

MISSION STATEMENT

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

**ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

**532<sup>nd</sup> FULL BOARD MEETING**

**of the**

**BOARD OF GOVERNORS**

**NOTICE OF MEETING**

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

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

**AGENDA**

1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST

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

3.0 CONSTITUENT REPORTS

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

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

5.0 CONSENT AGENDA

**5.1** President’s Community Engagement Report

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

**5.2** Support The Success of the Communities We Serve – Instill St. Clair’s Community and Service-Oriented Values in Students by Embedding Leadership, Volunteerism and Community Engagement into Academic and Co-Curricular Experiences

**Information Item** – Administration has provided a report on Strategic Pillar #1 – St. Clair’s Student and Community Impact (Elevate St. Clair’s brand and reputation for community impact and student personal growth, well-being and academic success) – Surveys or qualitative feedback from community organizations and employers on students’ leadership, service and engagement contributions, attached as Item #5.2.

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

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

**5.4** Deliver Demand Driven Academic Programs That Respond to Current and Future Labour Market Needs – Enhance In-Program Work-Integrated and Experiential Learning Opportunities for Students

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

**5.5** Strengthen Talent Development and Accountability Performance – Foster an Organizational Culture and Environment That Promotes Employee Retention and Professional Development at All Stages of Career Development

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

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

**Information Item** – Administration has provided a report on Strategic Pillar #3 – A Talented and Accountable Organization (Drive excellence by being an accountable, high-performing and sustainable College organization) – Provide relevant and transparent financial reporting to the Board through regular updates, including the annual budget, mid-year reviews, financial statements and interim reports completed in accordance with pre-determined deadlines, attached as Item #5.6.

**5.7** Degree Consent Renewal Update

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

6.0 INFORMATION ITEMS

**6.1** Spring 2026 Day 10 Enrolment Report

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

6.2 Audit Committee Report

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

7.0 APPROVAL ITEMS

**7.1** Annual Report on Sexual Violence and Assault Policy

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

**7.2** Cost of Educational Materials Annual Report

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

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

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

## 8.0 BY-LAW AND POLICY REVIEW

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

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

## 9.0 NEW BUSINESS

## 10.0 DATE OF THE NEXT MEETING

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

**ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

**MINUTES OF THE**

**FULL BOARD MEETING of the BOARD OF GOVERNORS**

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

**Present:**

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

**Regrets:**

Mr. G. Fenn  
Mr. G. Rossi

**Also Present:**

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

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

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

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

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

2025-2026 Thames Students Incorporated (TSI) Executive:

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

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

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

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

Programming and Campus Life:

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

Community Involvement:

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

Partnerships:

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

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

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

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

The TSI Annual Report is attached to the minutes.

**1.0 Adoption of the Agenda and Declaration of Conflict of Interest**

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

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

**2.0 Approval of the Minutes of the Full Board meeting held on Tuesday March 31, 2026, in Windsor, ON**

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

**RESOLVED THAT** the Board of Governors approve the Full Board minutes of the March 31, 2026, meeting.

**3.0 Constituent Reports**

Retirees' Association

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

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

- Upcoming field trips and events include:
  - May 27, 2026 (tentative):
    - Morning visit to the Canadian Aviation Museum (confirmation pending).
    - Early lunch at Route 42 Diner.
    - Afternoon tour of AAR (Allen Aircraft Radio).
  - June 23, 2026:
    - Assumption Church tour, described as a significant archaeological site, organized by retiree Frank Perisinotti.
    - In the event of a funeral scheduling conflict, an exterior tour and walking tour of the Sandwich area will be offered.
  - December 12, 2026 (tentative):
    - Christmas Party at the St. Clair College Centre for the Arts in Windsor.
    - Date remains tentative pending confirmation of performance schedules.
- In partnership with Human Resources, the Retirees' Association will once again host Presentations for Future Retirees, addressing financial, psychological, and social aspects of retirement; May 13, 2026 at the Windsor Campus and May 14, 2026 at the Chatham Campus
- The Retirees' Association Executive will hold its monthly meeting in Chatham on June 17, 2026, at the Healthplex, with lunch to follow at Tru's Restaurant.
- Effective immediately, the Retirees' Association newsletter will be distributed electronically, with hard copies mailed only to individuals who have indicated that they do not have access to email, in order to reduce printing and postage costs.

