ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

Held on September 22, 2026, at 5:30 p.m. in the President's Board Room #A3315E, in Windsor, ON.

Present:

Ms. R. Anguiano Hurst
Mr. A. Barron
Mr. K. Corriveau
Ms. P. Corro-Battagello
Mr. G. Fenn
Mr. C. Hotham – **Chair**
Mr. A. Paniccia – **Vice Chair**
Ms. K. Ramsay
Mr. G. Rossi – **Past Chair**
Mr. M. Silvaggi – **President**
Ms. K. Stannard
Ms. L. Wakem
Ms. J. Yee

Regrets:

Ms. A. Jurak
Ms. G. Wrye

Also Present:

Ms. R. Demchuk – Senior Vice President, Student & Facilities Services
Mr. J. Fairley – Senior Vice President, Communications, Advancement & External Affairs
Mr. M. Jones – Senior Vice President, Finance, Administration & Chief Financial Officer
Ms. J. Lehoux – Executive Director, President's Office & Corporate Secretary
Mr. J. Sirianni – Senior Vice President, Human Resources & Facilities Services
Ms. M. Staley Liang – Senior Vice President, Academics & Career Supports
Ms. N. Chencharik – Director, Financial Services
Ms. L. Crowley – Director, Student Services and CRO
Ms. K. Dhillon – Director, Research and Innovation
Mr. B. Lattuca – Chair, School of Community Studies
Ms. W. McConnell – Senior Manager, Human Resources
Mr. J. Parsons – Chair, Zekelman School of Business
Ms. C. Primeau – Chair, School of Nursing - Windsor & Chatham
Mr. A. Singh – Chief Information Officer/Chief Information Security Officer
Ms. R. Susannah – Chair, Zekelman School of Information Technology and School of Engineering Technologies
Ms. L. Thomas – Senior Manager, Human Resources
Mr. N. Veltkamp – Director, International Recruitment
Ms. J. Vlaminck – Registrar
Mr. L. Zuccato – Chair, School of Skilled Trades & Apprenticeships

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

Mr. C. Hotham chaired the meeting and Ms. J. Lehoux was the recording secretary.

1.0 Adoption of the Agenda and Declaration of Conflict of Interest

The Chair called the meeting to order and welcomed members, including newly appointed Governors Lindsay Wakem and Kristina Stannard. The Chair also extended a welcome to Rebecca Demchuk as this was her first Board meeting in her new role as Senior Vice President, Student and Facilities Services. The Chair acknowledged members of the Senior Leadership Team and welcomed guests in attendance.

Prior to consideration of the agenda, President Silvaggi advised that management employees at the Director level and above had been invited to attend the meeting as part of an initiative to strengthen engagement between the Board and College leadership. The President noted that one of the College's greatest strengths is its people and the relationships that support the institution's success. Management attendees were introduced to the Board, providing Governors with an opportunity to become more familiar with the College's leadership team and foster stronger connections across the organization.

The Chair requested that Item 5.3 (Constituent Reports) be moved to immediately follow the President's Report and be considered as Item 3.1. No conflicts of interest were declared.

Hearing no declarations of conflict of interest, it was

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

2.0 Approval of the Minutes of the Full Board meeting held on Tuesday, June 23, 2026, in Windsor, ON

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

RESOLVED THAT the Board of Governors approve the Full Board minutes of the June 23, 2026 meeting.

3.0 President's Report

The Board Chair called upon President Silvaggi to provide his report to the Board. The President advised that his written Community Engagement Report had been included in the agenda package and highlighted several key developments since the Board's June meeting.

The President extended a formal welcome to the College's newest Governors, newly appointed Senior Vice President Rebecca Demchuk, and the management representatives in attendance. He noted that the beginning of the Fall semester provided an opportunity to recognize the collective efforts of faculty, staff and administration in delivering a successful start to the academic year.

The President reported that the Fall 2026 semester had commenced smoothly and exceeded budget assumptions from an enrolment perspective. Despite the ongoing challenges facing the postsecondary sector, particularly related to international student recruitment, the College achieved a strong start-up and enrolment results that surpassed planning expectations. He commended faculty, support staff and administration for their ability to adapt quickly to changing circumstances and student demand while maintaining a positive student experience. The President noted that the College's ability to remain responsive and agile continues to be a significant organizational strength.

The President reviewed several upcoming College events and encouraged Governors to participate whenever possible. He highlighted the Fall Academic Awards Banquet, Fall Convocation ceremonies in Windsor and Chatham, the 4th Annual Rise Above Health Conference, the Canadian Mental Health Association Suicide Awareness Walk and tree planting event, and the Defend the North Cybersecurity Conference being hosted in partnership with SyberX. The President advised that the cybersecurity conference would bring together industry leaders and stakeholders from both Canada and the United States to participate in a simulated cyber incident exercise focused on critical infrastructure and cross-border security.

The President also advised that the first academic collaboration meeting between St. Clair College and the University of Windsor would take place prior to the next Board meeting. He noted that the meeting represents an important first step in exploring future opportunities for collaboration and partnership between the two institutions and that an update would be provided to Governors as initiatives evolve.

In addition, the President advised that Administration would be organizing a campus tour opportunity for Governors prior to the start of the October Board meeting. Interested members were encouraged to notify J. Lehoux and identify areas of particular interest, including academic facilities, athletic venues, residence operations or specialized instructional spaces, to assist with planning the tour itinerary.

The Chair thanked the President for his report.

4.0 Consent Agenda

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

4.1 President’s Community Engagement Report

4.2 Professional Corporate Services

4.3 Investments

4.4 Dorman Programs

4.5 Constituent Reports – September 2026

- 4.5.1 Alumni Association
- 4.5.2 Foundation Board
- 4.5.3 Retirees Association
- 4.5.4 Saints Student Athletic Association (SSAA)
- 4.5.5 Student Representative Council (SRC)
- 4.5.6 Thames Students Inc. (TSI)

It was,

RESOLVED THAT the Board of Governors receive and approve the contents of the September 22, 2026 Consent Agenda, as presented.

5.0 Information Items

5.1 2026 Fall Enrolment/Registration Report: Domestic and International

The Board Chair called upon Ms. J. Vlaminck, Registrar, to present the Fall 2026 Enrolment and Registration Report. Ms. Vlaminck advised that the report reflected enrolment data as of September 11, 2026 and noted that final Day 10 enrolment figures recorded on September 21, 2026 showed only minor changes from the numbers included in the report.

Ms. Vlaminck reported that Fall 2026 enrolment was projected at 8,436 full-time postsecondary students, representing a decline from the previous year but exceeding the College's enrolment target by 315 students. She noted that, while enrolment levels continue to be impacted by significant changes in the international student recruitment environment, the College achieved results that exceeded budget expectations for both domestic and international enrolment.

Ms. Vlaminck advised that the current enrolment landscape continues to be shaped by a number of external factors affecting colleges across Ontario and Canada, including federal international student caps, reduced study permit approval rates, labour market alignment requirements for post-graduate work permits and broader challenges impacting Canada's attractiveness as a destination for international students. Despite these challenges, the College exceeded both its domestic and international enrolment targets through stronger-than-anticipated applicant conversion rates, improved student retention and higher levels of student re-entry from previous semesters.

The report highlighted that domestic enrolment increased by more than 200 students over the previous year, while international enrolment declined significantly as anticipated due to regulatory and market conditions. Ms. Vlaminck noted that domestic recruitment efforts continued to produce positive results and emphasized that the College had successfully maintained strong enrolment demand from its traditional service areas of Windsor-Essex and Chatham-Kent.

Ms. Vlaminck further reported that the School of Community Studies and the School of Nursing remained the College's two largest academic schools by enrolment. The School of Health Sciences experienced the largest enrolment growth, largely attributable to increased demand in the Paramedic program and the transfer of the Biomedical Engineering Technology program into the School. Conversely, the School of Information Technology experienced the largest decline in enrolment, reflecting the broader impact of reduced international student demand and government policy changes affecting traditional STEM-related programming.

Ms. Vlaminck also provided an overview of international recruitment trends, applicant conversion rates, Provincial Attestation Letter (PAL) utilization, source countries, demographic data and recruitment patterns across the College's campuses. She noted that international enrolment represented students from approximately 60 countries, with India, Nigeria and China remaining the College's largest source countries. Ms. Vlaminck further noted that the College voluntarily returned a portion of its PAL allocation in 2026 due to lower permit approval rates and reduced demand, while continuing to monitor future allocation requirements and recruitment trends.

The President noted that the Fall 2026 start-up had been extremely successful and commended members of the recruitment, admissions and registration teams, as well as faculty and staff across the institution, for their efforts in supporting students and achieving enrolment results above budget expectations.

A Governor inquired as to what the College's highest historical domestic enrolment level had been and how the current domestic enrolment compared to historic enrolment levels. Mr. M. Jones advised domestic enrolment levels remain strong and are comparable to pre-international boom years.

A Governor remarked that the strength of domestic enrolment was something to be proud of.

A Governor inquired as to how many students recruited from outside the region were student-athletes and whether athletics represented the primary draw for those students. The President advised some students are student-athletes, but destination programs such as Music Theatre, Veterinary Technician and Powerline Technician are significant contributors to out-of-region recruitment.

A Governor inquired as to whether Provincial Attestation Letters (PALs) that were voluntarily returned could be transferred to another institution. The President advised allocations are redistributed through the Ministry and not directly between institutions.

A Governor inquired as to whether returning PALs could negatively impact future PAL allocations. The President advised the College would not be penalized for voluntarily returning unused PALs and remains on track to meet utilization expectations.

A Governor inquired as to where part-time students are reflected within the enrolment reporting. Mr. M. Jones explained part-time students are reported separately and are ultimately converted into full-time equivalencies for funding purposes.

After a brief discussion it was,

RESOLVED 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 2026 semester, as information.

5.2 Financial Monitoring Update

The Board Chair called upon Mr. M. Jones, Senior Vice President, Finance, Administration and Chief Financial Officer, to present the Financial Monitoring Report for the five-month period ending August 31, 2026. Mr. Jones advised that the report provided an overview of the College's financial position as compared to both the approved budget and the previous fiscal year.

M. Jones reported a year-to-date deficit of approximately $2.1 million, representing an improvement of approximately $5.2 million compared to the deficit reported during the same period in the previous fiscal year. Mr. Jones advised that the significant improvement was attributable largely to increased provincial operating funding provided through the Province's revised post-secondary funding model, as well as the College's ongoing right-sizing initiatives undertaken to align operations with reduced enrolment levels.

M. Jones noted that operating grant revenues had increased substantially over the prior year, reflecting new enrolment and differentiation funding allocations received from the Ministry. At the same time, salary and benefit expenditures had declined as a result of workforce adjustments implemented during the past year. Mr. Jones reported that the College continued to experience the financial effects of the decline in international enrolment and the conclusion of the Ace Acumen partnership; however, these impacts were being partially offset through government funding enhancements and cost containment measures.

With respect to capital spending, M. Jones advised that approximately $2.3 million had been spent against a capital budget of $15.1 million. Several projects had experienced delays due to timing, resource availability and supply chain considerations, resulting in projected underspending within certain deferred maintenance categories. M. Jones indicated that project timelines continue to be monitored and adjusted as required.

M. Jones further reported that enrolment results exceeding budget expectations would have a positive impact on tuition revenues and would be incorporated into the College's forthcoming mid-year budget review. While the College continued to project a deficit position for the fiscal year, Administration expressed optimism regarding its financial outlook and advised that the institution was performing more favourably than originally anticipated during budget development.

A Governor inquired as to Administration's confidence regarding the projected year-end deficit and whether current performance would impact the Ministry's High Action Plan requirements. M. Jones advised the institution was trending favourably and expected a materially improved year-end result, although the High Action Plan process would still continue, the improved financial performance would assist the College in demonstrating progress toward long-term financial sustainability.

It was,

RESOLVED THAT the Board of Governors receive the Financial Monitoring Report for the five-months ending August 31, 2026, as information.

5.3 Constituent Reports

The Board Chair advised that the Executive Committee had recently reviewed the manner in which constituent and affiliated stakeholder organizations report to the Board and identified an opportunity to create greater consistency and equity among constituent groups represented within the College community. He noted that several groups had historically provided regular in-person reports at Board meetings, while others were only provided annual opportunities to present to the Board.

The Chair explained that the proposed framework was intended to balance the Board's need to remain informed regarding constituent activities while making more efficient use of Board meeting time. Under the revised model, constituent organizations would be encouraged to provide monthly written reports through the Consent Agenda process, allowing Governors to receive regular updates in advance of meetings. In addition, each constituent group would continue to have the opportunity to provide an annual in-person presentation to the Board, creating a more consistent approach across all stakeholder organizations.

The Chair noted that the revised process had been positively received by constituent organizations. He further advised that the change would allow the Board additional time to focus on strategic governance matters while continuing to receive meaningful updates from constituent groups. The annual presentation format would also provide organizations with an opportunity to deliver more comprehensive reports on their accomplishments, priorities, initiatives and emerging issues.

Effective September 2026, the Student Representative Council (SRC), Retirees Association, faculty union and support staff union would transition from providing standing in-person reports at each meeting to monthly written reports submitted through the Consent Agenda. In addition, the Thames Students Incorporated (TSI), Saints Student Athletic Association (SSAA), Alumni Association and St. Clair College Foundation would continue their annual presentations while also being offered the opportunity to submit monthly written updates for inclusion in Board materials.

The revised reporting structure will provide equitable opportunities for all constituent organizations, improve efficiency during Board meetings and continue to ensure Governors remained informed of activities occurring throughout the College community.

Following discussion, it was:

> **RESOLVED THAT** the Board of Governors receive this update regarding the implementation of a revised constituent reporting framework effective September 2026, whereby the SRC, Retirees Association, Support Staff Union and Faculty Union provide monthly written reports through the Consent Agenda and one annual presentation to the Board, and whereby TSI, SSAA, the Alumni Association and the St. Clair College Foundation are provided the opportunity to submit monthly written reports while continuing their annual presentations to the Board, as information.

6.0 Approval Items

6.1 2026 – 2027 Annual Work Plan

The Board Chair referred Governors to the proposed 2026-2027 Annual Work Plan included in the agenda package. The Chair noted that the Work Plan serves as a framework for the Board's annual governance activities and identifies key reports, approvals, monitoring requirements, policy reviews and strategic discussions scheduled throughout the year.

The Work Plan assists the Board in fulfilling its governance responsibilities by establishing timelines for recurring items such as financial monitoring, budget approval, enrolment reporting, Board and Presidential evaluations, policy reviews and strategic planning activities. The Work Plan also reflects the Board's ongoing oversight of the College's strategic priorities and operational objectives.

The Board Chair acknowledged the importance of the Annual Work Plan in supporting effective governance and ensuring that key responsibilities are addressed in a timely and organized manner.

As such, it was:

RESOLVED THAT the Board of Governors approve the 2026-2027 Annual Work Plan as presented.

6.2 Appoint Audit Committee

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.

As such, it was,

RESOLVED THAT the Board of Governors approve the 2026 – 2027 Audit Committee: Mr. G. Fenn (Chair), Mr. A. Paniccia and Ms. G. Wrye.

6.3 Appoint a Treasurer

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.

As such, it was,

RESOLVED THAT the Board of Governors approve the appointment of Mr. G. Fenn as Treasurer for 2026 – 2027.

6.4 Appoint a Foundation Board Representative

The Board Chair advised that, following the completion of Ms. J. Piccinato's term as Past Chair of the Board of Governors, a vacancy existed for the Board's representative on the St. Clair College Foundation Board. The Chair noted that the Foundation Board plays an important role in supporting student success initiatives, fundraising activities and stewardship of endowed and donor-restricted funds.

The Chair further advised that Gary Rossi, in his capacity as Past Chair, had agreed to assume the appointment and continue the Board of Governors' representation on the Foundation Board.

As such, it was:

> **RESOLVED THAT** the Board of Governors Approve the appointment of Gary Rossi as the Foundation Board Representative for 2026 – 2027.

6.5 2026 – 2027 Meeting and Event Schedule

The Board Chair noted that the 2026 – 2027 Meeting and Event schedule was included in the Full Board agenda package for review.

As such, it was

> **RESOLVED THAT** the Board of Governors approve the 2026 – 2027 Meeting and Event Schedule, as presented.

6.6 Proposed Meeting Start Time Change

The Board Chair introduced a proposal to revise the scheduling and hospitality arrangements associated with regular Board meetings. The proposal recommended changing the regular meeting start time from 5:30 p.m. to 3:30 p.m. and discontinuing the practice of providing a pre-meeting dinner service, replacing it with light refreshments and beverages.

The Chair advised that the recommendation arose from discussions at the Executive Committee level and was intended to support fiscal responsibility, operational efficiency and effective stewardship of College resources. It was noted that the elimination of dinner service would generate annual cost savings while reducing administrative requirements associated with meeting preparation. The Chair further indicated that an earlier start time would allow meetings to conclude earlier in the evening and better respect the personal and professional commitments of Governors, Senior Administration and staff supporting Board activities.

A discussion followed regarding the proposed implementation timeline and the potential impact on Governors' work schedules and other commitments. Several Governors expressed support for the proposal and the associated cost savings, while noting that additional time may be required to adjust existing professional, academic and personal commitments. Governors also discussed the importance of

maintaining strong participation and engagement at Board meetings while balancing scheduling considerations.

During the discussion, it was suggested that implementation of the new meeting start time be deferred until January 2027 to provide Governors with an opportunity to adjust their schedules accordingly. The Board expressed support for the proposed changes and the benefits associated with the revised meeting format.

Following discussion, it was:

> **RESOLVED THAT** the Board of Governors approve changing the regular monthly Board meeting start time from 5:30 p.m. to 3:30 p.m., effective January 2027, and discontinue the practice of providing a pre-meeting dinner service, replacing it with light refreshments and beverages available before and during meetings.

7.0 By-Law & Policy Review

7.1 Board By-Law #7

The Board reviewed By-Law #7 for first reading. The amendment clarified that attestations would be maintained by the Corporate Secretary rather than the Board Secretary.

As such, it was

> **RESOLVED THAT** the Board of Governors approve Board By-Law #7 for 1st reading, as presented.

8.0 New Business

No new business items were raised.

9.0 Date of the Next Meeting

The next Board meeting is scheduled for Tuesday, October 27, 2026 at the Main Windsor Campus.

10.0 Adjournment

The Full Board meeting adjourned at 6:55 p.m.

PRESIDENT'S COMMUNITY ENGAGEMENT REPORT

Meeting of the Board of Governors

Tuesday, September 22, 2026

1. Children's Safety Village

On Thursday, June 18, 2026, President Silvaggi attended a community launch event marking the revitalization and relaunch of Windsor's long-standing Children's Safety Village, now reintroduced with significant philanthropic support from the Stephanie and Barry Zekelman Foundation. The event celebrated a major transformation of the facility—serving Windsor-Essex families for more than 25 years—into a modernized safety education environment designed to better support injury prevention programming and experiential learning for children. The initiative reflects a broader community effort involving multiple partners committed to enhancing safety awareness, including upgrades to the site's interactive "mini-city" and educational infrastructure.

The Zekelman Foundation's investment and continued leadership in youth safety education were highlighted during the announcement, reinforcing the importance of equipping children with practical knowledge and confidence to make safe decisions in everyday life.

St. Clair College played a visible role in the project, including participation by Architectural Technology students who contributed to refurbishment efforts on-site. This collaboration underscores the College's commitment to applied learning and community engagement, while also strengthening its long-standing partnership with the Zekelman Foundation and regional stakeholders.

President Silvaggi's attendance at the launch demonstrated the College's ongoing leadership and active involvement in community-focused initiatives that promote education, safety and youth development across Windsor-Essex. The event provided an opportunity to celebrate collective impact while reinforcing St. Clair College's role as a key partner in community revitalization efforts.



2. Windsor Innovation District Initiative

St. Clair College continues to demonstrate its leadership role in advancing regional innovation through its active participation in the Windsor Innovation District, in collaboration with WEtech Alliance and other community partners.

During the reporting period, the College supported the official launch of the downtown Innovation District by contributing formal remarks from President Michael Silvaggi for inclusion in WEtech Alliance's announcement and related communications; specifically:

> "*St. Clair College is proud to partner with WEtech Alliance and regional leaders on this important initiative that strengthens Windsor-Essex's role in shaping the future of mobility. Through the Regional Technology Development Site, we are creating meaningful opportunities for students, researchers and industry to collaborate on cutting-edge automotive and advanced manufacturing technologies. This investment not only accelerates innovation and commercialization in our region but also reinforces our shared commitment to developing the skilled talent and applied solutions needed to drive Ontario's next generation economy."*
> - Michael Silvaggi, M.Ad.Ed., President, St. Clair College

The President's statement highlighted the College's commitment to fostering collaboration between education, industry and entrepreneurs, with a shared focus on strengthening talent development, supporting innovation and driving economic growth across Windsor-Essex.

This initiative aligns with the College's strategic priorities by creating enhanced opportunities for students and graduates to engage in a dynamic, technology-driven ecosystem. The Innovation District is expected to serve as a hub for entrepreneurship, applied research and industry partnerships, reinforcing the region's capacity to attract investment and support business growth.

The College's continued involvement in this initiative underscores its role as a key partner in building a strong innovation economy and contributing to the long-term prosperity of the Windsor-Essex community.

3. Dental Hygiene Program – National Certification Success

The College is pleased to report an exceptional achievement by the graduating class of the Dental Hygiene program. All graduating students successfully passed the National Dental Hygiene Certification Examination, resulting in a 100% pass rate.

This accomplishment marks a significant milestone for the program, representing the first-time full success has been achieved since the transition to the three-year advanced diploma. The result reflects the strength, quality and continuous improvement of the curriculum, including targeted enhancements implemented in recent years to better support student learning and outcomes.

In addition to the perfect pass rate, St. Clair College students performed above the national average across all assessed content areas and cognitive domains, further demonstrating the program's academic rigor and effectiveness.

The College extends its congratulations to the graduating students and recognizes the dedication of faculty and staff whose commitment has contributed to this outstanding outcome.

4. Windsor-Essex Designated as OVIN Regional Technology Development Site

St. Clair College was pleased to participate in a significant regional milestone event held at the University of Windsor's GreenShield Hall on Tuesday, June 23, 2026, announcing WEtech Alliance and its partners as the Windsor-Essex Regional Technology Development Site (RTDS) under the Ontario Vehicle Innovation Network (OVIN).

Through this initiative, the Province of Ontario has committed up to $1.5 million to support the Windsor-Essex RTDS. This investment is further strengthened by approximately $3.35 million in private sector contributions and an additional $1.75 million in public sector funding, representing a total combined investment of $6.6 million.

The designation underscores Windsor-Essex's growing leadership in automotive innovation and advanced mobility technologies. The RTDS will serve as a catalyst for regional economic development by supporting entrepreneurs, advancing collaborative research and development and accelerating commercialization opportunities within the automotive and mobility sectors.

The event was well attended by elected officials, industry partners, postsecondary representatives, entrepreneurs and members of the broader innovation ecosystem. The strong turnout highlighted the region's shared commitment to fostering innovation, collaboration, and sustainable economic growth.

St. Clair College values its ongoing partnership with WEtech Alliance and regional stakeholders and looks forward to contributing to the success of the RTDS initiative and the continued advancement of Windsor-Essex as a hub for innovation.



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5. Provincial Investment Supports Expansion of Skilled Trades Training & Apprenticeship Pathways

On July 7, 2026, St. Clair College hosted Ontario Minister of Labour, Immigration, Training and Skills Development David Piccini, alongside representatives from Skilled Trades Ontario, for the announcement of more than $2.2 million in provincial funding to expand apprenticeship pathways and modernize skilled trades training in Windsor.

As part of the announcement, St. Clair College will receive more than $641,000 through the Province's Pre-Apprenticeship Training Program and Apprenticeship Capital Grant. Funding includes $291,065 to provide pre-apprenticeship training for 20 participants—primarily youth and individuals from underrepresented groups—preparing them for careers in Tool and Die Making, as well as $350,000 to upgrade Computer Numerical Control (CNC) machining equipment and controls with modern, industry-standard technology.

The provincial investment also includes funding for Women's Enterprise Skills Training (WEST) to train 60 women for careers in a variety of construction and industrial trades, and support for the International Association of Bridge, Structural, Ornamental and Reinforcing Iron Workers to acquire advanced surveying and monitoring technology for apprenticeship training.

During the announcement, Minister Piccini highlighted the government's commitment to addressing Ontario's skilled labour shortage and expanding access to rewarding careers in the trades. The event also marked the launch of Skilled Trades Ontario's new Apprentice Toolkit, a resource designed to help apprentices navigate their training journey and access career supports.

This announcement reflects continued government confidence in the College's skilled trades programming and supports the College's commitment to providing accessible, hands-on training opportunities that prepare learners for in-demand careers and address critical workforce needs.



6. MP Kathy Borrelli Meeting

St. Clair College welcomed Kathy Borrelli, Member of Parliament for Windsor-Tecumseh-Lakeshore, on July 9, 2026 for discussions focused on the resilience of Ontario's college sector and the critical role colleges play in supporting regional economic and workforce development. The visit highlighted the College's strengths in applied research, innovation, industry partnerships, student-centred learning and its ability to respond quickly to emerging community and labour market needs.

College representatives emphasized ongoing advocacy efforts related to sustainable funding, research and innovation capacity and the growing importance of emerging technologies, including artificial intelligence, automation and data governance. Discussions also explored regional workforce priorities, particularly skilled trades training, where MP Borrelli expressed strong support and highlighted the need to address labour shortages in sectors such as mold making.

The visit provided an important opportunity to strengthen relationships with federal leadership and reinforce St. Clair College's role as a key contributor to student success, innovation, workforce development and the long-term economic resilience of Windsor-Essex, Chatham-Kent and the surrounding region. MP Borrelli expressed her appreciation for the College's facilities, programs and impact, and demonstrated a strong interest in understanding and supporting the evolving needs of the college sector.



Windsor-Tecumseh-Lakeshore MP Kathy Borrelli is flanked by members of St. Clair College's Research and Innovation team during a campus visit July 9, 2026. (John Fairley/St. Clair College)

7. Women In Trades Exploration Week

On July 13, 2026, President Silvaggi participated in the opening session of Women in Trades Exploration Week, hosted by Women's Enterprise Skills Training (WEST) in partnership with Unifor Local 444 at the Unifor Local 444 Union Hall in Windsor.

President Silvaggi brought greetings on behalf of St. Clair College and welcomed participants as they embarked on a week of hands-on learning, career exploration and engagement with industry professionals in the skilled trades sector. In his remarks, he acknowledged the important leadership of WEST, Unifor Local 444 and their community partners in creating opportunities for women to discover and pursue rewarding careers in the trades.

The President highlighted the critical role of skilled trades in supporting regional economic growth and workforce development, while emphasizing the importance of increasing participation by women in traditionally underrepresented sectors. He also reinforced St. Clair College's commitment to providing accessible pathways to training and apprenticeship opportunities, including support for the upcoming CNC/Industrial Mechanic Millwright Pre-Apprenticeship Program for Women, which is scheduled to begin at the College in August 2026.

Women in Trades Exploration Week provided participants with opportunities to engage in trade demonstrations, practical skill-building activities and discussions with women currently working in the skilled trades. The initiative reflects a shared commitment among community partners to encourage greater participation of women in the trades and to address workforce needs across the region.

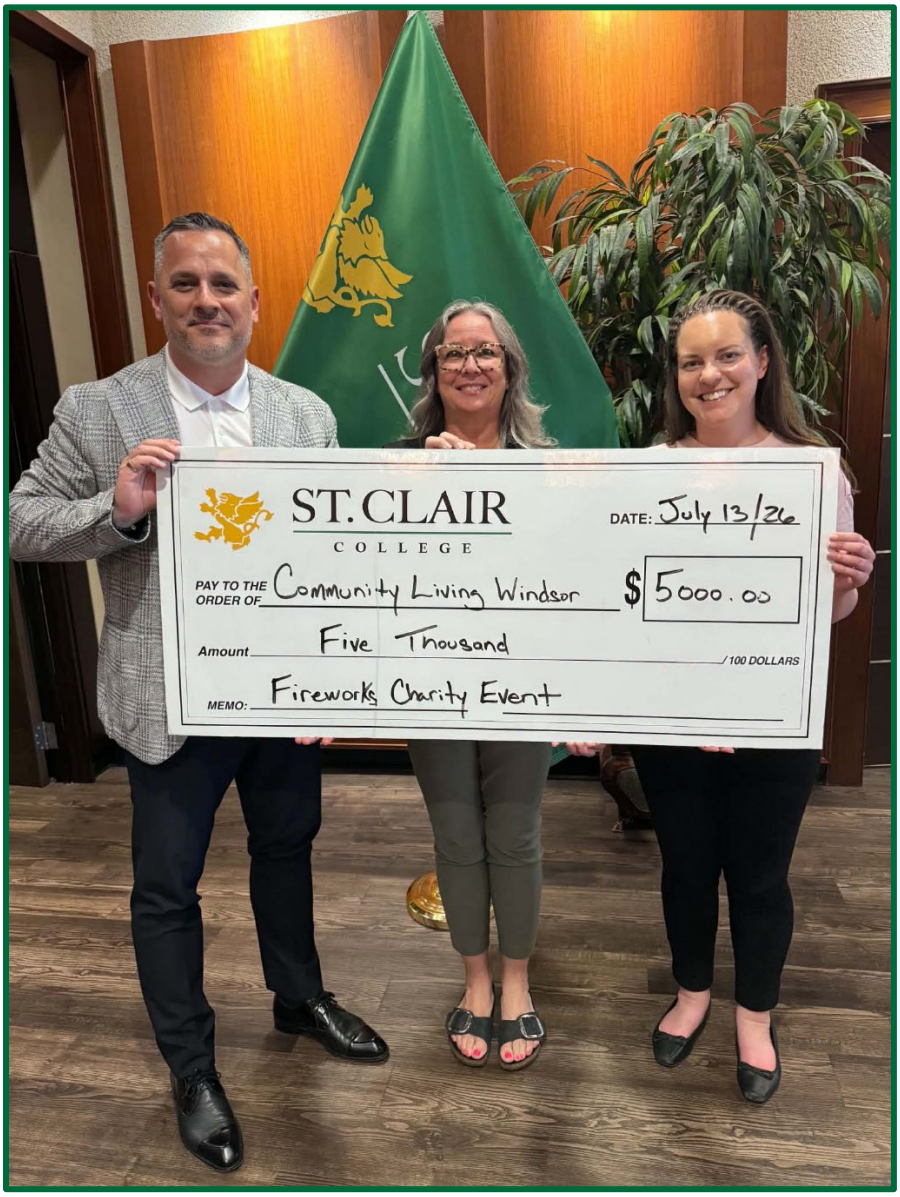


8. Fireworks Night Community Donation Presentation

On July 13, 2026, President Michael Silvaggi participated in a cheque presentation recognizing the success of St. Clair College's annual Fireworks Night fundraising event. On behalf of the College, President Silvaggi presented the event proceeds to Community Living Windsor, reaffirming the College's commitment to supporting organizations that enhance the quality of life and inclusion of individuals within the Windsor-Essex community.

The donation will assist Community Living Windsor in continuing its work to provide programs, services and advocacy that support individuals with intellectual disabilities and their families. President Silvaggi expressed appreciation for the organization's ongoing efforts to foster inclusion, independence and opportunity throughout the region.

The cheque presentation highlighted the College's dedication to community engagement and its ongoing efforts to support organizations that make a positive impact across Windsor-Essex.



9. Hospice Face to Face Campaign Participation

On August 5, 2026, President Michael Silvaggi participated in a recorded interview for the 24th Annual Hospice Face to Face Campaign Kick-Off Show at Cogeco's YourTV Windsor studio. The interview highlighted the important role Hospice of Windsor and Essex County plays within the community and provided an opportunity to raise awareness of the organization's services and charitable initiatives.

The annual Face to Face Campaign supports the Fairley Family Patient Transportation Program, which provides complimentary transportation for Hospice patients, families and caregivers attending medical appointments throughout Windsor and Essex County. Campaign proceeds also support the G.E.N.I.E. (Granting Exceptional N' Impactful Experiences) Program, which enables Hospice patients to enjoy meaningful outings and special experiences during their care journey.

President Silvaggi's participation reflects St. Clair College's ongoing commitment to supporting community organizations and initiatives that enhance the quality of life for residents across the region. The interview will be featured as part of Show 2 of the campaign broadcast, airing on YourTV Windsor (Channel 700) from September 7 to October 4, 2026. The 2026 Face to Face Campaign runs from August 15 to September 30, 2026, continuing a long-standing fundraising effort that has generated more than $1.8 million for Hospice programs and services over the past 23 years.





10. Windsor-Essex Pride Fest 2026

In recognition of Windsor-Essex Pride Fest 2026, held from July 31 to August 9, 2026, President Silvaggi, accompanied by members of the Student Representative Council (SRC) Leadership team, participated in the raising of the College's Pride flag at the Main Campus on August 6, 2026. This annual gesture reflects St. Clair College's ongoing commitment to fostering an inclusive, equitable and welcoming environment for all members of the College community, including our 2SLGBTQIA+ students, employees and allies.



11. St. Clair Esports Ears National Recognition at NACE Awards

St. Clair College's Esports program received significant national recognition at the 2026 National Association of Collegiate Esports (NACE) Awards, earning six prestigious awards and once again demonstrating its leadership within collegiate esports across North America. The Saints were recognized in the following categories:

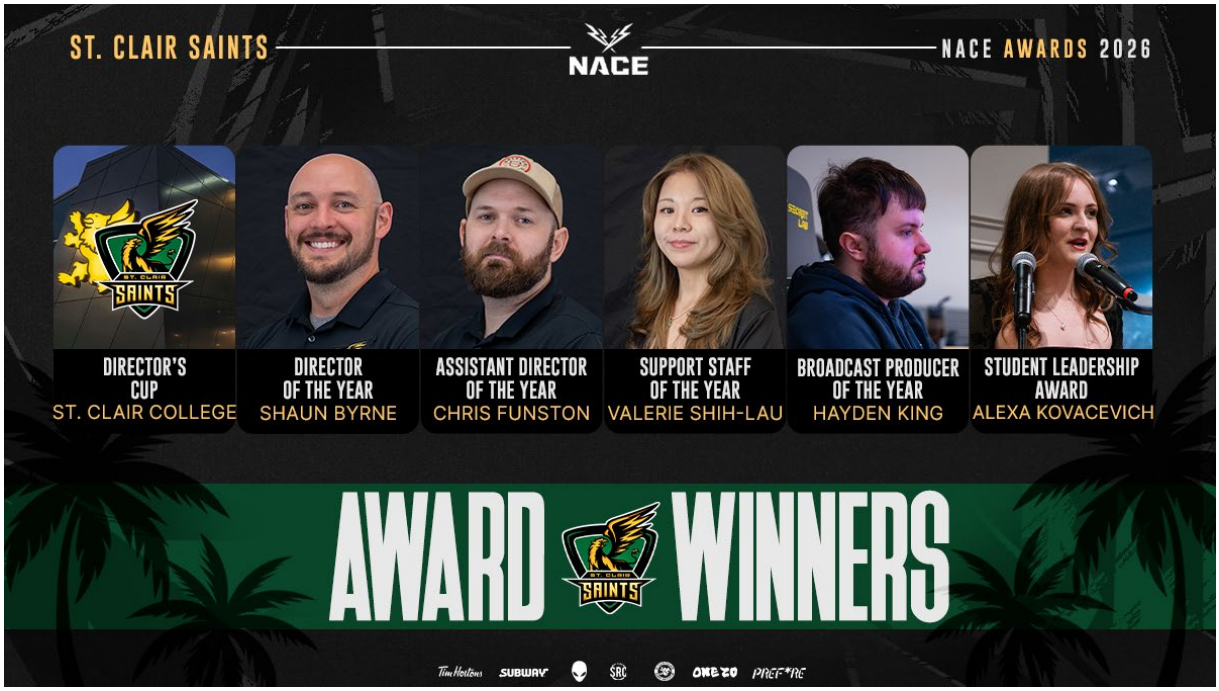
- **Director of the Year** – Shaun Byrne
- **Assistant Director of the Year** – Chris Funston
- **Support Staff of the Year** – Valerie Shih-Lau
- **Broadcast Producer of the Year** – Hayden King
- **Student Leadership Award** – Alexa Kovacevich
- **NACE Director's Cup** – Awarded to the program demonstrating the highest overall competitive success across NACE varsity competitions

The NACE Awards are determined through voting by more than 170 member institutions and a panel of industry professionals, making this recognition particularly meaningful as it reflects excellence acknowledged by peers across the collegiate esports landscape.

