



ST. CLAIR

COLLEGE

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ANNUAL REPORT
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Executive Summary

The following annual report reflects St. Clair College's progress towards the goals established for the 2017 - 2018 Strategic Directions.

The College was pleased to announce that it surpassed the 10,000 student mark with 10,539 full time students enrolled as of September 21, 2017. As a result of the five-week faculty work stoppage, St. Clair College experienced a loss of 1,100 students who withdrew from the College by early December 2017.

Growth in international students this year has been explosive as the College welcomed over 2,300 international students from a record 58 different countries. The main countries of representation within the student body were India, China, Philippines, Vietnam and Nigeria.

A number of key initiatives were accomplished this year in support of our academic goals including a number of new applied research initiatives. These projects, in partnership with industry, have provided students with unique opportunities for work integrated learning.

The College made investments in lab equipment including the purchase of eight ABB robots to support the Electromechanical Engineering Technician – Robotics program. The College has implemented a two year strategy to address deferred maintenance projects with the support of the Federal Strategic Investment Fund (SIF), the Provincial Facilities Renewal Fund (FRP) and Capital contributions from the College. As we approach the end of the two year period with the SIF, FRP, and College Capital projects that have been approved, the College has reduced deferred maintenance by approximately \$7.3 million dollars.

To support academic excellence and continuous improvement, the final round of the first five-year cycle of cyclical reviews is complete. St. Clair College's Centre for Academic Excellence (CAE) has been instrumental in providing support to faculty, and ensuring that timelines were met.

Students took advantage of numerous activities outside the classroom which enhanced their academic studies. Accounting students competed in the Ontario College Accounting Case Competition in Toronto. Students competing in the Ontario Technological Skills Competition brought home ten medals in eight unique competition categories. Over one hundred students competed in the first EPIC Sales Pitch Competition, held on campus in October 2017. The College launched its first eSports team, Saints Gaming, and students representing the College, exceeded expectations in the competition field.

Our Saints Athletes also shone in the OCAA and CCAA arena. Men's baseball won their fifth consecutive OCAA championship, and their second National championship. Women's softball earned a silver medal at the OCAA Provincial finals, and Cross Country Men's team also brought home a silver medal.

In May 2017, President Patti France led a delegation to China to sign or renew Memorandum of Understanding agreements with our Chinese partner schools. As a result of this partnership, eight of our Early Childhood Education students went to China for an international placement.

The College celebrated the first anniversary of the Skilled Trades Regional Training Centre in January 2018. The "Earn While You Learn" program saw 49 students enrolled during the 2017 - 2018 academic year, with 44 in the process of program completion, graduating to help fill skills shortages in the local manufacturing industry.

The College continued its 50th anniversary celebrations with students, staff and the community. Two Homecoming weekends took place; one in Windsor May 19 - 21, 2017 and one at the Chatham campus, September 29 - October 1, 2017. Both weekends were a great success and celebrated the College's fifty years of academic excellence.



1.0 Message from the Board Chair

On behalf of the St. Clair College Board of Governors, I am pleased to present the College's 2017 - 2018 Annual Report.

This year a number of provincial and global issues have had a significant impact on the operation of the College. Notably, the five week work stoppage as well as the introduction of provincial legislation, created challenges. In the face of those challenges, through hard work and on-going communication and collaboration, administration, employee representatives, and students have taken positive steps to continue moving the College forward.

The significant increase in international student enrollment, while creating challenges, has not only improved our fiscal position but has afforded the College the benefits that diversity brings.

The report focuses on the academic accomplishments and contributions of faculty, staff, and students and defines an institution that is vibrant and agile, and indeed, an essential component of the communities that we serve.

The Annual Report paints a picture of a College that readily evolves to remain on the cutting edge of academic programming, including the imminent offering of degree programs and updated and new facilities. It is this combination of foresight and responsiveness to economic and societal trends that ensures St. Clair College will continue to offer unparalleled service to its students. Our services and programs continue to be aimed at providing the skills required by an ever-changing labour market, and based on the input of our stakeholders are flexible and adaptable to market needs.

Having celebrated its 50th anniversary in 2017 - 2018, St. Clair College moves forward into its next half century of service and will continue its focus on "Excellence in All We Do".

Dan Allen
Chair, Board of Governors



2.0 Message from the President

The 2017 - 2018 year at St. Clair College, as was the case at all of Ontario's two dozen public colleges, was a distressing one for all stakeholders, as the system experienced the longest labour disruption in its fifty-year history. St. Clair College's administration will continue to work in a collegial, constructive and cooperative spirit with all of our employee groups and provincial organizations, to seek solutions that balance fiscal responsibility with human resource equity – all with an aim of maintaining educational excellence on behalf of our students.

Aside from the labour disruption, 2017 - 2018 was a truly remarkable year for St. Clair College.

It featured the largest enrolment in the College's history, thanks, in large part, to a huge influx of international students. Even the loss of many students during the first semester (who withdrew with refunds because of pressures associated with the work-stoppage) was more than compensated for by an unprecedented January intake of 1,487 students, 1,250 of international origin. That trend will continue for the foreseeable future, with a similarly unheard-of international enrolment expected to arrive in May, and again in September, 2018.

To cope with that current and impending growth, much of the year was spent planning the construction of a new Academic Tower at Windsor's South Campus to house (for the most part) Business programs. It is our hope that approval will be granted by the Ministry of Training, Colleges and Universities to commence that project this Summer. Also within the next few months, in recognition that extracurricular activities are part-and-parcel of the full "college experience," construction will be launched on a new Sports Park at the South end of Windsor's South Campus.

At the Chatham Campus, the new National Powerline Training Centre has been completed, funded by federal infrastructure grants and community donations.

The first anniversary of St. Clair College's operation of the Skilled Trades Regional Training Centre was celebrated in January, and a month later Premier Kathleen Wynne and new Advanced Education and Skills Development Minister Mitzi Hunter were wowed during a tour of that innovative facility. Also visiting the College this year was federal Employment Minister Patty Hajdu. The Ford Centre for Excellence in Manufacturing was chosen as the site to unveil the country's new "Skills Boost" program.

Throughout this Annual Report, readers will see dozens of other 2017 - 2018 "St. Clair highlights", describing the academic achievements, community contributions, and athletic triumphs of students, faculty, and staff.

All in all, it was a year during which one colossal challenge was offset, I think, by the perseverance and commitment to excellence exhibited by all students, student organizations, faculty, staff, administrators, alumni, Board of Governors, and our many generous community partners.

If coming face-to-face with an obstacle and overcoming it to press on towards one's goals is a measure of success, then this was a very successful year.

Patricia France, M.Ad.Ed.
President



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

6.0 Strategic Directions 2017 – 2018

6.1 ACADEMIC

GOAL	OBJECTIVE	MEASURE
Improve Ministry Metrics as defined in the SMA.	Continue to explore academic pathways for students (college to college, college to university and university to college).	Increase the current number of student pathways by a minimum of one additional pathway per school.
	Increase number of online course offerings.	Increase online offerings by 3%.
Demonstrate Academic Excellence.	Integration of Work Integrated Learning into new and existing academic programs.	Development of a plan for the inclusion and appropriate levels of WIL in all academic programs for implementation in 2018 - 2019.
		Launch and integrate the new St. Clair College Regional Training Centre into the College operations.
Build research capacity - Build faculty and student experiences, knowledge, skills, and abilities as it relates to research.	Promote interdisciplinary research projects that involve community based partners and peer institution experts.	Plan and conduct research professional development sessions, and research, scholarship and innovation days for faculty.
	Provide assistance to faculty with regards to manuscript writing, statistical analysis, submitting manuscripts, and completed thesis/dissertations for publication.	Engage in regular scholarly dialogue sessions and research with faculty.
	Enhance a competitive research and scholarship College webpage profile.	Promote exemplary faculty research currently being done to inspire other internal faculty.



6.2 STUDENTS (Success, Grad Rate, Entrepreneurial, International)

GOAL	OBJECTIVE	MEASURE
Support student success.	Determine the requirements of the Writing Lab.	Plan established.
	Plan for the establishment of a Math Lab.	Plan established.
	Provide clear expectations (Student Code) and supports for success.	Reduce the number of student issues and increase compliance to the Code of Student Rights and Responsibilities.
	Provide clear expectations (Student Code) and supports for success.	Track the number of students (post-secondary/apprenticeship, etc.) utilizing services (tutoring, academic advising, support officers, aboriginal, etc.
Enhance "Student Life".	Document an inventory of current events and expand outreach by adding new initiatives and opportunities for student engagement.	Increase "Campus Life" activities by 3 events per year.
	Development of a business/feasibility plan for a Windsor Sports Park. Feasibility to determine financial needs.	Completion of the business plan.
	Formalize and publish Athletic Performance Indicators (APIs) that align with academic/corporate priorities.	<ol style="list-style-type: none"> 1. Collective Varsity GPA. 2. Scholarship Achievement rate. 3. Departmental Win/Loss record. 4. Provincial/National recognition indicator. 5. Increased athletic department revenue.

6.2 STUDENTS (Success, Grad Rate, Entrepreneurial, International)

GOAL	OBJECTIVE	MEASURE
Establish strong industry connections.	Develop a comprehensive “Industry Resource Management System”.	Creation and implementation of system.
		Increase the number of student placements.
	Increase community awareness of St. Clair College offerings and services.	Active engagement of the Industry Action Team (School of Skilled Trades and Engineering).
Administrative and student service excellence.	Holistic approach to career services.	Develop, define and implement a collaborative approach between Counseling and Career Services.
	Creation of career services web resources.	Online reference for job searching, academic advising, and data harvesting.
Increase Enrolment.	Increase international enrolment.	Increase international enrolment by 3% - excluding Ace Acumen.
	Maintain domestic enrolment numbers.	Maintain post-secondary full time enrolment levels at 7900 with a 3% corridor.
	Expand residence capacity in Chatham.	Completion of residence expansion in Chatham.
Increase engagement and awareness of the Genesis Centre.	Promotion and support for entrepreneurship.	College administration to develop an operational plan for the Genesis Centre 2018 - 2019 that will provide student support for entrepreneurship that is financially viable.



6.3 COMMUNITIES (Leadership, Communication, Partnership)

GOAL	OBJECTIVE	MEASURE
Increase community engagement.	Strengthen the connection between the College and the community to reinforce College brand and image through volunteerism by students and staff.	Encourage, foster, and document annual contributions in our community by staff and students.
	Development of a 50th Anniversary celebration campaign that engages students, staff, and the Windsor-Essex, Chatham-Kent communities.	Develop and launch of the celebration during the 2017 calendar year.



Saints Athletics along with mascot, Griff, visited elementary school children during the 50 Acts from the Heart campaign.

