

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on March 25, 2025, at 8:20 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. C. Hotham, **Vice Chair**, virtually
Mr. M. Palumbo
Mr. J. Parent, virtually
Ms. J. Piccinato, **Past Chair**
Mr. A. Provost
Mr. G. Rossi, **Chair**
Ms. S. Sasseville, virtually
Mr. M. Silvaggi, **President**
Mr. A. Teshuba
Ms. M. Watters
Ms. G. Wrye
Ms. J. Yee

Regrets:

Mr. G. Fenn

Also Present:

Ms. K. Adams, Board Secretary
Mr. J. Fairley, Senior Vice President, Communications, Advancement
& External Affairs
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. 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

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'**.

Mr. G. Rossi chaired the meeting and Ms. Adams was the recording Board Secretary.

1.0 Adoption of the Agenda and Declaration of Conflict of Interest

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

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

2.0 Approval of the Minutes of the Full Board meeting held on Tuesday, February 25, 2025 in Windsor, ON.

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

RESOLVED THAT the Board of
Governors approve the Full Board
minutes of the February 25, 2025
meeting.

3.0 Constituent Reports

Retirees' Association

Prior to the meeting, Ms. Foster provided a report regarding the following initiatives and activities on behalf of the Retirees' Association:

- The "Out to Lunch Bunch" has been keeping the Retirees' Association busy with outings to Chuck's Roadhouse, The Hungry Wolf and Beach Grove Golf Club.
- On April 17, 2025, a trip has been scheduled to the Canadian Transportation Museum and Heritage Village, where the Retirees' will have lunch followed by a tour.
- Membership renewals for 2025 are now due. One of the benefits of membership is the use of the College's Woodland Hills Golf Course.
- Members of the Retirees' Association have been enjoying the benefits of the St. Clair College Perks app that is exclusive to employees and retirees, both in the community and beyond.
- The Retirees' Association are planning a Spring bus trip to the Victoria Playhouse in Petrolia, for a performance of "Rockin the 50's".

4.0 President's Report

The Board Chair called upon 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:

- Three, second year students in the Pharmacy Technician program, accompanied by Professor Kaitlyn Harnden, joined Guatemala Hope – a local mission group, to provide essential healthcare, medications and vitamins to people in the Village of El Triunfo, Guatemala. The Pharmacy Technician students joined the Guatemala Hope team, made up of doctors, dentists, nurses and engineers, looking at proper dosages for children, troubleshooting supply issues and dispensing medications. President Silvaggi thanked Professor Harnden for facilitating this educational experience for the students. The hope is to expand the experience for other programs in the future.
- On Thursday, February 27, 2025, celebrity servers were on hand for the return of the Soup Kitchen at the St. Clair College Centre for the Arts, prepared by Executive Chef Carmine Incitti and his team of Culinary Arts students. Ticket proceeds will go to support student scholarships at the College.
- On Wednesday, February 26, 2025, representatives from HCMS Hunter visited the College to discuss potential collaboration opportunities to enhance educational and career opportunities for students and members of the Canadian Navy.
- On Friday, February 28, 2025, Mr. Derrick Drouillard, Executive Director, Windsor-Essex Children's Aid Society, met with President Silvaggi to discuss potential partnerships, collaborations and opportunities for crown ward students.
- On Friday, February 28, 2025, the 11th annual Windsor-Essex Polar Plunge was held at the Windsor International Aquatics and Training Centre. This year's event raised nearly \$80,000 in support of Special Olympics.
- On Monday, May 5, 2025, the Ontario Colleges Athletic Association (OCAA) Hall of Fame will be held in Toronto, and the 2025 OCAA Class of Inductees will include four outstanding athletes from St. Clair College:
 - Mark Beens, Cross-Country – Coach.
 - Nancy Loeffler-Caro, Badminton/Tennis/Cross-Country – Athlete.
 - Kim Pawluk, Women's Basketball – Athlete.
 - Heather MacKenzie, Women's Golf – Athlete.
- A team of third-year Business Administration – Marketing students, competed in the 20th Annual Scotiabank Vanier National Marketing Case Competition in Montreal, on March 1 – 2, 2025. The event requires the students to develop a strategic marketing response to the comprehensive case study that they are given, within a three-hour parameter, without access to the internet or any additional reference materials. Once finished, they are allotted 20 minutes to present their marketing response to a panel of judges, made up of experts from the business, industry and education sectors.

The St. Clair College team finished in the top two teams in their division to move onto the finals, where they earned a third-place win.

- The College's Indigenous Education Council (IEC) attended the Indigenous Action Conference hosted by Caldwell First Nation at Caesar's Windsor, on Saturday, March 1, 2025. The event included more than 220 participants from local first nations, private industry, municipalities, school boards, health and post-secondary institutions, who came together to listen to speakers from across North America. There were sessions on Land Acknowledgements, the importance of language preservation, the historical significance of treaties and the Wampum Belt, as well as Social Injustice.
- On Saturday, March 8, 2025, the Women's Enterprise Skills Training (WEST) of Windsor Inc. held their annual International Women's Day Gala, which honoured Ms. Rose Anguiano Hurst, for her 30 years of leadership at WEST.
- Students from the College's Supply Chain Management – Logistics program, along with their faculty, Phil Cohen, participated in the Association for Supply Chain Management (ASCM) London and District Chapter's 2024 Case Competition. The team brought home the gold medal.
- St. Clair College's Research and Innovation Department were featured in the March 14, 2025, edition of the National Post, in a segment titled "Advancing Canada's Research Partnerships 2025". The article, "Quiet innovation: St. Clair College's Novel Blueprint for Change", outlines how the College's innovative approach creates lasting change by transforming real world challenges into practical solutions through student and community collaboration.

A Governor inquired about the event that the Research and Innovation department is hosting on Friday, March 28, 2025.

Mr. Jones noted that the event will showcase what the Research and Innovation department does, as well as some featured guest speakers. There are approximately 100 participants registered for the event.

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

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

5.0 Consent Agenda

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

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

5.4 Development of Human Resources – Staff Development.

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

6.0 Information Items

6.1 Audit Committee Report

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

- An Audit and Finance Committee meeting was held on Tuesday, March 11, 2025, where quorum was met.
- Cynthia Swift, Partner, KPMG, presented the Audit Plan for the College's fiscal year ending March 31, 2025, which was approved by the Audit and Finance Committee, as there were no significant changes from the 2024-2025 fiscal year and no concerns. There are no new accounting issues that need to be addressed this year.
- The Audit and Finance Committee received the 2025-2026 Financial Plan from College Administration.
- The Audit and Finance Committee approved the recommendation that the Board of Governors approve the 2025-2026 Financial Plan.
- A full report, including the minutes of the March 11, 2025, Audit and Finance Committee meeting, will be provided to the Board of Governors at a future meeting.

7.0 Approval Items

7.1 2025-2026 Budget Presentation

Summary of Revenues and Expenditures:

The College is projecting a 2025-2026 budget deficit of \$6.5 million, representing a decrease of \$29.9 million from the 2024-2025 Mid-Year Review. This decrease can be primarily attributed to the following:

- Wind-down of the Ace Acumen campuses.
- Challenges with international student recruitment from a Canadian branding perspective.
- Decrease in Provincial Attestation Letters (PAL).
- Lower Interest Income.
- Increased staffing compensation.

Revenue:

Revenues are projected to decrease \$122 million or 39% compared to the Mid-Year Review

The following highlights the major changes in revenue compared to the 2024-2025 Mid-Year Budget Review:

- Total Ministry of Colleges and Universities (MCU) Operating Grants have increased \$6.6 million or 15%, primarily due to the following:
 - A decrease in the International Student Recovery program due to the planned lower international student enrolment.
 - Appropriate planning to reflect 2025-2026 being the first year of SMA4.
- Total Contract Income increased by \$731,565, primarily due to potential incremental funding related to Apprenticeship and Pre-Apprenticeship grants.
- Total Tuition revenue decreased by \$96.1 million or 52% of the Mid-Year Review 2024-2025 budget, primarily due to the following:
 - Decrease in domestic post-secondary tuition revenue of \$147,711, based on an enrolment projection of 7,360 domestic students and does not reflect a tuition increase.
 - Decrease in international post-secondary tuition revenue of \$34.5 million based on an enrolment decrease of 40% or 2,969 students and does reflect an across the board 5% tuition increase, starting in Fall 2025.
 - Decrease in Public College Private Partnership (PCPP) revenue of \$61.6 million, based on the partnership wind down being completed by August 31, 2025.
- Total Other Income decreased by \$34.3 million or 51% of the Mid-Year Review budget, due to decreases in Interest Income, PCPP Fee for Service and Insurance Fees related to the decrease in international student enrolment and forecasted lower interest rates.

Expenditures:

Expenditures are projected to decrease \$92.9 million or 32% of the 2024-2025 Mid-Year Budget Review.

The following highlights the major changes in expenditures compared to the 2024-2025 Mid-Year Budget Review:

- Total Salaries and Benefits have decreased by \$9.2 million or 9% from the 2024-2025 Mid-Year Budget Review due to the following:

- Compensation adjustments across all constituent groups as a result of the College's Voluntary Early Leave Incentive and other workforce reduction initiatives to reflect the projected lower enrolment levels.
- Total Non-Salary Expenditures are projected to decrease by \$83 million or 48% from the Mid-Year Review, primarily due to the following:
 - A decrease in Contracted Educational Services of \$64 million due to the wind down of Ace Acumen.
 - A decrease in Contracted Services Other of \$10 million due to lower agent commissions as a result of the lower international student enrolment.
 - A decrease in Equipment Repairs and Maintenance of \$1.3 million.
 - A decrease in Insurance Expense of \$2.3 million. Lower international student enrolment will result in lower health and dental premiums.
 - A decrease in Stipends and Allowances and Scholarships of \$2.3 million, as the College cannot support the expanded scholarship plan.
 - A decrease in Student Assistance of \$800,000.
 - An increase in Amortization of \$1.3 million due to the 2024-2025 capital plan.

Ancillary Operations

The total Ancillary Operations deficit of \$340,000 is an improvement of almost \$1 million from the 2024-2025 Mid-Year Review and is primarily due to the completion of the Sports Park lighting pole project during the 2024-2025 fiscal year and Varsity sports cost reductions relating to part-time staffing and equipment.

Statement of Financial Position:

Assets - \$501.9 million.

- There are currently no cash flow concerns.
- Capital Assets reflect the College's 2025-2026 \$30 million capital plan.

Liabilities - \$225.7 million.

- Deferred Revenue is at \$35 million, which reflects a lower balance of international student tuition payments for future semesters.
- Debt levels are at \$15.1 million and are low relative to Total Assets.

Net Assets - \$276.2 million.

- Unrestricted Net Assets of \$5.7 million.

- Internally Restricted Assets of \$112.3 million.

Non-Committed Cash Projections:

- Non-Committed Cash Projections for the 2025-2026 fiscal year are at \$2.3 million.

Financial Sustainability Metrics:

- The projections for the seven Financial Sustainability Metrics show two flags, as a result of the projected deficit. The remaining five metrics are positive and well above the Ministry benchmarks.

Capital

- College Administration is setting aside \$500,000 from the Unrestricted Reserve for contingency purposes only.

Deferred Maintenance Spending Plan

Mr. Jones outlined the Deferred Maintenance 2025-2026 spending plan of \$5 million, which may be supplemented by Ministry funding.

Student Fee Structure 2025-2026

- The Student Fee Structure for 2025-2026 was included in the Financial Plan and was prepared by the Compulsory Ancillary Fee Protocol Committee on February 26, 2025. With Board approval of the 2025-2026 Financial Plan, the Student Fee Structure will also be approved.
- The intent of the Committee is to approve tuition and ancillary fees, within the MCU regulations for the upcoming academic year. The Student Fees have continued to be prepared in accordance with the existing MCU Tuition Fee Framework and Ancillary Guidelines.

The College will have a balanced budget for 2024-2025 and will achieve all of the Ministry financial metrics while maintaining the Financial Sustainability Reserve balance at \$73.9 million for the 2024-2025 fiscal year.

Following the 2025-2026 Financial plan presentation, the Board Chair called for any additional questions or comments.

A Governor inquired if College Administration anticipates any changes regarding the tuition freeze. The message that they have communicated is that Ontario will make education more affordable and accessible for students and their families in order to meet the province's labour market demands.

President Silvaggi responded that the Ministry is not planning to revisit tuition levels until 2027-2028.

A Governor inquired if there will be additional funding to help colleges and universities fill the financial gap.

President Silvaggi responded that there have been some announcements that have been brought forward regarding funding for STEM enrolment, but not widespread additional funding. The base funding model will not be revisited until 2027-2028.

A Governor inquired about the Student Fee Protocol as it pertains to the approval of the Transit Windsor Saints pass. It has been reported in the media that the student approved Saints pass agreement would be brought to the Board for approval as part of the Student Fee Protocol.

President Silvaggi responded that while the cost of the Saints pass was approved through the Student Referendum, the City of Windsor has not yet provided the contract to the SRC.

A Governor inquired if once the contract has been provided, will it be brought forward for Board approval.

President Silvaggi responded that the contract is between the City of Windsor and the SRC. What was referred to in the media is the cost of the Saints pass as it forms part of the overall budget as part of the Student Fee Structure. President Silvaggi noted that while College Administration is available to impart advice or suggestions as part of its fiduciary responsibility, the contract is not with the College.

After a brief discussion it was,

RESOLVED THAT the Board of
Governors approve the 2025-2026
Financial Plan as presented.

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

7.2 Nutrition and Food Service Management

The Board Chair called upon President Silvaggi to speak to this item. He noted that the Nutrition and Food Service Management program was included in the Full Board package, and highlighted the following:

The purpose of bringing this proposal forward to the Board of Governors is to seek formal Board approval for the Nutrition and Food Service Management, two-year Ontario College Diploma program. While this program is considered among the College's portfolio of programs, it has been dormant at the Ministry of Colleges and Universities.

As the federal government has realigned the Classification of Instructional Programs (CIP) with labour market demands, the College's Hospitality Management program is no longer available to international students.

It was determined that the program does align with the federal government's CIP codes and labour market demands. In order to align with the title of the program

standards, the title modification proposal was submitted to the Credential Validation Service (CVS).

The Centre for Academic Excellence has reviewed and refreshed the program mapping and curriculum in preparation for submission to the Ministry for reactivation. Prior to submission, College Administration is seeking Board approval to do so.

After a brief discussion, it was

RESOLVED THAT the Board of Governors approve the request to Reactivate the Nutrition and Food Service Management Ontario College Diploma, two-year funded program, Commencing in Fall 2025.

8.0 By-law and Policy Review

8.1 Board Policies

The Board Chair noted that the Board Policies were reviewed by the McTague Law Firm. There were minor amendments made to the Policies, which are outlined in track changes in the attached document. After a brief discussion, it was,

RESOLVED THAT the Board of Governors approve the 1st reading of the Board Policies, as presented.

9.0 Date of the Next Meeting

9.1 The next Board meeting is scheduled for Tuesday, April 29, 2025, in Chatham, ON.

The Full Board meeting adjourned at 9:25 p.m.

MISSION STATEMENT

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

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

522nd FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, March 25, 2025

TIME: Immediately Following the In-Camera Meeting.

PLACE: President's Board Room #A3315E

NOTE: Dinner will be available for 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
FEBRUARY 25, 2025, IN WINDSOR, ON

3.0 CONSTITUENT REPORTS

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

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

5.0 CONSENT AGENDA

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

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

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

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

5.3 Increase Enrolment – International Enrolment

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

5.4 Development of Human Resources – Staff Development

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

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

6.0 INFORMATION ITEM

6.1 Audit Committee Report

Information Item – The Chair of the Audit Committee will provide the Board with an update regarding the meeting held on Tuesday, March 11, 2025.

7.0 APPROVAL ITEMS

7.1 2025-2026 Budget Presentation

Approval Item – Administration will present the 2025-2026 Budget to the Board for approval, attached as Item #7.1.

7.2 Nutrition and Food Services Management

Approval Item – Administration has provided a request for the reactivation of the program Nutrition and Food Services Management, attached as Item #7.2.

8.0 BY-LAW AND POLICY REVIEW

8.1 Board Policies

Approval Item – The Board will review the Board Policies for 1st reading, attached as Item #8.1.

9.0 NEW BUSINESS

10.0 DATE OF THE NEXT MEETING

10.1 The next meeting is scheduled for Tuesday April 29, 2025, at the Chatham Campus.

PRESIDENT'S REPORT

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

1. Pharmacy Technician Students Provide Hope and Medicine in Guatemala

Every so often, a student gets an opportunity that will change their educational experience – and life – forever. That's exactly what three students and a faculty member in the Pharmacy Technician program got during a recent trip to South America.

Second-year Pharmacy Technician students Jerry Sikl, Morgan Merritt and Sanaa Shaaya, along with Prof. Kaitlyn Harnden joined local mission group, Guatemala Hope, to provide essential healthcare and medication to people in the Village of El Triunfo, Guatemala. El Triunfo is a remote Village in Guatemala, where people typically need to travel great distances to receive any level of medical care. The Guatemala Hope team has been running mission trips to this village for 25 years, equipped with doctors, dentists, nurses, and engineers. But the group of volunteers have never had a pharmacy technician team to help administer medications and vitamins to the villagers.

St. Clair College students were brought along to help fill that void, and according to Prof. Harnden, they proved their worth immediately. Students rotated through different roles in the pharmacy, looking at proper dosages for children, and troubleshooting how best to stretch their supply amongst patients while still having a positive medical impact. Every day, the students put in 12 hours of hard work, helping dispense medications – complete with Spanish instructions – to around 150 families.

Far from a vacation, the students immersed themselves in the local culture and integrated into the village, spending time with its people and listening to their stories. "I am incredibly grateful to the College for making this experience possible, and I know it will shape the way I see the world moving forward," Sikl said. "I was there to help, to contribute in whatever small way I could. That feeling is something I will carry with me for a lifetime."



Morgan Merritt, Jerry Sikl, Prof. Kaitlyn Harnden and Sanaa Shaaya of St. Clair College's Pharmacy Technician program pose for a picture in El Triunfo, Guatemala in January 2025. (Kaitlyn Harnden/St. Clair College)

2. Soup Kitchen Event

The soup ladles were in constant motion on Thursday, February 27, 2025 for the return of the Soup Kitchen at St. Clair College. From New England clam chowder to bacon cheeseburger soup, St. Clair College Culinary Arts students honed their skills to prepare a menu that satisfied the community's love of soup.

Celebrity servers were brought into the fold to dish out the variety of soups, including The Tea Party drummer Jeff Burrows, Essex Region Conservation Authority CAO Tim Byrne, Members of the Windsor Police, Essex-Windsor EMS, Windsor Fire and Rescue, Realtor Dan Gemus, City Councilors Renaldo Agostino and Mark McKenzie, and Adriano Ciotoli and Dan MacDonald, both cherished Alumni of Distinction at the College. "It's a phenomenal sense of community with great people. You bring people and you bring soup together, it makes things work," said Councilor Agostino. "This is where the people are during the day, so why not have lunch where the people are? Go to the people and the people come to you."

The inventive array of soups were prepared under the watchful eye of Executive Chef Carmine Incitti and his team of Culinary Arts students. Vegetarian options were also available, including a crowd favourite, the vegetarian enchilada soup.

"I love the reason for it. In this day and age, with the cost of everything rising, students can use any help they can get towards a post-secondary education," said Adriano Ciotoli, co-owner of Windsor Eats. "It's getting people into the downtown. It's getting people into the city and it's getting eyes on the skills of the Culinary Arts program at St. Clair as well. It's kind of a win-win-win."



3. HCMS Hunter Visit

Representatives from HCMS Hunter, the Windsor-based Naval Reserves Division, visited the College on Wednesday, February 26, 2025 to discuss potential collaboration opportunities. This visit marks the beginning of a promising partnership aimed at enhancing educational and career opportunities for students and members of the Canadian Navy. Both parties are excited about the potential benefits this collaboration could bring. Further discussions and planning sessions are expected in the coming months.



4. Windsor-Essex Children's Aid Society

President Silvaggi met with the Executive Director of the Windsor-Essex Children's Aid Society, Derrick Drouillard, on Friday, February 28, 2025 to discuss potential partnerships, collaborations and opportunities for crown ward students. Both parties expressed enthusiasm about the potential to enhance support and resources for crown ward students. They look forward to exploring these opportunities further and working together to make a positive impact in the community. The meeting concluded with a commitment to ongoing dialogue and collaboration.



5. Polar Plunge 2025

The 11th annual Windsor-Essex Polar Plunge took place on Friday, February 28th in an above-ground pool outside of the Aquatics Centre in Downtown Windsor. Approximately 320 people signed up to take the icy plunge. As of Friday evening, the event had raised nearly \$80,000. Since its inaugural event in 2015, more than 1,200 people have participated in the Windsor-Essex Polar Plunge. Last year alone, similar events across Ontario raised \$1,030,000 all in support of Special Olympics.

St. Clair College thanks everyone who took the plunge. Your bravery and support help create meaningful opportunities for 23,000 athletes across Ontario.



Ward 3 Coun. Renaldo Agostino took the plunge for Special Olympics in Downtown Windsor wearing a "Saints Nation" sweatshirt.

6. OCAA To Induct Four From St. Clair College

The 2025 class of inductees into the Ontario Colleges Athletic Association (OCAA) Hall of Fame will include four (4) outstanding individuals from St. Clair College's past. Cross-Country Coach Mark Beens, Badminton/Tennis/Cross-Country athlete Nancy Loeffler-Caro, Basketball athlete Kim Pawluk and Golfer Heather MacKenzie will be honoured in early May.

The OCAA Hall of Fame ceremony is a bi-annual event that will also induct builders, coaches and athletes from across the province's members which is being held Monday, May 5, 2025 at Toronto's Pan Pacific Hotel.



7. St. Clair Wins Third Place at Scotiabank Vanier College National Marketing Case Competition

The St. Clair College team competed in the 20th annual Scotiabank Vanier National Marketing Case Competition in Montreal, QC on March 1 and 2, 2025. The team was made up of third-year Business Administration—Marketing students Ben Pare, Aziz Aziz, Mimi Nguyen and Nate Schincariol, otherwise known as BAMN Marketing, and their faculty coach, Justina Ciarlariello.

The students worked on practice case studies to prepare in the weeks leading up to the competition. On the day of the competition, they were given a comprehensive case study and given 3-hours to produce a strategic marketing response. During the preparation, the students have no access to the Internet and are not permitted to bring any outside reference materials into the prep room. Once they had finished their response, the students had 20 minutes to present it to a panel of judges of invited experts from the business, industry, and education sectors.

The St. Clair College Vanier team finished in the top two in their division, securing them a spot in the finals the following day against the top 6 colleges in Canada. The judges highly praised the St. Clair Vanier team for their innovative and strategic response to the final case study, which resulted in a 3rd place win.

Congratulations to Vanier team member Mimi Nguyen, who was presented with the Julia Ferreira Public Speaking Excellence Award, named in memory of a Vanier graduate and former case competition participant, as the best public speaker in her division.

A big thank you to the entire Vanier coaching team – Adam Ibrahim, Darren Grey, Kristina DiPaolo and Phil Cohen for their support. We congratulate the team on all of their hard work and success!

8. Indigenous Action Conference

On Saturday, March 1, 2025, the St. Clair College Indigenous Education Council (IEC) attended the Indigenous Action Conference hosted by Caldwell First Nation at Caesar's Windsor. They joined over 220 people from local first nations, private industry, municipalities, school boards, health institutions and post-secondary institutions to listen to speakers from all over North America.

The theme of the day was "Let Kindness Grow", with sessions on Land Acknowledgements, the importance of Language preservation, historical significance of treaties and the Wampum Belt, and Social Injustice, followed by a fascinating panel discussion. The purpose of the conference sessions was focused on helping leaders learn more about the history of Indigenous people in Windsor-Essex.

The St. Clair College IEC is a committee of Indigenous Community members with the purpose of advising, guiding and supporting St. Clair College on measures that may be required to improve any aspect of its programs and services to Indigenous students. They were joined by staff of the College's Indigenous Services team, Centre for Academic Excellence and Research Departments to see what more they can do on the College's path to Truth and Reconciliation.



9. International Women's Day 2025

Saturday, March 8, 2025 marked International Women's Day 2025 and the Women's Enterprise Skills Training (WEST) of Windsor Inc. held an inspiring evening at their Gala honoring the remarkable women who are shaping the future and making a lasting impact. Our congratulations go out to Board member, Rose Anguiano-Hurst, who was honoured that evening for her 30 years of leadership at WEST. *Congratulations, Rose!*



10. ASCM London & District Chapter 2025 Case Competition

Students from our Supply Chain Management – Logistics program participated in the Association for Supply Chain Management (ASCM) London and District Chapter's 2025 Case Competition and secured the Gold medal!

We extend our congratulations to the competing teams from Fanshawe College-London, who placed second, and Saskatchewan Polytechnic-Moose Jaw, who placed third, for their outstanding presentations. The St. Clair team achieved the highest score in this year's competition with an impressive 87.5 in the final round.

All participants in the 2025 ASCM Case Competition will receive a certificate and medal for their participation. Additionally, the St. Clair team will be awarded \$500.00 for their first-place finish.

The team members have been invited to attend the ASCM Awards Night celebration, which will be held on Tuesday, June 10, 2025, at the East Park Golf Course in London, Ontario.

Our heartfelt congratulations go out not only to the St. Clair College team members but also to their instructor, Phil Cohen, for his exceptional guidance and support throughout the competition.



11. National Post Article

St. Clair College's Research and Innovation Department were featured in the March 14, 2025 edition of the National Post. In the segment, "Advancing Canada's Research Partnerships 2025", there is an article on Minister Champagne (Minister of Finance Canada) and the Power of Research Partnerships in Canada and how research partnerships between academia and industry fuel innovation, economic growth and global competitiveness in Canada.

The full article can be found online at <https://www.innovatingcanada.ca/campaign/industry-and-business/canadas-research-partnerships-2025/>.

QUIET INNOVATION: St. Clair College's Novel Blueprint for Change

St. Clair College's innovative approach creates lasting change by transforming real-world challenges into practical solutions through student and community collaboration.

Dr. Karamjeet K. Dhillon, Director of Research & Innovation, St. Clair College

In an era where innovation is often flashy and fleeting, there is a growing need for meaningful, community-driven solutions to real-world challenges. At one Ontario institution, innovation flows from an organic, deeply rooted vision that continuously adapts to its community's evolving needs.

That school is St. Clair College. Here, a quieter, more profound approach is embraced, and innovation is about integrating ideas into the fabric of the community to create lasting, meaningful change.

Innovation: a living process powered by community

Innovation is too often synonymous with technology or disruptive trends rather than practical solutions to real-world problems. At St. Clair College, innovation isn't a static achievement — it's an ongoing, living process. The college's vision aligns with the communities it serves, fostering a symbiotic relationship that propels research, education, and engagement. Creativity thrives in this dynamic environment as students, faculty, and community members transform ideas into impactful realities.

Rather than chasing trends, the college seeks to align innovation with purpose. True progress emerges from collaboration and mutual understanding. Students aren't passive recipients of knowledge, but active participants in a broader ecosystem that drives change. Each step forward in research and innovation is fuelled by a collective commitment to service, impact, and relevance.

Knowledge growth centre

St. Clair College's commitment to innovation is anchored in the idea of the body as a knowledge incubator. Creativity is a dynamic discovery that evolves through continuous interaction between the body/mind and environment. This perpetual motility is an active encoding of knowledge. An entrepreneurial spirit that moves from transient to tangible — a distilled response to lived experiences. Whether it's through sports, robotics, arts, or culin-

ary craft, creativity flows from these movements, producing new ways of thinking and problem-solving.

This idea is embodied in the college's innovation framework. As students and faculty explore, create, and collaborate, they engage in a continuous cycle of learning and discovery. Creativity isn't only a product but a process that's shaped by experiences and constantly evolving. Every project and breakthrough at the college is part of an ongoing dialogue between the body, the environment, and the community.

Students as architects of change

A common problem in academia is the disconnection between learning and real-world application. At St. Clair College, students are given the opportunity to shape their futures by engaging in projects that directly impact their communities. They don't wait for the world to change — they're already actively participating in that change. Through hands-on learning, mentorship, and collaboration with community partners, they're empowered to solve problems in real time.

In this context, the body serves as the foundation for creative action. Students don't simply consume information — they create with it, transforming knowledge into action. The college nurtures students who think critically, act compassionately, and innovate effectively. Through their efforts, they help weave the fabric of community transformation, one innovative solution at a time.

Legacy through quiet impact

True innovation isn't about visibility, but about effecting lasting change. Whether improving healthcare access for underserved populations or closing STEM educational gaps, St. Clair College's innovations are measured by the lives they touch. The ripples of innovation extend far beyond the campus, creating a legacy of positive transformation.



"We're eager to develop partnerships in this field because they are so mutually beneficial to our students, providing them with 'real world' experiences and, often, post-graduation employment opportunities. College-inclusive research and innovation is a 'win/win' scenario for everyone.

Michael Silvaggi, President, St. Clair College



"Students are the focus at St. Clair College. The Research & Innovation department drives student impact by providing students, through our collaborative and innovative industry partnerships, with opportunities for real world experiences to meet workforce demands.

Marc Jones, Senior Vice President, Finance, Administration and CFO, St. Clair College



"Innovation at St. Clair College isn't about being seen; it's about being felt — through the lives we change.

Dr. Karamjeet K. Dhillon, Director of Research & Innovation, St. Clair College



"In the Research & Innovation department, we forge connections with industry and community partners to cultivate mutually beneficial relationships that drive impactful solutions. By supporting these partnerships, we empower students to engage in their career paths, fostering active contributions and shaping them into global citizens ready to meet both local and global challenges.

John Lopez, Manager, Research & Innovation, St. Clair College

Learn more at
stclairresearch.ca.

This article was sponsored
by St. Clair College.



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MARCH 25, 2025

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

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

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) - Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement. Specific details include the following:

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

BACKGROUND:

St. Clair College prioritizes student life as a vital component of the college journey, aiming to cultivate an atmosphere that encourages teamwork, cooperation and active community participation – all crucial facets of a rich and holistic educational experience.

In alignment with this strategic focus, the College presents the Board with three innovative initiatives geared towards enhancing the student experience. These initiatives are either led by the College, the Student Representative Council (SRC), Saints Student Athletic Association (SSAA) or Thames Students Incorporated (TSI).

Student Representative Council (SRC)

1. On September 13, 2024, the SRC hosted Welcome Back Fest at the Windsor Campus. This event featured a carnival atmosphere with a swing ride, wipeout inflatable, mechanical bull, inflatable sports games, caricature artist, henna artist and busker during the day and transitioned into an EDM colour and dance party for the evening. This was our largest event in recent years, celebrating the launch of the new academic year with over 900 St. Clair College students attending, including a full bus from the Chatham Campus.

On September 26, 2024, the SRC hosted a Dream Catcher Tutorial in the Student Life Centre. The SRC worked alongside Muriel Sampson, Indigenous Counsellor and the Indigenous Student Services Department, to coordinate a tutorial for students to learn the cultural significance of the Dream Catcher and how to authentically make one. Donovan Isaac, Elder of the Indigenous community, led this session. All supplies were provided by the SRC for approximately 30 participants.

2. On January 15, 2025, the SRC hosted Rock N' Roll Roller Skating Rink in the Student Life Centre. This event featured a roller rink set up on the Student Life Centre main floor and included lots of glow lighting, LED furniture, a DJ spinning hits from the mid 2000's, life-size Lite Brite, 360 photobooth and a friendship bracelet station. There were approximately 300 students who participated in the event.

The SRC continues to lead community engagement through innovative programs, partnerships and student involvement. These efforts have strengthened ties between the College and the broader community, fostering a culture of inclusivity, advocacy and well-being. By supporting both social and academic initiatives, the SRC remains committed to making a meaningful impact year-round.

Thames Students Incorporated (TSI)

1. This year, TSI partnered with St. Clair College and the Child and Youth Care Program to participate in the Chatham-Kent Pride Parade, held on August 17, 2024. The TSI board made t-shirts stating "We stand together" with the TSI logo for all student and staff volunteers to wear. TSI also created a large "Saints Nation" rainbow banner to carry during the parade. Board members and students distributed St. Clair College swag while staff drove the College van. The CK Pride community was extremely excited to see the St. Clair students participate in the parade and TSI looks forward to doing it again!
2. On Monday, January 20, 2025, TSI hosted "Beat the Blue Monday Blues Fest". This event was based on the annual "Blue Monday", typically the third Monday in the month of January and coined as the saddest day of the year. TSI brought in JustGrin Productions who transformed the cafeteria to blue with uplighting and hosted an uplifting photobooth for students. In addition, TSI hosted blue face painting for students and provided blue treats and drinks. This event was very well received and lifted spirits during the cold month of January!

3. This year, one of the TSI board's visions was to improve knowledge about academic integrity on campus. The board hosted bimonthly academic integrity awareness events to educate students at the Chatham Campus. Activities included trivia questions, matching games, and word scrambles to determine the students' knowledge regarding academic integrity. These awareness days allowed the board to inform students of the importance and consequences of academic integrity, in a fun manner. TSI is appreciative of the collaboration with the Centre for Academic Excellence (CAE) in hosting the academic integrity events through October and December.

Saints Student Athletic Association (SSAA)

1. The St. Clair Men's Basketball Youth Camp was held in July 2024 at the College's SportsPlex. The youth camp was offered in collaboration between the SSAA and the St. Clair College Men's Varsity Basketball team. The event which focused on teaching basketball skills, was a major success, with 40 students between grades two and nine participating. The weeklong camp raised over \$6,100, including sponsorships from the City of Windsor. The funds raised allowed all MH100 Youth members to participate in the camp at no cost to them, while the remaining funds were directed to the Saints Athletics Scholarship.
2. Summer 2024 saw the SSAA extend their reach to the community while offering a competitive basketball league. Twelve teams competed for the first ever Summer League Championship. Every night was a spectacle of talent as the league welcomed former professional players, current Division One standouts and former college athletes. This league was a revenue source for the SSAA to further improve campus life for students through recreational events. The popularity of this league was truly something special as the Association saw over 200 spectators per game, in addition to the 150+ athletes that participated.
3. For the month of October, the SSAA donated \$1 per student who participated in any Intramural event, league, open night or tournament, to the Canadian Cancer Society. By the end of the month the SSAA was proud to donate \$1,369 to the Canadian Cancer Society. This was a great way to keep students engaged in campus events while also donating to a more than deserving charitable organization. The SSAA looks forward to continuing this tradition.

