

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on May 26, 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. G. Fenn
Mr. C. Hotham – **Vice Chair**
Mr. A. Paniccia
Mr. G. Rossi – **Chair**
Mr. M. Silvaggi – **President**
Mr. A. Teshuba
Ms. G. Wrye
Ms. J. Yee

Regrets:

Ms. A. Jurak
Ms. K. Ramsay
Ms. J. Piccinato – **Past Chair**
Mr. A. Weiler

Also Present:

Ms. D. Rice – Faculty Observer
Mr. J. Fairley – Senior Vice President, Communications, Advancement & External Affairs
Mr. R. Garton – Manager, Communications & Public Relations
Mr. M. Jones – Senior Vice President, Finance, Administration & Chief Financial Officer
Mr. G. Karatzias – President, Saints Students Athletics Association (SSAA), (For SSAA presentation only)
Ms. J. Lehoux – Executive Director, President's Office & Corporate Secretary
Mr. R. Nicoletti – Senior Vice President, International Relations & Student Services
Ms. K. Parrinello – Support Staff Observer
Mr. C. Seguin – General Manager, Saints Students Athletics Association (SSAA), (For SSAA presentation only)
Mr. J. Sirianni – Senior Vice President, Human Resources & Facilities Services
Ms. M. Staley Liang – Senior Vice President, Academics & Career Supports – virtually
Mr. M. Sykes – Manager of Communications, Saints Students Athletics Association (SSAA), (For SSAA presentation only)

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 Board Secretary.

The Board Chair welcomed the Saints Student Athletic Association to provide the Board with their annual presentation.

2025-2026 Saints Student Athletic Association (SSAA) Executive:

- George Karatzias – SSAA President
- Bryan Stevenson – Vice President, Intramural
- Andrew Weiler – Vice President, Varsity
- Matteo Palumbo – Vice President, Student Life
- Directors: Gabriella Riberio, Robert Durling, Matthew Guenette, Noah Allsop and Braelyn Banks

Mr. Seguin noted that the SSAA's Annual Report was distributed with the Full Board documents. As per the Ministry's Policy Framework for Tuition and Ancillary Fees, Saints Student Athletic Association (SSAA) confirms its role in the compliance for ensuring that information is made available to the College community, including students and potential students, regarding the use of revenues from ancillary fees and other aspects of policy related ancillary fees.

Mr. Seguin, Mr. Karatzias and Mr. Sykes outlined some of the SSAA's activities and initiatives over the 2024-2025 academic year:

- **Governance and Compliance:** Mr. Seguin confirmed that the SSAA remains fully compliant with all Ministry requirements related to student ancillary fees, financial reporting and governance obligations; specifically:
 - Strong financial oversight, including Board-approved expenditures and annual budget reviews.
 - Maintenance of adequate internal controls, supported by an external CPA firm.
 - All required government filings and audits are current, with no instances of fraud or material financial concern.
 - Regular Board meetings and structured orientation processes for new student directors.
- **Student Programming and Participation:** The SSAA continues to provide a wide range of recreational and athletic opportunities for students, contributing significantly to the overall student experience.

Key programming highlights included:

- 6,130 student participants in intramural programming across 157 events and 17 sports.
- Delivery of structured leagues in sports such as basketball, soccer and volleyball, including refereed competitions, statistical tracking, championship awards and recognition.
- Expansion of inclusive programming, including open recreation nights, tournaments and competitive leagues designed to bridge the gap between recreational and varsity-level athletics.

The Board noted the emphasis on engagement, accessibility and student wellness, with programming intentionally structured to encourage participation across varying skill levels.

- **Extramural Athletics and New Initiatives:** The SSAA highlighted significant growth in extramural programming, particularly:
 - The introduction of a women’s hockey program, marking a first for the College.
 - Continued participation in provincial extramural competition (OCAA-level activity).
 - Selection of top-performing intramural athletes to represent the College in regional tournaments.

Participation trends were discussed, with the SSAA noting a shift in student demand, particularly:

- A decline in cricket participation (historically driven by international enrolment).
- A corresponding surge in demand for hockey, reflecting demographic changes in the student population.

Mr. Seguin advised that SSAA Board members engaged in discussion regarding:

- The responsiveness of SSAA programming to changing student demographics.
- Opportunities to further grow hockey and other high-demand sports.

- **Facilities and Operations (Sports Park):** The SSAA provided an overview of its role in managing operations at the College Sports Park, including:

- Oversight of a third-party operator responsible for day-to-day facility management.
- Revenue-sharing model for rentals, concessions and events.
- Responsibility for ensuring the facility operates as an extension of the College’s standards and reputation.

The SSAA also noted its role in facilitating community access, while maintaining alignment with institutional priorities.

- **Institutional Support and Contributions:** The SSAA continues to provide direct and indirect support to the College, including:

- A \$50,000 contribution to varsity athletics.
- Approximately \$70,000 annually in support of sports park operations.
- Facilitation of game-day operations for varsity sports.
- Organization of fan engagement initiatives, including themed events and student travel (“Saints on the Road”).

It was noted that over 2,500 students attended varsity events during the year, reflecting strong engagement efforts.

- **Community Engagement and Recruitment:** The SSAA reported extensive community outreach activities designed to support student recruitment and brand awareness, including:

- Youth sports camps and tournaments.
- High school championship events hosted on campus.
- Partnerships with local sports organizations and community groups.
- Charity initiatives supporting organizations such as:

- United Way
- Special Olympics
- Canadian Mental Health Association

Mr. Seguin emphasized that these initiatives play a strategic role in:

- Attracting domestic students;
 - Enhancing the College's community presence;
 - Generating additional revenue streams.
- **Financial Position and Sustainability:** The SSAA reported a modest operating deficit (~\$20,000) for the fiscal year, attributable primarily to declines in student enrolment and associated fee revenue. However, the Board was advised that:
 - Revenue-generating initiatives (e.g., camps, leagues, sponsorships, community events) are expanding.
 - The SSAA's objective remains financial sustainability, with a goal of achieving break-even operations over time.

Board discussion focused on:

- Opportunities for external partnerships and sponsorships;
 - Potential eligibility for external funding or foundation support;
 - Long-term sustainability strategies.
- **Upcoming Student Events:**
 - 3rd Annual Back Forty Golf Tournament (June 6, 2026 – Woodland Hills Golf Course)
 - 3rd Season of the SportsPlex Summer Basketball League
 - SPARK Football/Basketball Camp (Acumen Stadium/SportsPlex)
 - SSAA Youth Summer Camps
 - RAD Card Show (June 13, 2026)
 - SACU Beach Volleyball Tournament (mid-August)
 - Series of Football Fundraisers

2026-2027 Saints Student Athletic Association (SSAA) Executive:

- Robbie Durling – SSAA President
- Noah Allsop – Vice President
- Bryan Stevenson – Director of Varsity
- Braelyn Banks – Director of Intramural & Recreation
- Christian Radigan – Director of Marketing & Promotion
- Mack Van De Bovenkamp – Director of Media
- Sidney Goslin – Director of Student Life

Mr. Seguin thanked the Board of Governors and the Senior Management Team for their support over the past year.

A Board member inquired about the SSAA's ability to monetize its growing social media presence, particularly given its significant reach and engagement levels. The SSAA advised that while they are not currently monetizing content directly (e.g., through platforms such as

YouTube), their strong social media presence has indirectly supported sponsorship growth, noting that partners such as Hercs have been attracted specifically due to their visibility and community reach. They indicated that direct monetization opportunities could be explored in the future.

A Board member asked whether the SSAA is currently operating at a surplus, deficit or break-even position, and how its financial sustainability is being managed. The SSAA reported that the organization operated at an approximate \$20,000 deficit in the past year, largely due to declining student enrolment and associated fee revenue. However, they emphasized that this result was within expectations and that multiple revenue-generating initiatives (e.g., camps, leagues, sponsorships and community events) have been expanded to support a long-term objective of achieving break-even or modest surplus operations.

A Board member questioned whether the SSAA is seeing growth in participation related to the introduction of hockey programming, and how demand compares to other sports offerings. The SSAA confirmed that hockey has experienced significant growth in participation, becoming one of the most popular offerings. They noted a marked shift in student interest, with hockey effectively replacing cricket as the dominant activity. Participation in hockey events regularly attracts 60–70 students per session, compared to significantly lower engagement in cricket programming.

A Board member asked which facilities or arenas are being utilized for hockey programming, including specific locations and partnerships. The SSAA advised that they maintain a strong working relationship with the City of Windsor, and most frequently utilize the Capri Recreation Complex, with additional use of other facilities such as the WFCU Centre when available. They noted flexibility in scheduling ice time based on availability and student needs.

A Board member inquired about the SSAA's affiliation with and service to the Chatham Campus, specifically regarding the level of interaction and inclusion of Chatham students in SSAA programming. Mr. Seguin clarified that its operations are primarily funded through Windsor campus student fees, and as such, services are principally directed toward Windsor-based students. Nevertheless, they indicated that Chatham students are welcomed to participate where feasible, and that there is growing collaboration with student organizations (e.g., TSI) to strengthen connections between campuses.

A Board member further questioned the extent to which opportunities offered by the SSAA (e.g., discounted tickets, events) are communicated to and accessible for Chatham Campus students. The SSAA responded that while Windsor students are prioritized for access to limited-capacity or fee-based opportunities (due to their direct financial contribution), Chatham students may participate where space permits. They acknowledged that communication and outreach to Chatham could be enhanced and expressed openness to further collaboration to increase awareness and participation.

The Board Chair thanked the SSAA for their presentation and commended them for enhancing the student experience and community engagement at St. Clair College.

The SSAA PowerPoint presentation is attached to the minutes.

1.0 Adoption of the Agenda and Declaration of Conflict of Interest

Mr. A. Teshuba requested the addition of the following items under “New Business”:

- 1) Federal Procurement Initiatives (Buy Canadian Procurement Strategy)
- 2) Negev Dinner

The Board Chair requested that Item 7.3 (Audited Consolidated Financial Statements) be deferred until after the In-Camera session to allow for detailed discussion.

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 with the amendments noted.

2.0 Approval of the Minutes of the Full Board meeting held on Tuesday April 28, 2026, in Chatham, 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 April 28, 2026
meeting.

3.0 Constituent Reports

Student Representative Council (SRC)

Mr. A. Hadwan, SRC President, provided an update on current student-focused operations and campus initiatives. It was noted that several campus infrastructure projects are currently underway, resulting in temporary operational adjustments, including:

- The relocation of computer lab services to accommodate construction activities.
- The closure of print shop services for the summer period.
- Modifications to bus pass distribution processes, with services transitioning to alternate locations within the campus.

Updates were also provided regarding campus food services, with several outlets operating under adjusted summer hours, while maintaining core services such as Tim Hortons and select dining options.

The SRC highlighted ongoing efforts to support a vibrant and inclusive student experience, including:

- Recognition and celebration of cultural initiatives, such as Asian Heritage Month.
- Continued student engagement through campus events and programming.

Additionally, the SRC reported on the continued success of the College’s eSports program, which has achieved significant milestones, including a fifth consecutive

championship, reflecting strong student participation and institutional support in competitive gaming.

The Board acknowledged the operational challenges presented by construction and commended the SRC for maintaining continuity of services and student engagement.

Faculty Representative Report

The Faculty Representative, Ms. D. Rice, provided an overview of academic achievements, experiential learning initiatives and community engagement activities.

Key highlights included:

- A faculty-led international experiential learning opportunity through the Architecture Technology program, in which students will participate in a summer program abroad. This initiative enhances academic learning while providing exposure to global best practices in architecture and design.
- Through a partnership with Boston Architectural College, participating students will have the opportunity to earn advanced academic credit toward a Master's degree, supporting pathway development and continued education.

The Board was also advised of strong student performance at Skills Ontario, a provincial competition that showcases technical and skilled trades excellence:

- Students in the Landscape Horticulture program earned a gold medal, alongside additional medal achievements in disciplines such as powerline technology and other skilled trades.
- These achievements reflect the College's strength in applied learning and industry-aligned training.

In addition to academic accomplishments, faculty and staff continue to support community-focused initiatives, including:

- The organization of an upcoming charity golf tournament in support of the United Way.
- Contributions to the "On Track to Success" program, which provides wraparound support to youth and families, with a focus on helping students complete high school and pursue postsecondary education.

The Board recognized the strong integration of academic programming, student success and community engagement, and commended faculty for their continued leadership in these areas.

Support Staff Representative Report

The Support Staff Representative indicated that there were no significant updates to report at this time.

4.0 **President's Report**

The Board Chair called on the President to provide his report to the Board.

President Silvaggi provided a verbal update to the Board, highlighting key developments since the previous meeting and offering context on institutional priorities as the academic year draws to a close.

The President noted that the College has experienced increased positive media exposure in recent weeks, with coverage largely focused on student success and institutional achievements. He emphasized that highlighting these successes is an important strategic priority, as it contributes to building the College's reputation and competitive positioning within the Ontario postsecondary sector.

The President referenced the preceding presentation by the Saints Student Athletic Association (SSAA), noting that student life and co-curricular programming play a critical role in the College's overall value proposition. He indicated that engagement initiatives such as athletics, recreation and student programming are key differentiators among Ontario's 24 public colleges, contributing to student retention, satisfaction, and campus vibrancy.

Community Engagement and Institutional Profile: The President drew attention to several high-profile initiatives that will enhance the College's external visibility, including:

- The upcoming Maple Leaf Pro Wrestling production, which will be hosted at the College and broadcast nationally on TSN over multiple weeks. It was noted that this partnership represents a unique opportunity for national exposure, positioning St. Clair College prominently within a televised production environment and strengthening its profile beyond the local community.
- Continued efforts to highlight student achievements through initiatives such as Enactus and other student success programs, with the College remaining committed to actively promoting these accomplishments through media channels and institutional communications.

Cybersecurity and Strategic Partnerships: The President provided an update on emerging opportunities related to cybersecurity training and partnerships, noting that:

- Representatives from the College, including senior IT leadership and faculty, are currently participating in a high-level conference involving national and international stakeholders, including representatives from major government and defense organizations.
- These engagements are intended to position the College as a leader in applied cybersecurity training, with a focus on expanding both academic programming and contract training offerings.

The President emphasized the importance of remaining responsive to a rapidly evolving sector, noting that:

- Demand for cybersecurity expertise is increasing across industries.

- The College is actively exploring ways to integrate advanced training into its curriculum, while also supporting workforce development for external partners, including government and industry clients.

Further details were noted to be forthcoming in a comprehensive report to the Board at the June meeting, which will outline specific opportunities, partnerships and strategic implications.

Government Environment and Funding Context: The President also provided preliminary commentary on the broader government policy and funding landscape, referencing discussions with senior college leadership across the province. Key points included:

- Increasing levels of federal and provincial investment in priority sectors, including skilled trades, infrastructure and defense-related procurement.
- A growing need for institutions to better understand and navigate government procurement systems, in order to access funding opportunities and align programming with emerging demands.
- The importance for the College to position itself strategically to capitalize on these funding streams, particularly in areas aligned with workforce shortages and economic development priorities.

The President indicated that further analysis and guidance will be provided to the Board in the coming months to support informed decision-making in this area.

The Chair invited questions; none were raised.

5.0 Consent Agenda

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

- 5.1 President's Community Engagement Report
- 5.2 Support The Success of the Communities We Serve – Surveys or qualitative feedback from community organizations and employers on students' leadership, service and engagement contributions.
- 5.3 Deliver Demand Driven Academic Programs That Respond to Current and Future Market Needs – Formal engagement with Program Advisory Committees and placement agencies to ensure they have opportunities to inform and influence programming.
- 5.4 Deliver Demand Drive Academic Programs That Respond to Current and Future Market Needs – Proportion of domestic students who had experiential/WIL opportunities as part of their program of study.
- 5.5 Strengthen Talent Development and Accountability – Percentage of key management roles with documented succession plans and individual development plans in place.

- 5.6 Strengthen Talent Development and Accountability – 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.
- 5.7 Degree Consent Renewal Update

RESOLVED THAT the Board of Governors receive and approve the contents of the May 26, 2026 Consent Agenda, as presented.

6.0 Information Items

6.1 Spring 2026 Day 10 Enrolment Report

The Board Chair called upon Mr. M. Jones to present the Spring 2026 Day 10 Enrolment Report.

Mr. Jones presented the Spring 2026 Day 10 Enrolment Report, providing an overview of current enrolment levels and associated impacts on the College's operations and financial position. It was reported that the College recorded 13,197 full-time students at Day 10 for the Spring 2026 semester. This reflects a significant decline compared to the previous year, which is primarily attributable to reductions in international student enrolment.

From a regional perspective, enrolment across the Windsor and Chatham campuses has decreased by approximately 48%, representing a reduction of more than 12,000 students. Administration confirmed that this decline is largely the result of:

- Changes in federal immigration policies and visa approvals;
- Increased competition across the postsecondary sector;
- A general contraction in the international student market.

The financial implications of this enrolment decline were also highlighted. Administration advised that:

- There is a notable shortfall in international tuition revenue, which has historically represented a significant portion of the College's operating income.
- The decline in enrolment is expected to have a material impact on the College's overall financial position, contributing to budgetary pressures.

Despite these challenges, Administration noted that:

- Domestic enrolment levels have remained comparatively stable; however, they are not sufficient to offset the loss of international student revenue.
- The College is actively monitoring enrolment trends and continuing to refine its recruitment, retention and program delivery strategies in response to the changing environment.

