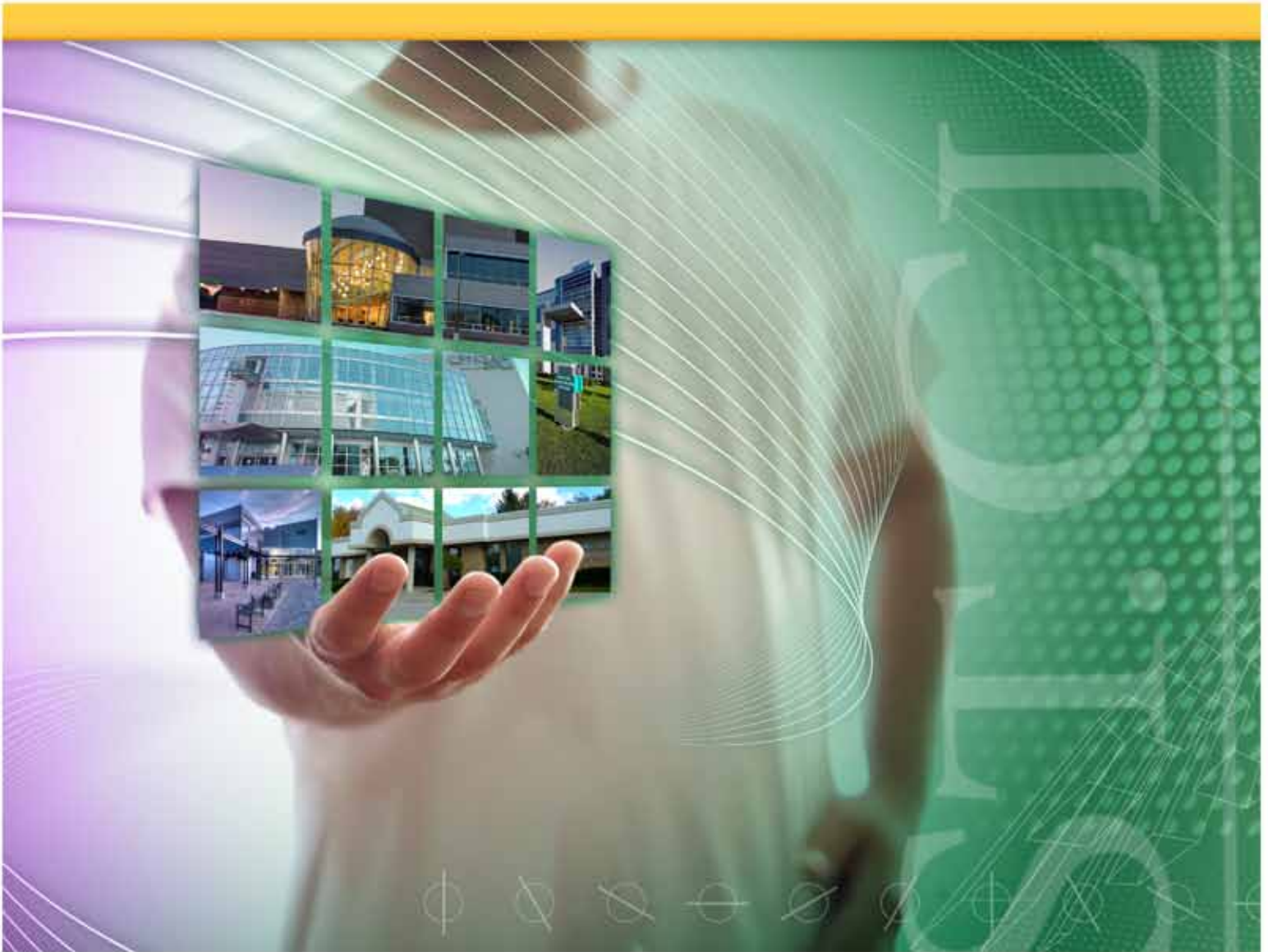


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ANNUAL REPORT | APRIL 1, 2014 – MARCH 31, 2015



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**St. Clair College Annual Report
April 1, 2014-March 31, 2015**

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Executive Summary

This annual report describes St. Clair College's progress towards the goals of its strategic and business plans between April 1, 2014 and March 31, 2015, and includes financial results for this period.

The benchmarks for St. Clair College's activities in 2014-15 were based on priority areas from the College's Strategic Plan: the advancement of academic excellence, the growth of enrolment, the completion of capital projects, and the enhancement of college communications and partnerships.

With 8,500 full time post-secondary students in 2014-15 as compared to 8,200 full time learners one year earlier, St. Clair College has continued to be a growing, dynamic learning community. A sharp increase in international student enrolment, bolstered by international partnerships, has been part of this success story. In addition, in 2014-15 there was an emphasis on forging new community partnerships and articulation agreements (both domestic and international) which will create pathways to students' academic or eventual career success.

Caring about our students and their future success as graduates means that we must safeguard the quality of education they receive at St. Clair College. Towards this end, new measures included establishing a Quality Assurance Panel and preliminary preparations for institutional accreditation.

Always mindful of evolving realities in the labour market, the College developed several new diploma and certificate programs and prepared a comprehensive proposal for a new four year degree program, the Bachelor of Arts in Social Justice and Legal Studies. The College challenged all programs to look for value added learning opportunities outside the traditional classroom, where students could practice their skills while benefiting the community. Over fifty value added learning opportunities were distributed across thirty-five full-time programs, offering meaningful real life experience integrated with classroom activity.

Providing up-to-date academic equipment and learning facilities is a key ingredient to academic excellence. Extensive renovations to classrooms occurred and the outdated Chez Talbot restaurant was transformed into Eatery 101, a modern restaurant that doubles as a state-of-the-art culinary and hospitality training facility. Simultaneously, the Windsor SportsPlex was completed and officially opened in September 2014: the addition of this multi-use athletic and learning facility to the South (Main) Campus has met with enthusiasm from students, staff and community members alike.

1.0 Message from the Board Chair

On behalf of the St. Clair College Board of Governors, I am very pleased to present St. Clair College's Annual Report for the year 2014–2015.

Ten years of capital investment and enrolment growth at St. Clair College have culminated in a pinnacle year for the College. The 2015 Key Performance Indicators reveal that students and employers are very satisfied with the enhancements we have made to the quality of our programs and the provision of outstanding learning facilities on our campuses in Windsor and Chatham. Students continue to rate their satisfaction with their educational experience above the provincial average and St. Clair College is a leader in Southwestern Ontario in both Student and Employer Satisfaction.

In September 2014 the College opened the SportsPlex at its Windsor campus. The facility has been met with great enthusiasm by students, staff and the community at large. It has served the College well as it has attracted numerous local and provincial athletics events and competitions. These, in turn, have brought added exposure to the College.

This year, a significant milestone took place with the announcement of the retirement of Dr. John Strasser, the College's longest serving president. After a lengthy executive search, the transition in leadership was announced in February 2015 and the incumbent Senior Vice President of College Operations, Ms. Patti France, was announced as the College's sixth president. Ms. France will assume the role of President effective September 1, 2015.

Throughout his fifteen year career, Dr. Strasser led the College's growth in enrolment from 5,200 full time students in 2000 to over 8,300 as of September 2014. He accomplished the College's strategic directions of infrastructure growth by adding thirteen new facilities to College campuses in both Windsor and Chatham. The Board of Governors congratulates Dr. Strasser on his accomplishments and we wish him happiness in his well-deserved retirement.