St. Clair College

1. On May 22, 2024, St. Clair College hosted its first-ever Jill of All Trades Event. Since 2014, Jill of All Trades (JOAT) has been providing hands-on experiences to young women in Grades 9 through 12 to introduce them to the possibilities of a career in the trades. This event was brought to the College to provide a safe and engaging learning environment where female mentors, faculty and students engaged in trades workshops. Areas covered during the hands-on workshops included motive power, industrial, and construction.

Through this introduction to the various opportunities available in the skilled trades, the College aims to increase post-secondary enrolment to help address Canada's skilled trades shortage by engaging with a population that traditionally has very low female participation. Jill of All Trades is about more than just exposing women to the trades, but also helps dispel myths, educating participants about the high earning

potential, job security, diversity of perspective and empowerment of getting into a career in the skilled trades.

2. Brentwood Recovery Home has been helping people overcome addiction for 60 years. The collective efforts of staff and volunteers got a boost during Brentwood's anniversary celebrations, thanks to a contribution from St. Clair College and its Alumni Association, who donated \$100,000 toward the establishment of therapeutic horticultural landscaping on Brentwood's Dougall Avenue property.

The new Zen Garden is being integrated into Brentwood programs and services as a way of augmenting addictions treatment and promoting healing. Not only did the College provide the funds required to help complete the landscaping, students and faculty in the Landscape Horticulture Program were also instrumental in the design of the project. Students in the program were challenged to create exciting landscape designs that incorporated form, function and therapeutic elements to promote peace, tranquility and healing. The student concepts were reviewed by Brentwood staff, clients and alumni, who incorporated the best elements from all designs into a final concept.

Part of the project will also see the installation of a privacy berm along the edge of the property, to help block noise and create a more peaceful atmosphere for the garden on the front lawn of Brentwood. The College's entire Senior team was on hand for the announcement on September 27, 2024, which coincided with Brentwood's 60th anniversary celebration.

3. St. Clair College was proud to host the Ontario Colleges' Marketing Competition during a two-day event on November 14 and 15, 2024. Hundreds of students from 13 colleges across Ontario came to St. Clair for a series of marketing challenges where St. Clair's team of third-year Business-Marketing students collected a few awards.

The academic contest looks and feels more like a varsity competition, where four students from each school competed against each other in the 'Quiz Bowl' – a boisterous, rapid-fire multiple-choice event which tested their pop culture and marketing knowledge. The event featured three hours of fast-thinking, constant lead changes and a tremendous showing of school pride from everyone involved.

On day two of the OCMC, teams were in a much quieter setting, doing case studies before a panel of local industry judges on topics ranging from entrepreneurship to international marketing. During the event, St. Clair College was able to showcase the Student Life Centre at Windsor Campus, as well as the St. Clair Centre for the Arts in downtown Windsor.

Students from all schools in attendance were buzzing with excitement throughout the event, with many proclaiming it was the highlight of their educational experience during their time at college.

RECOMMENDATION:

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



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MARCH 25, 2025

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

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

AIM:

To provide the Board with an update on the Strategic Directions (2024-2025). This update pertains to Strategic Direction # 2 – Students (Retention, Graduation Rate and Success) - Maintain and report on Athletic Performance Indicators (API) that align with academic/corporate priorities. Specific details include the following:

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

BACKGROUND:

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

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

Performance Indicator	2021-2022	2022-2023	2023-2024	2024-2025
1. Varsity Grade Point Average (GPA).	2.84	2.90	2.75	2.93
2. Scholarship Achievement Rate.	83%	85%	83%	83%
3. Departmental Win/Loss Record.	66–23–1	110–42–2	133–32–5	118–52–2
4. Provincial/National Recognition.	P34 / N14	P59 / N19	P56 / N46	P56 / N36
5. Revenue.	\$1,179,219	\$1,446,954	\$1,637,793	\$2,144,340

In summary, the API results indicate that:

- St. Clair College's 242 Varsity student athletes had a collective GPA of 2.93.
- 83% of our student athletes successfully completed each course they were enrolled in and maintained a minimum GPA of 2.0, achieving the requirement to receive a \$1,500 athletic scholarship per sport semester. 20% of our athletes are currently enrolled in degree programs.
- Collectively, St. Clair's 13 Varsity teams had a record of 118 wins, 52 losses and 2 ties, marking a very successful season.
- Saints teams won 3 Provincial Championships during the 2024-2025 season: Men's Baseball, Men's Golf and Football. Additionally, Saints teams won OCAA and CCSA Bronze in Softball, OCAA Silver in Women's Volleyball, and OCAA Bronze in Men's Basketball.
- Saints Football won the 2024 Canadian Junior Football League (CJFL) Championship. This was the team's first National Championship since becoming the St. Clair Saints and the program's first time since 1999.
- In the 2024-2025 season, Saints teams were ranked provincially (56 times) and nationally (36 times), for a total of 91 recognized rankings.
- The various departments/programs comprising Saints Athletics brought in revenue totaling \$2,144,340 (sponsorships, tournaments, fees, admissions, etc.).

RECOMMENDATION:

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



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MARCH 25, 2025

RE: STRATEGIC DIRECTIONS UPDATE (2024-2025) – STUDENTS
(RETENTION, GRADUATION RATE AND SUCCESS) – INCREASE
ENROLMENT

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

AIM:

To provide the Board with an update on the Strategic Directions (2024 – 2025). This update pertains to Strategic Direction # 2 – Students (Retention, Graduation Rate and Success) –Maintain/grow current international enrolment in Windsor and Chatham. Specific details include the following:

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

BACKGROUND:

Beginning in Winter 2018 through to Winter 2024, St. Clair College accomplished significant international enrolment growth at both our Windsor and Chatham campuses, growing from 2,315 to 6,342 full-time students. With the numerous changes announced throughout 2024 by Immigration, Refugees and Citizenship Canada (IRCC), international student recruitment has become much more challenging with significant limitations. The entire college sector is seeing the impact of these widespread changes and St. Clair College is no exception. The decrease in international student enrolment for Winter 2025 is noted below.

Windsor - Chatham	
Day 10 International Enrolment	
2018 Winter	2,315 Students
2019 Winter	4,475 Students
2020 Winter	4,870 Students
2021 Winter	4,684 Students
2022 Winter	4,517 Students
2023 Winter	4,462 Students
2024 Winter	6,342 Students
2025 Winter	4,858 Students

Participation in ongoing advocacy efforts through Colleges Ontario and CICAN, to reverse some of the recent changes and/or allow greater flexibility (i.e. programs eligible for post graduate work permits, PAL criteria, etc.), continue to be a priority for St. Clair College. In addition, the International Department has developed new promotional tools and strategies to assist with agent and student engagement that include:

- A travel plan by each recruiter for two trips to their primary region. Between January and June 2025, the team has 15 trips planned as compared to four during the same period in 2024. Additional recruiting trips are in the planning stage for the July to December 2025 period.
- The College has applied for Free Application for Federal Student Aid (FAFSA) - financial support (similar to OSAP) for students from the United States. If approved, students from the US are then eligible to apply and use FAFSA to attend St. Clair College. The focus of our recruitment is the College's two degrees and the promotion of the current US dollar advantage.
- Daily meetings to review Recruitment Dashboard and implement any required strategy.
- Daily and weekly follow-up with new applicants and agents.
- The use of student ambassadors to share their experiences with potential applicants through the Unibuddy Platform.

The recent Provincial Attestation Letter (PAL) allocation will provide a lower ceiling for the College for international students so the team is focused on activities that will lead to as high a conversion rate as possible to maximize enrolment.

RECOMMENDATION:

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

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MARCH 25, 2025

RE: STRATEGIC DIRECTIONS UPDATE (2024 – 2025) – DEVELOPMENT OF HUMAN RESOURCES – STAFF DEVELOPMENT

**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 #4 – Human Resources (Staff Development, Efficiency, Effectiveness, and Wellness) regarding staff development. Specific details include the following:

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

1. To support Strategic Direction #4, Human Resources holds monthly employee Onboarding (orientation) for all new employees to the College. The orientation session introduces new employees to St. Clair College's Vision, Mission, Values and culture. These sessions are important to explain roles, responsibilities, expectations and rights to the employees.

Other training initiatives (orientation) include:

- a) Teaching and Learning – To support all faculty in their teaching and learning journey with the main aim of providing quality education for our students, there are a number of teaching and learning orientation, training and resources provided by the Centre for Academic Excellence (CAE).
- Orientation and Onboarding - An orientation in Teaching & Learning (T&L) is offered for new part and full-time faculty. The purpose of the T & L training is to introduce the basics of good teaching practices, as well as semester planning, lesson planning and assessment strategies. All new part-time faculty are required to participate upon the commencement of their employment with the College. New full-time faculty are also required to participate in a one-week onboarding orientation immediately following their College Educators' Development Program (CEDP) residency.
 - Training – The main themes of various professional development opportunities offered to faculty include:
 - Academic Integrity and Artificial Intelligence.
 - Accessibility and Accommodation Plans.
 - Active Learning.
 - Assessment Strategies.
 - Pedagogical uses of Blackboard.
 - Classroom Management.
 - Equity, Diversity and Inclusion in the classroom.
 - Experiential Learning in Curriculum.
 - Lesson Planning and Syllabus Development.
 - Open Educational Resources (OER).
 - Online/hybrid learning.
 - Ontario Qualification Framework and Quality Assurance Processes Program Curriculum and Course Outline Development.
 - Pre/co-requisites.
 - Prior Learning Assessment (PLAR) and Transfer Credits.
 - Supporting Students Learning.
 - Universal Design for Learning (UDL).
 - Teaching and Assessing Essential Employability Skills.
 - Teaching Philosophy and Portfolios.
 - Teaching for Critical Thinking.
 - Teaching with Technology.
 - Resources – A variety of resources are provided to faculty through the CAE Faculty Hub, website and Intranet. They include guides, videos and infographics, OER and modules. In addition, a space is provided for faculty to collaborate in discussions and explore new technology and T & L strategies.

- b) College Educators' Development Program (CEDP) - The CEDP is a faculty training program offered jointly by the six Western Ontario colleges of which St. Clair College is an active participant. CEDP is a fully outcome-based, assessed learning experience for faculty. Through the use of online modules, short residencies and applied learning activities (e.g. faculty mentors, teaching portfolios, and teaching circles), participants obtain a thorough grounding in Outcome-Based Education, MCU standards, course, and lesson planning, classroom management, integration of teaching with technology, effective assessment practices, and professional development strategies. Newly hired full-time members of faculty are required to complete CEDP as part of their letter of employment.
- c) Mentoring - All new full-time faculty participate in a formal mentoring program. In addition, the Mutual Mentors program is open to all faculty who request it. It provides support by:
- Enhancing teaching skills and student engagement.
 - Improving assessment and feedback.
 - Expanding disciplinary knowledge.
 - Fostering personal and professional growth.
 - Cultivating mentorship and leadership skills.
 - Fostering a collegial and trusting environment.
 - Promoting diversity and inclusion.
 - Achieving a work-life balance.
 - Fostering reflective thinking for praxis.
 - Embracing life-long learning.
- d) Instructional Skills Workshop - To support part-time faculty, the CAE offers the Instructional Skills Workshop (ISW) program. The ISW program is an intensive three day internationally recognized professional development activity that enhances the teaching effectiveness of both new and experienced educators. The focus of the ISW program is on lesson plan development and delivery.
- e) Annual Faculty R&R – This one-day annual event has been instrumental in providing a space for faculty to learn, celebrate achievements and share best practices and challenges. The day is filled with a balance of concurrent professional development sessions, keynote/plenary speakers and networking opportunities.
- f) Internal Training Sessions – To support further educational opportunities for all employees, Human Resources has offered the following courses during the year:
- Certificate in Leadership and Cultural Management.
 - Training on Consent and Sexual Misconduct.
 - Bill S-211- Fighting Against Forced Labour in Supply Chains.
 - Anti-Asian Racism: Preparing for a Changing Workforce.

- Inclusive Workplace: Flexible Work Practices.
- DEI Stories of Success: 2SLGBTQI+ Inclusion.
- Reconciliations: Sisters on the Path.
- Managing Microaggressions.
- Women Self Defense.
- Computer software applications including Canva, MS Outlook, MS Onenote, MS Publisher, Excel Level 1,2 & 3.
- The Motivation Matrix.
- Assertiveness Training.
- Conflict Resolution.
- Effective Listening.
- Healthy Eating Series.
- Eating Well to Optimize Performance.
- 75 Ways to Save on Household Expenses.
- Six Winning Strategies for Health and Happiness.
- Steps to Increase Your Assertiveness.
- Healthy Eating on the Move.
- Living Well on Retirement Income.
- How to Work Better with Almost Anyone.
- Fitting Fitness into Your Busy Day.
- Humour in the Workplace.
- Leadership Training:
 - Vacation Administration.
 - Performance Management.
 - PDF Fundamentals.
 - Recruitment and Selection.
 - Human Rights/Accommodations and Return to Work.
 - Respectful Work and Educational Policy.

g) Training Guides – Human Resources and the Centre for Academic Excellence and Quality Assurance developed the following guides for Administrators:

- Administrators Training Guide.
- SWF Handbook for Administrators.
- CAE guides and resources:
 - Academic Misconduct Reporting for Chairs and Faculty
 - Academic Integrity Guide for Students (this is an Open Educational Resource – OER)
 - Generative AI Guide for Faculty
 - Experiential Learning Faculty Handbook; Experiential Learning QA Framework
 - CAE Desk Manuals

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

The College traditionally experiences high participation and utilization in Professional Development (PD) opportunities. The College has utilized 52% of the PD budget allocation for fiscal 2024–2025 as of March 13, 2025.

The PD budget for 2024-2025 is \$622,939 (1% of Budget).

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

- a) Tuition Reimbursement – upon successful completion, the College reimburses the employee for approved educational course(s) that align with the employee's personal pursuit of their goals and will benefit the College.
- b) In House Service Training.
- c) Legislative Training.
- d) Coordinators Training.
- e) Strategic Credential Upgrading (PHD & Masters).

RECOMMENDATION:

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

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MARCH 25, 2025

RE: 2025 - 2026 FINANCIAL PLAN REPORT

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

AIM:

To obtain Board approval for the 2025-2026 Financial Plan Report.

BACKGROUND:

The proposed 2025-2026 Financial Plan Report incorporates the following financial information:

1. Statement of Operations Budget
2. Statement of Financial Position Projection
3. Non-Committed Cash Projection
4. Financial Sustainability Metrics
5. Student Fees: 2025-2026 Academic Year

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the 2025-2026 Financial Plan Report.

STATEMENT OF OPERATIONS BUDGET

EXECUTIVE SUMMARY (Schedule I)

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

The Mid-Year Review 2024-25 budget approved by the Board on November 27, 2024 provided for a surplus position of \$23,333,895. The Statement of Operations Budget for 2025-26 is projecting a deficit of \$6,561,361, representing a decrease of \$29,895,256 or 128% over the Mid-Year Review 2024-25 budget.

The projection for total operating and ancillary revenue for 2025-26 is \$195,175,735, representing a decrease of \$122,862,602 or 39% over the Mid-Year Review 2024-25 budget of \$318,038,337.

The projection for total operating and ancillary expenditures for 2025-26 is \$201,737,096 representing a decrease of \$92,967,346 or 32% over the Mid-Year Review 2024-25 budget of \$294,704,442.

CHANGES TO REVENUE (Schedule II)

The following highlights the major changes in revenue compared to the Mid-Year Review 2024-25 budget:

- Total MCU Operating Grants increased by \$6,601,197 or 15% of the Mid-Year Review 2024-25 budget primarily due to the following:
 - Decrease in the International Student Recovery program due to planned lower international student enrolment.
 - Appropriate planning to reflect 2025-26 being the first year of SMA4.
- Total Contract Income increased by \$731,565 or 8% of the Mid-Year Review 2024-25 budget primarily due to potential incremental funding related to Apprenticeship and Pre-Apprenticeship grants.
- Total Tuition revenue decreased by \$96,145,499 or 52% of the Mid-Year Review 2024-25 budget due to the following:
 - Decrease in Domestic post-secondary tuition revenue of \$147,711 or 0.5%, based on an enrolment projection of 7,360 domestic students. This is a planned decrease of 3% or 234 students from the Day 10 Fall 2024 enrolment of 7,594 and does not reflect a tuition increase.

- Decrease in International post-secondary tuition revenue of \$34,463,666 or 40% based on an enrolment projection of 2,969 international students. This is a planned decrease of 36% or 1,672 students from the Day 10 Fall 2024 enrolment of 4,641 and does reflect an across-the-board 5% tuition increase starting in the Fall 2025 semester.
- Decrease in Public College Private Partnership (PCPP) revenue of \$61,647,117 or 86% based on the partnership wind down being completed by August 31, 2025. This is a planned decrease of 100% or 3,526 students from the Day 10 Fall 2024 enrolment date.
- Total “Other” income decreased by \$34,325,857 or 51% of the Mid-Year Review 2024-25 budget due to decreases in Interest Income, PCPP Fee-for-Service and Insurance Fees related to the decrease in international student enrolment, and forecasted lower cash balances and interest rates.

CHANGES TO EXPENDITURES (Schedule III)

The following highlights the major changes in expenditures compared to the Mid-Year Review 2024-25 budget:

- Total Salaries & Benefits decreased by \$9,240,928 or 9% of the Mid-Year Review 2024-25 budget due to the following:
 - Administrative Full-Time salaries: \$1,597,949 decrease
 - Administrative Part-Time salaries: \$1,099,952 decrease
 - Faculty Full-Time salaries: \$678,248 decrease
 - Faculty Part-Time salaries: \$2,148,505 decrease
 - Support Full-Time salaries: \$139,673 increase
 - Support Part-Time salaries: \$2,355,653 decrease
 - Fringe Benefits decrease of \$1,500,294 due to the above salary decreases.

The overall Salaries & Benefits decrease was due to the College’s voluntary employment leave incentive and other workforce reduction initiatives across several constituent groups, to reflect the projected lower enrolment levels.

- Total Non-Salary Expenditures decreased by \$83,002,950 or 48% of the Mid-Year Review 2024-25 budget is primarily due to the following:
 - Decrease in Contracted Educational Services: \$64,210,316

- Decrease in Contracted Services Other: \$10,112,134
- Decrease in Equipment Repairs & Maintenance: \$1,265,168
- Decrease in Instructional Supplies: \$755,078
- Decrease in Insurance: \$2,396,555
- Decrease in Stipends & Allowances & Scholarships: \$2,282,120
- Decrease in Student Assistance: \$800,000
- Increase in Amortization: \$1,387,405

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

The total Ancillary Operations deficit of \$340,164 is an improvement of \$999,459 from the Mid-Year Review 2024-25 deficit of \$1,339,623. The improvement in the deficit projection is due to the following:

- Completion of the Sports Park lighting pole project during 2024-25; and,
- Varsity Sports cost reductions relating to part-time staffing and equipment.

SCHEDULE I

St. Clair College of Applied Arts and Technology Statement of Operations Summary: 2025-26				
	A	B	B - A	
	24-25 Mid Year Review Budget	25-26 Original Budget	Variance	
	\$	\$	\$	
<u>REVENUE</u>				
MCU Operating Grants	43,524,055	50,125,252	6,601,197	
Contract Income	8,867,761	9,599,326	731,565	
Tuition	184,907,844	88,762,345	(96,145,499)	
Other	67,314,696	32,988,839	(34,325,857)	
Total Operating Revenue	304,614,355	181,475,762	(123,138,593)	
Total Ancillary Revenue	13,423,982	13,699,973	275,991	
TOTAL REVENUE	318,038,337	195,175,735	(122,862,602)	-39%
<u>EXPENDITURES</u>				
Salaries & Benefits	105,674,266	96,433,338	(9,240,928)	
Non-Salary	174,266,571	91,263,621	(83,002,950)	
Total Operating Expenditures	279,940,837	187,696,959	(92,243,878)	
Total Ancillary Expenditures	14,763,605	14,040,137	(723,468)	
TOTAL EXPENDITURES	294,704,442	201,737,096	(92,967,346)	-32%
TOTAL SURPLUS / (DEFICIT)	23,333,895	(6,561,361)	(29,895,256)	-128%

SCHEDULE II

St. Clair College of Applied Arts and Technology Statement of Revenue: 2025-26				
	A 24-25 Mid Year Review Budget	B 25-26 Original Budget	B - A Variance	
REVENUE	\$	\$	\$	
Enrolment Based Envelope: see note 1	11,883,702	17,889,847	6,006,145	
Differentiation Envelope: see note 2	32,840,915	26,834,770	(6,006,145)	
Special Purpose / Other Grants: see note 3	(1,200,562)	5,400,635	6,601,197	
Total MCU Operating Grants	43,524,055	50,125,252	6,601,197	15%
Apprenticeship	4,670,235	5,750,324	1,080,089	
Literacy & Basic Skills	1,380,172	1,380,172	-	
School College Work Initiative	2,138,945	1,956,923	(182,022)	
Other: see note 4	678,409	511,907	(166,502)	
Total Contract Income	8,867,761	9,599,326	731,565	8%
Post Secondary - Domestic	26,231,263	26,083,552	(147,711)	
Post Secondary - International	85,277,027	50,813,361	(34,463,666)	
Post Secondary - PCPP	71,439,554	9,792,437	(61,647,117)	
Continuing Education	1,960,000	2,072,995	112,995	
Total Tuition	184,907,844	88,762,345	(96,145,499)	-52%
Interest Income	15,200,000	10,100,000	(5,100,000)	
Contract Training	800,000	800,000	-	
International Projects	140,000	120,000	(20,000)	
PCPP Fee-for-Service	23,379,307	2,240,237	(21,139,070)	
Other: see note 5	2,164,227	1,361,095	(803,132)	
Divisional Income	19,165,189	12,080,435	(7,084,754)	
Amortization of DCC	6,465,973	6,287,072	(178,901)	
Total Other	67,314,696	32,988,839	(34,325,857)	-51%
Total Revenue Before Ancillary	304,614,355	181,475,762	(123,138,593)	
Ancillary Revenue	13,423,982	13,699,973	275,991	2%
TOTAL REVENUE	318,038,337	195,175,735	(122,862,602)	-39%

SCHEDULE III

St. Clair College of Applied Arts and Technology Statement of Expenditures: 2025-26				
	A 24-25 Mid Year Review Budget	B 25-26 Original Budget	B - A Variance	
EXPENDITURES	\$	\$	\$	
Administrative: Full-Time	9,394,388	7,796,439	(1,597,949)	
Administrative: Part-Time	2,321,890	1,221,938	(1,099,952)	
Faculty: Full-Time	36,355,818	35,677,570	(678,248)	
Faculty: Part-Time	15,988,266	13,839,761	(2,148,505)	
Support: Full-Time	15,350,751	15,490,424	139,673	
Support: Part-Time	6,974,547	4,618,894	(2,355,653)	
Fringe Benefits	19,288,606	17,788,312	(1,500,294)	
Total Salaries & Benefits	105,674,266	96,433,338	(9,240,928)	-9%
Advertising	2,922,267	2,480,788	(441,479)	
Bad Debt	1,206,500	981,000	(225,500)	
Building Repair & Maintenance	881,883	720,108	(161,775)	
Contracted Cleaning Service	3,879,490	3,297,266	(582,224)	
Contracted Educational Services	75,511,167	11,300,851	(64,210,316)	
Contracted Services Other	22,831,858	12,719,724	(10,112,134)	
Equipment Maintenance & Repairs	4,888,016	3,622,848	(1,265,168)	
Equipment Rentals	3,488,022	3,607,830	119,808	
Grounds Maintenance	958,000	839,300	(118,700)	
Instructional Supplies	7,769,499	7,014,421	(755,078)	
Insurance	7,804,345	5,407,790	(2,396,555)	
Janitorial & Maintenance Supplies	814,065	806,779	(7,286)	
Long-Term Debt Interest	1,053,383	931,502	(121,881)	
Memberships & Dues	888,751	862,293	(26,458)	
Municipal Taxes	827,150	833,594	6,444	
Office Supplies	1,061,307	1,117,293	55,986	
Premise Rental	3,158,954	3,210,392	51,438	
Professional Development	690,526	653,736	(36,790)	
Professional Fees	1,178,697	864,896	(313,801)	
Security Services	2,993,332	2,877,203	(116,129)	
Stipends & Allowances & Scholarships	5,243,520	2,961,400	(2,282,120)	
Student Assistance: 30% Tuition	1,750,000	950,000	(800,000)	
Travel	1,203,764	984,198	(219,566)	
Utilities	4,680,000	4,580,198	(99,802)	
Other: see note 6	1,894,606	1,563,337	(331,269)	
Amortization	14,687,469	16,074,874	1,387,405	
Total Non-Salary Expenditures	174,266,571	91,263,621	(83,002,950)	-48%
Total Operating Expenditures	279,940,837	187,696,959	(92,243,878)	-33%
Ancillary Expenditures	14,763,605	14,040,137	(723,468)	-5%
TOTAL EXPENDITURES	294,704,442	201,737,096	(92,967,346)	-32%

SCHEDULE IV A

St. Clair College of Applied Arts and Technology Statement of Ancillary Operations: 2025-26				
	A	B	B - A	
	24-25 Mid Year	25-26 Original	Variance	
	Review Budget	Budget		
	\$	\$	\$	
<u>Ancillary: Revenue</u>				
Beverage Supplier	79,000	107,619	28,619	
Bookstore - Windsor & Chatham	135,000	185,000	50,000	
Special Events	179,000	82,500	(96,500)	
Lockers Administration	50,000	42,869	(7,131)	
Parking Lots	2,425,000	2,195,000	(230,000)	
Residence - Windsor	3,778,788	3,917,883	139,095	
St. Clair College Centre for the Arts	4,202,194	4,384,102	181,908	
Varsity Sports	1,850,000	2,000,000	150,000	
Sports Park	200,000	200,000	-	
Woodland Hills Golf Course	525,000	585,000	60,000	
Total Revenue	13,423,982	13,699,973	275,991	2%
<u>Ancillary: Expense</u>				
Bookstore - Windsor & Chatham	2,370	-	(2,370)	
Special Events	130,000	50,000	(80,000)	
Lockers Administration	6,738	8,086	1,348	
Parking Lots	1,944,606	1,715,258	(229,348)	
Residence - Windsor	2,348,321	2,440,107	91,786	
Residence - Chatham	141,695	40,900	(100,795)	
Residence - GEM	359,640	139,074	(220,566)	
Residence - La Residence	667,848	1,056,900	389,052	
Residence - Saints	774,720	1,225,000	450,280	
St. Clair College Centre for the Arts	4,161,940	4,330,707	168,767	
Varsity Sports	2,887,012	2,390,266	(496,746)	
Sports Park	830,815	204,994	(625,821)	
Woodland Hills Golf Course	507,900	438,845	(69,055)	
Total Expenditures	14,763,605	14,040,137	(723,468)	-5%

SCHEDULE IV B

St. Clair College of Applied Arts and Technology Statement of Ancillary Operations Surplus/(Deficit): 2025-26			
	A	B	B - A
	24-25 Mid Year	25-26 Original	Variance
	Review Budget	Budget	
	\$	\$	\$
Beverage Supplier: Revenue	79,000	107,619	28,619
Bookstore - Windsor & Chatham: Revenue	135,000	185,000	50,000
Bookstore - Windsor & Chatham: Expenditures	2,370	-	(2,370)
	132,630	185,000	52,370
Lockers Administration: Revenue	50,000	42,869	(7,131)
Lockers Administration: Expenditures	6,738	8,086	1,348
	43,262	34,783	(8,479)
Special Events: Revenue	179,000	82,500	(96,500)
Special Events: Expenditures	130,000	50,000	(80,000)
	49,000	32,500	(16,500)
Parking Lots: Revenue	2,425,000	2,195,000	(230,000)
Parking Lots: Expenditures	1,944,606	1,715,258	(229,348)
	480,394	479,742	(652)
Residence - Windsor: Revenue	3,778,788	3,917,883	139,095
Residence - Windsor: Expenditures	2,348,321	2,440,107	91,786
	1,430,467	1,477,776	47,309
Residence - Chatham: Expenditures	141,695	40,900	(100,795)
Residence - GEM: Expenditures	359,640	139,074	(220,566)
Residence - La Residence: Expenditures	667,848	1,056,900	389,052
Residence - Saints: Expenditures	774,720	1,225,000	450,280
St. Clair College Centre for the Arts: Revenue	4,202,194	4,384,102	181,908
St. Clair College Centre for the Arts: Expenditures	4,161,940	4,330,707	168,767
	40,254	53,395	13,141
Varsity Sports: Revenue	1,850,000	2,000,000	150,000
Varsity Sports: Expenditures	2,887,012	2,390,266	(496,746)
	(1,037,012)	(390,266)	646,746
Sports Park: Revenue	200,000	200,000	-
Sports Park: Expenditures	830,815	204,994	(625,821)
	(630,815)	(4,994)	625,821
Woodland Hills Golf Course: Revenue	525,000	585,000	60,000
Woodland Hills Golf Course: Expenditures	507,900	438,845	(69,055)
	17,100	146,155	129,055
Total Revenue	13,423,982	13,699,973	275,991
Total Expenditures	14,763,605	14,040,137	(723,468)
Surplus/(Deficit)	(1,339,623)	(340,164)	999,459

Notes: Statement of Revenue & Expenditures

Note 1 REVENUE: Enrolment Based Envelope

Core Operating Grant

Note 2 REVENUE: Differentiation Envelope

Performance Funding

Note 3 REVENUE: Special Purpose / Other Grants

Accessibility Funding
Allied Health Enrolment Expansion
Clinical Education / Nursing Expansion
Collaborative Nursing
International Student Recovery
Mental Health Worker and Services
Interpreters
Postsecondary Education Sustainability
Primary Care Paramedic
Municipal Taxes

Note 4 REVENUE: Other Contract

Access and Inclusion
Better Jobs Ontario
Campus Safety
Indigenous Student Success Fund
WSIB

Note 5 REVENUE: Other

Administration Fees
Apprenticeship Classroom Fees
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Gain (Loss) on Sale of Assets
Grade Appeals
Graduation Fees
Miscellaneous Income
Transcript Fees
Unrestricted Donations

Note 6 EXPENDITURES: Other

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Bank Charges
Capital Non-Depreciable
College Employer Council
Field Studies
Food Service
Learning Resource Material
Postage
Staff Employment
Telephone
Vehicle

STATEMENT OF FINANCIAL POSITION PROJECTION

The intent of this report is to provide the Board with a forecast of our 2025-26 financial position at the end of the College's fiscal year in regards to Assets, Liabilities and Net Assets, based on information known when the budget was developed.

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

	3/31/2024	11/27/2024	3/25/2025
	Actuals	Mid-Year Budget	Original Budget
	2023-24	2024-25	2025-26
1 Assets	606,426	550,227	501,971
11 Cash and Cash Equivalents	69,254	7,579	9,650
12 Accounts Receivable	10,687	10,187	10,187
14 Other Current Assets	261,466	215,690	177,853
15 CIP	10,532	77	77
16 Tangible Capital Assets	427,822	478,058	508,081
161 Land	6,036	6,036	6,036
162 Site Improvements	29,918	35,302	35,302
163 Building	289,198	325,761	354,418
164 Furniture and Equipment	97,921	106,210	107,576
169 Other TCA	4,749	4,749	4,749
17 Tangible Capital Asset Accumulated Amortization	(198,666)	(213,354)	(229,429)
172 AA Site Improvements	(13,590)	(16,141)	(18,884)
173 AA Building	(98,264)	(105,605)	(113,544)
174 AA Furniture and Equipment	(82,399)	(87,025)	(92,252)
179 AA Other TCA	(4,414)	(4,583)	(4,749)
19 Investments and Other Long-Term Assets	25,332	51,990	25,551
2 Liabilities	334,127	267,518	225,773
21 Bank Indebtedness	-	-	-
22 Accounts Payable and Accrued Liabilities	60,187	60,098	33,009
221 Accounts Payable and Accrued Liabilities	57,973	57,973	30,973
222 Accrued Interest	66	60	54
223 Current Portion of Long-Term Liabilities	2,148	2,065	1,982
23 Deferred Revenue	104,754	44,966	35,048
231 Deferred Revenue	9,366	9,049	5,383
232 Deferred Tuition Revenue	95,389	35,917	29,665
24 Restricted Contributions	15,823	12,396	9,735
25 Deferred Capital Contributions	129,589	128,350	128,255
27 Debt	19,236	17,171	15,189
29 Other Long Term Liabilities	4,537	4,537	4,537
3 Net Assets	272,299	282,709	276,197
31 Unrestricted Net Assets	14,675	5,095	5,757
32 Internally Restricted Net Assets	146,122	137,365	112,365
33 Investment in Capital Assets	88,714	117,386	135,163
37 Endowments	22,788	22,863	22,912
Assets - Liabilities - Net Assets	-	-	-

NON-COMMITTED CASH PROJECTION

The intent of this report is to provide the Board with an indication of our 2025-26 non-committed cash surplus position at the end of the College's fiscal year. The report also identifies the capital projects that are funded from unrestricted reserves and estimated funds being allocated across the internally restricted internal reserves.

