



TO: THE BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: MARCH 23, 2021

RE: 2021-2022 FINANCIAL PLAN REPORT

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

AIM:

To obtain Board approval for the 2021-2022 Financial Plan Report.

BACKGROUND:

The proposed 2021-2022 Financial Plan Report incorporates the following financial information:

1. Statement of Operations Budget
2. Statement of Financial Position Projection
3. Non-Committed Cash Projection
4. Financial Sustainability Metrics
5. Student Fees: 2021-2022 Academic Year

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the 2021-2022 Financial Plan Report.

STATEMENT OF OPERATIONS BUDGET

EXECUTIVE SUMMARY (Schedule I)

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

The Mid-Year Review 2020-21 budget approved by the Board on November 24, 2020 provided for a surplus position of \$25,284,245. The Statement of Operations Budget for 2021-22 is projecting a surplus of \$27,342,751, representing an increase of \$2,058,506 over the Mid-Year Review 2020-21 budget.

The projection for total operating and ancillary revenue for 2021-22 is \$280,647,622, representing an increase of \$34,549,689 or 14% over the Mid-Year Review 2020-21 budget of \$246,097,933.

The projection for total operating and ancillary expenditures for 2021-22 is \$253,304,871 representing an increase of \$32,491,183 or 15% over the Mid-Year Review 2020-21 budget of \$220,813,688.

CHANGES TO REVENUE (Schedule II)

The following highlights the major changes in revenue compared to the Mid-Year Review 2020-21 budget:

- Total MCU Operating Grants decreased by \$1,016,875 or 2% of the Mid-Year Review 2020-21 budget primarily due to the following:
 - Increase in the International Student Recovery program due to planned higher international student enrolment.
 - Appropriate planning to reflect 2021-22 being the second year of SMA3 performance based funding.
- Total Contract Income increased by 1,981,979 or 13% of the Mid-Year Review 2020-21 budget primarily due to the following:
 - Increase in School College Work Initiative funding to reflect a full year of the College being the lead institution to administer and transfer the appropriate funding to participating institutions.

- Total Tuition revenue increased by \$24,268,823 or 17% of the Mid-Year Review 2020-21 budget due to the following:
 - Increase in domestic post-secondary tuition revenue of \$337,068 or 1%, based on an enrolment projection of 7,470 domestic students. This is a planned increase of 2% or 162 students from the Day 10 Fall 2020 enrolment of 7,308, and includes the frozen tuition mandated by MCU.
 - Increase in international post-secondary tuition revenue of \$12,094,222 or 17% based on an enrolment projection of 4,620 international students. This is a planned increase of 19% or 742 students from the Day 10 Fall 2020 enrolment of 3,878 and does not reflect a tuition increase.
 - Increase in Public College Private Partnership (PCPP) revenue of \$11,759,673 or 25% based on an enrolment projection of 3,000 international students. This is a planned increase of 11% or 301 students from the Day 10 Fall 2020 enrolment of 2,699 and does not include a tuition increase.
- Total “Other” income increased by \$4,268,266 or 10% of the Mid-Year Review 2020-21 budget due to the following:
 - Increase in PCPP Fee-for-Service revenue of \$3,244,885 due to consistent enrolment at 3,000 students over the entire fiscal year.
 - Increase in Divisional Income of \$1,997,836 primarily due to higher international health insurance plan fees resulting from increased international student enrolment.

CHANGES TO EXPENDITURES (Schedule III)

The following highlights the major changes in expenditures compared to the Mid-Year Review 2020-21 budget:

- Total Salaries & Benefits increased by \$7,847,510 or 9% of the Mid-Year Review 2020-21 budget due to the following:
 - Increase in Administrative Full-Time salaries: \$808,150
 - Increase in Administrative Part-Time salaries: \$592,523
 - Increase in Faculty Full-Time salaries: \$1,541,957
 - Decrease in Faculty Part-Time salaries: \$1,157,375
 - Increase in Support Full-Time salaries: \$1,752,173

- Increase in Support Part-Time salaries: \$1,039,497
- Increase in Fringe Benefits of \$955,835 due to the above salary increases and rising benefit costs.

The \$7,847,510 increase is mainly due to the impact of COVID-19 on the Mid-Year Review 2020-21 budget. During 2020-21, Faculty Part-Time and Support Part-Time costs were reduced due to lower enrolment and cost saving strategies, In addition, full-time positions across several constituent groups were not filled during the year and hiring was delayed.

- Total Non-Salary Expenditures increased by \$22,174,090 or 18% of the Mid-Year Review 2020-21 budget is primarily due to the following:
 - Increase in Contracted Educational Services: \$14,044,919
 - Increase in Contracted Services Other: \$3,395,933
 - Increase in Insurance: \$743,654
 - Increase in Premise Rental: \$817,178
 - Increase in Amortization: \$1,558,441

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

The total Ancillary Operations deficit of \$345,310 is an increase of \$2,577,914 from the Mid-Year Review 2020-21 deficit of \$2,923,224. The lower deficit projection is due to the following:

- The COVID-19 pandemic has a lessened impact on the revenue generating ability of the St. Clair College Centre for the Arts, Parking and Residence operations by September 2021.

KEY ASSUMPTIONS FOR TWO YEAR FORECAST

Similar to the 2020-21 Financial Plan Report, Administration has included a two-year forecast for its 2021-22 budget. The two year forecast is included in the Statement of Operations, Schedules I to IV. The following are the key assumptions used to create the two year forecast:

- Revenues:
 - MCU Operating Grants remain consistent overall but reflect the annual reallocation of funding between the enrolment and differentiation envelopes.
 - Contract Income remains consistent.
 - Total Tuition changes as follows:
 - Domestic tuition remains static as it is unknown whether or not the Ministry will remove the tuition freeze.
 - Increasing International and PCPP tuition to reflect average annual tuition increase of 2% and enrolment growth.
 - Other Income remains consistent, with the exception of Acumen revenue.
- Expenditures:
 - Total Salaries and Benefits increase due to compensation adjustments, collective bargaining agreement settlements, and rising benefit costs.
 - Non-Salary expenditures increase due to inflation, agent commissions to support international recruitment, and contracted educational services as a result of flowing funds to our PCPP.

SCHEDULE I

**St. Clair College of Applied Arts and Technology
Statement of Operations Summary: 2021-22**

	A MYR Income Statement 2020-21 \$	B Budget Income Statement 2021-22 \$	B - A Variance \$		Forecast	
					Income Statement 2022-23 \$	Income Statement 2023-24 \$
					REVENUE	
MCU Operating Grants	42,217,956	41,201,081	(1,016,875)		40,638,581	40,076,081
Contract Income	14,848,140	16,830,119	1,981,979		16,730,119	16,680,119
Tuition	143,567,551	167,836,374	24,268,823		184,441,805	198,738,377
Other	41,909,340	46,177,606	4,268,266		46,744,243	50,399,923
Total Operating Revenue	242,542,987	272,045,179	29,502,192		288,554,748	305,894,499
Total Ancillary Revenue	3,554,946	8,602,443	5,047,497		9,465,622	9,521,354
TOTAL REVENUE	246,097,933	280,647,622	34,549,689	14%	298,020,370	315,415,853
EXPENDITURES						
Salaries & Benefits	87,633,128	95,480,638	7,847,510		96,916,188	98,357,751
Non Salary	126,702,390	148,876,481	22,174,090		160,291,438	176,088,039
Total Operating Expenditures	214,335,518	244,357,118	30,021,600		257,207,626	274,445,791
Total Ancillary Expenditures	6,478,170	8,947,753	2,469,583		9,298,318	9,379,901
TOTAL EXPENDITURES	220,813,688	253,304,871	32,491,183	15%	266,505,943	283,825,691
TOTAL SURPLUS / (DEFICIT)	25,284,245	27,342,751	2,058,506		31,514,427	31,590,162

