

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on November 26, 2025, at 7:40 p.m. in the President's Board Room #A3315E,
Windsor Campus.

Present:

Ms. R. Anguiano Hurst
Mr. A. Barron
Mr. K. Corriveau
Ms. P. Corro-Battagello
Ms. A. Jurak
Mr. A. Paniccia
Mr. J. Parent
Ms. J. Piccinato, **Past Chair**
Mr. G. Rossi, **Chair**
Mr. M. Silvaggi, **President**
Mr. A. Weiler

Regrets:

Mr. G. Fenn
Mr. C. Hotham, **Vice Chair**
Ms. K. Ramsay
Mr. A. Teshuba
Ms. G. Wrye
Ms. J. Yee

Also Present:

Ms. K. Adams, Board Secretary
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
Ms. J. Lehoux, Executive Director, President's Office & Corporate
Secretary
Mr. R. Nicoletti, Senior Vice President, International Relations & Student
Services
Mr. S. Singh, SRC, Vice President, Downtown
Mr. J. Sirianni, Senior Vice President, Human Resources & Facilities
Services
Ms. M. Staley Liang, Senior Vice President, Academic & Career
Supports

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

Mr. Rossi chaired the meeting and Ms. Adams was the recording Board Secretary.

1.0 Adoption of the Agenda and Declaration of Conflict of Interest

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

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

2.0 Approval of the Minutes of the Full Board meeting held on Tuesday, October 28, 2025, 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 October 28, 2025, meeting.

3.0 Constituent Reports

Retirees' Association

Prior to the meeting, Ms. Foster provided a report highlighting the following initiatives and activities on behalf of the Retirees' Association:

- Ms. Mary Beth Rush has been appointed as the Chatham representative to the Executive of the Retirees' Association.
- The Retirees' Executive continues to encourage its members to transition to e-newsletters to help reduce mailing costs.
- The Chatham Campus Retirees will be hosting their annual Christmas party on Wednesday, December 3, 2025, at the Links of Kent Golf Course. The Windsor Christmas Luncheon is being held on Saturday, December 13, 2025, at the St. Clair College Centre for the Arts, followed by a performance of the "St. Clair College Holiday Extravaganza: Letters to Santa!" by the Music Theatre Performance students.
- Recent events include the following:
 - Tour of Historic Amherstburg, including the Gordon House and Visitor's Centre, King's Navy Yard, Park House and concluded with lunch at the Artisan Grill.
 - Fall BBQ at the home of retirees Paul and Bev Chortos.

- Out to Lunch Bunch at Viewpointe Winery, Rondeau Joe's and Wolfhead Distillery.

Student Representative Council (SRC)

President Silvaggi introduced Mr. Souravdeep Singh, Vice President, Downtown, to report on behalf the SRC. President Silvaggi noted that Mr. Pratham Singh Benipal, President, SRC and Mr. Ali Hadwan, Vice President, SRC, were at Queen's Park, advocating on behalf of St. Clair College and our students.

Mr. Singh reported the following initiatives and activities on behalf of the SRC:

- On Thursday, October 30, 2025, the SRC hosted Fright Night, the Annual Halloween party. The event offered prizes for the best solo, duo and group costumes.
- On Friday, November 14, 2025, the "Glow All Out" disco-themed event was held in the Student Life Centre.
- Mario Kart Tournament.
- Representatives from the SRC participated in the College's Fall Open House on Saturday, November 8, 2025. This year's event had strong participation.
- The SRC participated in the College's Remembrance Day Ceremony on Tuesday, November 11, 2025, in the Student Life Centre.
- Class Representative meetings were held at the Downtown Campus on Friday, November 14, 2025, and the Windsor Campus on Friday, November 21, 2025. The Class Reps have been actively engaging with their classmates and providing updates regarding their feedback and concerns.
- On Friday, November 7, 2025, members of the SRC had the opportunity to attend the Athena Scholarship Luncheon at the St. Clair College Centre for the Arts. Sarah Wilkins, St. Clair College student, was presented with one of four Athena scholarships by former President, Patti France.
- The SRC hosted a Clubs Informational Fair, providing campus clubs with the opportunity to showcase what they offer students. Students could learn about each of the clubs and decide which fit their interests.
- Saints Esports hosted events such as LAN of the Dead, Smash Class, watch parties, as well as provided social and broadcast coverage for the various Esports teams. Saints Esports will be hosting Winter Wonder-LAN on Saturday, December 6, 2025, in the Nexus Arena.
- Ongoing and upcoming events include the following:
 - Yoga with the Shala.
 - Therapy Dogs.
 - Wellness Wednesday.
 - Salsa Class.

- Condom Design Contest.
- Mario Tournament.
- Study Like a Scholar Café.
- 12 Days of Giveaways.
- Sex Ed Bingo with Sabrina Baldini.
- Winter for Beginners.
- Sunday Morning Cartoons.
- SRC Toque Giveaway.

A Governor inquired if the SRC and Saints Esports are able to monetize their streaming and views through events and watch parties.

Mr. Peebles responded that this is not something that they have been able to capitalize on to date. Paid streaming and watch parties are more common and can be found on a larger scale in the United States than in Canada.

4.0 President's Report

4.1 President's Report

The Board Chair called on the President to provide his report to the Board. President Silvaggi noted that the President's Report was included in the Full Board agenda package and highlighted the following:

- President Silvaggi noted that he was in Toronto for the Premier's Awards and had the opportunity to visit Queen's Park. He met up with Mr. Pratham Singh Benipal, President, SRC and Mr. Ali Hadwan, Vice President, SRC who were there alongside other student government leaders advocating on behalf of the College Student Alliance (CSA) and other student focused groups.
- On November 12, 2025, the Standing Committee on Social Policy reviewed the 2025-2026 estimates for the Ministry of Colleges, Universities, Research Excellence and Security (MCURES). The session focused on funding, accountability and policy impacts on Ontario's post-secondary system. Follow-up discussions focused on six key themes:
 - Regulatory Burden.
 - Workforce and Talent.
 - Infrastructure and Accountability.
 - Student Access.
 - Funding Outlook.
 - International Student Impact.
- Colleges Ontario, in collaboration with the Primary Care Paramedicine (PCP) Steering Committee, continues to advance the transition from the current two-year diploma to a three-year Primary Care Paramedicine degree across Ontario's public college system. This transition aims to enhance paramedic education and meet evolving healthcare needs, while ensuring graduate supply remains stable during the transition.

Next steps include the development of a renewed advocacy strategy to advance Ministry approvals and re-initiate Postsecondary Education Quality Assessment Board (PEQAB) reviews for pending submissions.

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 Expand Access to Online Learning by Meeting Students Where They Are – Strengthen Existing and Establish New Academic Pathways for Students With Post-secondary System Partners.

RESOLVED THAT the Board of Governors receive and approve the contents of the November 26, 2025, Consent Agenda, as presented.

6.0 Monitoring Reports

6.1 Mid-Year Review 2025-2026

The Board Chair called upon Mr. Marc Jones to speak to this item. Mr. Jones provided a PowerPoint presentation, highlighting the following:

Mr. Jones began by providing the Board with a recap of the timeline and the updates that College Administration has provided to the Board, pertaining to international student recruitment and other fiscal challenges that have affected the 2025-2026 budget.

- The Mid-Year Budget Report for 2025-2026 was presented to the Board of Governors Audit and Finance Committee on November 12, 2025. The Committee recommended approval of the 2025-2026 Mid-Year Budget Report to the Board of Governors.

Statement of Operations:

- The original budget forecasted a deficit of \$6.5 million. At the June 24, 2025, Board meeting, College Administration provided the Board with an update, noting that as a result of international recruitment and other challenges to the budget, the deficit was estimated to grow to \$15 million. College Administration also reviewed the cost-saving measures being implemented to offset the projected deficit.
- At the September 16, 2025, Board meeting, College Administration noted that there were currently 122 budget initiatives being explored to further offset the potential deficit.
- Based on the 2025-2026 Mid-Year Budget analysis, the projected deficit at

March 31, 2026, is \$12 million, which is \$5.4 million higher than the originally projected deficit position.

Revenues:

- Overall revenues have decreased by \$12.4 million or 6% from the original budget projection, which can be attributed to the following:
 - Total Ministry Operating Grants increased by \$1.7 million, or 3% over the original budget, primarily due to the lower international student enrolment relative to plan, the College will recover a higher International Student Recovery (ISR) grant.
 - International Tuition Revenue decreased by \$12.7 million.
 - Divisional Income decreased by \$1.34 million, as with lower international student enrolment there are lower health and dental fees collected.

Expenditures:

- Overall expenditures have decreased from the original budget projection by \$7 million or 3%.
- Total Salary and Benefits decreased by \$748,260 or 1% from the original budget, primarily due to the following:
 - An increase in full-time faculty staffing of \$1.9 million as a result of the additional round of Voluntary Early Leave Incentives (VELI), approved by the Board of Governors, to be funded by the Internally Restricted Financial Sustainability Reserve.
 - A decrease in full-time support of \$2.1 million, primarily due to savings realized from the work stoppage, as well as the stability process being completed earlier than planned.
- Non-Salary Expenses decreased by \$6.5 million or 7% from the original budget, primarily due to the following:
 - A decrease in Contracted Services Other of \$3.5 million due to lower agent commissions required because of decreased international student enrolment.
 - A decrease in Insurance Expense of \$1.4 million due to lower international student insurance premiums, as a result of decreased international student enrolment.
 - A decrease in Scholarships of \$1.3 million as a result of lower international student enrolment and reallocating a portion of the budget to Ancillary Operations for recruitment purposes.

- An increase in Amortization of \$909,945 due to the College's triannual revaluation of its Asset Retirement Obligation (ARO), as per public sector accounting standards.

Ancillary Operations:

- The Ancillary Operations overall original budget deficit of \$2 million has increased by \$397,363 to a mid-year budget deficit of \$2.4 million.
- This can be primarily attributed to the College's complimentary accommodations offered at the GEM and La Residence through international student scholarships.

Other Highlights

- College Administration is recommending an increase of \$280,000 to the College funded capital budget through the Unrestricted Reserve for accessibility improvements.
- College Administration is forecasting a \$127.8 million balance in the Internally Restricted Reserves and are recommending a transfer of \$20.5 million from the Strategic Capital Projects Internally Restricted Reserve to the Deferred Maintenance Internally Restricted Reserve.
- The Unrestricted Reserve is forecasted to be \$24.6 million at March 31, 2026. As such, College Administration may not have to make the \$5 million withdrawal from the Financial Sustainability Internally Restricted Reserve as approved by the Board of Governors.
- Based on College Administration's fiscal year-end projections, it is likely that MCURES will require a deficit recovery plan, as per the Ministry Directive under its Governance and Accountability Framework.
- Mr. Jones noted that funds being withdrawn from the Financial Sustainability Reserve will not balance the College's budget on the financial statements. A deficit would still occur, and MCURES health metrics would still trend as forecasted requiring the development of a high action recovery plan with the Ministry.
- College Administration has developed 122 budget initiatives that have provided cost-savings of \$24.8 million to date over this fiscal year, with savings to follow.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the 2025-2026 Mid-Year Budget Forecast.

RESOLVED THAT the Board of Governors approve the increase of \$280,000 to the College's capital Budget to \$780,000, funded by the Unrestricted Reserve.

RESOLVED THAT the Board of Governors approve the transfer of \$20,050,000 from the College's Strategic Capital Projects Internally Restricted Reserve to the Deferred Maintenance Internally Restricted Reserve.

6.2 Business Plan Budget Accrual Template (MCURES Format)

The Board Chair called upon Mr. Jones to report on this item. Mr. Jones reviewed the information contained in the Business Plan Budget Accrual Template and noted that this is a requirement of the Ministry of Colleges and Universities, Research Excellence and Security (MCURES) each January, with the intent to provide an indication of the College's projected financial position at March 31, 2026, based on information known to the College as at November 26, 2025. Because of the timing of the mid-year budget review process, this information is utilized to complete the template.

A Governor inquired if this is the final Business Plan Budget Accrual Template (MCURES Format) that is required to be provided.

Mr. Jones responded that this is the final Business Plan Budget Accrual Template (MCURES Format) that is required for the 2025-2026 fiscal year. The next report will be for the 2026-2027 fiscal year and is brought forward to the June Board meeting.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the Business Plan – Accrual Budget Template (MCU Format) for the period ending March 31, 2026, for submission to the Ministry.

7.0 Approval Items

7.1 Deferred Maintenance

The Board Chair called upon Ms. Rebecca Demchuk to speak to this item. Ms. Demchuk noted that the report on Deferred Maintenance was included in the Full Board package for the Board's review and highlighted the following:

- The report provided the Board with an update regarding Deferred Maintenance, specifically College Administration's planning and risk mitigation processes to ensure necessary Deferred Maintenance requirements are addressed in a timely and effective manner.
- For fiscal year 2025-2026, Deferred Maintenance is budgeted at \$7 million. In addition to the College's allocation for Deferred Maintenance, the Ministry's Facilities Renewal Fund provided \$3.6 million, bringing the total allotment for 2025-2026 to \$10.6 million. College Administration anticipates utilizing \$8 million of the \$10.6 million for the 2025-2026 fiscal year. Ms. Demchuk noted that the report includes the list of Deferred Maintenance projects along with the approximate costs to date.
- Facilities Services prepares a list of the College's Deferred Maintenance needs annually, based on a review of the following:
 - Building Condition Assessment (BCA).
 - Consultant reviews.
 - In-year condition of equipment.
 - Strategic priorities.
 - Other operational approved projects.
- Based upon this review, Facilities Services has developed a list of Deferred Maintenance projects for 2026-2027. The list was brought forward to the Senior Operations Group in October 2025, for their review.
- The 2025-2026 Deferred Maintenance surplus will be reallocated back to the Deferred Maintenance Reserve, the total of which is \$35.9 million.
- College Administration is requesting Board approval of \$9.375 million from the Deferred Maintenance Reserve to address the Deferred Maintenance needs for 2026-2027. In addition, MCURES has committed \$3.6 million in funding towards Deferred Maintenance for 2026-2027, increasing the Deferred Maintenance allocation to \$13 million.
- Achieving Board approval in November for the upcoming fiscal year provides Facilities Services with specific strategic advantages in completing Deferred Maintenance projects:
 - Commence engineering on projects as this normally requires three months.
 - Develop Request for Proposals (RFP) early to allow for a comprehensive bidding process.
 - Complete a substantial portion of the work starting in May and ending in August, where feasible, to accommodate electrical and air handling shutdowns where necessary.
 - Providing the College with a competitive advantage, allowing contractors to bid on College projects prior to the release of other local RFPs. Project costs and timelines increase along with the number of projects a contractor is awarded.