St. Clair College of Applied Arts and Technology
Non-Committed Cash Projection
(\$ in 000's)

	11/27/2024	3/25/2025	
	24-25 Mid-Year Budget \$	25-26 Original Budget \$	Variance \$
Unrestricted Net Assets, Prior Year ⁽¹⁾	14,675	5,095	(9,580)
Operating			
Budget Surplus (Deficit)	23,334	(6,561)	(29,895)
Amortization (net)	8,221	9,788	1,567
Adjusted Budget Surplus (Deficit)	31,555	3,226	(28,329)
Capital			
Grant Revenues	4,556	4,556	-
Grant Expenditures	(4,556)	(4,556)	-
Funded by Unrestricted Reserves	(7,445)	(500)	6,945
Asset Retirement Obligation Adjustment	-	-	-
Net Outlay for Capital	(7,445)	(500)	6,945
Debt			
Repayment of Long-Term Debt	(2,148)	(2,065)	83
Proceeds from Long-Term Debt	-	-	-
Net Change in Long-Term Debt	(2,148)	(2,065)	83
iii. Other:			
Internally Restricted Reserves (net)	(31,543)	-	31,543
Contribution to Foundation	-	-	-
Net Change in Other	(31,543)	-	31,543
Unrestricted Net Assets, End of Year	5,095	5,757	663
Unrestricted Net Assets Adjustment ⁽¹⁾	(5,442)	(3,485)	1,957
Non-Committed Cash Projection	(347)	2,272	2,620

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

FINANCIAL SUSTAINABILITY METRICS

The intent of this report is to provide the Board with an estimate of the 2025-26 Ministry of Colleges and Universities Financial Health Indicators, based on information known when the budget was developed.

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

		3/31/2024 Actual <u>3/31/2024</u>	11/27/2024 Mid-Year <u>3/31/2025</u>	3/25/2025 Original Budget <u>3/31/2026</u>
Annual Surplus / Deficit	greater than \$0	\$ 49,271,930	\$ 23,333,895	\$ (6,561,361)
Accumulated Surplus / Deficit	greater than \$0	\$ 249,510,686	\$ 259,844,937	\$ 253,284,384
Quick Ratio	greater than 1	5.45	3.88	5.99
Debt to Asset Ratio	less than 35%	14.44%	15.51%	11.01%
Debt Servicing Ratio	less than 3%	0.82%	0.65%	1.02%
Net Assets to Expense Ratio	greater than 60%	130.30%	131.72%	189.13%
Net Income to Revenue Ratio	greater than 1.5%	14.48%	7.34%	-3.36%
Number of Flags		0	0	2

STUDENT FEES

This annual document was prepared from the Student Fee Protocol meeting held on February 26, 2025. The Compulsory Ancillary Fee Protocol Committee is comprised of Administration, Student Representative Council Inc., Thames Student Incorporated, and the Saints Student Athletic Association. The intent of the Committee is to approve compulsory ancillary fees, within the Ministry of Colleges and Universities regulations for the upcoming academic year. The Student Fees have continued to be prepared in accordance with the Ministry of Colleges and Universities Tuition Fee Framework and Ancillary Guidelines.

Student Fees 2025-2026

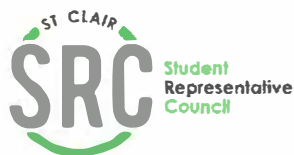


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ST. CLAIR COLLEGE
REGISTRAR'S OFFICE
STUDENT FEE POLICY 2025-2026

INTRODUCTION AND ACCOUNTABILITY

This document is a statement of College Policy relating to the assessment of student fees. The annual St. Clair College fee schedule is developed by applying our internal policy guidelines to the annual policy statement issued by the Ministry of Colleges and Universities (MCU).

Recommendations for changes to this policy are forwarded to the Senior Operations Group for approval. The fee schedules resulting from the application of these policies will be forwarded annually to the Board of Governors for approval.

The Registrar is accountable for the assessment and collection of all student fees in compliance with this policy. The Fee Schedule for 2025-2026 is shown in Appendix I.

NOTE: As per November 21, 2024, MCU released the Tuition Fee Framework. As a result, domestic tuition fees for the 2025-2026 academic year are frozen and international tuition fees will increase by 5%.

(A) TUITION FEES

1. Full-time Post-secondary Program Fees – Regulated Programs

The tuition fee charged to a full-time post-secondary student for a period of in-school activity (usually a term or semester) is defined by MCU and calculated as follows:

$$\text{S.T. F.} \times \text{T.F.F.} \times \frac{\text{Wks. per term}}{\text{Total program wks.}}$$

Where S.T.F. = Standard Tuition Fee; defined annually by MCU.

T.F.F. = Tuition Fee Factor for the specific program, as assigned by MCU.

2. Full-time Post-secondary Program Fees – Additional High Demand

At the discretion of the Board of Governors, the College can introduce additional high demand fees for programs where the Board identifies that there is demand for spaces, strong employment prospects and the expectation of high income for graduates, to a maximum of 15 per cent of College enrolment.
(See Appendix II for a listing of High Demand Programs).

3. Full-time Ontario College Graduate Certificate Fees

At the discretion of the Board of Governors, additional high demand may be introduced for students in full-time Ontario College Graduate Certificate programs. This enrolment is excluded from the 15% overall enrolment calculation.

4. Fees for Part-time Activity

a) Fully Funded Part-time Activity

The standard tuition fee for all part-time activity that is recognized for full provincial funding is assessed based on the contact hour fee as specified annually by MCU (standard part-time tuition fee = \$6.11 per hour).

b) Other Part-time Activity

Colleges may charge fees, as they deem appropriate for courses that are not recognized for full provincial funding.

NOTE: To determine full-time or part-time status, the student's total course registrations less non-funded courses will be considered in the program registration.

5. Fees for Prior Learning Assessment (PLA) Activity

Tuition fees for portfolio development courses are to be assessed as a flat rate.

The established PLA fee = \$141.09.

In no case can the PLA fee exceed the regular course tuition fee, based on MCU's specified part-time rates.

6. Fees for Auditing Students

Colleges may charge fees, as they deem appropriate for auditing students. Auditing students are not to be included in the enrolment report for funding purposes.

7. Fees for International Students

The College defines international student fees each year. International students cannot be counted for funding purposes but are reported to MCU. International students are generally accepted into undersubscribed programs. High demand fees are excluded from the International Student Fees.

8. U.S.A. Fees

The College has a fee policy that is applicable only to students from the United States of America. These reduced fees do not apply to oversubscribed programs, as U.S.A. students are generally accepted into undersubscribed programs. High demand fees are excluded from the U.S.A. Fees.

9. Special Fees

9.1 Special Reduced Fees

St. Clair College recognizes the need to accommodate the special needs of certain members of its constituency and as a result may reduce fees for some of these populations.

a) Students on Social Assistance

Eligible part-time students, day or evening, will have tuition fees assessed based on 20% of the regular tuition to a minimum of \$20.00 per course. These reductions will apply only to fully funded (MCU) courses. The College reserves the right to exclude specifically designed courses. These reductions will be subject to available space in individual course sections. There will be no reduction of applicable service fees, registration, material fees, etc.

b) College Employees and Retirees

Any Full-Time employee, Part-Time employee (who is working at least 24 hours/week during the semester in which the course is offered), Partial-Load Faculty or a full-time College employee who has officially retired may take a funded College course upon payment of a non-refundable tuition fee of \$20.00. The College reserves the right to exclude specifically designated courses. These reductions will be subject to available space in individual course sections. There will be no reduction of material fees, etc. Prior Learning Assessments (PLA) are excluded from the \$20.00 reduced fees.

c) Employee Tuition Payroll Deduction

Payroll deduction is available for full-time employees, for dependents enrolled in full-time programs. Please check with the Human Resources Department for details and available updates.

d) Senior Discount

Seniors (age 60 and over) who register for part-time evening courses will be given a 10% discount. Seniors will be exempt from ancillary fees. There will be no reduction of material fees. These reductions will apply

only to fully funded (MCU) courses. The College reserves the right to exclude specifically designated courses.

e) City of Windsor Employees

For a period of ten (10) years beginning March 2007, employees of the City of Windsor shall be permitted to enroll in any part-time credit course offered by the College at a discounted rate of thirty (30%) percent of the regular tuition charged to students for each course. The reduction is subject to space availability and provided priority of enrolment in each course shall be given to students paying full tuition. The College has approved an extension of this arrangement for the 2025-2026 academic year.

9.2 Work Experience Fees

There are three forms of work experience that impact upon a student's fee assessment – clinical training, field placement and co-operative education. Where the work experience is included within a full-time program schedule, the full-time fees include the assessment of Work Experience. Clinical training is included in a student's full-time assessment. Clinical training, taken on a part-time basis, is assessed on the current hourly standard tuition fee.

Field placement is included in a student's full-time assessment. Fees for field placement courses taken by part-time students will be established by program and program requirements (i.e., cost of supervision, field placement location, specialized skills for supervisors, etc.).

Co-operative education fees will be established by program and program requirements (i.e., cost of supervision, field placement location, specialized skills for supervisors, etc.).

NOTE: Where a student is enrolled in an additional course(s)

While in a Field Placement/Co-Op semester, the regular fee assessments will apply for those courses in addition to the Field Placement/Co-Op fees.

9.3 Course Overload Fee

A student whose course load (hours of contact) exceed that normally taken by students in that academic achievement level (AAL) of the program, will be assessed fees for the overload at the previously described part-time rates.

(B) INCIDENTAL FEES

1. Tuition-Related Incidental Fees

Tuition-related incidental fees are included in the standard tuition fee. That is, having paid the required standard tuition fee, a student **cannot** be required to bear additional charges for any tuition-related fees.

Tuition-related fees include:

- Lab and shop costs
- Costs of consumable supplies and equipment and instruments not retained by the students
- Costs of mandatory field trips and mandatory field placement
- Costs of mandatory travel

2. Non-Tuition Related Incidental Fees

The College may assess non-tuition related incidental fees as described below:

- The cost of fees charged for Co-op program work semesters.
- To encourage the completion of some action by a specified deadline date (to permit College planning and resource allocation).
- To recover all, or part of the cost, of some activity requested by the student.
- To recover the cost of learning materials, equipment and/or clothing retained by the student.
- The cost of appeals, additional examinations and transcripts, graduation, parking charges and student identification cards.

A compulsory non-tuition related incidental fee is defined as a fee imposed or administered by the College in addition to standard tuition fees, which a student is required to pay to enroll in, or successfully complete, any course or program eligible for provincial funding. All compulsory non-tuition related incidental fees must be approved by the College's Compulsory Ancillary Student Fee Protocol Committee and the Board of Governors.

3. Summary of Non-Compulsory Non-Tuition Related Incidental Fees

3.1 OSAP Deferral Fee

Full-time post-secondary students, who have applied for OSAP, may request to defer their fees with a payment of \$100.00 per academic year until their OSAP application has been processed. A payment of this fee is applied towards tuition fees.

3.2 Grade Appeal Fee

Students requesting a review of a final grade will be assessed a fee of \$25.00 per course reviewed. This fee is refunded if the review is upheld.

3.3 Academic Integrity Appeal Fee

Students requesting an appeal of their Academic Integrity penalty will be assessed a fee of \$25.00. This fee is refunded if the review is upheld.

3.4 Income Tax Receipt

All eligible students are provided with a copy of their Income Tax Receipt free of charge through the SIS. A fee of \$15.00 will be required for students requesting receipts (if applicable) for tax years prior to 2004.

3.5 Locker Fee

Students at all campuses may lease a locker for a fee of \$15.00 per semester.

3.6 Parking Fee

Day students requiring parking at the South, Downtown and Chatham Campuses will be assessed a parking fee of \$148.05 per semester or \$296.10 per year (i.e., Fall & Winter semesters) for general non-gated lots, and assigned, gated lot fees are \$403.20 per year (i.e., Fall & Winter semesters) at South and Chatham Campuses only. In the event shorter term parking is required, a weekly permit may be purchased for \$26.25 per week or \$49.35 per month. Hourly parking in the pay and display lots is \$3.00 per hour, with a daily maximum of \$12.00 per day.

3.7 Course Description Fee

A charge of \$1.00 per course description to a maximum of \$25.00 will be applied. Additional copies will be \$5.00 per set.

3.8 Transfer Credit Assessment Fee

A charge of \$25.00 per course evaluation, up to a \$100.00 maximum per submission is applicable.

4. Summary of Essential Non-Tuition Related Incidental Fees

These fees do not apply to contract training courses/programs.

4.1 Student Buildings Operating Fee – Windsor

A Student Buildings Operating Fee of \$200.00 per year will be assessed to all full-time students registered at the Windsor Campus. This fee will provide funds to support projects that will improve student life and learning on the campuses. This fee will be split

with \$185 towards Operating expenditures and \$15 towards Capital expenditures.

A Student Buildings Operating Fee of \$2.75 per course per semester will be assessed to all part-time students.

4.2 Student Buildings Operating Fee - Chatham

A Student Buildings Operating Fee of \$130.00 per year will be assessed to all full-time students registered at the Chatham Campus. This fee will provide funds to support projects that will improve student life and learning on the campus.

A Student Buildings Operating Fee of \$2.50 per course per semester will be assessed to all part-time students.

4.3 Student Centre Capital Fee - Chatham

A Student Centre Capital Fee of \$150.00 per year will be assessed to all full-time students registered at the Chatham Campus for a period of ten (10 years). This fee was approved by a TSI referendum in Fall 2015 and has been extended to November, 2031.

4.4 Student Achievement and Records Fee

A Student Achievement and Records Fee of \$35.00 will be assessed annually to all full-time students registered at all campuses. The fee offsets the costs associated with the ongoing management, production of student records & convocation.

All part-time students will be assessed a \$5.00 per semester fee.

The College has introduced MyCreds, which is a secure electronic document wallet. Students will now pay directly to this platform to have 24/7 access and sharing of their transcripts.

4.5 Athletics and Recreation Operating Fee

An Athletics & Recreation Operating Fee of \$230.00 per year will be assessed to all full-time students registered at the Windsor Campus, where \$20.00 of this fee is used towards Sports Park operations. The remaining \$210.00 of the fee will be split amongst the College (\$147.) and SSAA (\$63) in Windsor. This fee offsets the costs to support athletic intramurals, recreation, & varsity sports.

An Athletics & Recreation Operating Fee of \$200.00 per year will be assessed to all full-time students registered at the Chatham & ACE Acumen Campuses. TSI & ACE Acumen will receive 100% to support their intramurals and recreation activities in Chatham and the ACE Acumen Campuses.

An Athletics & Recreation Operating Fee of \$2.75 per course per semester will be assessed to all part-time students in a program of study.

4.6 Varsity Student – Athlete Fee

Annual non-refundable fee of \$250.00. This fee is intended as an accountability element for students joining St. Clair College Varsity Athletics Teams. It also helps to offset the costs associated with the following items for each player:

- Varsity Clothing – to be worn by student-athletes while representing their team and St. Clair College.
- Varsity Shoe Reimbursement – funds to support the purchase of team-directed shoes for varsity participation.
- Athletic Banquet – student-athletes are invited each year to an awards banquet hosted by the Athletic Department at the conclusion of the athletic year.

4.7 Student Card Fee

All full-time post-secondary students will be assessed a \$15.00 student card fee. Student cards provide students with the ability to prove their student status immediately. The student card is required to access the library, computer labs, and photocopy machines. A student card fee of \$15.00 will be allocated annually for renewal and maintenance purposes.

4.8 Health Insurance Fee

All full-time domestic post-secondary students at all Campuses will be assessed a fee of \$335.00 per year (pro-rated for programs that start in Winter \$256.00 and Spring \$176.00) to cover the cost of a student health insurance plan. This \$335.00 includes a mandatory and non-refundable Accidental Death and Dismemberment fee of \$2.95. Full-time students are able to opt-out of their health insurance plan during the beginning of each academic year. See <https://wespeakstudent.com/> for details.

All international students are assessed a fee of \$755.59 per year (pro-rated for programs that start in Winter \$503.76 and Spring \$251.88). The fees associated with health insurance are mandatory as a result of the coverage and benefits afforded to international students. There are no opt-out opportunities provided to international students as it relates to health insurance. All international students are assessed a pro-rated fee per semester, to a yearly maximum of \$700.00.

4.9 Academic Support Fee

A total Academic Support Fee of \$95.00 will be assessed to all students at all campuses to provide academic support that encourages and strengthens student success. Services includes amenities such as peer tutoring, group tutoring, faculty support and walk-in services for Math and English, open/general computer labs, workshops, support programming, THRIVES (Toolbox for Help and Resources to Increase Value and Empower Students) and other numerous on-line resources, Orientation, etc. This fee is split between St. Clair College (14%) and Thames Student Incorporated/Student Representative Council (86%) based on the service lead.

Included in this fee assessment are the following printing capabilities: All students will receive 250 B&W free impressions (single-sided page) each semester for academic purposes. The 250 impressions do not carry over from semester to semester. Once the 250 limit is reached each semester, the following charges will apply:

Printing fees regardless of paper size:

- Single: 20¢
- Two-sided: 20¢
- Colour Single: 30¢
- Colour Two-sided: 50¢

The Academic Support Fee of \$18.00 per course per semester will be assessed to all part-time students.

4.10 Campus Safety Fee – Windsor & ACE Acumen

A Campus Safety Fee of \$15.00 will be assessed to all full-time students at Windsor & ACE Acumen campuses to promote on-campus safety and wellness. Such programs and services may include a walk safe program, on campus programming, information, and awareness.

The Campus Safety fee of \$1.00 per course per semester will be assessed to all part-time students at Windsor campuses.

Campus Safety Fee -- Chatham

A Campus Safety Fee of \$5.00 will be assessed to all full-time students at the Chatham campus to promote on-campus safety and wellness.

Such programs and services may include a walk safe program, on campus programming, information, and awareness.

The Campus Safety fee of \$1.00 per course per semester will be assessed to all part-time students at the Chatham campus.

4.11 Health and Counselling Fee

A Health & Counselling Fee of \$25.00 will be assessed to all full-time students at all campuses to support on-campus access to health professionals/social workers for basic medical care, mental health care and online resources to support a culture of wellness on campus.

Examples include wellness programming such as exam preparation support, mental health awareness and support activities, nutrition workshops and events. Online resources such as “Real Campus” and “Student Health 101” are also included.

The Health and Counselling Fee of \$1.00 per course per semester will be assessed to all part-time students.

4.12 Student Legal Support Fee

Students will be assessed a Legal Support Fee of \$30.00 plus HST (\$33.90) per year at all Campuses. This fee would support students with legal issues they may experience, such as, landlord support, employment disputes, etc.

Students who feel they are not in need or do not require legal supports are eligible to opt out of this fee via the St. Clair Student Representative Council (SRC). Opting out will entitle you to obtain a refund of the fee that will be reimbursed by a process outlined by the SRC.

4.13 Athletics and Recreation - Recreation/Fitness Centre Capital Fee - Windsor

Beginning Fall 2008, a Recreation Centre Fee of \$150.00 will be assessed to all full-time students for a period of ten (10) years to offset capital construction costs. Part-time students will be assessed \$7.50 per course. The Student Representative Council Inc. has approved an extension of the capital construction fee for an additional fifteen (15) years (inclusive of Fall 2033) to enable the enhancement of recreation/fitness facilities available to students at the Windsor Campuses.

4.14 Career Services

A fee of \$10.00 per year will be assessed to all full-time students, at all campuses to support career related services made available to the broader student body, including career days, employer visits, workshops, resume clinics, information sessions, job fairs, job boards, job placement services, etc. A Career Services Fee of \$1.00 per course per semester will be assessed to all part-time students enrolled in a program of study.

4.15 Student Buildings - Academic Tower/Student Centre Expansion Fee - Windsor

Beginning Fall 2018, an expansion/construction fee of \$100.00 per year will be assessed to all full-time Windsor students only for a period of 10 years (inclusive of Fall 2027). This fee will assist with the capital cost to build additional floors on top of the original Student Centre. This expansion coincides with the vision of the Student Representative Council Inc. Added amenities such as a pharmacy, banking facilities, etc. are being considered. In addition, the Zekelman School of Business and Information Technology will be relocated to the new tower.

4.16 Student Buildings - Healthplex Equipment Renewal Fee - Chatham

Beginning in Fall 2018, a Healthplex Equipment Renewal Fee of \$75.00 per year will be assessed to all full-time Chatham students only. This fee will be utilized to ensure the Healthplex continues to provide updated equipment, equipment maintenance and ongoing enhancements for students to enjoy, where up to \$10 per year of the fee may be utilized towards the procurement efforts to source the equipment, maintenance, and enhancements.

4.17 Program Material Fees

Please refer to Appendix III for a list of applicable material fees for the 2025-2026 academic year.

4.18 Apprenticeship Ancillary Fees

All registered full-time apprentices will pay applicable ancillary fees. All registered part-time apprentices will pay ancillary fees like those assessed in Continuing Education. Program material fees and kit fees are applicable as deemed necessary by the School of Skilled Trades and approved by the Compulsory Ancillary Student Fee Protocol Committee for 2025-2026.

4.19 Transit Windsor Bus Pass

Beginning in Fall 2025, for a period of 3 academic years, all full-time Windsor Campus students enrolling for the 2025-2026, 2026-2027 & 2027-2028 academic years will be assessed a student fee of \$823.00 each Fall Semester (subject to annual inflation). The payment of that fee will entitle them to a Transit Windsor bus pass for one full year (September 1, 2025 to August 31, 2026).

For January-start students (enrolling at the beginning of the Winter semester), an eight-month-long pass will be provided (until the end of August) for \$548.67 (subject to annual inflation). For May-start students (enrolling at the beginning of the Spring semester), a four-month-long pass will be provided (until the end of August) for \$274.33 (subject to annual inflation).

These are "universal" passes. They do not restrict ridership to transportation to and from school. They can be used on any day, at any time, to ride on any route, to go to anywhere serviced by Transit Windsor.

Students who reside in a community not serviced by Transit Windsor will have grounds to "opt-out" for this fee. Through a declaration that you live in a community other than Windsor or LaSalle (serviced by Transit Windsor) will entitle you to obtain a refund of the bus pass fee that will be reimbursed by a process outlined by the Student Representative Council (SRC).

If you are a full-time student and live in a Transit Windsor serviced area, but must drive a car to campus, you may also "opt-out" for this fee. To qualify, the student must drive their own vehicle to campus, and have purchased a college parking lot permit.

It is important to note that up to 40 percent of a **year's** enrolment may "opt-out" of the new fee, based solely on the two grounds cited above. In all cases, opt-outs will be processed on a "first-come/first-served" basis, by a deadline of either September 30 or when the 40 percent cap is reached. (There will be similar deadlines for January- and May-intake enrolment.) Once that date-deadline or 40 percent limit is reached, no further opt-outs will be allowed for any reason.

An optional extension is available for up to two additional years after the three-year agreement expires.

Any inquiries related to the Transit Windsor Bus Pass shall be directed to the Student Representative Council (SRC).

5 Summary of Essential Membership Fees

The following list includes essential membership fees at St. Clair College.

5.1 Student Representative Council Membership Fee

A membership fee of \$90.00 is applicable for students registered at the Windsor and Ace Acumen Campuses. Please see the Student Representative Council for a list of benefits and services. This is an annual fee regardless of date of membership.

5.2 Thames Students Incorporated Inc. Membership Fee

A membership fee of \$90.00 is applicable for students registered at the Chatham Campus. Please see Thames Students Incorporated Inc. for a list of benefits and services. This is an annual fee regardless of date of membership.

The Student Representative Council (SRC) and Thames Students Incorporated (TSI) membership fees are used to actively engage and represent all students outside of the classroom and enrich their overall college experience through orientation; educational and engaging campus events; and health and wellness focused events and workshops for personal growth both on and off campus. SRC/TSI provides access to study spaces, food services, employment and volunteer opportunities, graduation photos and other meaningful student related services.

Both student associations provide meaningful support for students throughout the academic year, including student representation to senior administration of the College. SRC/TSI consistently work and advocate for the student population to add valuable new supports.

St. Clair College encourages students to connect with their student associations through their offices or social media.

5.3 Alumni Association Membership Fee

A membership of \$50.00 is applicable for students registered at all Campuses. Please see the Alumni Office for a list of benefits and services. This is an annual fee regardless of date of membership.

(C) TUITION FEE REFUNDS

1. Tuition Fee Refunds for Post-Secondary Programs

a) Canadian Citizens and Landed Immigrants

Students who officially withdraw prior to the tenth (10) day of class of the beginning of a semester will receive a refund calculated as follows:

- i) Full-time Student – assessed semester fees less \$100.00 administration fee that the College will withhold.
Part-time Student – assessed semester fees less \$25.00 administration fee per course that the College will withhold.
- ii) Fees paid in advance for a second and subsequent semesters will be refunded in full. Students who officially withdraw after the tuition refund date (i.e., ten [10] class days for a 15-week semester), will receive a full refund of any fees paid in advance for subsequent semesters (but will not receive a refund for the current semester they are withdrawing from).
- iii) For students who do not register on a semester basis (i.e., continuous intake), the principles implicit in the above policy will apply.

b) International and U.S.A. Students

International and U.S.A. students are provided with a student visa with the understanding that the student will register, and remain, as a full-time student. The College will require proof of registration at another institution and other supporting documentation (please check the College website for more detail) in order to process a withdrawal and refund prior to the tenth (10) day of class for the current semester. Additional bank fees (i.e. wire transfer) may be applied upon processing a refund.

- i) International and U.S.A. students who officially withdraw prior to the tenth (10) day of class of the beginning of a semester and provide all required supporting documentation, may receive a refund of full tuition paid, less the \$2649.95 administration fee and any applicable bank fees (i.e. wire transfer) the institution will incur.
- ii) For International and U.S.A. students who do not register on a semester basis (i.e., continuous intake),

the principles implicit in the above policy will apply.

2. Part-time - Continuing Education

REFUND TABLE	
TIMETABLE	AMOUNT
On or after the 1st day of classes but not later than the 10 th business day of the course	100% of tuition + GST minus a \$25.00 Administration Fee (per course)
On or after the 11 th business day of the course	NO REFUND

3. Continuing Education Refund Policy

Where a course or workshop is 20 hours or less in duration, an official withdrawal must be received on, or before, the business day prior to the date of the first class. For courses, or workshops, more than 20 hours in duration:

- An official withdrawal prior to the date on which the first class occurs will result in a full refund.
- An official withdrawal on, or after, the first day of class but not later than the tenth business day of the course will result in a full refund **LESS** a \$25.00 Administration Fee per course.
- No refund will apply to an official withdrawal on, or after, the eleventh business day of the course.

APPENDIX I

FEE SCHEDULE 2025-2026

EXAMPLE OF ANNUAL STANDARD TUITION FEES FOR A FIRST-YEAR STUDENT (NON-VARSITY ATHLETE)							
FEES	WINDSOR	CHATHAM	INTL WINDSOR	INTL CHATHAM	USA WINDSOR	USA CHATHAM	ACE ACUMEN
Standard Tuition	2722.62	2722.62	14,322.76	14,322.76	8,233.45	8,233.45	14,322.76
Student Buildings - Windsor Building Operating	200.00	N/A	200.00	N/A	200.00	N/A	200.00
Student Buildings - Windsor - Academic Tower/Student Centre Expansion	100.00	N/A	100.00	N/A	100.00	N/A	N/A
Student Buildings - Chatham Building Operating	N/A	130.00	N/A	130.00	N/A	130.00	N/A
Student Buildings - Chatham Student Centre Capital	N/A	150.00	N/A	150.00	N/A	150.00	N/A
Student Buildings - Chatham - Healthplex Capital Equipment Renewal	N/A	75.00	N/A	75.00	N/A	75.00	N/A
Student Achievement and Records	35.00	35.00	35.00	35.00	35.00	35.00	35.00
Health Insurance	335.00	335.00	755.59	755.59	755.59	755.59	755.59
Athletics & Recreation - Windsor Capital	150.00	N/A	150.00	N/A	150.00	N/A	N/A
Athletics & Recreation - Windsor Operating	230.00	N/A	230.00	N/A	230.00	N/A	230.00
Athletics & Recreation - Chatham Operating	N/A	200.00	N/A	200.00	N/A	200.00	N/A
Academic Support - Student Representative Council	81.70	N/A	81.70	N/A	81.70	N/A	81.70
Academic Support - Thames Student Incorporated	N/A	81.70	N/A	81.70	N/A	81.70	N/A
Academic Support - St. Clair College	13.30	13.30	13.30	13.30	13.30	13.30	13.30
Campus Safety - Windsor Campus	15.00	N/A	15.00	N/A	15.00	N/A	15.00
Campus Safety - Chatham Campus	N/A	5.00	N/A	5.00	N/A	5.00	N/A
Career Services	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Student ID Cards	15.00	15.00	15.00	15.00	15.00	15.00	15.00
Health & Counselling	25.00	25.00	25.00	25.00	25.00	25.00	25.00
Student Legal Support Fee	33.90	33.90	33.90	33.90	33.90	33.90	33.90
Transit Windsor Bus Pass	823.00	N/A	823.00	N/A	823.00	N/A	N/A
SRC Membership Fee	90.00	N/A	90.00	N/A	90.00	N/A	90.00
TSI Membership Fee	N/A	90.00	N/A	90.00	N/A	90.00	N/A
Alumni Membership Fee	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Total Tuition Fees	\$4,929.22	\$3,971.52	\$16,950.25	\$15,992.25	\$10,860.94	\$9,902.94	\$15,877.25

Please Note: The College reserves the right to change, amend or alter fees as necessary without notice or prejudice.

A P P E N D I X I I

HIGH DEMAND PROGRAMS 2025-2026

HIGH DEMAND PROGRAMS 2025-2026

<u>Program Code</u>	<u>Program Name</u>
H850/K950	Collaborative Nursing
H800	Dental Hygiene
H863/K963	Practical Nurse
H837	Medical Laboratory Science
H840/K940	Paramedic
H854/K954	Registered Practical Nurse Pathway to BSCN
H794	Cardiovascular Technology
H795	Respiratory Therapy
H796	Diagnostic Medical Sonography
H797	Diagnostic Cardiac Sonography

APPENDIX III

MATERIAL FEES

2025-2026 MATERIAL/KIT FEES

Program Title	Amount Requesting	Fee	Details/ Rationale
B009 A04 Bus. Adm Mrk	\$76.00	Same	Simple Survey is a Canadian company that provides an online marketing research web application that allows users to build and administer surveys, as well as create reports and analyze data. The price includes: •1 Soho plan with Simple Survey per student for 1 year •1 Enterprise plan with Simple Survey for the Instructor of MRK427 for 1 year The subscription to a web-based marketing research platform is essential for MRK427. This subscription ensures that we are teaching students current marketing research methodologies in the classroom. Through Simple Survey, students are able to create and administer surveys, enter data and create reports to analyze the data and turn it into actionable marketing insights.
B009 A06 Bus. Adm Mrk	\$95 USD	Decrease of \$34	The price includes a bundled package from Stukent: Digital Marketing Essentials textbook (Students have access to the textbook for life and the textbook is updated 2x per year by the Stukent publishers) Digital Marketing simulation – Simternship Digital Marketing certification Stukent has agreed to decrease the price for 2025-26 due to increases in USD/CDN exchange rate. 2024-25 price was \$129.99 USD/student, new price for 2025/26 is \$95 USD/student
B012 A04 Bus. Mrk	\$76.00	Same	Simple Survey is a Canadian company that provides an online marketing research web application that allows users to build and administer surveys, as well as create reports and analyze data. The price includes: •1 Soho plan with Simple Survey per student for 1 year •1 Enterprise plan with Simple Survey for the Instructor of MRK427 for 1 year The subscription to a web-based marketing research platform is essential for MRK427. This subscription ensures that we are teaching students current marketing research methodologies in the classroom. Through Simple Survey, students are able to create and administer surveys, enter data and create reports to analyze the data and turn it into actionable marketing insights.
B012 A04 Bus. Mrk	\$95 USD	Decrease of \$34	The price includes a bundled package from Stukent: Digital Marketing Essentials textbook (Students have access to the textbook for life and the textbook is updated 2x per year by the Stukent publishers) Digital Marketing simulation – Simternship Digital Marketing certification Stukent has agreed to decrease the price for 2025-26 due to increases in USD/CDN exchange rate. 2024-25 price was \$129.99 USD/student, new price for 2025/26 is \$95 USD/student
B395 A01 Culinary	\$841.73 Kit \$658.27 Mat fee	Decrease Kit (of \$8.27) Increase Mat (of \$11.37)	\$841.73 Kit fee covers uniforms and tools required for all lab classes as well as industry required certification \$658.27 Materials fee covers food supplies taken home from class. Continually using food cost the increase in materials is required
B603 A01/A03 CJS	\$40 A01 \$20 A03	Same	Tee fees (the same as last year): 2 fitness tees for first year students (\$40) 1 fitness tee for second year students (\$20) Fitness Tees The purpose of the common fitness uniform t-shirt is to provide a shirt that adheres to clothing expectations of law enforcement agencies. Also, this aligns with what is done in the field in the basic training process, giving students a more realistic expectation of department regulations First year students will be given two uniform shirts for fitness classes. Second year students will be given one uniform shirt for fitness classes. Having more than one shirt allows for weeks that have multiple fitness labs. These shirts will have multiple uses for students in Community and Justice Services, Border Services, Police Foundations and Protection, Security and Investigation as they will be used in the following classes: JUS101, JUS201, PFP308, PFP418, BRS304, BRS306 and CJS403.

