

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on October 28, 2025, at 5:30 p.m. in the President's Board Room #A3315E,
Windsor Campus.

Present:

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

Regrets:

Mr. J. Parent
Ms. J. Piccinato, **Past Chair**

Also Present:

Ms. K. Adams, Board Secretary
Mr. J. Fairley, Senior Vice President, Communications, Advancement & External Affairs
Ms. F. Foster, Observer, Retirees' Association
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
Ms. K. Parrinello, Observer, Support Staff
Mr. P. Singh Benipal, SRC, President
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, September 16, 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 September 16, 2025 meeting.

3.0 Constituent Reports

Retirees' Association

Ms. Foster reported the following initiatives and activities on behalf of the Retirees' Association:

- On Wednesday, May 7, 2025, the Retirees' Association held their Annual General Meeting (AGM) at Griff's Cavern. The focus of the meeting was to hold executive elections. All the officers' positions were acclaimed:
 - Ross Langill, President.
 - Tom Williams, Vice President.
 - Lyn Medler, Recording Secretary.
 - Marilyn Portt, Membership Secretary.
 - Dolph Barsanti, Treasurer.
 - Sue McLellan, Immediate Past President.
 - Elizabeth Barr and Dale Jarrell, the Chatham representatives, have stepped down and replacement representatives are being sought.
- On behalf of the Retirees' Association, Ms. Foster congratulated the 13 recipients of the 25-year service pin, as well as the 26 new College retirees that were recognized by President Silvaggi at the 2025 Staff Appreciation Day.

- The Retirees' Association has been busy with the following activities since their last report:
 - Tours of the Canadian Transportation Museum and Heritage Village.
 - Daytrip to Victoria Playhouse in Petrolia for a performance of "Rockin the 50's".
 - Monthly out-to lunch-bunch gatherings at Twigg's Bar and Grill, and Rondeau Joe's Pub and Eatery.
 - The Fall Social was held at the home of retirees' Bev and Paul Chortos.
- The Saints Student Athletic Association recognized Ross Langill at the annual Athletics Banquet, with the Roy Washington Super Fan Award. The Roy Washington Super Fan Award is given for dedication and support of the St. Clair College Varsity teams, while encouraging them in a positive manner.

Support Staff

Ms. Parrinello reported the following initiatives and activities on behalf of the Support Staff:

- On Wednesday, October 15, 2025, OPSEU CAAT-S full-time support staff reached a tentative agreement with the College Employer Council (CEC), formally concluding the work stoppage at Ontario colleges. The resolution followed five weeks of strike action.
- Support staff across the province will vote on the proposed agreement commencing on Friday, October 31, 2025, at 12:00 p.m. through to Tuesday, November 4, 2025, at 3:00 p.m.

Student Representative Council (SRC)

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

- The SRC Executive continues to lead programming efforts for the Fall 2025 semester, with a focus on enhancing student engagement. To this end, the following events have been planned as part of these initiatives:
 - Cookies and Consequences.
 - Bookmark Crafting.
 - Plant Your Hope.
 - Kick Off Cup.
 - Sweeten Your Gratitude.
 - Hackathon and Academic Vision Boards.
 - Cookies with Class Reps.
 - Pumpkin Patch Moments.
 - SRC/SSAA Pool Tournament.
 - Therapeutic Touch – a new wellness initiative.
 - Diwali Samosa Social.
 - Dirty Bingo.
 - Spooky Trivia.
 - Fright Night Halloween Party.

- DoNut Cheat Day was held in collaboration with the Centre for Academic Excellence (CAE), to emphasize the importance of academic integrity.
- Ongoing events include the following:
 - Yoga with the Shala.
 - Therapy Dogs.
 - Wellness Wednesday.
 - Salsa Class.
- On Thursday, October 16, 2025, the Class Representative meeting was held with approximately 80 Class Reps in attendance, representing nearly all academic programs. The SRC thanked Lindita Prendi, Boris Jovic and Laura Crowley for taking the time to speak with the students. The meeting included a discussion regarding the roles and responsibilities of Class Reps and concluded with a team-building activity in the form of a game of Jeopardy.
- A total of thirty-seven student clubs have been ratified for the Fall 2025 semester, reflecting an increase over Fall 2024. This growth in student-led initiatives has contributed to a dynamic campus atmosphere, with activities and events taking place daily throughout the College's hallways and within the Student Life Centre.
- The Esports Varsity team has officially recruited 59 new student athletes for the Fall 2025 season. St. Clair continues to offer one of the most diverse and competitive collegiate Esports programs in North America.
- New this season is PUBG Mobile, a free-to-play, online Battle Royale game for mobile devices, based on the popular PC game PUBG Battlegrounds and is the first mobile title in the Saints Esports lineup.
- Saints Esports will be hosting a Lan of the Dead Halloween tournament on Friday, October 31, 2025.
- Mr. Singh Benipal provided the Board with a copy of the draft events for November 2025.

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:

- The annual Committee of President's (COP) Retreat was held September 21-23, 2025, in King City, Ontario. President Silvaggi attended the retreat virtually and provided the Board with a summary of the key sector-wide issues that were discussed, including:

1. Skills Development Fund (SDF): The Ontario Auditor General is reviewing the SDF amid concerns; colleges remain ineligible as lead applicants and can only participate as partners, despite increased funding and government claims of college involvement. Colleges Ontario (CO) continues to advocate for direct access, citing underutilization of the fund and urgent skilled trades shortages.
2. Funding Formula Update: The Ministry of Colleges, Universities, Research Excellence and Security (MCURES) launched a review of the postsecondary funding model in July 2025 to modernize the formula and support student success, financial sustainability and regional responsiveness.
3. College Ontario Labour Market Study – Interim Findings: CO has commissioned Stokes Economics to model the demand for college graduates from 2026-2035 and assess the economic impact of program closures.
4. Primary Care Paramedicine Degree – Advocacy Update: Ontario's public colleges are advocating to transition the current two-year Primary Care Paramedicine (PCP) diploma to a three-year Bachelor of Paramedicine degree, in response to evolving care standards and workforce needs.

