

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on September 16, 2025, at 5:45 p.m. in the President's Board Room #A3315E,
Windsor Campus.

Present:

Ms. R. Anguiano Hurst
Mr. A. Barron
Ms. K. Corriveau
Mr. C. Hotham
Ms. A. Jurak
Mr. A. Paniccia
Mr. J. Parent
Ms. J. Piccinato, **Past Chair**
Ms. K. Ramsay
Mr. G. Rossi, **Chair**
Mr. M. Silvaggi, **President**
Mr. A. Teshuba
Mr. A. Weiler
Ms. G. Wrye (via Teams)

Regrets:

Ms. P. Corro-Battagello
Mr. G. Fenn
Ms. J. Yee

Also Present:

Ms. K. DiPaolo, Observer, Faculty (via Teams)
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 & CFO
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 (via Teams)
Ms. L. Prendi, Executive Director, Centre for Academic Excellence, Quality Assurance and Accountability
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. G. Rossi chaired the meeting and Ms. J. Lehoux was the recording Board Secretary.

The Chair welcomed new Board members K. Ramsay, A. Weiler, A. Jurak, A. Paniccia, and K. Corriveau. All members, including the newly appointed Governors, participated in a round of introductions.

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, June 24, 2025, in Windsor, ON

It was noted that K. Corriveau and A. Weiler, both incoming Board members, were in attendance at the meeting but not recorded as such. As such, the minutes will be updated to reflect this. With this amendment, it was

RESOLVED THAT the Board of
Governors approve the Full Board
minutes of the June 24, 2025
meeting.

3.0 Constituent Reports

Faculty

Ms. Di Paolo reported the following Local 137 activities and updates on behalf of the Faculty:

- **Kalahari Summer Event:** From August 30 to September 1, Local 138 members and their families participated in a summer retreat in Sandusky, Ohio, with preferred pricing offered to attendees.
- **United Way – Summer Eats for Kids Program:** Local 138 contributed \$500 to the United Way's Summer Eats for Kids initiative, supporting the distribution of fresh produce and non-perishable food at two community locations during July and August. Eight members volunteered to assist with distribution efforts, which also included the provision of Period Promise products to help address food insecurity and access to essential care items.
- **2025/2026 Academic Year:** Faculty members of Local 138 returned to campus on August 25 to resume teaching and program coordination responsibilities for the 2025/26 academic year.
- **Support Staff (Local 137) Strike:** Local 138 has encouraged its members to support Local 137's picket lines, provided such participation does not interfere with instructional or student support duties. Faculty have reported operational challenges in hands-on labs due to the absence of full-time technologists. Members were advised to communicate concerns to their Chairs for documentation and appropriate follow-up.

Support Staff

Ms. K. Parinello reported that Local 137 support staff are currently on strike, advocating for increased funding for Ontario colleges and fair wage adjustments. Ontario's colleges receive the lowest per-student funding in Canada, contributing to institutional instability and staffing challenges. Wage proposals include a modest increase to address inflation and cost-of-living concerns.

Local 137 has expressed a willingness to resume negotiations and is seeking support from College leadership to encourage the College Employer Council to return to the bargaining table. Concerns have also been raised regarding safety issues resulting from restricted campus access during the strike.

Student Representative Council (SRC)

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

- **Orientation Summary:** The SRC successfully launched a new student engagement strategy through Orientation Passports, enabling meaningful interaction at each station. A well-received inflatable tent with music and lighting enhanced the atmosphere. This year's BBQ featured Veggie Dogs and Beef Burgers, which were positively received. Staff and Board members were fully engaged in planning and execution throughout the event. Marketplace organization was notably improved due to strong team collaboration. Overall, the SRC effectively connected with students and promoted available services.
- **Residence Move-In Participation:** The SRC participated in Residence Move-In Days on August 24 and 31. While August 24 was quieter, the official move-in on August 31 saw strong student engagement. SRC booths attracted interest in upcoming events and provided key information on opt-outs and Class Rep opportunities. The full Board was present and enthusiastic in welcoming new and returning students to campus.
- **UWSA x SRC Golf Tournament:** On August 23, SRC partnered with University of Windsor Student Alliance (UWSA) for a fundraising golf tournament benefiting cancer research via the We Spark Health Institute. The event strengthened ties between the organizations and was supported by SCC Alumni Association and SSAA. It was well-executed and positively received.
- **Movie Night:** On September 4, the SRC co-hosted a movie night with SSAA following Beach Volleyball. *How to Train Your Dragon* (Live Action) was screened, with free popcorn, cotton candy and lemonade provided. The event drew a strong student turnout and benefited from ideal weather. It continues to be a popular annual tradition.
- **Suicide Awareness Walk:** The SRC participated in the annual Suicide Awareness Walk at the Sportsplex, featuring impactful speakers and stories. Alongside St. Clair College, SCC Alumni Association and SSAA, a \$15,000 donation was made to the Canadian Mental Health Association. Attendance nearly doubled from last year, reflecting strong community support for the cause.
- **Welcome Back Fest Coachella Vibes:** This event was very well attended and had entertainment for all tastes.

- **Upcoming Events:** Mr. Singh Benipal outlined the following upcoming events being held by the SRC: Salsa Class; Cookies & Consequences; Bookmark Crafting; Plant Your Hope; SRC's Kick-Off Cup; DrinkSmack Mocktail Mingle; SRC/SSAA Pool Tournament and Drag Bingo.
- **Class Rep Program:** The Class Rep Program is active, with the first meeting scheduled for October 2 at 4:00 p.m. This will be the largest meeting of the year, featuring guest speakers. Invitations have been sent, and guest participation is encouraged.
- **SRC Clubs:** Clubs are active and the deadline dates for ratifications have been posted.
- **Esports:** Esports kicked off the year with a great start for the season:
 - **Annual Bootcamp:** Over 100 varsity esports players and coaches participated in the annual St. Clair Esports Bootcamp, featuring team-building activities such as beach volleyball, trivia, and scavenger hunts. The weeklong event was energizing and helped prepare participants for the upcoming semester.
 - **The Summoning:** It was another great year for The Summoning at St Clair College. The SRC is grateful to their vendors, partners and organizers who made this year a success.

A Board member requested that the SRC include a list of upcoming events for the next two months in future reports. Mr. Singh Benipal confirmed that, if the information is available, it will be included.

4.0 **President's Report**

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

- **Women in Trades Exploration Week:** President Silvaggi attended the Women in Trades Exploration Week (July 14–18), hosted by WEST and Unifor Local 444. Joined by J. Fairley and T. Papac, she delivered remarks and engaged in discussions with key stakeholders. The event promoted skilled trades opportunities for women.
- **Oneday Dreams Donation:** Through the Community Saints partnership, a \$5,000 donation was made to Oneday Dreams, supporting Canadians nearing end-of-life. Funds were raised via a ticketed event held during the annual Ford Fireworks at the St. Clair College Centre for the Arts.
- **St. Clair Jr. Saints Check Presentation:** The St. Clair Jr. Saints basketball program raised \$10,000 for athletic scholarships through its camps, house league, and tournaments. Founded in 2019 by alumni led by Jimmy Parsons, the program continues to grow, engaging over 100 youth and promoting community involvement in sport.
- **Alumni Jays-Tigers Event:** On July 27, 700 St. Clair College alumni and staff attended the Jays-Tigers series finale at Comerica Park as part of Alumni Days. The event fostered community spirit, with branded giveaways and a ceremonial first pitch thrown by Jackson Kempe to President Silvaggi. The gathering was a meaningful celebration of College pride.

- **Saints Esports Awards:** At the NACE Convention (July 23–25), St. Clair Esports won three North American awards: Outstanding Marketing Team, Outstanding Production Team, and the Student Leadership Award (Adrian Malhiers). The program also received multiple finalist nominations, highlighting the strength of its students and staff.
- **MPP Dowie Visit:** On July 31, Windsor-Tecumseh MPP Andrew Dowie met with President Silvaggi to discuss institutional priorities, skilled trades programming, and opportunities for collaboration to support workforce development and student success.
- **AEI Summer Convocations:** St. Clair College participated in AEI convocations held in North Bay (July 12) and Munsee-Delaware (July 31) for graduates of Indigenous-focused programs. Represented by Art Barron, the ceremonies featured traditional cultural elements. St. Clair continues to support AEI through curriculum and administrative partnerships.
- **Skills Ontario Trades & Tech Summer Camp:** St. Clair College hosted the all-girls Skills Ontario Trades & Tech Summer Camp, offering hands-on exposure to skilled trades for 18 young women aged 12–17. Activities included welding, culinary, and CNC machining. MPP Andrew Dowie visited on August 1, joining campers in the culinary lab. The camp was delivered in partnership with WEST and highlighted teamwork, problem-solving, and career exploration.
- **United Way “Hero for a Day” Program:** On August 5, St. Clair College sponsored the United Way’s “Hero for a Day” event at General Brock Public School, supporting the Summer Eats for Kids program. SRC and SSAA executives helped provide nutritious snacks, fresh produce, and books to families in Windsor-Essex.
- **Windsor-Essex Pride Fest:** On August 6, President Silvaggi, along with SRC and SSAA student leaders, raised the Pride flag at Main Campus in celebration of Windsor-Essex Pride Fest and in support of the College’s LGBTQ+ community.
- **Face to Face Campaign Kick-Off:** On August 6, President Silvaggi participated in the 23rd Annual Face to Face Campaign kick-off at the MediaPlex. Staff and alumni volunteered to support the campaign, which benefits the Fairley Family Patient Transportation program at Hospice, providing free rides for patients and caregivers.
- **WEST Electrical Pre-Apprenticeship Program:** On August 6, President Silvaggi met with participants of the Electrical Pre-Apprenticeship Program for Women, offered in partnership with Women’s Enterprise Skills Training Inc. (WEST). St. Clair College is proud to support inclusive training opportunities for women in skilled trades.
- **Meeting with MPP Trevor Jones:** On August 8, President Silvaggi met with MPP Trevor Jones to discuss advancing greenhouse and agriculture programming and explore strategic collaboration. The conversation focused on aligning education with regional economic development and enhancing workforce development in the agri-food sector.
- **Roundtable with MPP Piccini:** On August 11, President Silvaggi joined a roundtable hosted by the Windsor-Essex Chamber of Commerce and Invest Windsor-Essex with MPP David Piccini. Discussions focused on skilled labour development to support regional economic growth and employment.

President Silvaggi noted that, during the roundtable discussion with Minister Puccini, St. Clair College was recognized for its strong community partnerships and responsiveness to local training needs. The Minister noted consistent and positive feedback regarding the College's role in supporting workforce development, particularly in light of evolving geopolitical and economic challenges. The College reaffirmed its commitment to adapting and delivering relevant post-secondary training to meet emerging community demands.

- **WEST HVAC Pre-Apprenticeship Program:** On August 12, Senior VP M. Staley Liang met with participants of the HVAC Pre-Apprenticeship Program for Women, offered in partnership with WEST. St. Clair College remains committed to supporting inclusive training opportunities in skilled trades.
- **Zekelman Foundation Bursary Announcement:** On August 13, a media event at Main Campus announced the Stephanie & Barry Zekelman Foundation's new bursary fund for four On Track to Success graduates now attending St. Clair College. The Foundation's continued support helps students thrive academically and in their communities.
- **Belgian Trade Commissioner Visit:** On September 3, St. Clair College welcomed Belgian Trade Commissioner Christophe Van Overstraeten to Main Campus. Discussions focused on market dynamics and potential partnerships in research and academic initiatives, reinforcing the College's commitment to international collaboration.
- **Suicide Prevention Awareness Walk:** On September 7, the annual Suicide Awareness Walk was held at the SportsPlex, with 2- and 5-km routes through the Herb Grey Parkway. St. Clair College, SRC, SSAA, and the Alumni Association presented a \$15,000 donation to CMHA Windsor in support of mental health programs.
- **Rotary Club of Windsor (1918):** On September 8, President Silvaggi served as Guest Speaker at the Rotary Club of Windsor (1918), providing an update on College operations and sector challenges. He was inducted as an honorary member, reinforcing the College's commitment to transparency and community engagement.

The President also noted that the media report was sent out electronically and is attached for information.

5.0 Consent Agenda

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

5.1 Professional Corporate Services.

5.2 Investments.

The Board reviewed both reports and it was

RESOLVED THAT the Board of Governors receive and approve the contents of the September 16, 2025 Consent Agenda, as presented.

6.0 **Monitoring Reports**

6.1 **2025 Fall Enrolment/Registration Report: Domestic and International**

The Board Chair called upon Mr. M. Jones for this item. Mr. Jones advised that J. Vlamincck, Registrar, would speak to this item. The report was sent to all Board members via e-mail and a copy was included in their Board folders. Ms. Vlamincck highlighted the following:

- Total Full Time Postsecondary Enrolment for Windsor/Chatham as of Day 10 stands at 9,377 (7,645 domestic and 1,732 international). This represents a 38% decrease in enrolment year-over-year.
- Domestic enrollment increased, driven by returning students and growth in programs such as Electrical, PSW and Nursing.
- Currently, domestic students represent 81% of total enrolment, a shift from previous years when international students comprised approximately 30%.
- International enrolment declined significantly due to reduced study permit approval rates (currently 16%), the wind-down of the Ace Acumen private partnership and changes to PGWP eligibility.
- Of 3,479 international applications, only 10% resulted in actual enrolments. The College's overall visa approval rate stands at 33%, with 64% of its allocated 3,857 Provincial Attestation Letters (PALs) issued to date.
- The College now offers 48 PGWP-eligible programs, with 11 added in June. Despite these efforts, total enrolment decreased by approximately 6,400 students, including a reduction of 1,000 at the Main Campus and further declines at the Downtown Campus, largely due to the loss of international students and the integration of the Media, Art & Design programs into other schools.
- Chatham campus enrolment remains just above 1,100, with a slight decrease attributed in part to program shifts. Recruitment continues to focus on key international markets, with India, China and Nigeria remaining the top source countries.
- Domestically, 80% of students are from the Windsor-Essex and Chatham-Kent regions. Among first-year domestic students, 54% identify as female, 43% as male, and 2% as undisclosed, with 82% under the age of 25—marking a shift toward a younger student demographic.

A Governor inquired about potential future impacts on the College resulting from ongoing national discussions around immigration, temporary foreign workers and changes to the Post-Graduation Work Permit (PGWP) program. J. Vlamincck acknowledged that further implications are likely.

The Governor also raised the possibility of increased domestic enrolment due to rising unemployment among younger individuals. J. Vlamincck agreed, noting that the

expansion of the Better Jobs Ontario program to include two-year programs has already generated increased interest and may positively influence enrolment.

A Governor commented on the ongoing discussions regarding the decline in international student enrolment, noting that this trend has now become a reality. The Governor emphasized that the majority of domestic students continue to come from the Windsor-Essex and Chatham-Kent regions and suggested exploring opportunities to strengthen the College's domestic brand and recruitment efforts, particularly in light of rising youth unemployment.

The Governor further asked whether current conditions could be leveraged to attract more domestic students. The comment was acknowledged as a valuable observation, with consideration given to turning the current environment into a strategic recruitment opportunity. J. Vlainick noted that the College is actively pursuing opportunities to strengthen domestic recruitment and has several events planned to support this effort. One example is the upcoming Parent's Night, which brings families onto campus and serves as a strong engagement tool. Another initiative is the Rise Above Health Conference. M. Staley Liang added that the College's recruitment strategy is focused on showcasing its facilities, which consistently impress prospective students and contribute to successful enrolment outcomes once they visit campus.

A Governor inquired about the College's success in recruiting international students in relation to the amount of money that was spent on recruitment activities. In other words, what is the cost of acquisition per international student. R. Nicoletti advised that, while St. Clair College's international brand remains strong, visa approval rates from the IRCC continue to present significant challenges. Agents abroad have expressed concern over high rejection rates for qualified students, especially when compared to other countries such as the UK, which offers a 95% approval rate. To address this, the College has engaged a third-party immigration firm to review applications prior to submission; however, approval rates have not improved. Immigration lawyers are actively appealing rejected cases, though the process is time-consuming. Despite maintaining strong relationships with international agents and continuing outreach efforts, the College has not seen success in international enrolment numbers due to factors beyond its control.

The Board was advised that Canada's position as a preferred destination for international education has declined, falling from the top choice to seventh or eighth globally. This shift is attributed primarily to challenges with visa approval rates, despite the continued strength of the College's international brand.

Another Governor noted that measuring return on investment in international recruitment is complex, as success is often based on long-term relationship building rather than immediate enrolment outcomes. The College continues to invest time and resources in developing its reputation and strengthening connections with prospective students and agents abroad. While current visa approval challenges limit short-term results, these foundational efforts are expected to yield future benefits as trust and recognition grow over time.

The Board was informed of a growing trend in Ontario and across Canada to recruit international students already residing in the country. These students, often completing Grade 11 or 12, already hold valid study permits, making them more likely to successfully transition into post-secondary education. This approach presents a

strategic opportunity to strengthen international enrollment through targeted domestic outreach.

The Board was advised that while private education institutions with accreditation are monitoring enrollment trends closely, St. Clair College continues to assess its position and pivot strategically where needed. Investments in scholarships and flexible programming have supported recruitment efforts.

Attention was drawn to current enrolment figures, particularly the 1,700 international students recorded at Day 10 for Fall 2025. Historically, this intake has been supplemented by approximately 400 additional students each fall. Without significant changes to immigration policies or increased winter semester enrollment, the College may face a notable decline in international student numbers by Fall 2026. This presents a planning risk that will require ongoing monitoring and strategic response.

After a brief discussion it was,

RESOLVED THAT the Board of Governors receive the update on post-secondary programs that will run in the Fall 2025 semester with an expected Year One intake of less than 25 domestic students, as information.

The PowerPoint presentation is attached as Item #6.1.

6.2 Financial Monitoring Update

The Board Chair called upon Mr. M. Jones for this item. Mr. Jones reviewed the information contained in the Financial Monitoring Report as at August 31, 2025 including the Income Statement and Capital update. He provided a PowerPoint presentation which highlighted the following:

- The net deficit at August 31, 2025 of \$6,837,115 is a decrease of \$12,501,392 from the net surplus noted for the 2024 comparative period of \$5,664,277. The deficit is due to lower international student tuition revenues related to IRCC's study permit cap and lower approval rates, damage to the Canadian brand, and the wind down of St. Clair's public-college private partnership with Ace Acumen. Though the Fall 2025 tuition revenue is not reflected in these results, as they relate to the Spring 2025 semester, as previously shared with the BOG, the College's international student enrolment in Windsor/Chatham for the Fall 2025 semester is well below its budget projections:

Revenue

The Board received an update on major revenue variances compared to the original budget and the 2024 comparative period.

- Overall, revenues are down \$52.4M or 41% over the prior year.