B803/B819	\$40 A01 \$20 A03	Same	<p>Tee fees (the same as last year): 2 fitness tees for first year students (\$40) 1 fitness tee for second year students (\$20)</p> <p>fitness Tees</p> <p>The purpose of the common fitness uniform t-shirt is to provide a shirt that adheres to clothing expectations of law enforcement agencies. Also, this aligns with what is done in the field in the basic training process, giving students a more realistic expectation of department regulations.</p> <p>First year students will be given two uniform shirts for fitness classes. Second year students will be given one uniform shirt for fitness classes. Having more than one shirt allows for weeks that have multiple fitness labs. These shirts will have multiple uses for students in Community and Justice Services, Border Services, Police Foundations and Protection, Security and Investigation as they will be used in the following classes: JUS101, JUS201, PFP308, PFP418, BRS304, BRS306 and CJS403.</p>
B826 A01 Tourism	\$56.50	Same	<p>Students are required to complete Service Excellence Certification for our TOR 115 – Tourism Service Excellence class. Current fees are \$50 + tax = \$56.50 for each individual to complete this program. We currently had \$45 + tax allotted in the student tuition fees for this program. Pricing will be increasing and we will be changing that existing fee to the new \$50 + tax as noted above. Service Excellence certification - \$50 + tax = \$56.50</p>
B912 Esthetician	\$2587.50Kit	Kit Fee = same Mat Fee= removed	<p>The Esthetician program offers students a complete kit of esthetic supplies to support students in their learning outcomes. Nail Tech, Skincare, Makeup, Hair Removal, and Infection Control are the courses represented in the student practical kit. The Student Estheticians learning platform inclusive of all online textbooks is included in the resource portion of the student kit. This learning platform CIMA includes accessible software, quizzes, testing components and of course the full Milady textbooks.</p>
B961 Border Services	\$40 A01 \$20 A03	Same	<p>Tee fees (the same as last year): 2 fitness tees for first year students (\$40) 1 fitness tee for second year students (\$20)</p> <p>Fitness Tees</p> <p>The purpose of the common fitness uniform t-shirt is to provide a shirt that adheres to clothing expectations of law enforcement agencies. Also, this aligns with what is done in the field in the basic training process, giving students a more realistic expectation of department regulations.</p> <p>First year students will be given two uniform shirts for fitness classes. Second year students will be given one uniform shirt for fitness classes. Having more than one shirt allows for weeks that have multiple fitness labs. These shirts will have multiple uses for students in Community and Justice Services, Border Services, Police Foundations and Protection, Security and Investigation as they will be used in the following classes: JUS101, JUS201, PFP308, PFP418, BRS304, BRS306 and CJS403.</p>
B992 per Year CYC	45.20/year	Same	<p>The fee enrolls all students as members of the Ontario Association of Child and Youth Care (OACYC). It is a yearly membership fee that is requested for all 3 years. This was a condition of our Accreditation as the expectation is that all CYC students are members of the Association.</p> <p>We will provide the OACYC with student names and student emails in the Fall so that they can enroll/renew everyone. They in turn will send us an invoice. Students will then have access to the Membership Portal on the OACYC website.</p> <p>Student membership is available to students who are registered in an accredited Child and Youth Care diploma or degree program. Student memberships are valid only while the member is enrolled in their program. Upon graduation, student members would apply to Full Professional Certified Membership. This level of Student Membership will not be entitled to vote at membership meetings.</p> <p>As a member, students will have access to the professional Journal, E-books (which may become a textbook for a course), and databases. They will also have opportunities to attend workshops at a reduced cost. Students should include their membership on their resume</p>
C904/K904 Pre Health	\$207.14	New	<p>LAB 60: 96.53 * 1.13 = CAD 109.0789 MED101: 86.78 * 1.13 = CAD 98.06 TOTAL: 207.14 (however, if needed, please consider each individually)</p> <p>LAB60: The McGraw Hill CONNECT A&P digital suite platform is used in the LAB60 course. There is a one-hour virtual component to this course and student MUST use the CONNECT platform to perform the virtual labs. Having the inclusive access will ensure that students do not have another extra cost once they start the semester. There is no other cost to this course (no textbook)</p> <p>With the LAB60, students get access to two separate resources used for the online virtual lab – A&P virtual Labs and Connect Virtual Labs Chemistry.</p> <p>CONNECT is an integral part of our course and is used every week for the online virtual hour. Over 16% of the course grade, as outlined in the syllabus, is directly tied to the CONNECT platform. The platform supports our virtual online labs. Students begin utilizing CONNECT starting in week one, making it essential for their success throughout the course.</p> <p>MED101. The McGraw Hill CONNECT digital platform is used in the MED101 course. Having the inclusive access ensures that students do not have another extra cost once they start the semester. In addition to the CONNECT platform, students also receive a 540- day access to their online textbook (without Inclusive Access, they only get a 1 year access to the textbook).</p> <p>For billing, Follett will provide McGraw Hill with enrollment information after drop/add date (approx. week 3 after course start) (therefore, if student drops the course before the drop date, they will get their money back) Without inclusive access, this is not an option.</p>

			CONNECT is an integral part of our course and is used every week in class. Over 15% of the overall course grade, as outlined in the syllabus, is directly tied to the CONNECT platform. The platform supports our weekly quizzes and adaptive learning components, all of which are aligned with the course objectives. Students begin utilizing CONNECT starting in week one, making it essential for their success throughout the course. The ongoing, formative assessments and practice of this new language terminology is crucial for understanding and success in this course. We've been incorporating the IA program in other Nursing programs program for the past two years, and 87% of students have reported that the IA program has positively impacted their performance that course. 98% of students would recommend IA to other students. Ensuring students have seamless access to CONNECT is crucial in supporting their learning and success.
H258 Vet Tech	\$12.00 A01 \$160.19 A02 \$87 US A04	Increase A02 (of \$22.42) Increase A01 (of \$12)	Semester #1 name tag & safety Goggles \$12.00/student Semester #2 stethoscope & bandage scissors \$160.19/student Semester #4 Hesi exit exam \$87.00 US funds Equipment needed by students to complete skills Hesi exam is preparation for VTNE national exam (to become Registered/licensed)
H795 Respiratory	Yr. 1 \$39.00	Same	All items have been searched for best price on a routine basis. Kit is necessary for students to enhance hands-on learning with basic respiratory therapy devices and to allow for their use by the student to whom the kit belongs. Equipment that would normally be disposed after one use can be used repeatedly (in lab and at home for practice) because only one person is using it. This reduces cost and maintains infection prevention and control.
H796 Sonography	81.00	Increase (of \$1.00)	Cable Brace for Scanning - \$51.00 Small Towels (12) - \$30.00 Cable brace to prevent musculoskeletal injuries, provides support for students while scanning Small towels to protect student patient modesty as they are exposing different body parts for the procedure. Students will use towels to clean off ultrasound gel from the body as well and will be responsible for bringing them to each lab as their supplies.
H797 Cardiac Sonog	\$105 Kit	Same	Cable Brace to prevent musculoskeletal injuries, provides support for student scanning. Patient gown to protect student patient modesty as students are undressed from the waist up for the procedure. Bath towels to protect student patient modesty as students are undressed from the waist up for the procedure, and for students to use to clean off ultrasound gel. \$150 Comp Keeper – This is a secure website, Comp Keeper enables students, instructors, and administrators to replace the old paper ways of tracking students. To evaluate competencies as per accreditation for students while in placement CompTracker Service Web based software for recording of clinical competencies Required for Semesters 5 and 6. These reports are available to students post graduation. 1. For clinical competencies, efficient recording, reviewing and assessing completed competencies 2. Web based software accessible to the student, preceptors and faculty at any time 3. Reporting for Accreditation is made easier with many more comprehensive reports. 4. No paper is required and makes for efficient reporting from preceptors 5. No accessing Blackboard or problems with logging in or password expiring. 6. Much more secure for student records. 7. Students can access their results at any time in the future and download completed competencies for future reference. 8. Can monitor students with real time updates and reporting. 9. Apple or Android devices compatible 10. Support provided 24 hours per day
H800 Yr. 1 Dental Hygiene	\$3,192.70	Increase (of \$373.60)	The attached document identifies all the kit equipment and lab materials that are essential to complete clinical and lab requirements as per the course outlines. Prices were confirmed and compared for the lowest prices available at this date. The outlines are based on MAESD Program Standards, NDHCB Exam, CDHO Practice Standards, CDHO Entry to Practice Guidelines and CDAC Commission on Dental Accreditation of Ontario. **Breakdown Attached**
H800 Yr. 2 Dental Hygiene	\$4,244.34	increase (of \$624.93)	The itemized document presents all kit items and materials that are required by the Dental Hygiene YR2 students. These are used in materials labs, preclinical and clinical settings. All items have been individually itemized with included course rationale.
H932/K933 PSW	\$25.00	Increase (of \$2.45)	Cotton Terry Bath Towels -20"x40" White-Reusable Washcloth, 12x12, Adonis White Toothbrush 30 Tuft Clr Ply Bristle 5" Ivory Handle Colgate toothpaste, 65ml Tape Measure - 60" 8-Digit Pocket Calculator with Cover Safety Glasses Disposable Emery Boards EA 1 Included RAZ1-KIT Razo Facial Disposable Single Blade Orange EA 1 Included DYN4248 Shaving Cream, 1.5 oz
H850/K950/H854/K954 Collab Nrs	Yr 1 \$128.45 Yr 2 \$124	Yr 1 Increase of \$83.45 Yr 2 Increase of \$14	The increase (\$10) is the cost of the student nursing kit is due to the addition of a PPE kit and projected inflation Self-Defence Assessment fee of \$73.45 (\$65 + tx) for A01.

H863/K963 Prac Nrs	\$168.45 Kit fee Yr. 1 Yr. 1 \$721 \$83 Kit Fee Yr. 2 BIO 126 \$109.07 A01	Yr1 Kit Fee = Increase of \$88.45 Yr 2 Kit Fee = New CLS Same BIO126 = same	<p>The increase in the cost of the student nursing kit is related to the addition of IV bags (x2) due to the introduction of IV maintenance in PNR 225 as well as projected inflation.</p> <p>Self-Defence Assessment fee of \$73.45 (\$65 + bx) for A01</p> <p>The Elsevier Clinical Learning Suite (CLS) and 4 e-texts come to a cost of \$721. added to the student fees for the first term. The cost of the kits are approximately \$75 per student per year. \$721 Elsevier is related to addition of exit exams to prepare students for licensing exam REX-PN</p> <p>The difference in cost is due to an increase in supplier costs related to inflation as well as the cost of simulated medications that are added to each student kit</p> <p>The McGraw Hill CONNECT digital platform is used in the BIO126 course. Having the inclusive access ensures that students do not have another extra cost once they start the semester. Included with the CONNECT platform, students receive a 540- day access to their online textbook (without Inclusive Access, they only get a 1 year access to the textbook). There has been no increase in price for the CONNECT in 3 years.</p> <p>The cost to the student for CONNECT platform without inclusive access is a higher price (99 plus tax) and the students get less access to their online textbook longer – which is vital for success in other classes.</p> <p>For billing, Follett will provide McGraw Hill with enrollment information after drop/add date (approx. week 3 after course start) (therefore, if student drops the course before the drop date, they will get their money back). Without inclusive access, this is not an option.</p> <p>CONNECT is an integral part of our course and is used every week in class. Over 15% of the overall course grade, as outlined in the syllabus, is directly tied to the CONNECT platform. The platform supports our weekly quizzes and adaptive learning components, all of which are aligned with the course objectives. Students begin utilizing CONNECT starting in week one, making it essential for their success throughout the course.</p> <p>We've been incorporating the IA program for BIO126 in the RPN program for the past two years, and 87% of students have reported that the IA program has positively impacted their performance in BIO126. Ensuring students have seamless access to CONNECT is crucial in supporting their learning and success.</p>
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H912 Med Esth	\$1,450.00	Same	<p>The H912 student kit, is a complete kit to support the Medical Esthetician students with at home assignments. It also provides the opportunity for the student to practice their skills for labs, and provides students with a starter kit to work in the medical esthetics industry while training.</p> <p>We added the medical terminology chart at \$8.71 and the RGR micro needling kit to the material fee as they will be used in class and labs.</p> <p>Dermaplaning kit and training certificate \$250.00</p> <p>Oncology kit and training certificate- \$225.00</p> <p>Peel kit- \$250.00</p> <p>Jane Iredale Mineral Make up- \$205.00</p> <p>Tizo SPF \$30.00</p> <p>ZO Medical Grade Skin care kit- \$90.00</p> <p>Vivier Labs skin care \$245.00</p> <p>Body Treatment kit- \$100.00</p> <p>Lab Coat- \$55.00</p>
K766	\$3,372.49	Increase (of \$610.14)	<p>This is for the powerline student climbing kit used over the two-year program. It includes the climbing belt, safety harness, secondary safety rope attachment, climbing spurs, several assorted powerline tools and carrying bag. Each student tool kits cost \$3372.49 which is a slight increase due to supplier cost increase.</p> <p>The students need this equipment to climb powerline poles safely over the 2 years they are in the program. They will use this equipment and tools while on the job after they graduate. Students complete a variety of overhead and under groundwork as part of the program</p>
K919	\$40 A01 \$20 A03	Same	<p>First year students will be given two uniform shirts for fitness classes. Second year students will be given one uniform shirt for fitness classes. Having more than one shirt allows for weeks that have multiple fitness labs. These shirts will have multiple uses for students in Community and Justice Services, Border Services, Police Foundations and Protection, Security and Investigation as they will be used in the following classes: JUS101, JUS201, PFP308, PFP418, BRS306 and CJS403.</p>

K893 A01/A03 OTA PTA	\$90.50	Same	<p>Gentle Persuasive Approach (GPA) course fee and certificate</p> <p>Goniometer for joint measurement</p> <p>Required for students to successfully complete coursework</p> <p>Education on handling of clients with dementia</p> <p>Joint ROM measurement. **Market Rate Adjustment**</p>
T020/T026/T154 Arch/Civil/Const	\$225.00	Increase (of \$75)	<p>Current fee covers, Hard Hat, Safety Glasses, Safety Vest, materials for a project, surveying manual and the Fall arrest Training.</p> <p>Increase is due to the increase for the Fall Arrest Training (\$75.00 increase).</p>
T167 A01 Motive Power	\$560.00	Increase (of \$25)	<p>Kits provided allow a good start to tooling required in the field to get started within the job requirements</p>
T207 HRAC	\$765.00	Increase (of \$125.20)	<p>Kits provided allow a good start to tooling required in the field to get started within the job requirements. Added High Voltage gloves to the kit as the students are working with different voltages.</p>
T755 Bio Med Tech	\$340 Yr.1 \$192 Yr. 2	Yr. 1 Increase of (\$252.50) Yr. 2 Decrease (of \$86)	<p>Year 1 – DC Kit \$20, Tool Kit \$245, Digital Kit \$75</p> <p>Year 2 – BME Electronics 1 Kit - \$80, Programming Kit - \$85, BME Electronics 2 Kit - \$27</p> <p>Each kit is required for a specific course's labs. Tool kit is required for 14 of our BME courses.</p> <p>Change is only in the timing of the fees due to a program chart realignment from last cyclical review. Increase of 4.5% per kit purchase due to tooling price increase in 2025.</p>
T805 per year Woodworking	\$350.00	Increase (of \$150)	<p>\$200.00 per year material fee to cover the cost of materials that students will retain (i.e. projects).</p> <p>\$150.00 for new student kit with basin woodworking tools. (Tool Pouch, square measuring tape, etc)</p>
T826 A01 Auto Prod Des	\$35.00	Same	<p>This will pay for the material that they use to create and build their Cannon project to take home.</p>
T855 Yr. 1 MET Ind Mech	\$150.00	Increase (of \$15)	<p>Current fee covers, Project materials that they can take home when completed and a helmet, gloves and cotton jacket for welding lab that the students to have as their own to keep.</p>

T865 Greenhouse Tech	\$50.00	New	Safety Vest = \$30.00 Pruning Shears = \$20.00 These are a basic need for the program & are to be used throughout the duration.
T866 A01 Horticulture	\$610.20	Same	Students need to purchase items related to their study in horticulture. Kit Fee will allow them to acquire hand tools used in our industry as part of their job requirements. Material fee allows students to take home specific plants they grew, while in the program This fee also allows the student to have on hand one program shirt and hoodie, helping provide a program / team support system.
T876 Pre Serv Fire	\$1,350.00	Increase (of \$71)	This year's fees were - Fire Helmet \$486, Fire Boots \$150, Safety Boots \$110, Uniforms \$355 (pants, t-shirts, collared shirt, sweatshirt, and belt), Fire Gloves \$132, Hoods \$45, Accountability tags \$5, Safety glasses/hearing protection \$10. Total \$1293 plus tax. Kit fee currently is \$1279.
T914 Hairstyling	\$90.00 Mat Fee \$1415.00 Kit Fee	Same	Our student kit was \$926.33 before tax this past year, we ordered from the same supplier this past year and their quote was less than previous suppliers, however we may need some of the equipment sent at a higher quality next year (if using same supplier). Material fee- \$90.00 for hair products, hair colour and hair extensions
T947/K731 Electrical Techn	\$600.00	Same	This fee is for basic hand tools and meters that a student would be required to have when starting on the job with an Electrical Employer. These tools are also used in the lab throughout the semester. All of the tools are of very high quality and therefore when the student first arrives on the job site they can be confident that they have the proper tools to get started in the trade. *** Kit fee increases due to rise in tool purchase costs.
T949 Welding	\$380 A01 kit \$100 mat fee	Kit Fee = Increase (of \$15)	Kits provided allows a good start to tooling required in the field to get started within the job requirements, material allows the students to build a project and take it home upon completion, including welding jacket and helmet. Increase due to helmets and weld jacket price increase for 2025. Increase in \$15.00 in the kit fee.
T954 Plumbing	\$500.00	Same	Kits provided allows a good start to tooling required in the field to get started within the job requirements. Increase due to costs of tools
T965 Carpentry	100 Mat \$175 Kit	Mat Fit = Same Kit Fee = New	Fee covers material costs for cabinet, Mirror frame the students make and can take home. This fee is for basic hand tools that a student would be required to have when starting on the job in Carpentry. These tools are also used in the lab throughout the semester.
T974 A01 Robotics	\$80 A01 \$120 A02	A01 = Increase (of 30) A02 = New	A1 – This cost covers hardware for ERT114 Microcontrollers I & ELT103 DC Fundamentals. A2 – This cost covers hardware required for ERT200 Microcontrollers II & ELT207 AC Fundamentals.
T976 A01 Robotics 3yr	\$80 A01 \$120 A02	A01 = Increase (of 30) A02 = New	A1 – This cost covers hardware for ERT114 Microcontrollers I & ELT103 DC Fundamentals. A2 – This cost covers hardware required for ERT200 Microcontrollers II & ELT207 AC Fundamentals.
APPRENTICESHIP			
332A A01/A02 Hairstyling	\$20.00	Same	Maternal Fee is for personal hair colour students are able to have done monthly and materials retained.
403A Carpenter	\$75.00	Same	Lumber costs are increased. Kit fee would cover the material costs used to build the students project/ projects that they can take home when complete if desired to do So (Small Dog House) Fee supplies monies for the materials to build the project that they can take home should they desire to do so.
429A Gen Machinist	\$55 A01 \$305 A02 \$175 A03	Same	Material fees cover the projects that they Machine and build which they take home at the end if so desired. Fee supplies monies for the materials to build the project that they can take home should they desire to do so.
430A Tool & Die	\$55 A01 \$130 A02 \$150 A03	Same	Material fees cover the projects that they Machine and build which they take home at the end if so desired. Fee supplies monies for the materials to build the project that they can take home should they desire to do so.
431A Mould Maker	\$55 A01 \$276 A02 \$250 A03	Same	Material fees cover the projects that they Machine and build which they take home at the end if so desired. Fee supplies monies for the materials to build the project that they can take home should they desire to do so.
415A Cook	\$874 kit fee \$573.45 Material fee	Same	No change in fees is being requested. The material fee covers food prepared and taken home each class

Please Note: The College reserves the right to change, amend or alter fees as necessary without notice or prejudice.

APPENDIX

DEFINITIONS

DEFINITIONS

Ancillary Fees

Fees for items not covered by the tuition fees established for a course or program of instruction that students may be required to pay upon enrolment. The Ministry approves categories of ancillary fees.

Auditing Students

Students who are registered in a course or program, but do not receive credit towards a diploma or certificate. Such students do not take examinations or receive grades. When a student audits a Ministry funded course, no Ministry funding is received.

Clinical Training

Clinical training is non-paid work experience that is supervised and monitored by, or on behalf of, St. Clair College personnel. Clinical experiences are scheduled as a part of regular program offerings.

Compulsory/Essential Ancillary Fees

Ancillary fees that a student is required to pay in order to enroll in any course or program of instruction.

Field Placement

A field placement is the work experience component of a program. While there is no hour-for-hour supervision by St. Clair College personnel, there are periodic visits to the work setting. A report may be a part of the course requirement.

Full-time Student

A full-time student is one who is registered for 66 2/3% of the courses or 70% of the hours in the suggested student program as outlined in the College Calendar. A student granted advance standing or an exemption from a course is not considered to be enrolled in the course.

High Demand Program of Instruction

A program of instruction eligible for general purpose operating grant funding for which colleges have the discretion to charge fees above the maximum permitted for regular fee programs. This discretion is allowed for applied degree, post-basic or Baccalaureate of Nursing programs and/or for basic programs that have been determined to meet each of the following three criteria:

1. there is high demand for instructional space;
2. graduates have above-average prospects for employment; and
3. graduates have the potential to earn an above-average income

International Student

An International Student for fee purposes is defined as a student who is not a Canadian or a U.S.A. citizen; not a permanent resident; not a dependent or a representative of a Foreign Government [Section 7(l) of Immigration Act]; or not a dependent of persons in Canada for the temporary exercise of their profession, trade or occupation [Section 7(l)h of Immigration Act].

Ontario Student Assistance Program (OSAP)

Supplementary financial assistance based on demonstrated financial need, operated by the province to help students from lower-income families meet the costs of post-secondary education.

Part-time Student

A part-time student is a student who is registered for less than 66 2/3% of the courses or 70% of the hours in the suggested student program, as outlined in the College Calendar. This includes students taking Continuing Education courses.

Post Basic Program

A program designed to provide additional or advanced skills that will enhance an existing knowledge base for which a certificate, diploma or degree has been awarded.

Post-Secondary Program

A program designed for individuals who have an Ontario Secondary School Diploma or equivalent.

Semester

In the case of most full-time post-secondary programs, it is the objective to achieve two equal semesters per regular academic year, with minor variations as required.

Student Contact Hour

A unit representing one student enrolled in one required hour of instruction.

Term

A term will normally be a semester, or a quarter as determined by the student's program.

APPENDIX V

STUDENT FEE APPROVALS

In consultation with the Compulsory Ancillary Student Fee Protocol Committee, we are recommending the proposed 'Student Fees 2025-2026' be applied for the 2025-2026 academic year. We have reviewed and accept the proposed 'Student Fees 2025-2026' as presented.

Signatures:

Rishi Vatish
SRC Student Representative
Compulsory Ancillary Student Fee Protocol Committee

Date: March 10, 2025

[Signature]
TSI Student Representative
Compulsory Ancillary Student Fee Protocol Committee

Date: MARCH 7, 2025

[Signature]
Chair
Compulsory Ancillary Student Fee Protocol Committee

Date: Mar 11, 2025

[Signature]
President, St. Clair College

Date: Mar 11/25



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MARCH 25, 2025

RE: NUTRITION AND FOOD SERVICE MANAGEMENT, ONTARIO COLLEGE DIPLOMA

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

AIM:

To request approval from the Board of Governors, to reactivate the Nutrition and Food Service Management, Ontario College Diploma, a two-year, funded program.

BACKGROUND:

This program falls under the MTCU Code 53204 - Nutrition and Food Service 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 program title modification proposal was submitted to the Credential Validation Service (CVS) for approval. The word “Nutrition” was added to the program title. As a result, the title of the program was officially amended to *Nutrition and Food Service Management*.

PROGRAM REACTIVATION:

Following the validation of the program title change by the CVS, the proposal is submitted to the Ministry of Colleges and Universities (MCU) for approval. Because the program was dormant, with the last intake in 2017-2018, in addition to the title change, reactivation of the program is required. This is an opportunity to realign the program curriculum and delivery with the current standards, and operational considerations.

The reactivation package includes the CVS Validation letter, a letter from the College President and Program Delivery Information (PDI).

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the request to reactivate the Nutrition and Food Service Management Ontario College Diploma, two-year funded program, commencing in Fall 2025



**Board of Governors
Policy Manual**

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Board of Governors Policy Manual

Vision

Excellence in all we do.

Mission

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

Values

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

[2682701/2]



Board of Governors Policy Manual

Core Business

St. Clair College must be a viable economic entity as our learners rely on the College for programs and services, employment and for the overall contribution to the community.

To that end, St. Clair College's areas of specialization include:

- Manufacturing/Technology
- Business
- Hospitality
- Applied Health

Organizational Goals for St. Clair College

1. St. Clair College will be accessible for life-long learning to all those who desire education and training for both career and interest.
2. St. Clair College will provide quality programs that result in high graduate employment, graduate satisfaction, employer satisfaction and student satisfaction and when compared to provincial Key Performance Indicators benchmarks, will surpass the provincial average.
3. St. Clair College will strive for excellence in meeting the needs of its students and the community by providing an applied research capability, increasing its commitment to deliver applied degrees and using alternative modes of delivery to reach its distant constituents.
4. St. Clair College will exist to meet the needs of its community but will have a global perspective and awareness in contributing as partners to social and economic growth.
5. St. Clair College will be distinctive from other colleges in its mission, vision of the future and its areas of specialization - Manufacturing and Technology, Business, Hospitality and Applied Health.
6. St. Clair College will demonstrate excellence in technology by ensuring that the FCEM has state of the art equipment.
7. St. Clair College will become the first choice of local employers for training by embracing the need for continuous change, innovation and improvement and by quickly responding to the needs of their clients with relevant and up to date programs and services.
8. St. Clair College will attract prospective students and clients in the educational world by being affordable, entrepreneurial, service oriented and accountable to students, the public and the community.
9. St. Clair College will invest in the development of College staff in order to promote excellence in teaching.
10. St. Clair College will continue to act in a fiscally responsible manner.

To enable these organizational goals to be accomplished and to realize the vision for the College, we will focus on the following six areas:

- the learner
- the employer as a client
- teamwork and morale
- innovation
- financial management
- resource management

[2682701/2]

POLICY AND PROCEDURE MANUAL

Policy Title:	Board Job Description	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-1
Effective Date:	June 22, 2010	Page: 1 of 1
Supersedes:	May 31, 2003	Last Review Date: January 22, 2019
Mandatory Review Date:	January 23, 2024	

The Board, in its role as a trustee, shall respond to community needs through its policies. To distinguish the Board's own unique job from the jobs of its staff, the Board will concentrate its efforts on the following job "projects" or outputs:

1. Ensuring that appropriate linkages exist between the organization and the community at large.
2. Writing governing policies which, at the broadest levels, address:
 - (a) Ends: Organizational products, services, impacts, benefits, outcomes (what product for which need at what cost).
 - (b) Governance Process: Specification of how the Board conceives, conducts and monitors its own tasks.
 - (c) Board-President Relationship: How power is delegated and its proper use monitored.
 - (d) Executive Limitations: Constraints on President's authority that establish the prudence, ethical and legal boundaries within which lies the acceptable level of Presidential activity.
3. Assuring College and Presidential performance as measured against Ends and Executive Limitations Policies.
4. Providing leadership in advocating for changes in the St. Clair College community and in Government legislation related to education on and training to contribute to the social and economic well-being of the Windsor-Essex and Chatham-Kent community.
5. Endeavoring to maximize resources available to the College in order to achieve its Mission.

[2682701/2]



POLICY AND PROCEDURE MANUAL

Policy Title:	Chair's Role	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-2
Effective Date:	May 31, 2003	Page: 1 of 1
Supersedes:	N/A	Last Review Date: January 22, 2019
Mandatory Review Date:	January 23, 2024	

The role of the Chair is to ensure that the Board functions according to its policies and to represent the Board to outside parties. The Chair is the only official spokesperson for the Board of Governors, other than in specifically authorized instances.

1. The responsibility of the Chair is to ensure that the Board operates in a manner consistent with its own policies and those requirements legitimately imposed upon it from outside the organization.
 - (a) Meeting discussion content will only be those issues which, according to Board policy, clearly belong to the Board to decide, not the President.
 - (b) Deliberation will be fair, open and thorough, but also efficient, timely, orderly and kept to the point.
2. The Chair has the authority to make decisions on behalf of the Board which fall within Board policies. He/she shall not:
 - (a) Commit the Board to any new policies.
 - (b) Authorize expenditures that require Board approval. It is expected that normal incidental expenses of the President would be approved by the Chair.
3. The Chair is the Board's formal contact with the President.
4. The Chair is to ensure the Vice Chair is informed of current and pending Board issues and processes. The Vice Chair will act as Chair when the Chair is unable to fulfill his/her duties, in accordance with the By-laws.

[2682701/2]



POLICY AND PROCEDURE MANUAL

Policy Title:	Past Chair's Role	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-2.1
Effective Date:	June 28, 2022	Page: 1 of 1
Supersedes:	NEW	Last Review Date: N/A
Mandatory Review Date:	June 28, 2027	

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.

It is required that the Past Chair will comply with all Board Policies and Board By-laws.

[2682701/2]



POLICY AND PROCEDURE MANUAL

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

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

~~Specific issues include the following:~~

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

[2682701/2]

POLICY AND PROCEDURE MANUAL

Policy Title:	Committee Principles	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-4
Effective Date:	April 28, 2020	Page: 1 of 1
Supersedes:	November 25, 2008	Last Review Date: April 28, 2020
Mandatory Review Date:	April 22, 2025	

The Board may establish committees to help carry out its responsibilities. To preserve Board authority, committees will be used sparingly.

1. Board committees may not speak or act for the Board except when formally given such authority by the Board for specific and time-limited purposes. Such authority will be carefully stated in order not to conflict with authority delegated to the Chair of the Board of Governors and the President.
2. Board committees are to assist the Board in achieving the College's Mission according to the parameters set by the Board.
3. Board committees cannot exercise authority over staff and operations.
4. A committee is a Board committee only if its existence and mandate come from the Board, regardless of whether the Board members sit on the committee. The only Board committees are those which are set forth in this policy and in the Board By-Laws.
5. An Audit and Finance Committee will be established by the Board of Governors at the appropriate time with primary responsibility to ensure compliance with Board policy through financial oversight and inquiry.

[2682701/2]

POLICY AND PROCEDURE MANUAL

Policy Title:	Audit and Finance Committee – Terms of Reference	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-4.1
Effective Date:	January 25, 2022	Page: 1 of 3
Supersedes:	April 28, 2020	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

In accordance with Policy 2003-4, Committee Principles, an Audit and Finance Committee will be established by the Board of Governors at the appropriate time with primary responsibility to ensure compliance with Board policy through financial oversight and inquiry.

Policy 2003-4.1 outlines the Audit and Finance Committee Terms of Reference.

1. Composition

3 external Board members + President, and/or an external voting member at the discretion of the Board.

The Committee Chair will be elected by the members of the Committee. As defined in the By-laws, the Committee Chair may also be appointed Treasurer of St. Clair College. Only those members of the Committee can vote.

The Committee Chair, where possible, should be an active designated Chartered Professional Accountant (CPA) of Canada member in good standing.

2. Meetings

The Committee will meet a minimum of 3 times per year at the call of the Chair.

3. Responsibilities

i. **Communication**

- The Committee Chair and the Vice-President, Finance & CFO should have an effective working partnership, as the Vice-President, Finance & CFO has a fiduciary responsibility to the Board. The partnership must feature trust, respect, professionalism, collaboration, openness, and transparency.
 - The Committee Chair and the Vice-President, Finance & CFO should meet privately on a quarterly basis. Some informality is encouraged to foster open dialogue.

[2682701/2]

- The Committee Chair and the Vice-President, Finance & CFO should have a comfortable two-way communication to one another by phone or email as needed.
- The agenda for Committee meetings should be jointly set by the Committee Chair and the Vice-President, Finance & CFO.
- All approved minutes from Committee meetings will be provided to the Board at the subsequent in-camera Board meeting following the respective Committee meeting.

ii. Audit

- ~~Appointing external auditors.~~ Recommend to the Board of Governors the approval of the selected external auditor based on the President's recommendation, following the issuance of a Request For Proposals (RFP) process.
- Reviewing and approving the audit plan for the external auditors to ensure that the combined evaluation of risks and testing of controls is comprehensive.
- Review the scope of the external auditor's reviews of the College's internal controls, any significant findings and recommendations by the external auditors and the responses of the College's staff to those findings and recommendations.
- Ensure that external auditors have access to the Committee to ensure that no management restrictions have been placed on their scope, extent of audit examinations or reporting of their findings.
- Review with the external auditors the results of the audit and determine if there were any difficulties or disputes with management, any significant changes in the audit plan, any significant changes in accounting policies and any management estimates that required significant judgement.
- Review and discuss the annual financial statements and related note disclosures with management and the external auditors.
- Seek assurance that the financial statements of the College are prepared in accordance with public sector accounting standards, which would include oversight of the selection of accounting policies used in the preparation of the financial statements, and consideration of all relevant alternatives.
- Review the annual draft financial statements and, where appropriate, suggest improvements in the financial information and, when accepted, recommend the final statements for approval by the Board.
- Have the right to make inquiries and call upon corporate officers of the College, as the Committee deems necessary.
- Review the performance of the external auditors annually and recommend to the Board their appointment and related fees.

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iii. Financial

- Review the annual budget and mid-year budget and recommend its approval to the Board. The Committee has a duty to review and monitor throughout the year, the College's actual operational and capital expenditures in relation to the approved budget.
- Receive reports from management, external auditors and legal counsel, if appropriate or necessary, on all significant deficiencies or indications/detection of fraud along with the corrective activity undertaken.
- Evaluating the adequacy and effectiveness of the Board's policies as well as the College's administrative, operating and accounting policies through communication with management and the external auditors and make recommendations to the Board regarding necessary changes.
- Ensuring the College has an Investment Policy for the operating, reserve, and endowment funds, and periodically review its relevancy.

iv. Other

- Acting as a resource to administrators with respect to financial matters.
- Assisting the Board in identifying and managing financial risk posed to the College by being an objective party to review, critique, and advise with respect to financial information.
- Reviewing major proposals as submitted by administration or highlighted by the Board of Governors.
- The Committee must discuss with management, the adequacy and effectiveness of the accounting and financial controls (including the system to monitor and manage business risks, legal, regulatory and ethical compliance programs), the adequacy of such controls and any remedial steps being undertaken to address any material weaknesses or significant deficiencies in internal controls.

[2682701/2]



POLICY AND PROCEDURE MANUAL

Policy Title:	Code of Conduct	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-5
Effective Date:	May 24, 2022	Page: 1 of 3
Supersedes:	February 22, 2022	Last Review Date: May 24, 2022
Mandatory Review Date:	May 25, 2027	

Board members will be independent, impartial and responsible in order to effectively govern the College. This Code of Conduct is intended to set basic rules for Board members in order to maintain the Board's integrity and the confidence of the community.