Vince Marcotte
Chair, Board of Governors

2.0 Message from the President

In 2017, the College system in Ontario will celebrate fifty (50) years of exceptional educational service to the Province of Ontario. Since 1967, St. Clair College has created and delivered an innovative continuum of learning to stimulate individual and community growth. The College provides pathways to students in five major areas including Health Sciences, Media, Art and Design, Community Studies, Engineering Technologies, Skilled Trades, Business and Information Technology.

Global trends, especially in the manufacturing sector, impact the communities of “Canada South” and St. Clair College continually strives to deliver the knowledge base necessary to contribute to the economic development of the communities of Windsor-Essex and Chatham Kent. The investments in new learning and recreational space continued this year with the addition of state-of-the art equipment, classroom upgrades and the opening, in October, of the \$25 million SportsPlex facility in Windsor.

St. Clair College is the number one College in the Province of Ontario for the education and training of health care professionals and now educates more health care workers than any college or university in the Province. St. Clair College also remains the partner of choice for local business and industry who are building and updating their skills, knowledge and research base. Through on-going connections to industry, our students (and faculty) are motivated to do industrially-oriented research and to acquire job-ready skills in their placements and internships.

St. Clair College is experiencing a substantial growth in international student enrolment at our Canadian campuses and at learning partnership sites in countries around the globe. In the Key Performance Indicator assessments conducted at our campus sites in Ontario, St. Clair College scored above the provincial college average in Graduate Satisfaction, Employer Satisfaction and Graduate Employment. The College also exceeded the provincial average in the four Capstone questions centered directly on the student Academic experience. For the sixth year in a row the Student Satisfaction number has also scored above the Provincial Average.

St. Clair College continues to focus on excellence, in both academics and athletics. Since the Fall of 2000, the College has now captured 79 Gold Medals (54 academic and 25 athletics) in regional, provincial and national competitions. The focus on excellence actually begins with the words inscribed on our coat-of-arms, “Optimum Elige” or “Choose the Best”.



John A Strasser, Ph.D.
President

3.0 Vision

Striving for excellence in all we do, St. Clair College is accessible and responsive to its community.

4.0 Mission

St. Clair College strives to create a respectful and welcoming educational environment that will:

- Assist individuals in developing skills, knowledge and values to support chosen careers, or support their involvement in their community.
- Provide students with an accessible, dynamic and supportive learning environment which adapts to their changing requirements for quality lifelong learning.
- Provide leadership and develop partnerships that support our community by a continual thrust towards competition.

5.0 Ends Statement

Striving for excellence in all we do, St. Clair College is accessible and responsive to its community.

- To that end we will graduate people with employable skills.
- To that end we will provide opportunities to develop individual interests, skills and knowledge.
- To that end the learner will value the education received.

6.0 Report on 2014-15 Goals

STRATEGIC DIRECTIONS
APRIL 1, 2014 TO MARCH 31, 2015

GOAL	OBJECTIVE	MEASURE	UPDATES
1. THE ADVANCEMENT OF ACADEMIC EXCELLENCE			
1.1 Academic Processes			
Quality Assurance Protocols and Processes for Program Curriculum Quality and Compliance	Program mapping, co and pre-requisites and general education is up-to-date and loaded into PS and AI.	All deficient or non-existing program mapping, co and pre-requisites and general education done.	<ul style="list-style-type: none"> ✓ Program mapping, co- and pre-requisites and General Education courses are up to date. ✓ Training was made available to help faculty and administrators prepare for comprehensive program reviews. ✓ The college has begun the process of preparing engaged professional reviewers to conduct a Feedback Audit in preparation for accreditation via the Ontario College Quality Assurance Service (OCQAS.) ✓ A Quality Assurance Panel has been reviewing the move towards accreditation and in particular the new accreditation standards.
Up-to-date Academic Equipment and Learning Facilities	To create good quality learning space.	Develop a facilities master plan that incorporates pedagogy and curriculum delivery.	<ul style="list-style-type: none"> ✓ The Facilities Master Plan is updated annually with special emphasis on ensuring suitable learning environments to align with best practices in college teaching. ✓ Substantial upgrades occurred in the summer of 2014, including the renovation of Chez Talbot (now Eatery 101), third floor and basement classroom renovations, and updates to the Veterinary Technology Building.

GOAL	OBJECTIVE	MEASURE	UPDATES
1.3 Student Services			
Increase Learning Options	Provide value added learning opportunities.	Create committee of all constituent groups to examine opportunities.	<ul style="list-style-type: none"> ✓ The report of the 2014-15 Value Added Learning Committee, released in May 2015, revealed that there were at least 51 value added learning opportunities distributed across 35 programs. ✓ Efforts to expand and enhance value added learning opportunities continue.
Robust Pathways for Our Students	Increase of degree programs.	Develop a draft plan that strategically addresses the programs to be considered for conversion to degree granting – this should include an implementation plan for the next decade.	<ul style="list-style-type: none"> ✓ Work is proceeding towards several degree program submissions with the following submission dates anticipated: <ul style="list-style-type: none"> • Bachelor of Arts in Social Justice and Legal Studies – November 2015 • Bachelor of Business Administration (Information Communication Technology) – November 2015 • Bachelor of Interior Building Design – Deferred pending feedback on first two submissions • Bachelor of Child Studies and Community Wellness – Deferred pending feedback on first two submissions • Bachelor of Athletic Therapy and Exercise Science – Deferred pending feedback on first two submissions • Bachelor of Applied Technology - Deferred pending feedback on first two submissions • Bachelor of Nursing – Awaiting Ministry Tripartite Nursing Report • Bachelor of Biomedical Engineering Technology - Deferred pending feedback on first two submissions

GOAL	OBJECTIVE	MEASURE	UPDATES
			<ul style="list-style-type: none"> • Bachelor of Supply Chain Management and Logistics – under investigation and development with potential partners at the University of Windsor
2. THE GROWTH OF ENROLMENT			
Increase Domestic Enrolment	Attract more students from outside traditional catchment area.	Achieve a 33% increase in new students from outside our traditional catchment area by fall 2013.	<ul style="list-style-type: none"> ✓ St. Clair College achieved year over year enrolment growth of 3.66%. ✓ As of November 1, 2014, enrolment was recorded at 8,500 Full-Time Post-Secondary students (vs. 8,200 as of November 1, 2013). ✓ Progress was achieved through new program offerings and international partnerships.
Increase International Enrolment	Increase international education at home and abroad.	Increase number of international students on campus by 10% per year and increase by 10% per year of students learning in other countries.	<ul style="list-style-type: none"> ✓ From a diverse base of 39 source countries, 384 international students were enrolled at St. Clair in Fall 2014, representing a 32% year-over-year increase from Fall 2013 (290) and a 47% increase from Fall 2012 (261.) ✓ Enrolment in collaborative programs in China (Construction Engineering, Business Accounting, and Interior Design) grew to 482 students from 279 students in 2013, an increase of 73%. ✓ The English as a Second Language Program successfully achieved Languages Canada accreditation, a requirement to recruit students from certain countries deemed key markets.