#### **4.0 President's Report**

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

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

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

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

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

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

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

The Board received the President's report for information.

## **5.0 Consent Agenda Items**

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

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

## 6.0 Approval Items

### 6.1 2026 Convocation Motion to Confer Diplomas, Certificates and Degrees

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

After a brief discussion it was,

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

## 7.0 New Business

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

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

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

## **8.0 Date of the Next Meeting**

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

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

MISSION STATEMENT

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

**ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

**531<sup>ST</sup> FULL BOARD MEETING**

**of the**

**BOARD OF GOVERNORS**

**NOTICE OF MEETING**

**DATE:** Tuesday, April 28, 2026

**TIME:** 5:30 p.m. – Meeting

**PLACE:** Room W1028, Chatham Campus

**NOTE:** Dinner will be available for Board members, Senior Operations Group, Thames Students Incorporated and Constituents in Room W1056 at 5:00 p.m.

The Thames Students Incorporated (TSI) Annual Presentation to the Board will take place at 5:30 p.m., followed by the Full Board meeting.

**AGENDA**

1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST

**2.0** APPROVAL OF THE MINUTES OF THE FULL BOARD MEETING HELD ON MARCH 31, 2026, IN WINDSOR, ON

3.0 CONSTITUENT REPORTS

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

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

5.0 CONSENT AGENDA

**5.1** President's Community Engagement Report

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

**5.2** 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

**Information Item** – Administration has provided a report on Strategic Pillar #1 – St. Clair’s Student and Community Impact (Elevate St. Clair’s brand and reputation for community impact and student personal growth, well-being and academic success) – Percentage of graduates employed in their field of study within six months to one year after graduation, attached as Item #5.2.

**5.3** Deliver Demand Driven Academic Programs That Respond to Current and Future Labour Market Needs – Prioritize Investment and Recruitment to In-Demand Academic Programs in Key Industries

**Information Item** – Administration has provided a report on Strategic Pillar #2 – Academics That Build Rewarding Careers (Deliver the hands-on learning experiences, academic pathways and innovative teaching that enable long-term career success):

- Investigate new programs that are aligned with government and labour market priorities, attached as Item #5.3.
- Percentage of graduates securing jobs within six months of completing their program, attached as Item #5.3.

**5.4** Expand Access to Online Learning by Meeting Students Where They Are – Grow the Enrolment of Adult Learners and Working Professionals Through the Design of Part-Time and Flexible Programs

**Information Item** - Administration has provided a report on Strategic Pillar #2 – Academics That Build Rewarding Careers (Deliver the hands-on learning experiences, academic pathways and innovative teaching that enable long-term career success) – Growth in Number of Students Enrolling in Part-Time and Flexible Courses and Programs, attached as Item #5.4.

6.0 APPROVAL ITEMS

**6.1** 2026 Convocation Motion to Confer Diplomas, Certificates and Degrees

**Approval Item** – The motion to confer Diplomas, Certificates and Degrees to the Graduates of the 59<sup>th</sup> Annual Convocation Ceremonies will be presented to the Board, attached as Item #6.1.

7.0 NEW BUSINESS

8.0 DATE OF THE NEXT MEETING

- 8.1 The next meeting is scheduled for Tuesday, May 26, 2026, at the Windsor Campus.