SCHEDULE II

St. Clair College of Applied Arts and Technology Statement of Revenue: 2021-22						
	A	B	B - A		Forecast	
	MYR Income Statement 2020-21 \$	Budget Income Statement 2021-22 \$			Variance \$	Income Statement 2022-23 \$
Enrolment Based Envelope: see note 1	31,406,373	29,001,767	(2,404,606)		24,594,723	20,122,955
Differentiation Envelope: see note 2	13,311,305	15,715,911	2,404,606		20,122,955	24,594,723
Special Purpose / Other Grants: see note 3	(2,499,722)	(3,516,597)	(1,016,875)		(4,079,097)	(4,641,597)
Total MCU Operating Grants	42,217,956	41,201,081	(1,016,875)	-2%	40,638,581	40,076,081
Apprenticeship	3,389,888	3,540,251	150,363		3,540,251	3,540,251
Canada Ontario Jobs Grant	507,216	507,216	-		507,216	507,216
Employment Ontario	3,056,813	3,056,813	-		3,056,813	3,056,813
Youth Job Connection	1,158,120	1,337,400	179,280		1,337,400	1,337,400
Literacy & Basic Skills	1,376,172	1,376,172	-		1,376,172	1,376,172
School College Work Initiative	3,810,923	5,420,985	1,610,062		5,420,985	5,420,985
Second Career	317,286	400,000	82,714		300,000	250,000
Other: see note 4	1,231,722	1,191,282	(40,440)		1,191,282	1,191,282
Total Contract Income	14,848,140	16,830,119	1,981,979	13%	16,730,119	16,680,119
Post Secondary - Domestic	24,136,465	24,473,533	337,068		23,984,063	23,504,381
Post Secondary - International	72,231,899	84,326,121	12,094,222		86,012,643	87,732,896
Post Secondary - PCPP	46,583,947	58,343,620	11,759,673		73,752,000	86,808,000
Continuing Education	615,240	693,100	77,860		693,100	693,100
Total Tuition	143,567,551	167,836,374	24,268,823	17%	184,441,805	198,738,377
Investment Income	3,880,000	3,600,000	(280,000)		3,600,000	3,600,000
Contract Training	184,869	185,000	131		185,000	185,000
International Projects	125,000	125,000	-		125,000	125,000
PCPP Fee-for-Service	16,839,038	20,083,923	3,244,885		20,650,560	24,306,240
Other: see note 5	1,982,215	1,276,095	(706,120)		1,276,095	1,276,095
Technology Access Fee	630,188	-	(630,188)		-	-
Divisional Income	12,652,271	14,650,107	1,997,836		14,650,107	14,650,107
Amortization of DCC	5,615,759	6,257,481	641,722		6,257,481	6,257,481
Total Other	41,909,340	46,177,606	4,268,266	10%	46,744,243	50,399,923
Total Revenue Before Ancillary	242,542,987	272,045,179	29,502,192		288,554,748	305,894,499
Ancillary Revenue	3,554,946	8,602,443	5,047,497	142%	9,465,622	9,521,354
TOTAL REVENUE	246,097,933	280,647,622	34,549,689	14%	298,020,370	315,415,853

SCHEDULE III

**St. Clair College of Applied Arts and Technology
Statement of Expenditures: 2021-22**

EXPENDITURES	A	B	B - A Variance		Forecast	
	MYR	Budget			Income	Income
	Income Statement 2020-21 \$	Income Statement 2021-22 \$			Statement 2022-23 \$	Statement 2023-24 \$
Administrative: Full-Time	7,205,642	8,013,792	808,150		8,413,792	8,813,792
Administrative: Part-Time	891,987	1,484,510	592,523		1,499,355	1,514,349
Faculty: Full-Time	33,034,986	34,576,942	1,541,957		34,922,712	35,271,939
Faculty: Part-Time	12,538,480	13,695,854	1,157,375		13,764,333	13,833,155
Support: Full-Time	14,591,745	16,343,918	1,752,173		16,507,357	16,672,430
Support: Part-Time	3,262,237	4,301,734	1,039,497		4,344,751	4,388,199
Fringe Benefits	16,108,053	17,063,888	955,835		17,463,888	17,863,888
Total Salaries & Benefits	87,633,128	95,480,638	7,847,510	9%	96,916,188	98,357,751
Advertising	2,115,958	2,227,059	111,101		2,238,194	2,249,385
Contracted Cleaning Service	3,083,750	3,136,000	52,250		3,198,720	3,262,694
Contracted Educational Services	51,465,572	65,510,491	14,044,919		74,816,000	87,872,000
Contracted Services Other	18,805,040	22,200,973	3,395,933		22,644,992	23,097,892
Equipment Maintenance & Repairs	3,381,653	3,561,369	179,716		3,632,596	3,705,248
Equipment Rentals	2,899,496	2,749,200	(150,296)		2,804,184	2,860,268
Instructional Supplies	4,692,132	5,170,267	478,135		5,221,970	5,274,189
Insurance	6,479,126	7,222,780	743,654		7,367,236	7,514,580
Janitorial & Maintenance Supplies	811,898	811,898	-		828,136	844,699
Memberships & Dues	621,135	580,642	(40,493)		592,255	604,100
Municipal Taxes	778,375	778,375	-		778,375	778,375
Office Supplies	686,561	828,052	141,491		844,613	861,505
Premise Rental	2,320,315	3,137,493	817,178		3,153,180	3,168,946
Professional Development	559,313	605,006	45,693		628,439	637,582
Security Services	2,240,000	2,558,500	318,500		2,609,670	2,661,863
Stipends & Allowances	3,852,005	3,436,034	(415,971)		3,436,034	3,436,034
Student Assistance: 30% Tuition	2,032,250	2,032,250	-		2,032,250	2,032,250
Travel	358,079	623,400	265,321		635,868	648,585
Utilities	4,620,726	4,908,300	287,574		5,006,466	5,106,595
Other: see note 6	4,432,621	4,773,566	340,945		4,797,434	4,821,421
Amortization	10,466,385	12,024,826	1,558,441		13,024,826	14,649,826
Total Non-Salary Expenditures	126,702,390	148,876,481	22,174,090	18%	160,291,438	176,088,039
Total Operating Expenditures	214,335,518	244,357,118	30,021,600	14%	257,207,626	274,445,791
Ancillary Expenditures	6,478,170	8,947,753	2,469,583	38%	9,298,318	9,379,901
TOTAL EXPENDITURES	220,813,688	253,304,871	32,491,183	15%	266,505,943	283,825,691