A Governor inquired where the \$13 million total allocation is derived from.

Ms. Demchuk responded that the Deferred Maintenance surplus from 2025-2026 will be brought forward for 2026-2027. College Administration is requesting approval for 2026-2027 Deferred Maintenance allocation of \$9.375 million. In addition, MCURES has committed \$3.75 million.

A Governor asked whether the Facilities Services project list addresses end-of-life equipment or Preventative Maintenance, and if any imminent improvements are required.

Ms. Demchuk responded that there is a mix of end-of-life and Preventative Maintenance requirements; however, the majority are end-of-life projects. She noted that the BCA is completed, and the assessment is ranked based on various criteria. This assessment is weighted heavily, along with engineering assessments, to develop the list of projects. For example, Facilities Services has completed engineering assessments for all building roofs. Where restoration is feasible, it is preferred over replacement. The same approach is applied to the College's roadways.

A Governor inquired if the projects included in the 2025-2026 Mid-Year Budget are Deferred Maintenance.

Mr. Jones responded that no, the Deferred Maintenance request for approval is related to the 2026-2027 budget. Ms. Demchuk is requesting approval ahead of the 2026-2027 Budget approval to proceed with engineering and issuing RFPs in advance.

A Governor inquired what portion of the \$9.375 million requested is a Capital request.

Ms. Demchuk responded that the Capital request is for a new, additional universal washroom. This request is for Deferred Maintenance, an example of which is maintenance on existing washrooms that require plumbing and pipes behind the walls to be repaired or replaced.

After a brief discussion it was,

RESOLVED THAT the Board of Governors receive this update pertaining to the 2025-2026 Mid-Year Deferred Maintenance budget, for information.

RESOLVED THAT the Board of Governors approve College Administration's request of \$9,375,000 for Deferred Maintenance for 2026-2027.

8.0 Information Items

8.1 Minister's Directive on Student Mental Health

The Board Chair called on President Silvaggi for this item. President Silvaggi noted that the report pertaining to the Minister's Directive on Student Mental Health was included in the Full Board package for the Board's review. He highlighted the following:

- The report provides the Board of Governors with an update regarding the annual report as per the Ministry directive for the implementation and effectiveness of the College's Student Mental Health policy.
- As per the Ministry's directive, Ontario's publicly assisted colleges and universities are required to have a mental health policy in place, outlining the programs, services and supports available with respect to Student Mental Health.
- Each institution must publish its Student Mental Health policy on its website and make it available to anyone who requests it. The Student Mental Health policy must be reviewed at least once every five years and amended where necessary. Each institution must provide its Board of Governors with an annual report on the implementation and effectiveness of its Student Mental Health policy in the preceding year.
- The report includes elements of the policy and the actions that have been taken over the past year.

After a brief discussion it was,

RESOLVED THAT the Board of Governors receive this update regarding the annual report pertaining to the implementation and effectiveness of the College's Student Mental Health policy, for information.

8.2 Minister's Directive on Anti-Racism/Anti-Hate

The Board Chair called on President Silvaggi for this item. President Silvaggi noted that the report pertaining to the Minister's Directive on Anti-Racism, Anti-Hate, Anti-Discrimination Policy and Procedure, Reporting and Prevention Strategies was included in the Full Board package for the Board's review. He highlighted the following:

- The report provides the Board of Governors with an update regarding the College's Anti-Racism, Anti-Hate, Anti-Discrimination Policy and Procedure,

Reporting and Prevention Strategies for the 2025-2026 academic year, as per the Ministry directive.

- As per the Ministry's directive, Ontario's publicly assisted colleges and universities are required to have policies and rules that describe how each institution will address and combat racism and hate, including but not limited to anti-Indigenous racism, anti-Black racism, antisemitism and Islamophobia. The implementation date of the policy as set by the MCTU Act was January 31, 2025.
- The intent of the report is to provide the Board with an update, in accordance with the requirements set out in the MCTU Act.
- The report covers January 31, 2025 – October 31, 2025, inclusive.

After a brief discussion it was,

RESOLVED THAT the Board of Governors receive this update regarding the annual report pertaining to the Anti-Racism, Anti-Hate, Anti-Discrimination Policy and Procedure, Reporting and Prevention Strategies for the 2025-2026 academic year, for information.

9.0 By-law and Policy Review

9.1 Board By-law Appendix D: Program Advisory Committees

A Governor inquired where the policy states "A Program Advisory Committee is established by the Board of Governors with assistance of the College President and Senior Vice President, Academic and Career Supports to assist the College in any or all of the following..." Does this statement need to be amended as it is not established by the Board of Governors but by the academic program Chair or Coordinator.

President Silvaggi noted that the Board of Governors ensures that PAC are established through the by-law framework and, by reviewing the annual report, ensures that PAC activities align with directives.

The Governor noted that the wording of the policy states that the Board establishes the PAC.

President Silvaggi noted that the policy will be reviewed and brought forward for Board approval.

After a brief discussion it was

RESOLVED THAT the Board of
Governors defer this item for review.

10.0 Other Business

- Mr. Fairley announced that Walter LaPlante, a graduate of the Mechanical Engineering Technology – Mechatronics program and a St. Clair College Alumni of Distinction, has been awarded the 2025 Premier’s Award in the category of Science, Technology, Engineering and Math (STEM) Innovation. President Silvaggi and Mr. Fairley were in attendance at the Premier’s Awards for the celebration with Mr. LaPlante and his wife. The Awards were attended this year by the award winners, their guests and their respective institutions, while nominees were featured in a slide show.

11.0 Date of the Next Meeting

11.1 The next Board meeting is scheduled for Tuesday, February 24, 2026.

12.0 Adjournment

12.1 The Full Board meeting adjourned at 8:05 p.m.

MISSION STATEMENT

Quality education that transforms lives and communities.

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

528th FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

- DATE:** Wednesday, November 26, 2025
- TIME:** **Immediately Following the In-Camera Meeting.**
- PLACE:** President's Board Room #A3315E
- NOTE:** **Dinner will be available for Board Constituents at 5:15 p.m. in the Staff Lounge**

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 OCTOBER 28, 2025, IN WINDSOR, ON
- 3.0 CONSTITUENT REPORTS
- 4.0 PRESIDENT'S REPORT
(Policy – Executive Limitations Communication & Counsel #2003-21)
 - 4.1 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 the Board of any new community engagements since the last meeting.

- 5.2 Expand Access to Online Learning by Meeting Students Where They Are – Strengthen Existing, and Establish New Academic Pathways for Students With Post-secondary System Partners

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) – Continue to increase current number of student pathways year-over-year, attached as Item #5.2.

6.0 MONITORING REPORTS

- 6.1 Mid-Year Review 2025-2026

Approval Item – Administration will provide the Board with the 2025-2026 Mid-Year Budget Review.

- 6.2 Business Plan Budget Accrual Template (MCURES Format)

Approval Item – Administration has provided the rationale for Board approval, attached as Item #6.2.

7.0 APPROVAL ITEMS

- 7.1 Deferred Maintenance

Approval Item – Administration has provided an update regarding Deferred Maintenance, attached as Item #7.1

8.0 INFORMATION ITEMS

- 8.1 Minister's Directive on Student Mental Health

Information Item – College Administration has provided an update regarding the Minister's Directives on Student Mental Health, attached as Item #8.1.

- 8.2 Minister's Directive on Anti-Racism/Anti-Hate

Information Item – College Administration has provided an update regarding the Minister's Directives on Anti-Racism/Anti-Hate, attached as Item #8.2.

9.0 BY-LAW AND POLICY REVIEW

- 9.1 Board By-Law Appendix D: Program Advisory Committees

Approval Item – The Board will review Appendix D: Program Advisory Committees, included in the Board of Governors Operating By-Laws, for 2nd reading, attached as Item #9.1.

10.0 OTHER BUSINESS

11.0 DATE OF THE NEXT MEETING

11.1 The next meeting is scheduled for Tuesday, February 24, 2026, at the Windsor Campus.

12.0 ADJOURNMENT

PRESIDENT'S REPORT

Meeting of the Board of Governors
Wednesday, November 26, 2025

1. Ontario Standing Committee on Social Policy – MCURES Estimates Review

On November 12, the Standing Committee on Social Policy reviewed the 2025–26 estimates for the Ministry of Colleges, Universities, Research Excellence & Security (MCURES). The session focused on funding, accountability and policy impacts on Ontario's post-secondary system. Minister Nolan Quinn and senior ministry officials addressed questions from committee members.

Key Themes:

- **Regulatory Burden:** Concerns were raised about Bills 33 and 166 adding reporting requirements that increase administrative complexity for institutions.
- **Workforce & Talent:** Discussion included reported job cuts and strategies for attracting academic talent, with the Minister noting recruitment remains an institutional responsibility.
- **Infrastructure & Accountability:** Questions centered on underused assets following program closures and the need for strategic repurposing.
- **Student Access:** Members highlighted challenges for low-income students under OSAP changes; the Minister emphasized grants-based support and new programs like the Ontario Learning Stay Grant.
- **Funding Outlook:** The Minister cited record investments—\$2.5B over 18 months—to stabilize the sector, while acknowledging ongoing consultations on the funding formula.
- **International Student Impact:** Committee members expressed concern over federal enrolment caps and lack of intergovernmental coordination, noting pressures on institutions reliant on international students.

All estimates for MCURES programs were approved. The discussion underscored the tension between government oversight and institutional autonomy, with emphasis on financial sustainability, accessibility, and strategic planning.

2. Strengthening Ontario's Paramedicine Talent Pipeline

Colleges Ontario, in collaboration with the Primary Care Paramedicine (PCP) Steering Committee, continues to advance the transition from the current two-year diploma to a three-year Primary Care Paramedicine degree across Ontario's public college system. This initiative aims to enhance paramedic education and meet evolving healthcare needs while ensuring graduate supply remains stable during the transition.

- **Background & Sector Engagement:** In early 2025, the Ministry of Health expressed concerns that moving to a three-year degree could reduce annual graduate output, creating a gap in the paramedicine workforce. In response, the college sector developed a phased implementation strategy and conducted detailed consultations with all 18 colleges offering PCP programs. Spring 2025 data confirmed that graduate numbers would not decline under the proposed transition plan. This analysis was shared with the Ministry of Health, MCURES, and key stakeholders, leading to formal endorsements from the Ontario Association of Paramedic Chiefs (OAPC) and support in principle from the Ontario Base Hospital Group (OBHG). PEQAB also issued a positive recommendation for Humber's degree submission.

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- **Updated Launch Timeline & Graduate Projections:** Due to delays in ministry approvals, the earliest feasible launch date has shifted from Fall 2026 to Fall 2027. Colleges Ontario re-engaged institutions in November 2025 to confirm revised plans and mitigation strategies. Updated projections indicate that colleges are implementing measures—such as additional intakes of the two-year diploma—to maintain and even increase graduate supply during the transition. Compared to the historical average of 488 graduates per year, projections now show an average of 818 graduates annually, representing a significant increase. While regional analysis suggests a potential temporary dip in 2029 (particularly in Eastern and Central regions), most colleges are taking steps to minimize this gap.

Next steps include the development of a renewed advocacy strategy in early 2026 to advance ministry approvals and re-initiate PEQAB reviews for pending submissions.

This initiative reflects the sector’s commitment to strengthening Ontario’s paramedicine talent pipeline while ensuring continuity in graduate output and responsiveness to healthcare system needs.



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: NOVEMBER 26, 2025

RE: PRESIDENT'S NOVEMBER 2025 COMMUNITY ENGAGEMENT REPORT

**SECTOR: JOANNE LEHOUX, EXECUTIVE DIRECTOR, PRESIDENT'S OFFICE
AND CORPORATE SECRETARY**

AIM:

To present the President's Community Engagement Report for November 2025, summarizing key meetings and activities undertaken by the President to strengthen relationships with community partners since the last Board meeting.

BACKGROUND:

The President's Community Engagement Report provides an overview of outreach efforts and strategic discussions with external stakeholders. These engagements are designed to foster collaboration, build strong institutional relationships and advance shared priorities that support education, innovation and community development.

In addition, these activities serve as an important platform for enhancing brand awareness and reinforcing our organization's reputation as a trusted partner and leader within the region. The report reflects the President's ongoing commitment to strengthening partnerships that benefit both our organization and the broader community.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the President's November 2025 Community Engagement Report for information.

PRESIDENT'S COMMUNITY ENGAGEMENT REPORT

Meeting of the Board of Governors
Wednesday, November 26, 2025

1. St. Clair College Alumnus of Distinction Wins Prestigious Premier's Award

A recent recipient of the St. Clair College Alumni of Distinction award is adding another impressive accolade to his resume. Walter LaPlante, a graduate of the Mechanical Engineering Technology – Mechatronics program in 2009, has been awarded the 2025 Premier's Award in the category of Science, Technology, Engineering and Math (STEM) Innovation. This prestigious honour, administered by Colleges Ontario, recognizes outstanding college graduates for their contributions to Ontario and beyond.

LaPlante, a Deaf leader at Ford Motor Company in Michigan, has advanced vehicle control and connectivity across 20 global manufacturing plants. He developed MAIVS, an AI-powered mobile vision system for real-time defect detection, earning multiple accolades including the Henry Ford Technology Award and two patents, with a third pending.

He credits St. Clair College's hands-on learning for shaping his career and advocates strongly for the Deaf community, including legislative efforts in Michigan inspired by his daughter's experience.

LaPlante is the first St. Clair graduate to win in the STEM category and the first Premier's Award recipient from the college since 2004. He joins four other distinguished alumni previously honoured in Business and Health Sciences.

St. Clair College President Michael Silvaggi praised LaPlante's innovation, advocacy and inspirational journey. The award will be presented at a special event in Toronto on November 24, 2025.



2. Chatham-Kent Racquet Centre Opens at St. Clair College Community Park

The newly launched Chatham-Kent Racquet Centre, a four-court indoor tennis dome, officially opened on October 1st and is already making a significant impact on the local sports community.

The College played a pivotal role in the development of the Centre, donating the 20-acre parcel of land for the park and supporting the project through its broader commitment to community recreation and wellness. Representing the College at the opening ceremony were John Fairley, Senior Vice President, Communications, Advancement and External Affairs, and Suhas Rawal, President of Thames Students Incorporated (TSI), both of whom participated in the celebration alongside local leaders and tennis enthusiasts.