- MCU operating grants are \$2.6M above the prior year due to a lower ISR as a result of the decreased international and PCPP student enrolment, along with timing and incremental funding (\$2.2M total; \$925k incremental) related to the Postsecondary Financial Health and Sustainability grant.
- Contract income is \$810k above the prior year due to timing related to the receipt of funding from the prior year Apprenticeship Seat Plan grant (\$467k).
- Tuition revenue is \$41.8M below than the prior year due to lower international student and PCPP enrolment.
- Other revenue is \$13.9M below than the prior year due to lower interest income from a decline in interest rates (GICs renewing lower than legacy rates), PCPP Fee-for-Service due to the Ace Acumen wind down, and divisional income from lower kit/material fees and health/dental insurance premium fees collected from international students due to the lower enrolment.

Expenditures

Expenditures show notable variances compared to the original budget and the 2024 comparative period:

- Overall, expenses are down \$39.9M or 33% over the prior year.
- Salaries & Benefits are trending below budget at 37%, with a year-over-year decrease of \$7.4M (17%), primarily due to workforce reduction initiatives, voluntary leave incentives, and lower part-time staffing aligned with reduced enrolment.
- Non-Salary Expenditures are trending above budget at 45% but have decreased by \$33.3M (45%) compared to 2024. Key drivers include:
 - Reduced advertising and marketing costs.
 - Lower contracted educational services due to the wind-down of the Ace Acumen partnership.
 - Decreased agent commissions and instructional supplies, reflecting lower international and overall student enrolment.
 - Reduced equipment maintenance and insurance costs.
 - Increased municipal taxes due to delayed invoicing.
 - Lower student scholarships following a strategic shift from the prior year's expanded plan.
 - Higher amortization due to full-year impact of capitalized assets.
 - Expenditure patterns reflect the cyclical nature of the academic year.

Ancillary Operations

- The Ancillary Operations deficit of \$1,254,339 is trending below the original budget projection and has decreased over the 2024 comparative period by \$864,953. This is primarily due to leased residences that do not have revenues to offset the guaranteed lease obligations due to the lower international student enrolment, and ongoing College supports to the GEM residence.

Capital Update

- The Capital Budget is currently at \$12,328,125 and \$2,279,926 has been spent to date. Following the Mid-Year Budget Review, College Administration will be able to provide additional information regarding how the capital projects are trending from a budget to actual perspective, in addition to which line items may not be fully spent by fiscal year end as a result of supply chain challenges.

After a brief discussion, it was

RESOLVED THAT the Board of Governors receive the Financial Quarterly Update (April 1, 2025 – August 31, 2025), as information.

Mr. Jones' PowerPoint presentation is attached as Item #6.2.

7.0 Approval Items

7.1 2025 – 2026 Annual Work Plan

The Board Chair noted that the 2025-2026 Annual Work Plan was included in the Full Board agenda package for review. The Annual Work Plan is presented each year in September and outlines the duties and reports that need to be completed for each month of the academic year.

A Governor inquired about the possibility of including more approval items under the Consent Agenda to streamline Board meetings. The President indicated a willingness to discuss this further during Board Agenda Planning sessions. Another Governor noted that, historically, only items directly related to updates from the Strategic Plan have been included in the Consent Agenda.

After a brief discussion, it was

RESOLVED THAT the Board of Governors approve the 2025-2026 Annual Work Plan, as presented.

7.2 Appoint Audit Committee

The Board Chair noted that in accordance with Board Policy 2003-4.1: Audit and Finance Committee – Terms of Reference, the composition of the Audit and Finance Committee includes three external Board members, the President and/or an external non-voting member at the discretion of the Board.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the 2025 – 2026 Audit Committee:
Mr. G. Fenn, Mr. A. Paniccia &
Mr. J. Parent

7.3 Appoint a Treasurer

The Board Chair noted that in accordance with the Board of Governors' By-laws, the Treasurer shall be appointed yearly at the first meeting in the calendar year and approved by the Board of Governors. The Treasurer shall be a signing officer of the Corporation.

After a brief discussion it was,

RESOLVED THAT the Board of Governors approve the appointment of Mr. G. Fenn as Treasurer for the 2025-2026 term.

7.4 2025-2026 Meeting and Event Schedule

The Board Chair noted that the 2025-2026 Meeting and Event schedule was included in the Full Board agenda package for review.

The Board Chair also noted that the Board Secretary has distributed meeting invitations to the Board members for all of the events included in the attached schedule.

President Silvaggi advised that the April 2026 Board meeting has been moved ahead one week and will take place on Tuesday, April 21, 2026.

After a brief discussion, it was

RESOLVED THAT the Board of Governors approve the 2025-2026 Meeting and Event Schedule, as presented.

7.5 2025 – 2026 Strategic Plan

The Board Chair called upon President Silvaggi for this item. President Silvaggi advised that, based on the new 2025 – 2030 Strategic Plan that was approved by the Board in June, here are the Strategic Direction Monitoring reports that will be provided to the Board for the 2025-26 year.

With the Strategic Plan now approved, the President advised that the next step will be to formally announce it to the College community. A Town Hall event for staff is planned, with the date to be determined.

After a brief discussion, it was

RESOLVED THAT the Board of Governors approve the Strategic Directions for the period September 1, 2025 to August 31, 2026.

7.6 Suspended, Cancelled and Inactive Programs

The Board Chair called upon President Silvaggi for this item. The Board received a report from Administration in response to the Ministry of Colleges and Universities, Research Excellence and Security (MCURES) request dated August 29, 2025, regarding inactive programs.

Administration reviewed the College's list of suspended and inactive programs in accordance with the Ministry's "Program Suspension and Cancellation: Operating Procedure." The review included consideration of program status (active, suspended, or cancelled) and future strategic flexibility.

Administration recommends maintaining the following four programs in *active* status to allow for future delivery without requiring external approvals:

- 1) Manufacturing Engineering Technology
- 2) International Trade Management
- 3) (P-T) Chemical Dependency Counselling
- 4) Compensation Claims Management

Seven programs are recommended to remain in *suspended* status to preserve the option for reactivation should market or community demand arise:

- 1) Motive Power Fundamentals – Truck and Coach Repair Techniques
- 2) Baking and Pastry Arts Management
- 3) Mechanical Technician – Mouldmaking
- 4) Sustainable Energy Technician
- 5) Energy Systems Design Technology
- 6) Registered Practical Nurse – Perioperative
- 7) Advanced Care Paramedic

Five programs are recommended for *cancellation*, as they are no longer aligned with strategic priorities:

- 1) Entrepreneurship
- 2) Wind Turbine Technician
- 3) Business Administration – Professional Golf Management
- 4) Mechanical Engineering Technology – Mechatronics
- 5) Wind Turbine Technician Studies

Additionally, the "Food Services Management" program is currently under Ministry review for potential reactivation under the revised title "Nutrition and Food Services Management."

Following a thorough internal review, the list of programs suspended or inactive for over five years has been finalized.

A Governor inquired as to the number of students required to run a program. President Silvaggi noted that program activation is not based on a fixed number of students but rather on forecasted demand, employment outcomes and strategic alignment. Approval requires demonstrating labor market relevance and financial viability, including staffing and capital investment considerations.

After a brief discussion, it was

RESOLVED THAT the Board of Governors approve the list of suspended Programs for submission to the Ministry of Colleges, Universities, Research Excellence and Security.

8.0 By-law and Policy Review

8.1 Vision, Mission and Values

This Policy has been updated to reflect the new Vision, Mission and Values that were approved by the Board as part of the 2025 – 2030 Strategic Plan.

After a brief discussion, it was

RESOLVED THAT the Board of Governors approved the 1st reading of the Vision, Mission and Values, included in the Board of Governors Policy and Procedures Manual, as presented.

8.2 Policy #2003-14: Asset Protection

The Board Policy was revised to remove the direct attachment of College Purchasing Policy #4.12, recognizing that this operational policy is subject to periodic updates. Instead, the Board Policy now references “the most recent version of the College Policies and Procedures Manual, Policy #4.12.” This approach ensures alignment with current practices without requiring amendments to the Board Policy each time updates are made to the Purchasing Policy.

After a brief discussion, it was

RESOLVED THAT the Board of Governors approved the 1st reading of Policy #2003-14: Asset Protection, as presented.

9.0 Other Business

9.1 Conflict of Interest Declaration Forms

The Board Chair noted that Conflict of Interest Declaration Forms are included in the Board portfolios. As per the directive of the Ministry, each Board member is required to complete this form and the Board Chair will then submit an Annual Attestation form confirming that all Board members have completed the form and are in compliance with the Conflict of Interest Policy Directive. Governors are requested to submit their forms to Ms. J. Lehoux by the end of October.

9.2 Governor Commitment Attestation Form

The Board Chair noted that Governor Commitment Attestation Forms are included in the Board portfolios. Board members are required to complete this form annually to acknowledge the required commitment to participate and attend events on behalf of the College. Governors are requested to submit completed forms to Ms. J. Lehoux.

9.3 Fall 2025 Convocation Schedule

Mr. J. Fairley advised Governors of the Fall 2025 Convocation schedule; specifically:

Windsor:

Session 11 – Tuesday, September 30, 2025 at 10:00 a.m. (WFCU Centre)

- School of Community Studies
- Zekelman School of Business
- Zekelman School of Information Technology

Session 12 – Tuesday, September 30, 2025 at 2:30 p.m. (WFCU Centre)

- School of Engineering Technologies
- School of Health Sciences
- School of Nursing
- School of Skilled Trades and Apprenticeships

Chatham:

Session 13 – Thursday, October 2, 2025 at 1:00 p.m. (Capitol Theatre)

- All Chatham Campus Programs

Toronto (Ace Acumen Academy):

Session 14 – Wednesday, October 8, 2025 at 10:00 a.m. (Meridian Arts Centre, North York)

- Office Administration – Health Services
- Computer Systems Technician – Networking

Session 15 – Wednesday, October 8, 2025 at 1:00 p.m. (Meridian Arts Centre, North York)

- Social Service Worker – Gerontology
- Public Relations

Session 16 – Wednesday, October 8, 2025 at 4:00 p.m. (Meridian Arts Centre, North York)

- Business
- Data Analytics for Business
- International Business Management – Logistics Systems

9.4 Open Streets Windsor

Mr. J. Fairley advised that St. Clair College is the presenting sponsor of Open Streets Windsor 2025 which is taking place on Sunday, September 21, 2025 from 10:00 a.m. to 2:00 p.m.

9.5 Bill Jones

Mr. J. Fairley advised that Bill Jones, a St. Clair College retiree and long-time member of the College's Retirees Association, passed away on September 9, 2025 at the age of 95. The Board requested that Ms. J. Lehoux draft a letter of condolence to B. Jones' family on behalf of the Board.

10.0 Date of the Next Meeting

10.1 The next Board meeting is scheduled for Tuesday, October 28, 2025.

The Full Board meeting adjourned at 7:38 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

526th FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, September 16, 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 JUNE 24, 2025, IN WINDSOR, ON
- 3.0 CONSTITUENT REPORTS
- 4.0 PRESIDENT'S REPORT
(Policy – Executive Limitations Communication & Counsel #2003-21)

Information Item – The President will provide a report to the Board apprising the Board of any new developments since the last meeting, attached as Item #4.0.

- 5.0 CONSENT AGENDA

- 5.1 Professional Corporate Services

Information Item – Administration has provided an update regarding the College's Professional Corporate Services as required by the Professional Corporate Services Policy, attached as Item #5.1.

- 5.2 Investments

Approval Item – Administration has provided the annual Investment Performance Report, attached as Item #5.2.

6.0 MONITORING REPORTS

- 6.1 2025 Fall Enrolment/Registration Report: Domestic and International
(College Charter – Minister’s Binding Policy Directive – Ministry Mandate – College Mandate)

Information Item – Administration will provide a report outlining the College’s Fall 2025 Enrolment. The enrolment report will be available and distributed to the Board following Day 10.

- 6.2 Financial Monitoring Update

Information Item – An update will be given to the Board regarding the Financial Monitoring Update (April 1, 2025 – August 31, 2025), attached as Item #6.2.

7.0 APPROVAL ITEMS

- 7.1 2025 – 2026 Annual Work Plan

Approval Item – The 2025 – 2026 Annual Work Plan, has been provided to the Board, attached as Item #7.1.

- 7.2 Appoint Audit Committee

Approval Item – In keeping with the Annual Work Plan, the Board will appoint an Audit Committee for the 2025 – 2026 year.

- 7.3 Appoint a Treasurer

Approval Item – In keeping with the Annual Work Plan, the Board will appoint a Treasurer for the period of September 2025 – August 2026.

- 7.4 2025-2026 Meeting and Event Schedule

Approval Item – The 2025 – 2026 Meeting and Event Schedule has been provided to the Board, attached as Item #7.4.

- 7.5 2025-2026 Strategic Plan

Approval Item – Administration has provided the 2025-2026 Strategic Plan, attached as Item #7.5

- 7.6 Suspended, Cancelled and Inactive Programs

Information Item – Administration has provided an update regarding Suspended, Cancelled and Inactive Programs, attached as Item #7.6

8.0 BY-LAW AND POLICY REVIEW

8.1 Vision, Mission and Values

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

8.2 Policy #2003-14: Asset Protection

Approval Item – The Board will review the Policy #2003-14: Asset Protection for 1st reading, attached as Item #8.2.

9.0 OTHER BUSINESS

10.0 DATE OF THE NEXT MEETING

10.1 The next meeting is scheduled for Tuesday, October 28, 2025, at the Windsor Campus.

PRESIDENT'S COMMUNITY ENGAGEMENT REPORT

Meeting of the Board of Governors
Tuesday, September 16, 2025

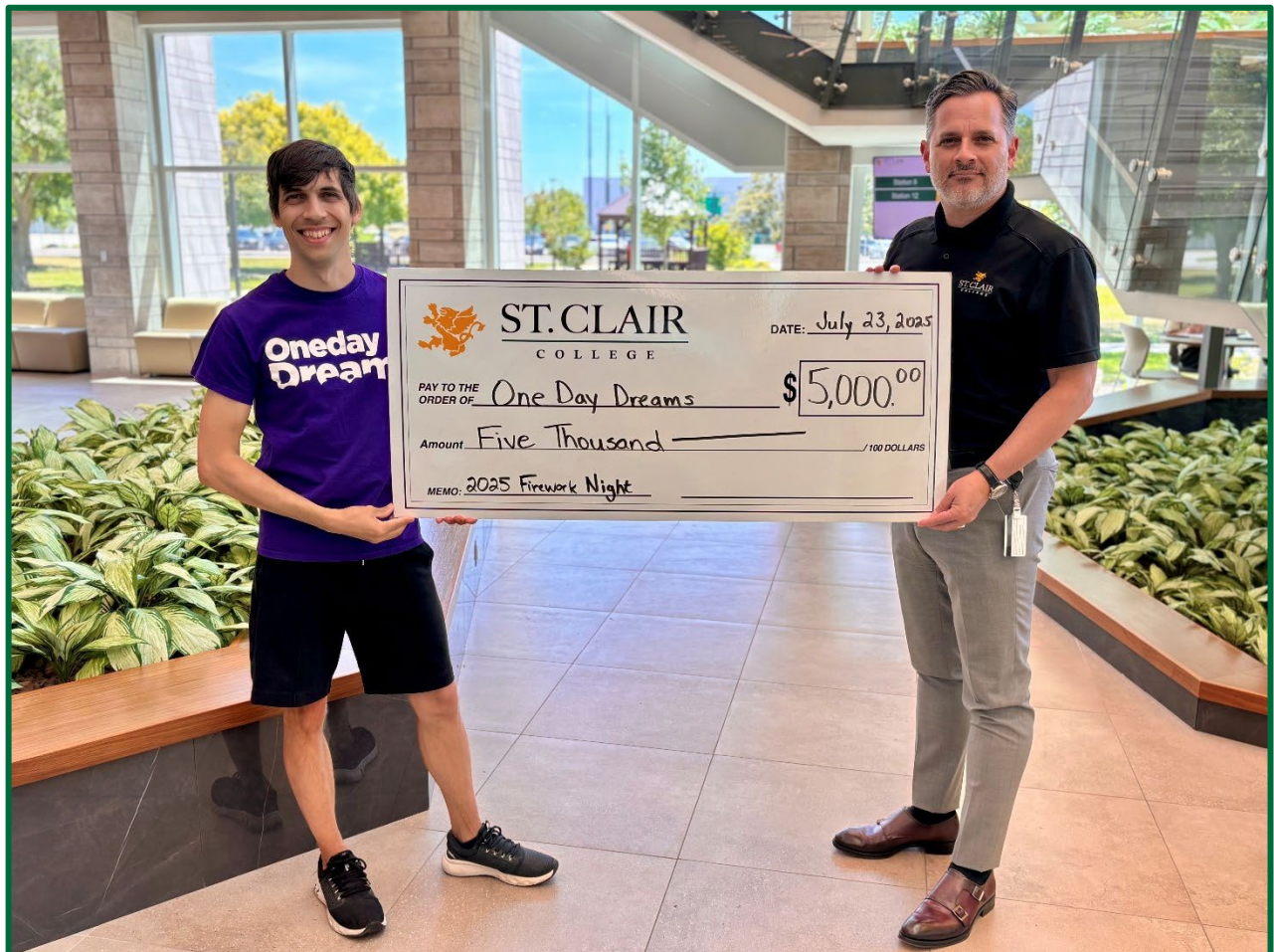
1. Women In Trades Exploration Week

President Silvaggi attended the Women in Trades Exploration Week event (July 14 – 18, 2025), hosted by WEST in collaboration with Unifor Local 444. The event took place at the Unifor Union Hall on Turner Road and was aimed at introducing women to the diverse career opportunities available in the skilled trades sector. President Silvaggi was joined on Monday, July 14, 2025, by J. Fairley and T. Papac in representing the organization. In addition to saying a few words to the event participants, President Silvaggi engaged in meaningful discussions with James Stewart, President of Unifor Local 444, and David Cassidy, Special Advisor to the Minister, Labour, Immigration, Training and Skills Development.



2. Oneday Dreams Donation

The Community Saints partnership has given \$5,000 to the Oneday Dreams organization, which was established to help Canadians who are nearing the end of their lives fulfill their dreams. The \$5,000 donation was raised by hosting a ticketed event at the St. Clair College Centre for the Arts during the annual Ford Fireworks night.



Oneday Dreams

3. St. Clair Jr. Saints Check Presentation

The St. Clair Jr. Saints basketball program raised \$10,000 this past season for athletic scholarships. Over the past year, there have been over 100 youth participating in the house league, basketball camps and tournaments in our region and across the province. The St. Clair Jr. Saints Basketball organization was founded in 2019 and run by St. Clair College Basketball Alumni, led by Jimmy Parsons.

