ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on June 23, 2026, at 5:30 p.m. in the President's Board Room #A3315E, in Windsor, ON.

Present:

Ms. R. Anguiano Hurst
Mr. A. Barron
Mr. K. Corriveau
Ms. P. Corro-Battagello
Mr. C. Hotham – **Vice Chair**
Ms. A. Jurak
Ms. J. Piccinato – **Past Chair**
Ms. K. Ramsay
Mr. G. Rossi – **Chair**
Mr. M. Silvaggi – **President**
Mr. A. Teshuba – virtually
Mr. A. Weiler – virtually
Ms. G. Wrye
Ms. J. Yee

Regrets:

Mr. G. Fenn
Mr. A. Paniccia

Also Present:

Mr. J. Fairley – Senior Vice President, Communications, Advancement & External Affairs
Mr. A. Hadwan – President, Student Representative Council
Mr. M. Jones – Senior Vice President, Finance, Administration & Chief Financial Officer
Ms. J. Lehoux – Executive Director, President's Office & Corporate Secretary
Mr. R. Nicoletti – Senior Vice President, International Relations & Student Services
Ms. S. McLelland – Retirees Association Observer
Mr. J. Sirianni – Senior Vice President, Human Resources & Facilities Services
Ms. M. Staley Liang – Senior Vice President, Academics & Career Supports

Having a quorum of Governors in attendance either virtually or in person, the Notice of Meeting and the Agenda having been duly sent to all Board members, the meeting was declared regularly constituted. A copy of the Notice of Meeting/Agenda is attached as **Appendix 'A'**.

Mr. G. Rossi chaired the meeting and Ms. J. Lehoux was the recording secretary.

1.0 Adoption of the Agenda and Declaration of Conflict of Interest

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

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

2.0 Approval of the Minutes of the Full Board meeting held on Tuesday, May 26, 2026, in Windsor, ON

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

> **RESOLVED THAT** the Board of Governors approve the Full Board minutes of the May 26, 2026 meeting.

3.0 Constituent Reports

Retirees Association

Ms. S. McLelland provided an update on recent and upcoming activities of the St. Clair College Retirees Association, including:

- Twenty-one retirees participated in a tour of AAR (Allen Aircraft Radio) and the Canadian Aviation Museum on May 27, 2026. Participants gathered for lunch at Route 42 Diner between tours.
- On June 23, 2026, thirty-five retirees attended a guided tour of Assumption Church arranged by retiree Frank Perissinotti. Following the tour, attendees gathered for lunch at Jake's Olde Town Tavern in Sandwich Town.
- The Retirees Association's "Out to Lunch Bunch" event is scheduled to take place at Wolfhead Distillery on July 16, 2026. The venue has been a popular destination for previous retiree gatherings.
- Planning is underway for the annual Retirees Association Christmas Party at the St. Clair College Centre for the Arts with a tentative date of December 12, 2026. Final arrangements are pending confirmation of theatre performance dates.
- The Executive Committee held its monthly meeting at the Chatham HealthPlex on June 17, 2026. Following the meeting, Executive members and local retirees gathered for lunch at Tru's Grillhouse, providing an opportunity to connect with members from the Chatham-Kent area.

The Chair thanked Ms. McLelland for her report.

Student Representative Council (SRC)

Mr. A. Hadwan, SRC President, provided an update on SRC activities and student services, including:

- SRC President Julianna and Ms. Ali attended the Canadian Organization of Campus Activities (COCA) Conference in Regina, Saskatchewan, alongside representatives from the University of Windsor Students' Alliance. The conference focused on national event hosting, the use of student data to enhance campus life, future event planning and the sharing of successful student engagement initiatives. SRC representatives indicated they look forward to bringing new ideas and best practices back to St. Clair College.

- The SRC continued preparations for summer and fall student programming, including a student mural painting project held in the main hallway at South Campus.

- The SRC Food Bank remains suspended for in-person operations during the summer months and is scheduled to resume regular service on September 8, 2026. Students requiring assistance may continue to access supports online through the SRC website and by appointment.

- The temporary student computer lab remains operational in Room A0213 at South Campus while renovations to the permanent computer lab continue. The lab is available Monday through Friday from 7:30 a.m. to 10:00 p.m.

- The Print Shop remains temporarily closed due to ongoing construction. During this period, Saints Bus Pass sales are being facilitated through the SRC office.

- Nexus Gaming Arena continues summer operations with extended hours from Noon to 11:00 p.m., seven days per week.

- An update was provided regarding campus food services, with several vendors operating reduced summer hours while others remain temporarily closed for the season.

The Chair thanked Mr. Hadwan for his report and the SRC for its continued efforts to enhance student engagement and support services.

4.0 President’s Report

The Board Chair called on the President to provide his report to the Board. President Silvaggi provided an update on recent College activities and initiatives, including:

- **Departmental Team Building Initiative** – Administrative and support staff participated in a mobile escape room team-building exercise on May 8, 2026, designed to promote collaboration, communication and problem-solving. The initiative was well received, with the "Financial Freedom" team achieving the fastest completion time.

- **Administrative Professional Development** – A series of leadership development workshops were delivered to administrators during May and June, focusing on topics such as mental health awareness, leadership styles, employee engagement, stress management, managing change, human-centered leadership and difficult conversations. These sessions support the College's commitment to leadership development and organizational effectiveness.

- **Colleges and Institutes Canada (CICan) Conference** – The President attended and served as a presenter at the 2026 CICan Connections Conference, Building a Strong and Secure Canada. Discussions focused on workforce development, national defence readiness and the important role colleges can play in supporting training and skilled labour requirements for Canada's defence and infrastructure sectors. The President noted the continued interest in strengthening partnerships among industry, education, labour organizations and the Canadian Armed Forces.

- **Defence Sector Opportunities** – The President advised that he would be attending The Defence Shift – A Windsor-Essex Industry Opportunity event, hosted in partnership with Senator Sandra Pupatello, the Windsor-Essex Chamber of Commerce and the Canadian Tooling and Machining Association (CTMA). The event will focus on opportunities for manufacturers and workforce development within the defence sector.

- **siberX "Operation: Defend the North"** – Through the College's recent Memorandum of Understanding with siberX, St. Clair College will host the Windsor stop of the national Operation: Defend the North cybersecurity exercise on October 21, 2026, at the St. Clair College Centre for the Arts. The event will bring together industry leaders, cybersecurity professionals, public sector stakeholders, students and staff to participate in scenario-based exercises focused on critical infrastructure and cross-border cybersecurity risks.

- **Board Recognition** – The President expressed his appreciation to members of the Board of Governors for their dedication, leadership and service throughout the year, noting the important contribution Board members make to the College and the broader community. He also recognized Senior Vice President Ralph Nicoletti on the occasion of his retirement and thanked him for his years of service to St. Clair College.

The Chair thanked President Silvaggi for his report.

5.0 <u>Consent Agenda</u>

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

5.1 President’s Community Engagement Report

5.2 2026 – 2027 Draft Meeting and Event Schedule

5.3 Enhance Student Well-Being and Success Through the “Saints Experience” – Strengthen Academic and Career Readiness Success by Expanding Field of Study and Industry Work Placements

5.4 Deliver Demand Driven Academic Programs That Respond to Current and Future Labour Market Needs – Enhance In-Program Work-Integrated and Experiential Learning Opportunities for Students

5.5 Strategic Mandate Agreement 4 (SMA4)

5.6 Annual Free Speech Report

It was,

RESOLVED THAT the Board of Governors receive and approve the contents of the June 23, 2026 Consent Agenda, as presented.

6.0 Business Arising

6.1 Fall 2026 Admissions Update

The Board Chair called upon the President to speak to this item.

President Silvaggi provided an update on post-secondary programs anticipated to have fewer than 25 domestic students enrolled in Year One for the Fall 2026 semester. He noted that June 1 is a key enrolment milestone, as students are required to submit a tuition deposit to secure their place in a program. Administration continues to monitor enrolment levels closely to balance program sustainability, resource allocation, and community access to programming.

Highlights of the report included:

- Administration has maintained the suspension of eighteen (18) program intakes previously paused for Fall 2025 and has added three (3) additional program suspensions for Fall 2026 due to low demand and the ongoing impact of federal international student policy changes.

- The report identified:

    - Windsor programs experiencing domestic enrolment levels below planned targets;
    - Windsor programs that share a common first-year curriculum or provide pre-defined exit pathways; and
    - Chatham programs experiencing enrolment declines relative to enrolment plans.

- President Silvaggi emphasized that the report reflects enrolment data as of June 1, 2026, and that additional applications and registrations are expected throughout the summer months leading up to the September start date.

A Governor asked why enrolment in the Construction Engineering Technician program had declined significantly relative to its planned intake.

President Silvaggi advised that the program shares a common first-year curriculum with Civil Engineering and Architectural Technology programs and often serves as an alternative pathway for students. Enrolment levels historically fluctuate based on labour market demand and student interests. Administration also noted that the program benefited from international student enrolment in previous years and that discussions continue regarding potential future alignment with skilled trades programming.

A Governor asked whether the College typically experiences additional student registrations after the June 1 tuition deposit deadline.

President Silvaggi indicated that enrolment continues to increase throughout the Summer, particularly as students finalize post-secondary decisions following high school graduation. While students are being encouraged to apply earlier, August remains an active recruitment and registration period.

A Governor asked whether the Electrical Techniques program in Chatham would proceed despite enrolment being below the planned intake.

President Silvaggi confirmed that the program would proceed. While enrolment is currently below target, additional registrations are anticipated. The program also serves as an important pathway into other successful programs, including Powerline Technician.

After a brief discussion it was,

RESOLVED THAT the Board of Governors receive this update on post-secondary programs that will run in the Fall 2026 semester with an expected Year One intake of less than 25 domestic students, as information.

6.2 Executive Plan for the Summer Months

The Board Chair reviewed the proposed Executive Plan for the Summer Months in accordance with Board By-Law #38.8. He noted that, as the Board does not hold regularly scheduled meetings during July and August, an Executive Committee is established annually to address any matters requiring Board action between regularly scheduled meetings.

The Executive Committee will consist of:

- the Board Chair;
- the Vice-Chair; and
- the President.

The Chair advised that the Executive Committee will meet only if required and will consider matters that are time-sensitive and cannot reasonably wait until the Board's next regularly scheduled meeting. He emphasized that significant or substantive matters would continue to be brought before the full Board whenever practical, including through special or ad hoc meetings if necessary. Meetings held during the summer months would typically be conducted virtually.

The Chair further noted that, while no urgent matters are currently anticipated, the Executive Committee provides an important governance mechanism to ensure that the College can respond promptly to operational, financial or strategic issues should they arise during the Summer recess. Any decisions made by the

Executive Committee will be reported to the Board at its next regular meeting in September.

As such, it was,

> **RESOLVED THAT** the Board of Governors approve the establishment of the Executive Committee consisting of the President, Board Chair and Vice-Chair for July and August 2026, in the event that Board approval is required on an urgent basis. The Executive Committee will report back to the Board at the September Board meeting regarding any matters that the Committee approves over the Summer months.

7.0 Information Items

7.1 Alumni Association Annual Report

The Board Chair called upon John Fairley to speak to this item.

Mr. Fairley provided the Alumni Association Annual Report and noted that the Alumni Association has now transitioned from a separate association to an advisory committee operating under the College's Advancement Office. The committee continues to meet quarterly and provides guidance and input on alumni engagement initiatives and programming.

Mr. Fairley advised that the College's alumni population now exceeds 160,000 graduates, representing individuals who have completed programs at St. Clair College since its establishment in 1967.

Alumni engagement activities continue to be offered throughout the year and include networking opportunities, social events, community activities, sporting event promotions and special alumni gatherings designed to strengthen connections between graduates and the College.

The Alumni Perks Program continues to provide graduates with access to discounts, partner benefits and promotional opportunities, while also helping to maintain alumni engagement following graduation.

The Alumni Office continues to support a number of College clubs, events and community partnerships, often working collaboratively with the Foundation and Advancement Office to maximize resources and strengthen the College's presence within the community. Examples cited included support for local events and initiatives such as Open Streets Windsor and activities at Riverfront Festival Plaza.

Mr. Fairley noted that alumni outreach remains an important component of the College's overall advancement strategy and contributes to maintaining a strong and active relationship between the College and its graduates.

The Board received the Alumni Association Annual Report as information.

7.2 Foundation Board Annual Report

The Board Chair called upon John Fairley to speak to this item. Mr. Fairley presented the Foundation Board Annual Report and provided an overview of the Foundation's activities and accomplishments during the 2025-2026 fiscal year. He noted that the Foundation continues to play a critical role in supporting student success through scholarships, bursaries and donor-funded awards, while also serving as a steward of donor contributions and endowment funds.

Highlights of the report included:

- The Foundation awarded 1,112 scholarships during the year, representing a total scholarship value of $1,302,269, with an average award value of $1,171.

- Through the Academic Excellence Scholarship program, the Foundation distributed an additional 3,403 scholarships with a total value of $1,994,250, recognizing student achievement and academic performance.

- Eight new annual scholarships were established during the year, including:

    - Chatham Faculty Scholarship;
    - MARS BioMed Processes Inc. Scholarship;
    - Health Professionals Testing Canada (HPTC) Scholarship;
    - Junior Saints Scholarship;
    - Maria Rosaria D'Agnillo Memorial Scholarship;
    - ProResp Graduating RT Award of Excellence;
    - Liz & David Campbell Sport & Recreation Management Scholarship;
    - Martha Tinning Memorial Scholarship.

- The Foundation's investment portfolio totaled approximately $27.9 million as of March 31, 2026, reflecting the continued growth and stewardship of endowed and donor-restricted funds.

- Mr. Fairley advised that scholarship funding continues to be supported through a combination of endowed funds, annual donor contributions, legacy gifts, corporate support and previously established Foundation initiatives. He noted that many of the Foundation's current scholarship opportunities are the result of longstanding donor relationships and past Board support for student success initiatives.

A Governor requested an update regarding the dissolution process for the Foundation Board and future governance of Foundation assets.

Mr. Fairley and Administration advised that the Foundation Board recently approved the dissolution proposal and that members were supportive of the transition plan. Legal review of donor agreements is currently underway to ensure all donor obligations and restrictions continue to be respected. The dissolution process is expected to take considerable time to complete and will continue to be monitored by both the Foundation Board and the College.

A Governor asked how the Foundation's assets would be managed during the transition period.

Mr. Jones advised that governance oversight, internal controls, investment management, donor reporting and scholarship administration will continue unchanged throughout the transition. Quarterly investment reviews will continue, and donors will continue to receive annual reports regarding the status and performance of their endowed funds.

A Governor asked whether donor funds could be absorbed into the College's operating budget following the dissolution.

Mr. Jones confirmed that donor-restricted funds remain subject to legally binding donor agreements and can only be used for their intended scholarship and educational purposes. The College will continue to honour all donor commitments.

A Governor inquired about scholarship utilization and whether awards ever remain unclaimed.

Administration noted that faculty members play an important role in identifying qualified recipients and ensuring scholarship opportunities are maximized. Through collaboration among faculty, staff and scholarship committees, every effort is made to ensure available awards are distributed to eligible students.

A Board member asked about trends in scholarship growth and endowment performance.

Administration advised that the Foundation's investment portfolio continues to grow and reported a positive investment return during the year. Scholarship support has expanded considerably over recent years, particularly following the College's investments into Foundation scholarship funds, which significantly increased the number of awards available to students.

The Board received the Foundation Board Annual Report as information.

7.3 Financial Monitoring Report

The Board Chair called upon Marc Jones to speak to this item. Mr. Jones presented the Financial Monitoring Report for the fiscal year ended March 31, 2026, and provided an overview of the College's year-end financial results and Ministry financial health metrics. He advised that the report forms part of the College's ongoing commitment to providing transparent financial reporting and monitoring progress toward its strategic priorities related to organizational accountability and financial sustainability.

Highlights of the report included:

- The College reported a year-end operating deficit of approximately $6.2 million, which represented an improvement of approximately $5.8 million over the budgeted deficit of $12.0 million. The improved position was primarily attributable to higher-than-anticipated revenues and expenditure management efforts across the institution.

- Total revenue exceeded budget projections by approximately $2.0 million, driven largely by:
    - Increased contract training activity;
    - Higher divisional income;
    - Tuition revenue exceeding budget projections; and
    - Additional operating grant revenue.

- Total expenditures were approximately $3.8 million lower than budget projections, largely due to targeted spending restraint measures and underspending in several operational areas, including instructional supplies, contracted services, maintenance, utilities and professional development.

- Salary and benefit costs exceeded budget projections as a result of higher-than-anticipated participation in the College's voluntary strategic transition and exit program.

- Ancillary operations reported a deficit of approximately $2.0 million, which was an improvement of approximately $418,000 compared to budget projections. Administration attributed the favourable variance primarily to stronger-than-expected parking revenue and continued performance in several ancillary operations.

- Administration advised that the College received a High Action Plan Rating under the Ministry's Financial Health Metrics framework. As previously reported to the Board, this designation requires the College to engage an independent advisor to assist with the development or validation of a deficit recovery plan.

Mr. Jones also provided an update regarding provincial operating funding for the 2026-2027 fiscal year. He advised that the College had recently received its final Ministry funding workbook and that projected funding allocations were approximately $2.8 million higher than had originally been incorporated into the approved budget. These additional revenues will be reflected in future financial reporting once formally incorporated into the College's budget framework.

Mr. Jones noted that the Ministry has not yet begun flowing the additional funding to colleges, but the College is recognizing the amount as a receivable in order to provide a more accurate reflection of future revenues.

The President noted that many of the recent funding announcements are linked to enrolment expectations and performance measures. As a result, the College must continue to maintain projected enrolment levels in order to realize the anticipated funding increases.

After a brief discussion it was,

> **RESOLVED THAT** the Board of Governors receive the Financial Monitoring Report for the fiscal year ended March 31, 2026, as information.

8.0 Approval Items

8.1 Business Plan – Accrual Budget Template (MCURES) Format

The Board Chair called upon Marc Jones to speak to this item. Mr. Jones presented the Business Plan Accrual Budget Template (MCURES Format), noting that the report is an annual Ministry requirement that presents the College's approved budget in the standardized format prescribed by the Ministry of Colleges, Universities, Research Excellence and Security (MCURES). The submission is based on the 2026-2027 Business Plan and Budget previously approved by the Board on March 31, 2026.

Highlights of the report included:

- The MCURES submission provides projected financial statements, including the Statement of Operations, Statement of Financial Position and Financial Health Metrics for the fiscal year ending March 31, 2027.

- The report reflects the College's approved 2026-2027 operating budget, including a projected deficit of approximately $5.5 million, compared to the 2025-2026 year-end deficit of approximately $6.2 million.

- Mr. Jones advised that the projected financial position has been updated to reflect finalized 2025-2026 fiscal year-end balances, resulting in more accurate opening balances and forecasts for the 2026-2027 fiscal year.

- The College continues to forecast a High Action Plan Rating under the Ministry's Financial Health Metrics framework for 2026-2027. Administration noted that this forecast had previously been communicated to the Board throughout the budget development process and remains consistent with the financial assumptions approved earlier in the year.

- Despite the projected operating deficit, Mr. Jones noted that the College continues to maintain strong liquidity and sustainability indicators, including favourable cash reserves, working capital ratios and debt metrics. The High Action Plan Rating continues to be driven primarily by performance measures associated with operating deficits.

Mr. Jones advised that there were no material changes to the budget assumptions previously presented to the Board during the March budget deliberations and that the report simply converts the approved budget into the Ministry's prescribed reporting format.

After a brief discussion it was,

> **RESOLVED THAT** the Board of Governors approve the Business Plan Accrual Budget Template (MCURES) format.

8.2 <u>Foundation Scholarship Proposal</u>

The Board Chair called upon Marc Jones to speak to this item. Mr. Jones presented a proposal to amend the College's Foundation scholarship funding model and provided historical context regarding the establishment of the Rise Above Scholarship Fund and the Saints Strong Scholarship Fund. He explained that both funds were originally established following several years of significant operating surpluses, with the intent of expanding financial support for students while preserving flexibility to respond to future student needs.

Administration reported that since the creation of the scholarship funds:

- The Rise Above Scholarship Fund received principal contributions totaling $12 million and has distributed approximately $768,750 in bursaries to domestic students.

- The Saints Strong Scholarship Fund has received contributions totaling approximately $17.4 million and has supported scholarship distributions totaling approximately $8.8 million. As of March 31, 2026, the fund maintained a balance of approximately $8.6 million.

Administration advised that, in light of the College's current financial environment and its commitment to long-term financial sustainability, the following changes were being recommended effective July 1, 2026:

- Discontinuation of the Academic Excellence Scholarship program funded through the Saints Strong Scholarship Fund;

- Discontinuation of Foundation-funded endowment top-ups that had previously been used to increase smaller scholarship awards to a minimum threshold;

- Reallocation of the College's Entrance Awards, Esports Scholarships and Varsity Athletic Scholarships from the College's operating budget to the Foundation, where they would be funded through the Saints Strong Scholarship Fund. The combined annual cost of these programs is approximately $1.0 million.

Mr. Jones noted that the proposed restructuring would reduce pressure on the College's operating budget while ensuring that key student recruitment, retention, athletics and esports scholarship programs continue without interruption. Based on current projections, the Saints Strong Scholarship Fund would support these initiatives for approximately eight years, providing the College with sufficient time to evaluate future funding models and scholarship program structures.

A Governor asked whether the proposal would result in fewer scholarships being available to students.

Mr. Jones advised that the proposal does not eliminate the College's commitment to student financial assistance. Rather, it reallocates scholarship funding to ensure sustainability while maintaining support for student recruitment, retention, athletics and esports programming. The scholarships affected by the proposal would continue to be offered through an alternative funding mechanism.

A Governor inquired about the expected lifespan of the Saints Strong Scholarship Fund under the revised model.

Mr. Jones advised that, based on current projections, the fund balance of approximately $8.6 million would support the revised scholarship model for approximately eight years. During that period, Administration would review scholarship structures and develop recommendations regarding long-term sustainability and future funding sources.

A Governor asked whether the proposed changes were consistent with the original purpose of the Saints Strong Scholarship Fund.

Administration confirmed that the governing agreement for the Saints Strong Scholarship Fund specifically provides flexibility to support changing student needs and includes entrance scholarships, athletics scholarships and esports scholarships among the eligible uses of the fund. Consequently, no amendment to the existing agreement is required.

The Board discussed the importance of continuing to support student success while ensuring the College's financial resources are managed responsibly and sustainably. Members acknowledged the significant impact scholarships have on student access, academic achievement and participation in extracurricular programs.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve:

- The discontinuation of the Foundation's Academic Excellence Scholarship and endowment top-ups issued through the Saints Strong Scholarship Fund; and,

- The reallocation of the Entrance Awards, Esports and Varsity Athletics scholarships from the College's operating budget to the Foundation to be funded by the Saints Strong Scholarship Fund.

8.3 St. Clair College Annual Report

The Board Chair called upon John Fairley to speak to this item. Mr. Fairley presented the St. Clair College Annual Report for 2025 – 2026 and advised that the report serves as the College's comprehensive year-end accountability document, highlighting institutional achievements, strategic initiatives, financial stewardship, student success outcomes, community partnerships and major accomplishments from across the College during the past academic year.

Mr. Fairley noted that the Annual Report reflects the College's continued commitment to its Strategic Directions and provides stakeholders with an overview of the College's progress in advancing its mission of delivering high-quality education, supporting student success and responding to the needs of employers and the broader community.

The report also highlights key accomplishments in the areas of academics, student services, applied research, community engagement, athletics, advancement activities and capital development initiatives.

Highlights contained within the Annual Report included:

- Progress achieved under the College's Strategic Plan and Strategic Directions;
- Student success initiatives, scholarship and bursary support, and experiential learning opportunities;
- Program development and enrolment activities;
- Applied research and industry partnership successes;
- Community engagement and outreach activities;
- Advancement and Foundation accomplishments;
- Athletic achievements and student leadership initiatives; and
- The College's audited financial results and stewardship of institutional resources.

Board members complimented Administration and staff on the quality, professionalism and presentation of the report. Governors noted that the publication effectively summarizes the College's achievements and provides an informative overview of the institution's impact on students, employers and the communities it serves.

The Chair thanked those involved in the preparation of the report and acknowledged the significant work undertaken across the College during the 2025 – 2026 academic year.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the 2025 – 2026 St. Clair College Annual Report for submission to the Ministry.

8.0 By-Law & Policy Review

8.1 Board By-Laws #4, #15, #16, #21, #23, #29 and Appendix C: Advisory College Council Terms of Reference

After a brief discussion, it was

RESOLVED THAT the Board of Governors approve Board By-Laws #4, #15, #16, #21, #23, #29 and Appendix C for 2nd reading, as presented.

9.0 New Business

No new business items were raised.

10.0 Date of the Next Meeting

The next Board meeting is scheduled for Tuesday, September 22, 2026 at the Main Windsor Campus.

11.0 Adjournment

The Full Board meeting adjourned at 6:33 p.m.

ST. CLAIR COLLEGE OF APPLIED ARTS & TECHNOLOGY

PRESIDENT'S REPORT

Meeting of the Board of Governors
Tuesday, June 23, 2026

1. Departmental Team Building Initiative – Mobile Escape Room

As a result of the many challenges and changes that have transpired over the past year, and in support of continued employee engagement and collaboration, the College hosted a departmental team-building initiative featuring a mobile escape room experience. This activity was designed to promote teamwork, problem-solving and communication among administrative and support staff across various departments.

Many departments participated in the session on May 8, 2026, with staff organized into teams to complete the interactive challenge within a designated time frame. Participation was strong, with employees demonstrating a high level of enthusiasm and cooperation throughout the activity.

The event concluded with recognition of the top-performing team, "Financial Freedom," who successfully completed the escape room challenge in an impressive time of 37 minutes. Their achievement was acknowledged among participants as an example of effective teamwork and coordination.

Overall, the initiative was well received and contributed positively to fostering a collaborative workplace culture within the College community.

Team	Total Time to Escape	Hints Used
Financial Freedom (Kelly, Melissa, Ajeer, Nicole S, Julia, Corey, Marc)	37 minutes	1
Brainiac 7 (Rich, Karmie,John, Sonja, David, Michael)	50 minutes	4
Code Red (Genie, Lana, Crystal, Maria, Betsy)	55 Minutes	4
Community Studies (Danine, Rachel, Catharine, Nancy)	55 Minutes	5
The Logic Lockpickers (Matt C, Silvi, Sandy, Matt C, Anthony, James, Farhan, Robert)	58 minutes	3
CRTL + ALT + Defeat (Melanie, Paula, Tasha, Anthony, Victoria, Justin, Stacey)	58 minutes, 17 sec	5
Just Us (Tino, Kathleen, Claudia, Brittany T, Kristen, Lisa)	59 minutes, 13 sec	5
Keyboard Escape Artists (Donald, Anthony, Fracis, Salwan, Tammy, Derek, Sai, Amar)	60 minutes, 10 sec	3
Guardians of the Grounds (Laura, Andrew, Rick, Maurizio, Kyle)	62 minutes, 53 sec	2
HR Heros (Lynn, Lauren, Wintre, Jayme, Laura)	63 Minutes	4
Survivors (Tina P, Tina D, Lori, Lisa)	69 minutes	3
I Just Work Here (Terrence, Julie, Dianne, Lesli,Vicki, Izabella)	70 minutes	4

2. Administrative Professional Development Programming

In alignment with the College's commitment to leadership development and organizational effectiveness, Human Resources continues to deliver a series of targeted professional development workshops for administrative staff. These sessions are designed to strengthen leadership capacity, enhance employee well-being, and support a culture of effective communication and adaptability across the institution.

In May and June 2026, administrators were offered a range of learning opportunities focused on contemporary leadership practices. Topics included mental health awareness in the workplace, leadership styles, stress management and strategies for fostering employee engagement and performance. Sessions such as Leadership Training Solutions for People Leaders emphasized practical tools for supporting employees, managing complex workplace interactions and promoting self-awareness among leaders.

Additional programming, including Guiding Teams Through Change, focused on equipping leaders with the skills needed to effectively navigate organizational change, build trust and support teams through transition with clarity and confidence.

The College also hosted two mandatory professional development sessions delivered by external facilitator Matt Dunlop of Mainstream Corporate Training. These sessions—Human-Centered Leadership and Managing Difficult Conversations—provided administrators with practical, skills-based training to lead with empathy, foster inclusive environments and confidently address challenging workplace conversations.

Overall, participation in these sessions reflects the College's ongoing investment in developing strong, responsive leadership practices that support both employee success and institutional priorities.

3. CICan – Building a Strong and Secure Canada

On April 28, 2026, the Government of Canada released its Spring Economic Update, Canada Strong for All, which included key investments and acknowledgements reinforcing the important role of the college sector in advancing national priorities, including defence readiness. The announcement aligns with ongoing national advocacy efforts highlighting the critical question of workforce capacity to support the significant infrastructure and defence projects being advanced across the country.

In anticipation of the update, Colleges and Institutes Canada (CICan) hosted its 2026 Connections Conference in Ottawa, Building a Strong and Secure Canada. I was honoured to participate as an official presenter during the conference.

As part of the conference's defence readiness stream, I moderated a fireside chat featuring Lieutenant Commander (Captain) Chris Elliott, Commanding Officer of HMCS Hunter and Senior Staff Officer, Strategic Outreach with the Royal Canadian Navy. The discussion focused on the importance of strategic partnerships and the vital role colleges play as training partners in supporting defence workforce development. The session aimed to frame key considerations around workforce readiness and alignment with emerging national priorities.

Across keynote presentations and breakout sessions, there was a clear and consistent message regarding the Canadian Armed Forces' interest in strengthening collaboration with the college sector. While there is strong enthusiasm and recognition of mutual benefit, there also remains a need to further define pathways for engagement and next steps.

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Looking ahead, on June 29, 2026, Senator Sandra Pupatello, in partnership with the Windsor-Essex Chamber of Commerce and the Canadian Tooling and Machining Association (CTMA), will host The Defence Shift – A Windsor-Essex Industry Opportunity, presented by Invest WindsorEssex. This event will highlight opportunities for regional manufacturers within the defence sector and will feature the Honourable David J. McGuinty, Canada's Minister of National Defence, along with a panel discussion focused on transitioning into this industry.

This event presents an important opportunity for the College to reinforce its leadership in workforce development and to engage in strategic discussions that advance innovative training solutions. I will be attending, along with representatives from the Research and Innovation and Corporate Training departments.

As emphasized by the federal government, achieving meaningful progress in this space will require strong collaboration across industry, education, and labour partners—an area in which the College is well positioned to contribute.

4. <u>siberX "Operation: Defend the North" – Windsor Event Promotion</u>

Through the recent memorandum of understanding established with siberX, the College will host location the upcoming Operation: Defend the North cybersecurity event, as promoted by siberX on its official website. The Windsor event is scheduled to take place on October 21, 2026, and is listed as part of a national series of high-impact cybersecurity exercises.

The event will be held at the St. Clair College Centre for the Arts and will form part of a cross-country initiative delivered in multiple cities, bringing together cybersecurity professionals, industry leaders, public sector stakeholders, as well as our students and staff.

Operation: Defend the North is designed as an immersive, scenario-based exercise that challenges participants to respond to complex, real-world cyber threats. The Windsor session will focus on cross-border risks, reflecting the region's strategic importance, and will explore potential impacts on logistics, automotive manufacturing and critical supply chain infrastructure.

The inclusion of Windsor—and St. Clair College—as a host venue underscores the institution's growing role in supporting dialogue and innovation in cybersecurity, including areas aligned with national priorities such as critical infrastructure protection and defence-related readiness.

OPERATION:
DEFEND THE NORTH

5. St. Clair College Board of Governors – Recognition and Appreciation

I would like to extend my sincere appreciation to each member of the Board for your commitment and service over the past year. Serving on a Board of Governors is both a significant responsibility and a demanding volunteer role, and your dedication has been evident in your thoughtful engagement and steady leadership.

Your willingness to contribute your time, expertise and insight has had a meaningful impact on the continued success of St. Clair College. Through your guidance and support, you have helped advance the College's mission and strengthen our service to students and the broader community.

On behalf of the College, please accept our heartfelt thanks for your invaluable contributions and ongoing commitment.

ST. CLAIR COLLEGE OF APPLIED ARTS & TECHNOLOGY

PRESIDENT'S COMMUNITY ENGAGEMENT REPORT

Meeting of the Board of Governors
Tuesday, June 23, 2026

1. Jill of All Trades Event

St. Clair College proudly hosted the third annual Jill of All Trades event at its Main Windsor Campus on Wednesday, May 20, 2026. Approximately 100 female students in Grades 9 through 12 from schools across Windsor-Essex and Chatham-Kent were welcomed to campus to gain hands-on experience in four skilled trades: welding, electrical, powerline and HVAC.

The full-day event provided a safe, supportive and engaging learning environment where students worked alongside female mentors and St. Clair College faculty in interactive workshop settings. These experiential opportunities are designed to inspire participants and build confidence as they explore potential career pathways in the trades.

Jill of All Trades is part of a national initiative aimed at increasing post-secondary enrolment in skilled trades programs and addressing the growing labour shortage in these fields. According to the organization, Canada will require at least 75,000 new tradespeople over the next five years to replace retirees alone, not accounting for industry growth. At present, women represent only five per cent of the skilled trades workforce in Canada, and just two per cent of 15-year-old female students indicate an interest in pursuing careers in these fields.