Administration discussed the broader sector implications, acknowledging that:

- The enrolment decline is not isolated to St. Clair College but reflects a province-wide and national trend impacting many institutions.
- Strategic adjustments, including diversification of revenue streams and alignment of programming with labour market demand, will be critical in addressing these challenges.

After a brief discussion it was,

RESOLVED THAT the Board of Governors receive this update regarding the overall College enrolment at Day 10 for the Spring 2026 semester, for information.

6.2 Audit Committee Report

The Board Chair called upon the Chair of the Board Audit and Finance Committee, Mr. G. Fenn, to speak to this item.

The Chair of the Audit and Finance Committee provided a report to the Board summarizing the discussions and outcomes of the Committee's most recent meeting, including the review of the College's audited financial statements for the fiscal year ended March 31, 2026.

The Board Audit and Finance Committee met with representatives from the College's external auditors, KPMG, who presented the results of their audit. Mr. Fenn reported that:

- The auditors issued a clean audit opinion, indicating that the financial statements present fairly, in all material respects, the financial position of the College.
- There were no significant audit findings, deficiencies, or areas of concern identified through the audit process.
- The auditors expressed a high level of confidence in the College's financial reporting practices and internal controls.

Mr. Fenn further advised that KPMG was complimentary of the College's financial management, noting strong collaboration and coordination with the College's finance team throughout the audit process.

In addition to reviewing the audit results, the Audit and Finance Committee engaged in broader discussion with the auditors regarding:

- The robustness of the College's financial systems and internal controls;
- Considerations related to risk management and oversight;
- The importance of succession planning within key financial roles, given the complexity of the College's operations and evolving financial environment.

The auditors indicated that, from their perspective, the College's systems and oversight mechanisms are operating effectively and that there are no immediate concerns requiring corrective action.

While the audit results were positive, the Committee acknowledged that the findings must be considered within the context of the College's broader financial landscape, including:

- Declining enrolment and associated revenue pressures;
- The need for continued vigilance in financial planning and resource allocation;
- Ongoing monitoring of risks impacting the postsecondary sector.

After a brief discussion it was,

RESOLVED THAT the Board of Governors receive this update on the Board Audit and Finance Committee Report, for information.

7.0 Approval Items

7.1 Annual Report on Sexual Violence and Assault Policy

The Board Chair called upon President Silvaggi to speak to this item. The President presented the College's Annual Report on Sexual Violence and Assault Policy, which is a legislated requirement under provincial guidelines intended to ensure transparency, accountability, and ongoing oversight of institutional practices related to sexual violence prevention and response.

The report outlined the College's continued commitment to maintaining a comprehensive, survivor-centred framework, supported by established policies, procedures and community partnerships. It was noted that the College currently maintains two key policies in this area:

- **Policy #3.34** – Sexual Violence Prevention, Reporting and Response Policy
- **Policy #5.27** – Sexual Misconduct Policy

These policies provide the foundation for the College's approach to reporting, responding to, and preventing incidents, while ensuring that affected individuals are supported in a respectful and confidential manner.

Key Data and Trends: The Board was advised of the following activity for the 2025–2026 reporting period:

- 15 informal disclosures of sexual violence or misconduct;
- 3 formal investigations conducted;
- 10 students received supports and/or accommodations.

Administration clarified that many reported incidents occur off-campus; however, the College remains responsible for responding and providing appropriate supports when individuals involved are members of the College community.

Supports and Response Framework: The President emphasized that the College continues to prioritize a survivor-centred approach, which includes:

- Access to academic accommodations, counselling, and safety planning;
- Collaboration with community-based support organizations, particularly in more complex or sensitive cases;
- Ensuring that processes are accessible, responsive, and trauma-informed.

It was noted that over time, the College has strengthened its internal capacity and partnerships to better support students, including enhanced coordination between student services and external agencies.

Prevention, Education, and Awareness: In addition to response mechanisms, the report highlighted ongoing efforts in:

- Prevention programming and awareness campaigns;
- Education initiatives aimed at fostering a safe and respectful campus environment;
- Continuous review and refinement of policies and practices to ensure alignment with best practices and legislative requirements.

After a brief discussion, it was

RESOLVED THAT the Board of Governors approve the Annual Report on the Sexual Misconduct Policy and Procedure, Reporting and Prevention Strategies 2025-2026, as presented.

7.2 Cost of Educational Materials Annual Report

The Board Chair called upon President Silvaggi to speak to this item. The President presented the College's Annual Report on the Cost of Educational Materials, which is a legislated requirement under Ministry directives aimed at ensuring transparency, affordability and accessibility for students with respect to the full cost of their education.

The report outlined the College's continued compliance with provincial expectations, as well as its long-standing commitment to maintaining clear and accountable processes for the approval and communication of student costs beyond tuition.

Student Fee Protocol and Transparency: The President emphasized that St. Clair College has an established and well-regarded student fee protocol, which governs the approval of ancillary (non-tuition) fees. This process includes:

- Formal consultation with student leadership organizations, including the SRC, TSI and SSAA
- Review and approval of all ancillary fees prior to inclusion in the annual budget
- Ongoing disclosure of these fees to ensure that students are fully informed.

It was noted that this model has been in place for over 20 years and is widely recognized across the sector as a leading practice, with the College frequently sharing its approach with other institutions.

Textbook and Learning Material Costs: The report also addressed the costs associated with textbooks and course materials, which are a growing area of focus at the provincial level. The President advised that:

- Information regarding textbook costs is currently available through the College's bookstore systems and course materials listings.
- There is an opportunity to enhance transparency by making estimated textbook costs more readily visible at the program level, such as on program web pages, to better support prospective students in planning for their overall expenses.

It was acknowledged that decisions regarding textbook selection remain subject to academic freedom, with faculty responsible for choosing materials that best support learning outcomes. As such, any efforts to standardize or reduce costs must be balanced with the need to maintain academic integrity and program quality.

Open Educational Resources (OER) and Affordability Measures: The President noted the increasing relevance of Open Educational Resources, including free or low-cost digital textbooks and materials. While adoption varies by program and discipline, the College continues to:

- Encourage exploration of affordable alternatives, where appropriate;
- Support faculty in identifying resources that align with both cost considerations and academic requirements.

Opportunities for Enhancement: The report identified several opportunities for continued improvement, including:

- Increasing the visibility and accessibility of cost information for prospective and current students;
- Enhancing communication regarding total program costs, beyond tuition alone;
- Continuing collaboration with student groups to ensure that fee structures remain reasonable, transparent and aligned with student needs.

The College's existing processes are well-established and effective. Continued refinement of communication practices will further strengthen the College's position as a student-focused institution.

After a brief discussion, it was

RESOLVED THAT the Board of Governors approve this update pertaining to the College's compliance regarding the implementation of the MCURES directive on the Costs of Educational Material, as presented.

7.3 Audited Consolidated Financial Statements for the year Ended March 31, 2026 for Submission to the Ministry

At the outset of the meeting, the Chair advised that consideration of Item 7.3 (Audited Consolidated Financial Statements) would be deferred until after the In-Camera session to facilitate a more detailed and candid discussion of the College's financial position.

Following the completion of the In-Camera portion of the meeting, the Full Board meeting was reconvened, and Item 7.3 was formally reopened for discussion and approval.

The Board then received the Audited Consolidated Financial Statements for the fiscal year ended March 31, 2026, which had been previously reviewed and recommended for approval by the Audit & Finance Committee.

Financial Overview and Context: Administration provided additional context to accompany the financial statements, noting that while the audit itself resulted in a clean opinion, the College is currently operating within a challenging financial environment, driven primarily by:

- Declines in international student enrolment;
- Resulting reductions in tuition revenue;
- Broader sector-wide pressures impacting Ontario colleges.

The Board was advised that the College is reporting a significant operating deficit for the 2025–2026 fiscal year. While this result reflects current pressures, it is also being actively addressed through strategic planning and financial management initiatives.

Key Financial Considerations: In reopening the discussion, the Board reflected on several key factors that had been explored further during the In-Camera session, including:

- The College's overall financial position, including available reserves and liquidity;
- Long-term obligations, including asset retirement liabilities (e.g., asbestos abatement considerations);
- The sustainability of the current operating model in the context of declining enrolment trends;
- The importance of developing and implementing a deficit recovery strategy.

It was noted that historically, the College has benefited from strong enrolment and associated revenues; however, the current operating environment requires careful planning and adaptation to ensure long-term financial sustainability.

Governance and Oversight: The Board acknowledged that:

- The financial statements have been subject to rigorous external audit and internal review;

- The Audit and Finance Committee has provided appropriate oversight and due diligence;
- The absence of audit findings provides confidence in the accuracy and integrity of the financial reporting.

At the same time, Board members recognized that the financial statements represent a point-in-time reflection and must be considered alongside forward-looking risks and strategies.

The reopening of this item following the In-Camera discussion was noted as an important step in ensuring that Board members had the opportunity to fully consider both the technical audit results and the broader strategic financial context.

After a brief discussion, it was

RESOLVED THAT the Board of
Governors approve the Audited
Consolidated Financial Statements
for the Year Ended March 31, 2026.

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

The Corporate Secretary advised that the majority of the updates involved:

- Revisions to terminology, including replacing references to “Board Secretary” with “Corporate Secretary,” to reflect current governance structures and roles.
- Updates to reflect current Ministry naming conventions, ensuring consistency with provincial language and requirements.

Appendix C – Advisory College Council: The Board was advised that Appendix C, which outlines the Terms of Reference for the Advisory College Council, has been updated to replace an outdated version.

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 1st reading, as presented.

9.0 By-Law & Policy Review

9.1 Federal Procurement Initiatives (Buy Canadian Procurement Strategy)

Mr. Teshuba advised that he recently attended a “Buy Canadian” procurement information session, hosted in collaboration with federal representatives and regional stakeholders. He provided context on the session, noting that:

- The initiative is part of a broader federal effort to encourage domestic procurement and strengthen Canadian supply chains, particularly in light of evolving global trade dynamics.
- The session focused on educating organizations and institutions on how to access federal procurement opportunities, including contracts related to infrastructure, defense and public sector initiatives.

Mr. Teshuba highlighted that there are significant funding opportunities being made available through federal programs, particularly in areas such as skilled trades, manufacturing and applied training. However, navigating the procurement system can be complex, requiring a clear understanding of eligibility requirements, bid processes and compliance standards.

He emphasized the potential relevance of these opportunities to St. Clair College, particularly in relation to:

- Workforce development and training programs;
- Partnerships with industry and government;
- Positioning the College to respond to emerging labour market needs.

9.2 Negev Dinner

Mr. Teshuba also advised the Board of the upcoming Negev Dinner, a significant community event, noting in particular that former St. Clair College Board Chair, Ms. Deborah Livneh (Chair from September 2010 to August 2011), will be honoured at this year's dinner.

Mr. Teshuba provided context on the importance of the event, indicating that the Negev Dinner is a well-recognized opportunity to celebrate community leadership, philanthropy and contributions to regional development.

Mr. Teshuba encouraged Board members to consider attending the event.

10.0 Date of the Next Meeting

10.1 The next Board meeting is scheduled for Tuesday, June 23, 2026.

The Full Board meeting paused at 6:40 p.m. to discuss In-Camera items, and then officially adjourned at 7:58 p.m.

SAINTS STUDENT
SSAA
ATHLETIC ASSOCIATION INC.

A Year in Review: **Saints Student Athletic Association Inc.**

Annual Report to the St. Clair College Board of Governors

May-26-2026

Intramural



This year the SSAA prioritized a wide variety of sports and recreational offerings once again. This ensured students were getting plenty of opportunities to participate in various competitive and recreational sports. 17 different sports were offered this year, and metrics were closely tracked to ensure the SSAA was offering what students wanted to attend.

As time went on, the SSAA noticed the most success in the following sports:

- ice hockey
- basketball
- volleyball
- badminton
- soccer.

Seeing that students were mostly interested in these sports we decided to shift our focus and prioritize these sports as much as possible.

The year for intramurals wrapped up with the following final numbers:

- 6,130 students attended intramural/recreational events
- 157 Intramural Sporting Events were offered across 17 different sports

- 3 affordable SCC Student-Only Leagues operated in the sports of: Basketball, Soccer and Volleyball
- Leagues offered full statistics tracking, professional media, referees, season awards, trophies and more to those who participated
- 9 Free Student Tournaments were also offered in addition to leagues and open nights
- Consistent badminton open nights were offered most frequently as they had the highest student attendance per open event.

Institutional and Varsity Support



Ensuring adequate support for the institution and varsity athletics programming was a huge focal point for the SSAA this year.

Below you will find all the ways SSAA offered institutional support:

- Donated \$50,000.00 in support of Varsity Athletics
- Provided financial support to the Operations of the St. Clair College SportsPark levied from student fees
- Sponsored the mortgage commitment for \$70,000.00 to the St. Clair SRC
- Encouraged 2,585 students to attend Varsity Events and join the SSAA student section
- Aided in the facilitation of 4 collegiate provincial championships
- Operated major components of Varsity Athletics during the support staff strike, including the OCAA Men's Baseball Championships
- Gameday Operations for all varsity sports including staffing, promotion and fan experience
- Hosted 8 different fan engagement nights for our varsity teams
- Took Saints on the Road to 4 road trips to support our varsity teams during away games
- Provided scholarships to 6 Varsity Athletes/Varsity Game Day Staff members

Community Engagement and Student Recruiting



Providing the community with sports and recreational opportunities is another major point of emphasis for the SSAA. These activities help us create strong community ties and allows potential students to see our incredible offerings hosted at the state-of-the-art facilities at St. Clair College.

Below you will find a list of all our community activities this year:

- SSAA: Youth Summer Camps x4 (Softball, Baseball, Basketball & Volleyball)
- SSAA: WMFA Football Day Camp
- SPARK: Basketball Camp
- Back Forty Golf Tournament at Woodland Hills Golf Course
- The Association Pickleball Tournament
- SSAA Sportsplex Summer Basketball League
- SSAA Flag Football Tournament
- SSAA x Saints Athletics Beach Volleyball Fundraiser
- SACU Beach Volleyball Tournament
- WECSSAA Boys and Girls Basketball Championships
- RAD Sports Card and TCG Show x2



Board Changeover

Outgoing Board of Directors:

President: George Karatzias

Vice-President of Intramural: Bryan Stevenson

Vice-President of Varsity: Andrew Weiler

Vice-President of Student Life: Matteo Palumbo

Director of Community Engagement: Robbie Durling

Director of Marketing/Promotion: Gabriella Riberio

Director of Operations: Matthew Guenette

Director of Operations: Braelyn Banks

Director of Operations: Noah Allsop

SSAA Board of Directors 2026-2027

Robbie Durling – President

Noah Allsop – Vice-President

Bryan Stevenson – Director of Varsity

Braelyn Banks – Director of Intramural & Recreation

Christian Radigan – Director of Marketing & Promotion

Mack Van De Bovenkamp – Director of Media

Sidney Goslin – Director of Student Life

Amenities

- Zekelman Tennis Center: 2,171 student participants
- Woodland Hills: 1,463 Student participants
- Fitness Center: 57,875 student participants
- Sportsplex Gymnasium: 2,311 Student Participants
- Pool: 976 Student Participants
- Intramural: 6,130 Student Participants
- Varsity: 2,585 Student Attendees



SAINTS STUDENT ATHLETIC ASSOCIATION

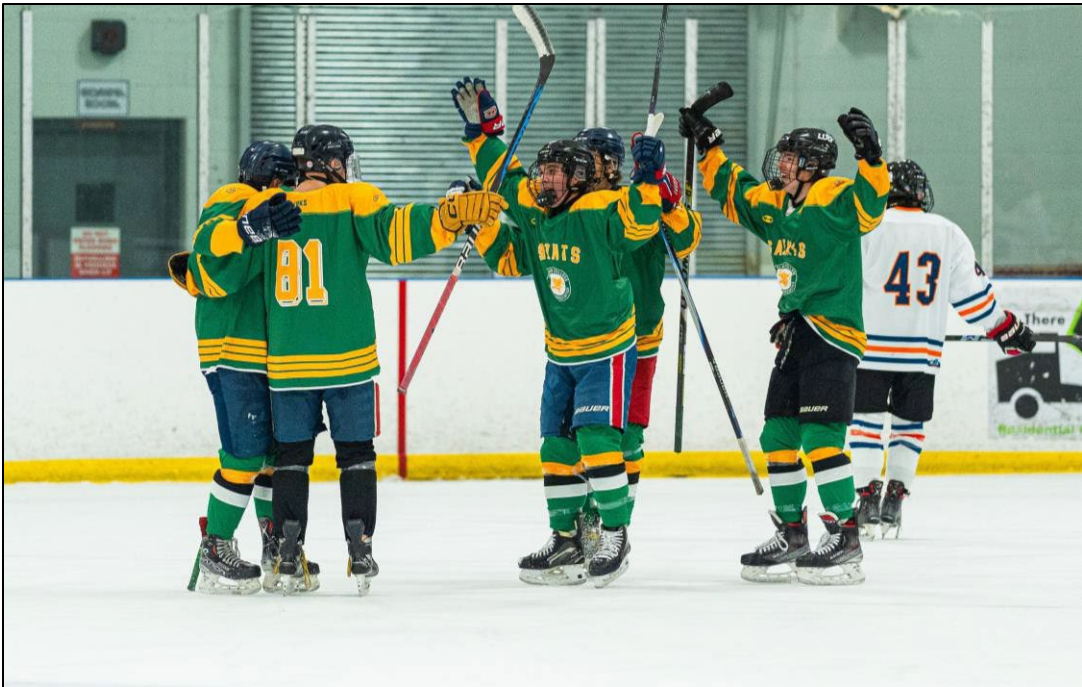
2025-2026 YEAR IN REVIEW

SAINTS STUDENT



ATHLETIC ASSOCIATION INC.