SCHEDULE IV A

St. Clair College of Applied Arts and Technology Statement of Ancillary Operations: 2021-22						
	A MYR Income Statement 2020-21 \$	B Budget Income Statement 2021-22 \$	B - A Variance \$		Forecast	
					Income Statement 2022-23 \$	Income Statement 2023-24 \$
<u>Ancillary: Revenue</u>						
Beverage Supplier	3,469	25,000	21,531		25,000	25,000
Bookstore - Windsor & Chatham	135,000	175,000	40,000		150,000	150,000
Green Giants	1,000	2,000	1,000		150,000	150,000
IRCDSS Special Events & Projects	106,500	119,500	13,000		119,500	119,500
Lockers Administration	-	48,000	48,000		48,000	48,000
Parking Lots	-	800,000	800,000		1,350,000	1,350,000
Residence - Windsor	1,490,966	3,089,943	1,598,977		3,120,842	3,152,051
Sky Volleyball	10,000	15,000	5,000		150,000	150,000
St. Clair College Centre for the Arts	118,011	2,428,000	2,309,989		2,452,280	2,476,803
Varsity Sports	1,260,000	1,400,000	140,000		1,400,000	1,400,000
Sports Park	130,000	200,000	70,000		200,000	200,000
Woodland Hills Golf Course	300,000	300,000	-		300,000	300,000
Total Revenue	3,554,946	8,602,443	5,047,497	142%	9,465,622	9,521,354
<u>Ancillary: Expense</u>						
Green Giants	1,000	-	(1,000)		150,000	150,000
IRCDSS Special Events & Projects	101,000	110,000	9,000		110,000	110,000
Parking Lots	1,201,197	1,579,150	377,953		1,594,942	1,610,891
Residence - Windsor	2,063,597	2,224,150	160,553		2,246,392	2,268,855
Residence - Chatham	210,000	95,000	(115,000)		65,000	65,000
Sky Volleyball	10,000	-	(10,000)		150,000	150,000
St. Clair College Centre for the Arts	1,203,226	2,835,442	1,632,216		2,877,974	2,921,143
Varsity Sports	1,260,000	1,605,861	345,861		1,605,861	1,605,861
Sports Park	130,000	200,000	70,000		200,000	200,000
Woodland Hills Golf Course	298,150	298,150	-		298,150	298,150
Total Expenditures	6,478,170	8,947,753	2,469,583	38%	9,298,318	9,379,901

SCHEDULE IV B

**St. Clair College of Applied Arts and Technology
Statement of Ancillary Operations Surplus/(Deficit): 2021-22**

	A	B	
	MYR	Budget	
	Income	Income	
	Statement	Statement	B - A
	2020-21	2021-22	Variance
	\$	\$	\$
Beverage Supplier: Revenue	3,469	25,000	21,531
Bookstore - Windsor & Chatham: Revenue	135,000	175,000	40,000
Sky Volleyball: Revenue	10,000	15,000	5,000
Sky Volleyball: Expenditures	10,000	-	(10,000)
	-	15,000	15,000
Green Giants: Revenue	1,000	2,000	1,000
Green Giants: Expenditures	1,000	-	(1,000)
	-	2,000	2,000
Lockers Administration: Revenue	-	48,000	48,000
IRCDSS Special Events & Projects: Revenue	106,500	119,500	13,000
IRCDSS Special Events & Projects: Expenditures	101,000	110,000	9,000
	5,500	9,500	4,000
Parking Lots: Revenue	-	800,000	800,000
Parking Lots: Expenditures	1,201,197	1,579,150	377,953
	(1,201,197)	(779,150)	422,047
Residence - Windsor: Revenue	1,490,966	3,089,943	1,598,977
Residence - Windsor: Expenditures	2,063,597	2,224,150	160,553
	(572,631)	865,793	1,438,424
Residence - Chatham: Expenditures	210,000	95,000	(115,000)
St. Clair College Centre for the Arts: Revenue	118,011	2,428,000	2,309,989
St. Clair College Centre for the Arts: Expenditures	1,203,226	2,835,442	1,632,216
	(1,085,215)	(407,442)	677,773
Varsity Sports: Revenue	1,260,000	1,400,000	140,000
Varsity Sports: Expenditures	1,260,000	1,605,861	345,861
	-	(205,861)	(205,861)
Sports Park: Revenue	130,000	200,000	70,000
Sports Park: Expenditures	130,000	200,000	70,000
	-	-	-
Woodland Hills Golf Course: Revenue	300,000	300,000	-
Woodland Hills Golf Course: Expenditures	298,150	298,150	-
	1,850	1,850	-
Total Revenue	3,554,946	8,602,443	5,047,497
Total Expenditures	6,478,170	8,947,753	2,469,583
Surplus/(Deficit)	(2,923,224)	(345,310)	2,577,914

Notes: Statement of Revenue & Expenditures

Note 1 REVENUE: Enrolment Based Envelope

Core Operating Grant

Note 2 REVENUE: Differentiation Envelope

Performance Funding

Note 3 REVENUE: Special Purpose / Other Grants

Accessibility Fund for Students with Disabilities
Clinical Education
Collaborative Nursing
International Student Recovery
Mental Health Worker and Services
Municipal Taxes

Note 4 REVENUE: Other

Career Ready Fund
Credit Transfer Institutional Grant
Indigenous Student Success Fund
Reporting Entities
Women Campus Safety
WSIB

Note 5 REVENUE: Other

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

Note 6 EXPENDITURES: Other

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

STATEMENT OF FINANCIAL POSITION PROJECTION

The intent of this report is to provide the Board with a forecast of our 2021-22 financial position at the end of the College's fiscal year in regards to Assets, Liabilities and Net Assets, based on information known when the budget was developed.

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

	3/23/2021	11/24/2020
	Budget	Mid-Year
	2021-22	2020-21
1 Assets	493,698	450,322
11 Cash and Cash Equivalents	88,172	86,004
12 Accounts Receivable	11,171	11,171
14 Other Current Assets	149,581	132,831
15 CIP	24,369	5,077
16 Tangible Capital Assets	393,407	377,812
161 Land	5,241	5,241
162 Site Improvements	19,326	17,483
163 Building	263,138	258,572
164 Furniture and Equipment	100,232	91,046
165 IT	-	-
169 Other TCA	5,470	5,470
17 Tangible Capital Asset Accumulated Amortization	(184,027)	(172,003)
172 AA Site Improvements	(10,223)	(9,057)
173 AA Building	(87,289)	(81,221)
174 AA Furniture and Equipment	(82,378)	(78,428)
179 AA Other TCA	(4,137)	(3,297)
18 Long Term Receivable	-	-
19 Investments and Other Long term Assets	11,025	9,430
2 Liabilities	307,643	294,142
21 Bank Indebtedness	-	-
22 Accounts Payable and Accrued Liabilities	31,525	31,156
221 Accounts Payable and Accrued Liabilities	29,787	29,787
222 Accrued Interest	293	-
223 Current Portion of Long term liabilities	1,445	1,369
23 Deferred Revenue	97,649	95,702
231 Deferred Revenue	13,120	11,173
232 Deferred Tuition Revenue	84,529	84,529
24 Restricted Contribution	705	705
25 Deferred Capital Contributions	146,313	148,976
26 Capital Lease	-	-
27 Debt	27,818	13,970
29 Other Long Term Liabilities	3,634	3,634
3 Net Assets	186,055	156,180
31 Unrestricted Net Assets	26,788	38,546
32 Internally Restricted Net Assets	91,145	61,428
33 Investment in Capital Assets	58,686	46,865
36 Restricted Contributions	-	-
37 Endowments	9,436	9,341
38 Accumulated Re-measurement Gain & Losses	-	-
Assets - Liabilities - Net Assets	(0)	(0)

NON-COMMITTED CASH PROJECTION

The intent of this report is to provide the Board with an indication of our 2021-22 non-committed cash surplus position at the end of the College's fiscal year. The report also identifies the capital projects that are funded from operating reserves, and funds being allocated towards internal reserves.