3. THE COMPLETION OF CAPITAL PROJECTS			
3.1 Capital Improvements			
Continuance of Capital Requirements	Capital assets need assessment in Windsor and Chatham for introduction of new programs.	Securing of capital assets in Windsor and Chatham as requested.	<ul style="list-style-type: none"> ✓ Capital Needs of St. Clair College Academic Programs were inventoried. ✓ The Windsor SportsPlex was completed and officially opened in September 2014. It has been embraced by students, staff and the community and has hosted a number of high profile events. ✓ Funding was provided for Residence upgrades.
3.2 Financial Sustainability			
Enhance Financial Health	Decrease debt and increase combination of surplus plus reserves	Ratio of debt to surplus + reserves decreases.	<ul style="list-style-type: none"> ✓ St. Clair College issued numerous competitive RFPs which assisted the College to realize the benefits from the open competitive procurement processes and savings. ✓ The College increased participation in the Ontario Education Collaborative Marketplace (OECM) procurements and continues to evaluate OECM's sourcing initiatives as existing non-OECM contracts expire. ✓ The College participated in a regional purchasing group (Windsor-Essex Purchasing Cooperative.) ✓ The College continues to communicate with members of the Ontario Colleges Purchasing Management Association and Colleges Ontario Finance Officers to identify opportunities for improvement to current processes; recommend potential sourcing initiatives to the OECM; and to improve the College's current purchasing policy and procedures.

Financial Accountability in Learning Process	Adapt current indicators to allow program decisions to have quality, enrolment and cost factors in evaluation process.	College model developed which reflects the three factors influence in the larger picture of new program development, space and equipment renewal and human resource needs.	✓ A costing model for academic programs was integrated into the Academic Interface software in 2014. Funding for the project was obtained from the PIF funds of the Ministry of Training, Colleges and Universities.
3.3 Facilities and Campus improvement			
Energy Conservation	Pursue energy conservation initiatives and opportunities.	Develop a formal report assessing opportunities and submitting formal recommendations to the Senior Operating Group.	<ul style="list-style-type: none"> ✓ St. Clair College took several steps towards improving energy conservation, the biggest being the issuance of an “Energy Performance Contract RFP” which was won by and awarded to MCW Custom Energy Solutions Ltd. ✓ Dialogue with the college’s utilities provider resulted in a high level review of some South campus buildings. An energy audit is underway, with energy initiatives being identified and prioritized.
		Implement recommendations if applicable.	✓ The College installed LED pot lights in the SCCCA ballroom for an energy savings of about \$10,000 per year. Various types of LED lightbulbs are being tested around the college.
4. THE ENHANCEMENT OF COLLEGE COMMUNICATIONS AND PARTNERSHIPS			
Partnership Development	Increase articulation agreements.	Minimum of 5% increase per year.	✓ Diploma to degrees pathways as well as global articulation agreements continued to be expanded in 2014-15. In addition, planning began for a new articulation agreement with the University of Windsor to create an RPN-BScN laddering program.

<p>Community Partnership Expansion</p>	<p>To broaden appreciation of College contribution to the community and to establish working relationships that increase the potential for student opportunities for field practice through summer jobs, placements or co-op.</p>	<p>Ten new community partnerships per year – ideally at least one per school.</p>	<p>✓ Many new community partnerships were forged to create pathways to students' academic or eventual career success. Examples included:</p> <ul style="list-style-type: none"> • OYAP Partnership with the Greater Essex County District School Board, the School College Work Initiative and the Ministry of Training, Colleges and Universities for recognition of youth apprenticeship training • Hosting the 1st Annual Build a Dream event with Women's Enterprise Skills Training of Windsor Inc., Workforce Windsor Essex, Greater Essex County District School Board, Windsor Essex Catholic District School Board, and Conseil Scolaire Catholique Providence • Women in Skilled Trades Program in collaboration with Women's Enterprise Skills Training, Inc. (WEST): T971 Pre-Apprentice Industrial Mechanic Millwright Program, an all-female intake funded by the Ontario Women's Directorate.
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7.0 Analysis of 2014-15 Operational Performance

7.1 The Advancement of Academic Excellence

Striving for excellence in all we do includes safeguarding the quality of education that all St. Clair College students are receiving. In 2014-15, special care was taken to ensure that program mapping, co- and pre-requisites and General Education courses were up to date and entered in the necessary systems in accordance with quality standards. Training was made available to help faculty and administrators prepare for comprehensive program reviews.

In preparation for institutional accreditation through the Ontario College Quality Assurance Service (OCQAS), St. Clair College engaged a Feedback Audit team to conduct an audit as if it were an actual accreditation review. Many preparations took place in 2014-15, including a series of teleconferences with the audit panel.

A Quality Assurance Panel was established, chaired by the Senior Vice President, College Operations and composed of all of the Vice Presidents, the Chief Financial Officer, the two Associate Vice Presidents and other senior administrators from all areas of the College, to review the move towards accreditation and in particular the new accreditation standards.

The St. Clair College Facilities Master Plan is updated annually with special emphasis on ensuring suitable learning environments to align with best practices in college teaching. In the summer of 2014, several capital projects were undertaken, including but not limited to the following:

- Chez Talbot was re-modelled and transformed into a modern restaurant and state of the art culinary/hospitality training facility, Eatery 101.
- Substantial renovations took place in third floor and basement classrooms on the South (Main) Campus.
- The Veterinary Technology Building was upgraded with a new dog run.

The College challenged all programs to look for value added learning opportunities outside the traditional classroom, where students could practice their skills while benefiting the community. The report of the 2014-15 Value Added Learning Committee, released in May 2015, revealed that there were at least fifty one value added learning opportunities distributed across thirty five full-time programs, each offering meaningful real life experience integrated with classroom activity.

Business – Accounting students offered a free tax clinic for seniors while Business Administration - Human Resources students offered a free resume clinic in high traffic areas of the college. Pre-Service Firefighter students visited elementary schools to conduct public education efforts, installed smoke alarms in area homes during the Wake Up Windsor campaign, partnered with the Leamington Fire Service and the Province of Ontario to kick off the Carbon Monoxide

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Detector campaign, and assisted Windsor Fire Services to kick off Fire Prevention Week with a mall display and help with fire truck rides. Early Childhood Education students partnered with the Windsor Community Garden Collective to create a community garden at Roseville Public School, teaching gardening and food preparation skills to children. Landscape Horticulture students designed or maintained landscape installations at area community centers, low income housing areas, memorial gardens, and a Habitat for Humanity build. Students in the Advertising and Marketing Communications Management program developed, presented and executed a campaign to help brand a new downtown Windsor business, the Chatham Street Deli. Hairstyling students volunteered their skills at a princess ball in support of Cystic Fibrosis as well as at the Miss Universe Canada pageant, and supplied free haircuts, colours and styles to patients of Hospice Windsor as well as clients of the Windsor Salvation Army. Journalism students delivered a weekly, live thirty minute television show on TV Cogeco as well as five minute newscasts on weekdays at 1:00 p.m. In partnership with the Essex County Dental Society, Dental Assisting and Dental Hygiene students provided cleanings, x-rays, intra-oral pictures and care plans to low income individuals in need of oral care, with patients receiving free bus passes to come to the St. Clair dental clinic. Fashion Design students collaborated with the United Way and General Amherst High School students to sew pajama pants, blankets and scarves for those living at the Residence for Young Men.

Across the College, students in a wide array of programs engaged in value added learning opportunities in 2014-15. Efforts to expand and enhance value added learning opportunities continue.

In 2014-15, the College demonstrated its ongoing commitment to developing degree level credentials which would provide additional pathways to higher education. A comprehensive proposal for a four year Bachelor of Arts degree in Social Justice and Legal Studies was readied for submission. This proposed degree program will combine the foundations of the study of law and social justice with a focus on community advocacy and activism. This multifaceted and interdisciplinary program will include curriculum relating to aspects of criminology, sociology, social work, philosophy, political science, community capacity building and the study of indigenous and marginalized groups.