The purpose of the organization is to give St. Clair College Basketball Alumni the opportunity to remain in the game of basketball in the community and/or with their kids. The St. Clair Jr. Saints Basketball Organization with both boys' and girls' divisions, ranging from 10 – 17 are looking to expand, allowing for youth in the community to experience the greatness that St. Clair College has to offer their top-notch athletic facilities.

The St. Clair Jr. Saints Basketball Organization runs a Summer basketball camp, house league and skills sessions for kids in the community of all ages and is also a member of the OBA (Ontario Basketball Association). *Way to go, Jr. Saints!*



4. **St. Clair College Alumni Association Hosts 700 Staff and Alumni for Jays-Tigers Finale**

Seven-hundred St. Clair College Alumni braved the searing heat on Sunday, July 27, 2025 to watch the Toronto Blue Jays and Detroit Tigers duke it out in the series finale at Detroit's Comerica Park. The Jays won the previous three games in the series, but it was the Tigers' turn, beating the Jays 10-4 to snap a six-game losing skid. But more than just the game, it was a chance for St. Clair alumni to get together for a reunion, celebrate their links to the College and enjoy some Sunday summer baseball.

The group of 700 took over five sections of Comerica Park, many wearing St. Clair College swag to represent their alma mater during the Alumni Days event. Each College ticketholder also received a Detroit Tigers baseball hat with a green gryphon emblazoned onto the side, as well as other giveaways.

Jackson Kempe, son of St. Clair College Alumni Association President Lori Kempe, had the honour of throwing out the game's ceremonial first pitch to St. Clair College President Michael Silvaggi. "It made him feel pretty special," said Lori Kempe. "Seeing President Silvaggi catch the pitch, Jackson had a big smile on his face. That image of the two of them is just a perfect snapshot of our spirit and of the connection that defines our College family and College community. It was a really good feeling in the stands, too. Our section was just full of people with a lot of the individuals wearing the St. Clair hats. It was just great to see and heartwarming," said Kempe.

The full story can be found at <https://www.stclaircollege.ca/news/2025/take-me-out-ballgame-st-clair-college-alumni-association-hosts-700-staff-and-alumni>.



St. Clair College President Michael Silvaggi stands with Jackson Kempe after the ceremonial first pitch at the Jays vs. Tigers game at Comerica Park in Detroit, Michigan on July 27, 2025. (Lori Kempe/St. Clair College)

5. St. Clair Esports Wins Three North American Awards

It was another award-winning year for the Saints Esports program at the Annual National Association of Collegiate Esports (NACE) awards, where the College took home three honours among several finalist nominations. The Saints were winners in the following categories:

- Outstanding Marketing Team
- Outstanding Production Team
- Student Leadership Award – Adrian Malhiers

Two of the awards granted to St. Clair this year are in large part due to the efforts of students in the Esports Administration and Entrepreneurship program: Second-year student Adrian Malhiers and recent graduate and new Production and Broadcast Manager, Owen Mantha.

St. Clair was also a finalist in these categories:

- Program of the Year
- Assistant Esports Director of the Year - Chris Funston
- Support Staff of the Year - Valerie Shih-Lau
- Broadcast Producer of the Year - Adrian Malhiers and Owen Mantha
- Broadcast Talent of the Year - Theodor Ivaniv
- Social Media Producer of the Year - Alexa Kovacevich
- Outstanding Event of the Year - Saints Gauntlet Series
- Educator of the Year - Shaun Byrne

The NACE Awards were held at the University of Texas at Dallas during the annual NACE Convention from July 23 to 25, 2025. NACE is the only nonprofit membership association of colleges and universities with varsity esports programs. 200 schools across North America compete for NACE championships every year across a variety of esports titles.

The full story can be found at <https://www.stclaircollege.ca/news/2025/st-clair-esports-wins-three-north-american-awards-including-prize-student-leadership>.



Adrian Malhiers, Valerie Shih-Lau and Owen Mantha, pictured here on July 29, 2025, all scooped up awards at the 2025 National Association of Collegiate Esports (NACE) awards. (Rich Garton/St. Clair College)

6. MPP Dowie Visit

Windsor-Tecumseh MPP Andrew Dowie visited St. Clair College on Thursday, July 31, 2025, to participate in a meeting with President Silvaggi to discuss institutional priorities, skilled trades programming and opportunities for collaboration in support of workforce development and student success.



7. Anishinabek Educational Institute (AEI) Summer Convocations

Anishinabek Educational Institute (AEI) convocations were held this past Summer for graduates of Native Community Worker, Early Childhood Education and Practical Nursing programs. The Nipissing campus graduation was held on Saturday, July 12 in North Bay, Ontario and the Munsee-Delaware campus ceremony was held on Thursday, July 31 at the Munsee campus located approximately 40 kms. west of London, Ontario. Art Barron who represented the College at both ceremonies commented, “These ceremonies are unique and beautiful, featuring traditional drum circles and songs, Elder prayers and guest speakers to motivate the new graduates. It was an honour to be there to present the grads with their diplomas.”

St. Clair College is a proud partner of AEI, providing administrative and curriculum support for programs on both of their campuses. AEI utilizes existing courses of study, as well as some which have been especially tailored for Indigenous student's learning styles and need to explore their heritage. The programs emphasize traditional healing methods and provides students with the unique opportunity to develop self-awareness and the mental and spiritual healing so often needed by caregivers. An appreciation for Indigenous culture and the uniqueness of being an Indigenous person are combined with studies to develop specific knowledge and skills in the use of traditional healing methods in the counselling of Indigenous people. A special feature of the programs is the use of St. Clair College's support system for Indigenous students, which includes the Indigenous counselor.

Since 1994, the Anishinabek Educational Institute (AEI) has offered Indigenous-led, culturally relevant post-secondary education. Guided by the Four Directions, they focus on supporting students mentally, emotionally, physically and spiritually through accessible services, cultural and wellness programming, and land-based learning.



8. Skills Ontario Trades and Tech Summer Camp

A group of young women shared an eye-opening experience during a week of hands-on immersion in a variety of skilled trades at the Skills Ontario Trades and Tech Summer Camp, hosted at St. Clair College. From welding to electrical, CNC machining and automotive to culinary, 18 young women were exposed to not only new skills – but a potential career. Through classroom-based projects and activities and exposure to labs in the School of Skilled Trades, the campers – who range in age from 12 to 17 – learned key concepts and skills to introduce them to skilled trades and technology careers. Campers also picked up extra skills in planning and design, teamwork and collaboration, problem solving, communication, public speaking and dexterity.

Windsor-Tecumseh MPP Andrew Dowie visited the camp on August 1, when the young women were in the culinary lab at St. Clair College making pizza from scratch. Dowie rolled up his sleeves and joined in on the lesson, which included kneading dough, dressing the pizza and cooking it to perfection. "Taking part in the Skills Ontario all-girls Trades and Tech Camp at St. Clair College was not only a fantastic experience — it was a delicious one too," said Dowie. "Making pizza with such an enthusiastic group of young women was both fun and inspiring. It was a creative way to highlight the teamwork, problem-solving, and hands-on learning that make the skilled trades so rewarding."

Many of the campers were recruited by Women's Enterprise Skills Training (WEST) of Windsor in what's become a strong partnership between the organization, Skills Ontario and St. Clair College. Rose Anguiano Hurst is the Executive Director of Women's Enterprise Skills Training of Windsor Inc. and came to the camp to witness the hands-on learning for herself. "It was great to see the campers so engaged with the learning activities, with many of them experiencing the trades for the first time," Hurst said. "It's also important to expose them to these possibilities at a young age, which helps them with their decision making for the future."

Another Trades and Tech Camp is scheduled at St. Clair College for the week of Aug. 18-22, 2025.

The full story can be found at <https://www.stclaircollege.ca/news/2025/all-girls-trades-and-tech-camp-st-clair-college-aims-introduce-campers-careers>.



St. Clair College President Michael Silvaggi with Windsor-Tecumseh MPP Andrew Dowie and WEST of Windsor executive director Rose Anguiano Hurst at St. Clair College on Aug. 1, 2025. (Rich Garton/St. Clair College)

9. United Way Summer Eats “Hero For A Day” Program

St. Clair College once again sponsored the “Hero for A Day” program on Tuesday, August 5, 2025, at General Brock Public School in West Windsor. Executives from the SRC and SSAA partnered with the United Way’s “Summer Eats for Kids” program, which provides children and families in Windsor-Essex County with a week’s worth of nutritious snacks, fresh fruits, vegetables and books.



10. Windsor-Essex Pride Fest

In celebration of our LGBTQ+ Saints, President Silvaggi and our SRC and SSAA Student Leaders hung the College's Pride flag at the Main Campus on Wednesday, August 6, 2025 in recognition and support of the Windsor-Essex Pride Fest which ran from August 1 – 10, 2025.



11. Face To Face Campaign Kick-Off

President Silvaggi participated in the 23rd Annual Face to Face Campaign kick-off show on Wednesday, August 6, 2025. The show was taped at the St. Clair College MediaPlex with both staff and alumni happy to volunteer. The annual campaign, which runs from August 15 to September 30, 2025, supports the Fairley Family Patient Transportation program at Hospice. The program provides rides throughout the city and county at no cost to patients, families and caregivers for medical appointments.



12. WEST Partnership – Electrical Pre-Apprenticeship Program

On Wednesday, August 6, 2025, President Silvaggi met with students from the Electrical Pre-Apprenticeship Program for Women which is being offered through the Women's Enterprise Skills Training Inc. (WEST) in partnership with St. Clair College. As always, St. Clair College is proud to partner with WEST to offer unique training opportunities for women from Windsor-Essex and around the globe.



13. Meeting with MPP Trevor Jones

On Friday, August 8, 2025, President Silvaggi met with MPP Trevor Jones, Member of Provincial Parliament for Chatham-Kent–Leamington and Minister of Agriculture, Food and Agribusiness. The purpose of the meeting was to discuss institutional priorities, including the advancement of greenhouse and agriculture programming, and to explore opportunities for strategic collaboration between the institution and the Ministry. The dialogue focused on aligning educational initiatives with regional economic development goals, enhancing applied research capacity and supporting workforce development in the agri-food sector.



14. Roundtable with MPP Piccini

On Monday, August 11, 2025, President Silvaggi participated in a Roundtable discussion with MPP David Piccini, Minister of Labour, Immigration, Training and Skills Development. The event was held by the Windsor-Essex Chamber of Commerce, in partnership with Invest Windsor-Essex, to discuss the development and pipeline of skilled labour in Windsor-Essex to support economic growth, development and employment.



15. WEST Partnership – HVAC Pre-Apprenticeship Program

On Tuesday, August 12, 2025, Senior Vice President, Academic and Career Supports, Monica Staley Liang, met with students from the Heating, Ventilation and Air-Conditioning (HVAC) Pre-Apprenticeship Program for Women which is being offered through the Women's Enterprise Skills Training Inc. (WEST) in partnership with St. Clair College. As always, St. Clair College is proud to partner with WEST to offer unique training opportunities for women from Windsor-Essex and around the globe.



16. Zekelman Foundation Announcement

For over a decade, the Stephanie & Barry Zekelman Foundation has played a key role in growing On Track to Success, helping local youth and families build brighter futures. In recognition of this, a Media Event was held on Wednesday, August 13, 2025 at the College's Main Campus to announce that the Zekelman Foundation is expanding its support with a new bursary fund for four (4) On Track to Success graduates, now enrolled at St. Clair College. This vital support is helping on their journey, both in school and in their community.

This year's deserving recipients are:

- Ashley, a fourth-year student studying Business Administration;
- Gracie, a second-year student studying Early Childhood Education;
- Yonatan, who is joining St. Clair College this Fall to study Electrical Techniques;
- Ruben (not pictured), a third-year student studying Civil Engineering Technologies.

We are incredibly grateful to the Zekelman Foundation for their ongoing support. Stephanie and Barry Zekelman are not just donors, they are true champions of community impact. Their continued commitment inspires us, and we're proud to walk this meaningful journey together.



17. 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.



18. 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.



19. 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).





ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: SEPTEMBER 16, 2025

RE: PROFESSIONAL CORPORATE SERVICES

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

AIM:

To provide the Board with an update on the College's Professional Services as required by the St. Clair College Professional Corporate Services Policy.

BACKGROUND:

The Professional Corporate Services Policy (Policy 4.11) requires Administration to present an outline of its professional services review annually. The Board receives the annual outline at the September meeting. The Policy identifies audit, banking, insurance and legal as those services that are to be reviewed, at least once every five years. The following chart summarizes Administration's review:

Service	Organization	Update
Audit	KPMG	Request for Proposal (RFP) completed in 2017. KPMG was the successful proponent. The contract commenced with the 2018 fiscal year and expired with the 2022 fiscal year. Administration has extended its contract with KPMG to August 31, 2026, through a vendor-of-record contract managed by the Ontario Education Collaborative Marketplace (OECM).
Banking	WFCU	RFP completed in 2023. WFCU was the successful proponent. The contract commenced July 2023 and expires June 2028.

Insurance	AON	<p>The College participates in a consortium insurance program, which represents 14 of the 24 colleges. The consortium contract is managed by the OECM.</p> <p>OECM completed a RFP for insurance broker services in 2024. AON was the successful proponent. The contract commenced October 2024 and expires March 2030. The AON contract contains an option to extend for one additional period of three years.</p>
Legal	<p>Bartlet & Richardes LLP</p> <p>Hicks Morley LLP</p> <p>McTague Law Firm LLP</p>	<p>Corporate legal matters are provided by Bartlet & Richardes LLP.</p> <p>Human Resources (HR) legal matters are provided by Hicks Morley LLP as this firm is utilized by the College Employer Council on behalf of the entire college sector.</p> <p>Legal services pertaining to immigration law and other matters (i.e. COVID-19) are provided by McTague Law Firm LLP. At that time, the College performed an invitational competitive procurement by contacting three firms.</p> <p>Investigations are performed by either Bartlet & Richardes LLP or McTague Law Firm LLP based on availability.</p> <p>Corporate and HR legal services have not been openly procured due to the importance of having service continuity, and the Canadian Free Trade Agreement provides a procurement exemption for services that may only be provided by a licensed lawyer.</p>

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update pertaining to the College's Professional Services, as required, by the Professional Corporate Services Policy, for information.



ST. CLAIR

C O L L E G E

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: SEPTEMBER 16, 2025

RE: INVESTMENTS

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

AIM:

To provide the Board with an update on the College's investments to ensure compliance with the Ministry's Banking, Investing and Borrowing Directive.

BACKGROUND:

The Ministry's Banking, Investing and Borrowing Directive requires the following:

The College Board of Governors is to approve an Investment Policy to guide its investment activities. The Board of Governors is to review and approve at least annually an investment performance report that will include a statement signed by the Senior Financial Officer stating that the College is in compliance with relevant legislative requirements in force at the time of the review and with this binding policy directive.

On February 25, 2025, the Board of Governors approved revisions to the Foundation Investment Policy, which directs the College's long-term investment activities.

During the 2024-2025 fiscal year, the College's GICs and bank accounts earned interest income of \$15,166,034. As at March 31, 2025, the College's investments are noted as follows:

i. Temporary Investments

Investment Type	Amount
GIC Total	\$172,473,772

ii. Long-Term Investments

As at March 31, 2025, the College's long-term investments are held by the College and the St. Clair College Foundation. The Foundation's investments are actively managed and held with RBC Dominion Securities (RBC DS) and Jarislowky Fraser (JF) where those funds are held in trust by Scotia Wealth. The market value of the investments as noted on the financial statements are:

Investment Type	Amount	Institution
GIC	\$25,676,644	College
Bonds	\$8,114,959	RBC DS
Equities	\$6,123,080	RBC DS
Bonds	\$4,879,976	JF/Scotia
Equities	\$6,898,205	JF/Scotia
Total	\$51,692,864	-

Appendix A contains investment reports from RBC DS and JF/Scotia which provides additional investment details for the Foundation's actively managed investments. There is a \$526,740 variance between the combined investment manager reports total of \$26,542,960 and the bond and equity total of \$26,016,220 from the above chart. The variance is a result of cash being reported separately on the College's financial statements. Net investment income realized for fiscal year 2024-2025 was \$3,009,255.

The Foundation Investment Policy notes the following:

"The Foundation Board of Directors is responsible for the Foundation's investments. This includes ensuring sufficient investment returns are realized in order to provide funding stability and support for scholarship and bursaries to College students in future years.

The time horizon for the investments is long-term. Maintaining a long-term focus helps avoid emotional responses to short-term market volatility. The longer the time horizon, the greater the probability of keeping up with inflation and achieving the investment objectives. The investment return objectives are as follows:

- To achieve a return sufficient to meet the funding requirements, cover costs, keep pace with inflation and increase the investment's real value over time; and,*
- To meet or exceed recognized, appropriate benchmarks."*

The performance of the investments is monitored by the Foundation Board of Directors, and a College Board of Governor is appointed to the Foundation Board.

The Foundation's investments are derived from private endowment donations and funds from Ministry matching programs. Effective May 8, 2018, the Ministry revised the Banking, Investing and Borrowing Directive to allow a single investment strategy consistent with the Ontario Trustee Act for endowment funds for both private donations and funds from Ministry matching programs. The Directive notes that a trustee must exercise the care, skill, due diligence and judgement that a prudent investor would exercise in making investments. The Foundation's investments are allocated in the appropriate types of investments in order to maintain compliance with the Act.

iii. Compliance Statement

St. Clair College is compliant with the relevant legislative requirements in force at the time of this review, and with the Ministry's Banking, Investing and Borrowing Directive. A compliance statement attesting to the above, has been signed by the Chief Financial Officer and provided to the President, attached as Appendix B.

RECOMMENDATION:

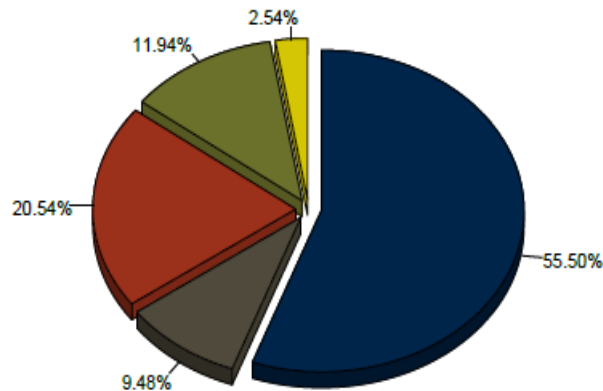
IT IS RECOMMENDED THAT the Board of Governors receive Administration's attestation on the College's Investment Report, ensuring compliance with the Ministry's Banking, Investing and Borrowing Directive, for information.

Asset Allocation as of March 31, 2025

Enhanced Asset Allocation*

As at March 31, 2025

Enhanced Asset Allocation*



Geography	Market Value	%
Fixed Income - Canada	8,114,958	55.50
Total Fixed Income	8,114,958	55.50
Equity - Canada	1,386,612	9.48
Equity - US	3,003,882	20.54
Equity - International	1,745,100	11.94
Total Equity	6,135,594	41.96
Cash and Cash Equivalents	371,022	2.54
Total Cash and Cash Equivalents	371,022	2.54
Total Portfolio	14,621,575	100.00

Accrued income included with Market Value.