- As previously indicated, OPSEU has reached a tentative agreement with the CEC, signaling progress in labour relations and the support staff returned to work on Thursday, October 16, 2025. The tentative agreement will be voted on by the support staff October 31 – November 4, 2025.
- S'Aints Sleighing Hunger Concert Partnership: A press release will be issued tomorrow, announcing the future of the concert partnership. President Silvaggi thanked the St. Clair College Alumni Association and Liuna 625 for their continued support, which has ensured the concert's continuation in support of local community food banks. The concert will be held over two nights on December 20 and 21, 2025, to accommodate demand, and will be held at St. Clair College's Chrysler Theatre.
- Regional funding reviews are scheduled to take place across the province over the coming weeks. St. Clair College will be represented at the session scheduled for November 20, 2025. This engagement represents a positive step forward for Ontario colleges in advancing dialogue and advocacy around the provincial funding model. The Board will receive additional information regarding the key messaging and presentation materials at the next Board meeting, once the packages have been finalized.
- Following the Board-approved motion from the May 2025 meeting, College Administration proceeded with the sale of the Skilled Trades Regional Training Centre building and equipment. On September 17, 2025, the College received four offers of purchase. After a thorough review by legal counsel, an agreement was signed with a prospective buyer, subject to conditions including the completion of an environmental assessment.

A Governor inquired about the Skills Development Fund and potential partnership opportunities available to the College.

President Silvaggi responded that the SDF allows for partnerships with labour unions or individual organizations to deliver training aligned with their specific needs. While there are no restrictions on the types of organizations that can partner, the SDF guidelines stipulate that colleges/postsecondary institutions cannot serve as the primary applicant. Instead, the fund is designed as a resource for industry, with colleges serving as training partners in support of workforce development.

A Governor inquired if there are any partnerships currently being explored by the College.

President Silvaggi responded that there have been ongoing discussions with various organizations regarding potential partnerships. These conversations are focused on identifying long-term opportunities that may be pursued once appropriate funding is secured, with the College positioned to serve as the training provider.

A Governor highlighted the existing partnership between the Women's Enterprise Skills Training (W.E.S.T.) and St. Clair College which aims to address the shortage of women in skilled trades. W.E.S.T. acts as the funding applicant and the College serves as the Training Delivery Agent.

4.2 President's Community Engagement Report

President Silvaggi noted that the President's Community Engagement Report was included in the Full Board agenda package and included the following:

- The College, in partnership with the Alumni Association, were the presenting sponsors for this year's Open Streets event, hosted by the City of Windsor on Sunday, September 21, 2025.
- On Wednesday, September 3, 2025, the College welcomed Christophe Van Overstraeten, Belgian Trade Commissioner at the Windsor campus. The Commissioner visited Windsor to engage with key local businesses and institutions, aiming to deepen his understanding of the region's dynamics and explore opportunities for collaboration.
- On Sunday, September 7, 2025, the annual Suicide Awareness Walk was held at the Windsor campus, beginning at the College's SportsPlex. St. Clair College, the Student Representative Council (SRC), the Saints Student Athletic Association (SSAA) and the Alumni Association were pleased to present the Canadian Mental Health Association (CMHA) of Windsor with a cheque for \$15,000. All funds raised support the programs offered at CMHA.
- On Monday, September 8, 2025, President Silvaggi was the guest speaker at the Rotary Club of Windsor's (1918) monthly meeting. He provided an update regarding the College's current operations, strategic priorities and the broader landscape of the challenges facing the postsecondary education sector.

- On Friday, September 26, 2025, the College hosted its third annual “Rise Above Community Health Conference”, at the St. Clair College Centre for the Arts. The day-long conference offered keynote speakers and modality sessions where a cross-section of subjects related to healthcare and leadership strategies were examined.
- On Friday, September 26, 2025, MP Rechie Valdez, Canada’s Secretary of State for Small Business and Tourism, visited Windsor to highlight new federal programs designed to support local workers and members of the automotive industry. President Silvaggi attended the event and had the opportunity to engage with Minister Valdez, as well as several community leaders. He also met with James Stewart, President of Unifor Local 444, to discuss potential opportunities for training and collaboration.
- On Tuesday, September 30, 2025, President Silvaggi, along with SRC President Pratham Singh Benipal and TSI President Suhas Rawal, raised the “Every Child Matters” flag in honour of Orange Shirt Day to recognize the National Day for Truth and Reconciliation.
- St. Clair College’s 58th Annual Convocation Sessions for Fall 2025 were held:
 - Tuesday, September 30, 2025, in Windsor at the WFCU Centre.
 - Thursday, October 2, 2025, in Chatham at the Capitol Theatre.
 - Wednesday, October 8, 2025, in Toronto at the Meridian Arts Centre.
- On Wednesday, October 15, 2025, President Silvaggi attended the University of Windsor’s Convocation dinner as a distinguished guest. The event provided the President the opportunity to engage with academic and community leaders, including Dr. J.J. McMurtry, the University’s newly appointed President and Vice-Chancellor.
- On Thursday, October 16, 2025, President Silvaggi attended the Windsor Police Service’s Annual Awards Banquet, at the St. Clair College Centre for the Arts. Attendees included members of the policing community, civic leaders and invited guests, to celebrate excellence in public service. Chief Jason Bellaire, WPS, hosted the event that recognized sworn officers and civilian professionals who demonstrated exemplary service throughout 2024 and also paid tribute to retirees and those who have achieved significant career milestones.

5.0 Consent Agenda

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

As the Consent Agenda items represent the first monitoring reports from the 2025-2026 Strategic Directions, President Silvaggi provided a brief overview of each.

- 5.1 Enhance Student Well-Being and Success Through the “Saints Experience” – Elevate Student Mental Health, Belonging and School Spirit Through Student Services and Campus Life Experience.

A Governor inquired if College Administration has identified the root cause for the lowest five positive trajectory programs, listed in Table 3.

President Silvaggi responded that all academic programs are subject to an annual review, which includes an analysis of student retention rates and the factors contributing to student attrition. Considerations such as program admission requirements are reviewed; particularly in cases where only an Ontario Secondary School Diploma (OSSD) is required, without specific course prerequisites. In such instances, varying academic preparedness amongst students can be a challenge. Curriculum and strategies to support student success are also evaluated. In an effort to assist with retention and student success, the College introduced the mid-semester progress report with colour coded indicators to help students identify areas for improvement. In addition, the students are provided with information about available support services, such as tutoring and counseling, to ensure they are aware of the resources in place to assist them throughout their academic journey.

A Governor noted that, as part of the annual review process, program coordinators review retention rates from semester to semester and, where possible, consult with faculty to inform the development of student success strategies. This also allows for curriculum and assessment adjustments, as needed.

President Silvaggi emphasized that prioritizing the development of strategies to support student success and improve retention is more effective than focusing solely on recruiting new students.

A Governor noted that the Paramedic program at both Chatham and Windsor campuses are included in Table 3 and inquired if this is because it is an academically challenging program.