The Association EST. 2019



TOPICS OF DISCUSSION

- What is the SSAA?
- Student Recreational Offerings
- Intramural
- Extramural: The Return of Hockey to the College
- Institutional Support
- Student Recruitment Strategy
- Community Engagement, Partnerships & Sponsors
- Additional Revenue & Fundraising: Keeping the SSAA Sustainable
- SportsPark Operations & Assistance
- Board Changeover
- Upcoming Events
- Social Media

WHAT IS THE SSAA?

- Saints Student Athletic Association Inc. is a non-profit organization that offers sport and recreational opportunities to full-time students at St. Clair College
- Operating under a three-pillar model, the SSAA provides St. Clair College students and the Windsor-Essex County Community with:
 - *Intramural Events, Leagues, and Tournaments*
 - *Varsity Promotion and Support*
 - *Community Involvement and Student Recruiting*
- Responsible for all community activity at the St. Clair College SportsPark
- Employs 3 full-time staff members (St. Clair College Alumni)
- 7 Board of Directors (St. Clair College Full-Time Students)

WHAT DOES THE SSAA OFFER TO STUDENTS?

- Free golf at St. Clair College Woodland Hills Golf Course
(1,463 student rounds)
- Free tennis, equipment rentals, and clinics at the Zekelman Tennis Centre
(2,171 students)
- Free beach volleyball at the SportsPark
- Free admission at all SSAA & varsity events
- Free swimming at the St. Clair College pool *(976 students)*
- Affordable indoor soccer, volleyball, and basketball student leagues
- Free open intramural nights and tournaments across 17 different sports
- Employment opportunities (20-25 St. Clair College students annually)
- Provide opportunities to attend special events at a discounted cost
- Partnered with two businesses to provide a student discount

INTRAMURAL

- 6,130 students attended intramural events
- 157 intramural sporting events were offered across 17 different sports
- 3 student-only leagues were offered in the sports of: Basketball, Soccer and Volleyball
- 9 free student tournaments were offered in addition to leagues and open nights

- Highlighted by a Hockey tournament (75 students) that had a Men's and Mixed Division. Along with a Soccer & Volleyball tournament (65 students each) that also provided a competitive and recreational division.

SEPTEMBER							
SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY	
		1 OPEN BASKETBALL 6PM CLASSIC GYM	2 RECESS AT RESIDENCE 4PM-8PM ST CLAIR RESIDENCE	3 WELCOME BACK! BEACH VBALL & BBQ 5PM-8PM	4 MOVIE NIGHT 8:30PM SPORTSPARK	5 SAINTS SOCCER VS HAMBUR 5PM/7PM ACQUEN STADIUM	6 SAINTS SOFTBALL VS DURHAM 1PM/3PM SPORTSPARK SAINTS FOOTBALL VS SHERRARD 7PM ACQUEN STADIUM
7 SAINTS SOFTBALL VS SHERRARD 1PM/3PM SPORTSPARK	8 LABOUR DAY OPEN BEACH VOLLEYBALL 6PM SPORTSPARK	9 OPEN INDOOR SOCCER 6PM CLASSIC GYM	10 SAINTS BASEBALL VS LAMBTON 7PM LACASSE PARK	11 OPEN INDOOR VOLLEYBALL 6PM CLASSIC GYM	12 THE MIXED CHAMPIONS BEACH VBALL TOURNAMENT 6:30PM SPORTSPARK	13 SAINTS SOCCER VS SHERRARD 2PM/4PM ACQUEN STADIUM	
14 SAINTS SOCCER VS NIAGARA 1PM/3PM ACQUEN STADIUM	15 OPEN BEACH VOLLEYBALL 6PM SPORTSPARK	16 OPEN BADMINTON 6PM CLASSIC GYM	17 SSAA /SRC POOL TOURNAMENT 3PM GRIFFS SAINTS SOFTBALL VS LAMBTON 6PM/8PM SPORTSPARK	18 WEEK ONE INTRAMURAL VBALL LEAGUE 6PM CLASSIC GYM	19 OPEN OUTDOOR SOCCER 5PM-8PM ACQUEN STADIUM	20 SAINTS FOOTBALL VS GFA 7PM ACQUEN STADIUM	
21 SSAA: RAD SPORTSCARD & COLLECTIBLE SHOW 10AM-3PM SPORTSPARK	22 OPEN BEACH VOLLEYBALL 6PM SPORTSPARK	23 COME CHECK OUT OUR BOOTH SRC RESOURCE FAIR 11AM DORNDOWN CAMPUS	24 CANADIAN BREWHOUSE WINTER GIVEAWAY 1PM MAIN CAMPUS	25 WEEK TWO INTRAMURAL VBALL LEAGUE 6PM CLASSIC GYM	26 OPEN BADMINTON 6PM CLASSIC GYM	27 SSAA X SPARK BALL CAMP 11AM-12PM SPORTSPARK SAINTS SOFTBALL VS HAMBUR 11AM-12PM SPORTSPARK SAINTS FOOTBALL WIVES OUT GAME VS LONDON 7PM ACQUEN STADIUM	
28 WEEK TWO SSAA X SPARK BALL CAMP 11AM CLASSIC GYM	29 OPEN BEACH VOLLEYBALL 6PM SPORTSPARK	30 OPEN CRICKET 6PM CLASSIC GYM					



OPEN BADMINTON

6:00PM - MARCH 11 & MARCH 18 - CLASSIC GYM

SCC STUDENTS FREE & NON STUDENTS \$5.00



- Leagues came at a small charge and included: a 10-week season, professional media on site, full statistics for team/individuals, league awards, and trophies
- Events were communicated to students through social media, monthly calendars, and on-campus displays
- SSAA board members voted on an Intramural Athlete of the Month who was recognized for their outstanding performance

INTRAMURAL





Presidents Trophy Recipients Awarded to the Intramural Team of the Year



Board of Governors Bowl Recipients Awarded to the Male & Female Intramural Athletes of the Year



"The League" Champions Intramural Basketball League

Intramural Soccer League Champions



EXTRAMURAL/OCR HOCKEY

- Offered a competitive Women's Hockey program for the first time in school history
- Men's and Women's OCR Hockey competed in multiple tournaments
 - *These tournaments were hosted throughout multiple institutions across the province*
- The Extramural Basketball Team was picked based off the Intramural Basketball League with over 80 students to pick from
- 50 students were selected for OCR Hockey (36) & Extramural Basketball (14)



New Award Given to the Extramural Male & Female Athletes of the Year



- The 2nd Annual St. Clair College Staff vs Student Hockey Game took place at the WFCU Centre, on the Spitfires Bowl ***The student team was picked based off an inter-squad game between the Men's and Women's OCR Hockey teams.*
- The extramural basketball team participated in the 6th Annual St. Clair/Windsor Basketball game

EXTRAMURAL





OCR HOCKEY TEAMS

- Men's and Women's OCR Hockey teams attended invitational tournaments (Men- Fanshawe College & Women- Durham College) Both teams participated in the OCR Regionals hosted by the University of Laurier-Brantford
- The Women's team had an overall record of 2-4, they defeated the defending OCR champions Humber College, for the first win in program history
- The Men's team had an overall record of 2-5
- 60 students attended the OCR Hockey tryouts

INSTITUTIONAL SUPPORT

- Varsity support
- Student recruitment support



ST. CLAIR

C O L L E G E



HOW HAVE WE HELPED?

- Donated \$50,000 in support of Varsity Athletics
- Provided financial support to the operations of the SportsPark levied from student fees
- Sponsored the mortgage commitment for \$70,000 to the SRC
- Encouraged 2,585 students to attend varsity events (SSAA student section)
- Aided in the facilitation of 4 collegiate provincial championships
- Operated components of Varsity Athletics during the support staff strike; including the OCAA Men's Baseball Championships
- Facilitated game day operations for all varsity sports including staffing, promotion, and fan experience
- Hosted 8 different fan engagement nights
- Organized 4 road trips to support our varsity teams with the initiative "Saints on the Road"
- Provided scholarships to 6 varsity athletes/varsity game day staff members



STUDENT RECRUITMENT: HOW WE ARE HELPING RECRUIT DOMESTIC STUDENTS

- OCR Hockey adds a new layer of student recruitment
 - *multiple female hockey players have contacted the SSAA regarding recruitment*
- Highlighting high level intramurals
 - *allowing potential students to get an inside look at other sporting events for non-varsity athletes*
- State-of-the-art Facilities
 - *giving students free access to use the amenities on/off campus*
 - *Sportsplex fitness centre and gymnasium was used over 60,000 times*
- Hosting high school/community sporting events brings potential students onto campus
 - *WECSSAA games, tournaments and championships at the Sportsplex and Acumen Stadium (Basketball, Volleyball, Football & Soccer)*
 - *Youth sporting events at the Sportsplex, Acumen Stadium and Softball Diamond brings parents/kids from all over Ontario*



SSAA IN THE COMMUNITY



SAINTS STUDENT
SSAA
ATHLETIC ASSOCIATION INC.

COMMUNITY ENGAGEMENT

- **SSAA Youth Summer Camps x4 (Softball, Baseball, Basketball & Volleyball):** *Over 100 total campers*
- **SSAA Football Day Camp:** *partnered with Football team and Windsor Minor Football Association, 80 campers*
- **SPARK Basketball Camp:** *partnered with Dominic Johnson to host at Sportsplex, 150 Campers*
- **Back Forty Golf Tournament at Woodland Hills Golf Course**
- **SSAA Pickleball Tournament:** *first event hosted at the Zekelman Courts next to Q Hall Residence*
- **Sportsplex Summer Basketball League:** *14 Teams participated (10 in the previous year), 55 players were current/former pro and or college players*
- **SSAA Flag Football Tournament**
- **SSAA x Saints Athletics Beach Volleyball Tournament**
- **SACU Beach Volleyball Tournament**
- **WECSSAA Boys/Girls Basketball Championships**
- **WECSSAA Football Championships**
- **RAD Card Show x2:** *over 60 vendors each show and 600 total attendees*



CHARITBLE DONATIONS

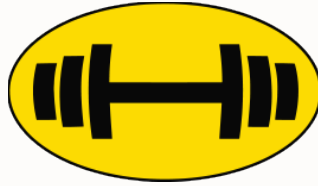
ORGANIZATION	AMOUNT
POLAR PLUNGE: SPECIAL OLYMPICS	\$1,000.00
CANADIAN MENTAL HEALTH ASSOCIATION	\$1,000.00
SACU	\$750.00
CANADIAN CANCER SOCIETY	\$620.00
UNITED WAY	\$400.00
LASALLE FIREFIGHTERS' ASSOCIATION	\$300.00

ADDITIONAL REVENUE & FUNDRAISING: KEEPING THE SSAA SUSTAINABLE

- **Community Events: Leagues, Youth Camps, and Tournaments**
- allows the SSAA to create added revenue to better support students and varsity athletics
- **SSAA Auction**
- *auctioning off various donated gift cards and items every Thursday*
- **SSAA Pools**
- *creating pools/challenges revolved around current sporting events, using prizes that were donated by outside businesses*
- **SSAA Clothing Sale**
- *used 3 new SSAA logos for a Holiday Clothing Sale*
- **Allowed community to attend open intramural events**
- *-\$5.00 charge, gives the community an opportunity to view college facilities*

Sponsorships/Donations

- *obtaining sponsorships/donations to continue the support for intramural, extramural and varsity*



HERC'S
NUTRITION



Home of the Original Chicken Delight



ROYAL LEPAGE
Binder Real Estate
BROKER - B. Public Admin.
Gerry Sykes
Phone: 519-735-7222
Cell: 519-564-9800
Fax: 519-735-7822
Toll Free: 1-888-847-5931
gsykes@royallepage.ca
www.royallepagebinder.com
13158 Tecumseh Rd. E.,
Tecumseh ON N9N 3T6



gabrielle
FLOOR & HOME



SPONSORSHIPS & SUPPORT

SAINTS STUDENT
SSAA
 ATHLETIC ASSOCIATION INC.
PARTNERSHIPS

HERC'S
 NUTRITION

WINDSOR TENNIS
 MANAGEMENT

CANADIAN
 BREWHOUSE

15% OFF ALL SUPPLEMENTS FOR ST. CLAIR COLLEGE
 FULL-TIME STUDENTS & STAFF
**DISCOUNT NOT APPLICABLE ON SALE ITEMS **MUST SHOW VALID STUDENT SCHEDULE OR STAFF ID



HERC'S
 NUTRITION

Proud Sponsor of the
 HERC'S FOOTBALL HALFTIME SHOW
 &
 HERC'S HARDEST WORKER OF THE MONTH

SAINTS STUDENT
SSAA
 ATHLETIC ASSOCIATION INC.
 ST. CLAIR COLLEGE
SAINTS
 ATHLETICS



Windsor Tennis Management Inc.

CBH | WINDSOR PRESENTS

SAINTS STUDENT
SSAA
 ATHLETIC ASSOCIATION INC.

STUDENT
Discount

10% OFF

Present your valid student ID to receive
10% OFF YOUR BILL.*

RESTRICTIONS APPLY. NOT VALID ON DAILY SPECIALS OR IN COMBINATION WITH ANY OTHER PROMOTIONS. ASK YOUR SERVER FOR MORE DETAILS.

SPORTSPARK OPERATIONS

HOW IT WORKS

- WTM oversees the day-to-day operations at the SportsPark as a third-party contractor
- WTM staffs game day concession at the SportsPark, SSAA takes 15% of liquor sales and 10% of food and soft drink sales
- WTM provides a high-end software rental system to track and handle renters with SSAA approval, splitting the rental fee 50/50
- WTM pays for necessary insurance and liquor licensing expenses
- SSAA provides work study staff for SportsPark maintenance
- SSAA pays a monthly management fee to WTM to insure the SportsPark is operated to College Standards
- SSAA assists in finding suitable organizations to rent facilities

2025-2026 OUTGOING BOARD

MEET YOUR 2025-2026 BOARD



GEORGE KARATZIAS
PRESIDENT • YEAR 4



BRYAN STEVENSON
VP INTRAMURAL • YEAR 3



ANDREW WEILER
VP VARSITY • YEAR 2



MATTEO PALUMBO
VP STUDENT LIFE • YEAR 5



ROBERT DURLING
COMMUNITY ENGAGEMENT • YEAR 2



GABRIELLA RIBEIRO
MARKETING & PROMOTION • YEAR 2



MATTHEW GUENETTE
OPERATIONS • YEAR 2



NOAH ALLSOP
OPERATIONS • YEAR 1



BRAELYN BANKS
OPERATIONS • YEAR 1



BOARD CHANGEOVER

INCOMING 2026-2027 BOARD MEMBERS

Robbie Durling – President

Noah Allsop – Vice-President

Bryan Stevenson – Director of Varsity

Braelyn Banks – Director of Intramural & Recreation

Christian Radigan – Director of Marketing & Promotion

Mack Van De Bovenkamp – Director of Media

Sidney Goslin – Director of Student Life



UPCOMING EVENTS

- **3rd Annual Back Forty Golf Tournament**
 - *Saturday, June 6th at Woodland Hills Golf Course*
- **3rd Season of the Sportsplex Summer Basketball League**
 - *Starting Thursday, June 4th*
- **SPARK Football/Basketball Camp with Dominic Johnson hosted at Acumen Stadium/Sportsplex**
 - *Saturday, July 11th & Sunday, June 12th*
- **SSAA Youth Summer Camps x4**
 - *Baseball (July 13-17), All-Sports (July 20-24), Basketball (August 10-14), and Softball (August 17-21)*
- **RAD Card Show**
 - *Saturday, June 13th*
- **SACU Beach Volleyball Tournament**
 - *Mid August*
- **Series of Softball Fundraisers**
 - *Partnering with the Women's Softball team to fundraise for them to attend the 2026 National Championship*



STAY UP TO DATE WITH THE SSAA



Stay Connected

saintsstudentathletic.org

[saintsstudentathletic](https://www.instagram.com/saintsstudentathletic)

[saintsstudentathletic](https://www.tiktok.com/@saintsstudentathletic)

Posting daily content has led to viewership and following reaching an all-time high!

Annual numbers across Instagram & Tik Tok:

- 5.63 million total views
- 5,950 followers



THANK YOU

HAPPY TO ANSWER ANY QUESTIONS



The Association EST. 2019



MISSION STATEMENT

Transforming lives and strengthening communities through high quality and accessible educational experiences that support career-readiness, innovation, and life-long learning.

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

532nd FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

- DATE:** Tuesday, May 26, 2026
- TIME:** 5:30 p.m. – Meeting
- PLACE:** President’s Boardroom #A3315E
- NOTE:** Dinner will be available for Board members, the Senior Operations Group, the Saints Student Athletic Association and Constituents in the President’s Boardroom at 5:00 p.m.

The Saints Student Athletic Association (SSAA) Annual Presentation to the Board will take place at 5:30 p.m., followed by the Full Board meeting.