President Michael Silvaggi attended the event and brought greetings, underscoring the College's ongoing commitment to supporting women in the trades and fostering inclusive opportunities for student success. Participants were also provided with breakfast and lunch, enjoyed a candy bar and heard from keynote speaker Carrie O'Donnell, a Red Seal plumber and part-time faculty member at St. Clair College, who shared her experiences and insights into building a successful career in the trades.

Events such as Jill of All Trades reflect St. Clair College's leadership in addressing workforce needs while empowering the next generation of skilled professionals. The College remains committed to expanding access, breaking down barriers, and encouraging more young women to pursue rewarding careers in the skilled trades.

2. Black Joy, Black Excellence Symposium

On May 26, 2026, St. Clair College hosted the Black Joy, Black Excellence symposium, welcoming hundreds of high school students from across the Greater Essex County District School Board. The event, organized collaboratively by students, the school board and the Black Student Advisory Committee, celebrated Black identity, history and achievement in an inclusive and empowering environment.

The full-day program featured a range of engaging activities, including performances, interactive workshops and breakout sessions held across the College campus. Participants explored topics such as financial literacy, mental health and well-being, pathways to education careers and storytelling of local Black history, while also gaining exposure to College programs and learning spaces.

A keynote address delivered by educator, historian and PhD candidate Shantelle Browning-Morgan provided a powerful message of empowerment, encouraging students to embrace their identity and recognize the depth and significance of Black history and contributions.

The event also included welcoming remarks from College leadership, reinforcing the importance of supporting youth aspirations and highlighting the College as a place of opportunity and possibility for future learners.

Overall, the symposium was highly impactful, fostering a sense of pride, belonging, and community among participants while further strengthening the College's engagement with regional schools and its commitment to equity, diversity, and inclusion.

3. 59th Annual Convocation

St. Clair College proudly celebrated the achievements of the Class of 2026 during a series of convocation ceremonies held in Windsor and Chatham.

Convocation ceremonies for Windsor campus graduates took place at the WFCU Centre on Tuesday, June 2 and Wednesday, June 3, 2026. These events brought together graduates, their families and guests, along with members of faculty and staff, to mark the successful completion of academic programs across a wide range of disciplines. The Chatham campus convocation ceremony was held at the Chatham Capitol Theatre on Monday, June 8, 2026, providing a distinguished setting to honour graduates from that region.

The ceremonies recognized the dedication, perseverance and accomplishments of the graduating class, highlighting the important role St. Clair College plays in preparing students for success in their chosen careers. Graduates leave the College equipped with the skills, knowledge and practical experience required to contribute meaningfully to the workforce and their communities.

The 2026 convocation events served as a significant milestone for the College community, reflecting both student success and the ongoing commitment of faculty and staff to academic excellence and student achievement. St. Clair College takes great pride in the accomplishments of its graduates and looks forward to their continued contributions in the years ahead.

4. Staff Appreciation Day – St. Clair Day Celebration

On June 12, 2026, St. Clair College hosted its annual Staff Appreciation Day luncheon at the Main Windsor Campus, marking the conclusion of the 2025–2026 academic year and recognizing the contributions of employees across the institution.

The event brought together faculty, administrative and support staff to celebrate the collective achievements of the College community. As part of the program, new employees were welcomed, service milestones were recognized and best wishes were extended to those entering retirement, reinforcing a strong sense of community and appreciation across the organization.

In his remarks, President Silvaggi acknowledged the exceptional dedication and resilience of staff, emphasizing their adaptability in navigating recent challenges related to enrolment, finances, operations and program delivery. He highlighted that this spirit of collaboration and commitment has enabled the College to remain stable, continue delivering high-quality education and services and maintain its strong position within the community.

The President also expressed optimism for the future, noting that while some challenges remain, the College is well positioned to pursue continued growth and success. He extended sincere gratitude to employees for their ongoing dedication to student success and the overall mission of the institution.

A special highlight of the event was a surprise presentation in which President Silvaggi was awarded his 25-year service pin by Board Vice-Chair Charlie Hotham, recognizing his longstanding commitment and leadership at the College.

Overall, Staff Appreciation Day served as an important opportunity to recognize the efforts of employees and celebrate the vibrant and supportive culture that underpins the College's continued achievements.

5. Camp Ak-O-Mak Participation

St. Clair College will once again participate in Camp Ak-O-Mak in 2026, a collaborative skilled trades initiative supported through the Women in Red Seal Trades (WIRST) program and delivered in partnership with several Ontario colleges, including Sheridan College, Fanshawe College, Durham College and Lambton College. The camp provides a unique experiential learning opportunity that brings together students, apprentices and trades professionals from these partner institutions. All participation costs—including transportation, accommodations, meals and program activities—are fully covered through external WIRST funding, resulting in no financial impact to the College.

This year, the College has been allocated 11 participant spaces, all of which have been filled, with additional students placed on a waiting list. Participants include St. Clair College students, graduates and staff, reflecting strong internal interest and engagement in the program. As part of the camp's collaborative build projects, St. Clair College has been assigned the construction of a pump house, while partner institutions will undertake complementary projects: Fanshawe College will construct cabin decks; Sheridan College and Durham College will build an archery structure; and Lambton College will develop a soccer net installation.

Camp Ak-O-Mak continues to align with the College's commitment to advancing women in skilled trades by providing hands-on training, mentorship and leadership development opportunities. The initiative also supports broader institutional priorities related to student success, applied learning and community engagement, and represents a positive story highlighting the College's involvement in sector-wide partnerships.

6. Amherstburg Libro Kiosk Project

Progress continues on the Amherstburg Libro Kiosk Project, a collaborative initiative that highlights the applied skills and technical excellence of St. Clair College's Millwright Program. The project remains on schedule, with the kiosk unit set to be sent for painting in the coming week—an important milestone as it moves toward completion.

This initiative demonstrates the strength of experiential learning at the College, as students and faculty work together to design and construct a functional, community-facing installation. Upon completion, the kiosk will be installed at the Libro Centre in Amherstburg, further enhancing community access and engagement.

The project stands as a testament to the dedication, teamwork and craftsmanship of those involved, while also elevating the visibility of the College's skilled trades programming within the region. Additional updates, including installation timing and the official launch date, will be shared as they become available.

7. Millwright Program Capstone Collaboration with School Boards

St. Clair College continues to strengthen its partnerships with local secondary school boards through the T855 Millwright Program capstone collaboration. As part of this initiative, equipment provided by school boards is refurbished annually by students, restoring machinery to near-original operating condition.

This hands-on project extends the service life of valuable equipment while supporting enhanced learning environments for secondary school students. At the same time, it provides St. Clair College learners with meaningful, real-world experience that reinforces technical skills and problem-solving in a practical setting.

The collaboration underscores the strong alignment between the College and its secondary school partners, particularly across machining and skilled trades programs. It also reflects a shared commitment to student success, innovation in applied learning and the development of a highly skilled workforce within the region.

TO:	**BOARD OF GOVERNORS**
FROM:	**MICHAEL SILVAGGI, PRESIDENT**
DATE:	**JUNE 23, 2026**
RE:	**2026 – 2027 DRAFT MEETING AND EVENT SCHEDULE**
SECTOR:	**ALL SECTORS**

AIM:

To provide the Board of Governors with the draft 2026 – 2027 Meeting and Event Schedule.

BACKGROUND:

In order to keep the Board informed of the schedule of meetings and College Events, a draft meeting and event schedule is prepared annually as part of the Board of Governors Annual Work Plan. The draft 2026 – 2027 Meeting and Event Schedule is attached for information.

Some dates are currently listed as "To Be Determined" (TBD) and will be amended as additional information becomes available.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the draft 2026 – 2027 Meeting and Event Schedule for information.

St. Clair College Board of Governors
2026 – 2027 Meeting and Event Schedule

Meetings

Monday, August 17, 2026	New Board Member Orientation
*Tuesday, September 15, 2026** Tuesday, September 22, 2026	*Committee of the Whole (if required)* **Full Board Meeting – Windsor**
Tuesday, October 20, 2026* Tuesday, October 27, 2026	*Committee of the Whole (if required)* **Full Board Meeting – Windsor**
*Tuesday, November 17, 2026** Tuesday, November 24, 2026	*Committee of the Whole (if required)* **Full Board Meeting – Windsor**
*Tuesday, January 19, 2027** Tuesday, January 26, 2027	*Committee of the Whole (if required)* **Full Board Meeting – Windsor**
*Tuesday, February 16, 2027** Tuesday, February 23, 2027	*Committee of the Whole (if required)* **Full Board Meeting – Windsor**
*Tuesday, March 16, 2027** Tuesday, March 23, 2027	*Committee of the Whole (if required)* **Full Board Meeting – Windsor**
*Tuesday, April 20, 2027** Tuesday, April 27, 2027	*Committee of the Whole (if required)* **Full Board Meeting – Chatham**
*Tuesday, May 18, 2027** Tuesday, May 25, 2027	*Committee of the Whole (if required)* **Full Board Meeting – Windsor**
*Tuesday, June 15, 2027** Tuesday, June 22, 2027	*Committee of the Whole (if required)* **Full Board Meeting – Windsor**

* ***Please Note:*** *Committee of the Whole meetings will be held at the discretion of the Board Chair and President.*

Events

Wednesday, September 23, 2026	**Fall Academic Awards Banquet**
Tuesday, September 29, 2026 Thursday, October 1, 2026	**Fall Convocation – Windsor** **Fall Convocation – Chatham**
TBD	**Board Holiday Social**
Thursday, February 18, 2027	**Winter Convocation – Windsor**
TBD	**Board Planning Session/Retreat**

...cont'd

Wednesday, March 10, 2027	**PAC and Placement Reception**
Thursday, April 8, 2027	**Saints Student Athletic Awards Banquet**
Friday, April 16, 2027	**SRC/TSI Changeover Banquet**
Wednesday, April 21, 2027	**Esports Awards Gala**
Friday, May 7, 2027	**Alumni of Distinction**
Wednesday, May 19, 2027	**Windsor Scholarships & Bursaries**
TBD	**Chatham Scholarships & Bursaries**
Tuesday, June 1, 2027 Wednesday, June 2, 2027	**Spring Convocation – Windsor**
Monday, June 7, 2027	**Spring Convocation – Chatham**

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: JUNE 23, 2026

RE: STRATEGIC DIRECTIONS UPDATE (2025 – 2026) – ST. CLAIR'S STUDENT AND COMMUNITY IMPACT – ENHANCE STUDENT WELL-BEING AND SUCCESS THROUGH THE "SAINTS EXPERIENCE"

SECTOR: MONICA STALEY LIANG, SENIOR VICE PRESIDENT, ACADEMIC AND CAREER SUPPORTS

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2025 – 2026).This update pertains to Pillar #1 – St. Clair's Student and Community Impact – Elevate St. Clair's brand and reputation for community impact and student personal growth, well-being and academic success. Specific details include the following:

Goal	Initiative	Measure	Target
Enhance student well-being and success through the "Saints Experience".	Strengthen academic and career readiness success by expanding field of study and industry work placements.	Survey results from employers and students assessing the effectiveness, relevance and impact of industry placements on career readiness.	June 2026

BACKGROUND:

Experiential learning as part of academic programming continues to conduct comprehensive needs assessments through surveys and feedback from students, faculty and employers to better understand current experiential learning opportunities and workforce needs. Existing placement opportunities are mapped through our InPlace software. These findings will guide efforts to strengthen collaborations with our industry partners and expand in other areas across all programs throughout St. Clair College.

Student feedback is essential to the success of experiential learning within each program. The most current student survey results are highlighted below.

From the 2025 – 2026 Ontario College Student Experience Survey (OCSES), from the results of the domestic students who completed the survey, 87% responded that: "On completion of my work-integrated learning experiences, I feel better prepared for post-graduation employment".

Similarly, from the 2024 – 2025 Graduate Outcomes and Employer Satisfaction (GOES) Survey results, 84% of the domestic graduate respondents who encountered a placement within their program of study replied positively regarding the "Overall satisfaction with the college preparation for the type of work you were doing".

Feedback is also collected and reported by our industry and placement partners through Career Fair surveys from participating organizations as well as Program Advisory Committees (PACs) and Occupational Relevancy Review (ORR) via the Cyclical Review process. This data is collected and reviewed by our academic team. In addition, individual programs gather feedback through surveys from our placement partners to continually improve the student experience.

Please refer to Appendix A to view the 2026 Stakeholder Survey for the Child and Youth Care (CYC) program in the School for Community Studies as an example of a survey conducted as part of the accreditation process.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Pillar #1 – St. Clair's Student and Community Impact – Survey results from employers and students assessing the effectiveness, relevance and impact of industry placements on career readiness.

Appendix A

2026 Child and Youth Care (CYC) Stakeholder Survey

#1

COMPLETE

Collector:	Web Link 1 (Web Link)
Started:	Wednesday, April 15, 2026 11:04:24 AM
Last Modified:	Wednesday, April 15, 2026 11:09:07 AM
Time Spent:	00:04:42
IP Address:	24.146.60.34

Page 1

Q1

What sector are you responding from ie: school, treatment, residential, youth justice

After School Youth Programs

Q2

Please indicate if your agency/school uses any of the following programs/approaches.

Circle of Security	Yes
Triple P	**No**
Go Zen	**No**
Zones of Regulation	**No**
Positive Behavioral Support	Yes
Conscious Discipline	Yes
Think Kids: Collaborative Problem Solving	**No**
First Five Years	**No**
Nurturing Parenting	**No**
Collaborative and Proactive Solutions	Yes
The Sanctuary Model	**No**
Trauma Informed Care	Yes
Solution Focussed/Strength Based	Yes
Cognitive Behavioural Therapy	Yes

Q3

Please indicate if your agency/school is seeing increases in the following areas.

Anxiety,

Depression,

Substance use,

Lack of school readiness,

Other (please identify any other trends seen in your agency/school):

More defiant behaviour/not listening/testing boundaries

Q4

In addition to specific programs and trends seen in your schools/agencies, is there anything that a placement supervisor/site feels should be added to the curriculum to enhance the field placement experience?

Respondent skipped this question

#2

COMPLETE

Collector:	Web Link 1 (Web Link)
Started:	Wednesday, April 15, 2026 11:10:01 AM
Last Modified:	Wednesday, April 15, 2026 11:13:30 AM
Time Spent:	00:03:29
IP Address:	207.236.13.221

Page 1

Q1

What sector are you responding from ie: school, treatment, residential, youth justice

Education (K-12) + Life Skills

Q2

Please indicate if your agency/school uses any of the following programs/approaches.

Positive Behavioral Support	Yes
Trauma Informed Care	Yes
Solution Focussed/Strength Based	Yes
Cognitive Behavioural Therapy	Yes
Other (please identify any other approaches/programs in use):	Mission Mental Fitness

Q3

Please indicate if your agency/school is seeing increases in the following areas.

Lack of school readiness,

Other (please identify any other trends seen in your agency/school):

Dysregulation in primary-aged learners, social media influence

Q4

In addition to specific programs and trends seen in your schools/agencies, is there anything that a placement supervisor/site feels should be added to the curriculum to enhance the field placement experience?

An emphasis on The Ecological Systems Theory (whole child) - major changes to the macrosystem and chronosystem for students since Covid.

#3

COMPLETE

Collector:	Web Link 1 (Web Link)
Started:	Thursday, April 16, 2026 2:02:12 PM
Last Modified:	Thursday, April 16, 2026 2:03:42 PM
Time Spent:	00:01:30
IP Address:	24.57.224.44

Page 1

Q1

What sector are you responding from ie: school, treatment, residential, youth justice

School/Community

Q2

Please indicate if your agency/school uses any of the following programs/approaches.

Circle of Security	No
Triple P	No
Go Zen	No
Zones of Regulation	No
Positive Behavioral Support	No
Conscious Discipline	No
Think Kids: Collaborative Problem Solving	Yes
First Five Years	No
Nurturing Parenting	No
Collaborative and Proactive Solutions	Yes
The Sanctuary Model	No
Trauma Informed Care	No
Solution Focussed/Strength Based	No
Cognitive Behavioural Therapy	No
Motivational Interviewing	No

Q3

Please indicate if your agency/school is seeing increases in the following areas.

Lack of school readiness

Q4

Respondent skipped this question

In addition to specific programs and trends seen in your schools/agencies, is there anything that a placement supervisor/site feels should be added to the curriculum to enhance the field placement experience?

#4

COMPLETE

Collector:	Web Link 1 (Web Link)
Started:	Monday, May 11, 2026 2:12:29 PM
Last Modified:	Monday, May 11, 2026 2:13:35 PM
Time Spent:	00:01:05
IP Address:	65.94.155.227

Page 1

Q1

What sector are you responding from ie: school, treatment, residential, youth justice

Community

Q2

Please indicate if your agency/school uses any of the following programs/approaches.

Circle of Security	No
Triple P	No
Go Zen	No
Zones of Regulation	No
Positive Behavioral Support	Yes
Conscious Discipline	No
Think Kids: Collaborative Problem Solving	No
First Five Years	No
Nurturing Parenting	No
Collaborative and Proactive Solutions	No
The Sanctuary Model	No
Trauma Informed Care	Yes
Solution Focussed/Strength Based	Yes
Cognitive Behavioural Therapy	No
Motivational Interviewing	Yes

Q3

Please indicate if your agency/school is seeing increases in the following areas.

Anxiety,

Depression,

Separation and divorce,

Lack of school readiness

Q4

Respondent skipped this question

In addition to specific programs and trends seen in your schools/agencies, is there anything that a placement supervisor/site feels should be added to the curriculum to enhance the field placement experience?

#5

COMPLETE

Collector:	Web Link 1 (Web Link)
Started:	Tuesday, May 12, 2026 11:22:37 AM
Last Modified:	Tuesday, May 12, 2026 11:32:07 AM
Time Spent:	00:09:30
IP Address:	70.50.104.56

Page 1

Q1

What sector are you responding from ie: school, treatment, residential, youth justice

Treatment would be the best fit. I am employed at a youth drop-in center.

Q2

Please indicate if your agency/school uses any of the following programs/approaches.

Circle of Security	No
Triple P	No
Go Zen	Yes
Zones of Regulation	Yes
Positive Behavioral Support	Yes
Conscious Discipline	Yes
Think Kids: Collaborative Problem Solving	Yes
First Five Years	No
Nurturing Parenting	No
Collaborative and Proactive Solutions	Yes
The Sanctuary Model	Yes
Trauma Informed Care	Yes
Solution Focussed/Strength Based	Yes
Cognitive Behavioural Therapy	Yes
Motivational Interviewing	No

Q3

Please indicate if your agency/school is seeing increases in the following areas.

Anxiety,

Depression,

Substance use,

Separation and divorce,

Lack of school readiness

Q4

In addition to specific programs and trends seen in your schools/agencies, is there anything that a placement supervisor/site feels should be added to the curriculum to enhance the field placement experience?

I have no recommendations or suggestions at this time. From my perspective, the curriculum is satisfactory, I feel confident that every CYC student I've supervised will be prepared to enter into the field once their education is complete.

#6

COMPLETE

Collector:	Web Link 1 (Web Link)
Started:	Tuesday, May 12, 2026 2:37:01 PM
Last Modified:	Tuesday, May 12, 2026 2:46:12 PM
Time Spent:	00:09:10
IP Address:	205.207.203.14

Page 1

Q1

What sector are you responding from ie: school, treatment, residential, youth justice

The City of Windsor - Recreation Department

Q2

Please indicate if your agency/school uses any of the following programs/approaches.

Circle of Security	**No**
Triple P	**No**
Go Zen	**No**
Positive Behavioral Support	Yes
Conscious Discipline	Yes
Think Kids: Collaborative Problem Solving	Yes
First Five Years	**No**
Collaborative and Proactive Solutions	Yes
The Sanctuary Model	**No**
Trauma Informed Care	**No**
Solution Focussed/Strength Based	**No**
Cognitive Behavioural Therapy	**No**
Motivational Interviewing	Yes

Q3

Please indicate if your agency/school is seeing increases in the following areas.

Anxiety,

Separation and divorce,

Lack of school readiness

Q4

In addition to specific programs and trends seen in your schools/agencies, is there anything that a placement supervisor/site feels should be added to the curriculum to enhance the field placement experience?

N/A

#7

COMPLETE

Collector:	Web Link 1 (Web Link)
Started:	Tuesday, May 12, 2026 3:40:20 PM
Last Modified:	Tuesday, May 12, 2026 3:42:59 PM
Time Spent:	00:02:38
IP Address:	216.8.160.219

Page 1

Q1

What sector are you responding from ie: school, treatment, residential, youth justice

Treatment

Q2

Please indicate if your agency/school uses any of the following programs/approaches.

Circle of Security	Yes
Triple P	Yes
Go Zen	Yes
Zones of Regulation	No
Positive Behavioral Support	Yes
Conscious Discipline	Yes
Think Kids: Collaborative Problem Solving	Yes
First Five Years	No
Nurturing Parenting	No
Collaborative and Proactive Solutions	Yes
The Sanctuary Model	No
Trauma Informed Care	Yes
Solution Focussed/Strength Based	Yes
Cognitive Behavioural Therapy	Yes
Motivational Interviewing	Yes
Other (please identify any other approaches/programs in use):	Therapeutic Crisis Intervention

Q3

Please indicate if your agency/school is seeing increases in the following areas.

Anxiety,

Depression,

Family violence,

Substance use,

Separation and divorce,

Lack of school readiness,

Other (please identify any other trends seen in your agency/school):

undiagnosed mental health

Q4

In addition to specific programs and trends seen in your schools/agencies, is there anything that a placement supervisor/site feels should be added to the curriculum to enhance the field placement experience?

Respondent skipped this question

ST. CLAIR COLLEGE

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: JUNE 23, 2026

RE: STRATEGIC DIRECTIONS UPDATE (2025 – 2026) – ACADEMICS THAT BUILD REWARDING CAREERS – DELIVER DEMAND DRIVEN ACADEMIC PROGRAMS THAT RESPOND TO CURRENT AND FUTURE LABOUR MARKET NEEDS

SECTOR: MONICA STALEY LIANG, SENIOR VICE PRESIDENT, ACADEMIC AND CAREER SUPPORTS

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2025 – 2026).This update pertains to Pillar #2 – Academics That Build Rewarding Careers – Deliver the hands-on learning experiences, academic pathways and innovative teaching that enable long-term career success. Specific details include the following:

Goal	Initiative	Measure	Target
Deliver demand driven academic programs that respond to current and future labour market needs.	Enhance in-program work-integrated and experiential learning opportunities for students.	Document and report feedback from students and industry partners on the quality, relevance and impact of experiential learning.	June 2026

BACKGROUND:

Experiential learning supports curriculum-based work-integrated learning and co-curricular learning opportunities, and career services aimed at enhancing students' employability skills and career readiness.

As previously reported, experiential learning is supported by the InPlace system that is integrated into each academic program led by the Chairs of each school.

We continue to enhance the capabilities of InPlace to support improved tracking mechanisms, enhanced reporting, and increased capacity for seamless job posting capabilities.

Feedback is also collected and reported by our industry and placement partners through Career Fair surveys from participating organizations. This data is collected and reviewed by our academic team. In addition, individual programs gather feedback through surveys from our placement partners to continually improve the student experience.

Program Advisory Committee (PAC) meetings are also a platform to receive feedback and input regarding experiential learning. Many of our PAC members are placement partners with our programs. Experiential learning is included on the PAC agendas for discussion to maintain high quality learning experiences that are relevant to each program.

The Cyclical Review process includes an element for feedback regarding the curriculum experiential learning component during the Occupational Relevancy Review (ORR) process. Industry partners provide direct feedback to the Centre for Academic Excellence (CAE) and academic team regarding the relevance and quality of the experiential learning component. This feedback is also received during the accreditation process for involved programs.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Pillar #2 - Academics That Build Rewarding Careers - Document and report feedback from students and industry partners on the quality, relevance and impact of experiential learning.

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: JUNE 23, 2026

RE: STRATEGIC MANDATE AGREEMENT 4 (SMA4)

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

AIM:

To provide the Board with an update on Year 1 (2025-26) of the 2025-2030 Strategic Mandate Agreement 4 (SMA4).

BACKGROUND:

With the College's SMA4 Year 1 annual evaluation completed, the following is Administration's update to the Board:

A. SMA4 Results from the Year 1 Annual Evaluation (2025-26)

i. Metrics

Metric	Allowable Performance Target	Actual Result	Target Achievement with Stop-Loss
Graduate employment rate in a related field	76.62%	76.59%	99.97%
Institutional strength and focus	28.65%	30.27%	105.66%
Graduation rate	69.19%	81.68%	118.06%
Community and local impact	3.90%	4.39%	112.36%
Graduate employment earnings	$35,181	$39,909	113.44%
Experiential learning	82.31%	82.12%	99.77%
Revenue from private sector sources	$10,246	$542,078	5290.62%
Graduate employment rate (GOES survey)	84.24%	84.05%	99.78%

The College succeeded in meeting five (5) out of the eight (8) active metrics for 2025-26.

For the 2025-26 SMA4 Evaluation, the Ministry continued its activation of performance-based funding. Based on the Ministry's methodology to reallocate funding for over / under target achievement, it is estimated that the College may receive incremental funding of $2,040. Actual funding impacts from the 2025-26 SMA4 Evaluation will be reflected by the Ministry during quarter four of its 2026-27 transfer payments to the College.

ii. Accountability Requirements

To support the Ministry's goal of increasing accountability, efficiency and transparency, funding is connected to several accountabilities related to timely reporting of key data and activities and attestation of key activities.

The Finance & Administration Sector achieved all the reporting and attestation requirements for SMA4 Year 1 (2025-26) to ensure the College retained its 5% of its base operating funding.

Accountability	Action Outcome
Audit Enrolment Report	Compliant
Graduate Record File	Compliant
Audited Financial Statements	Compliant
Budget	Compliant
Efficiency Metrics	Attested
Skills and Competencies Assessment	Attested
Research Security Plan	Attested
Commercialization Plan	Attested
International Research Partnership	Disclosed

B. Metric Weightings for Year 2

Metric	Year 1 (2025-26)	Year 2 (2026-27)
Graduate employment rate in a related field	10%	5%
Institutional strength and focus	10%	25%
Graduation rate	20%	25%
Community and local impact	10%	5%
Graduate employment earnings	10%	5%
Experiential learning	20%	5%
Revenue from private sector sources	10%	25%
Graduate employment rate (GOES survey)	10%	5%
Total	100%	100%

To assist in lessening the risk and dollar impact of future funding losses, Administration adjusted its weightings across all eight metrics.

C. SMA4 Year 2 (2026-27) Targets

Metric	Allowable Performance Target
Graduate employment rate in a related field	75.88%
Institutional strength and focus	28.38%
Graduation rate	79.41%
Community and local impact	4.04%
Graduate employment earnings	$37,786
Experiential learning	81.72%
Revenue from private sector sources	$225,202
Graduate employment rate (GOES survey)	85.61%

D. Other Updates

In light of the postsecondary funding model changes (Appendix A) announced by the Ministry on February 12, 2026, final funding allocations will be confirmed through the upcoming process to amend SMA4 agreements, in advance of the Year 2 (2026-27) annual evaluation.

The proportion of funding tied to performance (at risk funding) will remain at 25% of base operating funding. While performance funding accountabilities, including the stop-loss mechanism, will remain the same, the Ministry plans to revisit the 25% in the near future. The stop-loss mechanism is an adjustment aimed at capping potential funding losses for a given college. This adjustment will cap minimal achievements across all metrics at 95%. This means that if a college realizes any target achievement below 95%, they will be considered as having realized 95% on that metric.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Year 1 (2025-26) of the 2025-2030 Strategic Mandate Agreement 4 (SMA4), as information.

New Postsecondary Funding Model

Strategic Mandate Agreements (SMA)
5-year Bilateral Agreements (2025-2030)

Formula

Funded Enrolment
New 24-25 Funding Eligible FTEs

×

Program Weight
New Updated Weights

×

Per-Student Funding Rate
New University: $3,365
College: $4,620

=

Base Operating Funding
Split into envelopes with accountabilities can adjust final funding

+

Priority Funding
New Funding in addition to base with separate SMA accountabilities

=

Total SMA Funding

Envelopes

Enrolment Envelope

Differentiation Envelope

Grants

Base Enrolment Grant
(35% of base funding net of Health and STEM)

Reduced if enrolment falls below corridor floor (-3% university, -7% college)

Reduced by $750 for each international FTE

New **Health Grant**
Base funding for medical, nursing and midwifery enrolment (-3% floor)

STEM Grant
Funding dedicated to support STEM programs

Performance Grant
(60% of base funding)

25% of base funding tied to 8 performance targets: can be reduced if targets not met and redistributed to other institutions that met targets

Accountability Grant
(5% of base funding)

Tied to reporting accountabilities

New **Priority Growth Grant**

New **Small, Northern and Rural Grant**

New **Indigenous Student Success Grant**

New **Streamlined Grants:**
- Campus Safety Grant
- Credit Transfer Grant
- Municipal Tax Grant
- Access and Inclusion Grant

Special Purpose Grants

Targeted funding that supports specific government priorities, administrated through transfer payment agreements:

- New French-language grants
- Support for students with disabilities
- Mental health
- Bursaries and scholarships
- Capital
- Research

Ontario

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: JUNE 23, 2026

RE: CAMPUS FREE SPEECH ANNUAL REPORT

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

AIM:

To provide the Board of Governors with an annual report reflecting any amendments to St. Clair College's Free Speech Policy or any on-campus events for which an official complaint was received by the College for the period August 1, 2025 to July 31, 2026. Any complaints received between June 23, 2026 and July 31, 2026, will be communicated immediately to the Board of Governors Executive Committee.

BACKGROUND:

Each of Ontario's public colleges and universities prepare the Campus Free Speech Annual Report (Appendix A) based on the implementation of their Free Speech Policy (Appendix B) to aid the Higher Education Quality Council of Ontario (HEQCO) in the development of a public report. The report is to be posted on each institution's website and submitted annually to HEQCO by September 1.

2026 COLLEGE UPDATE:

There have been no changes to the St. Clair College Free Speech Policy, nor has there been any official free-speech-related complaints received by the institution arising from events on-campus.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the report on St. Clair College's Free Speech Policy, for information.

ST. CLAIR COLLEGE

Freedom of Speech Annual Report

July 31, 2026

Section A: Institutional Policy

Has your institution amended its free speech policy (or policy framework) since the time of your 2024 report? If so, please explain the reason for the change and provide the link to its location on your institutional website.

St. Clair College has not changed its Free Speech Policy since the 2021 report.

Where are members of the institutional community (or guests) directed when there is a free speech related question or complaint about an event on campus? Please provide contact information.

John Fairley Senior Vice President, Communications, Advancement and External Affairs jfairley@stclaircollege.ca 519-972-2762

What is your institution's policy on holding events where there are security concerns? To your knowledge, were there any instances where a non-curricular event did not proceed due to security concerns or their related costs?

When a request is made to the College, the event details are presented to the Senior Operations Group for review and discussion. Any requirements regarding security would also be discussed with the Associate Vice President, Human Resources Office Administration and Facilities Services. A review of security needs and costs for an event would be forwarded to Senior Administration for approval. There have not been any instances where a non-curricular event did not proceed due to security concerns or their related costs.

Section B: Complaints

You may append additional documentation or institution-specific information as you see fit.

Between **August 1, 2025** and **July 31, 2026**, did any member of the institutional community (or guests) make an official complaint about free speech on campus? If yes, please describe.

The College did not receive any official complaints about free speech on campus between August 1, 2025 and July 31, 2026.

If there has been an official complaint (or more than one):

What were the issues under consideration? Please identify any points of contention (e.g., security costs, safety, student unions and/or groups, operational requirements, etc.).

N/A

How did the institution manage the free speech complaint(s)? Was the complaint addressed using the procedures set out in the policy? How were issues resolved?

N/A

Section C: Summary Data

Please provide the following summary data for free-speech-related official complaints received by the institution:

Number of official complaints received under the free speech policy relating to curricular and non-curricular events.	None
Number of official complaints reviewed that were dismissed.	None
Number of official complaints where the institution determined that the free speech policy was not followed appropriately.	None
Number of official complaints under the free speech policy that resulted in the institution applying disciplinary or other institutional measures.	None
To your knowledge, were any free speech complaints forwarded to the Ontario Ombudsman?	None

To the best of your ability, please provide an estimate of the number of non-curricular events held at the institution between **August 1, 2025** and **July 31, 2026**. Non-curricular events include, for example, invited speakers, sporting events, rallies, conferences, etc., as opposed to regular events held as part of an academic program or course.

There were approximately 50 non-curricular events that were hosted by our student groups. There are three student groups active on our Windsor and Chatham campuses:

1) Student Representative Council (SRC) – Windsor Campuses

2) Saints Student Athletic Association (SSAA) Varsity and Intramural Athletics – Windsor Campuses

3) Thames Students Inc. – Chatham Campus

Institutional Comments (if any).

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: JUNE 23, 2026

RE: FALL 2026 ADMISSIONS UPDATE

SECTOR: SENIOR OPERATIONS GROUP

To provide the Board with an update on post-secondary programs offered during the Fall 2026 semester with an expected Year One intake of less than 25 domestic students. This report will offer a year-over-year comparison to the report provided in June 2025.