The dome has already hosted its first major event—the S.W.O.S.S.A. tennis championships—and is receiving enthusiastic feedback from players, coaches and spectators. With strong demand and growing programming, the Centre is poised to become a regional hub for racquet sports and community engagement.



3. Windsor International Film Festival 2025

St. Clair College served as a proud presenting partner for the 2025 Windsor International Film Festival. The College bolstered the event by investing in a brand-new custom cinema screen for the Chrysler Theatre—delivered in collaboration with St. Clair College Alumni and WIFF—to deliver enhanced visual experiences for festival audiences.

The College’s deep involvement extended beyond technical upgrades. St. Clair provided the Chrysler Theatre as a key venue, hosted the highly anticipated Opening Night party, and supported student-focused screenings aimed at educating younger audiences. President Michael Silvaggi attended the Opening Night festivities, reinforcing St. Clair’s ongoing commitment to applied arts programming and community engagement.

The opening evening attracted a wide range of attendees, including President Silvaggi and other local dignitaries, highlighting the College’s influential role in the cultural life of Windsor-Essex. Through this partnership, St. Clair continues to bridge educational excellence and regional enrichment across the arts and media sectors.



4. Women's Soccer Win Gold for Second Time in History

The St. Clair College Saints made history on Sunday, October 26th, defeating the Centennial Colts 4–1 to capture their first Ontario Colleges Athletic Association (OCAA) women's soccer championship in 37 years. It is only the second gold medal in their history. The Saints were hosting the OCAA Final Four Championship after finishing the regular season in 1st place in the OCAA West Division. St. Clair defeated Humber 2-1 in overtime in the semi-final on Saturday, October 25th to set up the match up with the Colts.

St. Clair advances to the CCAA National Championship Tournament in Red Deer, Alberta starting November 5th.



5. Windsor Police Chief Honoured with Partnership Award

Windsor Police Chief Jason Bellaire was recognized on Monday, October 27th with the St. Clair College Community Partnership Award during a special ceremony. The Community Partnership Award acknowledges individuals or organizations that have demonstrated exceptional commitment to enhancing the educational experience and community engagement at St. Clair College.

"Chief Bellaire has consistently supported the College through graduate employment, collaborative initiatives and meaningful community partnerships," said St. Clair College President Michael Silvaggi. "His ongoing engagement has helped strengthen the connection between the College and the broader community."

Chief Bellaire, who has served with the Windsor Police Service since 1995 and was appointed Chief in November 2022, is set to retire next month. During his career, he held various leadership roles, including Deputy Chief of Operations, Staff Sergeant and Inspector.

In accepting the award, Chief Bellaire expressed appreciation for the College's longstanding collaboration with the Windsor Police Service, highlighting initiatives such as the annual Polar Plunge, which has raised over \$500,000 for Special Olympics programs.

"We value our partnership with St. Clair College and the opportunity to work together on initiatives that benefit the community," said Chief Bellaire. "This recognition is truly meaningful—not just personally, but as a reflection of the strong collaboration between our organizations. It's an honour to receive this award and I'm proud of what we've accomplished together."

Chief Bellaire is the third recipient of the Community Partnership Award.



Windsor Police Chief Jason Bellaire stands with St. Clair College President Michael Silvaggi as he receives the Community Partnership Award on Oct. 28, 2025. (John Fairley/St. Clair College)

6. The S'Aints Return To Sleigh Hunger at the Chrysler Theatre

The S'Aints are coming home.

St. Clair College, in proud partnership with LiUNA!625 and St. Clair College Alumni, is delighted to present the return of the beloved holiday tradition — The S'Aints Christmas Concert — live on stage for two special performances at the St. Clair College Centre for the Arts, Dec. 20 and 21, 2025, at 8:00 p.m.

"We are thrilled to welcome The S'Aints back to the St. Clair College Centre for the Arts for what has become a cherished holiday tradition," said St. Clair College President Michael Silvaggi. "Their unwavering commitment to sleighing hunger and uplifting our community through music is truly inspiring."

For more than 13 years, The S'Aints have been rocking the season with purpose, raising more than \$600,000 in support of food banks across Windsor-Essex and Chatham-Kent.

"Hosting these concerts in our own Chrysler Theatre not only brings the band back to their roots but also reinforces our shared mission of giving back and making a meaningful impact across Windsor-Essex and Chatham-Kent," President Silvaggi said.

This year's concerts will once again benefit a number of local charities, helping to provide essential food support throughout the holidays and into the New Year.

"The beauty of being in a band, such as The S'Aints, is that it allows us to adapt to any type of theatre, amphitheatre, or venue for that matter," said Jeff Burrows, the drummer for The S'Aints. "This year's more intimate shows will prove to be something very special that Windsor and Essex County hasn't seen in a very long time."



7. Canadian Italian Business & Professional Association (CIBPA) Scholarship

On Tuesday, November 4, 2025, President Silvaggi was pleased to accept a generous donation of \$10,000 from the Canadian Italian Business & Professional Association – Windsor (CIBPA). The funds, raised through the organization’s recent Golf Classic, will support a student scholarship at the College.

We are grateful to CIBPA for their continued commitment to education and for investing in the success of our students. Their support helps strengthen our community and create meaningful opportunities for learners.



8. Dan MacDonald Visit

On Wednesday, November 5th, the College welcomed Dan MacDonald from 89X, along with AM800, for a promotional visit in support of the Fall Open House on Saturday, November 8th from 10:00 a.m. to 1:00 p.m. The Open House event offers prospective students and their families an opportunity to explore academic programs, meet faculty and experience campus life.

We appreciate the continued support from our local media partners in helping to raise awareness and encourage community engagement.



9. St. Clair Graduate Claims 2025 Dr. Patti France Athena Scholarship

A St. Clair College graduate is among a small group of young women who was honoured with the Athena Scholarship at the 26th annual Athena Luncheon hosted at the St. Clair College Centre for the Arts on Friday, November 7, 2025.

Sarah Wilkins made her mark at St. Clair College for six years, combining academic excellence with a passion for social justice and community advocacy for equity, diversity and inclusion. She earned an Honours Bachelor of Applied Arts in Social Justice and Legal Studies at St. Clair College in 2025, and previously completed a Protection, Security and Investigation diploma in 2021.

"I'm honestly just really grateful and thankful to be here with my fellow recipients and to join a long line of other amazing women who have received this award," Wilkins said at the ceremony. "It's hard to put into words how I feel."

The four women honoured this year include Kaitlin Ferraro, Gihan Joseph, Linda Nguyen and Wilkins, who are recognized for their achievements and dedication to empowering others. Athena Scholarships are valued at \$5,000.

Sarah has served as president of the Social Justice Club and student lead of the St. Clair College Sexual Violence Prevention Team, mentoring and supporting students. As a Crisis Response Volunteer with Victim Services of Windsor and Essex County, she provides support for survivors of domestic violence.

"Recipients of the Athena Scholarship consistently demonstrate excellence — not only in their academic achievements, but also through their leadership and service within their institutions," said St. Clair College President Michael Silvaggi. "During her time at St. Clair College, Sarah truly embodied these qualities and more. She set a new standard of commitment by dedicating her time and energy to improving the student experience, leading initiatives and programs that enhanced campus life for all. Congratulations, Sarah, on this remarkable accomplishment. We are confident that you will continue to achieve great success in your future academic and professional endeavors."



St. Clair College President Michael Silvaggi stands with Sarah Wilkins, the recipient of the Dr. Patti France Athena Scholarship on November 7, 2025. (Rich Garton/St. Clair College

10. Fall 2025 Open House

The Fall 2025 Open House, held on Saturday, November 8th, was an outstanding success, drawing over 1,000 visitors to our campus. The event showcased the vibrant spirit of Saints Nation and provided prospective students and their families with an engaging opportunity to explore our academic offerings, state-of-the-art labs and campus amenities.

Guests connected directly with faculty members to learn more about our diverse programs, participated in interactive demonstrations and experienced firsthand the welcoming and innovative environment that defines our institution. Many attendees took advantage of on-site application services, marking the beginning of their journey with us.

We extend our sincere gratitude to the dedicated volunteers, staff and faculty whose enthusiasm and commitment made the day truly memorable. Their efforts ensured a seamless and inspiring experience for all who attended.



11. University of Windsor President Visit

On Monday, November 10, 2025, the University of Windsor's new President and Vice-Chancellor, Dr. J. J. McMurtry, visited President Silvaggi at the Main Windsor Campus for an important dialogue on collaboration. The meeting focused on exploring strategic partnerships and identifying areas of synergy between our organizations to strengthen community impact and advance shared goals in education, research and innovation.

This engagement reflects a mutual commitment to fostering strong institutional relationships that benefit students, faculty and the broader Windsor-Essex region. Both leaders emphasized the value of working together to create opportunities that support academic excellence and community development.

Another meeting has been scheduled at the University of Windsor for Wednesday, December 3, 2025.



12. Remembrance Day Observation

In observance of Remembrance Day, St. Clair College staff and students, including President Michael Silvaggi, joined together for a moment of silence to honour those who made the ultimate sacrifice and for those who continue to risk their lives in service to our country.





TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: NOVEMBER 26, 2025

RE: STRATEGIC DIRECTIONS UPDATE (2025-2026) – ACADEMICS THAT BUILD REWARDING CAREERS – EXPAND ACCESS TO ONLINE LEARNING BY MEETING STUDENTS WHERE THEY ARE

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

AIM:

To provide the Board with an update on the Strategic Directions (2025-2026). This update pertains to Strategic Pillar #2 – Academics That Build Rewarding Careers – (Deliver the hands-on learning experiences, academic pathways and innovative teaching that enables long-term career success) – Expand access to online learning by meeting students where they are. Specific details include the following:

Goal	Objective	Measure	Target
Expand access to online learning by meeting students where they are.	Explore and pursue relationships with a range of post-secondary institutions with a focus on establishing additional academic pathways.	Continue to increase current number of student pathways year-over-year.	November, Annually

BACKGROUND:

St. Clair College has several articulation and pathway agreements with post-secondary institutions across Ontario, Canada, and internationally. Through these agreements, graduates may receive transfer credit for several courses, a full semester, or a full year (or more) toward additional post-secondary credentials. St. Clair College continues to be highly engaged in pathways for students in high school, pre-apprenticeship, apprenticeship, and university to college.

St. Clair College added the following new agreements this year:

1. Interior Design

Graduates from St. Clair College's Ontario College Advanced Diploma in Interior Design program, with a minimum C (2.0) Grade Point Average (GPA), will receive academic credit for prior learning towards the requirements of the Bachelor of Interior Design at Yorkville University in Toronto, Ontario, as per the schedule of courses contained in the agreement. This pathway will allow St. Clair Interior Design graduates to pursue a full Bachelor of Interior Design degree (fully online, fully on-campus or hybrid), in as few as 15 months.

2. Occupational Therapist Assistant/Physiotherapist Assistant and Paramedic

St. Clair College has completed its articulation agreement with Wayne State University (Detroit, Michigan, USA), which aims at providing enhanced academic pathways for students enrolled in the Occupational Therapist Assistant/Physiotherapist Assistant (OTA/PTA) program and the Paramedic program. This collaboration facilitates seamless transitions for students pursuing degree completion and advanced studies in health sciences.

The agreement opens multiple academics pathways, including:

- Bachelor of Science in Applied Health Sciences – General Concentration.
- Bachelor of Science in Applied Health Sciences – Pre-Occupational Therapy Concentration.
- Bachelor of Science in Applied Health Sciences – Pre-Physical Therapy Concentration.
- Bachelor of Science in Applied Health Sciences – Pre-Physician Assistant Concentration.
- Application to Doctor of Physical Therapy (DPT) program.

3. Sport and Recreation Management

Graduates of the Sport and Recreation Management advanced diploma program, with a cumulative program average of 75% or higher, will be awarded eight (8) credits towards a Bachelor of Sport Management degree from Brock University, located in St. Catharines, Ontario.

4. St. Francis College (SFC), Brooklyn, New York, USA

St. Clair College and St. Francis College (SFC) collaborated to establish a multi-faceted agreement for a large contingency of St. Clair College graduates who transfer to SFC, specifically:

- Computer Systems Technology – Networking or Mobile Applications Development, advanced diploma to SFC’s Bachelor of Science degree in Information Technology.
- Computer Systems Technology – Networking or Mobile Applications Development, advanced diploma to SFC’s Bachelor of Science in Professional Studies degree.
- Honours Bachelor of Business Administration (Information Communication Technology) to SFC’s Master of Science in Information Technology.
- Health Sciences and Nursing Program graduates to SFC’s Bachelor of Science degree programs.

Students from the Mobile Applications Development or the Computer Systems Technology – Networking programs may continue their studies at SFC and complete their Bachelor of Science in Information Technology within one year. Eligible students will receive recognition for prior learning, ensuring advanced standing and a smooth transition into university-level courses.

These pathways expand academic mobility, open international opportunities, and support students in achieving their educational and career aspirations in the global IT sector.

5. Honours Bachelor of Business Administration (Information Communication Technology)

St. Clair College’s BBAICT (B699) students now have an exciting pathway to pursue a Master of Science in Information Technology Management from Campbellsville University of Kentucky, USA, while studying at their Campbellsville University Regional Education Center, located in Windsor, ON. Graduates can transfer up to 40% of the credits, completing the remaining 18 credit courses to earn their master’s degree. This pathway offers an accelerated route to an internationally recognized graduate credential while enhancing students’ skills in leadership, strategic management, and IT innovation.

St. Clair College is in development with the following agreements:

1. School of Health Sciences

Following the successful completion of the articulation agreement for the Occupational Therapist Assistant/Physiotherapist Assistant (OTA/PTA) and Paramedic programs, St. Clair College and Wayne State University have continued to strengthen their partnership.

Currently, both institutions are actively working on establishing pathway agreements for degree completion from the following St. Clair College programs to Wayne State University:

- Cardiovascular Technology.
- Fitness Health and Promotion.
- Diagnostic Medical Sonography.
- Respiratory Therapy.

- OTA/PTA (General Concentration).

These new pathways will further expand academic opportunities for students aiming to advance their education and careers in health sciences.

2. Occupational Therapist Assistant/Physiotherapist Assistant

Currently, St. Clair College and University of Windsor are actively working on establishing pathway agreements for degree completion from the OTA/PTA program at St. Clair College to the Kinesiology and Health Studies 4-Year Honours Degree program at the University of Windsor.