In addition to the six awards, St. Clair College was named a finalist in five additional categories, including Program of the Year, Outstanding Event for Sakura Anime Fest, Outstanding Marketing Team, Outstanding Production Team and Social Media Producer of the Year for Shane Thompson.

The awards were presented during the annual NACE Convention held at the University of North Florida in Jacksonville. NACE is the leading nonprofit association for collegiate esports, with approximately 170 institutions across North America competing annually in varsity esports championships.

This outstanding achievement reflects the dedication, talent, and collaborative efforts of our Esports staff and students and further strengthens St. Clair College's reputation as a national leader in collegiate esports programming.



12. Meeting with Workforce Windsor-Essex Leadership

On August 7, 2026, the President welcomed Justin Falconer, Chief Executive Officer, Workforce Windsor-Essex and Irek Kusmierczyk, Senior Director of Strategic Partnerships, Workforce Windsor-Essex, to St. Clair College for a productive discussion focused on potential partnership opportunities and future collaboration.

The meeting provided an opportunity to explore areas of mutual interest related to workforce development, talent retention, skills training and supporting the evolving employment needs of the Windsor-Essex region. Discussions centered on strengthening connections between education and industry, identifying opportunities to address emerging labour market demands and enhancing pathways that support student success and workforce readiness.



The President highlighted St. Clair College's ongoing commitment to providing responsive, industry-informed programming that aligns with regional economic growth and workforce priorities. Workforce Windsor-Essex shared insights into current labour market trends, workforce challenges and opportunities to collaborate on initiatives that support employers, job seekers and economic development partners across the region.

The conversation also explored opportunities for joint initiatives that leverage the strengths of both organizations, including workforce research, skills development programming, community engagement activities and strategic partnerships designed to enhance talent attraction and retention within Windsor-Essex.

The meeting reinforced the shared commitment of St. Clair College and Workforce Windsor-Essex to fostering a skilled and adaptable workforce while supporting the long-term economic prosperity of the region. Discussions will continue as both organizations identify opportunities to advance collaborative projects that align with their respective strategic priorities and contribute to the success of students, employers and the broader community.

13. Libro Centre Mountain Bike Trail Kiosk

St. Clair College students from the Architectural Technology and Mechanical Engineering Technician – Industrial (Millwright) programs successfully partnered with the Windsor Essex Bike Community (WEBC) to design, fabricate and install a permanent trailhead kiosk at the new mountain bike trails located at the Libro Centre in Amherstburg.

The project served as a capstone and experiential learning opportunity for 12 students, including four Millwright students and eight Architectural Technology students. Working collaboratively, students took the project from concept to completion, designing a modular structure that could be fabricated on campus and assembled on site. The finished kiosk incorporates trail information, community features and a bicycle repair station for trail users.

This initiative provided students with invaluable hands-on experience, allowing them to apply technical knowledge while developing project management, teamwork, problem-solving and client engagement skills. The project also enabled students to contribute to a tangible community asset that will benefit residents and visitors for years to come.

The partnership was made possible through collaboration among the College, WEBC and several community supporters, including Atlas Tube, Walker Aggregates, Flow Café and Bikes, and faculty members who contributed materials and expertise. The completed kiosk was officially unveiled in the presence of WEBC's youth mountain biking participants, giving students the opportunity to see firsthand the positive impact of their work on the community.

Community leaders praised both the quality of the final product and the College's commitment to experiential learning. WEBC representatives described the kiosk as a landmark feature of the trail system and highlighted the project as an outstanding example of community organizations, industry partners, faculty and students working together to create lasting value.

This project exemplifies St. Clair College's commitment to serving as a true community college by connecting classroom learning with real-world applications, fostering meaningful partnerships, and creating opportunities for students to showcase their talents while making a visible contribution to the Windsor-Essex region.



14. SSAA Donation to Saints Athletics

On August 25, 2026, Saints Student Athletic Association (SSAA) President Robbie Durling formally presented a donation to support Saints Athletics, reinforcing the Association's ongoing commitment to student-athlete success and the strength of varsity programming at St. Clair College.

The funds were generated through a series of successful Summer initiatives led by the SSAA, including youth sports camps and a community pickleball tournament hosted at the SportsPlex. These events not only provided valuable recreational and development opportunities for participants of all ages but also demonstrated the Association's entrepreneurial spirit and dedication to supporting the broader College community.

In presenting the donation, the SSAA noted that the contribution reflects its commitment to enhancing the student-athlete experience and fostering continued excellence within Saints Athletics. The College is grateful for the SSAA's leadership, generosity and continued partnership in advancing opportunities for our student-athletes. This contribution will help support athletic programming, student development, and the continued success of Saints teams both on and off the field of play.



RISE ABOVE THE ORDINARY

15. AM800 Radio Interview

On September 10, 2026, President Michael Silvaggi participated in an interview on AM800's *Mornings with Mike and Meg* with hosts Mike Kakuk and Meg Roberts. The discussion focused on St. Clair College's enrolment outlook for the Fall 2026 semester, highlighting strong student demand across a range of program areas and the positive momentum experienced at the start of the academic year.

President Silvaggi spoke about the College's commitment to student success, delivering programs that align with labour market needs, and preparing graduates to support the continued growth and prosperity of the Windsor-Essex and Chatham-Kent regions.

The interview provided an opportunity to share the College's positive enrolment story with a broad regional audience while reinforcing St. Clair College's role as a key contributor to workforce development and economic advancement in the communities it serves.



AM800
cklw — the information station

16. CBC Windsor Radio Interview

On September 11, 2026, President Silvaggi participated in an in-studio interview on CBC Radio Windsor's *Windsor Morning* with host Amy Dodge. The conversation focused primarily on St. Clair College's enrolment performance and the successful start to the Fall 2026 semester. President Silvaggi highlighted continued student demand across key program areas, the College's ongoing efforts to support learner success and the important role St. Clair College plays in developing the skilled workforce needed by regional employers. The interview also provided an opportunity to reinforce the value of post-secondary education in driving economic growth and community prosperity throughout Windsor-Essex and Chatham-Kent.

Amy Dodge hosts CBC Windsor's flagship morning program, which features discussions on issues and developments impacting the local community.



ST. CLAIR COLLEGE

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **SEPTEMBER 22, 2026**

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 extended the College's contract with KPMG to August 31, 2026, through a vendor-of-record (VOR) contract managed by the Ontario Education Collaborative Marketplace (OECM). OECM extended its VOR contract with KPMG to April 14, 2029, with an option to extend the term for up to five (5) additional years to April 14, 2034. As a result, Administration has extended the College's contract with KPMG under the same terms.

Banking	WFCU	RFP completed in 2023. WFCU was the successful proponent. The contract commenced July 1, 2023 and expires June 30, 2028.
Insurance	AON	The College participates in a consortium insurance program, which represents 14 of the 24 colleges. The consortium contract is managed by the OECM. OECM completed a RFP for insurance broker services in 2024. AON was the successful proponent. The contract commenced October 1, 2024 and expires March 31, 2030. The AON contract contains an option to extend for one additional period of three years.
Legal	Bartlet & Richardes LLP Borden Ladner Gervais LLP Hicks Morley LLP McTague Law Firm LLP	Corporate legal matters are provided by Bartlet & Richardes LLP. Cybersecurity legal matters are provided by Borden Ladner Gervais LLP (BLG). BLG is a preferred vendor through the College's insurance provider AON. 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. Legal services pertaining to immigration law and other matters (i.e. COVID-19) are provided by McTague Law Firm LLP. During 2020, the College performed an invitational competitive procurement by contacting three firms. Investigations are performed by either Bartlet & Richardes LLP or McTague Law Firm LLP based on availability. Corporate, Cybersecurity 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.

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 COLLEGE

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **SEPTEMBER 22, 2026**

RE: **INVESTMENTS**

SECTOR: **MARC JONES, SENIOR VICE PRESIDENT, FINANCE, ADMINISTRATION & 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 2025-2026 fiscal year, the College's GICs and bank accounts earned interest income of $10,261,573. As at March 31, 2026, the College's investments are noted as follows:

i. Temporary Investments

Investment Type	Amount
GIC Total	$206,724,010

ii. Long-Term Investments

As at March 31, 2026, 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
Bonds	$7,696,946	RBC DS
Equities	$7,873,560	RBC DS
Bonds	$4,812,273	JF/Scotia
Equities	$7,236,343	JF/Scotia
Total	$27,619,122	-

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 $284,554 variance between the combined investment manager reports total of $27,903,676 and the bond and equity total of $27,619,122 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 2025-2026 was $1,793,220.

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:

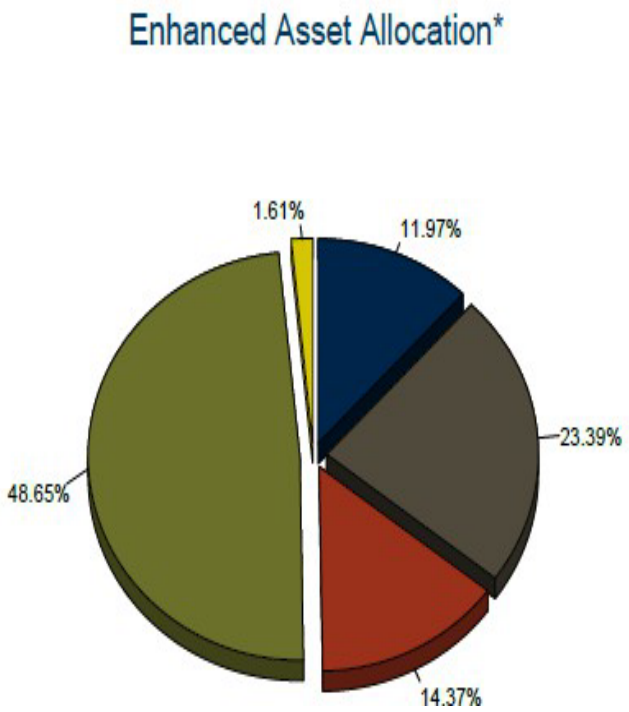
IT IS RECOMMENDED THAT the Board of Governors receive Administration's attestation on the College's Investment Report, ensuring compliance with the Ministry's Banking, Investing and Borrowing Directive, for information.

Wealth Management
Dominion Securities

Asset Allocation as of March 31, 2026

Enhanced Asset Allocation*

As at March 31, 2026



Geography	Market Value	%
Equity - Canada	1,894,192	11.97
Equity - US	3,700,591	23.39
Equity - International	2,273,882	14.37
Total Equity	**7,868,664**	**49.73**
Fixed Income - Canada	7,696,521	48.65
Total Fixed Income	**7,696,521**	**48.65**
Cash and Cash Equivalents	254,315	1.61
Total Cash and Cash Equivalents	**254,315**	**1.61**
Total Portfolio	15,819,500	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, 2026

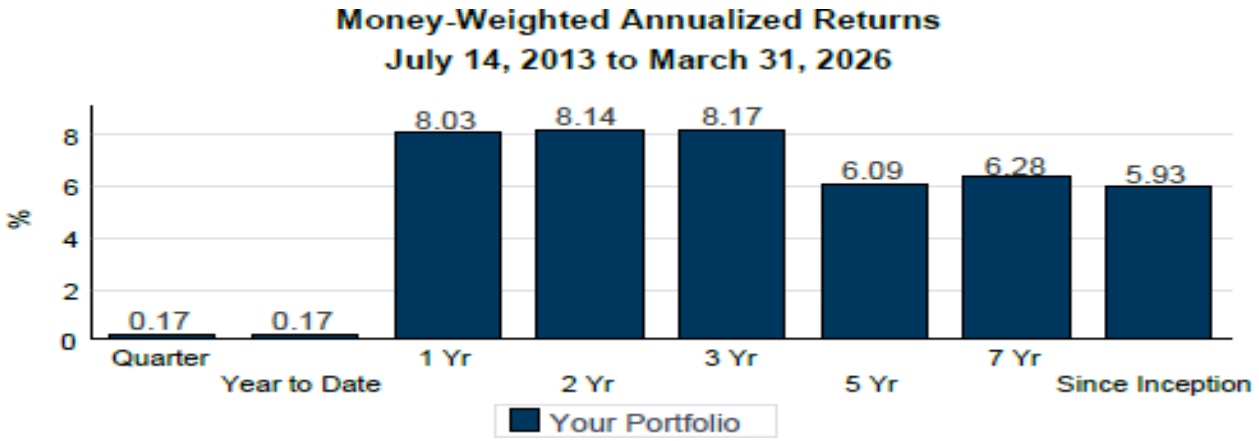


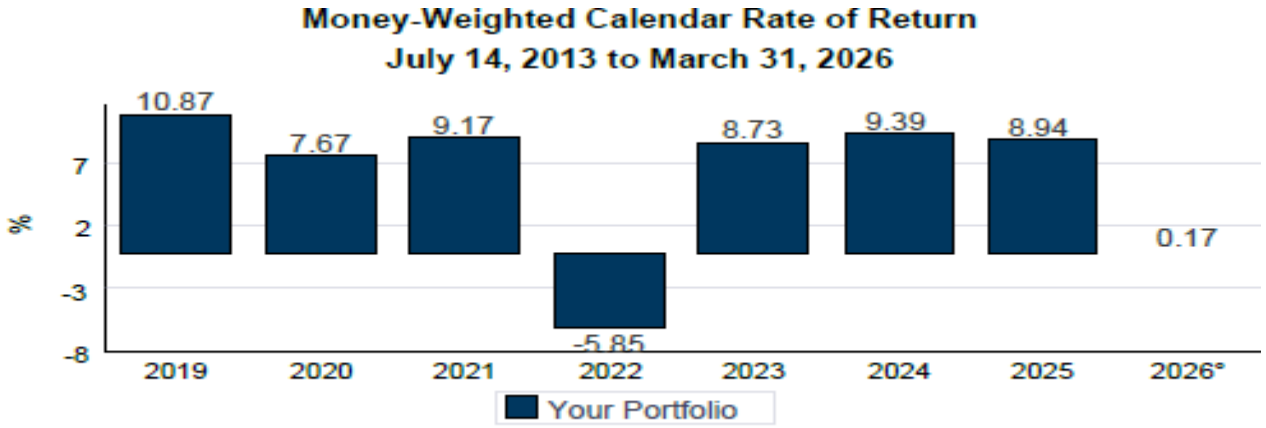
This graph depicts the Portfolio's market value over time. Invested Capital consists of the sum of deposits and transfers-in less withdrawals and transfer outs. FX transactions between currencies are also reflected here. The Market Values depicted on this page represent the point-in-time value of your 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
2025	27,371,212.36	(12,490,185.14)	1,341,692.12	(6,732.32)	16,215,987.02	8.94
*YTD 2026	16,215,987.02	(423,033.06)	27,228.80	(487.44)	15,819,695.32	0.17
Total		**6,892,959.10**	**8,972,596.35**	**(45,860.14)**		

*Partial Period

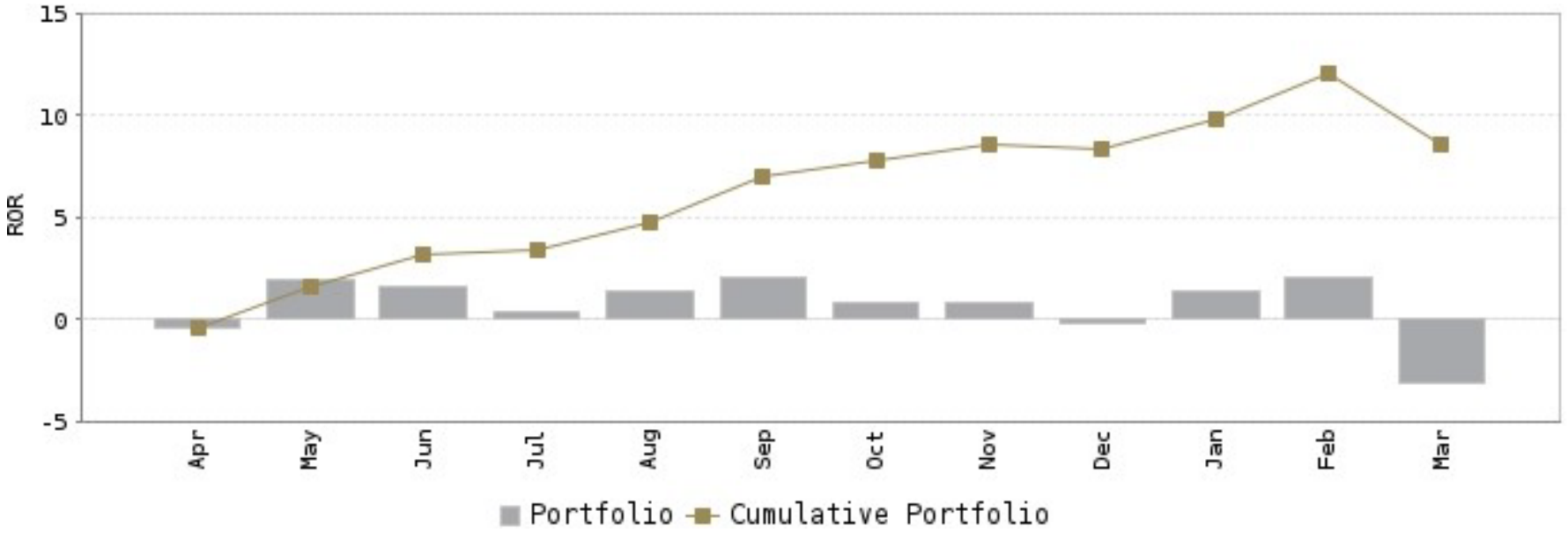
Portfolio Summary





° Partial Period.

Portfolio Performance since April 1st 2025 to March 31, 2026



Portfolio Performance	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	**Total**
Total Portfolio	-0.48	1.96	1.43	0.31	1.29	2.00	0.77	0.75	-0.27	1.34	2.01	-3.13	**7.97**

St. Clair College Foundation: Overview

JARISLOWSKY FRASER INSTITUTIONAL

Portfolio Manager	Trevor Boose, Adriana Michalowski	**Date of Portfolio Overview**	June 9, 2026
Investment Policy Date	February 2025	**Inception Date**	January 31, 2025

Portfolio Overview			
Investment Mandate	Balanced (Total Return)		
Investment Objective	• To achieve a return sufficient to meet the endowment's funding requirements, cover costs, keep pace with inflation and increase the fund's real value over time. • To meet or exceed recognized, appropriate benchmarks to be identified in this document.		
Intended Use of Account	Investment to support scholarships and bursaries to students		
Investment Screens/Restrictions	None		
Liquidity Requirements/Contributions	Annual disbursement quote (5.0%)		
Target Return	6.5% – 7.0%	**Time Horizon**	Long-Term (> 5 years)
Non-Approved Holdings	None	**Sub-Advisor**	None
In compliance with Investment Objective and risk profile	Yes		

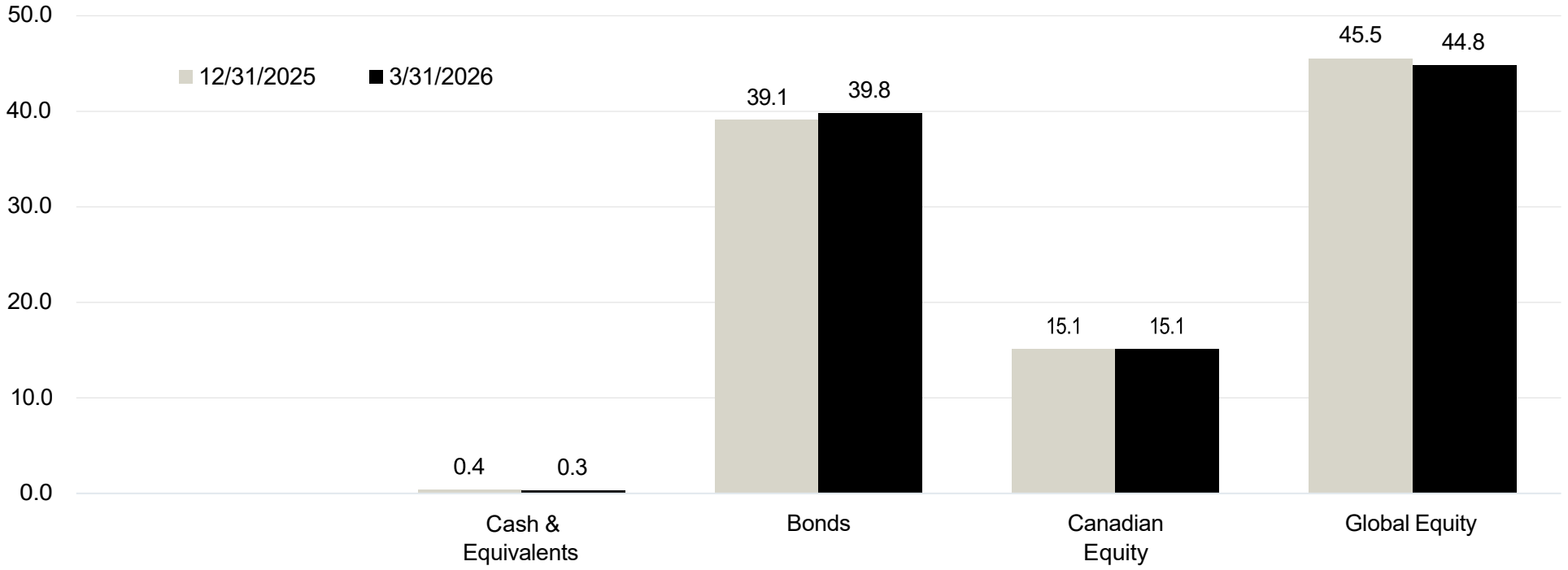
Client Overview	
Authorized Officer(s)	Egidio Sovran, John Fairley, Marc Jones, Michael Silvaggi, Nicole Chencharik
Changes to Insider Status[1]	No
Changes to Beneficial Ownership[2]	No
Changes to Directors or Trustees	No
Changes to Risk Profile	No
Changes to Tax Circumstances (entity, controlling persons)	No
Changes to Other KYC Information	No
Account Documentation	Complete

[1] Is the entity, any authorized individual or their spouse, or any beneficial owner or their spouse an insider (within the meaning of applicable securities laws) of any public companies?
[2] In the case of a **corporation**, an individual or entity who exercises direct or indirect control or direction over more than 25% of the voting rights attached to the outstanding voting securities of the corporation. In the case of a **partnership** or trust, an individual who exercises control over the affairs of the partnership or trust.

The above information should be reviewed for accuracy and completeness. Where a change or update is required, including your status as Permitted Client, or if further clarification is required, promptly notify your institutional portfolio manager.

Asset Mix: St. Clair College Foundation

JARISLOWSKY FRASER INSTITUTIONAL



Benchmark (%)	0.0	40.0	15.0	45.0	
Policy Range (%)	20 – 70%		30 – 70%		
MV (03/31/2026)	$35,560	$4,812,273	$1,820,811	$5,415,532	**$12,084,176**

Performance: St. Clair College Foundation

JARISLOWSKY FRASER INSTITUTIONAL

	Rates of Return (%) As of March 31, 2026			
	3 Months	6 Months	1 Year	Since Inception
Total Portfolio	-4.62	-4.59	1.36	-1.23
Benchmark[1]	-0.27	1.25	11.87	
Bonds	0.24	-0.02	1.07	1.18
FTSE Canada Universe Bond Index	0.23	-0.09	0.84	1.43
Canadian Equity	-5.78	-5.46	9.25	3.86
S&P/TSX Composite Index	3.93	10.43	34.83	27.22
Global Equity	-8.46	-8.31	-0.89	-6.34
MSCI World Index C$ - Net	-2.14	-0.59	14.92	8.45

As at March 31, 2026

The performance numbers reported above are net of all trading expenses but are determined before the deduction of the management and custody fees that are charged to the accounts. Valuations are computed and performance is reported in the base currency of the portfolio. Returns for periods greater than one year are annualized returns. Valuations are computed and performance is reported in the base currency of the portfolio. Returns for periods greater than one year are annualized returns. Historical performance may reflect that of the books and records of predecessor entities. Performance since inception is calculated based on the start of the month following the initial client contribution.

Benchmark as of 02/28/2025: 45.00% MSCI World Index C$ - Net & 40.00% FTSE Canada Universe Bond Index & 15.00% S&P/TSX Composite Index

Inception Date: January 31, 2025

Appendix B

ST. CLAIR COLLEGE

TO: **MICHAEL SILVAGGI, PRESIDENT**

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

DATE: **SEPTEMBER 22, 2026**

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 22, 2026 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 18, 2026

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

ST. CLAIR COLLEGE

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **SEPTEMBER 22, 2026**

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 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 MCURES.

St. Clair College Administration would like to maintain 7 programs in 'suspend' status instead of cancelling:

1. Pre-Health Sciences
2. Fundamentals of Fitness
3. Baking and Pastry Arts Management
4. Sustainable Energy Technician
5. Energy Systems Design Technology
6. Registered Practical Nurse – Perioperative
7. Advanced Care Paramedic

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.

In addition, Administration would like to keep eight programs 'active':

1. Office Administration – Legal
2. Nutrition and Food Service Management
3. Entertainment Technology
4. Manufacturing Engineering Technology
5. International Trade Management
6. (P-T) Chemical Dependency Counselling
7. Compensation Claims Management
8. Web and Interactive Advertising

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

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the list of suspended and active dormant programs, as information.

ST. CLAIR COLLEGE

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **SEPTEMBER 22, 2026**

RE: **SEPTEMBER 2026 CONSTITUENT REPORTS**

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

AIM:

To provide the Board of Governors with constituent reports submitted by stakeholder groups in support of ongoing communication, engagement and awareness of activities occurring across the College community.

BACKGROUND:

As part of enhancements to Board communication and reporting practices, constituent groups have been invited to provide written reports for inclusion in the Board agenda package. This approach provides Governors with regular updates regarding activities, accomplishments, initiatives and matters of interest from across the College community while supporting efficient and effective Board meetings. Constituent groups invited to participate include the Student Representative Council (SRC), Thames Students Incorporated (TSI), Saints Student Athletic Association (SSAA), Retirees' Association, Alumni Association, St. Clair College Foundation, Support Staff Union Representative and Faculty Union Representative.

Attached are the constituent reports received for the September 2026 meeting cycle. These reports provide updates on the activities, priorities and initiatives of the respective organizations and stakeholder groups and offer valuable insight into the perspectives of key constituents, supporting the Board's ongoing awareness of matters affecting students, employees, alumni, retirees and the College's supporting organizations.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the September 2026 Constituent Reports for information.

ST. CLAIR COLLEGE ALUMNI UPDATE

Community Support

Over the summer, the St. Clair College Alumni community continued to demonstrate its strong commitment to supporting students, and community organizations. Through sponsorships, volunteer efforts, and partnerships with community initiatives, Alumni helped strengthen connections across Windsor-Essex and Chatham-Kent. This ongoing support reflects the Alumni commitment to giving back and making a positive difference in the communities where St. Clair graduates live and work.

Supporting the Downtown Mission

Our Alumni came together to give back to the community by serving lunch to those in need at the Downtown Mission. It was a meaningful opportunity to share a meal, lend a helping hand, and make a positive difference in the lives of others. We're proud of our Alumni for continuing to live out the spirit of service and compassion.



Supporting the Windsor Soup Shack

St. Clair College Centre for the Arts, with the support of St. Clair Alumni, provided weekly soup donations throughout the summer to help support this initiative.

The Soup Shack is a charitable organization in downtown Windsor that serves warm meals, provides essential supplies, and offers a safe, welcoming environment for vulnerable individuals and those experiencing food insecurity.



ST. CLAIR COLLEGE ALUMNI UPDATE

Community Support

Supporting OneDay Dreams Cars for a Cause

Cars for a Cause is a Windsor-Essex community organization that brings together car enthusiasts to raise funds for local charities, including the Canadian Mental Health Association – Windsor-Essex and Oneday Dreams.







Annual Charity Fireworks supporting Community Living Windsor

The Alumni were proud to host the annual Charity Fireworks Party in the beautiful Alumni Skyline Ballroom, with Community Living Windsor receiving a $5,000 donation as this year's charity partner. Support of this special event each year contributes to the incredible work of charitable organizations throughout Windsor-Essex and Chatham-Kent.







Other Events Supported

Art in the Park
Run for Rocky
Windsor Essex Pride Fest
Fantastic Fathers - Father's Day Event
Windsor Symphony Orchestra Season
Windsor International Film Festival
Knobby's Kids Hockey
Alumni and Student Pow Wow
Hatsquerade supporting Windsor Regional Hospital Foundation
MADD River Monument

ST. CLAIR COLLEGE ALUMNI UPDATE

Alumni Days

Throughout the summer, St. Clair Alumni came together for a series of Alumni Days filled with fun, connection, and community spirit. From reconnecting with old friends to enjoying great events and making new memories, it was a wonderful celebration of the St. Clair Alumni community.

Alumni Day - Windsor Premier Cruises



We were thrilled to welcome more than 150 Alumni aboard Windsor Premier Cruises for a memorable afternoon on the water. It was a fantastic opportunity to reconnect, share laughs, and celebrate the St. Clair Alumni community.

Pelee Island



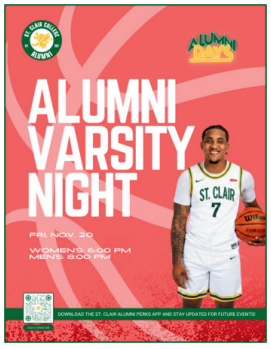
We welcomed more than 200 Alumni to Pelee Island Winery for a memorable Alumni Day. Guests enjoyed live entertainment, winery tours, and the opportunity to reconnect with fellow Alumni while celebrating the St. Clair community.

Canadian Aviation Museum



We were proud to welcome 200 Alumni, friends, and family to the Canadian Aviation Museum for a fun filled Alumni Day. Guests explored historic aircraft, enjoyed interactive activities, and discovered fascinating stories that brought aviation history to life.

Student Life and Varsity Athletics Support



Alumni play an important role in supporting student life and varsity athletics through initiatives such as Varsity Nights, athletic sponsorships, and support for Woodland Hills Golf Course.

Engagement also extends to SSAA programming, including summer leagues, student events, and community camps, as well as SRC and TSI events such as Frosh Week, holiday food drives, and the Suicide Prevention Walk. Alumni further contribute to the growth of esports through supporting varsity programming, helping strengthen school spirit, community connection, and opportunities for students at St. Clair College.



ST. CLAIR COLLEGE ALUMNI UPDATE

Alumni Perks

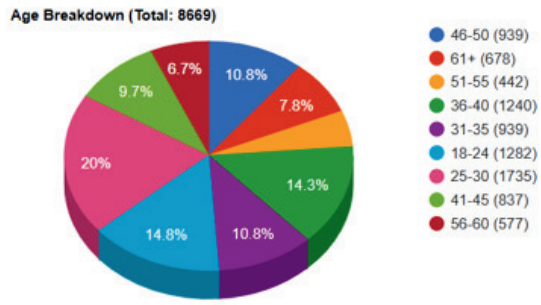
The St. Clair Alumni Perks App and platform continues to grow, with more than 8,600 registered Alumni enjoying access to over 60 exclusive perks and more than 100 contests each year. It's a great way for Alumni to stay connected, save, and take advantage of exciting opportunities throughout the year.

Since Inception - September 1, 2024

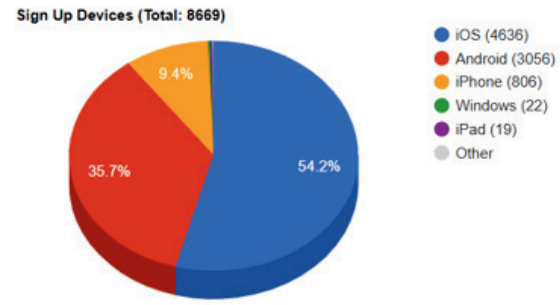
Member Counts

8,669	0
Members	Unprocessed Pending

Age Breakdown



Sign Up Devices



Alumni Analytics

There has been an increased focus on strengthening alumni communications through bi-weekly email blasts and a growing social media presence, with analytics playing a key role in measuring and guiding engagement.

The Alumni Instagram and Facebook platforms generated 156,000 views last month, representing a 234% year-over-year increase, along with a 287% increase in social media interactions.

The alumni email database has also expanded significantly through the transition from Mailchimp, with approximately 24,000 contacts, to Member 365, now reaching more than 65,000 alumni contacts. Bi-weekly eblasts are achieving an average 40% open rate, with continued efforts focused on growing the alumni audience, increasing engagement, and using analytics to inform future communications.

ST. CLAIR COLLEGE FOUNDATION UPDATE

ST. CLAIR COLLEGE FOUNDATION

Scholarship Update

Scholarship applications will open on October 1, 2026 and remain open through December 1, 2026. Scholarships are available to full-time students in satisfactory academic standing with a minimum Grade Point Average (GPA) of 2.0, along with any additional eligibility criteria outlined by our generous donors.

To ensure scholarships are awarded to the best possible candidates, we work closely with faculty and college staff through selection committees to identify and match eligible students with available opportunities.

Thanks to the generosity of our donors, scholarship recipients are selected and presented with their scholarships in March of each year.







College Golf Tournament

On July 10, the St. Clair College Golf Tournament at Sutton Creek Golf Course raised more than $63,000 in support of the St. Clair College Foundation and student scholarships. We are incredibly grateful to the team at Sutton Creek Golf Course, our community partners, sponsors, participants, and everyone who helped make this event such a tremendous success. Their continued generosity and support demonstrate the strength of our community's commitment to St. Clair College students and their success.

As part of the tournament's community impact, $2,000 was also donated to Ronald McDonald House in appreciation of the important support they provide to families in our community. We thank everyone who contributed to making this event a meaningful day of golf, giving, and community spirit.