BACKGROUND:

Annually, June 1 is a critical date in the College's registration process as a student must make a financial deposit to secure a spot in their program of choice. In the months leading up to June 1, the tuition deposit deadline for the Fall 2026 semester, the College actively monitors the expected intakes to balance teaching resources, space capacity, Strategic Mandate Agreement implications, financial sustainability, and community access to programming. During this period, should these noted factors not align as planned, an intake may be suspended.

It is important to note that as of May 1, (the annual deadline for an applicant to confirm their program of choice), College Administration has maintained the Fall 2025 suspended intake of eighteen (18) programs, along with three (3) additional programs for Fall 2026 due to low student interest, applications and anticipated confirmations, as well as implications from various IRCC announcements. The volume of programs appearing on this report has lessened year over year due to a combination of an increase in confirmations and the noted program suspensions.

SUMMARY:

The following outlines those post-secondary programs whose Year One domestic student intake for the Fall 2026 semester will not be suspended, and as of June 3, 2026, have an expected intake of less than 25 domestic students. Refer to Appendix A for the program list.

- Table 1: Windsor programs that are experiencing a domestic enrolment decline relative to the enrolment plan.

- Table 2: Windsor programs that either share a common Year 1 curriculum or offer pre-defined exit points for graduation.

- Table 3: Chatham programs that are experiencing an enrolment decline relative to the enrolment plan.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on post-secondary programs that will run in the Fall 2026 semester with an expected Year One intake of less than 25 domestic students, as information.

Appendix A

Table 1 – Windsor Programs Experiencing a Decline in Domestic Enrolment Compared to the Enrolment Plan

Code	Program	Fall 2025 Expected Intake	Fall 2025 Planned Intake	Fall 2025 Day 10 Enrolment	Fall 2026 Expected Intake	Fall 2026 Planned Intake
B603	Community & Justice Services	22	10	21	21	25
B699	Bachelor of Business Administration	20	10	21	16	20
B826	Tourism - Travel	27	20	33	24	30
B899	Educational Support	24	20	32	23	40
B906	Esports Administration and Entrepreneurship	19	30	24	14	30
H797	Diagnostic Cardiac Sonography	23	28	24	24	28

Table 2 – Windsor Programs that Share a Common Year One Curriculum or Offer Pre-Defined Exits Points for Graduation

Code	Program	Fall 2025 Expected Intake	Fall 2025 Planned Intake	Fall 2025 Day 10 Enrolment	Fall 2026 Expected Intake	Fall 2026 Planned Intake
B012	Business - Marketing	22	30	35	24	35
B019	Data Analytics	1	10	10	5	5
B959	Paralegal	17	20	16	20	20
T036	Construction Eng Technician	8	24	20	11	40
T860	Computer Sys Technician - Networking	6	20	19	8	15
T861	Computer Sys Technology - Networking	15	20	20	21	20
T974	Electromechanical Engineering Technician	19	24	20	22	24

Table 3 – Chatham Programs Experiencing Enrolment Decline Relative to the Enrolment Plan

Code	Program	Fall 2025 Expected Intake	Fall 2025 Planned Intake	Fall 2025 Day 10 Enrolment	Fall 2026 Expected Intake	Fall 2026 Planned Intake
K731	Electrical Techniques	17	5	35	20	40

Highlighted programs have exceeded or achieved domestic enrolment targets, however, remain under 25.

ST. CLAIR COLLEGE
FOUNDATION

ANNUAL UPDATE

2025 - 2026

2025-2026 BOARD OF DIRECTORS

Alex Toldo
President

Kristin Kennedy
Vice President

Jean Piccinato
Secretary / Treasurer

Sue Taylor
Director

Egidio Sovran
Director

Marc Jones
SCC CFO

Michael Silvaggi
SCC President

John Fairley
Executive Director

ST. CLAIR COLLEGE FOUNDATION SCHOLARSHIP

ST. CLAIR COLLEGE
FOUNDATION

1,112
SCHOLARSHIPS AWARDED

$1,302,269
TOTAL SCHOLARSHIP VALUE

$1,171
AVERAGE SCHOLARSHIP

ACADEMIC EXCELLENCE SCHOL

ST. CLAIR COLLEGE
FOUNDATION

3,403

SCHOLARSHIPS AWARDED

$1,994,250

TOTAL SCHOLARSHIP VALUE

NEW ANNUAL SCHOLARSHIP

ST. CLAIR COLLEGE
FOUNDATION

- Chatham Faculty Scholarship
- MARS BioMed Processes Inc. Scholarship
- Health Professionals Testing Canada (HPTC) Scholarship
- Junior Saints Scholarship
- Maria Rosaria D'Agnillo Memorial Scholarship
- ProResp Graduating RT Award of Excellence
- Liz & David Campbell Sport & Recreation Management Scholarship
- Martha Tinning Memorial Scholarship

ST. CLAIR COLLEGE FOUNDAT

ST. CLAIR COLLEGE
FOUNDATION

$27,873,10
2

TOTAL PORTFOLIO AS OF MARCH 31, 2026

Wealth Management
Dominion Securities

Panos Sechopoulos

JARISLOWSKY FRASER
GLOBAL INVESTMENT MANAGEMENT

Trevor Boose

Any Questions?

ST. CLAIR COLLEGE

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: JUNE 23, 2026

RE: FINANCIAL MONITORING REPORT
FINANCIAL RESULTS FOR THE FISCAL YEAR ENDED MARCH 31, 2026

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

AIM:

To provide the Board with the following:

1. A report on the financial results for the fiscal year ended March 31, 2026.

2. An update on Strategic Directions (2025 – 2026). This update pertains to Strategic Pillar #3 – A Talented and Accountable Organization (Drive excellence by being an accountable, high-performing and sustainable College organization) – Strengthen talent development and accountability performance. Specific details include the following:

Goal	Initiative	Objective	Measure
Strengthen talent development and accountability performance.	Strengthen accountability for operating performance and financial sustainability within and across all College departments.	Continue reporting financial performance while incorporating analysis of trends and variances to support informed decision-making at all levels.	Provide relevant and transparent financial reporting to the Board through regular updates, including the annual budget, mid-year reviews, financial statements, and interim reports completed in accordance with pre-determined deadlines.

BACKGROUND:

It is the practice of St. Clair College to review its expenditure and revenue patterns to ensure that the financial plan and Strategic Directions are being achieved. To this end, College Administration communicated to the Board of Governors (BOG) that regular financial reports would be provided.

For the fiscal year ended March 31, 2026, St. Clair College reported a deficit of $6.2 million and incurred a high action plan rating on the Ministry's Financial Health Metrics.

Administration has previously advised the BOG that a high action plan rating requires the College to procure an independent advisor to develop or validate a deficit recovery plan.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the Financial Monitoring Report for the fiscal year ended March 31, 2026, as information.

SUMMARY OF REVENUES AND EXPENDITURES (Schedule 1)

The net deficit at March 31, 2026 of $6,206,866 is an improvement of $5,811,281 from the net deficit budget of $12,018,146.

REVENUE (Schedule 2)

The following highlights the major changes in revenue compared to the fiscal year budget projection:

- Total “Other” income is higher than budget at $1,353,280 or 4.3% due to the following:
  - Increase in Contract Training of $428,932 due to greater contract volume than projected.
  - Increase in Divisional Income of $593,659 due to Alumni fees being flowed through the College’s operating budget due to the dissolution completed during the fiscal year.

EXPENDITURES (Schedule 3)

The following highlights the major changes in expenditures compared to the fiscal year budget projection:

- Total Salaries & Benefits are $1,614,594 or 1.7% higher than the budget projection at $96,652,236 due to the voluntary strategic transition and exit program having greater participation than projected.

- Total Non-Salary expenditures are $5,016,147 or 6% lower than the budget projection at $78,379,251 due to the following:
  - Decrease in Contracted Services Other of $1,268,322 due to unplanned budget underspending within the I.T., Marketing and Facilities departments to assist with overall budget deficit management.
  - Decrease in Equipment Maintenance and Repairs of $561,670 due to unplanned budget underspending within the Academics and Facilities departments to assist with overall budget deficit management.
  - Decrease in Instructional Supplies of $1,322,925 due to unplanned budget underspending within the Academic Schools.
  - Decrease in Professional Development of $369,727 which is consistent with historical trends. The budget has been realigned for 2026-27.
  - Increase in Stipends, Allowances and Scholarships of $702,300 due to Alumni fees being flowed through the College’s operating budget as a result of the dissolution completed during the fiscal year, and growth in Esports scholarship commitments.

- Decrease in Utilities of $418,995 due to actual electricity and water utilization being below projections.

ANCILLARY OPERATIONS (Schedule 4 & 4B)

- The Ancillary Operations deficit of $1,985,201 is $418,266 lower than the fiscal year budget deficit projection of $2,403,467 due to higher volume of parking passes sold than projected given the lower student enrolment.

SCHEDULE 1

ST. CLAIR COLLEGE
SUMMARY OF REVENUES AND EXPENDITURES
FOR THE TWELVE MONTHS ENDED MARCH 31, 2026

	A MCURES BUDGET (12 months)	B ACTUAL (12 months)	A - B VARIANCE (12 months)
REVENUE			
MCURES Operating Grants	51,867,475	52,119,183	251,708
Contract Income	8,631,137	8,489,548	(141,589)
Tuition	76,590,417	77,118,479	528,062
Other	31,729,332	33,082,612	1,353,280
Total Operating	168,818,361	170,809,822	1,991,462
Total Ancillary	13,900,335	13,889,263	(11,072)
TOTAL REVENUE	**182,718,696**	**184,699,085**	**1,980,390**
EXPENDITURES			
Salary & Benefits	95,037,642	96,652,236	1,614,594
Non-Salary	83,395,398	78,379,251	(5,016,147)
Total Operating	178,433,040	175,031,487	(3,401,553)
Ancillary	16,303,802	15,874,464	(429,338)
TOTAL EXPENDITURES	**194,736,842**	**190,905,951**	**(3,830,891)**
Total Net Surplus / (Deficit)	**($12,018,146)**	**($6,206,866)**	**$5,811,281**

SCHEDULE 2

ST. CLAIR COLLEGE
REVENUES
FOR THE TWELVE MONTHS ENDED MARCH 31, 2026

	A MCURES BUDGET (12 months)	B ACTUAL (12 months)	A - B VARIANCE (12 months)
REVENUE			
Enrolment Based Envelope: see note 1	13,671,621	12,817,158	(854,463)
Differentiation Envelope: see note 2	30,936,247	31,838,879	902,632
Special Purpose / Other Grants: see note 3	7,259,607	7,463,146	203,539
Total MCURES Operating Grants	51,867,475	52,119,183	251,708
Apprenticeship	4,632,052	4,415,447	(216,605)
Literacy & Basic Skills	1,380,172	1,258,613	(121,559)
School College Work Initiative	1,930,372	2,057,206	126,834
Other: see note 4	688,541	758,282	69,741
Total Contract Income	8,631,137	8,489,548	(141,589)
Post Secondary - Domestic	26,895,901	27,108,368	212,467
Post Secondary - International	38,018,493	38,316,837	298,344
Post Secondary - PCPP	10,537,238	10,539,988	2,750
Continuing Education	1,138,785	1,153,286	14,501
Total Tuition	76,590,417	77,118,479	528,062
Interest Income	10,220,000	10,261,573	41,573
Contract Training	800,000	1,228,932	428,932
International Projects	510,000	266,434	(243,566)
PCPP Fee-for-Service	2,412,615	2,412,615	-
Other: see note 5	1,995,825	2,234,054	238,229
Divisional Income	9,173,782	9,767,441	593,659
Amortization DCC & Capital Support Grants	6,617,110	6,911,563	294,453
Total Other	31,729,332	33,082,612	1,353,280
Total Revenue Before Ancillary	**168,818,361**	**170,809,822**	**1,991,461**
Ancillary Revenue (Schedule 4)	13,900,335	13,889,263	(11,072)
Total Revenues	**$182,718,696**	**$184,699,085**	**$1,980,389**

SCHEDULE 3

ST. CLAIR COLLEGE
EXPENDITURES
FOR THE TWELVE MONTHS ENDED MARCH 31, 2026

	A	B	A - B
	MCURES BUDGET (12 months)	ACTUAL (12 months)	VARIANCE (12 months)
SALARY & BENEFITS			
Administrative : Full-Time	7,363,364	7,378,570	15,206
Administrative : Part-Time	1,146,686	980,791	(165,895)
Faculty: Full-Time	37,659,689	39,954,368	2,294,679
Faculty : Part-Time	13,681,683	13,326,593	(355,090)
Support : Full-Time	13,165,301	13,357,407	192,106
Support : Part-Time	4,106,924	3,769,811	(337,113)
Fringe Benefits	17,913,995	17,884,696	(29,299)
Total Salary & Benefits	95,037,642	96,652,236	1,614,594
NON-SALARY			
Advertising	1,966,643	1,684,762	(281,881)
Bad Debt	1,025,000	877,245	(147,755)
Building Repairs & Maintenance	674,044	395,121	(278,923)
Contracted Cleaning Services	2,956,652	2,810,628	(146,024)
Contracted Educational Services	12,104,359	11,846,990	(257,369)
Contracted Services Other	8,683,219	7,414,897	(1,268,322)
Equipment Maintenance & Repairs	3,177,350	2,615,680	(561,670)
Equipment Rentals	3,621,294	3,617,640	(3,654)
Grounds Maintenance	768,100	682,280	(85,820)
Instructional Supplies	6,824,995	5,502,070	(1,322,925)
Insurance	3,928,585	4,032,640	104,055
Janitorial & Maintenance Supplies	789,589	493,774	(295,815)
Long-Term Debt Interest	692,415	689,839	(2,576)
Memberships & Dues	788,043	701,639	(86,404)
Municipal Taxes	833,594	834,915	1,321
Office Supplies	1,041,829	831,428	(210,401)
Premise Rental	3,151,330	3,102,182	(49,148)
Professional Development	591,479	221,752	(369,727)
Professional Fees	913,827	697,223	(216,604)
Security Services	2,931,738	2,929,197	(2,541)
Stipends, Allowances & Scholarships	1,656,655	2,358,955	702,300
Student Assistance 30% Tuition	950,000	960,290	10,290
Travel	737,350	632,361	(104,989)
Utilities	4,192,200	3,773,205	(418,995)
Other: see note 6	1,410,289	1,314,863	(95,426)
Amortization & Capital Support Grants	16,984,819	17,357,675	372,856
Total Non-Salary	83,395,398	78,379,251	(5,016,147)
Total Operating Expenses	178,433,040	175,031,487	(3,401,553)
Ancillary Expenses (Schedule 4)	16,303,802	15,874,464	(429,338)
Total Expenditures	**$194,736,842**	**$190,905,951**	**($3,830,891)**

SCHEDULE 4

ST. CLAIR COLLEGE
ANCILLARY OPERATIONS
FOR THE TWELVE MONTHS ENDED MARCH 31, 2026

	A	B	A - B
	MCURES BUDGET (12 months)	ACTUAL (12 months)	VARIANCE (12 months)
Revenue			
Beverage & Cafeteria	107,619	77,942	(29,677)
Bookstore - Windsor & Chatham	185,000	126,260	(58,740)
Special Events	75,000	13,008	(61,992)
Lockers Administration	46,142	42,810	(3,332)
Parking Lots	2,101,035	2,387,385	286,350
Residence - Windsor	3,927,194	3,955,849	28,655
St. Clair College Centre for the Arts	4,361,385	4,530,095	168,710
Varsity Sports	2,000,000	1,540,403	(459,597)
Sports Park	200,000	160,845	(39,155)
HealthPlex	308,500	431,381	122,881
SportsPlex	3,460	22,380	18,920
Woodland Hills Golf Course	585,000	600,905	15,905
	13,900,335	13,889,263	(11,072)
Expenditures			
Special Events	52,630	45,742	(6,888)
Lockers Administration	8,086	8,461	375
Parking Lots	1,346,522	1,261,726	(84,796)
Residence - Windsor	2,416,755	2,263,692	(153,063)
Residence - Chatham	32,554	25,433	(7,121)
Residence - GEM	922,765	674,901	(247,864)
Residence - La Residence	1,326,216	1,285,632	(40,584)
Residence - Saints	837,200	837,200	-
St. Clair College Centre for the Arts	4,190,740	4,479,330	288,590
Varsity Sports	2,461,886	2,522,251	60,365
Sports Park	204,994	164,455	(40,539)
HealthPlex	740,923	739,855	(1,068)
SportsPlex	1,270,851	1,127,645	(143,206)
Woodland Hills Golf Course	491,680	438,141	(53,539)
	16,303,802	15,874,464	(429,338)
Total Net Surplus / (Deficit)	**($2,403,467)**	**($1,985,201)**	**$418,266**

ST. CLAIR COLLEGE
ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)
FOR THE TWELVE MONTHS ENDED MARCH 31, 2026

	MCURES BUDGET (12 months)	ACTUAL (12 months)
Beverage & Cafeteria: Revenue	107,619	77,942
Bookstore - Windsor & Chatham: Revenue	185,000	126,260
Bookstore - Windsor & Chatham: Expenditures	-	-
	185,000	126,260
Lockers Administration: Revenue	46,142	42,810
Lockers Administration: Expenditures	8,086	8,461
	38,056	34,349
Special Events: Revenue	75,000	13,008
Special Events: Expenditures	52,630	45,742
	22,370	(32,734)
Parking Lots: Revenue	2,101,035	2,387,385
Parking Lots: Expenditures	1,346,522	1,261,726
	754,513	1,125,659
Residence - Windsor: Revenue	3,927,194	3,955,849
Residence - Windsor: Expenditures	2,416,755	2,263,692
	1,510,439	1,692,157
Residence - Chatham: Expenditures	32,554	25,433
Residence - GEM: Expenditures	922,765	674,901
Residence - La Residence: Expenditures	1,326,216	1,285,632
Residence - Saints: Expenditures	837,200	837,200
Residences Total: Net	(1,608,296)	(1,131,009)
St. Clair College Centre for the Arts: Revenue	4,361,385	4,530,095
St. Clair College Centre for the Arts: Expenditures	4,190,740	4,479,330
	170,645	50,765
Varsity Sports: Revenue	2,000,000	1,540,403
Varsity Sports: Expenditures	2,461,886	2,522,251
	(461,886)	(981,848)
Sports Park: Revenue	200,000	160,845
Sports Park: Expenditures	204,994	164,455
	(4,994)	(3,610)
HealthPlex: Revenue	308,500	431,381
HealthPlex: Expenditures	740,923	739,855
	(432,423)	(308,474)
SportsPlex: Revenue	3,460	22,380
SportsPlex: Expenditures	1,270,851	1,127,645
	(1,267,391)	(1,105,265)
Woodland Hills Golf Course: Revenue	585,000	600,905
Woodland Hills Golf Course: Expenditures	491,680	438,141
	93,320	162,764
Athletics / Recreation Total: Net	(2,073,374)	(2,236,433)
Total Revenue	13,900,335	13,889,263
Total Expenditures	16,303,802	15,874,464
Total Net Surplus / (Deficit)	**($2,403,467)**	**($1,985,201)**

Notes: Revenues & Expenditures

Note 1 **<u>REVENUE: Enrolment Based Envelope</u>**
Core Operating Grant

Note 2 **<u>REVENUE: Differentiation Envelope</u>**
Performance Funding

Note 3 **<u>REVENUE: Special Purpose/Other Grants</u>**
Accessibility Funding
Allied Health Enrolment Expansion
Clinical Education / Nursing Expansion
Collaborative Nursing
Electrical Techniques Expansion
International Student Recovery
Interpreters
Mental Health Worker and Services
Municipal Taxes
Postsecondary Education Sustainability
Primary Care Paramedic
STEM Enrolment SMA4

Note 4 **<u>REVENUE: Other</u>**
Access and Inclusion
Campus Safety
Indigenous Student Success Fund
Personal Support Worker Accelerated
WSIB

Note 5 **<u>REVENUE: Other</u>**
Administration Fees
Apprenticeship Classroom Fees
Credit Transfer Fees
In-Service Teacher Training
Diploma Certificate Replacement
Gain/Loss on Sale of Assets
Grade Appeals
Graduation Fees
Miscellaneous Income
Transcript Fee
Unrestricted Donations

Note 6 **<u>EXPENDITURES: Other</u>**
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

St. Clair College: MCURES Financial Health Metrics

Category	Metric	Threshold (pt = point)			3/31/2026		3/31/2025	
		Low (0 pt)	Medium (1 pt)	High (2 pt)	Value	Point	Value	Point
Liquidity	Primary Reserve Days	91 days or more	90 to 31 days	30 days or less	325	0	228	0
Liquidity	Working Capital Ratio	1.26 or more	1.25 to 1.01	1 or less	3.95	0	2.79	0
Liquidity	Category Score					0		0
Sustainability	Viability Ratio	61% or more	60% to 31%	30% or less	1078.54%	0	1003.81%	0
Sustainability	Debt Ratio	34% or less	35% to 54%	55% or more	19.39%	0	22.31%	0
Sustainability	Debt to Revenue Ratio	34% or less	35% to 49%	50% or more	8.03%	0	5.29%	0
Sustainability	Category Score					0		0
Performance	Surplus (Deficit) Ratio	1.6% or more	1.5% to 0.0%	less than 0%	-3.28%	2	10.13%	0
Performance	Net Operating Revenues Ratio	7.1% or more	7% to 2.1%	2% or less	-9.45%	2	-10.23%	2
Performance	Category Score							1
Future Outlook	Projected Future Primary Reserve Days	91 days or more	90 to 31 days	30 days or less	TBD	TBD	264	0
Future Outlook	Projected Future Surplus (Deficit) Ratio	1.6% or more	1.5% to 0.0%	Less than 0%	TBD	TBD	-6.58%	2
Future Outlook	Category Score					TBD		1
Overall Action Plan						high		low

*TBD = Finalized by MCURES during the June 2026 and January 2027 budget reporting cycles.

	no action: < 1.00 pt
	low action: ≥ 1.00 pt, ≤ 1.25 pt
	medium action: > 1.25 pt, < 2.00 pt
	high action: ≥ 2.00 pt

ST. CLAIR COLLEGE

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: JUNE 23, 2026

RE: BUSINESS PLAN ACCRUAL BUDGET TEMPLATE (MCURES FORMAT)

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

AIM:

To provide the Board with a "Business Plan Accrual Budget Template – Ministry of Colleges, Universities, Research Excellence and Security Format" (Pro-Forma Financial Statements) for the period ending March 31, 2027.

BACKGROUND:

The intent is to provide the readers of the submission with an indication of our projected financial position as at March 31, 2027. The submission is derived from the 2026-27 Business Plan and Budget approved by the Board of Governors (BOG) on March 31, 2026.

Provided in 'Appendix A' is the following:

- Statement of Operations
- Statement of Financial Position
- Financial Health Metrics:
  - The College's 2025-26 draft action plan rating excluding the Future Outlook category is a high action plan. Due to system constraints, MCURES is unable to populate the Future Outlook category result. The College's final 2025-26 action plan rating, when shared in early 2027, will include all metric categories. During 2025, Administration communicated the 2025-26 forecasted high action plan rating to the BOG on March 25, May 27, June 24 and November 26.

- With the College's 2025-26 fiscal year-end balances finalized, the 2026-27 action plan rating figures have been updated from the forecast communicated to the BOG on March 31, 2026 and May 26, 2026. The College continues to forecast a high action plan rating for 2026-27.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the Business Plan Accrual Budget Template (MCURES Format).

St. Clair College of Applied Arts and Technology
Statement of Operations
($ in 000's)

	3/31/2026	6/23/2026
	Actuals	Original Budget
	2025-26	2026-27
4 Revenue	**189,181**	**156,044**
41 Grant Revenue	**67,520**	**88,995**
411 Grant Revenue Operating	60,808	82,139
414 Amortization of Deferred Capital Contributions	6,712	6,856
43 Tuition Fees	**67,627**	**38,630**
431 Tuition Fee - Domestic	28,191	27,990
433 Tuition Fee - International	38,317	10,155
434 Apprenticeship Classroom Fee	455	335
439 Student Ancillary Fees	664	149
45 Educational & Other Fees for Services	**15,155**	**900**
451 Educational Services - Contractual	1,495	900
453 Private Partnerships Revenue	13,660	-
46 Ancillary Revenue	**13,889**	**12,835**
49 Other Revenue	**24,990**	**14,685**
5 Expenses	**195,388**	**161,587**
51 Salaries & Wages	**78,198**	**67,817**
511 Salaries - Full Time & Partial Load Academic	45,550	35,598
512 Salaries - Part Time & Sessional Academic	7,729	6,842
513 Salaries - Support Staff	16,560	16,874
514 Salaries - Administrative Staff	8,359	8,502
52 Employee Benefits	**17,872**	**15,764**
521 Benefits - Full Time & Partial Load Academic	5,563	5,248
522 Benefits - Part Time & Sessional Academic	1,054	890
523 Benefits - Support Staff	2,677	1,908
524 Benefits - Administrative Staff	1,032	963
525 Pension Plans	7,503	6,163
526 Post Employment Benefits & Comp. Absences	43	592
53 Transportation & Communication	**1,060**	**1,166**
54 Services	**44,644**	**30,581**
541 Services	15,234	13,733
542 Maintenance	7,196	8,220
543 Rental Expenditures	6,718	6,253
544 Private Partnerships Expense	11,365	-
549 Other Services	4,131	2,375
55 Supplies & Minor Equipment	**10,623**	**12,016**
551 Supplies & Minor Equipment	7,009	7,860
552 Utilities	3,613	4,156
56 Ancillary Services - Expenditures	**15,874**	**12,851**
57 Amortization Expense	**17,158**	**17,360**
59 Other Expenditures	**9,959**	**4,033**
591 Interest & Insurance Expenses	756	736
599 Other Expenses	9,203	3,297
SURPLUS/(DEFICIT)	**(6,207)**	**(5,543)**

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

	3/31/2026	6/23/2026
	Actuals	Original Budget
	2025-26	2026-27
1 Assets	**531,888**	**502,624**
11 Cash and Cash Equivalents	**28,150**	**18,660**
12 Accounts Receivable	**8,023**	**8,023**
14 Other Current Assets	**209,822**	**192,473**
15 CIP	**551**	**77**
16 Tangible Capital Assets	**479,558**	**494,780**
161 Land	6,036	6,036
162 Site Improvements	34,889	35,545
163 Building	333,683	340,121
164 Furniture and Equipment	100,201	108,330
169 Other TCA	4,749	4,749
17 Tangible Capital Asset Accumulated Amortization	**(221,834)**	**(239,194)**
172 AA Site Improvements	(18,139)	(20,858)
173 AA Building	(113,978)	(122,864)
174 AA Furniture and Equipment	(84,968)	(90,723)
179 AA Other TCA	(4,749)	(4,749)
19 Investments and Other Long-Term Assets	**27,619**	**27,804**
2 Liabilities	**231,824**	**208,103**
22 Accounts Payable and Accrued Liabilities	**40,253**	**27,510**
221 Accounts Payable and Accrued Liabilities	38,218	25,352
222 Accrued Interest	54	53
223 Current Portion of Long-Term Liabilities	1,982	2,106
23 Deferred Revenue	**20,949**	**13,874**
231 Deferred Revenue	4,414	3,721
232 Deferred Tuition Revenue	16,535	10,153
24 Restricted Contributions	**13,002**	**13,187**
25 Deferred Capital Contributions	**128,710**	**126,728**
27 Debt	**15,189**	**13,084**
29 Other Long Term Liabilities	**13,720**	**13,720**
3 Net Assets	**300,064**	**294,521**
31 Unrestricted Net Assets	**28,182**	**30,660**
32 Internally Restricted Net Assets	**135,642**	**126,267**
33 Investment in Capital Assets	**112,393**	**113,746**
37 Endowments	**23,848**	**23,848**
Assets - Liabilities - Net Assets	-	-

St. Clair College of Applied Arts and Technology
MCURES Financial Health Metrics

Benchmark	Low Threshold (0 points)	Medium Threshold (1 point)	High Threshold (2 points)	3/31/2026 Actual 3/31/2026	Points for Category	6/23/2026 Original Budget 3/31/2027	Points for Category
Liquidity							
Primary Reserve Days	91 days or more	90 to 31 days	30 days or less	325	0	377	0
Working Capital Ratio	1.26 or more	1.25 to 1.01	1 or less	3.95	0	5.25	0
					0	Avg. points	0
					< 1 point; no action		< 1 point; no action
Sustainability							
Viability Ratio	61% or more	60% to 31%	30% or less	1078.54%	0	1199.39%	0
Debt Ratio	34% or less	35% to 54%	55% or more	19.39%	0	16.19%	0
Debt to Revenue Ratio	34% or less	35% to 49%	50% or more	8.03%	0	8.38%	0
					0	Avg. points	0
					< 1 point; no action		< 1 point; no action
Performance							
Surplus (Deficit) Ratio	1.6% or more	1.5% to 0.0%	Less than 0%	-3.28%	2	-3.55%	2
Net Operating Revenues Ratio	7.1% or more	7% to 2.1%	2% or less	-9.45%	2	-11.11%	2
					2	Avg. points	2
					> = 2 points; high action		> = 2 points; high action
Future Outlook							
Projected Future Primary Reserve Days [1]	91 days or more	90 to 31 days	30 days or less	N/A	N/A	355	0
Projected Future Surplus (Deficit) Ratio [2]	1.6% or more	1.5% to 0.0%	Less than 0%	N/A	N/A	-1.60%	2
					N/A	Avg. points	1
					> = 1 point; medium action		> = 1 point; medium action
Overall Action Plan (the category with the highest action plan determines the overall action plan for the institution) [3]					**High Action Plan**		**High Action Plan**

[1] MCURES framework outlines Projected Future Primary Reserve Days to be calculated as [(2-year projected surplus/deficit + expendable net assets: liquidity - projected capital renewal spending over 2 years) / 2-year average of projected total expenses] * 365 days. Projected capital renewal spending over 2 years is calculated as (current facilities replacement value x 1.50% - current year facilities renewal program funding) x 2.

[2] MCURES framework outlines Projected Surplus (Deficit) Ratio to be calculated as projected surplus (deficit) / projected total revenue for a 1 year outlook only.

[3] Based on an average score for each of the core financial categories: Liquidity, Sustainability, Performance and Future Outlook an action plan for each category is determined. The category with the highest action plan determines the overall action plan applicable to the institution.

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: JUNE 23, 2026

RE: PROPOSAL TO AMEND THE COLLEGE BOARD OF GOVERNORS ESTABLISHED FOUNDATION SCHOLARSHIP

SECTOR: SENIOR OPERATIONS GROUP

AIM:

To obtain Board approval to:

- Discontinue the Foundation's Academic Excellence Scholarship and endowment top-ups issued through the Saints Strong Scholarship Fund; and,

- Reallocate the Entrance Awards, Esports and Varsity Athletics scholarships from the College's operating budget to the Foundation to be funded by the Saints Strong Scholarship Fund.

BACKGROUND:

Following the completion of the 2021-22 fiscal year, the College recorded its fourth consecutive annual surplus exceeding $30 million. As a result of these sustained surpluses, the College's Internally Restricted Reserves reached a balance of $92.5 million. In addition, the College's Unrestricted Reserves totaled $36.1 million balance and forecasts indicated the continuation of significant operating surpluses in future years.

In light of this strong financial position, the Audit and Finance Committee recommended that Administration develop a strategy to extend scholarship support to students while preserving the College's ability to respond flexibly to evolving student needs. To achieve this, it was determined that a portion of College funds would be contributed to the St. Clair College Foundation ("Foundation") to enhance student scholarship opportunities.

Two scholarship funds were subsequently established within the Foundation:

- The "St. Clair College Rise Above Scholarship" (Appendix A & C); and,
- The "St. Clair College Saints Strong Scholarship" (Appendix B).

A continuity schedule outlining the activity and balances of both funds since their creation in 2022-23 is provided below:

Fiscal Year	Rise Above Endowment		Saints Strong Annual	
	Principal Contributions	Bursaries Issued	Contributions	Scholarships Issued
2022-23	5,000,000		3,000,000	
2023-24	7,000,000	150,000	13,308,147	3,552,099
2024-25	-	366,000	714,396	2,928,904
2025-26	-	252,750	425,466	2,363,359
Total	12,000,000	768,750	17,448,009	8,844,362
			Balance 3/31/2026	8,603,647

The Rise Above Scholarship Fund has been used to support domestic students who meet established eligibility criteria. The Saints Strong Scholarship Fund has primarily been used to issue the Academic Excellence Scholarship (based on minimum fall semester GPA) and to supplement endowment funded bursaries that would otherwise fall below a $1,000 threshold.

Administration is proposing the following changes effective July 1, 2026:

- Discontinue the Foundation's Academic Excellence Scholarship and endowment top-ups currently funded through the Saints Strong Scholarship Fund.

- Reallocate the Entrance Awards, Esports and Varsity Athletics scholarships from the College's operating budget to the Foundation, to be funded by the Saints Strong Scholarship Fund. The combined annual cost of these three scholarships is approximately $1,012,500.

- As at March 31, 2026, the Saints Strong Scholarship Fund has a balance of $8,603,647.