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

	MYR 2020-21 \$	Budget 2021-22 \$	Variance \$
Unrestricted Net Assets, Prior Year ^{1}	33,865	23,276	(10,589)
Operating			
Budget Surplus	25,283	27,343	2,059
Amortization (net)	4,851	5,767	916
Adjusted Budget Surplus	30,135	33,110	2,975
Capital			
Grant Revenues ^{2}	2,948	3,594	646
Grant Expenditures ^{2}	(2,948)	(3,594)	(646)
Funded by Operating (Reserves)	(8,000)	(16,000)	(8,000)
Funded by Loan Facility	(5,000)	(15,000)	(10,000)
Net Outlay for Capital	(13,000)	(31,000)	(18,000)
Debt			
Repayment of Long-Term Debt	(1,297)	(1,368)	(71)
Proceeds from Long-Term Debt	5,000	20,000	15,000
Net Change in Long-Term Debt	3,703	18,632	14,929
iii. Other:			
Internally Restricted Deferred Maintenance & Interest	(16,157)	(17,229)	(1,072)
Net Change in Other	(16,157)	(17,229)	(1,072)
Unrestricted Net Assets, End of Year ^{1}	38,546	26,788	(11,758)
Unrestricted Net Assets Adjustment^{1}	(6,400)	(7,273)	(873)
Non-Committed Cash Projection ^{1}	32,146	19,515	(12,631)

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

^{2} An allocation into the financial sustainability reserve during 2020-21 has been accounted for in the Unrestricted Net Assets, Prior Year figure for Budget 2021-22.

FINANCIAL SUSTAINABILITY METRICS

The intent of this report is to provide the Board with an estimate of the 2021-22 MCU Financial Indicators based on information known when the budget was developed.

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

		Actual <u>3/31/2020</u>	11/24/2020 Estimate <u>3/31/2021</u>	3/23/2021 Estimate <u>3/31/2022</u>
Annual Surplus / Deficit	greater than \$0	\$ 31,083,010	\$ 25,284,245	\$ 27,342,751
Accumulated Surplus / Deficit	greater than \$0	\$ 123,372,258	\$ 146,839,245	\$ 176,618,918
Quick Ratio	greater than 1	4.72	7.38	7.90
Debt to Asset Ratio	less than 35%	11.52%	11.06%	13.00%
Debt Servicing Ratio	less than 3%	0.56%	0.53%	0.49%
Net Assets to Expense Ratio	greater than 60%	126.52%	133.97%	127.49%
Net Income to Revenue Ratio	greater than 1.5%	13.59%	10.27%	9.74%
Number of Flags		0	0	0

STUDENT FEES

The intent of this report is to provide the Board with the proposed Student Fees for the 2021-2022 academic year. This annual document was prepared for the Student Fee Protocol meeting held on March 15, 2021. The Compulsory Ancillary Fee Protocol Committee is comprised of Administration, Student Representative Council Inc., Thames Student Incorporated, and the Student Athletic Association. The intent of the Committee is to approve tuition and ancillary fees, with the Ministry of Colleges and Universities regulations for the upcoming academic year. The Student Fees have continued to be prepared in accordance with the Ministry of Colleges and Universities Tuition Fee Framework and Ancillary Guidelines as of March 2019. As of March 15, 2021, the Ministry has not released the Tuition Fee Framework and Ancillary Guidelines for the 2021-2022 academic year.

The Student Fees form the basis of tuition and ancillary fees for anticipated programs to be offered during the 2021-2022 academic year. This report includes the following appendices:

- Appendix A: 2021-2022 Student Fees Summary of Changes
- Appendix B: Student Fees 2021-2022

Appendix A: 2021-2022 Student Fees Summary of Changes

On March 23 and 24, 2021, the Ontario Ministry of Colleges and Universities (MCU) is scheduled to appeal the 2019 court ruling that revoked the Student Choice Initiative. As of the March 12, 2021, MCU has not released the Tuition Fee Framework for the 2021-2022 academic year. As a result, in the event changes are required to revisit Student Fees 2021-2022, the Compulsory Ancillary Fee Protocol Committee will reconvene and establish revised Student Fees for the upcoming academic year.

The proposed fee changes for the upcoming 2021-2022 academic year are limited to ancillary fees. St. Clair College has self-imposed a tuition freeze for the 2021-2022. This freeze applies to both domestic and international tuition fees. It is anticipated that the new tuition fee framework, once announced, will coincide with this direction.

Quarterly Student Fee Protocol Meetings

It is recommended that the Committee meet quarterly to share and discuss expenditures that are incurred as a result of the various service fees collected and shared amongst College partners. Quarterly meetings will encourage accountability and transparency as we will be in a better position to provide justification of each fee and associated expenditures.

I. Mandatory Ancillary Fees

- Student Buildings Operating Fee – Windsor
 - Annual fee increased from \$125 to \$160. The increase will offset additional costs related to the student centre upgrades, eSports arena, etc.
- Student Buildings Operating Fee – Chatham
 - Annual fee increased from \$75 to \$100. The increase will offset additional costs related to the student centre, food services, etc.
- Athletics and Recreation Operating Fee
 - Annual fee increased from \$175 to \$180. The increase will offset additional costs related to the Sports Park. In addition, the fee will be split 70/30 SCC/SSAA. Previously, the fee was shared 67/33 SCC/SSAA.
- Health Insurance Fee
 - Domestic student health insurance increases from \$300 to \$310 (Fall) and \$232 to \$237 (Winter)

- International student health insurance increases from \$745 to \$750 (Fall), \$535 to \$540 (Winter) and \$335 to \$340 (Spring). The increase offsets the costs associated with COVID-19 testing.
- Academic Support Fee (Windsor and Chatham)
 - The fee will be split 30/70 SCC/Student Government. Previously, the fee was shared 35/65.
- Campus Safety Fee
 - Annual fee decreased from \$25 to \$15.
- Career Services
 - Annual fee decreased from \$20 to \$10.00.

II. **Essential Membership Fees**

- Student Representative Council Membership Fee
 - Membership fee increased from \$50 to \$70.
- Thames Students Incorporated Inc. Membership Fee
 - Membership fee increased from \$50 to \$60.

III. **Program Material Fees**

A request was sent to all Program Chairs and Coordinators to submit material and kit fee proposals for the 2021-2022 academic year. Proposals included cost estimates from potential vendors. In some instances, cost estimates were valid for shorter periods of time. At time of purchase, if actual costs are higher than anticipated, it will be our intent to adjust as deemed necessary. There are material fee changes noted in the Student Fees 2021-2022, however they are denoted as New, Increase, Decrease, or No Change. Upon request, additional supporting documentation may be provided for review.

Appendix B: Student Fees 2021-2022



TABLE OF CONTENTS

INTRODUCTION AND ACCOUNTABILITY	3
A - TUITION FEES.....	3
1. Full-time Post-Secondary Fees-Regulated Programs.....	3
2. Full-time Post-Secondary Fees-Additional High Demand	3
3. Full-time Ontario College Graduate Certificate Fees	4
4. Fees for Part-time Activity.....	4
a) Fully Funded Part-time Activity	4
b) Other Part-time Activity.....	4
5. Fees for Prior Learning Assessment (PLA) Activity.....	4
6. Fees for Auditing Students.....	4
7. Fees for International Students	4
8. U.S.A. Fees	5
9. Special Fees	5
9.1 Special Reduced Fees.....	5
a) Students on Social Assistance	5
b) College Employees and Retirees	5
c) Employee Tuition Payroll Deduction.....	5
d) Senior Discount	5
e) City of Windsor Employees.....	6
9.2 Work Experience Fees.....	6
9.3 Course Overload Fee.....	6
B - INCIDENTAL FEES.....	7
1. Tuition Related Incidental Fees.....	7
2. Non-Tuition Related Incidental Fees.....	7
3. Summary of Non-Compulsory Non-Tuition Related Incidental Fees....	7
3.1 OSAP Deferral Fee.....	7
3.2 Grade Review Fee.....	7
3.3 Income Tax Receipt.....	8
3.4 Locker Fee.....	8
3.5 Parking Fee.....	8
3.6 Course Description Fee.....	8
3.7 Credit Transfer Assessment Fee.....	8
4. Summary of Essential Non-Tuition Related Incidental Fees.....	8
4.1 Student Buildings Operating Fee - Windsor.....	8
4.2 Student Buildings Operating Fee - Chatham.....	9
4.3 Student Centre Capital Fee - Chatham.....	9
4.4 Student Achievement and Records - Graduation/Transcripts...	9
4.5 Athletics and Recreation Operating Fee.....	9
4.6 Student Card Fee.....	9
4.7 Health Insurance Fee.....	10
4.8 Academic Support Fee.....	10
4.9 Campus Safety Fee.....	11