AGENDA

1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST

2.0 APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON APRIL 28, 2026, IN CHATHAM, ON

3.0 CONSTITUENT REPORTS

4.0 PRESIDENT’S REPORT
(Policy – Executive Limitations Communication & Counsel #2003-21)

Information Item – The President will provide a report to the Board apprising the Board of any new developments since the last meeting.

5.0 CONSENT AGENDA

5.1 President’s Community Engagement Report

Information Item – The President has provided a report to the Board apprising of any new community engagements since the last meeting, attached as Item #5.1.

5.2 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

Information Item – Administration has provided a report on Strategic 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) – Surveys or qualitative feedback from community organizations and employers on students’ leadership, service and engagement contributions, attached as Item #5.2.

5.3 Deliver Demand Driven Academic Programs That Respond to Current and Future Labour Market Needs – Work With Academic Program Advisory Councils and Regional Economic Organizations to Source, Analyze and Share Real-Time Regional Labour Market Information to Inform Programming

Information Item – Administration has provided a report on Strategic Pillar #2 – Academics That Build Rewarding Careers (Deliver the hands-on learning experiences, academic pathways and innovative teaching that enable long-term career success) – Formal engagement with Program Advisory Committees (PACs) and placement agencies to ensure they have opportunities to inform and influence programming, attached as Item #5.3.

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

Information Item – Administration has provided a report on Strategic Pillar #2 – Academics That Build Rewarding Careers (Deliver the hands-on learning experiences, academic pathways and innovative teaching that enable long-term career success) – Proportion of domestic students who had experiential/work-integrated learning opportunities as part of their program of study, attached as Item #5.4.

5.5 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

Information Item – Administration has provided a report on Strategic Pillar #3 – A Talented and Accountable Organization (Drive excellence by being an accountable, high-performing and sustainable College organization) – Percentage of key management roles with documented succession plans and individual development plans in place, attached as Item #5.5.

5.6 Strengthen Talent Development and Accountability Performance – Strengthen Accountability for Operating Performance and Financial Sustainability Within and Across All College Departments

Information Item – Administration has provided a report on Strategic Pillar #3 – A Talented and Accountable Organization (Drive excellence by being an accountable, high-performing and sustainable College organization) – 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, attached as Item #5.6.

5.7 Degree Consent Renewal Update

Information Item – Administration has provided a Degree Consent Renewal update, attached as Item #5.7.

6.0 INFORMATION ITEMS

6.1 Spring 2026 Day 10 Enrolment Report

Information Item – Administration will provide a report outlining the College's Spring 2026 Day 10 Enrolment.

6.2 Audit Committee Report

Information Item – The Chair of the Audit Committee will present a report to the Board.

7.0 APPROVAL ITEMS

7.1 Annual Report on Sexual Violence and Assault Policy

Approval Item – Administration has provided the Annual Report on Sexual Violence and Assault Policy, attached as Item #7.1.

7.2 Cost of Educational Materials Annual Report

Approval Item – Administration has provided the Annual Report on the Cost of Educational Materials, attached as Item #7.2.

7.3 Audited Consolidated Financial Statements for the Year Ended March 31, 2026 for Submission to the Ministry (Regulation 34/03, Article 9.1, Board Policy #2003-18, Budget Development, Board By-Law 38.1)

Approval Item – Administration will present the Audited Consolidated Financial Statements for the year ended March 31, 2026, as approved by the Audit & Finance Committee on May 19, 2026, for Board approval, as required by the Ministry, attached as Item #7.3.

8.0 BY-LAW AND POLICY REVIEW

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

Approval Item – The Board will review Board By-Laws #4, #15, #21, #23, #29 and Appendix C: Advisory College Council – Terms of Reference, included in the Board of Governors Operating By-Laws, for 1st reading, attached as Item #8.1.

9.0 NEW BUSINESS

10.0 DATE OF THE NEXT MEETING

10.1 The next meeting is scheduled for Tuesday, June 23, 2026, at the Windsor Campus.

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on April 28, 2026, at 5:45 p.m. in Room #W1028 at the Chatham Campus.

Present:

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

Regrets:

Mr. G. Fenn
Mr. G. Rossi

Also Present:

Ms. K. Byrne – TSI, Incoming President
Mr. J. Fairley – Senior Vice President, Communications, Advancement & External Affairs
Mr. M. Jones – Senior Vice President, Finance, Administration & CFO
Ms. J. Lehoux – Executive Director, President's Office & Corporate Secretary
Ms. S. McLelland – Retirees' Association
Mr. R. Nicoletti – Senior Vice President, International Relations & Student Services
Mr. J. Parent – Observer
Mr. S. Rawal – TSI, Outgoing President
Mr. S. Sharma – TSI, Operations Manager
Mr. J. Sirianni – Senior Vice President, Human Resources & Facilities Services
Ms. L. Wakem – TSI, Incoming Vice President

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. C. Hotham chaired the meeting and Ms. Lehoux was the recording Board Secretary.

The Acting Board Chair welcomed Thames Students Incorporated to provide the Board with their annual presentation.

Mr. Rawal noted that TSI's Annual Report was distributed with the Full Board documents. As per the Ministry's Policy Framework for Tuition and Ancillary Fees, Thames Students Incorporated (TSI) confirms its role in the compliance for ensuring that information is made available to the College community, including students and potential students, regarding the use of revenues from ancillary fees and other aspects of policy related ancillary fees.

2025-2026 Thames Students Incorporated (TSI) Executive:

- Suhas Rawal – President
- Kaitlynn Byrne – Vice President
- Roxana Aldan-Popa – Director
- Lindsay Wakem – Director
- Rogier Blondeel – Director
- Addyzzat Yusuf – Director

Incoming 2026-2027 Thames Students Incorporated (TSI) Executive:

- Kaitlynn Byrne – President
- Lindsay Wakem – Vice President
- Rogier Blondeel – Director
- Emma Ashton – Director
- Ahmed Khattab – Director
- Glory Grant-Samuel – Director

Mr. Rawal outlined some of TSI's activities and initiatives at the Chatham Campus over the 2025-2026 academic year; specifically:

Programming and Campus Life:

- Orientation Week activities.
- Bowl of Cream Free Ice Cream.
- Build A Bear.
- Beat The Winter Blues Fest.
- Monthly Director Events.
- Pie the Professor for United Way – raised over \$1,500.
- Stress Less Fest.
- Weekly intramurals.

Community Involvement:

- Trick or Eat Community Food Drive.
- Holiday Toy and Food Drive with more than 50 packages distributed to students.
- Chatham-Kent Health Alliance Breast Cancer Research – donated \$500.
- Buxton's Next Generation for Black History Month – donated \$200.
- Katelyn Bedard Bone Marrow Association – donated \$500.
- St. John Ambulance Therapy Dogs Unit – donated \$250.
- St. Clair College HealthPlex – donated \$15,000.
- Woodland Hills Golf Course – donated \$10,000.

Partnerships:

- TSI partnered with the Centre For Academic Excellence (CAE) to organize many events throughout the year and worked with the Sexual Violence Prevention (SVP) Committee to host multiple events at the Chatham Campus
- TSI partnered with the Saints Students Athletic Association (SSAA) to support multiple sporting events.

Mr. Rawal concluded by thanking the Board of Governors and Senior Operations Group for their support.

A Governor inquired whether TSI's audited financial statements had any notes. Mr. Rawal confirmed that there were no notes or issues identified in their audited statements.

The Acting Board Chair thanked TSI for their presentation and for all of their efforts to make this past year enjoyable and successful for the students at the Chatham Campus.

The TSI Annual Report is attached to the minutes.

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 March 31, 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 March 31, 2026, meeting.

3.0 Constituent Reports

Retirees' Association

Ms. McLelland provided a report regarding the following initiatives and activities on behalf of the Retirees' Association:

- The Retirees' Association Annual General Meeting is scheduled for April 29, 2026. Appreciation was expressed for the anticipated attendance of College leadership and for the support of K. Revait and the Parking team, who accommodated use of Parking Lot D for the event.
- An educational session was held on April 23, 2026, consisting of a free Executor Workshop/Wills and Estate Planning session at Greenlawn Memorial Funeral Home.
- The Out to Lunch Bunch monthly gathering is scheduled for May 14, 2026, at the Riverside Sportsmen's Club.

- Upcoming field trips and events include:
 - May 27, 2026 (tentative):
 - Morning visit to the Canadian Aviation Museum (confirmation pending).
 - Early lunch at Route 42 Diner.
 - Afternoon tour of AAR (Allen Aircraft Radio).
 - June 23, 2026:
 - Assumption Church tour, described as a significant archaeological site, organized by retiree Frank Perisinotti.
 - In the event of a funeral scheduling conflict, an exterior tour and walking tour of the Sandwich area will be offered.
 - December 12, 2026 (tentative):
 - Christmas Party at the St. Clair College Centre for the Arts in Windsor.
 - Date remains tentative pending confirmation of performance schedules.

- In partnership with Human Resources, the Retirees' Association will once again host Presentations for Future Retirees, addressing financial, psychological, and social aspects of retirement; May 13, 2026 at the Windsor Campus and May 14, 2026 at the Chatham Campus

- The Retirees' Association Executive will hold its monthly meeting in Chatham on June 17, 2026, at the Healthplex, with lunch to follow at Tru's Restaurant.

- Effective immediately, the Retirees' Association newsletter will be distributed electronically, with hard copies mailed only to individuals who have indicated that they do not have access to email, in order to reduce printing and postage costs.

4.0 President's Report

The Board Chair called on the President to provide his report to the Board.

President Silvaggi provided a verbal update to the Board on recent activities and emerging priorities. He advised that he recently attended the Colleges and Institutes Canada (CICan) Conference in Ottawa, which focused on the theme of *Building a Strong and Secure Canada*. The President noted that a more detailed written report on the conference outcomes would be provided to the Board at a future meeting. As an initial highlight, he reported that national defence and security were prominent areas of discussion throughout the conference, including federal policy considerations and opportunities for collaboration.

President Silvaggi advised that he had the opportunity to moderate a session titled *The Royal Canadian Navy: Strengthening Presence and Partnership*, featuring Commanding Officer Chris Elliott of HMCS Hunter. He noted that the conference demonstrated a growing recognition within the Canadian Armed Forces of the important role colleges play in workforce development, applied training and community engagement. Discussions emphasized opportunities to strengthen partnerships between postsecondary institutions and defence organizations, particularly in the areas of training delivery and labour force readiness. The President noted that St. Clair College is well positioned in this regard, given its existing relationships with HMCS Hunter and the Essex and Kent Scottish Regiment. He advised that further details and potential opportunities will be brought forward as discussions continue.

The President also provided a brief institutional update, advising that the College's annual staff professional development period typically occurs during May and June. He noted that upcoming professional development activities will place an emphasis on team-building

and organizational resilience, particularly in light of employment stability measures and the increased stress currently being experienced across the institution. The objective of this programming is to support staff well-being and foster collaboration across departments.

President Silvaggi further reported that St. Clair College has once again been recognized as national champions in the Esports category for *Call of Duty*, marking the fifth consecutive year of this achievement. He advised that the College's Esports teams competed at Full Sail University in Orlando, Florida. The President noted that the College's Esports facilities and programming have also generated informal interest from representatives of the Canadian Navy, suggesting potential future opportunities for collaboration.

Finally, the President reminded Governors of the upcoming Ford Innovation Showcase, scheduled for later that week. He advised that the event would feature student teams delivering short presentations on innovative and entrepreneurial ideas before an industry panel, using a format similar to a "Dragon's Den"-style pitch. The President highlighted that many past participants have gone on to secure employment with industry partners. He advised that this year's guest speaker will be Mr. Barry Zekelman and extended an invitation to Board members to attend the event, noting that it is open to the public and no formal RSVP is required.

The Board received the President's report for information.

5.0 Consent Agenda Items

- 5.1 President's Community Engagement Report
- 5.2 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: Percentage of graduates employed in their field of study within six months to one year after graduation.
- 5.3 Deliver Demand Driven Academic Programs That Respond to Current and Future Labour Market Needs – Prioritize Investment and Recruitment to In-Demand Academic Programs in Key Industries:
 - Investigate new programs that are aligned with government and labour market priorities.
 - Percentage of graduates securing jobs within six months of completing their program.
- 5.4 Expand Access to Online Learning by Meeting Students Where They Are – Grow the Enrolment of Adult Learners and Working Professionals Through the Design of Part-Time and Flexible Programs: Growth in Number of Students Enrolling in Part-Time and Flexible Courses and Programs.

RESOLVED THAT the Board of Governors receive and approve the contents of the March 31, 2026 Consent Agenda, as presented.

6.0 Approval Items

6.1 2026 Convocation Motion to Confer Diplomas, Certificates and Degrees

The Board of Governors were provided with a recommendation from College Administration for the conferring of Diplomas, Certificates and Degrees for the Fifty-Ninth Annual Convocation ceremonies.

After a brief discussion it was,

RESOLVED THAT the Board of Governors of St. Clair College hereby authorize the awarding of the appropriate Diploma, Certificate or Degree to the eligible students, as designated by the Registrar and recommended by Faculty, to be presented at each session of the Fifty-Ninth Annual Convocation of St. Clair College of Applied Arts and Technology.

7.0 New Business

The Acting Chair invited members to raise any items of new business.

- **2026 Windsor Pow Wow:** A Governor invited Board members to attend the annual Windsor Pow Wow, noting that it is a collaborative event hosted jointly with the University. The Governor advised that this year's Pow Wow will be held on Saturday, May 2, 2026 at the Toldo Lancer Centre, beginning at Noon and is open to the public at no cost. It was noted that the Pow Wow is an important cultural and community celebration and an opportunity for College engagement. By way of background, the Governor provided additional context for members unfamiliar with the event, explaining that Pow Wows are longstanding Indigenous cultural celebrations in North America. It was noted that, beginning approximately five years ago, the College partnered with the University to establish a large-scale, high-profile Pow Wow to better serve the region's Indigenous population. Highlights of the event include the Grand Entry, featuring approximately 80 Indigenous dancers accompanied by drummers and singers processing through the arena. Members were advised that additional information is available through the Pow Wow Windsor website.
- **Alumni of Distinction:** Board members were reminded of the upcoming Alumni of Distinction celebration, scheduled for Friday, May 8, 2026. It was noted that the event recognizes outstanding alumni for their professional achievements and community contributions. The following alumni will be honoured:
 - Jeff Denomme, Artist/Author – Graphic Design graduate.
 - Jennifer Jovanovski, CEO, John McGivney Centre – Nursing graduate.
 - Mark McGuire, Executive Director, Give and Go Sports Education – Business Administration graduate.
 - Jennifer Pestrin, Executive Director, Community Living Windsor – Developmental Services Worker graduate.
 - Nick White, Owner/COO, Handy Bros. Home Comfort – HVAC graduate.

- **PAC & Placement Reception:** Members were also reminded of an additional recognition event taking place earlier in the same week to acknowledge Program Advisory Committee members and employer partners who support student placements, recognizing their role in advancing student success and workforce readiness. Governors were encouraged to attend these events as schedule permits.

8.0 Date of the Next Meeting

8.1 The next Board meeting is scheduled for Tuesday, May 26, 2026, in Windsor, ON.

The Full Board meeting adjourned at 6:08 p.m.

PRESIDENT'S COMMUNITY ENGAGEMENT REPORT

Meeting of the Board of Governors
Tuesday, May 26, 2026

1. Play For A Cure 2026

St. Clair College proudly participated once again in *Play For A Cure 2026*, an annual community-driven charitable initiative dedicated to raising funds and awareness in support of cancer research and patient care. The 2026 All-Star Game took place on Friday, April 24, 2026, at the Vollmer Culture and Recreation Complex in LaSalle, Ontario, bringing together community members, volunteers and notable figures from the hockey world for a high-profile fundraising event.

The College was represented by a St. Clair College team that participated in the on-ice tournament, continuing the institution's strong tradition of involvement in this meaningful cause. President Michael Silvaggi attended the event to cheer on the College team and take part in the festivities, reinforcing St. Clair College's commitment to community engagement and wellness initiatives. While at the event, President Silvaggi had the opportunity to meet NHL alumnus Adam Graves and legendary NHL referee Kerry Fraser, underscoring the collaborative spirit and broad community impact of *Play For A Cure*.



2. Community Engagement & Partnerships

On Thursday, April 30, President Michael Silvaggi participated in a tour of the John McGivney Children’s Centre, alongside senior leaders from partner institutions. The visit provided an opportunity to observe the Centre’s impactful work in pediatric rehabilitation and specialized clinical services, and to explore potential areas for collaboration that align with St. Clair College’s commitment to community engagement, innovation and applied learning. The tour also supported ongoing dialogue with regional partners, including the University of Windsor and WE-SPARK Health Institute, to strengthen cross-sector partnerships that advance health, education and community outcomes.



3. 2026 Ford Innovation Showcase

St. Clair College successfully hosted the 2026 Ford Innovation Showcase on Friday, May 1, 2026, at the Student Life Centre on the College’s Main Windsor Campus, highlighting the creativity, ingenuity and real-world problem-solving skills of our students. This annual showcase provided a platform to celebrate outstanding student innovation from across the College and offered industry partners a front-row view of emerging talent.