By the end of 2014-15, work towards other degree programs was in varying stages of completion, and submission dates had been scheduled as follows:

- Bachelor of Arts in Social Justice and Legal Studies – November 2015
- Bachelor of Business Administration (Information Communication Technology) – November 2015
- Bachelor of Child Studies and Community Wellness – Deferred pending feedback on first two submissions
- Bachelor of Athletic Therapy and Exercise Science – Deferred pending feedback on first two submissions
- Bachelor of Interior Building Design – Deferred pending feedback on first two submissions

- Bachelor of Applied Technology – Deferred pending feedback on first two submissions
- Bachelor of Nursing – Waiting for Ministry Tripartite Nursing Report
- Bachelor of Biomedical Engineering Technology – Under development
- Bachelor of Supply Chain Management and Logistics – Joint with the University of Windsor – Under investigation and development with partners

7.2 The Growth of Enrolment

St. Clair College maintained continued growth in full-time enrolment growth for the 2014-2015 academic year. Overall, the College achieved year over year enrolment growth of 3.66%. As of November 1, 2014, enrolment was recorded at 8,500 Full-Time Post-Secondary students (vs. 8,200 as of November 1, 2013). Progression was achieved through new program offerings at the South Campus: Sport and Recreation Management, Fitness and Health Promotion, Community Integration through Cooperative Education, Biomedical Engineering Technology and Social Service Worker-Gerontology at the Thames Campus.

Looking towards future enrolment, St. Clair College continued to support efforts towards a seamless transition for students from secondary school to college through the School-College Work Initiative (SCWI), a partnership that includes Lambton Kent District School Board, St. Clair Catholic District School Board, Greater Essex District School Board and Windsor Essex Catholic District School Board. SCWI initiatives primarily target high school students who are at risk, disengaged or underachieving. Participating students take dual credit courses at St. Clair College for which, upon passing, they earn a high school credit and the equivalent College credit. The program provides high school students with a reason to complete high school by giving them hands-on exposure to a field they enjoy while also experiencing the dynamics of a postsecondary institution. In 2014-15, St. Clair College experienced a significant increase in Dual Credit registrations. In 2014-15, there were 832 dual credit registrations (up from 780 in 2013-14 and 503 in 2012-13.) While Winter 2015 SCWI statistics had not yet been finalized at the time of this report, the Fall 2014 retention rate was 84% with a success rate of 92%.

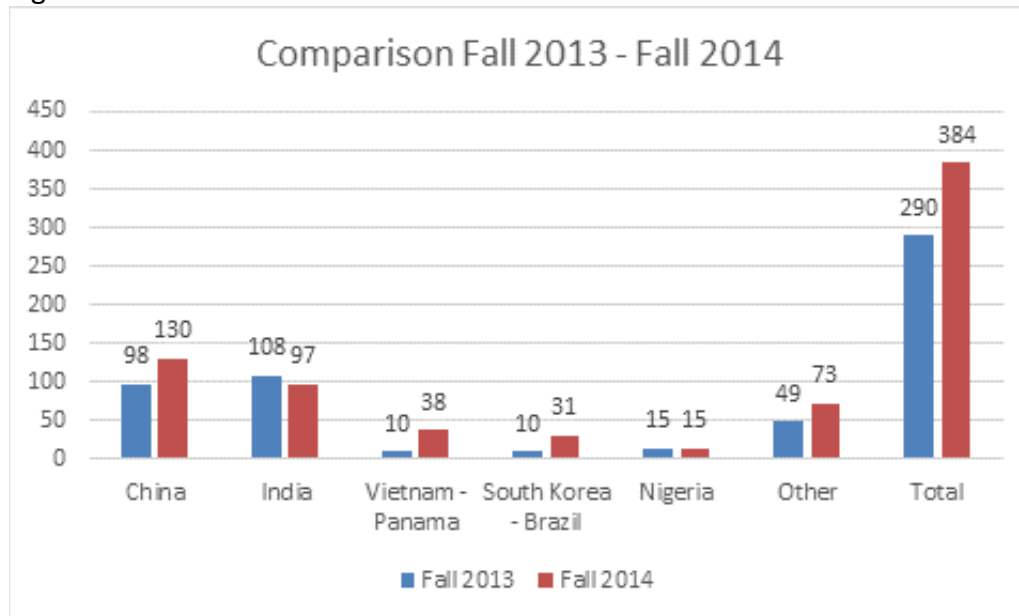
In 2014-15, St. Clair College continued its steady and substantive growth in international student recruitment and overseas international partnerships. From a diverse base of 39 source countries, 384 international students were enrolled at St. Clair in Fall 2014—representing a 32% year-over-year increase from Fall 2013 (290 international students) and a 47% increase from Fall 2012 (261 international students). Figure 1A demonstrates the geographic segmentation of St. Clair's international student population.

International agreements with the Government of Panama (IFARHU) to train students in the Sustainable Energy Technician and Internet Applications & Web Development programs also contributed to an increase in enrolment, while a partnership with ACE Acumen Academy to train international students in the Toronto (GTA) market enabled the College's overall enrolment to

surpass previous levels. This agreement allows international students to be trained in the Computer Systems Technician-Networking and Business programs in a common desired location.

Beyond recruiting students to come to St. Clair in Windsor and Chatham, in 2014-15 the College also substantially increased the depth and scope of St. Clair’s international footprint. With a strong base of four Chinese partner schools, enrollment in collaborative programs (i.e., Construction Engineering, Business Accounting, Interior Design) grew to 482 students from 279 students in 2013—a growth of 73%.

Figure 1A.



Based in part upon the successful partnership models utilized with Chinese schools, in 2014-15 St. Clair finalized two similar partnerships in India and one in Malaysia. Specifically, beginning in 2015, CSTAR College and KGIL College in Chennai and Coimbatore, India, respectfully, will deliver the first semester of St. Clair’s Business and Computer Networking programs. In 2015 Punta College in Kuala Lumpur, Malaysia, will also begin delivery of St. Clair’s first semester Business and Computer Networking programs. Similar to the Chinese collaborations, it is hoped that many of these overseas based students will choose to finish their St. Clair program in Windsor or Chatham.

The English as a Second Language Program successfully underwent the rigorous process to achieve the coveted Languages Canada accreditation, a requirement to attract students from certain countries deemed key markets but previously closed to St. Clair College’s recruitment efforts.

In 2014-15, a record number of students enrolled in English as a Second Language courses held at satellite campuses in Panama, an increase resulting partly from the College's sponsorship of Panama's national Oratoria public speaking contest. Meanwhile, the International and the Corporate Training Departments joined forces to address a customer need in Hermosillo, Mexico. This initiative came about when Martinrea Structures, Ford Motor Company of Mexico, the Government of Mexico, Instituto de Tecnológico, Hermosillo and St. Clair College entered into an agreement to create and deliver a forty eight week program focused on tool and die maintenance and tool and die repair. Fifty-one trainees have participated thus far. St. Clair College courses are conducted in English, with the trainees wearing headsets to receive simultaneous interpretation into Spanish. The trainees have been Martinrea and Ford employees including engineers, as well as university engineering students and faculty members. The project has garnered attention from other organizations in Mexico and the College anticipates that this program will help to create a template of skilled trades training initiatives across Mexico.

7.3 The Completion of Capital Projects

Classrooms in the B and F Block of the Main Building at the South Campus (Windsor) underwent extensive renovations. The outdated Chez Talbot restaurant was transformed into Eatery 101, a modern restaurant that doubles as a state-of-the-art culinary and hospitality training facility. Renovations to the Veterinary Technician area at the South Campus and the Esthetics program facility at the Thames Campus improved their functionality. Upgrades to the student residences took place. An additional road was added for the Powerline program at the Thames Campus. Simultaneously, the Windsor SportsPlex was completed and officially opened in September 2014: the addition of this multi-use athletic and learning facility to the South (Main) Campus has met with enthusiasm from students, staff and community members alike. A number of high profile events were held in the facility in 2014-15, and both the academic areas and fitness centers attracted many users.

