 2025 ○ Tuesday, June 10, 2025 (Board Meeting and AGM) 	<p>E. Sovran</p>

The meeting adjourned at 6:23 p.m.

Foundation Board of Directors
Investment Committee Subcommittee
 November 20, 2024, at 5:00 p.m.
 Finance Boardroom

PRESENT: Egidio Sovran (President), Alex Toldo (Vice-President), Adam Ibrahim, President Michael Silvaggi, John Fairley, Marc Jones
VIRTUAL: Jean Piccinato, Kristin Kennedy
RECORDING SECRETARY: Tristan Bouchat

#	AGENDA TOPIC	ACTION REQUIRED
1.0	Call to Order E. Sovran <ul style="list-style-type: none"> E. Sovran called the meeting to order at 5:01 p.m. President Silvaggi welcomed and thanked everyone for attending on short notice. 	
2.0	Committee Overview E. Sovran <ul style="list-style-type: none"> E. Sovran informed the Board that the purpose of this ad-hoc committee is to review the Investment Policy Statement (IPS), and to receive brief presentations from RBC Dominion Securities and JFL on their respective IPS update proposals provided to the Foundation Board on November 12, 2024. E. Sovran stated that he felt the Foundation's investment portfolio would have to achieve a rate of return between 8% to 9% annually. This is reflective of the 5% disbursement quota, 2% for inflation and 1% for investment management fees. J. Fairley apologized for not distributing the University of Windsor's IPS prior to the meeting and hoped everyone had time to review it. <ul style="list-style-type: none"> A. Ibrahim asked if there was a reason behind the University's IPS being brought forward. E. Sovran responded that it was provided as a sample. Universities are allowed to invest in different areas, such as alternative investments, and he was seeking clarification whether colleges can invest in these same areas. M. Jones indicated that the Foundation Board has received the College's IPS and the Ministry's Investing Directive. The Directive notes the types of asset classes which are permitted for investment by Ontario colleges. This Directive does not apply to universities which provides them with an increased flexibility and less restrictions and Ministry oversight. For example, when universities borrow money, they can go to any financial institution. However, colleges have to get 	

#	AGENDA TOPIC	ACTION REQUIRED
	<p>approval from the Minister of Finance through a Section 28 application and must borrow funds from the Ontario Financing Authority.</p> <ul style="list-style-type: none"> ○ In addition, the university model around investment management and oversight has a greater amount of increased administrative resources and investment subject matter expertise. ● J. Piccinato asked what has traditionally been our rate of return relative to the potential need to target a 8% to 9% rate of return. <ul style="list-style-type: none"> ○ M. Jones responded that the investment portfolio's rate of return, as per the most recent RBC update provided to the Foundation Board, has been 5.71% since its inception. On a calendar year basis, the investment portfolio had rates of return as follows: 10.87% in 2019, 7.67% in 2020, 9.17% in 2021, a loss of 5.85% in 2022, and 8.73% in 2023. RBC noted at the November Board meeting that the rate of return for 2024 is approximately 8%-9%. <p>Trevor Boose (JFL) joined the meeting virtually.</p> <ul style="list-style-type: none"> ● E. Sovran welcomed T. Boose to the meeting and asked him to review his proposed IPS revisions. ● T. Boose noted that the goal is to protect the portfolio from inflation, adjustment, and any fees associated with managing the account. JFL recommends adjusting the equity exposure with a target of 60% and a fixed income target of 40%. ● M. Jones asked, how does JFL manage taking on incremental risk to potentially earn a larger return? <ul style="list-style-type: none"> ○ T. Boose responded that they manage this through security selection and minimizing risk by trying to capture the upside of stocks and not capture the downside of stocks. JFL would overweight the equity exposure when they think the outlook is strong. The Foundation will not see the portfolio jump from a 60% to 80% asset allocation target. The asset allocation may reach 70% on a temporary basis before rebalancing would occur. Alternatively, if we see 'headwinds' impacting the portfolio, we could underweight the equity position and overweight the fixed income position to reduce the volatility. ● G. Sovran asked, is that why the maximum asset allocation equity target is 80% since JFL would not go above the 70% target? <ul style="list-style-type: none"> ○ T. Boose added that JFL does not generally try to approach 80%. If the equity markets are strong and increasing, JFL may let this asset allocation mix remain static temporarily. 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> • J. Piccinato asked, how does JFL manage risk? <ul style="list-style-type: none"> ○ T. Boose commented that the Foundation's investment portfolio is going to have more risk with are greater exposure to equities. Ultimately, a lot of JFL's clients look at risk in terms of losing all their money versus growing it over the long term. When JFL talks about risk, you may see an uptick in volatility overall. However, in terms of the overall risk of the investment portfolio, whether it's 40% equity or 60% equity, you will be holding the same company stock names, just in a larger dollar amounts. JFL is one of the largest foundation managers in Canada. We have regular conversations with every one of our foundation clients because they have the same requirements as the St. Clair College Foundation. • E. Sovran thanked T. Boose for attending the meeting and answering all questions. <p>T. Boose left the meeting</p> <p>P. Sechopoulos (RBC) joined the meeting virtually</p> <ul style="list-style-type: none"> • E. Sovran welcomed P. Sechopoulos to the meeting. • E. Sovran asked P. Sechopoulos to speak on his proposed revisions to the IPS. <ul style="list-style-type: none"> ○ P. Sechopoulos commented that the Foundation's mandate was to accomplish its investment rate of return goals with the least amount of risk. RBC can accomplish these goals and make more money over time with a balanced portfolio. However, a 60% equity weighted balanced portfolio can be exposed to negative rates of return by a substantial amount on an annual basis. • E. Sovran asked what was meant by the term "6 sectors" in the proposal. <ul style="list-style-type: none"> ○ P. Sechopoulos responded by informing the Board there are 10 sectors in the world in the way that equities are classified, and it is recommended that a minimum of 6 of the 10 sectors are utilized for investment portfolio diversification. • E. Sovran asked if RBC was comfortable with E. Sovran's 8% to 9% rate of return target. <ul style="list-style-type: none"> ○ P. Sechopoulos stated that the Foundation is potentially looking to move from a conservative portfolio to a balanced portfolio, and as a result, RBC is comfortable making 8% to 9% on a gross rate of return basis (i.e. 5% net rate of return basis after inflation and expenses). 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> • J. Piccinato asked if a balanced portfolio is the 60/40 asset allocation that has been discussed. <ul style="list-style-type: none"> ○ P. Sechopoulos confirmed that the 60% equity and 40% fixed income is the balanced portfolio. ○ M. Jones commented that the Foundation's IPS currently reflects a conservative portfolio with 40% equity and 60% fixed income. The Foundation Board's reason to move from a conservative to balanced portfolio may be that it is comfortable with taking on more risk with the greater exposure to equities, and it feels that it is performing its fiduciary duty in acting in the best interest of the Foundation's endowment donors. ○ E. Sovran commented that he felt this is an advantage because the Foundation has a long-term investment focus. ○ A. Toldo commented that although there will be dips in the market, as long as there is a plan, we will be okay. ○ P. Sechopoulos added that RBC will constantly adjust the equity and fixed income asset allocation mix targets based on the market to manage risk over time. • E. Sovran thanked P. Sechopoulos for attending the meeting and answering all the questions. <p>P. Sechopoulos left the meeting.</p> <ul style="list-style-type: none"> • President Silvaggi mentioned that the addition of a second investment manager may comfort the Board of Governors when discussing moving from a conservative portfolio to a balanced portfolio. 	
3.0	<p>Committee Discussion</p> <p style="text-align: right;">E. Sovran</p> <ul style="list-style-type: none"> • E. Sovran asked if anyone had any questions regarding the proposed new IPS. <ul style="list-style-type: none"> ○ J. Piccinato asked if these changes were made on the advice of the two investment managers. ○ M. Jones confirmed that the changes were made based on the consolidated recommendations from the two investment managers. • J. Fairley mentioned that the Foundation Board must approve the IPS changes before they are brought to the Board of Governors. • E. Sovran noted that the Ontario Government prohibits derivatives and alternate investments but has asked M. Jones to discuss with the investment managers if infrastructure investments are considered alternative investments. 	

#	AGENDA TOPIC	ACTION REQUIRED
	<ul style="list-style-type: none"> • M. Jones noted that if the Foundation Board approves the IPS as currently drafted, it would remain as such, and go forward to the Board of Governors on behalf of the Foundation Board. If subsequent changes are required, the policy approval process will need to start over. • M. Jones noted that the proposed IPS changes as noted in the tracked changes version given to the Foundation Board, include a change from 3.5% to 5% for the disbursement quota, updates to the performance benchmarks and the asset allocation mix. It also provides language on Environmental, Social, and Governance (ESG) matters, which was commented on by RBC at the Foundation Board meeting on June 12, 2024. • In response to a compliance question from J. Piccinato, M. Jones confirmed that the Ministry Investing Directive was provided to the investment managers with instructions to ensure that any potential IPS revisions were compliant with the Directive. <p>Motion to have a special meeting of the Board and forgo the notice requirement.</p> <p>First: K. Kennedy Second: J. Piccinato Approved</p>	

The meeting adjourned at 5:54 p.m.



Foundation Board of Directors
Foundation Board Meeting
November 20, 2024, at 5:55 pm.
Finance Boardroom

PRESENT: Egidio Sovran (President), Alex Toldo (Vice-President), Adam Ibrahim, President Michael Silvaggi, John Fairley, Marc Jones

VIRTUAL: Jean Piccinato, Kristin Kennedy

REGRETS: Sue Taylor

RECORDING SECRETARY: Tristan Bouchat

#	AGENDA TOPIC	ACTION REQUIRED
1.0	Call to Order <ul style="list-style-type: none">E. Sovran called the meeting to order at 5:54 p.m.E. Sovran noted this meeting was called after the motion, forgoing prior notice to all Board Members, from the Foundation Investment Subcommittee ad-hoc meeting on November 20, 2024	E. Sovran
2.0	Investment Policy Approval <ul style="list-style-type: none">J. Fairley asked what the next steps are for the revised Investment Policy Statement (IPS).<ul style="list-style-type: none">President Silvaggi noted that the IPS will be presented to the Senior Operations Group for information and then presented at the next Board of Governor's meeting, which will be in January 2025 or February 2025.J. Fairley commented that the applicable portion of the investment portfolio will only be moved to JFL after the Board of Governors approves the revised IPS.M. Jones clarified that pending no negative outcomes from Administration's due diligence discussions with JFL and legal, the applicable portion of the investment portfolio can move to JFL. However, JFL must follow the current IPS and stay within those guidelines. Once the Board of Governors approves the revised IPS, then JFL will be able to manage the funds accordingly (i.e. asset allocation of 60 % equity and 40% fixed income). <p>Motion to approve the Investment Policy Statement as presented.</p> <p>First: K. Kennedy Second: J. Piccinato Approved</p>	E. Sovran

The meeting adjourned at 6:02 p.m.



ST. CLAIR COLLEGE FOUNDATION

Policy Title:	INVESTMENT POLICY	Area of Responsibility:
Policy Section:	FOUNDATION	EXECUTIVE DIRECTOR, ST. CLAIR COLLEGE FOUNDATION
Effective Date:	yyyy-mm-dd 2024 mm-dd-27	Policy No: 1.1
Supersedes:	201709 0608 2701	Page: 1 of 7
Mandatory Review Date:	2029 11 27	Last Review Date: 2024 11 27

A. Background

St. Clair College Foundation ("Foundation") actively seeks and welcomes donations to provide financial support to The St. Clair College of Applied Arts and Technology (the "College") and/or directly in the way of scholarships and bursaries to students attending the College to assist with the cost of education as well to recognize students for their academic merit, or College community involvement.

The Foundation investments have accumulated from public donations, and matching funds through agreements with the Ontario provincial government. The Foundation's intent is to ensure that these funds earmarked for scholarships and bursaries for College students are sufficient to provide ongoing support and funding stability in future years.

B. Definition

Endowment financial assets held by the Foundation include donor contributed endowments and Ministry of ~~Advanced Education and Skills Development~~ Colleges and Universities (MCUAESD) matching endowment grants under the Ontario Student Opportunity Trust Fund (OSOTF) and the Ontario Trust for Student Support (OTSS) programs. The investment of donor contributed endowments must adhere to the Trustee Act (Ontario) and the Ministry's Banking, Investment and Borrowing Directive, and the investment of MAESDMCU matching endowment grants must adhere to the Financial Administration Act (Ontario).

C. Purpose

The purpose of the Investment Policy is to provide a clear understanding of the investment objectives

and management regarding the investment portfolio of the Foundation. The Investment Policy provides the guidelines for the long-term strategic investment plan, as determined by the Foundation Board of Directors and will:

- Develop an appropriate investment plan designed to generate acceptable long-term returns at a level of risk suitable to the Board's priority to safeguard donors' contributions.
- Identify the appropriate level of risk for the investment.
- Recommend the appropriate target asset allocation.
- Establish investment guidelines regarding the selection of ~~investment manager~~Investment Manager(s), securities, and diversification of assets.
- Determine the criteria for evaluating the performance of the portfolio assets.
- Define the duties and responsibilities of the Foundation and the ~~Investment Manager~~Investment Manager(s).
- Ensure that investments made on behalf of Foundation will be consistent with the values contained within the ~~m~~Mission ~~s~~Statement of St. Clair College.
- ~~In exceptional circumstances, d~~Delegate investment discussion and decisions with the ~~Investment Manager~~Investment Manager(s) in consultation with all three or a minimum of ~~two from the voting~~ Foundation Investment and Audit Committee~~Board Executive Members~~.
- Ensure that the investment guidelines are adhered to by ~~directing the Investment and Audit Committee-Foundation Board of Directors through to~~ monitoring the portfolio. In the event of an imbalance, the ~~Investment and Audit Committee-Foundation Board of Directors~~ will determine an appropriate realignment strategy. This will be implemented within two quarters subject to market conditions of the imbalance being identified.

The Investment Policy is a summary of the investment philosophy that provides guidance for the Foundation and the ~~Investment Manager~~Investment Manager(s). This policy will be reviewed and revised periodically to ensure it reflects any changes related to the portfolio, Foundation, or the capital markets.

D. Investment Objectives

i. Return Objectives

- To achieve a return sufficient to meet the endowment's funding requirements, cover costs, keep pace with inflation and increase the fund's real value over time.
- To meet or exceed recognized, appropriate benchmarks to be identified in this document.

ii. Risk Tolerance

- The risk tolerance will be conservative to average. Although the time-horizon is perpetual, the ~~3-55.0~~% spending requirement means efforts must be made to reduce volatility to prevent capital erosion.

iii. Risk Objectives

- Use a diversified approach that relies on interest, dividends, and capital appreciation to generate steady income with an acceptable level of volatility.
- Use a disciplined, ~~conservative~~-balanced strategic allocation and diversification plan to reduce the overall standard deviation relative to the benchmark.

E. Investment Constraints

i. Time Horizon

- The time horizon for the Foundation is long-term. Investors should be aware that maintaining a long-term focus help avoid emotional responses to short-term market volatility. The longer the time horizon, the greater the probability of keeping up with inflation and achieving the investment objectives.

ii. Income Requirements

- The guideline for the Foundation that will be distributed from endowment funds is a maximum of ~~3-55.0~~% per annum exclusive of fees. The ~~3-55.0~~% disbursement rate is based on the disbursement quota defined by the Canada Revenue Agency.

iii. Liquidity Requirements

- Immediate liquidity of funds is not a primary concern. Nevertheless, the investment portfolio should contain equity and fixed income securities that can be liquidated without penalty, when the funds are required for the Foundation's spending needs. Furthermore the securities should be liquid and marketable in order to enhance the ability of the Foundation to respond to factors such as changes in market conditions.

iv. Tax Considerations

- The Foundation is tax-exempt.

v. Legal or Regulatory Constraints

- The Foundation will comply with applicable legal requirements. This includes the Financial Administration Act (Ontario), Trustee Act (Ontario), the annual reporting obligations to the Canada Revenue Agency, and complying with the securities laws.

vi. Unique Circumstances

- Unique circumstances will be evaluated on a case by case basis. The investment policy must comply with any stated conditions or other requirements put forth in this document.

vii. Derivatives or Alternative Investments

- The use of derivatives and alternative investments (i.e. real estate, venture capital, private equity, distressed debt, commodities, hedge funds and others) is prohibited.

F. Asset Allocation Guidelines

Strategic asset allocation is the process of determining how much of the Foundation portfolio should be invested in each of the various asset classes.

Asset Category	Minimum	Target	Maximum
Fixed Income & Cash Equivalent	20 50%	40 60%	70 70%
Equity	30 30%	60 40%	70 50%

- The above chart states the boundaries to which the investments must adhere. Volumes of investments may vary within the minimum and maximum boundaries according to fluctuating market conditions.
- The ~~Investment Manager~~Investment Manager(s) will review the portfolio and each asset category within the portfolio quarterly.
- If the actual weighting differs from the set boundary weighting, the ~~Investment Manager~~Investment Manager(s) must recommend to the ~~Investment and Audit Committee~~Foundation Board of Directors that the portfolio be rebalanced, when appropriate, to remain consistent with the recommended weighting.
- The ~~Investment Manager~~Investment Manager(s) will review the asset allocation guidelines regularly to ensure that they continue to be consistent with the

aforementioned investment parameters.

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- The strategic allocation guidelines may be changed as capital market conditions or investment objectives change.
- ~~The Investment and Audit Committee will convene a meeting prior to each Foundation Board of Directors' meeting to discuss the financial position of all investments.~~
- Changes to the asset allocation guidelines and to the Investment Policy require approval of the Foundation Board of Directors and College Board of Governors.

G. Investment Performance Benchmarks

The performance of the ~~Investment Manager~~Investment Manager(s) will be measured against recognized cash, fixed income, and equity market indices. The benchmarks to measure the performance of asset classes in the investment portfolio include:

Asset Class	Benchmark Index
Canadian Fixed Income	DEX-Bond FTSE Canada Universe Bond Index
Canadian Equity	S&P/TSX Composite Index
U.S. Equity	S&P 500 Index
International Global Equity	MSCI EAFE World Net Index (C\$)

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H. Qualitative and Quantitative Constraints

i. Fixed Income

The purpose of fixed income investments is to provide diversification and a predictable source of revenue. It is expected that fixed income investments will be allocated among maturities of different lengths according to interest rate prospects and that the investments will be actively managed to pursue opportunities presented by changes in interest rates, credit ratings and maturity premiums.

A minimum of 75% of fixed income investments must be in government (federal, provincial, or municipal) or corporate securities with a minimum rating of "A" by the Dominion Bond Rating Service, Standard and Poor's or Moody's. Up to 25% of fixed income investments may be investment grade securities with a "BBB" rating or higher.

No more than 10% of the market value of fixed income securities should be investments of a single issuer with the exception of those guaranteed by the federal or provincial governments of Canada.

ii. Equity

The purpose of equity investments is to provide current income and capital appreciation. It is recognized that this class is associated with higher volatility and risk. Investments must be in companies that have demonstrated quality based on an analysis of their balance sheet position, earnings growth, dividends record, future operating prospects or other factors. Holdings should be spread among companies ~~with no more than 10% and industry sectors with no more than 5% of the market value of the equity component of the portfolio being in the securities of a single company, and the maximum sector weight as defined by the Global Industry Classification Standard (GICS) is the greater of 30% or Index sector weight plus 20%. A minimum of six (6) sectors must be always represented. no more than 25% invested in the stock of companies in any one industry sector.~~

iii. Cash Equivalents

Short term investments may be held in order to provide minimal liquidity requirements and to allow adjustments to changing market conditions. Short term investments should be in high quality instruments, and can include cash, GICs, and short-term government bonds.

I. Environmental, Social and Governance Considerations (ESG)

~~As an educational foundation that strives to support the student population and the overall community, the Foundation recognizes its role to act responsibly and in the best interests of the groups that we support. As part of this responsibility, we require our Investment Manager(s) to proactively consider the ESG risks and opportunities as part of our overall investment strategy.~~

~~The Foundation recognizes that investments in certain industries may require qualitative and subjective judgement. As such, the Foundation requires the Investment Manager(s) to provide reporting on controversies on at least an annual basis for discussion with the Foundation. In the event of a controversy, the Foundation:~~

- ~~• Will encourage the Investment Manager(s) to engage with the company to understand the matters and influence appropriate oversight and actions in order to prevent further events in the future.~~
- ~~• May consider divesting of securities of the company in instances where the reputational impact is deemed to be too high, or the ability to influence the company appears to be limited, while taking into account any potential added costs.~~

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J. Investment Review and Evaluation

The ~~Financial Manager~~Investment Manager(s) will review the investment portfolio on a continuous basis and report quarterly on the progress of the portfolio to the ~~Investment and Audit Committee~~Foundation Board of Directors in order to monitor the progress of the portfolio against the stated investment plan.

These reviews will be based on adherence to the investment policy as well as opportunities in the investment markets. Adherence to policy means conforming to the asset allocation strategy, diversification, and risk guidelines outlined in this document.

K. Communication

- The ~~Investment Manager~~Investment Manager(s) shall keep the Foundation apprised of any material changes.
- The Foundation will receive a statement on a monthly basis from the ~~Investment Manager~~Investment Manager(s). This statement will show all account activity and the current market value of all securities. In addition, the ~~Investment Manager~~Investment Manager(s) will provide the documentation necessary for the Foundation's financial statements.
- The ~~Investment Manager~~Investment Manager(s) will be available on a reasonable basis for telephone communication when needed.
- Any material event that affects the ownership of the ~~Investment Manager~~Investment Manager(s)'s firm or the management of the portfolio must be reported immediately to the Foundation.

L. Responsibilities

i. Foundation

- The Foundation Board of Directors is responsible for the Foundation's investments. This includes ensuring sufficient investment returns are realized in order to provide funding stability and support for scholarship and bursaries to College students in future years. This responsibility may be delegated to the Investment and Audit Committee of the Foundation.
- Report to the College Board of Governors annually.
- To comply with the College's Purchasing Policy for the investment management services.

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- Inform the ~~Investment Manager~~Investment Manager(s) of any significant changes to this policy.
- Provide full disclosure of Foundation's financial circumstances to allow the ~~Investment Manager~~Investment Manager(s) to create and monitor the Investment Policy to better meet the financial goals.
- If a member of the Investment and Audit Committee has any material pecuniary interest, direct or indirect, in any matter in which the investment portfolio is concerned, and becomes aware of such a conflict, that person shall, without delay, disclose this interest in writing and shall not take part in any debate or vote on such a matter.

ii. The ~~Investment Manager~~Investment Manager(s)

- The ~~Investment Manager~~Investment Manager(s) will recommend the investment and asset allocation strategy after full consultation with Foundation.
- The ~~Investment Manager~~Investment Manager(s) will be responsible for adhering to the ongoing implementation of the Foundation investment policy.
- The ~~Investment Manager~~Investment Manager(s) will meet with the Foundation no less than quarterly, to review and explain the portfolio's investment results against stated benchmarks, and to discuss any related issues.
- The exercise of voting rights as it relates to individual securities is delegated to the Investment Manager(s) who at all times shall act prudently and in the best interests of the Foundation. The Investment Manager(s) must disclose their voting annually to the Foundation Board of Directors.
- The ~~Investment Manager~~Investment Manager(s) is required to comply with the Code of Ethics and Standards of Professional Conduct adopted by the Chartered Financial Analyst Institute.