Dozens of students representing 12 academic programs were selected to present innovative solutions developed during the 2025–2026 academic year. Ten short-listed teams delivered concise pitches to a panel of industry judges, who evaluated both the strength of the ideas and the quality of the presentations. Cash prizes were awarded to the teams whose pitches demonstrated exceptional innovation, impact and practical application.

The event opened with a keynote address by Barry Zekelman, Executive Chairman and Chief Executive Officer of Zekelman Industries, who spoke to the importance of innovation, entrepreneurship and industry collaboration in shaping the future workforce. The program concluded with the announcement of award recipients and opportunities for students to engage with judges, partners, and guests.

The Ford Prize in Innovation – valued at \$5,000 – was awarded to Team Atlas, consisting of Peyton Phillips, Hiba Takech and Olivia Heavens for their idea, Sole Sister.

The Ford Innovation Showcase reflects St. Clair College’s continued commitment to experiential learning, industry partnership and student success, reinforcing its role as a leader in preparing graduates to thrive in an evolving global economy.



Item #5.1

4. 2026 Windsor-Essex Community Pow Wow

St. Clair College, in partnership with the University of Windsor, proudly co-hosted the 2026 Windsor-Essex Community Pow Wow on Saturday, May 2, 2026, at the Toldo Lancer Centre, University of Windsor. The annual gathering brought together students, alumni, Indigenous community members and the wider public to celebrate Indigenous culture, traditions and community connection in a welcoming and inclusive environment.

The Pow Wow featured traditional drumming, singing, dancing, regalia, artisan vendors and Indigenous cuisine, offering attendees a meaningful opportunity to experience and learn from Indigenous cultural practices. The Grand Entry served as a focal point of the day, drawing strong community participation and reflecting the event’s continued growth and significance in the region.

President Michael Silvaggi brought greetings on behalf of St. Clair College, joined by University of Windsor President J.J. McMurtry, underscoring the strong institutional partnership and shared commitment to Indigenous education, reconciliation and community engagement. The event was made possible through the collaboration of St. Clair College Indigenous Student Services, the University of Windsor and community partners.

The annual Pow Wow remains a cornerstone expression of St. Clair College’s dedication to fostering respect, understanding and celebration of Indigenous peoples and cultures, while strengthening relationships across the Windsor-Essex community.



5. Skills Ontario Competition Success

St. Clair College students achieved outstanding results at the recent Skills Ontario Competition.

Over the course of the three-day event, our student teams represented the College with distinction, demonstrating a high level of professionalism, technical expertise, and commitment to excellence.

Notably, the College's **Landscape Horticulture team earned a Gold Medal** and will advance to represent Ontario at the upcoming **Skills Canada Competition**. In addition, St. Clair students secured **Silver Medals** in the following categories:

- Powerline Technician
- Web Design
- Refrigeration and Air Conditioning

While not every team returned with a medal, all participants showcased the strength of our programs and the dedication of our students.

I would like to extend my sincere congratulations to all competing students, as well as to the faculty and coaches whose guidance and preparation contributed to this success. Their efforts exemplify the quality and impact of applied learning at St. Clair College.



6. CCL North American Championship – Saints Esports

The St. Clair Saints Call of Duty team has achieved a historic milestone, capturing the 2026 College Call of Duty League (CCL) North American Championship—the first in program history.

Following a fourth-place finish in 2025, the Saints delivered a remarkable turnaround, entering the championship as the second seed and compiling an outstanding 54–2 season record. The team advanced through the group stage without dropping a single game, defeating Wichita State University, Texas State University and Mars Hill University.

In the playoff rounds, the Saints continued their dominant performance with a 3–0 semifinal victory over Cumberland University, followed by consecutive wins over top-seeded Fisher College, including a decisive 4–1 victory in the Grand Finals to secure the championship.

This achievement reflects not only competitive excellence but also the strength and diversity of the program, with student-athletes representing an international cohort united by exceptional dedication and commitment. I would also like to recognize the leadership of Head Coach Brandon Last and Assistant Coach Frank Noens, whose guidance has been instrumental to the team's success.

On behalf of the College, I extend sincere congratulations to the student-athletes, coaches and all those involved in supporting this outstanding accomplishment. Their success brings significant recognition to St. Clair College and highlights the continued growth and excellence of our esports program.



RISE ABOVE THE ORDINARY

7. Student Achievement – International Recognition in Marketing

The College is pleased to share recent international recognition achieved by graduates of St. Clair College’s Advanced Diploma in Business Administration – Marketing program.

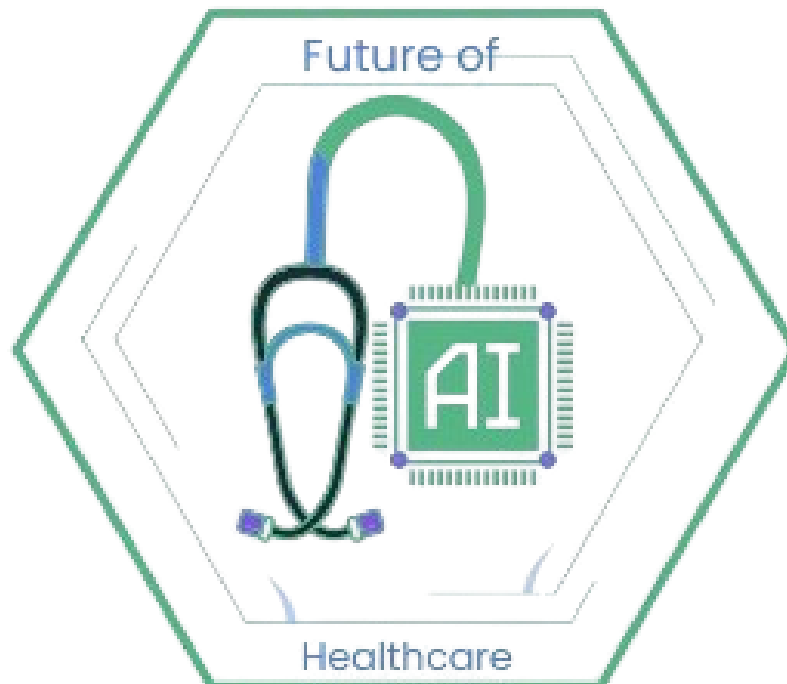
Two recent graduates, Kyra Tzimas and Sadie Cartwright, who progressed to studies at Munster Technological University (MTU) in Tralee, Ireland in September 2025, were part of a student team awarded top honours in an international project funded by the European Commission under the Erasmus+ program.

The project, *“The Future of Healthcare,”* brought together institutional partners from Ireland, Poland, the Czech Republic, Turkey and Italy to address the growing gap between rapid advancements in artificial intelligence in healthcare and the evolution of corresponding education and training programs. As part of the initiative, participating students were tasked with designing a logo that will represent the project across all official materials over the next two years.

A team from MTU was selected as the winner of the competition. Notably, St. Clair graduates Ms. Tzimas and Ms. Cartwright were key contributors to the winning design, working alongside MTU students Maya Ezzeddine and Ilvina Fazilova. The students’ achievement has been formally recognized at MTU.

This accomplishment highlights both the quality of St. Clair College’s marketing graduates and the strength of our international pathway partnerships. It also reflects a pattern of continued student success at MTU, following a St. Clair accounting graduate being named “Student of the Year” at the institution in the previous year.

The College extends its congratulations to Ms. Tzimas and Ms. Cartwright on this impressive achievement and recognizes the importance of these outcomes in showcasing the global impact of St. Clair students and alumni.



8. Community Partnership – Maple Leaf Pro Wrestling Production at St. Clair College

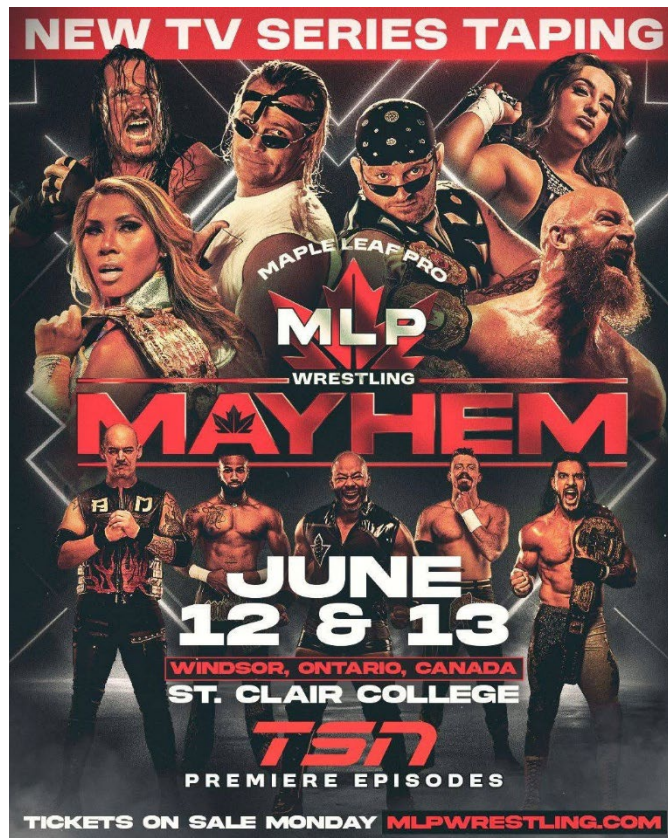
The College is pleased to advise the Board of Governors of an exciting television production activity taking place on campus.

Maple Leaf Pro Wrestling (MLP), in partnership with TSN, has announced the launch of a new weekly professional wrestling series, Maple Leaf Pro Mayhem, scheduled to premiere in July 2026. Produced in a seasonal format, the series will consist of 12 one-hour episodes featuring Canadian wrestling talent alongside internationally recognized performers from major organizations including AEW, Ring of Honor, NJPW, CMLL and Pro Wrestling NOAH.

The inaugural season of Maple Leaf Pro Mayhem will be filmed in Windsor, Ontario, with production taking place at the College's Main Windsor Campus. This initiative positions the College as a host venue for a nationally broadcast sports and entertainment production, bringing increased visibility to both the institution and the region.

The selection of Windsor as the production site reflects the community's longstanding connection to professional wrestling, historically serving as the home of Canada's first coast-to-coast wrestling broadcast, Superstars of Wrestling. This new series marks the return of the Maple Leaf brand to national television for the first time in more than four decades.

This partnership represents a valuable opportunity for the College to support industry activity, strengthen community engagement and showcase campus facilities on a national platform. The College looks forward to supporting this high-profile production and to the broader benefits it will bring in terms of community profile and institutional exposure.



9. Enactus National Competition – Student Achievement

I am pleased to report on the outstanding performance of St. Clair College’s Enactus team at the recent Enactus Canada National Competition.

Competing against more than 50 post-secondary institutions from across the country, our students advanced to the semi-final round—an impressive accomplishment that places them among the top teams nationally. While the team did not progress beyond the semi-finals, their achievement reflects a high level of professionalism, innovation and commitment.

Throughout the competition, the team demonstrated exceptional passion and dedication, and represented St. Clair College with distinction. Judges commended the strength of their projects, particularly noting the innovative approaches and meaningful community impact achieved through their initiatives. The consistently positive feedback received is a testament to the quality of the students’ work and their commitment to making a difference.

This result is a significant achievement and a source of pride for the College community. *Way to go, Saints!*



10. NOW // AI Executive Program Partnership Announcement

On Tuesday, May 12, 2026, St. Clair College hosted a media announcement at its main Windsor Campus to formally introduce a new partnership with SANS Institute and siberX to deliver the NOW // AI Executive Program, an innovative executive education initiative focused on artificial intelligence and cybersecurity.

This collaboration represents a significant advancement in the College’s commitment to industry-responsive programming and leadership development in emerging technologies. Launching in October 2026, the NOW // AI program is designed to equip executives and senior decision-makers with the skills required to navigate the rapidly evolving intersection of AI, cyber risk and regulatory oversight.

The program will provide participants with an immersive, hands-on learning experience, including a SANS-led “war room” simulation and interactive cyber-range exercises. These components are specifically designed to place leaders in high-pressure, real-world scenarios involving AI-driven cyber incidents, enabling them to make critical, time-sensitive decisions with direct implications for organizational performance, governance and risk management.

This initiative brings together the global cybersecurity expertise of SANS Institute, the applied learning leadership of St. Clair College and the immersive simulation innovation of siberX. It also reinforces Windsor-Essex’s position as a strategic hub for advanced training, particularly given the region’s concentration of organizations operating in regulated sectors such as manufacturing, financial services and the public sector.

The program responds to a growing need for executive-level AI and cybersecurity competencies. Industry research continues to highlight significant skills gaps in AI security and governance, underscoring the importance of practical, experience-based learning opportunities such as NOW // AI.

This partnership aligns with the College’s broader strategic priorities, including strengthening industry partnerships, advancing innovation and supporting workforce readiness in high-demand fields.

Additional details regarding program dates and registration will be announced in the coming months.





TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MAY 26, 2026

RE: STRATEGIC DIRECTIONS UPDATE (2025-2026) – ST. CLAIR’S STUDENT AND COMMUNITY IMPACT – SUPPORT THE SUCCESS OF THE COMMUNITIES WE SERVE

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

AIM:

To provide the Board of Governors with an update on the Strategic Directions (2025-2026). This update pertains to Strategic 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) – Instill St. Clair’s community and service-oriented values in students by embedding leadership, volunteerism and community engagement into academic and curricular activities. Specific details include the following:

Goal	Objective	Measure	Target
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.	Surveys or qualitative feedback from community organizations and employers on students’ leadership, service and engagement contributions.	May, Annually

BACKGROUND:

Community service continues to be a focus of both academic and non-academic programming for students at St. Clair College. By promoting community service-oriented values, the College is facilitating a dual purpose of both supporting the communities in which we serve, but also instilling a sense of pride, community and volunteerism among students. We believe community-minded graduates are better prepared to enter the workforce and contribute to the wellbeing of our region, while also lifting others up in the process.

The following highlight where students and student-led organizations have embedded community service into academic and student life at the College.

Student Representative Council

The Student Representative Council (SRC) believes in providing support and engagement within our Windsor-Essex community that impacts the lives of our students at St. Clair College – both financially and by getting involved.

The SRC donated \$44,150 to a variety of local causes, including the Suicide Prevention Walk, Polar Plunge, Run for Rocky, Pride Fest, Katelyn Bedard Bone Marrow Association and more. The SRC board and executive members also actively participate in many sponsored events.

The SRC's contributions extend far beyond financial support, with its members actively engaging in community initiatives, including fundraising efforts in support of organizations such as the Windsor-Essex Chatham-Kent United Way.

Thames Students Incorporated

Thames Students Incorporated (TSI) remains actively engaged in the community through the hosting of events to support local community groups and agencies. Examples of this include fundraising for the Windsor-Essex Chatham-Kent United Way during United Way Week at the College, where TSI raised \$1,500 through a variety of events. TSI also hosted a 'Trick or Eat' community food drive, where they received enough food to stock the local foodbank, as well as a holiday toy and food drive where students were able to help more than 50 students and their families.

TSI also donated \$26,450 to community groups, including Breast Cancer Research at the Chatham-Kent Health Alliance, Buxton's Next Generation for Black History Month, the Katelyn Bedard Bone Marrow Association, St. John Ambulance Therapy Dogs unit, the St. Clair College HealthPlex and Woodland Hills Golf Course.

Saints Student Athletic Association

The Saints Student Athletic Association (SSAA) hosts many events throughout the year to engage the local community through sport by way of summer camps, community basketball and beach volleyball leagues, as well as hosting high school competitions.

The SSAA hosted the boys' and girls' WECSSAA basketball championships and hosted a series of summer camps, utilizing coaching staff and alumni across many sports, including girls' softball, baseball, basketball, volleyball and football. By running the camps, the SSAA also donated \$21,000 to the St. Clair College Athletics department, helping offset costs for varsity operations for student-athletes.

The organization also raised \$1,200 for SACU, \$400 for the United Way, \$620 for the Canadian Cancer Society and participated in the Polar Plunge and volunteered during the United Way's Summer Eats for Kids program, making a measurable impact on the lives of children and families in our community.

Academic Sector

Below is a list of initiatives where students organized and participated in community-oriented events and volunteer engagements.

St. Clair College Colour Guard

Thirteen students in the Protection, Security & Investigation and Police Foundations programs organized, practiced and regularly perform as the St. Clair College Honour Guard at both College and community events throughout the year. The group of students formed this year to promote student pride and showcase the school's colours, with a new initiative rooted in tradition at St. Clair College.

Bottle and Can Drive for Lainey McMahon

Students in the Police Foundations and Protection, Security & Investigation program organized a fundraising initiative by collecting empty beverage containers in support of the family of eight-year-old Lainey McMahon, who is undergoing treatment for a rare form of brain cancer. Their efforts raised more than \$10,000.

Fill the Ambulance

Students in the Paramedic program collected 5,000 non-perishable items and delivered them to the Downtown Mission of Windsor to help stock the shelves of the food bank.

Green Bench Elder Wisdom

Students in the Social Service Worker – Gerontology program hosted community partners for an event aimed at creating space for conversations with neighbouring residents of long-term care homes.

Earth Week

Students helped plan a week-long event for Earth Day, which included tree planting, battery recycling and an eco-friendly vendor showcase.

No Man's LAN/Winter Wonder LAN

Students in the Esports Administration and Entrepreneurship program organized a number of events at the Nexus Arena which brought the community together for gaming, community and comradery.