- OTA/PTA program to Kinesiology & Health Studies 4-Year Honours (BSc.-KHS)

This agreement will create a pathway for St. Clair College OTA/PTA graduates to continue their education and pursue a Kinesiology and Health Studies 4-Year Honours Degree program at the University of Windsor. Upon approval, St. Clair College will actively assist in promoting this partnership through recruitment initiatives, joint communication materials highlighting both institutions, and facilitating site visits. Additionally, St. Clair College will provide guidance to students to ensure a smooth and successful transfer to the University of Windsor.

3. Interior Design

St. Clair College is developing a pathway with Boston Architectural College in Boston, Massachusetts, USA, for Interior Design graduates to complete a Bachelor of Interior Architecture.

4. Business Administration – Human Resources

St. Clair College is collaborating with the following institution to create pathways for graduates of the Business Administration – Human Resources program:

- University of Windsor.
- Nipissing University.
- Atlantic Technological University (Ireland).

5. Zekelman School of Business

St. Clair College is working with the following American schools to establish pathways for graduates from the Zekelman School of Business:

- Wayne State University.
- Davenport University.
- Walsh College.

6. School of Community Studies

The Social Service Worker – Gerontology program is currently developing a transfer agreement pathway with the University of Windsor's Bachelor of Social Work program (BSW). Many of St. Clair College's students are interested in pursuing their BSW upon successful completion of the program, which is governed by the same body; Ontario College of Social Workers and Social Service Workers, as the University of Windsor students.

7. Practical Nursing to Bachelor of Science in Nursing – Madonna University

St. Clair College's School of Nursing in collaboration with Madonna University, are developing a pathway that would allow graduates of the Practical Nursing program to receive advance standing in a number of courses, that would allow them to earn a Bachelor of Science in Nursing (BScN) in a reduced amount of time. This pathway is supported by the courses and clinical experience obtained during their time at St. Clair College. Details are being finalized of how many credits the students will be granted and what courses they will be required to take at Madonna University. St. Clair is working on a focus group meeting with past students from the Practical Nursing program to meet with representatives from Madonna University to gain greater insight into the program.

8. Practical Nursing to Bachelor of Science in Nursing – St. Francis College

St. Clair College's School of Nursing has been in discussion with St. Francis College in Brooklyn, New York, to offer a BScN to those who have successfully completed the Practical Nursing program. This would comprise a combination of online courses and in-person instruction. The faculty at St. Francis has been exploring Visa requirements for students to gain entry into the program and have been developing the courses for degree completion.

Marketing Initiatives to Promote All Student Pathways at St. Clair College

- Several advantages have been identified and will come to the forefront of ad messaging for billboards, print ads and digital ad versions where suited.
- Degree Pathways billboards are scheduled annually throughout our communities during the recruitment cycle.
- Additional communication opportunities to promote Pathways have been identified as follows:
 - Interior hanging banners at the Student Life Centre.
 - Alumni communications.
 - Posted graphics to the St. Clair College website.
 - Graphic for the MYST.CLAIR portal.

- Traditional media.
 - Social Media such as testimonial videos and quick highlights.
 - Blog posts for <https://discoverstclaircollege.ca/>.
 - Online media placement with messaging integrated.
 - Overall transfer pathways messaging priority (larger picture) with different audiences.
 - Designated information sessions or recruitment presentations for degree pathways.
- Student pathways are included annually in the St. Clair College Admissions Handbook.
 - Student pathway opportunities are part of all Fall and Spring high school in-person school presentations throughout the catchment area.
 - Student pathways are included annually in the guidance counsellor forum presentation and included in the Ontario School Counsellors Association (OSCA) conference presentation, as well as an ad insertion in the OSCA newsletter.
 - Ad insertion for MacLean's "The Ultimate Guide to Canadian Colleges" magazine annually.
 - St. Clair College webpage entitled Credit Transfers and Pathway Agreements, which includes all the student pathways available at St. Clair College can be found at: [Credit Transfer & Pathway Agreements | St. Clair College \(stclaircollege.ca\)](https://stclaircollege.ca/Credit-Transfer-Pathway-Agreements)
 - Targeted messaging has been implemented for the 2025-2026 recruitment campaign. The focus of the targeted messaging will be on three core value propositions: affordability, real world and relevant experience, and learning from faculty who work for future employers.



St. Clair Senior Vice-President Monica Staley Liang signs a new pathway agreement with Wayne State University Dean Brian Cummings of the Eugene Applebaum College of Pharmacy and Health Sciences in Windsor, Ont. on May 22, 2025. (Rich Garton/SCC)

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update as it pertains to Strategic Pillar #2 – Academics That Build Rewarding Careers – (Deliver the hands-on learning experiences, academic pathways and innovative teaching that enables long-term career success) – Expand access to online learning by meeting students where they are.



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: NOVEMBER 26, 2025

**RE: BUSINESS PLAN ACCRUAL BUDGET TEMPLATE
(MCURES FORMAT)**

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

AIM:

To provide the Board with a “Business Plan Accrual Budget Template – Ministry of Colleges, Universities, Research Excellence and Security and Format” (Pro-Forma Financial Statements) for the period ending March 31, 2026.

BACKGROUND:

The intent is to provide the readers of the submission with an indication of our projected financial position as at March 31, 2026 based on information known to the College as at November 26, 2025.

Provided is the following:

- Statement of Operations
- Statement of Financial Position

RECOMMENDATION:

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

St. Clair College of Applied Arts and Technology

Statement of Operations

(\$ in 000's)

	3/31/2025	6/24/2025	11/26/2025
	Actuals	Original Budget	Mid-Year Budget
	2024-25	2025-26	2025-26
4 Revenue	324,845	195,176	182,719
41 Grant Revenue	59,535	66,012	67,116
411 Grant Revenue Operating	52,967	59,725	60,499
414 Amortization of Deferred Capital Contributions	6,568	6,287	6,617
43 Tuition Fees	115,442	79,935	67,018
431 Tuition Fee - Domestic	28,171	28,157	28,035
433 Tuition Fee - International	85,358	50,813	38,018
434 Apprenticeship Classroom Fee	420	552	552
439 Student Ancillary Fees	1,493	413	413
45 Educational and Other Fees for Services	101,599	12,953	14,260
451 Educational Services - Contractual	839	920	1,310
453 Private Partnerships Revenue	100,761	12,033	12,950
46 Ancillary Revenue	14,153	13,700	13,900
49 Other Revenue	34,115	22,577	20,425
5 Expenses	291,933	201,737	194,737
51 Salaries & Wages	89,089	78,645	77,124
511 Salaries - Full Time & Partial Load Academic	45,226	40,923	42,845
512 Salaries - Part Time & Sessional Academic	9,898	8,594	8,496
513 Salaries - Support Staff	21,601	20,109	17,272
514 Salaries - Administrative Staff	12,364	9,018	8,510
52 Employee Benefits	19,395	17,788	17,915
521 Benefits - Full Time & Partial Load Academic	5,170	5,480	5,224
522 Benefits - Part Time & Sessional Academic	1,372	1,199	1,143
523 Benefits - Support Staff	3,183	2,617	2,495
524 Benefits - Administrative Staff	1,242	1,093	1,428
525 Pension Plans	8,326	7,078	6,941
526 Post Employment Benefits & Comp. Absences	102	321	682
53 Transportation & Communication	1,559	1,593	1,328
54 Services	125,760	54,405	48,116
541 Services	27,273	24,293	18,385
542 Maintenance	9,216	9,286	8,366
543 Rental Expenditures	6,577	6,818	6,773
544 Private Partnerships Expense	76,829	9,792	10,537
549 Other Services	5,865	4,215	4,055
55 Supplies & Minor Equipment	13,406	13,058	12,396
56 Ancillary Services - Expenditures	15,497	14,040	16,304
57 Amortization Expense	15,076	16,075	16,985
59 Other Expenditures	12,151	6,133	4,570
591 Interest & Insurance Expenses	786	990	757
599 Other Expenses	11,364	5,143	3,813
SURPLUS/(DEFICIT)	32,912	(6,561)	(12,018)

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

	3/31/2025	6/24/2025	11/26/2025
	Actuals	Original Budget	Mid-Year Budget
	2024-25	2025-26	2025-26
1 Assets	560,679	524,654	532,197
11 Cash and Cash Equivalents	57,771	16,562	20,956
12 Accounts Receivable	10,286	10,286	8,797
14 Other Current Assets	182,247	216,769	211,208
15 CIP	634	77	77
16 Tangible Capital Assets	465,459	478,072	487,243
161 Land	6,036	6,036	6,036
162 Site Improvements	34,163	34,332	35,399
163 Building	321,468	331,845	334,813
164 Furniture and Equipment	99,043	101,111	106,246
169 Other TCA	4,749	4,749	4,749
17 Tangible Capital Asset Accumulated Amortization	(207,411)	(223,486)	(224,396)
172 AA Site Improvements	(15,674)	(18,417)	(18,377)
173 AA Building	(105,319)	(113,258)	(114,067)
174 AA Furniture and Equipment	(81,836)	(87,063)	(87,203)
179 AA Other TCA	(4,582)	(4,749)	(4,749)
19 Investments and Other Long-Term Assets	51,693	26,374	28,311
2 Liabilities	254,456	225,043	237,935
21 Bank Indebtedness	-	-	-
22 Accounts Payable and Accrued Liabilities	45,542	33,251	34,714
221 Accounts Payable and Accrued Liabilities	43,415	31,215	32,678
222 Accrued Interest	61	54	54
223 Current Portion of Long-Term Liabilities	2,065	1,982	1,982
23 Deferred Revenue	42,756	32,180	33,169
231 Deferred Revenue	8,868	8,868	6,465
232 Deferred Tuition Revenue	33,888	23,312	26,704
24 Restricted Contributions	14,612	11,779	13,709
25 Deferred Capital Contributions	129,393	127,661	127,840
27 Debt	17,171	15,189	15,189
29 Other Long Term Liabilities	4,982	4,982	13,314
3 Net Assets	306,223	299,611	294,262
31 Unrestricted Net Assets	32,512	53,174	24,684
32 Internally Restricted Net Assets	139,857	112,807	127,857
33 Investment in Capital Assets	110,053	109,831	117,913
37 Endowments	23,800	23,800	23,807
38 Accumulated Re-measurement Gain & Losses	-	-	-
Assets - Liabilities - Net Assets	-	-	-



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: NOVEMBER 26, 2025

RE: DEFERRED MAINTENANCE

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

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

AIM:

To provide the Board of Governors with an update regarding Deferred Maintenance, specifically Administration's planning and risk mitigation processes to ensure necessary Deferred Maintenance requirements are addressed in a timely and effective manner, as well as Board approval for the request for the 2026- 2027 Deferred Maintenance allocation.

BACKGROUND:

In April 2025, a comprehensive Deferred Maintenance update was provided to the Board of Governors. The approved spending for Deferred Maintenance for fiscal year 2025-2026 was \$7 million. This included a carryover amount of \$1.86M from the 2024-2025 fiscal year. This report will provide both a mid-year update on Deferred Maintenance spending, as well as a request for the 2026-2027 fiscal year allocation from the Deferred Maintenance Reserve.

1. Mid-Year Update

Fiscal Year 2025-2026: Deferred Maintenance - \$7,000,000

Fiscal Year 2025-2026: Facilities Renewal Fund - \$3,625,000 (Received July 2025)

The total Deferred Maintenance allocation for 2025-2026 is \$10,625,000. The College is on track to spend approximately \$8,200,000 of the total allocation. This spending includes:

Deferred Maintenance Element	Approximate Cost to Date
Building Envelope	\$ 325,053
Roof	\$ 2,463,692
Watermain	\$ 368,684
Electrical	\$ 426,740
Plumbing/Washroom Reno	\$ 221,990
Plumbing	\$ 785,357
Elevator Upgrade	\$ 18,097
Chiller	\$ 349,358
HVAC	\$ 1,590,891
Exhaust System - Woodworking Shop	\$ 526,180
Exterior Stair	\$ 50,000
Foundation	\$ 76,710
Parking Lot/Road/Sidewalk	\$ 405,075
Engineering Studies to Date	\$ 365,795
Contingency	\$ 200,000
Total	\$ 8,173,621

2. 2026-2027 Fiscal Year Projects

Annually, Facilities Services prepares a list of Deferred Maintenance needs for the upcoming fiscal year. The list of Deferred Maintenance items is based on:

- Building Condition Assessment (BCA) element conditions and associated recommendations (prioritized by multiple variables such as condition, impact of failure and energy savings potential).
- Consultant reviews (electrical, roofing, building automation system controls).
- In-year condition of the equipment.
- Strategic priorities.
- Other operational approved projects which, when completed, allow for Deferred Maintenance to be addressed.

Facilities Services has compiled a list of Deferred Maintenance projects for 2026-2027, based on the above criteria. This list was presented and reviewed by the Senior Operations Group in October of 2025.

The 2025-2026 Deferred Maintenance surplus of approximately \$2-2.5 million will be reallocated back to the Deferred Maintenance Reserve. The current balance of the Deferred Maintenance Reserve is \$35,866,734.

College Administration is requesting \$9,375,000 from the Deferred Maintenance Reserve to address the Deferred Maintenance needs for 2026-2027. The total 2026-

2027 Deferred Maintenance request, from the Deferred Maintenance Reserve, is \$9,375,000. In addition, the Ministry of Colleges, Universities, Research Excellence (MCURES), has committed \$3,625,000 in funding towards Deferred Maintenance for 2026-2027, increasing the Deferred Maintenance allocation to \$13 million.

Review and Board approval of the mid-year update and the upcoming fiscal year funding request annually in November, places the College in the best position to:

- Begin engineering on projects in the Fall, annually, as many engineering projects require up to 3 months to complete.
- Develop Requests for Proposal (RFP) early. From a capacity perspective, this allows College Administration to develop the RFPs in a timely manner and provide for the time required for a comprehensive bidding process.
- Complete a substantial portion of the work starting in May and ending in August, when feasible. This reduces the impact to academic and non-academic operations during the Fall and Winter semesters.
- Provides the College with a competitive advantage, allowing contractors to bid on College projects prior to the release of local school board RFP, as there are a limited number of contractors in the City of Windsor, all bidding on similar projects. Project costs and timelines increase along with the number of projects a contractor is awarded.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update pertaining to the 2025-2026 Mid-Year Deferred Maintenance budget, as presented.

IT IS RECOMMENDED THAT the Board of Governors approve College Administration's request of \$9,375,000 for Deferred Maintenance for 2026-2027.