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: FEBRUARY 25, 2025

RE: ANNUAL WORK PLAN AND BOARD OF GOVERNORS QUALITY ASSURANCE ANNUAL UPDATE

SECTOR: PRESIDENT

LINDI PRENDI, EXECUTIVE DIRECTOR, CENTRE FOR ACADEMIC EXCELLENCE, QUALITY ASSURANCE, AND ACCOUNTABILITY

AIM:

To provide the Board with an update regarding the 2024 – 2025 Annual Work Plan and to ensure the Board is aware of Quality Assurance practices and corresponding activities on an annual basis at St. Clair College.

BACKGROUND:

The Board of Governors, in collaboration with Administration, has established an annual work cycle that is reviewed and approved annually at the September Board meeting. The 2024 – 2025 Annual Work Plan has been amended to include the Quality Assurance Update, attached for consideration.

Quality Assurance (QA) is vital to maintaining and enhancing the educational standards and institutional effectiveness at St. Clair College. It ensures that our programs meet established benchmarks while fostering continuous improvement, ultimately benefiting our students and stakeholders. The Board recognizes its responsibility to uphold these standards and is committed to fostering a culture of quality across all departments. To reinforce this commitment, administration is suggesting that an annual update on Quality Assurance be integrated into the Board of Governors Annual Work Plan, ensuring that we regularly assess our practices, address challenges, and celebrate our successes. This proactive approach not only aligns with our institutional goals but also reinforces our dedication to excellence in education.

The Board of Governors ensures that quality assurance is operationalized and prioritized through formal, structured reporting requirements to the Board by administration. These reporting requirements are clearly defined in the “St. Clair College Board of Governors Annual Board Work Plan”. This Work Plan is reviewed annually for required/desired modifications and closely followed by the Corporate Secretary, Board Chair, Vice Chair and President when planning monthly Board of Governors meeting and corresponding agendas.

Although Quality Assurance updates are provided to the BOG, in numerous ways, (SWAT Analysis, President’s reports, formal presentations, etc.) administration is recommending that a Quality Assurance Monitoring Report be provided on an annual basis to the Board. To formalize this reporting requirement, it is recommended that the Board of Governors Annual Work Plan be modified to include the Quality Assurance Monitoring Report annually, in February. The recommended, revised, Board of Governors Annual Work Plan is attached with changes noted in red.

It is further recommended that the College’s Quality Assurance Policy and corresponding practices be included in the Board of Governors Orientation for new Board members.

RECOMMENDATIONS:

IT IS RECOMMENDED THAT the Board of Governors approve the amendment to the St. Clair College Board of Governors 2024 – 2025 Annual Work Plan to include an “Quality Assurance Monitoring Report” in the month of February.

IT IS RECOMMENDED THAT the Quality Assurance Policy and practices be included in the Board of Governors Orientation for new Board members.

Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug
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Audit Committee

Appoint Audit Committee
 Appointment of Auditors
 Approval of Year End Financial Statements
 Audit Committee Self-Evaluation - Distribution
 Audit Committee Self-Evaluation - Notification/Process
 Year End Audit Committee Report

X											
								X			
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Strategic Planning/Presidential Performance Evaluation

Strategic Planning Session/Retreat
 Approval of Strategic Plan
 Approval of Presidential Objectives
 Presidential Evaluation - Stage One (Critical Dates)
 Presidential Evaluation - Stage Two (Forms/Process)
 President's Self-Evaluation
 Board Evaluation of President
 Approval of Presidential Performance Evaluation Results

				X							
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Board Self-Evaluation

Board Self-Evaluation Survey - Notification/Process
 Board Self-Evaluation Survey - Distribution
 Board Self-Evaluation Results and Action Plan

							X				
								X			
									X		

New Board Member Recruitment

Appoint Recruitment Committee
 Board Approval of New Members: External and Student Representatives
 Committee Report-out (Short List)
 Review of LGIC Appointments

					X						
								X			
						X					
	X										

College Administrative Report-outs

Annual Free Speech Report
Annual Report
Annual Report on Sexual Violence and Assault Policy
Enrolment Report
Motion to Confer Diplomas
Program Advisory Committee (PAC)
Quality Assurance - Annual Report
Economic Impact Report
OCSES Survey Results
Strategic Mandate Agreement

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Financial Reporting

Audited Financial Statements
Business Plan Accrual Template (MCU)
Capital Budget Update
Financial Monitoring Report
Financial Sustainability Internal Reserve
Investment Report
Mid-Year Budget Review/Approval
Ministry Financial Sustainability Metrics
New Fiscal Year Budget Review/Approval
New Academic Program Status
Professional Services Report
Section 28 Attestation

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Board Function

Annual General Meeting (AGM)
 Appoint Foundation Board Rep
 Appoint Treasurer
 Approval of Annual Workplan
 CICan Report -Outs
 Elect Board Chair & Vice Chair
 Executive Committee Plan (Summer)
 Executive Committee Report-out (Summer)
 HES Report-Outs
 Meet with Alumni and Foundation Executives
 Meet with SSAA Executive
 Meet with SRC Executive
 Meet with TSI Executive
 Meeting and Events Schedule
 Meeting and Events Schedule - Draft
 New Board Member Orientation
 Nominations for Board Chair & Vice Chair
 Review Risk Management
 Review Succession Plan

Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug
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Board Policy/By-Law Reviews



ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Board of Governors

OPERATING BY-LAWS

A By-law Relating Generally to the Conduct of the Affairs of
St. Clair College of Applied Arts and Technology.

Approved by: Board of Governors

Supersedes: November 24, 1998

Revised: December 2002
November 11, 2003
February 3, 2004
March 9, 2004
June 4, 2004
June 2011
May 2012
September 2012
September 4, 2013
October 2013
June 2015
March 2016
May 2018
May 2019
September 2022
April 2023
June 2023



**ST. CLAIR COLLEGE BOARD OF GOVERNORS
OPERATING BY-LAW**

INDEX

	Page
1. NAME	3
2. HEAD OFFICE	4
3. SEAL	5
4. DEFINITIONS	6
5. GOVERNANCE	8
6. TERM OF OFFICE	10
7. ELIGIBILITY FOR MEMBERSHIP	11
8. VACANCIES	12
9. BOARD OFFICERS	13
10. ELECTION OF CHAIR AND VICE CHAIR	14
11. DUTIES OF THE CHAIR	15
12. DUTIES OF THE VICE CHAIR	16
13. THE PRESIDENT	17
14. TREASURER	18
15. CORPORATE SECRETARY	19
16. SECRETARY TO THE BOARD	20
17. BOARD OFFICER VACANCIES	21
18. DELEGATION OF DUTIES OF BOARD OFFICERS	22
19. REMOVAL OF MEMBERS	23
20. REMUNERATION OF GOVERNORS	24
21. BOARD MEETINGS	25
22. QUORUM	27
23. NOTICE OF MEETINGS	28
24. VOTING	30
25. POWERS	31
26. POLICIES	32
27. INDEMNITIES TO GOVERNORS	33
28. PROTECTION OF GOVERNORS, OFFICERS AND EMPLOYEES	34
29. CONFLICT OF INTEREST	35
30. DISCLOSURE OF INTERESTS IN CONTRACTS	37
31. EXECUTION OF DOCUMENTS	39
32. CHEQUES	40
33. DEPOSIT OF SECURITIES FOR SAFEKEEPING	42
34. BORROWING	43
35. BOOKS AND RECORDS	44
36. AUDITORS	45
37. FINANCIAL YEAR	46
38. COMMITTEES	47

39. OTHER COMMITTEES OF THE BOARD	48
40. ADJOURNMENT	49
41. AMENDMENTS	50
ONTARIO COLLEGES OF APPLIED ARTS AND TECHNOLOGY ACT 2002 AND ONTARIO REGULATION 34/03	APPENDIX A
FINANCIAL ADMINISTRATION ACT	APPENDIX B
ADVISORY COLLEGE COUNCIL	APPENDIX C
PROGRAM ADVISORY COMMITTEES	APPENDIX D
ELECTION PROCEDURES FOR INTERNAL BOARD MEMBERS	APPENDIX E
CONFLICT OF INTEREST DISCLOSURE FORM	APPENDIX F
END OF TERM SELF-REFLECTION FORM	APPENDIX G

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Name	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-laws	By-law No: 1
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: February 22, 2022
Mandatory Review Date:	February 23, 2027	

Name

The name of the College shall be "St. Clair College of Applied Arts and Technology."

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Head Office	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 2
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: February 22, 2022
Mandatory Review Date:	February 23, 2027	

Head Office

The Head Office of the College shall be located at 2000 Talbot Road West, Windsor, Ontario, N9A 6S4 or at such other place as the members of the Board may from time to time determine by resolution.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Seal	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 3
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: February 22, 2022
Mandatory Review Date:	February 23, 2027	

Seal

The seal, an impression whereof is stamped in the margin hereof, shall be the corporate seal of the College.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Definitions	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 4
Effective Date:	November 24, 1998	Page: 1 of 2
Supersedes:	N/A	Last Review Date: February 22, 2022
Mandatory Review Date:	February 23, 2027	

Definitions

In this By-law,

- (a) "Board" means the Board of Governors of St. Clair College of Applied Arts and Technology acting as a board of directors;
- (b) "Corporation" means the corporation incorporated under the name "The Board of Governors of St. Clair College of Applied Arts and Technology";
- (c) "College" means the institution maintained, conducted and governed by the Minister with the advice and assistance of the Board under the name "The St. Clair College of Applied Arts and Technology";
- (d) "Minister" means the Minister of Colleges and Universities (MCU);
- (e) "External members" means twelve (12) voting members of the Board none of whom is a full-time employee or spouse of a full-time employee of the Corporation, as defined by the Family Law Act.
- (f) "Internal members" means, where the relevant staff or student group has chosen to exercise an option for membership on the Board, four (4) voting members of the Board, including: one (1) student, one (1) academic staff member, one (1) administrative staff member, and one (1) support staff member, each of whom shall be elected by the relevant constituent group, in accordance with this By-law pursuant to O. Reg. 34/03;
- (g) "Advisory College Council" means the Council mandated under the Ministry of Colleges and Universities Minister's Binding Policy Directive – Governance and Accountability Framework. The purpose of this Council is to provide advice to the College President as outlined in the terms of reference;

- (h) "Program Advisory Committee" means a committee assigned to a College program of instruction or cluster of related programs whose structure, terms of reference and procedures are determined in this By-law;
- (i) "Chair" means a Chairperson of the Board or any committee thereof, as the case may be;
- (j) All other definitions and expressions contained in Section 1 of the definitions in Ontario Regulation 34/03, are hereby adopted and used with the same meanings;
- (k) "Regulation" means Ontario Colleges of Applied Arts and Technology Act 2002, Regulation 34/03;
- (l) "LGIC" means Lieutenant Governor in Council established under Regulation 34/03 and referenced in the Colleges of Applied Arts and Technology Policy Framework.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Governance	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 5
Effective Date:	April 26, 2022	Page: 1 of 1
Supersedes:	June 25, 2019	Last Review Date: April 26, 2022
Mandatory Review Date:	April 27, 2027	

Governance

- 5.1 The affairs of the College shall be governed by a Board which shall consist of persons elected and appointed Governors of the College in accordance with the provisions of the Ontario Colleges of Applied Arts and Technology Act, 2002 and Regulation 34/03 appended hereto as Appendix “A”.
- 5.2 Unless otherwise changed by law or by By-law, the Board shall be composed of ~~seventeen~~eighteen (18~~7~~) members appointed or elected in accordance with this By-law and Regulation 34/03 which includes~~plus~~ the President and the Past Chair. -
- Twelve (12) external members shall be appointed to the Board, which comprises of eight (8) external/community members and four (4) ~~and approved by the~~ Lieutenant Governor in Council/Order in Council (LGIC/OIC) members. (Note: 1/3 of the membership (4) is selected by the LGIC, 2/3 (8) are selected by the St. Clair College Board of Governors).
- 5.3 One (1) Academic staff representative, duly elected in accordance with election procedures established by the Board.
- 5.4 One (1) Administrative staff representative, duly elected in accordance with election procedures established by the Board.
- 5.6 One (1) Support Staff representative, duly elected in accordance with election procedures established by the Board.
- 5.7 One (1) Student Representative to be appointed following a selection process to be established by the Board. The eligible candidates to be selected from the duly elected Student Representatives.
- 5.8 The President of the College shall be a voting member of the Board.
- 5.9 No internal Board member may be elected a member of the Board unless in accordance with election procedures (Appendix E) established and approved by Board By-law and included in the operational

procedure of the College.

5.10 The past Chair will act as ex-officio, non-voting member of the Board for a period of two years.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Term of Office	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 6
Effective Date:	February 22, 2022	Page: 1 of 1
Supersedes:	November 24, 1998	Last Review Date: February 22, 2022
Mandatory Review Date:	February 23, 2027	

Term of Office

The term of office of a Governor shall be as prescribed by Ontario Regulation 34/03. Incumbent Governors approaching the completion of their first three-year term, unless term otherwise noted, must declare their intention to continue serving on the Board, in writing and submit the Self-Reflection Form (Appendix G) to the Board Chair for consideration. Other factors for consideration for re-appointment will include meeting attendance, participation, compliance with Board By-laws and Board Policies, and behaviour consistent with the Code of Conduct policy.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Eligibility for Membership	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 7
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: April 26, 2022
Mandatory Review Date:	April 27, 2027	

Eligibility for Membership

- 7.1 Eligibility for Board members appointed under Section 5.3 as an external member shall be as prescribed by Ontario Regulation 34/03.
- 7.2 Board members appointed under section 5.4, 5.5 and 5.6 shall be full-time employees of the College.
- 7.3 Board members appointed under Section 5.7 shall be students enrolled in a full-time program leading to a St. Clair College Certificate, Diploma, or Applied Degree recognized by the Ministry of Colleges and Universities (MCU).
- 7.4 As per the Ontario Not-for-profit Corporations Act 2010 (ONCA), a Governor must be an individual who:
- Is eighteen or more years of age;
 - Is not an undischarged bankrupt;
 - Has not been found under the *Substitute Decisions Act, 1992*, or under the *Mental Health Act* to be incapable of managing property;
 - has not been found to be incapable by any court in Canada or elsewhere; and
 - has not been declared an ineligible individual under the *Income Tax Act* (Canada).
- 7.5 Each Governor will attest to hold office before or within 10 days after election or appointment as per ONCA requirements.
- Attestations will be maintained by the Board Secretary.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Vacancies	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 8
Effective Date:	June 25, 2019	Page: 1 of 1
Supersedes:	September 25, 2012	Last Review Date: April 26, 2022
Mandatory Review Date:	April 27, 2027	

Vacancies

8.1 Vacancies for members appointed under Section 5.3 shall be determined and filled in accordance with
 | [Ontario](#) Regulation 34/03.

8.2 Board member vacancies under Governance sections 5.4, 5.5, 5.6 and 5.7 shall be determined and filled
 | in accordance with Board By-law established to elect new members and in accordance with [Ontario](#)
 Regulation 34/03.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Board Officers	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 9
Effective Date:	May 22, 2018	Page: 1 of 1
Supersedes:	September 25, 2012	Last Review Date: June 28, 2022
Mandatory Review Date:	June 22, 2027	

Board Officers

9.1 The Board shall have the following officers as elected or appointed by the Board:

- a) a Chair;
- b) a Vice Chair;
- c) a President;
- d) a Corporate Secretary;
- e) a Treasurer; and
- f) such other officers as the members of the Board may determine from time to time by resolution as elected or appointed in accordance with this By-law.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Election of Chair and Vice Chair	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 10
Effective Date:	January 25, 2022	Page: 1 of 1
Supersedes:	May 22, 2018	Last Review Date: June 28, 2022
Mandatory Review Date:	June 22, 2027	

Election of Chair and Vice Chair

- 10.1 Eligibility to serve as Chair or Vice Chair is open to external members, who have successfully completed their Certificate of Good Governance. Eligibility to serve as Board Chair also requires successful completion of the Certificate of Advanced Good Governance.
- 10.2 Board elections of the Chair and Vice Chair shall take place annually at the Board meeting in June or as soon thereafter as possible. The vote shall be by secret ballot by all voting members of the Board in attendance.
- 10.3 The current Chair, if ineligible for re-election, shall act as Chairperson of the process to elect the officers. If the current Chair is standing for re-election, or in the Chair's absence, the Corporate Secretary shall act as Chairperson of the officer election process.
- 10.4 Officers shall serve a one-year term commencing annually on September 1. Officers are eligible for re-election, except that there shall be a limit of two (2) consecutive one-year terms of office for Chair.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Duties of the Chair	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 11
Effective Date:	January 25, 2022	Page: 1 of 1
Supersedes:	November 24, 1998	Last Review Date: June 28, 2022
Mandatory Review Date:	June 22, 2027	

Duties of the Chair

The Chair shall:

- 11.1 Preside at meetings of the Board in accordance with the By-law;
- 11.2 Together with the Corporate Secretary, Treasurer or other Board officers appointed for the purpose, sign all By-laws of the College;
- 11.3 Sign such contracts, documents or instruments in writing as require the signature of the Chair;
- 11.4 Have such other powers and duties as may from time to time be assigned by the Board, or as are incidental to the office of the Chair;
- 11.5 Act generally as public spokesperson for the Board;
- 11.6 Shall be an ex-officio member of all standing committees; and
- 11.7 Ensure that Board governance is conducted in accordance with Board policies duly approved by the Board.
- 11.8 The outgoing Board Chair will act as a mentor in an advisory capacity for one year, immediately following the completion of their term, at the request of the Board.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Duties of the Vice Chair	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 12
Effective Date:	May 28, 2013	Page: 1 of 1
Supersedes:	November 24, 1998	Last Review Date: June 28, 2022
Mandatory Review Date:	June 22, 2027	

Duties of the Vice Chair

- 12.1 The Vice Chair shall have such powers and perform such duties as may be assigned by the Board;
- 12.2 The Vice Chair will act as Chair in the absence of the Chair with full power and authority; and
- 12.3 The Vice Chair shall be the Chair of the Naming Committee.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	The President	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 13
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: October 25, 2022
Mandatory Review Date:	October 26, 2027	

The President

- 13.1 The Board shall appoint a President, whose terms and conditions of employment shall be confirmed in a written contract with the Board no later than thirty (30) days following the appointment of the President.
- 13.2 The President shall have full authority to manage and direct the business and affairs of the College and to employ and discharge agents and employees of the College.
- 13.3 The President shall report to and be under the direction of the Board, shall conform to all lawful orders given by the Board, shall sit on such committees directed by the Board and shall at all reasonable times, provide the Board all information they may require regarding the affairs of the College.
- 13.4 In the event that the President is unable to perform the duties of the position due to illness or extended leave over 30 days, the Board shall approve the appointment of the person or persons delegated the authority of the President.
- 13.5 The President shall not have authority to conduct a review or investigation, or effect a legal settlement, of any matter involving the College that directly or indirectly involves or is related to the President, or the conduct of the President, without the prior approval of the Board. In the event a claim, complaint, action, grievance, lawsuit or other legal proceeding is made against the President (arising out of the discharge of his duties as President of the College), the President shall forthwith notify the Board of the existence of the matter.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Treasurer	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 14
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: October 25, 2022
Mandatory Review Date:	October 26, 2027	

Treasurer

- 14.1 The Treasurer shall be appointed yearly at the first meeting in the calendar year and approved by the Board of Governors. The Treasurer shall be a signing officer of the Corporation.
- 14.2 The Treasurer shall ensure that the College keeps full and accurate account of all receipts and disbursements of the Corporation in proper books of account and that the College ensures that all moneys or other valuable effects in the name and to the credit of the Corporation are deposited in such banks as may from time to time be designated by the Board of Governors.
- 14.3 A Chair of the Audit Committee, appointed by the Board of Governors will work with the Treasurer, who is a member of the Committee, to ensure that the College distribute the funds of the Corporation under the direction of the Board of Governors, and that the College renders an account of all transactions to the Board of Governors as and when required.
- 14.4 The Treasurer shall ensure that the College cooperates with its auditors during any audit of the accounts and shall also perform such other duties as directed by the Board.
- 14.5 The Treasurer may be the chair of the Audit Committee.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Corporate Secretary	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 15
Effective Date:	June 25, 2013	Page: 1 of 1
Supersedes:	November 24, 1998	Last Review Date: October 25, 2022
Mandatory Review Date:	October 26, 2027	

Corporate Secretary

The senior person responsible for the administrative duties in the Office of the President will serve as Corporate Secretary.

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

The Corporate Secretary shall be the custodian of the corporate seal of the College and all books, papers, legal and financial records, correspondence, contracts and other documents belonging to the College, which the Corporate Secretary shall publicly disclose only when duly authorized to do so by a resolution of the Board or as required by law.

Specific issues include the following:

- a) The Corporate Secretary will serve as the recording secretary for all In-Camera meetings of the Board. In the absence of the Corporate Secretary, the Board Secretary or a member of the Board will serve as recording secretary at the discretion of the Board Chair.
- b) In the absence of both the Chair and the Vice Chair, the Corporate Secretary shall call the Board meeting to order provided there is quorum and shall serve as Chair while the Board elects a Temporary Chair.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Secretary to the Board	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 16
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: October 25, 2022
Mandatory Review Date:	October 26, 2027	

Secretary to the Board

The Secretary shall be appointed by the office of the President and reports directly to the Corporate Secretary. The Secretary to the Board shall give notice of all meetings pertaining to the Board and related committees and shall keep a full and accurate record of all respective proceedings.

The title “Board Secretary” shall be listed under the attendees list, and in the body of the minutes, the term, “Recording Board Secretary” shall be used for clarification and audit purposes.

The Secretary shall also perform other duties as may from time to time be determined by the Board of Governors and/or the President.

The Secretary will be selected in an interview process that will include the Corporate Secretary, and the Chair and Vice Chair. The Corporate Secretary will serve in the role of Hiring Manager during the selection process.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Board Officer Vacancies	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 17
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: February 28, 2023
Mandatory Review Date:	February 22, 2028	

Board Office Vacancies

- 17.1 Should the Office of the Chair or the Vice Chair become vacant for any reason, the members of the Board may appoint a member to fill such vacancy from among eligible members.
- 17.2 If the Office of the President becomes vacant for any reason, the members of the Board shall appoint the eligible person to fill such vacancy on an interim basis, by resolution, until such time as a permanent appointment has been made.
- 17.3 If the Office of any other Board officer shall become vacant for any reason, the members of the Board may appoint a person to fill such vacancy by resolution.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Delegation of Duties of Board Officers	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 18
Effective Date:	June 28, 2022	Page: 1 of 1
Supersedes:	November 24, 1998	Last Review Date: February 28, 2023
Mandatory Review Date:	February 22, 2028	

1. Delegation of Duties of Board Officers

In the absence of or inability to act of the Chair, the Vice Chair or any other Board officer or for any other reason that the members of the Board may deem sufficient, the Board may delegate by resolution all or any of the powers of such officer to any other eligible person or to any member of the Board for such period of time that the Board deems appropriate.

2. Duties of the Past Chair

To support succession planning of the Board, the immediate Past Chair will serve as an ex-officio non-voting member of St. Clair College Board of Governors. The Past Chair must have completed their Board term in order to be eligible for this role. The Past Chair will oversee special projects as delegated by the Board and performs other duties as assigned for a maximum of two years.

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: May 23, 2023
Mandatory Review Date:	May 23, 2028	

Removal of a Board Member

19.1 Any member of the Board, other than the President, who fails to attend 75% of the regular monthly meetings of the Board (In-Camera/Full Board) in a 12-month period (7 of 9 scheduled meetings), 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 the regularly scheduled nine (9) monthly meetings (In-Camera/Full Board) within a 12-month period.