Hats on for Healthcare

Students in the School of Health Sciences raised more than \$1,000 for the Hats on for Healthcare fundraiser at Windsor Regional Hospital.

Student Spa Wellness Program

Students in the Esthetician program ran a 12-week program in collaboration with Windsor Regional Hospital where they provided free manicures, pedicures and hair removal services to front-line hospital staff, which received rave reviews and a very high satisfaction rate among those who received the services.

Coldest Night of the Year

Members of the Saints Men's Baseball team raised \$2,000 and participated in the annual Coldest Night of the Year Walk, raising important funds for the Downtown Mission of Windsor.

Holiday Decorating at Willistead Manor

Students in the Interior Design program volunteered at Windsor's Willistead Manor to deck the halls for the holiday season at the historic Walkerville residence.

Coffee and Companionship

Students in the PSI and Police Foundations programs started a new initiative where they visit residents at neighbouring Schlegel Villages for a coffee and a chat, helping bridge the gap between generations and provide companionship to long-term care home residents.

Halloween for Hunger

Students in the PSI, Police Foundations and Community and Justice Services programs team up for this annual food drive to help New Beginnings of Windsor fill its pantry.

Tree Planting at Malden Park

Students in the Landscape-Horticulture program participated in a collaborative initiative with City of Windsor staff at Malden Park, contributing to the planting of nearly 1,000 trees.

Backpack Challenge

Students in Police Foundations at the Chatham Campus volunteered their time and money to support the Waterloo Regional Police Service's annual Backpack Challenge, which collects 5,000 backpacks for underprivileged youth in the region.

College Administration is in the process of preparing an annual Graduate Outcomes and Employer Satisfaction (GOES) survey to distribute to our placement leads, employers and community partners. This survey will provide qualitative feedback regarding students' leadership, service and engagement contributions.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic 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) – Instill St. Clair's community and service-oriented values in students by embedding leadership, volunteerism and community engagement into academic and co-curricular experiences, for information.



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MAY 26, 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.	Work with academic program advisory councils and regional economic organizations to source, analyze and share real-time regional labour market information to inform programming.	Formal engagement with Program Advisory Committees (PACs) and placement agencies to ensure they have opportunities to inform and influence programming.	May 2026

BACKGROUND:

In keeping with the Colleges of Applied Arts and Technology Policy Framework, Program Advisory Committees (PACs) are mandated under the Ministry’s Binding Policy Directive, “Framework for Programs of Instruction”. In addition, PACs are instrumental to the College in ensuring that the College’s academic programs remain relevant and up-to-date with industry, business and the needs of the community. PACs also serve as advisors on admissions, graduate requirements, quality assurance and program equipment.

The various committee memberships consist of individuals from within the community who have vocational or academic experience and knowledge that enables them to best advise the College on matters relevant to College programs and services.

Policy 9.1: Program Advisory Committees was created to ensure that all PACs at St. Clair College reflect our strategic goals and remain compliant with the Ministry mandate. The PAC Member Onboarding Resource was developed to provide College staff with a step-by-step guide for onboarding new PAC members.

As part of the Cyclical Review process led by the Centre for Academic Excellence (CAE), the Occupational Relevancy Review (ORR) consists of PAC members, placement partners and industry leaders to provide constructive feedback on the quality and relevance of curriculum delivery for all programs. These are crucial components to maintaining a level of excellence and importance for student learning and success upon graduation.

PACs and regional economic organizations also advise the College on current labour market trends. Workforce WindsorEssex and WE-tech Alliance provide current data and information on how our programs need to adapt to changing labour market needs.

St. Clair College was recently invited to the Heavy Construction Association meeting in April 2026, where they provided our School of Engineering Technologies with constructive feedback on field requirements and how to better prepare our students in the current market.

The Essex County Dental Society and our Dental Assisting – Level I and II and Dental Hygiene PAC members met with our team and provided recommendations for our Dental Assisting students, while citing a shortage in the field within our region.

St. Clair College and the Essex-Windsor Emergency Medical Services (EMS) worked together to integrate mental health modules within our curriculum, after completing research on burn out within the paramedic sector across the province. The goal was to better equip our students once they graduate.

PAC members and placement partners frequently provide presentations to students in various programs to share real world knowledge and experience in their respective fields.

Partner advisory councils are embedded in all aspects of academic curriculum development and delivery.

St. Clair College has cultivated and nurtured collaborations with community and industry partners including WE-tech Alliance, the Multicultural Council of Windsor, HMCS Hunter, WE-Spark, Women’s Enterprise Skills Training of Windsor Inc. (WEST), Jill of All Trades, Heavy Construction Association, Essex County Dental Society, Windsor Regional Hospital, Erie Shores Healthcare, Hôtel-Dieu Grace Healthcare (HDGH), Chatham-Kent Health Alliance (CKHA), Canadian Mental Health Association (CMHA), Windsor Police Service, Windsor Fire and Rescue Services, and all our municipal partners in Windsor and Chatham. These are just a few examples of the valuable relationships that support student learning and success.

Our strategic mandate as a community college is one of service to community. The PAC framework provides an opportunity for our students to work with community and industry partners while providing community service and support to reflect this enduring commitment. Representation from across industry helps to solidify this mandate.

Several academic events and conferences are held annually in conjunction with our Program Advisory Committees. The Rise Above Conference that takes place each Fall focuses on healthcare and community service, while the Ford Innovation Showcase celebrates student talent, innovation and achievement. These events are well attended with leadership, engagement and sponsorship from our PAC and industry members.

Our PAC and Placement Event held annually is an opportunity to thank our partners for their support in providing immeasurable placement and work-integrated learning opportunities for our students.

The engagement of our PAC and placement partners cannot be overstated. It is the foundation of St. Clair College's academic delivery and work-integrated learning philosophy. St. Clair College is frequently recognized across the college sector for our community service, our relationships with industry and our success in graduating students who are "work ready" when they complete their programs of study. Fostering these relationships at every level is imperative to our continued success.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Pillar #2 – Academics That Build Rewarding Careers – Formal engagement with Program Advisory Committees (PACs) and placement agencies to ensure they have opportunities to inform and influence programming, for information.



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MAY 26, 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.	Proportion of domestic students who had experiential learning/work-integrated learning opportunities as part of their program of study.	May 2026

BACKGROUND:

Experiential Learning (EL) at the postsecondary level is an educational activity where students learn by doing. St. Clair College recognizes the positive impact that Experiential Learning has on students, the College, and in instances of Work-Integrated Learning (WIL), employers and the community. The College is committed to the implementation of EL activities in all programs where such activities are feasible

The Strategic Mandate Agreement 4 (SMA4) metric illustrates the proportion of domestic graduates who had EL or WIL integrated into their program. For the 2025 – 2026 academic year, the achieved metric is 82.12%.

Policy 1.1.18: Experiential Learning was developed to ensure that all activities align with the defined standards of EL and that requirements are consistently met across all three sub-categories: Work-Integrated Learning, Enterprise Learning Experience (ELE) and Capstone. There is strict criteria that has to be met in order to be recognized as a valid EL or WIL experience, thereby ensuring a high level of consistency and quality across all programs.

The Academic Chairs, Coordinators and faculty engage with industry partners to continually enhance these learning opportunities and to expand placement opportunities. The number of EL and WIL opportunities can impact the level of enrolment in some programs. The Academic Chairs lead their schools in cultivating and maintaining positive relationships by working collaboratively with industry to provide constructive feedback and orientation sessions to on-site employers and preceptors.

Training materials, assessment checklists, and scheduled meetings with placement partners to discuss the requirements of each EL/WIL experience all support a successful student and employer experience. Many of these experiences act as an employment and training opportunity for the students as many of them gain employment at these companies and organizations after graduation.

The Academic Chairs are continuously looking for exciting, relevant and innovative EL and WIL opportunities, both locally and abroad.

This Spring, students from the Tourism – Travel, Culinary Management, and Hospitality – Hotel and Restaurant programs are working at a five-star resort in Dubrovnik, Croatia. This opportunity will provide them with real world experience in their field of study at an exclusive property in a different country.

Seven students from our Dental Hygiene, Paramedic and Pharmacy Technician programs along with three faculty members travelled to Guatemala in January 2026 to support an impoverished community by providing dental care, medication assessments and general preventive medical care and education for that population. Please refer to Appendix A to read more about their remarkable trip.

A group of nine Early Child Education students recently travelled abroad to gain a solid foundation in Italian education practices and the MOF – Finnish Organization Model, in a school in Urbana, Italy. Please refer to Appendix B to read more about their incredible experience.

These experiential learning/work-Integrated learning experiences provide an invaluable educational experience for our students. They also enhance domestic recruitment opportunities for our students by fulfilling our Mission of Start Here...Go anywhere.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Pillar #2 – Academics That Build Rewarding Careers – Proportion of domestic students who had experiential learning/work-integrated learning opportunities as part of their program of study, for information.

Appendix A

HL: Guatemala Hope mission trip ‘the epitome of experiential learning’ for St. Clair College Health Sciences students

For 10 days in January, seven St. Clair College students in the School of Health Sciences, accompanied by three professors, received an education you can’t read about in textbooks or practice in a clinical lab.

Students and faculty from the Pharmacy Technician, Dental Hygiene and Paramedic programs joined local mission group, **Guatemala Hope**, to provide essential health care, dental care and medication to people in the remote Village of El Triunfo, Guatemala. Aside from dispensing medications, treating wounds, and completing dental screenings for more than 1,000 patients, these students honed their soft skills, practicing the fine art of compassion, empathy, adaptability, and the art of meaningfully connecting with patients.

“This mission experience helped cultivate those qualities in a way no classroom ever could. It’s the epitome of experiential learning,” said Prof. Kaitlyn Harnden, who made her second trip with Guatemala Hope. “At St. Clair College, we intentionally create opportunities that shape not just competent professionals, but compassionate ones.”

“This experience set our students apart,” Prof. Harnden said. “It accelerated their professional growth in ways that would otherwise take years to develop.” The villagers of El Triunfo lack access to many essential needs, including advanced medical and dental practitioners, and rely on the annual trip for check-ups, treatment, and medical intervention.

During the trip, students were fully immersed in a resource-limited, fast-paced clinical environment while also adapting to a different culture and way of life. They applied their academic knowledge in real-world conditions, often facing challenges such as limited supplies, lack of infrastructure, long working hours, and physically demanding conditions. And they managed it like pros.

The pharmacy processed 3,000 to 4,000 prescriptions in less than a week, but maintained professionalism, positivity, and a genuine desire to serve.

“Experiential learning at its best challenges both competence and character,” said Prof. Harnden. “This trip did both.”

Alessandra Maltese is a second-year student in the Pharmacy Technician program at St. Clair. She wanted to be part of the trip to help people in need.

“Having the opportunity to be the reason someone feels slightly relieved of whatever problems they may be facing is an incredible feeling,” said Maltese, “To be able to deliver that type of care to people who can’t just walk into their local drug store and get what they are looking for was a big deal for me.”

Maltese said the biggest challenge was providing the best possible medication therapy with limited resources, especially as the team began to run out of supplies near the end of the trip.

“We had to resort to unconventional means to treat patients to the best of our ability,” Maltese said. “This really forced me to use critical thinking with guidance from my professor to continue to treat our patients.”

Despite the obvious challenges and barriers presented, Maltese said she was able to create lasting relationships with the patients she helped.

“The villagers welcomed us as people they’ve known for years. They took every opportunity to hug us, thank us, or show their gratitude in whichever way they could,” she said. “It is difficult to comprehend how much our work means to them. It was honestly such a beautiful experience, and I will forever be grateful to have been able to put smiles on the faces of hundreds of wonderful people whom I will never forget.”

The Dental Hygiene and Paramedic programs were new additions to this year’s mission trip, as last year, only students in the Pharmacy Technician program travelled to Guatemala. Dental Hygiene and Paramedic students were brought in to provide a full complement of health and dental care services to the Guatemala Hope team.

“The people came to us with trust and need, and we were there with the skills to help,” said Caroline Bembem, a third-year Dental Hygiene student. “The connections I made weren’t just with my fellow team members, bound by our shared purpose, but with these patients who trusted us with their health.”

Bembem was quick to point out that clean running water and electricity in El Triunfo are luxuries, not guarantees. Patients aren’t sitting in comfortable ergonomic dental chairs: they sit in lawn chairs. And yet, the villagers did not complain – they were overly thankful for the care they received. This cultural perspective was yet another important element of her education.

“The culture was one of profound warmth, resilience, and support. Everyone knew everyone, and everyone took care of everyone,” she said.

Bembem said she was forced to pivot and adapt her dental care plans, depending on the situation, resources available and the urgency of the patient’s needs.

“This stripped-down approach to patient care, focusing on connection and body language over explanation and jargon, and having to adjust as quickly and as often as we all had to, are skills I will carry with me forever,” she added.

“Being in Guatemala allowed students to truly learn by doing,” said Charlene Napolitano, a professor in the Dental Hygiene program who took part in the mission. “They saw first-hand how practicing with compassion can overcome language and cultural barriers. These are the same skills and perspectives they’ll need once they graduate and enter practice.”

Napolitano noted the pace was much faster, the days more rigorous, and the conditions much harsher than the students were used to, giving a unique appreciation for the resources and access to care we often take for granted in Canada.

“The biggest takeaway for me was watching the students’ compassion and kindness shine through in every interaction. I observed how much they genuinely cared for each patient and how they went out of their way to provide support,” Prof. Napolitano said. “In just 10 days, they became part of the community. It was clear how much of an impact they made, especially in the way the villagers expressed such sadness when it was time to say goodbye.”

Victoria Newcombe, also a third-year student in the Dental Hygiene program called the experience “humbling” and perspective-building.

“In Canada, it’s easy to rush through life and overlook simple acts of kindness toward strangers,” Newcombe said. “In Guatemala, those small gestures felt intentional and meaningful, and that is something I will always remember.”

She said the experience reminded her of the importance of treating each patient as an individual rather than as a name on a chart.

“I learned the value of slowing down, being present, and ensuring that each patient felt seen and cared for,” she said. “It reinforced why I chose this profession: to improve people’s health and wellbeing. And it strengthened my commitment to approach every patient with compassion.”

Prof. Ryan Cloutier, who accompanied students from the Paramedic program, said the trip helped create perspective.

“This wasn’t a simulation with a plastic mannequin; it was ‘medicine in the mud,’” Prof. Cloutier said. “In the back of a modern ambulance, students rely on monitors, steady power, and a predictable supply chain. In Guatemala, they learned that the most important diagnostic tool is the person sitting in front of them.”

Without immediate access to their standard equipment, students were forced to sharpen their physical assessment skills, relying on sight, sound, and touch.

“They learned to provide high-quality care in non-traditional environments, preparing them for the ‘uncontrolled scenes’ that define a career in EMS,” Prof. Cloutier said.

He said the students gained advanced clinical mentorship from the attending physicians on the trip, expanded their technical proficiency, learned more about pharmacological operations and the benefits of a collaborative culture.

“The students didn’t just function as paramedics-in-training; they became integral members of a holistic healthcare team,” added Prof. Cloutier. “By immersing themselves in

the entire clinic ecosystem, they gained a 360-degree view of patient care that is rarely available in standard field rotations.”

“By rotating through these various stations, the students learned that the best patient outcomes are achieved through interprofessional synergy,” he said. “They didn’t just see a patient in a vacuum; they saw the journey from intake to diagnosis, treatment, and pharmacy.”

The biggest takeaway Cloutier witnessed was the shift from "student" to "provider." “I watched them stop looking to me for the answers and start looking to each other. They stopped being individuals worried about their grades and started functioning as a high-performance clinical team,” Prof. Cloutier said. “They realized that while they are still learning, they already possess the power to change a life's trajectory.”

The seven students and three faculty members left for Guatemala with a general concept of what they’d be doing for villagers.

What they did while there was help lay a critical foundation for preventative care that will hopefully benefit El Triunfo for years. The group returned to St. Clair College as changed people, carrying lessons, perspectives and experiences that will stay with them for a lifetime.

“Whether you are in a skyscraper in a major city or a hut in the Guatemalan highlands, the core of the job remains the same: showing up for people on their hardest days,” Prof. Cloutier said. “These students didn't just represent their school, they represented the future of a more compassionate, globally aware health care workforce.”

“This trip cemented my passion for public health and community outreach,” said Bembem. “It was a powerful reminder that, at their cores, dentistry and dental hygiene are about people.”

Prof. Harnden, who helped organize the first St. Clair student trip with Guatemala Hope, said her second visit taught her to be more present and created space for deeper reflection.

“This experience reinforced for me that our education is not just a means of earning a living – it is a tool for doing good,” she said.

“We are privileged to have access to education and professional training, and with that privilege comes responsibility. We can use our knowledge not only to build careers, but to make the world better.”