6.4 HUMAN RESOURCES (Efficiency & Effectiveness)

GOAL	OBJECTIVE	MEASURE
Development of our Human Resources with a focus on academic quality and student success.	To maximize resources/success planning and promote consistency.	Training sessions inclusive of all constituent groups so that College processes are shared and communicated.
	Staff development.	<ol style="list-style-type: none"> Continuation of staff orientation (part time/full time academic and non- academic). 1% of full-time payroll allocated for staff development.
	Succession planning.	Implementation of the College's Talent Management Strategy.
Maximize/Align Human Resources.	Identify opportunities to continuously improve our operations by creating efficient and effective processes to drive increased value to our students. This will align with the College's Talent Management Strategy (TMS) and business continuity (BC) initiatives with both accreditation and risk mitigation.	Creation of an annual evaluation tool and/or methodology to ensure efficiency and effectiveness.



Daniele DeFranceshci, Faculty, CAD/CAM.



Deborah Ivey, Faculty, Fitness & Health Promotion.



Tammy Child, Faculty, Esthetician.

6.5 FACILITIES (Efficiency & Effectiveness)

GOAL	OBJECTIVE	MEASURE
Development of a Deferred Maintenance Plan.	Monitor Deferred Maintenance Plan in conjunction to SIF requirements.	Systemize quarterly reviews for all expenditures/deferred maintenance items.
	Completion of Strategic Investment Fund (SIF) projects.	Projects on time and on budget.
Campus Beautification.	Continuation of campus beautification initiatives.	<ol style="list-style-type: none"> Budget allocated for 2017 - 2018. Vision for Chatham enhancements completed.



6.6 FINANCIAL (Health & Viability)

GOAL	OBJECTIVE	MEASURE
Financial Sustainability.	Balanced budgets.	Achieving balanced budgets annually.
	Maintaining financial stability in accordance with the MAESD financial metrics (SMA).	Meeting or exceeding Ministry defined benchmarks.
Financial Accountability.	Zero based budgeting.	Plan and monitor a Hybrid model for Zero Based Budgeting for 2017-2018 (Part Time staffing and I.T.).
	Creation of a robust budget system that includes “what if” scenario’s.	Complete an assessment of needs and develop an action plan.
	Interim relevant and transparent reporting on financial position to the Board of Governors: - Budget - Mid-year Review - Financial Statements - Other (to be determined by Audit Committee)	Complete interim reporting based on pre-determined deadlines.
Financial efficiency for academic programs/services.	Operational effectiveness for academic programs.	Development of action plans for all programs not meeting College contribution margin (Programs to aim for 40% overhead contribution and CPAC measurable).

7.0 Analysis of 2017 - 2018 Operational Performance

7.1 ACADEMIC

The academic year was one that provided significant challenges for students, College faculty and staff. St. Clair College, along with all colleges in the province, experienced a five-week work stoppage from October 16 to November 20, 2017. As a result, the College extended the Fall semester with a one week break between Christmas and New Years, with the semester concluding on January 19, 2018.

A secondary impact of the work stoppage was the loss of 1,100 students who withdrew from the Fall 2017 semester. The College recovered from this decline in enrolment with 1,487 students who started classes on January 22, 2018.

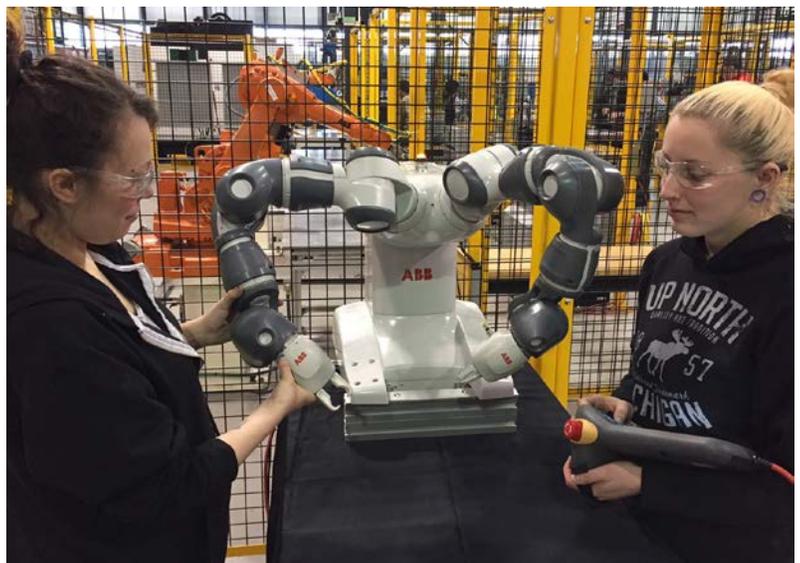
St. Clair College, in partnership with local businesses and organizations, addressed specific innovation and research needs through the development, testing, and implementation of new products, services, processes, and technologies. These innovations are then implemented through research and development investment, commercialization activities, and enhanced student and employee training.

Collaborative participation with the Applied Research and Development (ARD) department at St. Clair College will help position Windsor-Essex and Chatham-Kent as a competitive region for innovation, generating new revenues and high-value jobs, both locally and throughout Canada. The following outlines how “Applied Research and Development” has met the 2017 - 2018 Strategic Plan objectives under the goal of building research capacity.

- The ARD department conducted monthly sessions with faculty, as well as on an as-needed basis, to enhance research opportunities across the institution.
- In support of student research in the Faculty of Nursing, the ARD department worked with Nursing faculty to conduct a half-day research and scholarship dissemination event for students in a fourth year Nursing class. These students presented research they conducted at an open event at the end of the Winter semester, highlighting their work.
- The College is a member of the Windsor Cancer Research Group Think Tank. The purpose of the Think Tank is to stimulate collaborative research projects surrounding all aspects and types of cancer-related research. Nursing and Engineering faculty participated in these events. The events bring community visibility to Applied Research and Development at St. Clair College, broadens our research scope and experiences, immerses faculty in community-based research, provides faculty with opportunities to discuss research techniques, skill, and methodologies, and fosters discussions to stimulate innovative research opportunities.
- St. Clair College has received over \$400,000 in funds to support applied research and development projects on campus. These funds have allowed nine faculty to be directly involved with on-going research projects, and have fostered discussions and grant application submissions with several more faculty members across multiple schools.
- Since September 2017, the College has had approximately twenty applied research and development discussions with local industry businesses, all of which have included relevant faculty experts to facilitate project planning. In addition, the College hosted four internal brainstorming sessions among faculty researchers to develop unique and interdisciplinary project scopes.

- The ARD Department developed a webpage where students and potential industry collaborators can learn about College facilities and current research projects. A link to the webpage can be found on the St. Clair College website: www.stclaircollege.ca/appliedresearch.
- The Faculty of Engineering Technologies purchased eight new ABB robots that will be valuable teaching tools for the Electromechanical Engineering Technician – Robotics program. These robots will be used in the Robotics I and the Mechanical Visions courses. They will also provide expanded opportunities for use in applied research applications with industry partners. As well, the College was able to purchase the state-of-the-art ABB- YUMI robot which is a “collaborative” robot. This technology is a new concept in industrial robots. It is designed to be used in small payload applications such as product assembly, machine tending and inspection. Yumi robots also operate safely alongside human workers. This new robot is very portable and will provide opportunities for students to learn about the latest in industry technology.
- Thanks to funding from the National Science and Engineering Research Council’s (NSERC) Applied Research Tools and Instruments (ARTI) grant, the College purchased a number of 3D printers. With training sessions from industry partner Kelcom, the College incorporated this new technology into its research methodologies and into the curriculum for programs such as CAD/CAM, Automotive Product Design, Architectural Technology, Interior Design, and Robotics. The College also purchased a scanner and 7-axis Romer arm that students can use to visualize a part or component, create pathway points, input those coordinates and make a prototype using the 3D printer technology.
- The Online Computer Science Pathway Initiative, a partnership with the University of Windsor, afforded St. Clair College a means of moving forward with the development of an online Information Technology program in Internet Applications and Web Development. The program leverages the strengths of the existing program, providing students with sound theoretical knowledge, practical skills, and opportunity for work integrated learning, all of which are in demand by employers and soon to be delivered in an online collaborative environment. The program design was based on the following principles:
 - Active, engaged online learning;
 - Multiple experiential learning opportunities;
 - Practical and theoretical foundations;
 - Flexible and student-centered.

Since July 2017, the team has been actively involved in the creation of the first two semesters of the program. The courses have gone through a very strict and rigorous quality assurance program. The caliber of work and the hours dedicated to this project confirmed our faculty’s excellent reputation for quality work in the area of course development. Approval for Stage Two of the project has been granted. Online development of the courses in semesters three and four are in the planning stages.



Students work on the new ABB Yumi robot purchased for the engineering technology lab.

- St. Clair College was selected as one of five Ontario colleges and universities to participate in ONCAT's Faculty Fellows pilot project. The submission was developed by Corey Pyne, Coordinator of Educational and Curriculum Systems in the Centre for Academic Excellence. It is intended to raise the profile of transferability for students within their department/institution, improve faculty processes related to evaluating transfer credits, working with transfer students, and share emerging models of successful student mobility initiatives. St. Clair College's project deals with identifying and creating pathways for groups of students with multiple course transfers.
- The year marked the final round of the first five-year cycle of cyclical academic program reviews, which started in the 2013-2014 academic year. At the completion of this round, almost all postsecondary programs in the College will have gone through the review process. The only programs that have not completed the review in the first five-year cycle are new programs launched between 2013 - 2018 or that have undergone major curriculum revisions during the same time frame.
- Through our Centre for Academic Excellence, the College developed two new programs. The first program, Data Analytics, will provide students with the skills to analyze structured and unstructured data, translate analytic insights into actions, and communicate results to diverse audiences. Graduates of this program will take a leadership role in managing and interpreting large amounts of data to inform data-driven business decisions in various fields such as Marketing, Finance, Supply Chain, and Healthcare.

The second program, eSports Administration and Entrepreneurship, will teach students how to plan, develop, and execute large-scale competitive eSports events, and to broadcast competitions via online streaming media platforms such as Twitch.tv and YouTube. Graduates will be able to apply their entrepreneurial skills to league and tournament administration and utilize techno-marketing skills to secure sponsorships and advertising revenue. Alternatively, graduates may opt to pursue a career as a pro-player or coach.