<p>Campus Mental Health (CICMH) which engages and supports post-secondary schools across Canada in Student Mental Health and well-being. With guidance from The Mental Health Commission – National Standard of Canada (2020), a Campus-wide Mental Health Survey and a gap analysis as developed by the Canadian Association of College and University Student Services (2013), the committee developed a 5-year Mental Health Strategy which forms the basis of this policy. The 2023-2028 Mental Health Strategy and 2023 survey results can be found on the website. Confidentiality is addressed in policy 1.1.7.</p>		
<p>The College is committed to consulting with stakeholders through a Mental Health Wellness survey as required to update Mental Health programs and strategies. The Mental Health Policy will be reviewed and updated at least once every five years and amended as appropriate. The student policy will be published on the St. Clair website at https://www.stclaircollege.ca/mentalhealth. Copies will be made available upon request.</p>	2.2	<p>College prepared and is scheduled to participate in the January 2026 Canadian Campus Well Being Survey. Mental Health Policy completed and posted by the January 31, 2025 deadline. Mandatory revision date is January 30, 2030.</p>
<p>An annual report on this policy's implementation and effectiveness will be given to the Board of Governors. The annual report will be posted on the College website.</p>	2.2	<p>An Annual Report submitted to SOG, BOG and MCURES and posted by January 31, 2026.</p>
<p>The College is committed to providing a range of student-centered programs and services to address Student Mental Health needs. These programs and supports include pro-active, upstream measures to raise awareness of mental health issues, encourage constructive help-seeking, reduce stigma, foster and build capacity around mental health flourishing and to assist overcoming the social determinants of mental and emotional well-being. The College is also committed to responding to student health disabilities, mental illness and mental health languishing through interventions, treatment and the facilitation of access to appropriate response services reflective of Student Mental Health needs. To facilitate a positive College experience, a variety of campus supports will be provided for all students to utilize. These services broadly include academic counselling, mental health counselling provided through unique partnerships with community mental health providers, the campus care team, the</p>	3.0	<p>Student centered programs include the following:</p> <p>THRIVES, Orientation presentations, CMHA student workshops, Open Houses, High School Transition Visits, Student Wellness Information Tables, Partnerships with CMHA, WeCHU and Family Services.</p> <p>Suicide prevention training ASIST and Mental Health First Aid training provided to staff.</p>

<p>security department, sexual violence prevention education and reporting, as well as other student services. With a student identifying their need, these teams coordinate to provide a holistic approach intended to provide wrap-around care.</p>		
<p>The College shall make available an inventory of Student Mental Health programs, services and supports which shall be made publicly available to students and other community members through the College website at: www.stclaircollege.ca/student-services and will be promoted through multiple service offices at the College.</p>	<p>3.0</p>	<p>The website is reviewed annually for accuracy. Additionally, promotional cards outlining services are created and distributed to various departments and at student events.</p>

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update regarding the annual report pertaining to the implementation and effectiveness of the College’s Student Mental Health policy, for information.



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: NOVEMBER 26, 2025

RE: ANNUAL REPORT ON THE ANTI-RACISM, ANTI-HATE, ANTI-DISCRIMINATION 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 Anti-Racism, Anti-Hate, Anti-Discrimination Policy and Procedure, Reporting, and Prevention Strategies for the 2025 academic year.

BACKGROUND:

The *Strengthening Accountability and Student Supports Act, 2024* under subsection 20 (4) of the *Ministry of Training, Colleges and Universities Act (MTCU Act)*, amended new requirements for Ontario's publicly assisted colleges and universities to have policies and rules that describe how each institution will address and combat racism and hate, including but not limited to anti-Indigenous racism, anti-Black racism, antisemitism and Islamophobia. The implementation date of the policy as set by the MTCU Act was January 31, 2025.

The intent of the report is to provide an update to the Board of Governors, in accordance with the requirements set out in subsection 20 (4) of the MTCU Act.

This report covers January 31, 2025, the implementation date of the policy, to October 31, 2025, inclusive. An update on prevention strategies is contained in the report below, including the College and Equity, Diversity, and Inclusion Committee initiatives.

This report must be made public by January 31, 2026, and each subsequent year, prior to the start of the academic year. The next report will capture the timeline of November 1, 2025 – October 31, 2026. The Annual Report will be posted on the College's Anti-Racism, Anti- Hate, Anti-Discrimination Commitment webpage at www.stclaircollege.ca/hub/anti-racism-anti-hate-anti-discrimination-commitment

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the update regarding the College's Annual Report on the Anti-Racism, Anti-Hate, Anti-Discrimination Policy and Procedure, Reporting and Prevention Strategies, for the 2025 academic year, for information.



Annual Report on the Anti-Racism, Anti-Hate, Anti-Discrimination Policy and Procedure, Reporting and Prevention Strategies 2025

Background

Pursuant to subsection 20 (4) of the *Ministry of Training, Colleges, and Universities Act* (MTCU Act), St. Clair College is required to provide a report to the Board of Governors annually on the implementation of this initiative. This Annual Report must be publicly available and include the following information:

- The number and type of complaints reported by students, faculty or staff including a general description/categorization of the complaints (e.g., verbal, physical, property), including the number of complaints that do not proceed to a review.
- As applicable, the associated Code group (e.g., ethnicity, race, religion, sexual orientation) and the sub-category (e.g., anti-Black racism, anti-Indigenous racism, antisemitism, and Islamophobia).
- Outcomes of these incidents including response and resolution timelines (e.g., the number of months to resolve a complaint), findings of investigations, disciplinary measures taken and any involvement of law enforcement.

St. Clair College's Anti-Racism, Anti-Hate, Anti-Discrimination Policy (5.30) went into effect on January 31, 2025. This policy requires a review every five years under the MTCU Act. In addition, the College has designated a webpage to specifically communicate information regarding the policy, reporting information, and access to supports. In September 2025, an email communication went out to all students to advise of the webpage, including a link for direct access.

Since January, the College has been tracking the number of formal complaints submitted via the policy. The College's protocol requires formal complaints to go directly to the College Resolution Officer and/or to the Associate Vice President, Human Resources Office Administration and Facilities Services. The option to file anonymously is also available, as required under the MTCU Act. Once a formal complaint is received, the process outlined within the policy is followed, including retaining an external party (legal counsel) to conduct the investigation.

Formal Complaints and Outcomes

	2025
Total Number of Formal Complaints Submitted via Policy 5.30	6
Number of Anonymous Complaints (included in total)	2
Number of Complaints That Involved an External Investigator	3

Nature of Complaint (including anti-Indigenous, anti-Black, antisemitism, Islamophobia, transphobic, etc.) -May fall under multiple	
Racism (anti-Black)	1
Hate (anti-Black, Transphobia, Islamophobia, Gender)	4
Discrimination	0
*Other	2
Complainant	
Student	4
Faculty or Staff	0
Member of the Public	0
Anonymous	2
Nature of Complaint	
Verbal (comments or statements)	4
Physical	0
Property	0
Outcome	
Issued Penalty (Suspension and Behaviourial Contract)	1
Did Not Proceed to External Investigation	1
In Process (at time of report)	2

*Two anonymous complaints were received via the policy; however, the nature of the complaints fell outside the scope of this policy. The College did address those complaints through alternative methods.

The average timeline from receiving a formal complaint to resolution has been approximately two months. At the time of this report, two formal complaints were still in process. To date, none of the formal complaints received involved law enforcement.

Equity, Diversity and Inclusion (EDI) Committee

The EDI Committee is a group of individuals compromised of Administrators, Faculty, Staff, and Students that seek to promote equity, foster diversity, and build inclusion within the College environment.

The mandate of this Committee includes:

- Celebrating differences through education and awareness.
- Catalyst for new initiatives that will support employees and students to develop an understanding of, and commitment to diversity and inclusion.
- Identifying ways to eliminate barriers in:
 - Employment policies, procedures and practices.
 - College programs and extracurricular activities.

- Recommending messaging related to special awareness days, months or events that happen within the global community, as well as develop and implement proactive programming on meaningful topics that will enhance our community's awareness of diversity and inclusion. Develop an annual calendar of events and observations.
- The development and implementation of a Diversity and Inclusion Strategy. The Committee will document, and track diversity and inclusion activities occurring in the organization and provide quarterly reports to the Senior Operating Group.
- Consider and recommend training surrounding diversity and inclusion for staff and promote the use of the diversity and inclusion lens for communications in daily work.
- Supporting St. Clair College's commitment to inclusion and diversity for employees and students.

2025 Initiatives

- Partnered with the Canadian Centre for Diversity and Inclusion (Diversio) in 2025.
- Professional Development Training offered through Diverse Solutions:
 - Participants gain foundational knowledge to understand and embrace diversity for personal and professional growth. The session includes practical strategies to create inclusive environments, fostering empathy, collaboration, and innovation, with actionable steps for sustainable impact.
- Distributed the Black History Month Commemoration Guide to all staff on February 1, 2025.
- Black History Month Flag Raising event held.
- Pink Shirt Day: February 26, 2025 — Encouraging empathy and compassion to combat bullying, promoting the theme "Let Kindness Grow" across our community.
- International Women's Day: March 8, 2025 — Celebrating women's achievements and resilience with the theme "Accelerate Action." Events included a message from the President and the EDI Committee, along with a flag raising ceremony.
- International Day for the Elimination of Racial Discrimination: March 21, 2025 – Flag raising and communications to promote awareness.
- Pow Wow: May 9–11, 2025 — Windsor's 4th Annual Alumni and Student Pow Wow presented by St. Clair College's Indigenous Student Services and the University of Windsor's Aboriginal Education Centre. A celebration of Indigenous culture through traditional music, dance, and community spirit.
- Pride Flags: Raised on June 1 and again for the first week of August 2025.
- National Day for Truth and Reconciliation / Orange Shirt Day: September 30, 2025.
- Lunch and Learns / Recorded Webinars through CCDI/Diversio:
 - *CCDI Webinar: Celebrating Black History Month Through Story - 2025*
 - *Culturally and Racially Marginalized Women in Leadership - 2025*
 - *CCDI Webinar: Breaking Barriers to Inclusion: Asian Heritage Month- 2025*
 - *A Path Forward: Anti-Racism in Action, From Individuals to Organizations- 2025*

Additional Training and Awareness

All new College employees are required to complete the following training modules:

- Integrated Accessibility Standards Regulation (IASR) and Training on the Ontario Human Rights Code (OHRC) 2025
- Call It Out: Racism, Racism Discrimination and Human Rights
- Unconscious Bias
- Diversity and Inclusion

Additionally, the College's Centre for Academic Excellence (CAE) provides training media for faculty regarding *Supporting First-Generation and Non-Traditional Students*.

POLICY AND PROCEDURE MANUAL

Policy Title:	PROGRAM ADVISORY COMMITTEES	Area of Responsibility: PRESIDENT
Policy Section:	ACADEMIC	
Effective Date:	2025 10 21	Policy No: 9.1
Supersedes:	2025 05 01	Page 1 of 9
Mandatory Review Date:	2030 10 21	Last Review Date: 2025 10 21

9.1 COLLEGE PROGRAM ADVISORY COMMITTEES

Preamble

Program Advisory Committees (PAC) are formed to assist the College with its post-secondary degree, diploma and certificate programs by ensuring such programs remain relevant and current with respect to business, industry and community needs, upcoming trends, graduate requirements, equipment, and any other factor necessary to ensure the quality of all College programs. This policy addresses the procedure for establishing and maintaining such committees.

Policy

Role of a Program Advisory Committee

A Program Advisory Committee is established by the Board of Governors with the assistance of the College President and Senior Vice President, Academic and Career Supports to assist the College in any or all of the following:

1. To provide input and advice on all aspects of our College programs, including feedback on the quality and relevance of program structure, curriculum, and recommendations for curriculum and program improvement or change.
2. To provide input on student recruitment, retention practices and strategies for student success.
3. To provide input and advice on new program opportunities and the training necessary to meet the evolving needs of industry and the community, including advising the College on emerging trends and developments in the labour market.
4. To provide input and advice on all aspects of College services and facilities available to students, industry, and community members.
5. To provide advice on technology, equipment, and facilities based upon current or anticipated needs.

6. To provide input and advice on the current and anticipated employer expectations for our graduates, regarding appropriate levels of knowledge, training, skills, and attitudes required for being successful in the workplace.
7. To identify work-integrated learning and career opportunities, job and field placement opportunities, capstone projects, co-op opportunities, internship and student international experiences, and identifying employment opportunities for graduates.
8. To represent the College as goodwill ambassadors in the wider community, thereby building connections with the College and the regions it serves.

Operational Procedures for Program Advisory Committees

Establishing and Maintaining Membership

1. The committee shall be comprised of a cross-section of persons, external to the College, including representative from Public College-Private Partnerships (PCPP), if applicable, that have significant and current diversity of experience, knowledge, expertise and a direct interest in the particular occupational area addressed by the program.
2. Full or part-time employees of the College in any capacity, employed at any time during the academic year to which the meeting applies, are not external to the College and are not eligible as committee members. They may attend meetings as observers only. Academic programs with the sole purpose of preparing students for further studies are exempted from this membership restriction.
3. Committee members shall be appointed by the Program Chair for a period of not less than two years and not more than six years. Exceptions to extending the membership past six years can be considered with approval from the Senior Vice President, Academic and Career Supports.
4. Committees shall have a minimum number of four members and shall represent all community interests in the occupational area addressed by the program.
5. Where more than one program requires the same or similar community representation, a Program Chair may allow a single committee to represent multiple programs. In such circumstances, a meeting of such a committee shall count as a meeting for each program it represents.
6. The Program Chair will obtain and maintain contact information for all PAC members.
7. The College shall follow a common format approved of by the Senior Vice President, Academic and Career Supports for the submission of nominees and appointment of all committee members.
8. Each appointed committee member will be provided with the relevant College policies and procedures and will go through orientation in order to get an understanding of the purpose of PACs and the roles and responsibilities of members.
9. Each appointed committee member shall complete the Non-Disclosure Agreement (NDA) form.

10. When committee members finish their terms, the Senior Vice President, Academic and Career Supports shall be notified by the Program Chair. The Senior Vice President, Academic and Career Supports shall send a letter to those members thanking them for their service on the committee.

Frequency of Meetings

1. Committee meetings shall be held no less than once per academic year. An academic year shall be defined as September 1 to August 31

The Advisory Committee Chair:

1. Annually, each committee shall elect a Committee Chair.
2. The Committee Chair provides leadership to the Committee and works closely with the Program Chair to provide logistical support to the Committee.
3. The Committee Chair shall:
 - a) Chair all committee meetings.
 - b) Ensure meetings are run effectively and all members are given a fair opportunity to contribute.
 - c) Approve agendas prepared by the Program Chair.
 - d) Review meeting information packages before distribution to members.
 - e) Assist in recruitment and orientation of new members.
 - f) Approve meeting minutes.