- Based on current forecasts, the Fund would be largely depleted over an estimated eight-year period.

- During this eight-year timeframe, Administration will undertake the necessary proactive planning and analysis to determine how these three scholarship programs should be modified or restructured to support their eventual return to funding through the College's operating budget.

The College's issuance of scholarships and bursaries remains one of the most important and impactful ways we support student success. This commitment is deeply rooted in the College's mission to remove financial barriers, promote equitable access to education, and recognize academic and extracurricular excellence.

The College has consistently demonstrated its dedication to student financial support by expanding scholarship offerings, partnering with donors, and investing institutional resources to strengthen the overall scholarship framework. Even as the College undertakes a strategic shift to ensure long-term financial sustainability, this commitment remains unchanged. The proposed adjustments are designed to preserve the impact of scholarship opportunities while aligning funding mechanisms with the College's evolving financial strategy.

By reallocating certain scholarships to the Foundation, the College is restructuring the funding model to ensure that scholarships continue to be available and predictable. This approach allows the College to maintain its legacy scholarship programs, safeguard the student experience, and continue recognizing achievement and supporting access.

The Saints Strong Scholarship Fund agreement states that one of its core purposes is to maintain flexibility for Administration to respond to student demand. The Entrance Awards, Esports and Varsity Athletics scholarships are all included within the agreement's list of eligible scholarship types. Accordingly, no amendment to the agreement appears to be required to implement the proposed changes.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve:

- The discontinuation of the Foundation's Academic Excellence Scholarship and endowment top-ups issued through the Saints Strong Scholarship Fund; and,

- The reallocation of the Entrance Awards, Esports and Varsity Athletics scholarships from the College's operating budget to the Foundation to be funded by the Saints Strong Scholarship Fund.

ST. CLAIR COLLEGE

FOUNDATION

ENDOWMENT DONATION AGREEMENT

THIS INDENTURE effective as of the 31st day of January 2023.

BETWEEN:

ST. CLAIR COLLEGE BOARD OF GOVERNORS
(hereinafter called the **"Donor")**

OF THE FIRST PART

- and-

ST. CLAIR COLLEGE FOUNDATION
(hereinafter called the **"Foundation")**

OF THE SECOND PART

WHEREAS the Foundation is a non-share capital charitable corporation incorporated pursuant to the laws of the Province of Ontario and is a registered Public Foundation with the Canada Revenue Agency.

AND WHEREAS the Donor wishes to voluntarily convey, transfer and gift all amounts and/or things described in, and subject to the terms of, this Agreement (the "Gift") to the Foundation.

AND WHEREAS it is intended that, upon this Gift being effected, the Foundation shall be seized and possessed of both legal and beneficial interest in the Gift, for its own use, for the furtherance of its charitable objects and subject to the terms of this Agreement;

AND WHEREAS there is no consideration whatsoever paid to the Donor for the Gift.

NOW THEREFORE THIS AGREEMENT WITNESSETH AS FOLLOWS:

1. The Donor hereby voluntarily, gifts, transfers and conveys to the Foundation the sum of **five million ($5,000,000.00)** DOLLARS (the "Gift") for the purposes and subject to the provisions set out in Schedule A attached hereto and forming part of this Agreement, paid to the Foundation on June 1, 2022 (the "Donation Date").

2. The Foundation accepts the Gift effective as of the Donation Date.

3. The Foundation will issue a charitable donation receipt to the Donor for the amount of the Gift.

4. The recitals set out above are true and form part of this Agreement as fully and effectively as if set out in full in the body hereof.

5. This Agreement constitutes the entire agreement between the Parties with respect to the Gift and supersedes all prior agreements, understandings, negotiations, and discussions, whether written

or oral. There are no restrictions, conditions, limitations, covenants, agreements, representations, warranties, or other provisions, express or implied, collateral, statutory or otherwise, relating to the Gift except as expressly provided in this Agreement. There has been no warranty, representation, opinion, advice, or assertion of fact made by the Foundation or its Directors, officers, employees, or agents to the Donor, except as expressly set out in this Agreement.

6. The Donor acknowledges that the Foundation is relying on this Agreement to make binding commitments for the use of the Gift.

7. The Gift shall be subject to all laws applicable to the Foundation including, without limiting the generality of the foregoing, the Foundation's investment policy, as amended from time to time. This Agreement shall be construed in accordance with the laws of the Province of Ontario and of Canada applicable therein.

8. Neither Party shall make any public announcement or issue any media release concerning the Gift without the prior consent of the other Party.

9. Time shall in all respects be of the essence hereof provided that the time for doing or completing of any matter provided for herein may be extended or abridged by an agreement in writing signed by the Parties.

10. This Agreement shall endure to the benefit of and be binding upon the heirs, executors, administrators, successors, legal representatives and assigns of the Parties.

IN WITNESS WHEREOF the parties hereto have executed this Indenture on the date first above written.

SIGNED, SEALED AND DELIVERED
in the presence of -

Dean Piccinato

St. Clair College Board of Governors, Chair | Donor Signature

Witness | Jan. 14 - 2023
Date

ST. CLAIR COLLEGE FOUNDATION

John Fairley

Executive Director

MarcJonCT

Chief Financial Officer

ST. CLAIR COLLEGE

FOUNDATION

SCHEDULE A

TO AN AGREEMENT BETWEEN

ST. CLAIR COLLEGE FOUNDATION AND THE **ST. CLAIR COLLEGE BOARD OF GOVERNORS**

DATED January 31, 2023

1. The principal amount Gift shall be retained by the Foundation for the purpose of establishing a fund to generate income annually to be paid, in whole or in part, to The St. Clair College of Applied Arts and Technology (the "College") which shall, in its sole and final discretion, award scholarship(s) and bursaries annually to student(s) in financial need or who show superior academic merit or volunteer community involvement at the College.

Criteria:

- Must be enrolled full-time in a program at St. Clair College
- Must have a GPA of 2.0 or higher
- Recipients will be selected from each of the College's academic schools at the discretion of College Administration based on appropriate in-year allocations from appropriate programming, and utilizing the criteria shared with the Board of Governors in the November 22, 2022 report.

2. Despite Section 1 of this Schedule, the Foundation may, from time to time, award scholarships and bursaries directly to students.

3. The scholarship or bursary awarded shall, subject to Agreement by the College, be known as the **ST. CLAIR COLLEGE RISE ABOVE SCHOLARSHIP.**

4. The amount awarded from the Gift in any year will be determined by the Board of Directors of the Foundation in each y_ear and will be based primarily on the current and accumulated net investment returns of the Gift. All net investment returns received as income on the Gift will be used solely in accordance with the terms of this Agreement. It is intended by the parties that scholarship(s) will be paid annually based on income estimated at a minimum 3.5% of the Gift's principal, however no payment will be made that will encroach upon the endowment principal without the approval of the Foundation's Board of Directors. Therefore, the amount paid from the Gift in each year is subject to change. Income on the Gift will be retained by the Foundation and not paid for one fiscal year before any scholarship or bursary is paid from the Gift. Realized and unrealized capital gains in any year will be included in income of the Gift for that year, which may be disbursed in the current or future years and are not required to be added to the capital of the Gift.

5. For purposes of investment, the Gift may be pooled with other restricted gifts held by the Foundation. The Gift will be separately accounted for in the Foundation's books and records. Each year the net investment return of all Foundation investments pooled together, including capital gains and losses, will be proportionately allocated to each gift's separate account. The amount allocated will be

based proportionately on the value of the Gift as of March 31 of the prior year. The fiscal year of the Gift shall be from April 1 to March 31 in each year.

6. If the conditions or restrictions for the Gift are no longer necessary, practical, desirable, or possible to perform, the Foundation's Board of Directors may in its sole and absolute discretion, but after consultation with the Donor if still living, terminate this Agreement and designate the Gift for any substitute charitable purpose consistent with the Foundation's charitable objects and may, in the Foundation's absolute discretion, also transfer the Gift to a successor Trustee by appointment.

7. When the College or the Foundation awards scholarships at a presentation event, the Donor or a representative will be invited to present the **ST. CLAIR COLLEGE RISE ABOVE SCHOLARSHIP.**

8. Except as expressly provided to the contrary, the terms and conditions of this Agreement may not be amended, modified, or altered except in writing signed by the parties.

ST. CLAIR COLLEGE

FOUNDATION

TERMS TO ESTABLISH A TERM-FUNDED SCHOLARSHIP

Purpose of the Term-funded Scholarship

To establish a term funded award named **St. Clair College Saints Strong Scholarship** for the purpose of awarding scholarships annually to students enrolled at St. Clair College of Applied Arts and Technology.

Size and Nature of the Term-funded Scholarship

A donation in the amount of **$16,000,000** has been contributed to the **St. Clair College Saints Strong Scholarship.** The scholarship is awarded to the student(s) during the college's fiscal year.

Total Gift	Scholarship Term	Number of Scholarships Awarded Annually	Value of the **St. Clair College Saints Strong Scholarship**
$16,000,000	**Annual**	**No Limit**	**See Aooendix A**

Further contributions can be made at any time to endow or increase the value of the scholarship and/or the number of scholarships awarded.

Awarding of the Scholarship

The **St. Clair College Saints Strong Scholarship** may be awarded based on the following criteria:

- Please refer to the guidelines set by Appendix A (Attached)

Selection of Scholarship Recipients

Selection of scholarship recipients will be made by **St. Clair College Administration.**

Nature of the Scholarship

There is no limit to the number of recipients each year.

Presentation of Awards

The College will award scholarships throughout the fiscal year.

Permission to Alter

If it becomes necessary to make changes to the terms of this agreement during its period of execution, any such changes will be made in consultation with **St. Clair College Administration.**

Sole Agreement

This instrument is the sole agreement among the parties with respect to this donation.

John Fairley Executive Director St. Clair College Foundation	Jean Piccinato Chair St. Clair College Board of Governors
Date: June 5/2024	Date: June 7/2024

Page 2 of 2

ST. CLAIR COLLEGE

TO: FOUNDATION BOARD

FROM: SENIOR OPERATIONS GROUP

DATE FEBRUARY 21, 2024

RE: DRAFT 2024-25 SCHOLARSHIP PROGRAM

As part of the College's strategy to provide additional scholarships to students while maintaining flexibility to respond to student demand, the following is being considered for the 2024-25 budget year.

BACKGROUND:

Due to the announcement made on January 22, 2024 by the Honourable Marc Miller, Minister of Immigration, Refugees and Citizenship Canada (IRCC) that there will be a cap set on international student permit applications for the next two years (a decrease of 35% from 2023), the Senior Operations Group has reviewed the College's scholarship program to adjust expenditures to align with the anticipated financial impacts of this decision (estimate a 50% reduction in international study permits and the wind down of our PCPP partner).

INITIATIVES:

Due to the anticipated financial forecast over the next two (2) years, the Senior Operations Group has reviewed both the domestic and international scholarship programs and propose the following:

- **Domestic Scholarship Program:** The following St. Clair College initiatives have been determined to strengthen financial resources for our domestic students and assist with the cost of their education.

    1. **Principal's Entrance Awards (NEW)-A** $1,000 scholarship will be offered to one (1) male and one (1) female student at every high school (for a total of two scholarships per school) within the Windsor/Chatham/Sarnia and London region. These will be awarded annually in May and award winners will be determined by the individual schools. Students must be registered full-time to claim the award.

    2. **Academic Excellence Scholarship (NEW)** - In keeping with our Vision of "Excellence in All We Do", St. Clair will offer all returning students that hold a GPA of 3.5 for the Fall semesters, a scholarship of $750 and students with a 4.0 GPA for the Fall semester with a scholarship of $1,000. The award will be issued annually in the Winter semester.

    3. **2023 Foundation Endowments and Annual Bursaries Endowment Fund** - St. Clair College will increase all 2023 endowments and bursaries to a minimum amount of $1,000 to be allocated for each award.

4. **St. Clair Entrance Awards** - St. Clair College recognizes freshmen students' outstanding secondary school academic achievement by awarding academic scholarships and entrance awards. These awards have been created to publicly honour excellence in those who will be attending St. Clair College. Students must be registered full-time to claim the award. Criteria includes the following:

    - Have a minimum average of 85% at the college (C), university (U), university college **(M),** open (O) [*excluding OLC4O] in a minimum of six (6) grade 12 subjects to be considered for one of the Academic Scholarships ($1,500);

    - Or, have a 75% average at the college (C), university (U), university college (M), open (0) [*excluding OLC4O] in a minimum of six (6) grade 12 subjects to be considered for an Academic Entrance Award ($1,000).

5. **2023 Access Scholarship** -This College scholarship will serve as a mechanism for economic equality by granting disadvantaged students access to postsecondary education at St. Clair. It is our hope that this financial support will assist with breaking the cycle of poverty, support upward mobility and narrow the income gap. Eligible students currently include those participating in the Windsor MHIO0 program. Other criteria include demonstrating economic need and a written application.

6. **Varsity Athletic Scholarship-** St. Clair College has introduced an innovative scholarship program for all of its varsity athletes that will support both athletics and academics issuing a $1,500/semester per sport. The purpose of this program is to encourage not only the top student athletes from Windsor-Essex and Chatham-Kent to stay in the area and obtain a quality education, but to assist the St. Clair College coaches in recruiting top student athletes from across Ontario. To retain the scholarship, each varsity athlete must obtain a minimum 2.0 GPA in each semester with no failed courses. More information can be found at https://www.stclaircollege.ca/financial-aid/athletic-scholarships.

7. **Polar Plunge Award** - Grade 12 students who participate in the Windsor/Chatham Polar Plunge can receive a $500 bursary who attend and register at St. Clair College the following September.

8. **Start Here Go Anywhere Global Scholarship {NEW}** - Total allocation of 25 scholarships of $500. This $500 scholarship is open to domestic students travelling abroad for a teaching and learning opportunity through the College's established pathways. Criteria would be based on GPA and Student Standing, and a written application of the educational benefits perceived by the student.

9. **First Generation Scholarship-** The Ontario First Generation Bursary is an award provided to Ontario students with financial need who are the first in their family to attend postsecondary education. More information can be found at https://www.stclaircollege.ca/financial-aid/first-generation-indigenous.

10. **Indigenous Scholarship** - This award is provided to Indigenous students with financial need who are attending postsecondary programs and/or training programs at either Ontario publicly-assisted colleges and universities or approved Indigenous postsecondary education and training institutions. More information can be found at https:ljwww.stclaircollege.ca/financial-aid/first-generation-indigenous.

11. **Specialist High Skills Major (SHSM)** - A scholarship in the amount of $1500 is offered to students who have completed the requirements to be granted a SHSM Seal on their Ontario Secondary School Diploma. Criteria includes the following:

    - Must be a first-year student entering a full-time program who has received a SHSM credential.

    - Must have an average of 75% or higher in their senior-level courses (Grade 11 & 12).

    More information can be found at https://www.stclaircollege.ca/financial-aid/high-skills-scholarship.

12. **School Within A College (SWAC)-** SWAC is a partnership between one of our four participating school board partners and St. Clair College. It offers students in Grade 12 or 12+ the opportunity to earn secondary school credits and College delivered Dual Credits at the College campus. SWAC graduates receive a SWAC Graduate bursary of $750 payable when they enroll in a full-time program at St. Clair College. More information can be found at https://www.stclaircollege.ca/programs/swac.

13. **Get Skilled ($500), Skills Ontario ($1000) and First Robotics ($1000)** - St. Clair College is committed to supporting students who go above and beyond by competing in a variety of skills competitions. St. Clair offers 3 unique tuition scholarships so the more you compete, the more you can quality to receive. Students are required to complete an application form for each competition they participate in and must have an average of 75% in their Grade 12 subjects.

14. **E-Sports Varsity-** Saints Academy supports all E-sports titles with opportunities to advance to varsity rosters. Saints Varsity E-sports currently fields teams in League of Legends, Rocket League, Valorant, Overwatch and Call of Duty. Scholarships are awarded depending on ranking and students can earn $500 - $2000 per semester.

15. **Learn and Stay Grant** - This scholarship provides funding for students studying in priority programs in priority communities in Ontario. Eligible programs are BSCN/Collaborative Nursing, Registered Practical Nursing and Medical Laboratory Science.

- **2023 International Scholarship Program:** The following initiatives have been determined to strengthen financial resources for our international students and assist with the cost of their education. The 2024-25 budget includes $3,000,000 for such initiatives.

1. **International Students for Tomorrow's Workforce** (Student Recruitment)
   Total annual allocation of 425 scholarships x $500 = $212,500

2. **Excellence in Global Leadership Scholarship** (to support Student Retention)
   Total annual allocation of 45 scholarships x $5,000 = $225,000

3. **Diplomacy Bursary** (ie. Ukrainian students)
   Totai allocation of 5 schoiarships x $10,000 = $50,000

4. **Start Here Go Anywhere Global Scholarship** (to support Student Pathways)
   Total allocation of 25 scholarships x $500 = $12,500

5. **The Global Saints Nation Scholarship** - Celebrating the diversity of countries that make up SAINTS NATION, the Global SAINTS NATION scholarship will provide support for the diverse and unique situations our global learners may find themselves in throughout their academic journey at St. Clair College. Individual amounts will be determined by administration on an as needed basis, with no individual scholarship surpassing $10,000 in an academic year. The eligibility criteria is as follows:

   - Enrolled international student at St. Clair College.
   - In good academic standing.
   - Student is recruited and travels from an Emerging Market.
   - Student participates in campus life.
   - Student has completed THRIVES orientation and mandatory modules.
   - Student expresses a financial need.

NEXT STEPS:

The following will be included in the 2024-25 budget and the Senior Operations Group will provide additional information as it becomes available.

A Governor inquired as far as the number of parking spots, will this meet the needs of the students and how many parking spots are required?

The President responded that there is no definitive answer at this time. During the pandemic, COVID-19 did change the dynamics of the Windsor Campus, as well as the Downtown Campus offerings. During semester start-up, the number of parking complaints received is high, particularly during specific hours. Another issue is the distance of some of the parking lots from the main buildings on campus. The parking expansion included in the proposal has better proximity to the main buildings.

A Governor inquired if College Administration has ever considered the use of a shuttle bus to the distant parking lots?

The President noted that yes, a shuttle bus has been considered. With the potential acquisition of the Church, College Administration will need to also consider a walkway or a shuttle bus for students, in the interest of student safety. College Administration has considered acquiring a bus, also for recruitment purposes. However, the cost of a bus is high and the hiring of a bus driver is difficult in this area.

A Governor inquired about the importance of green space to the students?

The President responded that certain amenities were important to the students. Green space was a priority for College Administration because Campus Beautification was a Strategic Direction, and our campus truly is beautiful in comparison to others, green space contributes to this. College Administration considered multiple locations on campus to add parking and chose to keep some of the major pieces of green space. Although the drawings appear to use a lot of green space, the areas that were chosen for parking expansion mostly utilize existing parking lots and leave as much green space as possible.

After a brief discussion it was,

> **RESOLVED THAT** the Board of Governors approve the revision to to the Parking Deck project and budget.

4.4 Scholarship Disbursement

- The Board Chair called upon the President to speak to this item. President France noted that the report was included in the In-Camera agenda package and highlighted the following:

- The report outlines the recommendations of College Administration for the International and Domestic Student Scholarship programs that were supported and initiated by the Board of Governors.

International Student Scholarships

- The International Student Scholarship program allocation of $5 million was developed to be more significant because of the tuition costs of our international students, while being mindful of the number of students that the scholarships could benefit. College Administration has developed a program that provides balance while allocating annually to four different international scholarships:

  1. International Students for Tomorrow's Workforce (Student Recruitment) - The allocation of 425 scholarships of $500 each, totaling $212,500.

  2. Excellence in Global Leadership Scholarship (Student Retention) – The allocation of 45 scholarships of $5,000 each, totaling $225,000.

  3. Diplomacy Bursary – The allocation of 5 scholarships of $10,000 each, totaling $50,000.

  4. Start Here Go Anywhere Global Scholarship (Student Pathways) – The allocation of 25 scholarships of $500 each, totaling $12,500.

- Based on this plan, a total of $500,000 from the established reserve will need to be withdrawn annually to fund the scholarships.

Domestic Student Scholarships

- The $5 million for domestic student scholarships, as approved by the Board of Governors in May 2022 was allocated to the St. Clair College Foundation as an endowment in perpetuity. In compliance with the Foundation's Endowment Policy, based on the $5 million principal contribution in this endowment the annual bursary amount will be approximately $175,000, with the first allotment being distributed in 2023-2024.

- The allocation will be invested in order to facilitate the required investment income.

A Governor inquired if College Administration foresees the total allocation being distributed annually.

The President stated the full allocation will be distributed annually.

A Governor inquired if these scholarships will follow the current scholarship application process where a student completes one application annually that can be used for each qualifying scholarship.

The President stated that College Administration will streamline these scholarships with the other College scholarships and develop marketing campaigns that will ensure that students are aware of them.

A Governor noted that the Foundation will be allocating 3.5% of the principal fund and could potentially earn approximately 5% investment income. Is this process being followed to build the endowment?

The President noted that this is the strategy in the short-term to build the endowment. The process in the past has been that the percentage allocated annually to the scholarship will be based upon the percentage of income investment earned. In years when investments did not earn a positive return, the College subsidized the endowment. The additional investment income will be available in the endowment fund for those years when the investment income does not meet the threshold.

After a brief discussion it was,

> **RESOLVED THAT** the Board of Governors approve the International and Domestic Student Scholarship programs, as presented, that were supported and initiated by the Board of Governors.

4.5 Board Self-Evaluation Committee

The Board Chair spoke to this item, highlighting the following:

The Board Self-Evaluation Survey is completed annually in May with the results distributed in June.

In June 2022, during the discussion of the survey results, Board members provided feedback on the questions and scoring of the survey. As a result, it has been proposed that a committee be formed to review and develop the 2023 Board Self-Evaluation Survey.

The Board Chair has called for volunteers to serve on the committee. Any Board members that are interested are asked to forward your name to the Board Secretary and a committee meeting will be called in the new year.

5.0 **Business Arising**

5.1 LGIC Appointments and Recruitment

The Board Chair spoke to this item, highlighting the following:

Included in the In-Camera Agenda package is a listing of all Board members and their appointment dates. In accordance with the Board's Annual Work Plan, a Recruitment Committee will be formed in the new year.

ST. CLAIR COLLEGE

TO: BOARD OF GOVERNORS

FROM: PATRICIA FRANCE, PRESIDENT

DATE: NOVEMBER 22, 2022

RE: INTERNATIONAL AND DOMESTIC SCHOLARSHIP PROGRAMS

SECTOR: INTERNATIONAL RELATIONS, CAMPUS DEVELOPMENT AND STUDENT SERVICES, RON SEGUIN, VICE PRESIDENT
COLLEGE COMMUNICATIONS AND COMMUNITY RELATIONS, VICE PRESIDENT AND EXECUTIVE DIRECTOR, FOUNDATION, JOHN FAIRLEY

AIM:

To obtain Board approval for the International and Domestic Student Scholarship programs that were supported and initiated by the Board of Governors.

BACKGROUND:

A) **International Student Scholarships:** The International Scholarship Program provides an allocation of $2,500,000 over a five-year period and will assist 500 international students on an annual basis. A total of $500,000 per year will be directed to four different international scholarships as follows:

1. **International Students for Tomorrow's Workforce** (Student Recruitment)
Total allocation of 425 scholarships x $500 = $212,500

Criteria – Available to first year students, accepted and enrolled in specific programs that address local community needs for the skills gap of tomorrow. An emphasis on Automotive, Women in STEM, Health, Construction, Agriculture and Finance, in addition to other programs implemented by the College's Senior Operating Group (SOG).

Eligible programs include:

- Business Administration-Finance, Accounting
- Electromechanical Engineering Technician/Technology - Robotics
- Media Convergence
- Mechanical Engineering Technology – Automotive Product Design

- Public Relations
- Mechanical Technician - CAD/CAM
- Early Childhood Education
- Computer Systems Technician/Technology - Networking
- Honours Bachelor of Applied Arts in Social Justice and Legal Studies
- Esports Administration and Entrepreneurship
- Practical Nursing
- Occupational Therapist Assistant/Physiotherapist Assistant (OTA/PTA)

2. **Excellence in Global Leadership Scholarship** (to support Student Retention)
   Total allocation of 45 scholarships x $5,000 = $225,000

   Criteria – Available to all international students who have completed their first semester at St. Clair College. Students must attain a Grade Point Average (GPA) of 3.5 or higher and demonstrate a significant contribution at any one of the Windsor, Downtown, Thames or Toronto campuses. In addition to the required GPA, students must demonstrate financial need and submit an essay outlining their accomplishments.

3. **Diplomacy Bursary**
   Total allocation of 5 scholarships x $10,000 = $50,000

   Criteria – This bursary is made available to any international students at all College campuses, who are experiencing geopolitical crises, environmental disasters and political strife. Examples include war, famine, floods, drought and government upheaval.

4. **Start Here Go Anywhere Global Scholarship** (to support Student Pathways)
   Total allocation of 25 scholarships x $500 = $12,500

   Criteria – Domestic students who obtain a GPA of 3.00 and are accepted to study internationally (including Co-op, internships, and full-time studies). The host international school must have a signed articulation agreement with St. Clair College. Students may only receive this scholarship once.

Investment Approach:

In May 2022, the Board approved $5,000,000 to be allocated into an internally restricted reserve for International Student Scholarships. This has been completed. Based on the above plan, a total of $500,000 from the reserve will need to be withdrawn each year to fund the scholarships. The College's current GIC rate is 4.70%. Administration is recommending utilizing a tiered approach where the reserve funds are invested in a mix of redeemable and locked-in GICs, in order to meet cash flow requirements. The locked-in GIC rate will be discussed with the College's banking services provider. However, the preliminary plan, assuming a static 4.7% GIC rate would be as follows:

Fiscal Year	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	Total
Principal	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	5,000,000
Interest	209,250	186,000	162,750	139,500	116,250	93,000	69,750	46,500	23,250	-	1,046,250

B) **Domestic Student Scholarships:** In May 2022, the Board of Governors approved $5,000,000 to be allocated to the St. Clair College Foundation as an endowment in perpetuity to support domestic student scholarships. This has been completed. In accordance with the Foundation's Endowment Policy, the minimum amount the Foundation must spend each year in bursaries and scholarships is 3.5% of the average value of its investments. Based on the $5,000,000 principal contribution in this endowment, the annual bursary amount will be approximately $175,000. The first allotment of $175,000 will be disbursed in 2023-2024.

To facilitate the investment income required to have the $175,000 available for bursaries in 2023-2024, the $5,000,000 was invested as follows:

Investment Type	Amount
GICs	$ 1,700,000
Bonds	$ 2,800,000
Equities - U.S.	$ 350,000
Equities - Canadian	$ 150,000
Total	$ 5,000,000

<u>RECOMMENDATION</u>:

IT IS RECOMMENDED THAT the Board of Governors approve the International and Domestic Student Scholarship programs, as presented, that were supported and initiated by the Board of Governors.

ST. CLAIR COLLEGE

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: JUNE 23, 2026

RE: ST. CLAIR COLLEGE 2025–2026 ANNUAL REPORT

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

AIM:

To present the St. Clair College 2025–2026 Annual Report to the Board of Governors for review and approval prior to submission to the Ministry of Colleges, Universities, Research Excellence and Security.

BACKGROUND:

Under the Ontario Colleges of Applied Arts and Technology Act, 2002 and Ontario Regulation 34/03, each college is required to prepare an Annual Report, make it publicly available and submit it to the Minister. In addition, the Ministry's Binding Policy Directive on Governance and Accountability requires that the Annual Report be prepared in accordance with the established Annual Report Operating Procedure, which sets out the minimum content, format and accountability requirements.

The Annual Report is a key accountability document that outlines the College's performance against its business plan objectives, includes audited financial statements and supports transparency to both government and the public. Consistent with good governance practices and Ministry expectations, the Annual Report is presented to the Board of Governors for review and approval prior to submission.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the 2025–2026 St. Clair College Annual Report for submission to the Ministry.

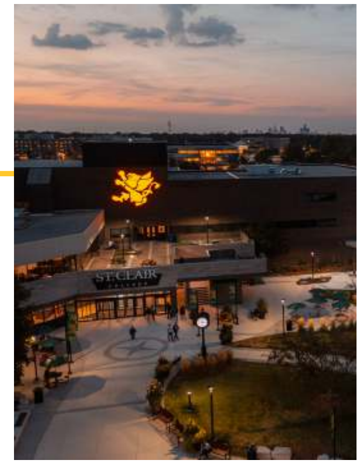
ST. CLAIR
COLLEGE

ANNUAL REPORT
2025-2026

RISE ABOVE THE ORDINARY

Table of Contents

1.0 Executive Summary 2025–26 Annual Report



At St. Clair College, student achievement is at the centre of everything we do. From success in the classroom to the community, the College is actively preparing the workers and leaders of tomorrow. The 2025-26 Annual Report features many examples of student achievement, institutional stability and community-building that together encompass the "Saints Experience."

To help capture this momentum, St. Clair College embarked on a new strategic plan in 2025 built around three key pillars: St. Clair's student and community impact, academics that build rewarding careers and a talented and accountable organization. Detailed in the pages that follow are hundreds of examples where Saints embody the mission, vision and values of the institution while also fulfilling the new strategic directions.

At a time when colleges across Ontario are combatting declining international enrolment, St. Clair College strengthened domestic recruitment efforts by engaging prospective students and community members through campus tours, workshops, camps and experiential learning opportunities designed to build awareness of postsecondary pathways and career opportunities.

Student well-being and retention remained key priorities through expanded mental health supports, accessibility services, Indigenous Student Services, tutoring, counselling and transition programming.

Community engagement and applied research activities also expanded significantly. Students, faculty and staff contributed thousands of volunteer hours through charitable initiatives, outreach programs, and partnerships supporting healthcare, education, youth development and regional wellness. It is said that a rising tide lifts all boats, and through these collective efforts, Saints Nation is working tirelessly to make the community a better place while building incredible bridges and networks across all sectors of the economy.

Research and Innovation initiatives at St. Clair College strengthened collaborations with industry and community partners while increasing student participation in applied research projects addressing regional socio-economic challenges.

The College also continued expanding flexible learning opportunities through online and hybrid course delivery, along with new articulation agreements with university partners to further enhance academic mobility and degree completion pathways for students.

The Saints continued a tradition of excellence on the courts and fields of play, led by the women's soccer team, which captured OCAA gold for the first time in 37 years. The Saints Football program continued to dominate, taking home its fourth consecutive provincial championship and Saints Esports maintained its grip in the international gaming landscape, scooping up numerous international acclaims. The Saints also took home silver medals in men's baseball, men's and women's golf, women's volleyball and softball, and men's cross-country running, while the men's basketball and indoor soccer teams captured bronze.

Despite sector-wide financial pressures related to changes in international student policies, the College maintained strong financial oversight, transparent reporting practices and healthy reserve balances while continuing to invest in employee development, student supports and infrastructure renewal.

Collectively, these initiatives reinforce the College's commitment to excellence, accessibility, community impact and long-term institutional sustainability while preparing students to succeed in an evolving global workforce.

2.0 Message From The Board Chair 2025–26 Annual Report

The role of the Board of Governors is to provide oversight, accountability and strategic guidance in support of St. Clair College's mission and long-term success. The 2025–26 Annual Report reflects a year in which that responsibility was exercised with care, diligence and a clear focus on sustainability and student success.

The post-secondary environment continues to evolve, shaped by economic conditions, demographic change and policy decisions beyond the control of any single institution. Within this context, the Board worked closely with the College's senior leadership to ensure that decisions were guided by prudence, transparency and a shared commitment to academic integrity and institutional resilience.

Throughout the year, the Board fulfilled its responsibilities for governance, financial oversight and strategic alignment. Careful review of financial performance, enrolment trends and risk considerations informed decisions intended to safeguard the long-term strength of the College while preserving its ability to deliver high-quality, career-focused education. The results of that work are reflected in the information presented in this report.

Equally important is the Board's responsibility to uphold the College's public mandate and connection to the communities it serves. St. Clair College plays a vital role in workforce development, economic vitality and social well-being across Windsor-Essex, Chatham-Kent and beyond. The accomplishments highlighted in these pages—academic success, applied learning, athletic achievement, research activity and community engagement—demonstrate the continued relevance and impact of the institution.

The Board is deeply appreciative of the leadership of President Michael Silvaggi, whose steady guidance has been instrumental throughout the year. We also extend our sincere thanks to faculty and staff for their professionalism and dedication, and to students for their commitment to learning and involvement in campus life. The generosity of donors and partners further strengthens the College's ability to support access, opportunity and innovation.

Governance is ultimately about stewardship for the future. As the College looks ahead, the Board remains confident in St. Clair College's strategic direction, grounded values and ongoing commitment to Excellence in All We Do. We are proud to support an institution that continues to adapt, lead and serve with purpose.

On behalf of the Board of Governors, I am pleased to present the 2025–26 Annual Report of St. Clair College.

Garry Rossi

Garry Rossi
Chair, Board of Governors
St. Clair College

3.0 Message From The President 2025–26 Annual Report

Each year, St. Clair College's Annual Report brings together a range of perspectives that collectively tell the story of our institution: financial results that reflect stewardship and sustainability, independent measures of impact and a record of the academic, professional and extracurricular achievements of students, staff and graduates. Viewed together, these elements demonstrate a year defined by focus, discipline and an unwavering commitment to our mission.