## PRESIDENT'S COMMUNITY ENGAGEMENT REPORT

Meeting of the Board of Governors  
Tuesday, April 28, 2026

### 1. Enactus Student Success and National Qualification

St. Clair College's Enactus teams achieved outstanding success at the recent regional Enactus competition, earning top honours among more than 2,000 students representing 29 colleges and universities. The interdisciplinary team, comprised of students from programs including marketing, robotics, nursing and social justice, secured first place in both the Desjardins Youth Empowerment Challenge and the Enactus Alumni Impact & Innovation Challenge, as well as second place in the Canadian Tire Environmental Sustainability Challenge.

One of the team's signature initiatives, Sparkerz, addresses early career awareness gaps among youth in the Windsor-Essex region through hands-on learning experiences delivered in partnership with the City of Windsor and local community centres. The project has engaged 25 student mentors, reached more than 190 youth and aligns with multiple United Nations Sustainable Development Goals.

The team also advanced the ReCharge Project, an environmental sustainability initiative focused on diverting hazardous e-waste from landfills by repurposing lithium-ion batteries from disposable vaping devices into functional portable power banks. The project combined applied research, engineering and student engagement to deliver measurable environmental and educational impact.

Based on these achievements, St. Clair College's Enactus team has qualified for the Enactus Canada National Competition, to be held May 6–8, 2026, in Montréal.



**2. Spring Open House Promotion**

On Wednesday, March 25, 2026, St. Clair College welcomed Dan MacDonald of AM800 CKLW to the Main Windsor campus to promote the College’s upcoming Spring Open House, taking place on Saturday, March 28, 2026, from 10:00 a.m. to 1:00 p.m. His onsite broadcast and engagement helped highlight the College’s programs, facilities and vibrant campus community to a broad regional audience.

Dan MacDonald is a St. Clair College Alumni of Distinction and continues to demonstrate his strong commitment to his alma mater. We are grateful for his ongoing support and advocacy, which plays a meaningful role in advancing the College’s profile and outreach efforts.



**3. NHL Hockey Innovation Competition**

On March 25, 2026, students from St. Clair College were recognized with a tied first-place finish in the NHL Hockey Innovation Competition, presented by the NHL, the NHL Players’ Association and SAP. This was the first time in the competition’s history that the top Innovator Award was shared.

The St. Clair College team — Sausha Goodhand, Elle Hebert, Airika Natyshak, and Aryanna Pierson — advanced to the final round and presented their proposal, “Reignite the Rink,” at Final Pitch Day in Ottawa. Their concept focused on modernizing aging hockey arenas through sustainable heat-recovery systems, modular multi-use spaces, and a digital platform designed to support year-round community use.

This national recognition highlights the strength of applied learning at St. Clair College and the ability of our students to develop innovative, industry-relevant solutions to complex real-world challenges.

*Way to go, Saints!*



**4. Chamber of Commerce Recognition**

President Michael Silvaggi attended the Mayor’s Stat of the City Luncheon, hosted by the Windsor-Essex Regional Chamber of Commerce on April 8, 2025. During the event, the Chamber took the opportunity to present President Silvaggi with a Chamber of Commerce award recognizing St. Clair College as a Legacy Member, acknowledging the College’s longstanding partnership, leadership and contributions to the Chamber and the regional community.



**5. Fireside Chat**

On April 9, 2026, President Silvaggi and members of the Senior Team attended a Fireside Chat event held at the Everest Convention Centre in Chatham, featuring Chatham-Kent Mayor Darren Canniff and Chief Administrative Officer Michael Duben. President Silvaggi was invited to bring greetings on behalf of St. Clair College and to formally introduce the Mayor and CAO, reinforcing the College’s strong relationship with municipal leadership and its ongoing engagement across the Chatham-Kent region.



**6. Athletic Awards Banquet**

The 57<sup>th</sup> Annual St. Clair College Athletic Awards Banquet took place at the St. Clair College Centre For The Arts on Thursday, April 9, 2026. The College would like to congratulate and recognize the award winners and all of our amazing athletes. Your hard work, dedication and outstanding performances continue to inspire us all. Way to go, Saints!