President Silvaggi responded that the academically demanding nature of the Paramedic program is a contributing factor to its retention rates. He noted that Health Science programs, particularly those that are ranked or oversubscribed, often face similar challenges. While students enrolled in these programs are typically strong academically, retention can still be impacted by various factors. The College continues to explore strategies to enhance the postsecondary experience and support student success within these programs.

President Silvaggi also noted that St. Clair College is generally in-line with Ontario colleges regarding retention rates as this is a challenge across the sector, particularly in high-demand programs. One of the reasons the Paramedic program is being moved to a three-year degree program is to improve retention. The learning outcomes and competencies that are required for the Paramedic program have increased over the years and have been considered too demanding for a two-year program. This transition will also result in a more focused applicant pool, as admission requirements will be elevated to align with degree-level expectations.

The Dental Assisting program was suspended for the Fall 2025 intake because of costing issues rather than program demand. When retention rates are low and program costs are high, the viability of the program is additionally challenged.

A Governor inquired if the programs included in Table 3 have clinical or work placements.

President Silvaggi responded that the Paramedic program requires students to complete field placements, the Dental Assisting and Hairstyling students complete their work placement in the College's Dental Clinic and Hairstyling studio.

A Governor inquired if the Paramedic program transitions to a three-year degree program, will the admission requirements increase.

President Silvaggi noted that if the Paramedic program moves to a three-year degree, admission requirements will automatically elevate across the system.

A Governor noted that it was indicated that the Dental Assisting program is in high demand and inquired if the program is ranked for admission purposes.

President Silvaggi responded that although the program is in high demand, the admission process has not required academic ranking because the College has the capacity to accommodate a large number of students. However, it is a high-cost program, and maintaining high enrolment is essential to its sustainability. One of the challenges is that Dental Assisting is a legacy program that is offered at the lowest tuition rate in the system. As demand for the program has increased, the tuition fee policy directive of the Ministry has not allowed for tuition increases accordingly.

- 5.2 Strengthen Talent Development and Accountability Performance – Expand Recruitment Efforts to Grow Domestic Enrolment and Continue to be an Attractive Destination for International Students.

RESOLVED THAT the Board of Governors receive and approve the contents of the October 28, 2025 Consent Agenda, as presented.

6.0 By-law and Policy Review

- 6.1 Vision, Mission and Values

After a brief discussion it was

RESOLVED THAT the Board of Governors approve the 2nd reading of the Vision, Mission and Values, as presented.

6.2 Policy #2003-14: Asset Protection

After a brief discussion it was

RESOLVED THAT the Board of Governors approve the 2nd reading of Policy #2003-14: Asset Protection, as presented.

6.3 Board By-Law Appendix D: Program Advisory Committees

After a brief discussion it was

RESOLVED THAT the Board of Governors approve the 1st reading of Board By-Law Appendix D: Program Advisory Committees, as presented.

7.0 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. The story was featured on the front page of today's edition of the Windsor Star.

The Premier's Awards for outstanding college graduates honour the important social and economic contributions that graduates make to Ontario and throughout the world. The awards are administered by Colleges Ontario in partnership with the Ministry of Colleges, Universities, Research Excellence and Security (MCURES). The Premier's Awards will be celebrated on Monday, November 24, 2025, in Toronto.

- Mr. Nicoletti highlighted the accomplishments of the Saints Varsity Athletics program to date for Fall 2025:
 - OCAA silver medals for Men's and Women's golf teams and second overall and qualified for the CCAA PING Golf National Championships in Alberta, October 14 – 17, 2025.
 - Kevin Corriveau, St. Clair Saints Golf head coach, was named the OCAA Coach of the Year, for the third consecutive year.
 - Saints Football earned its fourth straight Ontario Football Conference (OFC) title, advancing the team to the Canadian Junior League semi-final in Kelowna, BC on October 25, 2025.
 - OCAA silver medal for the St. Clair College Women's Softball team.
 - OCAA silver medal for the St. Clair College Men's Baseball team.

- OCAA gold medal for the St. Clair College Women's soccer team, the first gold medal since 1988, advancing the team to the CCAA Championship Tournament in Alberta, starting November 5, 2025.
- OCAA silver medal for the St. Clair College Men's Cross Country team, qualifying the team for the CCAA National Championship on November 8, 2025, in PEI. Ana-Mariea Fodor of the Women's Cross Country team also qualified for the CCAA National Championship.
- CCAA National Championship, as a member of the OCAA1 Conference Team, Justine Gorham of the Women's Golf team.
- CCAA bronze medal as a member of the OCAA2 Conference Team, Alyssa Cowling of the Women's Golf team.
- Mr. Nicoletti also thanked the SSAA for all their efforts and contributions during the work stoppage, to assist with Varsity Athletic operations.
- The Board Chair noted that as the President will be attending the Premier's Awards to celebrate St. Clair College's Premier's Award winner, the next Board meeting will be rescheduled to Wednesday, November 26, 2025.

8.0 Date of the Next Meeting

8.1 The next Board meeting is scheduled for Wednesday, November 26, 2025.

The Full Board meeting adjourned at 6:20 p.m.

MISSION STATEMENT

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

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

527th FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, October 28, 2025

TIME: 5:30 p.m.

PLACE: President's Board Room #A3315E

NOTE: Dinner will be available for the Board, SOG and constituents at 5:00 p.m.

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 SEPTEMBER 16, 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.

4.2 President's Community Engagement Report

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

5.0 CONSENT AGENDA

5.1 Enhance Student Well-Being and Success Through the “Saints Experience” – Elevate Student Mental Health, Belonging and School Spirit Through Student Services and Campus Life Experiences.

Information Item – Administration has provided a report on Strategic Pillar #1 – St. Clair’s Student and Community Impact (Elevate St. Clair’s brand and reputation for community impact and student personal growth, well-being and academic success) – Percentage of retained students who continue their studies at St. Clair College from year-to-year, attached as Item #5.1.

5.2 Strengthen Talent Development and Accountability Performance – Expand Recruitment Efforts to Grow Domestic Enrolment and Continue to be an Attractive Destination for International Students.

Information Item – Administration has provided a report on Strategic Pillar #3 – A Talented and Accountable Organization (Drive excellence by being an accountable, high-performing and sustainable College organization) – Growth in domestic enrolment, attached as Item #5.2.

6.0 BY-LAW AND POLICY REVIEW

6.1 Vision, Mission and Values

Approval Item – The Board will review the Vision, Mission and Values, included in the Board of Governors Policy and Procedure Manual, for 2nd reading, attached as Item #8.1.

6.2 Policy #2003-14: Asset Protection

Approval Item – The Board will review Policy #2003-14: Asset Protection, for 2nd reading, attached as Item #8.2.