“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 two (2) 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:	Remuneration of Governors	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 20
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: February 28, 2023
Mandatory Review Date:	February 22, 2028	

Remuneration of Governors

Members of the Board shall serve without remuneration and no member of the Board shall directly or indirectly receive any gain from the member's position. However, a member of the Board may be reimbursed for reasonable expenses incurred by the member in the performance of Board duties further to Board approval in accordance with section 10 of Regulation 34/03.

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:	March 28, 2028	

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:	March 28, 2028	

Quorum

22.1 Two thirds (2/3) of the total Board membership (voting members) 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, 2023
Mandatory Review Date:	March 28, 2028	

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, courier or by mail, 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: April 25, 2023
Mandatory Review Date:	April 25, 2028	

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:	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: April 25, 2023
Mandatory Review Date:	April 25, 2028	

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:	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: April 25, 2023
Mandatory Review Date:	April 25, 2028	

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:	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: May 23, 2023
Mandatory Review Date:	May 23, 2028	

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 or the failure of a member to act in good faith with a view towards the best interest of the College.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Protection of Governors, Officers and Employees	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 28
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: May 23, 2023
Mandatory Review Date:	May 23, 2028	

Protection of Governors, Officers and Employees

- 28.1 No member of the Board or officer or employee of the College shall be liable for the acts, receipts, neglects or defaults of any other member of the Board or officer or employee of the College or for joining in any receipt or act for conformity or for any loss, damage or expense happening to the College through the insufficiency or deficiency of title to any property acquired by the College or for or on behalf of the College or for the insufficiency or deficiency of any security in or upon which any of the moneys of or belonging to the College shall be placed out or invested or for any loss or damage arising from the bankruptcy, insolvency or tortious act of any person, firm or corporation with whom or which any moneys, securities or effects shall be lodged or deposited or for any other loss, damage or misfortune whatever which may happen in the execution of duties of the office or trust of that member or in relation thereto unless the same shall happen by or through the wrongful and willful act or neglect or default of that member.
- 28.2 The members of the Board of the College shall not be under any duty or responsibility or respect of any contract, act or transaction whether or not submitted to and authorized or approved by the Board in accordance with the provisions of Section 31 Execution of Documents.
- 28.3 Subject to the provisions of Conflict of Interest rules if any member of the Board or officer or employee of the College shall be employed by or shall perform services for the College otherwise than as a member of the Board or officer or employee of the College or shall be a member of a firm or a shareholder, director or officer of a company which is employed by or performs services for the College the fact of that person being a member of the Board or officer or employee of the College shall not disentitle such person or such firm or company, as the case may be, from receiving proper remuneration for such services.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Conflict of Interest	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 29
Effective Date:	November 24, 1998	Page: 1 of 2
Supersedes:	N/A	Last Review Date: May 23, 2023
Mandatory Review Date:	May 23, 2028	

Conflict of Interest

- 29.1 Every member of the Board or any Committee thereof who has a conflict of interest in any matter under consideration by the College is required to declare the nature of such conflict to the Chair or Vice Chair as soon as said member is aware of the conflict and prior to discussion of such matter at any meeting of the members of the Board or Committee thereof and shall refrain from discussing and voting thereon.
- 29.2 The obligations of Board members shall be prescribed by the Ministry Binding Policy Directive on Conflicts of Interest.
- 29.3 Secretary to the Board and/or Corporate Secretary shall record in the Minutes of the College, the nature of any conflict of interest so declared on the part of any member of the Board.
- 29.4 a) For purposes of Sub-Sections (1) and (2), conflict of interest normally relates, but is not limited, to a direct pecuniary interest of the member, either personally or through a member's family.
- b) Direct pecuniary interest shall be interpreted as an individual interest rather than one that is common to a class of persons, including situations where a member or a member's immediate family could benefit personally from a decision while a larger group of people could not.
- c) Immediate family shall be interpreted to include the spouse, parents or children of a member.
- 29.5 A member of the Board or any Committee thereof
- a) shall not use information obtained as a result of the member's appointment for personal benefit,
- b) shall not divulge confidential information obtained as a result of the member's appointment unless legally required to do so, and

- c) shall declare any conflict of interest at the earliest opportunity.
- 29.6 An undeclared conflict of interest may be identified by a majority vote of the Board in which the member who is the subject of the motion shall not vote.
- 29.7 Where a Board member fails to comply with this section and/or the Minister's Binding Policy Directive on Conflict of Interest, unless the member's failure is the result of a bona fide error in judgment, the Board shall:
- a) issue a verbal reprimand; or;
 - b) issue a written reprimand; and/or;
 - c) request that the Board member resign; and/or;
 - d) remove the Board member and declare the member's position vacant.
- 29.8 Removal of a Board member shall be initiated on the basis of Board motion and returnable at the next regularly scheduled meeting of the Board and determined on the basis of a three quarters ($\frac{3}{4}$) majority of the Board, in which the member found to have been in conflict shall not vote.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Disclosure of Interests in Contracts	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 30
Effective Date:	November 24, 1998	Page: 1 of 2
Supersedes:	N/A	Last Review Date: May 23, 2023
Mandatory Review Date:	May 23, 2028	

Disclosure of Interests in Contracts

- 30.1 Without limiting the generality of Section 29, every member with a proposed contract or a contract with the College shall declare said interest at a meeting of the members of the Board as required by Ministry Binding Policy Directives and any applicable statute or law.
- 30.2 In the case of a proposed contract, the declaration required by this Section shall be made at the meeting of the members of the Board at which the question of entering into the contract is first taken into consideration or, if the said member of the Board is not at the said meeting, at the next meeting of the members of the Board held after that member becomes so interested.
- 30.3 In a case where the member of the Board becomes interested in a contract after it is made, the declarations shall be made at the first meeting of the members of the Board held after that member becomes so interested.
- 30.4 For the purposes of this section, a general notice given to the members of the Board of the College by a member of the Board to the effect that said member is a shareholder of or otherwise interested in any other company, or is a member of a specified firm and is to be regarded as interested in any contract made with such other company or firm, shall be deemed to be a sufficient declaration of interest in relation to a contract so made, but no such notice is effective unless it is given at a meeting of the members of the Board or the said member takes reasonable steps to ensure that it is brought up and read at the next meeting of the members of the Board after it is given.
- 30.5 If a member of the Board has made a declaration of said member's interest in a proposed contract or a contract with the College in compliance with this section and has neither taken part in the discussion nor voted in respect of the contract, that member is not accountable to the College or to any of the Board members or creditors for any profit realized from the contract, and the contract is not voidable by reason only of that member holding that office or of the fiduciary relationship established thereby.

30.6 Notwithstanding anything in this section, a member of the Board is not accountable to the College or to any of the other members of the Board or creditors for any profit realized from such contract and the contract is not by reason only of said member's interest therein voidable if it is confirmed by a majority of the votes cast at a general meeting of the members of the Board duly called for that purpose and if said member's interest in the contract is declared in the notice calling the meeting.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Execution of Documents	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 31
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: May 23, 2023
Mandatory Review Date:	May 23, 2028	

Execution of Documents

- 31.1 Deeds, transfers, licenses, contracts and engagements on behalf of the College shall be signed by any two of the Chair, the Vice Chair, the President and Treasurer or by any two members of the Board if authorized by the Board to do so, and the Corporate Secretary or any member of the Board may affix the seal of the College to such instruments as require the same.
- 31.2 Contracts in the ordinary course of the College's operations may be entered into on behalf of the College by the Chair, the Vice Chair, the President or Treasurer or by any other person authorized by the Board.
- 31.3 Any two of the Chair, the Vice Chair, the President and the Treasurer or any two members of the Board if authorized by the Board, may transfer any and all shares, bonds or other securities from time to time standing in the name of the College in its individual or any other capacity or as trustee or otherwise and may accept in the name and on behalf of the College transfers of shares, bonds or other securities from time to time transferred to the College, and the Corporate Secretary or any member of the Board may affix the corporate seal to any such transfers or acceptances of transfer, and make, execute and deliver under the corporate seal any and all instruments in writing necessary or proper for such purposes, including the appointment of an Attorney or Attorneys to make or accept transfers of shares, bonds or other securities on the books of any company or corporation.
- 31.4 Notwithstanding any provisions to the contrary contained herein, the Board may, by resolution, delegate to any person or persons the right to execute instruments, agreements, contracts, obligations or other similar documents of the College and prescribe policies and procedures relating to the above delegation of duties and responsibilities.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Cheques	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 32
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: May 23, 2023
Mandatory Review Date:	May 23, 2028	

Cheques

All cheques, bills of exchange, or other orders for the payment of money, notes or other evidences of indebtedness issued in the name of the College shall be signed by such officer or officers, agent or agents of the College and in such manner as shall from time to time be determined by resolution of the Board and any one of such officers or agents may alone endorse notes and drafts for collection on account of the College through its bankers, and endorse notes and cheques for deposit with the College's bankers for the credit of the College, or the same may be endorsed "for collection" or "for deposit" with the bankers of the College by using the College's rubber stamp for the purpose. Any one of such officers or agents so appointed may arrange, settle, balance and certify all books and accounts between the College and the College's bankers and may receive all paid cheques and vouchers and sign all the bank's forms or settlement for balances and release or verification slips.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Deposit of Securities for Safekeeping	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 33
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: May 23, 2023
Mandatory Review Date:	May 23, 2028	

Deposits of Securities for Safekeeping

The securities of the College shall be deposited for safekeeping with one or more bankers, trust companies or other financial institutions to be selected by the Board. Any and all securities so deposited may be withdrawn, from time to time, only upon the written order of the College signed by such officer or officers, agent or agents of the College, and in such manner, as shall from time to time be determined by resolution of the Board and such authority may be general or confined to specific instances. The institution which may be so selected as custodian by the Board shall be fully protected in acting in accordance with the directions of the Board and shall in no event be liable for the due application of the securities so withdrawn from deposit or the proceeds thereof.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Borrowing	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 34
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

Borrowing

The Board may:

- a) borrow money on the credit of the College; or
- b) issue, sell or pledge securities of the College; or
- c) charge, mortgage, hypothecate or pledge all or any of the personal property of the College, including book debts, rights, powers, franchises and undertakings to secure any securities or any money borrowed, or other debts,, or any other obligation or liability of the College.

The Board may authorize any member of the Board, officer or employee of the College or any other person to make arrangements with reference to the moneys borrowed or to be borrowed as aforesaid and as to the terms and conditions of the loan thereof, and as to the securities to be given therefore, with power to vary or modify such arrangements, terms and conditions and to give such additional securities for any moneys borrowed or remaining due by the College as the members of the Board may authorize and generally to manage, transact and settle the borrowing of money by the College.

34.1 The Board shall ensure that borrowing and lending transactions comply with the Financial Administration Act appended hereto as Appendix “B”.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Books and Records	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 35
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

Books and Borrowing

- 35.1 The Board shall see that all necessary books and records of the College required by the By-law of the College or by any applicable statute or law are regularly and properly kept.
- 35.2 Minutes of Proceedings which accurately reflect the proceedings of the Board shall be made available to the public and shall be posted to the College Internet web site within 30 days of approval by the Board.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Auditors	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 36
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

Auditors

Auditors licensed under the Public Accountancy Act shall be recommended by the Audit and Finance Committee and approved annually by the Board of Governors. The auditors shall make an annual audit of such part or all of the books of the Corporation as the Board or the members may direct and shall report to the Audit and Finance Committee of the Board (which shall constitute itself for this purpose as a meeting of the members of the Corporation) following the end of each fiscal year.



BOARD OF GOVERNORS BY-LAWS

Policy Title:	Financial Year	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 37
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

Financial Year

Unless otherwise prescribed by Regulation, the financial year of the College shall end on the thirty-first (31st) day of March.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Committees	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 38
Effective Date:	March 29, 2016	Page: 1 of 1
Supersedes:	November 24, 1998	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

- 38.1 The Board shall appoint an Audit Committee. Membership shall be established by resolution on or before the September meeting of the Board in each calendar year in accordance with policy adopted by the Board.
- 38.2 There shall be a Committee of the Whole, comprised of all current members of the Board, which shall meet regularly as determined by the Chair of the Board. The Committee of the Whole shall meet to receive information and reports on matters of interest to the College, to informally discuss such matters without being bound by strict rules of procedure for debate and to prepare such reports of its proceedings as the Committee of the Whole considers appropriate. The Committee of the Whole shall not have any final decision-making authority but shall be limited to making a report of its deliberations, which may include recommendations, to the Board.
- 38.3 The Board shall elect and maintain, an Executive Committee whose members shall include not fewer than three (3) Board members including the Chair, Vice Chair and College President and may delegate to the Executive Committee any powers of the Board subject to the restrictions, if any, imposed by the Board. The Executive Committee shall exercise its delegated authority in matters of urgency or when it is not otherwise reasonably feasible to convene a full Board meeting, such as during the summer months of June, July and August. Minutes of all meetings of the Executive Committee shall be presented at the next regularly scheduled meeting or in-camera meeting of the Board, as the case may be.
- 38.4 The Board shall ensure that an Advisory College Council is established and whose structure, composition, terms of reference and procedures are determined by this By-law appended hereto as Appendix “C”.
- 38.5 The Board shall ensure that a Program Advisory Committee for each program of instruction or cluster of related programs offered at the College is established and that the structure, terms of reference and procedures are determined by this By-law appended hereto as Appendix “D”.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Other Committees of the Board	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 39
Effective Date:	March 28, 2018	Page: 1 of 1
Supersedes:	November 24, 1998	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

- 39.1 The Board may from time to time appoint Committees consisting of such persons as the Board may appoint to act in an advisory capacity. Membership on Board Committees shall not be limited to Board members only but in all cases a majority of Committee members must be members of the Board. The members of such Committees shall hold office at the pleasure of the Board and the Chair and the President shall be ex officio members of each such Committee.
- 39.2 The Board may fill any vacancies occurring from time to time in such committees and may dissolve and/or re-appoint any such committee.
- 39.3 Minutes of the proceedings of any such Committee shall be kept in a book or books for that purpose, which shall be open for inspection by any member of the Board. The minutes of all meetings of the Board of Governors shall be presented at the next meeting of the members of the Board and confirmed over the signature of the Chair.

**BOARD OF GOVERNORS
BY-LAWS**

Policy Title:	Adjournment	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 40
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

Any meetings of the members of the Board or a Committee thereof may be adjourned to any time, and from time to time, and such business may be transacted at said adjourned meeting as might have been transacted at the ordinary meeting from which such adjournment takes place. No notice shall be required of any such adjournment. Such adjournment may be made notwithstanding the absence of quorum.

BOARD OF GOVERNORS BY-LAWS

Policy Title:	Amendments	Area of Responsibility: Board of Governors
Policy Section:	Board of Governors By-law	By-law No: 41
Effective Date:	November 24, 1998	Page: 1 of 1
Supersedes:	N/A	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

The By-law may be amended or repealed at a regular meeting of the Board by an affirmative vote of not less than two-thirds of the Board members present and eligible to vote PROVIDED THAT a notice of motion of the proposed amendment or repeal is brought before the Board at a regular meeting, after which the motion shall be presented at the next regular meeting of the Board, to be read, discussed and voted upon.



BOARD OF GOVERNORS BY-LAWS

This By-law supersedes and repeals all previous By-laws.

Enacted by the Board of Governors and sealed with the Corporate seal this

_____ Day of _____, _____.

Chair

Or

Corporate Secretary

St. Clair College In The News

Table of Contents:

1 - 2	Students collect and deliver donations to the Downtown Mission of Windsor CTV News Windsor – Nov. 20, 2024
3 - 4	Nearly 140 children signed up for 17th year of Knobby's Kids AM800 CKLW - November 22, 2024
5	U.S. developer and city end legal battle over Windsor's former Grace hospital site CBC News · Nov 26, 2024
6	S'Aints set to rock Caesars Windsor with annual charity concert Windsor Star - Nov 26, 2024
7	Former President France Receives 2024 Minister's Lifetime Achievement Award Education News Canada - November 27, 2024
8 - 9	SLEIGHING HUNGER ANNUAL CHARITY CONCERT RAISING FUNDS TO FEED THE COMMUNITY CKXS 99.1 FM - November 27, 2024
10	CK apprenticeship seminar draws a big crowd BLACKBURN NEWS - NOVEMBER 27, 2024
11 - 12	St. Clair College bucks Ontario trend by projecting \$10M increased budget surplus CBC News · Nov 28, 2024
13	Windsor's Goodfellows hit local streets to raise funds for great cause Windsor Star - Nov 29, 2024
14	Dancing With The Stars in Windsor raises \$60K for Easter Seals CTVNewsWindsor.ca - Nov. 30, 2024
15	Hit-and-run crash investigated at St. Clair College MediaPlex building CTV Windsor Multi-Skilled Journalist / Digital Lead - Dec. 5, 2024
16	St. Clair College actors hit Windsor stage with Hollywood Holidays musical Windsor Star - Dec 06, 2024
17 - 18	Local Musical Offers Blast From Christmas Movies Past WindsoriteDOTca News – Monday, December 9th, 2024
19 - 20	WECSSAA golf champion Bensette latest local talent to opt to join Saints Windsor Star - Dec 11, 2024
21	Salvation Army serves 30th annual Windsor Christmas dinner amid donation shortfall Windsor Star - Dec 14, 2024
22 - 23	Potential for college faculty strike action in the new year, including at St. Clair College AM800 CKLW – December 16, 2024
24	Sleighing Hunger charity concert raises \$115,224 for food banks CTV Windsor - Dec. 18, 2024
25 - 26	'They are stuck in between': St. Clair College students concerned about potential faculty strike CTV Windsor News - Dec. 19, 2024
27	St. Clair College provides STEM support to school boards BLACKBURN NEWS - DECEMBER 21, 2024

28	St. Clair College Seeking Feedback On Next Strategic Plan windsoriteDOTca News Staff - Friday December 27th, 2024
29 - 30	Faculty strike looms over St. Clair College amid provincial labour dispute Windsor Star - Dec 27, 2024
31 - 33	Fewer international students made it to Windsor, Ont., in 2024. Local businesses are feeling the impact CBC News · Dec 31, 2024
34	St. Clair College seeks feedback to develop new five year strategic plan AM800 CKLW - January 3, 2025
35	Ontario college faculty issue five-day notice of potential job action AM800 CKLW – January 3, 2025
36 - 37	Dilkens tables 2025 budget with 2.99 per cent increase in municipal levy BLACKBURN NEWS - JANUARY 3, 2025
38	St. Clair College faculty could be on strike as of Jan. 9 to back contract demands CTV Windsor News - Jan. 3, 2025
39 - 40	Transit Windsor tunnel bus to Detroit could be killed with 2025 budget Windsor Star – January 6, 2025
41 - 42	Classes resume at St. Clair College as provincial faculty strike threat looms AM800 CKLW - January 6, 2025
43 - 44	St. Clair College students win big at international competition, only Canadian team to place CTVNewsWindsor.ca - Jan. 7, 2025
45	Strike averted as Ontario college faculty union, employers enter binding arbitration AM800 CKLW - January 8, 2025
46 - 47	CBC Windsor holiday fundraiser collects nearly 11,000 kg of food and \$15K in donations CBC News · Jan 08, 2025
48 - 49	Former Lancer Clements, Riverside's Gerard key parts of Saints women's volleyball recruiting class Windsor Star – Jan. 08, 2025
50	Local OPSEU president believes pressure on both sides helped avert college faculty strike AM800 CKLW - January 8, 2025
51	LaSalle Police Holding First Ever Polar Plunge windsoriteDOTca News - Thursday January 9th, 2025
52	Polar plunge for Special Olympics Ontario coming to LaSalle AM800 CKLW - January 9, 2025
53	"Not just a win for St. Clair College," students find success at international competition BLACKBURN NEWS - JANUARY 11, 2025
54	St. Clair student takes home award in provincial video contest CTV News Windsor - Jan. 12, 2025
55 - 56	Windsor-Essex police plan pair of Polar Plunges for Special Olympics Windsor Star - Jan 15, 2025
57	Windsor Polar Plunge hoping to raise \$80,000 for Special Olympics Ontario AM800 CKLW - January 15, 2025

- 58 St. Clair College Polar Plunge raises money for Special Olympics Ontario.
CTV News - January 15, 2025
- 59 Students kick-off Polar Plunge in the region
BLACKBURN NEWS - JANUARY 16, 2025
- 60 St. Clair College lighting it up for the Lions
BLACKBURN NEWS - JANUARY 18, 2025
- 61 PHOTOS: Windsor Goes Honolulu Blue In Support Of Lions
windsoriteDOTca News Staff - Saturday January 18th, 2025
- 62 - 63 St. Clair College students aim to make a difference, inspired by Bell Let's Talk Day
CTV News - January 21, 2025
- 64 CK hopes planned tennis dome doesn't double fault
CKNX NEWS TODAY- JANUARY 23, 2025
- 65 - 66 Tennis dome completion slated for this fall: council report
Chatham Daily News - Jan 23, 2025
- 67 – 68 LaSalle Police's first-ever Polar Plunge for Special Olympics surpasses fundraising goal
AM800 CKLW - January 24, 2025
- 69 St. Clair students graduate from Canada's first condensed Electric Battery
Manufacturing program
CTV News - January 29, 2025
- 70 Unifor celebrates the first cohort of graduates from EV Auto Sector Upskilling Training Project
Unifor - Facebook Twitter Post – January 30, 2025
- 71 St. Clair College to suspend 18 programs this fall due to international student cap
AM800 CKLW/ CTV News Windsor - February 7, 2025
- 72 – 73 St. Clair College suspends enrollment for 18 programs
CBC News · Feb 07, 2025
- 74 Here's Who Was Recognized Locally As Southwestern Ontario's Top Employers
windsoriteDOTca News - Saturday February 8th, 2025
- 75 Overnight event raises \$7K to help Windsor's homeless
BLACKBURN NEWS - FEBRUARY 8, 2025
- 76 - 77 St. Clair unveils Saint Wall of Honour for most decorated athletes
CTV News - February 09, 2025
- 78 - 79 Windsor supporters face 'Rough Night Out' for homeless young men
Windsor Star - Feb 11, 2025
- 80 – 81 Why not medal?': St. Clair Saints volleyball team enjoying Cinderella playoff run
CTV News – Windsor - February 17, 2025

Students collect and deliver donations to the Downtown Mission of Windsor

CTV News Windsor – Nov. 20, 2024

The Downtown Mission of Windsor received a large donation Wednesday afternoon.

The donation was made possible by the “Fill the Ambulance” charity campaign, led by St. Clair College Paramedic students.

Over several weeks, donations of non-perishable food, clothing, feminine hygiene products and pet food were collected. In all, over 5,000 items were donated through the student-driven initiative.

Sarah Reid is a second year St. Clair College paramedic program student. Along with her peers, Reid organized the drive that collected various goods to donate to the Downtown Mission.



Donations collected by students. (Source: Sarah Reid)

“Not only can we help people on ride out, but we can help people by donating outside of school,” said Reid.

“Today, we drove over about eight cars and an ambulance full of donations. I think roughly about 5,000 items we collected, not only nonperishable items, but we also collected winter apparel, hygiene products and food for cats and dogs because on my ride-outs, I witnessed a lot of people that were at the Mission that had pets in need, and I felt like adding that would help a lot.”

Rukshini Ponniah-Goulin is the executive director of the Downtown Mission in Windsor. Ponniah-Goulin is grateful to the students and the community for their ongoing support.