The College's ongoing commitment to ensuring its financial health and sustainability led to its participation in the Ontario Education Collaborative Marketplace for procurements: collaborative spending from April 1, 2014 through March 31, 2015 was \$2,455,625. The OECM agreements signed, with considerable savings, included contracts for paper, insurance broker services, courier services, desktop technology, and printers. The College continues to evaluate OECM's sourcing initiatives as existing non-OECM contracts expire. In addition, the College issued numerous competitive RFPs which assisted the College to realize the benefits from open competitive procurement processes and savings, particularly in the area of custodial and architectural services, security, and snow removal.

To further achieve cost savings, the College participated in a regional purchasing group, the Windsor-Essex Purchasing Cooperative. The College continues to communicate with members of the Ontario Colleges Purchasing Management Association and Colleges Ontario Finance Officers

to identify opportunities for improvement to current processes; recommend potential sourcing initiatives to the OECM; and to improve the College's current purchasing policy and procedures.

A costing model for academic programs was integrated into the Academic Interface in 2014. Funding for the project was obtained from the PIF funds of the Ministry of Training, Colleges and Universities.

St. Clair College took several steps towards improving energy conservation, the biggest being the issuance of an "Energy Performance Contract RFP" which was won by and awarded to MCW Custom Energy Solutions Ltd.

Continuous dialogue with EnWin, the College's utilities provider, led to CLEAResult being hired with funding through EnWin to conduct a high level review of some South Campus (Windsor) buildings. Plans for an energy audit were underway at the time of this report, with energy saving initiatives being identified and prioritized in order to be presented to the College for approval. The College installed LED pot lights in the ballroom of the College's downtown campus, the St. Clair Centre for the Arts, for an energy savings of about \$10,000 per year. Various types of LED lightbulbs were tested around the College.

7.4 The Development of Human Resources

During 2014-15, there were sixty-one full-time hires at St. Clair College representing thirty-two faculty, seventeen support staff and ten administrative staff. The faculty hires were a combination of replacing retired faculty, expanding the College's bench strength and adding professors with content expertise needed for new programs.

Understanding that people are our greatest resource, St. Clair College remained committed to the ongoing professional development of the College's workforce. In 2014-15, \$486,000 was spent on professional development with \$409,000 directly spent on tuition and conference fees.

The College Educators' Development Program is a new 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, MTCU standards, course and lesson planning, classroom management, integration of teaching with technology, effective assessment practices, and professional development strategies. Newly hired members of faculty are required to complete CEDP.

In the week following Phase 1 of CEDP, the Quality Assurance Office delivers an in-house 3.5 day training session to newly hired faculty. The training complements the CEDP training by expanding

and applying the concepts learned at CEDP to St. Clair College's teaching environment. Participants are introduced to college systems such as the Course Outline System and Blackboard. Many topics in teaching and learning are covered as well including the structure and use of course outlines/syllabi, lesson planning, classroom management, and effective assessment practices. New faculty are also introduced to academic policies including the Student Rights and Responsibility Policy, Academic Assessment Policy, Grade Appeal Policy, and the Course Outline and Approval Policy

Each September and January, St. Clair College's Quality Assurance Office delivers a four hour training session to part-time faculty. The session includes topics on lesson planning, classroom management, effective assessment practices, and principles of Outcomes-Based Education.

The Quality Assurance Office offers a calendar of training sessions each spring. These sessions are available to all full-time and part-time faculty. Sessions begin in May and run through to the last week of June. Popular sessions are often repeated in the fall semester when possible. The sessions offered are diverse and include topics such as rubrics, active learning, and integration of technology to teaching, mapping, and many more.

In addition, the College offers in-house training for employees in various technology, health and safety, security and wellness topics.

7.5 Community Involvement/Community Profile

Establishing relationships with external organizations is an important component of improving opportunities for our students. Diploma to degrees pathways as well as global articulation agreements continued to be expanded in 2014-15. In addition, planning began for a new articulation agreement with the University of Windsor to create an RPN-BScN laddering program. This will not be a bridging program as the students will be given credit for ten courses in the Practical Nursing program and no new curriculum will need to be created.

In 2014-15, many new community partnerships were forged to create pathways to students' academic or eventual career success. St. Clair College partnered with the Greater Essex County District School Board, the School to College Work Initiative, and the Ministry of Training, Colleges and Universities to ensure recognition for high school students' youth apprenticeship training. The College continued to demonstrate innovation, working in partnership with Women's Enterprise Skills Training to usher women into non-traditional fields by co-delivering a Women in Skilled Trades program (two all-female intakes for the Pre-Apprentice Industrial Mechanic Millwright program, funded by the Ontario Women's Directorate) as well as training Women in Transportation and Logistics. The College also hosted the 1st Annual Build a Dream event with Women's Enterprise Skills Training of Windsor Inc., Workforce Windsor Essex, Greater Essex

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County District School Board, Windsor Essex Catholic District School Board, and Conseil Scolaire Catholique Providence.

The College sat on the Greater Essex County District School Board's Skilled Trades Taskforce aimed at increasing the number of young women accessing the Ontario Youth Apprenticeship Program, and continued to participate in the South Western Ontario Industry Education Council hosted by Workforce Windsor-Essex. In 2014-15, the College hosted multiple partners on site in order to facilitate better communication among employers, apprentices, students, service providers, and other constituents: the College was the site of the Executive Director's Office of the Canadian Association of Mold Makers (CAMM) while the Ontario College of Trades (OCOT) occupied a desk at the College two days a week for its local Enforcement Officer. Skills Ontario occupied a desk at the College two days a week, and the College also rented space to College Boreal to provide a Dual Credit Electrical course to local Francophone high school students. This was in support of the Memorandum of Understanding signed by College Boreal and St. Clair College for partnership opportunities in the local area. Students in this course disclosed plans to attend St. Clair College for Power Engineering, Electrical Techniques and Apprenticeship courses starting in September 2015.

In May 2014, St. Clair College was the recipient of the Greater Essex County District School Board Champions for Education Award in recognition of the College's outstanding achievement and exceptional record of commitment in support of students and public schools.

In 2014-15, St. Clair College was one of two major sponsors for a Robotics Team, C.K. Cyber Pack – Team 5689, made up of twenty high school students from Chatham-Kent. The team met at the College's Thames Campus four to seven times per week for six weeks to build a robot named Wally. The team received the "All Star Rookie Team of the Year" at the regional competition held at the University of Windsor and won a chance to compete at the World Competition in St. Louis, Missouri, with over 40,000 students competing.

St. Clair College's reach and influence in the communities it serves extend well beyond the boundaries of traditional post-secondary education and training. In 2014-15, St. Clair College Continuing Education maintained a record of excellence in educational programming for adult community members, with over 8,100 part-time learner registrations, including new offerings in Leamington, hosted by the South Essex Community Council. The Continuing Education Provincial Survey conducted in Winter 2015 across all Ontario colleges revealed that 95% of St. Clair College Continuing Education learners were satisfied with their instructors; equally, 95% were satisfied with the quality of their courses overall.