1. Board members will be ethical and professional. This includes proper use of authority and appropriate decorum when acting as Board members. Board members will treat one another, students and staff with respect, cooperation and will deal openly on all matters.
2. Members are accountable to exercise the powers and discharge the duties of their office honestly, in good faith and in the best interest of the College.
 - 2.1 Governors can rely in good faith on:
 - i. Financial Statements represented by officer or auditor to present fairly the financial position of the corporation.
 - ii. Report or advice of an officer or employee – if reasonable in the circumstances to rely on report or advice.
 - iii. Report or advice of an expert; lawyer, accountant, engineer, appraiser or other person whose profession lends credibility to statements made by them.
3. Board members will not communicate any matter designated as confidential to anyone.
4. Board members will abide by the confidentiality of information in perpetuity.
 - 4.1 Board members will not waive Board rights to confidentiality including discussions which occur at legally-held-in-camera meetings of the Board.
 - 4.2 Board members will enforce upon themselves whatever discipline is needed to govern with excellence including a resolution of censure or a request for removal of a Board member.
 - 4.3 Members of the Board who are students or employees of the College should not raise issues at the Board level which affect them personally. Such issues should be handled through the regular avenues of communications within the College.
5. Board members will not attempt to exercise individual authority over the organization except as explicitly set forth in Board policies.
 - 5.1 Board members' interaction with the President or with staff will recognize that any individual member or group of members does not have authority other than that explicitly stated in Board policies.

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- 5.2 Board members' interaction with the public, press or other entities will recognize the same limitation and the similar inability of any member(s) to speak for the Board.
- 5.3 Board members will make no evaluations of the President or staff performance except as that performance is assessed against explicit Board policies by the official process.
- 5.4 Board members will encourage employees to utilize reporting lines within the administration to bring their concerns to the Board.
6. Board members will be familiar with the incorporating documents of St. Clair College, Board By-laws, Board regulations, Board policies and organizational structure of the College, as well as the general rules of procedure and proper conduct of a meeting so that any decision of the Board may be made in an efficient, knowledgeable and expeditious fashion.
- 6.1 The following list identifies the non-delegable powers that must be exercised by the full board of governors:
- Filling board vacancies/auditor vacancies.
 - Issuing debt obligations (except as specifically authorized by governors).
 - Approving financial statements.
 - Adopting, amending and repealing by-laws.
7. Board members will be well prepared for each meeting and for the discussion of any item.
8. Board members will take part in educational activities that will assist them in carrying out their responsibilities.
9. Board members will attend meetings on a regular and punctual basis. A member may attend a maximum of 20% of board meetings through virtual means.
10. Governors when acting as Governors, are expected to consider and represent the interests of the College and its community as a whole in preference to any other interests which that Governor may also have or represent.
11. In keeping with the Minister's Binding Policy Directive and the "Conflict of Interest" Policy Framework Governors must declare a conflict of interest, at the earliest opportunity, with respect to their fiduciary responsibility and are expected to adhere to the Minister's Binding Policy Directive, as well as the Board By-laws and Policies pertaining to the "Conflict of Interest".

As members of the Board of St. Clair College, Board members are guided by the Ontario Ministry of Colleges and Universities Act, ~~particularly, Regulation 770~~ and the Minister's Binding Policy Framework. The following specific points, however, are particularly to be noted in the conduct of the Board matters:

- Board members must be sensitive to conflicts of interest whether it is actual, perceived or potential and should be guided by the Provincial guidelines in those matters. A conflict-of-interest declaration must be made on any items or discussions which cut across members' involvement with respect to other organizations or possible gains to themselves or their families.
- Board members should avoid raising any specific cases in respect to professors/instructors, students, or employees at the Board meetings. Such items should be discussed with the President or Chair of the Board outside of the context of the formal meeting of the Board.

[2682701/2]

Process for Declaring a Conflict of Interest

In accordance with the Minister's Conflict of Interest Binding Policy Directive for colleges of applied arts and technology,

~~At~~ the beginning of every Board meeting, the Chair of the Board is to ask, and have recorded in the minutes, whether any Governor has a conflict to declare with respect to any agenda item. A Governor who has a conflict of interest is to declare the conflict and the general nature of the conflict.

In keeping with best practices, Board members that have declared conflict are to leave the room prior to that particular agenda item being discussed. This includes both open and closed/in camera meetings, and in cases of actual, perceived and potential conflict.

This approach provides the best protection for the Board and the individual Governor, to avoid any claims that the Governor influenced a Board decision for his/her benefit or to benefit the conflicting interest.

Handling Violations of the Code of Conduct

A Board member who is alleged to have violated the Code of Conduct will be informed in writing and will be allowed to present his/her views of such alleged breach at the next Board meeting. The complaining party must be identified. If the complaining party is a member, he/she and the respondent member will absent themselves from any vote upon resolution of censure or other action that may be brought by the members. Members who are found to have violated the Code of Conduct may be subject to censure.

In addition to the above, Board members will be required to complete and sign a Conflict-of-Interest Disclosure form (Appendix F) annually, to be reviewed by the Board Chair.

[2682701/2]

POLICY AND PROCEDURE MANUAL

Policy Title:	Cost of Governance	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-6
Effective Date:	January 26, 2022	Page: 1 of 2
Supersedes:	January 27, 2015	Last Review Date: January 26, 2022
Mandatory Review Date:	January 26, 2027	

The purpose of the Board is to ensure that St. Clair College achieves appropriate results for our clients at an acceptable cost and avoids unacceptable actions and expenditures.

Because poor governance costs more than learning to govern well, the Board will invest in its governance capacity.

1. The Board recognizes that continual updating of skills, and awareness of new issues, are vital to a member's contribution to the Board. Therefore, new Board members shall receive a complete orientation to ensure familiarity with the education system and issues, the organization's structure and issues, and the Board's process of governance.
 - a. Board members shall have ongoing opportunity to take responsibility for continued training and education to enhance their governance capabilities including, but not limited to:
 - i. Attendance at provincial Board workshops.
 - ii. Attendance at other conferences or other developmental activities.
 - iii. Attendance at the Board Annual Retreat.

Each member of the board who attends any conference will be required to report back with a brief synopsis to the Board.

Participation at Provincial College Organization of which St. Clair College is a Corporate Member: The Board recognizes the provincial college conference as an important developmental activity of the Board and its work. Participation at the annual provincial conference shall be open to all members of the Board. Notification to Board members and opportunity to attend shall form part of the Board's Annual Workplan. The provincial conference shall be added to the September meeting of the Board at which time the Chair shall call for members to put their name forward to attend as conferees. Each new Governor will be required to successfully complete the Certificate of Good Governance within two years of their appointment to the Board.

Additionally, in order to be eligible for election to the Board Chair position, candidates must have successfully completed the Certificate of Advanced Good Governance.

[2682701/2]

Participation at National College Organization of which St. Clair College is a Corporate Member: The national college conference is an opportunity for the Board to gain some understanding to the Canada-wide system issues. Participation at the annual national conference shall be open to the President, the Chair, the Vice Chair, and up to six (6) other members of the Board. Notification to Board members and opportunity to attend shall form part of the Board's Annual Workplan.

Selection and approval to attend the national conference or other developmental activities will be determined using the following "Guidelines for Determining Professional Development Activities" (attached).

Conferees will attend such meetings primarily to receive information and exchange ideas. Board members will be expected to report back to the Board and provide a brief synopsis of their experience at conferences, workshops and other development activities attended as members of the Board.

2. The Board will establish governance process policies and a governance action plan that will serve as measurable standards against which the Board's performance can be evaluated.
 - a. At least on an annual basis, the Board will conduct a self-evaluation. As a result of this evaluation, the Board will include in its governance action plan, specific goals and objectives for improvement on identified areas.
 - b. The Board will monitor its adherence to its own governance process policies on a regular basis. Upon the choice of the Board, any policy can be monitored at any time. However, at a minimum, the Board will monitor its own adherence to the policies annually.

Guidelines for Determining Professional Development Opportunities

Annual National College Conference

The President, Chair and Vice Chair should attempt to attend the national conference during their term, when possible.

Application by other members of the Board to attend the national conference shall be at the discretion of the Chair, with preference based on the following criteria:

- Board members may attend the national conference at least once during each 3-year term.
- With the exception of the student member, members who are in their year of retirement from the Board are ineligible to attend the national conference.
- Highest seniority on the board shall be given priority and previous attendance will be considered. The Chair shall report to the Board regarding approvals of members selected to attend conferences.

Other Conferences, Workshops and Development Opportunities

Additional educational opportunities will be brought forward to the Board as they are known. Members who wish to attend conferences, workshops and other development opportunities can apply to the Chair. The Chair will review requests against conferences attended previously, current work of the Board, strategic work of the Board, cost, and the Board's own goals for itself.

Board members who are approved to attend educational opportunities will be reimbursed for all Board/College related travel as pre-approved by the Board/Chair and in accordance to the Board's travel and expense policies.

[2682701/2]

POLICY AND PROCEDURE MANUAL

Policy Title:	Governing Style	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-7
Effective Date:	September 24, 2019	Page: 1 of 2
Supersedes:	March 24, 2009	Last Review Date: September 24, 2019
Mandatory Review Date:	September 24, 2024	

The Board will govern with a style which emphasizes:

- outward vision and openness;
- encouragement of diversity in viewpoints;
- strategic leadership;
- clear distinction of Board and President;
- collective rather than individual decisions;
- future rather than past or present; and,
- measurable added value.

The Board will:

1. Operate in all ways mindful of its civic trusteeship obligation to the public. It will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling this commitment. The Board will give citizens the opportunity to address the Board but reserve the right to limit the time allotted for remarks.
2. Cultivate a sense of group responsibility. The Board will be responsible for excellence in governing. The Board will be an initiator of policy, not merely a reactor to staff initiatives. The Board will use the expertise of individual members to enhance the ability of the Board, rather than substitute individual judgments for Board values.
3. Direct, control and inspire the organization through the careful establishment of the broadest written policies reflecting the Board's values and perspectives. In the event of emergency situations not covered by specific policies, the College President, with the advice and consent of the Chair, if practicable, shall have the authority to take any appropriate action required by such emergency. Action taken and the reason therefore shall be communicated to the Board as soon as practicable. The Board's major focus will be on the intended long-term impacts outside the operating organization (ends), not on the administrative or programmatic means of attaining those effects.

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4. Enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, policy making principles, respect of roles, speaking with one voice to staff through written policies, and ensuring the continuity of governance capability. Continual Board development will include orientation of new members in the Board governance process and periodic Board discussion of process improvement. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling its commitments.
5. Welcome staff initiative and cultivate a sense of teamwork.
6. Monitor and discuss the Board's process and performance annually. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-Staff Relationship categories.
7. Conduct itself in a manner that complies with all relevant laws and regulations and fulfills all legal and fiduciary responsibilities.
8. All meetings of the Board shall be open and public in accordance with the laws and By-laws of Ontario and the College. Closed sessions may only be held in accordance with the provisions of said laws. All discussions conducted in closed sessions and the minutes thereof shall be kept confidential, except when the Board determines that it is no longer necessary to protect the public interest or the privacy of an individual.
9. Policy Approval will occur at Full Board Meetings.

~~Add a standing agenda item asking for Board input to allow time (5 minutes) for discussion, as part of the Board Self Evaluation process.~~

[2682701/2]



POLICY AND PROCEDURE MANUAL

Policy Title:	Annual Board Planning Cycle	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-8
Effective Date:	March 24, 2009	Page: 1 of 2
Supersedes:	May 31, 2003	Last Review Date: October 22, 2019
Mandatory Review Date:	October 22, 2024	

To accomplish its job outputs with a governance style consistent with Board policies, the Board will follow the “Board Annual Work Plan” and the “Event Schedule” to ensure compliance with ~~legislation (O.Reg. 34/03)~~, Board Policies and Board Operating By-laws. In addition the Board will:

1. Complete a re-exploration of ends policies annually;
2. Continually improves its performance through attention to Board education and to enrich input and deliberation; and
3. The Board will consider proposed new or revised policy twice, first as an informational item, and second as a recommendation for approval. Upon majority vote of the Board, the policy will be incorporated into the Board’s policies.

Accordingly,

1. The Board shall maintain control of its own agenda by developing an annual schedule that includes, but is not limited to:
 - a) Considered review of the Ends in a timely fashion prior to the President building a budget.
 - b) Scheduled time for consideration of information relating to the internal and external environment and exploration of future perspectives, which may have implications for the direction of the College.
 - c) Scheduled time for monitoring of the Board’s own compliance with its Governance Process policies and for review of the policies themselves.
 - d) Scheduled time for monitoring compliance by the President with Executive Limitations policies and for review of the policies themselves.
 - e) Scheduled time for Board orientation and education.

[2682701/2]

2. Based on the outline of the annual schedule, the Board delegates to the Chair the authority to fill in the details of the meeting content. The Board Chair in consultation with the President shall prepare the detailed agenda. Potential agenda items shall be carefully screened to ensure that they relate to the Board's job description, rather than simply reviewing staff activities. Screening questions shall include:
 - a) Clarification as to whether the issue clearly belongs to the Board or the President.
 - b) Identification of what category an issue relates to – ends, executive limitations, governance process, Board-President linkage.
 - c) Review of what the Board has already said in this category, and how the current issue is related; identification of whether the Board already dealt with the issue; of whether the issue is one level below current Board policy, or several levels lower; identification of the broadest way to address this issue so that it is still “under” the Board policy that already exists.
3. The Board shall annually establish for itself, a set of desired performance objectives related to the governance process. Review of progress towards these objectives shall form a meaningful part of each meeting agenda.

[2682701/2]



POLICY AND PROCEDURE MANUAL

Policy Title:	Board Standards, Procedures and Self-Policing	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-9
Effective Date:	June 28, 2022	Page: 1 of 1
Supersedes:	January 27, 2015	Last Review Date: June 28, 2022
Mandatory Review Date:	June 22, 2027	

The Board shall institute standards and procedures as well as enforce sanctions in the endeavor to govern with excellence. These standards, procedures and methods of self-policing shall apply to participation/attendance at meetings, visibility at College functions, linkage activities with the community, speaking with one voice and self-policing of a Board's tendency to stray from rigorous governance.

1. Governors are required to attend and participate in the Board meetings. Attendance guidelines for such Board business require a member to notify the Chair of the Board, through the Secretary, in advance of the meeting of his or her inability to attend. The Board may terminate a Governorship, based on attendance record, as prescribed in the Board of Governors Operating By-laws.
2. Governors are required to attend at least four (4) College functions such as Academic Awards, Alumni of Distinction, SRC/TSI Changeover Banquets or Student Leader Christmas Gathering and a minimum of six (6) convocation sessions during a twelve (12) month period.
3. Governors are required to attend the Higher Education Summit and the Premier's Award Banquet at least once during their first term of service.
4. Governors are required to attend Board linkage activities with the community, as apprised of such activities.
5. Governors shall, in all instances, speak with one voice on issues that concern the College. The Governors' sole voice shall be the Chair of the Board of Governors, or someone formally designated by the Chair who is authorized to speak on such issues.

[2682701/2]

POLICY AND PROCEDURE MANUAL

Policy Title:	Advocacy	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-10
Effective Date:	May 26, 2009	Page: 1 of 2
Supersedes:	May 31, 2003	Last Review Date: February 25, 2020
Mandatory Review Date:	February 25, 2025	

Background

The St. Clair College Board of Governors identified the importance of developing an Advocacy Policy, strategy, and action plan. The Board indicated the need for a formal process that would allow it to respond to political, economic and social issues impacting the College, the Ontario College system and post-secondary education in general. The Board also identified the importance of lobbying appropriate stakeholders on key issues affecting post-secondary education.

The Board recognized that lobbying on specific issues may involve joint action with College administration, Colleges Ontario, or other interested parties. The Board also may lobby on its own.

The Policy

The Board of Governors will advocate on behalf of the College and the post-secondary education and training system on issues of concern as needed. This advocacy may be undertaken in partnership with others. The purpose of the activity is to inform, to educate, and to persuade governments and other stakeholders.

Goals of advocacy may include:

- to raise the profile of St. Clair College, its programs and services with members of the community, governments, business, industry, students, media and other key stakeholders;
- to position the College as a major force and a valuable partner in employment, economic and community development, and technological innovation in the Windsor/Essex, Chatham/Kent community;
- to advocate for adequate funding and resources to enable the College to continue to provide for post-secondary education and training;
- to establish and maintain effective relationships with the community, business, industry, government, other educational sectors, and others who can assist the Board and the College in achieving its goals; and
- to promote and market the College and its positions on issues.

[2682701/2]

Relationship of Board and Colleges Ontario in Advocacy

Colleges Ontario is responsible for advocating on system-wide college issues. Certain advocacy issues may require collaboration with college boards, college administrators and other organizations.

Role of the St. Clair College Board of Governors

Annually, the Board will identify and prioritize issues that require an advocacy strategy, will formulate appropriate action plans, and will develop a statement of key messages concerning these issues. These key messages will serve as position statements for individual Board members when representing St. Clair College's Board of Governors in speaking engagements or other advocacy activities.

Role of Individual Board Members

St. Clair College's Board of Governors is a legal corporate entity and, as such, individual Board members must represent the views of the Board as a whole when speaking on an advocacy issue, rather than presenting their individual positions.

Role of the President and the College Administration

Although the Board and College administration will collaborate on strategic advocacy issues, the President of St. Clair College and other senior administrative staff will advocate on an ongoing basis on emerging issues.

Criteria and Process for Identification of Advocacy Issues

Colleges Ontario, through its Advocacy and Communications Committee, identifies system-wide college advocacy issues and develops strategies to deal with these issues on an annual basis. These advocacy issues are communicated to colleges through various publications and committees.

St. Clair College advocacy issues will be identified at the Board's annual planning workshop. Board members will prioritize these advocacy issues based on the needs of the College and will determine which issues the Board should focus its attention upon in the upcoming year.

Advocacy issues identified by the Board's task forces are referred to the Board for action.

Input on advocacy issues will be sought from employees, student and alumni groups, employers of our graduates, and others in the community when appropriate.

[2682701/2]



POLICY AND PROCEDURE MANUAL

Policy Title:	Relationship to the Foundation	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-11
Effective Date:	March 24, 2020	Page: 1 of 1
Supersedes:	May 26, 2009	Last Review Date: March 24, 2020
Mandatory Review Date:	March 25, 2025	

The College Board, in partnership with the Foundation, works toward accomplishing the strategic goals of the College, while at the same time, maintaining the values of the College.

To ensure appropriate communication and understanding between the two, the St. Clair College Board of Governors shall appoint a designate for a one-year term to the St. Clair College Foundation Board and that designate shall report back to the Board as required.

Minutes of the Foundation Board meetings will be available as a form of communication from the Foundation to the Board.

An annual report of the Foundation will be presented to the Board of Governors, as an opportunity to exchange information and share joint educational opportunities or areas of further interest to both groups.

[2682701/2]



POLICY AND PROCEDURE MANUAL

Policy Title:	General Executive Constraint	Area of Responsibility: Board of Governors
Policy Section:	Executive Limitations	Policy No: 2003-12
Effective Date:	May 31, 2003	Page: 1 of 1
Supersedes:	N/A	Last Review Date: April 29, 2020
Mandatory Review Date:	April 29, 2025	

The President shall not knowingly allow any practice, activity or decision, which is contrary to legislation, regulation, and Ontario Human Rights Code or Board policies.

The President will not cause or allow any practice, activity, decision or organizational circumstance which is either imprudent, illegal or in violation of commonly accepted business and professional ethics.

[2682701/2]



POLICY AND PROCEDURE MANUAL

Policy Title:	Emergency Executive Succession	Area of Responsibility: Board of Governors
Policy Section:	Executive Limitations	Policy No: 2003-13
Effective Date:	May 31, 2003	Page: 1 of 1
Supersedes:	N/A	Last Review Date: May 26, 2020
Mandatory Review Date:	May 27, 2025	

In order to protect the Board from sudden loss of Chief Executive services, the President shall not have fewer than two other executives familiar with Board and Presidential issues and processes.

The President will designate to the Board each year, at the organizational meeting, his or her ~~recommended~~ succession plan.

This succession plan will be followed for the purposes of assigning an Acting President for times when the President is absent for up to 30 days.

[2682701/2]



POLICY AND PROCEDURE MANUAL

Policy Title:	Asset Protection	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-14
Effective Date:	June 28, 2011	Page: 1 of 6
Supersedes:	March 24, 2009	Last Review Date: June 23, 2020
Mandatory Review Date:	June 24, 2025	

The President will ensure appropriate risk management policies are in place and will not knowingly allow assets to be unprotected, inadequately maintained or unnecessarily risked. The risk management program will be developed by the President and will be reviewed annually with the Board.

Accordingly, the President will not permit the College to operate without:

1. Appropriate financial controls and procedures.
2. Ensuring that purchases are made in accordance with the College's Purchasing Practice, effective September 30, 2013 and as outlined in the College Policies and Procedures Manual (Policy #4.12), as attached as Appendix "A".
3. Ensuring that funds not required for immediate use will be invested in a manner that does not violate Ministry directive, minimizes the College's investment risk exposure and provides a reasonable rate of return for the College.
4. Ensuring that there is protection for the College's trademarks, copyrights, intellectual property, information and files from loss or significant damage or prevent the use of College resources, equipment, personnel or paid working time for the personal benefit or gains of any individual employed either full-time or part-time by the College.

[2682701/2]

POLICY AND PROCEDURE MANUAL

Policy Title:	PURCHASING POLICY	Area of Responsibility: CHIEF FINANCIAL OFFICER
Policy Section:	FINANCE	Policy No: 4.12
Effective Date:	2013 09 30	Page: 1 of 5
Supersedes:	2011 04 01	Last Review Date: 2013 09 30
Mandatory Revision Date:	2018 09 30	

4.12 Purchasing

Introduction

The primary objective of the Purchasing Policy at St. Clair College is to ensure a fair, consistent and timely process for the acquisition of quality goods and services.

Policy

Within this context, the College shall develop and maintain procedures with consideration for:

- Fair practices regarding quotations, tendering, disposal of goods and conflict of interest;
- Quality, service and vendor performance as elements of lowest price; and,
- The maintenance of good public relations both with suppliers and the College community.

Within this context, it is the policy of St. Clair College:

1. To adopt leading procurement principles and practices, subject to local, provincial and federal laws;
2. To ensure that all legitimate vendors:
 - a) Have the opportunity to present their products or services to the College;
 - b) Receive fair treatment in the placement of College orders;
3. To develop and maintain relationships with suppliers and the College community to ensure alternate sources of supply;
4. To allocate business amongst these sources when comparable value is obtainable;
5. To observe the preference for Canadian suppliers as outlined in the Ministry Policy and Procedures Manual dated March 15, 1993 - Section II. Administration, 12. Purchasing Goods and Services;
6. To adhere to Regulation 309, Environmental Protection Act and Government of Ontario Policy which states: supplies, equipment, and services procured shall support the 3Rs of waste management;
7. To adhere to WHMIS Legislation as it relates to procurement and receiving of goods;
8. To ensure quantity buying through yearly negotiated contracts based on annual requirements;

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9. To participate with Co-op purchasing agencies for the purpose of realizing advantages in price, quality, and service;
10. To adhere to College Policy No. 93-40, Employment of Qualified Trades Persons on College Capital Works Projects; and,
11. To observe the guidelines on conflict of interest as stated in the Conflict of Interest Policy.
12. To conduct procurement activities according to the law in Ontario, including contract law, the law of competitive processes, privacy legislation, accessibility legislation, and any other legislation as may be applicable.

Purchasing Code of Ethics

All individuals involved with purchasing or other supply chain-related activities shall abide by the Ontario Broader Public Sector Supply Chain Code of Ethics (see page 5).

General Authority to Issue Purchase Orders

Employees cannot purchase any goods or services, or obligate St. Clair College for procurement indebtedness without the direct approval of their Manager. Refer to the “Competitive Procurement” section in the 4.12.1 Purchasing Procedure for details on the College’s procurement procedures.

The authority to execute purchase contracts (issue purchase orders) for the purchase or rental of goods or services is delegated through the President to the Manager, Accounting & Administration through the Chief Financial Officer.

The exceptions to this policy are as follows:

1. Contracts for major construction or building alterations requiring architectural services and approved by the Board of Governors;
2. Personnel Services (wages, salaries, and fringe benefit administration) covered by collective agreements, Ministry guidelines or other specific Board policies;
3. Selection and appointments of professional persons or organizations for specific services (e.g. legal, audit, architectural, engineering) covered by specific Board Resolution from time-to-time;
4. Short-term investments covered by Ministry Binding Policy directive on Banking & Investments;
5. Acquisition of general insurance coverage;
6. Utilities services when provided by specific contract authorized by specific Board Resolution from time-to-time;
7. Facilities rental authorized by specific Board Resolution or short-term rentals covered by general Board Resolution No. 76-266;
8. Cafeteria service contracts covered by specific Board Resolution from time-to-time;
9. Expenditures made by employees or Governors on College business for which reimbursement is made through existing College procedures (travel and petty cash);

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10. Academic contracts and sub-contracts including educational services;
11. Government-sponsored student employment/employee contracts;
12. Purchases for sale through the Bookstore and snack bar operations (except where volume purchase arrangements have been made); and,
13. Cooperative Purchasing.

Role of Purchasing Services

To operate as a support operation devoted to optimizing purchases for the College. Specifically,

- a) To analyze the College's purchasing patterns;
- b) To evaluate and implement volume purchases;
- c) To educate the College purchasers regarding the process and procedures for purchasing as stated in the related purchasing procedure 4.12.1, and the services that Purchasing can provide for them;
- d) To establish and maintain a system for evaluating preferred vendors and suppliers;
- e) To inform College purchasers of preferred vendors and suppliers;
- f) To oversee and coordinate the use of the Purchasing Card; and,
- g) To negotiate optimum vendor product and/or service prices.

Public Access to Public Tender Data

The general public will be allowed access to information in accordance with the Freedom of Information and Protection of Privacy Act. The College will maintain for a period of seven years all procurement documents, as well as any other pertinent information for reporting or auditing purposes. A record of procurement process documentation includes the following:

- A copy of the business case, including information regarding all supplier consultations;
- Evidence that all required approvals were obtained;
- Copies of all procurement documents used to qualify and select the vendor;
- Where the procurement was single or sole sourced, documented justification and associated approvals;
- Copies of all advertisements of procurement documents;
- Copies of all successful and unsuccessful responses;
- Information regarding any issues that arose during the procurement process;
- Information regarding all evaluations of submissions received in response to procurement documents;
- Information regarding all vendor debriefings;
- Copies of all award letters and posted announcements;
- Copies of Agreement(s);
- Information regarding all changes to the terms and conditions of the Agreement;
- Information regarding the management of the supplier;
- Information regarding all protests or supplier complaints regarding the procurement; and,
- Any other documentation as identified by the College.

Confidentiality of Tender Data Received From Invited Bidders

[2682701/2]

Data received by the College in response to invitation to submit proposals rather than by public tender call are to be regarded by all College employees as confidential, both before and after award of the contract. Procurement documentation will be maintained in a recoverable form for a period of seven years.

Confirmations

Confirmation purchase orders greater than \$500 but less than \$1,000 will be allowed when, in the opinion of the appropriate department manager, an emergency situation exists involving the health, safety, security, or the general well being of College personnel or property. This confirmation order shall be followed up in the normal manner and approved by the sector head with an appropriate explanation attached.

Employee Purchases for Personal Use

The College will not purchase goods or services for the personal use of employees nor will it make arrangements to create buyer-seller relationships between employees and College suppliers (except for employee purchasing programs). Individuals may not use College vendor contracts or buying power for personal purchases. Any attempt to purchase goods or services in the College's name, even if the individual's intent is to pay out-of-pocket or to fully reimburse the College, is a violation.

Cooperative Purchasing

The College is committed to working collaboratively with other public agencies to develop co-operatives and shared services where such are beneficial to St. Clair. Where St. Clair agrees to participate and such collaborative initiatives involve a lead agency, the policies and procedures of the College shall apply.

Undue Influence and Gifts

The undue influence and gift principles are outlined in Policy No. 5.4 "Code of Conduct and Conflict of Interest".

Conflict of Interest

The College will monitor any conflict of interest that may arise as a result of employees, senior executives, Board of Governors, advisors, external consultants, or supplies involvement with supply chain activities. Individuals involved with the supply chain activities must declare actual or potential conflicts of interest. Where a conflict of interest arises, it will be evaluated and an appropriate mitigating action will be taken.

[2682701/2]

**Ontario Broader Public Sector
Supply Chain Code of Ethics**

Goal: To ensure an ethical, professional and accountable BPS supply chain.

I. Personal Integrity and Professionalism

All individuals involved with purchasing or other supply chain-related activities must act, and be seen to act, with integrity and professionalism. Honesty, care and due diligence must be integral to all supply chain activities within and between BPS organizations, suppliers and other stakeholders. Respect must be demonstrated for each other and for the environment. Confidential information must be safeguarded. Participants must not engage in any activity that may create, or appear to create, a conflict of interest, such as accepting gifts or favours, providing preferential treatment, or publicly endorsing suppliers or products.

II. Accountability and Transparency

Supply chain activities must be open and accountable. In particular, contracting and purchasing activities must be fair, transparent and conducted with a view to obtaining the best value for public money. All participants must ensure that public sector resources are used in a responsible, efficient and effective manner.

III. Compliance and Continuous Improvement

All individuals involved in purchasing or other supply chain-related activities must comply with this Code of Ethics and the laws of Canada and Ontario. All individuals should continuously work to improve supply chain policies and procedures, to improve their supply chain knowledge and skill levels, and to share leading practices.

[2682701/2]



POLICY AND PROCEDURE MANUAL

Policy Title:	Communication to the Board	Area of Responsibility: Board of Governors
Policy Section:	Executive Limitations	Policy No: 2003-15
Effective Date:	May 31, 2003	Page: 1 of 1
Supersedes:	N/A	Last Review Date: September 22, 2020
Mandatory Review Date:	September 23, 2025	

With respect to providing information and counsel to the Board, the President will not knowingly permit the Board to be uninformed. This is accomplished by:

1. Reporting non-compliance with any policy of the Board.
2. Dealing with the Board as a whole, except when the Board's authority is delegated. This does not preclude the President consulting with Governors on an individual basis as required.
3. Advising the Board of relevant trends, anticipated controversial media coverage, and significant external and internal issues.
4. Submitting the required monitoring data in a timely, accurate and understandable fashion.
5. Ensuring that the Board is regularly apprised of the status of the College in relation to health and safety and environmental requirements and that the College is in compliance with health and safety regulations.

[2682701/2]

POLICY AND PROCEDURE MANUAL

Policy Title:	Working Conditions	Area of Responsibility: Board of Governors
Policy Section:	Executive Limitations	Policy No: 2003-16
Effective Date:	May 31, 2003	Page: 1 of 1
Supersedes:	N/A	Last Review Date: October 27, 2020
Mandatory Review Date:	October 28, 2025	

With respect to treatment of persons within the College community, the President may not cause or allow conditions that are in violation of the mission and values statements.

Accordingly, he or she shall not:

1. Operate without Human Resources procedures which clarify personnel rules for staff, provide for effective handling of grievances and protect against wrongful discipline and/or dismissal.
2. Discriminate against any staff member for expressing a dissenting opinion.
3. Prevent staff from addressing the Board when there is a perceived violation of a Board policy and internal procedures have been exhausted.
4. Fail to take reasonable measures to provide for safety and security.
5. Fail to establish and maintain a work environment which fosters teamwork, communication, clear decision making and supports staff during change.
6. Fail to acquaint staff with Human Resources policies and procedures.
7. Allow circumstances which mitigate against a respect for diversity.
8. Fail to ensure that there is an effective staff education and development process in place.
9. Operate without compliance with provisions of all applicable collective agreements, contracts and employment standards.
10. Fail to seek legal counsel on any matter which poses a potential risk to the College and/or Board.
11. Fail to post positions for a “new employee” hired to a position reporting directly to the President, concurrently, internally and externally.

[2682701/2]

POLICY AND PROCEDURE MANUAL

Policy Title:	Compensation and Benefits	Area of Responsibility: Board of Governors
Policy Section:	Executive Limitations	Policy No: 2003-17
Effective Date:	May 31, 2003	Page: 1 of 1
Supersedes:	April 28, 2009	Last Review Date: November 24, 2020
Mandatory Review Date:	November 25, 2025	

With respect to employment, compensation and benefits to employees, consultants and contract workers, the President shall:

1. Not change his or her, own compensation and benefits.
2. Not provide for or change the compensation and benefits of other employees except in accordance with collective bargaining agreements or with salary schedules and plans.
3. Not promise or imply permanent or guaranteed employment except in accordance with approved policy and procedures.
4. Not grant fringe benefits to employees except in accordance with approved policy and procedures.

[2682701/2]

POLICY AND PROCEDURE MANUAL

Policy Title:	Budget Development	Area of Responsibility: Board of Governors
Policy Section:	Executive Limitations	Policy No: 2003-18
Effective Date:	April 26, 2022	Page: 1 of 2
Supersedes:	May 26, 2009	Last Review Date: April 26, 2022
Mandatory Review Date:	April 27, 2027	

Budget development or expenditures during any fiscal year or the remaining part of any fiscal year will not deviate from Board Ends priorities, risk fiscal jeopardy, fail to be derived from a multi-year plan nor fail to show a generally acceptable level of foresight.

The President shall not cause or allow a budget to be developed which:

1. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items and disclosure of planning assumptions.
2. Does not provide the annual operating funds for Board prerogatives such as Board development, Board and Committee meetings and Board professional fees.
3. Projects the expenditures in any fiscal year of more funds than are conservatively projected to be received in that period.
4. Endangers the fiscal soundness of future years or ignores the building of organizational capability sufficient to achieve Ends in future years.
5. Incorporates a forecast deficit.