Rukshini Ponniah-Goulin (left), executive director of the Downtown Mission, and Sarah Reid, paramedic student at St. Clair College seen in Windsor, Ont. on Nov. 20, 2024. (

“Well, it's amazing to see young people, both at the college and at the university, stepping up and looking around them to see what's happening in our community,” said Ponniah-Goulin.

“To do what they can do to help, people who they are passionate about helping. And it's amazing to see, this group coming to the Mission, from Saint Clair College.”

During the colder months of November and December, 65 per cent of donations to the Mission occur.

The current Canada Postal workers strike will negatively impact the organization and the people they serve. However, Ponniah-Goulin urges the public to collect and donate what they can because the need is constant.



Donations collected by students. (Source: Sarah Reid)

Secure online monetary donations can be made on organization's website, and a receipt of the transaction is emailed to the donor.

"In person we can accept donations of gently used clothing or new clothing, of course, as well jackets are really important this time of year, socks, things like that," said Ponniah-Goulin.

"Also, perishable and non-perishable goods, we can accept them here at the Downtown Mission Aid 875 Ouellette Avenue, or at the Windsor Youth Center, which is 1247 Wyandotte Street East."

Nearly 140 children signed up for 17th year of Knobby's Kids

AM800 CKLW - November 22, 2024



A close-up photo of a young couple tying shoelaces of ice hockey skates in a locker room.

Knobby's Kids is ready to kick off its 17th season of its free hockey and skating program in Windsor.

The program will begin Dec. 7 and run every Saturday, weather dependent, until March at Windsor's Lanspeary Lions Outdoor Rink at 1250 Langlois Ave. in Windsor.

Knobby's Kids was established in 2006 by the late Robert "Knobby" Knudsen, Jerry Slavic, and Frank Spry to provide free hockey and skating programs for children who face financial barriers to participating in organized hockey leagues or learning how to skate.

Head volunteer Marty Kerester says they had the equipment registration and handout a couple of weeks ago and they filled it up.

"We actually got a waiting list. What happens is usually kids don't like it; they come out once and don't like it, so then we start going down that list and getting these other kids into the program. You can't have too many kids on that ice at once, and we've had 137 sign up so far this year," he says.



Children skate at Lanspeary Park in Windsor as part of the Knobby's Kids program. (Photo: Knobby's Kids) Kerester says they are planning to start Saturday, Dec. 7 if the weather cooperates.

"Last few years we were really disappointed because we had to cancel the first week because we really didn't get the weather. I'm excited, the volunteers are excited, and the kids are excited and can't wait to get on that ice," he says.

Kerester says this program is so important for kids to give them a chance to try.

"If they're not playing hockey, they're in the house; they're not doing things. We have to get these kids outside; we got to get them playing something, and it's very important to get them out there and let them have some fun. Every child out there seems to have a lot of fun when they finally get out there," he says.

The St. Clair College Alumni Association has once again provided \$6,000 to offset insurance costs and rink rental fees. Donations from the community also help ensure the experience is free for the kids taking part, complete with necessary gear and equipment.

Organizers are looking for more help from the community by way of second-hand donations, with a big need for size 5, 6, and 7 skates.

To register for the program or to contribute by donating used or new skates or hockey equipment, please contact play@knobbyskids.com.

U.S. developer and city end legal battle over Windsor's former Grace hospital site

Fairmount Properties LLC said it has elected to focus on more U.S.-based initiatives

CBC News · Nov 26, 2024



Fairmount Properties had previously signed a memorandum of understanding with St. Clair College to build a new residence tailored to international students enrolled in the school's downtown campus. (Fairmount Properties)

The City of Windsor and the company that had sought to turn the old Grace hospital site into student housing have jointly announced an end to their legal battle over the development.

Fairmount Properties LLC said in the joint statement it has elected to focus on more U.S.-based initiatives.

"The Corporation of the City of Windsor and Fairmount Properties LLC have jointly elected to amicably end all business and legal matters over the initiative for the development of the former Grace Hospital site in Windsor, Ont.," the statement read.

"Fairmount Properties LLC is thankful to the mayor, city council and the wonderful leaders in both higher education institutions who worked to support this initiative over the last four years."

The Ohio-based developer sued the city earlier this year after council nixed plans to turn the hospital site into housing.

Council made the decision after a closed meeting on Dec. 1 of last year.

Fairmount said at the time it had been left with no choice but to pursue the city in court.

The month before the project was scrapped, St. Clair College had signed a non-binding memorandum of understanding with Fairmount.

The school's vice-president of international relations and campus development, Ron Seguin, said at the time he was surprised that the project was nixed.

S'Aints set to rock Caesars Windsor with annual charity concert

Windsor Star - Nov 26, 2024



The S'Aints perform at Devonshire Mall in Windsor on Tuesday, Nov. 26, 2024, in advance of their Dec. 20 charity concert at Caesars Windsor. PHOTO BY TAYLOR CAMPBELL /Windsor Star

It's that time of year again: The S'Aints are ready to "sleigh" hunger.

The philanthropic group of local musicians will take the stage at Caesars Windsor on Dec. 20 with a family-friendly holiday concert to benefit 16 local foodbanks.

Since 2013, the annual concert has raised more than \$550,000 to help feed those in need.

"This started from something very small, and we had no idea it would grow to the level it has grown," said Jeff Burrows, drummer for the S'Aints, ahead of a sneak peak performance at Devonshire Mall on Tuesday.

"It really does mean a lot to us. We take nothing for granted, and we're very blessed to be able to do this."

This year's concert will support the Windsor Essex Food Bank Association and Chatham Outreach for Hunger.

"This event is of great importance to us," said June Muir, president of the Windsor Essex Food Bank Association. "It directly supports the critical work of (local food banks).

"Our mission is to ensure that individuals and families facing food insecurity have access to nutritional food they desperately need.

"No one who doesn't need food would stand in a line and wait for it. Accessing a food bank is not a choice, but a necessity."

At its concert next month, the band, featuring Burrows, Jody Raffoul, Wes Buckley, Kelly "Mr. Chill" Hoppe, David Cyrenne, Kelly Howell, Marty Bak, Liz Robinson, Stephanie Baker, and Jim O'Neil, will perform traditional holiday hits with a rock edge, including tracks from their latest album, Epic Christmas.

The concert is being held in partnership with Caesars Windsor Cares and St. Clair College.

The Friday, Dec. 20, charity concert is at 8 p.m. in the Colosseum at Caesars Windsor. Tickets are available now at caesarswindsor.com and ticketmaster.ca.

Tickets can also be purchased at the Caesars Windsor box office on Fridays and Saturdays from noon to 8 p.m., as well as at St. Clair College south campus and Devonshire Mall guest services.

Former President France Receives 2024 Minister's Lifetime Achievement Award

Education News Canada - November 27, 2024

The 2024 Minister's Lifetime Achievement Award was presented to the following recipient for her dedication to strengthening St. Clair College, the local community and the Ontario college system.



Former St. Clair College President Patti France poses alongside Board of Governors Chair Garry Rossi.

Patricia France, former President of St. Clair College

As a St. Clair College graduate and the college's first female President, Patricia France has shown a profound commitment to improving postsecondary education in southwestern Ontario. While working at the college for 37 years, Patricia helped to prepare students for the workforce and improve access to postsecondary education by increasing available bursaries and scholarships. She worked in various departments, such as Human Resources, Student Services, I.T. Services and Facilities Management. During her nine-year presidency, Patricia was known for her open communication with students, creating safe learning environments and encouraging students to pursue non-gender-traditional careers. Patricia's leadership throughout the COVID-19 pandemic was remarkable. Her wisdom and strength helped to get students back into the classroom quickly. She also supported the region's health care system by donating beds and respirators and providing space for quarantine requirements. Patricia cares deeply for her community, having served on many boards, committees and advocacy campaigns related to education, health care, social services and I.T.

- Media Release by Colleges Ontario - Toronto

SLEIGHING HUNGER ANNUAL CHARITY CONCERT RAISING FUNDS TO FEED THE COMMUNITY

CKXS 99.1 FM - November 27, 2024



Spreading holiday cheer for mallgoers, today, **The S'Aints** band performed a sneak peek acoustic set from Devonshire Mall alongside event sponsors **Caesars Windsor Cares** and **St. Clair College**.

The fundraising concert, taking place on **Friday, December 20 at 8 PM** in The Colosseum at Caesars Windsor, will benefit **16 local food banks** through a partnership with **Windsor Essex Food Bank Association** (WEFBA) and **Chatham Outreach for Hunger** (COH).

The **WEFBA** is comprised of **15 local food banks**. Collectively, they enhance their ability to reach thousands of individuals and families in Windsor and Essex County who need emergency food supplies. In 2023, the association served over **211,000** food-insecure individuals. The food banks include **UHC – Hub of Opportunities, Downtown Mission, Drouillard Place, Community Food Pantry Lakeshore, three Salvation Army locations, Welcome Centre Shelter for Women, Windsor Homes Coalition**, and more.

"The Windsor Essex Food Bank Association is beyond grateful for being selected as the recipient of this concert for many years. This event is a pillar in our efforts to combat hunger today and tomorrow for those facing food insecurity in Windsor and Essex County. The collaborative action exemplified by St. Clair College, Caesars Windsor Cares, and The S'Aints makes a significant difference in the lives of those we serve," said June Muir, President, of Windsor Essex Food Bank Association.

Chatham Outreach for Hunger (COH) is a non-profit charitable organization servicing the Chatham-Kent region. Supported entirely through the community's generosity, in 2023 they served **6,272 households** and **11,666 individuals**, of which **443** were non-sheltered. The organization also registered **11,049 first-time users**.

"Chatham Outreach for Hunger is truly grateful to be named as a recipient of this year's Sleighing Hunger concert. The support we have received from the amazing talent of The S'Aints, Caesars Windsor Cares, and St. Clair College has helped to provide nutritional meals to thousands of Chatham-Kent residents over the years. When a community comes together, great things can happen," said Brenda LeClair, Executive Director, of Chatham Outreach for Hunger.

"On behalf of Caesars Windsor Cares and the Entertainment Team, we are incredibly proud to collaborate with St. Clair College and The S'Aints on the Sleighing Hunger concert once again," said **Tim Trombley, Director of Entertainment, Caesars Windsor**.

This annual concert brings together **The S'Aints, St. Clair College,** and **Caesars Windsor Cares** to partner in raising funds through the holiday concert. With 100% of the ticket sales proceeds going back to the community, they have successfully **raised over \$557,320** to feed those in need since 2013.

"For the world at large, I suppose events such as the televising of 'A Charlie Brown Christmas' and 'It's A Wonderful Life' are notable entertainment traditions of the holiday season. But, in this region, it is the annual Sleighing Hunger concert by The S'Aints, which has become the treasured family celebration of Christmas. As one of the founders of the concert and music sale, the College remains honoured to be associated with this wonderful fundraiser and an essential fundraiser for hunger relief in our community." – **Michael Silvaggi, President, St. Clair College.**

A big thank you to this year's media sponsor **AM800 Bell Media** and community partners **Devonshire Mall** and **Liuna625**.

It's a great way to give back to the community and celebrate the holidays. Don't miss out on this family fun ALL AGES show with The S'Aints band! Tickets are on sale NOW! Ticket purchases can be made at caesarswindsor.com and ticketmaster.ca. The Caesars Windsor Box Office is open Friday and Saturday from Noon to 8 PM and on Show Days from Noon to 10 PM. **Tickets are also available at St. Clair College South Campus (ext. 4258) and Devonshire Mall Guest Services.**



A seminar aimed at helping start an apprenticeship in Chatham-Kent was a big hit. (Photo via CK Jobs)

CK apprenticeship seminar draws a big crowd

BLACKBURN NEWS - NOVEMBER 27, 2024

A seminar aimed at helping start an apprenticeship in Chatham-Kent was a big hit.

The municipality said CK Jobs hosted the seminar on November 20 and it was well attended with approximately 100 people from Chatham-Kent and Windsor-Essex showing up.

The seminar involved showing prospective apprentices how to find and apply for apprenticeships, as well as discussing the different pathways that an apprenticeship can open for future careers.

The seminar was held in partnership with St. Clair College and was hosted at the Retro Suites in downtown Chatham.

“Through the CK Jobs initiative, the Municipality of Chatham-Kent is proud to support individuals who are ready to take the next step in their careers through apprenticeship programs,” said Program Manager for Employment and Social Service Matt Keech. “This successful partnership event with St. Clair College highlights the incredible opportunities available to those who are interested in a career in the trades.”

CK Jobs noted there are currently over 140 apprenticeship opportunities available for jobs such as plumbing, developmental service work, electrician, hair stylist, and more.

Contact CK Jobs at 519-351-8573 or email ckjobs@chatham-kent.ca for more information on how to get started on an apprenticeship.

St. Clair College bucks Ontario trend by projecting \$10M increased budget surplus

Windsor school's president said the strategy is to 'plan for the worst and hope for the best'

CBC News · Nov 28, 2024



St. Clair College's projected surplus sets it apart from other colleges in Ontario that are facing shortfalls and laying off staff. (Submitted by St. Clair College)

Despite an Ontario tuition freeze and federal restrictions on international student visas, St. Clair College says it will exceed its projected surplus for the 2024-2025 fiscal year by an estimated \$10 million.

The school went into the year with an anticipated surplus of \$13 million, according to president Michael Silvaggi.

Officials told board members at a meeting Wednesday night that they're now projecting a surplus of \$23 million.

"When we operate from day to day, we do certainly operate on a conservative nature," Silvaggi told *CBC Windsor Morning* on Thursday.

"However, domestic enrolment was up, so our tuition revenues were up quite simply, both on the international side and the domestic side."

Recently, the city's other main post-secondary institution, the University of Windsor, said it was facing a \$30- million shortfall next year, warning of layoffs and freezes.

"As an institution, we must face the reality that the status quo cannot be maintained and we need to figure out together how to do less with less," university president Robert Gordon previously told CBC News.

"We are entering a new era of reimagining the University of Windsor, where tough decisions lie ahead."

'Plan for the worst and hope for the best'

The college chose to "plan for the worst and hope for the best" when creating its 2024 budget, he added, knowing that the federal government was making changes to its policies on international students.

Universities across the province are facing financial losses of \$300 million this year, and that's expected to double next year, according to Steve Orsini, president and CEO of the Council of Ontario Universities.



St. Clair College president Michael Silvaggi says cuts to international student visas will affect the college's budget going forward. (Chris Ensing/CBC)

Colleges Ontario also told CBC in a statement that it "continues to be deeply concerned about the impact of the federal government's changing policies on immigration and the adverse impacts on students, communities and local economies."

Mohawk College in Hamilton is projecting a \$50-million deficit for the 2025/26 academic year and has said there will be layoffs; St. Lawrence College in Kingston said it has eliminated 30 positions; Seneca Polytechnic said it plans to temporarily close one of its campuses.

The federal government has said it will issue approximately 300,000 fewer international student permits over the next three years.

Silvaggi said that "of course" will impact St. Clair's budget going forward.

"International students provide in-year revenue," he said. "That's what generally drives your operations as well as capital infrastructure projects and so forth. ... So certainly we are making and planning for those adjustments ... and we have no choice but to pivot accordingly."

This year's surplus will allow St. Clair to complete planned projects, Silvaggi said.

But he did not commit to any staffing increases or specific new investments associated with the funds.

Past surpluses have enabled the school to do "a little bit of everything," he said.

"The reality is, when you have surpluses, you have that buffer.

"It allows you to continue to try new things. ... every program goes through a program life cycle. So there's peaks and valleys, and those surpluses allow you to continue because we have programs that really do meet the needs of Windsor Essex."

Windsor's Goodfellows hit local streets to raise funds for great cause

Windsor Star - Nov 29, 2024



Emily Allen, a St. Clair College student, sells Goodfellows newspapers on Ouellette Avenue in downtown Windsor on Thursday, November 28, 2024. Give generously until Saturday.

In a partnership with the Windsor Star going back 111 years, Goodfellows volunteers hit local street corners and intersections on Thursday to hand out special-edition newspapers in exchange for donations for a great cause.

The campaign continues through Saturday, with about 600 volunteers hawking papers in Windsor, Tecumseh, and LaSalle.

The annual fundraiser helps fill the organization's Christmas hampers, as well as support other year-round programs, including a food bank. The goal this year is \$375,000.

Last year's campaign raised a record \$403,000 over three days, but the need is growing — the local charity saw a 51 per cent increase in the number of people seeking help from 2022 to 2023 at its food bank.

"It's well-documented how generous the people in Windsor are," said Goodfellows president Brian Beaumont. "Year after year they just keep coming through for us. We couldn't run half the programs that we do if it wasn't for what they do for us."

As a result of that surge in demand, Beaumont told the Star his organization had to cut back on its programs.

One of the toughest cuts was being forced to stop giving out meat with the boxes, he said. People had a choice between two pounds of ground beef or a chicken.

"We had to cut that out completely," said Beaumont. "We've made adjustments to all our programs, but that was the biggest cut."

So if you see a Goodfellow on the street Friday or Saturday, please give generously to the charity's largest annual fundraiser.

And grab a special edition copy of your local Windsor Star newspaper.

Dancing With The Stars in Windsor raises \$60K for Easter Seals

CTVNewsWindsor.ca - Nov. 30, 2024

Local stars twirled, dipped and dazzled at Easter Seals Ontario's 2nd annual Dancing With The Stars event in Windsor on Friday evening, raising funds to support children and youth with physical disabilities.

Best Dancer awards were presented to Dance Barre's Gwen Attard and retired Sandwich Secondary School teacher Andromeda Dean.

The People's Choice Award, presented to the pairing that raises the most funds by the end of the event, was won by financial advisor Darryl Quimby and St. Clair College musical theatre graduate Jenna Fisch.

Other celebrity participants included author Kara Kootstra, hot yoga studio owner Nena Budahan, Windsor Honda sales associate Pree Maru, Windsor city councillor Renaldo Agostino and fitness coach Scott Tousignant.

Sharing their talents as dancing professionals were WinCity Salsa founder Amir Esufali, Caydance Cristofaro from Rivertown Dance Academy, Pure Academy's Crizcel Pretencio, HNM Dance manager Diana Fleming and SV School of Dance owner Shubhu Maru.

"We couldn't be more thrilled with the turnout. We sold out every single table," said Dance Barre co-owner and DWESS volunteer Blake Angier.

"We're already starting to work on next year's event with a new cast of celebrities, some returning pros and I'm sure a lot of new ones too.

Angier added his goal is to see Dancing With The Easter Seals Stars become the "biggest charitable dance event in Windsor."

"If there are any local celebrities who looking for for a new dancing gig, we're going to be happy to have you," said Angier.

In total, the event raised around \$60,000 for Easter Seals Ontario — which provides support to youth and young adults with physical disabilities by funding mobility and accessibility equipment and offering accessible summer camps.

Hit-and-run crash investigated at St. Clair College MediaPlex building



Damage could be seen to several panels of the front glass windows of the MediaPlex building in Windsor, Ont., on Thursday, Dec. 5, 2024. (Source: Austin Kerr)

CTV Windsor Multi-Skilled Journalist / Digital Lead - Dec. 5, 2024

Windsor police say they are investigating a hit-and-run crash at the St. Clair College MediaPlex building.

Officers responded to the crash at the college facility at 275 Victoria Avenue at 2:21 a.m. on Thursday.

Damage could be seen to several panels of the front glass windows of the building.

Police say the involved driver has not been identified at this time.

No injuries have been reported.



St. Clair College actors hit Windsor stage with Hollywood Holidays musical

Windsor Star - Dec 06, 2024



Hollywood Holidays. St. Clair College's music theatre performance students are shown during a rehearsal on Wednesday, Dec. 4, 2024, at downtown Windsor's Chrysler Theatre ahead of a musical series showcasing iconic holiday season movie moments. Photo by Dan Janisse /Windsor Star

Hollywood's most beloved Christmas moments come to life on the Windsor stage starting this weekend as St. Clair College's musical theatre students put their own spin on well-known numbers.

Hollywood Holidays, which launches Friday night (Dec. 6) is a "dazzling stage production that transforms beloved holiday movie moments into an unforgettable live performance," St. Clair College said in a release.

The family-friendly production features a mix of comedy, music and dance, with numbers from Home Alone, The Grinch Who Stole Christmas, Elf and Polar Express. And also Die Hard, which for this performance is indeed a Christmas movie.

The production features 44 performers, including 36 first-year students and eight third-year students.

Some show highlights include songs such as All I Want for Christmas, You're a Mean One, Mr. Grinch and dance numbers in tap, hip hop, jazz and a Rockettes-inspired routine.

The show also features comedy numbers, a "visual feast" of costumes and energetic choreography.

Other songs include numbers from Love Actually (All I Want for Christmas), Home Alone (Rockin' Around the Christmas Tree and Somewhere in my Memory), Nightmare Before Christmas (What's This? and Sally's Lament) and Elf (Baby It's Cold Outside and Santa Claus is Coming to Town).

Die Hard's Bruce Willis movie fans can enjoy a version of Run-DMC's Christmas in Hollis.

Performances run Dec. 6, 7, 12 and 13 at 7:30 p.m. and Dec. 14 at 2 p.m. at the Chrysler Theatre at St. Clair College.

Tickets are \$25 plus tax for adults and \$15 for students and youths.

For more information and tickets visit chryslertheatre.com.

Local Musical Offers Blast From Christmas Movies Past

WindsoriteDOTca News – Monday, December 9th, 2024



Jumping off TV, a new production is bringing several holiday movies to the stage... even Die Hard.

Presented by St. Clair College's Music Theatre Performance students, Hollywood Holidays is currently enjoying a run at the Chrysler Theatre (located at 201 Riverside Drive West.) Continuing on December 12, 13 and 14, the all-ages show is using comedy, music and dance to bring scenes from Holiday classics to life.

While the list includes Home Alone, Elf, The Grinch Who Stole Christmas and Polar Express, the show's conception led to some obvious controversy too.

"The concept for this show came to mind when I sat back and thought about my favourite things to do with my family during the Holidays," said Director/Choreographer Kristyn Wiklanski. "We love cuddling up on the couch and watching a different Holiday movie as part of our count down to the Holidays. There are so many great movies that have so many iconic songs that would be so wonderful to bring to life on stage. We sat down with our third-year class and discussed all of our favourite Holiday movies and what iconic moments we should put in the show. The debate of 'is Die Hard a Holiday Movie' came up and with that, the concept for the show was created."

Crafting the show afterwards, students were armed with a long list of favourites. Working from there, the class started looking through these songs in each film to figure out which ones could be strung together for a show. Slowly narrowing it down while also attempting many songs in different orders along the way, the group eventually came up with the right mix: It ultimately resulted in something heartfelt that connects with everyone.

Songs and movies represented include All I Want For Christmas from Love Actually, Christmas in Hollis from Die Hard, Rockin' Around the Christmas Tree from Home Alone, What's This? from The Nightmare Before Christmas and more. Different dance styles and influences like tap, hip-hop, jazz and a Rockettes-inspired routine will also be featured.

With so much variety, even the director and cast have a hard time choosing their favourite number.

"I think everyone in the production has a different number that they are excited about," said Wiklanski. "It's really hard to pick just one. Our Music Director Mike Karloff loves when we give homage to the California Raisins in our claymation section of the movie! I love lighting the entire theatre up with Holiday lights for Christmas Vacation."

Starting at the beginning of the semester, focus was placed on third year students for auditions due to them having a large part in the creative process. After roles were cast, rehearsals began on the first week of school in September. This was when the creative process and development of the production got started.

As part of their overall course, it's all designed to give students invaluable experience.