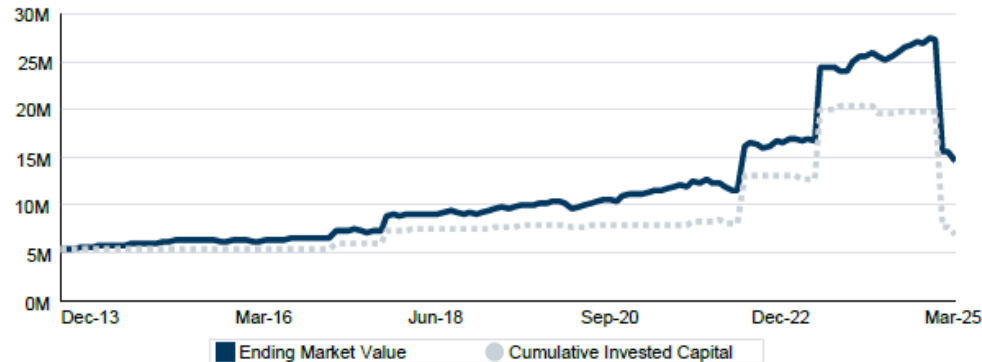
*The asset allocation values displayed include an overlay from an external data provider that breaks out the underlying asset classes for mutual funds, pooled funds and Canadian ETFs, if applicable and where available.



Market Value History

Historical Annual Change in Portfolio Value

July 14, 2013 to March 31, 2025



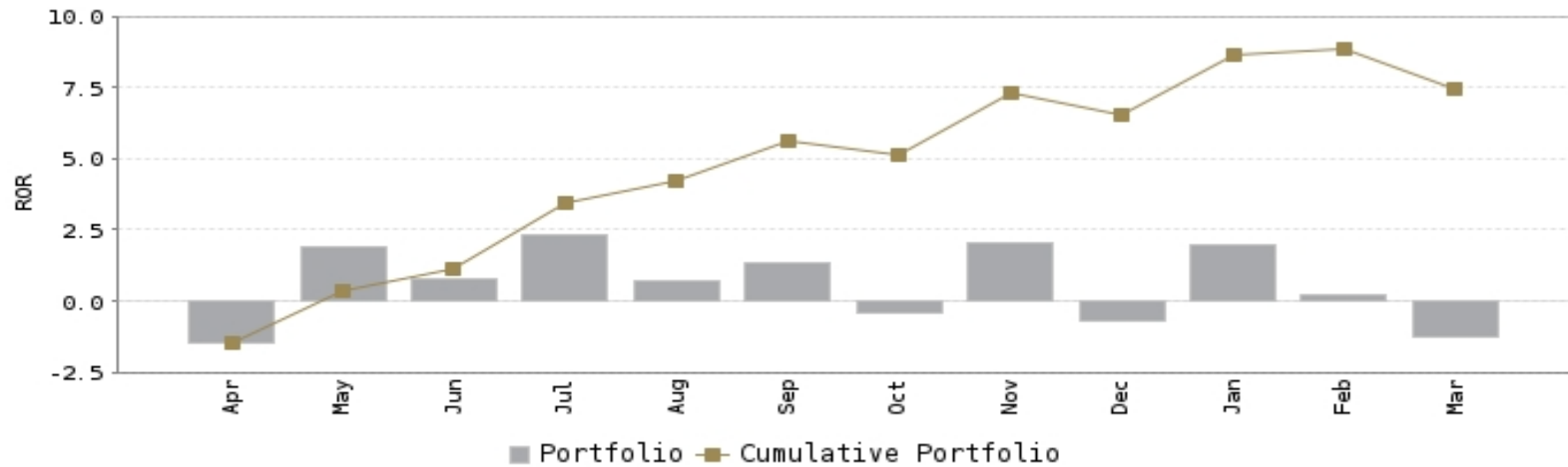
This graph depicts the Portfolio's market value over time. Invested Capital consists of the sum of deposits and transfers-in less withdrawals and transfer outs. FX transactions between currencies are also reflected here. The Market Values depicted on this page represent the point-in-time value of your Portfolio at each period-end.

Calendar Year	Beginning Market Value	Invested Capital	Total Investment Return	Withholding Tax	Ending Market Value	Money-Weighted %
*2013	0.00	5,452,265.77	220,989.15	(115.52)	5,673,139.40	4.09
2014	5,673,139.40	19.32	427,358.37	(1,036.76)	6,099,480.33	7.53
2015	6,099,480.33	(102.80)	265,103.40	(1,034.48)	6,363,446.45	4.35
2016	6,363,446.45	(247.57)	204,719.83	(1,314.21)	6,566,604.50	3.22
2017	6,566,604.50	1,970,272.28	392,089.75	(1,420.33)	8,927,546.20	5.33
2018	8,927,546.20	156,837.65	3,243.54	(3,867.42)	9,083,759.97	0.04
2019	9,083,759.97	247,117.30	1,004,403.36	(3,829.35)	10,331,451.28	10.87
2020	10,331,451.28	26,032.93	792,333.00	(4,016.00)	11,145,801.22	7.67
2021	11,145,801.22	502,138.75	1,036,248.47	(4,299.74)	12,679,888.70	9.17
2022	12,679,888.70	4,739,033.08	(901,030.96)	(4,615.77)	16,513,275.05	(5.85)
2023	16,513,275.05	7,259,365.23	1,793,639.37	(5,178.06)	25,561,101.59	8.73
2024	25,561,101.59	(546,554.64)	2,364,578.15	(7,912.74)	27,371,212.36	9.39
*YTD 2025	27,371,212.36	(12,917,985.56)	168,940.45	(674.78)	14,621,492.46	1.07
Total		6,888,191.74	7,772,615.87	(39,315.16)		

*Partial Period

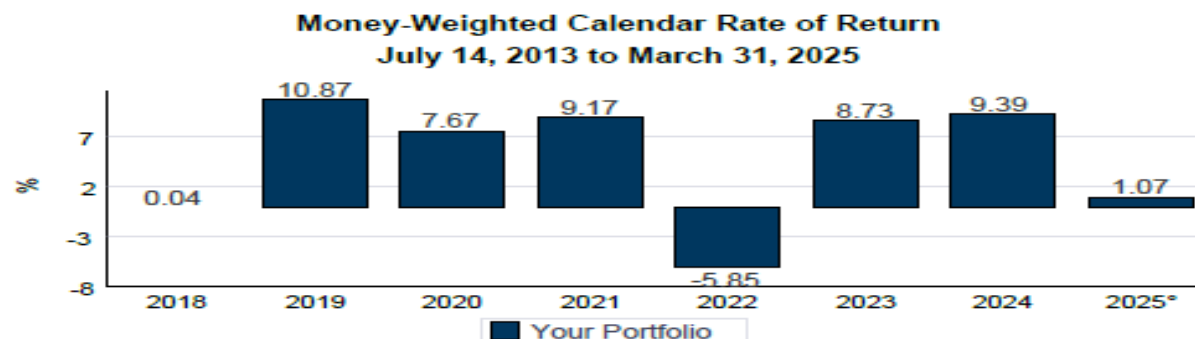


Portfolio Performance since April 1st 2024 to March 31, 2025



Portfolio Performance	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	
Total Portfolio	-1.49	1.88	0.77	2.3	0.7	1.4	-0.43	2.08	-0.71	2.02	0.19	-1.28	7.43	Money Weighted
Total Portfolio	-1.49	1.88	0.77	2.3	0.7	1.34	-0.43	2.04	-0.68	1.95	0.19	-1.27	7.30	Time Weighted

Portfolio Summary



* Partial Period.

Any returns greater than 12 months are annualized.

Scotia Wealth Management
Executive Office, Scotia Plaza
5200-40 King Street West
Toronto, Ontario M5H 1H1

Website: www.scotiawealthmanagement.com
GST/HST # 13338 9056 RT0001
TVQ # 1143351675 / 1013394063 TQ0002

SCT0190000_4918924_003 E I 00262
ST. CLAIR COLLEGE FOUNDATION
2000 TALBOT ROAD WEST
WINDSOR ON N9A 6S4

ST. CLAIR COLLEGE FOUNDATION — account number 78072933
Assets as at March 31, 2025

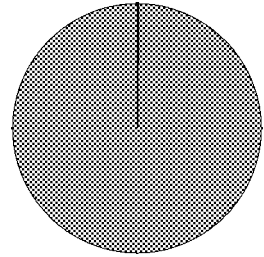


For further information regarding this statement please contact:
BETTY RODAS

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All values in this statement are shown in Canadian dollars.
The exchange rate used was \$1.43450 Canadian equals \$1.00 U.S.

ST. CLAIR COLLEGE FOUNDATION
ACCOUNT NUMBER 78072933
March 31, 2025

Account Summary

	ASSET CATEGORY	MARKET VALUE	% OF PORTFOLIO
	 Cash & Short Term	\$25,098	0.21%
	 Mutual Funds	11,896,287	99.79%
	TOTAL ASSETS	\$11,921,385	100%
<i>* Real estate and other assets may not be stated at current market value nor do they show estimated annual income</i>			

All values in this statement are shown in Canadian dollars.
The exchange rate used was \$1.43450 Canadian equals \$1.00 U.S.

ST. CLAIR COLLEGE FOUNDATION
ACCOUNT NUMBER 78072933
March 31, 2025

Asset details

DESCRIPTION	QUANTITY	TAX COST	MARKET PRICE	MARKET VALUE	YIELD (%)	ESTIMATED ANNUAL INCOME
CASH & SHORT TERM						
CAPITAL CASH		25,098.08		25,098		
TOTAL CASH & SHORT TERM		\$25,098.08		\$25,098		\$0.00
MUTUAL FUNDS						
JF MONEY MARKET FUND (JFMM)	17,000	170,000.00	10.000	170,000		0.00
JF BOND POOLED FUND (JRFBO)	502,031.609	4,873,636.77	9.633	4,836,020		0.00
JF CANADIAN EQUITY FUND (JRFEQ)	48,255.600	1,682,959.02	33.641	1,623,347		0.00
JF GLOBAL EQUITY FUND (01008)	192,289.300	5,541,433.02	27.391	5,266,919		0.00
TOTAL MUTUAL FUNDS		\$12,268,028.81		\$11,896,287		\$0.00
TOTAL INVESTMENTS		\$12,293,126.89		\$11,921,385		\$0.00
TOTAL ASSETS		\$12,293,126.89		\$11,921,385		



TO: MICHAEL SILVAGGI, PRESIDENT

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

DATE: SEPTEMBER 16, 2025

RE: INVESTMENT COMPLIANCE

The Ministry's Banking, Investing and Borrowing Directive requires the following:

The College Board of Governors is to approve an Investment Policy to guide its investment activities. The Board of Governors is to review and approve at least annually an investment performance report that will include a statement signed by the Senior Financial Officer stating that the College is in compliance with relevant legislative requirements in force at the time of the review and with this binding policy directive.

A report on the above is going to the College Board of Governors at the September 16, 2025 meeting.

As the Senior Financial Officer, I confirm the following:

St. Clair College is compliant with the relevant legislative requirements in force at the time of this review, and with the Ministry's Banking, Investing and Borrowing Directive.

Signature:

Date: August 22, 2025

Position: Senior Vice President, Finance, Administration & Chief Financial Officer

TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: SEPTEMBER 16, 2025

**RE: FINANCIAL MONITORING REPORT
FINANCIAL RESULTS FOR THE FIVE MONTHS ENDED
AUGUST 31, 2025**

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

AIM:

To provide the Board with a report on the financial results for the five months ended August 31, 2025.

BACKGROUND:

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

The BOG approved the College's original budget on March 25, 2025. On June 24, 2025, Administration provided the BOG with an update on its budget projection.

In addition, to enhance the College's presentation of its financial results with that of Ministry, the budget and actual results for the SportsPlex and HealthPlex have been reallocated from the operating fund to the ancillary operations fund.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the Financial Monitoring Report for the five months ended August 31, 2025, as information.

SUMMARY OF REVENUES AND EXPENDITURES (Schedule 1)

The net deficit at August 31, 2025 of \$6,837,115 is a decrease of \$12,501,392 from the net surplus noted for the 2024 comparative period of \$5,664,277. The variance is primarily due to Tuition Revenue, Other Revenues, Salaries and Benefits and Non-Salary Expenditures.

REVENUE (Schedule 2)

The following highlights the major changes in revenue compared to the original budget projections and the 2024 comparative period:

- MCU Operating Grants are trending above the original budget projection at 38% and have increased over the 2024 comparative period by \$2,620,962 or 16%. The increase is due to the following:
 - Decrease in the International Student Recovery due to decreased international student and PCPP enrolment; and,
 - Timing and incremental funding related to the Postsecondary Financial Health and Sustainability grant.
- Contract Income is trending below the original budget projection at 39% and has increased over the 2024 comparative period by \$810,295 or 28%. The increase is due to timing related to the receipt of 2024-25 funding for the Apprenticeship grant.

Contract Income is established based on agreements with the Ministry and other partners. The College anticipates being below its budget projections. In most cases, shortfalls in Contract Income will be mostly offset by a decrease in expenditures.

- Total Tuition revenue is trending below the original budget projection at 35% and has decreased over the 2024 comparative period by \$41,845,771 or 57% due to the following:
 - Decrease in International Tuition revenue of \$14,375,853 over the comparative period due to lower enrolment for the Spring semester.
 - Decrease in PCPP Tuition revenue of \$26,667,282 over the comparative period due to lower enrolment at Ace Acumen for the Spring semester due to the partnership wind down.
- Total “Other” income is trending above the original budget projection at 51% and has decreased over the 2024 comparative period by \$13,898,563 or 45% due to the following:
 - Decrease in Interest Income of \$2,161,024 due to lower interest rates.
 - Decrease in PCPP Fee-for-Service of \$7,953,324 due to lower enrolment at Ace Acumen for the Spring semester due to the partnership wind down.

- Decrease in Divisional Income of \$3,217,956 due to lower kit/material fees and insurance fees from the lower international student enrolment, and lower fees from Ace Acumen for the Spring semester due to the partnership wind down.

EXPENDITURES (Schedule 3)

The following highlights the major changes in expenditures compared to the original budget projections and the 2024 comparative period:

- Total Salaries & Benefits are trending below the original budget projection at 37% and have decreased over the 2024 comparative period by \$7,413,116 or 17%. The decrease is primarily due to workforce reduction initiatives undertaken in the prior year and current year relating to voluntary employment leave incentives, stability, and lower part-time staffing to align with the College's lower student enrolment levels.
- Total Non-Salary expenditures are trending above the original budget projection at 45% and have decreased over the 2024 comparative period by \$33,263,522 or 45%. The decrease is due to the following:
 - Decrease in Advertising due to repositioned marketing initiatives.
 - Decrease in Contracted Educational Services as a result of lower enrolment from students attending the Toronto Campuses due to the wind down of the Ace Acumen partnership.
 - Decrease in Contracted Services Other as a result of lower international student enrolment resulting in lower agent recruitment commissions.
 - Decrease in Equipment Maintenance and Repairs due to the prior year reflecting costs for enhancements to the College's academic loading software.
 - Decrease in Instructional Supplies due to the lower student enrolment.
 - Decrease in Insurance due to lower international student insurance fees as a result of lower PCPP and international student enrolment.
 - Increase in Municipal Taxes due to delayed invoicing from a municipality.
 - Decrease in Student Assistance Scholarships due to a pivot from the College's expanded scholarship plan introduced in the prior year.
 - Increase in Amortization due to a full year of amortization from assets capitalized during the 2024-25 fiscal year.

Many expenditures are cyclical and follow the timing associated with the academic year.

ANCILLARY OPERATIONS (Schedule 4 & 4B)

- The Ancillary Operations deficit of \$1,254,339 is trending below the original budget projection, and has decreased over the 2024 comparative period by \$864,953 . This is primarily due to leased residences that do not have revenues to offset the guaranteed lease obligations due to the lower international student enrolment, and ongoing College supports to the GEM residence.