The President will:

1. Present a budget that takes into account the Board's directions and the Strategic Directions.
2. Propose a budget which includes reasonable expected outcomes, anticipated returns on expenditures and processes of accountability for new projects and initiatives.
3. Propose a budget which sets a reasonable level of expenditure for travel and accommodation commensurate with the directions of the Board and with the economic realities of the day.
4. Review and recommend the current condition of the internally restricted Board Reserves which includes related generated income.

[2682701/2]

5. Propose a budget where the College's overall budget surplus cannot be lower than the Public College Private Partnership (PCPP) budget surplus, unless approved by the Board of Governors.

[2682701/2]



POLICY AND PROCEDURE MANUAL

Policy Title:	Fiscal Condition	Area of Responsibility: Board of Governors
Policy Section:	Executive Limitations	Policy No: 2003-19
Effective Date:	June 28, 2022	Page: 1 of 1
Supersedes:	May 26, 2009	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

With respect to the actual, ongoing condition of the organization's financial health, the President may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board Ends priorities or fail to comply with legislation or regulations.

The President must act in a manner that ensure the financial sustainability of the College. To the Board, financial sustainability means using resources and funds wisely and economically to ensure an optimal learning environment for our learners and working environment for our employees, now and in the future. The College must be able to generate and steward our resources effectively while offering a mix of programming and services that meet community needs. Balanced guiding principles, policies and processes are required to ensure that each year we do not experience an arduous task of closing the gap between revenue and expenses while developing a balanced budget.

Accordingly, the President shall not:

1. Cause or allow any conflict of interest in awarding purchases or other contracts.
2. Allow policies or practices which are in conflict with generally accepted accounting principles.
3. Make purchases without due consideration to quality, after purchase service, value for dollar, and opportunity for fair competition.
4. Access the internally restricted reserves and related generated income without Board approval.
5. Contribute additional principal funds to the internally restricted reserves without Board approval.
6. Allow untimely handling of accounts payable and accounts receivable.

Accordingly, the President must include the following reports on the Board's Annual Workplan in order to provide the Board with regular updates on the fiscal health of the College:

[2682701/2]

Report	Annual Frequency	Month
Financial Plan / Original Budget	Once	March
Mid-Year Budget	Once	November
Financial Monitoring	Quarterly	September, October, February, June
Capital Budget	Quarterly	September, October, February, June
Internal Reserves	Once	May
Ministry Financial Sustainability Metrics	Thrice	November, March, June
Ministry Accrual Budget Template	Twice	November, June
Audited Financial Statements	Once	May
Investments	Once	September
Professional Services	Once	September
Section 28 Compliance	Once	May
New Academic Program Status	Once	April

[2682701/2]



POLICY AND PROCEDURE MANUAL

Policy Title:	Resource Development	Area of Responsibility: Board of Governors
Policy Section:	Executive Limitations	Policy No: 2003-20
Effective Date:	June 23, 2009	Page: 1 of 1
Supersedes:	May 31, 2003	Last Review Date: February 23, 2021
Mandatory Review Date:	February 24, 2026	

The Board recognizes and supports the need to establish development programs to diversify the funding base of St. Clair College. The Board also recognizes and supports the leadership role which the St. Clair College Foundation has in developing and implementing strategic development plans to ensure that diversification of funding continues.

Accordingly, the President will:

1. Ensure that any fundraising activity or resource development project:
 - a) Supports the St. Clair College Strategic Directions.
2. Have the approval of the Board to establish any new capital or other such special campaign.

[2682701/2]

POLICY AND PROCEDURE MANUAL

Policy Title:	Communications and Counsel	Area of Responsibility: Board of Governors
Policy Section:	Executive Limitations	Policy No: 2003-21
Effective Date:	May 31, 2003	Page: 1 of 1
Supersedes:	N/A	Last Review Date: March 23, 2021
Mandatory Review Date:	March 24, 2026	

With respect to providing information and counsel to the Board, the President may not permit the Board to be uninformed such that the Board's ability to carry out its functions is jeopardized.

Accordingly, he or she shall not:

1. Neglect to submit monitoring data required by the Board in a timely, accurate and understandable fashion, directly addressing provisions of the Board policies being monitored.
2. Let the Board be unaware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Board policy has previously been established.
3. Fail to advise the Board if, in the President's opinion, the Board is not in compliance with its own policies on Governance Process and Board-Staff Relationship, particularly in the case of Board behavior which is detrimental to the working relationship between the Board and the President.
4. Fail to present or have presented to the Board a diversity of policy-related opinion and perspective.
5. Fail to report in a timely manner any actual or anticipated non-compliance with any policy of the Board.
6. Refuse the Board's request for information.
7. Fail to bring to the Board via the agenda, any items that by legislation, Ministry policy or Board By-laws, require Board approval.

[2682701/2]

POLICY AND PROCEDURE MANUAL

Policy Title:	Programs and Services	Area of Responsibility: Board of Governors
Policy Section:	Executive Limitations	Policy No: 2003-22
Effective Date:	June 22, 2010	Page: 1 of 1
Supersedes:	May 31, 2003	Last Review Date: March 23, 2021
Mandatory Review Date:	March 24, 2026	

St. Clair College only develops and implements programs or services which enable the achievement of the end results as defined by the Board in the mission, vision and strategic priorities statements.

The President shall not fail to ensure compliance with Ministry of Colleges and Universities Regulations regarding instruction, and that a high standard of administration and instruction in all areas of educational programs is maintained and clearly stated.

Without limiting the scope of the above statement by the following list, the President shall not:

1. Implement programs which cannot be demonstrated to enable the achievement of the Board's Ends.
2. Establish or cancel any post-secondary diploma or certificate program without Board approval via the Agenda.
 - 2.1. Fail to establish written policies and procedures regarding the criteria for authorization of certificates and diplomas.
3. Operate without a College Council and Program Advisory Committees for each program of instruction, consistent with the Regulation.
4. Allow existing or new programs or services to be continued or implemented without ensuring that they are effectively monitored and evaluated.
 - 4.1 Fail to ensure that a comprehensive, thorough and objective operational review is conducted every five years, consistent with the Minister's Binding Policy Directive.

Any change in program or service should be brought to the Board with the recommendation of the President. This recommendation will come after a review that includes the Strategic Directions of the Board.

[2682701/2]



POLICY AND PROCEDURE MANUAL

Policy Title:	Public Image	Area of Responsibility: Board of Governors
Policy Section:	Executive Limitations	Policy No: 2003-23
Effective Date:	May 31, 2003	Page: 1 of 1
Supersedes:	N/A	Last Review Date: April 27, 2021
Mandatory Review Date:	April 28, 2026	

The President shall not endanger the organization's public image or credibility, particularly in ways that would hinder its accomplishments of mission.

Further, without limiting the scope of the above statement by the following list, the President shall not:

1. Fail to establish an effective corporate communications and public relations strategy.
2. Permit presentations to be made to the media which portray as Board policy information that is contrary to Board policy.
3. Permit staff members other than him/herself or designate to make presentations to the media regarding Board policy.
4. Fail to make available and easily accessible to the public information regarding Board decisions.

[2682701/2]



POLICY AND PROCEDURE MANUAL

Policy Title:	Partnerships	Area of Responsibility: Board of Governors
Policy Section:	Executive Limitations	Policy No: 2003-24
Effective Date:	April 27, 2010	Page: 1 of 1
Supersedes:	May 31, 2003	Last Review Date: May 25, 2021
Mandatory Review Date:	May 26, 2026	

The President shall not fail to develop appropriate partnerships to achieve the Board's Ends, to maximize efficiency and effectiveness in the use of resources, and/or to generate additional revenue in order to achieve the Board's Ends (Annual Strategic Plan).

Further, without limiting the scope of the above statement by the following list, the President shall not:

1. Enter into partnerships without having assessed the financial risk involved.
2. Enter into partnerships which do not result in a net gain for the College, taking into account both financial resources and staff time.
3. Fail to demonstrate due diligence in assessing and addressing anticipated short- and long-term implications of partnership arrangements.
4. Enter into any partnership arrangement that will have a negative impact on the ability to achieve the Ends.
5. Enter into any partnerships in violation of conflict-of-interest guidelines.

[2682701/2]



POLICY AND PROCEDURE MANUAL

Policy Title:	Delegation to the President	Area of Responsibility: Board of Governors
Policy Section:	Board-Staff Relationships	Policy No: 2003-25
Effective Date:	May 31, 2003	Page: 1 of 1
Supersedes:	N/A	Last Review Date: June 22, 2021
Mandatory Review Date:	June 23, 2026	

All Board authority designated to staff is delegated through the President, so that all authority and accountability of staff is considered to be the authority and accountability of the Chief Executive.

1. The Board will direct the President to achieve specified results, for specified recipients, at a specified cost through the establishment of Ends policies. The Board will limit the latitude the President may exercise in practices, methods, conduct and other “means” to the Ends through establishment of Executive Limitation policies.
2. As long as the President uses any reasonable interpretation of the Board’s Ends and Executive Limitations policies, the President is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities.
3. The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and President domains. By so doing, the Board changes the latitude of choice given to the President. But so long as any particular delegation is in place, the Board and its members will respect and support the President’s choices.
4. Only decisions of the Board acting as a whole are binding upon the President.
5. Decisions or instructions of individual Board members, officers or committees are not binding on the President except in rare instances when the Board has specifically authorized such exercise of authority.
6. In the case of Board members or committees requesting information or assistance without Board authorization, the President can refuse such requests that require – in the President’s judgment – a material amount of staff time, funds or are disruptive.

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POLICY AND PROCEDURE MANUAL

Policy Title:	President's Job Description	Area of Responsibility: Board of Governors
Policy Section:	Board-Staff Relationship	Policy No: 2003-26
Effective Date:	May 31, 2003	Page: 1 of 1
Supersedes:	N/A	Last Review Date: June 22, 2021
Mandatory Review Date:	June 23, 2026	

As the Board's single official link to the operating organization, the President's performance will be considered to be synonymous with organizational performance as a whole.

1. Consequently, the President's job contributions can be stated as performance in only two areas.
 - i) Organizational accomplishment of the revisions of Board policies on Ends.
 - ii) Organizational operation within the boundaries of prudence and ethics established in Board policies on Executive Limitations.

[2682701/2]

POLICY AND PROCEDURE MANUAL

Policy Title:	Monitoring President's Performance	Area of Responsibility: Board of Governors
Policy Section:	Board-Staff Relationship	Policy No: 2003-27
Effective Date:	June 27, 2023	Page: 1 of 7
Supersedes:	September 28, 2021	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

In keeping with good governance practice, the Board of Governors of St. Clair College is committed to adopting and implementing a fair and unbiased, formal performance management process to assess the effectiveness of the College President on a regular and on-going basis. By employing a formal process, performance expectations can be made clear for both the Board and the President as outlined in Appendix A.

The President, Board Chair, and each Board member have responsibilities for ensuring the consistency and effectiveness of the performance plan and process.

Purpose:

The purpose of performance management is to:

- Ensure the President and Board effectively work together to achieve the goals and priorities of the College, consistent with the approved Strategic and Operational/Business plans.
- Identify where performance gaps may exist and develop plans to address those shortfalls.
- Foster open, transparent, two-way communication as a way to build trust between the Board and CEO.
- Allow for a determination of compensation and other performance awards, subject to the applicable compensation system and/or legislative requirements.

Performance Management Process:

The performance management process consists of:

- Defining the criteria upon which the performance will be evaluated.
- Determining specific goals/objectives to be achieved, including specifying the measures for goal achievement.
- Determining the behavioural competencies required of the President for successful goal achievement.

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- The Board receiving progress reports from the President on a regular basis throughout the performance year.
- A formal evaluation of the President's performance relative to the criteria established at the outset.
- Feedback to the President on the evaluation findings.

Role of the President:

Working with the Board Chair and the Vice Chair, the President will be responsible for providing the Board with preliminary performance objectives, written in SMART format, derived from the Strategic and Business/Operational Plans.

The President will keep the Board informed of progress toward the achievement of the agreed upon objectives at each Board meeting under the agenda item "President's Report". A document outlining the progress to date will be distributed to Board members at each meeting. In addition, the President must provide regular (annual basis at a minimum) consent and/or monitoring reports to the Board on each measurable that corresponds to the respective objective, goal and strategic direction.

At the regular Board meeting following the end of the performance year (March 31st), the President will:

- Provide the Board with a copy of his/her self-assessment (Report Back) of his/her achievements on meeting the agreed upon goals and performance measures for the past fiscal year. The President's Report Back must be in the format as outlined in Appendix A.
- Provide the Board with a signed attestation, to his or her knowledge, that he/she was compliant with Board Policies and Executive Limitations, College Policies, and Ministry of Colleges and Universities Frameworks and Directives. This will include confirming compliance with all executives reporting directly to the President.

Role of the Board Chair and Vice Chair:

The Board Chair will assume a lead role in keeping the lines of communication open with the President, including providing regular and constructive feedback on the President's effectiveness in meeting the results and behavioural competencies of the performance plan and ensuring that all agreed upon timelines with respect to the performance management process are adhered to. The Vice Chair will assist the Board Chair with these duties and responsibilities.

The Board Chair (or designate) will manage the process of obtaining Board member feedback on the evaluation of the President's achievements and competencies.

The Board Chair (or designate) will compile the feedback from the Board and ensure the preparation of a report outlining the evaluation of the various items on the performance plan, an overall evaluation and an assessment of key strengths of the President, as well as any areas identified for improvement. This report will be presented to the Board at the regular Board meeting in May of each year. The Board Chair and Vice Chair will meet with the President on or before the June Board meeting for the purpose of providing the President with constructive feedback from the performance evaluation, identifying opportunities for future improvements which may include the development and completion of a learning and development plan for future growth.

When appropriate, the Board Chair and Vice Chair will recommend to the Board performance-based compensation awards for the President.

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The Board Chair (or designate) will ensure that all performance evaluation documentation, including any written instructions regarding a change in the President’s compensation, is filed with the Corporate Secretary. The Corporate Secretary will also be responsible for forwarding any instructions regarding the President’s compensation to the Director of Human Resources.

Role of Board Members:

Board members will participate in the development/approval of the performance objectives of the President on an annual basis.

They will receive and, as required, ask questions related to the progress being made relative to the achievement of the agreed upon objectives during the year.

Board members will provide constructive feedback on the performance management process and performance criteria to the Board Chair in order to improve the utility of the process for future years.

External Board members will provide their individual assessment of the effectiveness of the President’s performance to the Board Chair (or designate) at the end of the performance year.

Board members will respect the confidentiality of the performance management process, including the performance objectives to be achieved, the performance ratings assigned to the performance criteria and the deliberations of the Board with respect to determining the President’s performance rating and the determination of any rewards flowing from those discussions.

PRESIDENTIAL EVALUATION SUMMARY

- 1. The Presidential assessment is based on the following three areas and their relative weightings:

Performance Objectives/Community Engagement	75%
Competencies	15%
Learning & Development	10%

- 2. The President will provide the Board with a Report Back which highlights their professional development undertakings, their community engagement activities and the progress that was made over the past year on the College’s Strategic Directions. Templates are attached as **Appendices B, C and D.**
- 3. Who is involved with providing feedback?

The 12 external Board members are involved with assessing the President’s performance. The Chair and Vice Chair have a meeting with the President to review the results and comments.

- 4. Below is a sample workplan for the Presidential evaluation.

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PRESIDENTIAL EVALUATION SAMPLE WORKPLAN

Events/Tasks	Target Date
Presidential Evaluation – Stage One: Critical Dates.	March
Board Meeting – Presidential Performance Objectives Report Back.	April
Files sent to External Board members asking for evaluation.	April
Presidential evaluation results due from Board members.	May
Evaluation results summarized.	May
Calculation of Presidential performance bonus.	May
Share results with Board – May Board Meeting.	May
Schedule a meeting with President – provide results.	Before June Board Meeting

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REPORT BACK – PRESIDENTIAL PERFORMANCE OBJECTIVES

April 1, XXXX to March 31, XXXX

1. Strategic Directions

Strategic Direction	Objective	Measure	Goal Achievement	Report Back	Board Update Provided
			Met		
			Partially Met		
			Not Met		

Appendix B
[2682701/2]

PRESIDENTIAL PERSONAL DEVELOPMENT OBJECTIVES

April 1, XXXX to March 31, XXXX

Development Initiative	Objective	Measure	Weight
1. <u>Leadership Development</u>			
2. <u>Personal Development</u>			

Appendix C

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PRESIDENT’S COMMUNITY ENGAGEMENT
April 1, XXXX to March 31. XXXX

April XXXX	
May XXXX	
June XXXX	
July XXXX	
September XXXX	
October XXXX	
December XXXX	
January XXXX	
February XXXX	
March XXXX	

Appendix D

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POLICY AND PROCEDURE MANUAL

Policy Title:	Student/Alumni Organizations	Area of Responsibility: Board of Governors
Policy Section:	Board-Staff/Alumni Relationship	Policy No: 2003-28
Effective Date:	October 26, 2021	Page: 1 of 1
Supersedes:	May 31, 2003	Last Review Date: October 26, 2021
Mandatory Review Date:	October 27, 2026	

The Board of Governors recognizes the important need for autonomous student/alumni organizations. The Board acknowledges the positive contributions of the Student Representative Council Inc., the Thames Students Inc., the Alumni Association and the Saints Student Athletic Association to the wellbeing of students and graduates.

While student/alumni organizations are autonomous, the Board of Governors is ultimately accountable to the Ministry and the community concerning the reputation of the College. The conduct of student related activities must be consistent with the best interests of students, the College and the community at large.

The Board lends the St. Clair College name and reputation to these organizations as well as other benefits. The continued official recognition of these organizations is dependent upon compliance with the policies of the Board of Governors.

There will be appropriate consultation when developing College policies and associated expectations that impact student/alumni organizations. These organizations are expected to expressly adopt these College policies and procedures. The Board recognizes the mutual benefits of accountability, certainty and ease of continuity, which will result from written acknowledgment of College policies/agreements. The Board views clear written communication as a guidepost for use by student administrators in the discharge of their elected responsibilities.

In instances where College policies and directives are not followed or where organizations refuse to acknowledge College policies, the Board of Governors may cease to acknowledge the particular student/alumni organization. This may include withdrawal of financial support and related institutional accommodations.

The Board of Governors confirms its responsibility with respect to the determination, collection and allocation of student related fees for the benefit of recognized organization.

POLICY AND PROCEDURE MANUAL

Policy Title:	President Emeritus	Area of Responsibility: Board of Governors
Policy Section:	Board-Staff Relationship	Policy No: 2003-29
Effective Date:	April 26, 2016	Page: 1 of 2
Supersedes:	New	Last Review Date: October 26, 2021
Mandatory Review Date:	October 27, 2026	

The St. Clair College Board of Governors may, but shall not be required to, recognize retiring St. Clair College Presidents for their outstanding service to the College and to the communities it serves by bestowing the honorific title of “President Emeritus”.

The Board will usually only consider conferring the title of President Emeritus on former St. Clair College Presidents who have been appointed to more than one (1) term as President or who have served more than five (5) years as President.

The Board will consider overall performance and specific contributions to St. Clair College, the college system and the community, among any other criteria the Board considers relevant, in determining whether to confer the title of President Emeritus.

The granting of the title of President Emeritus will require approval by a Board resolution.

The President Emeritus title is solely honorific; it represents no entitlement to any role, authority, rights, privileges or entitlement to use of College, or College-affiliated, resources.

The President Emeritus shall not be required to complete any duties, nor shall there be any compensation or remuneration whatsoever payable to the President Emeritus for said designation or for acting in said capacity.

At the discretion of the incumbent St. Clair College President, the President Emeritus may be invited, as a guest, to attend or participate in College-related functions such as commencement ceremonies, sporting events, and other special College events.

The President Emeritus may be identified on the St. Clair College website, at the discretion of the incumbent St. Clair College President.

No Presidential employment contract will include a clause which commits the College to conferring the title of “President Emeritus” upon any retiring President.

The title of President Emeritus will typically be conferred for life but may be withdrawn without cause by the Board of Governors, in its sole and absolute discretion. The title of President Emeritus may also be voluntarily relinquished by the President Emeritus.

Notwithstanding any other term of this policy, the College Board of Governors shall always retain, in its sole authority and discretion, to decline, to grant or to withdraw the title of President Emeritus without cause.

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POLICY AND PROCEDURE MANUAL

Policy Title:	Presidential Selection	Area of Responsibility: Board of Governors
Policy Section:	Executive Limitations	Policy No: 2003-30
Effective Date:	March 28, 2023	Page: 1 of 2
Supersedes:	New	Last Review Date: NEW
Mandatory Review Date:	March 28, 2023	

The following outline provides the process that is required to conduct an executive recruitment search for the position of President. While an effort has been made to list the process in order, some issues are overarching and may overlap. The timeline will be determined as appropriate by the Board of Governors.

<ul style="list-style-type: none"> • The President provides notification that their contract will not be renewed and the executive search for a presidential replacement should commence. • Presidential Selection Committee (PSC) established to complete executive search. PSC is comprised of current Board members and community representatives. PSC will provide regular updates to the Board at the regularly scheduled Board meetings throughout this process.
<ul style="list-style-type: none"> • An executive search firm will be acquired in compliance with the College Procurement Policy and a recommendation brought forward to the PSC.
<ul style="list-style-type: none"> • PSC recommends executive search firm to Board Of Governors (BOG) at regular Board meeting.
<ul style="list-style-type: none"> • Executive search firm contract, stakeholder feedback plan and timeline finalized for PSC.
<ul style="list-style-type: none"> • Stakeholder feedback plan is executed by PSC.
<ul style="list-style-type: none"> • PSC reviews stakeholder feedback and drafts position profile. • PSC recommends position profile to BOG at regular Board meeting.
<ul style="list-style-type: none"> • Presidential position open for applications.
<ul style="list-style-type: none"> • Position closed for applications at midnight.
<ul style="list-style-type: none"> • Review of applicants for minimum qualifications.
<ul style="list-style-type: none"> • PSC will review confidential candidate packages and submit ratings.
<ul style="list-style-type: none"> • First level interviews and selection of second level interviews.
<ul style="list-style-type: none"> • Second level interviews completed.

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<ul style="list-style-type: none">• Top candidates in order of priority for President, are recommended to the BOG at August meeting which will be scheduled for External Board members only so negotiations may commence. (Decision will not be announced at this time).
<ul style="list-style-type: none">• PSC Chair will provide a monthly update on the status of the new President contract finalization, as required at regularly scheduled Board meetings. (Decision will be announced once the contract is finalized).
<ul style="list-style-type: none">• New President is officially announced.
<ul style="list-style-type: none">• New President start date.

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POLICY AND PROCEDURE MANUAL

Policy Title:	Whistleblower Policy	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-31
Effective Date:	June 27, 2023	Page: 1 of 6
Supersedes:	NEW	Last Review Date: June 27, 2023
Mandatory Review Date:	June 27, 2028	

1. Background

1.1 St. Clair College is committed to accountable and transparent operations. Whether involved in research, teaching or the governance and administration of the College, all members of the College community are expected to conduct themselves in a manner that is consistent with the College's stated values regarding integrity, respect, transparency, and ethical conduct. In serving the interest of the public, the College shall provide for the disclosure of Wrongdoing (Whistleblowing) in order to maintain and enhance public confidence in the College, its brand and reputation, and the integrity of its employees. It is expected that all parties involved in the Disclosure and investigation of Wrongdoing will respect the process set out in this Policy and associated procedures with the goal of reaching internal resolution.

1.2 Capitalized terms are defined in Section 4.

2. Purpose

2.1 The College strives to maintain high standards of integrity and accountability in conducting business and maintaining sound management of its resources as it continually strives for transparency throughout its operations. The purpose of this Policy is to provide for the disclosure of complaints and concerns relating to such issues as questionable accounting, internal controls or auditing processes, non-compliance with the College's guiding principles and codes of conduct, non-compliance with Ministry Directives, and unethical or illegal behaviour and to prohibit retaliation against any College Community Member who, in good faith, makes a Disclosure under this Policy.

College Community Members are often in the best position to observe unethical misconduct or abuse of public trust because of their proximity to day-to-day operations. The College relies on these individuals to report such activities so that it may take prompt correction action.

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As such, this Policy:

- 2.1.1 Confirms the rights of College Community Members in reporting conduct that does not meet the College's ethical standards;
- 2.1.2 Provides a mechanism through which individuals can confidentially disclose perceived or suspected wrong doing;
- 2.1.3 Confirms the College's obligation to protect from Reprisal person(s) disclosing Wrongdoing in good faith; and
- 2.1.4 Confirms the College's obligation to protect the rights of the person(s) against whom allegations are made.

3. Scope

- 3.1 This Policy applies to all College Community Members.
- 3.2 This Policy applies to the Disclosure of Wrongdoing as defined by this Policy that includes but is not limited to perceived or suspected unethical or illegal behaviour, or questionable accounting, failure to comply with any legal obligation, failure to comply with Ministry Directives, academic and/or professional malpractice, endangering of health or safety or the environment, misappropriation of College property or funds, internal controls or auditing processes.
- 3.3 This Policy does not apply to the expression of individual concerns, grade or other appeals, intellectual property issues, student conduct or complaints or grievances which shall be dealt with through other internal operational policy or process or matters covered by a collective agreement. If the circumstances or nature of an issue is such that an individual does not feel satisfied or comfortable with reporting the concern to a supervisor or other primary contact according to established policies, this Policy may be invoked.

4. Definitions

- 4.1 Chair
Chair of the St. Clair College Board of Governors.
- 4.2 College and St. Clair College
The St. Clair College of Applied Arts and Technology.
- 4.3 College Community Members
All College employees regardless of rank, title or position, governors, students, contractors, suppliers of services, individuals who are directly connected to any College initiatives, volunteers, and visitors.
- 4.4 Disclosure
Communication of a concern, complaint or a report of any Wrongdoing or suspected Wrongdoing to the proper authorities as identified in this Policy.

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4.5 Ethical Conduct

Action and behaviours that are fair, free from deception and impropriety, upholding the principles of integrity, respect, transparency, and accountability supported by awareness of and compliance with accepted standards as identified in St. Clair College's policies and procedures.

4.6 Good Faith

An honest and sincere belief or motive without any malice or the desire to defraud others.

4.7 Gross Mismanagement

Exercise of management responsibilities in a reckless and inefficient manner grossly deviating from the standard of care or competence that a reasonable person would observe in the same situation. To assess whether a particular conduct, while not motivated by bad faith or improper purpose, is Gross Mismanagement, the following list of non-exhaustive factors are considered:

- The seriousness of the conduct. For instances, mere errors will not constitute gross mismanagement, but an error that is serious and not debatable among reasonable people could.
- The frequency of systemic nature of the conduct. Patterns of conduct are more likely to constitute gross mismanagement than are isolated incidents.
- The College's interest, brand and reputation. Gross mismanagement is more likely to exist if the conduct is something that would shock or concern a reasonable member of the College community.
- The impact on the organization and/or program area. Gross mismanagement is more likely to exist if the conduct has significantly affected, or could significantly affect, the organization's ability to carry out its mandate, the organization's employee, clients or the public trust.
- The conduct of a manager. Gross mismanagement is more likely to exist if the conduct is reckless or willfully disregards established policies, practices and procedures.

4.8 Policy

This Whistleblower Policy.

4.9 Principal Investigator

The individual judged by the College to have the appropriate level of responsibility, authority and independence to oversee the process in compliance with the applicable laws and regulations, as appointed by the President, or if in conflict, the Chair.

4.10 Procedures

The procedures that provide a mechanism for making a complaint under this Policy.

4.11 Procedural Fairness

The right of a person to be heard in a fair and unbiased manner prior to a decision being made that may have a negative impact on their rights or interests.

4.12 Reasonable Belief

A set of facts or circumstances which would cause a person of ordinary and prudent judgment to believe beyond a mere suspicion that a Wrongdoing is being or has been committed.

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4.13 Reprisal

Reprisal is any harassment, intimidation, discipline, demotion, or termination or threat to do so with the intent to compel a College Community Member to abstain from disclosing Wrongdoing or to retaliate against an employee who has disclosed, or who is suspected of disclosing, a Wrongdoing in good faith.

4.14 Whistleblowing

The release or disclosure of information that is evidence of Wrongdoing.

4.15 Wrongdoing

4.15.1 A contravention of any Act of Parliament or the legislature of the province of Ontario, or of any regulations made under any such Act;

4.15.2 A misuse of College funds or assets or public funds or assets;

4.15.3 Gross Mismanagement;

4.15.4 An act or omission by an individual that creates a substantial and specific danger to the life, health, or safety of persons, or to the environment, where the danger is unreasonable, having regard to his or her duties, powers and functions and any other relevant circumstance;

4.15.5 An unethical or fraudulent business practice;

4.15.6 Knowingly directing or counseling a person to commit a Wrongdoing set out in any of items 4.15.1 to 4.15.5.

5. Disclosure of Wrongdoing (Whistleblowing)

5.1 If any College Community Member reasonably knows or has reason to believe that the College or a College Community Member has or is engaged in an act of Wrongdoing as defined by this Policy, they may file, in confidence, a Disclosure in accordance with the Procedures. The College Community Member may also disclose the matter to any Manager, Senior Manager or Executive Team Member who shall advise them on the Procedures for filing a Disclosure.

5.2 The President, or if in conflict, the Chair of the St. Clair College Board of Governors shall determine the appropriate investigation process of all legitimate Disclosures as defined by this Policy, all in accordance with the Procedures. Anonymous Disclosures will only be acted upon if the evidence collected during the preliminary investigation indicates the disclosure can be properly investigated.

5.3 Depending on the nature of the Disclosure the matter may be referred to an independent external investigator (i.e. legal counsel) or special committee.

5.4 The discloser has the right to withdraw a Disclosure at any stage of the process by written notice in accordance with the Procedures. The College, however, may continue to act on the issue identified in the Disclosure in order to comply with the College's obligation under its other policies and/or its legal obligations. This action is independent of the Disclosure process, and is to be determined on a case-by-case basis.

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6. Protection from Reprisal

6.1 Any College Community Member who, in good faith and on the basis of reasonable belief,

- a) seeks advice about making a Disclosure, or
- b) makes a Disclosure to appropriate authority, or
- c) denies to participate in the Wrongdoing, or
- d) co-operates or denies to participate in an investigation under this Policy, shall not be subjected to reprisal by the College or any person acting on behalf of the College.

6.2 Disclosures should, wherever possible, be made within 30 days of the Wrongdoing coming to the attention of the individual making the disclosure.

6.3 The College recognizes that making Disclosures of Wrongdoing may be stressful, and encourages staff who wish to do so to contact the Employee Assistance Program, through which they can confidentially access external counseling services.

6.4 Any College Community Member who believes that they are the subject of Reprisal or any manager or supervisor who becomes aware of Reprisals against any member shall notify the Vice President, Human Resources, or if in conflict, the President.

6.5 Allegations of Reprisals shall be subject to investigation. Investigations may be conducted by an independent external investigator (i.e. legal counsel), if necessary.

6.6 Any College Community Member found responsible for a Reprisal shall be subject to disciplinary action up to and including dismissal. The Vice President, Human Resources shall recommend appropriate actions to stop, reverse or remedy a Reprisal against a College Community Member.

7. False Complaints

A College Community Member who knowingly makes a false Disclosure of Wrongdoing or of Reprisal in bad faith or who knowingly makes a false or misleading statement that is intended to mislead an investigation under this Policy, and therefore deemed to be without merit shall be subject to disciplinary sanctions, including reprimand, suspension, demotion, expulsion or termination, or legal action as determined by the Vice President, Human Resources.

8. College Response to Disclosures of Wrongdoing

8.1 The College will treat all Disclosures of Wrongdoing and Reprisals made in good faith under this Policy in a confidential and sensitive manner.

8.2 The review and investigation of all alleged Wrongdoings and Reprisals will be carried out in accordance with the principles of Procedural Fairness.

8.3 The College or any member of the College community found responsible for Wrongdoing shall be subject to appropriate action. Specific sanctions will depend on the type and seriousness of the wrongdoing. In addition to any sanctions that may be required by law, the President has the authority to apply

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administrative and disciplinary penalties. These may include and are not limited to: the return of all monies; financial penalties; reprimands; suspensions; demotions; and termination of employment.

8.4 The principles outlined in this Policy apply equally to all College Community, Members regardless of their position, past performance or length of service.

9. Confidentiality

9.1 As much as possible, the College shall respect the confidentiality of all persons involved in a Disclosure.

9.2 However, confidentiality cannot be assured in the following circumstances:

9.2.1 An individual is at imminent risk of self-harm;

9.2.2 An individual is at imminent risk of harming another; and/or

9.2.3 There are reasonable grounds to believe that others in the College or wider community may be at risk of harm.

In such circumstances, information would only be shared with necessary services to prevent harm.

9.3 The College may also have an obligation to take steps to ensure that the matter raised in a Disclosure is dealt with in order to comply with the College's legal obligation and/or its policies to investigate such allegations. In such cases, certain College administrators will be informed about the reported Wrongdoing on a "need to know" and confidential basis, but not necessarily of the identities of the persons involved.

10. Monitoring

The President and the Chair shall provide an annual report to the Board of Governors summarizing the resolution of all Disclosures. All Disclosures will be presented in-camera.

11. References

Code of Ethics in Ontario, the Public Services of Ontario Act, 2006, provides similar protection to whistleblowers in Ontario's public sector. The whistleblowing protections of the Act are contained in part VI (sections 108 to 150) and are similar in scope and application to the federal Public Servants Disclosure Protections Act.

The Public Service of Ontario Act prohibits employers from reprising again a public servant who has made a protected Disclosure or has, in good faith, cooperated in an investigation into a disclosure or an investigation commenced under the Act.