- St. Clair College continued to enhance efforts towards a seamless transition for students from secondary school to college through the School-College Work Initiative (SCWI). This partnership includes Lambton Kent District School Board, St. Clair Catholic District School Board, Greater Essex County 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 experiencing the dynamics of a post-secondary institution. In 2017 – 2018, St. Clair College increased Dual Credit participation to 1,175 registrations (up from 926 in 2016-17, 879 in 2015-16, 832 in 2014-15 and 780 in 2013-14). Part of that growth was due to the addition of an Adult Dual Credit pilot program for students over 21 years of age trying to earn their OSSD. Our adult pilot was the largest in the Province with three school boards participating and 170 registrations. In addition to the College courses, we provided these adult students with supports to help with pathway planning, leadership training and College registration.

- Corporate training revenues continue to increase year over year, adding new clients/employers, as well as new training initiatives.

Year	Revenue	Increase
2015-2016	\$625,489	Base Year
2016-2017	\$840,458	34% Increase from Base Year
2017-2018	\$950,260	52% Increase from Base Year

- In an effort to provide additional eLearning opportunities, increased online course offerings have been made available for students. The total number of Ministry-funded courses offered in eLearning formats has increased from a 2016 baseline of 327 to a 2017 total of 362, or an 11% increase which exceeds the Strategic Direction increase of 3%. Examples of some of the new courses include: MGN 330 Industrial Relations; SSC 184G Hockey, Culture and Society; COM 200 Communications; and ONT 106 Writing a Business Plan. In addition, the College now offers all ten of the required courses for the Management Studies Certificate program through online delivery. Currently, nine required courses for the Human Resources Studies Certificate are also available online.
- St. Clair College coordinated a University Transfer Agreement Fair on February 1, 2018, hosting 18 local and international institutions on campus to promote pathways and answer students' questions about transfer credits.
- The College's strong industry connections continue to be enhanced with the introduction of an "Industry Day" event that took place June 21, 2017. Over 250 local companies were invited from various sectors within the Windsor-Essex and Chatham-Kent communities. The purpose of the event was to bring industry into the Ford Centre for Excellence in Manufacturing (FCEM) to increase community awareness and provide an overview of current equipment, programs, and research and development projects. From the group of companies in attendance, an Industry Action Committee (IAC) was created to address any gaps between the College and industry needs, and establish strong community connections.

Subcommittees were formed to complete specific action items identified by the IAC and approved by the College's Senior Operating Group. These items include:

- Document a list of all equipment with age and priority code for replacement.
- Provide a list of all software titles utilized in the Faculties of Engineering Technology and Skilled Trades.
- Support the development of specifications for the purchase of two new CNC machines for the FCEM.
- Develop a required capital list for budget priority.

St. Clair College has a number of articulation and pathway agreements with post-secondary institutions in Ontario, Canada, and internationally. Through these agreements, graduates may receive transfer credit for several courses, a full semester or a full year (or more) toward additional post-secondary credentials. The College achieved its goal to add one additional pathway per Faculty of Specialization and includes the following:

- **Business and Information Technology:** Modification of curriculum to allow managerial employees from McDonald's to receive transfer credits and gain direct entry into year two of all Business programs at the College. This pathway provides mature students without a post-secondary education an opportunity to utilize their essential employability skills to earn credit towards a College diploma.
- **Sports and Recreation Management and the Business Administration - Marketing:** Signed articulation agreements with the Tralee Institute of Technology in the Republic of Ireland.
- **Faculties of Community Studies and Academic Studies:** A pathway was created between the University of Windsor and St. Clair College to allow students to earn an Early Childhood Education (ECE) diploma from St. Clair College and two degrees at the University of Windsor in Education and Psychology, within a six-year period. This concurrent program allows students to begin their studies at the University of Windsor, advance to St. Clair College, and transition back to the University to complete their degrees.
- **The Early Childhood Education program** signed an articulation agreement with the Tralee Institute of Technology in the Republic of Ireland.
- **Faculty of Engineering Technologies:** A special hands-on course was designed for students in the Mechanical Engineering program at the University of Windsor to attend St. Clair College for a practical lab in the Summer semester. This allowed students to apply various theoretical knowledge and practical skills to their studies in machining and machine repair.
- **An articulation agreement** was signed between Boston Architectural College (BAC) and St. Clair College for graduates from the Architectural Technology program to complete a Masters of Architecture degree within two years. The program at BAC is completely integrated with architecture firms, where students work during the day and attend classes at night. It is a very unique delivery model making graduates highly employable.
- **Faculty of Health Sciences:** A pathway was created from the Fitness and Health Promotion diploma program to a degree in Human Kinetics at the University of Windsor. The credit transfers have been agreed upon by both faculties and is in process of official institutional approval.
- **Faculty of Media, Art, and Design:** Signed a pathway agreement with the Tralee Institute of Technology in the Republic of Ireland for two programs, Hospitality Management and Tourism and Travel.
- **Faculty of Nursing – Windsor and Chatham:** Created a unique pathway with Schlegel Villages Long Term Care and Retirement facility, where St. Clair College will deliver a Personal Support Worker program at their institution with an intake of 30 students. This educational opportunity will be available to employees at Schlegel Villages who meet the admission requirements.
- **Faculty of Skilled Trades:** A pathway was created for Masonry apprentices in collaboration with St. Clair College, the Windsor-Essex Catholic District School Board, and the Ontario Masonry Contractors' Association. Students in high school can enroll in the Pre-Apprenticeship Masonry program at St. Anne Catholic High School, and the curriculum is delivered by St. Clair College. This program provides equivalency to a Level I Apprenticeship.
- **St. Clair College** worked with the Greater Essex County District School Board and created a pathway for students enrolled in the Ontario Youth Apprenticeship Program (OYAP) in Precision Metal Cutting. Level I equivalency was developed for students graduating from the OYAP program, which would allow them to enter directly into Level II at St. Clair College.

7.2 STUDENTS (Success, Grad Rate, Entrepreneurial, International)

St. Clair College passed the 10,000 foot ceiling in student enrolment in September 2017. The College announced that it had achieved 10,539 students as of September 21, 2017. This represents a 12% increase over 2016. Chatham Campus achieved a 6% increase as compared to 2016. This is the second consecutive year of increases to the College's enrolment. In 2016, the College saw a 9% increase in enrolment over 2015. These increases have facilitated a number of new initiatives to foster student success.

To address the strategic direction that focuses on student service excellence, the College developed Career Central, a comprehensive service centre and web site that provides a cohesive set of services for students. This online tool is an easy-to-navigate platform for students, employers, and the community to seek out employment services offered through several College departments.

- St. Clair College Career Services provides employers with a variety of options to connect with St. Clair College students and alumni, including Employer Days, Career Days, Job Fairs, and Volunteer Fairs. Through its Industry Liaison office, St. Clair College has developed a coordinated approach to outreach to local industry and employers as well as provide a single point of contact for industry/employers to be in contact with the College in terms of recruitment of students and graduates. A contact management system has been developed to track profiles, interactions and follow up. Our employer portal that provides online resources for employers to post positions is well utilized by local employers as well as employers across the country to recruit for in-demand positions.
- The 19th Annual Job Fair in conjunction with the University of Windsor was hosted by the University of Windsor on Wednesday, January 24, 2018. There were positive responses from the students, alumni, and employers. It was the highest employer attendance to date with 123 employer booths, as well as the highest student attendance with 2,701 students attending the event.
- The first phase of an enhanced tutoring model was initiated this year. A dedicated space has been established where workshops and support services are offered, utilizing a number of departments and resources, to provide a holistic set of sessions including a wide range of topic areas that support our diverse student population. There are also external resources who provide on-campus sessions delivered by our community partners, The Centre for New Canadians and the Canadian Mental Health Association. A broad set of targeted subject themes include mental health, time management, and organizational skills. In addition, workshops are timed to coincide with student schedules, for example, before the semester begins, offering courses such as "understanding your course outline" and "strengthening your math vocabulary".
- In support of the College's goal to reduce the number of student issues and increase compliance to the Code of Student Rights and Responsibilities, the College implemented numerous information/outreach initiatives that included attending class representative meetings, conducting monthly meetings with student government, and conducting "bystander" training. In addition, the College increased collaboration with the Student Residence Leaders to ensure that students in residence were provided with information on these important initiatives. These combined strategies have produced positive results in compliance with the Code, yielding a 24% decrease in the number of formal complaints, year over year.



- The College values its partnerships with industry as they are an integral link in the school-to-work continuum. As such, an Industry Resource Management (IRM) system was established to collect, coordinate, and centralize information regarding activities transpiring between industry partners and various College departments. This comprehensive database was created to be a hub of data detailing external company/industry activities and interactions with the College. Examples of key information include company name, address, key contacts, internal and external affiliations, member of external boards or associations, and liaison activities such as attendance at College events, work integrated learning placement participation, participation in job fairs, career days, donations, scholarships, and more.

With respect to increasing the number of student placements, the IRM system has been pivotal in helping to establish a baseline of placement locations for students, allowing for a number of additional placements to be added in the 2017 - 2018 academic year. This system also supports the College's goal to incorporate work integrated learning (WIL) opportunities into 100% of our program offerings. Currently, approximately 80% of full-time College programs have a WIL component and the goal is to have 100% by 2018 - 2019.

Enhancing student life on campus is a priority at St. Clair College. To that end, the College continues to develop, support, and foster a wide range of extracurricular activities on campus which contribute to the student campus experience.

- The College advanced the development of a feasibility plan to build a Sports Park on campus. The financing for the project was, in part, approved through the Student Representative Council. St. Clair College students approved a fee protocol that establishes approximately \$13,000,000 in funding. The Student Athletic Association pledged \$1,000,000 to the development of the Sports Park.
- St. Clair College launched a competitive eSports team, Saints Gaming, in September 2017. The College was the first Canadian post-secondary institution to launch an eSports team and the 32 students who represented the College exceeded expectations with many great achievements including First Place in the Hearthstone Championship at Lan ETS in Montreal, Top 12 in North America for Hearthstone, Top 16 in North America for Rocket League, Top 4 Varsity, and Top 32 overall in North America for CS:GO.

- St. Clair College students continued to achieve excellence at the Skills Ontario competition held in Toronto, May 1 - 3, 2017. Students earned a total of ten medals in eight different competition categories. In addition to the student medals, the College was awarded the "College of Distinction Award" for the third time in five years. This award recognizes the College's commitment to the skills initiative and its significant investments to skilled trades and technologies, striving for excellence in the classroom, shop and competition site.



Four students won Gold Medals at Skills Ontario and went on to compete at the National Skills Canada competition. LtoR: Daniel Manera (Graphic Design), Ashely Doe (I.T. Software Solutions), Chris Fehr (Mechanical CAD), Mohammed Chams (IT Network Systems).