6.3 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 1st reading, attached as Item #7.3.

7.0 OTHER BUSINESS

8.0 DATE OF THE NEXT MEETING

8.1 The next meeting is scheduled for Wednesday, November 26, 2025, at the Windsor Campus.

PRESIDENT'S REPORT

Meeting of the Board of Governors Tuesday, October 28, 2025

1. Committee of President's (COP) Annual Retreat

President Silvaggi attended the annual COP Retreat which was held from September 21 – 23, 2025 at the Kingsbridge Centre in King City, ON. The purpose and objectives of the annual retreat are to, 1) bring Presidents together to establish and deepen relationships; 2) thought leadership; and 3) to provide direction to Colleges Ontario on the major policy and public affairs files.

During the Retreat, Strategy Corp provided a Government Relations update, the Presidents approved Colleges Ontario's 2026 Pre-Budget Submission to the Ontario Ministry of Finance and the Standing Committee on Finance and Economic Affairs, there were Fireside Chats with John Stackhouse (Canadian Journalist, Author and Senior Vice President, RBC) and Rhonda Lenton (York University President). The Retreat concluded with a visit by MCURES Minister Nolan Quinn.

Some of the discussion items during the Retreat included the following:

- **Skills Development Fund (SDF) – College Access and Advocacy:** The Ontario Auditor General is reviewing the \$2.5B Skills Development Fund (SDF) amid concerns of political interference. Despite increased funding and government claims of college involvement, colleges remain ineligible as lead applicants and can only participate as partners. Colleges Ontario (CO) continues to advocate for direct access, citing underutilization of the fund and urgent skilled trades shortages. Colleges are sole training agents for 34 trades and lead providers for nearly 100 regionally, yet remain sidelined. Three options have been proposed to the Ministry of Labour, Training, Immigration and Skills Development (MLITSD):

1. Open SDF eligibility to colleges as lead applicants.
2. Reserve a portion of funding for sole-provider regions and priority trades.
3. Create a dedicated fund for public colleges.

Quick-win proposals include expanding EV and mining safety training and accelerating housing trade cohorts. Without eligibility changes, Ontario risks missing apprenticeship targets, as colleges currently deliver 80% of new in-class starts.

- **Funding Formula Update:** MCURES launched a review of the postsecondary funding model in July 2025 to modernize the formula and support student success, financial sustainability, and regional responsiveness. Six objectives guide the review: labour market alignment, financial sustainability, regional needs, quality incentives, efficiency, and streamlined funding. Colleges Ontario is actively engaged through a sector technical working group. Early discussions have focused on program costing in high-priority areas (e.g., STEM, healthcare, trades), revealing significant funding gaps. Colleges will submit costing data by late October to inform budget planning. MCURES also proposed new efficiency metrics (e.g., academic expense per student, student-to-staff ratios), prompting feedback on the need to account for institutional diversity, international students, inflation, and delivery modalities. Streamlining efforts may shift special purpose grants into SMA agreements for multi-year funding. Regional consultations and written submissions are underway, with Colleges Ontario preparing a sector-wide response by October 31, 2025.

- **Colleges Ontario Labour Market Study – Interim Findings:** Colleges Ontario has commissioned Stokes Economics to model the demand for college graduates from 2026–2035 and assess the economic impact of program closures. Phase 1 of the study indicates Ontario will require approximately 950,000 college graduates over the next decade, with highest demand in trades, healthcare and business sectors, varying by region. Phase 2 will estimate the supply of graduates and economic effects of closures using historical data from colleges and the Ministry. Data collection is underway, with the final report expected by November 2025. This study supports ongoing advocacy for the role of colleges in meeting Ontario's labour market needs.
- **Primary Care Paramedicine Degree – Advocacy Update:** Ontario's public colleges are advocating to transition the current two-year Primary Care Paramedicine (PCP) diploma to a three-year Bachelor of Paramedicine degree, in response to evolving care standards and workforce needs. The initiative aims to enhance graduate readiness and improve care delivery across the province. Humber Polytechnic's proposed degree has received PEQAB recommendation for ministerial consent and will serve as the provincial template. Colleges Ontario has secured endorsements from key stakeholders, including the Ontario Association of Paramedic Chiefs and the Ontario Base Hospital Group, and continues active engagement with the Ministries of Health and MCURES. Due to ongoing government discussions and recruitment timelines, the launch has shifted from Fall 2026 to Fall 2027. A phased rollout is planned, based on college readiness. A dedicated working group is also developing strategies to support Northern communities. Final recommendations will be reviewed by COP in November 2025.

2. Tentative Agreement Reached with College Support Staff

A tentative agreement has been reached between Ontario's 24 colleges and full-time support staff, ending a five-week strike involving 10,000 employees represented by OPSEU. The breakthrough came after a weekend mediation led by William Kaplan. Picketing ceased on October 15, 2025, and staff returned to work on October 16, 2025. The agreement is subject to union ratification by November 4, 2025.

3. S'Aints Sleighing Hunger Concert Partnership – Transition and Reflection

Over the past several weeks, the College has engaged in thoughtful discussions with Caesars Windsor regarding the future direction of the S'Aints Sleighing Hunger Charity Concert. Following careful consideration, and in light of a proposed new structure for the event suggested by J. Burrows, Caesars Windsor has determined that continued participation does not align with their current corporate giving goals and objectives. As such, they have respectfully declined involvement in this year's concert and will continue to explore other meaningful opportunities to support the Unemployed Help Centre (UHC) through their Caesars Windsor Cares initiatives.

This decision does not diminish the incredible impact of the past decade. Since 2013, through the generosity and leadership of the College, and in collaboration with Caesars Windsor and the S'Aints, the concert has raised over **\$670,000** in support of food banks across Windsor and Chatham. This is a legacy we are proud to have helped build.

We are deeply grateful for the partnership, the friendships formed and the shared commitment to community that have defined this initiative. We wish continued success to all involved and look forward to new opportunities to work together in service of our region.

The College is currently exploring opportunities with The S'Aints to continue our longstanding tradition.

4. Sale of Skilled Trades Regional Training Centre

On May 27, 2025, the Board of Governors approved a motion for Administration to sell the Skilled Trades Regional Training Centre building and equipment. On September 17, 2025, the College received four offers. An agreement, reviewed by legal counsel, was signed with a potential buyer for a purchase price of \$2.35 million. The purchase has conditions, such as an environmental assessment. Conditions are scheduled for removal on November 14, 2025. Subject to conditions being removed, the purchase closing date is January 15, 2026, however, the buyer has an option to postpone closing by 30 days. The buyer's offer excludes the remaining furniture and equipment, which requires the College to remove it by closing. As a result, the College is proceeding with disposing of the furniture and equipment through an auction and scrap recycling.