"The Production and show itself is part of our experiential learning component," said Wiklanski. "That's where we simulate the industry standard of a production right from the beginning creative process stages, through the audition to the performance. The more we can prepare the students for what the industry looks like after they graduate, the more St. Clair College Alumni you will see performing all over the world."

Knowing it's only part of the equation, a spotlight is also placed on other aspects too.

"The biggest thing that we try to teach in these productions is how to entertain the audience," said the director. "It's about how to help the audience forget about what is going on outside the theatre, just taking them on a journey and bringing some Holiday Cheer to everyone who comes out to see the show."

Beyond performances, stage design and costuming were crucial to Presenting so many classic moments. With certain expectations based on each film, students had a goal of making sure audiences would know which movie was being referenced even without dancing or music.

Fleshing out each segment, each one was also given more character by amplifying minor details. As an example, Love Actually has a line about a Christmas lobster, so a Christmas lobster and octopus were incorporated into the production.

It led to films like A Muppets Christmas Carol surprising Wiklanski and unique challenges too.

"Elf I think has really been the most challenging as there is a musical based on the movie," she said. "We really wanted to stay true to the actual movie version. The scene we selected to create is when the Central Park Rangers are chasing Buddy through the park and people gather on the street and sing to spread the Holiday Cheer. Our lighting designer Kirsten Watt did an amazing job of creating two different worlds in one scene to help bring this to life."

Selecting many films that were animated or had puppets, students also learnt how to translate them into live action. Although incorporating such movies allowed further freedom without straying far from the source, their characters typically do what real humans can't. As a result, the director stressed to her students that they needed to convey such things through movement for accurate representation.

Giving each role their all, it's an effort that hasn't gone unnoticed by Wiklanski.

"The students have been working so hard, and their talent is incredible," said the director. "The St. Clair College Music Theatre Performance Students put on amazing performances and it's definitely one not to be missed."

Remaining performances of Hollywood Holidays will take place at the Chrysler Theatre on December 12th, 13th and 14th. Showtimes are at 7:30 except for the 2:00pm Sunday matinee. Tickets are \$25 (plus taxes and fees) for adults, \$15 (plus taxes and fees) for students/youth and can be purchased from the Chrysler Theatre box office (located at 201 Riverside Drive West) or online.

Following Hollywood Holidays, students will present The Wizard of Oz as their next production in April. With the recent box office success of Wicked, everyone is excited to get started with auditions upon returning in January. Giving audiences the chance to see the original story that inspired the film, it will also come out before the second part of Wicked is released in cinemas next year.

In the meantime, growing as performers and creating memories is the focus this holiday season.

"Everyone is looking to just bring smiles and joy to everyone who comes to see the performance," said Wiklanski. "Every opportunity to perform on stage allows the students to grow as artists, dive a little deeper into character development and find the magic in entertaining people."

WECSSAA golf champion Bensette latest local talent to opt to join Saints

Windsor Star - Dec 11, 2024



Dayne Bensette, bottom left, officially signs on with the St. Clair Saints golf team next season as head Kevin Corriveau, seated next to him, watches on along with assistant coach David Byrne, top left, and Chris Meloche at the St. Clair SportsPlex.

Kevin Corriveau has convinced another solid local golfer to stay home.

The veteran St. Clair Saints head coach is adding 2024 WECSSAA boys' golf champion Dayne Bensette to the roster for the 2025-26 season.

"I was looking at schools in States, but really when I was talking to (Corriveau), this made the most sense for me and my family," said the 17-year-old Bensette, who attends Belle River high school. "They've done a really good job of bringing in the top talent in Windsor and when said he wanted (me to come), I was thrilled to be one of those selections.

"I did a lot of research with my dad, came and toured the campus and just found it a really good fit. They have such a good staff here, I played junior golf with some of the players on the team. I was really comfortable with team and all the players. Then, obviously, they had the (sports and recreation management) program I really wanted and so it was kind of a perfect fit and was a no-brainer decision for me."

Bensette won this year's WECSSAA title in a playoff and now follows in the footsteps of Cale Marontate, who won the WECSSAA boys' title in 2023.

"I played junior golf with Steve (Hill), Cale (Marontate) and Spencer (Higginbottom)," Bensette said of his new St. Clair teammates. "They had a really successful year and I saw a lot of that and it was easy to follow the success. I was really pumped and I like the trajectory of this team right now. They're on the rise and I'm honoured to join."

Hill, Marontate and Higginbottom contributed to St. Clair's first-ever OCAA men's golf team title this year and Corriveau believes Bensette can have just as big an impact on the program.

“He’s one of my starting seven and we’ll see what happens during the season,” Corriveau said. “He’s a good player and, to me, he’s the whole package. I think he’s mature beyond his 17 years, I got great feedback about who he is as a person, never mind as a player, as a student and he’s going to be here for at least three years, which is good. I think he’s got a plan, he’s organized and brings a good, young presence to the team.”

Joining a championship squad, Bensette is excited to see how the daily challenge will push his game to new heights.

“I’m excited to work on my game here,” Bensette said. “They’ll push me to get better. We all want to win, but we’re all good friends at the same time. Being on a team now in college is going to help me. I want to see myself successful as well as the team.”

Along with Bensette, the Saints formally announced David Byrne’s addition to the coaching staff.

“He’s still a tournament player, that’s who he is, but he’s got a wealth of playing experience and an awesome spirit,” said Corriveau, who is still looking for additions for the women’s team.

The 37-year-old Byrne, who won Big Break Indian Wells, remains an active tournament player, but was on board for much of St. Clair’s season in the fall.

“I play a lot of golf,” said Byrne, who has been shifting to coaching. “I still play tournaments. I wouldn’t say I’m chasing (a pro career). I’m trying to coach more junior and try to develop juniors in the area and see where it takes me. When they do something good, it’s exciting and good to be a part of. I enjoy it a lot.”

Salvation Army serves 30th annual Windsor Christmas dinner amid donation shortfall

Windsor Star - Dec 14, 2024



Attendees of the Salvation Army's 30th annual Christmas dinner at the St. Clair College Centre for the Arts await their meal on Wednesday, Dec. 11, 2024.

Hundreds of festive folks from all walks of life feasted together in downtown Windsor this week.

The Salvation Army's complimentary 30th annual Christmas dinner had more than 700 people partake at the St. Clair College Centre for the Arts on Wednesday evening.

"It's a great opportunity for the community to come together and have a moment where they can stop, forget about some of the challenges they might be having, and just enjoy a dinner," Jason Linton, executive director of Salvation Army Windsor, told the Star.

The turkey meal was complete with a special visit from Santa Claus and a performance by the Salvation Army Brass Band. Many volunteer servers wore reindeer antlers, while some diners were decked out in holiday garb.

Linton said Salvation Army Windsor, which relies heavily on donations, is behind on fundraising this year. According to the organization's website, its Christmas kettle campaign has raised roughly \$127,000 for services in Windsor so far — just over half of its \$240,000 goal.

"Although people are being very generous, it's emblematic of where people are in their own lives right now and the priorities that they have," Linton said.

The ongoing Canada Post strike has complicated collections for the organization, which typically runs a year-end fundraising campaign by mail, he said.

"We're really pushing people towards different ways of donating."

Food bank use is up at the Salvation Army, Linton said.

"A lot of younger families are now using the food bank. We're also seeing first-time users — that's a red flag for us. That means services are incredibly in demand. Food insecurity is a major issue."

Christmas kettles for donations are set up at 22 locations in Windsor. People can also donate online at salvationarmywindsor.ca or by visiting the Salvation Army at 355 Church St.

Potential for college faculty strike action in the new year, including at St. Clair College

AM800 CKLW – December 16, 2024



The entrance to St. Clair College's main campus in Windsor. Photo taken August 22, 202

The Ontario Public Service Employees Union (OPSEU/SEFPO) representing some 14,000 college faculty across the province have requested a "no board" report from the Ministry of Labour amid ongoing negotiations for a new contract, that expired on Oct. 1.

Once granted, it means either side could legally call for job action such as a strike or a lock-out after a 16 day cooling off period.

Mediation between the union and the colleges' bargaining agents from December 6 to 8 was unsuccessful.

All 24 colleges bargain together as one group, with the College Employer Council (CEC), who were hired by the 24 college presidents.

Mark Colangelo is a professor in the developmental service worker program at St. Clair College and president of OPSEU Local 138.

He represents 320 full-time faculty members and around 195 to 215 part-time members at St. Clair.

Colangelo says most people may not be aware that almost half of unionized members who teach in colleges across Ontario, not including part-time staff, are 'precarious employees'.

"What we're really looking for, especially in this round, is to get away from that precarity, and ensure that we've got some full-time employment and stable employment for our members."

OPSEU accused colleges of implementing an "austerity agenda." The union said the CEC is refusing to remove language in the proposed contract that it claimed would erode working conditions, job security, and the quality of education."

Colangelo says the issues, for the most part, are at the provincial level, as he continues to have a great working relationship with St. Clair management who are open to any and all concerns.

He says he is concerned with proposed changes to how online teaching is handled.

"Right now, we are given credit hours to teach those courses. In management's latest offer, they're looking to remove those teaching contact hours, so that faculty are not given time to the work nessessary to support students who are learning in an online format."

The parties will meet once more for non-binding mediation between January 6-7, 2025.

Colangelo is hopeful a deal can still be reached.

"I think it's really important that the college system as a whole remember that their mandate is finding good paying jobs for the local catchment employees, as well as training local people to become better educated and job ready through quality education," he said.

Meanwhile, the CEC said in a statement that a strike is "unnecessary" and will cause uncertainty and disruption to students and faculty.

It asserted that the union's demands reduce teaching time, which does not improve student success.

"This move from the academic bargaining team is deeply disappointing, especially at a time when students are busy studying for exams." Dr. Laurie Rancourt, chair of the CEC bargaining team, said. "Students and faculty should not have to endure unneeded stress at this time of year, particularly considering the union is making demands it knows the colleges can never agree to, such as reducing their class time by 25 per cent, to less than 9 hours per week."

The CEC further argued that OPSEU's demands ignore the reality that colleges are projected to lose hundreds of millions in the coming years due to declining enrollment and higher costs.

Sleighing Hunger charity concert raises \$115,224 for food banks



The S'Aints band at Devonshire Mall in Windsor, Ont., on Tuesday, Nov. 26, 2024.

CTV Windsor - Dec. 18, 2024

The S'Aints, Caesars Windsor Cares, and St. Clair College announced the grand total of proceeds raised through the 2024 Sleighing Hunger charity concert.

The Windsor Essex Food Bank Association and Chatham Outreach for Hunger will receive \$115,224 to share amongst 16 food banks in the region.

The concert has raised over \$670,000 to feed those in need since 2013.

The all ages Sleighing Hunger holiday show is scheduled for Friday, Dec. 20 at 8 p.m. in The Colosseum at Caesars Windsor, and limited tickets are still available.

Ticket purchases can still be made through caesarswindsor.com, ticketmaster.ca, and the Caesars Windsor Box Office on Show Day from Noon to 10 p.m.

'They are stuck in between': St. Clair College students concerned about potential faculty strike

CTV Windsor News - Dec. 19, 2024

Faculty, counsellors and librarians at Ontario's 24 colleges will be in a legal strike position as of Jan. 4, 2025.

"It's a bit concerning for students," Rishi Vatish told CTV News Thursday.

He's the president of the Student Representative Council (SRC) for St. Clair College.

Although the legal strike notice was only made official late Wednesday evening, Vatish said he already had some students coming to his office to talk about their concerns.

Students, according to Vatish, understand the college needs to balance their budget but students also deserve the best faculty money can buy.

"They (students) are stuck in between," said Vatish. "If their voices need to be heard, we will make sure they're heard."

Vatish said the SRC is meeting with the Ministry of Colleges and Universities as well as the Ontario Public Service Employees Union (OPSEU) in early January.

"Unrealistic" demands

The College Employer Council (CEC) is not-for-profit which negotiates for all 24 colleges in the province.

They will resume mediation with OPSEU negotiators on Jan. 6.

Both sides told CTV News Thursday they are far apart in their negotiations.

CEC CEO Graham Lloyd said OPSEU is asking for improvements that will cost the system one billion dollars.

He said the union wants five additional weeks for "self-directed time" in addition to their nine weeks vacation.

Plus, he said faculty want to reduce their time in the classroom from 12 hours to less than nine.

"These demands are something that, colleges couldn't accept in the best of times, but especially in the current climate," Lloyd said.

The CEC is projecting the cap on international students will come with a \$1.7 billion loss in revenue over two years.

Since they cannot carry a deficit under Ontario laws, Lloyd said OPSEU's demands are "unrealistic."

“We've extended additional time for their teaching and preparation. We've extended them over-time that wasn't existing before,” Lloyd said. “We don't understand why they are insisting on what they are insisting on.”

Union disputes figures

“Quite honestly, they’re seeking concessions,” Ravi Ramkissoonsingh told CTV News. “We’re looking for improvements and they’re looking for many, many ways to make things worse for us.”

Ramkissoonsingh said they also dispute the CEC’s costing of their requests.

“We don’t accept those figures,” he said. “We sometimes do wonder if they're a little confused because the system actually made \$1 billion this past year.”

Ramkissoonsingh said college administrators have “not been responsible stewards” while also being overly reliant on international students.

The union also accuses colleges of “administrative bloating.”

“Over the last decade, we've added just under 100,000 students, but only 500 full time faculty have been hired during that time throughout the system while administrators have grown by three times that much [by] 1,500 [administrators],” Ramkissoonsingh said.

School likely to resume

Just because OPSEU is in a legal strike position Jan. 4, 2025, doesn’t mean the strike will begin, according to both sides.

They will return for mediation dates Jan. 6 through Jan. 8, with hopes of inking a deal without a labour disruption or binding arbitration.

OPSEU said they wanted a strike deadline to put extra pressure on negotiators to get a deal done.

If mediation fails, Ramkissoonsingh said the union must still give the colleges five days notice before taking any actions be they work-to-rule or a full-blown strike.



Students with the Windsor-Essex Catholic District School Board display materials donated by St. Clair College at the Catholic Education Centre in Windsor, December 19, 2024.

St. Clair College provides STEM support to school boards

BLACKBURN NEWS - DECEMBER 21, 2024

Four Southwestern Ontario school boards received an early Christmas present from St. Clair College.

The College's Research and Innovation Team delivered resources on Thursday to Windsor-Essex's two English-language school boards. They were the remaining resources of the college's successful Ontario Vehicle Innovation Network (OVIN) 2.0 Robotics Summer Camp project.

Last week, the team donated materials to Tilbury High School's ACCESS program. They also visited Ursuline College High School in Chatham.

The four school boards each got a share of 122 LEGO SPIKE Prime robots, 22 Apple iPads, and charging stations.

"Through our online platform and STEM initiatives at St. Clair, we are opening doors for underserved youth," said St. Clair College Research and Innovation Director Dr. Karamjeet Dhillon. "By mobilizing resources and expertise, we aim to deepen their connection to knowledge. Every child, regardless of background, deserves to feel valued and empowered. With the generous support of OVIN funding, this initiative marks the first step in creating an environment where youth can thrive. Armed with the right tools, they will be ready to, create, lead, and succeed in an interconnected, hybrid world."

St. Clair College also enhanced math and science curricula in the school boards with an in-house developed STEM robotics plan.

"One of our priorities as a Catholic school board is to provide outstanding learning experiences for our students and an essential part of that is having access to the latest and best technology," said Windsor-Essex Catholic District School Board Executive Superintendent Melissa Farrand. "So we're certainly very grateful to our partners at St. Clair College for making this donation, which will prove very beneficial for our students."

The 2.0 Robotics Summer Camp project ran for five weeks this past summer at the college's main South Windsor campus. It was made possible by a \$300,000 provincial grant through the OVIN.

St. Clair College Seeking Feedback On Next Strategic Plan

windsoriteDOTca News Staff - Friday December 27th, 2024



St. Clair College is gathering feedback and refreshing its strategic plan over the coming months to define the College's vision for its future and set out a clear direction for achieving this vision.

As part of the process the college will be connecting with students, alumni, faculty, staff, partners, community organizations and other key stakeholders to gather input on the College's priorities for the future.

As part of the process, the college has launched an online survey [that can be found here.](#)

All feedback will be used by the College to set the directions and goals in its refreshed strategic plan, which should be finalized by Spring 2025.

Faculty strike looms over St. Clair College amid provincial labour dispute

Windsor Star - Dec 27, 2024



The St. Clair College Centre for the Arts building in downtown Windsor is shown on May 23, 2024.

Faculty and staff at Windsor's St. Clair College, along with its counterparts across the province, could start the new year on strike amid unresolved labour negotiations.

The Ontario Public Service Employees Union (OPSEU) has received a requested no-board report, which is a notice from the Ministry of Labour that a conciliation board will not be appointed when an agreement can't be reached.

This initiates a 16-day countdown before a strike or lockout can begin, with Jan. 4 as the earliest possible date for labour action.

"We have fantastic labour relations with our local management team," OPSEU Local 138 president Mark Colangelo told the Star. "The issues that we're dealing with are provincial issues."

Officials with the College Employer Council, the bargaining agent for Ontario's 24 colleges, said talks that took place from Dec. 6-8 to reach a deal were unsuccessful but it "continues to bargain in good faith and has asked OPSEU to reconsider its demands."

"The CEC has demonstrated that they will not move forward unless compelled — so push has come to shove," union officials said in a statement. "Members deserve the honest and realistic assessment that the CEC's repeated unwillingness to bargain freely and fairly is unlikely to change without the urgency of labour action."

"The CEC's public joust that we are 'reducing classroom time' is a way to exclude prep work, evaluation, and curriculum development as integral parts of teaching – and to avoid addressing that faculty don't have enough time for real student support, even with each member contributing over \$24,000 of unpaid labour a year."

Faculty proposals centre around less work precarity, better wages, enhanced job security, and an end to the unpaid labour that the Workload Task Force identified the colleges currently receive, according to the union.

“There are people within our local who work with precarious work each and every semester,” Colangelo said. “They don’t know from one semester to the next if they are going to have a contract.

“(They don’t know) how many hours they are going to be teaching or what their workload is going to be like. We would like them to have the ability to have more certainty from a work perspective.”

While the OSPEU will be in a legal strike position as of Jan. 4, a strike may not begin then, according to Colangelo. He added that both sides are scheduled for mediation from Jan. 6-8, with hopes of reaching a deal without labour disruption.

“We’re always hopeful that those negotiations are fruitful,” said Colangelo, who is also a professor in the developmental service worker program at St. Clair College. “Calling for the no board was not with intent to start labour action. The intent was to put pressure on the management side to come back and bargain fairly and quickly.

“We’ve been negotiating since July. This is just a way to help stoke the fire so that we get some movement at the negotiating table and come up with a reasonable settlement for both sides.”

Fewer international students made it to Windsor, Ont., in 2024. Local businesses are feeling the impact

Restaurants and local businesses say they are seeing dropping sales due to fewer international students

CBC News · Dec 31, 2024

Ottawa has cut the number of international students coming to Canada. In Windsor, it's meant almost 2,000 fewer students at the University of Windsor and St. Clair College in 2024 compared to 2023.

Some local businesses say it's hitting them hard. The CBC's Pratyush Dayal spoke with Lisa Mulligan, part owner of Sam's Pizzeria, and Joanie Bhullar, manager for Bhullar Imports, about what this means to them.

Fewer international students made their way to Windsor and Canada this year following recent immigration policy changes. Local businesses that have depended on them historically say it's having an impact.

Lisa Mulligan, part owner of Sam's Pizzeria, said the establishment has been a popular destination for students since it opened in 1946 and international students were a key part of it, as many domestic students had home-cooked meals.

In January, Mulligan took over the pizzeria, which is located near the University of Windsor, from the previous owner who ran it for almost three decades.

"We were told that in September that we would get a lot of students here. We wouldn't have to advertise or do anything. They would just automatically come. We have not seen that," she said.



Lisa Mulligan, the part owner of Sam's Pizzeria, says the fewer international students is making it tough for them and others operating in and around the university. (Pratyush Dayal/CBC)

Mulligan said they prepared ahead, hired more staff and changed the menu to accommodate diverse needs of international students.

"Unfortunately, we did not see the return on the business because the students haven't been in the area. There's less foot traffic. We've talked to other businesses. Everybody's feeling the pinch," she said.

CBC spoke with dozens of restaurants in and around the University of Windsor and St. Clair College and all reported declining sales, blaming the drop in international students and inflationary pressures.

Fewer international students made their way to Windsor in 2024

In [January](#), Immigration Minister Marc Miller announced new limits to the [international student program](#) that included a 35-per cent reduction in the [number of study permits](#) it issues this year. In [September](#), the federal government announced it would [slash the number of visas it issues](#) by another 10 per cent. The new target for 2025 and 2026 will be 437,000 permits.

This year, there were 1,308 fewer international students at the University of Windsor and 628 fewer international students at St. Clair College this year compared to 2023, according to data provided by the institutions.

Mulligan is seeing that firsthand with "dropping sales."

"We have only seen one-third of what they were getting in previous years," she said.

"It's not busy compared to other years where there would be standing room only, sometimes there were lineups outside, you couldn't get in. We have not seen that happen this year."

Mulligan said the government has put them in "a bad position by taking away students." She worries if things continue as they are, it will be difficult to keep operations afloat.

"It's tough. When the government makes decisions like this, they really don't think about how they're impacting the businesses in the area," she said.

"We are concerned, we have seen a decline in foot traffic and obviously that's what we live on... It's trickling, it's not coming in the numbers that we were expecting."

Drop in tiffin services

A 40-year-old, family-run business, Bhullar Imports is a wholesale business that specializes in South Asian groceries. In 2022, [it added a tiffin service](#).

Joanie Bhullar, manager for Bhullar Imports, explained that a tiffin service was a natural extension due to Windsor's growing South Asian population — driven by international students.

"Our tiffin service has slowed down a bit because of the slowdown in international students. Our pickups daily are about the same, but the deliveries mostly, which go to the international students, have gone down about 30 per cent," she said.

"We've seen that decline. I think it's been more pronounced in the last month or two. It's going to be tough for businesses that rely on that international segment."



Joanie Bhullar, manager for Bhullar Imports, says their tiffin service was a natural extension to their business due to Windsor's growing South Asian population – driven by international students.

The recent immigration changes meant a 30 per cent drop in their tiffin deliveries. (Pratyush Dayal/CBC) While it's not their main source of business, Bhullar said in today's competitive business environment, "everything makes a difference."

Bhullar said the need for their tiffin service is still there, due to existing international students, the numbers are lower.

"International students love their food from back home. They don't have their family here, so I think it's a way for them to connect to back home. That need will always be there." But in the interim, Bhullar said they will be affected.

She said the federal government should remember that international students are not a drain on social services or the health system but a great backbone to the economy.

"International students add a lot to the country. They come here relatively young, they work hard. So they're very positive for the country."

St. Clair College seeks feedback to develop new five year strategic plan

AM800 CKLW - January 3, 2025



St. Clair College in Windsor, Ont., on Wednesday, Aug. 30, 2023Melanie Borrelli/CTV News Windsor

The president of St. Clair College is looking back on the first six months on the job. Michael Silvaggi took over the role of president from Patti France on Jun. 1, 2024, and says it's kept him very busy.

"It's been nothing but a celebration early on, and I've had a lot of support. I'm very thankful for the support from the family here at St. Clair College, from family and friends at home, and beyond, so it's been a humbling experience no doubt about it, but there was lots to celebrate and I'm very thankful for the support."

He says the college is looking for community feedback to develop its [new five year strategic plan](#).