ST. CLAIR COLLEGE FOUNDATION UPDATE

ST. CLAIR COLLEGE
FOUNDATION

Advancement Update

The Advancement Office is looking ahead to an exciting academic year, supporting the upcoming Fall Convocation ceremonies as we celebrate academic achievements and awards. We're also preparing to working alongside the College community to support and enhance many upcoming events and initiatives.





Report for the Board of Governors meeting - September 2026
Provided by Sue McLelland, St. Clair College Retirees Association.

Am hoping all of our Board of Governors members have enjoyed a safe and restful summer off. As the new school year starts, our St. Clair College Retirees wish all of you, especially the newest members, and our Administrative Staff, Faculty and Support Staff, a productive and prosperous year ahead. Many thanks to John Fairley for his continued support and his acknowledgement and understanding of our goals for our Retirees to continue to have a satisfying, social, productive retirement life after so many years of dedication to St. Clair College. He continues to attend our monthly meetings to keep us up to date with college events and news. We are in the process of putting out the word to our folks regarding the upcoming 60th Anniversary of St. Clair College. We are hoping to get some volunteers interested in assisting us with putting together some memorabilia to help celebrate our history!

Here are just a few of highlights of our Retirees events this past summer as well as what is coming up:

Our Out to Lunch Bunch got together on July 16th (Thursday afternoon) at **Wolfhead Distillery & Restaurant** for lunch. Unfortunately this event was in direct competition with the heavy smoke that was trailing in from the forest fires up north that day. This prevented many of our retirees from coming out due to health concerns. We had wanted to be outdoors under their gazebo – but this was not the day for an outdoor event. We have been there a few times before and we are always well taken care of by their staff.

On Wednesday, September 9th, we had a group of 50 retirees gather at the **Kings Coast Winery in Kingsville**. Such a beautiful, elegant new venue! Food was great and the service was top notch. Everyone really enjoyed getting together there and we certainly look forward to returning.

On Thursday, October 8th , we will be heading out to North Buxton to do a tour of the **Buxton National Historic Site and Museum**. We are looking forward to learning about the historical artifacts left behind by the ancestors of a settlement from 1849 to the late 19th century. Afterwards, we will be going to The Garage Restaurant in Merlin for some dinner.

The Christmas party for our Retirees in Chatham is scheduled for December 2nd at the **Links of Kent in Chatham**. This is always something to look forward to at a beautiful venue.

We are still tentatively planning our Windsor Christmas party at the **St. Clair Centre for the Arts** on Dec. 12/26. At this point the date is "tentative" as we are awaiting confirmation of when our students will be performing their Christmas play this year. Will be keeping in touch with Rosita, to confirm this so that we can sign a rental agreement to nail this down!

Wishing you all a beautiful Thanksgiving!

St. Clair College Board of Governors: Summer Recap Report

Intramural, Varsity and Community

1.) $12,500.00 Donation to St. Clair College

In late August of 2026, The Saints Student Athletic Association announced our annual donation to St. Clair College Athletics in the amount of $12,500.00! Funds were raised through various community initiatives and were donated to the College to ensure the longevity of athletics at St. Clair College. **$114,100.00** has now been donated to St. Clair College over the past four years from various SSAA fundraisers. The SSAA also brought its biggest sponsor Herc's Windsor to the Saints Athletics portfolio who sponsored the athletic package for an additional **$7,500.00** donation.



2.) SSAA: 2026 Summer Youth Camp Series

For the second straight summer the SSAA ran multiple youth camps to show community outreach efforts and to allow young students the opportunity to be on our incredible campus. 4 youth camps were run this summer including; Baseball, Softball, Basketball and All-Sports. A big thank you goes out to the St. Clair College Alumni Association for sponsoring our camp series that saw 53 children of St. Clair alumni participate and receive a $25.00 discount on registrations. The camps saw nearly 200 youth participants.





3.) The RAD Sportscard and TCG Show

The RAD Sportscard and TCG show has found a new home at the St. Clair College Sportsplex and has been an outstanding community initiative that brings vendors and guests from across the province. We plan to host 3 more shows before May 1st with the next event being held October 25th at the Sportsplex.



4.) SPARK Youth Football Camp

The Spark Football Camp was hosted July 11th and 12th at Acumen Stadium. The Spark Camp is hosted by Dom Johnson, a former two sport D1 collegiate athlete. The camp's focus is to offer an affordable experience that teaches football technique but also focuses on financial literacy and life after sports, which is a very important message for youth.



5.) The 3rd Annual SSAA: Sportsplex Summer League

The Annual Sportsplex Summer League took the court for it's third season this summer. The league featured multiple professional and collegiate talent and was a hot-spot for all of the basketball talent in the city of Windsor. The Banner Boys were crowned 2026 Champions after an undefeated playoff run.



6.) 2026 Saints Softball Fundraisers: CCSA National Championship

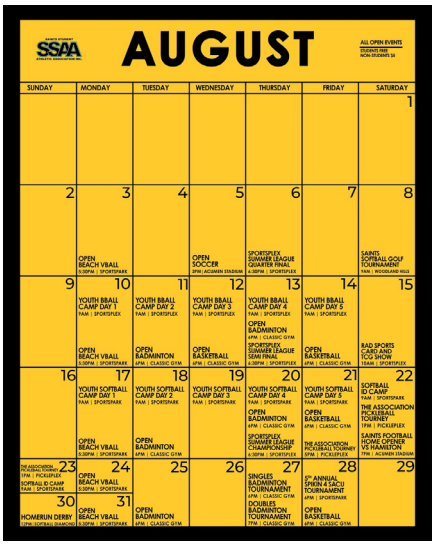
In early September, the Saints Student Athletic Association donated $5,800.00 to the St. Clair College Softball Program. Funds were generated through 3 community events and will be used to assist the team with the costs associated to attend the CCSA National Championship in Oshawa, ON. Last year due to finances the team was unable to compete in the championship, but now with our support and these additional funds they will get the opportunity to represent St. Clair on the national stage.



7.) Summer Intramural Programming

Although student enrollment in the spring has decreased the SSAA still believes in offering students access to various sports throughout the whole year. Various events, tournaments and leagues across all-sports were offered free of charge for all returning full-time students.







SRC Board 2026-2027

Ali Hadwan – President
Nanza Bedi – Vice President Student Affairs
Julianna Raffoul – Vice President Student Life
Cole Batten – Director
Fiona Grado – Director

Board Recruitment

We are in the midst of hiring additional Directors for this year's board. We will be targeting the downtown campus so we can have additional representation downtown. We look forward to expanding our team!

Move-In Day

Move-In Day at Q-Hall was a blast! We helped students and met with them to hear about what they would like to see this year from their student government.

Orientation

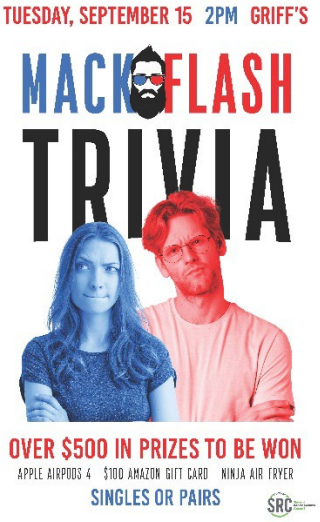
Orientation was an incredible success this year, with hundreds of students stopping by our booth each day. It was great connecting with everyone, seeing such a strong response to the welcome speech, and sharing a meal together over lunch. The energy on campus was fantastic, setting the tone for the rest of the term.

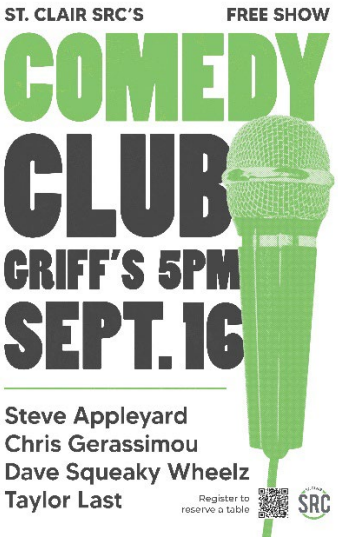
Upgraded Facilities

We have completed renovations for our student center washrooms and the newly upgraded computer lab. These are some of the highest traffic areas on campus, and we can't wait to hear student feedback on the updates!

Orientation Passports

We launched a new "Orientation Passport" initiative during orientation, and it was a huge success. Our booths saw remarkable engagement throughout the day, as the passports encouraged students to drop by, learn about our services, and pick up some great giveaways. Given its success, we plan to build on this idea for future events.







Upcoming Events

- SRC Movie Night: Sep 10th from 8:30 p.m. – 10:30 p.m.
- Mack Flash Trivia: Sep 15th from 2:00 p.m. – 3:30 p.m.
- SRC's Farmers Market: Sep 16th from 10:00 a.m.
- SRC's Comedy Club: Sep 16th from 5:00 p.m. – 7:00 p.m.
- SRC's Carnival: Sep 17th from 11:00 a.m. – 3:00 p.m.

Class Representative Program

The Class Representative Program is off to a great start. We have already received a solid number of sign-ups prior to beginning our classroom visits. We are currently connecting with program chairs to schedule visits in programs that still need representatives, helping us expand our support for students across campus.

Food Bank

Food Bank is active and can be accessed online through our website. Furthermore, Kathleen Rizea from Downtown Campus can be contacted via email for any appointments (krizea01@stclaircollege.ca).

Esports Bootcamp/Events

Our Esports Bootcamp was a huge success, drawing in over 100 players who signed up to try out for our varsity teams. With so much talent coming through, we are confident our teams will bring home some major wins this season.

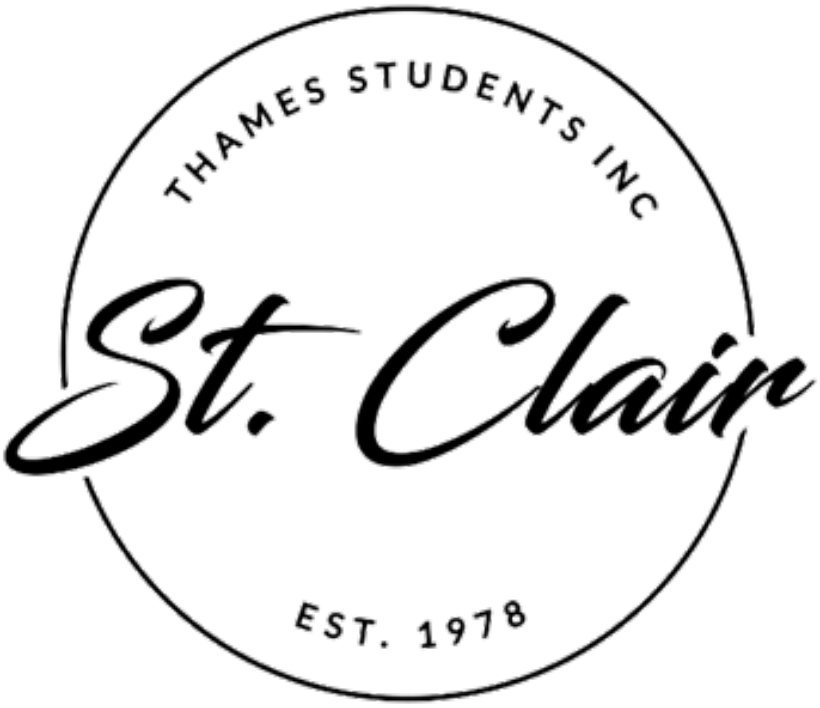




- Smash Class – September 12th – 2:00 p.m. – Esports Nexus
- Open Tryouts – September 15th – 18th – 6:00 p.m. – 9:00 p.m. – Esports Nexus
- Nexus Showdown – Marvel Rivals – September 19th – 10:00 a.m. – Esports Nexus

September Calendar





Board of Governors Report

September 22nd, 2026

BOARD GOALS AND STRATEGIC DIRECTION

For 2026–2027, the TSI Board has identified a strategic direction centered on strengthening student voices, expanding supports, increasing engagement and building relationships that contribute to the overall student experience at the Chatham Campus.

Key priorities for the year include:

- Enhancing the Class Representative Program and creating consistent opportunities for students to provide feedback, identify concerns and contribute to discussions affecting their campus experience.
- Expanding access to student supports, with particular attention to food security, wellness, affordability and awareness of available resources.
- Increasing College and community partnerships that create meaningful relationships and support for students.
- Fostering student engagement and belonging through programming and initiatives that encourage connection, education and wellbeing.
- Increasing TSI visibility and accessibility so students understand the role of their student government, the services available to them and how TSI can support and represent their interests.
- Advancing student advocacy through stronger communication with College leadership, community partners and government representatives on issues affecting students and the Chatham Campus.

MEET THE TSI BOARD OF DIRECTORS:



TSI ON CAMPUS & EVENTS

As the 2026–2027 academic year begins, the TSI Board remains focused on ensuring students are supported, represented and connected, while improving TSI's role as an active partner across the Chatham Campus and broader community.

TSI participated in College Orientation, Residence Move-In and the All-Academic Meeting, creating early opportunities to connect with incoming and returning students, introduce TSI services and supports, and strengthen the organization's visibility across the Chatham Campus.

The Board of Directors is excited to be hiring new directors this fall. Applications are open for the first two weeks of September, and new directors should be hired and onboarded by early October.





Fall programming will continue to balance social connection and campus engagement with initiatives focused on student wellness, education, awareness and support. TSI will be offering various events throughout the month of September to support students such as; Therapy Dogs, Oxygen Bar, 1 Wish Wednesday, World Suicide Prevention Awareness Day, National Day of Truth and Reconciliation and many others.

TSI continued its partnership with the HealthPlex, to increase student participation in accessible health and wellness opportunities. Initiatives being introduced this academic year include:

- Wellness Wednesdays – a pop-up weekly booth hosted by HealthPlex staff to educate students on physical wellness.
- Student Wellness Passport – an initiative where students must access different parts of campus and participate in different challenges to learn more about health and wellness services on campus.
- Open Gym every week - providing students with opportunities to incorporate wellness and physical activity into their campus experience.
- Pop-up Student Only Classes all Semester – the first class will be offered in September and is a themed Pilates class.

In the area of Athletics, TSI will be offering free ice skating and hockey from September until March. In partnership with the Municipality of Chatham-Kent, students are able to ice skate every Monday and Wednesday and enjoy pick-up hockey every Tuesday and Friday.





TSI is also excited to be ratifying the CK Nursing Society Club in September. The club has been active on campus for the last few years and provides an additional opportunity for student involvement and leadership on campus. TSI is looking forward to another successful year of clubs on

.

TSI IN THE COMMUNITY

Building meaningful relationships throughout Chatham-Kent remains an important strategic priority for TSI, with an emphasis on partnerships that create meaningful and sustainable benefits for students.

One of the major initiatives developed over the summer is the TSI Fresh Produce Market, scheduled to launch in the fall semester. TSI has reached out to local farms, greenhouses, markets and food producers throughout Chatham-Kent to ask for fresh produce donations. The initiative is intended to give students access to fresh produce at no cost while creating connections between the Chatham Campus and the local agricultural community.

TSI will also participate in the Chatham-Kent Community Showcase, which is an event hosted by the Municipality of Chatham-Kent. This is an opportunity to increase TSI and St. Clair College's presence within the broader community and develop relationships with local organizations, services and potential partners. Participation will allow TSI to highlight the role of student government and the Chatham Campus while identifying resources, and collaborations that may further support the student experience.

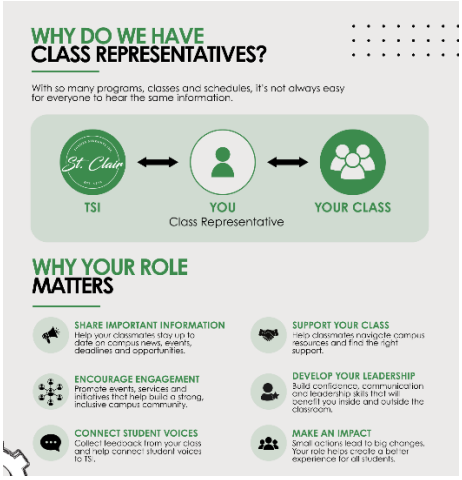
Food security remains a significant priority within TSI's student support efforts. TSI partnered with Enbridge in Chatham to fill the student food bank in August. Enbridge donated $1,000 in support of the TSI Food Bank, and TSI executives shopped with Enridge staff to purchase food and hygiene items.



TSI ADVOCACY AND IMPACT

Student advocacy remains central to TSI's mandate and its responsibility to represent the interests and experiences of Chatham Campus students.

A key area of development was the modernization of the Class Representative Program. The program provides a direct connection between students and TSI. This program involves a student representative from every level of each academic program to help share information, bring forward student feedback and identify concerns affecting their peers. The program has been updated to create a more consistent connection between students, academic programs and TSI. The redesigned program introduces monthly meetings and a newly developed Class Representative Toolkit. This updated program will enable TSI to gather student feedback, identify concerns and ensure students' voices are heard.



To addition, to assist in student financial insecurity, TSI is proud to offer various student jobs on campus. Recruitment was held in August for Food Services, the One Card Booth and the Thames Arena. TSI will also be hiring Student Promo Team members in late September, which is a new position and an opportunity to offer more jobs on campus.

LOOKING AHEAD

As the fall semester begins, TSI will transition from summer planning and development into the implementation of several key priorities.

Ultimately, TSI's strategic direction is centered on contributing to a Chatham Campus where students feel engaged, supported, represented and connected—to their college, their community and the opportunities that contribute to their success.

September 2026

Already Covered? OPT OUT
Full-time domestic students may opt out of the TSI Health Plan and receive a refund of the premium.

Cover your Family too! OPT THEM IN
Full-time domestic students can add qualifying family members or dependants to their student health plan.

DON'T MISS THE DEADLINE! September 30th at 4pm.

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3 **Orientation** 9:30am - 2pm HealthPlex Gymnasium	4	5
6	7 	8 **TSI Swag Plinko** 11am- 1pm TSI Cafeteria **Free Skating begins at the Thames Arena!**	9 **TSI Info Booth** 10am - 1pm TSI Cafeteria Wellness Wednesdays 12:30pm-1:30pm Front Lobby	10 **World Suicide Prevention Awareness Day** 10am- 12pm TSI Cafeteria	11 **Back to School Mystery Box** 10am - 12pm TSI Cafeteria	12
13	14 **Therapy Dogs** 12pm - 1pm TSI Cafeteria	15 **Colouring with TSI** 11am - 1pm TSI Cafeteria	16 **Students Supporting Students** 10am-12pm TSI Cafeteria Wellness Wednesdays 12:30pm-1:30pm Front Lobby	17 **Mental Health Supports** 10am- 12pm TSI Cafeteria	18 **TSI Director Application Deadline!** *Drop off your application at the TSI Office room W1004.*	19
20	21 **Cornhole Tournament** 11am - 1pm TSI Cafeteria	22 **Throwback Swag** 11am - 1pm TSI Cafeteria	23 **1 Wish Wednesday** 11am - 1pm TSI Cafeteria Wellness Wednesdays 12:30pm-1:30pm Front Lobby	24	25	26
27	28 **Oxygen Bar** 11am - 2pm TSI Cafeteria **Tone & Taste** *Secure your spot for this student only, beginner friendly Pilates class!* 7:30pm - 8:30pm HealthPlex Studio	29 **Minute to Win It** 12pm - 2pm TSI Cafeteria	30 **National Day of Truth & Reconciliation** 11am - 1pm TSI Cafeteria Wellness Wednesdays 12:30pm-1:30pm Front Lobby			

APPLY NOW

JOIN THE TEAM & BECOME A TSI DIRECTOR!

Want to get involved, represent your fellow students, and help shape the student experience at Thames Campus?

Applications Open:
August 31st until September 18th at 4pm.

Pick up your application in person
TSI Office — Room W1004

SCC HEALTH PLEX FOR THE HEALTH OF IT

Join us for Open Gym Time every Wednesday at the HealthPlex
10am to 12pm
HealthPlex Gymnasium

Student Passport Challenge
September 3rd to September 30th
Visit the HealthPlex today to pick up your passport & learn more about what's included in your student membership!

SIGN UP!

Check out "Tone & Taste"
A student only, beginner friendly Pilates class!
On Monday, September 28th,
7:30pm-8:30pm
HealthPlex Studio

FREE STUDENT SKATING & HOCKEY

Monday (regular skate): 11am - 1pm
Tuesday (hockey): 11am - 1pm
Wednesday (regular skate): 12pm - 2pm
Friday (hockey): 10am - 2pm

- Thames Arena
- Current St. Clair students only
- Student ID required
- Helmets required for hockey

Stay informed all semester long!
Events • Student Services • Job Opportunites • Giveaways • Campus Updates & more!

SCAN ME!

Scan to follow us on Instagram & Facebook

Check out our Website:
https://stclair-tsi.ca/

Need more help?
Email tsipresident@stclaircollege.ca or visit us today in room W1003

ST. CLAIR COLLEGE

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **SEPTEMBER 22, 2026**

RE: **FALL 2026 ENROLMENT UPDATE**

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

AIM:

To provide the Board of Governors with an update regarding the overall College enrolment at September 11, 2026, including registration statistics and international enrolment for the Fall 2026 semester (beginning of the 2026-2027 academic year).

BACKGROUND:

This report is provided to the Board of Governors annually in September. Day 10 of the Fall 2026 semester was September 21, 2026. This report represents registration statistics as of September 11, 2026, and acts as a monitoring report to provide an enrolment update, as well as provide insight into international student recruitment activities. Administration forecasts no material change in the enrolment figures from the September 11, 2026 snapshot to September 21, 2026. As these enrolment figures are preliminary, they are subject to change before final submission to the Ministry by November 1, 2026.

Day 10 is relevant as it is the final day for students to withdraw from the College and receive a refund of tuition fees paid, less an administrative fee. As a result, these enrolment figures provide administration with a means of determining whether budget projections are accurate as we begin preparations for the College's mid-year budget review.

On Appendix A, which contains the 3-Year Summary report, the year-over-year change from Fall 2024 to Fall 2026 by Academic School reflects any impacts from academic program realignment.

RECOMMENDATION:

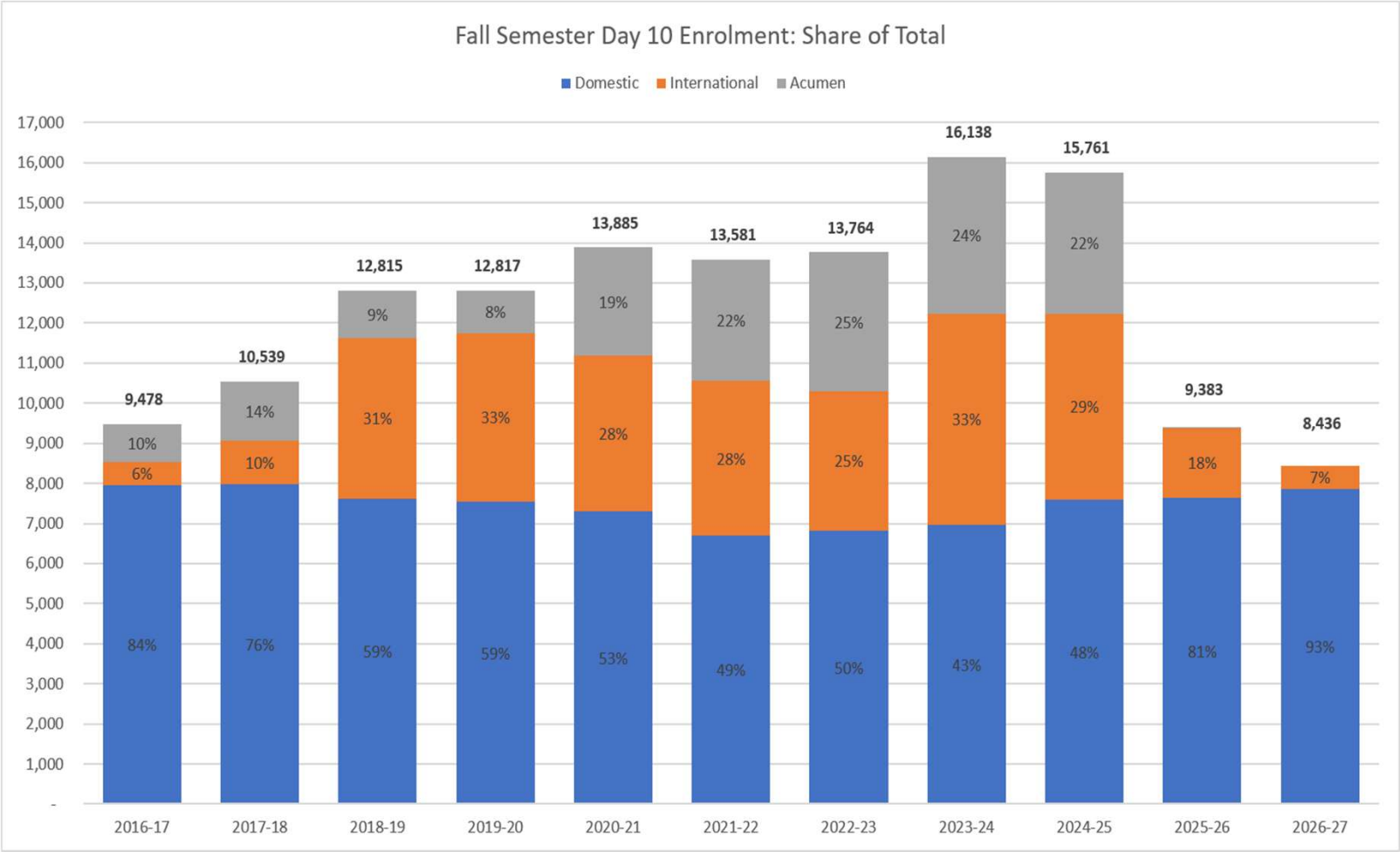
IT IS RECOMMENDED that the Board of Governors receive this update regarding the overall College enrolment at September 11, 2026, including registration statistics and international enrolment for the Fall 2026 semester, as information.

ST. CLAIR COLLEGE

Enrolment Trends

RISE ABOVE THE ORDINARY

Full-Time Post-Secondary Enrolment Trends



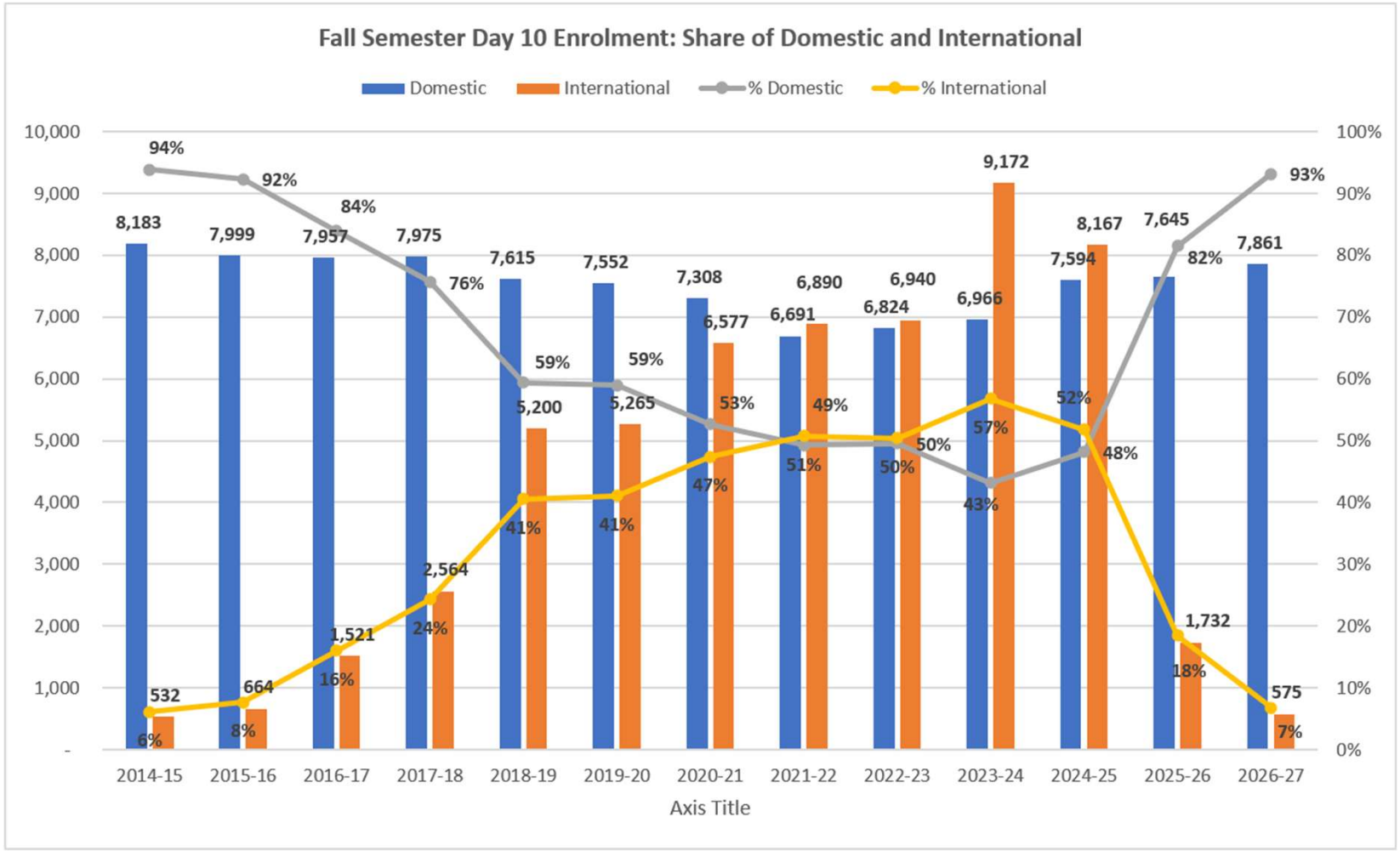
St. Clair College is reporting 8,436 full-time post-secondary students for Fall 2026, based on the snapshot as at September 11, 2026.

This represents a decline of 947 students (10.1%) from Fall 2025 and is 315 students (3.9%) above the enrolment target of 8,121.

Compared to Fall 2023, which saw the highest full-time enrolment on record (16,138 students), current enrolment has fallen by 7,702 students, a drop of 47.7% over three years.

The overall decline is driven by IRCC student caps, low study permit approval rates, impact from re-alignment of post-graduate work permit issuance with labour market demand, Acumen (PCPP) winddown, along with a damaged Canadian brand. These elements negatively impact international student recruitment.

Full-Time Post-Secondary Enrolment Trends

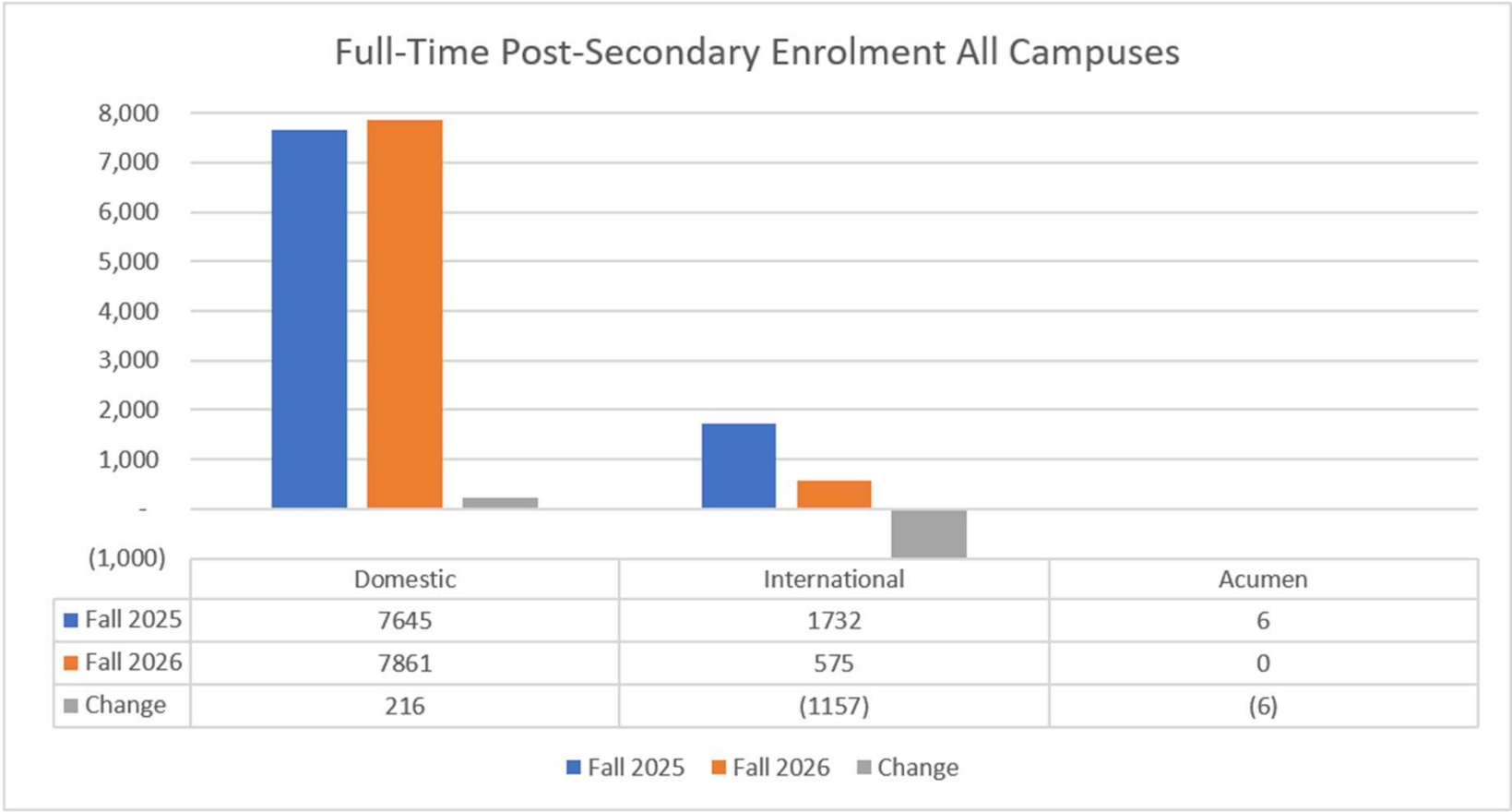


The growth in full-time post-secondary international student enrolment at St. Clair College began in the Fall 2016.

From Fall 2015 to Fall 2023, international student enrolment grew by 8,508 students (1,281%) from 664 to 9,172.

Due to the previously mentioned challenges that negatively impact international student recruitment, the College's overall enrolment distribution for Fall 2026 more closely resembles that of Fall 2015.