PRESIDENT'S COMMUNITY ENGAGEMENT REPORT

Meeting of the Board of Governors

Tuesday, October 28, 2025

1. Open Streets 2025

Once again, the College, in partnership with the Alumni Association, were the presenting sponsors for this year's Open Streets 2025 event held by the City of Windsor. The event was held on Sunday, September 21, 2025 and is easily one of Windsor's favourite annual community traditions. This year's route extended from Sandwich Town in the West, to Ford City in the East, offering a chance to explore Windsor's iconic landmarks, vibrant districts and unique neighbourhoods.



St. Clair College VP John Fairley stands with Windsor Mayor Drew Dilkens at the Open Streets Windsor 2025 on August 27, 2025. (Nora Romero/City of Windsor)



2. Belgian Trade Commissioner Visit

On Wednesday, September 3, 2025, the College welcomed Belgian Trade Commissioner, Christophe Van Overstraeten, to the Main Campus. The Commissioner was in Windsor to engage with key local businesses and institutions, aiming to deepen his understanding of the region's market dynamics and explore opportunities for collaboration. Discussions included potential partnerships in research and academic initiatives, highlighting the College's role in fostering international connections.



3. Suicide Prevention Awareness Walk

The annual Suicide Awareness Walk took place on Sunday, September 7, 2025 at 9:30 a.m. All funds raised support programs at the Canadian Mental Health Association (CMHA) in Windsor. The 2- and 5-kilometer walk started at the College's SportsPlex then proceeded through the trails around the Herb Grey Parkway. St. Clair College, the Student Representative Council (SRC), the St. Clair Student Athletic Association (SSAA) and the Alumni Association were pleased to present the CMHA with a cheque for \$15,000.



4. Rotary Club of Windsor (1918)

On Monday, September 8, 2025, President Silvaggi served as the Guest Speaker at the Rotary Club of Windsor's (1918) weekly meeting. The invitation was extended to provide an update on St. Clair College's current operations, strategic priorities, and the broader landscape of challenges facing the postsecondary education sector.

The presentation highlighted key topics including enrolment trends, financial mitigation strategies, and the College's proactive approach to navigating sector-wide uncertainty. Following the presentation, President Silvaggi was honoured with an induction as an honorary member of the Rotary Club.

This engagement underscores the College's ongoing commitment to transparency, community outreach, and the strengthening of relationships with local stakeholders.



Pictured above with President Silvaggi is John Curtain, President, Rotary Club of Windsor (1918).



5. Rise Above Community Health Conference

Hundreds of people gathered at the St. Clair College Centre for the Arts in the spirit of learning, collaboration, and action to deepen their understanding of how prevention builds resilience and how a community can rise together. That was the theme for St. Clair's third annual Rise Above Community Health Conference on Friday, Sept. 26, 2025.

Guests of the day-long conference were treated to a series of keynote speakers and modality sessions where a cross-section of subjects related to healthcare and leadership strategies were examined. The conference featured a series of keynote speakers, including Tal Czudner, who has worked in many management and leadership capacities in Windsor-Essex, currently serving as the CEO of the Windsor-Detroit Tunnel. Janelle Abela, the founder and CEO of Diverse Solutions Strategy Firm Inc. also provided an insightful discussion called 'Equity-Centered Leadership, inclusive communication and collective strategies that centre community care and resilience.'

The day culminated with a series of modality sessions focused on lived experiences, innovation and leadership techniques from local groups as well as professors at St. Clair College. At the end of the conference, Alexcia Rizza and Amanda-Lee St. Pierre, both Nursing students at St. Clair College also walked away with \$500 bursaries.

For the full story, please visit the College's website at <https://www.stclaircollege.ca/news/2025/rise-above-community-health-conference-explores-power-prevention>.



Conference co-chairs pose with Amanda-Lee St. Pierre and Alexcia Rizza at the 2025 Rise Above Community Health Conference on Sept. 26, 2025. (Rich Garton/St. Clair College)

6. MP Rechie Valdez

On Friday, September 26, 2025, Canada's Secretary of State for Small Business and Tourism, MP Rechie Valdez, visited Windsor to highlight new federal programs designed to support local workers and members of the automotive industry, in response to ongoing economic pressures stemming from U.S. tariffs.

During remarks at the Unifor Local 444 hall, MP Rechie Valdez highlighted a recent federal announcement that, beginning October 12 and retroactive to June 15, long-serving employees will be eligible for an additional 20 weeks of Employment Insurance benefits.

President Silvaggi attended the event and had the opportunity to engage with Minister Valdez, as well as several community leaders present (pictured below). He also met with James Stewart, President of Unifor Local 444, to discuss potential opportunities for training and collaboration.



President Silvaggi with Minister Valdez



Unifor Local 444 President



(L to R): City of Windsor Councillor Renaldo Agostino, President Michael Silvaggi, Town of Tecumseh Mayor Gary McNamara, City of Windsor Councillor Angelo Marignani, Tourism Windsor Essex Pelee Island CEO Gordon Orr

7. National Day for Truth & Reconciliation

On September 30, 2025, President Michael Silvaggi was joined by SRC President Pratham Singh Benipal and TSI President Suhas Rawal to raise the “Every Child Matters” flag in honor of Orange Shirt Day. The National Day for Truth and Reconciliation, originally and still colloquially known as Orange Shirt Day – is a Canadian holiday to recognize the legacy of the Canadian Indian residential school system. Orange Shirt Day was first established as an observance in 2013, as part of an effort to promote awareness and education of the residential school system and its impact on Indigenous communities for over a century. The impact of the residential school system has been recognized as a cultural genocide and continues to this day. The use of an orange shirt as a symbol was inspired by the accounts of Phyllis Jack Webstad, whose personal clothing—including a new orange shirt—was taken from her during her first day of residential schooling and never returned. The orange shirt is thus used as a symbol of the forced assimilation of Indigenous children that the residential school system enforced.



8. Fall 2025 Convocation Sessions

St. Clair College proudly celebrated its 58th Annual Convocation across three cities this fall, honouring the achievements of the Class of 2025.

- **Windsor:** Two sessions were held on Tuesday, September 30, 2025, at the WFCU Centre.
- **Chatham:** One session took place on Thursday, October 2, 2025, at the Capitol Theatre.
- **Toronto:** Three sessions were hosted on Wednesday, October 8, 2025, at the Meridian Arts Centre.