Within a postsecondary environment that continues to evolve, St. Clair College approached 2025–26 with clarity of purpose. While broader sector conditions remained shaped by changing enrolment patterns, funding pressures and demographic shifts, the College concentrated its efforts on what it could control—academic quality, student experience and fiscal responsibility. Those priorities guided decision-making throughout the year and are evident in the outcomes reflected in the pages that follow.

Financially, the College continued to operate with prudence and transparency, balancing stability with targeted investment to support long-term sustainability. The continued generosity of donors to the St. Clair College Foundation further strengthened student access through scholarships and bursaries, reinforcing our shared commitment to affordability and opportunity.

St. Clair College also remained closely aligned with workforce and community needs across Windsor-Essex, Chatham-Kent and beyond. Academic divisions worked collaboratively to direct resources where they could deliver the greatest impact, preserving program relevance and supporting clear pathways to meaningful careers or further education. The professionalism, adaptability and dedication of faculty and staff were central to this work and to the continued success of our students.

Beyond the classroom, campus life in 2025–26 reflected the energy and engagement of Saints Nation. Applied learning, student leadership and co-curricular activities enriched the student experience, while Saints teams and individuals once again achieved distinction at provincial, national and international levels. These accomplishments, alongside research initiatives and community service, illustrate that excellence at St. Clair is demonstrated daily across countless endeavours.

Community engagement remained a cornerstone of the College's identity. Partnerships with industry, public agencies, non-profit organizations and charitable initiatives continued to enrich curriculum, strengthen civic life and reinforce the College's role as a contributor to regional economic vitality and workforce development. This impact is further reflected in a growing alumni community of more than 150,000 graduates making meaningful contributions across a wide range of professions.

Annual Reports necessarily include data and measures of performance. Yet the most enduring measure of St. Clair College's success is human—students who persevere, graduates who thrive and communities that are stronger because of the education delivered here.

Through changing policy environments and economic cycles, St. Clair College remains grounded in its values, guided by its strategic vision and committed to Excellence in All We Do.

It is with pride in what has been accomplished and confidence in the path ahead that I present the 2025–26 Annual Report of St. Clair College.

Michael Silvaggi

Michael Silvaggi, M.Ad.Ed.
President

4.0 Vision, Mission And Values
The Saints Experience – Where Potential Meets Purpose

VISION - Excellence in all we do

Excellence: Achieving the highest standards in education, student success and operational performance through innovation, continuous improvement and a commitment to quality.

All we do: Encompassing everything the College delivers, from academics and student supports to partnerships and community engagement.

MISSION - Quality education that transforms lives and communities

Quality Education: A student-centered learning experience that combines academic excellence, hands-on training, and industry-aligned programs to equip graduates with the skills, knowledge, and flexibility required for success.

Transforms Lives and Communities: Empowering individuals through education, fostering personal growth, career readiness, and lifelong learning while contributing to the economic, social, and cultural vitality of the communities St. Clair serves.

VALUES

Accountability: We are responsible stewards of our resources, making informed decisions with transparency, fiscal responsibility, and a commitment to sustainable operations.

Adaptability: We evolve with the changing landscape, maintaining a strategic and flexible approach while prioritizing continuous improvement for long-term success.

Community: We support the people, industries, and communities we serve through collaboration, meaningful partnerships, and responsive decision-making.

Inclusivity: We foster a diverse, welcoming, and accessible environment where everyone feels valued, respected and empowered to succeed.

Integrity: We uphold the highest ethical standards, treating others with fairness, honesty, and respect in all interactions.

Quality: We pursue excellence in academics, research, services, and operations, continuously adapting to meet the evolving needs of students and partners.

Pillar # 1

St. Clair's Student and Community Impact

Elevate St. Clair's brand and reputation for community impact and student personal growth, well-being and academic success.

5.1 St. Clair's Student and Community Impact

GOAL	INITIATIVE	MEASURE
Enhance Student well-being and success through the "Saints Experience."	Elevate student mental health, belonging, and school spirit through student services and campus life experiences.	Providing supports to students as it pertains to mental health, well-being and a sense of belonging.

REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College is committed to creating a safe, inclusive, and supportive environment through a comprehensive range of student wellness and support services to create a positive College experience. Recognizing that student challenges are often interconnected, the College uses a holistic, wrap-around approach to care that supports academic, emotional, social, and cultural well-being of students.

Core supports include academic and mental health counselling, the Campus Care Team, campus security, sexual violence prevention education and reporting, and a broad range of Student Services. Counsellors assist students with academic planning, accommodations, stress management, and career planning, while short-term mental health counselling and community partnerships help students access additional care when needed.

The Campus Care Team coordinates responses to critical student concerns to support student safety and success. Campus Security works collaboratively with community partners to maintain a secure learning environment. Student Services also provides accessibility support, tutoring, testing services, Indigenous Student Services, and referral guidance for students unsure where to seek help.

In 2025–26, the College continued implementing its five-year Mental Health Strategy and Policy, reinforcing its commitment to student well-being through a compassionate, human-rights-informed approach.

The THRIVES transition program, an online course for first-semester students, provides resources on time management, wellness, finances, and study habits. In Fall 2025, 95 per cent of approximately 4,800 first-year students accessed the program. The Student Orientation to Accessibility Resources (SOAR) supported 250 new students with disabilities in August 2025.

Indigenous Student Services supported 423 First Nation, Métis, and Inuit students from 38 First Nations communities by providing culturally relevant counselling, Elder support, and access to traditional medicines for smudging ceremonies.

Additional initiatives included high school transition meetings for incoming students, mental health training in partnership with the Canadian Mental Health Association, participation in the Canadian Campus Well-Being Survey coordinated by the University of British Columbia, and expanded 24/7 online counselling supports such as IM Well, Good2Talk, and WeConnect.

Statistics related to Accessibility, Library, Peer Tutoring and Counselling Services are collected and reviewed monthly to identify trends and improve service delivery by reallocating resources.

5.1 St. Clair's Student and Community Impact

GOAL	INITIATIVE	MEASURE
Enhance Student well-being and success through the "Saints Experience."	Elevate student mental health, belonging, and school spirit through student services and campus life experiences.	Percentage of retained students who continue their studies at St. Clair College from year-to-year.

REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College recognizes that a vibrant campus environment, strong student pride, and accessible mental health supports are essential to fostering student belonging, personal growth, and academic success. A wide range of initiatives contribute to the student experience, including onsite and virtual mental health services, assistive technology assessments and supports, accommodated testing services, and extracurricular opportunities such as athletics, Enactus, and academic showcase programs. Together, these services help strengthen student engagement and support positive academic outcomes.

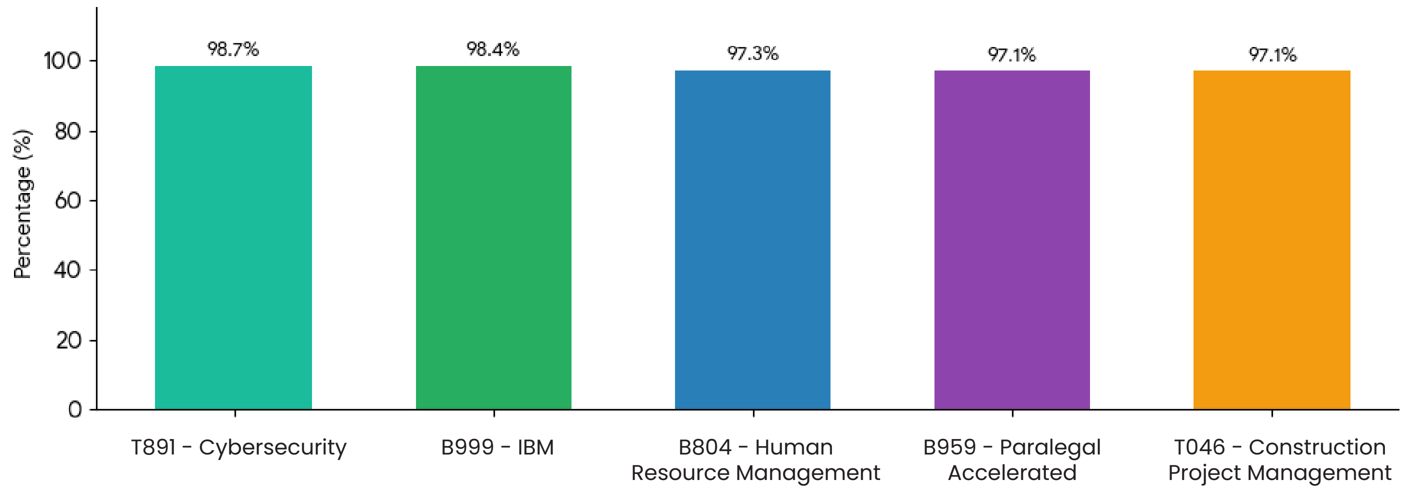
Student retention remains strong, with 82.7 per cent of students enrolled in Fall 2024 either continuing their studies or graduating. The accompanying data tables highlight programs with the highest positive student trajectories and identify gaps between domestic and international student outcomes within specific programs. These findings help inform ongoing strategies to enhance student support, engagement, and retention across the College community.

5.1 St. Clair's Student and Community Impact

Overall Student Retention

Category	Domestic	International	Total
Full-Time Fall 2024 Enrolment	6,977	4,576	11,553
Graduated or Continued into Fall 2025	5,416	4,144	9,560
Retention Rate	77.6%	90.6%	82.7%
Returning Graduates from 2024	388	111	499

Top 5 Positive Trajectory Programs



5.1 St. Clair's Student and Community Impact

GOAL	INITIATIVE	MEASURE
Support the success of the communities we serve.	Instill St. Clair's community and service-oriented values in students by embedding leadership, volunteerism, and community engagement into academic and co-curricular experiences.	Document and report the number of community service events and activities involving members of the College community.

REPORT ON PREVIOUS YEAR'S GOALS

A key component of the new strategic plan is to track the ongoing engagement efforts of faculty, staff, and students within the community. In the first year of the initiative, the College focused on strengthening existing community engagement efforts while improving how community impact is measured, documented, and communicated.

The College continued supporting community events, encouraging volunteerism, and promoting engagement activities across all areas of the institution, while also collecting feedback through established channels to support ongoing improvement. In addition, Community Engagement Reports were developed to capture and recognize the contributions of staff, students, alumni, and retirees involved in community service initiatives.

These efforts were further promoted through social media platforms, College news, and media releases that highlighted collective achievements, celebrated successes, and reinforced the College's ongoing commitment to community involvement and positive social impact throughout the region.

College representatives served on numerous local, provincial, and national boards and committees supporting healthcare, education, mental health, athletics, immigration, youth development, hospice care, community wellness initiatives, and more.

5.1 St. Clair's Student and Community Impact

Students and staff contributed thousands of volunteer hours to charitable organizations and community programs through hundreds of initiatives across Windsor-Essex and Chatham-Kent. Efforts included fundraising for organizations such as the Canadian Mental Health Association, United Way, Windsor Goodfellows, KidSport, Hospice, the Downtown Mission, Special Olympics, and local hospitals. Student clubs organized food drives, blood and plasma donor campaigns, environmental cleanups, awareness campaigns, holiday support initiatives, and fundraising events benefiting vulnerable individuals and families.

Academic programs also supported community-based learning through partnerships with schools, healthcare organizations, and community agencies, including design projects, health promotion activities, esports camps, and technical refurbishing projects for local schools. Athletics and student associations hosted youth camps, tournaments, wellness events, and charitable competitions that raised significant funds for community organizations.

5.1 St. Clair's Student and Community Impact

The College further strengthened community connections through sponsorships, cultural celebrations, conferences, galas, accessibility initiatives, Indigenous education events, and volunteer support for regional festivals and nonprofit organizations, reinforcing St. Clair College's role as a key community partner and contributor to regional well-being.

5.1 St. Clair's Student and Community Impact

5.1 St. Clair's Student and Community Impact

GOAL	INITIATIVE	MEASURE
Support the success of the communities we serve.	Build long-term domestic student recruitment by providing middle school and high school students with experiential opportunities at St. Clair's campuses.	Total count of students attending campus tours, workshops, summer programs, and hands-on learning experiences at St. Clair.

REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College's efforts to increase domestic recruitment and showcase opportunities begins as early as elementary school by hosting tours and events at the College, workshops, summer camps and other hands-on learning experiences to instill brand recognition, provide career development growth and direction, and showcase the Saints experience to students.

During 2025-26, St. Clair College hosted 33,292 people at both the Windsor and Chatham campuses at a variety of events, including at the Genesis Experiential Learning and Career Centre, Nexus Esports Arena, Skilled Trades-related activities and tours put on by the Marketing and Recruitment department. Students who engaged in these activities range from grade-school aged youth to mature students.

5.1 St. Clair's Student and Community Impact

The Genesis Experiential Learning and Career Centre hosted eight career-focused events for mature students from the Women's Enterprise Skills Training of Windsor Inc., welcoming 117 participants to campus for workshops on networking, LinkedIn development, business cards, and career preparation.

The School of Skilled Trades and Apprenticeships engaged approximately 7,040 participants through high school visits, skilled trades fairs, summer camps, and outreach events such as "Level Up!", "Build a Dream," and "Jill of All Trades," promoting experiential learning and careers in the skilled trades.

The College's Esports program leveraged the Nexus Arena to host youth camps, school visits, and championship events, engaging 493 middle and high school students through March Break and summer camps, as well as regional competitions.

Meanwhile, the Marketing and Recruitment Department maintained strong connections with students, parents, teachers, and guidance counsellors through campus tours, open houses, information fairs, and hands-on activities including Skills Ontario, Get Skilled, and First Robotics events, engaging 25,642 people in the process.

5.1 St. Clair's Student and Community Impact

GOAL	INITIATIVE	MEASURE
Support the success of the communities we serve.	Leverage St. Clair's education, research, and physical capacity to partner with government and community organizations on impactful solutions to local and regional socio-economic challenges.	Document and report the number of partnerships, joint projects and initiatives addressing local and regional socio-economic challenges. The number of students engaged in projects supported by the College's Research and Innovation department.

REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College continues to position Research and Innovation (R&I) as a key driver of its 2025–26 Strategic Plan, advancing academic excellence, student success, and regional economic growth through applied, community-driven research. Guided by its mission of "excellence in all we do," the College has expanded research infrastructure, strengthened industry and community partnerships, and increased student participation across disciplines including advanced manufacturing, mobility, healthcare, agriculture, artificial intelligence, and digital technologies.

Throughout 2025, the College advanced initiatives designed to engage faculty, staff, students, and community partners in research that addressed real-world challenges across Windsor-Essex and Chatham-Kent. Activities included research showcases, guided tours, industry roundtables, community partnerships, and international exchanges that highlighted student-led innovation and strengthened the College's reputation as one of Canada's Top 50 Research Colleges.

A major milestone was the launch of the public-facing 'Knowledge Hub' and a series of research newsletters that showcased applied research achievements, partnerships, Indigenous collaborations, and emerging innovation priorities. Signature events included the "Saints Strong: Marching Forward" showcase, which featured 17 student-led projects and brought together more than 100 community and industry partners, and the inaugural "Ride for Research," a community-based initiative promoting grassroots, student-centered research.

5.1 St. Clair's Student and Community Impact

The College also expanded its international and regional engagement through strategic partner visits, participation in business and innovation events, and collaborations with organizations such as Feeding Windsor-Essex, WE-SPARK, ONCAT, and the Wallonia-Brussels Trade Office. These efforts created new opportunities for student-integrated research, interdisciplinary collaboration, commercialization, and workforce development.

Research integration within academic programming has significantly increased over the past two years. Through faculty engagement surveys, school-specific research planning, Applied Research 101 workshops, Think Tanks, Lunch and Learn sessions, and guided research tours, the College has embedded inquiry and experiential learning more deeply into teaching and curriculum development. Academic Chairs and faculty collaborated with the R&I team to identify sustainable research opportunities aligned with program strengths and regional needs.

Student Engagement
Student engagement in research continued to expand in 2025, with 38 student research contracts completed and students participating in multidisciplinary projects spanning healthcare innovation, engineering, mobility, social justice, digital transformation, and early childhood development. Highlights included the OVIN Robotics Summer Camp, which engaged over 200 youth and 50 student researchers, a student-designed bike rack project connected to the Gordie Howe International Bridge, and ONCAT-funded learner mobility initiatives designed to improve postsecondary pathways.

Community-Focused Projects
Healthcare and community-focused projects also gained momentum through WE-SPARK-funded studies addressing early literacy, mental well-being in research, gender-based violence, and 2SLGBTQIA+ inclusive healthcare education. The "Books from Birth" initiative and school nutrition projects further demonstrated the College's growing expertise in interdisciplinary, community-responsive research that improves regional well-being.

National recognition through presentations at major academic conferences and coverage in the National Post further reinforced the College's growing influence in applied research and entrepreneurial innovation. Collectively, these initiatives demonstrate how the College is building a sustainable, student-centered research ecosystem that strengthens curriculum relevance, enhances experiential learning, supports industry and community needs, and positions students as active contributors to regional socio-economic development.

Pillar # 2

Academics That Build Rewarding Careers

Deliver the hands-on learning experiences, academic pathways and innovative teaching that enable long-term career success.

5.2 Academics That Build Rewarding Careers

GOAL	INITIATIVE	MEASURE
Expand access to online learning by meeting students where they are.	Expand online and hybrid courses, program and credential modalities.	Increase online and hybrid course activity year-over-year. Growth in student enrolment in online and hybrid courses compared to previous years.

REPORT ON PREVIOUS YEAR'S GOALS

In 2025–26, the College continued to advance its strategic commitment to expanding flexible, high-quality learning opportunities through online and hybrid delivery. Feedback gathered through the Strategic Directions development process reinforced the importance of accessible and flexible education models that support not only traditional postsecondary learners, but also working professionals, adult learners, and students in remote communities. In response, the College maintained its focus on developing and converting high-demand courses for online and hybrid delivery, expanding participation in OntarioLearn offerings, and increasing opportunities for micro-credential learning through eCampus Ontario.

Beginning in 2025–26, the College adopted a revised reporting approach that measures the number of unique online and hybrid courses and the total student enrolment in those offerings. During the year, 245 unique high-demand courses were offered through online or hybrid delivery models across postsecondary programs, Continuing Education, Academic and Career Entrance (ACE), and OntarioLearn, supporting a total enrolment of 8,744 students. As this represents the baseline year for the revised methodology, percentage increases are not reflected.

Academic Year	# of High Demand Unique Courses Developed and Converted to Online / # of Students Enrolled in Online and Hybrid Courses	Increase in High Demand Courses Online
2025–26	245 courses / 8,744 students	N/A – this is the base year

Historical data based on course sections demonstrates significant institutional growth in online learning over time, increasing from 51 online and hybrid sections in 2019–20 to 568 sections in 2024–25.

5.2 Academics That Build Rewarding Careers

Academic Year	# of High Demand Course Sections Developed/Converted to Online	Increase in High Demand Courses Online
2019–20	51	—
2020–21	75	47%
2021–22	86	69%
2022–23	120	135%
2023–24	316	519%
2024–25	568	1,014%

CENTRE FOR ACADEMIC EXCELLENCE AND QUALITY ASSURANCE

The Centre for Academic Excellence and Quality Assurance (CAE) continued to play a central role in supporting the College's online learning strategy through course development, faculty support, and quality assurance initiatives. During the year, CAE supported the development and conversion of 47 online and hybrid courses, including 44 existing courses and three newly developed offerings.

A standardized Blackboard course shell template and faculty orientation process were implemented to promote consistency, effective learning management system use, and student-centered course design. Course development practices continued to align with institutional standards and frameworks, including Accessibility for Ontarians with Disabilities Act (AODA), Universal Design for Learning (UDL), Equity, Diversity, Decolonization and Inclusion (EDDI), and Outcomes-Based Education (OBE).

Faculty capacity building remained a priority through targeted professional development, expanded teaching resources, and enhanced educational technology support.

Collectively, these initiatives strengthened the College's ability to deliver accessible, engaging, and high-quality online and hybrid learning experiences while positioning the institution for continued sustainable growth in digital education.

5.2 Academics That Build Rewarding Careers

GOAL	INITIATIVE	MEASURE
Expand access to online learning by meeting students where they are.	Strengthen existing, and establish new academic pathways for students with post-secondary system partners.	Continue to increase current number of student pathways year-over-year.

REPORT ON PREVIOUS YEAR'S GOALS

St. Clair College continued to strengthen and expand its network of articulation and pathway agreements during 2025–26, reinforcing its commitment to providing students with flexible opportunities for degree completion, academic mobility, and career advancement. Through partnerships with colleges and universities across Ontario, Canada, and internationally, graduates can receive advanced standing, transfer credits, and accelerated access to additional credentials in a wide range of disciplines.

During the year, several new pathway agreements were established, including:

Interior Design – Graduates of St. Clair College's advanced diploma program can now transition to Yorkville University to complete a Bachelor of Interior Design in as little as 15 months through online, hybrid, or on-campus study options.

Occupational Therapist Assistant/Physiotherapist Assistant, and Paramedic – St. Clair College has completed its articulation agreement with Wayne State University (Detroit, Michigan, USA), which aims to provide enhanced academic pathways for students enrolled in the Occupational Therapist Assistant/Physiotherapist Assistant (OTA/PTA) program and the Paramedic program. This collaboration facilitates seamless transitions for students pursuing degree completion and advanced studies in many of Wayne State's Bachelor of Science in Applied Health Sciences programs, including general concentration, pre-occupational therapy, pre-physical therapy, pre-physician assistant, and allows students to apply to the Doctor of Physical Therapy program.

Occupational Therapist Assistant/Physiotherapist Assistant – St. Clair College has completed its articulation agreement with the University of Windsor for graduates to transfer into the Kinesiology & Health Studies Four-Year Honours (BSc.-KHS) degree program.

5.2 Academics That Build Rewarding Careers

Sport and Recreation Management – Graduates of the Sport and Recreation Management advanced diploma program, with a cumulative program average of 75 per cent or higher, will be awarded eight credits towards a Bachelor of Sport Management degree from Brock University, located in St. Catharines, Ont.

St. Francis College, Brooklyn, NY, USA – St. Clair College and St. Francis College established a multi-faceted transfer agreement creating accelerated degree pathways for graduates in Computer Systems Technology, Mobile Applications Development, Business Administration (Information Communication Technology), Health Sciences, and Nursing. Eligible students may receive advanced standing and recognition for prior learning, allowing some graduates to complete a Bachelor of Science in Information Technology in as little as one year. These pathways expand academic mobility, international opportunities, and career advancement in the global technology and health sectors.

Honours Bachelor of Business Administration (Information Communication Technology) – St. Clair College's BBAICT students now have an exciting pathway to pursue a Master of Science in Information Technology Management from Campbellsville University of Kentucky, USA, while studying at their Campbellsville University Regional Education Center, located in Windsor, Ont. Graduates can transfer up to 40 per cent of the credits, completing the remaining 18 credit courses to earn their master's degree. This pathway offers an accelerated route to an internationally recognized graduate credential while enhancing students' skills in leadership, strategic management, and IT innovation.

Pathways and articulation agreements in development
The College also advanced development of several future agreements, including additional health sciences pathways with Wayne State University, new Interior Design opportunities with Boston Architectural College, and Nursing pathways with Madonna University and St. Francis College.

To support awareness and student engagement, the College implemented targeted marketing and recruitment initiatives highlighting transfer opportunities and degree pathways. These efforts included digital and traditional advertising, website enhancements, recruitment presentations to high school students, guidance counsellor outreach, social media campaigns, and designated pathway information sessions for both current and future students.

Collectively, these initiatives strengthen St. Clair College's position as a leader in student mobility and accessible pathways to advanced education.

Pillar # 3

A Talented and Accountable Organization

Drive excellence by being an accountable, high-performing and sustainable College organization.

5.3 A Talented and Accountable Organization

GOAL	INITIATIVE	MEASURE
Strengthen talent development and accountability performance.	Foster an organizational culture and environment that promotes employee retention and professional development at all stages of career development.	Continuation of 1% of budget allocation for staff development and engagement.

REPORT ON PREVIOUS YEAR'S GOALS

Human Resources delivers a comprehensive employee onboarding and professional development framework that supports employee success, engagement, and institutional excellence. Monthly onboarding sessions introduce new employees to St. Clair College's Vision, Mission, Values, culture, and workplace expectations, while clarifying roles, responsibilities, and employee rights.

The Centre for Academic Excellence and Quality Assurance (CAE) provides extensive orientation, onboarding, and ongoing professional learning for faculty, including supports related to teaching practices, accessibility, assessment, curriculum development, academic integrity, artificial intelligence (AI), experiential learning, and educational technology. Faculty also benefit from a robust suite of digital resources, guides, and collaboration tools through the CAE Faculty Hub and intranet.

Additional faculty development opportunities include the College Educators' Development Program (CEDP), an outcome-based learning program required for newly hired full-time faculty; formal mentoring initiatives that promote leadership, inclusion, and reflective practice; and the internationally recognized Instructional Skills Workshop (ISW) for part-time faculty. The annual Faculty R&R event further supports professional learning and cross-campus collaboration.

Human Resources also delivers broad internal training opportunities focused on leadership, wellness, equity and inclusion, legislative compliance, communication, conflict resolution, and technical skill development. Specialized training guides and reference materials support administrators in key operational and academic responsibilities.

Professional development remains a key institutional priority. All employees are eligible to participate annually in workshops, seminars, and College-led training. As of March 2026, 32 per cent of the 2025–26 professional development budget ($189,798 of $591,479) had been utilized in support of employee growth and continuous learning.

5.3 A Talented and Accountable Organization

GOAL	INITIATIVE	MEASURE
Strengthen talent development and accountability performance.	Refresh the College's approach to accountability through performance evaluation and management.	Percentage of employees with documented professional development plans aligned with the College's priorities.

REPORT ON PREVIOUS YEAR'S GOALS

Administration continues to strengthen and build a skilled, collaborative, and accountable workforce through an integrated performance management framework that aligns employee development with institutional priorities. Professional development is embedded directly within the performance management process, ensuring learning activities are purposeful, measurable, and connected to both individual performance expectations and the College's Strategic Plan.

The College's performance management policy provides a consistent framework for all employees, supporting regular manager–employee dialogue, clear performance expectations, and ongoing professional development planning. The process operates through a continuous cycle of performance planning, ongoing feedback and coaching, as well as formal annual assessments. Performance appraisals serve as the primary mechanism for identifying development opportunities, including leadership training, skill enhancement, education, and experiential learning aligned with organizational goals.

Human Resources provides oversight and support to ensure professional development is systematic, documented and consistent, reinforcing accountability across the institution.

Classification	Completion
Full-Time Administration	48/61 = 79.69%
Full-Time Academic	194/278 = 69.78%
Full-Time Support Staff	160/190 = 84.21%

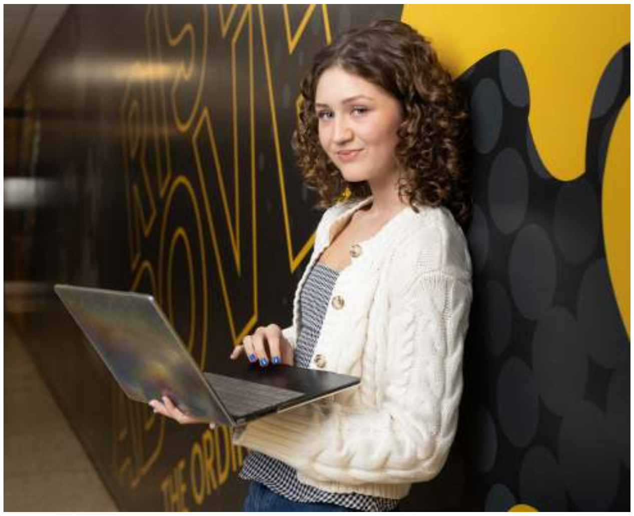
5.3 A Talented and Accountable Organization

GOAL	INITIATIVE	MEASURE
Plan for the long-term sustainability of St. Clair College.	Expand recruitment efforts to grow domestic enrolment and continue to be an attractive destination for international students.	Growth in domestic enrolment. Utilization of PAL allocations within Ministry-defined timelines.

REPORT ON PREVIOUS YEAR'S GOALS

Domestic Recruitment

St. Clair College continues to expand domestic recruitment initiatives and strengthen community engagement to support enrolment growth across Windsor-Essex, Chatham-Kent, and Ontario. Recruitment efforts focus on building meaningful connections with prospective students, families, school boards, and guidance counsellors to increase awareness of educational and career opportunities available through the College.



Strategic partnerships with high schools and community organizations have also supported the development of innovative scholarship programs that encourage academic achievement and pathways to postsecondary education, specifically targeting academic areas of the Skilled Trades, as well as Science, Technology, Engineering and Math (STEM).

Community sponsorships and participation in key regional events continue to enhance the College's visibility and reputation for quality education, applied learning, and career readiness. Interactive marketing displays and direct engagement opportunities allow recruitment staff to connect personally with students and families while promoting College programs and services.

5.3 A Talented and Accountable Organization

To further expand outreach, the College continues to leverage digital marketing strategies, including social media engagement, campus tours, program videos, and student and alumni success stories. St. Clair College also promotes seamless educational pathways through articulation and transfer agreements with universities and postsecondary partners, reinforcing opportunities for lifelong learning and career advancement.

These collective efforts contributed to a 3.9 per cent increase in domestic enrolment, growing from 7,360 students in Fall 2024 to 7,645 in Fall 2025.

Utilization of PAL Allocations for International Students
For 2026, Ontario received 70,074 Provincial Attestation Letters (PALs) for international students requiring study permits, with St. Clair College allocated 2,417 PALs under the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) framework. The allocation model prioritizes programs aligned with provincial and national labour market needs and pathways to post-graduation work permits.

To maximize PAL utilization and support student success, the International Department implemented several strategic measures, including direct applicant support, limiting PAL issuance to two per applicant annually, and hosting three weekly information sessions for applicants and agents. The College also partnered with BorderPass, an immigration law firm, to support applicants from high-risk markets. For Fall 2025, BorderPass-supported applicants achieved a 37 per cent visa approval rate compared to 16 per cent for non-supported applicants, generating a 40 per cent return on investment to date.

As of Jan. 31, 2026, St. Clair College had issued 615 PALs, representing a utilization rate of 25.4 per cent, exceeding the Ontario college system average by 6.2 percentage points.

5.3 A Talented and Accountable Organization

GOAL	INITIATIVE	MEASURE
Plan for the long-term sustainability of St. Clair College.	Strengthen accountability for operating performance and financial sustainability within and across all College departments.	Provide relevant and transparent financial reporting to the Board through regular updates, including the annual budget, mid-year reviews, financial statements, and interim reports completed in accordance with pre-determined deadlines.

REPORT ON PREVIOUS YEAR'S GOALS

The following table summarizes the financial sustainability reserve balance as of March 31, 2026. The financial sustainability reserve balance is compliant with the College's Internally Restricted Funds Policy 4.5, which requires the reserve to be maintained at a minimum three per cent of budgeted operating revenues.

Line Item	Amount
March 31, 2026 Balance	$73,920,568
Consists of:	
Principal	$65,000,000
Interest	$8,920,568

5.3 A Talented and Accountable Organization

REPORT ON PREVIOUS YEAR'S GOALS

Beginning Jan. 22, 2024, the Government of Canada introduced several changes to the International Student Program (ISP), including annual intake caps on international student permit applications, new work permit eligibility rules aligned with labour market needs, and a requirement for provincial attestation letters. These measures have significantly reduced international student enrolment and placed financial pressures on the post secondary system.

On Feb. 12, 2026, the Ontario government took decisive action to protect post secondary students' access to the education they need to launch successful careers and build long-term sustainability in the post secondary sector, while ensuring education remains accessible for future generations by including $6.4 billion in new funding for the post secondary sector and an updated tuition framework.

With the support of its Board of Governors, the College adopted a multi-year recovery approach, striking an appropriate balance between immediate financial stability with the need to maintain a student and staff centered approach. As a result of its right-sizing initiatives, the College incurred a deficit of $6.2 million. This deficit comes after ten (10) consecutive years of achieving a balanced budget. The College maintains a healthy financial sustainability reserve to assist with the alignment of its workforce and operations.

Through its deferred maintenance reserve, Ministry capital funding, and endowments, the College invested in additional supports to assist students through academic facilities and equipment renewal and scholarships.

The following reports indicate robust and transparent financial reporting to the board during the 2025-26 budget year:
- Reports for the "Audited Consolidated Financial Statements for the Year Ended March 31, 2025" and "College Sustainability" was provided to the Board on May 27, 2025.
- Reports for the "Business Plan – Accrual Budget Template (MCURES) Format," "Financial Monitoring Report for the Fiscal Year Ended March 31, 2025" and "2025-26 Budget Deficit Update" were provided to the Board on June 24, 2025.
- A "Financial Monitoring Report" for five months ending Aug. 31, 2025, was provided to the Board on Sept. 16, 2025.
- The "2025-26 Mid-Year Budget Review" and "Business Plan – Accrual Budget Template (MCURES) Format" were provided to the Board on Nov. 26, 2025.
- A "Financial Monitoring Report" for the nine months ending Dec. 31, 2025, was provided to the Board on Feb. 24, 2026.
- The "2026-27 Business Plan and Budget" was provided to the Board on March 24, 2026.