Full-Time Post-Secondary: All Campuses



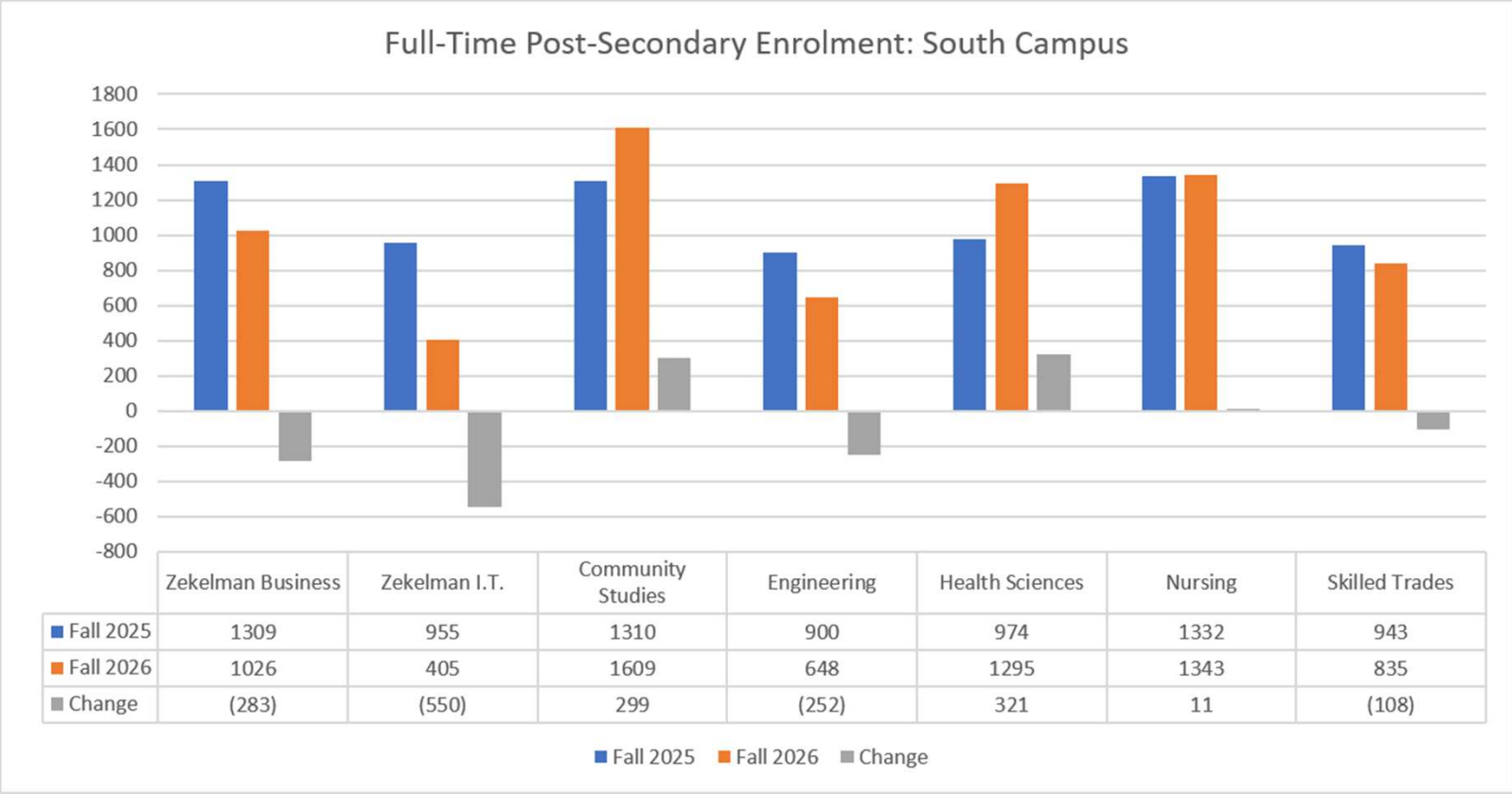
	Domestic	International	Acumen
Fall 2025	7645	1732	6
Fall 2026	7861	575	0
Change	216	(1157)	(6)

Full-time post-secondary domestic enrolment for Fall 2026 reached 7,861, 216 (2.8%) above the Fall 2025 7,645 enrolment.

Full-time post-secondary international enrolment for Fall 2026 reached 575, 1,157 (66.8%) decline from the Fall 2026 1.732 enrolment.

Ace Acumen enrolment is no longer present as of Fall 2026 given the winddown was completed at the end of the Fall 2025 semester.

Full-Time Post-Secondary: South Campus

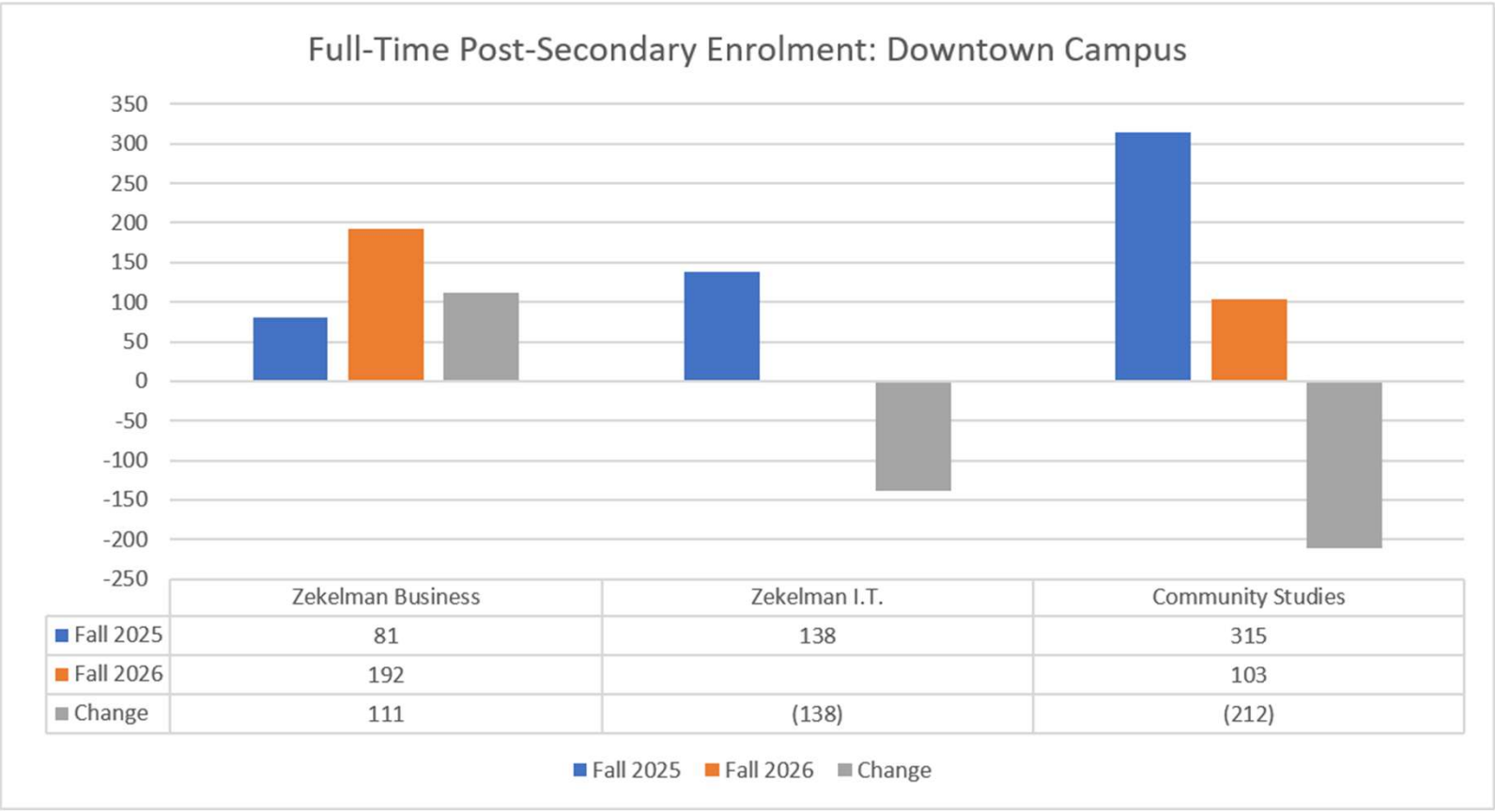


	Zekelman Business	Zekelman I.T.	Community Studies	Engineering	Health Sciences	Nursing	Skilled Trades
Fall 2025	1309	955	1310	900	974	1332	943
Fall 2026	1026	405	1609	648	1295	1343	835
Change	(283)	(550)	299	(252)	321	11	(108)

Full-time post-secondary domestic enrolment for Fall 2026 at the South Campus reached 7,161, 562 (7.3%) below the Fall 2025 7,723 enrolment.

The decline is due to the lower international student enrolment year-over-year, along with the enrolment impacts from paused academic program intakes to assist the College in addressing sustainability matters.

Full-Time Post-Secondary: Downtown Campus



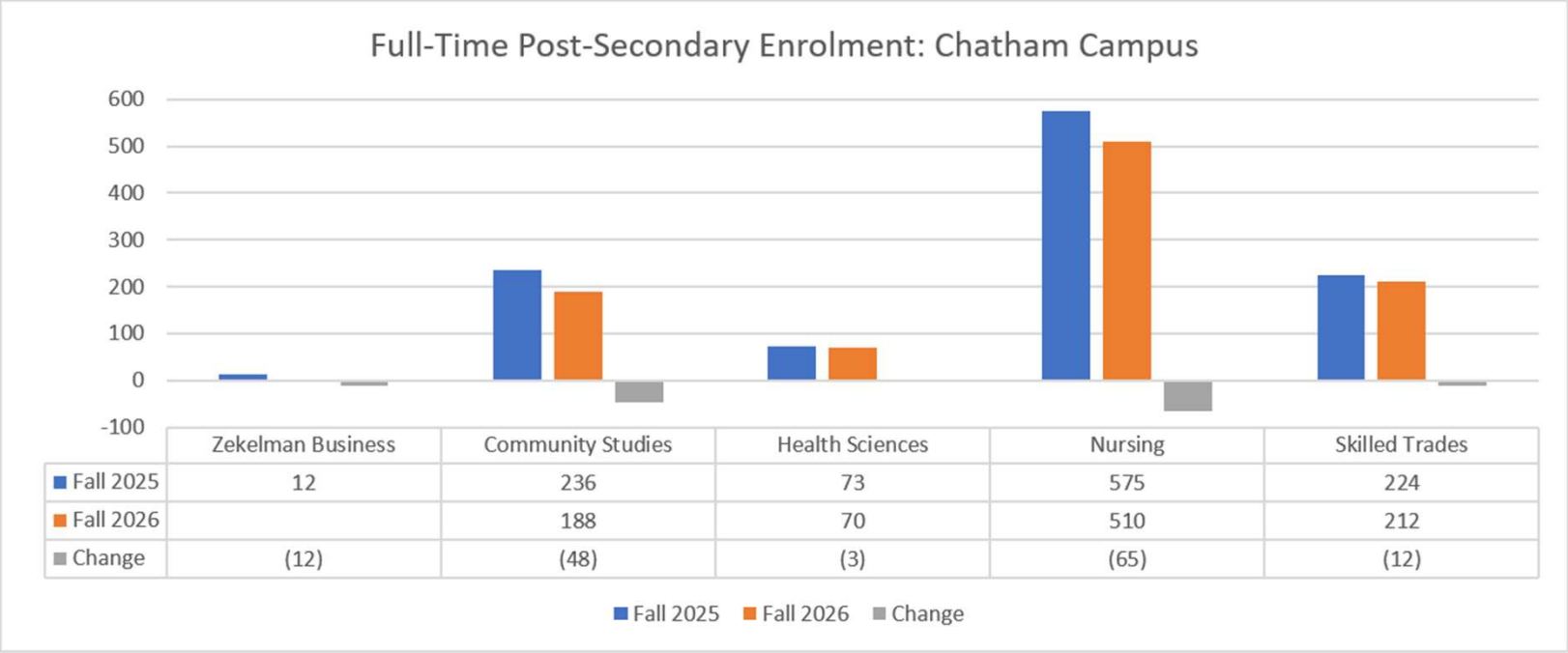
	Zekelman Business	Zekelman I.T.	Community Studies
Fall 2025	81	138	315
Fall 2026	192		103
Change	111	(138)	(212)

Full-time post-secondary domestic enrolment for Fall 2026 at the Downtown Campus reached 295, 239 (44.8%) below the Fall 2025 534 enrolment.

The decline is due to the lower international student enrolment year-over-year, along with academic programs being moved to the South Campus to assist with sustainability and student experience initiatives, and to realize synergies across other academic programs.

At its Fall semester (Fall 2019) Day 10 peak, the Downtown Campus had an enrolment of 2,867.

Full-Time Post-Secondary: Chatham Campus



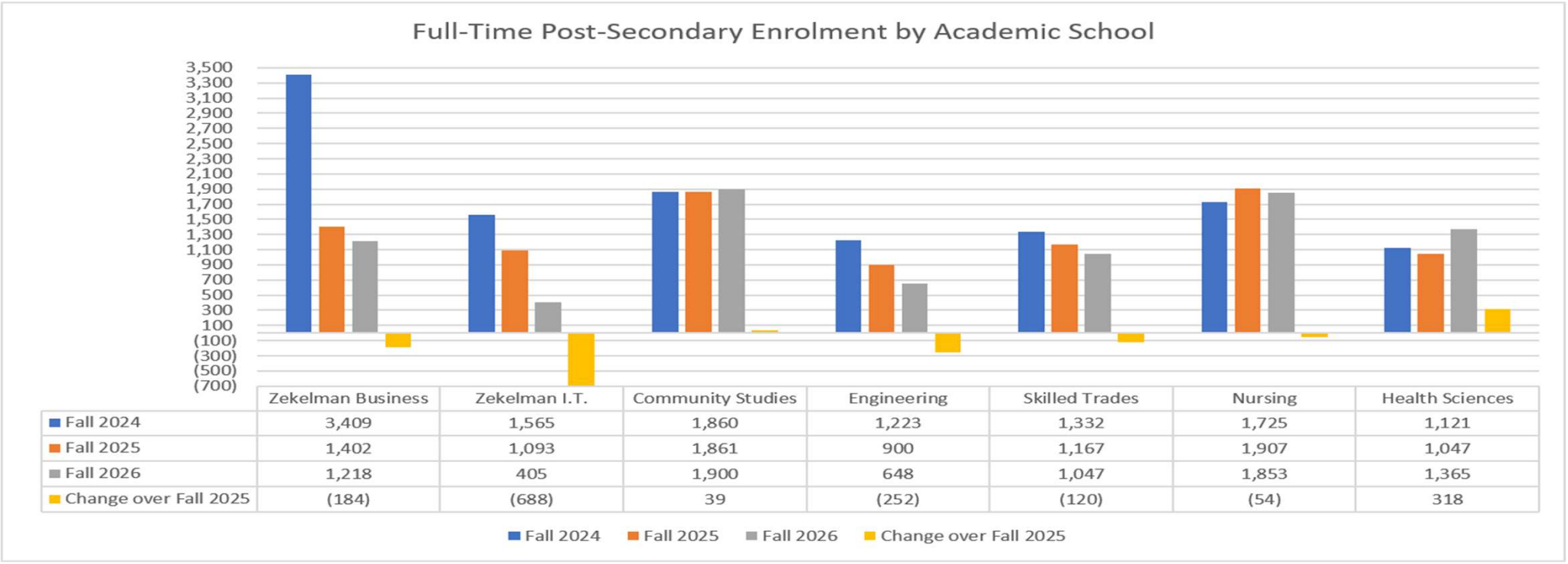
	Zekelman Business	Community Studies	Health Sciences	Nursing	Skilled Trades
Fall 2025	12	236	73	575	224
Fall 2026		188	70	510	212
Change	(12)	(48)	(3)	(65)	(12)

Full-time post-secondary domestic enrolment for Fall 2026 at the Chatham Campus reached 980, 140 (12.5%) below the Fall 2025 1,120 enrolment.

The decline is due to the lower international student enrolment year-over-year, along with academic programs being moved to the South Campus to assist with sustainability and student experience initiatives, and to realize synergies across other academic programs.

At its Fall semester (Fall 2020) Day 10 peak, the Chatham Campus had an enrolment of 1,295.

Full-Time Post-Secondary by Academic School



	Zekelman Business	Zekelman I.T.	Community Studies	Engineering	Skilled Trades	Nursing	Health Sciences
Fall 2024	3,409	1,565	1,860	1,223	1,332	1,725	1,121
Fall 2025	1,402	1,093	1,861	900	1,167	1,907	1,047
Fall 2026	1,218	405	1,900	648	1,047	1,853	1,365
Change over Fall 2025	(184)	(688)	39	(252)	(120)	(54)	318

Community Studies (1,900) and Nursing (1,853) are the top two largest Academic Schools by full-time post-secondary enrolment.

Health Sciences experienced the largest year-over-year increase (30%) of 318 students. This increase is mostly attributable to the Biomedical Engineering program (129 students) moving from the Engineering School and capacity growth in the Paramedic program (18).

I.T. experienced the largest year-over-year decline (63%) of 688 students. This reduction, along with the reductions in most of the other Schools, is attributable to the decline in international student enrolment, consistent with trends observed across the sector, and the federal government's focus on labour market academic programs related to traditional S.T.E.M programming.

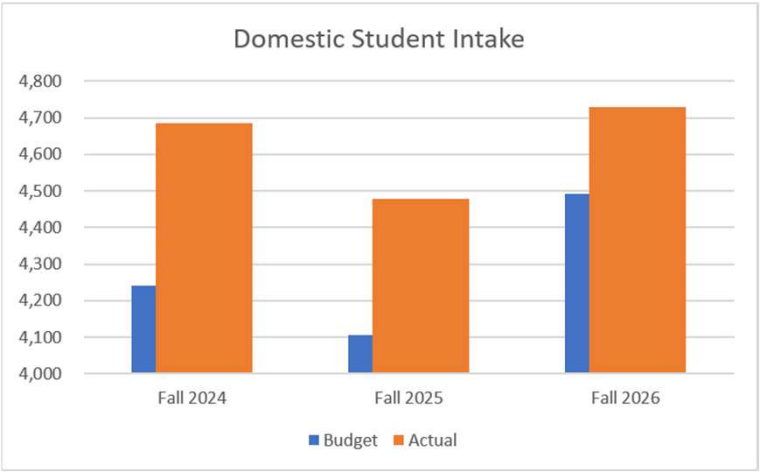
Academic program (21) paused intakes connected to right-sizing the College to align with its financial sustainability strategic direction is also a factor in the enrolment decline across some Schools.

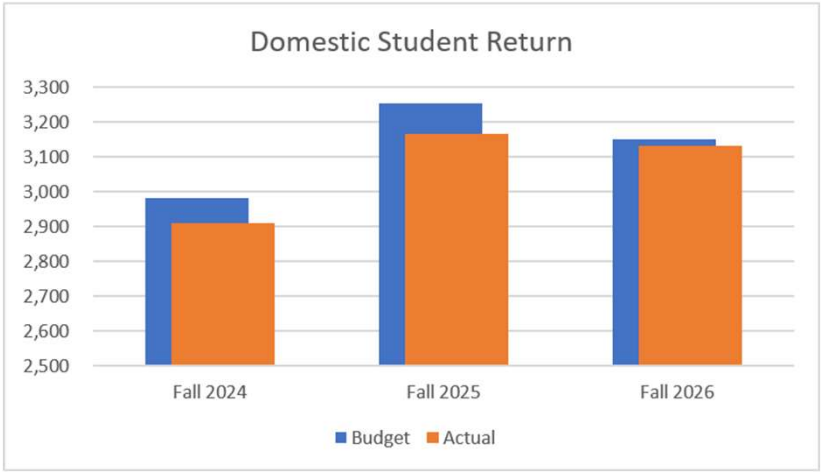
ST. CLAIR COLLEGE

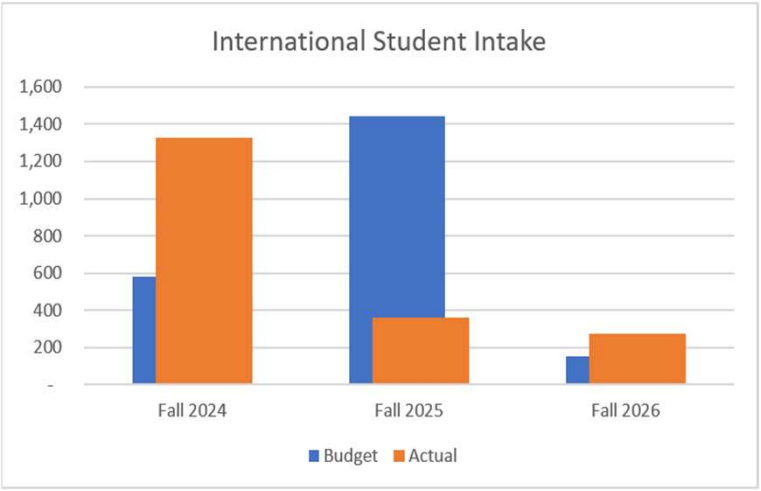
Enrolment Budget to Actual Results

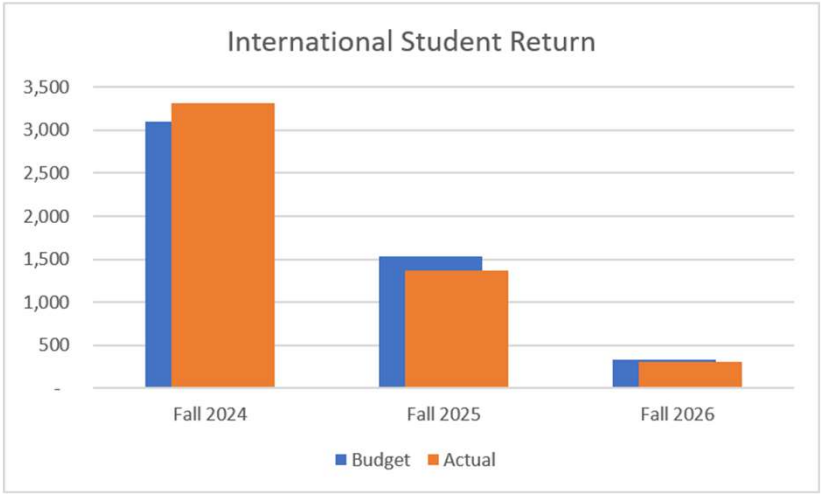
RISE ABOVE THE ORDINARY

Domestic and International Enrolment to Budget









Overall full-time post-secondary domestic enrolment for Fall 2026 reached 7,861, 218 (2.9%) above the budget target of 7,643.

This above budget result is likely a combination of both better conversion of student confirmations to enrolled status, and students from Fall 2025 returning in Fall 2026 in an alternate academic program, which could be related to the challenging economic environment.

Overall full-time post-secondary international enrolment for Fall 2026 reached 575, 97 (20.3%) above the budget target of 478.

This above budget result is due to conservative intake planning given the uncertainty within the international student recruitment environment.

The positive incremental impact to the domestic and international tuition budgets is forecasted to be $900,000 and $1.8 million respectively. Further analysis will be presented at mid-year budget.

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International Student Recruitment Environment

RISE ABOVE THE ORDINARY

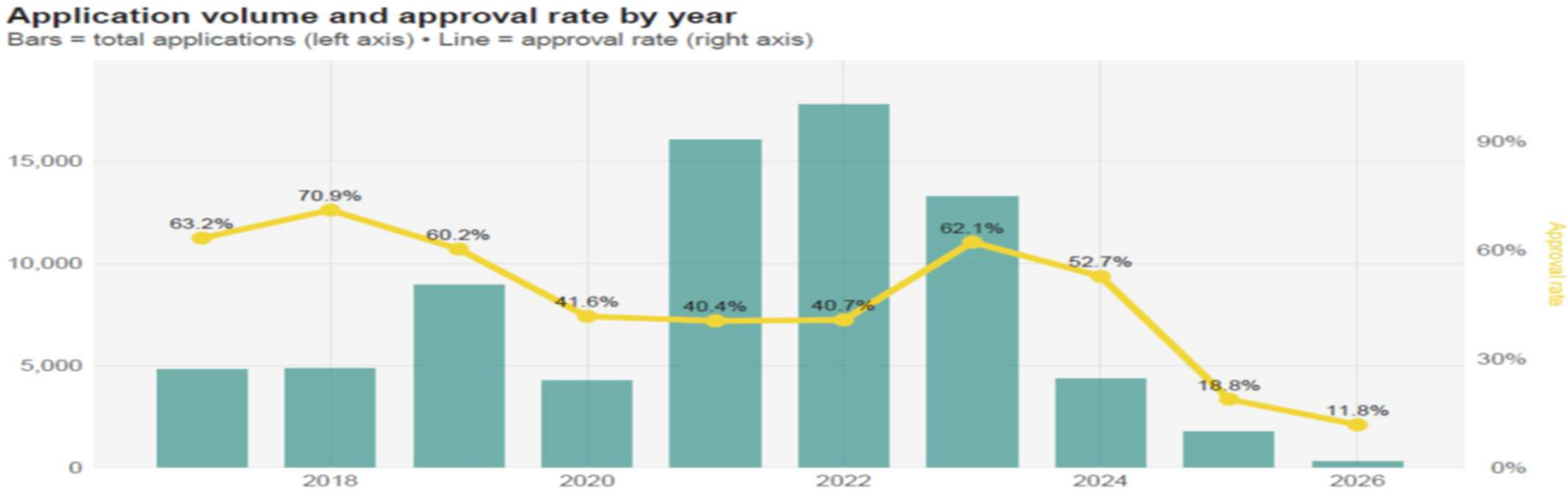
International Student Recruitment Environment

Canadian Brand

2 Year Cap Study Permits Extended	Provincial Cap	Province Attestation Letter (PAL)	PAL Conversion Rates	Sept.1/24 PCPP Ineligible for PGWP	Trusted DLI Process	GIC Increase $10k to $23k
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 & GTA Preference	Digital Transformation Challenges	Heavy Reliance on India	Changing Student Expectations	

The above is an exhaustive list of the various elements that contribute to the challenged international student recruitment environment. Many of these elements have existed since January 2024.

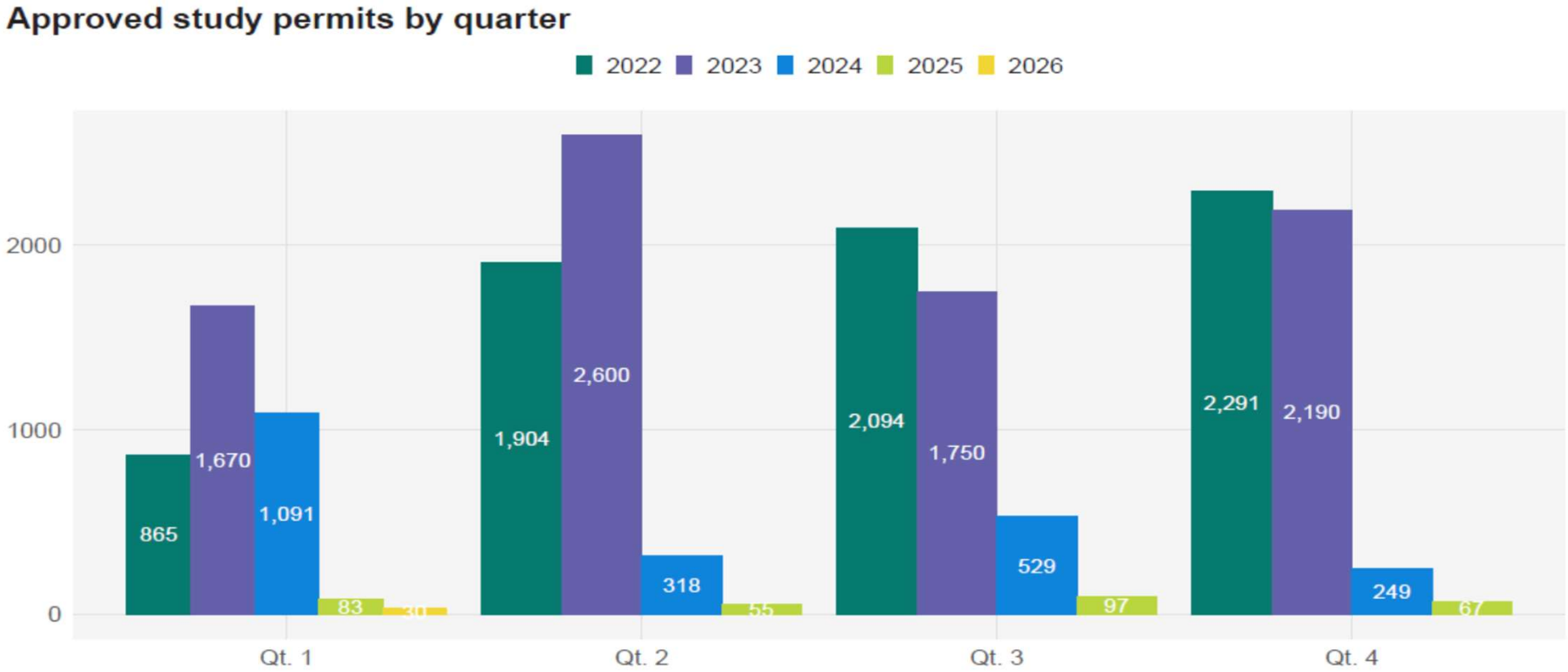
International Student Recruitment Environment



This graph shows the study permit approval rate for St. Clair College since 2017. The 2026 data is from January 1, 2026 to March 31, 2026. Since 2023, the approval rate has declined from 62.1% to 11.8%.

Note: Graphs prepared using IRCC data.

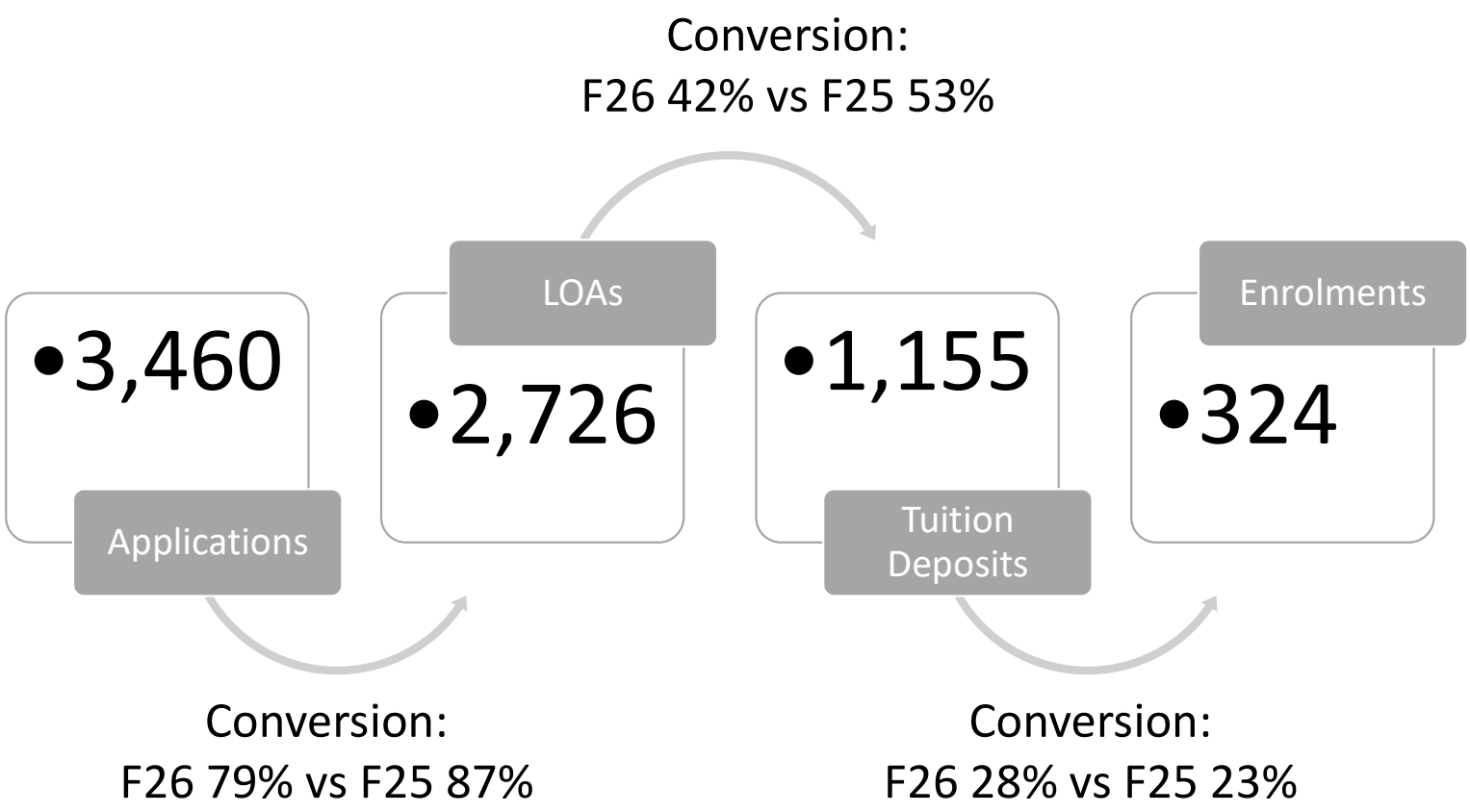
International Student Recruitment Environment



This graph shows the approved study permits for St. Clair College applicants by quarter since 2022. The 2026 data is from January 1, 2026 to March 31, 2026. The volume of approved study permits has decreased from its high-mark of 2,600 in 2023 to 30 in 2026 due to the PCPP winddown and the challenged international student recruitment environment.

Note: Graphs prepared using IRCC data.

International Student Recruitment Environment



This graph represents the application 'funnel' for the Fall 2026 semester.

In comparison to the Fall 2025 semester, though there was a relatively small decrease in the conversion rate of applications to letters of acceptance (LOAs) and LOAs to tuition deposits, the conversion rate of tuition deposits to enrolments improved. This assisted the College is reaching an international student intake level greater than planned.

The College's high conversion rate on applications to LOAs signifies that recruitment agents and applicants understand admissions criteria to attend the College. In addition, the LOA to tuition deposit conversion rate is relatively consistent with what the College has achieved over the past 6-7 years.

The 324 enrolment figure is higher than the current 275 actual because of program capacity constraints and student classification requirements within the Ministry tuition framework.