These milestone events provided an opportunity to recognize and celebrate the hard work, perseverance and accomplishments of our graduating students. Each ceremony was a meaningful tribute to the transformative journey our learners have undertaken and a proud moment for their families, faculty and the broader College community.

We extend our heartfelt congratulations to the Class of 2025 and wish them continued success as they embark on the next chapter of their personal and professional lives.



9. University of Windsor Convocation Dinner

On Wednesday, October 15, 2025, President Silvaggi was honoured to attend the University of Windsor's Convocation Dinner as a distinguished guest. The event was held in the Alumni Auditorium, located on the second floor of the CAW Student Centre, in the heart of the University's campus.

The evening provided a valuable opportunity for President Silvaggi to engage with academic and community leaders, including the University's newly appointed President and Vice-Chancellor, Dr. J. J. McMurtry. Their conversation reflected a shared commitment to fostering strong inter-institutional relationships and advancing post-secondary education in the region.



10. Windsor Police Service Annual Awards Banquet

On Thursday, October 16, 2025, President Silvaggi was honoured to attend the Windsor Police Service's Annual Awards Banquet as a distinguished guest. The event was held at the St. Clair College Centre for the Arts and brought together members of the policing community, civic leaders and invited guests to celebrate excellence in public service.

Hosted by Chief Jason Bellaire, the banquet recognized sworn officers and civilian professionals who demonstrated exemplary service throughout 2024. The evening also paid tribute to retirees and acknowledged those who achieved significant career milestones, including 20, 30 and 40 years of dedicated service.

President Silvaggi's presence at this signature event reflects the College's ongoing commitment to community engagement and its strong partnership with local law enforcement.



TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **OCTOBER 28, 2025**

RE: **STRATEGIC DIRECTIONS UPDATE (2025-2026) – ST. CLAIR’S STUDENT AND COMMUNITY IMPACT - EHANCE STUDENT WELL-BEING THROUGH THE “SAINTS EXPERIENCE”.**

SECTOR: **RALPH NICOLETTI, SENIOR VICE PRESIDENT, INTERNATIONAL RELATIONS AND STUDENT SERVICES**

AIM:

To provide the Board with an update on the Strategic Directions (2025 – 2026). This update pertains to Strategic Pillar # 1 – St. Clair’s Student and Community Impact – (Elevate St. Clair’s Brand and Reputation for Community Impact and Student Personal Growth, Well Being and Academic Success) - Enhance student well-being and success through the “Saints Experience”. Specific details include the following:

Goal	Initiative	Measure	Target
Enhance student well-being and success through the “Saints Experience”.	Elevate student mental, belonging, and school spirit through services and campus life.	Percentage of retained students who continue their studies at St. Clair College from year-to-year.	October – Annually.

BACKGROUND:

The College’s vibrant campus life, strong sense of student pride and commitment to accessible mental health supports are seen essential to fostering student belonging, personal growth, and academic success. There are many factors that influence this metric, which includes such initiatives as onsite and virtual mental health supports, assistive technology assessment and support, accommodated testing services, extracurricular activities such as athletics, Enactus and academic showcase programs contribute to student life and experience leading to a solid student retention rate.

The following chart demonstrates the percentage of students with a positive trajectory (graduated or continued their studies) based on Fall 2024 enrolment. A total of 82.7% of the students from Fall 2024 were retained or graduated as outlined in Table 1. Tables 2 and 3 outline the top and lowest positive trajectory programs, respectively. Table 4 demonstrates the gap between domestic and international student within specific programs.

Table 1	Domestic	International	Total
Full-time Fall 2024 Enrolment	6,977	4,576	11,553
# of Graduated or Students That Continued into Fall 2025	5,416	4,144	9,560
Retained students	77.6%	90.6%	82.7%
Returning Graduates from 2024 (included above)	388	111	499

Table 2 - Top 5 Positive Trajectory Programs**	
T891 Cybersecurity	98.7%
B999 IBM	98.4%
B804 Human Resource Management	97.3%
B959 Paralegal - Accelerated	97.1%
T046 Construction Project Management	97.1%

Table 3 - Lowest 5 Positive Trajectory Programs**	
T954 Plumbing Techniques	53.6%
H840 Paramedic (Windsor)	54.8%
K940 Paramedic (Chatham)	61.5%
T914 Hairstyling	61.8%
H915 Dental Assisting	62.3%

** From programs with at least 25 students

Table 4 - Largest Positive Trajectory Gap (INT vs DOM)***	Domestic	International	Gap
T167 Motive Power Technician	60.0%	100.0%	-40.0%
K200 DSW	57.6%	87.1%	-29.6%
K600 Business (Chatham)	64.3%	92.7%	-28.4%
B604 Business (Windsor)	59.8%	80.2%	-20.4%
T860 Computer Systems Technician - Networking	69.2%	89.3%	-20.1%

*** From programs with at least 25 students each of domestic and international residency

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Pillar #1 – St. Clair’s Student and Community Impact (Elevate St. Clair’s Brand and Reputation for Community Impact and Student Personal Growth, Well- Being and Academic Success), as it pertains to Enhancing student well-being and success through the “Saints Experience”, as information.

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **OCTOBER 28, 2025**

RE: **STRATEGIC DIRECTIONS UPDATE (2025-2026) – A TALENTED AND ACCOUNTABLE ORGANIZATION – STRENGTHEN TALENT DEVELOPMENT AND ACCOUNTABILITY PERFORMANCE**

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

AIM:

To provide the Board with an update on the Strategic Directions (2025 – 2026). This update pertains to Strategic Pillar # 3 – A Talented and Accountable Organization (Drive Excellence by Being an Accountable, High-Performing and Sustainable College Organization) – Strengthen talent development and accountability performance. Specific details include the following:

Goal	Initiative	Measure	Target
Strengthen talent development and accountability performance.	Expand recruitment efforts to grow domestic enrolment and continue to be an attractive destination for international students.	Growth in domestic enrolment	October – Annually.

BACKGROUND:

Expanding Domestic Recruitment and Strengthening Community Engagement: As part of our ongoing efforts to examine and identify opportunity to grow domestic enrolment, St. Clair College continues to expand recruitment initiatives aimed at growing domestic enrolment across Windsor-Essex, Chatham-Kent and throughout Ontario.

Our recruitment strategy is focused on building meaningful connections with prospective students, their families and the broader community. We are working collaboratively with local and regional school boards and their guidance counsellors to provide students with a clear understanding of the educational and career opportunities available through St. Clair College. These partnerships are supported by innovative scholarship programs developed in collaboration with high schools and community partners, to encourage academic excellence and support pathways to postsecondary education.