4.10	Health and Counselling Fee.....	11
4.11	Athletics and Recreation - Recreation/Fitness Centre Capital Fee – Windsor.....	11
4.12	Career Services.....	11
4.13	Student Buildings - Academic Tower/Student Centre Expansion Fee - Windsor.....	12
4.14	Student Buildings - Healthplex Equipment Renewal Fee - Chatham.....	12
4.15	Program Material and Kit Fees.....	12
4.16	Program Compulsory Fees.....	12
4.17	Apprenticeship Ancillary Fees.....	12
5.	Summary of Essential Membership Fees.....	13
5.1	Student Representative Council Membership Fee.....	13
5.2	Thames Students Incorporated Inc. Membership Fee.....	13
5.3	Alumni Association Membership Fee.....	13
C -	TUITION FEE REFUNDS	13
1.	Tuition Fee Refunds for P.S. & Tuition Programs.....	13
a)	Canadian Citizens and Landed Immigrants.....	13
b)	International/USA Students.....	14
2.	Part-time - Continuing Education.....	14
3.	Continuing Education Refund Policy.....	15
 <u>APPENDICES</u>		
APPENDIX I	Fee Schedule 2021-2022.....	16
APPENDIX II	High Demand Programs 2021-2022.....	18
APPENDIX III	Material Fees.....	20
APPENDIX IV	Definitions.....	25
APPENDIX V	Student Fee Approvals.....	28

ST. CLAIR COLLEGE
REGISTRAR'S OFFICE
STUDENT FEE POLICY 2021-2022

INTRODUCTION AND ACCOUNTABILITY

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

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

The Registrar is accountable for the assessment and collection of all student fees in compliance with this policy. The Fee Schedule for 2021-2022 is shown in Appendix I.

NOTE: On March 23 and 24, 2021, the Ontario Ministry of Colleges and Universities (MCU) is scheduled to appeal the 2019 court ruling that revoked the Student Choice Initiative. As of the March 12, 2021, MCU has not released the Tuition Fee Framework for the 2021-2022 academic year. As a result, in the event changes are required to revisit Student Fees 2021-2022, the Compulsory Ancillary Fee Protocol Committee will reconvene and establish revised Student Fees for the upcoming academic year.

(A) TUITION FEES

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

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

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

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

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

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

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

(See Appendix II for a listing of High Demand Programs).

3. Full-time Ontario College Graduate Certificate Fees

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

4. Fees for Part-time Activity

a) Fully Funded Part-time Activity

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

b) Other Part-time Activity

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

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

5. Fees for Prior Learning Assessment (PLA) Activity

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

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

MCU policy does not define a minimum fee (PLA fee = \$141.09).

6. Fees for Auditing Students

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

7. Fees for International Students

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

8. U.S.A. Fees

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

9. Special Fees

9.1 Special Reduced Fees

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

a) Students on Social Assistance

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

b) College Employees and Retirees

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

c) Employee Tuition Payroll Deduction

Payroll deduction is available for full-time employees, for dependents enrolled in full-time programs. Please check with the Registrar's Office for details and available updates.

d) Senior Discount

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

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

e) City of Windsor Employees

For a period of ten (10) years beginning March 2007, employees of the City of Windsor shall be permitted to enroll in any part-time credit course offered by the College at a discounted rate of thirty (30%) percent of the regular tuition charged to students for each course. The reduction is subject to space availability and provided priority of enrolment in each course shall be given to students paying full tuition. The College has approved an extension of this arrangement for the 2021-2022 academic year.

9.2 Work Experience Fees

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

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

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

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

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

9.3 Course Overload Fee

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

(B) INCIDENTAL FEES

1. Tuition-Related Incidental Fees

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

Tuition-related fees include:

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

2. Non-Tuition Related Incidental Fees

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

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

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

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

3.1 OSAP Deferral Fee

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

3.2 Grade Appeal Fee

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

3.3 Income Tax Receipt

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

3.4 Locker Fee

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

3.5 Parking Fee

Day students requiring parking at the South, Downtown and Chatham Campuses will be assessed a parking fee of \$128.00 per semester (\$256.00 per year i.e. Fall & Winter semesters) for a general non-gated lot and \$158.00 per semester (\$316.00 per year i.e. Fall & Winter semesters) for a gated lot at South and Chatham Campuses only. Evening students requiring parking at the Windsor and Chatham Campuses will be assessed a parking fee of \$50.00 per semester or \$22.00 per month. In the event shorter term parking is required, a weekly permit may be purchased for \$12.50 per week.

3.6 Course Description Fee

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

3.7 Credit Transfer Assessment Fee

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

4. Summary of Essential Non-Tuition Related Incidental Fees

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

4.1 Student Buildings Operating Fee - Windsor

A Student Buildings Operating Fee of \$160.00 per year will be assessed to all full-time students registered at the Windsor Campuses. This fee will provide funds to support projects that will improve student life and learning on the campuses.

A Student Buildings Operating Fee of \$2.50 per course per semester

will be assessed to all part-time students.

4.2 Student Buildings Operating Fee - Chatham

A Student Buildings Operating Fee of \$100.00 per year will be assessed to all full-time students registered at the Chatham Campus. This fee will provide funds to support projects that will improve student life and learning on the campus.

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

4.3 Student Centre Capital Fee - Chatham

A Student Centre Capital Fee of \$150.00 per year will be assessed to all full-time students registered at the Chatham Campus for a period of ten (10 years). This fee was approved by a TSI referendum in Fall 2015 to help with the cost of the cafeteria and student centre expansion.

4.4 Student Achievement and Records - Graduation/Transcripts

A Student Achievement and Records Fee of \$55.00 will be assessed annually to all full-time students registered at all campuses. The fee offsets the costs associated with the ongoing management and production of student records. In addition, this amount incorporates a \$35 fee related to Convocation. The total fee also includes the \$20 annual cost of producing two (2) official transcripts annually. Each individual request beyond the above will incur an additional cost of \$10.00 per copy.

All part-time students will be assessed a \$9.00 per semester fee.

4.5 Athletics and Recreation Operating Fee

An Athletics & Recreation Operating Fee of \$180.00 per year will be assessed to all full-time students registered at the Windsor and Chatham Campuses. This fee offsets the costs to support athletic intramurals, recreation, and varsity sports. This fee will be split amongst the College (70%) and SSAA (30%) in Windsor and TSI will receive 100% to support intramurals and recreation activities in Chatham.

An Athletics & Recreation Operating Fee of \$2.50 per course per semester will be assessed to all part-time students in a program of study.

4.6 Student Card Fee

All full-time post-secondary students will be assessed a \$20.00 student

card fee. Student cards provide students with the ability to prove their student status immediately. The student card is required to access the library, computer labs, and photocopy machines. A student card fee of \$20.00 will be allocated annually for renewal and maintenance purposes.

4.7 Health Insurance Fee

All full-time domestic post-secondary students at all Campuses will be assessed a fee of \$310.00 per year (pro-rated for programs that start in Winter \$237.00 and Spring \$163.00) to cover the cost of a student health insurance plan. This \$310.00 includes a mandatory and non-refundable Accidental Death and Dismemberment fee of \$2.95. Full-time students are able to opt-out of their health insurance plan during the beginning of each academic year. See <https://wespeakstudent.com/> for details.