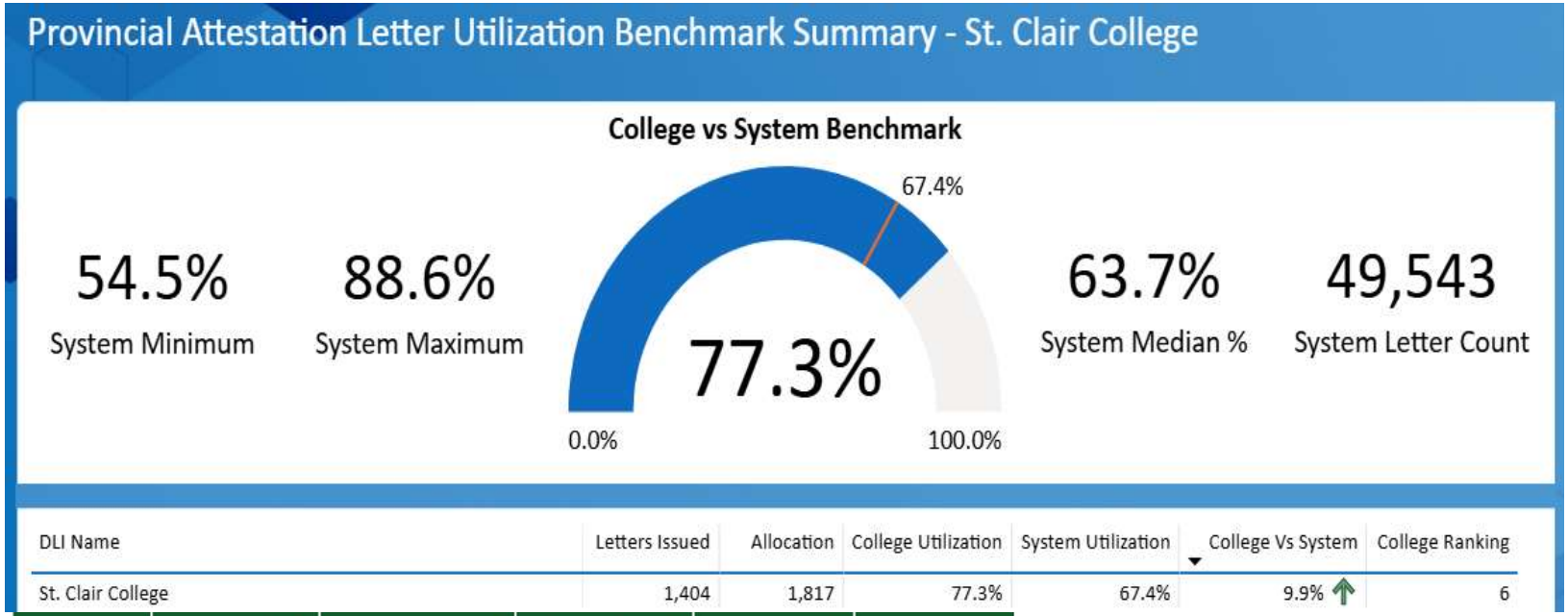
International Student Recruitment Environment

Level of study	Approved	Refused	Withdrawn	Approval rate
Overall	3839	7980	701	32.5%
College	1755	5436	454	24.4%
University	1739	2277	207	43.3%
College - Certificate	560	2003	154	21.8%
College - Diploma	999	2837	247	26%
University - Bachelor's Deg.	517	802	77	39.2%
University - Master's Deg.	885	1297	104	40.6%

This table shows the Ontario post-secondary study approval rates on type of institution and credential. The higher approval rate at universities relative to colleges has remained consistent over the prior year.

Note: Based on IRCC data

Provincial Attestation Letter (PAL) Update



DLI Name	Letters Issued	Allocation	College Utilization	System Utilization	College Vs System	College Ranking
St. Clair College	1,404	1,817	77.3%	67.4%	9.9%	6

Year	Initial	Returned	Revised	Used	Used Rate
2024	10,753	-	10,753	3,704	34.4%
2025	3,624	460	3,164	3,097	85.4%
2026	2,417	600	1,817	TBD	TBD

MCURES notified the College in December 2025 that its initial 2026 PAL allocation is 2,417, a 1,207 (33%) decrease from the 3,624 2025 PAL initial allocation.

On April 29, 2026 MCURES requested institutions to critically review their planned PAL usage to the end of the 2026 calendar year, and that institutions with lower demand and below sector average student permit approval rates are expected to voluntarily return PALs. On May 19, 2026 the College voluntarily returned 600 (25%) of its 2,417 PAL allocation due to low IRCC study permit approval rates, resulting in a revised allocation of 1,817.

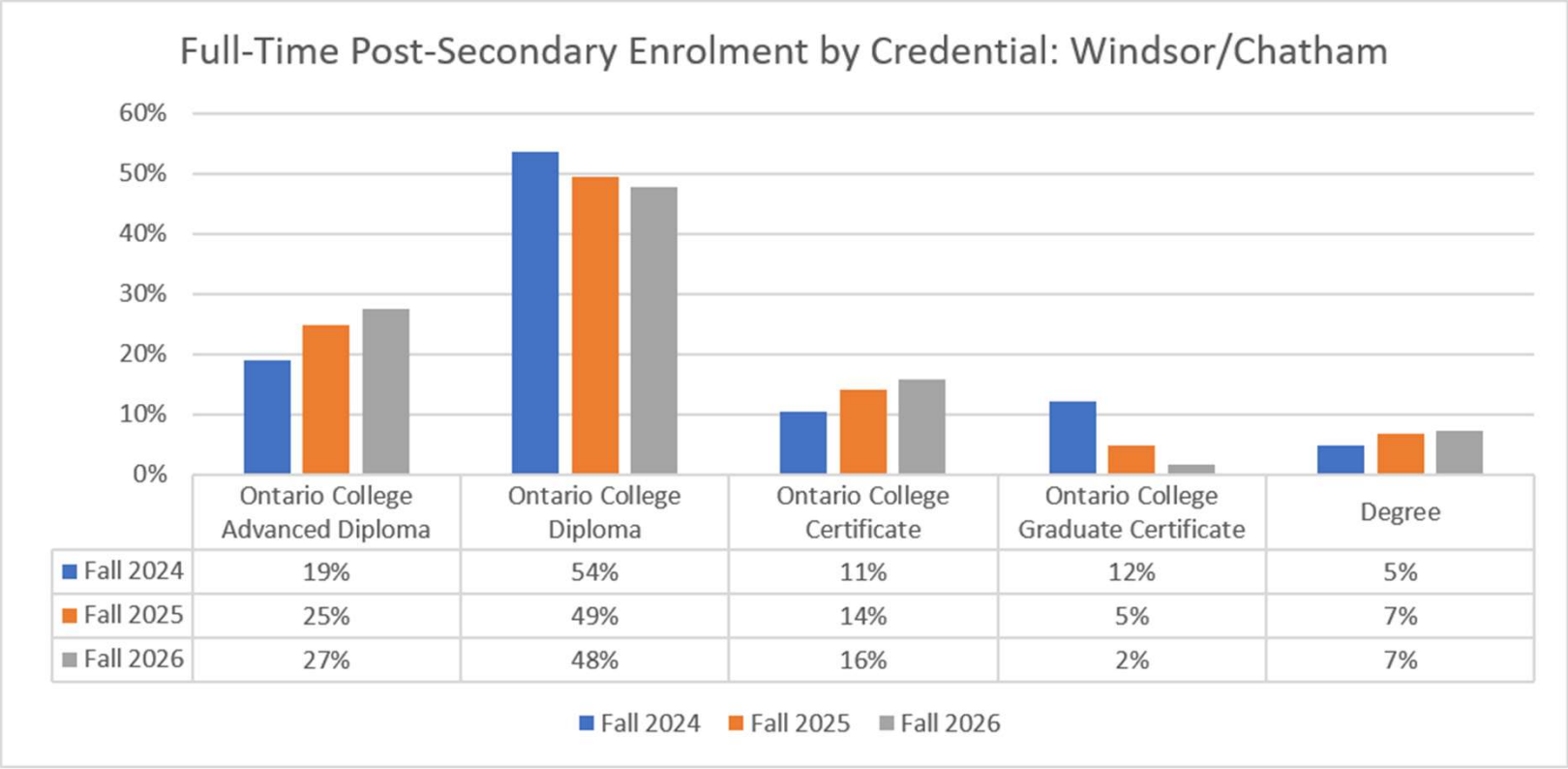
MCURES will monitor conversion rate of student permit applications to enrolment when determining 2027 allocations.

ST. CLAIR COLLEGE

Other Trends

RISE ABOVE THE ORDINARY

Full-Time Post-Secondary by Credential



	Ontario College Advanced Diploma	Ontario College Diploma	Ontario College Certificate	Ontario College Graduate Certificate	Degree
Fall 2024	19%	54%	11%	12%	5%
Fall 2025	25%	49%	14%	5%	7%
Fall 2026	27%	48%	16%	2%	7%

The percentage variances from Fall 2024 to Fall 2026 across the Advanced Diploma, College Diploma and Graduate Certificate credentials is exclusively correlated to the decline in international student enrolment. With the lower international student enrolment, domestic students represent a significantly higher proportion of the College's enrolment and domestic students have more interest in Advanced Diplomas.

For example, the 12% to 2% decline in the Graduate Certificate credential from Fall 2024 to Fall 2026 relates to lower international student enrolment in popular programs such as Data Analytics and International Business Management.

Traditionally speaking, an Ontario College Diploma credential is more prevalent across the college sector.

The College Certificate increase from 11% to 16% is due to a higher proportion of domestic students enrolled in the pre-health science program.

Full-Time Post-Secondary: Progression

Top 10	Bottom 10
C.I.C.E. (96.4%)	Business (37.2%)
O.T.A / P.T.A. (95.7%)	D.S.W. (46.7%)
Cardiac Sonography (94.7%)	Paramedic (51.2%)
Business Administration Degree (94.0%)	Pharmacy (51.4%)
Music Theatre (93.8%)	Esports (51.7%)
Paralegal (93.8%)	Electromechanical Eng. (51.7%)
Social Justice & Legal Studies Degree (92.5%)	Educational Support (52.8%)
Powerline (92.1%)	Tourism – Travel (53.8%)
Medical Sonography (90.0%)	Computer Programming (56.9%)
Dental Hygiene (88.0%)	H.R.A.C. (57.4%)

This table shows the progression / retention in the Fall 2026 semester from the Fall 2025 semester.

In this instance, progression / retention refers to a student being in a higher academic achievement level (i.e. positive trajectory) in the Fall 2026 semester than the Fall 2025 semester.

Domestic Enrolment 1st Year Intake: Location

Highlights of 1st Year Intake (Total 4,729) by Location				
Windsor and Essex County	**79.8%**		**Rest of Ontario**	**9.8%**
Windsor	50.5%		Sarnia Region	0.9%
Amherstburg	4.4%		London Region	3.1%
Essex	3.2%		Kitchener-Waterloo Region	1.6%
Kingsville	2.1%		Hamilton-Niagara Region	0.9%
Lakeshore	6.6%		GTA	1.8%
Lasalle	5.8%		Eastern Region	0.9%
Leamington	3.6%		Northern Region	0.6%
Tecumseh	3.7%			
Chatham-Kent	**9.5%**		**Rest of Canada**	**0.9%**
Chatham	6.0%			
Rest of Chatham-Kent County	3.6%			

This table shows the geographic location where the College recruited its full-time post-secondary domestic enrolment in year 1, semester 1 in the Fall 2026 semester.

The College continues to attract between 80% to 90% of its domestic student enrolment from its main catchment areas of Windsor-Essex and Chatham-Kent.

Chatham Domestic Enrolment
1st Year Intake: Location

Highlights of 1st Year Intake Chatham Campus: Domestic Enrolment (548 Total Day 10)	
Chatham	35.9%
Other Chatham-Kent County	18.1%
Windsor-Essex County	24.2%
Eastern Region	3.1%
GTA	2.3%
Hamilton-Niagara Region	1.7%
Kitchener-Waterloo Region	2.9%
London Region	7.6%
Sarnia Region	2.3%
Northern Region	1.1%
Rest of Canada	0.8%

This table shows the geographic location where the College recruited its full-time post-secondary domestic enrolment in year 1, semester 1 in the Fall 2026 semester for the Chatham Campus.

The College continues to attract from Chatham, Windsor-Essex County and Other Chatham-Kent areas at a rates consistent with prior Fall semesters.

International Enrolment: Country Representation

Country	# of Students	Country	# of Students	Country	# of Students	Country	# of Students	Country	# of Students
Algeria	3	Cuba	1	India	183	Nepal	8	Thailand	1
Argentina	2	Ecuador	2	Iran	1	Nigeria	125	Trinidad	2
Austria	1	El Salvador	1	Italy	2	Pakistan	3	Tunisia	1
Bahamas	1	Ethiopia	1	Jamaica	5	Palestine	1	Turkey	2
Bangladesh	7	Finland	1	Japan	1	Peru	6	UAE	1
Brazil	6	France	1	Jordan	7	Philippines	7	Uganda	3
Cambodia	1	Gambia	6	Kenya	10	Rwanda	1	UK	2
Cameroon	3	Germany	2	Lebanon	4	Sierra Leone	2	Ukraine	7
Chile	2	Ghana	17	Liberia	2	Spain	1	USA	15
China	49	Guatemala	1	Libia	1	South Korea	7	Venezuela	2
Colombia	13	Guinea	3	Mexico	6	Taiwan	3	Vietnam	22
Cote D'Ivoire	1	Hong Kong	1	Morocco	2	Tanzania	2	Zimbabwe	1
								60	575

This table shows the breakdown of the College's full-time post-secondary international student enrolment by country for the Fall 2026 semester. The 575 international students to St. Clair College came from 60 different countries.

India (183), Nigeria (125) and China (49) are the College's top 3 international countries where the applicable enrolment represents 32%, 22%, and 9% respectively of the College's total international student enrolment.

These were the same top 3 international countries for the Fall 2025 semester. However, their proportion of the College's international student enrolment has shifted from 61% (India), 8% (Nigeria), and 7% (China).

1st Year Intake Student: Demographic

What are the demographics of a St. Clair College 1st year, 1st semester domestic student for the Fall 2026 semester?

- 55% female; 43% male; 2% not-disclosed

- 64% of 1st year students are under the age of 21.
- 20% of 1st year students are between the ages of 21 and 25.
  ** Therefore, 84% of 1st year students are under the age of 25.*

- 7% of 1st year students are between the ages of 26 and 30.
- 10% of 1st year students are over the age of 31.

The noted demographics for the Fall 2026 semester are consistent with the Fall 2025 semester.

Appendix A

St. Clair College of Applied Arts and Technology
3 Year Summary - Registration Statistics
Fall 2026

		Fall 2024			Fall 2025			Fall 2026			% Increase of FT
		Count	FT	PT	Count	FT	PT	Count	FT	PT	
Campus:	**Downtown Campus**	**2,185**	**2132**	**53**	**556**	**534**	**22**	**309**	**295**	**14**	**-45%**
Category:	**1. Post Secondary**	**2,185**	**2,132**	**53**	**556**	**534**	**22**	**309**	**295**	**14**	**-45%**
-	School of Media, Art & Design	709	**673**	36	-	**-**	-	-	-	-	-
Biagio Lattuca	School of Community Studies	317	**311**	6	325	**315**	10	109	**103**	6	-67%
Jimmy Parsons	Zekelman School of Business	676	**670**	6	91	**81**	10	200	**192**	8	137%
Ruth Susannah	Zekelman School of IT	483	**478**	5	140	**138**	2	-	**-**	- -	
		Count	FT	PT	Count	FT	PT	Count	FT	PT	
Campus:	**South Campus**	**9,820**	**9,223**	**597**	**9,075**	**8,451**	**624**	**8,281**	**7,753**	**528**	**-8%**
Category:	**1. Post Secondary**	**9,187**	**8,721**	**466**	**8,222**	**7,723**	**499**	**7,566**	**7,161**	**405**	**-7%**
Jimmy Parsons	Zekelman School of Business	1,836	**1,764**	72	1,394	**1,309**	85	1,078	**1,026**	52	-22%
Ruth Susannah	Zekelman School of IT	1,128	**1,087**	41	1,017	**955**	62	437	**405**	32	-58%
Biagio Lattuca	School of Community Studies	1,234	**1,139**	95	1,409	**1,310**	99	1,698	**1,609**	89	23%
Ruth Susannah	School of Engineering Technologies	1,230	**1,169**	61	974	**900**	74	715	**648**	67	-28%
Joseph Ibrahim	School of Health Sciences	1,068	**1,018**	50	1,017	**974**	43	1,335	**1,295**	40	33%
Corrin Primeau	School of Nursing	1,306	**1,194**	112	1,443	**1,332**	111	1,440	**1,343**	97	1%
-	School of Media, Art & Design	286	**273**	13	-	**-**	-	-	-	-	-
Lido Zuccato	School of Skilled Trades	1,099	**1,077**	22	968	**943**	25	863	**835**	28	-11%
Category:	**2. Adult Training**	**223**	**107**	**116**	**184**	**68**	**116**	**120**	**40**	**80**	**-41%**
Category:	**3. Apprenticeship**	**410**	**395**	**15**	**669**	**660**	**9**	**595**	**552**	**43**	**-16%**
Lido Zuccato	School of Skilled Trades	410	**395**	15	669	**660**	9	595	**552**	43	-16%
Campus:	**Chatham Campus**	**1,475**	**1,384**	**91**	**1,216**	**1,126**	**90**	**1,047**	**980**	**67**	**-13%**
Category:	**1. Post Secondary**	**1,449**	**1,382**	**67**	**1,182**	**1,120**	**62**	**1,021**	**980**	**41**	**-13%**
-	School of Community Studies - Chatham	782	**748**	34	-	**-**	-	-	**-**	- -	
Corrin Primeau	School of Nursing - Chatham	553	**531**	22	612	**575**	37	531	**510**	21	-11%
Joseph Ibrahim	School of Health Sciences - Chatham	114	**103**	11	78	**73**	5	70	**70**	-	-4%
Biagio Lattuca	School of Community Studies	-	-	-	252	**236**	16	205	**188**	17	-20%
Jimmy Parsons	Zekelman School of Business	-	-	-	12	**12**	-	-	-	-	-100%
Lido Zuccato	School of Skilled Trades	-	-	-	228	**224**	4	215	**212**	3	-5%
Category:	**2. Adult Training**	**22**	**2**	**20**	**30**	**6**	**24**	**24**	**-**	**24**	**-100%**
Category:	**3. Apprenticeship**	**4**	**-**	**4**	**4**	**-**	**4**	**2**	**-**	**2**	**-**
Biagio Lattuca	Apprentices - Thames	4	**-**	4	4	**-**	4	2	**-**	2	-
Campus:	**Ace Acumen Academy**	**3,551**	**3,526**	**25**	**58**	**6**	**52**	**-**	**-**	**-**	**-100%**
Category:	**1. Post Secondary**	**3,551**	**3,526**	**25**	**58**	**6**	**52**	**-**	**-**	**-**	**-100%**
Ace Acumen Academy	Ace Acumen Academy	3551	**3526**	25	58	**6**	52	-	**-**	-	-100%

Total College by Activity	Fall 2024			Fall 2025			Fall 2025			% Inc/(Dec) of FT
	COUNT	FT	PT	COUNT	FT	PT	COUNT	FT	PT	
Post Secondary	**16372**	**15761**	**611**	**10018**	**9383**	**635**	**8896**	**8436**	**460**	**-10%**
Adult Training	**245**	**109**	**136**	**214**	**74**	**140**	**144**	**40**	**104**	**-46%**
Apprenticeship	**414**	**395**	**19**	**673**	**660**	**13**	**597**	**552**	**45**	**-16%**
Total College	**17031**	**16265**	**766**	**10905**	**10117**	**788**	**9637**	**9028**	**609**	**-11%**

BREAKDOWN OF FULL TIME POST SECONDARY STUDENT POPULATION:

Total Full Time Post Secondary WINDSOR/CHATHAM	**8,436**
LESS: INTERNATIONAL Full Time Post Secondary	**575**
Total DOMESTIC Full Time Post Secondary	**7,861**

Code	PROGRAM NAME	AAL	9/16/2019 FT	9/16/2019 PT	10/2/2020 FT	10/2/2020 PT	9/20/2021 FT	9/20/2021 PT	9/19/2022 FT	9/19/2022 PT	9/18/2023 FT	9/18/2023 PT	9/16/2024 FT	9/16/2024 PT	9/12/2025 FT	9/12/2025 PT	9/11/2026 FT	9/11/2026 PT	26/27 CHANGE
B2	**ZEKELMAN SCHOOL OF BUSINESS - Jimmy Parsons**																		
B007	BUS ADMIN - ACCOUNTING	1	63	0	55	0	50	1	49	0	41	2	51	1	58	1	60	0	3%
	BUS ADMIN - ACCOUNTING	3	54	3	55	8	39	4	42	2	56	3	54	8	53	2	59	4	11%
	BUS ADMIN - ACCOUNTING	5	80	1	68	9	59	9	30	6	42	3	37	3	40	11	48	5	20%
B851	BUS ADMIN - FINANCE	1	64	0	45	1	57	2	58	0	51	0	43	0	45	0	63	0	40%
	BUS ADMIN - FINANCE	3	27	1	47	0	26	3	46	2	51	2	52	0	35	1	40	2	14%
	BUS ADMIN - FINANCE	5	29	1	29	5	37	3	18	3	39	3	37	3	45	3	23	0	-49%
B880	BUS ADMIN - HUMAN RESOURCES	1	52	2	37	2	38	1	42	1	50	1	28	0	19	0	31	1	63%
	BUS ADMIN - HUMAN RESOURCES	3	41	0	46	4	28	2	31	2	35	0	53	3	29	3	12	0	-59%
	BUS ADMIN - HUMAN RESOURCES	5	40	5	38	1	45	3	18	1	25	1	32	1	56	0	32	1	-43%
B009	BUS ADMIN - MARKETING	1	38	0	34	1	36	1	47	0	45	2	47	1	36	1	34	0	-6%
	BUS ADMIN - MARKETING	3	31	2	32	4	26	3	27	1	42	0	44	1	37	1	17	2	-54%
	BUS ADMIN - MARKETING	5	37	0	36	2	25	4	23	1	28	2	42	2	49	3	45	2	-8%
B010	BUSINESS - ACCOUNTING	1	78	1	37	3	50	0	70	1	44	2	47	3	43	1	32	0	-26%
	BUSINESS - ACCOUNTING	3	53	9	68	8	32	11	47	9	71	6	80	4	57	8	31	4	-46%
B604	BUSINESS	1	0	0	0	0	0	0	116	2	251	2	99	2	38	1	54	3	42%
	BUSINESS	2	0	0	0	0	0	0	70	2	160	2	138	3	79	25	0	0	-100%
	BUSINESS	3	0	0	0	0	0	0	0	0	156	8	250	15	0	2	24	11	-
B012	BUSINESS - MARKETING	1	78	1	32	0	39	3	49	1	50	1	68	3	38	2	29	1	-24%
	BUSINESS - MARKETING	3	50	2	91	9	25	7	40	4	81	4	146	7	72	9	25	4	-65%
B788	SUPPLY CHAIN MANAGEMENT	1	0	0	0	0	0	0	0	0	0	0	0	0	33	0	12	0	-64%
B788	SUPPLY CHAIN MANAGEMENT	2	16	2	0	0	0	0	0	0	0	0	0	0	8	0	0	0	-100%
B904	SPORT & RECREATION MANAGEMENT	1	41	1	28	2	32	0	50	0	58	2	51	0	35	0	48	0	37%
	SPORT & RECREATION MANAGEMENT	3	38	0	31	1	12	2	18	0	33	0	38	0	26	0	14	0	-46%
	SPORT & RECREATION MANAGEMENT	5	26	1	35	1	27	0	16	0	14	0	26	0	32	0	23	1	-28%
B226	OFFICE ADMIN - EXECUTIVE	3	27	4	35	3	22	4	34	1	50	3	31	1	31	1	35	1	13%
B227	OFFICE ADMIN - GENERAL	1	143	5	115	13	102	5	84	5	90	4	68	4	77	5	54	4	-30%
	OFFICE ADMIN - GENERAL	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
B228	OFFICE ADMIN - HEALTH SERVICES	1	0	0	0	0	0	0	0	0	0	0	71	0	1	0	0	0	-100%
B228	OFFICE ADMIN - HEALTH SERVICES	3	35	12	69	5	62	2	88	4	46	0	51	2	72	1	0	0	-100%
B802	HUMAN RESOURCES MANAGEMENT	1	0	0	0	0	56	1	0	0	0	0	0	0	0	0	0	0	-
	HUMAN RESOURCES MANAGEMENT	2	0	0	0	0	71	8	0	0	0	0	0	0	0	0	0	0	-
B906	ESPORTS ADMIN & ENTREPRENEURSHIP	1	58	0	56	0	38	0	52	0	55	0	52	0	29	1	24	0	-17%
	ESPORTS ADMIN & ENTREPRENEURSHIP	3	12	0	29	0	34	0	15	0	30	1	27	6	32	1	21	2	-34%
B892	BUS ADMIN - INTERNATIONAL	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
	BUS ADMIN - INTERNATIONAL	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
	BUS ADMIN - INTERNATIONAL	5	12	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
B999	INTERNATIONAL BUS MGMT - LOGISTICS	1	222	0	196	0	151	0	82	0	197	0	84	0	0	0	0	0	-100%
	INTERNATIONAL BUS MGMT - LOGISTICS	2	326	0	80	0	192	0	136	0	273	0	118	0	0	0	0	0	-100%
	INTERNATIONAL BUS MGMT - LOGISTICS	3			453	20	336	6	259	3	217	2	351	3	101	0	0	0	-71%
	INTERNATIONAL BUS MGMT - LOGISTICS	4	310	0	0	0	0	0	0	0	0	0	0	0	3	2	0	0	-
B600	BUSINESS	1	205	1	145	4	138	1	0	0	0	0	0	0	0	0	0	0	-
	BUSINESS	2	136	0	41	3	119	11	0	0	0	3	0	0	0	0	0	0	-
	BUSINESS	3	202	13	287	15	135	6	112	29	0	0	0	0	0	0	0	0	-
T993	ANIMATION - 2D/3D	1	39	1	27	1	34	2	37	2	41	2	37	2	38	0	30	0	-21%
	ANIMATION - 2D/3D	3	29	4	26	1	24	2	19	4	28	1	26	1	26	4	23	1	-12%
	ANIMATION - 2D/3D	5	25	4	24	1	22	7	17	5	14	5	19	0	13	4	18	2	38%
B395	CULINARY MANAGEMENT	1	87	0	49	4	51	0	79	0	39	0	60	4	36	0	44	1	22%
	CULINARY MANAGEMENT	3	42	3	48	2	27	2	35	0	111	1	30	2	58	3	21	0	-64%
	SUB TOTAL AAL 01 - WINDSOR		1,168	12	856	31	872	17	815	12	1,012	18	806	20	526	12	515	10	-2%
	SUB TOTAL AAL 02 - WINDSOR		478	2	121	3	382	19	206	2	433	5	256	3	87	25	0	0	-100%
	SUB TOTAL AAL 03 - WINDSOR		641	53	1,317	80	828	54	813	61	1,007	31	1,233	53	629	36	322	31	-49%
	SUB TOTAL AAL 04 - WINDSOR		310	0	0	0	0	0	0	0	0	0	0	0	3	2	0	0	-100%
	SUB TOTAL AAL 05 - WINDSOR		249	13	230	19	215	26	122	16	162	14	193	9	235	21	189	11	-20%
TOTAL	**BUSINESS**		**2,846**	**80**	**2,524**	**133**	**2,297**	**116**	**1,956**	**91**	**2,614**	**68**	**2,488**	**85**	**1,480**	**96**	**1,026**	**52**	-31%
B3	**ZEKELMAN SCHOOL OF INFORMATION TECHNOLOGY - Ruth Susannah**																		
T860	COMPUTER SYST TECHN-NETWORK	1	272	2	259	0	206	1	141	0	253	1	73	2	23	2	20	3	-13%
	COMPUTER SYST TECHN-NETWORK	2	247	0	60	2	199	4	76	2	210	1	103	0	5	2	0	0	-100%
	COMPUTER SYST TECHN-NETWORK	3	177	1	464	3	184	3	156	4	258	11	413	16	80	8	24	5	-70%
	COMPUTER SYST TECHN-NETWORK	4	0	0	111	5	113	12	27	18	0	0	0	0	5	11	0	0	-100%
T861	COMPUTER SYST TECHY-NETWORK	1	55	0	46	0	61	0	52	0	37	0	25	0	25	0	26	0	4%
	COMPUTER SYST TECHY-NETWORK	3	37	0	44	3	27	2	33	0	26	0	33	0	15	0	21	1	40%
	COMPUTER SYST TECHY-NETWORK	5	71	1	43	1	47	2	28	8	34	3	38	4	34	2	18	5	-47%
T850	COMPUTER PROGRAMMING	1	0	0	0	0	0	0	0	0	0	0	0	0	72	2	72	3	0%
T850	COMPUTER PROGRAMMING	2	0	0	0	0	0	0	0	0	0	0	0	0	21	0	0	0	-100%
T850	COMPUTER PROGRAMMING	3	0	0	0	0	0	0	0	0	0	0	0	0	65	6	41	9	-37%
BA99	BACH OF BUSINESS ADMIN. ICT (ACCTING)	5	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	-
	BACH OF BUSINESS ADMIN. ICT (ACCTING)	7	0	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	-
BH99	BACH OF BUSINESS ADMIN. ICT (HR)	5	0	0	0	0	2	1	2	0	2	0	2	0	3	0	6	0	100%
	BACH OF BUSINESS ADMIN. ICT (HR)	7	0	0	0	0	0	0	3	0	1	1	2	0	2	0	2	0	0%
BM99	BACH OF BUSINESS ADMIN. ICT (MRKTING)	5	0	0	0	0	3	0	3	1	6	1	6	0	6	1	7	0	17%
	BACH OF BUSINESS ADMIN. ICT (MRKTING)	7	0	0	0	0	0	0	2	0	3	0	7	1	6	1	6	1	0%
BN99	BACH OF BUSINESS ADMIN. ICT (NETWORK)	5	0	0	0	0	0	0	4	1	3	2	8	0	5	2	3	1	-40%
	BACH OF BUSINESS ADMIN. ICT (NETWORK)	7	0	0	0	0	18	2	4	4	4	1	2	4	8	4	5	0	-38%

Code	PROGRAM NAME	AAL	9/16/2019		10/2/2020		9/20/2021		9/19/2022		9/18/2023		9/16/2024		9/12/2025		9/11/2026		26/27
			FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	CHANGE
BF99	BACH OF BUSINESS ADMIN. ICT (FINANCE)	5	0	0	0	0	0	0	0	0	0	0	0	0	1	0	2	0	100%
BF99	BACH OF BUSINESS ADMIN. ICT (FINANCE)	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	-
B699	BACH OF BUSINESS ADMIN. ICT	1	0	0	0	0	19	1	23	0	29	2	17	0	23	0	18	0	-22%
	BACH OF BUSINESS ADMIN. ICT	3	0	0	0	0	0	0	15	1	18	1	22	3	11	1	18	0	64%
	BACH OF BUSINESS ADMIN. ICT	5	0	0	0	0	0	0	0	0	13	1	16	0	19	1	9	1	-53%
	BACH OF BUSINESS ADMIN. ICT	7	0	0	0	0	0	0	0	0	0	0	2	4	13	0	21	0	62%
B948	INTERNET APPLICATIONS & WEB DESIGN	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
	INTERNET APPLICATIONS & WEB DESIGN	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
	INTERNET APPLICATIONS & WEB DESIGN	5	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
B950	WEB DEVELOPMENT & INTERNET APPL.	1	0	0	22	0	64	0	77	0	0	0	0	0	0	0	0	0	-
	WEB DEVELOPMENT & INTERNET APPL.	2	0	0	0	0	34	0	26	1	0	0	0	0	0	0	0	0	-
	WEB DEVELOPMENT & INTERNET APPL.	3	0	0	0	0	42	0	80	1	116	1	0	0	0	0	0	0	-
	WEB DEVELOPMENT & INTERNET APPL.	4	0	0	0	0	0	0	2	12	0	0	0	0	0	0	0	0	-
B990	MOBILE APPLICATIONS DEVELOPMENT	1	60	2	49	2	38	0	38	0	49	1	36	1	17	0	0	0	-100%
	MOBILE APPLICATIONS DEVELOPMENT	3	38	3	38	1	34	2	19	0	26	3	28	0	21	0	16	2	-24%
	MOBILE APPLICATIONS DEVELOPMENT	5	12	3	30	3	24	3	23	4	13	7	19	3	35	2	27	0	-23%
B791	PUBLIC RELATIONS	1	40	0	0	0	37	1	34	0	38	0	30	0	0	0	0	0	-
	PUBLIC RELATIONS	3	25	1	33	0	0	0	14	1	30	0	31	1	22	0	0	0	-100%
B882	MEDIA CONVERGENCE	1	23	0	0	0	0	0	12	0	0	0	0	0	0	0	0	0	-
B894	JOURNALISM	1	34	0	27	1	0	0	24	1	38	1	23	1	0	0	0	0	-
	JOURNALISM	3	11	2	15	2	12	4	0	0	11	2	20	3	19	2	0	0	-100%
B019	DATA ANALYTICS	1	0	0	0	0	0	0	0	0	0	0	9	2	9	2	11	1	22%
B021	PREDICTIVE DATA ANALYTICS	1	0	0	0	0	0	0	0	0	0	0	0	0	8	0	6	0	-25%
	PREDICTIVE DATA ANALYTICS	2	0	0	0	0	0	0	0	0	0	0	0	0	9	0	0	0	-100%
	PREDICTIVE DATA ANALYTICS	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	7	0	-
T890	CYBERSECURITY	1	0	0	0	0	0	0	0	0	25	0	15	1	0	0	10	0	-
T891	CYBERSECURITY - AUTOMOBILITY	1	0	0	0	0	0	0	0	0	28	0	19	0	0	0	8	0	-
	CYBERSECURITY - AUTOMOBILITY	3	0	0	0	0	0	0	0	0	0	0	56	0	28	0	0	0	-100%
T895	CYBERSECURITY - ANALYTICS - AUTOMOBILITY	1	0	0	0	0	0	0	0	0	0	0	3	0	0	0	0	0	-
	SUB TOTAL AAL 01 - WINDSOR		484	4	403	3	425	3	401	1	497	5	250	7	177	6	171	7	-3%
	SUB TOTAL AAL 02 - WINDSOR		247	0	60	2	233	4	102	3	210	1	103	0	35	2	0	0	-100%
	SUB TOTAL AAL 03 - WINDSOR		288	7	594	9	299	11	317	7	485	18	603	23	261	17	127	17	-51%
	SUB TOTAL AAL 04 - WINDSOR		0	0	111	5	113	12	29	30	0	0	0	0	5	11	0	0	-100%
	SUB TOTAL AAL 05 - WINDSOR		94	4	73	4	76	6	62	14	71	14	89	7	103	8	72	7	-30%
	SUB TOTAL AAL 07 - WINDSOR		0	0	0	0	18	2	9	4	10	2	13	9	29	5	35	1	21%
TOTAL	**INFORMATION TECNOLOGY**		**1,113**	**15**	**1,241**	**23**	**1,164**	**38**	**920**	**59**	**1,273**	**40**	**1,058**	**46**	**610**	**49**	**405**	**32**	**-34%**
P2	**SCHOOL OF COMMUNITY STUDIES - Biagio Lattuca**																		
A887	MUSIC THEATRE - PERFORMANCE	1	14	0	19	0	18	0	11	0	0	0	39	0	36	0	41	0	14%
A887	MUSIC THEATRE - PERFORMANCE	3	12	0	12	1	16	0	13	0	8	1	0	0	29	0	31	0	7%
A887	MUSIC THEATRE - PERFORMANCE	5	9	1	12	0	9	0	15	0	12	1	8	0	0	0	27	2	-
B935	AUTISM & BEHAVIOURAL SCIENCE	1	26	0	39	1	39	0	40	2	41	1	17	0	0	0	0	0	-
B995	AUTISM & BEHAVIOURAL SCIENCE (PT)	1	0	6	0	0	0	0	0	0	0	0	0	0	0	2	0	0	-
C999	BACHELOR OF APPL ARTS IN SOCIAL JUSTICE	1	33	0	47	0	24	1	31	0	33	0	34	0	26	0	22	1	-15%
	BACHELOR OF APPL ARTS IN SOCIAL JUSTICE	3	0	0	32	0	44	2	18	0	24	0	25	0	26	0	21	0	-19%
	BACHELOR OF APPL ARTS IN SOCIAL JUSTICE	5	0	0	0	0	27	0	39	0	14	0	22	0	17	0	23	0	35%
	BACHELOR OF APPL ARTS IN SOCIAL JUSTICE	7	0	0	0	0	0	0	25	1	40	0	15	0	22	0	17	0	-23%
CC99	BACH. OF APPL ARTS IN SOCIAL JUSTICE- BRIDGE	3	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	-100%
CC99	BACH. OF APPL ARTS IN SOCIAL JUSTICE- BRIDGE	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	-
CC99	BACH. OF APPL ARTS IN SOCIAL JUSTICE- BRIDGE	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	-
CP99	BACH. OF APPL ARTS IN SOCIAL JUSTICE- BRIDGE	3	0	0	0	0	0	0	0	0	0	0	0	0	4	0	4	0	0%
CP99	BACH. OF APPL ARTS IN SOCIAL JUSTICE- BRIDGE	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	4	0	-
B992	CHILD & YOUTH CARE	1	78	0	75	0	72	0	70	0	69	0	78	1	97	1	84	0	-13%
	CHILD & YOUTH CARE	4	55	1	48	0	47	0	45	1	47	1	40	1	54	4	63	0	17%
	CHILD & YOUTH CARE	7	50	2	45	3	48	4	41	4	36	5	37	7	33	2	48	4	45%
C365	COMMUNITY INTEGRATION COOP ED.	1	37	0	28	0	26	1	25	1	25	0	24	0	30	2	32	0	7%
	COMMUNITY INTEGRATION COOP ED.	3	27	0	27	0	24	0	22	0	24	0	23	1	23	0	28	0	22%
C862	GENERAL ARTS & SCIENCE - AA. BUS	1	38	1	16	74	0	0	2	1	10	5	1	2	4	0	3	0	-25%
	GENERAL ARTS & SCIENCE - AA. BUS	2	0	0	0	0	4	6	0	0	0	0	7	4	1	0	0	0	-100%
B101	EARLY CHILDHOOD EDUCATION	1	98	2	121	1	92	0	115	2	119	1	138	2	178	3	182	1	2%
	EARLY CHILDHOOD EDUCATION	3	80	3	105	3	107	3	80	8	119	8	106	8	155	13	169	19	9%
B102	EARLY CHILDHOOD EDUCATION PT	1	0	0	0	0	0	0	0	0	0	22	0	11	0	6	0	3	-
B102	EARLY CHILDHOOD EDUCATION PT	2	0	0	0	0	0	0	0	0	0	0	0	23	0	0	0	6	-
B102	EARLY CHILDHOOD EDUCATION PT	3	0	0	0	0	0	0	0	0	0	0	0	9	0	0	0	2	-
B102	EARLY CHILDHOOD EDUCATION PT	4	0	0	0	0	0	0	0	0	0	0	0	1	0	35	0	3	-
B820	EARLY CHILDHOOD EDUCATION (ACCEL.)	3	11	0	17	0	19	1	13	0	10	0	21	0	9	0	13	0	44%
B846	EARLY CHILDHOOD EDUCATION (B.Ed.)	1	55	0	53	0	66	0	48	4	51	1	48	0	43	0	54	0	26%
B899	EDUCATIONAL SUPPORT	1	51	1	0	0	43	5	45	2	45	0	32	3	36	0	27	2	-25%
	EDUCATIONAL SUPPORT	3	44	3	38	1	0	0	23	0	26	2	35	4	26	4	23	6	-12%
C623	LIBERAL ARTS	1	37	0	41	0	40	1	39	1	38	3	30	0	42	1	57	4	36%
	LIBERAL ARTS	3	19	0	20	2	27	1	15	1	18	1	20	0	19	2	25	1	32%
B819	POLICE FOUNDATIONS	3	33	10	61	5	36	9	56	6	44	9	56	11	47	10	47	3	0%