In addition, our sponsorship of key community events across Windsor-Essex and Chatham-Kent continues to enhance brand visibility and strengthen our reputation as the College of choice for quality education, applied learning and career readiness. Our presence at community events, with interactive marketing displays and opportunities for face-to-face engagement, allows our recruitment team to

connect directly with prospective students and their families, answer questions, and promote our programs and services.

To further expand our reach and engagement, we are leveraging digital tools and personalized communication strategies. These include campus tours, enhanced social media engagement, program videos and continuously telling stories of the success of our students, new graduates and alumni on social platforms and College News on our website.

St. Clair College also continues to build a strong College brand that reflects our values and showcases the student experience and campus life. By highlighting our academic programs, varsity and intermural sports programs and student success stories, we showcase what the College has to offer prospective students.

Together, these efforts align with our strategic goal to strengthen talent development, enhance accountability performance and ensure St. Clair College remains a leading destination for education and workforce preparation in our region and across Ontario.

St. Clair College continues to strengthen partnerships with universities and other postsecondary institutions to create seamless educational pathways for students. These collaborations expand opportunities for graduates to pursue advanced credentials while supporting lifelong learning and career advancement.

Through articulation and transfer agreements, students can transition from diploma to degree programs with recognized academic credit, both within Ontario and with partner universities across Canada and internationally. The College also works closely with institutional partners to develop new joint programs and bridge pathways that align with regional workforce needs and student aspirations.

Promotion of these pathways is integrated into our recruitment and marketing strategies, highlighting success stories of students who have advanced from St. Clair College programs into pathways to university degrees or other credentials. We promote these pathways with our guidance counsellors, community education partners and our recruitment team actively shares information about these opportunities through high school visits, open houses and community outreach.

By showcasing clear and attainable educational and career pathways, St. Clair College reinforces its commitment to student success, academic excellence and workforce readiness, ensuring students can “Start Here and Go Anywhere.”

In a year-over-year comparison, from Fall 2024 to Fall 2025, there was 3.9 % growth in domestic student enrolment at Day 10 from 7,360 to 7,645 (+285 or +3.9%).

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Pillar # 3 – A Talented and Accountable Organization (Drive Excellence by Being an Accountable, High-Performing and Sustainable College Organization), as it pertains to Strengthening talent development and accountability performance, for information.

Vision

Excellence in all we do.

Mission

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

Values

- Accessibility
- Accountability: We are responsible stewards of our resources, making informed decisions with transparency, fiscal responsibility and a commitment to sustainable operations.
- Adaptability: We evolve with the changing landscape, maintaining a strategic and flexible approach while prioritizing continuous improvement for long term success.
- Collaboration
- Community: We support the people, industries and communities we serve through collaboration, meaningful partnerships and responsive decision making.
- Diversity
- Inclusivity: We foster a diverse, welcoming and accessible environment where everyone feels valued, respected and empowered to succeed.
- Integrity: We uphold the highest ethical standards, treating others with fairness, honesty and respect in all interactions.
- Quality: We pursue excellence in academics, research, services and operations, continuously adapting to meet the evolving needs of students and partners.
- Respect
- Sustainability
- Transparency

POLICY AND PROCEDURE MANUAL

Policy Title:	Asset Protection	Area of Responsibility: Board of Governors
Policy Section:	Governance Process	Policy No: 2003-14
Effective Date:	June 28, 2011	Page: 1 of 6
Supersedes:	March 24, 2009	Last Review Date: April 29, 2025
Mandatory Review Date:	April 30, 2030	

The President will ensure appropriate risk management policies are in place and will not knowingly allow assets to be unprotected, inadequately maintained or unnecessarily risked. The risk management program will be developed by the President and will be reviewed annually with the Board.

Accordingly, the President will not permit the College to operate without:

1. Appropriate financial controls and procedures.
2. Ensuring that purchases are made in accordance with the College's current Purchasing ~~Practiee~~policy, ~~effective September 30, 2013 and~~ as outlined in the most recent version of the College Policies and Procedures Manual (Policy #4.12), ~~as attached as Appendix "A"~~recognizing that this policy is subject to periodic updates.
3. Ensuring that funds not required for immediate use will be invested in a manner that does not violate Ministry directive, minimizes the College's investment risk exposure and provides a reasonable rate of return for the College.
4. Ensuring that there is protection for the College's trademarks, copyrights, intellectual property, information and files from loss or significant damage or prevent the use of College resources, equipment, personnel or paid working time for the personal benefit or gains of any individual employed either full-time or part-time by the College.

Policy Title:	PURCHASING POLICY	Area of Responsibility:
Policy Section:	FINANCE	CHIEF FINANCIAL OFFICER
Effective Date:	2013-09-30	Policy No: 4.12
Supersedes:	2011-04-01	Page: 1 of 5
Mandatory Revision Date:	2018-09-30	Last Review Date: 2013-09-30

4.12 Purchasing

Introduction

The primary objective of the Purchasing Policy at St. Clair College is to ensure a fair, consistent and timely process for the acquisition of quality goods and services.

Policy

Within this context, the College shall develop and maintain procedures with consideration for:

- Fair practices regarding quotations, tendering, disposal of goods and conflict of interest;
- Quality, service and vendor performance as elements of lowest price; and,
- The maintenance of good public relations both with suppliers and the College community.

Within this context, it is the policy of St. Clair College:

1. To adopt leading procurement principles and practices, subject to local, provincial and federal laws;
2. To ensure that all legitimate vendors:
 - a) Have the opportunity to present their products or services to the College;
 - b) Receive fair treatment in the placement of College orders;
3. To develop and maintain relationships with suppliers and the College community to ensure alternate sources of supply;
4. To allocate business amongst these sources when comparable value is obtainable;
5. To observe the preference for Canadian suppliers as outlined in the Ministry Policy and Procedures Manual dated March 15, 1993 – Section II. Administration, 12. Purchasing Goods and Services;
6. To adhere to Regulation 309, Environmental Protection Act and Government of Ontario Policy which states: supplies, equipment, and services procured shall support the 3Rs of waste management;
7. To adhere to WHMIS Legislation as it relates to procurement and receiving of goods;
8. To ensure quantity buying through yearly negotiated contracts based on annual requirements;

9. To participate with Co-op purchasing agencies for the purpose of realizing advantages in price, quality, and service;
10. To adhere to College Policy No. 93-40, Employment of Qualified Trades Persons on College Capital Works Projects; and,
11. To observe the guidelines on conflict of interest as stated in the Conflict of Interest Policy.
12. To conduct procurement activities according to the law in Ontario, including contract law, the law of competitive processes, privacy legislation, accessibility legislation, and any other legislation as may be applicable.