SCHEDULE 1

ST. CLAIR COLLEGE
SUMMARY OF REVENUES AND EXPENDITURES
FOR THE FIVE MONTHS ENDED AUGUST 31, 2025

	A	B	A - B	
MCU BUDGET (12 months)	ACTUAL (5 months)	ACTUAL PRIOR YEAR (5 months)	VARIANCE (5 months)	
<u>REVENUE</u>				
MCU Operating Grants	50,159,806	18,813,372	16,192,410	2,620,962
Contract Income	9,564,771	3,693,568	2,883,273	810,295
Tuition	88,762,345	31,054,616	72,900,387	(41,845,771)
Other	32,676,880	16,836,282	30,734,845	(13,898,563)
Total Operating	181,163,802	70,397,838	122,710,915	(52,313,077)
Total Ancillary	14,011,933	5,078,399	5,248,836	(170,437)
TOTAL REVENUE	195,175,735	75,476,237	127,959,751	(52,483,514)
<u>EXPENDITURES</u>				
Salary & Benefits	95,785,902	35,434,447	42,847,563	(7,413,116)
Non-Salary	89,933,156	40,546,167	73,809,689	(33,263,522)
Ancillary	16,018,038	6,332,738	5,638,222	694,516
TOTAL EXPENDITURES	201,737,096	82,313,352	122,295,474	(39,982,122)
Total Net Surplus / (Deficit)	(561,361)	(6,837,115)	\$5,664,277	(12,501,392)

SCHEDULE 2

ST. CLAIR COLLEGE
REVENUES
FOR THE FIVE MONTHS ENDED AUGUST 31, 2025

	MCU	A	B	A - B
	BUDGET	ACTUAL	ACTUAL	VARIANCE
	<u>(12 months)</u>	<u>(5 months)</u>	<u>PRIOR YEAR</u> <u>(5 months)</u>	<u>(5 months)</u>
REVENUE				
Enrolment Based Envelope: see note 1	17,889,847	5,819,317	5,037,107	782,210
Differentiation Envelope: see note 2	26,834,770	12,890,103	13,683,715	(793,612)
Special Purpose / Other Grants: see note 3	5,435,189	103,952	(2,528,412)	2,632,364
Total MCU Operating Grants	50,159,806	18,813,372	16,192,410	2,620,962
Apprenticeship	5,750,324	2,566,778	1,821,874	744,904
Literacy & Basic Skills	1,380,172	575,065	575,065	-
School College Work Initiative	1,956,923	459,395	453,567	5,828
Other: see note 4	477,352	92,330	32,767	59,563
Total Contract Income	9,564,771	3,693,568	2,883,273	810,295
Post Secondary - Domestic	26,083,552	4,121,480	4,584,648	(463,168)
Post Secondary - International	50,813,361	16,013,994	30,389,847	(14,375,853)
Post Secondary - PCPP	9,792,437	10,230,310	36,897,592	(26,667,282)
Continuing Education	2,072,995	688,832	1,028,300	(339,468)
Total Tuition	88,762,345	31,054,616	72,900,387	(41,845,771)
Interest Income	10,100,000	4,297,309	6,458,333	(2,161,024)
Contract Training	800,000	527,216	396,679	130,537
International Projects	120,000	-	25,938	(25,938)
PCPP Fee-for-Service	2,240,237	2,317,825	10,271,149	(7,953,324)
Other: see note 5	1,361,096	886,271	1,659,549	(773,278)
Divisional Income	11,768,475	6,053,458	9,271,414	(3,217,956)
Amortization DCC	6,287,072	2,754,203	2,651,783	102,420
Total Other	32,676,880	16,836,282	30,734,845	(13,898,563)
Total Revenue Before Ancillary	181,163,802	70,397,838	122,710,915	(52,313,077)
Ancillary Revenue (Schedule 4)	14,011,933	5,078,399	5,248,836	(170,437)
Total Revenues	\$195,175,735	\$75,476,237	\$127,959,751	(\$52,483,514)

SCHEDULE 3

ST. CLAIR COLLEGE
EXPENDITURES
FOR THE FIVE MONTHS ENDED AUGUST 31, 2025

	A	B	A - B	
MCU	ACTUAL	ACTUAL		
BUDGET	PRIOR YEAR	VARIANCE		
(12 months)	(5 months)	(5 months)	(5 months)	
<u>SALARY & BENEFITS</u>				
Administrative: Full-Time	7,679,946	2,684,900	4,323,798	(1,638,898)
Administrative: Part-Time	1,221,938	345,441	854,565	(509,124)
Faculty: Full-Time	35,677,570	13,679,727	15,037,546	(1,357,819)
Faculty: Part-Time	13,839,761	4,131,856	5,638,075	(1,506,219)
Support: Full-Time	15,292,856	6,137,455	6,354,532	(217,077)
Support: Part-Time	4,399,318	1,140,177	2,522,622	(1,382,445)
Fringe Benefits	17,674,514	7,314,891	8,116,425	(801,534)
Total Salary & Benefits	95,785,902	35,434,447	42,847,563	(7,413,116)
<u>NON-SALARY</u>				
Advertising	2,468,288	503,424	1,270,340	(766,916)
Bad Debt	981,000	49,412	221,473	(172,061)
Building Repairs & Maintenance	688,000	187,496	184,460	3,036
Contracted Cleaning Services	3,045,484	1,154,388	1,088,054	66,334
Contracted Educational Services	11,300,851	10,879,701	37,965,129	(27,085,428)
Contracted Services Other	12,267,324	3,791,090	5,990,236	(2,199,146)
Equipment Maintenance & Repairs	3,510,810	1,734,299	2,410,345	(676,046)
Equipment Rentals	3,607,830	2,073,871	1,868,723	205,148
Grounds Maintenance	839,300	62,497	122,166	(59,669)
Instructional Supplies	6,980,281	2,527,029	3,259,327	(732,298)
Insurance	5,407,790	3,213,979	4,773,704	(1,559,725)
Janitorial & Maintenance Supplies	795,395	170,211	269,240	(99,029)
Long-Term Debt Interest	931,502	0	0	0
Memberships & Dues	861,093	488,260	514,649	(26,389)
Municipal Taxes	833,594	784,971	53,376	731,595
Office Supplies	1,116,291	365,032	424,657	(59,625)
Premise Rental	3,210,392	1,482,073	1,505,590	(23,517)
Professional Development	653,736	105,322	212,062	(106,740)
Professional Fees	864,896	250,991	299,335	(48,344)
Security Services	2,859,120	965,171	1,077,114	(111,943)
Stipends, Allowances & Scholarships	2,961,400	567,401	1,114,813	(547,412)
Student Assistance 30% Tuition	950,000	253,626	863,667	(610,041)
Travel	983,430	275,224	372,881	(97,657)
Utilities	4,192,200	1,319,504	1,479,554	(160,050)
Other: see note 6	1,548,275	713,503	736,978	(23,475)
Amortization	16,074,874	6,627,692	5,731,816	895,876
Total Non-Salary	89,933,156	40,546,167	73,809,689	(33,263,522)
Total Operating Expenses				
	185,719,058	75,980,614	116,657,252	(40,676,638)
Ancillary Expenses (Schedule 4)				
	16,018,038	6,332,738	5,638,222	694,516
Total Expenditures	\$201,737,096	\$82,313,352	\$122,295,474	(\$39,982,122)

SCHEDULE 4

**ST. CLAIR COLLEGE
ANCILLARY OPERATIONS
FOR THE FIVE MONTHS ENDED AUGUST 31, 2025**

	A	B	A - B	
MCU		ACTUAL		
BUDGET	ACTUAL	PRIOR YEAR	VARIANCE	
<u>(12 months)</u>	<u>(5 months)</u>	<u>(5 months)</u>	<u>(5 months)</u>	
<u>Revenue</u>				
Beverage & Cafeteria	107,619	18,351	46,140	(27,789)
Bookstore - Windsor & Chatham	185,000	13,854	16,036	(2,182)
Special Events	82,500	5,270	126,570	(121,300)
Lockers Administration	42,869	17,460	18,480	(1,020)
Parking Lots	2,195,000	502,614	557,737	(55,123)
Residence - Windsor	3,917,883	955,012	948,078	6,934
St. Clair College Centre for the Arts	4,384,102	2,081,458	1,858,129	223,329
Varsity Sports	2,000,000	773,816	968,340	(194,524)
Sports Park	200,000	65,444	110,633	(45,189)
HealthPlex	308,500	172,514	147,504	25,010
SportsPlex	3,460	6,742	1,011	5,731
Woodland Hills Golf Course	585,000	465,864	450,178	15,686
	14,011,933	5,078,399	5,248,836	(170,437)
<u>Expenditures</u>				
Special Events	50,000	6,646	30,289	(23,643)
Lockers Administration	8,086	7,818	0	7,818
Parking Lots	1,715,258	378,573	599,450	(220,877)
Residence - Windsor	2,440,107	726,714	788,065	(61,351)
Residence - Chatham	40,900	12,596	36,497	(23,901)
Residence - GEM	139,074	390,913	74,149	316,764
Residence - La Residence	1,056,900	329,556	-	329,556
Residence - Saints	1,225,000	837,200	-	837,200
St. Clair College Centre for the Arts	4,330,707	1,873,397	1,860,364	13,033
Varsity Sports	2,390,267	773,816	965,971	(192,155)
Sports Park	204,994	65,444	110,633	(45,189)
HealthPlex	740,923	236,490	264,279	(27,789)
SportsPlex	1,236,977	458,224	693,796	(235,572)
Woodland Hills Golf Course	438,845	235,351	214,729	20,622
	16,018,038	6,332,738	5,638,222	694,516
Total Net Surplus / (Deficit)	(\$2,006,105)	(\$1,254,339)	(\$389,386)	(\$864,953)

ST. CLAIR COLLEGE
ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)
FOR THE FIVE MONTHS ENDED AUGUST 31, 2025

SCHEDULE 4B

	MCU BUDGET (12 months)	ACTUAL (5 months)	ACTUAL PRIOR YEAR (5 months)
Beverage & Cafeteria: Revenue	107,619	18,351	46,140
Bookstore - Windsor & Chatham: Revenue	185,000	13,854	16,036
Bookstore - Windsor & Chatham: Expenditures	-	-	-
	185,000	13,854	16,036
Lockers Administration: Revenue	42,869	17,460	18,480
Lockers Administration: Expenditures	8,086	7,818	-
	34,783	9,642	18,480
Special Events: Revenue	82,500	5,270	126,570
Special Events: Expenditures	50,000	6,646	30,289
	32,500	(1,376)	96,281
Parking Lots: Revenue	2,195,000	502,614	557,737
Parking Lots: Expenditures	1,715,258	378,573	599,450
	479,742	124,041	(41,713)
Residence - Windsor: Revenue	3,917,883	955,012	948,078
Residence - Windsor: Expenditures	2,440,107	726,714	788,065
	1,477,776	228,298	160,013
Residence - Chatham: Expenditures	40,900	12,596	36,497
Residence - GEM: Expenditures	139,074	390,913	74,149
Residence - La Residence: Expenditures	1,056,900	329,556	-
Residence - Saints: Expenditures	1,225,000	837,200	-
Residences Total: Net	(984,098)	(1,341,967)	49,367
St. Clair College Centre for the Arts: Revenue	4,384,102	2,081,458	1,858,129
St. Clair College Centre for the Arts: Expenditures	4,330,707	1,873,397	1,860,364
	53,395	208,061	(2,235)
Varsity Sports: Revenue	2,000,000	773,816	968,340
Varsity Sports: Expenditures	2,390,267	773,816	965,971
	(390,267)	-	2,369
Sports Park: Revenue	200,000	65,444	110,633
Sports Park: Expenditures	204,994	65,444	110,633
	(4,994)	-	-
HealthPlex: Revenue	308,500	172,514	147,504
HealthPlex: Expenditures	740,923	236,490	264,279
	(432,423)	(63,976)	(116,775)
SportsPlex: Revenue	3,460	6,742	1,011
SportsPlex: Expenditures	1,236,977	458,224	693,796
	(1,233,517)	(451,482)	(692,785)
Woodland Hills Golf Course: Revenue	585,000	465,864	450,178
Woodland Hills Golf Course: Expenditures	438,845	235,351	214,729
	146,155	230,513	235,449
Athletics/Recreation Total: Net	(1,915,046)	(284,945)	(571,742)
Total Revenue	14,011,933	5,078,399	5,248,836
Total Expenditures	16,018,038	6,332,738	5,638,222
Total Net Surplus / (Deficit)	(\$2,006,105)	(\$1,254,339)	(\$389,386)

Notes: Revenues & Expenditures

Note 1 **REVENUE: Enrolment Based Envelope**
Core Operating Grant

Note 2 **REVENUE: Differentiation Envelope**
Performance Funding

Note 3 **REVENUE: Special Purpose/Other Grants**
Accessibility Funding
Allied Health Enrolment Expansion
Better Jobs Ontario
Clinical Education / Nursing Expansion
Collaborative Nursing
International Student Recovery
Interpreters
Mental Health Worker and Services
Municipal Taxes
Postsecondary Financial Health & Sustainability
STEM Enrolment SMA4

Note 4 **REVENUE: Other**
Access and Inclusion
Campus Safety
Indigenous Student Success Fund
WSIB

Note 5 **REVENUE: Other**
Administration Fees
Apprenticeship Classroom Fees
Credit Transfer Fees
Diploma Certificate Replacement
Gain/Loss on Sale of Assets
Grade Appeals
Graduation Fees
Miscellaneous Income
Transcript Fee
Unrestricted Donations

Note 6 **EXPENDITURES: Other**
Audit Fees
Bank Charges
Capital Non-Depreciable
College Employer Council
Field Studies
Food Service
Learning Resource Material
Postage
Staff Employment
Telephone
Vehicle Expenses



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: SEPTEMBER 16, 2025

RE: ANNUAL WORK PLAN

SECTOR: PRESIDENT

AIM:

To obtain Board approval for the 2025 – 2026 Annual Work Plan.

BACKGROUND:

The Board of Governors, in collaboration with Administration, has established an annual work cycle that is reviewed and approved annually at the September Board meeting. The 2024 – 2025 Annual Work Plan is attached for consideration.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the 2025 – 2026 Annual Work Plan.



Workplan Activity	Sector	Consent / Information / Approval	Verbal / Report / Presentation	September	October	November	December	January	February	March	April	May	June	July	August
Audit Committee															
Appoint Audit Committee	Board	Approval	Verbal	X											
Appointment of Auditors	Administration	Approval	Verbal									X			
Approval of Year End Financial Statements	SVP Finance, Administration & CFO	Approval	Presentation									X			
Audit and Finance Committee Self-Evaluation - Distribution	Audit and Finance Committee	Information	Verbal									X			
Audit and Finance Committee Self-Evaluation - Notification/Process	Audit and Finance Committee	Information	Verbal								X				
Year End Audit Committee Report	Audit and Finance Committee	Approval	Verbal									X			
Strategic Planning/Presidential Performance Evaluation															
Strategic Planning Session/Retreat	College Administration / Board							X							
Approval of Strategic Plan	Board	Approval	Report/Presentation					X							
Approval of Presidential Objectives	President's Office/Board Chair	Approval	Report							X					
Presidential Evaluation - Stage One (Critical Dates)	President's Office	Information	Report							X					
Presidential Evaluation - Stage Two (Forms/Process)	President's Office										X				
President's Self-Evaluation	President	Information	Report								X				
Board Evaluation of President	Board	Approval	Report									X			
Approval of Presidential Performance Evaluation Results	Board	Approval	Verbal										X		
Board Self-Evaluation															
Board Self-Evaluation Survey - Notification/Process	Board	Information	Verbal								X				
Board Self-Evaluation Survey - Distribution	Board	Information	Verbal									X			
Board Self-Evaluation Results and Action Plan	Board	Information	Verbal										X		
New Board Member Recruitment															
Appoint Recruitment Committee	Board	Approval	Verbal						X						
Board Approval of New Members: External and Student Representatives	Board	Approval	Verbal									X			
Committee Report-out (Short List)	Board Recruitment Committee	Information	Verbal							X					
Review of LGIC Appointments	President's Office/Board Chair	Information	Verbal		X										
College Administrative Report-outs															
Annual Free Speech Report	SVP Communications, Advancement & External Affairs	Information	Report										X		
Annual Report	SVP Communications, Advancement & External Affairs	Approval	Report										X		
Annual Report on Sexual Violence and Assault Policy	SVP Human Resources & Facilities Services	Information	Report									X			
Anti-Racism/Anti-Hate/Anti-Discrimination Policy Annual Report	SVP Human Resources & Facilities Services	Information	R			X									
Bill S-211: Fighting Against Forced Labour and Child Labour in Supply Chains Act	SVP Finance, Administration & CFO	Information	Report									X			
Costs of Educational Material Annual Report	SVP Finance, Administration & CFO	Information	Report									X			
Enrolment Report	SVP Academics & Career Services and SVP Finance, Administration & CFO	Information	Report / Presentation	X				X				X			
Motion to Confer Diplomas	President's Office/Board Chair	Approval	Report								X				
OCSSES Survey Results	SVP Finance, Administration & CFO	Information	Report/Presentation										X		
Program Advisory Committee (PAC)	SVP Academics & Career Services	Information	Report						X						
Programs Under 25 - Fall Admissions Update	SVP Finance, Administration & CFO	Information	Report										X		
Quality Assurance - Annual Report	President's Office	Information	Report						X						
Strategic Mandate Agreement	SVP Finance, Administration & CFO	Information	Report										X		
Student Mental Health Policy Annual Report	SVP International Relations & Student Services	Information	Report			X									



Workplan Activity	Sector	Consent / Information / Approval	Verbal / Report / Presentation	September	October	November	December	January	February	March	April	May	June	July	August
Financial Reporting															
Audit and Finance Committee Report Back	SVP Finance, Administration & CFO	Information	Report						X			X	X		
Audited Financial Statements	SVP Finance, Administration & CFO	Approval	Report									X			
Business Plan Accrual Template (MCU)	SVP Finance, Administration & CFO	Approval	Report			X							X		
Capital Budget Update	SVP Finance, Administration & CFO	Information	Report/Presentation	X		X				X					
Financial Monitoring Report	SVP Finance, Administration & CFO	Information	Report/Presentation	X	X				X				X		
Financial Sustainability Internal Reserve	SVP Finance, Administration & CFO	Information	Report									X			
Investment Report	SVP Finance, Administration & CFO	Approval	Report	X											
Mid-Year Budget Review/Approval	SVP Finance, Administration & CFO	Approval	Report/Presentation			X									
Ministry Financial Sustainability Metrics	SVP Finance, Administration & CFO	Information	Report/Presentation			X				X					
New Fiscal Year Budget Review/Approval/Business Plan	SVP Finance, Administration & CFO	Approval	Report/Presentation							X					
New Academic Program Status	SVP Academics & Career Services	Information	Report/Presentation								X				
Professional Services Report	SVP Finance, Administration & CFO	Consent	Report	X								X			
Section 28 Attestation	SVP Finance, Administration & CFO	Approval	Report									X			
Board Functions															
Annual General Meeting (AGM)	Board	Approval	Report										X		
Appoint Foundation Board Rep	Board	Approval	Verbal										X		
Appoint Treasurer	Board	Approval	Verbal	X											
Approval of Annual Workplan	Board	Approval	Report	X											
CICan Report -Outs	Board	Information	Verbal									X			
Elect Board Chair & Vice Chair	Board	Approval	Verbal									X			
Executive Committee Plan (Summer)	Board	Approval	Verbal										X		
Executive Committee Report-out (Summer)	Executive Committee	Information	Verbal	X											
HES Report-Outs	Board	Information	Verbal					X							
Meet with Alumni and Foundation Executives	Board	Information	Report/Presentation										X		
Meet with SSAA Executive	Board	Information	Report/Presentation									X			
Meet with SRC Executive	Board	Information	Report/Presentation							X					
Meet with TSI Executive	Board	Information	Report/Presentation								X				
Meeting and Events Schedule	President's Office	Information	Report	X											
Meeting and Events Schedule - Draft	President's Office	Information	Report										X		
New Board Member Orientation	President's Office	Information	Verbal	X											
Nominations for Board Chair & Vice Chair	Board	Information	Verbal								X				
Review Risk Management	SVP Human Resources & Facilities Services	Information	Report/Presentation						X						
Review Succession Plan	President's Office	Information	Verbal										X		
Consent Agenda Reports															
St. Clair's Student and Community Impact															
<ul style="list-style-type: none"> Strengthen academic and career readiness success by expanding field of study and industry work placements. Elevate student mental health, belonging, and school spirit through student services and campus life experiences. Instill St. Clair's community and service-oriented values in students by embedding leadership, volunteerism, and community engagement into academic and co-curricular experiences. Build long-term domestic student recruitment by providing middle school and high school students with experiential opportunities at St. Clair's campuses. Leverage St. Clair's education, research, and physical capacity to partner with government and community organizations on impactful solutions to local and regional socio-economic challenges. 															
Academics That Build Rewarding Careers															
<ul style="list-style-type: none"> Prioritize investment and recruitment to in-demand academic programs in key industries. Work with academic program advisory councils and regional economic organizations to source, analyze and share real-time regional labour market information to inform programming. Enhance in-program work-integrated and experiential learning opportunities for students. Expand online and hybrid courses, program and credential modalities. Grow the enrolment of adult learners and working professionals through the design of part-time and flexible programs. Strengthen existing, and establish new, academic pathways for students with post-secondary system partners. 															