St. Clair College Employment Centres located in Windsor, Wallaceburg and Amherstburg continued to be a catalyst for community transformation. The Centres were visited a total of 6,895 times in 2014-15, hosted 2,856 attendees at information sessions, orientations and workshops, and provided local employers with \$339,150 in employment services incentives and

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\$17,850 in training supports which made it possible for 225 unemployed community members to gain employment. The Centres distributed \$1,027,147 in Youth Employment Fund incentives to local employers, enabling 276 young people to find jobs, while Summer Jobs Service funding enabled 201 local employers to hire 1,200 students on summer placements. Disadvantaged youth referred by organizations such as the local Children's Aid Societies, Youth Justice, Ontario Works, local high schools, and mental health agencies benefited from the St. Clair College Jobs for Youth Employment Program, funded by the Ministry of Children and Youth Services. 116 attended valuable pre-employment training and 115 received paid work placements, with 94 successfully completing the program. Fifteen of these youth continued to be employed at their sites after the program ended. In addition, the Centres launched the new Canada Ontario Jobs Grant program by assisting 22 local employers to receive training incentives for 332 employees.

Simultaneously, St. Clair College's Self Employment Assistance Office maintained a 100% customer service rating while providing 32 Ontario Self Employment Benefit Information Sessions attended by 203 potential entrepreneurs, and going on to support 54 entrepreneurs with business proposal assistance, business administration classes, and business plan development.

In June 2014, for the third year in a row, Aquatic Services at St. Clair College was named the Top Training Partner in Ontario by the Canadian Red Cross. The award recognized the College for its achievement in Swimming and Water Safety programs across the country for 2013. Over 3,800 students of all ages, from infants to seniors, had been trained in water safety. The College also received the Kirk A.W. Whipper Cup, which is provided to the affiliated university or college with the largest lifesaving program. St. Clair College operated the 5th largest lifesaving program of all universities and community colleges in Ontario for 2014 (the only College in the standings).

A government-funded initiative improved health care at St. Clair College, making it easier for students and staff to have access to medical services in 2014-15. Through a partnership between the Windsor Family Health Team and St. Clair College, Family Health Centre staff provided services at the College's three clinics, located at the main campus, St. Clair College Centre for the Arts and Thames campus in Chatham.

St. Clair College and its Health Centre received a Diamond Healthy Workplace Award from the Windsor Essex County Public Health Unit. The award is the highest recognition an organization can receive for workplace wellness. The College also received a Platinum Plus award for being a Bike Friendly Workplace.

The 2014 Annual Gourmet Food and Wine Gala, with the theme Heard It Through the Grapevine – A Motown Experience, resulted in \$3,200 in scholarships to students, with additional proceeds being contributed to the Hospitality, Culinary, and Tourism and Travel programs. The 2014 St. Clair College Foundation Annual Invitational Golf Tournament, held in June 2014, resulted in a \$10,000 donation to the Windsor Spitfire Children's Foundation as well as funds raised for the new SportsPlex in Windsor. The third annual President's Golf Tournament, held

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in September 2014, raised \$5,000 for Habitat for Humanity, Chatham-Kent.

The College's reputation for excellence led to a remarkable donation to the St. Clair College Thames Campus: two new Simulation (SIM) mannequins to enhance training for students in the Nursing and Practical Nursing programs in September 2014. The total value of the equipment is \$45,000. This new, cutting edge technology is part of the Mary Uniac Health Sciences Education Centre development which opened in September 2013.

Beyond education, training, and service provision, the College enriched the community in innumerable ways. The February 2015 Polar Plunge co-hosted by St. Clair College, the Windsor Police Service and the Ontario Provincial Police was presented in partnership with the non-profit group Ontario Law Enforcement Torch Run. The event raised \$10,000 for athletes involved with Special Olympics Ontario.

Enhancing the College's reputation in the community, generous students capably carried on the tradition of giving for which St. Clair College is known. In December 2014, Culinary Management students donated \$1,000 to the Windsor Residence for Young Men through proceeds from their annual holiday bake sale. After winning a car through a local automotive dealership, Student Representative Council President Sarah Ryrie purchased food from the proceeds of the sale of her older vehicle, filled up her new car and donated the food to the College's food bank to help disadvantaged students at Christmas. Students in the Esthetician program used the proceeds of their spa days to provide toys, warm gloves and scarves, and books for children at the holidays.

A number of high performing students brought pride and recognition to the College with achievements on the national or international stage in 2014-15. They included Ontario Colleges Marketing Competition gold medallist Chris Forman, bronze medallists Haley Peloquin, and Rebecca Smyth, fourth place finishers Nick Habuda and Natalie Ellis, and William and Margaret Lydiatt Award winner John Azlen. Meghan O'Donnell and Meagan Park, students in the Internet Applications and Web Development program, won the best student project award at the HackWE 3.0 Hackathon hosted by Hackforge and WEtech Alliance. Four St. Clair College students who earned gold medals at the Skills Canada – Ontario competition (Scott Slater – Mechanical CADD, Zac Hertel and Shaun St. Pierre – Landscape Horticulture, Sydney Taylor – Graphic Design, and Mandy Duguay – Hairstyling Apprentice) had the opportunity to advance to the national Skills Canada competition in Toronto. Sydney Taylor brought home a Silver Medal in Graphic Design from the National Skills Canada competition. Business Administration – Human Resources student Mary Stanisic was one of thirteen students from across Ontario to win the prestigious College Student Alliance (CSA) Leadership Scholarship.

In 2014-15, the St. Clair College Women's Cross Country team earned a team Silver Medal at the OCAA Provincial Championship. St. Clair College Saints Men's Baseball team won their 2nd consecutive OUA/OCAA Championship. Joel Cooper (Lasalle, ON/Sandwich) earned Championship Most Valuable Player honours for St. Clair while Rob Cooper (Belle River, ON/St.

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Anne) and Crannel Jerald (Lasalle, ON/Sandwich) were also voted to the Tournament All-Star Team. The St. Clair College Women's varsity Golf Team won the OCAA Gold Medal finishing 42 strokes ahead of the silver medal team. This was the second gold medal win in team history. The St. Clair College Women's Softball team won the OCAA Provincial Gold Medal, claiming the fourth OCAA Title for St. Clair in Softball since the program started in 2002. The St. Clair College women's indoor soccer team won the OCAA Gold Medal, the first ever gold medal for the women in indoor soccer and their second medal ever. All of these achievements brought recognition to the College and its outstanding athletic programs.

Outgoing St. Clair College President Dr. John Strasser received numerous honours which brought recognition to the College in 2014-15. He was the recipient of the 13th Annual Herb Gray Harmony Award, presented annually by the Multicultural Council of Windsor and Essex County to individuals or groups who have made an outstanding contribution to encourage and build a community that is multi-racial, multi-ethnic and multi-faith. Dr. John Strasser was presented the Klaus Woerner Skilled Trades Hall of Fame Award at the Skills Ontario Annual Celebration Gala. The Klaus Woerner Skilled Trades Hall of Fame Award recognizes individuals who have made significant contribution to the advancement of skilled trades and technologies, including invention, innovation or advocacy in Education/Training, Entrepreneurship, Industry and Leadership. He also received the Ken Dryden Executive of the Year Award at the 2014 WESPY Awards (Windsor Essex Sports Persons of the Year.) These achievements heightened the College's reputation both in local communities and around the region, contributing to the College's continued success.

8.0 Analysis of Financial Performance

St. Clair College ended fiscal year 2014-15 with Excess of Expenses over Revenue for the Year of \$2,631,656. (See Appendix A: Consolidated Audited Financial Statements.) Revenue increased approximately \$3.9 million. Expenses increased approximately \$9.0 million. There was no disposal of capital assets.