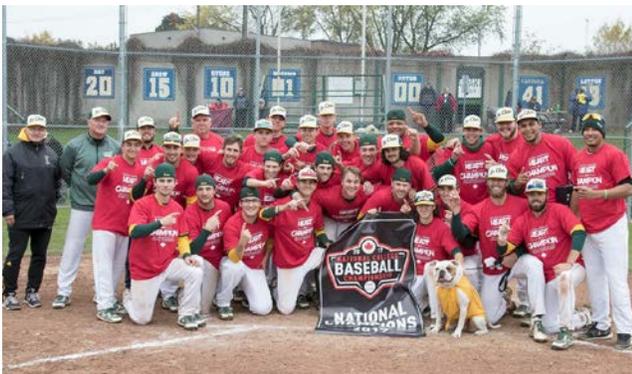
- Over one hundred students and faculty gathered to participate in the EPIC Sales Pitch Competition held at the College on October 5, 2017. Students chose a College vendor and created a sixty-second video pitch about one of their products. Videos were evaluated by judges and the top ten competed live on stage. The pitch is designed to prepare students for careers in sales. The EPIC Sales Pitch Competition is also a training ground to enter the Great Canadian Sales Competition.

- Two teams of accounting students competed in Toronto in November 2017 at the Ontario College Accounting Case Competition (OCACC) under the leadership of Professors Richard Nadalini and Michael Malkoun. Out of 22 teams and 13 colleges, St. Clair College students finished in second and third place.
- The College celebrated this year's Athena Scholarship Fund recipient for 2017, Victoria Chlumecky. Supported by the Windsor-Essex Regional Chamber of Commerce, the Athena Scholarship, now in its 18th year, honours outstanding and dedicated students and leaders in the community. Victoria graduated from the Protection Security and Investigations program in 2016 having received the Student Leadership Award and Student Leadership Medal. In 2017, she graduated from Police Foundations, receiving her second set of Student Leadership awards. She was also a director on the Student Representative Council and led two new advocacy initiatives – Pride Week and the Volunteer Fair. Victoria is pursuing a career in law enforcement.
- A St. Clair College Fashion Design Technician graduate was selected to showcase some of her designs on the runway at Vancouver Fashion Week in August 2017. Ashley Regnier graduated from the Fashion Design Technician program in 2015. She was nominated by the Program Coordinator and Regnier's work was selected to appear at this prestigious event.
- The St. Clair College Concrete Canoe Club competed in the National Concrete Canoe Competition in Quebec City May 10 – 13, 2017. The College team was the only College competing amongst a group of 14 Universities. St. Clair College took fourth place in the Men's sprints, a tremendous achievement as they were competing against teams from Concordia, Queens, Western, Ryerson and Dalhousie.
- In September 2017, the College's innovation and entrepreneurship Genesis Centre partnered with the University of Windsor's EPICentre to form what is now known as the 'Epic Genesis Centre'. New and improved services are being offered to students in the entrepreneurial space providing workshops, speakers, and meeting space for student clubs such as the Enactus Club.
- On March 8 & 9, 2018, the Enactus Club competed at the Regional Enactus competition in Mississauga. The team had two excellent professional presentations and were the second runner up in the Scotiabank Youth Empowerment Challenge. This was a tremendous result for their first competition.
- During the Fall 2017 academic semester, a second-year Marketing Research class in Business Administration Marketing partnered with Enwin Utilities to conduct a survey to determine the best ways to educate Windsor residents on electrical safety awareness. Students presented their research to Enwin Executive, Barbara Peirce Marshall, who used the results of the survey for internal and external communications.
- On Sunday, September 17, 2017, students from the Architectural Technology program volunteered their time to participate in the City of Windsor "Open Doors" event. The College had displays throughout the community, staffed by our students and faculty.
- A group of 26 second-year Business Marketing students showed their heart during the Fall 2017 semester by creating events for charities that raised a considerable amount of money for organizations in the community. In total, the group raised \$11,648 for Ronald McDonald House, Transition to Betterness, Hiatus House, the John McGivney Centre, and The Miracle League in Amherstburg (purchasing a swing set for the baseball park).
- St. Clair College's Computer Networking programs, which are Cisco Network Academy certified, are ranked number one in Canada for having the largest enrolment of females in the programs. With 50 female students enrolled, it represents 23% of the student population in these programs. The national average is 13%. The College is also ranked number two in total enrolment in computer networking programs in Canada for 2017.

- St. Clair College Fashion Design Technician students completed a wonderful “act from the heart” with the creation and donation of eleven MRI designer hospital gowns that were donated to Windsor Regional Hospital. Each year the students take on a project to give back to the community, and in the College’s 50th year, this was extremely fitting. Fabrics were donated by TÉLIO Fabrics from Montreal, students, and instructors.

St. Clair College recognizes participation in athletics as an integral part of both the College’s overall atmosphere, and commitment to a well-rounded education. The following highlights student athletic achievements in 2017 – 2018:

- The St. Clair College Saints Athletics Program enjoyed another outstanding season with four Varsity Teams capturing a total of five OCAA Provincial Medals and a National Championship crown.
- The Men’s Baseball team won their fifth consecutive OCAA Gold Medal at its home field, Lacasse Park, in October 2017 and followed that up a week later with their second National Championship in program history.
- The Women’s Softball team repeated last year’s success seizing their second consecutive Silver Medal at the OCAA Provincial Championship while the Women’s Volleyball team recorded their first medal in 21 years with a bronze medal in late February.
- Cross Country had a remarkable season with Tyler Jones running to an Individual Silver Medal at the Provincial Championship meet in late October, which allowed the Men’s team to bring home a Silver Medal.
- The St. Clair Women’s Basketball team celebrated the exceptional accomplishment of Shannon Kennedy who broke the OCAA all-time record with 1,401 points scored in her distinguished five-year career.
- All eight of St. Clair College’s league sport teams qualified for the post-season play-offs with five teams advancing to their respective OCAA Provincial Championship Tournament. The Saints also won two regular season titles (Men’s Baseball & Women’s Softball) while hosting an extremely successful Men’s Baseball OCAA Provincial Championship tournament.
- St. Clair College student athletes were also individually recognized with 19 Saints named as OCAA Provincial All-Stars with another 15 athletes earning major Provincial, National or Championship Awards. Cross Country’s Tyler Jones was distinguished, attaining CCAA All-Canadian status with a 7th Place finish at the National Championship in early November. Doug Wiseman was also named as the Women’s Softball OCAA Coach of the Year.



Men’s Baseball won their fifth consecutive OCAA Gold Medal.



Women’s Softball earn second OCAA Silver Medal.

- The College announced a new Baseball Franchise that joined the Great Lakes Summer Collegiate Baseball League (GLSCL) for the 2017 season. The St. Clair Green Giants, based out of Tecumseh's Lacasse Park, are the league's 15th team and the only Canadian franchise. Each franchise is comprised of players from all over North America but must be competing with a college or university baseball school. Currently players in the league are from the NCAA, NAIA, and the NJCAA. With the St. Clair College Franchise purchase, the league will now feature some talent from Canadian conferences like the OCAA (Ontario College Athletic Association).
- St. Clair College's student athletes excelled in the classroom with 38 varsity players receiving the impressive OCAA All-Academic Award. This meant that 25% of St. Clair College's varsity athletes achieved honours level in their academic program. Four of those athletes were CCAA Academic All-Canadian Award winners with Korede Adepitan (Men's Soccer), Shannon Kennedy (Women's Basketball), Tyler Jones (Cross Country) and Jessica Masse (Women's Volleyball) receiving that tribute.

St. Clair College has experienced unprecedented growth in its international enrolment. The College has focused on expanding its reach into a number of countries, with the largest contingent coming from India. Through continued recruitment efforts in the international market, new agreements and partnerships have been developed enhancing the St. Clair College brand globally. International highlights include:

- In the 2017 – 2018 academic year, St. Clair College welcomed over 2,300 international students from a record 58 different countries. The main countries of representation within the student body were India, China, Philippines, Vietnam, and Nigeria. A number of new programs and supports were put in place to assist students including the development of Tutoring 2.0 in collaboration with the Student Services Department. This project made available a number of supports including assimilation workshops, English conversation corners, and additional learning space for international and domestic students to study together.
- The College welcomed 63 Latin American students from Panama and Mexico to study English as a Second Language over the last academic year. These cohorts of students came to the College with federal education program funding from their respective governments with the goal to increase bilingualism in their countries.
- St. Clair College hosted three visiting scholars from China in 2017 and ten exchange delegates (two teachers and eight students) from Nanjing College of Information Technology (NJCIT) for a Design Workshop. Additionally, St. Clair College sent fifteen students to NJCIT for a two-week workshop taking place at NJCIT's campus.
- President Patti France led a St. Clair College delegation visit to China in May 2017 and signed or renewed seven Memorandum of Understanding agreements with Chinese partner schools. This trip produced positive results, including sending eight of our ECE students to China in May 2018 for an international placement as well as sending eight students to China's Kunming Metallurgy College for a skills competition.
- In May 2017, St. Clair College continued its ongoing relationship and collaboration with Nanchang Institute of Technology (NIT) in China with the renewal of its 2+1 Joint Program Memorandum of Understanding. This arrangement allows students from NIT to continue their program of study in Canada and earn credentials from both NIT and St. Clair College. This agreement further strengthens our commitment to providing opportunities for students from both schools to experience studies abroad.

7.3 COMMUNITIES (Leadership, Communication, Partnership)

St. Clair College continued its 50th anniversary celebrations on campus and in the community with a number of important milestone events, and a celebration of the strong partnerships the College has within the community.