All international students are assessed a fee of \$750.00 per year (pro-rated for programs that start in Winter \$540.00 and Spring \$340.00). The fees associated with health insurance are mandatory as a result of the coverage and benefits afforded to international students. There are no opt-out opportunities provided to international students as it relates to health insurance. All international students are assessed a pro-rated fee per semester, to a yearly maximum of \$750.00.

4.8 Academic Support Fee

A total Academic Support Fee of \$175.00 will be assessed to all students at all campuses to provide academic support that encourages and strengthens student success. Services includes amenities such as peer tutoring, group tutoring, faculty support and walk-in services for Math and English, open/general computer labs, workshops, support programming, THRIVES (Toolbox for Help and Resources to Increase Value and Empower Students) and other numerous on-line resources, Orientation, etc. This fee is split between St. Clair College (30%) and Thames Student Incorporated/Student Representative Council (70%) based on the service lead.

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

Printing fees regardless of paper size:

- Single: 15¢
- Two-sided: 20¢
- Colour Single: 30¢

- Colour Two-sided: 50¢

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

4.9 Campus Safety Fee

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

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

4.10 Health and Counselling Fee

A Health & Counselling Fee of \$35.00 will be assessed to all full-time students at all campuses to support on-campus access to health professionals/social workers for basic medical care, mental health care and online resources to support a culture of wellness on campus. Examples include wellness programming such as exam preparation support, mental health awareness and support activities, nutrition workshops and events. Online resources such as “Real Campus” and “Student Health 101” are also included.

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

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

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

4.12 Career Services

A fee of \$10.00 per year will be assessed to all full-time students, at all campuses to support career related services made available to the broader student body, including career days, employer visits, workshops, resume clinics, information sessions, job fairs, job boards, job placement services, etc.

A Career Services Fee of \$1.00 per course per semester will be assessed to all part-time students enrolled in a program of study.

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

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

4.14 Student Buildings - Healthplex Equipment Renewal Fee - Chatham

Beginning in Fall 2018, a Healthplex Equipment Renewal Fee of \$100.00 per year will be assessed to all full-time Chatham students only. This fee will be utilized to ensure the Healthplex continues to provide state of the art equipment and resources to its students.

4.15 Program Material Fees

Please refer to Appendix III for a list of applicable material fees for the 2021-2022 academic year.

4.16 Program Compulsory Fees

All full-time students in the Music Theatre-Performance program will be assessed mandatory fees of \$1,800.00 in addition to the tuition fee. This fee will be utilized specifically to offset the additional costs associated with productions and the individualized faculty sessions required in the voice and acting disciplines.

All full-time students in the International Business Management-Logistics program will be assessed a \$500.00 exam fee in A01, a \$250.00 exam fee in A03, and a \$35.00 exam fee in A04 . This exam fee is required by the Forum for International Trade Training (FITT) for designation as a Certified International Trade Professional (CIPT).

4.17 Apprenticeship Ancillary Fees

All registered full-time apprentices will pay ancillary fees like those assessed in Continuing Education. Program material fees and kit fees are applicable as deemed necessary by the School of Skilled Trades and approved by the Compulsory Ancillary Student Fee Protocol Committee for 2021-2022. All registered part-time apprentices will pay the associated

part-time fee rates like Continuing Education.

5. Summary of Essential Membership Fees

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

5.1 Student Representative Council Membership Fee

A membership fee of \$70.00 is applicable for students registered at the Windsor and Ace Acumen Campuses. Please see the Student Representative Council for a list of benefits and services. This is an annual fee regardless of date of membership.

5.2 Thames Students Incorporated Inc. Membership Fee

A membership fee of \$60.00 is applicable for students registered at the Chatham Campus. Please see Thames Students Incorporated Inc. for a list of benefits and services. This is an annual fee regardless of date of membership.

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

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

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

5.3 Alumni Association Membership Fee

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

(C) TUITION FEE REFUNDS

1. Tuition Fee Refunds for Post-Secondary Programs

a) Canadian Citizens and Landed Immigrants

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

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

b) International and U.S.A. Students

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

- i) International and U.S.A. students who officially withdraw prior to the tenth (10) day of class of the beginning of a semester will receive a refund of full tuition paid, less the \$2432.11 administration fee and any applicable bank fees (i.e. wire transfer) the institution will incur.
- ii) For International and U.S.A. students who do not register on a semester basis (i.e. continuous intake), the principles implicit in the above policy will apply.

2. Part-time - Continuing Education

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

3. Continuing Education Refund Policy

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

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

A P P E N D I X I

FEE SCHEDULE 2021-2022

EXAMPLE OF ANNUAL STANDARD TUITION FEES FOR A FIRST-YEAR STUDENT							
FEES	WINDSOR	CHATHAM	INTL WINDSOR	INTL CHATHAM	USA WINDSOR	USA CHATHAM	ACE ACUMEN
Standard Tuition	2722.62	2722.62	13,640.76	13,640.76	7,841.38	7,841.38	13,640.76
Student Buildings - Windsor Building Operating	160.00	N/A	160.00	N/A	160.00	N/A	160.00
Student Buildings - Windsor - Academic Tower/Student Centre Expansion	100.00	N/A	100.00	N/A	100.00	N/A	N/A
Student Buildings - Chatham Building Operating	N/A	100.00	N/A	100.00	N/A	100.00	N/A
Student Buildings - Chatham Student Centre Capital	N/A	150.00	N/A	150.00	N/A	150.00	N/A
Student Buildings - Chatham - Healthplex Capital Equipment Renewal	N/A	100.00	N/A	100.00	N/A	100.00	N/A
Student Achievement and Records - Graduation	35.00	35.00	35.00	35.00	35.00	35.00	35.00
Student Achievement and Records - Transcripts	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Health Insurance	310.00	310.00	750.00	750.00	750.00	750.00	750.00
Athletics & Recreation - Windsor Capital	150.00	N/A	150.00	N/A	150.00	N/A	N/A
Athletics & Recreation - Windsor Operating	180.00	N/A	180.00	N/A	180.00	N/A	180.00
Athletics & Recreation - Chatham Operating	N/A	175.00	N/A	175.00	N/A	175.00	N/A
Academic Support - Student Representative Council	112.50	N/A	112.50	N/A	112.50	N/A	112.50
Academic Support - Thames Student Incorporated	N/A	112.50	N/A	112.50	N/A	112.50	N/A
Academic Support - St. Clair College	62.50	62.50	62.50	62.50	62.50	62.50	62.50
Campus Safety - Windsor Campus	15.00	N/A	15.00	N/A	15.00	N/A	15.00
Campus Safety - Chatham Campus	N/A	15.00	N/A	15.00	N/A	15.00	N/A
Career Services	10.00	10.00	10.00	10.00	10.00	10.00	10.00
Student ID Cards	20.00	20.00	20.00	20.00	20.00	20.00	20.00
Health & Counselling	35.00	35.00	35.00	35.00	35.00	35.00	35.00
SRC Membership Fee	70.00	N/A	70.00	N/A	70.00	N/A	70.00
TSI Membership Fee	N/A	60.00	N/A	60.00	N/A	60.00	N/A
Alumni Membership Fee	50.00	50.00	50.00	50.00	50.00	50.00	50.00
Total Tuition Fees	\$4,052.62	\$3,977.62	\$15,410.76	\$15,335.76	\$9,611.38	\$9,536.38	\$15,160.76