Code	PROGRAM NAME	AAL	9/16/2019		10/2/2020		9/20/2021		9/19/2022		9/18/2023		9/16/2024		9/12/2025		9/11/2026		26/27
			FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	CHANGE
B803	PROTECTION, SECURITY & INVEST.	1	140	2	121	3	122	0	101	2	118	4	120	0	159	0	160	1	1%
	PROTECTION, SECURITY & INVEST.	3	84	4	70	4	64	2	54	2	77	0	59	1	81	4	99	3	22%
B109	SPECIAL STUDENT	1	0	45	0	0	0	0	0	0	0	0	0	0	0	5	0	18	-
B603	COMMUNITY & JUSTICE SERVICES	1	37	2	36	0	30	2	29	4	32	3	15	1	23	0	25	0	9%
	COMMUNITY & JUSTICE SERVICES	3	24	1	26	2	25	0	23	1	20	2	26	0	17	3	14	0	-18%
B961	BORDER SERVICES	1	110	1	118	1	96	1	96	1	99	0	99	0	99	1	115	0	16%
	BORDER SERVICES	3	88	2	74	5	80	5	71	5	70	4	79	5	83	4	75	6	-10%
B895	SOCIAL SERVICE WORKER - GERONT	1	82	0	40	0	52	2	56	2	68	2	61	3	41	0	49	1	20%
	SOCIAL SERVICE WORKER - GERONT	2	0	0	0	0	0	0	40	0	0	0	0	0	0	0	0	0	-
	SOCIAL SERVICE WORKER - GERONT	3	62	0	72	1	25	2	56	2	97	1	90	3	71	5	25	3	-65%
	SOCIAL SERVICE WORKER - GERONT	4	69	0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	-
	SUB TOTAL AAL 01 - WINDSOR		836	60	754	80	720	13	708	22	748	42	736	23	814	21	851	31	5%
	SUB TOTAL AAL 02 - WINDSOR		0	0	0	0	4	6	40	0	0	0	7	27	1	0	0	6	-100%
	SUB TOTAL AAL 03 - WINDSOR		484	23	554	24	467	25	444	25	537	28	540	42	591	45	574	43	-3%
	SUB TOTAL AAL 04 - WINDSOR		124	1	48	0	47	0	45	1	52	1	40	2	54	39	63	3	17%
	SUB TOTAL AAL 05 - WINDSOR		9	1	12	0	36	0	54	0	26	1	30	0	17	0	55	2	224%
	SUB TOTAL AAL 07 - WINDSOR		50	2	45	3	48	4	66	5	76	5	52	7	55	2	66	4	20%
TOTAL	**COMMUNITY STUDIES**		**1,503**	**87**	**1,413**	**107**	**1,322**	**48**	**1,357**	**53**	**1,439**	**77**	**1,405**	**101**	**1,532**	**107**	**1,609**	**89**	**5%**
T3	**SCHOOL OF ENGINEERING TECHNOLOGIES - Ruth Susannah**																		
T020	ARCHITECTURAL TECHNOLOGY	1	51	1	47	0	41	1	55	0	60	1	60	2	49	2	36	2	-27%
	ARCHITECTURAL TECHNOLOGY	3	28	0	56	3	36	5	30	8	39	7	40	3	44	4	32	2	-27%
	ARCHITECTURAL TECHNOLOGY	5	27	2	22	2	46	4	36	3	20	5	25	5	31	4	35	6	13%
T836	CHEMICAL LAB TECHNOLOGY	1	30	0	23	0	21	0	25	2	35	1	17	0	0	0	0	0	-
	CHEMICAL LAB TECHNOLOGY	3	25	0	18	1	15	2	9	2	9	0	19	0	11	0	0	0	-100%
	CHEMICAL LAB TECHNOLOGY	5	17	2	19	1	15	4	11	4	7	2	6	3	14	4	11	0	-21%
T154	CIVIL ENG TECHNOLOGY	1	53	0	52	1	36	1	42	0	36	1	43	0	48	0	49	1	2%
	CIVIL ENG TECHNOLOGY	3	30	1	29	3	31	1	25	4	15	3	22	4	31	1	32	3	3%
	CIVIL ENG TECHNOLOGY	5	31	2	30	7	29	8	27	11	26	8	18	3	25	5	29	6	16%
T036	CONSTRUCTION ENG TECHN	1	73	1	21	0	42	1	32	2	55	0	31	0	27	1	19	2	-30%
	CONSTRUCTION ENG TECHN	2	25	0	0	0	33	1	13	2	37	0	61	0	0	0	30	4	-
	CONSTRUCTION ENG TECHN	3	71	3	123	4	61	4	37	24	47	6	65	4	44	9	0	0	-100%
T046	CONSTRUCTION PROJECT MANAGEMENT	1	0	0	25	0	0	0	27	2	34	1	35	0	0	0	0	0	-
T974	ELECTROMECHANICAL ENG. TECHN.	1	72	3	49	0	48	1	67	6	69	0	35	1	20	1	32	3	60%
	ELECTROMECHANICAL ENG. TECHN.	3	75	6	97	13	117	9	55	13	86	5	85	10	33	15	9	4	-73%
T976	ELECTROMECHANICAL ENG. TECHY.	1	0	0	0	0	41	0	45	0	34	0	60	0	50	1	63	2	26%
	ELECTROMECHANICAL ENG. TECHY.	3	0	0	0	0	0	0	27	2	35	0	34	0	49	1	35	4	-29%
	ELECTROMECHANICAL ENG. TECHY.	5	0	0	0	0	0	0	0	0	26	2	34	1	31	3	46	5	48%
T929	ELECTRONICS ENG TECHNOLOGY-I.A.	1	39	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
	ELECTRONICS ENG TECHNOLOGY-I.A.	3	23	1	23	2	0	0	0	0	0	0	0	0	0	0	0	0	-
	ELECTRONICS ENG TECHNOLOGY-I.A.	5	11	5	18	2	19	2	0	0	0	0	0	0	0	0	0	0	-
T146	INTERIOR DESIGN	1	39	0	41	0	41	0	51	0	38	0	40	0	40	0	36	0	-10%
	INTERIOR DESIGN	3	18	0	21	2	22	0	22	1	28	0	18	0	17	3	21	1	24%
	INTERIOR DESIGN	5	14	1	13	5	19	0	12	3	22	1	18	0	15	0	15	1	0%
T826	MECH ENG TY - AUTO PROD DESIGN	1	66	1	43	2	54	2	40	4	57	0	43	0	52	1	62	1	19%
	MECH ENG TY - AUTO PROD DESIGN	3	45	3	46	2	30	4	26	6	29	5	38	1	22	2	38	1	73%
	MECH ENG TY - AUTO PROD DESIGN	5	50	6	31	9	34	13	27	12	26	11	25	8	32	9	18	18	-44%
T941	POWER ENG TECHNOLOGY - MECHAN	1	28	0	29	3	22	0	20	0	0	0	0	0	0	0	0	0	-
	POWER ENG TECHNOLOGY - MECHAN	4	17	1	23	1	16	1	5	1	15	0	0	0	0	0	0	0	-
	POWER ENG TECHNOLOGY - MECHAN	7	7	0	9	0	11	0	9	1	6	2	10	0	0	0	0	0	-100%
T942	POWER ENG TECHNICIAN	1	18	0	9	0	9	0	20	0	19	0	28	1	0	1	0	0	-
	POWER ENG TECHNICIAN	4	0		11	1	5	1	7	3	28	0	13	10	23	3	0	0	-100%
	POWER ENG TECHNICIAN	6	0	0	0	0	0	0	0	0	0	0	4	0	0	0	0	0	-
T050	STRATEGIC PROJECT MANAGEMENT	1	0	0	0	0	0	0	44	0	107	0	38	0	0	0	0	0	-
	STRATEGIC PROJECT MANAGEMENT	3	0	0	0	0	0	0	0	0	41	0	100	0	55	0	0	0	-100%
B877	FASHION DESIGN TECHNICIAN	1	33	1	18	1	29	3	31	0	25	0	33	1	0	0	0	0	-
	FASHION DESIGN TECHNICIAN	3	22	3	16	1	14	2	14	2	23	1	21	3	14	1	0	1	-100%
	SUB TOTAL AAL 01 - WINDSOR		502	7	357	7	384	9	499	16	569	4	463	5	286	7	297	11	4%
	SUB TOTAL AAL 02 - WINDSOR		25	0	0	0	33	1	13	2	37	0	61	0	0	0	30	4	-
	SUB TOTAL AAL 03 - WINDSOR		337	17	429	31	326	27	245	62	352	27	442	25	320	36	167	16	-48%
	SUB TOTAL AAL 04 - WINDSOR		17	1	34	2	21	2	12	4	43	0	13	10	23	3	0	0	-100%
	SUB TOTAL AAL 05 - WINDSOR		150	18	133	26	162	31	113	33	127	29	126	20	148	25	154	36	4%
	SUB TOTAL AAL 06 - WINDSOR		0	0	0	0	0	0	0	0	0	0	4	0	0	0	0	0	-
	SUB TOTAL AAL 07 - WINDSOR		7	0	9	0	11	0	9	1	6	2	10	0	0	0	0	0	-
TOTAL	**ENGINEERING**		**1,038**	**43**	**962**	**66**	**937**	**70**	**891**	**118**	**1,134**	**62**	**1,119**	**60**	**777**	**71**	**648**	**67**	**-17%**
H1	**SCHOOL OF HEALTH SCIENCES - Joseph Ibrahim**																		
H794	CARDIOVASCULAR TECHNOLOGY	1	26	2	24	0	28	0	29	1	24	1	27	0	28	1	28	0	0%
	CARDIOVASCULAR TECHNOLOGY	4	23	0	26	2	18	0	24	3	22	3	23	0	28	1	27	0	-4%
H796	DIAGNOSTIC MEDICAL SONOGRAPHY	1	20	0	20	0	20	0	22	0	20	1	25	0	28	0	28	0	0%
	DIAGNOSTIC MEDICAL SONOGRAPHY	4	19	0	17	1	17	0	19	0	20	0	20	0	20	1	28	1	40%
	DIAGNOSTIC MEDICAL SONOGRAPHY	7	19	0	19	0	15	0	17	0	19	0	20	0	18	0	19	0	6%
H797	DIAGNOSTIC CARDIAC SONOGRAPHY	1	0	0	0	0	24	0	23	1	20	0	27	1	27	0	28	0	4%
	DIAGNOSTIC CARDIAC SONOGRAPHY	4	0	0	0	0	0	0	18	0	18	0	16	0	19	0	20	0	5%
H912	ADVANCED MEDICAL ESTHETICS	1	24	0	34	0	23	0	22	0	37	0	25	0	42	0	34	0	-19%
B912	ESTHETICIAN	1	0	0	85	0	83	0	85	4	86	4	89	2	82	3	90	3	10%
H915	DENTAL ASSISTING LEVEL I & II	1	54	7	0	0	43	4	82	2	85	2	74	10	0	0	87	0	#DIV/0!

Code	PROGRAM NAME	AAL	9/16/2019		10/2/2020		9/20/2021		9/19/2022		9/18/2023		9/16/2024		9/12/2025		9/11/2026		26/27
			FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	CHANGE
H800	DENTAL HYGIENE	1	44	0	39	0	38	0	45	0	35	5	42	1	40	1	45	2	13%
	DENTAL HYGIENE	3	38	5	38	0	23	4	32	3	27	3	29	1	32	4	37	2	16%
	DENTAL HYGIENE	5	33	0	31	8	31	4	21	1	26	0	26	2	26	1	34	0	31%
H879	FITNESS AND HEALTH PROMOTION	1	57	0	47	3	51	2	50	0	58	1	60	1	53	0	60	0	13%
	FITNESS AND HEALTH PROMOTION	3	32	0	33	0	29	1	35	0	36	0	42	1	27	1	40	2	48%
H837	MED LAB SCIENCE	1	38	4	48	3	46	2	51	5	52	3	66	5	63	1	64	3	2%
	MED LAB SCIENCE	3	40	3	35	1	47	1	43	3	46	0	48	0	58	1	61	0	5%
	MED LAB SCIENCE	5	20	0	25	0	19	0	26	0	27	0	22	0	31	0	34	0	10%
H299	MEDICAL LAB TECHNICIAN	1	36	0	35	2	25	5	39	2	36	2	42	5	43	2	47	1	9%
H840	PARAMEDIC	1	37	1	32	6	36	3	36	3	55	6	62	10	79	18	84	14	6%
	PARAMEDIC	3	13	1	18	1	25	2	21	3	19	4	19	7	30	4	49	4	63%
H812	PHARMACY TECHNICIAN	1	56	6	40	5	51	3	53	4	44	3	43	0	50	0	51	1	2%
	PHARMACY TECHNICIAN	4	27	6	26	3	13	1	20	1	20	1	15	0	17	1	17	0	0%
H258	VETERINARY TECHNICIAN	1	57	0	51	0	52	0	59	0	60	0	55	1	47	0	61	1	30%
	VETERINARY TECHNICIAN	3	28	0	28	0	17	0	25	0	25	0	32	0	24	1	25	1	4%
H795	RESPIRATORY THERAPY	1	25	1	22	0	29	0	29	0	22	0	29	0	29	0	30	2	3%
	RESPIRATORY THERAPY	3	13	0	14	1	11	0	23	0	20	1	18	1	17	2	21	1	24%
	RESPIRATORY THERAPY	5	13	0	14	0	9	0	13	0	20	0	22	0	16	0	17	0	6%
T755	BIOMEDICAL ENG TECHNOLOGY	1	41	0	47	0	49	0	37	1	41	0	52	1	55	0	56	1	2%
	BIOMEDICAL ENG TECHNOLOGY	3	24	0	28	0	26	2	32	2	18	1	34	1	37	1	40	0	8%
	BIOMEDICAL ENG TECHNOLOGY	5	25	0	20	0	25	0	21	1	31	1	17	3	31	2	33	1	6%
H198	RN/RPN - REFRESHER (incl. H195)	1	0	0	0	0	0	18	0	9	0	12	0	0	0	0	0	0	-
	SUB TOTAL AAL 01 - WINDSOR		515	21	524	19	598	37	662	32	675	40	718	37	666	26	793	28	19%
	SUB TOTAL AAL 03 - WINDSOR		188	9	194	3	178	10	211	11	191	9	222	11	225	14	273	10	21%
	SUB TOTAL AAL 04 - WINDSOR		69	6	69	6	48	1	81	4	80	4	74	0	84	3	92	1	10%
	SUB TOTAL AAL 05 - WINDSOR		91	0	90	8	84	4	81	2	104	1	87	5	104	3	118	1	13%
	SUB TOTAL AAL 07 - WINDSOR		19	0	19	0	15	0	17	0	19	0	20	0	18	0	19	0	6%
TOTAL	**HEALTH SCIENCES**		**882**	**36**	**896**	**36**	**923**	**52**	**1,052**	**49**	**1,069**	**54**	**1,121**	**53**	**1,097**	**46**	**1,295**	**40**	**18%**
H2	**SCHOOL OF NURSING - Corrin Primeau**																		
H850	COLLABORATIVE NURSING	1	145	9	146	7	133	0	140	8	163	27	142	18	144	6	151	12	5%
	COLLABORATIVE NURSING	3	128	2	141	1	145	9	98	18	106	8	135	17	140	27	135	22	-4%
H854	COLLABORATIVE NURSING PATHWAY	3	0	0	0	0	0	0	8	1	17	1	9	3	17	1	16	1	-6%
H932	PERSONAL SUPPORT WORKER	1	66	3	63	2	61	2	66	3	68	1	115	4	111	3	95	1	-14%
	PERSONAL SUPPORT WORKER	2													96	6	45	8	-53%
H863	PRACTICAL NURSING	1	190	9	164	21	197	15	215	17	189	22	210	14	197	19	200	15	2%
	PRACTICAL NURSING	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
	PRACTICAL NURSING	3	132	15	131	27	113	36	116	42	136	25	107	43	147	31	185	17	26%
	PRACTICAL NURSING	5	0	0	19	0	14	1	18	0	14	0	19	0	11	0	11	0	0%
C904	PRE-HEALTH SCIENCES PATHWAY TO A.D.	1	420	12	399	25	401	13	367	23	388	20	457	13	469	18	505	21	8%
	SUB TOTAL AAL 01 - WINDSOR		821	33	772	55	792	30	788	51	808	70	924	49	921	46	951	49	3%
	SUB TOTAL AAL 02 - WINDSOR		0	0	0	0	0	0	0	0	0	0	0	0	96	6	45	8	-53%
	SUB TOTAL AAL 03 - WINDSOR		260	17	272	28	258	45	222	61	259	34	251	63	304	59	336	40	11%
	SUB TOTAL AAL 05 - WINDSOR		0	0	19	0	14	1	18	0	14	0	19	0	11	0	11	0	0%
TOTAL	**NURSING**		**1,081**	**50**	**1,063**	**83**	**1,064**	**76**	**1,028**	**112**	**1,081**	**104**	**1,194**	**112**	**1,332**	**111**	**1,343**	**97**	**1%**
T5	**SCHOOL OF SKILLED TRADES - Lido Zuccato**																		
T965	CARPENTRY TECHNIQUES	1	31	0	41	0	39	1	40	0	40	0	48	2	48	2	49	1	2%
T132	ELECTRIC DRIVE VEHICLE TECHNICIAN	1	0	0	0	0	0	0	0	0	39	0	35	0	0	0	0	0	-
	ELECTRIC DRIVE VEHICLE TECHNICIAN	3	0	0	0	0	0	0	0	0	0	0	30	0	24	2	0	0	-100%
T947	ELECTRICAL TECHNIQUES	1	108	0	101	5	106	0	122	2	112	2	129	3	141	4	146	5	4%
T865	GREENHOUSE TECHNICIAN	1	0	0	0	0	0	0	0	0	30	0	22	0	15	0	0	0	-100%
	GREENHOUSE TECHNICIAN	3	0	0	0	0	0	0	0	0	0	0	18	0	14	1	8	1	-43%
T914	HAIRSTYLING	1	58	0	58	1	58	4	56	4	60	1	57	4	58	4	74	4	28%
B912	ESTHETICIAN	1	88	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
T207	HEAT REFRIG & AIR TECHN	1	60	0	44	0	81	0	78	1	77	0	99	0	79	1	80	0	1%
	HEAT REFRIG & AIR TECHN	3	27	0	41	0	25	1	58	1	54	4	52	5	84	3	59	5	-30%
T866	HORTICULTURE TECHN - LANDSCAPE	1	39	2	30	1	32	0	42	0	40	0	32	0	25	0	0	0	-100%
	HORTICULTURE TECHN - LANDSCAPE	3	20	2	28	0	18	0	20	3	27	2	30	1	24	3	13	1	-46%
T855	MECH ENG TECHN - INDUSTRIAL	1	49	0	34	0	43	1	38	0	0	0	46	0	44	0	50	0	14%
	MECH ENG TECHN - INDUSTRIAL	2	46	0	0	0	0	0	0	0	33	0	40	0	0	0	0	0	-
	MECH ENG TECHN - INDUSTRIAL	3	76	2	100	3	23	2	45	0	73	4	39	2	51	1	42	3	-18%
T867	MECH TECHN - CAD/CAM	1	53	0	0	0	40	1	45	0	29	0	21	0	0	0	0	0	-
	MECH TECHN - CAD/CAM	2	27	1	0	0	18	0	0	0	40	1	26	1	0	0	0	0	-
	MECH TECHN - CAD/CAM	3	67	0	95	4	0	0	52	0	70	1	0	0	18	1	0	0	-100%
T167	MOTIVE POWER TECHNICIAN	1	56	0	30	0	46	1	55	3	52	0	40	0	37	0	45	0	22%
	MOTIVE POWER TECHNICIAN	3	35	2	40	4	17	2	27	2	40	1	35	1	25	1	23	2	-8%
T954	PLUMBING TECHNIQUES	1	39	1	37	1	60	0	61	0	57	2	78	1	77	0	76	2	-1%
T876	PRE-SERVICE FIREFIGHTER ED/TR.	1	30	1	28	0	38	2	59	0	56	1	54	0	58	0	50	1	-14%
T949	WELDING TECHNIQUES	1	40	2	0	0	41	0	45	0	48	0	50	0	46	1	51	1	11%
T805	WOODWORKING TECHNICIAN	1	30	0	0	0	38	2	41	0	38	2	50	1	47	1	39	2	-17%
	WOODWORKING TECHNICIAN	3	30	1	20	1	21	0	30	2	31	0	33	1	28	0	30	0	7%

Code	PROGRAM NAME	AAL	9/16/2019		10/2/2020		9/20/2021		9/19/2022		9/18/2023		9/16/2024		9/12/2025		9/11/2026		26/27
			FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	CHANGE
T923	MECH TECHNIQUES - PMC	1	8	1	0	0	8	0	13	0	0	0	0	0	0	0	0	0	-
T131	ELECTRIC DRIVE VEHICLE FUNDAMENTALS	1	0	0	0	0	0	0	0	0	7	0	13	0	0	0	0	0	-
T797	PRE-APPRENTICE CNC METAL CUTTING	NC	0	0	0	19	0	0	0	0	0	0	0	0	0	0	0	0	-
T971	PRE-APPRENTICE CNC IMM	NC	0	26	0	20	0	19	0	20	19	1	0	0	2	0	0	0	-100%
	SUB TOTAL AAL 01 - WINDSOR		689	9	403	8	630	12	695	10	685	8	774	11	675	13	660	16	-2%
	SUB TOTAL AAL 02 - WINDSOR		73	1	0	0	18	0	0	0	73	1	66	1	0	0	0	0	-
	SUB TOTAL AAL 03 - WINDSOR		255	7	324	12	104	5	232	8	295	12	237	10	268	12	175	12	-35%
TOTAL	**SKILLED TRADES**		**1017**	**17**	**727**	**20**	**752**	**17**	**927**	**18**	**1053**	**21**	**1077**	**22**	**943**	**25**	**835**	**28**	**-11%**
TOTAL SOUTH CAMPUS			**9,480**	**328**	**8,826**	**468**	**8,459**	**417**	**8,131**	**500**	**9,663**	**426**	**9,462**	**479**	**7,771**	**505**	**7,161**	**405**	**-8%**
B2	**ZEKELMAN SCHOOL OF BUSINESS - Jimmy Parsons**																		
B792	WEB & INTERACTIVE ADVERTISING	1	25	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
B875	ADVERTISING & MARKETING COMM.	1	40	0	54	1	40	0	40	1	39	0	38	0	34	1	27	0	-21%
	ADVERTISING & MARKETING COMM.	3	21	1	20	1	29	2	25	0	21	0	29	0	23	1	22	0	-4%
	ADVERTISING & MARKETING COMM.	5	26	1	17	0	13	4	20	4	20	4	14	7	24	8	21	2	-13%
B804	HUMAN RESOURCES MANAGEMENT	1	97	2	93	6	0	0	36	5	98	5	67	2	0	0	0	0	-
	HUMAN RESOURCES MANAGEMENT	2	0	0	26	4	0	0	29	1	59	0	49	1	0	0	0	0	-
T809	GRAPHIC DESIGN	1	40	0	40	0	40	1	40	0	39	0	33	2	31	0	32	1	3%
	GRAPHIC DESIGN	3	29	0	30	1	24	1	33	1	39	1	31	0	31	1	26	1	-16%
	GRAPHIC DESIGN	5	21	1	27	0	22	0	16	3	25	2	32	2	28	2	24	2	-14%
B940	HOSPITALITY - HOTEL AND RESTAURANT	1	72	0	123	0	91	1	72	0	82	1	59	2	0	0	0	1	-
	HOSPITALITY - HOTEL AND RESTAURANT	2	71	0	22	1	103	0	43	1	85	7	68	1	0	0	0	0	-
	HOSPITALITY - HOTEL AND RESTAURANT	3	57	0	71	4	160	2	110	17	155	3	145	14	47	0	0	0	-100%
B826	TOURISM - TRAVEL	1	79	0	43	1	83	0	54	0	66	1	35	0	34	1	23	0	-32%
	TOURISM - TRAVEL	4	56	0	59	2	31	3	31	0	32	3	42	1	29	0	17	1	-41%
B908	EVENT MANAGEMENT	1	66	0	43	0	45	0	50	0	73	1	0	0	0	0	0	0	-
	EVENT MANAGEMENT	2	0	0	23	0	32	0	20	3	76	0	0	0	0	0	0	0	-
	SUB TOTAL AAL 01 - DOWNTOWN		419	2	396	8	299	2	292	6	397	8	232	6	99	2	82	2	-17%
	SUB TOTAL AAL 02 - DOWNTOWN		71	0	71	5	135	0	92	5	220	7	117	2	0	0	0	0	-
	SUB TOTAL AAL 03 - DOWNTOWN		107	1	121	6	213	5	168	18	215	4	205	14	101	2	48	1	-52%
	SUB TOTAL AAL 04 - DOWNTOWN		56	0	59	2	31	3	31	0	32	3	42	1	29	0	17	1	-41%
	SUB TOTAL AAL 05 - DOWNTOWN		47	2	44	0	35	4	36	7	45	6	46	9	52	10	45	4	-13%
TOTAL	**BUSINESS**		**700**	**5**	**691**	**21**	**713**	**14**	**619**	**36**	**909**	**28**	**642**	**32**	**281**	**14**	**192**	**8**	**-32%**
B3	**ZEKELMAN SCHOOL OF INFORMATION TECHNOLOGY - Ruth Susannah**																		
B018	DATA ANALYTICS FOR BUSINESS	1	95	0	102	0	193	0	79	0	151	0	110	0	0	0	0	0	-
	DATA ANALYTICS FOR BUSINESS	2	0	0		0	182	0	78	1	0	0	29	2	0	0	0	0	-
	DATA ANALYTICS FOR BUSINESS	3	134	0	225	1	206	0	265	0	208	0	237	0	112	0	0	0	-100%
A872	ENTERTAINMENT TECHNOLOGY	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
	ENTERTAINMENT TECHNOLOGY	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
	ENTERTAINMENT TECHNOLOGY	5	6	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
	SUB TOTAL AAL 01 - DOWNTOWN		95	0	102	0	193	0	79	0	151	0	110	0	0	0	0	0	-
	SUB TOTAL AAL 02 - DOWNTOWN		0	0	0	0	182	0	78	1	0	0	29	2	0	0	0	0	-
	SUB TOTAL AAL 03 - DOWNTOWN		134	0	225	1	206	0	265	0	208	0	237	0	112	0	0	0	-100%
	SUB TOTAL AAL 05 - DOWNTOWN		6	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
TOTAL	**INFORMATION TECHNOLOGY**		**235**	**2**	**327**	**1**	**581**	**0**	**422**	**1**	**359**	**0**	**376**	**2**	**112**	**0**	**0**	**0**	**-100%**
P2	**SCHOOL OF COMMUNITY STUDIES - Biagio Lattuca**																		
B959	PARALEGAL (ACCEL.)	1	28	0	42	1	29	0	24	0	19	0	17	0	17	0	19	0	12%
	PARALEGAL (ACCEL.)	4	21	1	22	0	29	4	25	2	20	4	17	0	15	1	15	0	0%
B897	PARALEGAL	1	26	0	39	2	28	0	32	2	37	0	38	0	36	1	47	4	31%
	PARALEGAL	3	23	0	16	0	18	4	15	5	17	0	20	0	25	0	22	2	-12%
		4																	
	SUB TOTAL AAL 01 - DOWNTOWN		54	0	81	3	57	0	56	2	56	0	55	0	53	1	66	4	25%
	SUB TOTAL AAL 03 - DOWNTOWN		23	0	16	0	18	4	15	5	17	0	20	0	25	0	22	2	-12%
	SUB TOTAL AAL 04 - DOWNTOWN		21	1	22	0	29	4	25	2	20	4	17	0	15	1	15	0	0%
TOTAL	**COMMUNITY STUDIES**		**98**	**1**	**119**	**3**	**104**	**8**	**96**	**9**	**93**	**4**	**92**	**0**	**93**	**2**	**103**	**6**	**11%**
TOTAL DOWNTOWN WINDSOR			**1033**	**8**	**1137**	**25**	**1398**	**22**	**1137**	**46**	**1361**	**32**	**1110**	**34**	**486**	**16**	**295**	**14**	**-39%**
TOTAL	**WINDSOR**		**10513**	**336**	**9963**	**493**	**9857**	**439**	**9268**	**546**	**11024**	**458**	**10572**	**513**	**8257**	**521**	**7456**	**419**	**-10%**
B2	**ZEKELMAN SCHOOL OF BUSINESS - Jimmy Parsons**																		
K600	BUSINESS	1	75	0	41	2	102	2	27	3	50	0	27	1	0	0	0	0	-
	BUSINESS	2	37	1	0	0	33	2	0	0	0	0	0	0	0	0	0	0	-
	BUSINESS	3	45	1	84	7	0	0	61	3	35	3	85	6	12	0	0	0	-100%
K150	BUSINESS - ACCOUNTING	1	18	0	12	1	12	0	0	0	0	0	0	0	0	0	0	0	-
	BUSINESS - ACCOUNTING	3	14	3	22	3	9	3	10	0	0	0	0	0	0	0	0	0	-
K231	OFFICE ADMIN - EXECUTIVE	1	21	3	0	0	18	2	0	0	0	0	0	0	0	0	0	0	-
K238	OFFICE ADMIN - HEALTH SERVICES	1	21	2	45	4	26	0	21	5	23	4	18	0	0	0	0	0	-
	SUB TOTAL AAL 01 - CHATHAM		135	5	98	7	158	4	48	8	73	4	45	1	0	0	0	0	-
	SUB TOTAL AAL 02 - CHATHAM		37	1	0	0	33	2	0	0	0	0	0	0	0	0	0	0	-
	SUB TOTAL AAL 03 - CHATHAM		59	4	106	10	9	3	71	3	35	3	85	6	12	0	0	0	-100%
TOTAL	**BUSINESS**		**231**	**10**	**204**	**17**	**200**	**9**	**119**	**11**	**108**	**7**	**130**	**7**	**12**	**0**	**0**	**0**	**-100%**
P2	**SCHOOL OF COMMUNITY STUDIES - Biagio Lattuca**																		
K200	DEVELOPMENTAL SVC WORKER	1	54	0	41	3	26	2	26	2	42	4	64	4	17	0	23	3	35%
	DEVELOPMENTAL SVC WORKER	3	35	4	43	1	28	4	22	3	21	1	77	4	55	8	19	7	-65%