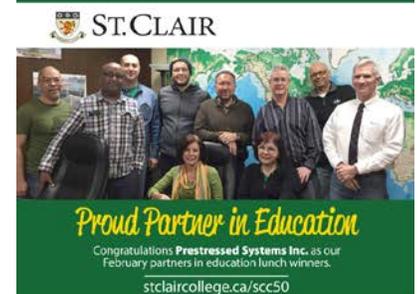
- The 2017 International Dragon Boat Festival for The Cure took place on Sunday, July 9, 2017 at Sand Point Beach and the St. Clair team, “Abreast of Knowledge,” took home the gold medal besting a field of 25 teams. The team posted the fastest time of the day and won the thrilling championship race by a narrow margin of only 0.26 seconds. The team raised \$5,195.00 for breast cancer research.
- As part of the College’s 50th anniversary celebrations, the College launched its “Partners in Education” contest to celebrate those companies and organizations that support students. The contest started in January and concluded in December, with these 24 organizations/companies being recognized for their support and engagement with St. Clair College:

WINDSOR-ESSEX

Centerline Ltd.
Prestressed Systems
Bright Child Montessori
Catholic Central High School
The Hospice of Windsor-Essex
Windsor Essex Catholic District School Board
AlphaKOR Group
Community Living Essex County
Anchor Danly
Tecumseh Fire Rescue Services
Schlegel Village of St. Clair
Downtown Mission

CHATHAM-KENT

Meadowpark LTC
Lower Thames Valley Conservation Authority
RC Spencer Associates Inc.
Wallaceburg CACC
Park Street Place Retirement Home
Growing Together Family Resource Centre
Chatham Kent Public Health Unit
Thamesview Family Health Team
Active Lifestyle Centre
Big Brothers Big Sisters of Chatham-Kent
Community Living Chatham-Kent
Alzheimer Society of Chatham-Kent



- The 2017 - 2018 academic year was an opportunity to recognize the incredible work done by students and staff as they raised money, volunteered, gave blood, donated books to elementary schools, and hosted events to help those in need in the community. Through the “50 Acts from the Heart” project, the College catalogued and supported an astounding 85 “Acts from the Heart” that helped community groups and individuals.
- Collaboration with the St. Clair Catholic District School Board in Chatham-Kent provided the College with a “shared space” for Early Childhood Education students to use as a dedicated ECE lab. This provided students with the opportunity to observe, plan, and implement developmentally appropriate curriculum for kindergarten students. Students work closely with the kindergarten teacher in the classroom to share observations about the children’s growth and development.
- Unifor Local 444 presented a \$75,000 donation to the College to support student success and foster a continued interest in skilled trades and apprenticeship training. Unifor and the College have worked in partnership to help address the needs of Windsor-Essex as well as the needs of students in our communities. Unifor recognizes a serious shortfall when it comes to skilled trades workers in this region and the need to train students today for the jobs of tomorrow.
- Hind Naom, a part-time faculty member in the Medical Laboratory Science program, arranged for students to participate in Earth Day on Sunday, April 23, 2017. They planted trees for the Essex Region Conservation Authority and the Detroit River Canadian Cleanup. This was part of their Environmental Awareness class.
- Students from the Fitness and Health Promotion program had the opportunity to contribute to the newly opened Downtown Mission “Wellness Centre”. Through their program, they conducted research with guests who frequent the Mission and explored the needs of those living in poverty and homelessness. This helped students to develop the resources and activity guides needed to support the new fitness centre. Students presented their materials during the grand opening of the Mission’s new “Wellness Centre” on January 17, 2018.
- In 2017 - 2018, many community partnerships were forged to create pathways for students academic and eventual career success. St. Clair College continued its partnership 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.
- St. Clair College partnered with the Windsor Essex Catholic District School Board to provide a Masonry Dual Credit for their new Construction Academy. Under this academy model, students spend part of their time learning in the construction technology lab at St. Joseph’s High School, and part of their time in the newly renovated masonry lab at the former St. Anne High School site in cooperation with the Canada Masonry Centre. The students earn College dual credits, gain advanced standing in programs at St. Clair College, have access to paid summer co-op opportunities, and participate in valuable experiential learning.
- The College continued to demonstrate innovation, working in partnership with Women’s Enterprise Skills Training Centre. This project helped women into non-traditional fields by co-delivering a second Women in Skilled Trades program (two all-female intakes for the Pre-Apprentice Industrial Mechanic Millwright program, funded by the Ontario Women’s Directorate).



- The College partnered with the Windsor Essex Catholic District School Board to deliver specialized summer camps to introduce girls to skilled trades activities and spark an interest at a younger age. These camps complimented the offerings of the Advantage Skills Academy with pre-college enrichment courses designed for students in Grade 7-12 to stimulate creativity and an enthusiasm for learning with the aim of exposing them to a career path at an earlier age. These exciting camps provided our community's youth the opportunity to build their skills, become better students, experience something that they will never forget and, of course, have fun while doing so.
- St. Clair College truly acts on its commitment to the communities it serves well beyond the boundaries of traditional post-secondary education and training. In 2017 - 2018, the College's Continuing Education Department maintained quality educational programming for adult community members with 7,153 student registrations.
- St. Clair College Employment Centres, located in Windsor, Wallaceburg, and Amherstburg, continued to support job seekers and employers in our communities with employment services and training. The Centres assisted more than 6,288 people in 2017 - 2018, hosting 4,469 attendees at information sessions, orientations and workshops. The Centres provided \$489,182 in employment training incentives to local employers and \$17,612 in training supports which made it possible for 662 unemployed community members to gain employment. 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 Youth Job Connection/Youth Job Connection Summer programming funded by the Ministry of Training, Colleges and Universities. The Centres successfully assisted 208 highly barriered youth with Pre-Employment Training and Employment Placements and provided incentives totaling \$386,103. Through the Canada Ontario Jobs Grant program, the Centres assisted 187 local employers providing training incentives in the amount of \$668,761 to train 1,068 of their existing staff or new hires.
- St. Clair College's Corporate and Professional Training division extends the College's programs and training services to business and industry. This division specializes in providing the kind of learning and training that is required by companies who view employee skills enhancement and education as a business tool to maintain their competitive edge in the global marketplace. Corporate and Professional Training Programs are custom designed to fit industry's specific needs, delivering affordable, results-oriented training, both nationally and internationally. The College's consultants and trainers have extensive sector-related experience and capabilities, working closely with clients to ensure customer needs are met and that they are satisfied with the results. They have a proven track record, over 20 years of client satisfaction, and are dedicated to customer service excellence.
- Corporate Training revenue continues to increase year over year adding new clients/employers each year as well as new training initiatives. St. Clair College delivered customized corporate and professional training for several key local and global businesses including: City of Windsor, Ford Motor Company, FCA Fiat Chrysler Automobiles, Hiram Walker, Martinrea, as well as a number of Tier 1 and 2 suppliers to Original Equipment Manufacturers (OEMs). The College's advanced manufacturing knowledge and training programs afford us the ability to continually seek new opportunities.

- In 2017 - 2018, St. Clair College was pleased to graduate trainees of the customized training program for Premier Aviation Windsor Inc. to train aircraft maintenance and repair workers to supply local skilled labour for its Windsor Maintenance, Repair and Overhaul (MRO) facility. The training met a direct need of local industry, providing accessible training to local trainees within their own geographical area and, after successful completion of training, obtained a good local employment opportunity. St. Clair College is committed to delivering high-quality, accessible education and training to meet the needs of learners and the labour market of Southwestern Ontario. The College continues to build upon its reputation as a strong community resource by listening and responding to local industry needs.
- In January 2018, the College celebrated the first anniversary of the St. Clair College Skilled Trades Regional Training Centre. The Centre enrolled 49 students in the 46-week program called “Earn While You Learn” during the 2017 - 2018 academic year. This unique program features strong partnerships with industry, exemplifying how the College and industry are working together to close the skilled trades gap, while simultaneously providing young people with affordable education that leads to rewarding and lucrative careers. The “Earn While You Learn” certificate is a hybrid program that prepares students, in a very short period of time, to become proficient in math, blueprint reading, computer skills, safety training, and hands-on training on a wide variety of state-of-the-art equipment, including CNC machines.
- In 2017 - 2018, the International and Corporate Training Departments continued their collaboration with the Mexican government, the North American automotive industry, and Mexican Academia to train students in Mexico on the production of tool and die and mold making. Projects included work in Hermosillo and Basilio, Mexico as well as continued work with Martinrea Structures, Ford Motor Company of Mexico, and the Government of Mexico’s Instituto de Tecnológico. These projects continue to garner positive attention from other organizations in Mexico and the College is investigating further training opportunities in this country.



Celebrating the first anniversary of the Skilled Trades Regional Training Centre.

St. Clair College President, Patti France was involved in a number of community engagement projects over the course of the year. Here is a snapshot of just some of those activities:

- Essex County Council, Community Presentation, April 5, 2017.
- Windsor Women in Construction Dinner, Keynote Speaker, May 31, 2017.
- Unifor Roundtable Discussion re: Bill 148 hosted by Premier Kathleen Wynne, July 28, 2017.
- Association of Managers in Canadian College, University and Student Centres Conference, Keynote Speaker, October 25, 2017.
- Athena Scholarship Luncheon, Keynote Speaker, November 3, 2017.
- Minister Patty Hajdu, Minister of Employment, Workforce Development and Labour, Meeting, January 24, 2018.
- Essex County Mayor's and CAO's Breakfast, Presentation, February 5, 2018.
- Skilled Trades Regional Training Centre Tour, Premier Kathleen Wynne and Minister Mitzie Hunter, Minister of Training, Colleges and Universities, February 15, 2018.
- Mayor Randy Hope, Municipality of Chatham-Kent with Chatham Campus students, Meeting re: Student Life and Community Engagement, February 28, 2018.
- International Women's Day Celebration, Master of Ceremonies, March 2, 2018.
- Smart Cities Announcement, Connecting Windsor-Essex, Guest Speaker, March 23, 2018.
- Leadership Focus Group, LaSalle Police Services, Guest Speaker, March 28, 2018.

7.4 HUMAN RESOURCES

The Human Resources department strives to: “Serve, Support, and Strengthen Our Team”.

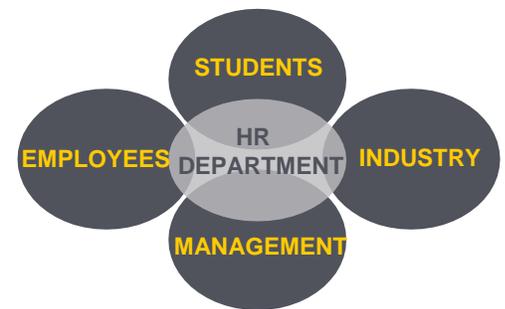
This objective validates Human Resources commitment:

- To provide customer service and be service driven.
- To be supportive to customers’ needs.
- To people development, recruiting, and hiring the best people.
- As a result, in 2017 - 2018 the Human Resources Department was realigned to a more focused, service-driven model. College managers now have a Human Resources liaison that will understand their needs and assist them in meeting their operational challenges. This realignment will:
 - Ensure consistency in the College’s practices and policies.
 - Aid in Human Resources planning and Human Resources effectiveness.
 - Assist in aligning employees with St. Clair College’s Vision, Mission and Values.

Human Resources Department - Service Model

- St. Clair College values the hard work and dedication of its employees. It is important in a healthy College community for employees to feel valued, recognized, and appreciated. Last year, the College introduced the Employee Excellence Awards as a way to formally recognize and celebrate employees and teams that made outstanding contributions to the achievement of the College’s Vision, Mission, and Values. The recipients of these awards were acknowledged during the celebration of Staff Appreciation Day in June 2017. The program consists of the following four awards:

1. Employee Excellence – Support
2. Employee Excellence – Faculty
3. Employee Excellence – Administration
4. Team Excellence



Award recipients in the Employee Excellence Awards, June 2017.