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

A P P E N D I X I I

H I G H D E M A N D P R O G R A M S 2 0 2 1 - 2 0 2 2

HIGH DEMAND PROGRAMS 2021-2022

Program Code

Program Name

H850/K950

Collaborative Nursing

H800

Dental Hygiene

H863/K963

Practical Nurse

H837

Medical Laboratory Science

H974

Cardiovascular Technology

H796

Diagnostic Medical Sonography

H795

Respiratory Therapy

A P P E N D I X III

MATERIAL FEES

2021/2022 MATERIAL/KIT FEES

Program	Amount	New/Revised/Remove	Budget Details
B877 Fashion Design	\$375 2yr	No Change	<p>2nd year students need these specialized supplies to complete their assignments and projects in semester 3.</p> <p>The Tailoring Kit is needed for students to complete a tailored jacket project in FAS306 in semester 3. It includes essential specialized supplies needed to construct a tailored jacket and meet the learning outcomes. Cost \$175.00.</p> <p>The Corset kit was cancelled for F2020 and that amount has been deducted. We no longer do a corset project.</p> <p>Photo Shoot Kit Fee: As part of the assessments in FAS411 Fashion Marketing and Presentation, the student is required to complete a photo shoot with fashion photographer, models, hair, and make-up stylists. Students receive copies of the photos taken in a digital format to use for their portfolios, branding-social media and websites, media kits, line sheets, look books and marketing materials.</p> <p>Included in our \$200.00 photo shoots, students work with a professional fashion photographer on location at the photographer's studio. Students collaborate with the hair and make-up teams that are headed by industry professionals that work with students and graduates from the SCC Hairstyling and Esthetician programs.</p> <p>The fashion design program is able to offer the photo shoots at the very reasonable cost of \$200. per student due to the photo shoots that are booked through the program for this project. If a student was to individually pay for a similar set up with a photographer, hair and make-up stylists, the cost would be approximately \$500.00 minimum and up.</p>
B877 Fashion Design	\$659.50 1 st yr	Increase	<p>The Fashion Kit is required for all 1st year students. It includes essential specialized tools need for the industry to complete pattern drafting and sewing construction samples and projects. Students need these essential specialized tools that are not available locally. Students must use quality, industry standard tools to complete the samples and projects to meet their learning outcomes. The cost is \$525</p> <p>J.J. Pizzuto's Fabric Science Swatch Kit – requesting to be included in 1st year tuition. Edition: 11th ISBN: 9781628926576 current price in SCC bookstore is \$134.50 + tax</p>
T020/T026/T154 Arch/Civil/Const	\$275 1 st Semester	Increase	<p>Hard Hat/Safety Glasses \$20 Vests for Surveying \$10(currently share would like to own) Fall Arrest Training (3 Year Certification) \$125 CVL 105 Surveying 1 Notes Package \$20 Materials for projects \$100</p>
T046 Construction Mgt	\$50	New	Cost is for the use of the Microsoft Project Software
B904 Sport Management	\$80 Yr. 1	No Change	<p>High Five (PHCD) Requesting the renewal of the 1st year, semester one only, \$80.00 certification fee for PHCD certification (Principles of Healthy Childhood Development) for Sport and Recreation Management Students Principles of Healthy Childhood Development PHCD, otherwise referred to as High Five What is High Five (PHCD) HIGH FIVE® is Canada's quality standard for children's programs. Before HIGH FIVE, no standard existed and there was a clear need for an innovative approach to help organizations enhance program quality and provide positive experiences for children, which would remain with them for a lifetime. HIGH FIVE is Canada's only comprehensive quality standard for children's sport and recreation. Founded in 2001 by Parks and Recreation Ontario (PRO), HIGH FIVE offers a holistic approach to healthy child development, based upon years of research, and validated by experts in related fields. HIGH FIVE is a required certification for anyone interested in employment in the recreation industry The City of Windsor is officially HIGH FIVE Accredited</p>
K766 Powerline	\$2600 1 st Semester	No Change	Breakdown available upon request

H800 Dental Hygiene Year 1/2	\$2808.39 1 st Year \$3573.21 2 nd Year	Increase Increase	DH Year I - increase due to the addition of specialized instruments- implant scaler and probe, customs fees increase and IPAC changes to policy for infection control. (Increase number of gowns, masks, and gloves.) DH Year II – increase in customs fee and IPAC changes to policy for infection control. (Increase number of gowns, masks, and gloves.) See Spreadsheet for detailed pricing
T855 Mechanical Eng. Tech- Industrial	\$135 1 st year	Increase	The Current 1 st year cost is \$75 With the current issues with the cleanliness of the equipment that is reused between classes, would be beneficial to supply a helmet, gloves, and cotton jacket to the students to have as their own to keep.
T867 Mechanical Tech CAD/CAM	\$75/yr	No Change	Expected costs of providing students material for project assessments
T867 Mechanical Tech CAD/CAM	\$612 1 st semester	No Change	\$612 – TOOLBOX (Details available upon request) It has been deemed very beneficial for students to purchase their own "kit", making them more accountable and marketable for employment, and all tools are deemed necessary for their vocation thereafter. Identical type, quality, size, and make of hand tools, measuring tools, and cutting tools is essential for consistent training in the lab
T929 Electronics Eng Tech – Industrial Automation	\$250 Yr.1 \$210 Yr. 2 \$30 Yr. 3	No Change	Breakdown available upon request
T941/T940/T942 Power Eng Tech	\$141.95 Sem. 1	Decrease	Breakdown available upon request
T974 Electro. Eng Techn-Robotics	\$93 Yr. 1	No Change	Breakdown available upon request
B940 Hospitality	917.00 Sem 1	New	FST Basic Cert \$43.50, Service Excellence Cert \$50.85, Smart Serve Cert. \$39.50, Uniforms Service and Kitchen \$424, Kitchen tool kit \$257.08, Bartending Tool Kit \$101.70 Breakdown available upon request
T755 Biomedical Engineering Tech	\$85 Yr.1 \$270 Yr. 2	Increase Removed Year 3 and added into Year 2	\$85 – Year 1 – All existing kits: Electrical components. \$270 – Year 2 – This Enhanced Year 2 kit allows students to have their own tools, gain a knowledge of basic tools and prepare them for life in the field. The price has increase by \$9.24 to reflect inflation of the cost. Also, digital microprocessor components valued at \$20 which were previously costed in year 3 have been moved to year 2 as the course is now in 4 th semester. \$0 – Year 3 - Costs moved to Year 2 as the course was reorganized in the program chart into year 2. *All costs are equal to the cost incurred by the school for the items*
H912 Adv. Medical Esthetics	\$1450	No Change	The fee is similar to the current Esthetician Program. The fee will be reevaluated before the proposed launch of the program for cost saving and duplication if a student is entering the program after completing the SCC Esthetician program.
H795 Respiratory Therapy	\$39 1 st Semester	No Change	Breakdown is available upon request
H796 Diagnostic Med Sonography	\$169.00 Yr. 1	Increase	Ergonomics Kit \$124 The kit includes all the following items: • Exercise Poster • Exercise Tubing • Pocket Exercise Cards • Hand Strengthening Putty • Cable Brace Towels \$45.00 Total \$169.00
K893 OTA/PTA	\$37.50 1 st Semester	Increase	Goniometer (joint measuring device), a book about GPA (Gentle Persuasive Approach) and a voucher for the associated GPA training.
H258 Vet Tech	\$105.41 A01 Kit \$55.35 A04	Increase A01 Decrease A04	Stethoscopes - \$91.28 Name tags – \$10.17 Bandage scissors - \$1.70 Safety glasses - \$2.26