Workplan Activity	Sector	Consent / Information / Approval	Verbal / Report / Presentation	September	October	November	December	January	February	March	April	May	June	July	August
<u>A Talented and Accountable Organization</u> <ul style="list-style-type: none">· Foster an organizational culture and environment that promotes employee retention and professional development at all stages of career development.· Refresh the College's approach to accountability through performance evaluation and management.· Strengthen accountability for operating performance and financial sustainability within and across all College departments.· Expand recruitment efforts to grow domestic enrolment and continue to be an attractive destination for international students.															
<u>Board Policy/By-Law Reviews</u>															



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: SEPTEMBER 16, 2025

RE: 2025-2026 DRAFT MEETING AND EVENT SCHEDULE

SECTOR: ALL SECTORS

AIM:

To provide the Board of Governors with the draft 2025 – 2026 Meeting and Event Schedule.

BACKGROUND:

In order to keep the Board informed of the schedule of meetings and College Events, a draft meeting and event schedule is prepared annually as part of the Board of Governors Annual Work Plan. The draft 2025 – 2026 Meeting and Event Schedule is attached for information.

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

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the 2025 – 2026 Meeting and Event Schedule.

Meetings

August 18, 2025	New Board Member Orientation
September 9, 2025*	Committee of the Whole
September 16, 2025	Full Board Meeting – Windsor
October 14, 2025*	Committee of the Whole
October 28, 2025	Full Board Meeting – Windsor
November 11, 2025*	Committee of the Whole
November 25, 2025	Full Board Meeting – Windsor
January 13, 2026*	Committee of the Whole
January 27, 2026	Full Board Meeting – Windsor
February 10, 2026*	Committee of the Whole
February 24, 2026	Full Board Meeting – Windsor
March 10, 2026*	Committee of the Whole
March 24, 2026	Full Board Meeting – Windsor
April 14, 2026*	Committee of the Whole
April 21, 2025	Full Board Meeting – Chatham
May 12, 2026*	Committee of the Whole
May 26, 2026	Full Board Meeting – Windsor
June 9, 2026 *	Committee of the Whole
June 23, 2026	Full Board Meeting - Windsor

*** Please Note:** All Committee of the Whole Meetings are listed and will be held at the discretion of the Board Chair and President.

Events

Thursday, September 25, 2025	Fall Academic Awards Banquet SCCCA
Tuesday, September 30, 2025	Fall Convocation, Windsor
Thursday, October 2, 2025	Fall Convocation, Chatham
Wednesday, October 8, 2025	Fall Convocation, Ace Acumen
Thursday, October 9, 2025	
TBD	Premier's Awards
TBD	Holiday Social
Thursday, February 19, 2026	Winter Convocation, Windsor
TBD	Board Planning Session/Retreat
Monday, March 16, 2026	Chatham Scholarship & Bursaries (Everest Convention Centre)
Wednesday, March 18, 2026	Windsor Scholarship & Bursaries (SCCCA)
Thursday, March 19, 2026	
Friday, April 24, 2026	Alumni of Distinction (SCCCA)
Thursday, April 9, 2026	Saints Student Athletic Awards Banquet
Friday, April 17, 2026	SRC/TSI Changeover Banquet
Thursday, April 2, 2026	Esports Awards Gala
Wednesday, May 6, 2026	PAC and Placement
TBD	CICan Annual Conference
Wednesday, May 20, 2026	Windsor Academic Awards Banquet
Thursday, May 28, 2026	Chatham Academic Awards Banquet
Tuesday, June 2, 2026	Spring Convocation, Windsor (WFCU)
Wednesday, June 3, 2026	
Monday, June 8, 2026	Spring Convocation, Chatham



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: SEPTEMBER 16, 2025

RE: STRATEGIC DIRECTIONS

SECTOR: ALL – SENIOR OPERATIONS GROUP

AIM:

To obtain Board of Governors approval for the Strategic Directions for the period September 1, 2025, to August 31, 2026.

BACKGROUND:

Strategy Corp, in collaboration with College Administration, and with the feedback of the Board of Governors, the community and the College's stakeholders, developed St. Clair College's Strategic Plan 2025-2030: The Saints Experience – Where Potential Meets Purpose. The new plan reaffirms the College's commitment to our vision, students, faculty, staff, partners and the community, while defining the College's direction over the next five years and serving as a guide for achieving its larger vision.

The Saints Experience is a journey that nurtures academic excellence, vibrant student life and community-mindedness. It is designed to foster personal growth, community engagement and professional development, ensuring that every student thrives both inside and outside of the classroom. The Saints Experience is defined by five pillars:

1. Academics.
2. Student Life.
3. Intramurals, Esports and Varsity.
4. Community Engagement.
5. Personal Growth.

The Strategic Directions include three Strategic Pillars that outline each pillars' goals, as well as the initiatives and key tactics to achieve those goals. The three Strategic Pillars are:

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.
2. Academics That Build Rewarding Careers – Deliver the hands-on learning experiences, academic pathways and innovative teaching that enables long-term career success.
3. A Talented and Accountable Organization – Drive excellence by being an accountable, high-performing and sustainable College organization.

The Strategic Directions for September 1, 2025, to August 31, 2026, consist of 5 goals, 5 initiatives and 25 measurables. Administration completes a review of the Strategic Directions annually to ensure they remain in alignment with the objectives of the College. The Strategic Directions for the period of September 1, 2025, to August 31, 2026, are attached.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the Strategic Directions for the period September 1, 2025, to August 31, 2026.

Goal	Initiative	Key Tactic(s)	Measure
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".	Strengthen academic and career readiness success by expanding field of study and industry work placements.	Year 1: <ul style="list-style-type: none"> Conduct a comprehensive needs assessment by surveying students, faculty, and employers; mapping existing placements to identify gaps and underrepresented fields; and reviewing peer institution practices alongside alumni feedback. Work with industry partners to expand placement opportunities across all programs and jobs. Year 2: <ul style="list-style-type: none"> Scale placement opportunities across all programs by expanding the number and diversity of placements, particularly in underserved areas, and formalizing co-op or practicum options for academic credit where feasible. 	Percentage of graduates employed in their field of study within six months to one year after graduation. Survey results from employers and students assessing the effectiveness, relevance and impact of industry placements on career readiness.
	Elevate student mental health, belonging, and school spirit through student services and campus life experiences.	Year 1: <ul style="list-style-type: none"> Continue student experience survey and review findings to identify any gaps in knowledge related to student services and campus life experiences. In addition, track the number of students who access services to determine a baseline for future performance tracking. Continue working with Student Groups to further grow awareness of these services and experiences across campus networks. Track the number of students who do not complete programs and issue an exit survey to gain insight into reasons for non-completion. Year 2: <ul style="list-style-type: none"> Develop retention strategies based on the data and findings identified in Year 1. Continue Year 1 tactics on an ongoing basis to ensure retention strategy is up to date, making any required updates in real time. 	Providing supports to students as it pertains to mental health, well-being and a sense of belonging. Percentage of retained students who continue their studies at St. Clair College from year-to-year.

Goal	Initiative	Key Tactic(s)	Measure
Support the success of the communities we serve.	Instill St. Clair's community and service-oriented values in students by embedding leadership, volunteerism, and community engagement into academic and co-curricular experiences.	Year 1: <ul style="list-style-type: none"> Continue current approach to community events, volunteerism, and engagement while also continuing to gather feedback through the existing survey. Continue creation of Community Engagement Reports that include information on community service undertaken by staff, students, alumni, and retirees. Publish and promote the Community Engagement report to share successes with the community. Year 2: <ul style="list-style-type: none"> Continue Year 1 tactics to ensure St. Clair is consistently instilling community service values while documenting and reporting back on implementation. 	Document and report the number of community service events and activities involving members of the College community.
			Surveys or qualitative feedback from community organizations and employers on students' leadership, service and engagement contributions.
	Build long-term domestic student recruitment by providing middle school and high school students with experiential opportunities at St. Clair's campuses.	Year 1: <ul style="list-style-type: none"> Continue current domestic recruitment efforts which include engaging middle and high school students through initiatives like, but not limited to: <ul style="list-style-type: none"> Events on campus (e.g. Campus Days). Outreach to guidance counsellors. Inviting alumni and industry partners to high schools to speak about career opportunities/ readiness. Track recruitment efforts including number of events and attendance at events. Year 2: <ul style="list-style-type: none"> Continue Year 1 tactics to ensure St. Clair's domestic catchment is consistently engaged and that efforts are tracked. 	Total count of students attending campus tours, workshops, summer programs, and hands-on learning experiences at St. Clair.

Goal	Initiative	Key Tactic(s)	Measure
	Leverage St. Clair's education, research, and physical capacity to partner with government and community organizations on impactful solutions to local and regional socio-economic challenges.	Year 1: <ul style="list-style-type: none"> Deliver community driven research initiatives by enhancing student research and offering guided research tours. Track research initiatives and the number of students engaged. Year 2: <ul style="list-style-type: none"> Publish and promote research initiatives (e.g. Capstone Projects) via St. Clair's communications channels. 	Document and report the number of partnerships, joint projects and initiatives addressing local and regional socio-economic challenges. The number of students engaged in projects supported by the College's Research and Innovation department.
Pillar #2 – Academics That Build Rewarding Careers Delivery the hands-on learning experiences, academic pathways and innovative teaching that enable long-term career success.			
Deliver demand driven academic programs that respond to current and future labour market needs.	Prioritize investment and recruitment to in-demand academic programs in key industries.	Year 1: <ul style="list-style-type: none"> Assess and enhance the existing program review process via the Centre of Academic Excellence to ensure it is responsive, agile and equipped to rapidly align program offerings with evolving labour market needs and desired learner outcomes. Year 2: <ul style="list-style-type: none"> Market programs as career pathways through targeted campaigns that highlight employability outcomes and feature alumni and employer testimonials. 	Investigate new programs that are aligned with government and labour market priorities. Percentage of graduates securing jobs within six months of completing their program.
	Work with academic program advisory councils and regional economic organizations to source, analyze and share real-time regional labour market information to inform programming.	Year 1: <ul style="list-style-type: none"> Develop a strategy to deeply embed the College into economic stakeholders within the community including leveraging Program Advisory Committee members. Year 2: <ul style="list-style-type: none"> Execute on the strategy developed in Year 1, with regular check-ins involving key stakeholders to ensure ongoing alignment with the strategy's intended objectives. 	Formal engagement with Program Advisory Committees (PACs) and placement agencies to ensure they have opportunities to inform and influence programming.

Goal	Initiative	Key Tactic(s)	Measure
	Enhance in-program work-integrated and experiential learning opportunities for students.	Year 1: <ul style="list-style-type: none"> Continue working with industry partners to enhance work-integrated experiential learning opportunities across relevant programs. Year 2: <ul style="list-style-type: none"> Scale placement opportunities across relevant programs by expanding the number and diversity of placements. 	Proportion of domestic students who had experiential learning/work-integrated learning opportunities as part of their program of study.
			Document and report feedback from students and industry partners on the quality, relevance and impact of experiential learning.
Expand access to online learning by meeting students where they are.	Expand online and hybrid courses, program and credential modalities.	Year 1: <ul style="list-style-type: none"> Explore and develop online course offerings that align with emerging labour market demands while differentiating through unique subject areas, delivery models, or underserved audiences within the current online learning ecosystem. Year 2: <ul style="list-style-type: none"> Launch the new online course offerings developed in Year 1 and integrate a feedback mechanism to evaluate their performance and perceived value. Streamline the review and approval process for online / hybrid courses, programs and / or credentials. 	Increase online and hybrid course activity year-over-year. Growth in student enrolment in online and hybrid courses compared to previous years.
	Grow the enrolment of adult learners and working professionals through the design of part-time and flexible programs.	Year 1: <ul style="list-style-type: none"> Conduct a Market Study to identify the business development opportunities that exist relevant to contract training. Identify areas where it is feasible to increase adult learning offerings (e.g., Improving e-campus offerings). Year 2: <ul style="list-style-type: none"> Execute business development exercise to attract contract training opportunities. Increase adult learning opportunities based on findings in Year 1. 	Growth in number of students enrolling in part-time and flexible courses and programs.

Goal	Initiative	Key Tactic(s)	Measure
	Strengthen existing, and establish new, academic pathways for students with post-secondary system partners.	Year 1: <ul style="list-style-type: none"> Explore and pursue relationships with a range of post-secondary institutions with a focus on establishing additional academic pathways. Year 2: <ul style="list-style-type: none"> Implement and monitor academic pathway agreements initiated in Year 1 to ensure effectiveness and identify future opportunities. 	Continue to increase current number of student pathways year-over-year.
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.	Foster an organizational culture and environment that promotes employee retention and professional development at all stages of career development.	Year 1: <ul style="list-style-type: none"> Examine existing performance management training and succession planning to identify gaps, strengths and opportunities. Implement existing skills matrix across departments and faculties to identify and track professional development. Identify key training areas needed by employees. Use outputs from previous tactics to develop a formalized Professional Development Plan with budget allocations for employee professional development training. Year 2: <ul style="list-style-type: none"> Execute against PD Plan developed in Year 1. Refine and standardize the current quality assurance approach to evaluate effectiveness and identify gaps. 	Continuation of 1% of budget allocation for staff development and engagement.
			Percentage of key management roles with documented succession plans and individual development plans in place.
	Refresh the College's approach to accountability through performance evaluation and management.	Year 1: <ul style="list-style-type: none"> Conduct a review of current performance evaluation and management practices across all departments, identifying strengths, inconsistencies, and areas for improvement. Include these findings and an approach to accountability in the Professional Development Plan developed under this initiative. Year 2: <ul style="list-style-type: none"> Develop and implement revised performance evaluation and accountability frameworks identified in the PD Plan. 	Percentage of employees with documented professional development plans aligned with the College's priorities.

Goal	Initiative	Key Tactic(s)	Measure
	Strengthen accountability for operating performance and financial sustainability within and across all College departments.	Year 1: <ul style="list-style-type: none"> Continue the monthly reporting on College financial performance to the Senior Operations Group and begin reporting financial and semesterly enrolment results to the administration team on a monthly basis. Provide a quarterly report to the Senior Operations Group detailing which administrators accessed their budget reports on a monthly basis. Year 2: <ul style="list-style-type: none"> Continue reporting financial performance while incorporating analysis of trends and variances to support informed decision-making at all levels. 	Performance against MCU financial metrics/benchmarks.
			Provide relevant and transparent financial reporting to the Board through regular updates, including the annual budget, mid-year reviews, financial statements, and interim reports completed in accordance with pre-determined deadlines.
	Expand recruitment efforts to grow domestic enrolment and continue to be an attractive destination for international students.	Year 1: <ul style="list-style-type: none"> Examine and refine current domestic recruitment strategy to identify opportunities to grow domestic enrolment. Utilize PAL allocations within Ministry-defined timelines. Year 2: <ul style="list-style-type: none"> Execute and continue refining domestic recruitment strategy based on results. 	Growth in domestic enrolment.
			Utilization of PAL allocations within Ministry-defined timelines.



TO: BOARD OF GOVERNORS

FROM: MICHAEL SILVAGGI, PRESIDENT

DATE: SEPTEMBER 16, 2025

RE: SUSPENDED, CANCELLED AND INACTIVE PROGRAMS

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

AIM:

To provide a report to the Board of Governors relating to the Ministry's request of Friday, August 29, 2025, regarding inactive programs.

BACKGROUND:

The Ministry of Colleges and Universities, Research Excellence and Security (MCURES) maintains a record of all college programs that are active and eligible for funding through the Operating Grant. As part of the Ministry's ongoing efforts to maintain current accurate information, the Colleges Unit reviews the list of suspended/cancelled and inactive programs on an annual basis.

As per the "Program Suspension and Cancellation: Operating Procedure", the Board of Governors is required to inform the Ministry of a final decision to suspend or cancel a Ministry-funded program of instruction at all campuses and all delivery modes, including part-time delivery.

A program that is in suspended status can be re-activated by a college, whereas a program in cancelled status is removed entirely from the college's offerings and may never be activated again, unless a complete program submission is made to the Credentials Validation Service (CVS) and MCURES.

St. Clair College Administration would like to maintain 11 programs in 'suspend' status instead of cancelling:

1. Motive Power Fundamental – Truck and Coach Repair Techniques.
2. Baking and Pastry Arts Management.
3. Mechanical Technician – Mouldmaking.
4. Sustainable Energy Technician.
5. Energy Systems Design Technology.
6. Manufacturing Engineering Technology.
7. International Trade Management.
8. Chemical Dependency Counselling – part-time through Continuing Education.
9. Registered Practical Nurse – Perioperative.
10. Advanced Care Paramedic.
11. Compensation Claims Management.

This will provide us the flexibility to launch a program should the need arise. Although these programs have not had enrolment over the past years, if there is interest and/or employment demand from industry and community in the future, the College will be ready to re-launch fairly quickly to meet market demand. Curriculum for all programs will be reviewed and refreshed prior to launch to ensure we are meeting current industry standards.

Administration would like to 'cancel' five programs:

1. Entrepreneurship.
2. Wind Turbine Technology.
3. Business Administration – Professional Golf Management.
4. Mechanical Engineering Technology – Mechatronics.
5. Wind Turbine Technician Studies.

In addition, Administration would like to keep one program 'active': Food Services Management.

The list of dormant programs is carefully reviewed and assessed by all involved parties, annually.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve the list of suspended programs for submission to the Ministry of Colleges and Universities Research Excellence and Security.