Code	PROGRAM NAME	AAL	9/16/2019		10/2/2020		9/20/2021		9/19/2022		9/18/2023		9/16/2024		9/12/2025		9/11/2026		26/27
			FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	CHANGE
K824	DEVELOPMENTAL SVC WORKER - ACCEL	1	6	0	8	1	3	0	2	0	3	0	1	0	0	0	0	0	-
K240	EARLY CHILDHOOD EDUCATION	1	57	3	47	2	55	1	42	2	71	0	75	2	41	1	51	1	24%
	EARLY CHILDHOOD EDUCATION	3	33	1	45	0	34	4	38	3	55	2	61	4	53	4	34	5	-36%
K306	NATIVE COMMUNITY WORKER - TRADITIONAL	1	11	0	0	0	5	0	0	0	6	0	0	0	6	0	3	0	-50%
	NATIVE COMMUNITY WORKER - TRADITIONAL	3	2	0	6	0	0	0	2	0	3	0	7	0	6	1	0	0	-100%
K308	NATIVE COMMUNITY WORKER - TRADITIONAL	1	8	0	0	0	6	0	3	0	0	0	0	0	0	0	0	0	-
	NATIVE COMMUNITY WORKER - TRADITIONAL	3	3	0	5	0	0	0	4	0	4	0	0	0	0	0	0	0	-
K951	BINOOJIINYAG KINOOMAADWIN - ECE	1	21	0	0	0	0	0	13	0	0	0	0	0	7	0	10	0	43%
	BINOOJIINYAG KINOOMAADWIN - ECE	2	0	0	0	0	0	0	6	0	0	0	8	0	0	0	0	0	-
	BINOOJIINYAG KINOOMAADWIN - ECE	3	5	0	11	0	4	1	0	0	2	0	0	0	1	0	4	0	300%
K844	BINOOJIINYAG KINOOMAADWIN - ECE	1	9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
	BINOOJIINYAG KINOOMAADWIN - ECE	3	6	0	4	0	0	0	3	0	1	1	3	0	0	0	0	0	-
K967	BORDER SERVICES	1	15	2	34	0	15	0	16	2	0	0	18	0	0	0	0	0	-
K919	POLICE FOUNDATIONS	1	22	1	23	4	19	2	31	1	37	5	49	3	50	2	44	1	-12%
K813	PROTECTION, SECURITY & INVEST	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
K994	CHILD & YOUTH CARE	7	19	1	30	1	22	0	16	2	15	2	0	0	0	0	0	0	-
K175	SPECIAL STUDENT - THAMES	1	0	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
	SUB TOTAL AAL 01 - CHATHAM		203	14	153	10	129	5	133	7	159	9	207	9	121	3	131	5	8%
	SUB TOTAL AAL 02 - CHATHAM		0	0	0	0	0	0	6	0	0	0	8	0	0	0	0	0	-
	SUB TOTAL AAL 03 - CHATHAM		84	5	114	1	66	9	69	6	86	4	148	8	115	13	57	12	-50%
	SUB TOTAL AAL 07 - CHATHAM		19	1	30	1	22	0	16	2	15	2	0	0	0	0	0	0	-
TOTAL	**COMMUNITY STUDIES**		**306**	**20**	**297**	**12**	**217**	**14**	**224**	**15**	**260**	**15**	**363**	**17**	**236**	**16**	**188**	**17**	**-20%**
H1	**SCHOOL OF HEALTH SCIENCES - Joseph Ibrahim**																		
K893	OCC. THERAPIST ASSIST/PHYSIO	1	20	2	41	1	36	0	35	1	50	1	32	1	27	0	48	0	78%
	OCC. THERAPIST ASSIST/PHYSIO	3	26	0	14	0	31	0	28	0	26	1	43		40	0	22	0	-45%
K940	PARAMEDIC	1	26	7	30	4	32	2	31	4	28	3	13	0	0	1	0	0	-
	PARAMEDIC	3	13	2	12	3	17	1	13	5	13	1	15	0	6	4	0	0	-100%
	SUB TOTAL AAL 01 - CHATHAM		46	9	71	5	68	2	66	5	78	4	45	1	27	1	48	0	78%
	SUB TOTAL AAL 03 - CHATHAM		39	2	26	3	48	1	41	5	39	2	58	0	46	4	22	0	-52%
TOTAL	**HELATH SCIENCES**		**85**	**11**	**97**	**8**	**116**	**3**	**107**	**10**	**117**	**6**	**103**	**1**	**73**	**5**	**70**	**0**	**-4%**
T8	**SCHOOL OF SKILLED TRADES - Lido Zuccato**																		
K731	ELECTRICAL TECHNIQUES	1	13	1	0	0	6	0	34	0	27	1	36	1	36	1	30	0	-17%
K766	POWERLINE TECHNICIAN	1	79	0	76	0	81	1	70	0	84	0	95		97	0	99	0	2%
	POWERLINE TECHNICIAN	3	69	0	64	3	57	3	73	1	55	0	71		80	2	83	3	4%
K788	ELECTRICAL ENGINEERING TECHNICIAN	1	37	0	36	0	28	2	36	0	39	3	17	1	0	0	0	0	-
	ELECTRICAL ENGINEERING TECHNICIAN	3	33	1	31	0	23	3	19	2	24	2	36	1	11	1	0	0	-100%
	SUB TOTAL AAL 01 - CHATHAM		129	1	112	0	115	3	140	0	150	4	148	2	133	1	129	0	-3%
	SUB TOTAL AAL 03 - CHATHAM		102	1	95	3	80	6	92	3	79	2	107	1	91	3	83	3	-9%
TOTAL	**SKILLED TRADES**		**231**	**2**	**207**	**3**	**195**	**9**	**232**	**3**	**229**	**6**	**255**	**3**	**224**	**4**	**212**	**3**	**-5%**
K9	**SCHOOL OF NURSING - Corrin Primeau**																		
K950	COLLABORATIVE NURSING	1	56	6	62	3	55	0	39	2	30	7	61	2	53	1	52	4	-2%
	COLLABORATIVE NURSING	3	30	3	54	0	61	8	38	14	36	9	32	3	43	16	53	0	23%
K954	COLLABORATIVE NURSING PATHWAY	1	0	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	-100%
K954	COLLABORATIVE NURSING PATHWAY	3	0	0	0	0	0	0	18	0	9	1	25	1	24	1	22	1	-8%
K933	PERSONAL SUPPORT WORKER	1	32	1	26	3	23	1	28	1	28	0	100	3	56	3	35	5	-38%
	PERSONAL SUPPORT WORKER	2	0	0	0	0	0	0	0	0	0	0	0	0	56	3	0	0	-100%
K963	PRACTICAL NURSING	1	98	4	113	6	124	3	73	2	130	2	125	4	151	1	149	2	-1%
	PRACTICAL NURSING	3	98	10	83	18	90	11	82	11	49	11	99	9	99	11	114	5	15%
	PRACTICAL NURSING	5	0	0	22	1	4	0	4	0	8	0	0	0	6	0	4	0	-33%
K904	PRE-HEALTH SCIENCES PATHWAY TO A.D.	1	50	0	73	1	57	2	47	1	47	1	62	0	71	0	67	3	-6%
K958	PERSONAL SUPPORT WORKER - MUNSEY	1	4	0	0	1	0	0	0	0	2	0	0	0	0	0	0	0	-
K958	PERSONAL SUPPORT WORKER - MUNSEY	3																	
K953	PRACTICAL NURSING - MUNSEY	1	4	0	4	0	9	0	8	0	10	0	12	0	9	0	9	0	0%
	PRACTICAL NURSING - MUNSEY	3	0	0	3	0	2	0	7	0	9	0	9	0	0	0	5	1	-
	PRACTICAL NURSING - MUNSEY	4	2	0	0	0	0	0	0	0	0	0	0		6	1	0	0	-100%
	PRACTICAL NURSING - MUNSEY	5	0	0	0	0	0	0	0	0	0	0	6	0	0	0	0	0	-
	SUB TOTAL AAL 01 - CHATHAM		244	11	278	14	268	6	195	6	247	10	360	9	341	5	312	14	-9%
	SUB TOTAL AAL 02 - CHATHAM		0	0	0	0	0	0	0	0	0	0	0	0	56	3	0	0	-100%
	SUB TOTAL AAL 03 - CHATHAM		128	13	140	18	153	19	145	25	103	21	165	13	166	28	194	7	17%
	SUB TOTAL AAL 04 - CHATHAM		2	0	0	0	0	0	0	0	0	0	0	0	6	1	0	0	-100%
	SUB TOTAL AAL 05 - CHATHAM		0	0	22	1	4	0	4	0	8	0	6	0	6	0	4	0	-33%
TOTAL	**NURSING**		**374**	**24**	**440**	**33**	**425**	**25**	**344**	**31**	**358**	**31**	**531**	**22**	**575**	**37**	**510**	**21**	**-11%**
TOTAL CHATHAM			**1,227**	**67**	**1,245**	**73**	**1,153**	**60**	**1,026**	**70**	**1,072**	**65**	**1,382**	**50**	**1,120**	**62**	**980**	**41**	**-13%**
GRAND TOTAL COLLEGE			**11,740**	**403**	**11,208**	**566**	**11,010**	**499**	**10,294**	**616**	**12,096**	**523**	**11,954**	**563**	**9,377**	**583**	**8,436**	**460**	**-10%**
TOTALS BY ACADEMIC LEVEL																			
	WINDSOR																		
	TOTAL AAL 01		5,583	148	4,648	214	4,970	123	4,995	152	5,598	195	5,068	158	4,217	134	4,386	158	4%

Code	PROGRAM NAME	AAL	9/16/2019		10/2/2020		9/20/2021		9/19/2022		9/18/2023		9/16/2024		9/12/2025		9/11/2026		26/27
			FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	CHANGE
	TOTAL AAL 02		894	3	252	10	987	30	531	13	973	14	639	35	219	33	75	18	-66%
	TOTAL AAL 03		2,717	134	4,046	194	2,897	186	2,932	258	3,566	163	3,990	241	2,836	221	2,044	172	-28%
	TOTAL AAL 04		541	9	284	13	258	19	192	41	195	9	144	12	184	59	170	4	-8%
	TOTAL AAL 05		646	40	601	57	622	72	486	72	549	65	590	50	670	67	644	61	-4%
	TOTAL AAL 06		0	0	0	0	0	0	0	0	0	0	4	0	0	0	0	0	-
	TOTAL AAL 07		76	2	73	3	92	6	101	10	111	9	95	16	102	7	120	5	18%
	TOTAL WINDSOR		**10,457**	**336**	**9,904**	**491**	**9,826**	**436**	**9,237**	**546**	**10,992**	**455**	**10,530**	**512**	**8,228**	**521**	**7,439**	**418**	**-10%**
	CHATHAM																		
	TOTAL AAL 01		757	40	712	36	738	20	582	26	707	31	805	22	622	10	620	19	0%
	TOTAL AAL 02		37	1	0	0	33	2	6	0	0	0	8	0	56	3	0	0	-100%
	TOTAL AAL 03		412	25	481	35	356	38	418	42	342	32	563	28	430	48	356	22	-17%
	TOTAL AAL 04		2	0	0	0	0	0	0	0	0	0	0	0	6	1	0	0	-100%
	TOTAL AAL 05		0	0	22	1	4	0	4	0	8	0	6	0	6	0	4	0	-33%
	TOTAL AAL 07		19	1	30	1	22	0	16	2	15	2	0	0	0	0	0	0	-
	TOTAL CHATHAM		**1,227**	**67**	**1,245**	**73**	**1,153**	**60**	**1,026**	**70**	**1,072**	**65**	**1,382**	**50**	**1,120**	**62**	**980**	**41**	**-13%**
COLLEGE GRAND TOTAL			**11,684**	**403**	**11,149**	**564**	**10,979**	**496**	**10,263**	**616**	**12,064**	**520**	**11,912**	**562**	**9,348**	**583**	**8,419**	**459**	**-10%**
TOTALS BY SCHOOL AND CAMPUS																			
WINDSOR																			
	COMMUNITY STUDIES - DOWNTOWN		98	1	119	3	104	8	96	9	93	4	92	0	93	2	103	6	11%
	ZEKELMAN BUSINESS - DOWNTOWN		700	5	691	21	713	14	619	36	909	28	642	32	281	14	192	8	-32%
	ZEKELMAN IT - DOWNTOWN		235	2	327	1	581	0	422	1	359	0	376	2	112	0	0	0	-100%
	ZEKELMAN BUSINESS - SOUTH		2,846	80	2,524	133	2,297	116	1,956	91	2,614	68	2,488	85	1,480	96	1,026	52	-31%
	ZEKELMAN IT - SOUTH		1,113	15	1,241	23	1,164	38	920	59	1,273	40	1,058	46	610	49	405	32	-34%
	COMMUNITY STUDIES - SOUTH		1,503	87	1,413	107	1,322	48	1,357	53	1,439	77	1,405	101	1,532	107	1,609	89	5%
	ENGINEERING TECHNOLOGIES - SOUTH		1,038	43	962	66	937	70	891	118	1,134	62	1,119	60	777	71	648	67	-17%
	HEALTH SCIENCES - SOUTH		882	36	896	36	923	52	1,052	49	1,069	54	1,121	53	1,097	46	1,295	40	18%
	NURSING - SOUTH		1,081	50	1,063	83	1,064	76	1,028	112	1,081	104	1,194	112	1,332	111	1,343	97	1%
	SKILLED TRADES - SOUTH		1017	17	727	20	752	17	927	18	1053	21	1077	22	943	25	835	28	-11%
	TOTAL WINDSOR		**10,513**	**336**	**9,963**	**493**	**9,857**	**439**	**9,268**	**546**	**11,024**	**458**	**10,572**	**513**	**8,257**	**521**	**7,456**	**419**	**-10%**
CHATHAM																			
	BUSINESS - CHATHAM		231	10	204	17	200	9	119	11	108	7	130	7	12	0	0	0	-100%
	COMMUNITY STUDIES - CHATHAM		306	20	297	12	217	14	224	15	260	15	363	17	236	16	188	17	-20%
	NURSING - CHATHAM		374	24	440	33	425	25	344	31	358	31	531	22	575	37	510	21	-11%
	HEALTH SCIENCES - CHATHAM		85	11	97	8	116	3	107	10	117	6	103	1	73	5	70	0	-4%
	SKILLED TRADES -- CHATHAM		231	2	207	3	195	9	232	3	229	6	255	3	224	4	212	3	-5%
	TOTAL CHATHAM		**1,227**	**67**	**1,245**	**73**	**1,153**	**60**	**1,026**	**70**	**1,072**	**65**	**1,382**	**50**	**1,120**	**62**	**980**	**41**	**-13%**
TOTAL COLLEGE			**11,740**	**403**	**11,208**	**566**	**11,010**	**499**	**10,294**	**616**	**12,096**	**523**	**11,954**	**563**	**9,377**	**583**	**8,436**	**460**	**-10%**
SUMMARY																			
	WINDSOR		10,513	336	9,963	493	9,857	439	9,268	546	11,024	458	10,572	513	8,257	521	7,456	419	-10%
	CHATHAM		1,227	67	1,245	73	1,153	60	1,026	70	1,072	65	1,382	50	1,120	62	980	41	-13%
TOTAL COLLEGE			**11,740**	**403**	**11,208**	**566**	**11,010**	**499**	**10,294**	**616**	**12,096**	**523**	**11,954**	**563**	**9,377**	**583**	**8,436**	**460**	**-10%**
	ADULT TRAINING PROGRAMS																		
H3	**SCHOOL OF COMMUNITY STUDIES - Biagio Lattuca**																		
C772	ACADEMIC & CAREER ENTRANCE	1	0	91	0	88	0	47	0	81	0	72	0	78	2	50	1	53	-50%
C774	COLLEGE & EMPLOYMENT PREP	1	0	186	0	142	0	119	0	100	0	150	0	37	0	57	0	21	-
W1	**INTERNATIONAL OFFICE - Nathaniel Veltkamp**																		
C573	EASL - BASIC	1	0	0	0	0	8	0	8	0	28	0	16	0	3	0	11	0	267%
C566	EASL - INTERMEDIATE	1	0	0	0	0	7	0	13	0	0	1	0	0	9	0	0	0	-100%
B736	ENGLISH LANG INSTRUCTION-IMMERSION 1	1	0	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
B737	ENGLISH LANG INSTRUCTION-IMMERSION 2	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
B738	ENGLISH LANG INSTRUCTION-IMMERSION 3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
EAP	ENG FOR ACADEMIC PURPOSES	NC	11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
EAP1	ENG FOR ACADEMIC PURPOSES 1	NC	17	0	0	0	0	0	0	0	19	2	10	0	6	0	3	1	-50%
EAP2	ENG FOR ACADEMIC PURPOSES 2	NC	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	-
EAP3	ENG FOR ACADEMIC PURPOSES 3	NC	30	0	4	0	0	0	0	0	24	1	23	0	10	0	8	3	-20%
EAP4	ENG FOR ACADEMIC PURPOSES 4	NC	4	0	4	0	0	0	0	0	0	0	0	0	1	0	0	0	-100%
EAP5	ENG FOR ACADEMIC PURPOSES 5	NC	40	0	6	0	4	0	8	0	19	1	26	0	16	0	12	2	-25%
EAP6	ENG FOR ACADEMIC PURPOSES 6	NC	0	0	9	0	1	0	1	0	0	0	0	0	0	0	0	0	-
EAP7	ENG FOR ACADEMIC PURPOSES 7	NC	19	0	0	0	7	0	8	0	26	0	30	0	16	0	5	0	-69%
EAP8	ENG FOR ACADEMIC PURPOSES 8	NC	0	0	0	0	3	0	0	0	0	0	1	0	0	0	0	0	-
COOO	CORPORATE/CONTRACT TRAINING	NC	0	0	0	0	0	0	0	0	0	49	0	1	0	1	0	0	-
SCO1	SWAC/DUAL CREDIT	1	0	0	0	0	0	0	0	0	0	58	0	0	5	8	0	0	-100%
	SUB TOTAL AAL 01 - WINDSOR		121	15	23	0	30	0	38	0	116	112	107	1	66	9	39	6	-38%
TOTAL WINDSOR			**121**	**292**	**23**	**230**	**30**	**166**	**38**	**181**	**116**	**334**	**107**	**116**	**68**	**116**	**40**	**80**	**-36%**
P3	**SCHOOL OF COMMUNITY STUDIES - CHATHAM - Biagio Lattuco**																		
K972	ACADEMIC & CAREER ENTRANCE	1	0	32	0	57	0	28	0	30	0	36	2	20	0	24	0	12	-
TCO1	SWAC/DUAL CREDIT	1	0	0	0	0	0	0	0	0	0	24	0	0	6	0	0	12	-100%
	SUB TOTAL AAL 01 - CHATHAM		0	32	0	57	0	28	0	30	0	60	2	20	6	24	0	24	-100%
TOTAL CHATHAM			**0**	**32**	**0**	**57**	**0**	**28**	**0**	**30**	**0**	**60**	**2**	**20**	**6**	**24**	**0**	**24**	-100%
TOTAL TUITION SHORT / ENGLISH TRAINING			**121**	**324**	**23**	**287**	**30**	**194**	**38**	**211**	**116**	**394**	**109**	**136**	**74**	**140**	**40**	**104**	-46%
	APPRENTICESHIP PROGRAMS																		
AP	**SCHOOL OF SKILLED TRADES - Lido Zuccato**																		
403A	CARPENTER	1	18	0	9	0	5	0	0	0	20	0	3	0	7	0	0	0	-100%
	CARPENTER	2	12	0	12	0	6	0	10	0	0	0	0	0	9	0	0	0	-
	CARPENTER	3	0	0	0	0	0	0	8	0	15	0	6	0	0	0	0	0	-
415A	COOK	1	9	0	9	0	6	0	5	0	0	6	0	0	0	0	0	0	-
309A	ELECTRICIAN CONSTRUCTION MAINT	1	44	0	39	0	41	0	87	0	62	1	65	0	62	0	60	0	-3%
	ELECTRICIAN CONSTRUCTION MAINT	2	40	0	40	0	39	0	61	0	65	0	65	1	31	0	67	0	116%
	ELECTRICIAN CONSTRUCTION MAINT	3	0	0	0	0	0	0	0	0	0	0	0	0	64	0	0	0	-100%

Code	PROGRAM NAME	AAL	9/16/2019		10/2/2020		9/20/2021		9/19/2022		9/18/2023		9/16/2024		9/12/2025		9/11/2026		26/27
			FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	FT	PT	CHANGE
332A	HAIRSTYLIST	1	13	0	0	0	13	0	11	0	8	0	8	0	0	0	0	0	-
	HAIRSTYLIST	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
																	0	0	
442A	INDUSTRIAL ELECTRICIAN	1	44	0	33	0	29	0	5	0	38	1	6	0	13	0	23	3	77%
	INDUSTRIAL ELECTRICIAN	2	43	0	44	0	38	0	19	0	44	0	19	1	44	0	22	2	-50%
	INDUSTRIAL ELECTRICIAN	3	24	0	27	0	20	0	18	0	16	0	18	0	22	1	37	0	68%
306A	PLUMBER	1	21	0	20	0	16	0	20	0	37	0	10	0	39	0	39	1	0%
	PLUMBER	2	20	0	20	0	20	0	16	0	19	0	27	0	33	0	20	0	-39%
310T	TRUCK & COACH TECHNICIAN	1	22	0	20	0	32	0	20	0	17	2	1	0	23	1	22	5	-4%
	TRUCK & COACH TECHNICIAN	2	23	0	20	0	14	0	20	0	18	2	3	1	12	0	19	0	58%
	TRUCK & COACH TECHNICIAN	3	20	0	20	0	22	0	14	0	18	0	6	0	20	0	15	0	-25%
310S	AUTOMOTIVE SERVICE TECHNICIAN	2	28	0	12	0	21	0	21	0	32	3	15	0	29	0	17	0	-41%
	AUTOMOTIVE SERVICE TECHNICIAN	3	42	0	15	0	32	0	33	0	35	0	15	0	14	0	17	0	21%
313A	REFRIGERATION AND AIR CONDITION	1	0	0	18	0	12	0	11	0	19	1	9	0	11	0	13	3	18%
	REFRIGERATION AND AIR CONDITION	2	0	0	0	0	0	0	10	0	7	0	7	0	8	0	6	0	-25%
	REFRIGERATION AND AIR CONDITION	3	0	0	0	0	0	0	0	0	0	0	2	0	11	0	7	1	-36%
313D	RESIDENTIAL AIR CONDITIONING	2	0	0	0	0	8	0	0	0	0	0	0	0	0	0	0	0	-
308A	SHEET METAL WORKER	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	10	-
429A	GENERAL MACHINIST	1	71	0	30	0	44	0	49	0	0	0	11	0	21	0	24	0	14%
	GENERAL MACHINIST	2	74	0	42	0	28	0	28	0	0	0	13	0	17	2	12	7	-29%
	GENERAL MACHINIST	3	61	0	45	0	24	0	23	0	0	0	18	0	19	0	14	2	-26%
433A	INDUSTRIAL MECHANIC MILLWRIGHT	1	19	0	44	0	20	0	19	0	26	0	13	3	64	4	38	4	-41%
	INDUSTRIAL MECHANIC MILLWRIGHT	2	26	0	14	0	25	0	18	0	38	2	18	0	38	0	57	2	50%
	INDUSTRIAL MECHANIC MILLWRIGHT	3	22	0	23	0	21	0	20	0	19	1	19	0	30	1	23	2	-23%
433X	INDUSTRIAL MECHANIC MILLWRIGHT	3	0	0	0	0	0	0	0	0	0	0	8	0	1	0	0	0	-100%
431A	MOULDMAKER	2	8	0	0	0	3	0	5	0	0	0	0	0	0	0	0	0	-
	MOULDMAKER	3	0	0	6	0	0	0	0	0	0	0	0	0	0	0	0	0	-
430A	TOOL & DIE MAKER	1	17	0	13	0	9	0	13	0	9	0	1	0	3	0	0	0	-100%
	TOOL & DIE MAKER	2	7	0	14	0	7	0	9	0	13	0	5	0	6	0	0	0	-100%
	TOOL & DIE MAKER	3	0	0	0	0	0	0	0	0	0	0	7	0	9	0	0	1	-100%
	TOTAL AAL 01 - WINDSOR		278	0	235	0	227	0	240	0	236	11	127	3	243	5	219	26	-10%
	TOTAL AAL 02 - WINDSOR		281	0	218	0	209	0	217	0	236	7	172	3	227	2	220	11	-3%
	TOTAL AAL 03 - WINDSOR		169	0	136	0	119	0	116	0	103	1	99	0	190	2	113	6	-41%
TOTAL WINDSOR APPRENTICES			**728**	**0**	**589**	**0**	**555**	**0**	**573**	**0**	**575**	**19**	**398**	**6**	**660**	**9**	**552**	**43**	**-16%**
AP	**CHATHAM (PT Apprenticeship)**																		
D620	DEVELOPMENT SERVICES WORKER	1	0	4	0	3	0	2	0	1	0	5	0	3	0	4	0	2	-
	TOTAL AAL 01		0	4	0	3	0	2	0	1	0	5	0	3	0	4	0	2	-
TOTAL CHATHAM APPRENTICES			**0**	**4**	**0**	**3**	**0**	**2**	**0**	**1**	**0**	**5**	**0**	**3**	**0**	**4**	**0**	**2**	**-**
B2	**ACE ACUMEN ACADEMY - WIND DOWN COMPLETE FALL 2025**																		
M977	BUSINESS	1	147	0	296	1	155	1	281	0	348	1	0	0	0	0	0	0	-
	BUSINESS	2	142	1	133	0	273	3	228	0	172	0	199	0	0	0	0	0	-
	BUSINESS	3	174	0	424	1	100	2	122	0	193	1	353	0	0	0	0	0	-
	BUSINESS	4	211	0	111	8	238	0	133	4	257	11	301	0	0	1	0	0	-
M979	COMPUTER SYS. TECHNICIAN - NET	1	0	0	108	0	138	0	303	0	64	0	0	0	0	0	0	0	-
	COMPUTER SYS. TECHNICIAN - NET	2	0	0	25	0	284	0	232	0	106	0	115	0	0	0	0	0	-
	COMPUTER SYS. TECHNICIAN - NET	3	0	0	221	0	87	0	113	0	167	0	363	0	0	0	0	0	-
	COMPUTER SYS. TECHNICIAN - NET	4	0	0	0	0	96	0	125	2	290	1	61	8	0	8	0	0	-
M019	DATA ANALYTICS FOR BUSINESS	1	0	0	60	0	53	0	97	0	106	0	0	0	0	0	0	0	-
	DATA ANALYTICS FOR BUSINESS	2	0	0	0	0	80	0	78	0	48	0	57	0	0	0	0	0	-
	DATA ANALYTICS FOR BUSINESS	3	0	0	0	0	28	0	94	0	67	0	105	0	0	0	0	0	-
	DATA ANALYTICS FOR BUSINESS	4	0	0	0	0	48	0	45	0	101	0	101	0	0	0	0	0	-
M228	OFFICE ADMIN - HEALTH SERVICES	1	0	0	146	0	105	0	161	1	385	0	0	0	0	0	0	0	-
	OFFICE ADMIN - HEALTH SERVICES	2	0	0	52	0	213	0	201	0	101	0	209	0	0	0	0	0	-
	OFFICE ADMIN - HEALTH SERVICES	3	0	0	184	0	77	1	138	2	87	0	159	0	0	0	0	0	-
	OFFICE ADMIN - HEALTH SERVICES	4	0	0	0	0	129	0	96	2	162	9	305	0	3	30	0	0	-100%
M991	INTERNATIONAL BUSINESS MANAGEMENT	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
	INTERNATIONAL BUSINESS MANAGEMENT	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
	INTERNATIONAL BUSINESS MANAGEMENT	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
M999	INTERNATIONAL BUS MGMT - LOGISTICS	1	68	0	153	0	101	0	131	0	167	0	0	0	0	0	0	0	-
	INTERNATIONAL BUS MGMT - LOGISTICS	2	0	0	41	0	184	0	136	0	116	0	109	0	0	0	0	0	-
	INTERNATIONAL BUS MGMT - LOGISTICS	3	52	0	190	0	76	0	131	0	102	0	178	0	0	0	0	0	-
	INTERNATIONAL BUS MGMT - LOGISTICS	4	89	0	69	0	124	0	80	2	136	0	163	0	0	0	0	0	-
M802	HUMAN RESOURCES MANAGEMENT	1	0	0	20	0	12	0	64	0	96	0	0	0	0	0	0	0	-
	HUMAN RESOURCES MANAGEMENT	2	0	0	42	0	19	0	55	0	18	1	70	1	0	0	0	0	-
M995	SOCIAL SERVICE WORKER - GERONT	1	50	0	131	0	65	0	142	0	221	1	0	0	0	0	0	0	-
	SOCIAL SERVICE WORKER - GERONT	2	53	0	72	0	162	0	139	0	110	0	202	1	0	0	0	0	-
	SOCIAL SERVICE WORKER - GERONT	3	91	0	171	0	72	0	88	1	127	0	113	0	0	0	0	0	-
	SOCIAL SERVICE WORKER - GERONT	4	0	0	50	0	105	0	57	2	156	0	191	0	2	0	0	0	-100%
M791	PUBLIC RELATIONS	2	0	0	0	0	0	0	0	0	0	0	172	0	1	13	0	0	-100%
	TOTAL AAL 01 - TORONTO		265	0	914	1	629	1	1179	1	1387	2	0	0	0	0	0	0	-
	TOTAL AAL 02 - TORONTO		195	1	365	0	1215	3	1069	0	671	1	1133	2	1	13	0	0	-100%
	TOTAL AAL 03 - TORONTO		317	0	1190	1	440	3	686	3	743	1	1271	0	0	0	0	0	-
	TOTAL AAL 04 - TORONTO		300	0	230	8	740	0	536	12	1102	21	1122	8	5	39	0	0	-100%
TOTAL TORONTO CAMPUS			**1077**	**1**	**2699**	**10**	**3024**	**7**	**3470**	**16**	**3903**	**25**	**3526**	**10**	**6**	**52**	**0**	**0**	**-100%**
B2	**ACE ACUMEN ACADEMY - BOARD OF GOVERNORS - WIND DOWN COMPLETE FALL 2025**																		
M839	FREIGHT FORWARDING & LOGISTICS	NC	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
TOTAL TORONTO CAMPUS			**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**-**
TOTAL TORONTO			**1077**	**1**	**2699**	**10**	**3024**	**7**	**3470**	**16**	**3903**	**25**	**3526**	**10**	**6**	**52**	**0**	**0**	**-100%**

ST. CLAIR COLLEGE

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **SEPTEMBER 22, 2026**

RE: **FINANCIAL MONITORING REPORT**
FINANCIAL RESULTS FOR THE FIVE MONTHS ENDED AUGUST 31, 2026

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

AIM:

To provide the Board with a report on the financial results for the five months ended August 31, 2026.

BACKGROUND:

It is the practice of St. Clair College to review its revenue and expenditure patterns to ensure 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.

On March 31, 2026, the BOG approved the College's 2026-27 Business Plan and Budget which reflected a $5,543,010 deficit and a forecasted high action plan rating on the Ministry's Financial Health Metrics.

RECOMMENDATIONS:

IT IS RECOMMENDED THAT the Board of Governors receive the Financial Monitoring Report for the five months ended August 31, 2026, as information.

STATEMENT OF OPERATIONS BUDGET

EXECUTIVE SUMMARY (Schedule 1)

The net deficit at August 31, 2026 of $2,125,027 is an improvement of $5,249,132 from the net deficit noted for the 2025 comparative period of $7,374,159. The variance is primarily due to the Government of Ontario's significant funding investment in the post-secondary sector, along with the right-sizing of the College's workforce due to the decline in international student enrolment.

REVENUE (Schedule 2)

Overall, revenues decreased by $16,377,978 or 22% from the 2025 comparative period. The following highlights the major changes in revenue compared to the original budget projection and the 2025 comparative period:

i. MCURES Operating Grants

MCURES Operating Grants are trending above the original budget projection at 40% and has increased over the 2025 comparative period by $10,881,933 or 58%. This is primarily due to the following:

a. Enrolment and Differentiation Envelopes:

The College's 2026-27 Business Plan and Budget noted that on February 19, 2026, MCURES provided the College with its preliminary funding allocation for 2026-27 based on the new college funding model launched on February 12, 2026. This allocation was given for planning purposes only (i.e. subject to change) and is not yet solidified through a transfer payment agreement. This incremental funding has resulted in the Enrolment and Differentiation Envelopes increasing by $4,465,994 and $5,087,502 respectively over the 2025 comparative period. The College is recording a receivable from MCURES for its new funding, as the underlying cash transfer payments will likely not begin until quarter three (i.e. October 2026) once revised Strategic Mandate Agreements are finalized.

At the June 23, 2026 BOG meeting, Administration shared that it received its 2026-27 funding workbook from MCURES. The workbook noted that an approximate $2.8 million of incremental funding, now that the pending Health Grant funding envelope had been finalized, could likely be reflected in the College's mid-year budget.

b. International Student Recovery (ISR):

The ISR effectively reduces the College's Operating Grant by $375 for every international student per semester. Due to the lower international student enrolment (2,145 lower registrations across the fiscal year to date), an approximate $795,000 reduction in the ISR obligation has occurred.

c. Postsecondary Education Sustainability Fund:

MCURES provided $15 million to the college sector over three years from 2024-25 to 2026-27. The College's incremental increase in funding received to date is $226,159. This grant expires after the 2026-27 fiscal year.

ii. Contract Income

Contract Income is aligned with the original budget projection at 40% and has decreased over the 2025 comparative period by $364,547 or 10%. This is due to a 174 or 10% decrease in the number of planned seats in Apprenticeship Seat Plan funding over the 2025 comparative period.

iii. Tuition Revenue

Total Tuition Revenue is trending above the original budget projection at 26% and has decreased over the 2025 comparative period by $21,304,291 or 69%, due to the following:

a. Domestic Tuition:

Domestic Tuition for the Spring semester has increased $526,063 or 12.8% over the 2025 comparative period due to academic program enrolment mix. The College traditionally averages approximately 1,200 full-time post-secondary domestic students for the Spring semester.

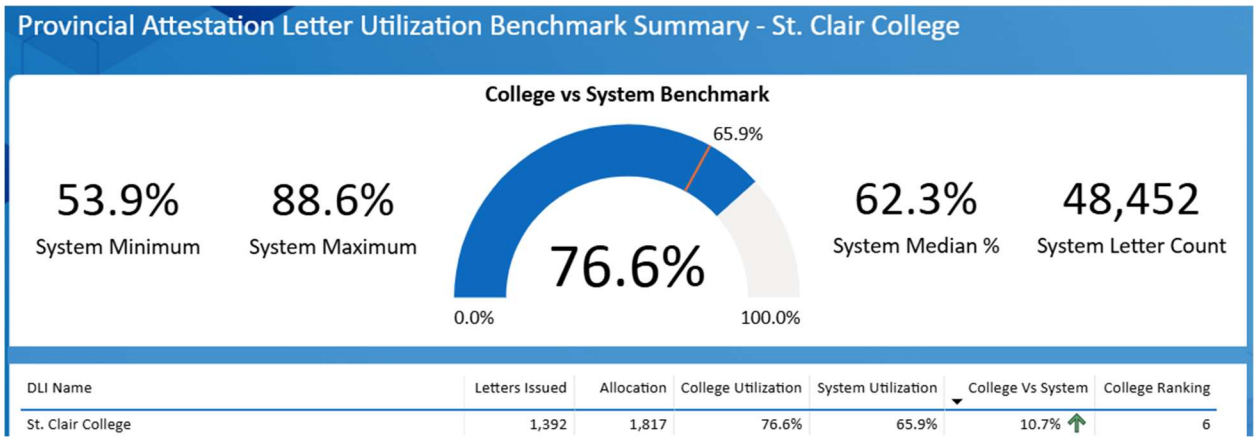
Spring Semester - Audit Date					
Enrolment	Budget 2026-27 (A)	Actual 2026-27 (B)	Prior Year 2025-26 (C)	Variance (B-A)	Variance (B-C)
Domestic	1,280	1,157	1,307	(123)	(150)

b. International Tuition:

International Tuition decreased $11,334,653 or 71% over the 2025 comparative period due to international student enrolment in Windsor/Chatham for the Spring semester having decreased 1,101 students or 82%. In addition, the Winter 2026 semester tuition deferral from the 2025-26 fiscal year is $5.04 million lower than the comparative period due to the lower international student enrolment. The College's highest international student enrolment for the Spring semester at audit date was 2,932 in 2024.