- During 2017 - 2018, there were eighty three full-time hires at St. Clair College, representing thirty-two faculty, forty-one 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.
- Administration has developed a Talent Management Strategy (TMS). Through the TMS, the College will attract, identify, develop, engage, and retain high potential employees. To achieve this strategy, St. Clair College has developed a Talent Management Policy and Procedure with a focus on succession planning.

Through succession planning, the College will build a leadership pipeline/talent pool to ensure leadership continuity, develop potential successors in ways that best fit their strengths, identify the best candidates for categories of positions, and concentrate resources on the talent development process, yielding a greater return on investment.

The College has developed a succession planning process that includes four phases:

Phase 1: Identify Key/Critical Positions

Phase 2: Conduct Position Analysis

Phase 3: Develop Succession Plan

Phase 4: Monitor, Evaluate, Revise

- The College's succession plan is intended to provide the organization with the ability to meet future staffing needs by identifying viable candidates and investing in their future with the organization by providing training and development and career advancement opportunities. A well-developed and current succession plan is important in avoiding vacancies in key positions, assuring the stability of business operations, providing developmental opportunities, and helping develop a diverse workforce.
- Understanding that people are the College's greatest asset, St. Clair College remained committed to the ongoing professional development of its workforce. In 2017 - 2018, \$376,354.89 was spent on professional development with \$279,263.25 directly spent on tuition and conference fees.
- The College Educators' Development Program (CEDP) is a faculty training program offered jointly by the six Western Ontario Colleges of which St. Clair College is an active participant. CEDP is a fully outcome-based, assessed learning experience for faculty. Through the use of online modules, short residencies, and applied learning activities (e.g. faculty mentors, teaching portfolios, and teaching circles), participants obtain a thorough grounding in outcome-based education, Ministry of Training, Colleges and Universities 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 Centre for Academic Excellence delivers an in-house 3.5-day training session for 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. This includes 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 Code of Student Rights and Responsibilities Policy, Academic Assessment Policy, Grade Appeal Policy, and the Course Outline and Approval Policy.

- Each September and January, St. Clair College's Centre for Academic Excellence delivers a four-hour training session for part-time faculty. The session includes topics on lesson planning, classroom management, effective assessment practices, and principles of outcome-based education.
- The Centre for Academic Excellence 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. The sessions offered are diverse and include topics such as: rubrics, active learning, integration of technology to teaching and mapping. In addition, the College offers in-house training for employees in various technology, health and safety, security, and wellness topics.
- The College implemented a monthly internal communications program that shares operational information with all full-time and part-time staff. The Campus Connection is an electronic publication that includes news from all departments in the College.



Faculty participating in their professional development sessions.

7.5 FACILITIES

The College has implemented a two-year strategy to address deferred maintenance projects with the support of the Federal Strategic Investment Fund (SIF), the Provincial Facilities Renewal Fund (FRP), and Capital contributions from the College. As the College approached the end of the two-year period with the SIF, FRP, and College Capital projects that have been approved, the College reduced deferred maintenance by approximately \$7.3 million dollars. Capital projects included:

- Roofing projects were completed at all campuses.
- New HVAC systems were installed at Windsor Campus and HVAC controls were upgraded throughout.
- Installation of a new cooling tower at Windsor Campus and the replacement of boiler pumps.
- New transformers for both Windsor and Chatham Campuses were installed, generators were updated, electrical switchgear, panels, and conduits in various areas at both campuses were replaced.
- LED lights, both indoor and outdoor, were installed in various areas at all campuses.
- Installation of a new lab in Chatham for Developmental Services Worker and Personal Support Worker programs (retrofitting an old classroom), complete retrofit of four tiered classrooms at both Windsor and Chatham Campuses, two computer lab installations, and several smaller classroom upgrades were completed.
- 4th Floor accessibility upgrades with changes made to the elevator lobby were completed for accessibility purposes.
- Several old asbestos doors were replaced.
- Sealing and/or replacement of leaking skylights and windows at Chatham campus and at the St. Clair College Centre for the Arts.
- Replacement of three galvanized piping lines at Windsor Campus.
- The St. Clair College National Powerline Training Centre, a SIF-funded project, is completed with installation of Mechanical, IT, Electrical and Controls systems completed by March 31, 2018.



Celebrating the completion of Phase I of the LED lighting retrofit in the Ford Centre for Excellence in Manufacturing.

The goal of the Campus Beautification Strategic Direction is to create a world class campus that enhances and complements our students' education experience, while furthering St. Clair College's ability to participate in the highly competitive business of student recruitment.

In addition to the development of the cross-program team to help develop the campus beautification plans, the College has invested \$550,000 over the past two years on several projects that have enhanced its campuses in Windsor-Essex and Chatham-Kent.

7.6 FINANCIAL HEALTH

St. Clair College continued its strong operating results, with a surplus of \$13,305,511 for the fiscal year 2017 - 2018. In addition, the College achieved its Strategic Direction Financial Sustainability goal by realizing a balanced budget and having no “flags” on the Ministry’s financial sustainability metrics. The \$13.3 million surplus for the fiscal year was 9.2% of total revenue, which is \$5.4 million higher than the prior fiscal year surplus of \$7.9 million or 5.9% of total revenue. Total revenues increased \$11.4 million to \$143.9 million, and total expenses increased \$5.9 million to \$130.6 million.

The strong financial results for St. Clair College reflect the continued collective effort of diligent resource management by College Administration. During each budget cycle, Administration undertakes a detailed review of its annual operating and capital budgets. Budgets are monitored on a regular basis throughout the year, along with regular financial reporting to the Board of Governors, to maintain the financial health that supports St. Clair College’s mission to provide students with the knowledge and skills they require for rewarding careers.

The College’s statement of financial position continues its strength. Liquidity remains strong for operating needs, as well as unexpected requirements, and total debt levels were reduced during the fiscal year by \$2.2 million or 13.2%. Net assets continued its growth by increasing \$13.3 million or 28% to \$60.9 million.

St. Clair College invested in its facilities and academic equipment during the fiscal year by acquiring \$15.1 million in capital assets as follows:

- \$5.0 million in student centre facilities contributed from the student groups.
- \$5.5 million in facility improvements, largely funded through the Strategic Investment Funds and College capital funds.
- \$3.9 million in equipment, funded through Strategic Investment Funds, College Equipment Renewal Fund, College capital funds, and external donations.
- \$0.7 million in site improvements and beautification funded by College capital funds.

St. Clair College’s ongoing commitment to ensuring its financial health and sustainability led to its continued participation in the Ontario Education Collaborative Marketplace for procurements to realize savings through collaborative spending. The College continued to evaluate OEM’s sourcing initiatives as existing non-OECM contracts expire. In addition, the College issued numerous competitive RFP’s which assisted the College to realize benefits from the open competitive procurement process.

The outlook for traditional sources of revenue (i.e. domestic post-secondary tuition) indicates it will likely be declining, along with the increased expenditures attributable to the Fair Workplaces, Better Jobs Act 2017 and part-time support staff unionization. St. Clair College is responding to these budget realities by implementing a Destination Vision for the College. The strategy includes the following: Academic Tower and Student Centre Expansion, Sports Park, and an additional residence at the Main Campus. This strategy will foster growth of the College’s post-secondary student population, especially the critical importance of international students. This will be achieved through the continued promotion of existing programs and development of new programs to recruit beyond our traditional catchment area. The College is hopeful to achieve balanced budgets beyond 2019 - 2020.

8.0 Analysis of Financial Performance

St. Clair College ended fiscal year 2017 - 2018 with Excess of Revenue over Expenses for the Year of \$13,305,511 (see Appendix A: Consolidated Audited Financial Statements). Revenue increased by approximately \$11.4 million. Expenses increased by approximately \$5.9 million.

	<u>2017- 2018</u>	<u>2016- 2017</u>
Revenues	\$143,959,149	\$132,591,499
Expenses	<u>130,653,638</u>	<u>124,714,442</u>
Excess of Revenue over Expenses	<u>\$13,305,511</u>	<u>\$7,877,057</u>

Revenues

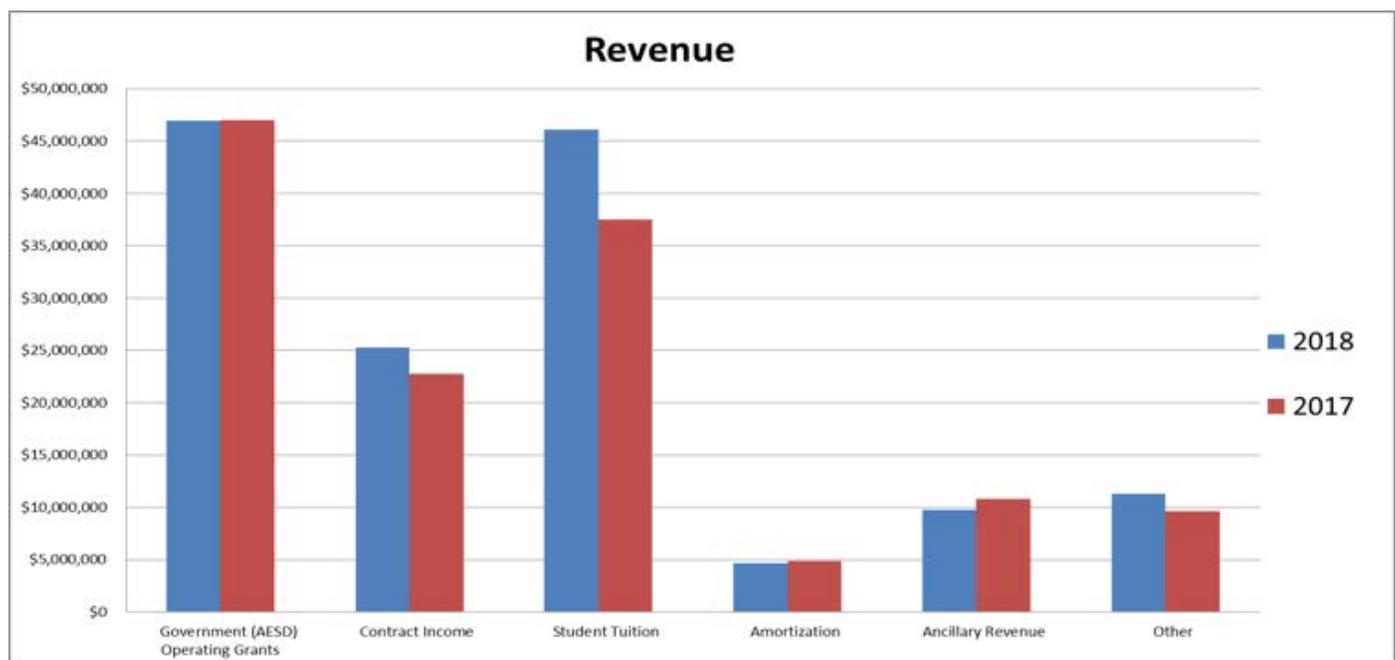
Government (MTCU) Operating Grants: Decreased by \$0.09 million compared to 2016 - 2017.