Purchasing Code of Ethics

All individuals involved with purchasing or other supply chain related activities shall abide by the Ontario Broader Public Sector Supply Chain Code of Ethics (see page 5).

General Authority to Issue Purchase Orders

Employees cannot purchase any goods or services, or obligate St. Clair College for procurement indebtedness without the direct approval of their Manager. Refer to the “Competitive Procurement” section in the 4.12.1 Purchasing Procedure for details on the College’s procurement procedures.

The authority to execute purchase contracts (issue purchase orders) for the purchase or rental of goods or services is delegated through the President to the Manager, Accounting & Administration through the Chief Financial Officer.

The exceptions to this policy are as follows:

1. Contracts for major construction or building alterations requiring architectural services and approved by the Board of Governors;
2. Personnel Services (wages, salaries, and fringe benefit administration) covered by collective agreements, Ministry guidelines or other specific Board policies;
3. Selection and appointments of professional persons or organizations for specific services (e.g. legal, audit, architectural, engineering) covered by specific Board Resolution from time to time;
4. Short term investments covered by Ministry Binding Policy directive on Banking & Investments;
5. Acquisition of general insurance coverage;
6. Utilities services when provided by specific contract authorized by specific Board Resolution from time to time;
7. Facilities rental authorized by specific Board Resolution or short term rentals covered by general Board Resolution No. 76-266;
8. Cafeteria service contracts covered by specific Board Resolution from time to time;
9. Expenditures made by employees or Governors on College business for which reimbursement is made through existing College procedures (travel and petty cash);

10. Academic contracts and sub-contracts including educational services;
11. Government sponsored student employment/employee contracts;
12. Purchases for sale through the Bookstore and snack bar operations (except where volume purchase arrangements have been made); and,
13. Cooperative Purchasing.

Role of Purchasing Services

~~To operate as a support operation devoted to optimizing purchases for the College. Specifically,~~

- a) To analyze the College's purchasing patterns;
- b) To evaluate and implement volume purchases;
- c) To educate the College purchasers regarding the process and procedures for purchasing as stated in the related purchasing procedure 4.12.1, and the services that Purchasing can provide for them;
- d) To establish and maintain a system for evaluating preferred vendors and suppliers;
- e) To inform College purchasers of preferred vendors and suppliers;
- f) To oversee and coordinate the use of the Purchasing Card; and,
- g) To negotiate optimum vendor product and/or service prices.

Public Access to Public Tender Data

~~The general public will be allowed access to information in accordance with the Freedom of Information and Protection of Privacy Act. The College will maintain for a period of seven years all procurement documents, as well as any other pertinent information for reporting or auditing purposes. A record of procurement process documentation includes the following:~~

- A copy of the business case, including information regarding all supplier consultations;
- Evidence that all required approvals were obtained;
- Copies of all procurement documents used to qualify and select the vendor;
- Where the procurement was single or sole sourced, documented justification and associated approvals;
- Copies of all advertisements of procurement documents;
- Copies of all successful and unsuccessful responses;
- Information regarding any issues that arose during the procurement process;
- Information regarding all evaluations of submissions received in response to procurement documents;
- Information regarding all vendor debriefings;
- Copies of all award letters and posted announcements;
- Copies of Agreement(s);
- Information regarding all changes to the terms and conditions of the Agreement;
- Information regarding the management of the supplier;
- Information regarding all protests or supplier complaints regarding the procurement; and,
- Any other documentation as identified by the College.

Confidentiality of Tender Data Received From Invited Bidders

~~Data received by the College in response to invitation to submit proposals rather than by public tender call are to be regarded by all College employees as confidential, both before and after award of the contract. Procurement documentation will be maintained in a recoverable form for a period of seven years.~~

Confirmations

~~Confirmation purchase orders greater than \$500 but less than \$1,000 will be allowed when, in the opinion of the appropriate department manager, an emergency situation exists involving the health, safety, security, or the general well being of College personnel or property. This confirmation order shall be followed up in the normal manner and approved by the sector head with an appropriate explanation attached.~~

Employee Purchases for Personal Use

~~The College will not purchase goods or services for the personal use of employees nor will it make arrangements to create buyer-seller relationships between employees and College suppliers (except for employee purchasing programs). Individuals may not use College vendor contracts or buying power for personal purchases. Any attempt to purchase goods or services in the College's name, even if the individual's intent is to pay out of pocket or to fully reimburse the College, is a violation.~~

Cooperative Purchasing

~~The College is committed to working collaboratively with other public agencies to develop co-operatives and shared services where such are beneficial to St. Clair. Where St. Clair agrees to participate and such collaborative initiatives involve a lead agency, the policies and procedures of the College shall apply.~~

Undue Influence and Gifts

~~The undue influence and gift principles are outlined in Policy No. 5.4 "Code of Conduct and Conflict of Interest".~~

Conflict of Interest

~~The College will monitor any conflict of interest that may arise as a result of employees, senior executives, Board of Governors, advisors, external consultants, or supplies involvement with supply chain activities. Individuals involved with the supply chain activities must declare actual or potential conflicts of interest. Where a conflict of interest arises, it will be evaluated and an appropriate mitigating action will be taken.~~

Ontario Broader Public Sector Supply Chain Code of Ethics

Goal: To ensure an ethical, professional and accountable BPS supply chain.

I. Personal Integrity and Professionalism

All individuals involved with purchasing or other supply chain related activities must act, and be seen to act, with integrity and professionalism. Honesty, care and due diligence must be integral to all supply chain activities within and between BPS organizations, suppliers and other stakeholders. Respect must be demonstrated for each other and for the environment. Confidential information must be safeguarded. Participants must not engage in any activity that may create, or appear to create, a conflict of interest, such as accepting gifts or favours, providing preferential treatment, or publicly endorsing suppliers or products.

II. Accountability and Transparency

Supply chain activities must be open and accountable. In particular, contracting and purchasing activities must be fair, transparent and conducted with a view to obtaining the best value for public money. All participants must ensure that public sector resources are used in a responsible, efficient and effective manner.

III. Compliance and Continuous Improvement

All individuals involved in purchasing or other supply chain related activities must comply with this Code of Ethics and the laws of Canada and Ontario. All individuals should continuously work to improve supply chain policies and procedures, to improve their supply chain knowledge and skill levels, and to share leading practices.

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 <small>COLLEGE</small>	<h2 style="text-align: center;"><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
<i>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.</i>
<i>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.</i>

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: 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.

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.			
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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.			
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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.