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 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.~~

Registration Statistics

Fall 2025

Presentation to the Board of Governors

September 16, 2025

Registration Statistics

Fall 2024 vs. Fall 2025

Fall 2024 FT Post Secondary = 15,761

Fall 2025 FT Post Secondary = 9,383

Overall Decrease = - 41%

Registration Statistics

Domestic Students:

Budget	7,360 Full-Time Postsecondary
Actual Day 10	7,645 Full-Time Postsecondary
Overall Increase from 2024	$7,645 - 7,360 = + 285$ or + 3.9%

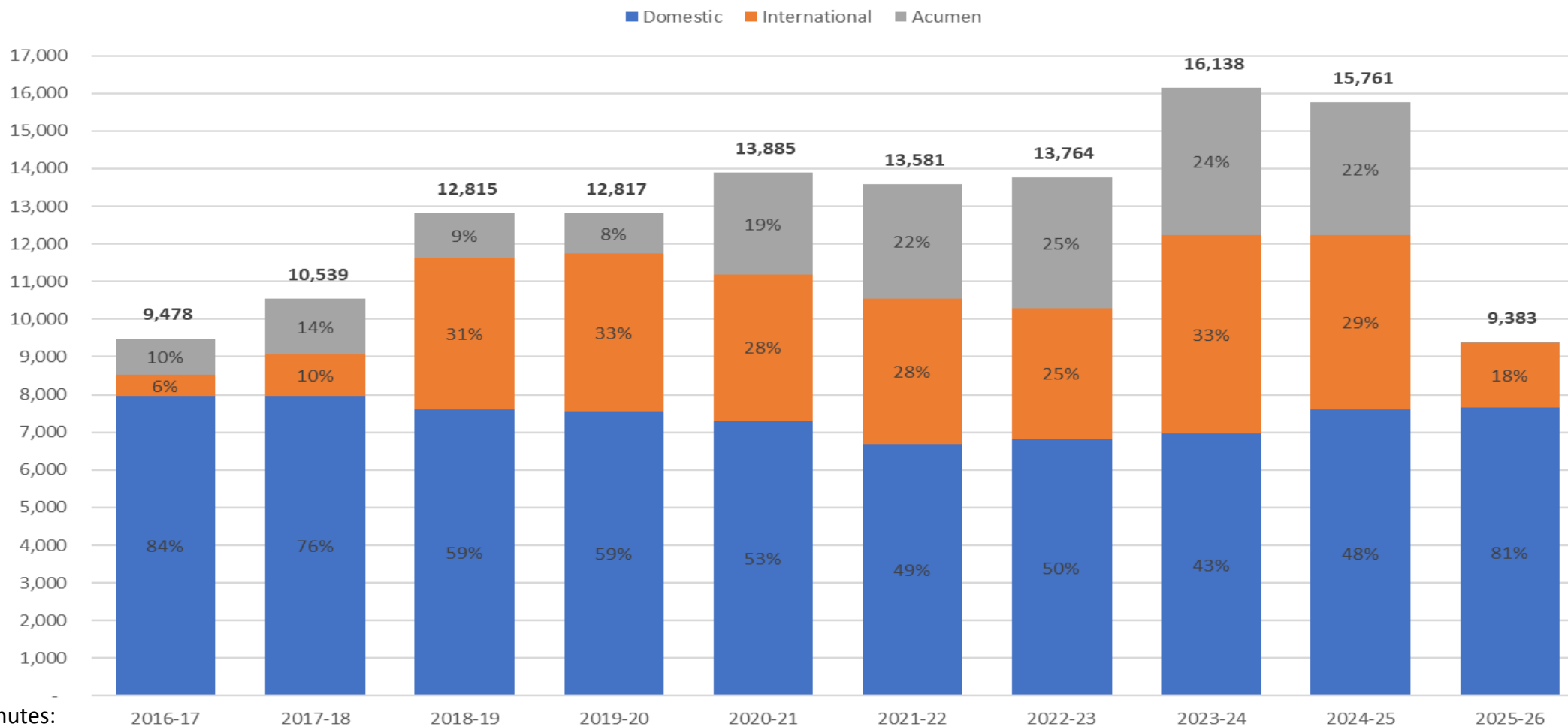
International Students:

Budget	2,969 Full-Time Postsecondary
Actual Day 10	1,732 Full-Time Postsecondary
Overall Decrease from 2024	$1,732 - 2,969 = -1,237$ or - 41.7%

St. Clair College Campus Ratio of Domestic vs. International = 82% vs. 18%

Registration Statistics

Fall Semester Day 10 Enrolment: Share of Total



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

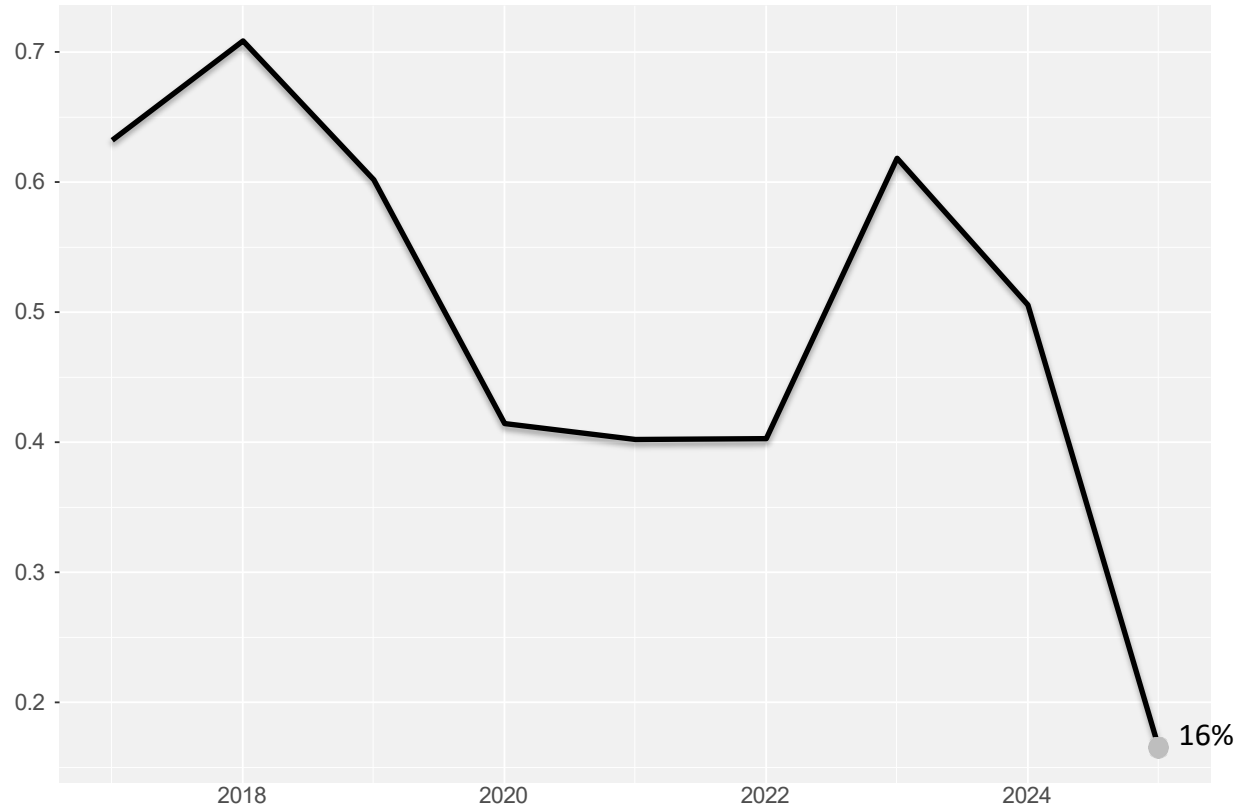
Digital
Transformation
Challenges

Heavy Reliance on
India

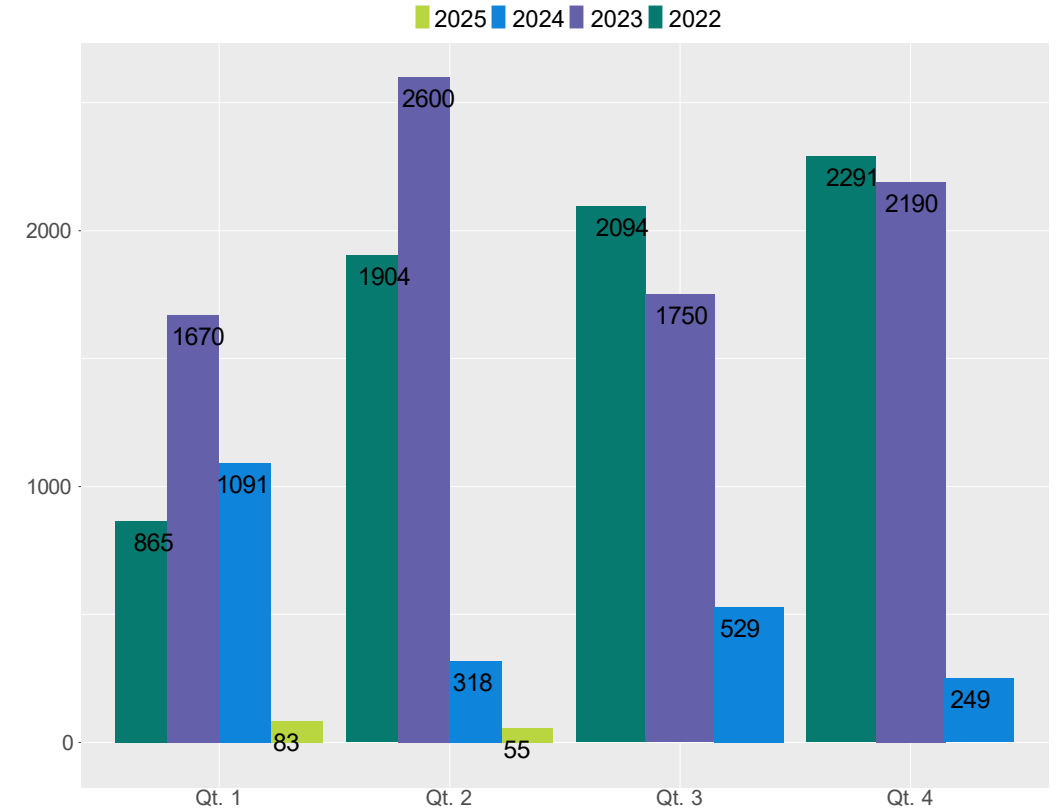
Changing Student
Expectations

International Student Recruitment Environment

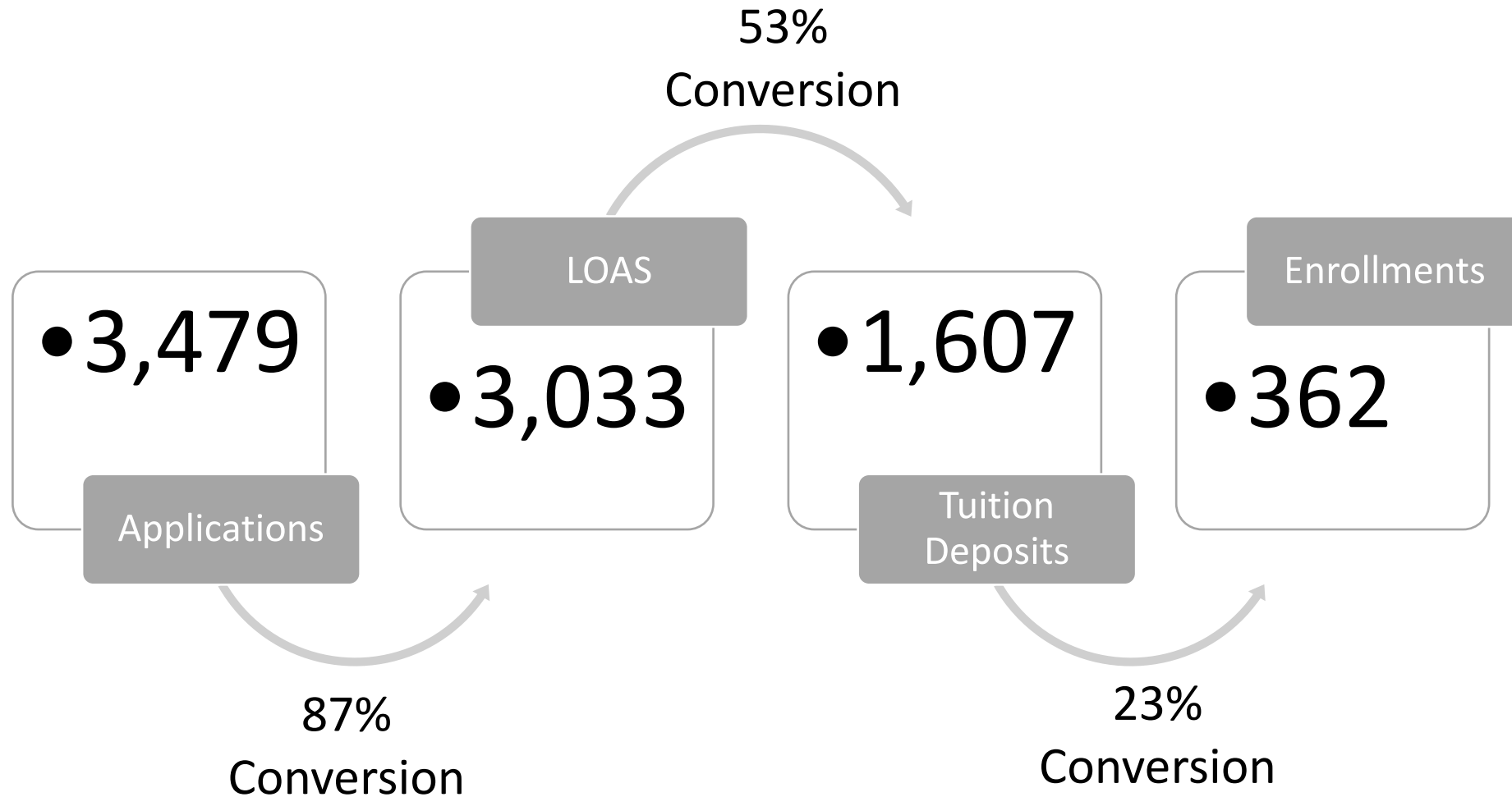
Approval rate by year



Approved study permits by quarter
Past 8 quarters available in the data shown



International Student Recruitment: Fall 2025 Semester



Ontario Post-Secondary Visa Approval Rates

Level of study	Approval rate
Overall	33.30%
College	23%
University	45%
College - Certificate	22.70%
College - Diploma	24.50%
University - Bachelor's Deg.	50.50%
University - Master's Deg.	37.80%

**Based on IRCC data*

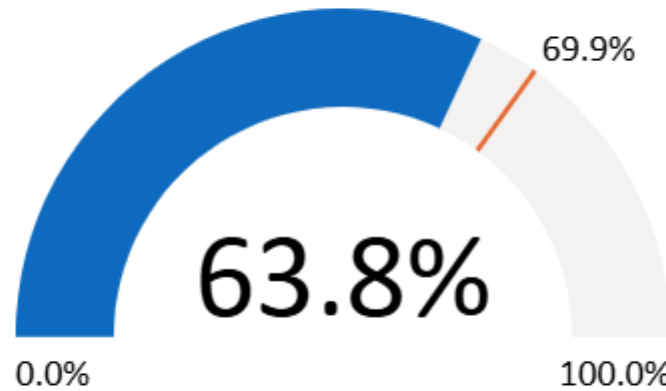
PAL Update at September 15, 2025

Provincial Attestation Letter Utilization Benchmark Summary - St. Clair College

College vs System Benchmark

42.9%
System Minimum

89.1%
System Maximum



64.3%
System Median %

77,006
System Letter Count

DLI Name	Letters Issued	Allocation	College Utilization	System Utilization	College Vs System
St. Clair College	2,462	3,857	63.8%	69.9%	-6.1% ↓

**based on OCAS figures*

Registration Statistics: All Campuses

	Day 10 Fall 2024	Day 10 Fall 2025	Change
Domestic	7,594	7,645	+ 51
International	4,641	1,732	- 2,909
Ace Acumen	3,526	6	- 3,520
Total All Campuses	15,761	9,383	- 6,378

Registration Statistics: South Campus

	Day 10 Fall 2024	Day 10 Fall 2025	Change
Zekelman School of Business	1,764	1,309	-455
Zekelman School of Information Technology	1,087	955	-132
Community Studies	1,139	1,310	+171
Engineering Technologies	1,169	900	-269
Health Sciences	1,018	974	-44
Media, Art and Design	273	-	-273
Nursing	1,194	1,332	+138
Skilled Trades	1,077	943	-134
Total South Campus	8,721	7,723	-998

Registration Statistics: Downtown Campus

	Day 10 Fall 2024	Day 10 Fall 2025	Change
Media, Art and Design	673	-	-673
Community Studies	311	315	+4
Zekelman School of Business	670	81	-589
Zekelman School of Information Technology	478	138	-340
Total Downtown Campus	2,132	534	-1598

Registration Statistics: Chatham Campus

	Day 10 Fall 2024	Day 10 Fall 2025	Change
Academic Studies	748	-	-748
Community Studies	-	236	+236
Nursing	531	575	+44
Health Sciences	103	73	-30
Skilled Trades	-	224	+224
Zekelman School of Business	-	12	+12
Total Chatham Campus	1,382	1,120	-262

International Enrolment: Country Representation

Country	# of Students	Country	# of Students	Country	# of Students	Country	# of Students
Afghanistan	1	Dominica	1	Jamaica	8	Sri Lanka	6
Am Samoa	1	Dominican	2	Jordan	18	Sth Africa	1
Argentina	2	Ecuador	4	Kenya	13	Sth Korea	12
Austria	1	Egypt	5	Lebanon	4	Syrian Ara	2
Azerbaijan	1	El Salvador	2	Liberia	1	Taiwan	3
Bahamas	1	Ethiopia	3	Macedonia	1	Tanzania,	4
Bangladesh	9	Finland	1	Malaysia	1	Thailand	2
Barbados	1	Gambia	6	Mexico	9	Trinidad	1
Belgium	1	Germany	4	Mongolia	1	Tunisia	2
Benin	1	Ghana	46	Morocco	2	Turkey	1
Brazil	12	Guadeloupe	1	Nepal	41	UEA	4
Burkina F	1	Guinea	1	Nigeria	148	Uganda	6
Cambodia	2	Guyana	1	Pakistan	10	UK	6
Cameroon	4	Haiti	1	Palestina	2	Ukraine	16
Chile	7	Honduras	2	Panama	6	USA	14
China	129	Hong Kong	3	Peru	10	Venezuela	1
Colombia	31	India	1126	Philippines	24	Viet Nam	37
Congo, The	1	Iran	5	Russian Fd	2	Yemen	1
Cote D'Ivo	1	Iraq	1	Rwanda	1	78 countries	1851
Cuba	2	Italy	5	Spain	1		

*Non-PCPP, full-time post-secondary and EAP.

International Enrolment: PGWP Eligible Programs

Program	Program code	CIP Code
Civil Engineering Technology	T154	15.0201
Electronics Engineering Technology - Industrial Automation	T929	15.0303
Electrical Engineering Technician	K788	15.0303
Biomedical Engineering Technology - Equipment and Devices	T755	15.0401
Electromechanical Engineering Technology- Robotics Systems Design	T976	15.0405
Electromechanical Engineering Technician - Robotics	T974	15.0405
Mechanical Technician - Mouldmaking	T869	15.0805
Veterinary Technician	H258	1.8301
Child and Youth Care	B992, K994	44.0702
Dental Hygiene	H800	51.0602
Construction Project Management	T046	52.2002

On June 25, 2025, IRCC made changes to the eligible programs at Canadian colleges for the Post Graduation Work Permit. St. Clair College received 11 additional programs of eligibility. This brings the total PGWP eligible programs at St. Clair College to 48.