The Program Chair

1. The Program Chair is a College employee who acts as a link between the College and the Committee, and :
 - a) Ensures new members are provided an orientation of the program and role of the Advisory Committee.
 - b) Prepares agendas and meeting information for approval of the Advisory Committee Chair.
 - c) Schedules meetings, provides notice of meetings to Committee Members, and distributes meeting information packages to all members, including placement reports and metrics reports.
 - d) Acts as a resource person to the Committee with information on College policies, procedures, planning, organizational changes and program information.
 - e) Schedules a room and a recording secretary for the meeting.
 - f) Ensures minutes are finalized, distributed and uploaded to the Action Plan Database no later than 30 calendar days after the completion of the meeting.
 - g) Ensures that a tentative date for the next meeting is agreed to by the committee before completion of the current meeting.
 - h) Ensure committee members complete a Conflict of Interest Agreement at the start of each meeting.
 - i) Approves action items and ensuring that approved action items are consistent with other College policies and procedures that may impact the action item and the approval of other College departments is obtained where required.
 - j) Ensuring that whenever possible, input and recommendations are acted upon by the College and that College personnel are kept updated with respect to the status of such input.

- k) Maintains a current membership list and assists the Senior Vice President, Academic and Career Supports with an annual report for the Board of Governors and the Senior Vice President, Communications, Advancement and External Affairs with an annual appreciation event for PAC members. The membership list shall include a member's name, organization and contact information and shall be filed in the Action Plan Database.
 - l) Monitors the progress of any action items resulting from the Committee meeting and ensuring they are completed in a timely fashion.
2. For the purposes of ensuring completion of the tasks itemized above, the Program Chair may request the assistance of the Program Coordinator to complete action items resulting from a PAC meeting.

Meeting Procedure

1. All members shall be treated with respect and provided a fair opportunity to be heard and contribute.
2. Minutes of the meeting shall be recorded in the form prescribed in the Program Advisory Committee Minutes Template (Appendix A) and shall include a record of persons in attendance. Members may attend in person or virtually. Members may also provide written input in advance of the meeting to the Committee Chair and Program Chair.
3. Subject to paragraph 4 below, generally it is not necessary to have a quorum of committee members for the meeting to proceed; however, if in the opinion of the Committee Chair or Program Chair there is an insufficient number of committee members present to have a meaningful and productive discussion on the issues, the meeting shall be adjourned and rescheduled in the current academic year.
4. Any recommendation to change a program's curriculum or hours by more than 25% shall require a consensus of 50% + 1 of the total number of committee members listed on the most recent Committee Membership List on file in the Action Plan Database.
5. There should also be a sufficient number of College program staff and stakeholders from all delivery locations present at the meeting to act as resource persons for the committee and to observe the discussion of committee members.
6. The committee meeting shall be considered as Phase I of the process. Following a thorough discussion on the issues, the meeting shall end, and committee members shall be excused.
7. Following Phase I, the process shall enter into Phase II. Phase II provides College program staff and stakeholders from all delivery locations an opportunity to analyze feedback, including recommendations for improvement received from committee members in Phase I. As part of Phase II, College staff shall determine if action items are required to address any concerns raised or recommendations made by committee members.
8. Required action items shall be created by College staff in Phase II. All action items shall be in compliance with requirements set out in the process outlined in Appendix A.
9. All suggested action items shall be reviewed by the Program Chair, who shall determine the feasibility of implementation and ensure this is consistent with College policies and procedures. The approval of other College departments may also be required for implementation.

10. All action items shall be documented in the Program Advisory Committee Minutes Template, which is uploaded in Action Plan Database, as indicated in point 1f under subheading titled *The Program Chair* of this policy, as the record of all action items resulting from the committee meeting. The due date of all action items will be in Spring of the same academic year as the PAC meeting, except for action items requiring immediate attention.
11. Action items noted on the PAC Minutes Template will be audited on completion on the PAC Meeting Minutes template.

Board Reports

1. Each year, Program Chairs are responsible for submitting an Advisory Committee Annual Report to the Board of Governors, including major issues discussed, recommendations made, and plans for the next academic year for each advisory committee.
2. These reports are submitted in an established format according to the Program Advisory Committee Summaries template.
3. Following receipt of these reports, the Senior Vice President, Academic and Career Supports shall prepare an Executive Summary for the President.
4. These Board Reports, Executive Summary, and Committee Membership Lists shall be submitted to the Board of Governors annually.

Ad Hoc Program Advisory Committees

1. When a new program is proposed or when an existing program has been suspended with the intention of improving and relaunching it, an Ad Hoc Advisory Committee shall be created on a temporary basis to help guide its development. This committee confirms and clarifies the need for the program, potential for graduate employment, provides feedback on program design and input on curriculum.
2. For the development of new programs and the relaunch of suspended programs, the Ad Hoc Committee shall meet as many times as required to fulfill its mandate, and no less than two times.
3. Ad Hoc Advisory Committees are expected to endorse a motion to support the proposed program for it to proceed to implementation. A quorum is required for any such vote. A quorum shall consist of 50% + 1 of the total number of committee members.
4. Once the program has been approved and launched, the Ad Hoc Advisory Committee will be disbanded, and a Program Advisory Committee will be created for the new program in accordance with this policy

Appendix A
PAC Meeting Minutes Template

 ST. CLAIR COLLEGE	<h2 style="margin: 0;"><i>Minutes of College Program Advisory Committee Meeting</i></h2>			
Program Code:	Program Name:			
Insert Program Code	Insert Program Name			
Insert Program Code	Insert Program Name			
Insert Program Code	Insert Program Name			
Current Meeting Date:	Insert current date			
Meeting Place:	Identify which campus the meeting is being held at			
Previous Meeting Date:	Insert date of most recent previous meeting			
Next Meeting Date:	Insert tentative date for next meeting			
Recording Secretary:	Insert name			
<i>College policy requires meetings to be held at least once every academic year (defined as September 1st to August 31st).</i>				
Committee Members	Organization	Attendance	Term	Conflicts
Insert Name	Insert member organization	Choose an item.	Choose an item.	Choose an item.
Insert Name	Insert member organization	Choose an item.	Choose an item.	Choose an item.
Insert Name	Insert member organization	Choose an item.	Choose an item.	Choose an item.
Insert Name	Insert member organization	Choose an item.	Choose an item.	Choose an item.
Insert Name	Insert member organization	Choose an item.	Choose an item.	Choose an item.
Insert Name	Insert member organization	Choose an item.	Choose an item.	Choose an item.
<i>The meeting should start with a review of member terms. In the event a member's term exceeds that allowed by the policy steps should be taken to correct this at the commencement of the meeting. If this is not corrected at the meeting an Action Plan should be part of the Minutes requiring terms to be corrected.</i>				
<i>Committee members are independent members of the community that do not have a direct connection with the program. Full time faculty and part time instructors are not eligible to be voting members.</i>				
Are committee members satisfied that current membership is representative of the community? If "no" an Action Plan should be created to expand committee membership.				Choose an item.
Are there a sufficient number of committee members present to have a meaningful and productive meeting?				Choose an item.
<i>College policy requires a quorum of committee members to vote on approving a new program, relaunching a suspended program or changing an existing program's curriculum or program hours by more than 25%. A quorum is defined as 50% of committee members + 1.</i>				
Are there a sufficient number of committee members present to constitute a quorum?				Choose an item.

College Resource Persons	Position	Attendance	Conflicts
Insert Name	Insert title	Choose an item.	Choose an item.
Insert Name	Insert title	Choose an item.	Choose an item.
Insert Name	Insert title	Choose an item.	Choose an item.
Insert Name	Insert title	Choose an item.	Choose an item.
Insert Name	Insert title	Choose an item.	Choose an item.
Insert Name	Insert title	Choose an item.	Choose an item.
Insert Name	Insert title	Choose an item.	Choose an item.

College Program Advisory Committee Meeting General Information

PAC discussions should be summarized in these Minutes. Any major action recommended by committee members should be recorded in the Action Required part of the Agenda Topic and Discussion part of the template.

It is the role of the School Chair and faculty to review PAC recommendations to determine what suggestions require action. These should be recorded in the Action Plan part of the template and contain the components identified in that section.

Mandatory Discussion Topics for College Program Advisory Committee Meetings				
Review of Minutes from Previous Meeting	<input type="checkbox"/>	Reviewed	<input type="checkbox"/>	Not Reviewed
Review of Program Entrance Requirements	<input type="checkbox"/>	Reviewed	<input type="checkbox"/>	Not Reviewed
Review of Program Graduation Requirements	<input type="checkbox"/>	Reviewed	<input type="checkbox"/>	Not Reviewed
Review of Program Related Pathways and Transfer Agreements	<input type="checkbox"/>	Reviewed	<input type="checkbox"/>	Not Reviewed
Review of Program Vocational Learning Outcomes	<input type="checkbox"/>	Reviewed	<input type="checkbox"/>	Not Reviewed
Review of Program Pre/Co-Requisites	<input type="checkbox"/>	Reviewed	<input type="checkbox"/>	Not Reviewed
Review of Program Experiential Learning (EL)	<input type="checkbox"/>	Reviewed	<input type="checkbox"/>	Not Reviewed
Comment: <i>Discussions on these subjects are recorded in the Agenda Topic and Discussion section below. Action Plans that result from such discussions are recorded in the PAC Action Plans section below.</i>				

Item #	Agenda Topic and Discussion	Action Required
	<p>Record meeting discussions and any recommendations or motions here. Also record the results of any votes here. The meeting should end with scheduling a tentative date for the next meeting. That date is recorded at the beginning of this template.</p> <p>Note: If the PAC is happy with the College’s handling of this program it is suggested that be noted in this column at the end of the meeting just prior to scheduling a tentative date for the next meeting. You may add another row with each new topic or leave a space in this column and continue.</p>	

Chair Implementation of PAC Action Plans

PART A: TO BE COMPLETED BY THE PROGRAM CHAIR				
Click or tap to enter a date.	<input type="checkbox"/>	The committee has concluded and the Chair agrees that formal action plans are not required.		
	<input type="checkbox"/>	The committee has concluded and the Chair agrees that the following action plans are required:		
Action Item Description	Responsible Person	Anticipated Completion Date	Completion Date	Chair Finalize
Insert detailed action item here <u>in full sentence format.</u> Add rows as required for additional action items.	Insert the name of the person responsible for completion of the action item	Click or tap to enter a date.	Click or tap to enter a date.	Click or tap to enter a date.
Comment:				

PART B1: TO BE COMPLETED BY THE PROGRAM CHAIR	
Click or tap to enter a date.	<input type="checkbox"/> I agree that the PAC minutes and associated action items are reviewed and the PAC Meeting Minutes document is ready for entry in the Action Plan Database. The action plans are approved for implementation.

PART B2: TO BE COMPLETED BY THE PROGRAM CHAIR	
Click or tap to enter a date.	<input type="checkbox"/> I confirm that feedback has been solicited from Ace Acumen.
	<input type="checkbox"/> I confirm that feedback from Ace Acumen is not required for this program.
Comments	Please enter any comments that may have impacted the completion dates of the action items.

PART C: TO BE COMPLETED BY THE RECORDING SECRETARY	
Click or tap to enter a date.	<input type="checkbox"/> I confirm that the PAC membership has been reviewed and/or revised and the information is updated on the Action Plan Database.

PART D: TO BE COMPLETED BY THE PROGRAM CHAIR	
Click or tap to enter a date.	<input type="checkbox"/> I agree all action plans listed in part A have been completed by the indicated due date.
Comments	Please enter any comments that may have impacted the completion dates of the action items.

Minute Taking / Action Item Entry Process

1. **Recording secretary**, completes minutes. Once complete the Minutes should be saved as PAC Minutes – year month (use a word not a number for the month) day – course code – course name. For example: PAC Minutes – 2021 December 11 – B897 Paralegal
2. **Recording secretary**, identifies Actions Required from minutes and brings all items in “Action Required” Tab to the bottom of the minutes in chart form.
3. **Recording Secretary**, Sends Minutes with identified Actions Required to Chair for final modifications and task assignment.
4. **Chair** makes any required modifications to the minutes.
5. **Chair** completes chart (Part A): Identifies person(s) responsible and sets completion date for all action items. Chair also identifies any additional action items he/she feels are required. The Chair communicates action items and due dates with the faculty assigned to the action item.
6. **Chair** Checks off box in Part B 1 and B2. Agrees the review is complete and action plans are approved for implementation.
7. **Recording Secretary**. Reviews and revises (where applicable) the PAC membership on the Action Plan Database. Then enters the date and checks the box on Part C of this document.
8. **Recording Secretary**, Uploads approved minutes to Action Plan Database – Supporting Documents using the name for the document as indicated in 1 above.
9. **Chair** finalizes the action items by completing last column of Part A and Checks off box in Part D of the PAC Minutes template in the Action Plan Database.



Financial Monitoring Report Mid-Year Budget 2025-26

Presentation to the Board of Governors
November 26, 2025

Recap

- March 25, 2025: BOG approved a \$6.5M deficit budget.
- May 27, 2025: BOG notified of international recruitment challenges for Fall 2025 and that the budget deficit would increase.
- June 24, 2025: President provided a budget forecast noting a potential \$15M deficit, and if Administration did nothing else, the deficit could grow to \$25M by 2026-27. President noted that cost savings measures are being implemented.
- September 16, 2025: President shared that SOG has 122 budget initiatives. College is committed to fiscal responsibility and long-term sustainability. BOG requested what a balanced budget would entail, and its impact on facilities, staffing and academic programs.



Statement of Operations Budget

Schedule I (in 000s)			
Line Item	2025-26 Original Budget	2025-26 MYR Budget	Variance
Revenue	\$195,176	\$182,719	(\$12,457)
Expenditures	\$201,737	\$194,737	(\$7,000)
Surplus	(\$6,561)	(\$12,018)	(\$5,457)

Note: As reflected in the Non-Committed Cash Forecast: \$1.65M cash deficit.

Revenues

International Enrolment

Special Purpose Grants (ISR) \$764k

International Tuition (\$12.7M)

Divisional Income (\$1.34M)

*Marion FF&E loss
on disposal \$744k

*Regional Training
Centre potential
gain on sale \$1.7M

Expenditures

Salaries & Benefits

- Full-Time Faculty potential \$5M VELI
- Full-Time Support 5-week work stoppage (\$2.1M)

Non-Salary

- Agent commissions (\$3.5M)
- Insurance (\$1.4M)
- Scholarships (\$1.3M)
- Amortization \$909k

Ancillary Operations

- Free rent:
 - GEM \$783k
 - La Residence \$269k

Other Highlights

- \$280,000 increase to the College funded capital budget through the Unrestricted Reserve for accessibility improvements.
- Forecasted \$127.8M balance in the Internally Restricted Reserves. Transfer \$20.05 million from the Strategic Capital Projects Internally Restricted Reserve to the Deferred Maintenance Internally Restricted Reserve.
- The College's Unrestricted Reserve is forecasted to be \$24.6M at March 31, 2026. Given this balance, the College may not have to make the \$5M withdrawal from the Financial Sustainability Internally Restricted Reserve as approved by the BOG in September 2025.