"Community feedback is important, hopefully it reaffirms a lot of the things that we are doing, but at the same time, with the changing landscape and so forth, it potentially is going to give us some new ideas, and some new ways forward."

The new semester begins on Monday Jan. 6, the same day the union representing Ontario's college faculties, OPSEU, and the College Employer Council meet for [two days of non-binding mediation](#).

[OPSEU last month said it will be in a legal strike position of Jan. 4.](#), but would have to provide five days' notice before embarking on a strike.

Silvaggi says operations will be normal Monday.

"Classes are running, the semester does start on Monday, and we encourage students to ensure that they are in class. There are two more dates of bargaining that are scheduled, so we are remaining hopeful and optimistic, so for all intents and purposes, classes start on Monday."

The two sides are attempting to reach a deal for the province's 14,000 college faculty, who have been without a contract since Oct. 1, 2024.

Ontario college faculty issue five-day notice of potential job action

AM800 CKLW – January 3, 2025



The entrance to St. Clair College's main campus in Windsor. Photo taken August 22,

The union representing some 14,000 college faculty across the province have issued the required five days notice to begin labour action.

Ontario Public Service Employees Union (OPSEU/SEFPO) says this opens the door to any form of strike action beginning Thursday January 9.

The notice comes ahead of two days of non-binding mediation starting January 6 between OPSEU and the College Employer Council (CEC).

CEC is the bargaining agent for Ontario's 24 public colleges.

OPSEU members have been without a contract since Oct. 1, 2024.

Mediation between the union and the colleges' bargaining agents from Dec. 6-8, 2024 was unsuccessful.

In Windsor, [320 full-time faculty members and around 195 to 215 part-time members at St. Clair College are represented by OPSEU Local 138.](#)



Windsor Mayor Drew Dilkens on December 11, 2023 (Photo from livestream courtesy of City of Windsor)

Dilkens tables 2025 budget with 2.99 per cent increase in municipal levy

BLACKBURN NEWS - JANUARY 3, 2025

Proclaiming the city's best days are ahead, Windsor Mayor Drew Dilkens has tabled a municipal budget that he said is fiscally responsible, supports the most vulnerable, and sets Windsor up for future growth.

The budget calls for a 2.99 per cent increase in the municipal levy, [down dramatically from the 12.9 per cent jump in the property tax rate announced in September](#) when the 2025 budget process began.

"That was the pressure that we faced out of the gate, and that was something we hadn't seen in a long, long time," said Dilkens. "I think it's fair to say that myself, city administration, and every member of council felt was unacceptable."

Following Dilkens' bombshell preview of the budget four months ago, the budget underwent extensive review where no expense was considered sacred.

"This is once again below the average rate of inflation, and also down from last year's 3.93 per cent increase ensuring Windsor will remain one of the most affordable cities of its size in the entire province of Ontario," he said.

No sacred cows meant taking a hard look at discretionary spending, department by department. The budget process included the establishment of three finance committees to identify potential savings. Those efforts found over \$2-million in savings.

Dilkens admitted the budget includes job cuts, although he refused to say how many before councillors review the spending plan for themselves.

He also hinted some programs paid for exclusively by Windsor and yet enjoyed by residents across the region may face further examination. That includes the Tunnel Bus and busing to the University of Windsor and St. Clair College.



Windsor Transit Terminal, February 8th 2016, (Photo by Jess Craymer)

Saying the college and university have enjoyed a windfall with high enrolment of foreign students in recent years, Dilkens suggested it may be time for them to share the expense.

So far, the city has not reached out to the college or the university, nor neighbouring municipalities.

At the same time, the city anticipates new development will bring in another \$4.85-million in additional tax revenue, while another \$5-million will come from a boost in internal investments and the Ontario Municipal Partnership Fund.

However, Dilkens cautioned the public that while the city is poised for historic growth, Windsor must make the investments to attract investments, especially in the Sandwich South area.

He also told reporters Friday morning the city is on track to meet its housing target of 13,000 new homes by 2031, so it will get the full allotment of provincial and federal housing funding.



BlackburnNews.com file photo.

This year's recommended ten-year capital budget totals \$2.24-billion. That includes \$856.8-million for road construction and repairs, \$485.2-million for sewers, and \$186.2-million for parks and recreation.

Investments in 2025 will support development around the NextStar Energy EV battery plant, the future site of the Windsor-Essex Acute Care Hospital, and servicing airport lands. There is \$169.3-million to improve Lauzon Parkway and the Cabana Road East corridor, \$15-million for the Lauzon Parkway extension to Hwy. 401, \$50-million for the Banwell Road and E.C. Row Expressway interchange, and \$43.6-million for the Banwell Corridor.

"Our city is on the right track and this proposed budget is a key piece of the puzzle of how we will continue to build Windsor's future," said Dilkens.

The public is invited to comment on the budget during the January 13 city council meeting and councillors will start deliberations on January 27.

St. Clair College faculty could be on strike as of Jan. 9 to back contract demands



St. Clair College in Windsor, Ont., on Wednesday, Aug. 30, 2023.

CTV Windsor News - Jan. 3, 2025

OPSEU has issued its mandatory five-day notice of job action the day before mediation resumes.

The Ontario Public Sector Employees Union represents 14,000 college faculty, librarians and counsellors at 24 colleges in the province.

Local 138 represents 320 full-time members and around 195 to 215 part-time members at St. Clair College.

The two sides are scheduled to resume non-binding mediation Monday and Tuesday with the College Employer Council.

"We remain committed to bargaining productively, as we have over the last six months, but we must also be pragmatic," an OPSEU news release reads. "If we cannot reach an agreement in mediation, it is unlikely that a deal that protects faculty futures can be reached without the urgency of labour action."

College classes will resume Monday as scheduled.

"We urge OPSEU to enter mediation this week with more realistic demands so that we can get a deal and avoid an unnecessary strike," CEC CEO Graham Lloyd wrote in a statement.

Transit Windsor tunnel bus to Detroit could be killed with 2025 budget

Windsor Star - Jan 06, 2025



Coming to an end? A Transit Windsor tunnel bus is shown at the downtown terminal on Monday, Jan. 6, 2025.

Windsor's tunnel bus to Detroit may be on the chopping block during upcoming municipal budget deliberations as a measure to help reduce a proposed tax hike.

Eliminating the tunnel bus is a "possibility," Windsor Mayor Drew Dilkens said during a media event at city hall on Friday, but he would not clearly state whether his proposed budget kills the cross-border service.

"There are no sacred cows," Dilkens said. "There's certainly an implication with the tunnel bus that city council will have to consider in terms of the cost that's associated with operating that service."

The mayor's proposed budget includes a \$1,435,180 cut to Transit Windsor's operating budget as one of several "inflation mitigation reductions." The details of that possible cut are subject to closed-door talks and excluded from public budget documents.

"We operate the tunnel bus. It's a highly subsidized service that is used by residents in every municipality throughout [Essex County](#) to get to different games," he said. "It's not just a service for Windsorites, but Windsorites, much like with something like E.C. Row (Expressway), pay the full fare of the subsidy. That's not right."

"Windsorites can't carry all of the weight for providing regional services like this," he said. "I can tell you, there is a review of the tunnel bus and the implications of having a service like that and the expenses."

"It will be up to city council to decide the path forward."

Transit Windsor falls within the scope of federal labour laws because tunnel bus operators provide a service that crosses an international border. As a result, employees receive 10 paid sick days per year, which is the standard set by the Canada Labour Code as of late 2022.

In the 2024 budget, council approved the hiring of six full-time Transit Windsor employees to cover roughly half of the approximately 22,400 hours that would need covering under federal regulation. The mayor's 2025 budget proposes covering the remaining cost of those paid medical leave days — \$575,719 — using funds from the city's budget stabilization reserve.

The 10 paid sick days were a key bottleneck in contract talks last year between the city and Amalgamated Transit Union Local 616, the union representing more than 400 Transit Windsor operators and mechanics.

The tunnel bus operates seven days a week. It departs the Windsor International Transit Terminal every hour on the hour starting at 6 a.m., and travels a short route through downtown Detroit before returning to Windsor. Special-event buses also ferry fans across the border for sporting events and concerts.

Fare for the tunnel bus is \$10 each way, in Canadian or American dollars. The mayor's budget proposes increasing the fare to \$15 each way.

This year, Windsor property owners face a 2.99 per cent tax increase under the mayor's proposed budget, which council will debate on Jan. 27. Preliminary estimates for the budget's levy impact announced last fall were much higher (12.9 per cent). Most of the cuts on the table to lower that originally estimated levy increase will be discussed in-camera and have been left out of public documents.

Transit Windsor is projected to lose just over \$1 million in revenue this year as a result of changes to Ontario Works funding from the province that provided funding for bus passes to eligible clients.

We need them to pony up more money

It's also expected to gain \$2.04 million in revenue through the U-Pass and SaintsPass programs — transit agreements with the University of Windsor and St. Clair College that include annual rate increases. But Dilkens said both institutions will need to pay more to continue the student bus pass partnership in the future.

Dilkens said the college and university are the recipients of a "huge cash windfall" as a result of international student enrolment, many of whom use Transit Windsor, a "highly subsidized service."

"I congratulate them on their success, but I think it's a little unfair that the residents of the City of Windsor should pick up the full fare of the subsidy for moving international students around while those institutions put cash in the bank and are sitting in a really unique financial position.

"I'll just be frank. We need them to pony up more money to allow us to continue to provide those services."

A separate recommendation from one of council's finance committees included in the budget suggests eliminating the secondary school bus 'extra' program, which takes students, who pay regular fares, directly to school. The program has been in place to take pressure off of regular transit routes.

The budget document describes the school bus extra program as a "concierge level of service for a small number of secondary school students," and suggests redistributing those service hours to extend and enhance other transit routes.

The budget recommends increasing regular bus fares by 3.25 per cent as of April 1, which would increase revenue by an estimated \$300,000. Last year, the city increased the fare by 15 per cent.

The current bus fare for adults, seniors, and youth is \$3.75. The proposed increase would bring the cost for riders up to around \$3.85.

Council will deliberate the budget on Jan. 27. Residents can sign up to appear before council on Jan. 13 to provide feedback about the financial document.

Classes resume at St. Clair College as provincial faculty strike threat looms

AM800 CKLW - January 6, 2025



Zekelman School of Business & Information Technology, main campusPhoto courtesy of St. Clair College

Classes at St. Clair College resume Monday amid threats of a strike from Ontario's nearly 14,000 college faculty.

Faculty at the province's 24 public colleges, represented by the Ontario Public Service Employees Union (OPSEU), gave their [five-day strike notice to the College Employer Council \(CEC\) on Friday](#).

The two sides have been bargaining since July, and members have been without a collective agreement since Oct. 1, 2024.

OPSEU has said its primary concern is over job security, as over 50 per cent of faculty, librarians, and counsellors are employed on semester-long contracts and don't have long-term job stability.

Mark Colangelo is a professor in the developmental service worker program at St. Clair College and president of OPSEU Local 138.

He represents [320 full-time faculty members and around 195 to 215 part-time members at St. Clair](#).

"The reason that the bargaining team has chosen to move forward with potential labour action would be to give them more power at the table and to show the College Employer Council that we were serious about our demands, and we're ready to move forward to come to a negotiated settlement," Colangelo told AM800's Live and Local with Kyle Horner."

The union and the CEC met for two days of non-binding mediation last month, but no agreement was reached.

The two sides are scheduled to meet again on Jan. 6 and 7 for mediation as students return to the classroom.

He says he's hopeful the two sides can move closer to the middle.

"Maybe a deal doesn't get hammered out in those days, but at least show some progress where that we can look that future negotiations will be fruitful, and any labour stoppage or any labour action can be avoided," Colangelo said. "I'm still fully positive that yes, we can come to some kind of resolution where there will be no disruption of classes."

Colangelo says all instructors will be in class Monday.

"Our plan is we prepare for the worst, but we expect the best, and the best is we will be ready to teach Monday morning. We will be teaching up until our bargaining team tells us that there will be some form of labour action."

The union has also filed an unfair labour practice complaint with the ministry, claiming that the CEC is bargaining in bad faith.

Speaking to CP24 on Friday, Graham Lloyd, the CEO of the CEC, said he was extremely disappointed that the union had given its notice.

Lloyd is hoping that the union would agree to enter into binding arbitration to resolve disagreements and avoid a strike.

"The strike is completely unnecessary because we're happy to continue the mediation. And in the event that we can't resolve things at the mediation table, we would move it into a transition to arbitration. And that way, we can protect the students and keep the students in school," he said.

St. Clair College students win big at international competition, only Canadian team to place



St. Clair College seen in Windsor, Ont. (Source: St. Clair College)

CTVNewsWindsor.ca - Jan. 7, 2025

A group of students from St. Clair College, based in Windsor, Ont., have brought home two big wins at international advertising and marketing communications competitions.

The students, who are in the Advertising and Marketing Communications program, earned a victory at the CRI Global Sustainability Marketing Competition in December. More than 1,500 students participated.

The CRI Global Sustainability Marketing Competition focuses on sustainability and forward-thinking marketing strategies, in this case, to try and solve the issue of clothes and other textiles thrown away.



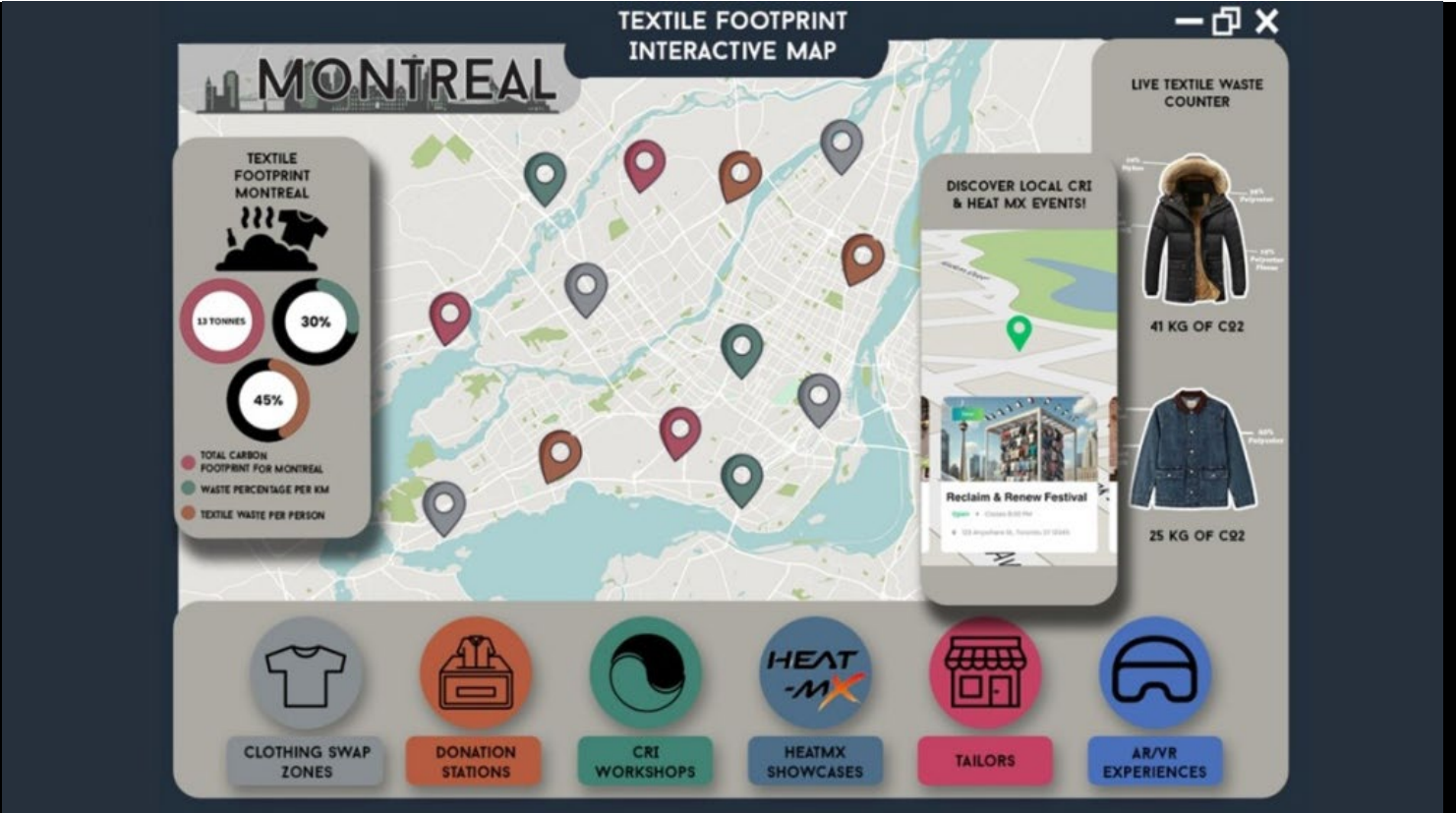
A snapshot from the team's presentation on textile waste. (Provided by St. Clair College)

Among the team was Jordyn Rady, Kayla Kwiatkowski, Elliot Smith, Nathan Mitchel Triolet and Elizabeth Marion, which was the only Canadian team that placed.

“This is not just a win for St. Clair College,” said Steve McEachern, professor and coordinator in the Advertising and Marketing Communications program.

“It’s a win for our city and our country. These students are putting Windsor and Canada on the global map as a hub of talent, creativity and world-class education.”

Next stop for the team is the Hockey Hall of Fame in Toronto, as the students recently made it to the finals of the NHL/NHLPA Hockey Innovation Competition. They present on Jan. 29.



A snapshot from the team's presentation on textile waste. (Provided by St. Clair College)

Strike averted as Ontario college faculty union, employers enter binding arbitration

AM800 CKLW - January 8, 2025



am800-news-st.clair-college-sign(AM800 file photo)

TORONTO - The bargaining agent for Ontario's 24 public colleges and the union representing faculty have agreed to enter into binding arbitration, avoiding a strike.

The College Employer Council and the Ontario Public Services Employees Union met this week in Toronto for mediation following months of bargaining.

The union, which represents more than 15,000 faculty members across the province, had said some form of labour action could have begun on Thursday after it gave five days' notice last week.

It said Tuesday that "significant benefit gains" were agreed upon with the employers but that the sides otherwise remained at an impasse, with the outstanding items to be resolved by the arbitrator.

Key issues include work conditions, job security and quality of education.

The College Employer Council says classes will continue as scheduled this week.

CBC Windsor holiday fundraiser collects nearly 11,000 kg of food and \$15K in donations

Formerly known as Sounds of the Season, the annual fundraiser has a new name but the same goal

CBC News · Jan 08, 2025



Students at Vincent Massey Secondary School collected cans of food for CBC's Make the Season Kind campaign in Windsor, Ont., in 2024. (Michael Evans/CBC)

The totals are in for CBC Windsor's Make the Season Kind fundraiser.

Organizers say 10,805 kg of food and \$15,582 in monetary donations was collected.

The campaign ran over the holiday season and collected food for the UHC - Hub of Opportunities.

Thank you to everyone who supported our effort to help those experiencing food insecurity in our communities.



Special Thanks

Thank you for supporting CBC's annual Make the Season Kind campaign. Every year, your generosity helps stock food bank shelves across the country.

[Special thanks](#) to the following organizations that collected donations in Windsor and Essex County:

- An-Noor Private School
- Boyd Wealth Management Group
- Bright Lights Windsor
- Canadian Aviation Museum
- Capitol Theatre
- City of Windsor Employees
- Edmunds Towers School of Dance
- Essex County Chinese Canadian Association
- Hôtel-Dieu Grace Healthcare
- Vincent Massey Secondary School
- New Canadian Centre of Excellence
- St. Clair College Alumni Association
- The Supply Depot - Champion Products
- Urban Art Market
- VANTastic Wellness and Sweet Retreat by VANTastic Wellness
- WECDSB Catholic Education Centre
- WEtech Alliance
- Willistead Manor
- Windsor Dance eXperience
- WindsorEats
- Windsor Essex County Canoe Club
- Windsor International Film Festival
- Windsor Islamic Association
- Windsor Symphony Orchestra



Cans positioned to spell out 'Happy Holidays 2024' by students at Vincent Massey Secondary School in Windsor, Ont. (Michael Evans/CBC)

Former Lancer Clements, Riverside's Gerard key parts of Saints women's volleyball recruiting class

Windsor Star – Jan. 08, 2025



Riverside high school product Ciera Gerard, at left, is seen with former Windsor Lancer and Holy Names high school grad Samantha Clements at the St. Clair SportsPlex. The two players have committed to play for the Saints women's volleyball team in 2025-26. Photo by Jim Parker

Head coach Julie-Ann Milling has no intention of letting the St. Clair Saints women's volleyball program slide backwards.

Milling has secured commitments from former Windsor Lancer and Holy Names high school grad Samantha Clements, Riverside high school's Ciera Gerard and Calgary's Brooke Vickers for the 2025-26 season.

"We want to stay at a high level and we will with what we have coming in," said Milling,

who was named OCAA coach of the year in her first season in 2023-24.

The 21-year-old Clements played just one season with the Lancers before stepping back to focus on her studies in engineering.

"I retired the jersey to focus on my studies," the five-foot-nine Clements said. "I played recreational, but I am so excited to represent a school again. To put on a jersey, practice, get back to regularly scheduled workouts is exciting."

Her dad, Scott Clements, is an assistant coach for the Saints and younger sister, Emma Clements, is in her third season with the Saints, but the older sibling said this was her decision alone.

"Really I just wanted another opportunity to play high-level volleyball," said Clements, who can play right-side hitter or left-side hitter. "Getting this opportunity to comeback and put on a jersey again and play competitive for one of the best teams in the province is a really cool opportunity for me."

Milling said she could lose as many as seven players from this year's roster to graduation and looks for Clements to not only help on the floor, but add leadership.

"It does fill a need," Milling said. "Samantha's has good volleyball IQ. It's good to have that leadership. That's a big piece."

Gerard actually had Milling as her head coach when she played U16 club volleyball with the Sun County Bandits.

"That built a relationship," said the five-foot-11 Gerard, who plays middle hitter. "I've always known St. Clair was an option for me, but I never thought about college until this year.

"They're really good and it excites me because not only are they an amazing team, but I feel like I'm held to a higher expectation and I've always loved being held to a higher standard to build myself up and push to be my best."

Like Clements, Milling also feels Gerard can fill in at right-side hitter or left-side hitter as well.

"Ciera's very, very strong playing multiple positions," Milling said. "She'll be able to fill spots anywhere and how diverse she is is another reason I love bringing her on.

"I think it's always great for local athletes to keep being part of the program. It's really cool to give local athletes an opportunity."

The program's success has also enabled Milling to secure top talent from out of town like 17-year-old Vickers, who is a five-foot-11 setter.

"She was looking at a lot of other schools and for her to commit to St. Clair is amazing," Milling said of Vickers. "I saw how quick she moved to the ball and how well she blocks as a setter and that's sometimes overlooked. She has very good technique already and I think that grows as you come to college."

Local OPSEU president believes pressure on both sides helped avert college faculty strike

AM800 CKLW - January 8, 2025



FILE PHOTO - Zekelman School of Business & Information Technology, main campus

The College Employer Council (CEC) and the Ontario Public Services Employees Union (OPSEU) announced late Tuesday night that they had [agreed to enter into binding arbitration, avoiding a strike](#).

The union, which represents more than 15,000 faculty members across the province, had said some form of labour action could have begun on Thursday after it gave five days' notice last week.

