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ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY BOARD OF GOVERNORS ORDER-IN-COUNCIL APPOINTMENT OF ALFONSO TESHUBA *

Prepared for:

Standing Committee on
Government Agencies

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INTRODUCTION

This document was prepared to assist Members participating in the Committee's review of the Order-in-Council appointment of Alfonso Teshuba as a part-time member of the Board of Governors, St. Clair College of Applied Arts and Technology. It describes the role and operations of the Board, presents information about the appointee, and suggests possible lines of questioning.

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Enabling Statute	Responsible Ministry
Ontario Colleges of Applied Arts and Technology Act, 2002	Ministry of Colleges and Universities
Agency Type	**Most Recent Annual Report**
N/A	2019-20
Activities of the Agency	
The Board of Governors is responsible for defining the role and mission of the St. Clair College of Applied Arts and Technology and setting the strategic directions for the college to achieve. The Board also has responsibility for fiduciary oversight and institutional performance, and must ensure the college balances its budget ever year.	
Board Membership	
Statutory Number of Members: 17 **Appointed by Cabinet:** 4 **Term of Office:** No more than 3 years, with reappointment for additional 3 years **Remuneration:** Appointees do not receive remuneration **Board Meetings:** 8 times per year	
Position Requirements	
Board members appointed by Cabinet cannot be an employee or a student of a college of applied arts and technology in Ontario.	

OVERVIEW OF THE COLLEGE

One of 24 publicly-assisted colleges in Ontario, the St. Clair College of Applied Arts and Technology (St. Clair College) was established in 1966 and has four campuses across Windsor and Chatham. St. Clair College also has licensing agreements in Toronto and Mississauga with Ace Acumen Academy (a registered private career college).

St. Clair College currently has over 13,000 full-time students. The university offers approximately 120 diploma, certificate, degree and post-graduate certificate programs. The college's programs are primarily focused in health, technology and trades, business and IT, media arts, and social services.

According to St. Clair College figures, approximately 80% of graduates are employed within six months of graduation and 90% of employers are satisfied with the graduates' knowledge and skills.[1] In 2019, the College launched its first-ever honours bachelor degree program, a four-year Honours Bachelor Degree in Social Justice and Legal Studies.

Governance Structure

The board of governors is the highest decision-making body for the College, overseeing educational policy and all administrative aspects of the operation of the college. The board operates subject to the conditions and restrictions contained in the *Ontario Colleges of Applied Arts and Technology Act, 2002* and its regulations. Additionally, the Ministry of Colleges and Universities' policy framework (including Minister's Binding Policy Directives and Operating Procedures) provides more detailed roles and responsibilities.

Funding

Total operating grants to St. Clair College from the Ministry totalled $40.1 million in 2019-20 (representing 20% of the College's total operating budget of $197.6 million). The College notes that Ministry operating grants decreased by $5.4 million compared to 2018-19, due primarily to one-time funding received in the prior year.[2]

The College ended the current fiscal year with an excess of $31.1 million in revenue over expenses. Tuition fees from students provided 55% of total revenue, with the remaining revenue derived from contract income, student ancillary fees, and other sources.[3]

In January 2019, the Province announced a new tuition framework. This involved a 10% tuition reduction in 2019-20 for all publicly-assisted colleges and universities. For the 2020-21 academic year, tuition fees remained frozen at 2019-20 levels.[4] In contrast to some colleges and universities, St. Clair College's tuition revenue increased by $30.8 million in 2019-20, compared to 2018-19.

Additionally, the Ministry introduced a new performance-based funding model for publicly-assisted universities and colleges (to be phased in through to 2024-25) in which "operating funding will be increasingly tied to performance on 10 measures, rather than based on enrolment." The phase-in of the new funding model was delayed by two years (2020-21 and 2021-22) due to COVID-19.[5]

[1] St. Clair College, "Future Students."
[2] St. Clair College, "Annual Report 2019-20." p. 25
[3] St. Clair College, "Annual Report 2019-20," p. 25.
[4] Ministry of Colleges and Universities, "Published Plan and Annual Report 2020-21."
[5] Ministry of Colleges and Universities, "Promoting Excellence: Ontario Implements Performance Based Funding for Postsecondary Institutions," news release, November 26, 2020.

RECENT DEVELOPMENTS

Each of Ontario's 45 publicly-funded postsecondary institutions has a new five-year Strategic Mandate Agreement with the Ministry of Colleges and Universities. St Clair College's Strategic Mandate Agreement 2020-25 (also known as SMA3) went into effect on April 1, 2020. Among other things, the SMA3 highlights institutional priorities as well as planned enrolment growth and financial sustainability.[6]

St. Clair College's 2020-25 Strategic Plan includes the following objectives:

- Increase online course offerings, particularly for high-demand courses.
- Increase international enrolment while maintaining domestic enrolment and establish a plan for additional capacity in the Windsor Downtown campuses.
- Formalize Experiential Learning within all academic programs.
- Increase the number of students participating in research.
- Increase the number of academic pathways (college to college, college to university, university to college).
- Establish new criteria related to program sustainability and rationalization metrics to ensure alignment with the new SMA3 (2020-25), including implementation of a new program costing model.
- Implement a Student Retention Committee to analyze retention rates.
- Monitor, analyze, review and report the impact of English testing for international students.
- Increase institutional efforts to enhance Soft Skills for students, including online tools and mock interviews.
- Enhance the College's reputation as a training centre for the workforce of its community.
- Increase entrepreneurial (non-public) revenue by 15% over 5 years.
- Maintain financial sustainability in accordance with Ministry's financial metrics, and maintain annual balanced budgets

A September 22, 2020, article in the Windsor Star also reported that St. Clair College had enrolled 13,600 students for the fall semester, an increase of 600 students compared to September 2019. On the other hand, many Ontario colleges have seen an overall decrease in enrolment due to COVID-19.[7]

On November 22, 2020, the Ministry of Colleges and Universities announced St. Clair College will receive $2.49 million in new funding to help with critical

[6] Ministry of Colleges and Universities, "Strategic Mandate Agreements."
[7] Mary Caton, "St. Clair College bucks trend with enrolment increase," *Windsor Star*, September 22, 2020.

infrastructure repairs and campus upgrades, in addition to $763,500 through the College Equipment and Renewal Fund.[8]

THE WITNESS

The witness, of Windsor, is seeking appointment as a part-time member.

According to information provided by the Office of the Premier, Alfonso Teshuba is the Owner/Director of Operations for Performance Property Management, and sales representative for LC Platinum Realty Inc. Brokerage. His community involvement includes serving as a community event coordinator for Congregation Beth EI (a synagogue in Windsor).

POSSIBLE QUESTIONS

What has motivated the witness to seek this appointment?

What is the witness's understanding of the challenges faced by academic institutions such as St. Clair College?

What particular skills or interests does the witness bring to the Board of Governors of St. Clair College?

[8] Lindsay Charlton, "St. Clair College to receive $2.49 million from province toward repairs and upgrades," *CTV News*, November 22, 2020.