Other Highlights

- In addition to the likely deficit recovery plan required under the MCURES Governance and Accountability Framework, the College's \$14.5M OFA loan requires it to meet the Debt Service Coverage Ratio. Given the College's deficit(s), we will not meet this covenant. As a result, the OFA would provide a waiver on the covenant, as long as the College had a plan to take timely steps to reign in expenses. Otherwise, the OFA can require the loan principle + interest to be immediately payable.
- Funds being withdrawn from the Financial Sustainability Reserve, will not cause the College's budget to be balanced on its financial statements. A deficit would still occur and MCURES health metrics will still trend as forecasted.



Other Highlights

College Expense Reductions				
	A	B	C	C-A
	2024-25	2025-26 OB	2025-26 MYR	Decrease
Expenses	184,723,259	167,130,035	159,865,039	(24,858,220)
				-13%

*excludes PCPP flow thru, agent commissions, amortization and strike savings

*Since June 27, 2024, Finance has provided SOG with 90 budget deficit initiative recommendations to provide a pathway to balance the College’s budget.

*September 16, 2025: President shared with the BOG that the budget initiatives had grown to 122, and while not all measures are immediately quantifiable, some require further analysis or long-term tracking.

Recommendation

IT IS RECOMMENDED THAT the Board of Governors approve:

1. The 2025-26 Mid-Year Budget Forecast and Report.
2. An increase to the College's capital budget, funded by its Unrestricted Reserve, by \$280,000 to \$780,000.
3. A \$20,050,000 transfer from the College's Strategic Capital Projects internally restricted reserve to the Deferred Maintenance internally restricted reserve.



2026-27 Preliminary Forecast

Financial Sustainability Background

- Oct.22, 2019: BOG approves Administration’s recommendation to create a Financial Sustainability Reserve, given the potential sustainability challenges and risk involved around the increase in international student enrolment, PCPP, declining domestic enrolment and frozen grant funding. College Policy created noting the creation of a Financial Sustainability Reserve as a source of funds maintained which can be drawn upon in the event the College realizes a major unexpected loss due to financial sustainability or budget challenges.
- January 15, 2022 & March 22, 2022: BOG advised that based on the College’s current overhead, a worse-case scenario (\$22M-\$24M annual deficits) shows a minimum \$65M Financial Sustainability Reserve need, the existence of a \$8M structural deficit, and a minimum 2-3 years being needed to right-size the College’s budget.
- March 28, 2023: BOG advised on the trend of declining core business sustainability (i.e. contribution margin), academic program sustainability challenges, and the potential for BOG Policy 2003-18 non-compliance.

Financial Sustainability Background

- March 26, 2024: BOG advised of long-term budget considerations to assist with right-sizing the College given the international student recruitment and academic program sustainability challenges, potential \$19M deficit for 2025-26 given overhead growth over the past 8 years, challenges presented from IRCC's January 2024 changes, and the need for timely action to mitigate deficits.
- April 23, 2024: BOG advised on the College's low and decreasing profit margin from its core academic operations business, when PCPP and interest income profit is removed.
- November 27, 2024: BOG advised of a potential \$18.9M to \$28.4M deficit for 2025-26.
- March 25, 2025: BOG advised of the budget considerations/initiatives to assist with right-sizing the College, and the likely budget deficit for 2026-27.

College Sector Submission to MCURES

2025-26

Original Budget

Surplus / (Deficit)

College

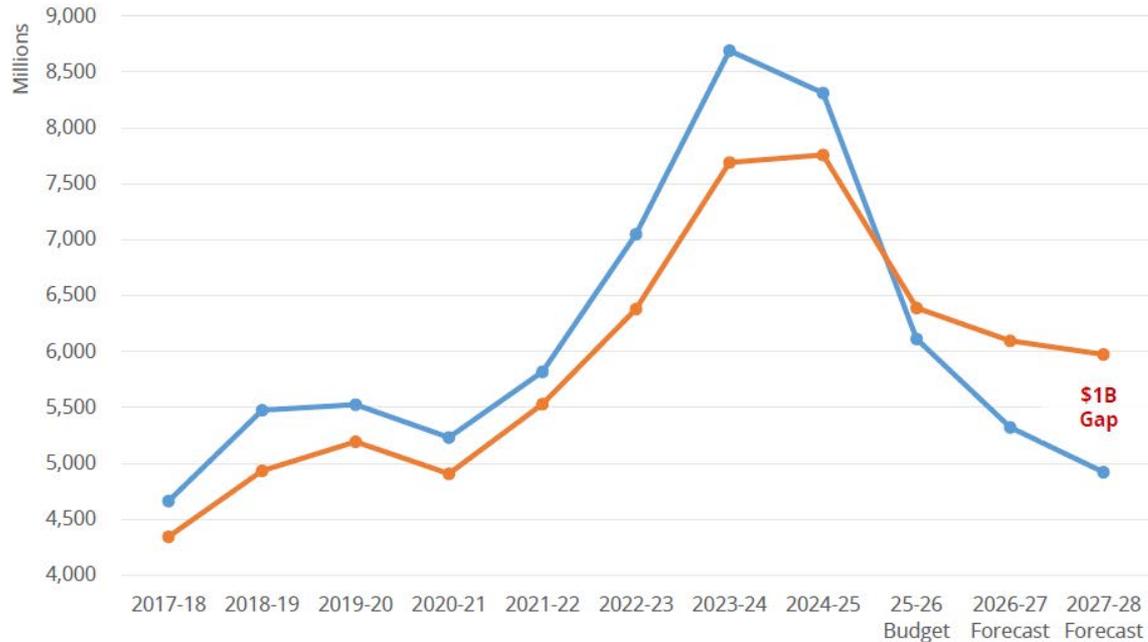
C0101 - Algonquin College	(17,378,000)
C0105 - Boréal Collège	4,933,844
C0102 - Cambrian College	(1,422,537)
C0103 - Canadore College	(15,050,814)
C0104 - Centennial College	(43,536,889)
C0114 - La Cité Collège	3,023,748
C0106 - Conestoga College	(7,162,842)
C0107 - Confederation College	(6,543,271)
C0108 - Durham College	-
C0109 - Fanshawe College	(38,648,216)
C0111 - George Brown College	6,123,672
C0112 - Georgian College	(13,000,000)
C0113 - Humber College	-
C0115 - Lambton College	(10,207,200)
C0116 - Loyalist College	(14,400,472)
C0117 - Mohawk College	-
C0118 - Niagara College	(14,307,818)
C0119 - Northern College	(1,069,690)
C0123 - St. Clair College	(6,561,361)
C0124 - St. Lawrence College	(11,228,404)
C0120 - Sault College	(8,104,267)
C0121 - Seneca College	(56,523,588)
C0122 - Sheridan College	(20,516,786)
C0110 - S. Sandford Fleming College	(5,403,604)

Total Deficit

(276,984,494)

Summary – College Revenues and Expenses

Revenue & Expenses (\$ millions, CFIS)



Highlights

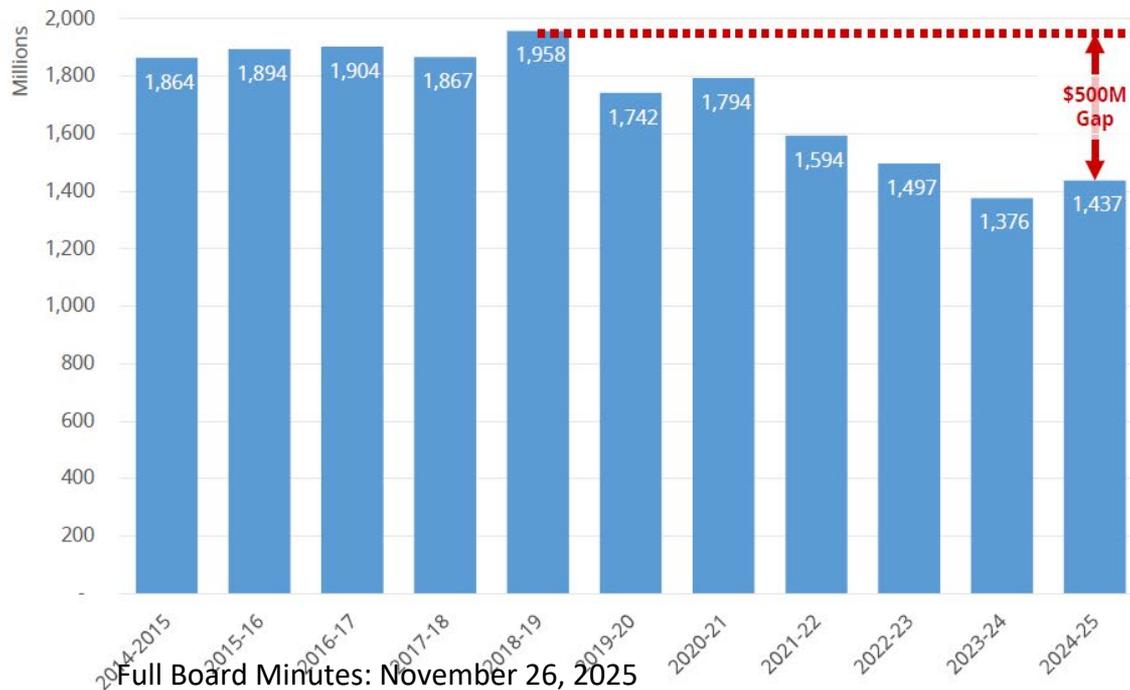
The college sector has been financially viable over many years due to strategies to recruit international students.

With international enrolment capped, colleges are now in a position where expenses outpace revenues. This will result in a \$1 billion deficit by 2027/28 without additional funding.

Operating grants have not kept pace with inflation.

Inflation Adjusted Grants for College Operating Costs

(\$ millions, Inflation based on CPI Mar 2025 Base Year, Ontario Public Accounts)



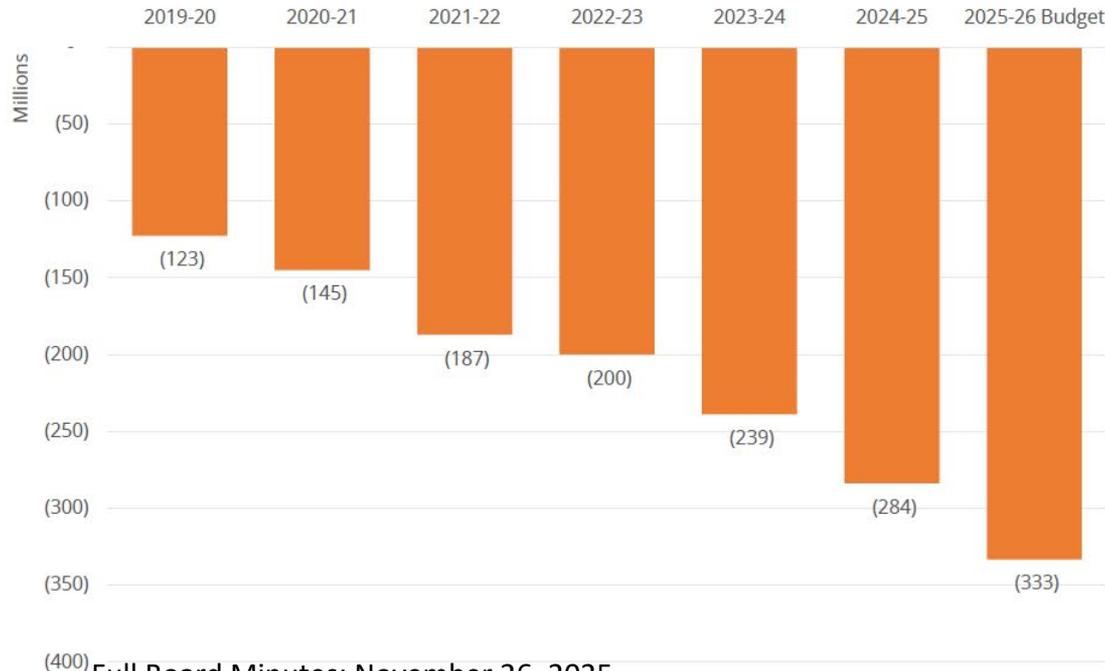
Highlights

Transfer payment grants for college operating costs are down over \$500 million from 2018/19 to 2024/25 when adjusted for inflation (indexed against March 2025 CPI).

College operating expenses have been impacted by high inflation rates due to global macroeconomic factors. Ministry funding has not kept pace.

The domestic tuition cut and freeze has cost colleges over \$300 million annually.

Impact of Domestic Tuition Policy (\$ millions, CFIS)



Highlights

Prior to 2019/20, the Provincial Government Tuition Policy allowed colleges to increase tuition rates by 3% per year.

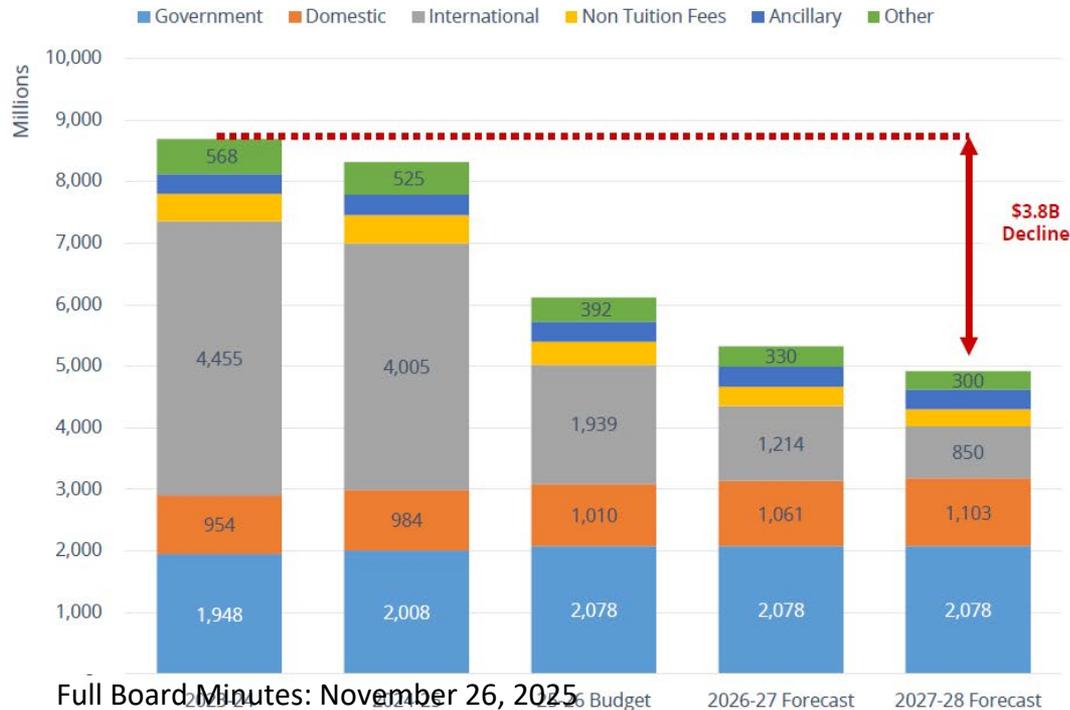
In 2019/20, a new policy mandated a 10% reduction in tuition fees and a subsequent freeze. This resulted in an initial 13% loss that has been compounded 3% per year since.