	<u>2014-15</u>	<u>2013-14</u>
Revenues	\$124,966,666	\$121,118,658
Expenses	<u>127,598,322</u>	<u>118,503,334</u>
Excess of Revenue over Expenses	<u>\$(2,631,656)</u>	<u>\$2,615,324</u>

Revenues

Government (MTCU) Operating Grants decreased by \$2.8 million compared to 2013-14.

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Contract Income increased by \$2.4 million to 2013-14.

Student Tuition increased approximately \$2.4 million compared to 2013-14. The increase in revenue was due to rate increases and program mix.

Ancillary Revenue increased by \$0.8 million. The increase was mainly attributable to revenue from the St. Clair College Centre for the Art banquet operations and Parking fees.

Other increased by \$1.0 million.

Expenditures

Academic: The addition of new programs, along with salary cost increases and the hiring of full time faculty contribute to the increase in these costs year over year.

Student Service: These services support the needs of students. Examples include the Registrar's Office, Counseling and Accessibility Services. Costs were \$0.6 million higher compared to the prior year.

Administration: Includes but not is not limited to the Board of Governors, the President's office, Vice-Presidents' offices, Human Resources and Financial Services. Advertising costs increased as part of our goal to increase College awareness.

Plant & Property: These costs are associated with providing a physical learning and working environment that is both safe and secure and is in compliance with numerous codes and regulations. Examples include, but are not limited to, facilities planning, maintenance, utilities, custodial services and security. The Windsor Sportsplex opened on September 1, 2014.

Ancillary Operations: These activities are primarily user-pay services and include the Bookstore, Residence, St. Clair College Center for the Arts, Thames Capital Theatre and Parking Services.

Figure 3.

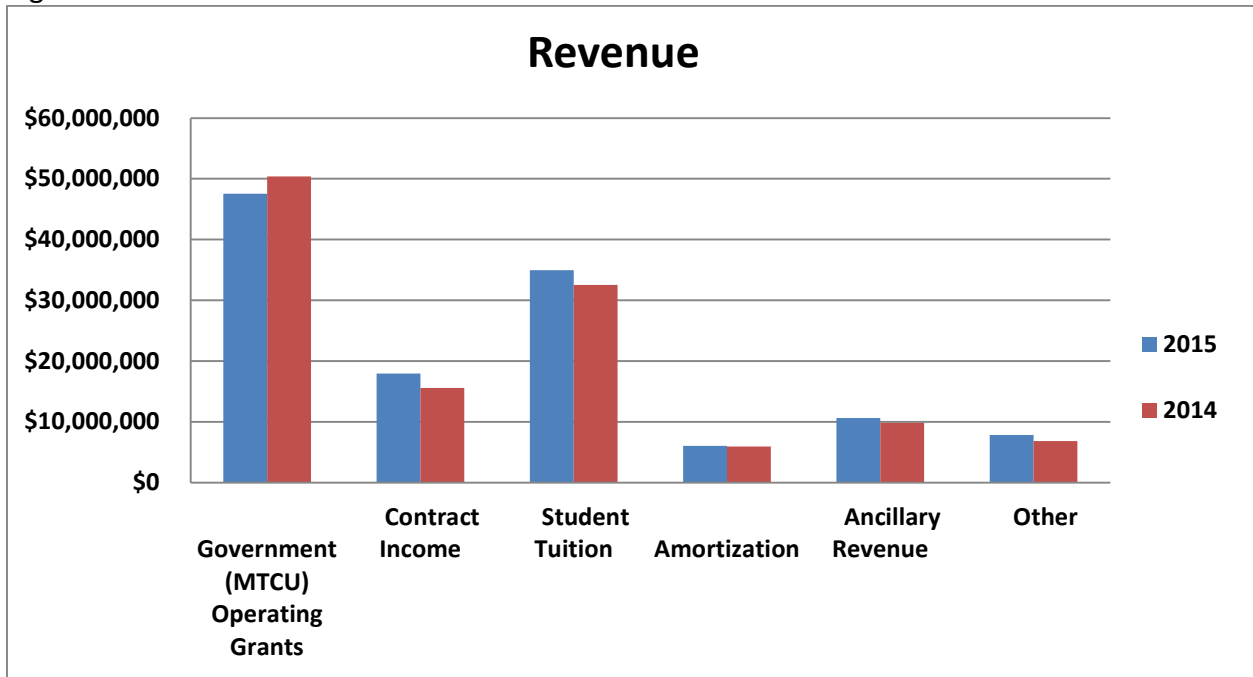
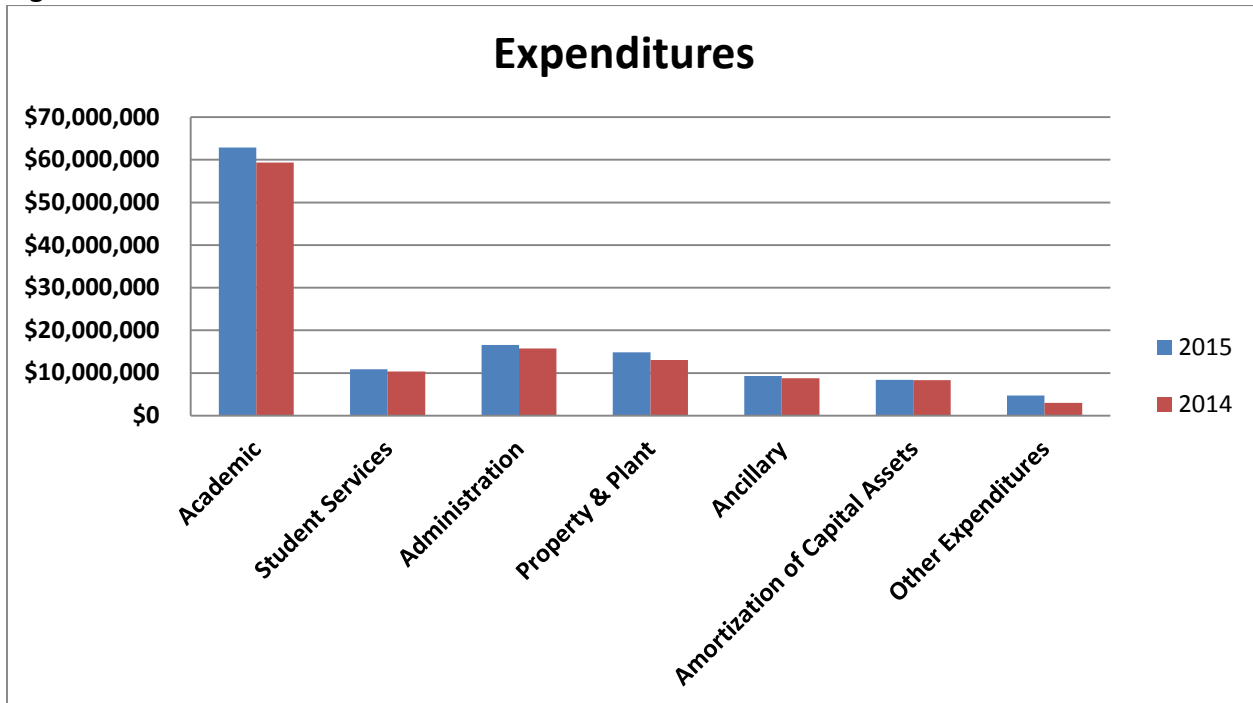


Figure 4.