PHOTO CAPTION 1: Members of the Guatemala Hope 2026 Mission trip team in the village of El Triunfo, Guatemala in January 2026. (Kaitlyn Harnden/St. Clair College)



PHOTO CAPTION 2: Alessandra Maltese, Prof. Kaitlyn Harnden and Miranda Rawlings of the Pharmacy Technician program at St. Clair in Guatemala in January 2026. (Kaitlyn Harnden/ St. Clair College)



PHOTO CAPTION 3: St. Clair College Dental Hygiene student Caroline Bembem doing a dental exam during the Guatemala Hope mission trip in January 2026. (Charlene Napolitano/St. Clair College)



PHOTO CAPTION 4: Students and faculty from St. Clair College's Dental Hygiene program during the Guatemala Hope mission trip in January 2026. (Charlene Napolitano/St. Clair College)



PHOTO CAPTION 5: St. Clair College students in the Paramedic program assisting villagers in El Triunfo, Guatemala during a mission trip in January 2026. (Kaitlyn Harnden/St. Clair College)



PHOTO CAPTION 6: Alessandra Maltese and Miranda Rawlings of the Pharmacy Technician program at St. Clair working in the pop-up pharmacy in El Triunfo, Guatemala in January 2026. (Kaitlyn Harnden/St. Clair College)



PHOTO CAPTION 7: Alessandra Maltese and Miranda Rawlings of the Pharmacy Technician program at St. Clair working in the pop-up pharmacy in El Triunfo, Guatemala in January 2026. (Kaitlyn Harnden/St. Clair College)

TAGS: Pharmacy Technician, Dental Hygiene, Paramedic, Guatemala Hope, School of Health Sciences, Experiential Learning

Appendix B

HL: Culture and classroom intersect during ECE trip to Italy

Students in the Early Childhood Education program at St. Clair College are about to get a hands-on crash course about education and culture during a trip to Urbania, Italy.

The annual trip is tailored to future educators, introducing them to the “MOF” Method – also known as the Finish Organizational Model, which aims to help educators rediscover the joy of learning and teaching, combat the fragmentation of knowledge, streamline the school experience and support leaders with competency-based learning programs. The nine-day trip will be packed with hands-on exposure to the Italian education system, where innovative teaching models are explored, in collaboration with Centro Studi Italiani and Istituto Omnicomprensivo Della Rovere.

“I expect to gain a broader understanding of early childhood education from an international perspective, particularly how different cultural values and teaching approaches influence child development and learning,” said Natalie Mills, an ECE student at St. Clair College. “I’m also hoping to deepen my knowledge of play-based learning and how it is implemented in Italian early learning environments.”

Mills – one of nine St. Clair College students going to Italy – is especially looking forward to hands-on experiences, such as visiting early childhood education centres, observing educators in practice, and engaging directly with different teaching methods.

“Being immersed in another country’s education system will allow us to connect theory to real-world practice in a meaningful way,” Mills said. “The opportunity to see how educators interact with children in Italy and to compare it with what we’ve learned in Canada is especially exciting.”

Classmate Grace Sylvester said she’s excited to learn about pedagogy and Italy’s rich history at the same time.

“Italy is the father of quite a few amazing pedagogical theories, so I can’t wait to see how they lead their education,” Sylvester said. “I’m expecting to be immersed in history and be able to see how this works in classrooms firsthand. I’m especially excited about the food and the culture – it’s such a beautiful place with such a grand history and I can’t wait to see it and walk where history has stood.”

The curriculum for students will include pre-school observation days, in-class activities, numerous ‘meet the experts’ sessions, on-site collaborative training and dining and cultural enrichment with local students and teachers.

By the end of the program students will have explored many Italian educational practices and will be equipped to develop their own educational identity rooted in empathy, innovation, and intercultural sensitivity.

The students will also attend conversational Italian classes and have an opportunity to visit Rome, Italy at the end of the trip.

“Participating in an experiential learning opportunity in Italy enables students to broaden their perspectives beyond Windsor and Canada, allowing them to fully immerse themselves in a variety of cultures, languages, customs, and traditions,” said Biagio Lattuca, the Chair of the School of Community Studies. “This transformative experience fosters open-mindedness, which is an essential trait in our interconnected world.” Lattuca said the trip also inspires students by introducing them to diverse early childhood education models, including those developed by Maria Montessori and Antonella Accili, who introduced the Montessori model in Italy.

“Observing these high-quality programs in action ignites their enthusiasm and encourages them to incorporate innovative practices into their future roles working with children,” Lattuca said. “These experiences not only enhance critical thinking and problem-solving skills but also set St. Clair College apart from other early childhood education programs.” Students left for Italy on March 21 and return at the end of the month.

They are financially supported by the CIBPA Scholarship and by St. Clair Alumni. “I think this is a unique and valuable opportunity for students in the ECE program to expand their perspectives, build confidence, and grow both personally and professionally,” said Mills.

“Experiences like this can have a lasting impact on how we approach our future careers as educators.”



PHOTO CAPTION 1: Students from the Early Childhood Education program at St. Clair College arrive in Urbania, Italy on March 23, 2026. (Giovanni Pasotto/Centro Studi Italiani)



PHOTO CAPTION 2: Students from the Early Childhood Education program at St. Clair College prepare to embark on a trip to Urbania, Italy on March 21, 2026. (Biagio Lattuca/St. Clair College)



PHOTO CAPTION 3: Students from the Early Childhood Education program at St. Clair College pose for a photo in a van ahead of their trip to Urbania, Italy on March 21, 2026. (Biagio Lattuca/St. Clair College)

TAGS: Early Childhood Education, Experiential Learning



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MAY 26, 2026

RE: STRATEGIC DIRECTIONS UPDATE (2025 – 2026) – A TALENTED AND ACCOUNTABLE ORGANIZATION

**SECTOR: JOE SIRIANNI, SENIOR VICE PRESIDENT,
HUMAN RESOURCES AND FACILITIES SERVICES**

AIM:

To provide the Board with an update on the Strategic Directions (2025 – 2026). This update pertains to Strategic Direction Pillar #3 – A Talented and Accountable Organization: Strengthen Talent Development and Accountability Performance. Drive excellence by being an accountable, high-performing and sustainable College organization. Specific details include the following:

Goal	Initiative	Measure	Deadline
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.	Percentage of key management roles with documented succession plans and individual development plans in place.	May - Annually.

BACKGROUND:

To support Strategic Direction Pillar #3, Administration has developed a Talent Management Strategy (TMS) to ensure the College has the right people, with the right capabilities, in the right roles—now and in the future. Through the TMS, St. Clair College will attract, identify, develop, engage and retain high-potential employees by aligning talent practices with institutional priorities, operational requirements and long-term workforce needs. In support of this strategy, the College has established a Talent Management Policy and related procedures, with a specific focus on succession planning as a core workforce planning tool.

Succession planning is designed to build a sustainable leadership pipeline and internal talent pool to support leadership continuity and reduce risk associated with unexpected or planned vacancies. The process enables the College to:

- Ensure continuity of leadership and critical operations by preparing qualified internal candidates to step into key roles when vacancies occur.
- Reduce time-to-fill and onboarding disruption by proactively identifying readiness levels and development needs before vacancies arise.
- Develop employees in structured, equitable ways that align strengths, interests and potential with organizational needs.
- Improve decision-making and resource allocation by concentrating development investments (training, mentoring, acting assignments, stretch projects) where they will produce the greatest organizational return.
- Strengthen employee engagement and retention by demonstrating a clear commitment to career growth and internal advancement opportunities.
- Support diversity, equity and inclusion by creating transparent processes and development pathways that broaden access to leadership opportunities and help diversify candidate pipelines over time.

The College's succession planning process consists of four (4) phases:

1. **Phase 1: Identify Key/Critical Positions**
Determine which roles are essential to operational continuity and carry the highest risk or impact if vacant.
2. **Phase 2: Conduct Position Analysis**
Define the role's requirements, including core responsibilities, required qualifications and the competencies needed for success.
3. **Phase 3: Develop Succession Plan**
Identify potential internal successors, assess readiness (e.g., ready now/near term/longer term) and outline targeted development actions to build capability.
4. **Phase 4: Monitor, Evaluate, Revise**
Review succession plans regularly, track progress on development activities and update plans as roles, organizational needs and talent availability change.

The College's succession plan strengthens the organization's ability to meet future staffing needs by proactively identifying viable internal candidates and investing in their continued growth through training, development and career advancement opportunities. A well-developed and current succession plan reduces vacancy risk in key roles, supports stability in business operations, improves workforce agility and reinforces employee engagement and retention.

Maintaining a robust succession plan is also essential to providing meaningful development opportunities across the organization and to supporting the College's commitment to a diverse and inclusive workforce by broadening leadership pathways and intentionally building stronger, more representative talent pipelines over time.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Direction Pillar #3 as it pertains to the Strengthen Talent Development and Accountability Performance with a focus on Succession planning, for information.

PHASE 2: POSITION ANALYSIS

Key/Critical Position:		Position Title:	
Reason why this position is key/critical:		Retirement Eligibility Date (if applicable):	
External Factors:	Internal Factors:	How the position will be used in the future:	
What competencies or skill sets will be required?			
Gaps – competencies or skill sets not possessed by current staff:			
Strategies to address gaps:			

SUCCESSION PLANNING

EMPLOYEE PERFORMANCE DEVELOPMENT PLAN

EMPLOYEE NAME: _____

ACTION PLAN

Tasks or Areas for Development	Measurable or Expected Outcomes	Timeline
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

Skills, Training or Knowledge required for completion:

Review Date: _____

Comments: _____

Signatures

Employee

Manager

Date: _____



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MAY 26, 2026

RE: STRATEGIC DIRECTION UPDATE (2025-2026): A TALENTED AND ACCOUNTABLE ORGANIZATION – STRENGTHEN ACCOUNTABILITY FOR OPERATING PERFORMANCE AND FINANCIAL SUSTAINABILITY WITHIN AND ACROSS COLLEGE DEPARTMENTS

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

AIM:

To provide the Board of Governors with an update regarding Strategic Directions (2025 – 2026). This update pertains to Strategic Direction Goal – Strengthen Talent Development and Accountability Performance.

Goal	Initiative	Measure	Target
Strengthen talent development and accountability performance.	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.	May 2026

BACKGROUND:

The following table summarizes the financial sustainability reserve balance as of March 31, 2026:

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

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 3% of budgeted operating revenues. Administration continues to pause the allocation of interest income into the reserve and to cap the reserve at \$73,920,568.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update regarding Strategic Direction #6 – Financial Health and Sustainability, regarding an increase to the sustainability fund, as information.



TO: BOARD OF GOVERNORS

FROM: MIKE SILVAGGI, PRESIDENT

DATE: MAY 26, 2026

RE: COLLEGE DEGREE RENEWAL PROCESS UPDATE

**SECTOR: LINDI PRENDI, EXECUTIVE DIRECTOR, ACADEMIC EXCELLENCE,
QUALITY ASSURANCE AND ACCOUNTABILITY**

AIM:

To provide the Board with an update on the consent renewal for two degrees:

1. Honours Bachelor of Business Administration (Information Communication Technology)
2. Honours Bachelor of applied Arts in Social Justice and Legal Studies degree programs

BACKGROUND:

St. Clair College was granted consent by the Ministry of Colleges and Universities (MCU) on March 27, 2018 to offer both above mentioned degree programs. The consent for each program was granted for a period of seven years from the date of the letter of consent and was specific to St. Clair's Windsor Campus. The consent is subject to the Standard Terms and Conditions to advertise and offer degree programs under the Post-Secondary Education Choice and Excellence Act, 2000 (Colleges of Applied Arts and Technology) in addition to all the requirements set out in the Act and Regulations; and any specific terms and conditions identified in the letter giving notice of the Minister's intent to grant a consent to St. Clair to offer these degree programs in Ontario.

In March 2023, a report was presented to the Board outlining the consent renewal process for St. Clair College's Honours Bachelor of Business Administration (Information Communication Technology) and Honours Bachelor of Applied Arts in Social Justice and Legal Studies degree programs. As required under the Act, applications for renewal must be submitted to the Minister in advance of the consent expiry and are referred, pursuant to section 5(2), to the Postsecondary Education Quality Assessment Board (PEQAB) for review and recommendation.

To further strengthen the evidence base for the submission, the College made a strategic decision to postpone the renewal submission for the Honours Bachelor of Business Administration (Information Communication Technology) program by one

year, allowing additional time to enhance documentation and outcomes. As a result, the Honours Bachelor of Applied Arts in Social Justice and Legal Studies renewal proceeded first. With leadership from the Centre for Academic Excellence and Quality Assurance (CAE), both program teams undertook a rigorous and collaborative renewal process and, in recognition of the College's strong quality assurance practices, were approved to proceed through the expedited review pathway and not the traditional full review process.

Honours Bachelor of Applied Arts in Social Justice and Legal Studies

The Honours Bachelor of Applied Arts in Social Justice and Legal Studies renewal was referred to PEQAB in March 2024 and reviewed in accordance with the PEQAB Manual for Ontario Colleges: Four-Year Degrees (2023). Following external expert review, institutional response and PEQAB Board assessment, PEQAB determined that the program met its standards and recommended renewal for a five-year term. This consent was granted by the Ministry in April 2025, with a requirement for a report-back within two years on a defined set of commitments. These include strengthening contemporary and Indigenous content, enhancing faculty complement, updating learning outcomes, expanding library and breadth offerings, and improving consistency in grading and academic writing outcomes. The CAE and program team have made substantial, measurable progress across all areas and are confident that a comprehensive response will be submitted well in advance of the required deadline.

Honours Bachelor of Business Administration (Information Communication Technology)

The Honours Bachelor of Business Administration (Information Communication Technology) renewal application was submitted in March 2026 and, pursuant to section 5(2) of the Act, referred to PEQAB for review under the PEQAB Manual for Ontario Colleges: Four-Year Degrees (April 2024). Following consideration of the College's submission, the External Expert Panel report, the College's response, and its commitments, PEQAB concluded that the program meets all PEQAB Board standards and recommended a full seven-year renewal. In doing so, the Board acknowledged the College's commitments to continue enhancing course content to reflect developments in business and information technology, expand advanced Excel competencies and further strengthen preparation for work-integrated learning opportunities.

Next steps

The CAE and the program team are finalizing the submission of the report-back ahead of schedule for the Social Justice and Legal Studies degree and preparing to address the identified enhancements for the Business Administration (Information Communication Technology) program upon receipt of the Ministry's final decision. These outcomes reflect positively on the College's academic quality, responsiveness, and commitment to continuous improvement, and position both programs for sustained success.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this report on the degree consent renewal process update, for information.



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MAY 26, 2026

RE: DAY 10 ENROLMENT REPORT – SPRING 2026

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

AIM:

To provide the Board of Governors with an update regarding the overall College enrolment at Day 10 for the Spring 2026 semester.

BACKGROUND:

This enrolment update is provided to the Board of Governors every semester as the College has established student intakes each term. This report represents a summary of Day 10 registration statistics and acts as a monitoring report to provide an enrolment update, as well as provide insight into international student recruitment activities. Day 10 tracking is a measurement date as it is the final day for students to withdraw from the College and receive a refund of tuition fees paid, less an administrative fee.

These enrolment figures provide administration with a means of determining whether budget projections are accurate as we begin preparations for the College’s fiscal year-end budget review.

	Spring 2026: Full-Time (FT) Post-Secondary Enrolment		
	Domestic FT	International FT	Total FT
Windsor-Chatham Intake	62	23	85
Windsor-Chatham Returning	1,090	222	1,312
Windsor-Chatham Total	1,152	245	1,397

For comparative purposes, FT Post-Secondary statistics for Spring 2025 Day 10 was 3,685, which reflected 1,007 students at Ace Acumen and 2,678 students in Windsor/Chatham. The Ace Acumen winddown is now complete. The 1,281 (48%) Windsor/Chatham enrolment decrease reflects 171 domestic students and 1,110 international students.

The Spring 2026 international student intake is 14 students below the 37 budget target, and the returning international students is 10 students above the 212 budget target. This reflects an approximate \$35,000 negative impact to the International Tuition budget.

RECOMMENDATION:

IT IS RECOMMENDED that the Board of Governors receive this update regarding the overall College enrolment at Day 10 for the Spring 2026 semester, for information.



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MAY 26, 2026

RE: ANNUAL REPORT ON THE SEXUAL MISCONDUCT POLICY AND PROCEDURE, REPORTING AND PREVENTION STRATEGIES

SECTOR: JOSEPH SIRIANNI, SENIOR VICE PRESIDENT, HUMAN RESOURCES AND FACILITIES SERVICES

AIM:

To provide the Board of Governors with an update regarding the College's Annual Report on the Sexual Misconduct Policy and Procedure, Reporting and Prevention Strategies for the 2025-2026 academic year.

BACKGROUND:

The intent is to provide an update to the Board of Governors, in accordance with the requirements set out in subsection 17(7.1) of the Ministry of Training, Colleges and Universities Act (MTCU Act), on the number of reported incidents of sexual violence as well as the number of times that supports were provided to students who reported sexual violence.

This report covers the 2025-2026 academic year and provides statistics from the previous years for the purpose of comparison. An update on the prevention activities promoted by the Sexual Violence Prevention (SVP) Committee during the same time has also been provided for information.

This report must be made public by June of each year for the prior academic year. This report will be posted on the College's Sexual Violence Prevention webpage.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the Annual Report on the Sexual Misconduct Policy and Procedure, Reporting and Prevention Strategies 2025-2026, as presented.



Annual Report on the Sexual Misconduct Policy and Procedure, Reporting and Prevention Strategies 2025-2026

Background

Pursuant to subsection 17(7.1) of the *Ministry of Training, Colleges, and Universities Act* (MTCU Act), St. Clair College is required to provide an Annual Report to its Board of Governors annually. This Annual Report must be publicly available and include the following information:

- Number of times supports, services and accommodations relating to sexual violence are requested and obtained by students enrolled at the college or university, and information about supports, services and accommodations.
- Any initiatives and programs established by the college to promote prevention and awareness of the supports and services available to students.
- The number of incidents and complaints of sexual violence reported by students and about such incidents and complaints.
- The implementation and effectiveness of the policy.