Contract Income: Increased by \$2.5 million compared to 2016 - 2017. The increase in revenue was due to international contract programs.

Student Tuition: Increased by approximately \$8.6 million compared to 2016 - 2017. The increase in revenue was due to higher international student enrollment and tuition rate increases.

Ancillary Revenue: Decreased by \$1.1 million. The decrease was mainly attributable to revenue from the St. Clair College Centre for the Arts and Parking operations.

Other Income: Increased by \$1.6 million.

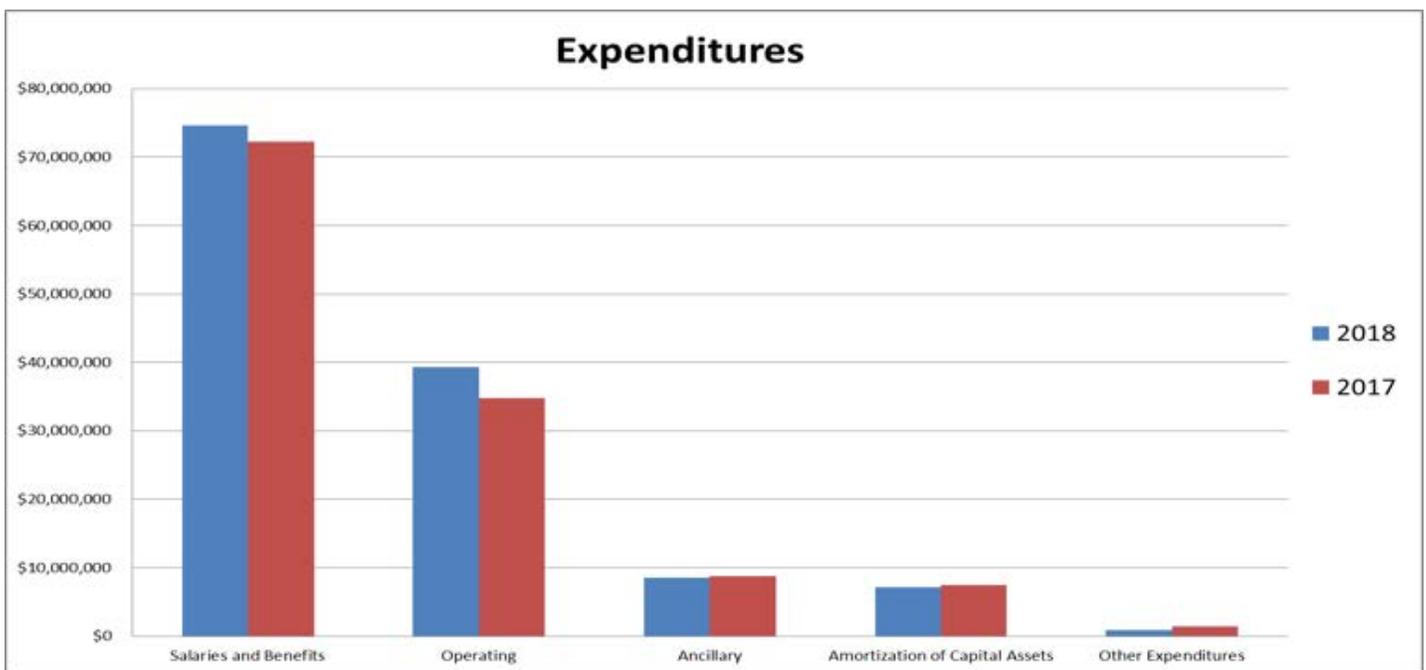


Expenditures

Salaries and Benefits: Increased by approximately \$2.3 million due to increased staffing and compensation adjustments.

Operating: Increased by approximately \$4.6 million due to higher agent commissions, insurance, and student bursaries.

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





9.0 St. Clair College Foundation

The St. Clair College Foundation strives to assist the College in achieving its vision of “Excellence in all we do”. It seeks to do this by:

- Generating resources in support of College objectives.
- Helping to build mutually beneficial alliances and positive relationships with individuals and organizations.
- Raising awareness of the College faculty and departments in planning and conducting development activities.
- Enhancing and expanding services to donors.
- Building funds to support students through the Scholarship program.

General Scholarship applications are made available online each year, starting October 1st until mid-December.

A scholarship selection committee made up of faculty, Chairs and administration from the College meet in early January to determine the successful recipients. The 2018 Scholarships were awarded in Windsor on Monday, March 19 and Monday, March 26 and in Chatham on Monday, March 5. This year, the St. Clair College Foundation was able to present a total of 636 scholarships and endowments totaling \$460,415.00 to deserving students.

New scholarships established in 2017-18 include May Court Club of Windsor Scholarship, True Grit Scholarship, Trillium Automotive Dealers Association Scholarship, Master Cleaners Scholarship, Champion Products Corp. Scholarship, Oscar Construction Scholarship, Hotham Building Materials Scholarship, Poirier Electric Scholarship, Macro Foods Scholarship, and the David Bechard Memorial Scholarship.

As of March 31, 2018, the Foundation had a total scholarship endowment fund of \$9,501,878. The endowment fund is invested in two separate banks, the Royal Bank of Canada (RBC) and The Windsor Family Credit Union (WFCU). RBC holds the Foundation’s long term investments and WFCU holds the Foundation’s short-term investments.

The Foundation and Advancement Office have been active this year meeting with new and existing donors, reviewing and updating the St. Clair College Foundation By-laws, Endowment Policy and Agreements, Investment Policy, donor contracts and writing a new donor application profile program in the PeopleSoft networking system.



10.0 St. Clair College Alumni Association

St. Clair College supports an active Alumni Association with a strong Board and measurable objectives which include:

- Promote positive connections and fellowship within the St. Clair College community.
- Foster strong St. Clair College Alumni connections with the community at large.
- Support and enhance the quality, resources, image, and reputation of St. Clair College.
- Promote and foster support of St. Clair College through both financial and non-financial contributions.
- Enrich the lives of St. Clair College Alumni through opportunities for lifelong involvement with the College and the provision of valued services.
- To advocate on behalf of St. Clair College Alumni in matters relating to post-secondary education and issues involving the relationship between the Alumni and St. Clair College.

The St. Clair College Alumni Board is governed by three (3) Board Officers, six (6) Directors, and three (3) College representatives: the College President, the Executive Director of the Foundation, and the Manager of the Student Representative Council (SRC). The six Directors are members of three sub committees that are designed to help support the Alumni in various ways through their individual committee goals.

The Alumni Growth and Engagement Committee's mission is to foster relationships with all segments of St. Clair College Alumni and encourage them to stay connected and volunteer at both College and community events, primarily within Windsor-Essex and Chatham-Kent. This committee has sponsored many community events. Here are some examples:

- Once again, the Alumni Association sponsored the Windsor Star "Raise a Reader" campaign which generated over \$40,000 for local community charities who launch programs to improve literacy in the community.
- For the fourth year in a row, the Alumni Association sponsored the Windsor Police Services Polar Plunge, in support of the Special Olympics. This year, the Polar Plunge, which was held on campus on March 2, 2018 saw 200 plungers raise \$52,515.00.
- The community's strong OHL team, the Windsor Spitfires, provide the perfect group to support, allowing the Alumni Association the opportunity to promote the College brand and use it as a way to engage alumni in the community.
- The College celebrated its 100,000 graduate during the Fall convocation. Emily Weibe was identified as the lucky graduate, and was presented with a bouquet of flowers from Alumni President, Tom Malenfant. It was especially significant as this milestone coincided with the College's 50th Anniversary celebrations.
- A number of the College's Alumni of Distinction (AoD) were on hand at the Fall convocation to bring powerful and inspirational messages to the graduates including Ed Marocko (AoD 2009), Operational Staff Sergeant for the OPP, and Elizabeth Farano (AoD 2017), Vice President, Douglas Marketing Group. David Sellick (AoD 2017), Judy Robinet (AoD 2017), Dr. Snezana Ninkovich (AoD 2017), and Daniel Miskokomon (AoD 2017) were also on hand to greet graduates and congratulate them on their achievements.

- Essex County Warden Tom Bain and Ward One Councilor Fred Francis were on hand October 11, 2017 as the Student Representative Council (SRC) opened the time capsule that was installed in 1997. Nick Goran, the 2017– 2018 president of the SRC, along with the 1997 SRC VP Jody Cloutier, were on hand to display the memorabilia. News articles from the present day were installed back into the time capsule and sealed, to be opened in 25 years from now in 2042.
- Colleges Ontario continued its five-week, all-college tour with their 50th Anniversary “Travelling Trailer”. On October 11th the trailer, filled with displays and interactivity, was parked in the front entrance to St. Clair College and hundreds of high school and College students had the chance to read about the impressive achievements of students over the past 50 years.
- As part of the College’s 50th anniversary celebrations, St. Clair College unveiled two Alumni of Distinction Legacy Walls at the Windsor and Chatham campuses. These displays are lasting tributes to the hundreds of Alumni of Distinction who have been honoured for their outstanding achievements in their careers and their communities.
- St. Clair College’s Windsor Campus came alive on the weekend of May 19 – 21, 2017 as alumni, retirees, staff, students, and the community came together to celebrate Homecoming Weekend in honour of the College’s 50th Anniversary. Numerous events were planned throughout the weekend including a community welcome night with performances by the Windsor Symphony Orchestra Quartet. On Saturday, May 20th, the Alumni held their annual golf tournament. Saturday night saw a sold out crowd of over 500 at the “Vintage 50 on All Levels” gala dinner. Mayor Drew Dilkens and other municipal dignitaries were in attendance. The evening was capped off with fireworks over the Detroit River. On Sunday, a brunch was hosted at the St. Clair College Centre for the Arts. On Sunday night guests were entertained at a 70’s Style Café, which drew musicians from the community including renowned “Mr. Chill” blues musician Kelly Hoppe.
- St. Clair College’s Chatham Campus celebrated Homecoming Weekend September 29 - October 1, 2017. The 50th anniversary activities included a community “memory lane” evening complete with artifacts, photos and more. Saturday afternoon saw a double header Men’s baseball game at Fergie Jenkins Park. The “Solid Gold Saturday Night” gala saw the student cafeteria transformed into an upscale dinner venue. More than 150 staff, students, retirees and community members were in attendance including Mayor Randy Hope, and St. Clair College alumni and MPP for Chatham-Kent-Essex, Rick Nicholls. Sunday was a celebration of community with a free “Family Fun Day”. Over 1,000 families were in attendance and enjoyed pony rides, bouncy castles, face painting and more. The event was also supported by our Powerline Technician students who provided “bucket truck” rides for guests.
- The Alumni of Distinction program, started in 1992, honours Alumni each year from various disciplines to recognize them for their overall success and demonstrated commitment to others, in both their professional career and volunteer work within their community. Each year the St. Clair College Alumni Association sponsors the Alumni of Distinction Awards evening to honour and celebrate the current year’s winners. Each recipient becomes a candidate for the annual provincial Premier’s Award.