Spring Semester - Audit Date					
Enrolment	Budget 2026-27 (A)	Actual 2026-27 (B)	Prior Year 2025-26 (C)	Variance (B-A)	Variance (B-C)
International	249	245	1,346	(4)	(1,101)

As of September 8, 2026, the College's Provincial Attestation Letter (PAL) usage is as follows:



The College's initial 2026 PAL allocation was 2,417, a 1,207 (33%) decrease from the 2025 PAL initial allocation.

On April 29, 2026 MCURES requested institutions to critically review their planned PAL usage to the end of the 2026 calendar year, and that institutions with lower demand and below sector average student permit approval rates are expected to voluntarily return PALs. On May 19, 2026 the College voluntarily returned 600 (24.8%) of its 2,417 PAL allocation due to low IRCC study permit approval rates. Based on the College's revised PAL allocation of 1,817, it has currently used 76.6% of its PALs which is 10.7% higher than the sector utilization of 65.9%.

c. Public College Private Partnership (PCPP) Tuition

PCPP Tuition decreased $10,230,310 from the 2025 comparative period due to the Ace Acumen partnership wind down.

In January 2024, IRCC announced that commencing September 2024, students starting at institutions who have a licensing curriculum agreement with a private career college, graduates of the private career college will not be entitled to a post-graduate work permit. As a result, at the end of the Fall 2025 semester, St. Clair College's 12-year partnership with Ace Acumen completed its winddown. The College's highest international student enrolment at Ace Acumen was 4,484 for the Spring 2024 semester.

The Ace Acumen partnership was a lucrative financial model for the College given the Fee-for-Service revenue contributed directly to the College's surplus, as the College did not supply the teaching and learning overhead.

iv. Other Income

Other Income is trending above the original budget projection at 51% and has decreased over the 2025 comparative period by $5,107,009 or 30%, due to the following:

a. Decrease in Interest Income of $1,079,404 is due to lower interest rates and cash holdings.

b. Decrease in PCPP Fee-for-Service of $2,317,825 is due to the winddown of the Ace Acumen partnership.

c. Decrease in Divisional Income of $1,330,791 is primarily due to the lower health/dental insurance fees collected from the lower international student enrolment.

EXPENDITURES (Schedule 3)

Overall, expenditures decreased by $21,627,110 or 26% over the 2025 comparative period. The following highlights the major changes in expenditures compared to the original budget projection and the 2025 comparative period:

i. Salaries and Benefits

Salaries and Benefits are trending below original budget projection at 37%, and has decreased over the 2025 comparative period by $4,907,309 or 14%, due to the decline in student enrolment and the right-sizing of College operations, more specifically:

a. Full-Time Administration decrease of $102,887 is due to redundancy arrangements.

b. Full-Time Faculty decrease of $1,682,647 is due to Voluntary Early Leave Incentives.

c. Full-Time Support decrease of $750,675 is due to employment stability.

d. Across-the-board part-time staffing reductions related to the decline in international student enrolment and right sizing of College operations.

Since February 2025, the College's full-time staffing has decreased approximately 111 staff or 19%.

ii. Non-Salary Expenditures

Non-Salary expenditures are aligned with the original budget projection at 40% and has decreased over the 2025 comparative period by $14,626,893 or 36%, due to the following:

a. Decrease in Contracted Educational Services of $10,029,287 is due to the Ace Acumen partnership wind down.

b. Decrease in Contracted Services Other of $2,150,118 is due to lower agent commissions because of lower international student enrolment relative to the prior year.

c. Decrease in Equipment Rentals of $614,260 is timing related due to the receipt of invoices for computer leases.

d. Increase in Instructional Supplies of $779,760 is timing related due to the receipt of invoices for student kits.

e. Decrease in Insurance of $1,799,551 is due to lower international student insurance premiums to be paid from the lower international student enrolment.

f. Decrease in Scholarships of $422,006 is due to the lower international student enrolment.

ANCILLARY OPERATIONS (Schedules 4 - A & B)

Overall, Ancillary Operations improved by $1,608,844 over the 2025 comparative period. It currently has a $354,505 surplus relative to the $1,254,339 deficit from the 2025 comparative period. The following highlights the major changes compared to the original budget projection and the 2025 comparative period:

a. Increase in the Parking surplus of $201,896 due to the College discontinuing the lease of parking spots at the Downtown Windsor Pitt Street parking garage.

b. Decrease in the La Residence deficit of $205,688 as the lease agreement was not renewed when it expired on May 30, 2026.

c. Decrease in the Saints Residence deficit of $837,200 as the lease agreement was not renewed when it expired on August 31, 2025.

SCHEDULE 1

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

	MCURES BUDGET (12 months)	A ACTUAL (5 months)	B ACTUAL PRIOR YEAR (5 months)	A - B VARIANCE (5 months)
REVENUE				
MCURES Operating Grants	73,793,568	29,658,326	18,776,393	10,881,933
Contract Income	8,345,372	3,366,000	3,730,547	(364,547)
Tuition	38,145,205	9,750,325	31,054,616	(21,304,291)
Other	22,924,939	11,729,273	16,836,282	(5,107,009)
Total Operating	143,209,084	54,503,924	70,397,838	(15,893,914)
Total Ancillary	12,834,751	4,594,335	5,078,399	(484,064)
TOTAL REVENUE	**156,043,835**	**59,098,259**	**75,476,237**	**(16,377,978)**
EXPENDITURES				
Salary & Benefits	83,581,056	31,064,182	35,971,491	(4,907,309)
Non-Salary	65,155,114	25,919,274	40,546,167	(14,626,893)
Total Operating	148,736,170	56,983,456	76,517,658	(19,534,202)
Total Ancillary	12,850,675	4,239,830	6,332,738	(2,092,908)
TOTAL EXPENDITURES	**161,586,845**	**61,223,286**	**82,850,396**	**(21,627,110)**
Total Net Surplus / (Deficit)	**($5,543,010)**	**($2,125,027)**	**($7,374,159)**	**$5,249,132**

ST. CLAIR COLLEGE
REVENUES
FOR THE FIVE MONTHS ENDED AUGUST 31, 2026

	MCURES BUDGET (12 months)	A ACTUAL (5 months)	B ACTUAL PRIOR YEAR (5 months)	A - B VARIANCE (5 months)
REVENUE				
Enrolment Based Envelope: see note 1	19,950,623	10,285,311	5,819,317	4,465,994
Differentiation Envelope: see note 2	45,587,247	17,977,605	12,890,103	5,087,502
Special Purpose / Other Grants: see note 3	8,255,698	1,395,410	66,973	1,328,437
Total MCURES Operating Grants	73,793,568	29,658,326	18,776,393	10,881,933
Apprenticeship	4,537,097	2,279,737	2,566,778	(287,041)
Get SET	1,380,172	574,235	575,065	(830)
School College Work Initiative	1,885,125	411,578	459,395	(47,817)
Other: see note 4	542,978	100,450	129,309	(28,859)
Total Contract Income	8,345,372	3,366,000	3,730,547	(364,547)
Post Secondary - Domestic	27,448,130	4,647,543	4,121,480	526,063
Post Secondary - International	10,155,075	4,679,341	16,013,994	(11,334,653)
Post Secondary - PCPP	-		10,230,310	(10,230,310)
Continuing Education	542,000	423,441	688,832	(265,391)
Total Tuition	38,145,205	9,750,325	31,054,616	(21,304,291)
Interest Income	7,580,000	3,217,905	4,297,309	(1,079,404)
Contract Training	800,000	346,104	527,216	(181,112)
International Projects	100,000	9,498	-	9,498
PCPP Fee-for-Service	-	-	2,317,825	(2,317,825)
Other: see note 5	791,544	552,915	886,271	(333,356)
Divisional Income	6,797,695	4,722,667	6,053,458	(1,330,791)
Amortization DCC	6,855,700	2,880,184	2,754,203	125,981
Total Other	22,924,939	11,729,273	16,836,282	(5,107,009)
Total Revenue Before Ancillary	**143,209,084**	**54,503,924**	**70,397,838**	**(15,893,914)**
Ancillary Revenue (Schedule 4)	12,834,751	4,594,335	5,078,399	(484,064)
Total Revenues	**$156,043,835**	**$59,098,259**	**$75,476,237**	**($16,377,978)**

SCHEDULE 3

ST. CLAIR COLLEGE
EXPENDITURES
FOR THE FIVE MONTHS ENDED AUGUST 31, 2026

	MCURES BUDGET (12 months)	A ACTUAL (5 months)	B ACTUAL PRIOR YEAR (5 months)	A - B VARIANCE (5 months)
SALARY & BENEFITS				
Administrative: Full-Time	7,634,804	3,119,057	3,221,944	(102,887)
Administrative: Part-Time	867,027	245,105	345,441	(100,336)
Faculty: Full-Time	30,644,294	11,997,080	13,679,727	(1,682,647)
Faculty: Part-Time	11,796,484	2,993,992	4,131,856	(1,137,864)
Support: Full-Time	13,331,414	5,386,780	6,137,455	(750,675)
Support: Part-Time	3,542,846	803,527	1,140,177	(336,650)
Fringe Benefits	15,764,187	6,518,641	7,314,891	(796,250)
Total Salary & Benefits	83,581,056	31,064,182	35,971,491	(4,907,309)
NON-SALARY				
Advertising	1,823,581	439,601	503,424	(63,823)
Bad Debt	825,000	104,990	49,412	55,578
Building Repairs & Maintenance	572,000	178,701	187,496	(8,795)
Contracted Cleaning Services	2,745,500	1,186,015	1,154,388	31,627
Contracted Educational Services	1,615,251	850,414	10,879,701	(10,029,287)
Contracted Services Other	5,195,534	1,640,972	3,791,090	(2,150,118)
Equipment Maintenance & Repairs	3,330,691	1,676,446	1,734,299	(57,853)
Equipment Rentals	3,867,441	1,459,611	2,073,871	(614,260)
Grounds Maintenance	802,310	146,672	62,497	84,175
Instructional Supplies	6,643,896	3,306,789	2,527,029	779,760
Insurance	1,672,743	1,414,428	3,213,979	(1,799,551)
Janitorial & Maintenance Supplies	769,758	189,245	170,211	19,034
Long-Term Debt Interest	681,654	283,945	-	283,945
Memberships & Dues	747,268	425,367	488,260	(62,893)
Municipal Taxes	702,065	566,276	784,971	(218,695)
Office Supplies	879,818	182,740	365,032	(182,292)
Premise Rental	2,385,929	1,196,842	1,482,073	(285,231)
Professional Development	363,500	121,447	105,322	16,125
Professional Fees	1,042,794	203,238	250,991	(47,753)
Security Services	2,699,884	959,462	965,171	(5,709)
Stipends, Allowances & Scholarships	1,408,000	145,395	567,401	(422,006)
Student Assistance 30% Tuition	952,652	233,134	253,626	(20,492)
Travel	622,406	228,461	275,224	(46,763)
Utilities	4,156,000	1,487,611	1,319,504	168,107
Other: see note 6	1,289,748	712,292	713,503	(1,211)
Amortization	17,359,691	6,579,180	6,627,692	(48,512)
Total Non-Salary	65,155,114	25,919,274	40,546,167	(14,626,893)
Total Operating Expenses	148,736,170	56,983,456	76,517,658	(19,534,202)
Ancillary Expenses (Schedule 4)	12,850,675	4,239,830	6,332,738	(2,092,908)
Total Expenditures	**$161,586,845**	**$61,223,286**	**$82,850,396**	**($21,627,110)**

SCHEDULE 4

ST. CLAIR COLLEGE
ANCILLARY OPERATIONS
FOR THE FIVE MONTHS ENDED AUGUST 31, 2026

	MCURES BUDGET (12 months)	A ACTUAL (5 months)	B ACTUAL PRIOR YEAR (5 months)	A - B VARIANCE (5 months)
Revenue				
Beverage & Cafeteria	124,000	41,820	18,351	23,469
Bookstore - Windsor & Chatham	145,000	9,207	13,854	(4,647)
Special Events	50,000	93	5,270	(5,177)
Lockers	35,280	11,955	17,460	(5,505)
Parking Lots	1,696,520	512,640	502,614	10,026
Residence - Windsor	4,156,732	988,951	955,012	33,939
St. Clair College Centre for the Arts	4,236,816	1,728,192	2,081,458	(353,266)
Varsity Sports	1,306,822	623,546	773,816	(150,270)
Sports Park	155,520	72,492	65,444	7,048
HealthPlex	317,000	232,029	172,514	59,515
SportsPlex	5,400	3,986	6,742	(2,756)
Woodland Hills Golf Course	605,661	369,424	465,864	(96,440)
	12,834,751	4,594,335	5,078,399	(484,064)
Expenditures				
Special Events	33,812	251	6,646	(6,395)
Lockers	8,814	-	7,818	(7,818)
Parking Lots	1,244,000	186,703	378,573	(191,870)
Residence - Windsor	2,412,465	707,922	726,714	(18,792)
Residence - Chatham	24,100	-	12,596	(12,596)
Residence - GEM	45,684	79,966	390,913	(310,947)
Residence - La Residence	284,760	123,868	329,556	(205,688)
Residence - Saints	-	-	837,200	(837,200)
St. Clair College Centre for the Arts	3,898,549	1,491,067	1,873,397	(382,330)
Varsity Sports	2,396,455	625,456	773,816	(148,360)
Sports Park	220,808	72,492	65,444	7,048
HealthPlex	756,945	294,457	236,490	57,967
SportsPlex	1,094,337	403,276	458,224	(54,948)
Woodland Hills Golf Course	429,946	254,372	235,351	19,021
	12,850,675	4,239,830	6,332,738	(2,092,908)
Total Net Surplus / (Deficit)	**($15,924)**	**$354,505**	**($1,254,339)**	**$1,608,844**

ST. CLAIR COLLEGE **SCHEDULE 4B**

ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)

FOR THE FIVE MONTHS ENDED AUGUST 31, 2026

	MCURES BUDGET (12 months)	ACTUAL (5 months)	ACTUAL PRIOR YEAR (5 months)
Beverage & Cafeteria: Revenue	124,000	41,820	18,351
Bookstore - Windsor & Chatham: Revenue	145,000	9,207	13,854
Bookstore - Windsor & Chatham: Expenditures	-	-	-
	145,000	9,207	13,854
Lockers: Revenue	35,280	11,955	17,460
Lockers: Expenditures	8,814	-	7,818.00
	26,466	11,955	9,642
Special Events: Revenue	50,000	93	5,270
Special Events: Expenditures	33,812	251	6,646
	16,188	(158)	(1,376)
Parking Lots: Revenue	1,696,520	512,640	502,614
Parking Lots: Expenditures	1,244,000	186,703	378,573
	452,520	325,937	124,041
Residence - Windsor: Revenue	4,156,732	988,951	955,012
Residence - Windsor: Expenditures	2,412,465	707,922	726,714
	1,744,267	281,029	228,298
Residence - Chatham: Expenditures	24,100	-	12,596
Residence - GEM: Expenditures	45,684	79,966	390,913
Residence - La Residence: Expenditures	284,760	123,868	329,556
Residence - Saints: Expenditures	-	-	837,200
Residences Total: Net	1,389,723	77,195	(1,341,967)
St. Clair College Centre for the Arts: Revenue	4,236,816	1,728,192	2,081,458
St. Clair College Centre for the Arts: Expenditures	3,898,549	1,491,067	1,873,397
	338,267	237,125	208,061
Varsity Sports: Revenue	1,306,822	623,546	773,816
Varsity Sports: Expenditures	2,396,455	625,456	773,816
	(1,089,633)	(1,910)	-
Sports Park: Revenue	155,520	72,492	65,444
Sports Park: Expenditures	220,808	72,492	65,444
	(65,288)	-	-
HealthPlex: Revenue	317,000	232,029	172,514
HealthPlex: Expenditures	756,945	294,457	236,490
	(439,945)	(62,428)	(63,976)
SportsPlex: Revenue	5,400	3,986	6,742
SportsPlex: Expenditures	1,094,337	403,276	458,224
	(1,088,937)	(399,290)	(451,482)
Woodland Hills Golf Course: Revenue	605,661	369,424	465,864
Woodland Hills Golf Course: Expenditures	429,946	254,372	235,351
	175,715	115,052	230,513
Athletics/Recreation Total: Net	(2,508,088)	(348,576)	(284,945)
Total Revenue	12,834,751	4,594,335	5,078,399
Total Expenditures	12,850,675	4,239,830	6,332,738
Total Net Surplus / (Deficit)	**($15,924)**	**$354,505**	**($1,254,339)**

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 for Students
Collaborative Nursing
International Student Recovery
Interpreters
Mental Health Worker and Services
Municipal Taxes
Postsecondary Education Sustainability
Skilled Trades Expansion
Small Norther Rural
STEM Enrolment SMA4

Note 4 **REVENUE: Other**

Access and Inclusion
Better Jobs Ontario
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

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

ST. CLAIR COLLEGE

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **SEPTEMBER 22, 2026**

RE: **CONSTITUENT REPORTS**

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

AIM:

To advise the Board of Governors of a change to the reporting framework for constituent and affiliated stakeholder groups that currently provide updates to the Board, with implementation beginning in September 2026.

BACKGROUND:

The Board of Governors currently receives regular updates from a number of constituent and affiliated organizations within the College community. The Student Representative Council (SRC), Retirees Association, Support Staff Union and Faculty Union presently provide in-person reports at each regular Board meeting. In addition, Thames Students Incorporated (TSI), the Saints Student Athletic Association (SSAA), the Alumni Association and the St. Clair College Foundation provide annual presentations to the Board.

As part of an ongoing review of Board meeting practices and governance processes, an opportunity has been identified to create a more consistent, equitable and efficient approach to constituent reporting while continuing to ensure governors remain informed about the activities, accomplishments, priorities and emerging issues of these important stakeholder groups.

Effective September 2026, the Student Representative Council, Retirees Association, Support Staff Union and Faculty Union will transition from providing standing in-person reports at each Board meeting to submitting concise monthly written reports for inclusion in the Board agenda package as Consent Agenda items. These written reports will continue to provide governors with regular updates regarding constituent activities and priorities while allowing members to review information in advance of Board meetings.

To maintain direct engagement with the Board, each of these organizations will be invited to provide one annual in-person presentation of approximately 20 minutes. These presentations will be scheduled between March and June of each year and will provide an opportunity for a more comprehensive discussion of organizational accomplishments, priorities, challenges, and future initiatives.

The annual presentation format will align with the approach currently used by TSI, SSAA, the Alumni Association and the Foundation.

In addition, TSI, SSAA, the Alumni Association and the Foundation will be offered the opportunity to submit monthly written reports for inclusion in the Board agenda package and Consent Agenda should they wish to do so. Their existing annual presentations to the Board will continue unchanged.

The proposed reporting framework offers several benefits:

- Streamlines Board meeting agendas and allows additional time for strategic governance discussions and decision-making.
- Ensures greater consistency and parity in the way constituent and affiliated stakeholder groups communicate with the Board.
- Provides governors with regular access to stakeholder updates through pre-circulated meeting materials.
- Creates an equitable reporting structure whereby all constituent groups have access to both written updates and annual presentation opportunities.
- Encourages more focused and substantive annual presentations that highlight key achievements, priorities, challenges and emerging issues.
- Enhances governors' awareness of activities occurring throughout the broader College community.

A key objective of this initiative is to establish a reporting model that treats constituent and affiliated stakeholder groups in a fair and consistent manner. Under the new framework, all groups will have the opportunity to provide regular written updates to the Board while maintaining an avenue for direct annual engagement through formal presentations.

This approach balances the Board's need for timely information with the efficient use of meeting time and supports governance best practices by focusing Board agendas on strategic matters while ensuring important stakeholder perspectives continue to be communicated and considered.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update regarding the implementation of a revised constituent reporting framework effective September 2026, whereby the Student Representative Council, Retirees Association, Support Staff Union and Faculty Union provide monthly written reports through the Consent Agenda and one annual presentation to the Board, and whereby TSI, SSAA, the Alumni Association and the St. Clair College Foundation are provided the opportunity to submit monthly written reports while continuing their annual presentations to the Board, for information.

ST. CLAIR COLLEGE

Board of Governors

2026-2027 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	N/A	N/A					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	Information	Leadership Competencies								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	Consent	Report										X		
Annual Report	SVP Communications, Advancement & External Affairs	Approval	Report										X		
Annual Report on Sexual Violence and Assault Policy	SVP Student & Facilities Services	Approval	Report									X			

ST. CLAIR COLLEGE

Board of Governors

2026-2027 Work Plan

Workplan Activity	Sector	Consent / Information / Approval	Verbal / Report / Presentation	September	October	November	December	January	February	March	April	May	June	July	August
Anti-Racism/Anti-Hate/Anti-Discrimination Policy Annual Report	SVP Student & Facilities Services	Approval	Report			X									
Bill S-211: Fighting Against Forced Labour and Child Labour in Supply Chains Act	SVP Finance, Administration & CFO	Approval	Report									X			
Cost of Educational Materials Annual Report	SVP Finance, Administration & CFO	Approval	Report									X			
Enrolment Report	SVP Finance, Administration & CFO	Information	Report / Presentation	X				X				X			
Fall Admissions Update (Programs Under 25)	President's Office	Information	Report										X		
Human Resources and Legal Report	SVP Human Resources	Information	Report	X					X				X		
Motion to Confer Diplomas	President's Office/Board Chair	Approval	Report								X				
OCSES Survey Results	President's Office	Information	Report/Presentation										X		
Program Advisory Committee (PAC)	SVP Academic	Information	Report						X						
Quality Assurance - Annual Report	President's Office	Information	Report						X						
Strategic Mandate Agreement	SVP Finance, Administration & CFO	Consent	Report										X		
Student Mental Health Policy Annual Report	SVP Student & Facilities Services	Approval	Report			X									
Financial Reporting															
Audit and Finance Committee Report Back	SVP Finance, Administration & CFO	Information	Report						X			X			
Audited Financial Statements	SVP Finance, Administration & CFO	Approval	Report									X			
Business Plan Accrual Template (MCURES)	SVP Finance, Administration & CFO	Approval	Report			X							X		
Capital Budget Update (part of Financial Monitoring/Business Plan Reports)	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 (Strategic Plan Consent Agenda Report - see reports below)	SVP Finance, Administration & CFO	Consent	Report									X			
Investment Report	SVP Finance, Administration & CFO	Consent	Report	X											
Mid-Year Budget Review/Approval	SVP Finance, Administration & CFO	Information (FB) /Approval (IC)	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 (FB)/ Information (IC)	Report/Presentation							X					
New Academic Program Status	SVP Academic	Information	Report/Presentation								X				
Professional Services Report	SVP Finance, Administration & CFO	Consent	Report	X											
Section 28 Attestation	SVP Finance, Administration & CFO	Approval	Report									X			
Travel & Business Expenditure Policy Report	SVP Finance, Administration & CFO	Approval	Report										X		
Board Functions															
Annual General Meeting (AGM)	Board	Approval	Report										X		
Appoint Treasurer	Board	Approval	Verbal	X											
Approval of Annual Workplan	Board	Approval	Report	X											

ST. CLAIR COLLEGE

Board of Governors

2026-2027 Work Plan

Workplan Activity	Sector	Consent / Information / Approval	Verbal / Report / Presentation	September	October	November	December	January	February	March	April	May	June	July	August
CICan Report -Outs	Board	Information	Verbal									X			
Constituent Reports	Board	Consent	Report	X	X	X			X	X	X	X	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											
Higher Education Summit Report-Outs	Board	Information	Verbal					X							
Meet with Alumni and Foundation Executives (Annual Presentation)	Board	Information	Report/Presentation										X		
Meet with Faculty Union Constituent (Annual Presentation)	Board	Information	Report/Presentation							X					
Meet with Retirees Association (Annual Presentation)	Board	Information	Report/Presentation									X			
Meet with SSAA Executive (Annual Presentation)	Board	Information	Report/Presentation									X			
Meet with SRC Executive (Annual Presentation)	Board	Information	Report/Presentation							X					
Meet with Support Staff Union Constituent (Annual Presentation)	Board	Information	Report/Presentation								X				
Meet with TSI Executive (Annual Presentation)	Board	Information	Report/Presentation								X				
Meeting and Events Schedule	President's Office	Information	Report	X											
Meeting and Events Schedule - Draft	President's Office	Consent	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 Student & 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 - 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 - Percentage of graduates employed in their field of study within six months to one year after graduation.											X				
Strengthen academic and career readiness success by expanding field of study and industry work placements - Survey results from employers and students assessing the effectiveness, relevance and impact of industry placements on career readiness.													X		
Elevate student mental health, belonging, and school spirit through student services and campus life experiences - Providing supports to students as it pertains to mental health, well-being and a sense of belonging.									X						
Elevate student mental health, belonging, and school spirit through student services and campus life experiences - Percentage of retained students who continue their studies at St. Clair College from year-to-year.					X										
Support the Success of the Communities we Serve:															
Instill St. Clair's community and service oriented values in students by embedding leadership, volunteerism, and community engagement into academic and co-curricular experiences - Document and report the number of community service events and activities involving members of the College community.								X							

ST. CLAIR COLLEGE

Board of Governors

2026-2027 Work Plan

Workplan Activity	Sector	Consent / Information / Approval	Verbal / Report / Presentation	September	October	November	December	January	February	March	April	May	June	July	August
Instill St. Clair's community and service oriented values in students by embedding leadership, volunteerism, and community engagement into academic and co-curricular experiences - Surveys or qualitative feedback from community organizations and employers on students' leadership, service and engagement contributions.												X			
Build long-term domestic student recruitment by providing middle school and high school students with experiential opportunities at St. Clair's campuses - Total count of students attending campus tours, workshops, summer programs, and hands-on learning experiences at St. Clair.										X					
Leverage St. Clair's education, research, and physical capacity to partner with government and community organizations on impactful solutions to local and regional socio-economic challenges - Document and report the number of partnerships, joint projects and initiatives addressing local and regional socio-economic challenges. .								X							
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 - The number of students engaged in projects supported by the College's Research and Innovation department.								X							
Academics That Build Rewarding Careers															
Deliver Demand Driven Academic Programs That Respond to Current and Future Labour Market Needs:															
Prioritize investment and recruitment to in-demand academic programs in key industries - Investigate new programs that are aligned with government and labour market priorities.											X				
Prioritize investment and recruitment to in-demand academic programs in key industries - Percentage of graduates securing jobs within six months of completing their program.											X				
Work with academic program advisory councils and regional economic organizations to source, analyze and share real-time regional labour market information to inform programming - Formal engagement with Program Advisory Committees (PAC) and placement agencies to ensure they have opportunities to inform and influence programming.												X			
Enhance in-program work-integrated and experiential learning opportunities for students - Proportion of domestic students who had Experiential Learning/Work-Integrated Learning opportunities as part of their program of study.												X			
Enhance in-program work-integrated and experiential learning opportunities for students - Document and report feedback from students and industry partners on the quality, relevance and impact of Experiential Learning.													X		
Expand Access to Online Learning by Meeting Students Where They Are:															
Expand online and hybrid courses, program and credential modalities - Increase online and hybrid course activity year-over-year.									X						
Expand online and hybrid courses, program and credential modalities - Growth in student enrolment in online and hybrid courses compared to previous years.									X						
Grow the enrolment of adult learners and working professionals through the design of part-time and flexible programs - Growth in number of students enrolling in part-time and flexible courses and programs.											X				
Strengthen existing, and establish new, academic pathways for students with post-secondary system partners - Continue to increase current number of student pathways year-over-year.						X									
A Talented and Accountable Organization															
Strengthen Talent Development and Accountability Performance:															

ST. CLAIR COLLEGE

Board of Governors

2026-2027 Work Plan

Workplan Activity	Sector	Consent / Information / Approval	Verbal / Report / Presentation	September	October	November	December	January	February	March	April	May	June	July	August
Foster an organizational culture and environment that promotes employee retention and professional development at all stages of career development - Continuation of 1% of budget allocation for staff development and engagement.										X					
Foster an organizational culture and environment that promotes employee retention and professional development at all stages of career development - Percentage of key management roles with documented succession plans and individual development plans in place.												X			
Refresh the College's approach to accountability through performance evaluation and management - Percentage of employees with documented professional development plans aligned with the College's priorities.										X					
Strengthen accountability for operating performance and financial sustainability within and across all College departments - Performance against MCU financial metrics/benchmarks.													X		
Strengthen accountability for operating performance and financial sustainability within and across all College departments - Provide relevant and transparent financial reporting to the Board through regular updates, including the annual budget, mid-year reviews, financial statements and interim report completed in accordance with pre-determined deadlines.													X		
Expand recruitment efforts to grow domestic enrolment and continue to be an attractive destination for international students - Growth in domestic enrolment.					X										
Expand recruitment efforts to grow domestic enrolment and continue to be an attractive destination for international students - Utilization of PAL allocations within Ministry-defined timelines.										X					

Board Policy/By-Law Reviews
As needed.

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

Meetings

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

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

Events

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

...cont'd

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

ST. CLAIR COLLEGE

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **SEPTEMBER 22, 2026**

RE: **PROPOSED MEETING START TIME CHANGE**

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

AIM:

To seek Board approval to revise the scheduling and hospitality arrangements associated with regular Board of Governors meetings by:

1. Changing the meeting start time from 5:30 p.m. to 3:30 p.m.; and,

2. Eliminating the pre-meeting dinner service currently provided at 5:00 p.m., replacing it with light refreshments and beverages.

This proposed change supports the College's commitment to responsible stewardship of resources, operational efficiency, good governance practices and respect for the time of both volunteer governors and staff.

BACKGROUND:

The Board of Governors currently meets nine times annually, with dinner served at 5:00 p.m. and meetings commencing at 5:30 p.m. While this format has been in place for several years, changing organizational priorities and increased emphasis on stewardship, efficiency and fiscal accountability present an opportunity to reassess existing practices and align them more closely with contemporary governance expectations.

Administration has reviewed the current meeting model and identified opportunities to streamline Board operations while continuing to provide an effective and positive governance experience for members.

Rationale for Change:

1. Financial Stewardship and Cost Savings

The provision of dinner service for Board meetings represents a recurring annual expenditure averaging approximately $1,100 to $1,200 per meeting. Based on nine meetings annually, eliminating dinner service is expected to generate annual savings of approximately $10,800 per year.

While the savings are modest within the context of the College's overall budget, they demonstrate a tangible commitment to prudent financial management and responsible use of institutional resources.

As public sector organizations face increasing expectations regarding accountability and stewardship, opportunities to reduce discretionary expenditures should be considered where they can be achieved without negatively affecting governance effectiveness. The proposed approach continues to provide appropriate hospitality through light refreshments and beverages while significantly reducing associated costs.

2. Increased Operational Efficiency

Providing dinner service requires a considerable amount of administrative coordination before and after each meeting, including arranging catering services, managing dietary accommodations, receiving and setting up meals, etc.

These activities require staff time and resources that could otherwise be allocated to governance support, strategic initiatives and operational priorities. Discontinuing dinner service would simplify meeting logistics and support a more efficient use of administrative resources, allowing staff to focus on activities that more directly advance the Board's work and institutional priorities.

3. Respect for Board Member and Staff Time

Board members provide their expertise and leadership as volunteers while balancing professional, personal and community commitments. Shifting meetings to a 3:30 p.m. start time allows Board business to be conducted earlier in the day and completed at a more reasonable hour, reducing the need for extended evening commitments.

Benefits include:

- Earlier conclusion of meetings;
- Improved work-life balance for governors and staff;
- Greater flexibility for governors travelling from outside the immediate area;
- More efficient use of executive and administrative resources.

This change reflects respect for the valuable time contributed by Board members and employees in support of the College's governance processes.

4. Enhanced Board Member Experience and Engagement

Governance effectiveness is strengthened when Board members are able to engage fully in strategic discussion and decision-making. Earlier meeting times may contribute to:

- Increased attentiveness and engagement;
- Improved participation in Board discussions;
- Enhanced focus on strategic matters;
- Reduced fatigue associated with evening meetings following a full workday;
- More productive deliberation and decision-making.

The proposed model supports a meeting environment that prioritizes effective governance and meaningful engagement.

5. Alignment with Good Governance Practices

The proposed change aligns with several principles of effective governance:

- **Responsible Stewardship:** Demonstrates prudent management of institutional funds by reducing non-essential operating costs.
- **Efficiency and Effectiveness:** Supports streamlined administrative processes and ensures resources are directed toward activities that advance the College's strategic priorities.
- **Accountability:** Signals a commitment to fiscal responsibility and transparency in the use of public and institutional resources.
- **Respect for Volunteers and Staff:** Recognizes and values the time commitment made by Board members and employees who support governance activities.
- **Culture of Continuous Improvement:** Reflects a willingness to regularly evaluate established practices and implement changes that improve efficiency without compromising governance quality.

Collectively, these outcomes reinforce the Board's role as a model of responsible leadership and organizational stewardship.

The proposed changes represent a practical opportunity to modernize Board meeting practices while reinforcing the College's commitment to fiscal responsibility, operational efficiency and good governance.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors approve changing the regular monthly Board meeting start time from 5:30 p.m. to 3:30 p.m., effective October 2026 and discontinue the practice of providing a pre-meeting dinner service, replacing it with light refreshments and beverages available before and during meetings.

Policy Title:	**Eligibility for Membership**	**Area of Responsibility: Board of Governors**
Policy Section:	**Board of Governors By-law**	**By-law No: 7**
Effective Date:	**November 24, 1998**	**Page: 1 of 1**
Supersedes:	**N/A**	**Last Review Date: February 25, 2025**
Mandatory Review Date:	**February 26, 2030**	

Eligibility for Membership

7.1 Eligibility for Board members appointed under Section 5.3 as an external member shall be as prescribed by Ontario Regulation 34/03.

7.2 Board members appointed under section 5.4, 5.5 and 5.6 shall be full-time employees of the College.

7.3 Board members appointed under Section 5.7 shall be students enrolled in a full-time program leading to a St. Clair College Certificate, Diploma, or Applied Degree recognized by the Ministry of Colleges and Universities (MCU).

7.4 As per the Ontario Not-for-profit Corporations Act 2010 (ONCA), a Governor must be an individual who:

- Is eighteen or more years of age;
- Is not an undischarged bankrupt;
- Has not been found under the *Substitute Decisions Act, 1992*, or under the *Mental Health Act* to be incapable of managing property;
- has not been found to be incapable by any court in Canada or elsewhere; and
- has not been declared an ineligible individual under the *Income Tax Act* (Canada).

7.5 Each Governor will attest to hold office before or within 10 days after election or appointment as per ONCA requirements.

- Attestations will be maintained by the ~~Board~~Corporate Secretary.