6.0 Analysis of College's Financial Performance

St. Clair College ended fiscal year 2025-26 with a deficit of $6,206,866 (see Appendix A: Consolidated Audited Financial Statements).

	2025-26	2024-25
Revenues	$189,181,237	$324,841,089
Expenses	195,388,103	291,918,914
Excess of Revenue over Expenses	($6,206,866)	$32,912,175

Revenues

Government (MCURES) Operating Grants: Increased by $3.0 million compared to 2024-25 The increase was mainly attributable to a decrease in the International Student Recovery Program.

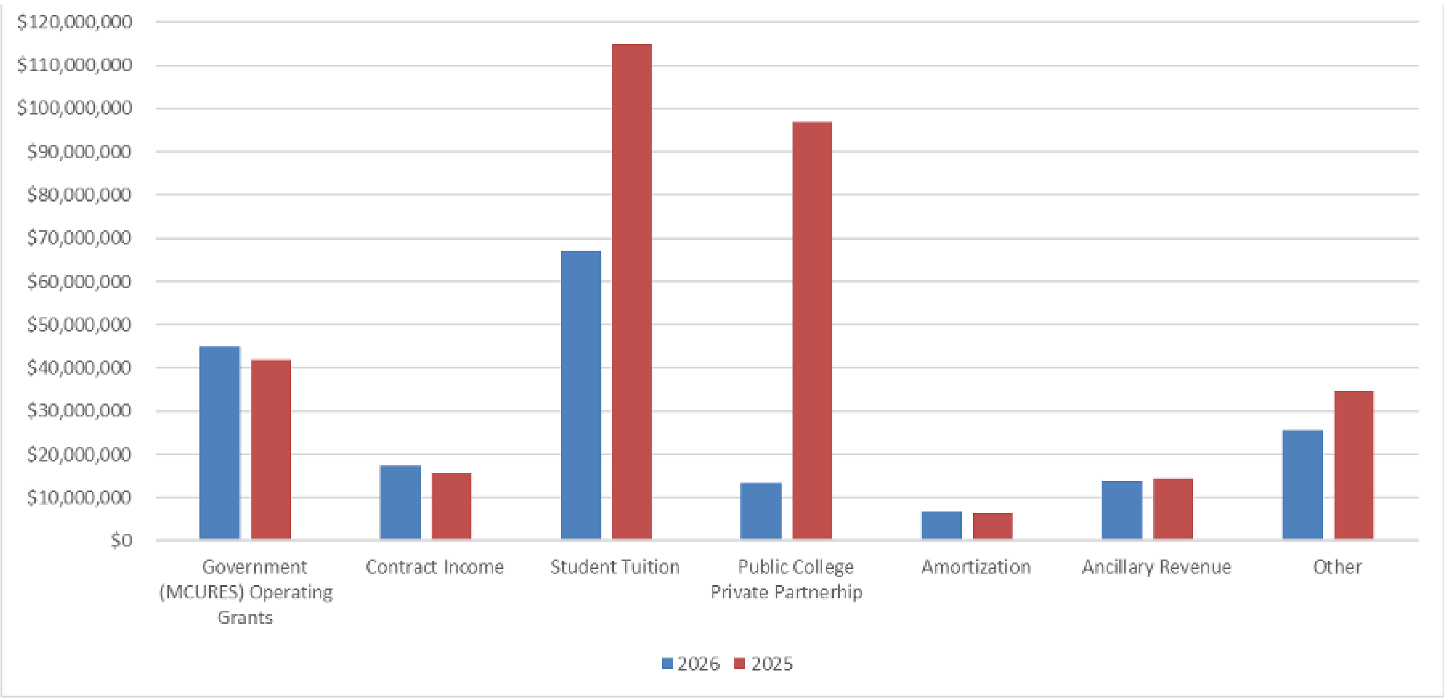
Contract Income: Increased by $1.9 million compared to 2024-25 mainly due to incremental Ministry Postsecondary Education Sustainability funding.

Tuition Revenue: Decreased by $47.8 million compared to 2024-25. The decrease in revenue was due to lower international student enrolment across the fiscal year.

Public College Private Partnership Revenue: Decreased by $83.5 million compared to 2024-25. The decrease in revenue was due to lower international student enrolment from the Ace Acumen Partnership wind down.

Ancillary Revenue: Decreased by $0.6 million. The decrease was attributable to lower student ancillary fees collected towards Varsity Athletics from the lower international student enrolment.

Other Income: Decreased by $9.5 million which was attributable to decreased interest income due to declining interest rates and lower health/dental student ancillary fee collected towards insurance premiums from the lower international student enrolment.



6.0 Analysis of College's Financial Performance

Expenditures

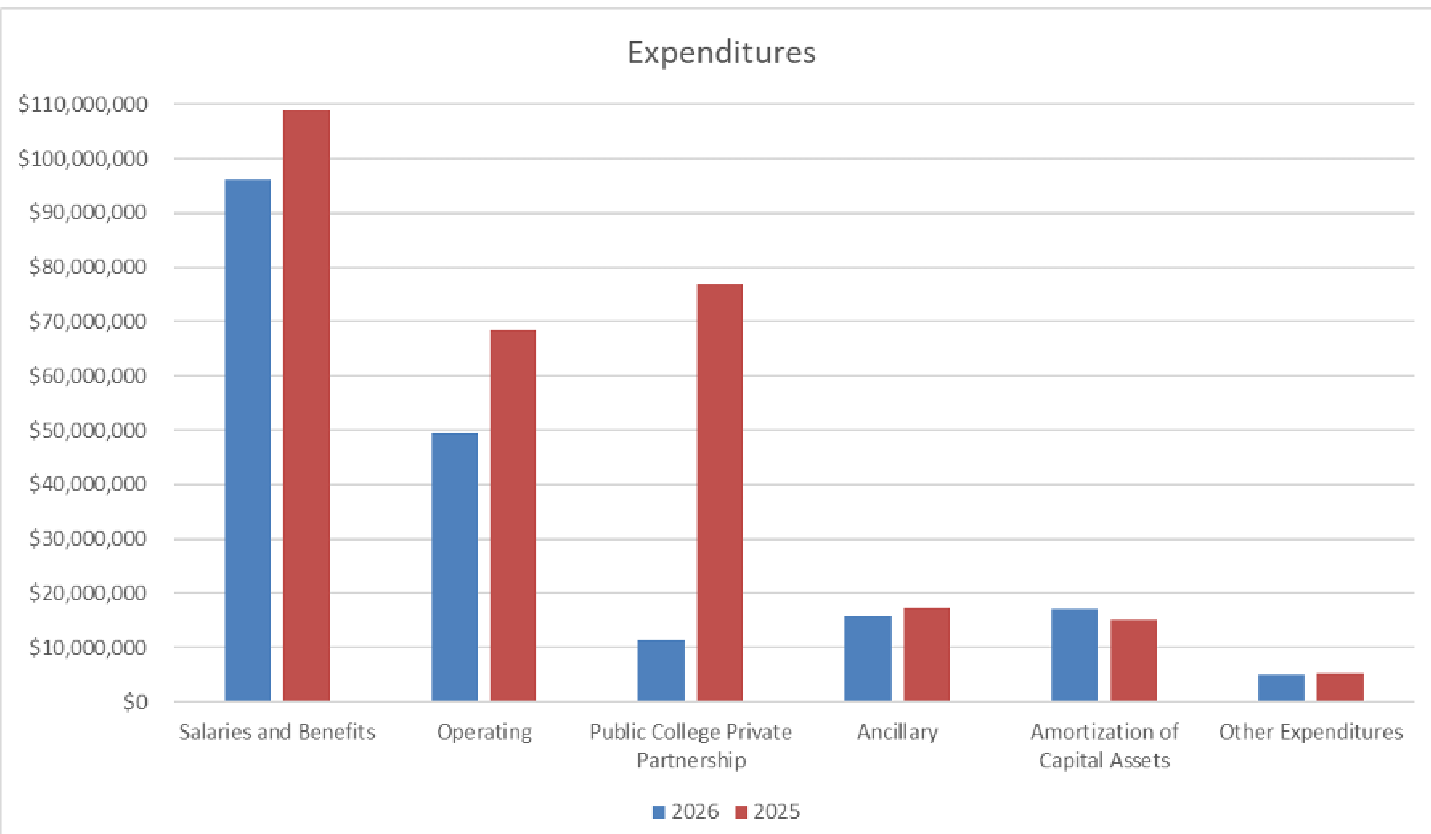
Salaries and Benefits: Decreased by $12.5 million due to the voluntary strategic transition and exit program incentives, support staff work stoppage, and decreasing part-time resources at a level to support the lower 2025-26 student enrolment.

Operating: Decreased by $18.7 million due to lower commission payments to agents to recruit international students, lower health/dental insurance premiums from the lower international student enrolment, lower equipment maintenance related to Varsity Athletics infrastructure, lower instructional supplies related to the lower international student enrolment, and lower advertising from reduced discretionary spending.

Public College Private Partnership: Decreased by $65.4 million due to less funds flowed to Ace Acumen as a result of lower international student enrolment from the Partnership wind down.

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

Amortization: Increased by $2.0 million due to the College's significant investment in its capital infrastructure to enhance teaching and learning and to address deferred maintenance.



7.0 St. Clair College Foundation

The St. Clair College Foundation is proud to offer scholarships to students, supporting their educational journey and helping them achieve their goals. As an integral part of the College's mission, the Foundation promotes the brand of St. Clair College as a place to "Start Here, Go Anywhere."

By providing scholarships, the St. Clair College Foundation ensures that students from various fields of study receive financial assistance as they pursue their dreams. This inclusive approach recognizes the diverse talents and aspirations of the student body.

In addition to supporting individual students, the Foundation's scholarship program generates community engagement. By investing in the education of students, the Foundation fosters a sense of pride and involvement within the community. This engagement strengthens the bond between St. Clair College, its students and the community.

Through scholarships, the St. Clair College Foundation demonstrates its commitment to empowering students and creating opportunities for their success. By investing in their education, the Foundation helps students build a strong foundation for their future careers and encourages them to reach new heights.

New Annual Scholarships

The report lists several newly established scholarships, including:

- Chatham Faculty Scholarship
- MARS BioMed Processes Inc. Scholarship
- Health Professionals Testing Canada (HPTC) Scholarship
- Junior Saints Scholarship
- Maria Rosaria D'Agnillo Memorial Scholarship
- ProResp Graduating RT Award of Excellence
- Liz & David Campbell Sport & Recreation Management Scholarship
- Martha Tinning Memorial Scholarship

Academic Excellence Scholarship

- Total recipients: 3,403 students
- Total value awarded: $1,994,250

Financial Impact and Statistics

As of March 31, 2026:

- Total endowment portfolio: $27,873,102

For the 2025–26 academic year:

- 1,112 scholarships were awarded
- Total scholarship funding distributed: $1,302,269

TOTAL AMOUNT AWARDED 2025-26: $3,296,519

8.0 Saints Varsity Athletics

Across all athletic disciplines, St. Clair College Saints are perennial contenders on the provincial stage, making it a destination College for athletes in pursuit of championship-calibre athletics. This year was no different, with a handful of the school's 15 varsity teams ranking among the top 10 teams in the nation.

The women's soccer team led the way with accolades, picking up an Ontario Colleges Athletic Association (OCAA) gold medal – the program's first in 37 years. Head coach Steve Vagnini was recognized for his leadership, receiving both the OCAA and Canadian Collegiate Athletic Association (CCAA) Head Soccer Coach of the Year Award.

The Saints Football team dominated the gridiron, taking home its fourth consecutive Ontario Football Conference Championship, going undefeated during the regular season.

Saints Esports racked up the awards as well, with the Call of Duty team winning both the National Association of Collegiate Esports Championship, The Canadian National Championship and the College Call of Duty League Championship, defeating schools from across North America. The Saints' Rocket League, Overwatch, League of Legends and Valorant teams also scooped up National Championship victories.

The Saints also took home OCAA team silver medals in men's baseball, men's and women's golf, women's volleyball and softball, and men's cross-country running, while the men's basketball and indoor soccer teams won OCAA bronze. Basketball Head Coaches Brendon Seguin and Matt Sykes, as well as Golf Head Coach Kevin Corriveau also won OCAA coach of the year honours.

9.0 President's Community Engagement

President Michael Silvaggi with Essex-Windsor EMS Chief and Alumnus of Distinction Justin Lammers for a Service Awards and Recognition Ceremony on April 17, 2025.

Dr. John Capucci with President Michael Silvaggi after Capucci received the King Charles III Coronation Medal on April 25, 2025.

President Michael Silvaggi is joined by local hospital officials and former UWindsor President Robert Gordon to sign a memorandum of understanding with WE-SPARK Health Institute on April 28, 2025.

President Michael Silvaggi brings greetings to guidance counsellors from the Windsor Essex Catholic District School Board during a Corporate Training event on April 28, 2025.

President Michael Silvaggi and Sr. VP of Communications John Fairley meet with June Muir of the Unemployed Help Centre and Dino Chiodo, Director of Automotive for Unifor on April 30, 2025.

President Michael Silvaggi presenting the Kathleen Thomas Inspire Award to Christine Mbao Machina at the Multicultural Council Awards Gala on May 1, 2025.

9.0 President's Community Engagement

Harb Gill, Member of Parliament for Windsor West with President Michael Silvaggi at the MCC Awards Gala on May 1, 2025.

President Michael Silvaggi alongside St. Clair College's Play for a Cure team, showing their commitment to raising funds for local cancer research on May 9, 2025.

Former Windsor Police Chief Jason Bellaire with President Michael Silvaggi and Sr. VP John Fairley receiving recognition for outstanding service and dedication to the community during the WPS Community Appreciation Luncheon on May 13, 2025.

President Michael Silvaggi presents the 'Company of the Year' award to Families First at the Windsor-Essex Chamber of Commerce's Business Excellence Awards on May 15, 2025.

President Michael Silvaggi receives the Distinguished Partner of Windsor-Essex Child/Youth Advocacy Centre Award at the annual victim's week breakfast, recognizing the College's dedication and support of the wellbeing of children on May 16, 2025.

President Michael Silvaggi speaks to a room full of young women at the second annual Jill of All Trades event, hosted at St. Clair College on May 21, 2025.

9.0 President's Community Engagement

President Michael Silvaggi stands with City of Windsor officials and Landscape-Horticulture student David Piper-Clark to announce the Mackenzie Hall internship on June 11, 2025.

Nolan Quinn, Minister of Colleges, Universities, Research Excellence and Security tours the Main Windsor St. Clair College campus alongside Windsor-Tecumseh MPP Andrew Dowie and President Michael Silvaggi on June 12, 2025.

Windsor-Tecumseh MPP Andrew Dowie, Minister of Colleges, Universities, Research Excellence and Security Nolan Quinn, and President Michael Silvaggi stand out front of the Main Windsor Campus during the Minister's visit on June 12, 2025.

President Michael Silvaggi joins a group of local leaders, including Minister Nolan Quinn at a roundtable discussion with Windsor-Essex leaders on June 12, 2025.

President Michael Silvaggi and Sr. VP John Fairley meet with Unifor Local 444 and WEST officials during Women in Trades Exploration Week on July 14, 2025.

President Michael Silvaggi presents a cheque to Jason Soulliere of One Day Dreams on behalf of the Community Saints on July 23, 2025, to support the charity's ongoing initiatives.

President Michael Silvaggi dons a chef's hat alongside Windsor-Tecumseh MPP Andrew Dowie and WEST of Windsor Executive Director Rose Anguiano Hurst during the Skills Ontario Trades and Tech summer camp on Aug. 1, 2025.

9.0 President's Community Engagement

President Michael Silvaggi joins Sr. VP John Fairley and student leaders of SRC and SSAA during the Summer Eats for Kids program run by the United Way on Aug. 5, 2025.

President Michael Silvaggi stands with Jackson Kempe at Comerica Park after throwing the ceremonial first pitch at the Detroit Tigers game on July 27, 2025.

Leaders with the Jr. Saints organization present President Michael Silvaggi with a cheque on July 24, 2025, to support athletic scholarships at the College.

Sr. Vice President of Communications John Fairley stands with President Michael Silvaggi during the 23rd annual Face to Face Hospice Campaign kick-off show at the MediaPlex on Aug. 6, 2025.

President Michael Silvaggi with Rose Anguiano Hurst, the Executive Director of WEST, on Aug. 6, 2025.

President Michael Silvaggi meets with Chatham-Kent-Leamington MPP and Minister of Agriculture, Food and Agribusiness Trevor Jones, to explore opportunities for strategic collaboration between the institution and the ministry on Aug. 8, 2025.

9.0 President's Community Engagement

Stephanie and Barry Zekelman meet with President Michael Silvaggi, United Way CEO Lorraine Goddard and On Track to Success students to announce a new bursary for students on Aug. 13, 2025.

President Michael Silvaggi along with members of the Senior Operating Group and Research and Innovation team greet Belgian trade Minister, Christophe Van Overstraeten to discuss opportunities for collaboration on Sept. 3, 2025.

President Michael Silvaggi with members of student government and the Canadian Mental Health Association during the annual Suicide Awareness Walk on Sept. 7, 2025.

City of Windsor Coun. Renaldo Agostino, President Michael Silvaggi, Tecumseh Mayor Gary McNamara, City of Windsor Coun. Angelo Marignani and Tourism Windsor-Essex Pelee Island CEO Gordon Orr meet to discuss pressures stemming from U.S. tariffs on Sept. 26, 2025.

President Michael Silvaggi meets with Unifor Local 444 President James Stewart to discuss potential opportunities for training and collaboration on Sept. 26, 2025.

President Michael Silvaggi meets with Canada's Secretary of State for Small Business and Tourism and Member of Parliament, Rechie Valdez on Sept. 26, 2025.

9.0 President's Community Engagement

President Michael Silvaggi with John Curtain, president of Rotary Club of Windsor (1918) during the club's weekly meeting on Sept. 8, 2025.

President Michael Silvaggi meets with newly appointed University of Windsor President and Vice-Chancellor, Dr. J.J. McMurty to foster strong inter-institutional relationships to advance post-secondary education in the region on Oct. 15, 2025.

Former Windsor Police Chief Jason Bellaire stands with President Michael Silvaggi at the Windsor Police Service Annual Awards Banquet on Oct. 16, 2026.

Windsor International Film Festival Executive Director and Chief Programmer Vincent Georgie with President Michael Silvaggi at the opening night of WIFF on Oct. 23, 2025.

President Michael Silvaggi accepts a generous donation from the Canadian Italian Business and Professional Association (CIBPA) to support student scholarships at the College on Nov. 4, 2025.

President Michael Silvaggi stands with 89x radio personality and Alumnus of Distinction Dan MacDonald to promote the Fall Open House at St. Clair College on Nov. 5, 2026.

9.0 President's Community Engagement

President Michael Silvaggi stands with Sarah Wilkins, the recipient of the Dr. Patti France Athena Scholarship on Nov. 7, 2025.

President Michael Silvaggi stands with St. Clair Alumni of Distinction and Premier's Award recipient Walter LaPlante along with Minister Nolan Quinn on Nov. 24, 2025.

Invest Windsor Essex and Tourism Windsor-Essex Pelee Island CEO Gordon Orr meets with President Michael Silvaggi to discuss strengthened collaboration within the regional innovation ecosystem on Jan. 27, 2026.

Windsor Police Chief Jason Crowley, President Michael Silvaggi, UWindsor President J.J. McMurty and Windsor Fire and Rescue Chief James Waffle at the kickoff event for the inaugural Battle of the Badges on Dec. 3, 2025.

President Michael Silvaggi, Drummer Jeff Burrows and St. Clair Sr. Director Joe D'Angela present a cheque to local food banks following the S'Aints Sleighing Hunger Concert on Dec. 22, 2025.

President Michael Silvaggi stands with alumni and student government leaders, alongside local emergency services leadership ahead of the annual Slip N' Slide into Polar Plunge event at the College on Jan. 14, 2026.

9.0 President’s Community Engagement

President Michael Silvaggi with Windsor Police Chief Jason Crowley at the Change of Command and Swearing-In Ceremony for Chief Crowley on Feb. 10, 2026.

President Michael Silvaggi meets with federal Ministers Patty Hadju and John Zerucelli at Unifor Local 444 to announce the creation of six new Workforce Alliances and the launch of the Worker Retention Grant on Feb. 17, 2026.

President Michael Silvaggi is an honoured guest at the 2026 Chinese New Year Gala at the St. Clair College Centre for the Arts on Feb. 21, 2026.

President Michael Silvaggi attends the official opening of the Cardinal Carter Catholic Secondary School Satellite Trades Campus in Leamington on Feb. 24, 2026.

President Michael Silvaggi and St. Clair College Alumni of Distinction Chaouki Hamka, Chief Justin Lammers and Lori Kempe drop the ceremonial puck at the Windsor Spitfires game on Feb. 26, 2026.

President Michael Silvaggi presents a plaque to Sailor 1st Class Blake Blanchard and HMCS Hunter Lt. Commander Chris Elliott on Feb. 26, 2026.

President Michael Silvaggi stands with members of The Essex and Kent Scottish Regiment at the Victoria Cross Dinner on March 14, 2026.

Appendices

St. Clair College

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Year ended March 31, 2026

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The consolidated financial statements of The St. Clair College of Applied Arts and Technology (the "College") are the responsibility of management and have been approved by the Board of Governors (the "Board").

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Consolidated financial statements are not precise since they include certain amounts based on estimates and judgments. Management has determined such amounts on a reasonable basis in order to ensure that the consolidated financial statements are presented fairly, in all material respects.

The College maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the College's assets are appropriately accounted for and adequately safeguarded.

The College's insurance liabilities have been reviewed by management in consultation with its broker. There are no material liabilities in either fact or contingency as at the date of this report.

The Board is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the consolidated financial statements. The Board carries out this responsibility principally through its Audit and Finance Committee.

The Audit and Finance Committee is appointed by the Board and meets regularly with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities, and to review the consolidated financial statements and the external auditors' report.

The Audit and Finance Committee reports its findings to the Board for consideration when approving the consolidated financial statements. The Audit and Finance Committee also considers, for review and approval by the Board, the engagement or reappointment of the external auditors.

The consolidated financial statements have been audited by KPMG LLP, the external auditors, in accordance with Canadian generally accepted auditing standards, on behalf of the Board. KPMG LLP has full and free access to the Audit and Finance Committee.

Michael Silvaggi
President

Marc Jones
Senior Vice President, Finance, Administration &
Chief Financial Officer

May 26, 2026

KPMG LLP
618 Greenwood Centre
3200 Deziel Drive
Windsor, ON N8W 5K8
Canada
Telephone 519 251 3500
Fax 519 251 3530

INDEPENDENT AUDITOR’S REPORT

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

Opinion

We have audited the consolidated financial statements of The St. Clair College of Applied Arts and Technology (the College), which comprise:

- the consolidated statement of financial position as at March 31, 2026
- the consolidated statement of operations for the year then ended
- the consolidated statement of changes in net assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the financial statements and schedules, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2026, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the ***"Auditor’s Responsibilities for the Audit of the Financial Statements"*** section of our auditor’s report.

We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the College’s financial reporting process.

Auditor’s Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.

We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

KPMG LLP

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada
May 26, 2026

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Financial Position

March 31, 2026, with comparative information for 2025

		2026		2025
Assets				
Current assets:				
Cash and cash equivalents	$	28,149,851	$	57,771,016
Accounts receivable (note 17)		8,022,539		10,285,731
Temporary investments (note 2)		206,724,010		172,473,772
Prepaid expenses		3,097,852		9,773,045
		245,994,252		250,303,564
Long-term investments (note 2)		27,619,122		51,692,864
Construction in progress (note 3)		550,659		634,450
Capital assets (note 4)		257,723,539		258,048,190
	$	531,887,572	$	560,679,068
Liabilities and Net Assets				
Current liabilities:				
Accounts payable and accrued liabilities	$	33,005,923	$	37,797,510
Deferred revenue (note 6)		20,949,203		42,756,484
Vacation pay		5,265,421		5,679,109
Current portion of long-term debt (note 7)		1,982,088		2,064,908
		61,202,635		88,298,011
Long-term debt (note 7)		15,189,382		17,171,470
Post-employment benefits and compensated absences (note 8)		4,621,000		4,193,999
Deferred contributions (note 9)		13,001,926		14,612,106
Deferred capital contributions (note 10)		128,710,014		129,392,841
Asset retirement obligations (note 5)		9,098,971		787,876
		231,823,928		254,456,303
Net assets:				
Unrestricted:				
Operating		38,067,966		42,385,242
Post-employment benefits and compensated absences		(4,621,000)		(4,193,999)
Vacation pay		(5,265,421)		(5,679,109)
		28,181,545		32,512,134
Invested in capital assets (note 12)		112,392,714		110,053,421
Externally restricted (note 13)		23,847,649		23,799,904
Internally restricted (note 14)		135,641,736		139,857,306
		300,063,644		306,222,765
Commitments (note 15)				
Contingent liabilities (note 16)				
	$	531,887,572	$	560,679,068

See accompanying notes to consolidated financial statements.

Approved by the Board of Governors

_________________ Director _________________ Director

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Operations

Year ended March 31, 2026, with comparative information for 2025

	2026	2025
Revenue:		
Grants and reimbursements	$ 45,015,843	$ 41,993,968
Capital support grants	199,267	148,538
Tuition revenue	67,171,771	115,022,250
Public college private partnership (note 19)	13,244,922	96,838,064
Contract training	17,503,003	15,585,471
Amortization of deferred capital contributions	6,712,296	6,568,325
Other income	19,915,086	29,427,060
Donations	981,633	797,509
Foundation	3,500,519	3,948,600
Ancillary operations	13,889,263	14,515,021
Gain (loss) on disposal of capital assets	1,047,634	(3,717)
	189,181,237	324,841,089
Expenses:		
Salaries and benefits	96,225,236	108,807,160
Operating expenditures	49,656,819	68,451,964
Public college private partnership (note 19)	11,364,757	76,828,545
Post-employment benefits and compensated absences	427,000	501,000
Foundation	3,500,519	3,948,600
Bursaries and scholarships	981,633	793,054
Amortization of capital assets	17,158,408	15,076,411
Other expenditures out of capital support grants	199,267	141,027
Ancillary operations	15,874,464	17,381,153
	195,388,103	291,928,914
Excess (deficiency) of revenue over expenses	$ (6,206,866)	$ 32,912,175

See accompanying notes to consolidated financial statements.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Changes in Net Assets

Year ended March 31, 2026, with comparative information for 2025

	Unrestricted	Invested in capital assets (note 12)	Externally restricted (note 13)	Internally restricted (note 14)	2026 Total	2025 Total
Balance, beginning of year	$ 32,512,134	110,053,421	23,799,904	139,857,306	$ 306,222,765	$ 272,298,730
Endowment and annual funds received during the year			47,745		47,745	1,011,860
Excess (deficiency) of revenue over expenses	3,191,612	(9,398,478)			(6,206,866)	32,912,175
Transfer of internally restricted to unrestricted	4,215,570			(4,215,570)		
Net change in investment in capital assets (note 12b)	(11,737,771)	11,737,771				
Balance, end of year	$ 28,181,545	$ 112,392,714 $	23,847,649 $	135,641,736	$ 300,063,644	$ 306,222,765

See accompanying notes to consolidated financial statements.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Cash Flows

Year ended March 31, 2026, with comparative information for 2025

	2026	2025
Cash provided by (used in):		
Operations:		
Excess (deficiency) of revenue over expenses Items not involving cash:	$ (6,206,866)	$ 32,912,175
Amortization of capital assets	17,158,408	15,076,411
Amortization of deferred capital contributions	(6,712,296)	(6,568,325)
Accrual for post-employment benefits and compensated absences	427,000	500,999
Deferred contributions recognized as revenue in the year	(3,500,519)	(3,948,600)
Unrealized loss on long-term investments	73,407	1,255,354
(Gain) loss on disposal of capital assets	(1,047,634)	3,717
	191,500	39,231,731
Changes in non-cash operating working capital:		
Accounts receivable	2,263,192	401,157
Prepaid expenses	6,675,193	3,709,405
Accounts payable and accrued liabilities	(4,791,587)	(13,894,301)
Accrual for vacation pay	(413,688)	(668,220)
Deferred revenue	(21,807,281)	(61,997,821)
	(17,882,671)	(33,218,049)
Financing activities:		
Deferred contributions	1,890,334	2,737,785
Repayment of long-term debt	(2,064,908)	(2,148,344)
Endowment and annual contributions (transfers), net	47,745	1,011,860
	(126,829)	1,601,301
Capital activities:		
Contributions received for capital purposes	6,029,469	6,872,495
Contributions paid for construction in progress		(500,000)
Proceeds on disposal of capital assets	2,341,548	
Purchase of capital assets and construction in progress	(18,043,880)	(34,075,103)
Asset retirement obligations settlement and revaluation	8,311,095	(56,200)
	(1,361,768)	(27,758,808)
Investing activities:		
Redemption (purchase) of long-term investments	24,000,341	(27,616,678)
Redemption (purchase) of temporary investments	(34,250,238)	75,509,335
	(10,249,897)	47,892,657
Decrease in cash	(29,621,165)	(11,482,899)
Cash, beginning of year	57,771,016	69,253,915
Cash, end of year	$ 28,149,851	$ 57,771,016

See accompanying notes to financial statements.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements

Year ended March 31, 2026

The St. Clair College of Applied Arts and Technology (the “College”), was incorporated in 1965 under the laws of the Province of Ontario, and is an Ontario college of applied arts and technology duly established pursuant to Ontario regulation 34/03 made under the Ontario Colleges of Applied Arts and Technology Act, 2002. The College is an agency of the crown and provides postsecondary, vocationally oriented education in the areas of applied arts, business, health sciences and technology.

The College is a not-for-profit organization and, as such, is exempt from income taxes under the Income Tax Act (Canada).

1. Significant accounting policies:

(a) Basis of presentation:These consolidated financial statements of the College have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board (“PSAB for Government NPOs”). The consolidated financial statements include the accounts of the College and its wholly controlled entity, St. Clair College Foundation. All significant inter-organization balances and transactions have been eliminated on consolidation.These consolidated financial statements do not reflect the assets, liabilities and results of operations of the various student organizations.

(b) Revenue recognition:

Revenue is recognized when the College has the ability to claim or retain an inflow of economic resources and a past transaction or event giving rise to the asset has occurred.

The College follows the deferral method of accounting for contributions, which include donations and government grants. Tuition fees and contract training revenues are recognized as income to the extent that the related courses and services are provided within the fiscal year of the College.

Gifts in-kind are recorded at fair value in the year of receipt.

1. Significant accounting policies (continued):

(b) Revenue recognition (continued):Ancillary revenues including parking, bookstore, residence, St. Clair College Centre for the Arts and other sundry revenues are recognized when products are delivered or services are provided to the student or client, the sales price is fixed and determinable, and collection is reasonably assured.Unrestricted contributions are recognized as revenue when received or receivable and if the amount to be received can be reasonably estimated and collection is reasonably assured.Externally restricted contributions and restricted investment income are recognized as revenue in the year in which the related expenses are incurred.Restricted contributions for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis corresponding with the amortization rate for the related capital assets.Endowment contributions, having externally imposed restrictions requiring that the principal be maintained intact, are recognized as direct increases in endowed net assets.Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Restricted investment income that must be maintained as an endowment is credited to net assets. Unrestricted investment income is recognized as revenue when earned. Pledges are recorded as revenue when management can make a reasonable estimate of the amount and collection is reasonably assured. The College received pledges in the amount of $150,000 (2025 - $290,000) which have not been recorded in the accompanying financial statements.

1. Significant accounting policies (continued):

(c) Cash and cash equivalents: Cash and cash equivalents include highly liquid investments with maturities of 30 days or less when purchased.

(d) Short-term investments: Short-term investments are recorded at fair value. Subsequent changes in the fair value of short-term investments are adjusted through the statement of financial position.

(e) Long-term investments: Long-term investments are recorded at fair value. Subsequent changes in the fair value of restricted long-term investments are adjusted through the statement of financial position.

(f) Investment income:Realized gains and losses on the sale of investments are determined using the average cost of securities sold. Interest and dividend income is recorded on the accrual basis.

(g) Endowment funds:Endowed funds consist of external contributions that the donor has designated as a permanent endowment. The endowed funds cannot be expended by the Foundation. The annual income earned on the endowed funds may be expended only for the externally restricted purposes specified by the donor.

(h) Capital assets:Purchased capital assets are recorded at cost less accumulated amortization. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments that extend the estimated life of an asset are capitalized. When a capital asset no longer contributes to the College's ability to provide services or the value of future economic benefits associated with the capital asset is less than its net book value, the carrying value of the capital asset is reduced to reflect the decline in the asset's value.

1. Significant accounting policies (continued):

(h) Capital assets (continued):Construction in progress is not recorded as a capital asset or amortized until it is put into service. Capital assets are capitalized on acquisition and amortized on a straight-line basis over their useful lives, which has been estimated to be as follows:Asset

(i) Vacation pay:The College recognizes vacation pay as an expense on an accrual basis.