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POLICY AND PROCEDURE MANUAL

Policy Title:	Whistleblower Procedure	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-32
Effective Date:	June 27, 2023	Page: 1 of 3
Supersedes:	NEW	Last Review Date: June 27, 2023
Mandatory Review Date:	June 28, 2023	

1. Policy

1.1 Refer to Whistleblower Policy Number ~~TBD~~[#2003-31](#).

1.2 Capitalized terms used in this document that are not otherwise defined have the meaning set out in the Policy.

2. Purpose

2.1 The purpose of these Procedures is to provide a process through which complaints and concerns relating to Wrongdoing can be disclosed without Reprisal and investigated with Procedural Fairness. As such, these Procedures:

2.1.1 Provide a mechanism through which College Community Members can confidentially disclose a perceived or suspected Wrongdoing, and

2.1.2 Provide a mechanism for appropriate investigation of and response to Disclosures.

3. Procedures

3.1 If any College Community Member reasonably knows or has reason to believe that the College, or a College Community Member, has or is engaged in activity covered by the Policy, he or she (the "discloser") may file, in confidence, a Disclosure by electronic mail, with the term "Confidential Disclosure" in the Subject line. The discloser should first review other College policies and procedures to determine whether their complaint falls within the definition of Wrongdoing or if it should be dealt with through an alternative internal process.

3.2 The Disclosure shall be factual rather than speculative and shall include sufficient specific information, such as:

3.2.1 Details of the specific incidents, acts or decisions constituting Wrongdoing;

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- 3.2.2 The circumstances that surround the Wrongdoing, including but not limited to the relevant times and places;
- 3.2.3 Identification of individuals involved in the Wrongdoing;
- 3.2.4 Name and contact information of the individual making the Disclosure; and
- 3.2.5 Any other information necessary to evaluate the Disclosure.
- 3.3 If the discloser wishes to orally discuss any matter, this request should be indicated in the Disclosure. To facilitate such a discussion, the discloser may include a telephone number at which he or she can be contacted.
- 3.4 Once the Disclosure is filed, it will be forwarded to the President's Office and the Chair of the St. Clair College Board of Governors (the "Chair") where a Principal Investigator will be appointed by the President or, if in conflict, the Chair and a detailed written record of the submission will be made.
- 3.5 When a Disclosure is received, the Disclosure shall be investigated to determine the Disclosure meets the following criteria:
 - 3.5.1 The Disclosure was made in good faith, and is not frivolous;
 - 3.5.2 The alleged act or misconduct falls within the definition of Wrongdoing under the Policy;
 - 3.5.3 The discloser has a reasonable belief that a Wrongdoing has been or is about to be committed.
- 3.6 A Disclosure may be rejected if at the time of filing, a substantially similar disclosure is currently under investigation.
- 3.7 The Principal Investigator shall contact the discloser following the preliminary review to advise if the investigation will proceed.
- 3.8 The Principal Investigator shall ensure that an appropriate investigation is carried out. Depending on the nature of the Disclosure, the Principal Investigator may refer the matter to an independent external investigator.
- 3.9 If, in investigating a Disclosure, it is found that the complaint has been made in bad faith or knowingly provides false or materially inaccurate information and therefore is without merit, the investigation will be terminated with written notification to the discloser giving reasons for the decision. The Principal Investigator may also recommend that sanctions be imposed against the discloser for filing a complaint deemed to be without merit, made in bad faith or by knowingly providing false or materially inaccurate information.
- 3.10 The Principal Investigator may be required, in order to comply with the College's legal obligations, to inform police or other external authorities or may take immediate action to ensure the safety of College Community Members.
- 3.11 The discloser may withdraw the Disclosure by written notice to the Principal Investigator. Upon receipt of the withdrawal notice, the Disclosure file will be closed. In the event that a Disclosure is withdrawn, the Principal Investigator shall determine whether any action regarding the subject matter of the Disclosure needs to be taken.

[2682701/2]

This action is independent of the Disclosure process and is to be determined on a case-by-case basis.

- 3.12 The review and investigation of all alleged Wrongdoings will be carried out in accordance with the principles of Procedural Fairness. All persons involved in a Disclosure of Wrongdoing are to be treated fairly and impartially and will maintain the rights, privileges and protection afforded to them through applicable federal and provincial legislation, College policies and collective agreements in effect at the time of the alleged Wrongdoing, regardless of their position or the length of their involvement with the College.
 - 3.13 Those persons against whom allegations are made (respondents) must be treated in a fair and reasonable manner. The respondents are entitled to:
 - 3.13.1 Be informed of the alleged Wrongdoing;
 - 3.13.2 Be provided enough details pertaining to the allegation to respond accurately;
 - 3.13.3 Representation/support at meetings;
 - 3.13.4 Confidentiality where possible;
 - 3.13.5 Be given fair opportunity to be heard; and
 - 3.13.6 Have the matter resolved in an expedient manner.
 - 3.14 The Principal Investigator will document the outcome of the investigation in the Disclosure file and where possible communicate the outcome and actions toward resolution to the discloser and the respondent.
 - 3.15 Appropriate action shall be taken where a College Community Member is found responsible for Wrongdoing.
 - 3.16 Upon resolution of a Disclosure the discloser and respondent shall be notified and a formal report will be completed.
4. Maintenance of Disclosure Files
- 4.1 Each Disclosure must be maintained in a separate file.
 - 4.2 To the extent possible, Disclosure files will be treated as strictly confidential, maintained in a secure manner and location, and protected from unauthorized access.
 - 4.3 All written information obtained as a result of the receipt of the Disclosure, review of the Disclosure, or the investigation of the alleged Wrongdoing must be included in the Disclosure file. All pertinent information obtained verbally must be documented in writing in the Disclosure file and dated and signed by the person receiving the information.
 - 4.4 The Office of the President shall retain the Disclosure file and the report for a period of seven (7) years upon formal closure of an investigation.

[2682701/2]

5. Disclosure of Reprisals

- 5.1 An employee who feels that they have been subjected to reprisals must bring a complaint of Reprisal to the Vice President, Human Resources or, if in conflict, to the President within sixty (60) days of the day on which the complainant knew or ought to have known when Reprisal action was taken.
- 5.2 The employee should provide the following information at the time of their complaint, preferably in writing:
- 5.2.1 The nature of the complaint and why the action would constitute reprisal;
- 5.2.2 The name of the person(s) alleged to have committed Reprisal action;
- 5.2.3 The date and description of the act of Reprisal and any other relevant information; and
- 5.2.4 Their name, telephone number and department address so that they may be contacted for further information.
- 5.3 When an allegation of Reprisal is received, the complaint shall be investigated to determine whether the complaint was made in good faith, and is not frivolous, and that the alleged behaviour falls within the definition of Reprisal under the Policy.
- 5.4 An appropriate investigation shall be carried out following the principles and process similar to those for Disclosures of Wrongdoing.
- 5.5 The Vice President, Human Resources shall recommend appropriate action to be taken, up to and including dismissal, where a College Community Member is found responsible for Wrongdoing.

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St. Clair College In The News

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Men take upset road while women rally as both Saints teams head to OCAA volleyball Final Four

Windsor Star - Feb 20, 2025



The St. Clair Saints men's volleyball team secured a spot at the OCAA championship on Saturday with a three-set win over the Conestoga Condors in Kitchener in OCAA volleyball quarter-final play.

It's not how you start, it's how you finish.

That's the mindset the St. Clair Saints will take into the OCAA Final Four in men's and women's volleyball.

After sneaking into the playoffs, the men have put together back-to-back upset wins to reach the Final Four in Sudbury.

"I know we still can't believe the position we're in considering the season we had, but we know we can get a medal," Saints' six-foot-four middle hitter Zach Walls said.

The women's team was poised for a Final Four appearance last year before getting upset in the quarter-finals. Now, after another second-place finish in the West Division, the club will play for its first medal since 2020 at the Final Four in Toronto.

"We've been focused on getting a medal, hopefully gold, and getting past quarters where I think we've lost the last four years," Saints' third-year setter Emma Clements said. "Now, it's kind of, 'Let's go all the way.'"

After tying for second place in the West Division at year ago with a 13-5 record, the men's team could never find its game during the 2024-25 regular season. The club went 6-12 to grab the eighth and final playoff spot in the West Division.

"We were really trying to figure out our best lineup all along and then we had injuries or someone always seemed to be sick," St. Clair men's head coach Shawn Reaume said. "When we were good, we just didn't play good ball, but it's been more fun the last two or three weeks than we've had all season."

Carrying a two-game losing streak into the playoffs, the Saints stunned Georgian College in a five-set thriller in the crossover match in Barrie. Georgian finished atop the East Division with a 17-1 record and carried an 11-game winning streak into the match.

St. Clair Soup Kitchen event returns

CTV News - February 21, 2025

The St. Clair College Soup Kitchen is back this year, offering six different options of soup to try.

St. Clair College is offering a delicious way to warm up next week as its Soup Kitchen event returns.

The college's chefs and culinary students will work together on Thursday to offer up six different kinds of soup to the public. This event returns for the first time since before the COVID-19 pandemic.

The flavours you can choose from include bacon cheeseburger, spinach and tortellini, vegetarian enchilada, New England clam chowder, cream of mushroom soup, and split pea. Also included will be a selection of breads.

Tickets are \$15 each. Sales will go towards student scholarships.

St. Clair College students taking part in referendum over Transit Windsor Saints Bus Pass

AM800 CKLW - February 24, 2025



A Transit Windsor bus near St. Clair College's downtown Windsor campus. Courtesy of St. Clair College Students at St. Clair College will have their say this week when it comes to the future of the Transit Windsor Saints Bus Pass.

The yearly pass offers students a discounted rate after the school's Student Representative Council (SRC) secured a three-year deal with the city in 2022.

The deal was \$300 a year and built into the student fees. The SRC has since negotiated a three-year renewal effective Sept. 1, 2025, to Aug. 31, 2028, however it comes with a hefty increase of \$823 per year.

Ryan Peebles, executive director of the SRC says the pass does have its benefits.

"It's nice because if you are a domestic student and you're planning for OSAP, typically those things are considered in your OSAP application for way of transportation," he said. "It also helps when international students are coming to country, they have that already paid in the tuition so they're not coming to Canada going 'okay now I've got to find \$800 and some odd dollars to get me a transit pass for the year', it's already included in their tuition."

He says students would still have the option to opt-out of the program should it continue.

"We do have an opt out percent of up to 40 per cent, but we do allow students who live outside the catchment area of transit or purchase a parking pass on college campus, they have those rights to apply for an opt out period, but the students who utilize the bus, they do see it as an increase to their students fees, so they were a little sticker shocked," Peebles said.

Peebles characterized negotiations with the city as 'shocking' and 'alarming'.

"I'm sure you see in the news where the mayor dictated the college needs to pony up for the increase in international students," he said. "There's almost comments made that the city subsidizing the rates for students because the city taxpayers are upset. I just wanted to remind the city that students, regardless of where they're from, are city taxpayers as well, so they are not being subsidized by city taxpayers because the students themselves are also taxpayers."

If students reject the renewal, the Saints Bus Pass program will end and students who rely on transit will need to source their own bus pass from the city at a monthly cost of \$83.75 for youth age 19 and under, and \$122.00 for adults.

Voting on the referendum runs from Feb. 24 through Feb. 28 at noon.

St. Clair College students vote on bus pass referendum, mayor says Transit Windsor is 'not a free service'

12-month pass set to jump from \$300 to \$823 per year starting in August

CBC News · Feb 24, 2025



With the agreement negotiated between the SRC and Transit Windsor set to expire in August, the new negotiated price for the yearly bus pass proposed by Transit Windsor is \$823 per year. (Dale Molnar)

Students at St. Clair College will vote this week whether to continue with the Transit Windsor Saints bus pass, after a hefty price increase set to come in for the next school year.

Ryan Peebles, executive director of the Student Representative Council (SRC), says under a pilot project for the last three years, the cost of the 12-month pass ranged from \$274 to \$300, increasing each year with the cost of inflation.

With the agreement between the SRC and Transit Windsor set to expire in August, Peebles said the new negotiated price proposed by Transit Windsor is \$823 per year — almost triple the current price. "[That's] a good chunk of an increase," Peebles told CBC News, while acknowledging that it's "still a great rate" when compared with the adult pass.

"But again, it's still a very large sticker shock so we didn't feel right just shuffling that into a student fee," he said. "We thought it's best to get the students' voices, and if the students are in favour or not in favour then they can really voice their rights."

The yearly pass saves students age 19 or younger about \$80 over the life of the pass, compared to buying monthly passes. Students age 20 or older save about \$120.

The pass was introduced as a pilot in 2022, and student ridership has since spiked: Students accounted for more than 5.5 million trips last year and are the majority of Transit Windsor's riders.

If the referendum fails, the Saints pass will not be available.

40% opt-out clause

Peebles said should the students vote to continue the program, the agreement with Transit Windsor includes an option for students to opt out.

He said up to a maximum of 40 per of the total student population, which is approximately 13,000, could opt out of the program.

"A lot of those students don't use that bus pass and so we didn't feel right charging them for that, so that's why we asked for the 40 per cent opt-out," Peebles said.

According to Peebles, students are currently going through the process of electing their student leaders for next year, and the referendum has been attached to that voting platform.

"At the end of this week, if the referendum passes, it then goes to the college's student fee protocol meeting. So, that's where the student leaders meet with college administration to discuss the fees," Peebles said.

"And then if it's approved at that meeting, it then goes to the College Board of Governors for formal approval and if it's approved at the College Board of Governors level then we'll work out the final negotiation pieces with the City of Windsor for a final contract."



'It's not right for city taxpayers to pay a higher subsidy for international students who are studying at the St. Clair College when St. Clair College is a recipient of a huge financial windfall as a result of bringing those students here,' Windsor Mayor Drew Dilkens said. (Chris Ensing/CBC)

Students who spoke with CBC News on Monday said the increase is too much.

"As a student, it's quite a bit for me," said Drumil Triveti. "I don't know about the others but it's quite expensive for me."

For Pavitra Pandya, "that's too much. It would affect us because right now we don't have jobs, as you know, and we can't afford it, actually."

'Transit isn't free,' mayor says

Meanwhile, Windsor Mayor Drew Dilkens is standing by the increase.

"Even at the new fare, it's still a deep discount from having to buy a regular pass. Transit isn't free. It's not a free service, and certainly the college users use the system a lot, which is fantastic, but there has to be an acknowledgement that they have to pay a fair share," Dilkens said, adding that students will have the final say and he's hopeful they approve the pass.

"It's not right for city taxpayers to pay a higher subsidy for international students who are studying at the St. Clair College when St. Clair College is a recipient of a huge financial windfall as a result of bringing those students here."

A spokesperson for the University of Windsor said the university's UPass agreement with Transit Windsor is in place until Aug. 31, 2029, and so students are not facing the same sticker shock next year.

But Dylan Kristy said the agreement does include a 3.4 per cent annual increase, meaning there will be a slight rise in cost each year. The cost of the UPass is as follows:

- \$190 per academic year for all undergrad students returning to the University from the previous academic year.
- \$296 per academic year for all GSS students, and all new undergrad students commencing studies at the University as of the 2024/2025 academic year and later.
- \$200 summer semester for all students.

The Original Maple Syrup Festival At John R. Park Homestead

February 25, 2025 -Kingsville Times / [Essex Region Conservation Authority](#)



Making maple taffy is just one of the iconic experiences to be had at the Maple Syrup Festival at the John R. Park Homestead

The First Taste of Spring Maple Syrup Festival is back, and it's sweeter than ever. Join this iconic celebration of Canadian culture at the John R. Park Homestead Conservation Area on March 8 & 9 and 15 & 16.

"Each weekend is distinctly themed, this year's Maple Fest again offers outdoor fun and unique experiences at this sweet-tasting tradition and celebration of natural and cultural heritage," said Kris Ives, Homestead Curator.

"As an Early Settler site, 1850s maple making will be the focus of the John R. Park Homestead activities, with the additional old-fashioned fun of blacksmithing demonstrations, pioneer toys and games, costumed interpretation, and the ever-popular maple taffy in the snow taking place each weekend."

Families can participate in the Lumber Games, Lumberjack Costume competition, Boast-Worthy Beard and Moustache competition, Best Butter Tart competition and so much more.

On Tasters' Weekend, guests can enjoy samples of delectable maple products, explore the artisans' area and watch the best Backyard Maple Maker will be awarded.

Each weekend features exhibits on the history of maple making, special hikes, hands-on activities, and, of course, the ever-popular Maple Market.

On March 15th, the Homestead is also pleased to welcome Carrie Ann Peters, Language & Culture Coordinator of Caldwell First Nation.

A full slate of activities offered each weekend can be found at www.essexregionconservation.ca/maple.

The Maple Trail returns, featuring local businesses with unique maple offerings during both Festival weekends. "Families can find unique maple baked goods, family-friendly maple food pairings, decadent food and wine specials and much more along the Maple Trail," Ives adds.

"The #MapleTrail map will be available on the website by March 1.". Admission to the event ranges from \$6 – \$8 for individuals and \$30 for a family pass.

ERCA's seasonal pass also provides admission to this event, and all conservation areas and special events for the entire year. Advance ticket purchases are encouraged so you can skip the line!

For more information and to download the Maple Trail map, visit www.essexregionconservation.ca/maple.

The Maple Festival is proudly sponsored by St. Clair College and the St. Clair College Alumni Association.

St. Clair College hosting 'Soup Kitchen' in downtown Windsor

AM800 CKLW – February 26, 2025



A little bowl of warmth during this stretch of winter.

St. Clair College Centre for the Arts is hosting a 'Soup Kitchen' Thursday, February 27 inside the Skyline Ballroom in downtown Windsor.

Speaking on Mornings with Mike and Meg, college centre senior director Joe D'Angela says the soup is being prepared by culinary arts students and chefs at the centre.

D'Angela says pre-COVID, there were many lunch time events in the downtown core.

"Our goal being a college community is to support the revitalization of the downtown core," says D'Angela. "So just bringing back these lunch time events, so this is the actual first annual Soup Kitchen put on by the chefs at the centre for the arts and also the culinary program here at the school."

He says there will be a variety of soups available including bacon cheeseburger soup.

"We have a spinach and tortellini soup, a vegetarian enchilada, our traditional New England clam chowder, cream of mushroom, split pea and our own famous roasted red pepper soup," he says.



Soup Kitchen Fundraiser - February 27 11am - 2pm St. Clair College

D'Angela says proceeds from the event will support student scholarships.

"Apart of our efforts is just to support our students educational journey so all proceeds will go towards student scholarships," says D'Angela. "So I think proceeds will help us award eight scholarships to students this year."

The event runs from 11 a.m. to 2 p.m. at the centre on Riverside Drive West. Tickets can be purchased online or at the door.

Windsor Polar Plunge set for Friday night in downtown Windsor

AM800 CKLW - February 27, 2025



The Polar Plunge in Windsor, in support of Special Olympics Ontario. Feb. 29, 2024.

270 people are getting ready to take the plunge.

They'll be participating Friday night in the 11th annual [Windsor Polar Plunge](#).

Speaking on AM800's Mornings with Mike and Meg, event organizer and Windsor police Sgt. Adam Young says the event raises funds for Special Olympics Ontario.

"We have 270 plungers already lined up," says Young. "We're trying to raise \$80,000, we're about \$70,000 there. So we're still \$10,000 to go to hit our goal of \$80,000 but we're excited, we're ready to go."

Young says the police service has been raising money for Special Olympics Ontario for the last 38-years.

"Through out polar plunge, there's going to be actually 35 plunges in the province this year with all the money being raised," says Young. "We've already raised about a half a million dollars this year with our provincial goal of \$1-million with all that money goes to Special Olympics. Locally here in Windsor, we've raised over a half a million dollars ourselves over our previously 10 plunges."

He says they take registration right up to the start of the event.

"We prefer online registrations but you can walk right up," he says. "We've been partnered with St. Clair College and even for students, if you're a grade 12 student and you come and plunge, St. Clair College will give you a \$500 bursary for next year's tuition at the school."

Last year, about 250 people participating, raising just shy of \$77,000.

[Friday's event begins at 6 p.m.](#) outside of the Windsor International Aquatic and Training Centre in downtown Windsor.

Student project to race around province this summer

CTV News Windsor - February 28, 2025

A winning design by St. Clair students will be hitting the road this summer when it's wrapped on a race car – CTV Windsor's Bob Bellacicco reports.

A student project will be on display at racetracks across Ontario during the upcoming race car season.

Jacob Wright, a graphic design student at St. Clair College, won a challenge and his design will adorn Nathaniel Greenaway's stock car this season.

"Just blown away. I'll be honest. I'll just I didn't expect it. I could do that for him." Wright told CTV News.

The wrap was part of a one-day project. Greenaway was in class to share his story, military background and what he was hoping for.

Students had until 4 p.m. to submit their ideas.

"Real reality check timelines, deadlines and so this project was just a fantastic fit for all parties. I don't know what's underneath that car wrap," said graphic design professor Nick Kuipers.



Jacob Wright, a graphic design student at St. Clair College, designed a wrap for Nathaniel Greenaway's stock car this racing season, seen on Feb. 28, 2025. (Bob Bellacicco/CTV News Windsor)

Neither did the students. Friday's build up was palpable as students gathered to see which of the 26 submissions won.

Creating a project on a computer was the task, but seeing it in real life was an experience for Wright. Better than that was the reaction he saw from Greenaway.

"I was really happy for Greenaway," Wright said. "Giving them a product that they were happy to represent the rest of the season. That was my main goal out of it."

Greenaway said their top five submissions were strong, but Wright's design popped.

"The pictures did not do this justice at all," Wright said. "In person, it just looks way more incredible and to have the student riding along with us all season long is going to be awesome."

Wright will be riding with Greenaway, in spirit, as his design will make a lot of left turns at tracks across the province as part of the Ontario Sportsmen Series.

"The element I like the most is the white digital camo. It really, really pops. We get to tie in a lot of the military guys that'll show up and a lot of the guys with veteran history so for us, it gives us that link and connection with them as well," said Greenaway.

Kyle Walton, co-owner of Rogue Meat Company, is excited for Greenaway's season, "Super pumped. We're sponsoring Nate Greenaway right now, Greenaway racing and we can't wait to see how the season goes."

The season opener is May 16 at Delaware Speedway, near London.



Jacob Wright, left, and Nathaniel Greenaway following the reveal of the winning design for Greenaway's racecar at St. Clair College, February 28, 2025. Photo courtesy Rich Garton/St. Clair College.

St. Clair College student designs wrap for race car

WINDSORITEDOTCA NEWS - MARCH 1, 2025

A St. Clair College student will see his work displayed on a race car as it zips around the ovals.

Jacob Wright, a third-year graphic design student at the college's downtown Windsor campus, had his race car wrap design chosen for Nathaniel Greenaway, a Tilbury-based driver.

Wright pitched the idea to the instructor of his agency design class. All 27 classmates had one day to produce a concept and create a design.

The designs were whittled down to five after being reviewed by Greenaway and his girlfriend, a graduate of the graphic design program. Wright's winning design was unveiled Friday during an event at the St. Clair Centre for the Arts.

"I'm honestly just blown away, to be honest," said Wright. "Being able to do a project like this, I was happy that I could do something that I was passionate for, and then also make something that he was passionate for."

Greenaway's military background went into the design, with a digital camouflage template in the team colours of red, white, and black.

Greenaway drives for the Ontario Sportsman Series. The 2025 racing season begins on May 16.

Hundreds of people participate in 11th annual Windsor Polar Plunge

AM800 CKLW - March 1, 2025



Hundreds of people participate in 11th annual Windsor Polar Plunge on February 28, 2025.

A chilly but successful night at the Windsor Polar Plunge event.

Over 300 people took the plunge - a record breaking number - on Friday night during the 11th annual Windsor Polar Plunge.

The event raises funds for Special Olympics Ontario, and all funds raised will support programming and events for 23,000 athletes across the province.

The pool was set up on the front lawn of the Windsor International Aquatic and Training Centre, and those taking the plunge dressed up in their school gear, costumes, bathing suits, or even tried to bundle up.

This year's fundraising goal was \$80,000, and as of Friday evening the event had raised \$76,533.

Jack Dupuis, a local high school student took the plunge, and says it was fun to jump.
"It was pretty awesome! I expected it was going to be awesome. It was pretty cold, it was a great experience! I liked it!"

Owen Coffey, a member of the Windsor Clippers Lacrosse team, says he's glad he took the plunge.

"It is ice cold, but it is fun at the end of the day, and it's only bad for 13 seconds."

Susan Gaudreau, a NextStar Energy employee, says the water wasn't bad.
"It was great! Not that cold at all... it was a lot of fun."

Shane Owchar, another NextStar Energy employee, says he recruited his co-workers to take the plunge with him.

"I did it last year, so I had to come back, and I came back with a team this time instead of being alone!"

In Windsor, over a half a million dollars has been raised over the previous 10 plunges.

All current high school students who took the plunge and plan to attend St. Clair College in 2025 or 2026 are eligible for a \$500 bursary.

Essex-Windsor EMS preparing to hire more paramedics

AM800 CKLW - March 2, 2025



Essex-Windsor EMS ambulance. (Photo: Meagan Delaurier)

Essex-Windsor EMS is in the process of hiring some new paramedics.

A recruitment effort by the regional ambulance service closed in early February, and Chief Justin Lammers says they now have conditional offers out.

"We're looking to start those individuals in May when the college program wraps up," he says. "Conditional means they have to graduate the program. We do have a few in there that are looking to move to the area, so they would be lumped in with them. But that would start in May, and we'd get them on the road in June," he says.

Lammers says the conditional offers are out to students in paramedic programs across Ontario, including St. Clair College in Windsor.

Lammers says the vast majority of primary care paramedics start as part-time employees. "For posting like this, they come in part-time," he says. "They work their part-time hours, which is just a ton for them to have. Either through retirements or enhancements, full-time positions come up and then move up into the ranks of full-time."

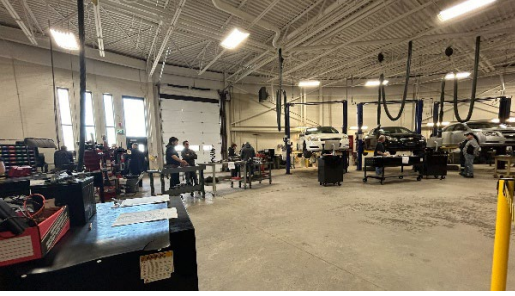
Lammers says they could be running another recruitment in the fall.

"Typically in our industry, the college is the main feeder for paramedics coming out that want to work. But the other question we're trying to answer is why Windsor? Why Windsor and Essex County? We're trying to draw people to the region, and that's usually where our fall recruitments grab a typically small, a smaller portion of individuals who are road-ready, trained, certified, and ready to go," he says.

Essex-Windsor EMS has 369 full-time and part-time employees, with 329 of those employees serving as paramedics.

High school students test trade skills at St. Clair College as industries look to shore up labour shortage

CTV News Windsor - March 02, 2025



High school students across Windsor-Essex descended on St. Clair College on March 1, 2025.

High school students across Windsor-Essex descended on St. Clair College on Saturday to test their trade skills.

As a pre-qualifier for the provincial Skills Ontario competition later this spring, students competed in precision machining, carpentry, plumbing, culinary and various other trades.

Inside the school's automotive building, instructor John Cammalleri and representatives from the automotive industry searched for more than a winner.

"So they're actually talking to shop owners or supervisors that actually are involved in hiring," Cammalleri said.

"They get to kind of talk to them and they get a feel of the students and get to talk to the students, which could potentially land them a job."

Throughout the morning, 19 students showed their knowledge of automotive work including tires, brakes, and batteries.

In working with the Windsor Professional Automotive Repair Association, Cammalleri said eight industry representatives helped students complete their tasks. The top three winners would also be offered summer internships and accrue service time, which could later be applied to apprenticeships.

Labelled as Canada's Automotive Capital, Cammalleri said the region remains rich with job opportunities in the industry.

Organizers hoped the event would allow students to "dabble" in their chosen trade and shore up any uncertainty about their career future.

Cammalleri noted a labour shortage continues to impact many skilled trades industries in addition to automotive services.

"The problem now is that we're getting more retiring than we have coming in. So there's actually a shortage in the trade, so now these people that are still in the trade are actually getting paid more money," he said.

Saturday's skills competition included students from the Greater Essex County District School Board, the Windsor-Essex Catholic District School Board, Lambton Kent District School Board and Conseil Scolaire Catholique Providence.

The winner in each trade will move on to the Skills Ontario competition held in Toronto in May.



Saints' Kyle Brown-Fazekas during the OCAA Championship semi-final game against Durham.

Saints men's basketball beat Georgian College for OCAA bronze medal

BLACKBURN NEWS - MARCH 2, 2025

The St. Clair College Men's Basketball team are provincial bronze medalists.

The Saints beat Georgian College 100-86 Sunday afternoon in the third place match at the OCAA Championship. This is the third provincial medal the men's team has won in the past four years and 10th overall in Saints' history.

Ethan Reid-Massiah led the way for the Saints, finishing with a game-high 28 points. His efforts earned him Player of Game honours for St. Clair.

Kyle Brown-Fazekas added 16 points for the Saints, while Amari Frye netted another 15 points.

Mazin Tiea was also named a Championship All-Star after getting a double-double in the third-place match with 14 points and 10 rebounds.

This was the last game for both Jacob Masters and Darnelle Peddie.

Later in the day, Durham beat Humber 67-61 to win the gold medal.

'Kick in the teeth' – Transit Windsor triples bus pass price for St. Clair College students

Windsor Star - Mar 03, 2025



A Transit Windsor bus is shown at the St. Clair College main campus on Friday, Feb. 28, 2025.

St. Clair College students are seeing “sticker shock” after Transit Windsor advised them its Saints bus pass would nearly triple in cost for the next school year.

The new price in the fall for the 12-month pass will be \$823 per year — almost three times higher than the current \$300 fee, or a 274-per-cent hike.

“It’s a little bit of a slight kick in the teeth to students,” Ryan Peebles, executive director of the colleges Student Representative Council (SRC), told the Star.

“It’s a large sticker shock that students were not expecting. They can’t really afford it.”

But afford it they must if they wish to continue taking the bus. The SRC on Monday announced students in a referendum last week approved the new agreement, which still offers savings to students who use Windsor’s public transportation system much of the year.

The pass, introduced in 2022 as part of a pilot project between the SRC and Transit Windsor, offers a discounted rate for students who rely on the service. The college secured a three-year renewal, running from Sept. 1 to Aug. 31, 2028, but at a substantial cost increase.

“If you look at the price of an adult pass compared to the price that they’re getting for a Saints pass with the increase — it’s a discount of 43 per cent,” Peebles said. “Students understand that there’s inflation, but they’re upset because it’s a shocking sticker price to them.”

The monthly cost for an individual Transit Windsor adult pass (aged 20 and older) is \$115, totaling about \$1,380 annually. For students aged 19 and younger, an individual youth pass costs \$78.50 per month, or \$942 per year.

With the proposed \$823 annual fee, students aged 19 or younger would save about \$119 over the course of the year. Students aged 20 and older would save approximately \$557, compared to buying monthly passes.

“Even at that fare, the new fare, it’s still a deep discount from having to buy a regular pass,” Mayor Drew Dilkens told reporters last week. “Transit isn’t free, right? This is not a free service.

“Certainly, the college users use the system a lot, which is fantastic,” he said. “But there has to be an acknowledgement that they have to pay a fair share, and it’s not right for city taxpayers to pay a higher subsidy for international students who are studying at St. Clair College when St. Clair College is the recipient of a huge financial windfall as a result of bringing those students here.

“There has to be some appropriate cost-sharing.”

Students who do not use the city’s public transportation have the option to opt out of the bus pass during a one-month period at the start of the school year.

Peebles said up to 40 per cent of the student body, roughly 13,000 individuals, could potentially choose to opt out of the Saints pass program.

“The benefit of the Saints pass is it’s unlimited use,” Peebles said. “It doesn’t expire in the summer months.

“It’s for all times — if they’re going to work, going to hang out with friends, or just leisure around the city — they can utilize that bus pass.”

“City council approved the fare that is up for referendum now,” Dilkens said ahead of last week’s student vote. “The students will ultimately decide, and we’re hopeful that their decision is positive.”

More details about the service are available on the St. Clair College [website](#).

“We had a great deal for three years,” said Peebles. “We knew there’d be some increase ... this came as a large shock.”

St. Clair College students vote to keep Saints Bus Pass

AM800 CKLW – March 3, 2025



AM800-NEWS-St-Clair-College-Sept2015AM800 File Photo of St Clair College, September 2015

The results are in from a student referendum at St. Clair College.

Student Representative Council (SRC) Executive Director Ryan Peebles says students voted in favour of keeping the Transit Windsor Saints Bus Pass.

He says about 2,500 students voted during last week's referendum.

[As AM800 news previously reported](#), the SRC re-negotiated a three-year renewal with the City of Windsor and Transit Windsor for the pass, with options for two additional one-year extensions however the renewal price significantly increase for students.

Under the previous agreement, it was \$300 per year but under the new agreement, the price has increased to \$823 per year.

Peebles says the fee for the bus pass is built into a student's tuition.

"The students are in favour of the adjusted price," says Peebles. "So from now, it goes to the next stage which is going to go to our college's board of governors. So tonight we're going to meet with the student board of directors at the student council level so they can accept the referendum results as in favour and they'll pass that motion there and then from there it goes to the college's board of governors for formal approval at the student level."

He says students can opt-out of the Saints Bus Pass.

"They do have the opportunity to opt-out but also to voice their concerns to our student council and we'd be sure to ensure the city is aware of it and also trends to any potential issues," he says. Peebles says the college still needs to sign the contract with the city.

"Unless there's any major hiccups between now and the college's board of governors, it should move forward," says Peebles. "Again we still got to sign that contract with the city and transit for kind of the fine details on what that looks like but as far as I'm concerned as of right now, no other hiccups it should proceed as normal."

The new three-year pact goes into effect on September 1, 2025 and runs until August 31, 2028. Peebles says students can opt-out from September 1 to September 30.

Local roundup: Four former Saints head for OCAA hall of fame

Windsor Star - Mar 04, 2025



Heather MacKenzie, at left, is seen with St. Clair College Saints' head coach Kevin Coriveau at the 2012 OCAA golf championships at Roseland Golf Club. PHOTO BY JASON KRYK /Windsor Star

Four former St. Clair Saints are headed to the hall of fame.