If Colleges had been able to maintain the 3% annual increases to fees, domestic tuition revenues would be \$333 million more in 2025/26.

The total impact over the past seven years has been \$1.5 billion.

\$3.8 billion drop in revenue due to decreased international enrolment

Revenue Breakdown (\$ millions, CFIS)



Highlights

College revenues have grown from \$4.4 billion in 2016/17 to a peak of \$8.7 billion in 2023/24. This has been driven by growth in international to a peak of \$4.5 billion in revenue (inclusive of tuition and private partnerships).

In 2025/26, revenues are forecast to decline to \$6.1 billion, due to the decrease in international enrolment and winddown of private partnerships. Furthermore, revenues are forecasted to decline to under \$5 billion by 2027/28,

International Student Recruitment Environment

Canadian Brand

2 Year Cap Study Permits Extended	Provincial Cap	Province Attestation Letter (PAL)	PAL Conversion Rates	PAL Tranche Model 50% Use or Lose 20% + 30%	Spring 2025 – PAL Required for Graduate Programs	Sept.1/24 PCPP Ineligible for PGWP
Trusted DLI Process	GIC Increase \$10k to \$20k	Lower Work Hours	Online Studies Ineligible	Tighter Policies on Family Members	Student Direct Stream Cancelled	IRCC Cut 3,300 Jobs
IRCC Focus – Quantity to Quality	PGWP Labour Market Aligned Academic Programs	Modified English Proficiency Requirements	Housing	Inflation	‘Bad Actors’	Unemployment Challenges
Diplomatic Tensions / Global Conflicts	Health Care System Strain	PCPP Wind Down	Increased Competition	Digital Transformation Challenges	Heavy Reliance on India	Changing Student Expectations

Academic Program Sustainability

Grant Frozen

SMA3 & SMA4 -
At Risk \$

Domestic Tuition
10% Cut

Domestic &
International
Tuition Freeze

Blue Ribbon Panel
– MCU Actions
Fall Short

Domestic Student
Decline

International
Student Subsidize

CBA & Bill 124
Increases

Bill 148 Increase

Faculty Offload

Delivery Models

Placement
Capacity

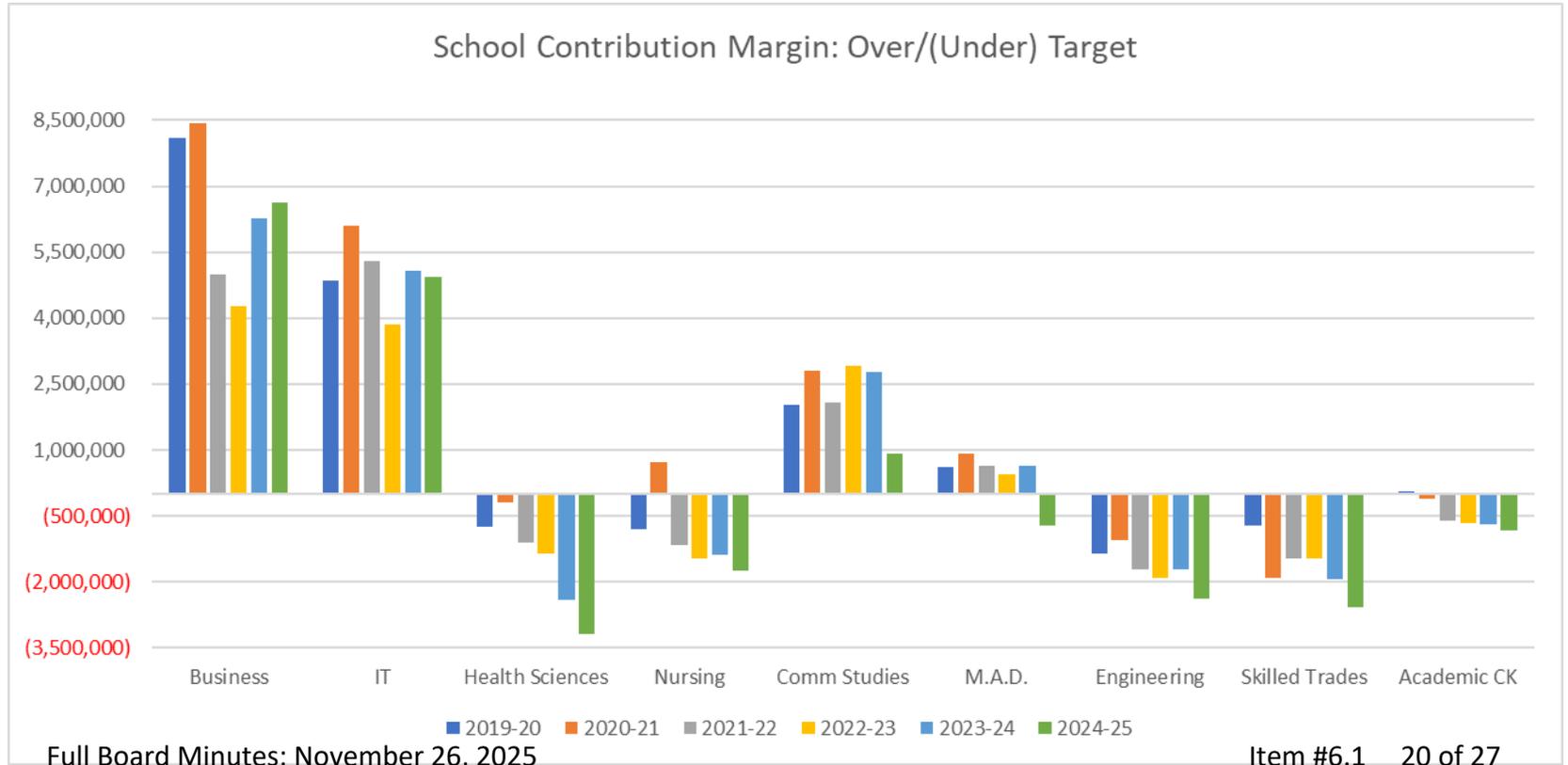
Accreditation

Academic Chair
Planning
Efficiency

Program
Suspensions

Limited New
Program Launches

Academic Program Sustainability



2026-27 Preliminary Forecast

Line Item	2025-26 Mid-Year	2026-27 Forecast	Variance
Revenue	182,718,696	147,808,087	(34,910,609)
Expense	194,736,842	173,513,806	(21,223,036)
Deficit	(12,018,146)	(25,705,719)	(13,687,573)
Cash Deficit	(1,650,437)	(15,338,010)	-

- *Internation Tuition = \$21.7M decline – lower enrolment
- *PCPP Fee-for-Service = \$2.4M decline – wind down complete
- *Interest Income = \$783k decline – lower GIC rates
- *FT Support = \$2.1M increase – no work stoppage savings
- *Analysis performed prior to Federal Government 50% study permit reduction for 2026 to 2028. Additional \$5M revenue loss.
- *Financial Sustainability Reserve = \$73,920,568

Semester	Actual		
	DOM	INTL	Total
S25	1,323	1355	2,678
F25	7,645	1732	9,377
W26*	7,129	1735	8,864
Total	16,097	4,822	20,919

*forecast

Semester	Forecast*		
	DOM	INTL	Total
S26	948	291	1,239
F26	7,647	801	8,448
W27	7,209	887	8,096
Total	15,804	1,979	17,783

*per enrolment plan Oct.17/25

Change 2025-26 to 2026-27		
(293)	(2,843)	(3,136)
-2%	-59%	-15%



2026-27 Preliminary Forecast

School	Fall 2026 (est.)			Fall 2016			Variance		
	DOM	INTL	TOTAL	DOM	INTL	TOTAL	DOM	INTL	TOTAL
Business	886	31	917	1,286	166	1,452	(400)	(135)	(535)
IT	617	86	703	669	113	782	(52)	(27)	(79)
Health WIN	1,064	28	1,092	826	26	852	238	2	240
Nursing WIN	1,095	214	1,309	1,047	5	1,052	48	209	257
Health CHAT	41	12	53	122	1	123	(81)	11	(70)
Nursing CHAT	384	236	620	349	-	349	35	236	271
Community	1,727	111	1,838	1,537	29	1,566	190	82	272
M.A.D.	-	-	-	111	13	124	(111)	(13)	(124)
Engineering	778	34	812	837	94	931	(59)	(60)	(119)
Skilled Trades	1,055	49	1,104	751	61	812	304	(12)	292
Academic CK	-	-	-	33	-	33	(33)	0	(33)
Total	7,647	801	8,448	7,568	508	8,076	79	293	372



2026-27 Preliminary Forecast

Overhead Growth & Tuition Policy		
Line Items	Amount	Note
Net Amortization	7,744,864	\$133M College funded capital investment from 2017-18 to 2024-25
Full-Time Staff	7,102,266	FT staff currently 9 below 2017 levels; compensation increases
Part-Time Faculty & Support	5,477,600	Bill 148 in 2018 (80% inc hourly rates) and PT Support CBA in 2019
Downtown Windsor Leases	3,032,229	Leases initiated due to international student volume; spaces vacant
Domestic Tuition Freeze & 10% Cut	10,797,192	MCURES policy; international no longer subsidize academic programs
Total	34,154,150	
International Tuition Loss	53,104,496	Windsor/Chatham from 2023-24 to 2025-26; 66% registration decline



2026-27 Preliminary Forecast

Reserve Impact due to Forecasted Deficits	Amount
Unrestricted Reserve	24,684,415
Financial Sustainability Reserve	68,920,568
Forecasted Balance March 31, 2026	93,604,983
Forecasted Cash Deficits:	
Cash Deficit 2026-27	(15,338,010)
Cash Deficit 2027-28	(20,987,811)
Cash Deficit 2028-29	(25,896,593)
Cash Deficit 2029-30	(31,296,252)
Forecasted Balance March 31, 2030	86,317

Must balance budget within 3 to 4 years. Requires immediate action as long lead time for many initiatives.



KPMG – Going Concern Assessment

Going concern assessment

CAS 570 – Going concern, includes certain indicators to utilize in assessing an entity’s ability to continue as a going concern. They are the indicators that auditors look to in completing this assessment to determine if there are any material uncertainties that exist. The indicators and the resulting analysis is included below:

Indicator per CAS 570	Findings
Net liability or current liability position	Based on the March 31, 2025 financial results, the College has a net current asset position of \$162 million as current assets exceed current liabilities. This has declined from March 31, 2024 at \$176 million.
Excessive reliance on short term borrowings to finance long-term assets	The College has not taken on new long-term debt since F2023. No new borrowings were in progress to be negotiated with any creditors throughout 2025.
Indication of withdrawal of support by creditors	Notice has not been provided from any creditors of the withdrawal of support for financing throughout 2025.
Negative operating cash flows indicated by historical prospective financial statements	The March 31, 2025 operating cash flows were negative as a result of the decrease in deferred revenues given the changes to the public college private partnership. March 31, 2024 operating cash flows were also negative at \$(14) million
Adverse key financial ratios (viability ratio, current ratio etc).	Viability ratio, indicating what long-term debt can be repaid by the unrestricted assets at March 31, 2025 is 11.97:1 (2024: 14.80:1) Current ratio at March 31, 2025 is 2.83:1 (2024: 2.07:1)
Substantial operating losses or significant deterioration in the value of assets used to generate cash flows	The College has experienced surpluses over the last number of years. The surplus for the year ended March 31, 2025 is \$32.9 million compared to \$49.3 million for the year ending March 31, 2024.
Inability to pay creditors on due dates	No concerns noted with the ability to repay creditors.
Inability to obtain financing for essential new product development or other essential investments	As previously indicated no notification from creditors as to the inability to obtain financial for essential investments. The College has \$139.9 million included in internally restricted net assets for essential investments for the College.

Strategic Mandate Agreement Funding				
Volume (WFUs) X Price (\$4,150) = Total SMA Funding 273,000 WFUs x \$4,150 = \$1.2 billion				Special Purpose Grants
Envelope	Enrolment	Priority Funding	Performance	
% Total Funding	30%		60%	10%
Key Points	Corridor Model International Student Recovery	Supporting STEM Costs	25% tied to performance (increasing to 40%) 5% tied to reporting 30% fixed (decreasing to 15%)	
24/25 Est. Funding	\$340 million Less: \$150 million ISR = \$190 million	\$12 million	\$900 million = \$350m performance + \$70m reporting + \$480m fixed	\$330 million
Recommendations	Increase the total size of the funding allocation by \$1 billion to address existing structural deficit.			
	Increase total funding by adjusting weights and per WFU rates (GP 3, 8). Update Part-time funding (GP 7) Eliminate International student recovery (GP 19)	\$1 billion increase only covers existing structural deficit. Additional funding required for Protect Ontario growth (GP 1, 2).	Cap and pause performance at \$375 million (GP 12, 13)	Increase Small, Northern, Rural and expand eligibility (GP 10). Increase French Language (GP 11) Collaborative Efficiency Opportunities (GP 16) Streamline grants & reporting (GP 18)
	Introduce Inflationary Mechanism (GP 4) Revise Tuition Policy (GP 5) Increase Capital Funding (GP 6) Revise Entrepreneurial Activities Policy (GP 9) Recognize existing Efficiencies and Accountability Mechanisms (GP 14, 15) Simplify the Funding Model (GP 17)			



Questions?