(j) Non-pension post-retirement, post-employment, non-vesting sick leave, and defined retirement benefits: The College provides non-pension post-retirement, post-employment, non-vesting sick leave and defined retirement benefits to certain employee groups. These benefits include subsidized basic life insurance for retirees, continuation of medical, dental and waiver of life insurance premium for employees on long-term disability, non-vesting sick leave and defined benefit pension. The College has adopted the following policies with respect to accounting for these employee benefits:

	Basis
Buildings	40 years
Site improvements	10 years
Furniture & equipment	5 years
Leasehold improvements	5 years
Computer equipment	3 years

(i) The costs of the non-pension post-retirement benefits are actuarially determined using the actuaries' best estimate of mortality, life insurance premiums, and discount rates. Adjustments to these costs arising from changes in actuarial estimates and experienced gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.

(ii) The costs of the post-employment benefits which includes continuation of medical, dental, and waiver of life insurance premium during long-term disability are actuarially determined using the actuaries' best estimate of health care and insurance premium costs, disability recovery, mortality and discount rates. Liabilities are recognized when a long-term disability claim occurs, is expensed in year, and accounted for on a terminal accounting basis.

(iii) The costs of non-vesting sick leave benefits are actuarially determined using the actuaries' best estimate of salary escalation, employees use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial estimates and experienced gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.

(iv) The discount rate used in the determination of the above-mentioned liabilities is determined by the College Employer Council.

(v) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the period.

(k) Financial instruments:The College classifies its financial instruments as either fair value or amortized cost. The College's accounting policy for each category is as follows:

(i) Fair value:

This category includes equity instruments quoted in an active market. The College has designated its bond portfolio and term deposits that would otherwise be classified into the amortized cost category at fair value as the College manages and reports performance of it on a fair value basis.

1. Significant accounting policies (continued):

(k) Financial instruments (continued):

(i) Fair value (continued):These financial instruments are initially recognized at cost and subsequently carried at fair value. Changes in fair value on restricted assets are recognized as a deferred contribution until the criterion attached to the restrictions has been met. Transaction costs related to financial instruments in the fair value category are expensed as incurred.As the College has no financial instruments recognized at fair value which are not deferred, the College does not have a statement of remeasurement gains and losses.

(ii) Amortized cost:This category includes accounts receivable, accounts payable, accrued liabilities and other liabilities. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets.Transaction costs related to financial instruments in the amortized-cost category are added to the carrying value of the instrument.Write-downs on financial assets in the amortized cost category are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the write-down being recognized in the Statement of Operations.

1. Significant accounting policies (continued):

(l) Asset retirement obligations: An asset retirement obligation ("ARO") is recognized when, as at the financial reporting date, all of the following criteria are met:

x There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
xi The past transaction or event giving rise to the liability has occurred;
xii It is expected that future economic benefits will be given up; and
xiii A reasonable estimate of the amount can be made.

A liability for the removal of asbestos in several buildings owned by the College has been recognized based on estimated remediation costs of asbestos removal upon repair of affected areas or upon sale or closure of the building.

Actual remediation costs incurred are charged against the ARO to the extent of the liability recorded. Differences between the actual remediation costs incurred and the associated liability recorded within the consolidation financial statements is recognized in the consolidated statement of operations at the time of remediation.

The estimated undiscounted fair value of the ARO liability resulted in an accompanying increase to Building Capital Asset. The increase to the tangible capital asset is amortized in accordance with the amortization accounting policy for the College as outlined in (h).

(m) Use of estimates:

The preparation of financial statements in conformity with PSAB for Government NPOs requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the period. Actual results could differ from these estimates. Areas of key estimation include the determination of fair value for long-term investments, allowance for doubtful accounts, the carrying amount of capital assets, the valuation and estimated timing of asset retirement obligations, and actuarial estimation of post-retirement and employment benefits as well as non-vesting sick leave liabilities.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

2. Financial instrument classification:

The following table provides cost and fair value information of financial instruments by category. The maximum exposure to credit risk would be the carrying value as shown below:

2026	Fair value	Amortization at cost	Total
Cash and cash equivalents	$ 28,149,851	$ -	$ 28,149,851
Accounts receivable		8,022,539	8,022,539
Temporary investments	206,724,010		206,724,010
Long-term investments	27,619,122		27,619,122
Accounts payable and accrued liabilities		33,005,923	33,005,923
Long-term debt		17,171,470	17,171,470
	$262,492,983	$ 58,199,932	$320,692,915

2025	Fair value	Amortization at cost	Total
Cash and cash equivalents	$ 57,771,016	$ -	$57,771,016
Accounts receivable		10,285,731	10,285,731
Temporary investments	172,473,772		172,473,772
Long-term investments	51,692,864		51,692,864
Accounts payable and accrued liabilities		37,797,510	37,797,510
Long-term debt		19,236,378	19,236,378
	$281,937,652	$ 67,319,619	$349,257,271

Temporary investments consist of highly liquid investments, including guaranteed investment certificates with maturities of less than one year. Long-term investments consist of equity instruments in public companies, bonds, and term deposits. Long-term investments include $27,619,122 (2025 - $26,016,220) of investments externally restricted for endowment purposes (see Note 13).

2. Financial instrument classification (continued):

Long-term investments consist of the following:

	2026	2025
Fair value:		
Term deposits	$ -	$ 25,676,644
Corporate and government bonds	12,509,219	12,994,935
Shares in public companies and mutual funds	15,109,903	13,021,285
	$ 27,619,122	$ 51,692,864

	2026	2025
Cost:		
Term deposits	$ -	$ 25,676,644
Corporate and government bonds	12,425,181	12,727,974
Shares in public companies and mutual funds	14,387,363	12,408,267
	$ 26,812,544	$ 50,812,885

Maturity profile of bonds held is as follows:

2026	Within 1 year	1 to 5 years	6 to 10 years	Over 10 years	No specific maturity	Total
Carrying value	$ 1,207,064	$4,144,435	$2,156,888	$ 188,559	$4,812,273	$12,509,219
Percent of total	3%	41%	14%	4%	38%	100%
						$12,509,219

2025	Within 1 year	1 to 5 years	6 to 10 years	Over 10 years	No specific maturity	Total
Carrying value	$ 347,326	$5,467,851	$1,828,064	$ 471,718	$4,879,976	$12,994,935
Percent of total	3%	41%	14%	4%	38%	100%
						$12,994,935

2. Financial instrument classification (continued):

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable:

x Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;

xi Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and

xii Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

There was no movement between Levels 2 and 3 during the year.

2026	Level 1	Level 2	Level 3	Total
Cash and cash equivalents	$ 28,149,851	$ -	$ -	$ 28,149,851
Temporary investments	206,724,010			206,724,010
Long-term investments	27,619,122	-		27,619,122
Total	$262,492,983	$ -	$ -	$262,492,983

2025	Level 1	Level 2	Level 3	Total
Cash and cash equivalents	$ 57,771,016	$ -	$ -	$ 57,771,016
Temporary investments	172,473,772	-		172,473,772
Long-term investments	51,692,864	-		51,692,864
Total	$281,937,652	$ -	$ -	$281,937,652

3. Construction in progress:

Construction in progress represents costs incurred on certain building and equipment which was not available for use. Once the building and equipment is put in service, the total costs will be reclassified to capital assets and amortization will commence. As at March 31, 2026, construction in progress amounted to $550,659 (2025 - $634,450).

4. Capital assets:

2026	Cost	Accumulated amortization	Net book value
Land	$ 6,036,323	$ -	$ 6,036,323
Buildings, including asset retirement costs	333,682,588	113,978,388	219,704,200
Site improvements	34,888,536	18,138,534	16,750,002
Furniture & equipment	96,560,401	81,706,228	14,854,173
Computer equipment	3,640,970	3,262,129	378,841
Leasehold improvements	4,748,700	4,748,700	-
	$ 479,557,518	$ 221,833,979	$ 257,723,539

2025	Cost	Accumulated amortization	Net book value
Land	$ 6,036,323	$ -	$ 6,036,323
Buildings, including asset retirement costs	321,467,836	105,318,635	216,149,201
Site improvements	34,163,318	15,674,351	18,488,967
Furniture & equipment	95,758,346	78,859,664	16,898,682
Computer equipment	3,284,624	2,975,882	308,742
Leasehold improvements	4,748,700	4,582,425	166,275
	$ 465,459,147	$ 207,410,957	$ 258,048,190

Amortization expense for the year is $17,158,408 (2025 - $15,076,411).

5. Asset retirement obligations:

The College owns and operates several buildings that are known to have asbestos and there is a legal obligation to remove it upon repair of the affected areas or upon sale or closure of the building. Following the adoption of PS 3280 – Asset Retirement Obligations, the College recognized an obligation related to the remediation of asbestos in these buildings as estimated at April 1, 2021. The College must assess the Asset Retirement Obligation every 3 years or as new legislation, contracts or legal obligations come into effect. The Asset Retirement Obligation was reassessed at April 1, 2025 as adjusted below. The buildings had an estimated useful life of 40 years when they were acquired between 1970-2012.

	2026	2025
Balance, beginning of year	$ 787,876	$ 844,076
Adjustment per revaluation	8,332,376	-
Less: obligations settled during the year	(21,281)	(56,200)
Balance, end of year	$ 9,098,971	$ 787,876

6. Deferred revenue:

	2026	2025
Advanced tuition fees	$ 16,534,970	$ 33,888,109
Unearned grants	2,166,709	6,164,778
Unearned rent	398,925	395,298
Other	1,848,599	2,308,299
	$ 20,949,203	$ 42,756,484

7. Long-term debt:

Long-term debt outstanding at year-end consists of:

	2026	2025
6.63% debt, payable $128,585 monthly including interest, due March 28, 2028	$ 2,882,740	$ 4,187,304
2.147% debt, payable $200,975 semi-annually including interest, repaid during the year		198,840
4.730% debt, payable $628,383 semi-annually including interest, due September 2, 2042	14,288,730	14,850,234
	17,171,470	19,236,378
Current portion of long-term debt	(1,982,088)	(2,064,908)
	$ 15,189,382	$ 17,171,470

The scheduled principal amounts payable within the next five years and thereafter are as follows:

2027	$ 1,982,088
2028	2,105,487
2029	645,964
2030	676,853
2031	709,219
Thereafter	11,051,859
	$ 17,171,470

Security on the 6.63% long-term debt consists of a general assignment of the rents associated with the College's Windsor residence and a continuing interest in any and all monies deposited into an escrow account.

7. Long term debt (continued):

Security on the 4.730% long-term debt consists of entitlement to the Minister of Finance to deduct from monies appropriated by the Ontario Legislature for payment to the College, amounts equal to any amounts that the College fails to pay under these long-term debt arrangements.

8. Non-pension post-retirement and post-employment benefits and non-vesting sick leave liability:

The following tables outline the components of the College's non-pension post-retirement and post-employment benefits and non-vesting sick leave liabilities and related expenses.

2026	Non pension Post-retirement and Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	$ 1,060,000	$ 3,994,000	$ -	$ 5,054,000
Value of plan assets	(217,000)			(217,000)
Unamortized actuarial gains (losses)	114,000	(330,000)		(216,000)
Total liability	$ 957,000	$ 3,664,000	$ -	$ 4,621,000

2025	Non-pension Post-retirement and Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	$ 1,066,000	$ 4,477,000	$ -	$ 5,543,000
Value of plan assets	(210,000)			(210,000)
Unamortized actuarial gains (losses)	91,000	(1,230,000)		(1,139,000)
Total liability	$ 947,000	$ 3,247,000	$ -	$ 4,194,000

8. Non-pension post-retirement and post-employment benefits and non-vesting sick leave liability (continued):

2026	Non-pension Post-retirement and Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	$ 28,000	$ 412,000	$ -	$ 440,000
Interest on accrued benefit obligation	3,000	151,000		154,000
Amortized actuarial (losses) gains	(16,000)	213,000		197,000
Total expense	$ 15,000	$ 776,000	$ -	$ 791,000

2025	Non-pension Post-retirement and Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	$ 195,000	$ 391,000	$ 1,000	$ 587,000
Interest on accrued benefit obligation	3,000	155,000	1,000	159,000
Amortized actuarial (losses) gains	(32,000)	228,000	61,000	257,000
Total expense	$ 166,000	$ 774,000	$ 63,000	$ 1,003,000

The above amounts exclude pension contributions to the Colleges of Applied Arts and Technology pension plan, a multi-employer plan, described below.

8. Non-pension post-retirement and post-employment benefits and non-vesting sick leave liability (continued):

(a) Retirement benefits: CAAT Pension Plan:A majority of the College's employees are members of the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), which is a multi-employer jointly-sponsored defined benefit plan for eligible employees of public colleges and related employers in Ontario. The College makes contributions to the Plan equal to those of employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan. Since the Plan is a multi-employer plan, the College's contributions are accounted for as if the plan were a defined contribution plan with the College's contributions being expensed in the period they come due.Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2026, indicated an actuarial surplus of \$6.7 billion (2025 - \$6.1 billion). The College made contributions to the Plan and its associated retirement compensation arrangement of \$7,502,855 (2025 -\$8,420,280), which has been included in the statement of operations.

8. Non-pension post-retirement and post-employment benefits and non-vesting sick leave liability (continued):

(b) Non-pension post-retirement and post-employment benefits: The College extends non-pension post-retirement and post-employment benefits to certain employee groups. Benefits include subsidized basic life insurance for retirees, and continuation of medical, dental, and waiver of life insurance premiums for employees on long-term disability. Non-pension post-retirement benefits are recognized on a straight-line basis over the remaining service life of the employee groups. Post-employment benefits are recognized on a terminal accounting basis when a long-term disability occurs in year. The related benefit liabilities were determined by an actuarial valuation study commissioned by the College Employer Council.The major actuarial assumptions employed for the valuations are as follows:

(i) Discount rate:The present value as at March 31, 2026 of the future benefits was determined using a discount rate of 3.50% (2025 – 3.20%).

(ii) Medical premium:Medical premium increases were assumed to increase at 5.91% per annum in 2026 (2025 – 6.04%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2040.

(iii) Dental costs: Dental costs were assumed to increase at 4.0% per annum in 2026 (2025 – 4.0%).

(iv) Life insurance premiums:

Life insurance premiums for retirees were valued at $0.17 per $1,000 of basic life insurance in 2026 (2025- $0.16 per $1,000).

(c) Non-vesting sick leave liability:

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employees' illness or injury exceeds the current year's allocation of days. Sick days are paid out at the salary in effect at the time of usage. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The assumptions used in the valuations of non-vesting sick leave are the College Employer Council's best estimates of expected rates of:

	2026	2025
Wage and salary escalation:		
Academic	2.0%	2.5%
Support	2.0%	2.5%
Discount rate	3.5%	3.2%

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 26.2% and 0 to 55.2 respectively for age groups ranging from 20 and under to 65 and over in bands of 5 years.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

9. Deferred contributions:

Deferred contributions represent unspent externally restricted funding that has been received and relates to a subsequent year. Changes in the contributions deferred to future periods are as follows:

	2026	2025
Balance, beginning of year	$ 14,612,106	$ 15,822,921
Less: bursaries awarded in the year	(3,500,519)	(3,948,600)
Add: amounts received in the year	595,985	983,884
Add: unrealized loss on long-term investments	(73,407)	(1,255,354)
Add: investment income received in the year	1,367,761	3,009,255
Balance, end of year	$ 13,001,926	$ 14,612,106

Deferred contributions are comprised of:

	2026	2025
Scholarships and bursaries	$ 12,850,426	$ 14,460,606
Joint employment stability reserve	151,500	151,500
	$ 13,001,926	$ 14,612,106

10. Deferred capital contributions:

Deferred capital contributions represent the unamortized amount and unspent amount of donations and grants received for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the statement of operations. The changes in the deferred capital contributions balances are as follows:

	2026	2025
Balance, beginning of year	$129,392,841	$ 129,088,671
Less: amortization of deferred capital contributions	(6,712,296)	(6,568,325)
Add: contributions received for capital purposes	6,029,469	6,872,495
Balance, end of year	$128,710,014	$ 129,392,841

As at March 31, 2026 there were $nil (2025 - $nil) of deferred capital contributions received which were not spent.

11. Deferred capital contributions relating to construction in progress:

Deferred capital contributions relating to construction in progress represents the amount of grants and other restricted funding received primarily for construction of building and equipment in progress.

	2026	2025
Balance, beginning of year	$ -	$ 500,000
Less: amounts transferred to assets in the year		(500,000)
Add: contributions received for capital purposes		-
Balance, end of year	$ -	$ -

12. Investment in capital assets:

(a) Investment in capital assets represents the following:2026

(b) Change in net assets invested in capital assets is calculated as follows:

		2025
Capital assets	$257,723,539	$ 258,048,190
Construction in progress	550,659	634,450
Less amounts financed by:		
Long-term debt	(17,171,470)	(19,236,378)
Deferred capital contributions	(128,710,014)	(129,392,841)
Balance, end of year	$112,392,714	$110,053,421

	2026	2025
Deficiency of revenues over expenditures:		
Amortization of deferred capital contributions related to capital assets	$ 6,712,296	$ 6,568,325
Amortization of capital assets	(17,158,408)	(15,076,411)
Gain (loss) on disposal of assets	1,047,634	(3,717)
	$ (9,398,478)	$ (8,511,803)
Net change in investment in capital assets:		
Purchase and contribution of capital assets and transfers from construction in progress	$ 18,043,880	$ 34,075,103
Disposal of capital assets	(1,293,914)	(3,717)
Amounts funded by deferred capital contributions	(6,029,469)	(6,872,495)
Amounts funded by deferred capital contributions – construction		500,000
(Gain) loss on disposal of capital assets, net of expenses	(1,047,634)	3,717
Repayment of long-term debt	2,064,908	2,148,344
	$ 11,737,771	$ 29,850,952

13. Externally restricted net assets:

Externally restricted net assets include restricted donations received by the College where the endowment principal is required to be maintained intact. The investment income generated from these endowments must be used in accordance with the various purposes established by donors. The College ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided.

Investment income on externally restricted endowments that was disbursed during the year has been recorded in the Statement of Operations as this income was available for disbursement as scholarships and bursaries, and the donors' conditions have been met. The unspent portion of investment income is recorded in deferred contributions. Investment income on endowed assets recognized and deferred was $946,049 and $3,195,969 respectively (2025 - $856,650 and $2,774,264).

Externally restricted endowment funds include grants provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund and Ontario Trust for Student Support. Under these programs, the government matches funds raised by the College. The purpose of the programs are to assist academically qualified individuals who, for financial reasons, would not otherwise be able to attend College. The programs have been discontinued.

14. Internally restricted net assets:

Internally restricted net assets are funds restricted by the College Board of Governors for future expenses. The balance for future expenses relate to the following:

2026	Financial Sustainability	Deferred Maintenance	Strategic Capital Project	Risk Management	Total
Balance, beginning of year	$ 73,920,568	$ 35,886,738	$ 20,050,000	$ 10,000,000	$139,857,306
Add: contributions		20,050,000	-		20,050,000
Less: transfer for spend		(4,215,570)	(20,050,000)		(24,265,570)
Balance, end of year	$ 73,920,568	$ 51,721,168	$ -	$ 10,000,000	$135,641,736

14. Internally restricted net assets (continued):

2025	Financial Sustainability	Deferred Maintenance	Strategic Capital Project	Risk Management	Total
Balance, beginning of year	$ 73,920,568	$ 36,756,589	$ 25,444,615	$ 10,000,000	$146,121,772
Add: contributions	-	15,076,412	20,000,000	-	35,076,412
Less: transfer for spend	-	(15,946,263)	(25,394,615)	-	(41,340,878)
Balance, end of year	$ 73,920,568	$ 35,886,738	$ 20,050,000	$ 10,000,000	$139,857,306

15. Commitments:

The College is committed to estimated minimum annual payments under operating lease agreements over the next five years as follows:

2027	$ 4,362,928
2028	2,933,238
2029	1,157,064
2030	155,637
2031	6,155

16. Contingent liabilities:

The College has been named as defendant or co-defendant in several actions for damages. The outcome and the amount of the losses, if any, are not determinable at this time and accordingly, no provision for losses has been made in these financial statements. The amount will be accounted for in the period when and if such losses are determined.

17. Risk management:

(a) Credit risk: Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to this risk relating to its cash, debt holdings in its investment portfolio, and accounts receivable. The College holds its term deposits with a provincially regulated credit union that is protected by the Financial Services Regulatory Authority of Ontario (FSRA) and with Canadian banking institutions that are protected by the Canadian Deposit Insurance Corporation (CDIC). In the event of default, the College's term deposits are insured up to $1,989,000 (2025 - $101,740,000). In addition, the College holds part of its equity investments with an investment firm that is protected by the Canadian Investor Protection Fund (CIPF). In the event of CIPF member default, the College's equity investments are insured up to $1,000,000 (2025 - $1,000,000).The investment policy sets issuer type limits on the bond portfolio and operates in accordance with the Ontario Financial Administration Act by placing a composition limit on the bond portfolio. All fixed income portfolios are measured for performance on a monthly basis and monitored by management on a monthly basis. The policy limits the funds to be invested in bonds of a single issuer to a maximum of 10% of the market value of the bond portfolio, except for bonds issued by the Government of Canada and Canadian provinces. The maximum exposure to investment credit risk is outlined in Note 2.The College measures its exposure to credit risk based on how long the amounts have been outstanding. An impairment allowance is set up based on the College's historical experience regarding collections. The amounts outstanding at year end were as follows:

17. Risk management (continued):

(a) Credit risk (continued): Total

The amount of other receivables aged greater than 90 days relates to banquet and general receivables for College services. Student receivables not impaired are collectible based on the College's assessment and past experience regarding collection rates.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

		Past due Current	1 - 30 days	31 - 60 days	61 - 90 days	91 - 120 days
Government receivables	$ 4,019,226 $	4,019,226	$ -	$ -	$ -	$ -
Student receivables	2,136,120	23,145	-	(2,079)	(697)	2,115,751
Other receivables	2,665,150	1,202,536	1,134,970	213,275	3,179	111,190
Gross receivables	8,820,496	5,244,907	1,134,970	211,196	2,482	2,226,941
Less: impairment allowance	(797,957)					(797,957)
Net receivables	$ $ 8,022,539	5,244,907	$1,134,970	$ 211,196	$ 2,482	$ 1,428,984

17. Risk management (continued):

(b) Market risk:Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk, and equity risk.The investment policy's application is monitored by the Foundation Board, management, and the investment managers. Diversification techniques are utilized to minimize risk. The policy limits the investment in any single issuer to a maximum of 10% of the market value of the bond portfolio and 10% (2025 - 10%) of the market value of the equity portfolio. An exception exists for bonds issued by the Government of Canada and Canadian provinces.There have been no significant changes from the previous year in the exposure to risk or policies, procedures, and methods used to measure the risk.

(c) Currency risk:

Currency risk relates to the College operating in different currencies and converting nonCanadian earnings at different points in time at different foreign levels when adverse changes in foreign currency rates occur. The College is exposed to this risk through its equity holdings within its investment portfolio.

At March 31, 2026, a 1% fluctuation in foreign exchange rates, with all other variables held constant, would have an estimated impact on the fair values of the College's non-Canadian holdings of $46,417 (2025 - $38,698).

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

17. Risk management (continued):

(d) Interest rate risk:Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.The College mitigates interest rate risk on its bank loans (see Note 7) and investments through fixed rates. Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the bank loans or investments.There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

(e) Equity risk:

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2026, a 10% movement in the stock markets with all other variables held constant would have an estimated effect on the fair values of the College's equities of $1,304,410 (2025 - $1,184,077).

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

17. Risk management (continued):

(f) Liquidity risk:Liquidity risk is the risk that the College will not be able to meet all cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near term if unexpected cash outflows arise. The following table sets out the contractual maturities (representing undiscounted contractual cash-flows of financial liabilities):

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

(g) Other risk:

Since January 22, 2024, the Government of Canada has introduced several changes to the international student program, including annual intake caps on international student permit applications, new work permit eligibility rules aligned with labour market needs, and a requirement for provincial attestation letters. These measures have significantly reduced international student applications and enrolment.

On February 12, 2026, the Ontario government took decisive action to protect postsecondary students' access to the education they need to launch successful careers and build long-term sustainability in the postsecondary sector, while ensuring education remains accessible for future generations by including $6.4 billion in new funding for the postsecondary sector and an updated tuition framework.

2026	Within 6 months	6 months to 1 year	1 – 5 years	> 5 years
Accounts payable	$ 29,073,471	$ 3,370,673	$ 561,779	$ -
Long-term debt	976,091	1,005,997	4,137,524	11,051,858
	$ 30,049,562	$ 4,376,670	$ 4,699,303	$ 11,051,858

18. Related parties:

St. Clair College Foundation:

The St. Clair College Foundation (the "Foundation") which is consolidated within these financial statements, was established to raise funds for the use of the College. The Foundation is a registered charity and is classified as a public Foundation under the Income Tax Act and, as such, is exempt from tax. Resources of the Foundation are for the benefit of the College and are to be used for purposes agreed upon by the College and the Foundation. During the year, an amount of $2,554,470 (2025 - $3,091,950), including $nil of in-kind donations (2025 - $nil) were received from the Foundation.

The College administers the receipt and disbursement of funds on behalf of the St. Clair College Foundation at no charge.

19. Public college private partnership:

In 2014, the College began a public college-private partnership with a private career college for some post-secondary program delivery to international students. The College assesses and collects the gross student tuition and fees from the students and remits the applicable funds to the private partner. In return, the College receives a fee-for-service payment from the private partner. The partnership was fully wound down in fiscal 2026.

B

Appendix B - Summary of Advertising and Marketing Complaints

For the period April 1, 2025 – March 31, 2026, as specified in the Minister's Binding Policy Directive on the Framework for Programs of Instruction which sets out College program advertising and marketing guidelines, St. Clair College has received no complaints from its students regarding advertising and marketing of College programs.

Nature of Complaint	Date Received	How Resolved/ Addressed	Date Resolution Communicated to Student	# of Working Days to Resolve
No complaints received.				

C

Appendix C – Institutes Of Technology And Advanced Learning (ITAL) Report

This appendix is not required for St. Clair College.

D Appendix D - 2025-26 Board of Governors

Board Member	Appointment Date
Michael Silvaggi, President	
Garry Rossi, Chair	Sept. 2023 - Aug. 2026
Charlie Hotham, Vice Chair	Sept. 2024 - Aug. 2027
Rose Anguiano Hurst	Sept. 2023 - Aug. 2026
Art Barron	Sept. 2025 - Aug. 2028
Paula Corro-Battagello	Sept. 2025 - Aug. 2028
Kevin Corriveau	Sept. 2025 - Aug. 2028
Garnet Fenn	Sept. 2023 - Aug. 2026
Anna Jurak	Sept. 2025 - Aug. 2028
Anthony Paniccia	Sept. 2025 - Aug. 2028
John Parent	Sept. 2022 - April 2026
Jean Piccinato, Past Board Chair	Sept. 2025 - Aug. 2026
Kirsten Ramsay	Sept. 2025 -Aug. 2028
Alfonso (Al) Teshuba	Sept. 2023 - Aug. 2026
Andrew Weiler	Sept. 2025 -Aug. 2026
Gay Wrye	Sept. 2025 - Aug. 2028
Jennifer Yee	Feb. 2024 - Aug. 2026

E Appendix E - Advisory College Council Report

To: Michael Silvaggi, President
From: Juli Vlaminck, Advisory College Council Chair
Date: May 18, 2026
Re: Advisory College Council Annual Report

In accordance with the Minister's Binding Policy Directive, Governance and Accountability Framework (2010), the Board of Governors ensures the establishment of an Advisory College Council. The purpose of the Advisory Council is to provide a formal mechanism through which students and staff of the College may offer advice to the President. As required, a report of the Advisory Council is included in the College's annual report.

Membership of the Advisory College Council includes students, support staff, and administrative staff representation as well as faculty representation from each academic school. In addition, members of the administration participate in an ex officio capacity, as outlined in the Advisory Council's Terms of Reference. All members are invited to propose agenda items that fall within the Council's mandate. In addition, the President may also bring forward matters for consultation and advice.

During the reporting period, the Advisory College Council's Terms of Reference underwent scheduled renewal. Necessary revisions were completed and the updated Terms of Reference received final approval for another two-year term.

The Advisory College Council's mandate is to provide a structured process through which recommendations may be forwarded to the President.

Throughout the 2025-2026 academic year, the Advisory Council engaged in meaningful discussions on several topics:

1. Exploration of a potential 14-week semester model, with the goal of gathering preliminary feedback for senior leadership.
2. AI & Academic Integrity.
3. Membership adjustments (resulting from institutional staffing changes).
4. Modernization of Blackboard Ultra.

While these topics generated constructive dialogue, no formal recommendations were submitted to the President during this period. Further discussions may be required as these topics evolve.

The Advisory College Council will continue to meet once per semester. One additional meeting is scheduled for June 2026 to conclude this academic year. The Advisory Council will reconvene for the 2026-2027 academic year in the Fall semester.

Sincerely,

Juli Vlaminck

Chair, Advisory College Council

ST. CLAIR
COLLEGE

WINDSOR & CHATHAM

STCLAIRCOLLEGE.CA

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Board of Governors

OPERATING BY-LAWS

A By-law Relating Generally to the Conduct of the Affairs of
St. Clair College of Applied Arts and Technology.

Approved by: Board of Governors

Supersedes: November 24, 1998

Revised: December 2002
November 11, 2003
February 3, 2004
March 9, 2004
June 4, 2004
June 2011
May 2012
September 2012
September 4, 2013
October 2013
June 2015
March 2016
May 2018
May 2019
September 2022
April 2023
June 2023
February 2025
June 23, 2026

ST. CLAIR COLLEGE BOARD OF GOVERNORS
OPERATING BY-LAW

INDEX

ST. CLAIR COLLEGE

BOARD OF GOVERNORS
BY-LAWS

Policy Title:	**Definitions**	**Area of Responsibility: Board of Governors**
Policy Section:	**Board of Governors By-law**	**By-law No: 4**
Effective Date:	**~~November 24, 1998~~June 23, 2026**	**Page: 1 of 2**
Supersedes:	~~N/A~~November 24, 1998	**Last Review Date: ~~February 25, 2025~~June 23, 2026**
Mandatory Review Date:	**~~February 26, 2030~~June 23, 2031**	

Definitions

In this By-law,

(a) "Board" means the Board of Governors of St. Clair College of Applied Arts and Technology acting as a board of directors;

(b) "Corporation" means the corporation incorporated under the name "The Board of Governors of St. Clair College of Applied Arts and Technology";

(c) "College" means the institution maintained, conducted and governed by the Minister with the advice and assistance of the Board under the name "The St. Clair College of Applied Arts and Technology";

(d) "Minister" means the Minister of Colleges, ~~and~~ Universities, Research Excellence and Security (MCURES);

(e) "External members" means twelve (12) voting members of the Board none of whom is a full-time employee or spouse of a full-time employee of the Corporation, as defined by the Family Law Act.

(f) "Internal members" means, where the relevant staff or student group has chosen to exercise an option for membership on the Board, four (4) voting members of the Board, including: one (1) student, one (1) academic staff member, one (1) administrative staff member, and one (1) support staff member, each of whom shall be elected by the relevant constituent group, in accordance with this By-law pursuant to O. Reg. 34/03;

(g) "Advisory College Council" means the Council mandated under the Ministry of Colleges and Universities Minister's Binding Policy Directive – Governance and Accountability Framework. The purpose of this Council is to provide advice to the College President as outlined in the terms of reference;

(h) “Program Advisory Committee” means a committee assigned to a College program of instruction or cluster of related programs whose structure, terms of reference and procedures are determined in this By-law;

(i) "Chair" means a Chairperson of the Board or any committee thereof, as the case may be;

(j) All other definitions and expressions contained in Section 1 of the definitions in Ontario Regulation 34/03, are hereby adopted and used with the same meanings;

(k) “Regulation” means Ontario Colleges of Applied Arts and Technology Act 2002, Regulation 34/03;

(l) “LGIC” means Lieutenant Governor in Council established under Regulation 34/03 and referenced in the Colleges of Applied Arts and Technology Policy Framework.

BOARD OF GOVERNORS
BY-LAWS

Policy Title:	**Corporate Secretary**	**Area of Responsibility: Board of Governors**
Policy Section:	**Board of Governors By-law**	**By-law No: 15**
Effective Date:	**June 25, 2013**	**Page: 1 of 1**
Supersedes:	**November 24, 1998**	**Last Review Date: February 25, 2025**
Mandatory Review Date:	**February 26, 2030**	

Corporate Secretary

The senior person responsible for the administrative duties in the Office of the President will serve as Corporate Secretary.

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

The Corporate Secretary shall be the custodian of the corporate seal of the College and all books, papers, legal and financial records, correspondence, contracts and other documents belonging to the College, which the Corporate Secretary shall publicly disclose only when duly authorized to do so by a resolution of the Board or as required by law.

Specific issues include the following:

a) The Corporate Secretary will serve as the recording secretary for all ~~In-Camera~~ meetings of the Board. In the absence of the Corporate Secretary, ~~the Board Secretary or~~ a member of the Board will serve as recording secretary at the discretion of the Board Chair.

b) In the absence of both the Chair and the Vice Chair, the Corporate Secretary shall call the Board meeting to order provided there is quorum and shall serve as Chair while the Board elects a Temporary Chair.