	Hesi Exam		Hesi Exam - \$55.00 Total \$160.76
H915 Dental Assisting	\$1971.55 Yr.1	Increase	Breakdown available upon request
T914 Hair Styling	\$952 Kit \$90 Mat Fee	Decrease No Change	The current kit that was within budget has already had items removed from the kit to hold the costing Breakdown attached The students are buying additional items on their own for the class. In speaking with the coordinator these items are needed to be added Another Manikin head, Balayage Board, Lab coat and updated brushes
T167 Motive Power	\$497 1 st Semester	No Change	Breakdown available upon request
T947/K231 Electrical Techniques	\$575 1 st Semester	No Change	This fee is for basic hand tools and meters that a student would be required to have when starting on the job with an Electrical Employer. These tools are also used in the lab throughout the semester. All of the tools are of very high quality and therefore when the student first arrives on the job site they can be confident that they have the proper tools to get started in the trade.
T949 Welding Techniques	\$300 A01 kit \$100 mat fee	Decrease No Change	Breakdown available upon request Fee covers the weld projects students retain (jack stands, etc.)
H863/K963 Practical Nursing	\$610.90 1 st sem \$99 each term after	Increase	Addition of the Elsevier Clinical Learning Suite (CLS) and 3 e-texts to the student fees for the first term. Basic kit fee increases by \$10 due to higher costs. The Elsevier CLS and 4 e-texts come to \$511.90. \$99 for material kits required, totaling \$610.90 for the first semester and \$99 for all subsequent semesters.
H850/K950/K963 Collab Nursing PN Chatham	\$74/per year	Increase	The cost of the kit is approximately \$74 per student per year. This fee offsets the budget for material kit fees. Increase due to costs increasing for PPE and materials.
A887 Music Theatre	\$1800/ year	No Change	The fee will be utilized specifically to offset the additional costs associated with the full-scale productions mounted at the College's theatre spaces. This includes hiring stage directors, music directors, musicians, choreographers, set designers, costume designers, lighting designers, stage managers, publicists, technical directors and crew, transportation, and accommodations for these individuals plus materials required. The fee also addresses additional costs for individualized faculty sessions required in the voice and acting disciplines.
B999/M999 International Bus Management	\$500 A01 \$250 A03 \$35 A04	Increase	AAL 1 - All FT students in this program are assessed a \$500 exam fee. This exam fee is required by the Forum for International Trade Training (FITT) for designation as a Certified International Trade Professional (CIPT). This is prepaying the exam fee for the students. The students still must write the exam with FITT. AAL 3 - St. Clair College pays \$4000 annually to the Canadian International Freight Forwarders Association Inc. (CIFFA). This registration allows our students who obtain a minimum of a 70 percent grade to write the CIFFA Advanced Certificate exams for \$800. The proposed increase will provide all students with CIFFA e-texts for the 4 CIFFA courses. AAL 4 - IBM2000 requires use of the Descartes Import/Export Software. Cost of this software license to the College is \$35 per student.
B009/B012 Business Marketing	\$56.50 Year 1 \$119.99 US/A03	New	MRK419 uses Simple Survey, a Canadian company that provides an online marketing research web application that allows users to build and administer surveys, as well as create reports and analyze data. The price includes: 1 Soho Plan with simple survey/ 1 enterprise plan with simple survey for instructor of MRK 419 for 1-year total cost to College for 135 licenses is \$7627.50 MRK 340 Techno Marketing \$119.99 The price includes a bundled package from Student: · Social Media marketing textbook (Students have access to the textbook for life and the textbook is updated 2x per year by the Student publishers) · Social Media simulation – Mimic Social
B831 Culinary Management	\$573.45 Material \$874 Kit	Increase in Materials Decrease in Kit	\$500 for food products needed in lab. \$874 for kit and uniform see Adding FST Basics Certification \$38.50 and Smart Service Certification \$34.95
T866 Horticulture	\$421.31 Kit fee \$40.50 Mat Fee 1 st semester	Increase	Breakdown available upon request
T805 Woodworking	\$200/yr. Mat fee	No Change	\$200.00 per year material fee to cover the cost of materials that students will retain (i.e. projects).
B912/K946 Esthetician	\$1572.05 kit	Increase	Breakdown available upon request

	\$135 Material Fee		
T876 Pre-Service Fire	\$1300 kit fee	Increase	Kit fee is currently \$1100. With that students need certified fire helmet \$380, boots \$140, 2-gloves \$210, safety glasses \$5, hearing protection and hood \$28. For their uniform they need safety shoes \$90, 2-pants \$120, 3- tee shirts \$33, collared shirt \$49, sweatshirt \$70 and belt \$7. This brings the total to approx. \$1279 with tax. Usually a little over half the students need an extra pair of the \$105 gloves and we only give the second pair as needed.
T954 Plumbing	\$450.00 Kit fee	No Change	All students enrolled in the Plumbing Techniques program will incur a \$450. Breakdown available upon request.
B603 Community Justice Service	Remove	Remove	The student fee in the past helped offset the cost of shirts that students were required to wear while on community placement to identify themselves as students and differentiate them from both clients and staff at placement agencies. The new work-integrated learning course (CJS352) will be taking a slightly different approach to community placement. When community agencies were asked about the placement shirt, only one indicated it was truly necessary. The students attending that location (South West Detention Centre) will only be required to wear a light blue shirt that can be purchased from any store at the student's expense. We will re-evaluate this cost in the future if it becomes necessary to do so again or if circumstances change.
T207 HRAC	\$620.00 Kit	No Change	All students enrolled in the Heating, Ref, Air Cond program will incur a \$620.00. Breakdown available upon request.
T836 Chemical Laboratory Tech	\$200.00/ yr	No Change	Refundable fee of \$200.00 per year for glassware utilized for experiments, less deductions based upon glassware loss and breakage.
K788 Elect. Eng. Tech	\$200 Yr. 1	No Change	Provide a set of Philips and cabinet tip slotted screwdrivers and terminal block screwdrivers and wire cutter/ strippers and pliers. Also require a keyed padlock and a small tool bag or pouch to store the tools and lock in. This can be provided at a cost of \$200, student would be responsible to store tools and would keep tools upon leaving the program.
429A Gen Machinist	\$55- A01 \$305-A02 \$175-A03	No Change	
431A Mold Maker	\$55- A01 \$276-A02 \$250-A03	No Change	Changed Project to Compression Model
T971 Pre-App CNC-IMM	\$644 Kit fee \$50 Mat fee	No Change	The bulk of these tools are usually purchased through the same supplier, as there are limited people to purchase them from at a reasonable value. The basic tools for the start-up are purchased to allow the student a decent start in the working world.
T797 Pre-App CNC-PMC	\$565 Kit fee \$27 Mat fee	No Change	Tool kit purchased for the class and the value spent was 671.41 this was holding all materials that are on the list for tools.
430A Tool & Die Maker	\$55- A01 \$130-A02 \$150-A03	No Change	
332A Hairstylist	\$20 A01/A02	No Change	Material fee is for personal hair colour students are able to have done monthly and materials retained.
415A Cook	\$250- A01/A02	No Change	

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

A P P E N D I X I V

DEFINITIONS

DEFINITIONS

Ancillary Fees

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

Auditing Students

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

Clinical Training

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

Compulsory/Essential Ancillary Fees

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

Field Placement

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

Full-time Student

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

High Demand Program of Instruction

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

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

International Student

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

Ontario Student Assistance Program (OSAP)

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

Part-time Student

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

Post Basic Program

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

Post-Secondary Program

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

Semester

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

Student Contact Hour

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

Term

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

APPENDIX V

STUDENT FEE APPROVALS

In consultation with the Compulsory Ancillary Student Fee Protocol Committee, we are recommending the proposed 'Student Fees 2021-2022' be applied for the 2021-2022 academic year. We have reviewed and accept the proposed 'Student Fees 2021-2022' as presented.

Signatures:

_____ Date: _____
Student Representative
Compulsory Ancillary Student Fee Protocol Committee

_____ Date: _____
Student Representative
Compulsory Ancillary Student Fee Protocol Committee

_____ Date: _____
Chair
Compulsory Ancillary Student Fee Protocol Committee

_____ Date: _____
President, St. Clair College