OPSEU said Tuesday that "significant benefit gains" were agreed upon with the employers but that the sides otherwise remained at an impasse, with the outstanding items to be resolved by the arbitrator.

Mark Colangelo is a professor in the developmental service worker program at St. Clair College and president of OPSEU Local 138.

He represents 320 full-time faculty members and around 215 part-time members at St. Clair.

Colangelo says they have not been given any full details of the settlement yet.

"When I say the news is fresh, we were just informed last night around 11 p.m. that we had a deal in principal, and the outstanding issues were going to arbitration. So when I saw it's brand new, it's brand new. None of us have had the opportunity to digest or even been given the information to digest at this point."

He says he believes that the pressure both sides were facing of potential labour action on Thursday helped during the past two days of talks.

"They were able to get through some of the real pressing issues, get them settled and looked at the things they couldn't get through in that time period, and put them in front of an arbitrator who can sit down and look at the outstanding issues and come up with a fair settlement for both sides."

Key issues include work conditions, job security and quality of education.

Colangelo says people may not know that many teaching faculty work contract to contract, week to week, and month to month.

He said he had been hearing unconfirmed reports of gains made by the union.

"One of the things that was negotiated, and again not released yet, is that benefits will be partially covered for those precarious employees, by the employer. So that's a huge win for those precarious employees."

All classes are set to continue as scheduled this week.

Colangelo expects the case to be in front of the arbitrator this spring.

LaSalle Police Holding First Ever Polar Plunge

windsoriteDOTca News - Thursday January 9th, 2025



The LaSalle Police Service will be hosting its first-ever Polar Plunge for Special Olympics on January 23rd, 2025.

Mayor Meloche and Chief Pearce, along with more than 60 other participants, including police officers, firefighters, students, and business owners, are taking the plunge into icy waters in a pool set up at the Town of LaSalle Event Centre, 970 Front Road.

Anyone can take the plunge in LaSalle by joining an existing team or going as an individual and raising pledges. Graduating secondary school students currently enrolled in a program at St. Clair College and who take the plunge will receive a \$500 bursary from the college. You can [find full details here](#).

Registration begins at 5:00, and the plunge begins at 6:00pm.

Polar plunge for Special Olympics Ontario coming to LaSalle

AM800 CKLW - January 9, 2025



LaSalle police are asking the community to take the plunge.

The police service is putting on its [first polar plunge later this month](#) outside the event centre on Front Road.

Senior constable Terry Seguin says more than 60 people are expected to take part including police chief Mike Pearce and mayor Crystal Meloche.

He says money raised will support Special Olympics Ontario.

Seguin says the police service wanted to host its own polar plunge for the community.

"We wanted to make it available to people who might not otherwise be able to make it out to the Windsor Polar Plunge and we wanted to do something here locally for our community," says Seguin.

He says the fundraising goal has already been passed.

"We had set a goal to raise \$10,000 and we've smashed that goal," he says. "I think we're upwards of just over \$20,000 and we want to keep going so it's a great event to get the community together."

Seguin says a pool, donated by Bluewater Pools will be set up outside of the event centre.

"It will be outdoors, so it will be cold but they will be jumping into a pool," says Seguin. "We won't be jumping into the river or the canals or anything like that."

The event takes place at 6 p.m. on Thursday, January 23.

LaSalle Police ON

Attention Grade 12 students: Are you attending St. Clair College in the Fall? Earn a \$500 Scholarship to St. Clair College by taking the Plunge! Register today, jump for a cause, and save money on your tuition later this year! See you there! [#FreezinForAReason](#)



St. Clair College with decorative clock, Windsor main campus. Photo by Mark Brown/Blackburn News.

"Not just a win for St. Clair College," students find success at international competition

BLACKBURN NEWS - JANUARY 11, 2025

A team of five students from St. Clair College have earned high praise after winning a global digital marketing competition.

Competing against post-secondary schools with greater resources and prestige, Jordyn Rady, Kayla Kwiatkowski, Elliott Smith, Nathan Mitchel Triolet, and Elizabeth Marion led the marketing and communications to win at the CRI Global Sustainability Marketing Competition last month.

More than 1,500 students from 704 post-secondary institutions from 120 countries participated.

They'll go on to present their ideas at the Hockey Hall of Fame in Toronto on January 29.

The competition has students present a marketing plan focused on sustainability and forward-thinking marketing strategies. This year, participants tackled the issue of textile waste. The group from St. Clair College presented a plan for their client, Sole Search.

"This is not just a win for St. Clair College," said the co-ordinator of the Advertising and Marketing Communications Program at St. Clair, Steve McEachern. "It's a win for our city and our country. These students are putting Windsor and Canada on the global map as a hub of talent, creativity, and world-class education."

The President and CEO of Clean Recycling Initiative said picking the winner was a challenge.

"This year's submissions showcased extraordinary creativity, dedication, and unwavering commitment to addressing misinformation in environmental sustainability," said Sae Chang. "Selecting winners was incredibly challenging as every participant exhibited exemplary effort."

It's the second consecutive year the program at St. Clair College has won international acclaim.

Last year, St. Clair College became the first Canadian school to win the Global Digital Marketing University Competition.

The Advertising and Marketing Communications Program combines hands-on learning with real-world challenges, equipping students to succeed in competitive environments.

St. Clair student takes home award in provincial video contest



Developmental Services Worker student Dave Andrews, DSW professor and program coordinator Kathryn Hansen and student Onyi Mbamalu pose together during DSW Week in Chatham.

CTV News Windsor - Jan. 12, 2025

Developmental service worker (DSW) students across the province marked “We Inspire” week this past November, celebrating what about their future career excites them.

A St. Clair College student came home with a win, Dave Andrews produced a video highlighting why he chose to pursue an education in developmental services, and how he advocates for those he supports.

This is the first time that a St. Clair student has brought home the award.

"We all have the ability to inspire change in a world desperately in need," Andrews said. "Speaking as an older student, being in the DSW program at St. Clair this year has given me a much-needed new direction in life and the ability to now see a future both bright and full of possibility, in a field that is near and dear to my heart."

"We're empowered to be a voice when theirs can't be heard," said Onyinyechukwu Mbamalu, a fellow student in the DSW program at St. Clair College.

Pioneered at St. Clair, “We Inspire” hopes to promote the work of DSWs, who inspire those with disabilities to live their best lives, promoting independence and inclusion in their community and society. The slogan was then adopted by colleges across the province.



Students in the Developmental Services Worker program in Chatham pose together in November 2024.

Windsor-Essex police plan pair of Polar Plunges for Special Olympics

Windsor Star - Jan 15, 2025



Folks, this is just a 'warm-up' for the real event: participants in the 11th annual Windsor-Essex Polar Plunge fundraising kick-off are shown during the slip-and-slide portion of the event.

It's the ultimate display of bravery, charity, and questionable judgement.

Members of local police agencies along with representatives and students of St. Clair College gathered on campus Wednesday for a frosty kickoff to the 11th annual Windsor-Essex Polar Plunge. It's one of two Polar Plunges happening this year in Essex County.

Proceeds from annual Polar Plunges across Ontario provide support and programming for 23,000 Special Olympics athletes in the province.

Volunteers raise money by pledging to plunge into freezing waters.

Given that one bone chilling dive obviously isn't enough, organizers launched the fundraiser Wednesday with an icy slip n' slide across the St. Clair campus softball field.

The 11th annual Windsor-Essex Polar Plunge is scheduled for Feb. 28 from 6 to 8 p.m. outside the Windsor International Aquatic and Training Centre in downtown Windsor.

For information about donating or joining the fundraiser, go to the Windsor-Essex Polar Plunge website.

The LaSalle Police Service is also hosting its first-ever Polar Plunge for Special Olympics on Jan. 25, February 25, 2025

Media Report
55 of 81

The community event will be held at the LaSalle Event Centre from 6 to 8 p.m., where an outdoor pool will be set up for fearless participants to jump into the chill of winter.

LaSalle Mayor Crystal Meloche and police Chief Michael Pearce, along with more than 60 other participants, including police officers, firefighters, students and business owners, are expected to take the ice-cold plunge.

Anyone else interested in taking the plunge is welcome to join an existing team or go in as an individual. Start raising pledges or make a pledge by visiting <https://soopolarplunge.crowdchange.ca/90868>.

Graduating secondary school students currently enrolled in a program at St. Clair College and who take the plunge will receive a \$500 bursary from the college.

Proceeds will help provide vital programming and support events for the benefit of 23,000 Special Olympics athletes across Ontario.

Registration opens at 5 p.m. The plunge begins at 6 p.m.

LaSalle's event centre is located at 970 Front Rd.

Windsor Polar Plunge hoping to raise \$80,000 for Special Olympics Ontario

AM800 CKLW - January 15, 2025



St. Clair College students participate in the Windsor Polar Plunge kick-off event, January 15,

Organizers of this year's [Windsor Polar Plunge](#) are looking to raise \$80,000 for Special Olympics Ontario.

The annual event takes place on February 28 outside of the Windsor International Aquatic and Training Centre in downtown Windsor.

Event co-ordinator Melanie Kish-Lewis says they're hoping to attract 300 participants this year.

She says last year about 250 people took part raising just shy of \$77,000.

"What we do is we set up a pool on the outside front lawn at the Windsor International Aquatic and Training Centre and we let people fill it up with water and have them jump in and it's apparently a great time because we keep doing it year after year and it gets better and better," says Kish-Lewis.

An event kick-off was held Wednesday morning at St. Clair College's South Windsor Campus. College students braved the chilly weather and slid down a slip and slide to promote the event.

Shirley Adamson is in the Greenhouse Technician Program and says it was cold but a fun experience.

"I just knew it was for a really good cause and it's my last year here and I'm graduating so I thought I would do it for the experience but mostly a great cause," says Adamson.

She says she got sprayed with the hose while she was sliding which added to her experience.

"I was a little scared at first that I would wipe out but it went pretty well, I just followed what everybody else did and went head first and slid right down," she says. "It was great."

This is the 11th year for the event and so far over a half a million dollars has been raised for Special Olympics Ontario.

St. Clair College Polar Plunge raises money for Special Olympics Ontario

CTV News - January 15, 2025

Getting wet and ice-cold Wednesday morning was for a charitable cause at St. Clair College.

Getting wet and ice-cold Wednesday morning was for a charitable cause at St. Clair College.

The 'Slip and Slide' event was the launch party for the upcoming Polar Plunge to take place on February 28, 2025. All proceeds support Special Olympics Ontario. Local police and fire services along with St. Clair College were on hand to cheer for the brave participants.

St. Clair College collectively raised over \$16,000 for the fundraiser. LaSalle Police Services have raised \$30,000 to date. Over \$500,000 has been raised over the last 11 years the event has been held.

Kylie Deslippe is a second-year student at St. Clair College, Protection, Security & Investigation program (PSI).

Deslippe was enthusiastic about getting involved to help the cause.

"I did it just to support the Special Olympics," said Deslippe.

"Part of our program is to give back to the community, and just raise funds and awareness for the Special Olympics itself. It was really cold. It was good to see all the donations to everybody that came out today."



Slip and Slide kickoff to the Polar Plunge took place at St. Clair College Campus, raising money for the Special Olympics Ontario (Gary Archibald/CTV News Windsor)



St. Clair College Polar Plunge slip and slide, January 15, 2025.

Students kick-off Polar Plunge in the region

BLACKBURN NEWS - JANUARY 16, 2025

Students at St. Clair College slipped through the ice and snow Wednesday to kick off fundraising efforts for the Special Olympics.

The slip and slide is one of three Polar Plunge events to be held in the region this year.

"That was my first time doing it and it was very very cold but very fun," said student Shirley Adamson. "I knew I didn't need coffee this morning this would wake me right up for classes, it was great."

St. Clair College students, alumni and athletic associations raised \$16,000 for Special Olympics.

The Windsor Police Service is hosting a Polar Plunge in downtown Windsor on Friday, February 28, 2025. Around 300 people are expected to participate in the 11th annual event.

"Our fundraising goal this year is \$80,000. Last year we raised just shy of \$77,000 so we bumped it up a bit. We say 80 but I think we really have our eyes on \$100,000," said Melanie Kish-Lewis, Polar Plunge coordinator with the Windsor Police Service.

The LaSalle Police Service is also holding a Polar Plunge this year. It's on January 23 at the LaSalle Event Centre. Around 60 people have already signed up for this event.



The Detroit Lions take on the Buffalo Bills at Ford Field. (File photo by Cheryl Johnstone)

St. Clair College lighting it up for the Lions

BLACKBURN NEWS - JANUARY 18, 2025

St. Clair College is backing the NFL team that plays just across the Detroit River.

With the Detroit Lions hosting the Washington Commanders Saturday night in the NFC Divisional Playoff, the college is "dressing" in the team's colours as a show of support.

The main south Windsor campus and the downtown St. Clair Centre for the Arts have been lit up in Honolulu blue.

"Saints Nation stands with the Detroit Lions as they embark on what we all hope will be a deep push into the playoffs," said St. Clair College President Michael Silvaggi. "We know firsthand how much it meant to our Saints Football team when fans and the community rallied behind our eventual national champions. We want the Lions to feel that same love from the Windsor-Essex community and hopefully, get the same results."

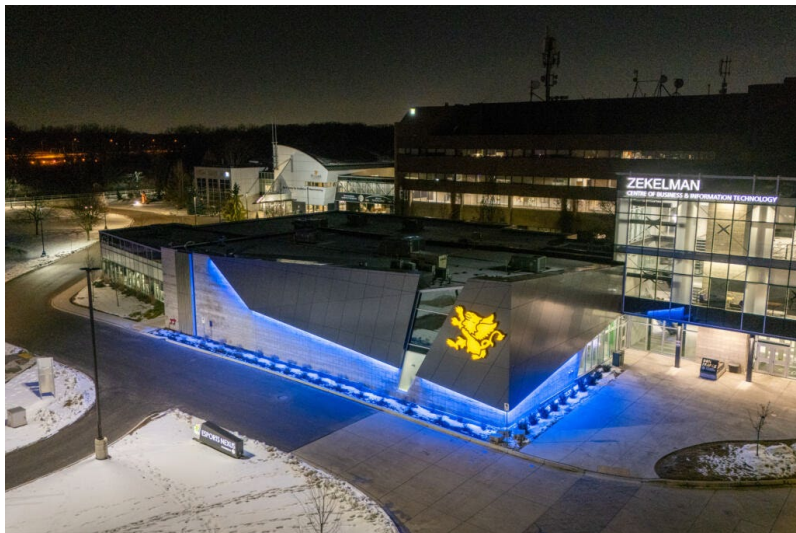
The school began lighting its buildings on Thursday night, and had encouraged students, faculty, and staff to wear Lions colours to class on Friday.

The City of Windsor and Caesars Windsor are also lighting buildings in Honolulu blue as the Lions push through the playoffs.

Kickoff for Saturday night's game is at 8 p.m. at Ford Field in Detroit.

PHOTOS: Windsor Goes Honolulu Blue In Support Of Lions

windsoriteDOTca News Staff - Saturday January 18th, 2025



The Detroit Lions are gearing up for their first playoff game Saturday evening against the Washington Commanders, and Windsor is getting splashed with a Honolulu blue hue.

The St. Clair College Centre for the Arts, the College's Main South Campus, Caesars Windsor, Ouellette Avenue, and more are 'The Pride' by casting blue light onto their respective buildings.

The game gets underway at 8:00pm. Go Lions!



St. Clair College students aim to make a difference, inspired by Bell Let's Talk Day

CTV News - January 21, 2025



Aim for a Brighter Future members Isabelle Gagnier (left), Aspyr Krizanovic (middle) and Mackenzie Anderson (right) seen in Windsor, Ont. on Jan. 21, 2025. (Gary Archibald/CTV News Windsor)

Wednesday is Bell Let's Talk Day, and three St. Clair College students are working on their own campaign to support the national cause to address youth mental health challenges.

Second-year students, Mackenzie Anderson, Isabelle Gagnier and Aspyr Krizanovic created their campaign called "Aim For A Brighter Future."

Its goal is to raise awareness about the issue of mental illness and to collect puzzles, fidget toys and adult colouring books to stimulate positive mental cognition and mood.

Over the next three months, the trio will be canvassing community support of their cause and hope that they will be able to make a significant donation to mental health agencies and hospitals in our region.

"We want to advocate that mental health isn't something to be ashamed of and it doesn't hurt to get help," said Krizanovic.

One in three Canadians will deal with a significant mental health crisis in their lifetime.

That statistic hits home for Gagnier.

"I know a lot of family members who've also dealt with it," said Gagnier.

"So, if there's any way that we can help, I would love to do that."

For the team, time is of the essence to get the ball rolling on campus and beyond to garner support and achieve their project objectives.

“We only have three months to do it,” said Mackenzie Anderson.

“But we were really, really excited when we started brainstorming last semester that we could actually make a difference in the community.”

Canada’s youth suicide rate is the second leading cause of death for young people in the nation. Kids Help Phone said it’s talking to younger and younger children about suicidal ideation.

The public is encouraged to donate \$5 by text on the 15th annual Bell Lets Talk Day, with 100 per cent of the proceeds going to six youth mental health organizations:

- Integrated Youth Services
- Jack.org
- Kids Help Phone
- National Association of Friendship Centres
- Strongest Families Institute
- Youth In Mind Foundation

Canadians can double their impact as Bell will match all \$5 donations up to a total of \$1 million.

In 2025, Bell will gift \$10 million towards mental health initiatives. Since 2010, the Bell Let’s Talk investment has surged to \$184 million in total.

This year, in support of the national Bell Let’s Talk campaign, Bell Media will feature special mental health content in English and French across its television, radio and digital properties, including a new French language documentary, *Les gars, faut qu’on se parle*, available on Crave, Canal Vie, Canal D and later on Noovo.



Ground breaking ceremony for new indoor tennis dome in Chatham.

CK hopes planned tennis dome doesn't double fault

CKNX NEWS TODAY- JANUARY 23, 2025

The proposed tennis dome just outside of Chatham is behind schedule.

A report by Chatham-Kent Director of Parks and Facilities Rob Pollock, going before Chatham-Kent Council Monday night, stated construction of the tennis dome is set to start in June 2025 and be completed by the middle of October 2025, two years later than anticipated.

An agreement reached with Tennis Clubs of Canada (TCC) in August 2023 stipulated the construction of the tennis dome would be completed in the Fall of 2023 and it would be operational by 2024. However, that didn't materialize because of equipment delays, according to TCC.

TCC will be responsible for installing the tennis courts and the dome above the courts to allow for year-round use.

Phase 1 servicing for the park, including water, sanitary, electrical, design fees, and parking lot with lights has been completed, according to Pollock.

"TCC informed administration they were unable to fulfill the agreement timelines due to delays in equipment which would not allow them to meet the construction period for 2024," wrote Pollock. "TCC has indicated they are committed to constructing and operating the tennis dome."

Administration will be bringing a report back in the Spring regarding Phase 2 of the new St. Clair College Community Park.

The new 19.5 acre park at McNaughton Avenue West and Bear Line Road was previously referred to as Bear Line Regional Park, but will now be known as St. Clair College Community Park.

St. Clair College is allowed to name the park because it donated the land.



Site of proposed tennis dome just outside of Chatham. (Photo via Municipality of CK)

Tennis dome completion slated for this fall: council report

A tennis dome planned for a park in west Chatham is expected to be completed in the fall.

Chatham Daily News - Jan 23, 2025



An overhead shot of St. Clair College Community Park, under development on Bear Line Road in Chatham, is shown. A tennis dome is expected to be completed at the site this fall. (Supplied)

A tennis dome planned for a park in west Chatham is expected to be completed in the fall.

Chatham-Kent council will receive an update on the project Monday night, along with a staff recommendation to lease a portion of the St. Clair College Community Park to Tennis Clubs of Canada for the construction and operation of the centre.

According to an agenda report posted Thursday, TCC informed municipal administration it was unable to fulfil the original timeline due to delays in equipment, which would not allow them to meet the construction period for 2024.

“TCC has indicated they are committed to constructing and operating the tennis dome and have given a timeline to fulfil their commitments to Chatham-Kent,” the report says.

“(It) has provided a construction schedule for the tennis dome, which will have the construction starting in June 2025 and be completed by the middle of October 2025.”

In 2022, Mark and Stephanie Chapados presented to council to lobby for the creation of an indoor tennis facility in Chatham.

The Chatham couple fundraised for the project and sought a municipal contribution of \$200,000, which council approved, for additional capital costs.

In 2023, council approved the donation of 19.5 acres of land from St. Clair College on Bear Line Road to allow the municipality to develop the land into a regional park.

Later that year, council approved the landscape plan for the park, allocated \$2 million from the Community Benefit Contribution Reserve to Phase 1 of the park, and entered into an agreement with TCC to construct and operate a tennis dome at the site.

Last year, council approved a tender for servicing of the park including water, sanitary, electrical, design fees and parking lot. This phase of the project has been completed.

As part of the land donation agreement with St. Clair College, the college is allowed to name the park. The park was previously referred to as Bear Line Regional Park and will now be known as St. Clair College Community Park.

Tennis Canada — a separate organization from Tennis Clubs of Canada — and Rogers granted \$200,000 toward the tennis dome construction and “they have agreed to extending this grant into 2025 as they are committed to this project and want to be able to assist in providing indoor tennis to Chatham-Kent,” the report says.

LaSalle Police's first-ever Polar Plunge for Special Olympics surpasses fundraising goal

AM800 CKLW - January 24, 2025



LaSalle councillor Jeff Renaud after taking the plunge during the LaSalle Police's Polar Plunge for Special Olympics. January 23, 2025. Meagan Delaurier/AM800 News

A bone-chilling but extremely successful night as the LaSalle Police Service hosted their first ever Polar Plunge for Special Olympics.

Over 160 people took part in the plunge on Thursday evening at the LaSalle Event Centre, including LaSalle mayor Crystal Meloche, police chief Michael Pearce, and many more.

All proceeds from the event will be used to provide vital programming and events for Special Olympics athletes across Ontario. However, 75 per cent of the money raised stays in LaSalle for local athletes.

Organizers of the plunge were looking to raise \$10,000, but surpassed that by a landslide with nearly \$50,000 being raised.



LaSalle Police's Polar Plunge for Special Olympics sign. January 23, 2025. Meagan Delaurier/AM800 News
Lisa Homenick, event organizer and LaSalle Police Dispatcher, says the support has been overwhelming.

"Initially we thought we would have a goal of \$10,000, 40 jumpers, we had no idea. Before Christmas I thought 'oh my gosh, we're not even going to get there', and then all of a sudden the momentum, and all of the community, and everybody that came together to make this happen - it was unbelievable!"

Michael Pearce, LaSalle's police chief, was the first to do the plunge and wanted to stay in for a whole minute. He says it was awesome.

"Actually it wasn't as bad as I thought, and I've done it before, going in for a minute at first I thought that was a bad idea, but by the time the minute was over it wasn't so bad."

LaSalle mayor Crystal Meloche says she's not at all surprised by the way the community stepped up.

"We have some amazing people who live in our community who's always willing to step up and support a special cause. And this means a lot to a lot of people in our community, and so I can't say thank you enough to our residents, and really to LaSalle Police for putting this together."



Alysa, the President of the Community & Justice Services program at St. Clair College, as she's about to jump with a teammate during the LaSalle Police's Polar Plunge for Special Olympics. January 23, 2025.

Alysa, the President of the Community & Justice Services program at St. Clair College, says it was nerve wracking before the jump.

"When I went onto the stairs it was really scary, and I wanted to turn around. I told the guy I was scared, and that I'm not doing it, but I changed my mind and I just jumped."