ST. CLAIR COLLEGE

~~BOARD OF GOVERNORS~~
~~BY-LAWS~~

~~Title:~~	~~ry to the Board~~	~~Responsibility: Board of Governors~~
~~Section:~~	~~of Governors By-law~~	~~No: 16~~
~~e Date:~~	~~ber 24, 1998~~	~~of 1~~
~~des:~~		~~view Date: February 25, 2025~~
~~tory Review Date:~~	~~ry 26, 2030~~	

~~Secretary to the Board~~

~~The Secretary shall be appointed by the office of the President and reports directly to the Corporate Secretary. The Secretary to the Board shall give notice of all meetings pertaining to the Board and related committees and shall keep a full and accurate record of all respective proceedings.~~

~~The title "Board Secretary" shall be listed under the attendees list, and in the body of the minutes, the term, "Recording Board Secretary" shall be used for clarification and audit purposes.~~

~~The Secretary shall also perform other duties as may from time to time be determined by the Board of Governors and/or the President.~~

~~The Secretary will be selected in an interview process that will include the Corporate Secretary, and the Chair and Vice Chair. The Corporate Secretary will serve in the role of Hiring Manager during the selection process.~~

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BOARD OF GOVERNORS
BY-LAWS

Policy Title:	**Board Meetings**	**Area of Responsibility: Board of Governors**
Policy Section:	**Board of Governors By-law**	**By-law No: 21**
Effective Date:	**May 24, 2022**	**Page: 1 of 2**
Supersedes:	**March 29, 2016**	**Last Review Date: February 25, 2025**
Mandatory Review Date:	**February 26, 2030**	

Board Meetings

21.1 Meetings of the members of the Board shall normally be scheduled on a monthly basis, from September to June each year at the College or elsewhere as the Board may determine and on such day as the Board shall appoint. A copy of any resolution of the Board fixing the place and time of the regular meeting schedule, once approved, shall be provided to every Board member and no further notice shall be required.

21.2 Annual General Meeting of the members of the Board shall be held at the College or elsewhere, as the Board may determine and on such day as the Board shall appoint. At every annual meeting or at such other meeting as the Board may determine, in addition to any other business that may be transacted, reports of members of the Board, the year-end financial statement and the report of the auditors shall be presented and the auditor shall be appointed or confirmed for the ensuing year. The members of the Board may consider and transact any business, either special or general, without any notice therefore at any meeting of the Board.

21.3 Annual or any other general or special meeting of the members of the Board may be called by the Chair, the Vice Chair~~,~~ or the President ~~or by the Secretary to the Board on the direction of the Chair, the Vice Chair, the President~~ or any five members at the Head Office of the College or elsewhere in Ontario and on such day and at such time as that person or persons shall determine and the purpose of the meeting shall be disclosed in the notice of meeting.

21.4 Notice of the date, time and place of each meeting of the Board, other than meetings set out in Article 21.1, shall be given to each member not less than forty-eight (48) hours (exclusive of any part of a Non-Business Day) before the time when the meeting is to be held. Where every member of the Board is in attendance and provides consent the notice period may be waived.

21.5 If all members of the Board present or participating in a meeting consent, a member of the Board may participate in a meeting of the Board or of a committee of the Board by means of such telephone, electronic or other communications facilities as permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously. A member of the Board participating in such a meeting by such means is deemed to be present at the meeting. A maximum of 20% of Board meetings may be attended through virtual means.

21.6 A governor present at a meeting is deemed to have consented to any resolution passed, unless:
- Their dissent is recorded in the minutes;
- They request that their dissent be entered into the minutes;
- They give their dissent to the secretary of the meeting before it ends; or
- They submit their dissent immediately after the meeting ends.

21.7 If a governor votes or consents to a resolution, they are not entitled to enter a dissent.

21.8 If a governor is not present at a meeting, the governor is deemed to have consented to any resolution or action at that meeting *unless* they dissent within seven (7) days of becoming aware of the resolution.

21.9 Subject to section 21.7 all meetings of the Board shall be held in public. All matters of a confidential nature, pursuant to the criteria set out in section 21.5, shall be considered by the Board I*n-Camera* unless the Board, by majority vote, resolves to consider a specific confidential matter in a public session.

21.10 Matters of a confidential nature which shall be considered by the Board in closed (In-Camera) session shall include, but not be limited to:

a) all matters pertaining to the College President's terms of employment, including selection, evaluation, contract terms and termination;

b) all matters pertaining to the terms of employment of any individual employee including, but not limited to, disciplinary matters;

c) all matters in litigation, threatened litigation or potential litigation affecting the College;

d) the receipt of advice, whether written or oral, that is subject to solicitor-client privilege including all communications for the purpose of pending, threatened or contemplated litigation affecting the College;

e) the sale, transfer, gifting, exchange, lease, expropriation, mortgaging, or encumbering of real property by or in favour of the College,

f) all matters pertaining to the security of persons and property relating to the College;

g) all matters pertaining to the specific terms of labour relations issues including, but not limited to, collective bargaining;

h) any matter of a personal nature involving an individual, unless such individual requests, and the Board agrees, that that part of the meeting may be open to the public, in accordance with subsection 5(7) of Ontario Regulation 34/03;

i) all matters comprising information that is prohibited from disclosure by law, including, but not limited to, the Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.F.3 and the Personal Information Protection and Electronic Documents Act, S.C. 2000, c.5;

j) any other matters which, in the opinion of a majority of the Board, the public disclosure thereof would be prejudicial to or jeopardize the strategic interests of the College or its students.

k) all consideration of whether a specific item should be discussed In-Camera.

Policy Title:	**Notice of Meeting**	**Area of Responsibility: Board of Governors**
Policy Section:	**Board of Governors By-law**	**By-law No: 23**
Effective Date:	**March 28, 2023**	**Page: 1 of 2**
Supersedes:	**November 24, 2001**	**Last Review Date: February 25, 2025**
Mandatory Review Date:	**February 26, 2030**	

Notice of Meeting

23.1 The Board shall, by resolution, appoint a day or days to be named for regular meetings in any month or months and shall send a copy of such resolution to each member of the Board and shall post a copy or copies prominently in the College premises for the view of the public, all of which shall constitute "prior notice" to members of the Board and to the public of meetings of the Board.

23.2 Any notice may be given by the Corporation to any member of the Board or Corporation either personally, by telephone, fax, text, email, courier or by mail, addressed to the last known address of such member appearing on the books of the Corporation.

23.3 Accidental omission to give notice to any member of the Corporation or of the Board entitled to notice shall not invalidate any resolution passed or proceedings taken at such meeting.

23.4 Notice of any meeting may be dispensed with if all members of the Corporation or the Board or any Committee thereof are present or if those absent consent in writing (either before or after the meeting) to the meeting being held in their absence; a member of the Corporation or the Board or any Committee thereof may at any time, waive notice of any such meeting and may ratify and approve any and all proceedings taken.

23.5 Notice of any regular meeting of the Board or any Committee thereof shall be given at least three (3) days before it is held.

23.6 Notice of any special meeting of the Board or any Committee thereof shall be given at least one (1) day before it is held.

23.7 Notice of any meeting of the members of the Corporation shall be given at least seven (7) days before it is held.

23.8 Any Committee thereof may appoint a day or days to be named for regular meetings in any month or months and of such regular meeting no notice need be sent.

23.9 The statutory declaration of the Corporate Secretary ~~to the Board~~ that notice has been given pursuant to this By-law shall be sufficient and conclusive evidence of the giving of such notice.

BOARD OF GOVERNORS
BY-LAWS

Policy Title:	**Conflict of Interest**	**Area of Responsibility: Board of Governors**
Policy Section:	**Board of Governors By-law**	**By-law No: 29**
Effective Date:	**November 24, 1998**	**Page: 1 of 2**
Supersedes:	**N/A**	**Last Review Date: February 25, 2025**
Mandatory Review Date:	**February 26, 2030**	

Conflict of Interest

29.1 Every member of the Board or any Committee thereof who has a conflict of interest in any matter under consideration by the College is required to declare the nature of such conflict to the Chair or Vice Chair as soon as said member is aware of the conflict and prior to discussion of such matter at any meeting of the members of the Board or Committee thereof and shall refrain from discussing and voting thereon.

29.2 The obligations of Board members shall be prescribed by the Ministry Binding Policy Directive on Conflicts of Interest.

29.3 ~~Secretary to the Board and/or~~The Corporate Secretary shall record in the Minutes of the College, the nature of any conflict of interest so declared on the part of any member of the Board.

29.4 a) For purposes of Sub-Sections (1) and (2), conflict of interest normally relates, but is not limited, to a direct pecuniary interest of the member, either personally or through a member's family.

b) Direct pecuniary interest shall be interpreted as an individual interest rather than one that is common to a class of persons, including situations where a member or a member's immediate family could benefit personally from a decision while a larger group of people could not.

c) Immediate family shall be interpreted to include the spouse, parents or children of a member.

29.5 A member of the Board or any Committee thereof

a) shall not use information obtained as a result of the member's appointment for personal benefit,

b) shall not divulge confidential information obtained as a result of the member's appointment unless legally required to do so, and

c) shall declare any conflict of interest at the earliest opportunity.

29.6 An undeclared conflict of interest may be identified by a majority vote of the Board in which the member who is the subject of the motion shall not vote.

29.7 Where a Board member fails to comply with this section and/or the Minister's Binding Policy Directive on Conflict of Interest, unless the member's failure is the result of a bona fide error in judgment, the Board shall:

a) issue a verbal reprimand; or;
b) issue a written reprimand; and/or;
c) request that the Board member resign; and/or;
d) remove the Board member and declare the member's position vacant.

29.8 Removal of a Board member shall be initiated on the basis of Board motion and returnable at the next regularly scheduled meeting of the Board and determined on the basis of a three quarters (¾) majority of the Board, in which the member found to have been in conflict shall not vote.

ST. CLAIR COLLEGE

~~**ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY**~~

~~**ADVISORY COLLEGE COUNCIL**~~

~~**TERMS OF REFERENCE**~~

~~**PREAMBLE:**~~

~~**Under the Ministry of Advanced Education and Skills Development Minister's Binding Policy Directive – Governance and Accountability Framework:**~~

~~The Board of Governors is to ensure that an Advisory College Council is established, the purpose of which is to provide a means for students and staff of the college to provide advice to the president on matters of importance to students and staff. The Board of Governors is to ensure that the structure, composition, terms of reference and procedures for the council are established in by-law. A report from this Advisory Council shall be included in each college's annual report.~~

~~**PURPOSE:**~~

~~**St. Clair College, in an effort to obtain collegiality and collaboration in academic policy-setting and policy analysis will use the Advisory College Council to promote information sharing and solicit feedback on academic policies and procedures.**~~

~~**NAME:**~~

~~**There is hereby established a representative Council called "THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY ADVISORY COLLEGE COUNCIL", hereinafter**~~

~~**referred to as "The Council".**~~

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~~**TERMS OF REFERENCE:**~~

- ~~**The Council shall be the internal advisory body to the President.**~~
- ~~**The purpose of the Council is to promote communication and consultation within the College and to provide a forum for staff and students to provide advice to the President and the Senior Operations Group on matters of importance for students and staff and make recommendations accordingly.**~~
- ~~**The Council shall provide advice on such items as the Strategic Plan, Key Performance Indicators, academic processes, classroom facilities and policies or practices that affect students and staff.**~~
- ~~**There shall be no discussion or recommendations that would result in comments pertaining to specific individuals.**~~

- ~~**An annual report of the Council will be included in St. Clair College's Annual Report.**~~

- ~~**The scope of issues that may be addressed by the Council may include, but not be limited to, the following:**~~

~~1. **Program and curriculum grading, changes, goals, issues, and policies.**~~
~~2. **Academic integrity.**~~
~~3. **Promotion of academic excellence.**~~

~~4. **Teaching methodology and standards.**~~
~~5. **Research and development.**~~

~~6. **Student appeal policies.**~~
~~7. **Standards of student conduct and discipline.**~~
~~8. **KPI statistics.**~~

~~9. **Student Services.**~~
~~10. **Matter affecting the academic reputation or educational effectiveness of the College.**~~

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~~ARTICLE MEMBERSHIP~~

~~College staff and students are defined as follows:~~

~~ACADEMIC STAFF MEMBER means a person who is employed full time by the Board of Governors as a member of Local 138 as a professor/teacher, counsellor or librarian.~~

~~ADMINISTRATIVE STAFF MEMBER means a person who is employed by the Board of Governors and who is not an academic staff member or support staff member.~~

~~SUPPORT STAFF MEMBER means a person who is employed by the Board of Governors as a member of Local 137 as clerical, technical, health care, maintenance, building, service, or shipping, staff.~~

~~STUDENT means a person who is enrolled in a program of instruction at the College.~~

~~Ex Officio (Voting) Members~~

- ~~Associate Registrar~~
- ~~Associate Vice President, Academic~~
- ~~Director, Student Services~~
- ~~Associate Vice President, Employment and Training Services~~
- ~~One Chair~~
- ~~Associate Vice President, Communications and IT~~

~~Ex Officio (Non-Voting) Members (or designates)~~

- ~~President, Local 137~~
- ~~President, Local 138~~
- ~~President, Administrative Staff Association~~
- ~~Vice President, Academic~~

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~~Elected At Large with Suggested Representation~~

~~Academic Staff Members – 8~~

- ~~The 8 academic staff members will include representation from all academic schools.~~

~~Support Staff Members - 2~~

- ~~1 – Windsor (any campus)~~
- ~~1 - Chatham / Kent~~

~~Selected At Large with Suggested Representation~~

~~Students - 6~~

- ~~2 – Student Representative Council (SRC) members~~
- ~~1 – Thames Students Incorporated (TSI) member~~
- ~~1 - SAA~~
- ~~2 – Selected at large Administrative Staff Members - 2~~
- ~~1 – Windsor (any campus)~~
- ~~1 – Chatham / Kent Supplementary Members~~
- ~~When it is determined that a significant area of the College community is under-represented, it is Council's prerogative to add to itself up to three members. The selection process begins with Council approval, and the selected member(s) shall be the collaborative choice of the Chair, Advisory College Council, and the appropriate President of Local 137, 138, or the Administrative Staff Association, in consultation with members of the designated area.~~

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~~**PROCESS FOR SELECTION OF REPRESENTATIVES TO COUNCIL**~~

~~**Since the mandate of the Council is to provide recommendations on operational issues, internal members of the Board of Governors are not eligible to participate on the Advisory College Council.**~~

~~**Academic**~~	• ~~**Academic staff members shall normally be elected to Council, elections held concurrent with the elections of Local 138. The Union's customary voting procedures shall be followed**~~
~~**Administration**~~	• ~~**Administrative members shall be appointed to Council by the Administrative Staff Association Executive.**~~
~~**Support Staff**~~	• ~~**Representatives from Support Staff will be elected. The Union's customary voting procedures shall be followed**~~

~~**Student - South Campus**~~

• ~~**South campus students will be selected at the discretion of SRC by an Interview/Selection Committee. Student selected should be a Class Representative.**~~

~~**Student – Thames Campus**~~

• ~~**Thames campus students will be selected at the discretion of TSI by an Interview/Selection Committee. Student selected should be a Class Representative.**~~

~~**Chair and Vice-Chair**~~

• ~~**The Associate Registrar will act as Chair. The Associate, Vice President, Academic will act as Vice Chair.**~~

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~~MEETINGS AND CONDUCT OF BUSINESS~~

- ~~It is expected that Council will meet at least twice a year. Special meetings may be called at the request of the Chair, or by the majority of the members.~~

- ~~A quorum shall consist of a simple majority of all voting members of the Council.~~

- ~~Whenever possible, the Council shall bring forward recommendations based on consensus.~~
- ~~During vacation and examination periods, when student attendance is understandably low, 40% of voting members shall constitute a quorum.~~
-
- ~~Robert's Rules of Order will prevail.~~
-
- ~~All Advisory College Council members, except ex officio (non-voting) members, have full voting rights.~~

- ~~It is expected that a secretariat will be provided to support the work of this Committee.~~

~~AGENDA AND MINUTES~~

- ~~Agenda items will normally be tabled via a Notice of Motion.~~
- ~~The Agenda will be approved at the beginning of each Meeting. An Agenda item can be added to the circulated agenda if 2/3 of the members present at the meeting concur.~~
- ~~Any member of Council, or the President, may submit items for the Agenda, at least ten days prior to the scheduled meeting.~~

- ~~Agenda, Minutes, and preparatory materials are to be distributed one week prior to the scheduled date of each meeting.~~

- ~~The Chair will prepare the Agenda, based upon items 1 and 2 above.~~

- ~~Minutes will be posted on the web and circulated to the following: President of St. Clair College, SOG, Administrative Staff Association, Presidents of Locals 137, 138, the Student Representative Council, and Thames Student Incorporated.~~

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~~ESTABLISHMENT OF SUB-COMMITTEES~~

- ~~Any issue coming before the Advisory College Council may be referred to a Task Force, or Ad Hoc Committee, for study and advice. All sub-committee reports or recommendations must be submitted to the Advisory College Council for action.~~
- ~~The operating procedures and Terms of Reference of any sub-committee will be determined by the Advisory College Council.~~
- ~~All sub-committees shall be chaired by a member of the Advisory College Council or designate.~~

~~COMMUNICATION BETWEEN THE ADVISORY COLLEGE COUNCIL AND CONSTITUENT GROUPS~~

- ~~Mechanisms shall be established to ensure input and feedback from constituent groups on issues before the Advisory College Council.~~
- ~~The responsibility for ensuring communication between the Advisory College Council and a constituent group should be shared between the Chair and constituent group's representative(s).~~

~~RESOLUTIONS~~

- ~~Resolutions on issues before the Advisory College Council will take the form of recommendations to the President.~~
- ~~Whenever possible, the Council shall bring forward recommendations based on consensus.~~

~~PRESIDENT'S ACTION ON COUNCIL'S RECOMMENDATIONS~~

~~Approve, Reject, or Reconsider~~

~~1. If approval – implementation process that the President determines.~~

~~2. If rejection – provide Council with a rationale.~~

~~3. If reconsideration – return to Council for further study/review.~~

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~~CHANGES TO THE TERMS OF REFERENCE~~

- ~~The Terms of Reference will be reviewed by the Advisory College Council at least once every two years.~~

~~DURATION OF MEMBERSHIP~~

- ~~All members, other than students and those who sit as ex officio, hold positions for two years. Extensions are subject to the regular election/appointment process.~~

- ~~Students will hold positions on Council for a minimum of one year if possible. In the case where a student attends classes for less than a full academic year, then the student will be replaced at the discretion of the constituent group involved.~~

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Advisory College Council

Terms of Reference

April 14, 2026

Advisory College Council Terms of Reference

1.0 AUTHORITY

The Ministry of Colleges and Universities Minister's Binding Policy Directive, Governance and Accountability Framework, issued in 2003 and revised in 2010, includes the following provision:

> **Advisory College Council**: The Board of Governors is to ensure that an Advisory College Council is established, the purpose of which is to provide a means for students and staff of the college to provide advice to the President on matters of importance to students and staff. The Board of Governors is to ensure that the structure, composition, terms of reference, and procedures for the council are established in a by-law. A report from this Advisory Council shall be included in each college's annual report.

2.0 NAME

> **"The St. Clair College Advisory College Council" name can also be referred to "Advisory College Council" or "Advisory Council".**

3.0 PURPOSE

The Advisory College Council shall be comprised of internal members of the St. Clair College ("the College") community and will serve as an advisory body to the President on matters of importance to students and staff.

The scope of issues that may be addressed by the Advisory College Council include, but are not limited to, the following:

- The College's Strategic Plan
- Policies, processes, and practices that affect students and staff
- Academic programming and curriculum
- Key Performance Indicators
- Promotion of academic excellence
- Teaching methodology and standards
- Standards of student conduct, discipline, and appeal processes
- Research and development
- Facilities
- Student services
- Student rights and responsibilities
- Matters affecting the academic reputation or educational effectiveness of the College

The Advisory College Council will generally provide a college-wide perspective on issues of strategic significance but may also consider and advise on operational issues when relevant.

The Advisory College Council will aim to foster the inclusion of diverse perspectives and develop and support a culture of continuous dialogue, collaboration, and consensus building.

The Advisory College Council will not address matters of a legal or contractual nature that require confidentiality, nor make recommendations on any matter that pertains to specific individuals.

An annual report of the Advisory College Council will be included in St. Clair College's Annual Report.

4.0 ADVISORY COLLEGE COUNCIL MEMBERSHIP

Advisory College Council shall be comprised of voting and non-voting members.

If an Advisory College Council member ceases to be a member of the constituent group from which they are elected or appointed, the person ceases to be a member of the Advisory College Council. Administrative staff who serve on the Advisory College Council as a result of their position serve for so long as they hold that position.

Where provided for, designates must be members of constituent groups.

Advisory College Council membership is outlined in Appendix A.

4.1 Faculty Representation (Voting)

Faculty shall mean a person who is a member of Local 138 in Good Standing.

Advisory College Council shall include 9 Faculty Representatives, one from each academic school, one counsellor and one member of the CAE office, who are voting members.

Faculty Representatives and alternates will be appointed to Advisory College Council by Local 138.

The Local President shall notify the Advisory College Council Chair of the appointment of a Faculty Representative(s) and their alternate to the Advisory College Council.

Faculty Representative term of office shall be three years beginning September 1 and ending August 31.

Faculty Representatives shall serve as many subsequent terms as desired with no restrictions

4.2 Support Staff Representation (Voting)

Support Staff shall mean a person who is a member of Local 137.

Advisory College Council shall include 4 Support Staff Representatives who are voting members:

- At least 3 members shall be full-time employees.
- At least 1 member shall be an employee at the Chatham campus.

Support Staff Representatives and alternates shall normally be appointed to Advisory College Council by way of election at a General Membership Meeting of their respective Local and in accordance with their Local's customary voting procedures.

The respective Local President shall notify the Advisory College Council Chair of the appointment of Support Staff Representative(s) to the Advisory College Council.

Support Staff Representatives' term of office shall be two years beginning September 1 and ending August 31. Support Staff Representatives shall serve as many subsequent terms as desired with no restrictions.

4.3 Vacancies of Elected Members and Alternates

If an elected member resigns or ceases to be a member of the constituent group, they shall be replaced by the alternate who will serve to the end of the original two-year term of the member they are replacing.

Where, at any time, a vacancy exists without an alternate, the relevant Local may fill the vacancy by appointing a representative from the appropriate constituent group until such time as a General Membership Meeting of the Local is called or an election otherwise held.

4.4 Student Representation (Voting)

A student shall mean a person who is enrolled in a program of instruction at St. Clair College.
Advisory College Council shall include 4 Student Representatives who are ex officio voting members:

- SRC President
- SRC Vice President – Student Affairs
- TSI President
- SSAA President

An ex officio Student Representative may appoint a designate to Advisory College Council by notifying the Advisory College Council's Chair in advance of any Advisory College Council meeting of said designation.

4.5 Administrative Staff Representation (Voting)

Administrative shall mean a person who is employed full-time in administration.

Advisory College Council shall include 4 Administrative Staff Representatives who are ex officio voting members:

- Registrar
- Director, Student Services
- Director, International Recruitment
- Institutional Lead, Campus Operations and Student Services (Chatham)

An ex officio Administrative Staff Representative may appoint a designate to Advisory College Council by notifying the Advisory College Council's Chair in advance of any Advisory College Council meeting of said designation.

4.6 Designates and Alternates

Designates or alternates for voting members have the right to vote.

4.7 Ex Officio Non-Voting Members

Ex-officio non-voting members serve on Advisory College Council to provide information and College-wide perspective on issues.

Ex-officio non-voting members of the Advisory College Council are:

- Executive Director, Centre for Academic Excellence, Quality Assurance and Accountability
- Associate Vice President, Human Resources Office Administration and Facilities Services
- Director, Continuing Education & Corporate Training
- Director, IT Enterprise & Cyber Security
- President, Local 137
- President, Local 138

An ex officio non-voting member may appoint a designate to Advisory College Council by notifying the Advisory College Council's Chair in advance of any Advisory College Council meeting of said designation.

4.8 Appointment of Supplementary Members

When it is determined that a significant area of the College community is under-represented, it is the Advisory College Council's prerogative to add up to three members. Supplementary members may be voting or non-voting members, as determined by Advisory College Council.

The process for the appointment of a supplementary member to the Advisory College Council requires that the matter be on Advisory College Council's agenda in advance of any meeting at which the issue will be addressed. Following a resolution by the Advisory College Council for the appointment of a supplementary member, the selected member shall be the collaborative choice of the Chair following input from members of the Advisory College Council, and in consultation with the President of the relevant Local, where appropriate.

The term of appointment of a supplementary member shall not exceed any subsequent revision of these Terms of Reference.

5.0 STRUCTURE OF ADVISORY COLLEGE COUNCIL

The Registrar shall serve as Chair of the Advisory College Council.

The Advisory College Council Chair shall:

- Preside over the conduct of meetings
- Liaise with the President to bring items to the Advisory College Council for review and report on recommendations
- Determine the agenda and call meetings
- Prepare material and reports for the Advisory College Council
- Address attendance issues with members
- Prepare the annual report of activities for inclusion in the College's annual report
- Perform such other duties as may from time to time be determined by the Advisory College Council

The Registrar shall serve as the Meeting Chair.

A Secretary of the Advisory College Council shall be appointed by the President. The Secretary of the Advisory College Council shall not be a member of the Advisory College Council.

The Secretary shall:

- Attend all meetings of the Advisory College Council
- Send out meeting notifications, along with copies of Agenda and Minutes, as requested by the Chair
- Keep a record of the minutes of the Advisory College Council meetings
- Perform such other duties as the Advisory College Council may direct, subject to the approval of the President

6.0 RESPONSIBILITIES OF MEMBERS

Advisory College Council membership and participation are recognized as important and beneficial to the College's mission. Advisory College Council membership by non-ex-officio members is voluntary. Members may not receive remuneration for their participation, although reasonable travel expenses may be reimbursed.

Meetings will be scheduled to accommodate members' schedules to the extent possible.

Members shall participate fully in all meetings of the Advisory College Council. Every member of the Advisory College Council shall:

- Encourage and maintain a student-centered focus
- Act honestly and in good faith with a view to the best interests of the College

Non-voting ex-officio members are expected to bring a college-wide perspective to Advisory College Council.

Voting members are expected to represent the perspective of their constituent group and to bring forward issues and concerns from their constituent group to Advisory College Council. The responsibility for ensuring communication between Advisory College Council and constituent groups should be shared between the constituent group representative and the Advisory College Council Chair. Mechanisms may be established to ensure input and feedback from constituent groups on issues before the Advisory College Council.

Elected members who are unable to attend an Advisory College Council meeting are responsible for communicating with their alternate to ensure representation at the meeting.

Ex-officio members who are unable to attend an Advisory College Council meeting should notify the Chair of their designate one week in advance of the meeting date, if possible.

Members are expected to serve on Advisory College Council subcommittees, as appropriate to their expertise, availability, and interest.

7.0 MEETINGS AND CONDUCT OF BUSINESS

The Advisory College Council shall meet three (3) times per year, generally once per semester. Special meetings may be called by the Chair or at the request of the majority of voting members.

Whenever possible, the Advisory College Council shall bring forward recommendations based on consensus. Conventional rules of order shall be followed, as appropriate.

Advisory College Council meetings are open to the College community.

7.1 Quorum

A quorum shall consist of a simple majority (50% plus one) of all voting members, excluding vacancies, of the Advisory College Council.

7.2 Meeting Agenda

The Chair will establish an agenda for each Advisory College Council meeting and circulate it to members and alternates at least one (1) week before the scheduled meeting.

A member of the Advisory College Council who wants to add an item to the agenda must notify the Chair at least ten (10) days before the meeting and provide a written summary of the issue to be discussed and relevant background material that can be circulated to members in advance. The Chair will determine whether the item falls within the scope of the work of the Advisory College Council and, if so, the meeting in which it will be considered.

The agenda will be tabled at the start of the meeting by way of a Notice of Motion. An agenda item can be added to the circulated agenda by a special resolution requiring the approval of two-thirds (2/3) of the voting members present.

7.3 Meeting Minutes

Advisory College Council Meeting Minutes for approval shall be distributed to members with the agenda.

Minutes approved by the Advisory College Council shall be posted to the College website and circulated to the President, SOG, and Presidents of Locals.

7.4 Voting

The Advisory College Council meeting must have a quorum where any matter is put to a vote.

Subject to special resolution provisions pursuant to rules of order, resolutions will succeed if supported by 50% plus one of the voting members present at the meeting.

Members with voting rights, their alternate or delegate, may vote, except for the Meeting Chair who may only vote in the event of a tie vote.

8.0 SUBCOMMITTEES

Advisory College Council may establish subcommittees to carry out the work of the Advisory College Council. Subcommittees may be ongoing and serve over a long term as standing committees or be initiated as ad hoc committees or task forces to address specific issues and then be disbanded when those issues have been addressed to the satisfaction of the Advisory College Council. All subcommittee reports or recommendations must be submitted to the Advisory College Council.

The operating procedures and Terms of Reference of any subcommittee will be determined by the Advisory College Council. Subcommittees shall be chaired by a member of the Advisory College Council. If the Advisory College Council Chair is not a member of the subcommittee, the subcommittee Chair shall ensure that the Advisory College Council Chair is informed of all meetings of the subcommittee and may participate as ex-officio members of all subcommittees.

9.0 RECOMMENDATIONS TO THE PRESIDENT

Advisory College Council recommendations to the President should, where possible, be by a resolution based on consensus.

Any resolution that takes the form of a recommendation to the President shall be added to the following Advisory College Council Agenda.

The President may follow up on Advisory College Council recommendations with the following actions:

- Approve the recommendation and advise as to the implementation process.
- Reject the recommendation and provide Advisory College Council with a rationale.
- Request reconsideration and return to Advisory College Council for further study/review.

10. CHANGES TO THE TERMS OF REFERENCE

The Terms of Reference will be reviewed by the Advisory College Advisory Council every two years.

Appendix A

Advisory College Council Membership Roster

Date:

	Voting Members			Term Start Date	Term End Date
	Faculty				
1	Business	Local 138 Election	Alternate		
2	Community Studies	Local 138 Election	Alternate		
3	Engineering Technologies	Local 138 Election	Alternate		
4	Health Sciences	Local 138 Election	Alternate		
5	Information Technology	Local 138 Election	Alternate		
6	Nursing	Local 138 Election	Alternate		
7	Skilled Trades	Local 138 Election	Alternate		
8	Counsellor/Student Services	Local 138 Election	Alternate		
9	CAE	Local 138 Election	Alternate		
	Students				
1	SRC President	Ex-officio	Designate		
2	SRC VP Downtown Affairs	Ex-officio	Designate		
3	TSI President	Ex-officio	Designate		
4	SSAA President	Ex-officio	Designate		
	Support				
1	Member Local 137	Local 137 Election	Alternate		
2	Member Local 137	Local 137 Election	Alternate		
3	Member Local 137	Local 137 Election	Alternate		
4	Member Local 137 (Chatham)	Local 137 Election	Alternate		
	Administration				
1	Registrar	Ex-officio	Designate		
2	Director Student Services	Ex-officio	Designate		
3	Institutional Lead, Campus Operations & Student Services (Chatham)	Ex-officio	Designate		
4	Director, International Recruitment	Ex-officio	Designate		

	Ex-officio Non-Voting				
1	Executive Director, Centre for Academic Excellence, Quality Assurance and Accountability	Ex-officio	Designate		
2	Associate Vice President, Human Resources Office Administration and Facilities Services	Ex-officio	Designate		
3	Director, IT Enterprise & Cyber Security	Ex-officio	Designate		
4	Director, Con-Ed & Corporate Training	Ex-officio	Designate		
5	President Local 137	Ex-officio	Designate		
6	President Local 138	Ex-officio	Designate		
	Supplementary Members				

Appendix B

Advisory College Council – Meeting Attendance Roster Template

Date:

		Voting Status	Member	Alternate/ Designate	In Attendance
	Faculty				
1	Business	Voting			
2	Community Studies	Voting			
3	Engineering Technologies	Voting			
4	Health Sciences	Voting			
5	Information Technology	Voting			
6	Nursing	Voting			
7	Skilled Trades	Voting			
8	Counsellor	Voting			
9	CAE	Voting			
1	SRC President	Voting			
2	SRC Vice President	Voting			
3	TSI President	Voting			
4	SSAA President	Voting			
1	Member Local 137	Voting			
2	Member Local 137	Voting			
3	Member Local 137	Voting			
4	Member Local 137 (Chatham)	Voting			
1	Registrar	Voting			
2	Institutional Lead, Campus Operations & Student Services (Chatham)	Voting			
3	Director, Student Services	Voting			
4	Director, International Recruitment	Voting			

1	Executive Director, Centre for Academic Excellence, Quality Assurance and Accountability	Non-Voting			
2	Associate Vice President, Human Resources Office Administration and Facilities Services	Non-Voting			
3	Director, Con-Ed & Corporate Training	Non-Voting			
4	Director, IT Enterprise & Cyber Security	Non-Voting			
5	President Local 137	Non-Voting			
6	President Local 138	Non-Voting			
	Supplementary Members				