The 24th Annual Alumni of Distinction Awards was held on April 26, 2017 and our 2017 Alumni of Distinction are:



Andrew Banar
Class of 2014 – Life Skills
Program
Designer and
Spokesperson,
Group Hug Apparel



David Sellick
Class of 1969 – Business
Administration
Vice President,
Sellick Equipment Limited



Judy Robinet
Class of 1978 – Early
Childhood Education
Executive Director,
A Life Worth Living



Dr. Snezana Ninkovich
Class of 2001 – Medical
Laboratory Technology
Emergency Department
Physician,
Windsor Regional Hospital



Elizabeth Farano
Class of 2002 – Graphic
Design
Vice President,
Douglas Marketing Group



Daniel Miskokomon
Class of 1970 – Mechanical
Drafting Technician
Chief, Walpole Island
First Nation

Appendix A

2017 - 2018 Consolidated Audited Financial Statements

Financial Report

Year Ended March 31, 2018

Revenue*

Government (MTCU) operating grants	\$46.9
Student tuition fees	\$46.1
Contract income	\$25.3
Ancillary operations	\$9.7
Other	\$11.3
Amortization of deferred capital contributions	\$4.6
	\$143.9

Expenditures*

Salaries and benefits	\$74.6
Operating	\$39.4
Ancillary	\$8.6
Amortization of capital assets	\$7.1
Other expenditures	\$0.9
	\$130.6

* Expressed in millions of dollars

The Board of Governors' Approved Audited Financial Statements are posted.

The Audited Financial Statements are part of the public record and made available on the College website at: <http://www.stclaircollege.ca/boardandstaff/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 A - MANAGEMENT REPORT

Management is responsible for the preparation, presentation and consistency of the accompanying consolidated financial statements and other information contained in the Annual Report.

The consolidated financial statements have been prepared in accordance with Canadian public sector accounting standards and have been audited by KPMG LLP.

Management is responsible for designing, implementing and maintaining an effective system of internal controls, policies and procedures that pertain to the maintenance of accounting systems and records, the authorization of receipts and disbursements, the safeguarding of assets and for reporting financial information.

This system of internal controls, policies and procedures provides reasonable assurance that financial records are reliable and are a proper basis for preparation of the financial statements.

The Audit Committee and the Board of Governors, in carrying out their responsibility, have reviewed and approved the consolidated financial statements.



Patricia France, President



Marc Jones, Chief Financial Officer

REPORT OF THE INDEPENDENT AUDITORS ON THE SUMMARY CONSOLIDATED FINANCIAL STATEMENTS

To the Board of Governors of The St. Clair College of Applied Arts and Technology:

The accompanying summary consolidated financial statements of The St. Clair College of Applied Arts and Technology which comprise the summary consolidated statement of financial position as at March 31, 2018 and the summary consolidated statement of operations for the year then ended, and related notes, are derived from the audited consolidated financial statements of The St. Clair College of Applied Arts and Technology, prepared in accordance with Canadian public sector accounting standards as at March 31, 2018 and for the year then ended.

We expressed an unmodified audit opinion on those complete consolidated financial statements in our auditor's report dated June 26, 2018.

The summary consolidated financial statements do not contain all the disclosures required by Canadian public sector accounting standards applied in the preparation of the audited consolidated financial statements of The St. Clair College of Applied Arts and Technology. Reading the summary consolidated financial statements therefore, is not a substitute for reading the audited

consolidated financial statements of The St. Clair College of Applied Arts and Technology.

Management's Responsibility for the Summary Consolidated Financial Statements:

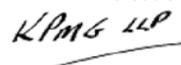
Management is responsible for the preparation of the summary consolidated financial statements in accordance with the basis described in Note 1.

Auditor's Responsibility:

Our responsibility is to express an opinion on the summary consolidated financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standard (CAS) 810, "Engagements to Report on Summary Financial Statements".

Opinion:

In our opinion, the summary consolidated financial statements derived from the audited financial statements of The St. Clair College of Applied Arts and Technology as at March 31, 2018 and for the year then ended are a fair summary of those consolidated financial statements in accordance with the basis described in Note 1.



Chartered Professional Accounts, Licensed Public Accountants

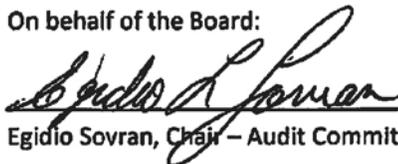


SUMMARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at March 31

	2018	2017
Assets		
Cash and temporary investments	\$ 63,392,000	\$ 27,953,941
Accounts receivable	12,309,496	12,665,461
Prepaid expenses	1,662,105	1,971,741
Long-term investments	9,501,878	9,576,728
Capital assets and construction-in-progress	169,976,643	159,984,944
	\$ 256,842,122	\$ 212,152,815
Liabilities and Net Assets		
Liabilities:		
Current liabilities	\$ 57,119,128	\$ 28,569,663
Long-term debt	12,863,776	14,588,398
Other liabilities	3,851,000	4,082,000
Deferred contributions	122,147,917	117,380,423
	\$ 195,981,821	\$ 164,620,484
Net Assets:		
Unrestricted	\$ 17,783,794	\$ 11,885,745
Invested in capital	34,267,684	26,860,222
Externally restricted	8,808,823	8,786,364
	60,860,301	47,532,331
	\$ 256,842,122	\$ 212,152,815

On behalf of the Board:


 Egidio Sovran, Chair – Audit Committee


 Patricia France, President

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



SUMMARY CONSOLIDATED STATEMENT OF OPERATIONS

For the year ended March 31

	2018	2017
Revenue		
Grants and reimbursements	\$ 46,918,316	\$ 47,010,291
Capital support grants	261,841	392,455
Tuition revenue	46,099,586	37,507,596
Contract training	25,250,544	22,754,053
Amortization of deferred capital contributions	4,648,650	4,850,497
Other income	10,200,042	7,308,534
Donations	362,279	1,505,206
Foundation	460,415	452,045
Ancillary operations	9,752,418	10,819,642
Gain (loss) on disposal of capital assets	5,058	(8,820)
	143,959,149	132,591,499
Expenses		
Salaries and benefits	74,602,282	72,289,518
Operating expenditures	39,473,516	34,810,636
Post employment and compensated absences	(231,000)	(41,000)
Foundation	460,415	452,045
Bursaries and scholarships	354,848	493,993
Amortization of capital assets	7,150,635	7,473,342
Other expenditures out of capital support grants	279,470	461,529
Ancillary operations	8,563,472	8,774,379
	130,653,638	124,714,442
Excess of Revenue over Expenses for the year	\$ 13,305,511	\$ 7,877,057

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

NOTE 1

The summary consolidated financial statements are derived from the complete audited consolidated financial statements, prepared in accordance with Canadian public sector accounting standards as at and for the year ended March 31, 2018.

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

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

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

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

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

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



Appendix B

2017 Key Performance Indicators

The 2017 Key Performance Indicators were not available at time of publication.

Appendix C

Summary of Advertising and Marketing Complaints

For the period April 1, 2017 – March 31, 2018, 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	Now resolved or addressed	Date resolution communicated to student	Working days to resolve
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None to report.



Appendix D

College Advisory Council Report

To: Patricia France, President
From: Michael Silvaggi (on behalf of Melanie DeSchutter)
cc: Melanie DeSchutter, Chair
Date: July 20, 2018
Re: Annual Review

The College Advisory Council (CAC) underwent changes to its leadership during the 2017 – 2018 academic year. On March 21, 2018, the Terms of Reference were approved to reflect the appointment of the Associate Registrar, Ms. Melanie DeSchutter as Chair, CAC. In addition, the Associate Vice President, Academic, Dr. Ken Blanchette was appointed Vice Chair, CAC.

The meeting of March 21, 2018 focused its discussion on College policy amendments allowing for community feedback from all constituents, inclusive of student governments at both campuses.

The CAC reconvened on June 18, 2018 to follow up on action items pertaining to the prior meeting. Discussion revolved around transfer credits, as well as a proposed new program development process.

The CAC will be meeting during the upcoming Fall 2018 semester.

Regards,

Michael Silvaggi
Associate Vice President, Student Services and Registrar

Appendix E

2017 - 2018 Board of Governors



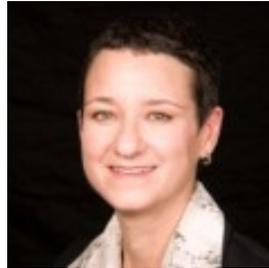
Dan Allen, Chair



Kevin Beaudoin



Karen Behune Plunkett



Teresa Bendo



Dr. Ken Blanchette



Marlene Corey



Floyd Curtis



Patricia France,
President,
St. Clair College



Nancy Jammu-Taylor



Lori Kempe,
Vice-Chair



Renu Khosla



Patrick McMahon



Robert Renaud



Egidio Sovran



Colin Topliffe



Maureen Wickham



Tammy Wonsch

Appendix F

2017 - 2018 Alumni Board of Directors



Carmen Brunone



Laurie Chartier-Posliff



John Fairley,
VP, College
Communications &
Community Relations



Jennifer Forfitt



Patricia France,
President,
St. Clair College



John Garton



Lindsay Lovecky,
Executive VP



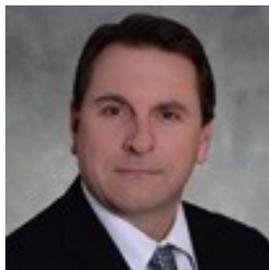
Tom Malanfant,
President ,
Alumni Board



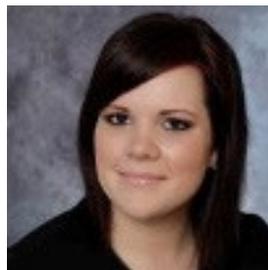
Ed Marocko,
VP Finance



Ryan Peebles



Andrew Rowberry



Allison
Rusling-Bigelow

Appendix G

2017 - 2018 Foundation Board Members



Dan Allen



Pat Best



Jeff Casey



Jody Cloutier



Melodie Cook



Patricia France,
President,
St. Clair College



Cathy Geml



Charlie Hotham,
President
Foundation Board



Jim Komar



Ed Marocko



Dave Moncur