A handful of players for the LaSalle Vipers hockey team took the plunge, and were proud to help a good cause.

"Honestly, I thought it was going to be warmer than it was, but you get in there, it's for a good cause, get out. We're going to go again I think!"

"LaSalle comes out to support us every game we have, it's a packed barn in there, so we just wanted to show something and give it back to the community," says one of the players.

"Very good to do it with our team, we came as a team, it's good to get the guys together and go do something like this for the city of LaSalle, for sure."



Players of the LaSalle Vipers hockey team warming up after their jump during the LaSalle Police's Polar Plunge for Special Olympics. January 23, 2025.

Homenick says they definitely plan to continue this event yearly, and says she already has ideas for next year.

Graduating secondary school students currently enrolled in a program at St. Clair College that took the plunge will receive a \$500 bursary from the college.

St. Clair students graduate from Canada's first condensed Electric Battery Manufacturing program

CTV News - January 29, 2025



Graduates of the Battery Manufacturing Certificate program at St. Clair College stand with College President Michael Silvaggi in Windsor, Ont. on Jan. 26, 2025. (Source: Rich Garton/St. Clair College)

The first group of students in St. Clair College's Electric Vehicle Battery Manufacturing program have graduated. The five-month condensed certificate program put students on a fast track into the battery manufacturing sector, marking the first of its kind in the country.

The ceremony was held on Jan. 26, as 24 graduates walked the stage. Not only did it mark a special day for students, the partnership between St. Clair and industry companies was highlighted.

"It has been St. Clair College's honour to partner with Unifor, Stellantis, LGES, and NextStar Energy to play a role in the inception of this exciting new local manufacturing advancement," said Michael Silvaggi, President of St. Clair College.

"You are professional pioneers, for you bear the expertise associated with the key component if the newest, most revolutionary and most important automotive technology to find its way from the drawing board to the shop floor."

The graduates ranged from their 20s to 50s, some entering the field fresh out of high school, while others were pivoting in their career paths.

"This program has transformed devastating job losses into a remarkable new career opportunity," said Emile Nabbout, President of Unifor Local 195.

"We needed an effective education lead, which can coordinate between corporations and labour, and in this case, St. Clair College was the first college to step up to the plate to introduce this program."

Unifor celebrates the first cohort of graduates from EV Auto Sector Upskilling Training Project



Unifor - [Facebook](#)[Twitter](#) Post – January 30, 2025

Unifor staff and leaders were applauding in the audience as the first cohort of Battery Manufacturing Certificate graduates walked across the stage on January 26 at St. Clair College in Windsor, Ont.

“Canada succeeds because we invest in workers, building a globally unmatched skilled workforce ready to tackle emerging trends and sector movements,” said Unifor National President Lana Payne. “I congratulate the St. Clair College graduates and look forward to seeing them build their futures —and Canada’s—in the EV auto manufacturing sector.”

Unifor, in collaboration with the Ontario Ministry of Labour, Immigration, Training and Skills Development developed a project for Unifor automotive Independent Parts Supplier (IPS) workers to access upskilling and training through a grant application process.

St. Clair College’s second cohort began their courses in late 2024 with a third cohort starting in February 2025 - and the program is currently under review with the provincial government to continue for another year.

“It’s wonderful to witness the students’ success and to know how this amazing initiative will benefit individual workers and help transform, strengthen and grow our domestic manufacturing capabilities,” said Unifor Area Director Mike Byrne, who spoke on behalf of the union at the convocation ceremony. “The Unifor upskilling and training program is helping to build the next generation of great union jobs that will add so much to our communities.”

All 23 graduates of the first cohort earned a 4.0 GPA or higher, demonstrating their commitment and ability to meet the highest standards.

For more information about the Unifor EV Auto Sector Upskilling Training Project and other initiatives Unifor is leading, read the union’s policy paper Navigating the Road Ahead: Rebuilding Canada’s Powerhouse Auto Sector at policy.uniforautohub.ca.

To learn more about the convocation ceremony and the graduates’ experiences, read [the article on the St. Clair College website](#).

St. Clair College to suspend 18 programs this fall due to international student cap

AM800 CKLW/ CTV News Windsor - February 7, 2025



St. Clair College sign. Photo courtesy: St. Clair College

St. Clair College will be suspending some programs this fall due to recent changes to the international student cap.

Starting this September, 18 programs will be suspended primarily based on student demand now that the college has received their allocation from the province in terms of the number of international student offers they're able to make.

Over the last year, Immigration, Refugees, and Citizenship Canada (IRCC) has made a number of changes to the number of study permit applications to be accepted, which has reduced the number of international students coming to Canada by about 40 per cent.

For 2025, the IRCC will issue 437,000 study permits - a 10 per cent decrease from the 2024 cap. Ontario can issue approximately 117,000 permits.

Some of the impacted programs include dental assisting, power engineering, hospitality, fashion design, event management, and some programs offered at the Chatham campus such as office administration.

Michael Silvaggi, St. Clair College President, says those currently in the impacted programs will continue on.

"September is our typical academic year, that's most common. So those programs will not have intakes in September. That means students that are in year two, and year three, obviously continue in those programs because they're not impacted."

He says if there is demand, they can bring the programs back for a winter or spring intake.

"It's an opportunity to potentially re-imagine the program, but at the end of the day if students are showing interest, and applicants are calling us and contacting us, we have opportunities to run those in January and as May of next year. So that's where their application cycle falls right now."

Silvaggi says when the federal government changed the labour alignments on programs, St. Clair was impacted.

"There was a number of programs that no longer had that labour alignment piece attached to them, which had made them unattractive to an international student because there's no longer an opportunity for post-graduate work permit upon graduation. So some of these programs that are suspended used to benefit from having international students - that would no longer be the case."

Silvaggi adds that the programs that are being suspended typically only saw 20 to 25 students.

As the college finalizes their budget, they will also be offering early incentive leaves for staff and faculty to create some capacity moving forward, however Silvaggi says they do not have a "set" number of incentive leaves at this time.

The college is still finalizing the budget which will then go to the Board of Governors for approval.

St. Clair College suspends enrollment for 18 programs

The school's president blames falling revenues due to international student visa caps

CBC News · Feb 07, 2025



St. Clair College has lost more than 40 per cent of its international student revenue, its president said.

St. Clair College has suspended intake for 18 of its programs, citing financial pressures caused by international student visa caps.

The school is facing at least a 40 per cent reduction in its revenue from international student enrolment, which was a significant portion of its overall revenue, president Michael Silvaggi told CBC – though he would not clarify exactly how much it contributed to the school's overall budget.

"In prior years when we've had international students contributing ... it afforded us the ability to ... perhaps run programs that don't have high domestic student demand," Silvaggi said.

"But ... we needed to make some decisions, and unfortunately the tough decisions were made to pause intakes on these 18 programs."

The programs that are being suspended are:

- Dental Assisting.
- Power Engineering Techniques.
- Power Engineering Technician.
- Chemical Laboratory Technician.
- Construction Project Management.
- Strategic Project Management.
- Paramedic - Chatham.
- Office Administration - Health.
- Electrical Engineering Technician.
- Public Relations.
- Hospitality - Hotel and Restaurant.
- Mechanical Technician - CAD/CAM.
- Electric Drive Vehicle Fundamentals.
- Electric Drive Vehicle Technician.
- Autism and Behavioural Science.
- Border Services - Chatham.
- Fashion Design Technician.
- Journalism.

College and university administrators right across Canada have warned that Ottawa's crackdown on international student visas threatens the viability of post-secondary institutions — who have relied on the tuition from international students to make up for revenue lost to other factors such as domestic tuition freezes.

But the pressure on affordable housing stock brought on by the burgeoning number of foreign students has caused the federal government to clamp down on the number of people who can study here, and in September, it announced it would slash the number of visas it issues by another 10 per cent.

Two of the programs suspended by St. Clair — the project management programs — mainly catered to international students, Silvaggi said.



Michael Silvaggi is the president of St. Clair College. (Katerina Georgieva/CBC)

The vast majority of the suspended programs were on track to have fewer than 20 students enrolled.

The paramedic and border services programs will continue at the Windsor campus, and the school will work to increase intake there for the paramedic program, he said.

"Please accept our apologies," Silvaggi said, when asked about his message to students who are impacted by the suspensions.

"But please give us another opportunity. If there is demand and so forth, and you're willing to wait ... you know, perhaps this program will be available sooner rather than later."

Programs in demand could be reinstated as early as next January, he said.

Officials wanted to announce the program suspensions early, Silvaggi added, to give students plenty of time to adjust their plans before the May 1 deadline to confirm their seats.

Silvaggi would not say whether or not there would be staffing cuts as a result of the program suspensions, saying the budgeting process is ongoing.

But the school, he said, does have an incentive on offer for staff who choose to leave voluntarily.

Silvaggi said Canada's reputation as an international education brand has taken a hit because of the sudden caps on student visas

"We do hope obviously that things are going to change once the rules have been established," he said.

St. Clair College has a portfolio of more than 125 programs in total, he added.

Here's Who Was Recognized Locally As Southwestern Ontario's Top Employers

windsoriteDOTca News - Saturday February 8th, 2025



Several local employers were recognized this week as Southwestern Ontario's Top Employers (2025) by Mediacorp Canada Inc., organizers of the annual Canada's Top 100 Employers project.

"What stands out is the wide variety of industries here," says Richard Yerema, executive editor at the Canada's Top 100 Employers project. "There's something for everyone in a region that's livable, affordable, and steeped in history. The vibrant towns and picturesque landscapes create a unique, welcoming atmosphere."

In choosing the winners, editors at Mediacorp review employers on eight criteria, which have remained consistent since the national project's inception: (1) Workplace; (2) Work Atmosphere & Social; (3) Health, Financial & Family Benefits; (4) Vacation & Time Off; (5) Employee Communications; (6) Performance Management; (7) Training & Skills Development; and (8) Community Involvement. The editors publish detailed 'reasons for selection' for each winner, providing transparency in the selection and a catalogue of best practices for employers and job-seekers alike. The competition is open to any employer, public or private sector, with its head office or principal place of business in Southwestern Ontario, which generally corresponds to the traditional 519 telephone area code.

Locally, those recognized were:

- WFCU Credit Union
- Hôtel-Dieu Grace Healthcare
- St. Clair College
- Erie Shores Healthcare



Group photo of people who took part in the Windsor Residence for Young Men's 'Rough Night Out' event. (Photo via Windsor Residence for Young Men)

Overnight event raises \$7K to help Windsor's homeless

BLACKBURN NEWS - FEBRUARY 8, 2025

A recent fundraiser was able to raise over \$7,000 to help youth experiencing homelessness in the Windsor area.

Several people took part in the Windsor Residence for Young Men's (WRYM) 'Rough Night Out' event Friday night and Saturday morning. Among those in attendance were students from St. Clair College.

Participants were encouraged to spend most of the night outside to experience the daily struggles faced by those living on the streets.

"We are deeply grateful to St. Clair College and the Community and Justice Services program for their enthusiastic involvement," said Jason Weinberg, Executive Director of WRYM. "The participation of students and faculty was instrumental in making Rough Night Out a success, and their efforts are truly appreciated."

The funds will help the WRYM continue offering its different programs.

St. Clair unveils Saint Wall of Honour for most decorated athletes

CTV News - February 09, 2025



St. Clair College recognized 13 inaugural members of the school's Saints Wall of Honour on Feb. 8, 2025.

St. Clair College recognized 13 inaugural members of the school's Saints Wall of Honour Saturday evening.

Former athletic standouts who demonstrated consistency and record-breaking performances were inducted during halftime of the men's basketball game against Redeemer University.

The inaugural members of the Saints Wall of Honour are:

- John Moore – Hockey
- Henry Koscielski – Men's Basketball
- Sandra Meisel – Badminton
- Debbie Cowgill – Women's Basketball
- Beth Brannagan – Women's Volleyball
- Jimmy Parsons – Men's Basketball
- Lindsay Verkoeyen – Softball
- Rob Malbasic – Men's Soccer
- Alexa Georgiou – Softball
- Jason Hernandez – Men's Volleyball
- Kyle Breitner – Baseball
- Shannon Kennedy – Women's Basketball
- Tyler Jones – Cross Country



St. Clair College recognized 13 inaugural members of the school's Saints Wall of Honour on Feb. 8, 2025.

As each athlete received a commemorative display, their lengthy list of accomplishments was read aloud inside the SportsPlex.

For Jones, who helped collect a dozen medals for the Saints, along with multiple Athlete of the Year awards, the nod came as a surprise.

"I was kind of shocked to see the email because I only graduated a couple years ago. I thought it'd be like another like 10, 15 years before something like that would happen," Jones told CTV News after the ceremony.

The runner still returns to the school when needed for support or to help in large cross-country events.

Jones noted becoming a distinguished runner is largely due to support from those around him and consistent training.

"There's nothing more powerful than the power of doing something and being able to keep doing it every single day," said Jones when asked about his advice to current and future St. Clair athletes. "Keep coming back, you know, whether you fail or you succeed, eventually you'll win."



St. Clair College recognized 13 inaugural members of the school's Saints Wall of Honour on Feb. 8, 2025.

Reid Innes, the athletic director at St. Clair College, said their team analyzed athletes throughout their history to find those who excelled well beyond their competition.

For the college, the Saints Wall of Honour will serve as a recognition of an athlete's feats, similar to a jersey retirement in professional sports.

"We wanted to make sure that we were able to recognize some of the people that helped set the foundation that we currently are building the future on, the ones that kind of set the standard for what we expect from our student-athletes," Innes said.

Innes noted their ability to create the wall is a result of the strong athletes and development system at the college.

As for the Men's game, they didn't disappoint in a night meant for celebrations. The Saints dismantled the Redeemer Royals 124-85 in their regular season finale.

Windsor supporters face 'Rough Night Out' for homeless young men

Windsor Star - Feb 11, 2025



A chance to gain a little bit of an understanding.' Windsor Residence for Young Men executive director Jason Weinberg participates in the Rough Night Out fundraising event at St. Clair College in Windsor on Friday, Feb. 7, 2025.

Below-freezing temperatures and a bitter wind didn't stop supporters of the Windsor Residence for Young Men from spending 10 hours outside overnight Friday to draw attention to the plight of youth homelessness.

Spending the evening outside at St. Clair College from 8 p.m. to 6 a.m., participants in the organization's annual Rough Night Out raised money to help more young men avoid living on the streets.

"By no means do we feel we're replicating the experience of homelessness," said WRYM executive director Jason Weinberg. "(But) it gives us a chance to gain a little bit of an understanding in regard to the environmental impact of homelessness."

The Windsor residence provides young men between the ages of 16 and 24 years with a supportive home, individual counselling, and basic life skills.

The organization said it had a 91 per cent success rate diverting youths from the streets and helping them reconnect with education, employment and the community over the past year.

More than three-quarters of youth in the transitional housing program reported being victims of abuse or family violence, while 59 per cent identified as Black, Indigenous or People of Colour.

Of those served, 55 per cent struggled with substance abuse, and 21 per cent identified as part of the LGBT2Q+ community.

"Men who are experiencing homelessness do not have the same amount of services available to them," Weinberg said. "Programs like this help us raise awareness of the fact that there's a disparity, and male youth need the same help."

Marcus Kahn, a border services student at St. Clair College, wasn't eager to spend hours in the cold, but after learning about the cause, he said he knew it would benefit the community.

Kahn and his classmates helped raise around \$5,000 for the residential 10-bed program.

“As a guy it really hits home,” he told the Star. “As somebody who has not necessarily struggled with homelessness, but who has had many friends and family that have, it truly hits home.

“I’m really looking forward to seeing how big of a difference we can make.”

Since 2017, the annual event has taken place in abandoned lots on Ouellette Avenue and industrial sites, but Friday marked its first time at St. Clair College.

Weinberg estimates around 80 students and community members took part in this year’s fundraiser.

“Although we can’t replicate the experience of homelessness, there is something very sobering about being outside at 3 a.m.,” Weinberg said. “Homelessness occurs during the worst weather and the best weather.

“We’re incredibly excited at the students and how they’ve mobilized and come out for an event like this.”

To donate or to get more information about Windsor Residence for Young Men, visit wrym.ca online, or call 226-221-8464.

‘Why not medal?’: St. Clair Saints volleyball team enjoying Cinderella playoff run

CTV News – Windsor - February 17, 2025

For the second straight week the Saints knocked off a high-seeded team, beating Conestoga in straight sets on the road to advance to the OCAA Final 4.

The St. Clair College men’s volleyball team did it again.

For the second straight week the Saints knocked off a high-seeded team, beating Conestoga in straight sets on the road to advance to the OCAA Final 4.

“We won that first set. No pressure and then all the pressure is on them right so we just fed into that and kept going,” year outside hitter Kale Wilkinson told CTV News.



The Saints knocked off a high-seeded team beating Conestoga in straight sets on the road to advance to the OCAA Final 4 (Source: St. Clair College Volleyball)

A quick-set kill by Zach Walls was too hot to handle as the Saints closed out the match and punched their ticket to the OCAA Final Four this weekend in Sudbury.

“It’s definitely really special,” said fourth year setter Nick Kwiatkowski, who helped lead St. Clair to a 13-5 record a year ago only to fall short in the quarter-finals. “Playing together and just finally seeing everything work is definitely special. Thankful for the opportunity.”

The Cinderella run began February 8, after the team finished 6-12 and snuck into the playoffs at the eighth seed. The Saints travelled to Barrie to face the top-seeded team in the east. Georgian finished 17-1 but fell victim to an upstart St. Clair team.



The Saints knocked off a high-seeded team beating Conestoga in straight sets on the road to advance to the OCAA Final 4

The Saints then travelled to Kitchener to face a Conestoga team that had beaten them twice this season. St. Clair kept the fairytale alive and have a chance to bring home a medal for the first time since 2015 when that team won the program's lone medal, a silver, at the Sportsplex.

"It would be amazing to bring one [medal] home," said head coach Shawn Reaume, who was player on the upstart 2015 University of Windsor team that surprised the field to make it to the OUA Final Four. "We know we're good enough to play with any team in this league. Two seasons ago we made playoffs. Couple times in a row now, we made it to the next round - building up incrementally, why not medal? We're already gonna be there."



Enterprise Risk Management Board of Governors

February 25, 2025

Enterprise Risk Management Report

Preamble

St. Clair College has incorporated risk management into the daily operations of the College by anticipating potential risks and planning reasonable recourses. Since 2009, a formal Risk Management Report has been conducted annually and presented to the Board of Governors. Other proactive measures include:

- Policy development.
- Promoting health and safety.
- Professional development.
- Safeguarding our staff, students and other clients.
- The development of Business Continuity Plans to ensure the effective, continuous operations of the College and conducting ongoing reviews for risk mitigation opportunities.



START HERE GO ANYWHERE

Enterprise Risk Management Report

Risk Management Strategy

Our risk management strategy provides a structured, coherent approach to identifying, assessing and managing risk.

It builds in a process for regularly updating and reviewing the assessment based on new developments or actions taken.

In 2009, the College implemented a formal Enterprise Risk Management Committee to oversee risk at the College.

In addition, St. Clair's strategy incorporates a process for regularly updating and reviewing the risk management assessments, annually and based on new developments or actions taken.

Risk management is used to complement the College's business planning and resource allocation processes, at a strategic, departmental, project or site level.



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Enterprise Risk Management Report

Risk Registry

- Departments are responsible to identify risks and develop a risk plan for submission to their Senior VP.
- Newly identified risks are added to the Risk Registry and reviewed by the Enterprise Risk Management Committee.
- The comprehensive Risk Registry is reviewed and updated by the Enterprise Risk Management Committee. Recommended changes to risk levels are reviewed by SOG.
- The Risk Registry identifies Risk Rating, Current Controls, Preventative Strategies, Leads, Sector Head Leads, Timing and Status.



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Enterprise Risk Management Report

Risk Registry

- Risk categories include:
 1. Academic & Student Services
 2. Facilities Management & IT
 3. Financial Services
 4. Human Resources
 5. Health and Safety & Health Services
 6. Corporate



START HERE GO ANYWHERE

Enterprise Risk Management Report

Probability Scale

As reflected in the current Risk Registry, each risk element identifies the probability of occurrence based on the following scale:

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



START HERE GO ANYWHERE

Enterprise Risk Management Report

Impact Scale

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

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



START HERE GO ANYWHERE

Risk Management Report

Risk Prioritization

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

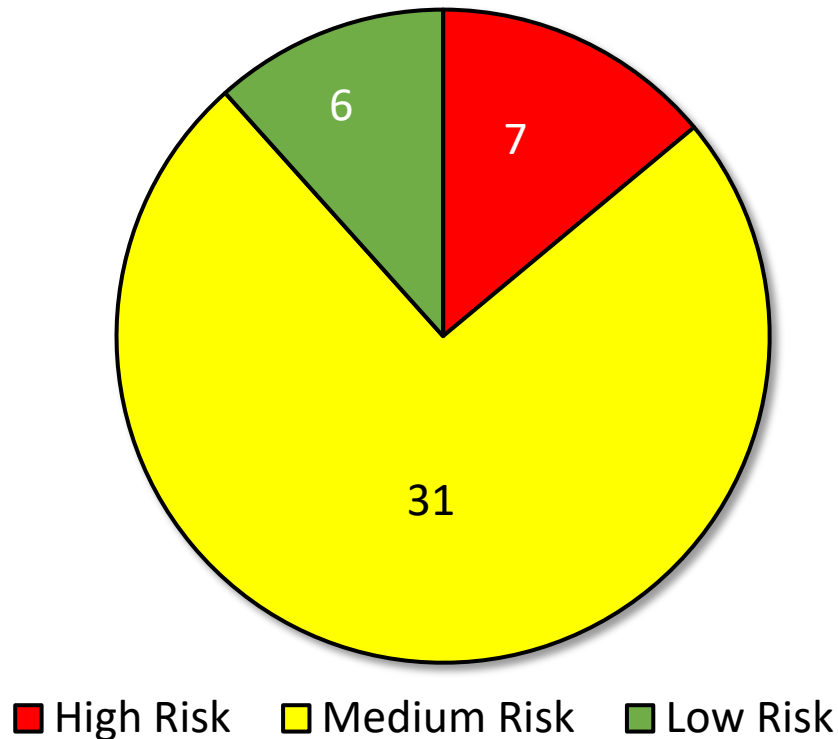
		Impact			
Probability		0	1	2	3
	HIGH	H0	H1	H2	H3
	MEDIUM	M0	M1	M2	M3
	LOW	L0	L1	L2	L3



START HERE GO ANYWHERE

Enterprise Risk Management Report

St. Clair College Risk Registry



Risks Rated as High

- **H3** - Meeting Enrollment Projections.
- **H3** - International Student Recruitment.
- **H3** - Revenue.
- **H2** - Expenses.
- **M3** - Emergencies associated with violence on campus.
- **H3** - IT Security.
- **H2** – Part Time Instructor Unionization



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Risk Management Report

Summary

The College seeks to foster a culture that is risk-aware without being risk-averse, pursuing opportunities that further strategic and operational priorities while effectively managing risk.

Senior Management ensures that appropriate steps are taken to identify, assess and manage risk and potential hazards associated with the organization, its activities and services.

The College's risk management strategy provides a structured and coherent approach to identifying, assessing, monitoring and managing risk.

The Enterprise Risk Management Committee meets regularly to review, assess, and update new developments or actions taken.



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ST. CLAIR
COLLEGE

Questions?

START **HERE** GO ANYWHERE

Full Board Minutes:
February 25, 2025

Item #6.2
11 of 11