Registration Statistics

Highlights of 1st Year Intake (Total 4836) by Location

Windsor and Essex County	71.9%		Rest of Ontario	11.5%
Windsor	45.8%		London/Middlesex County	3.7%
Lakeshore	5.4%		Greater Toronto Area (excluding Durham)	2.5%
Lasalle	5.8%		Kitchener/Hamilton/Niagara Regions	2.5%
Amherstburg	3.8%		Northern Ontario	0.6%
Essex	2.8%		Eastern Ontario	0.6%
Leamington	2.8%		Sarnia/Lambton County	1.1%
Kingsville	2.2%		Durham Region	0.4%
Tecumseh	3.3%			
Chatham-Kent	8.1%		Rest of Canada	1.2%
Chatham	4.8%			
Rest of Chatham-Kent County	3.3%		International	7.3%

* Above numbers reflect non-PCPP, full-time post-secondary, year 1, semester 1.

Registration Statistics

Highlights of 1 st Year Intake Chatham Campus: Domestic Enrolment (622 Total Day 10)	
Chatham	31.0%
Windsor-Essex County	23.3%
Other Chatham-Kent County	16.1%
London & Middlesex County	4.0%
Kitchener/Hamilton/Niagara Regions	10.5%
Sarnia & Lambton County	6.2%
Northern Ontario	4.8%
Greater Toronto Area	1.1%
Eastern Ontario	2.4%
Rest of Canada	0.6%

Registration Statistics: Demographics

What are the demographics of a St. Clair College 1st year student?

- 54% female; 43% male; 2% not-disclosed
- 61% of ALL 1st year students are under the age of 21.
- 21% of ALL 1st year students are between the ages of 21 and 25.
** Therefore, 82% of ALL 1st year students are under the age of 25.*
- 7% of ALL 1st year students are between the ages of 26 and 30.
- 10% of ALL 1st year students are over the age of 31.

* 1st year = first semester; non-PCPP only.

Recommendation

IT IS RECOMMENDED THAT the Board of Governors receive this update regarding the overall College enrolment at Day 10, including registration statistics and international enrolment for the Fall semester, as information.



ST. CLAIR
COLLEGE

Questions?

Financial Monitoring Report

August 31, 2025

Presentation to the Board of Governors

September 16, 2025

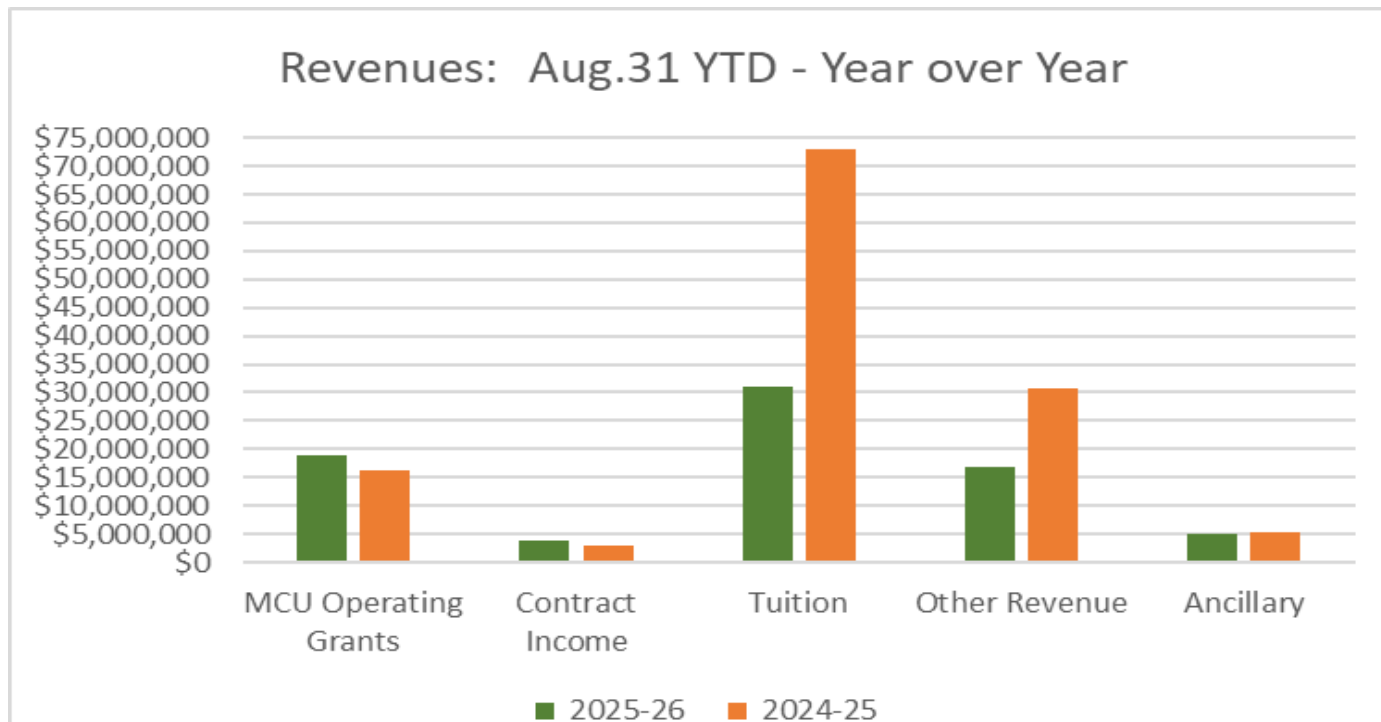
Table of Contents

- Statement of Operations for the Five Months Ended August 31, 2025
- Capital Update at August 2025
- Recommendation

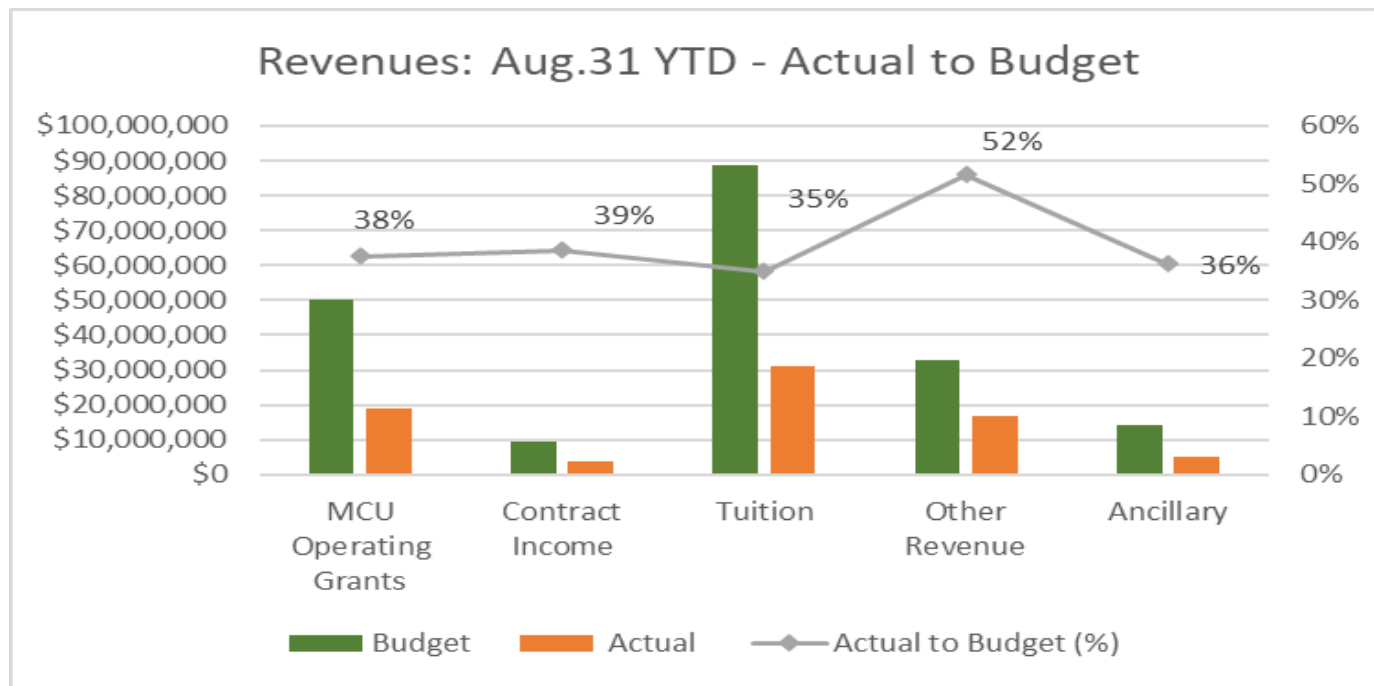
Summary of Revenues and Expenditures

Schedule I (in 000s)			
Line Item	Fiscal Year Budget	August 2025 Actual	August 2024 Actual
Revenue	\$195,175	\$75,476	\$127,959
Expenditures	\$201,737	\$82,313	\$122,295
Surplus / (Deficit)	(\$6,561)	(\$6,837)	\$5,664

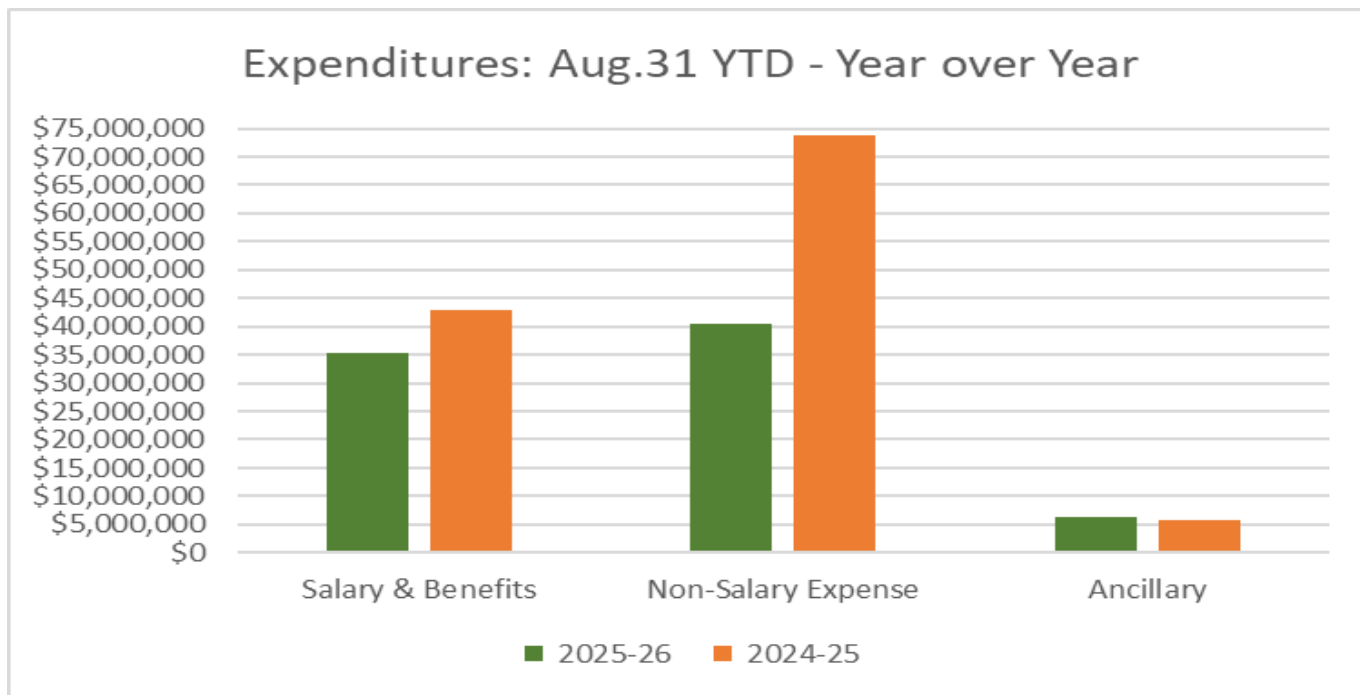
Revenues



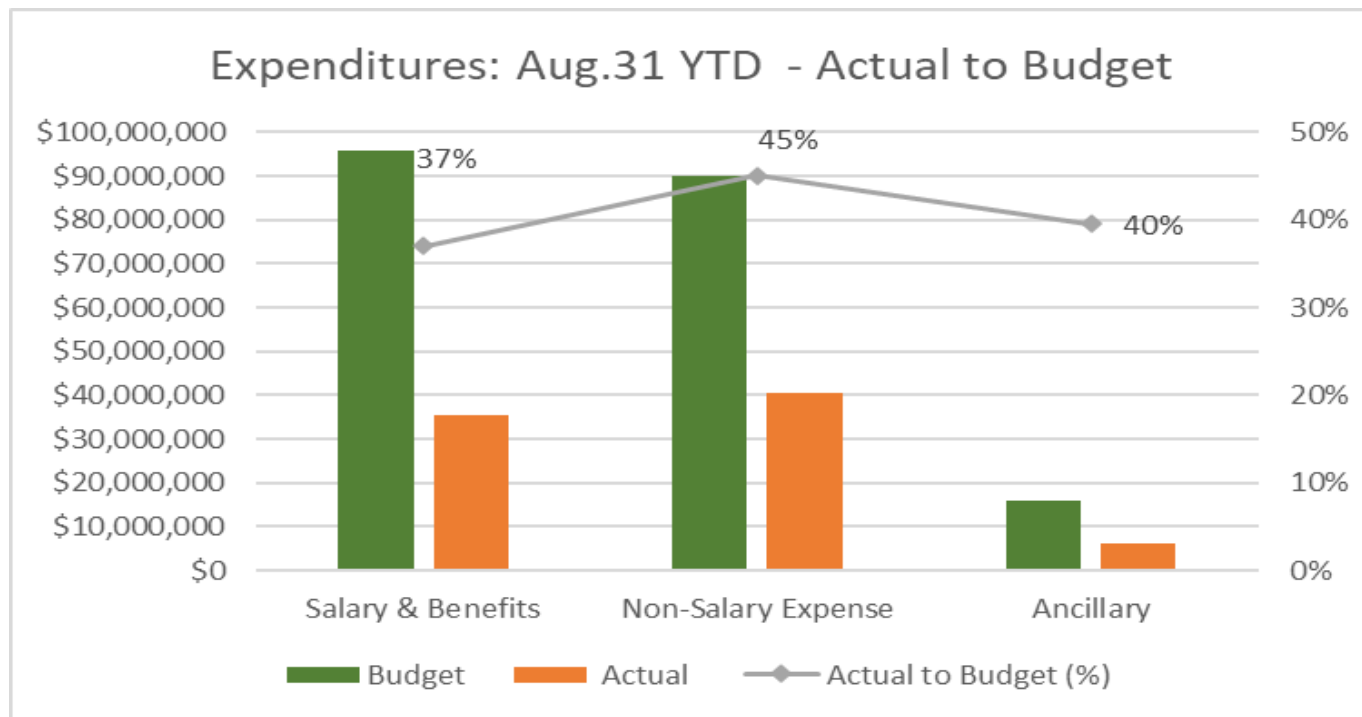
Revenues



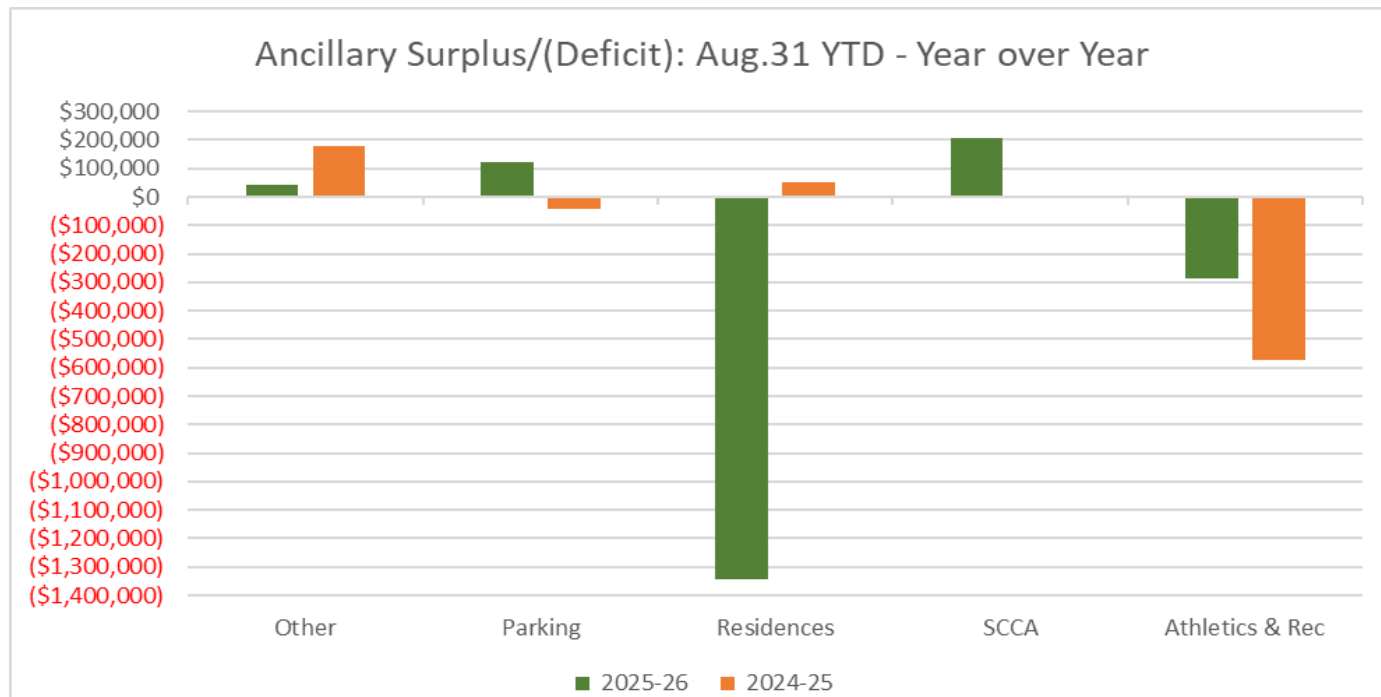
Expenditures



Expenditures



Ancillary



Capital Update at August 2025

Project	Fiscal Year Budget	Actual Spend	Variance
Unrestricted Reserves	\$500,000	\$10,906	\$489,094
Deferred Maintenance	\$7,000,000	\$1,053,978	\$5,946,022
Ministry Capital Grants	\$4,828,125	\$1,215,042	\$3,613,083
Total	\$12,328,125	\$2,279,926	\$10,048,199

Notes:

1. Budget amounts are reflective of those approved by the BOG, along with MCURES confirmed capital funded grants.
2. Some capital project budgets have the potential to span multiple years.
3. Due to some projects requiring Ministry approval, having delayed starts, supply chain or resource challenges, similar to prior years, it is likely some budget amounts will not be fully spent by the end of the fiscal year, and the respective projects will require funds to complete the project in the subsequent year.
4. Similar to previous years, most of the capital spend will occur over the latter part of the fiscal year.

Recommendation

- IT IS RECOMMENDED THAT the Board of Governors:
Receive the Financial Monitoring report as at
August 31, 2025 as information.



Questions?