The Ontario Colleges Athletic Association announced former St. Clair standouts Mark Beens, Nancy Loeffler-Caro, Kim Pawluk and Heather MacKenzie will be inducted as part of the conference's bi-annual event, which is set for May 5th in Toronto.

Beens competed in three sports at St. Clair and eventually returned to coach at the school.

A Forster high school product, Beens helped the Saints to the 1989 OCAA men's cross-country title and was named the school's student-athlete of the year. He also competed in curling and badminton.

Beens returned as an assistant coach of the cross-country team in 1991 and became co-head coach in 1995 where he spent 16 seasons and turned St. Clair's annual high school invitational into one of the largest meets in the province.

Loeffler-Caro was also a three-sport athlete at St. Clair while competing in badminton, tennis and cross country.

She won three medals in badminton, which included women's singles gold in 1983. In two seasons of cross country, the Massey high school product helped the Saints to back-to-back team silver medals at the conference championships.

Tennis would become a life passion for Loeffler-Caro and she twice won gold in mixed doubles for St. Clair and earned student-athlete of the year in her graduating year.

A St. Joseph high school product, Pawluk was part of the relaunch of St. Clair's women's basketball program and in her four seasons with the Saints, the team never finished worse than fourth in the province. The Saints won silver in her rookie campaign and bronze the following season before earning the only gold medal in the school's history in the sport in 2004.

An Essex high school product, MacKenzie played four seasons with the Saints and went to the national championship on four occasions. She captured OCAA individual silver in 2012 while helping the team to gold. The following year, MacKenzie captured OCAA individual bronze and team silver along with a team silver at the national level. After graduation, she also spent eight seasons as an assistant coach with the team.

Healing hands: St. Clair College students bring hope and healthcare to Guatemala on life-changing mission

CTV Windsor - March 06, 2025

St Clair students travel to back to Guatemala for a life-changing experience. CTV Windsor's Chris Campbell has details.

Three St. Clair College students and their professor recently embarked on a life-changing journey to Guatemala, using their pharmacy skills to bring essential healthcare to those in need.

Second-year pharmacy technician students Jerry Sikl, Morgan Merritt, and Sanaa Shaaya, along with Professor Kaitlyn Harnden, joined the local mission group [Guatemala Hope](#) on a 10-day trip to the village of El Triunfo.

Their goal: to provide critical medical assistance to families with limited access to healthcare.

"We also had a team of nurses, doctors, dentists. They also had some engineers there providing helping [sic] with the water," Sikl explained. "It was a good learning experience."

Over the course of the mission, the team helped administer medications to nearly 1,100 patients, which they said made a profound impact on both the villagers and the students themselves.

El Triunfo is a remote village where access to healthcare is scarce, and residents often must travel long distances for even the most basic medical treatment.

"I wanted to help, and when you leave something like that, you feel fulfilled," Sikl said. "There were things that I learned as a student which will help me, but there's also things I'll carry on through life."

While Guatemala Hope has been sending teams of doctors, nurses, and engineers for 25 years - this was the first time pharmacy technicians were included in the mission.



Three St. Clair College students and their professor recently embarked on a life-changing journey to Guatemala, using their pharmacy skills to bring essential healthcare to those in need.

The students played a crucial role in ensuring proper dosages, dispensing medications with Spanish instructions, and stretching limited supplies to serve as many patients as possible. Their involvement helped the pharmacy run more efficiently than ever before, reinforcing the importance of having technicians as part of these medical missions.

Sikl continued, “It was exciting because as far as on a student level, it was like we’re kind of pioneering that. Hopefully it continues. It’d be great to hear that ten years down the road, you know, St. Clair College is still part of that. I don’t know what the outcome will be, but, you know, it feels fulfilling.”

Officials said beyond El Triunfo, the team also visited nearby villages like El Tigre, where conditions were even more dire. Many residents live in makeshift shacks with dirt floors and drink water from wells that run brown. Despite these hardships, the people they encountered showed immense gratitude for the assistance they received.



Three St. Clair College students and their professor recently embarked on a life-changing journey to Guatemala, using their pharmacy skills to bring essential healthcare to those in need.

“It was amazing,” exclaimed Guatemala Hope Director of Operations, Louise Elliott.

“It was like a dream come true,” Elliott stated. “We’ve been small and slowly building up over the years, but to have the opportunity to have pharmacy tech students just raised our clinic up a phenomenal amount.”

Elliott said, “For the majority of the villagers, we’re the only people that they see in a year. So it’s the healthcare that they get. There is small little nursing pockets, but it’s if they come, when they come, and if they have medicines available,”

She told CTV News the hope is to have the partnership with St. Clair College continue, with plans to return to Guatemala in January 2026. “To have the pharmacy team be able to keep up and never have a wait, it just means so much for people on the other end who have sat all day in the sun and gets them home a little earlier. It makes it a lot easier on our doctors and also our translators. So it’s just a win-win all the way around.”

For the students, the trip was not only a professional learning experience but also a deeply emotional and cultural one. They immersed themselves in village life, listened to personal stories, and even found a few moments of reflection, watching sunsets over the Pacific after long days of work.



Three St. Clair College students and their professor recently embarked on a life-changing journey to Guatemala, using their pharmacy skills to bring essential healthcare to those in need.

“It’s one thing to talk about to students about being in a field of service in healthcare, but when you are hearing their real life stories of partaking in that, I mean, it really does give you goosebumps,” explained School of Health Sciences Chair, Stephanie De Franceschi. “I think that it’s something that they will be changed forever for and I think that’s something we’re really proud of, that we were a part of that journey with them to help teach them that.”

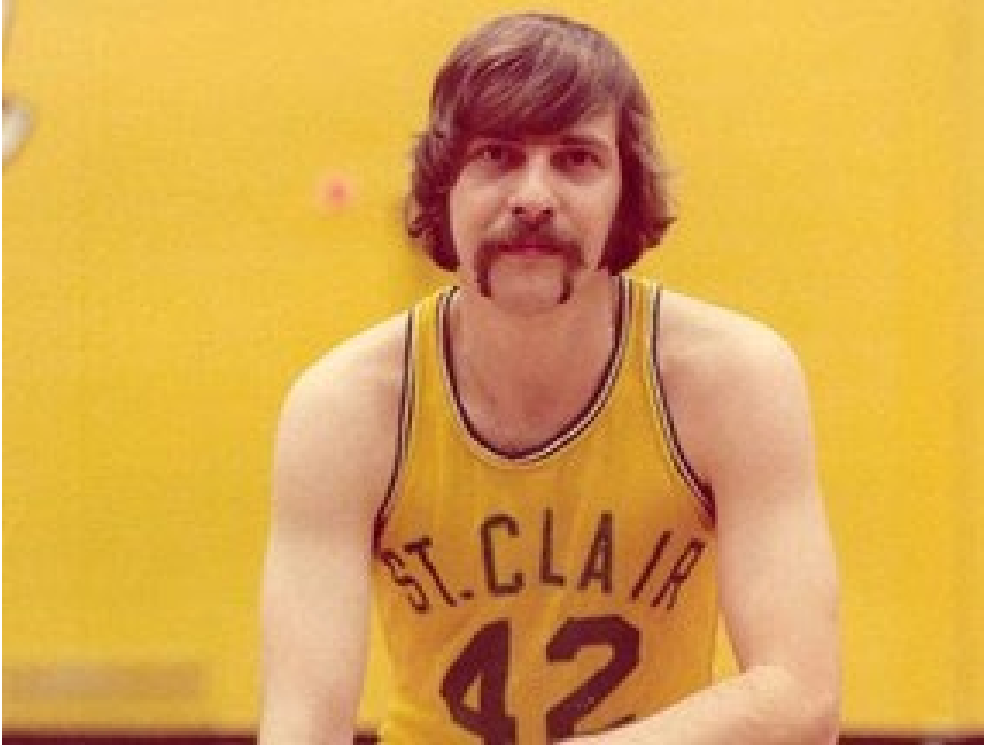
De Franceschi said the experience highlighted the impact of education beyond the classroom and showcased how skilled students can make a real difference in the world.

“These students are also going to be presenting to our other faculty and staff and students, in the School of Health Sciences and Nursing, because it’s one thing for me to say it, but then when other students and other staff are hearing it from the experiences that these students have had, I think that is much more impactful than anything I could stand up in front of a room and say,” De Franceschi added.

Local roundup: Saints honour Koscielski; Andari wins OUA title; Sasseville to NCAAs

Chatham's Henry Koscielski has been inducted into the new Saints Wall of Honour at St. Clair College commemorating its greatest student-athletes.

Chatham Daily News - Mar 07, 2025



Former St. Clair College basketball player Henry Koscielski, right, of Chatham, Ont., was inducted into the Ontario Colleges Athletic Association's Hall of Fame in 2003.

Chatham basketball player Henry Koscielski has been inducted into the new Saints Wall of Honour at St. Clair College commemorating its greatest student-athletes.

He's part of the 13-member inaugural class.

Koscielski was inducted into the Ontario Colleges Athletic Association's Hall of Fame in 2003. At that time, he was fifth in all-time OCAA scoring with 1,227 points.

Nicknamed the Polish Pistol, Koscielski was an OCAA all-star and all-Canadian in 1977-78. He was the Saints' most valuable player in 1976-77 and '77-78 while leading the team in scoring both seasons. He was also St. Clair's male athlete of the year in 1976-77.

Koscielski finished his four-year Saints career in 1978 with 2,076 points overall, including exhibitions, for an average of 18.2 per game. He had a streak of 60 consecutive games in which he scored in double figures.

St. Clair Women's indoor soccer team brings home bronze medal

CTV News Windsor - March 09, 2025



Source: St. Clair College.

The St. Clair Women's varsity indoor soccer team fell short in the OCAA Final Four but still are bringing home the bronze medal.

St. Clair made it to the Final Four on Thursday with two wins and one loss. The Saints beat Humber 4-1, Seneca 1-0, and lost to Sheridan 1-0.

In the semi final, they faced the Centennial Colts, where St. Clair fell 3-2. That loss set them up for the bronze medal game against the Conestoga Condors, where they won 2-1 for the bronze.

Maple Leaf Pro Wrestling hits Windsor for live showdown before major Toronto return

Windsor Star - Mar 11, 2025



Ready to rumble. Border City Wrestling owner Scott D'Amore is shown at his Windsor gym on Monday, March 10, 2025. Photo by Dan Janisse /Windsor Star

Building on the success of Maple Leaf Pro Wrestling's revival last year, Windsor's Scott D'Amore is expanding the brand with a major return to Toronto's legendary former Maple Leaf Gardens.

But not before giving fans at home a chance to dive into the action this weekend.

Maple Leaf Pro Wrestling is back for a two-night showdown, Mayhem, hosted at St. Clair College in Windsor, showcasing some of the "very best" in professional wrestling.

"We had our inaugural event this past October and that was our opportunity to relaunch the brand," said D'Amore. "Now we're following it up this year with a series of events that will start to see Maple Leaf grow and tour around the country again."

"After Windsor we will be returning to the former Maple Leaf Gardens, which is now the Mattamy Athletic Centre, on May 10 and that is an important date in our history."

Founded in 1930, Maple Leaf Wrestling made a name for itself drawing thousands of fans to events at famed venues like Maple Leaf Gardens. Under the guidance of founder Jack Corcoran, and later John and Frank Tunney, it thrived for decades.

However, the Canadian promotion company folded after it was acquired by Vince McMahon and the American World Wrestling Federation promotion in 1984.

"MLP was brought back in order to provide that platform for Canadian talent," D'Amore said. "We do that by showcasing the very best in Canadian professional wrestling talent side-by-side with the very best in the world."

The back-to-back events in Windsor will feature the MLP debut of Bishop Dyer, formerly known as Baron Corbin, the return of Pro Wrestling NOAH star Kaito Kiyomiya, along with what D'Amore promises to be a stacked line up of Canadian and international talent from promotions around the world.

“The NWA world championship will be defended here in Windsor,” D’Amore said. “It’s the first time that has happened in 20 years. That’s a pretty big deal for us.”

That matchup will see reigning NWA World’s Heavyweight Champion Thom Latimer put his title on the line against “The Nomad” Bishop Dyer.

Windsor fans will also be a part of Canadian wrestling history as eight women battle for the opportunity to become the first-ever Women’s Canadian Champion.

The MLP Mayhem two-night tournament will determine the final two women, who will then face off at the Northern Rising event in Toronto later this year.

“The women’s championship tournament is a huge part of this weekend,” D’Amore said. “Wrestling sports and entertainment didn’t have the greatest history when it comes to equality and featuring men and women’s athletic endeavors the same.

“The fact that one has never existed is an oversight that shouldn’t have made it this far.”

Mayhem Tickets

Tickets for the two-day showdown at St. Clair College on March 14 and 15 are available at mlpwrestling.com.

General admission for both nights is \$40, while a single-day ticket is \$30. Showtime is 7 p.m.

For those unable to attend, the event will be broadcast live on Triller TV. A single-night bundle is \$20, or \$30 for both nights.

A link to the streaming service is available on the Maple Leaf Pro Wrestling [website](#).

Saints have major coaching voids to fill after Boots and Wiseman step away

Windsor Star - Mar 13, 2025



WINDSOR, ONT.: JUNE 4, 2013 -- The St. Clair After picking up 200 wins while guiding the St. Clair Saints' softball team, Doug Wiseman has stepped down. Photo by DAN JANISSE /Windsor Star

The St. Clair Saints now have two major voids to fill.

Within days of each other, the Saints saw cross-country head coach Paul Boots retire with softball head coach Doug Wiseman stepping down just three days later.

“It was time,” Wiseman said.

Each had built their respective sports team into powerhouse programs in the OCAA.

After a year as an assistant coach, Wiseman took control of the softball program in 2013. In 11 seasons, with one lost to the COVID-19 pandemic, Wiseman guided the Saints to eight OCAA titles while compiling a 200-43 record for an .823 winning percentage and 10 provincial medals.

“I am incredibly proud of the work we have accomplished over the years,” Wiseman said. “None of this would have been possible without the time, commitment and effort put in by the players, coaches and support of the families and community. This led to our successes and several championships and cherished memories.”

Three of those 10 medals were gold along with five silver medals with Wiseman named OCAA coach of the year on five occasions. The club also earned seven medals at the national level, which included three titles with the 2022 team posting a perfect 34-0 mark and remains the only female team in school history to accomplish that feat.

“I want to express a gratitude to the coaches who began in 2013 onward as well as coaches (Allison) Telfer and (Dwayne) Dawson,” Wiseman said. “A special thank you to coaches Mark Ouellette and Alex Wiseman for their tireless dedication. I am appreciative to all those who reached out with your kind words.”

Boots never expected to be with the program for a decade after taking over the cross-country team in 2015.

“Well, 10 years is a good number,” Boots said. “When I jumped on, I didn’t think it would be 10 years. I’ve got a couple grandkids and it’s a great job. St. Clair treats you like gold and it’s probably the best job I’ve had, but I think it’s time to move on.”

In nine seasons, Boots guided the men’s team to OCAA gold in 2018 and 2022 along with three silver medals and a bronze medal. The women’s team won gold in 2023 along with three silver medals. The program has also produced five individual medals.

At the national level, Boots helped produce four more medals, which included a national men’s title in 2018.

The men’s team has produced nine all-Canadian performers and 20 all-conference selections with the women boasting another 13 all-conference picks.

Boots helped drive the team to host the 2024 national championships as well as the 2019 provincial championships.

“Hosting nationals was a lot of fun,” Boots said. “The main idea for me is to have fun and we had a lot of fun with the success kind of a sidebar thing. I like to say we had a good program and a great culture and think that’s what brought some kids the last few years.”

Boots was named OCAA coach of the year in 2022 and on five occasions the cross-country team earned St. Clair’s Varsity Team Academic Award.

The Saints are currently conducting a search to fill both positions.

“I think (the program’s) in pretty good hands with what going on (at St. Clair),” Boots said. “The kids were surprised, but they’ll be fine.”

Wrestlers entering the ring at St. Clair College

CTVNewsWindsor.ca Staff - March 14, 2025



Maple Leaf Pro Wrestling debuted in Windsor on Oct. 19, 2024. (Sanjay Maru/CTV News Windsor)

Maple Leaf Pro, a Canadian wrestling company, is bringing an exciting sport to St. Clair College Saturday.

A show was also held at the college on Friday.

“Is there a better time in the history of our country than stand up, have a maple leaf and say, ‘we’re Canadian and we love it’?” questioned Scott D’Amore, president of Maple Leaf Pro Wrestling.

D’Amore took over the brand last year, reviving it. The company is planning to host more shows across the country. He said the corporate head office will be situated in Windsor. D’Amore also plans to build a state-of-the-art training facility, set to open early next year.

“We’re securing a location and getting ready to start building that so we can mold and showcase and develop wrestling talent, not just when they’re here on these big shows on this platform, but also back in the sweat lab and giving them the reps they need in coaching, in tutoring, in the mentoring they need to succeed,” he added.

The event at St. Clair takes place at 7 p.m.



Financial Plan 2025-26

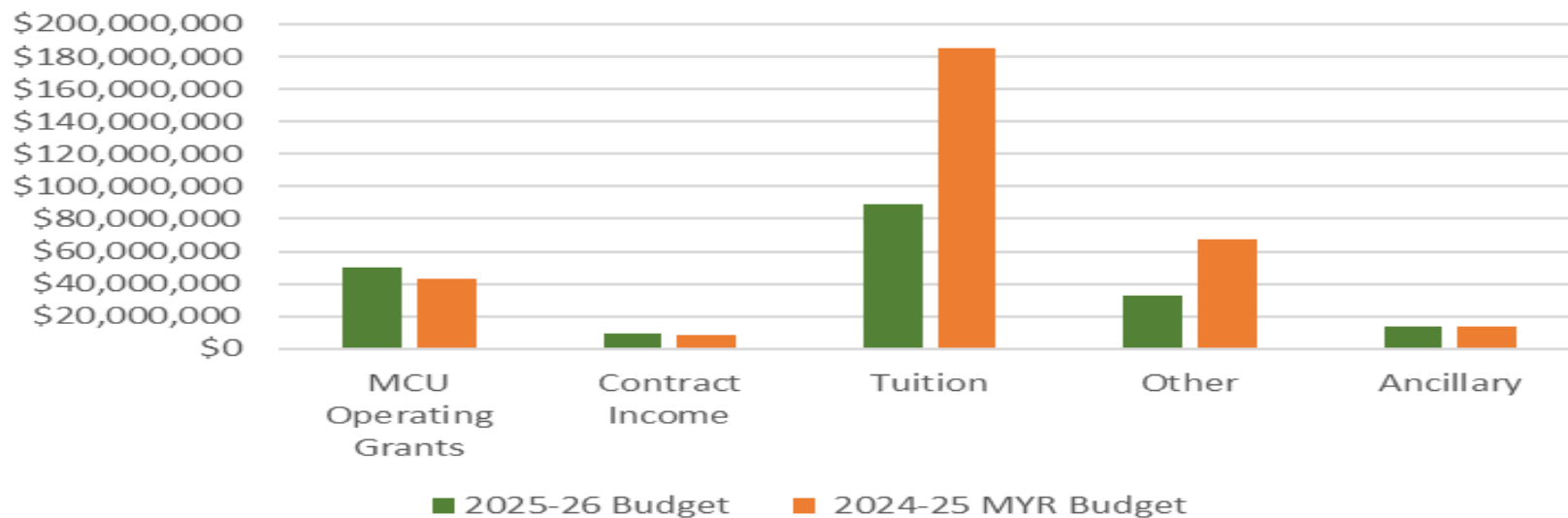
**Full Board Presentation
Board of Governors
March 25, 2025**

Statement of Operations Budget

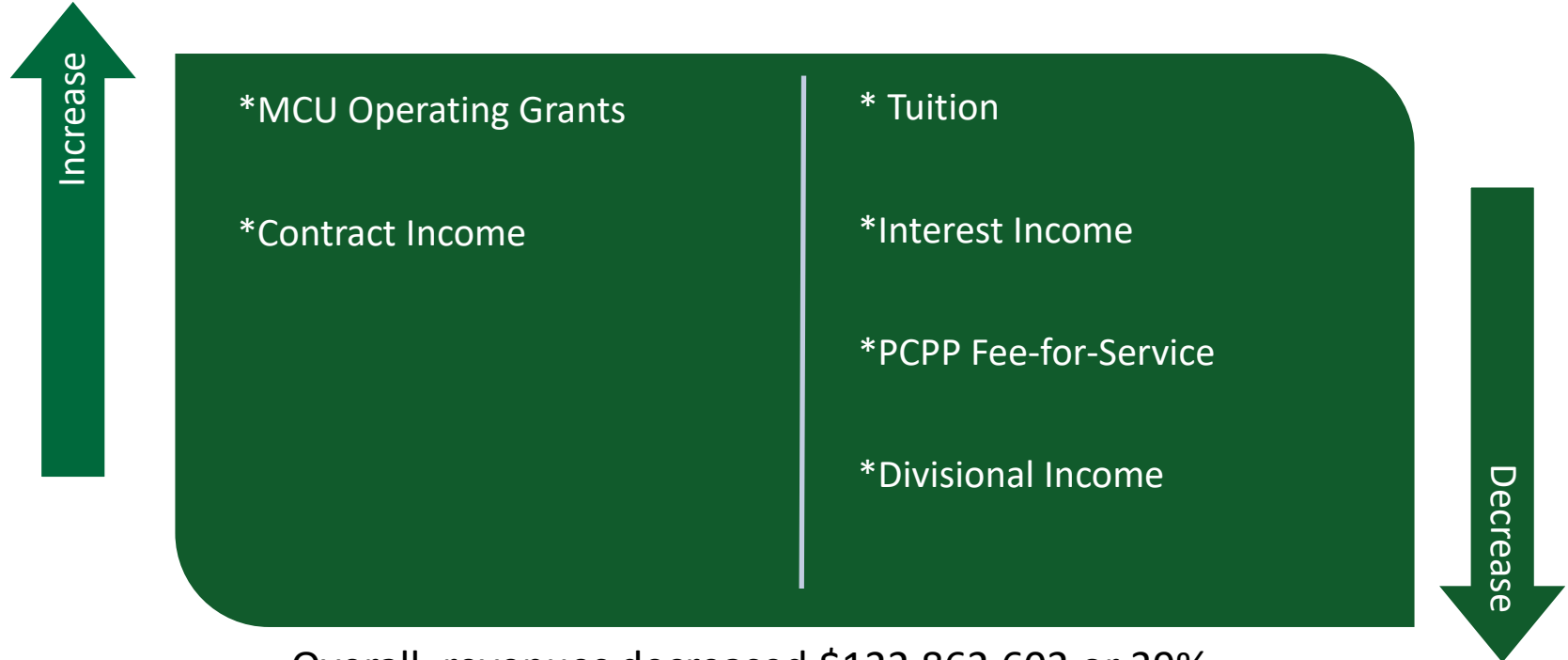
Schedule I (in 000s)			
Line Item	2024-25 Mid Year Budget	2025-26 Budget	Variance
Revenue	\$318,038	\$195,176	(\$122,862)
Expenditures	\$294,704	\$201,737	(\$92,967)
Surplus	\$23,334	(\$6,561)	(\$29,895)

Revenues

Revenues



Revenues



Overall, revenues decreased \$122,862,602 or 39%.

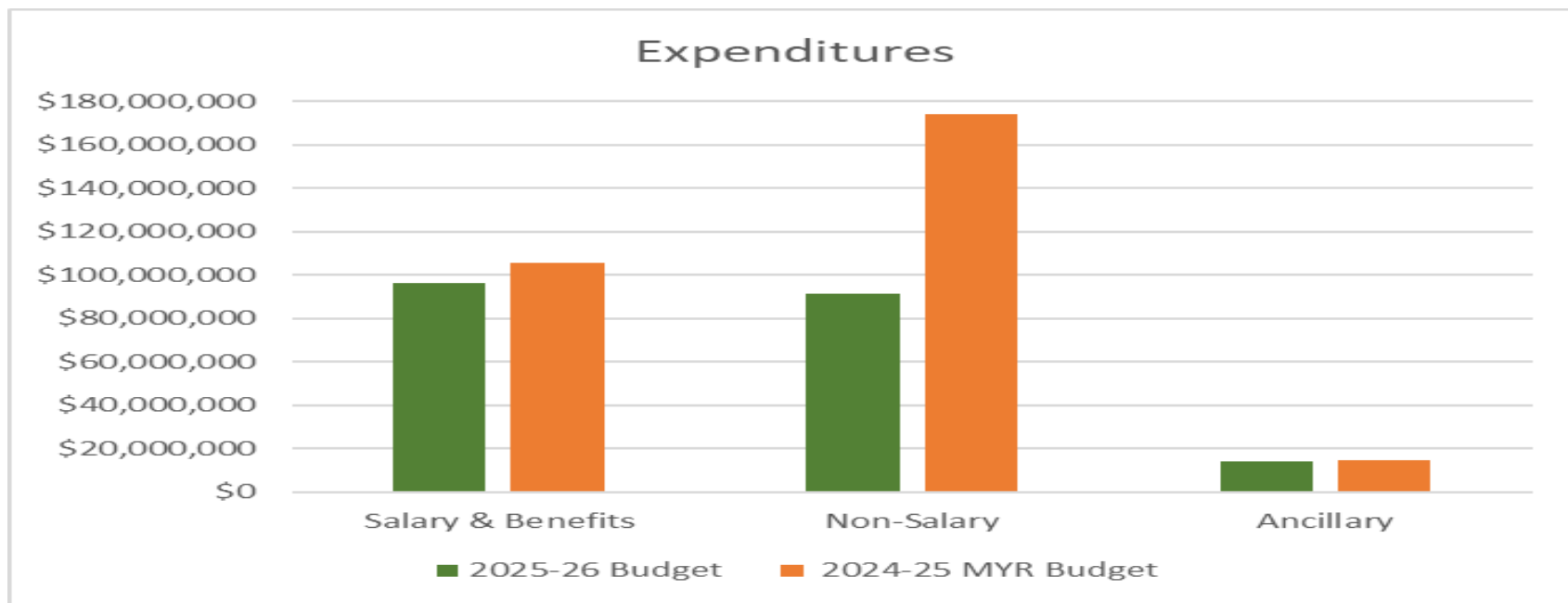
Tuition

- Domestic Post-Secondary Tuition
 - Based on 7,360 Fall 2025 Day 10 full-time domestic students.
 - Planned decrease of 3% or 234 students from Fall 2024 Day 10.
 - Reflects a \$ nil tuition increase.
 - 71.3% of Windsor-Essex / Chatham-Kent enrolment.
- International Post-Secondary Tuition
 - Based on 2,969 Fall 2025 Day 10 full-time international students.
 - Planned decrease of 40% or 1,672 students from Fall 2024 Day 10.
 - Reflects a 5% tuition increase.
 - 28.7% of Windsor-Essex / Chatham-Kent enrolment
 - Potential for a limited or nil Winter 2026 intake.

Tuition

- PCPP Post-Secondary Tuition
 - Based on nil Fall 2025 Day 10 full-time international students.
 - Wind down in effect. Spring 2025 will be final semester, subject to some student retention initiatives.

Expenditures



Expenditures



*Amortization

*Salaries & Benefits

*Cont. Ed. Services

*Cont. Services Other

*Equipment R&M

*Instructional Supplies

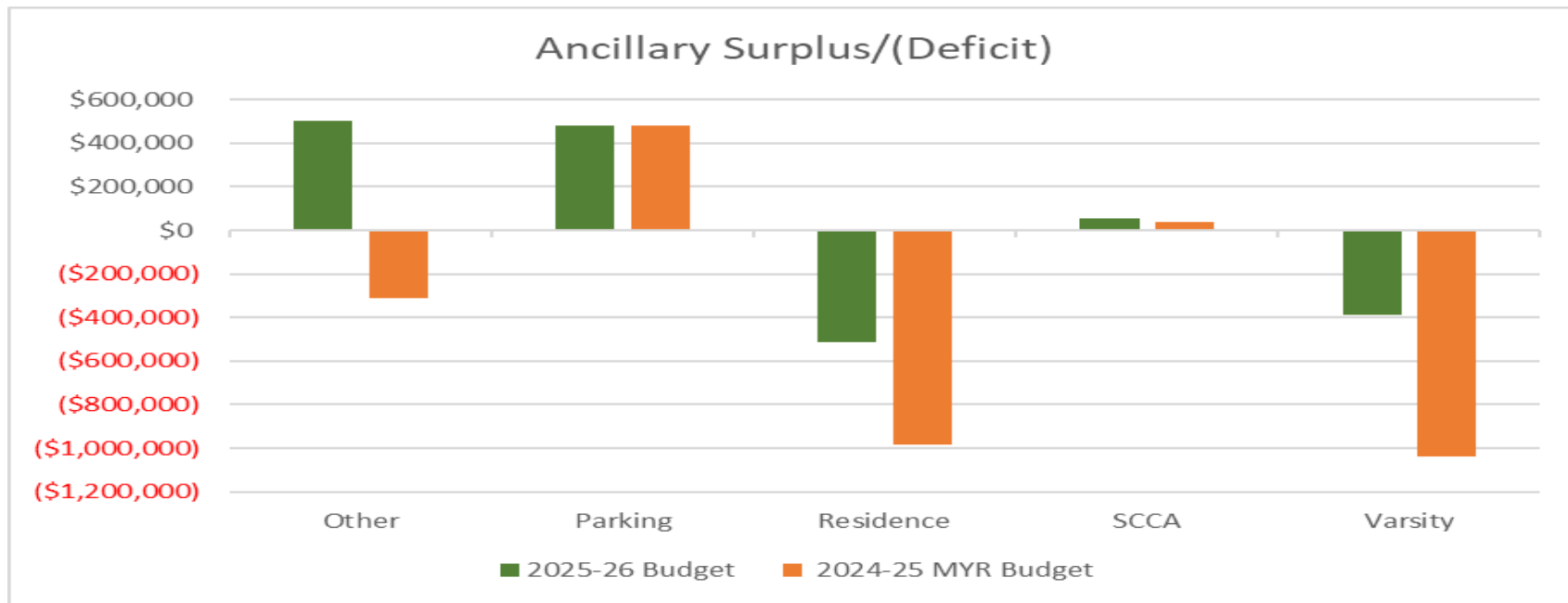
*Scholarships

*Student Assistance



Overall, expenditures decreased \$92,967,346 or 32%.

Ancillary



Statement of Financial Position Projection

- Assets \$501.9M
 - ❖ Cash and Cash Equivalents \$9.6M
 - ❖ Other Current Assets \$177.8M
 - ❖ Capital Assets \$278.6M (net)
- Liabilities \$225.7M
 - ❖ Deferred Revenue \$35.0M
 - ❖ Debt \$15.1M
- Net Assets \$276.2M
 - ❖ Unrestricted \$5.7M
 - ❖ Internally Restricted \$112.3M

Non-Committed Cash Projection (in 000s)

Line Item	2024-25 MYR Budget	2025-26 Budget	Variance
Prior Year Balance	\$14.6M	5.1M	(\$9.5M)
Operating Surplus	\$31.5M	\$3.2M	(\$28.3M)
Capital Outlay (net)	(\$7.4M)	(\$0.5M)	\$6.9M
Long-Term Debt	(\$2.1M)	(\$2.1M)	-
Internally Restricted	(\$31.5M)	-	\$31.5M
Adjustment	(\$5.4M)	(\$3.4M)	\$2.0M
Non-Committed Cash Projection	(\$0.3M)	\$2.3M	\$2.6M

Financial Sustainability Metrics

Metric	Measure	Actual 2023-24	MYR Estimate 2024-25	Estimate 2025-26
Annual Surplus / Deficit	> \$0	\$49,271,295	\$23,333,895	(\$6,561,361)
Accumulated Surplus / Deficit	> \$0	\$249,510,686	\$259,844,937	\$253,284,384
Quick Ratio	> 1	5.45	4.30	5.99
Debt to Asset Ratio	< 35%	14.44%	15.54%	11.01%
Debt Servicing Ratio	< 3%	0.82%	0.65%	1.02%
Net Assets to Expense Ratio	> 60%	130.30%	131.72%	189.13%
Net Income to Revenue Ratio	> 1.5%	14.48%	7.34%	(3.36%)
Number of Flags	-	-	-	2

Capital

- Capital Budget = \$500,000
- Contingency purposes only.

Deferred Maintenance: 2025-26 Spending Plan

- Roof = \$2,045,000
- HVAC/Mechanical = \$1,025,000
- Windows/Doors = \$720,000
- Washrooms = \$700,000
- Roads = \$425,000
- Electrical = \$85,000

2025-26 deferred maintenance project plan = \$5,000,000

Internally Restricted Reserves: Projection to March 31, 2026

Date	Financial Sustainability	Deferred Maintenance	Strategic Projects	Risk Management	Total
March 31, 2025*	\$73.9M	\$33.4M	\$20.0M	\$10.0M	\$137.3M
Contribution	-	-	-	-	-
Interest	-	-	-	-	-
Withdrawal	-	(\$5.0M)	(\$20.0M)	-	(\$25.0M)
March 31, 2026*	\$73.9M	\$28.4M	-	\$10.0M	\$112.3M

*indicates estimated balances.

Student Fee Structure 2025-2026

- This annual document was prepared for the Student Fee Protocol meeting held on February 26, 2025.
- The Compulsory Ancillary Fee Protocol Committee is comprised of Administration, Student Representative Council Inc., Thames Student Incorporated, and the Student Athletic Association.
- The intent of the Committee is to approve ancillary fees with the Ministry of Colleges and Universities regulations for the upcoming academic year.
- The Student Fees have continued to be prepared in accordance with the existing Ministry of Colleges and Universities Tuition Fee Framework and Ancillary Guidelines.
- The Student Fee Protocol will be brought forward to the March 2025 Board meeting.

Strategic Direction Update

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

- The College forecasts that it will balance the budget and meet the MCU financial metrics for the 2024-25 fiscal year. In addition, the College estimates the financial sustainability reserve balance will remain at \$73.9M for the 2024-25 fiscal year.

Recommendation

- IT IS RECOMMENDED THAT the Board of Governors approve the 2025-26 Financial Plan Report.



Questions?