9.0 St. Clair College Foundation

The St. Clair College Foundation strives to assist the College in achieving its vision of excellence in career education and lifelong learning. As of March 2015, the Foundation had an endowment fund of \$8,289,562. The interest accrued from these funds is used each year to award scholarships to students at the Annual Scholarship Award Presentations. In 2014-15, the Foundation awarded 600 students more than \$338,988 in endowment and term-funded scholarships.

Term-funded scholarships allow donors (companies, organizations, or individuals) to provide funds each year to the College for a scholarship to be awarded based on the donors' criteria. St. Clair College received more than \$260,000 for term-funded scholarships in 2014-2015.

New scholarships established in the 2014-2015 fiscal year include the Community Gaming and Entertainment Group, Windsor Regional Hospital Volunteer Service, Hotel Dieu Grace Hospital Volunteer Service, Windsor Spitfire Foundation, Windsor Life Magazine, Art Gallery of Windsor, RBC, Architectural Design and Associates, Motor City Credit Union, Imperiola Family, Jody Cloutier, LaSalle Business Association, Arlene Tools, Liam LaBelle, Thom Racovitis, Andrew Comrie, Carlo Negri, and Kim Stein.

The Stein family donated \$50,000 in an endowment fund for their daughter Kim Stein who passed away in 2009. During Kim's life, due to a medical complication at birth, she relied on the assistance of others thus this scholarship is to be awarded to a student in the Personal Support Worker program.

In October 2014, St. Clair College announced that its premier Health Science Centre was named in honour of a generous benefactor. The Anthony P. Toldo Centre for Applied Health Sciences, named after the late Anthony P. Toldo, entrepreneur, philanthropist and generous benefactor, who passed away five years ago, is a 100,000 square-foot innovative teaching facility provides education for more than 2,400 students in thirteen programs. The Toldo Foundation's \$1,000,000 donation to the College's Health Science programs will support its continued excellence as the number one college in the province with respect to the education and training of health care professionals.

The Annual Arlen Tools scholarships were donated in honour of the company's 40th anniversary which was celebrated in 2014. Arlen Tools committed to a \$40,000 donation to St. Clair College, allocating \$4,000 annually in scholarships for the next ten years.

In December 2014, "Sleighting Hunger" was the fourth annual music campaign in which St. Clair College teamed up with Blackburn Radio and a talented team of musicians headed by Jody

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Raffoul and Jeff Burrows. This project has become a holiday tradition benefiting community organizations and St. Clair College. In 2014, \$45,000 was raised through CD sales as well as tickets to the holiday concert. The funds were divided among the Downtown Mission of Windsor, Windsor's Unemployed Help Centre, Chatham's Outreach for Hunger, and St. Clair College scholarship funds.

Appendix A 2014-15 Consolidated Audited Financial Statements

Financial Report

Year Ended March 31, 2015

Revenue

Government (MTCU) operating grants	\$47.5
Student tuition fees	\$35.0
Contract income	\$18.0
Ancillary operations	\$10.6
Other	\$7.8
Amortization of deferred capital contributions	\$6.0
	<u>\$124.9</u>

Expenditures

Academic	\$62.9
Student services	\$10.9
Administration	\$16.5
Plant and property	14.8
Ancillary	9.3
Amortization of capital assets	8.4
Other expenditures	4.7
	<u>\$127.5</u>

* expressed in millions of dollars

The Board of Governors' Approved Audited Financial Statements will be posted by June 30, 2015

The Audited Financial Statements are part of the public record and made available on the College website at www.stclaircollege.ca/about/corporatedocuments.html

The St. Clair College of Applied Arts and Technology, Consolidated Audited Financial Statements also include the activity of the St. Clair College Foundation.

APPENDIX B

2015 Key Performance Indicators

Key Performance Indicator	St. Clair College 2015	Provincial Average 2015
<i>Student Satisfaction</i>	79.3%	76.2%
<i>Graduate Satisfaction</i>	81.4%	80.0%
<i>Employer Satisfaction</i>	90.4%	88.1%
<i>Graduate Employment</i>	85.1%	84.0%
<i>Graduation Rate</i>	59.8%	65.7%

	St. Clair College 2015	Provincial Average 2015
Capstone Questions	89.6%	87.0%
Q13 Knowledge & Skills Future Career	83.6%	79.8%
Q24 Learning Experiences Program Quality	66.7%	63.8%
Q39 Quality of Services		

APPENDIX C – Summary of Advertising and Marketing Complaints

For the period April 1, 2014-March 31, 2015, as specified in the Minister’s Binding Policy Directive on the Framework for Programs of Instruction, which sets out college program advertising and marketing guidelines, St. Clair College has received no complaints from its students regarding advertising and marketing of college programs.

Nature of Complaint	Date Received	How resolved or addressed	Date resolution communicated to student	Working days to resolve
NIL	NIL	NIL	NIL	NIL

Appendix D
Board of Governors – 2014-15

Member	Term
Dan Allen	Sept. 2013 – Aug. 2016
Tim Berthiaume	Sept. 2014 – Aug. 2017
Marlene Corey	Sept. 2013 – Aug. 2016
Charles Janisse	Sept. 2010 – Aug. 2016
Lori Kempe	Sept. 2012 – Aug. 2015
Mila Lucio	Sept. 2011 – Aug. 2017
Marilee Marcotte	Sept. 2010 – Aug. 2016
Vince Marcotte, Chair	Sept. 2011 – Aug. 2017
David Moncur	Sept. 2010 – Aug. 2016
Pat Papadeas, Internal - Faculty	Sept. 2010 – Aug. 2016
Colin Topliffe, Student Representative	May 2014 – April 2015
Marjorie Rogers	Sept. 2014 – Aug. 2017
Ryan Rusich, Internal - Support	Sept. 2011 – Aug. 2017
Ron Seguin, Internal - Administration	Sept. 2010 – Aug. 2016
Dr. John Strasser	President
Maureen Wickham	Sept. 2014 – Aug. 2017
Dan Wilson, Chair-Elect	Sept. 2011 – Aug. 2017

APPENDIX E – 2014-2015 Alumni Board

Alumni Association Board of Directors 2014

Serge Bertucci	President
Kim Davis	Vice President
Tom Malenfant	Vice President Finance
Jody Cloutier	
Don France	
Colin Lehoux	
Lindsay Lovecky	
Dina Misur	
Allison Rusling-Bigelow	
Derek Renaud	

Alumni Association Board of Directors 2015

Kim Davis	President
Tom Malenfant	Vice-President
Allison Rusling-Bigelow	Vice-President Finance
Zishan Ali	
Carmen Brunone	
Don France	
Lindsay Lovecky	
Ed Marocko	
Randy Primeau	
Andrew Rowberry	

APPENDIX F – 2014-2015 Foundation Board

Frank Mocerì	President
Bernard Mastromattei	Vice President
Jody Cloutier	Secretary/Treasurer
Melodie Cook	
David Moncur	
Charlie Hotham	
Dr. John Strasser	
Sandra Stanciu	
Christina Gatto	

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SportsPlex



St. Clair College Centre for the Arts



Centre for Applied Health Sciences



1st

Place Gold Medalist,
Sydney Taylor in
Graphic Design,
Skills Ontario
PLUS – Silver
Medalist, Skills
Canada



8 OUT OF 10
GRADUATES ARE
EMPLOYED WITHIN 6
MONTHS OF
GRADUATION.

OUR STUDENTS
HAVE ACHIEVED 71
NATIONAL AND
PROVINCIAL
CHAMPIONSHIPS
SINCE 2000.



Mary Uniac Health Sciences Education Centre



start **HERE** go anywhere
stclaircollege.ca