St. Clair College has two policies which deal with sexual misconduct:

1) **Sexual Violence Prevention and Reporting Policy (3.34)**

- Updated in July of 2025.
- Addresses student-to-student sexual misconduct.

2) **Sexual Misconduct Policy (5.27)**

- Updated in June of 2024.
- Addresses sexual misconduct between students and College employees.

St. Clair College also has a webpage designed to specifically communicate supports, initiatives and reporting information so that students have easy access to this information <https://www.stclaircollege.ca/svp>.

The College annually tracks the number of sexual violence incidents that are reported to Security, the College Resolution Officer, and the sexual violence leads. The College's protocol is that disclosures made to the Health Centre staff, counsellors, College staff, student representatives, security, or other areas are communicated, in general terms, to the SVP Lead for tracking purposes. However, the numbers shown on the chart may not be fully represented if the disclosure was not communicated properly.

In all cases, College representatives inform the survivor of available supports and services (internal and external), as well as options for investigation. If a student wishes to pursue an investigation through the College, the College supports the students involved and has an external party (lawyer) conduct the investigation.

It is also important to note that the term ‘sexual violence’ can include a wide range of sexual misconduct including inappropriate touching to rape. Therefore, when reporting sexual violence, one must keep in mind that while all sexual assaults are illegal and prohibited, the severity levels do vary and are not differentiated for the purpose of reporting.

Number of Sexual Violence Incidents and Supports Provided

	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026
Number of Informal Reports (Disclosures – Not Investigated by College)	2	7	9	10	15	10	16	22	15
Number of Formal Reports (Investigated by College)	7	3	5	2	1	3	1	2	3
Incidents That Occurred off Campus	1	1	3	8	13	7	13	9	12
Incidents That Occurred on Campus	6	2	2	2	2	5	1	8	4
Unknown Where Incidents Occurred	2	7	9	2	1	1	3	7	2
Services or Accommodations Provided	5	6	14	6	13	11	14	20	10

It is believed that the increase in disclosures over the past few years is reflective of the on-going awareness and initiatives on campus related to Sexual Violence. Students have more access to reporting options as well as access to support services.

Supports

Supports provided to all students impacted by sexual violence include a range of options and comprise the following at a minimum:

- Interim measures (separation, change of sections, no-contact expectation, etc.).
- Counseling (until December 2025) – Three Mental Health Therapists on site (CMHA) in Windsor and one Mental Health Therapist on site (Family Service Kent) in Chatham.
- St. Clair College Counselling Services available at the Windsor South and Downtown Campuses and at the Chatham Campus.
- Referral to and promotion of local supports:
 - Windsor:
 - Hiatus House <https://hiatushouse.com/>
 - Sexual Assault Crisis Centre <https://saccwindsor.net/>
 - Victim Services <https://vswec.ca/>

- Chatham:
 - CK Women's Centre <https://ckwc.ca/>
 - CK Sexual Assault Crisis Centre <https://cksacc.org/>
 - CK Victim Services <https://ckvictimservices.com/>
- Medical follow-up with College Health Centre.
- Academic Accommodations and supports through Student Services.
- Safety Plans.
- Follow up by Sexual Violence Lead.

Sexual Violence Prevention (SVP) Committee

The SVP Committee meets monthly to review initiatives and suggestions towards educating students and the College community about sexual violence prevention. The Sexual Violence Prevention Committee is comprised of representatives from the following areas:

- Manager, Student Safety, Rights and Responsibilities.
- One student representative and one staff member from the SRC.
- One student representative and one staff member from the TSI.
- One student representative from SSAA.
- Between three and six students who are not executive members of a student association, including at least one RA from each campus residence.
- One CMHA Mental Health Counsellor (until December 2025).
- College Resolution Officer.
- A management representative from Residence.
- Institutional Lead of the Chatham Campus.
- Director, Athletics.

The mandate of this Committee includes:

- Fostering greater awareness of sexual violence on campus through educational and awareness programs.
- Reviewing and proposing revisions to policy and procedures related to sexual violence and ensuring that the policy and procedures are reviewed annually.
- Remaining up to date on emerging best practices in prevention and support, to make recommendations for the creation of new programs, and/or services where the need arises, or research suggests.
- Ensuring ongoing and appropriate training for faculty, staff, and student leaders.
- Develop strategies and introduce initiatives aimed at promoting a culture of respect and ending sexual violence on campus.
- Receive and review the Annual Report from the AVP related to sexual violence which includes the following information:
 - The number of times students requested or received services, support or accommodations following an act of sexual violence and details on the services, support or accommodation measures requested or received.
 - Initiatives and programs introduced to promote awareness of services and support available to students.
 - The number and types of incidents and complaints of sexual violence reported by students. Details of implementation and effectiveness of the Policies and Protocols around Sexual Violence.

2025-2026 Initiatives

Collaboration and Promotion

REES

- REES (Respect Educate Empower Survivors) is an online reporting portal that allows students to anonymously report sexual violence incidents.
- Students can remain anonymous or connect with the College.
- Students can easily access supports within the community or at the College without having to talk to anyone at the College. They are also able to see our process for reporting sexual misconduct.
- REES provides the College with reports on disclosures at the end of each week.
- REES provides promotional materials for students in both print and digital formats.

EAAA: Flip the Script

- Sexual Assault Resistance Program for female identifying students
- The SARE Centre facilitated sessions in partnership with the University of Windsor in the Fall 2025 (at St. Clair College) and Winter 2026 (at University of Windsor) semesters.
- [Flip the Script with EAAA@ - SARE Centre](#)

Bringing in the Bystander Training

- A licensed Prevention Workshop for Establishing a Culture of Responsibility and Respect.
- Four Student Ambassadors and one Sexual Violence Lead (staff) received the training to become facilitators of the program on campus.
- Six sessions were facilitated during the school year of 2025-2026.
- <https://www.soteriasolutions.org/bringing-in-the-bystander>

Self-Defense

- A Self-Defense program was hosted three times for students throughout the school year.
- The program was offered at both Windsor and Chatham Campuses.
- This course was open to all students.

Additional Trainings

- The residences located at St. Clair College hold training sessions on consent, healthy relationships, sexual health, sexual violence prevention with students during orientation and throughout the school year.
- New students and employees continue to be required to complete mandatory sexual misconduct training to highlight the importance of Bill 26, Strengthening Post-Secondary Institutions and Students Act.
- Information regarding sexual violence prevention, consent, resources and policies, continues to be intergraded into all orientation sessions for new students coming into the College.

Awareness and Engagement

Student Ambassadors

- Seven Student Ambassadors across the three campuses.
- Leadership role on Campus to provide direct connection and awareness to peers regarding supports and resources available. As well, they provide preventative trainings on consent, being a positive bystander, healthy relationships, and safety.
- Host weekly booths to share information and connect with the student body.
- Provide insight to the SVP Committee regarding the student perspective and they bring forward ideas to engage students.
- Support and contribute to the SVP and Wellness social media account (@StClairStudentWellness) to promote awareness and share information regarding campus support, consent culture and workshops/training opportunities for students.
- Create and update posters and resources that are distributed across the campuses and on social media.

Event: “Mocktail Mingle”

- Hosted event at both the Windsor and Chatham Campuses in partnership with the respected student governments.
- The purpose of the event is to bring awareness to informed alcohol/substance use, consent, and sexual violence prevention.
- Community providers (Health Unit, Drink Smart, Emergency Medical Services) also partook in the event to share local resources and additional information
- Started a Campus Human Trafficking awareness project to create awareness and access to resources.

Event: “Walk in Her Shoes”

- Hosted in partnership with the student government at the Chatham Campus.
- Intent to bring awareness to gender-based violence, reduce stigma and misconceptions, and to kick off Sexual Assault Awareness Month.

Event: “Denim Day” – Resource Fair ([Denim Day](#))

- Hosted in partnership with the student government at the Windsor Campus
- Intent to bring awareness to gender-based violence, eliminate victim blaming, share information and resources.
- Awareness of Sexual Assault Awareness Month.
- Community partners in attendance as well.

Collaboration and Additional Awareness

- Inviting community partners on-site to host information booths (e.g., Hub Without Walls (HWOW) Group - Hiatus House, Sexual Assault Crisis Centre (Windsor and Chatham-Kent), Child and Youth Advocacy Centre, CMHA, Health Unit, etc.).
- College presence at various community events (e.g. Take Back the Night, Gender-Based Violence Conference hosted by HWOW, etc.)
- Continued representation and participation on the Windsor Essex Youth Violence Prevention Committee.
- Campus awareness of important dates (e.g. Red Zone Week, Consent Week, 16-Days of Activism, Sexual Assault Awareness Month).
- Safe-Walk Programming/Security escorts continue to be available to all students.



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MAY 26, 2026

RE: COSTS OF EDUCATIONAL MATERIAL

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

**MONICA STALEY-LIANG, SENIOR VICE PRESIDENT, ACADEMIC
AND CAREER SUPPORTS**

**LINDITA PRENDI, EXECUTIVE DIRECTOR, CENTRE FOR
ACADEMIC EXCELLENCE, QUALITY ASSURANCE AND
ACCOUNTABILTY**

AIM:

To provide the Board of Governors (BOG) with an update on the College's compliance regarding the implementation of the MCURES Directive on the Costs of Educational Material.

BACKGROUND:

During 2024, the Strengthening Accountability and Student Supports Act (Bill 166) was passed and made amendments to the MTCU Act. The new MTCU Act provisions allow for directives to be issued to publicly assisted colleges that require these institutions to provide students with information about educational costs associated with attending the institution.

The objectives of this Directive are to:

- Ensure students and their families can find information on educational costs with ease; and
- Improve consistency across the sector in publishing educational costs and leverage best practices.

Educational costs include ancillary fees, the costs of textbooks and other learning materials

The Directive requires colleges to report annually to its BOG on the implementation of this Directive. The following information must be included in the report to the BOG in respect of the preceding year:

- Ancillary fees as approved by the BOG per current requirements in the Tuition and Ancillary Fees Minister's Binding Policy Directive.
- The method used by the institution for communicating the costs of textbooks and other learning materials (i.e. syllabus or alternative method of communication such as a website).
- The percentage of courses that included the costs of textbooks and other learning materials in their course syllabuses or in the alternative method of communication. If the percentage is less than 100%, the report must include plans on how and when the institution will reach full compliance with the requirements in this directive. It is expected that all institutions reach full compliance by the fall 2025-26 school year.
- A summary of current and planned communications to students on where to find information on educational costs.

The College is compliant with this Directive as follows:

- For the 2025-26 academic year, ancillary fees were approved by the BOG on March 25, 2025. The ancillary fees were developed in compliance with the MCURES Tuition and Ancillary Fees Minister's Binding Policy Directive. In addition, the College updated its Compulsory Ancillary Fee Committee Terms of Reference which was approved by the BOG on June 24, 2025. This information is communicated through the three student leadership groups (SRC, TSI, and SSAA), and on the College's website at: <https://www.stclaircollege.ca/registrars-office>.
- Information regarding the cost of textbooks and other learning materials is made available to students through the College Bookstore website (<https://www.stclaircollege.ca/student-services/on-campus-services/bookstore>), ensuring accessibility prior to the commencement of courses.
- Textbooks and required learning materials are identified in 100% of individual course outlines, promoting consistency across all course sections.
- A review of institutional student communications (e.g., admissions and registration materials) confirms the opportunity to direct students to the College Bookstore website as the central and consistent source for textbook and learning material cost information.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve this update pertaining to the College's compliance regarding the implementation of the MCURES Directive on the Costs of Educational Material, as presented.



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: MAY 26, 2026

RE: AUDITED CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2026

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

AIM:

To obtain Board approval of the Audited Consolidated Financial Statements for the Year Ended March 31, 2026.

BACKGROUND:

As in prior years, statutory financial statements are required to be submitted to the Ministry of Colleges, Universities, Research Excellence and Security. The Audit and Finance Committee of the Board met on Tuesday May 19, 2026 to review the Audited Consolidated Financial Statements.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the Audited Consolidated Financial Statements for the Year Ended March 31, 2026.

Consolidated Financial Statements

**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



INDEPENDENT AUDITORS' 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 "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' 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.

Auditors' 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 auditors' 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 auditors' 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 auditors' 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.

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
	<u>245,994,252</u>	<u>250,303,564</u>
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
	<u>\$ 531,887,572</u>	<u>\$ 560,679,068</u>
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
	<u>61,202,635</u>	<u>88,298,011</u>
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
	<u>231,823,928</u>	<u>254,456,303</u>
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)
	<u>28,181,545</u>	<u>32,512,134</u>
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
	<u>300,063,644</u>	<u>306,222,765</u>
Commitments (note 15)		
Contingent liabilities (note 16)		
	<u>\$ 531,887,572</u>	<u>\$ 560,679,068</u>

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)
	<u>189,181,237</u>	<u>324,841,089</u>
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
	<u>195,388,103</u>	<u>291,928,914</u>
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	\$ (6,206,866)	\$ 32,912,175
Items not involving cash:		
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
	<u>191,500</u>	<u>39,231,731</u>
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)
	<u>(17,882,671)</u>	<u>(33,218,049)</u>
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
	<u>(126,829)</u>	<u>1,601,301</u>
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)
	<u>(1,361,768)</u>	<u>(27,758,808)</u>
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
	<u>(10,249,897)</u>	<u>47,892,657</u>
Decrease in cash	(29,621,165)	(11,482,899)
Cash, beginning of year	57,771,016	69,253,915
Cash, end of year	<u>\$ 28,149,851</u>	<u>\$ 57,771,016</u>

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.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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

(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:

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

(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.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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:

- There is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- The past transaction or event giving rise to the liability has occurred;
- It is expected that future economic benefits will be given up; and
- 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).

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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
	<u>\$ 27,619,122</u>	<u>\$ 51,692,864</u>

	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
	<u>\$ 26,812,544</u>	<u>\$ 50,812,885</u>

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%
						<u>\$12,509,219</u>

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%
						<u>\$12,994,935</u>

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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:

- 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;
- 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
- 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).

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

There was no movement between Levels 2 and 3 during the year.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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).

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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).

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

(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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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	\$ -	\$ -

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

12. Investment in capital assets:

(a) Investment in capital assets represents the following:

	2026	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

(b) Change in net assets invested in capital assets is calculated as follows:

	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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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:

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

17. Risk management (continued):

(a) Credit risk (continued):

	Total	Current	Past due			
			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

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.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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 non-Canadian 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.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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):

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

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.

THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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.



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

ST. CLAIR COLLEGE BOARD OF GOVERNORS OPERATING BY-LAW

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**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.



BOARD OF GOVERNORS BY LAWS

Title:	Secretary to the Board	Responsibility: Board of Governors
Section:	Board of Governors By-law	No: 16
Effective Date:	September 24, 1998	Page 1 of 1
Amendments:		Review Date: February 25, 2025
Next Review Date:	February 26, 2030	

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Secretary to the Board

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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.

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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.

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 *In-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.



**BOARD OF GOVERNORS
BY-LAWS**

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.

¶3.9 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 ($\frac{3}{4}$) majority of the Board, in which the member found to have been in conflict shall not vote.

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.~~

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NAME:

~~There is hereby established a representative Council called "THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY ADVISORY COLLEGE COUNCIL", hereinafter~~

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~~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.~~

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Academic

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~~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~~

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**Administrati
on**

~~Administrative members shall be appointed to Council by the Administrative Staff Association Executive.~~

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**Support
Staff**

~~Representatives from Support Staff will be elected. The Union's customary voting procedures shall be followed~~

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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.~~

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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.~~

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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.~~

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~~• A quorum shall consist of a simple majority of all voting members of the Council.~~

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~~• Whenever possible, the Council shall bring forward recommendations based on consensus.~~

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~~• During vacation and examination periods, when student attendance is understandably low, 40% of voting members shall constitute a quorum.~~

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~~• Robert's Rules of Order will prevail.~~

~~•~~

~~• All Advisory College Council members, except ex officio (non voting) members, have full voting rights.~~

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~~• It is expected that a secretariat will be provided to support the work of this Committee.~~

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AGENDA AND MINUTES

~~• Agenda items will normally be tabled via a Notice of Motion.~~

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~~• 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.~~

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~~• Any member of Council, or the President, may submit items for the Agenda, at least ten days prior to the scheduled meeting.~~

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~~• Agenda, Minutes, and preparatory materials are to be distributed one week prior to the scheduled date of each meeting.~~

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~~• The Chair will prepare the Agenda, based upon items 1 and 2 above.~~

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~~• 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.~~

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~~• 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

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~~• Mechanisms shall be established to ensure input and feedback from constituent groups on issues before the Advisory College Council.~~

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~~• 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

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~~• Resolutions on issues before the Advisory College Council will take the form of recommendations to the President.~~

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~~• Whenever possible, the Council shall bring forward recommendations based on consensus.~~

PRESIDENT'S ACTION ON COUNCIL'S RECOMMENDATIONS

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Approve, Reject, or Reconsider

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~~1. If approval — implementation process that the President determines.~~

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~~2. If rejection — provide Council with a rationale.~~

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~~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



ST. CLAIR

C O L L E G E

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					