**7. FIRST Robotics Competition and Provincial Recognition**

On Friday, April 10, 2026, St. Clair College hosted the FIRST Robotics Competition on campus, welcoming secondary-school students, educators and volunteers from across the region to celebrate innovation, teamwork and STEM education. President Michael Silvaggi attended the event and brought greetings on behalf of the College, reaffirming St. Clair College’s commitment to experiential learning, youth engagement and pathways into skilled trades, engineering, and technology careers.

During the same competition cycle, St. Clair College was also recognized provincially by FIRST Robotics Canada. At the FIRST Ontario Provincial Championship, held April 16–19, 2026 at the Niagara Falls Convention Centre, the College was presented with an Educational Partner Award, acknowledging its ongoing support, leadership and partnership with the FIRST Robotics program. The award was formally announced during the championship weekend and accepted on behalf of the College by Al Douglas, in recognition of the College’s long-standing service and contribution to STEM education across Ontario.

The FIRST Ontario Provincial Championship brought together robotics teams from across the province in a high-profile, multi-day event focused on technical excellence, problem-solving and workforce-relevant skills, further highlighting the College’s role as a committed educational partner within the broader STEM ecosystem.



**8. Guidance Counsellor Forum**

On Tuesday, April 14, 2026, St. Clair College hosted a Guidance Counsellor Forum on campus, welcoming approximately 60 guidance counsellors from across the Windsor-Essex and Chatham-Kent regions. The forum provided an opportunity to strengthen relationships with secondary-school partners and to share information about College programs, facilities and student pathways.

President Michael Silvaggi welcomed participants during the networking breakfast, emphasizing the College’s commitment to collaboration with guidance professionals and their important role in supporting student transitions to postsecondary education. The agenda also included a recruitment presentation and guided campus tours, allowing attendees to explore key academic areas, including Health Sciences and Skilled Trades and Engineering.



**9. Potential Partnership – AAR**

On Wednesday, April 15, 2026, President Silvaggi participated in a site visit to AAR, a major aviation maintenance, repair and overhaul facility located at the Windsor International Airport. The visit included a tour of the aircraft maintenance hangar and a meeting with senior regional leadership, including Brian Loomer, Regional Vice-President and Mark Galvin, CEO of Windsor International Airport (YQG). At the time of the visit, multiple large commercial aircraft from major carriers were undergoing scheduled heavy maintenance, illustrating the scale and continuous nature of operations.

President Silvaggi described the visit as informative and valuable in understanding both the operational scale of the aviation sector and the constraints related to aviation-focused academic programming. Follow-up information has been requested from AAR, and any future partnership opportunities will be evaluated based on feasibility, funding considerations, and alignment with the College’s strategic priorities.



**10. 2026 Warden’s State of the County Luncheon**

On Thursday, April 16, 2026, President Michael Silvaggi, along with members of the College’s Senior Team, attended the 2026 Warden’s State of the County Luncheon, hosted by the Windsor-Essex Regional Chamber of Commerce at the Cociaro Club of Windsor. The annual luncheon brings together regional business leaders, municipal officials and community stakeholders to hear the State of the County address from the County of Essex Warden and Town of Leamington Mayor, Hilda MacDonald.

In her address, Warden MacDonald highlighted Essex County’s regional progress, infrastructure investments, economic resilience and long-term strategic priorities, including major transformational projects shaping the region’s future. The event provided an important forum for regional dialogue and collaboration, reinforcing the College’s ongoing engagement with municipal leadership and its role as a partner in workforce development, economic growth and community sustainability across Windsor-Essex.



**11. SRC/TSI Changeover Banquet**

On Friday, April 17, 2026, the SRC and TSI held a joint Changeover Banquet at the St. Clair College Centre for the Arts. A great time was had by all. The outgoing and incoming SRC and TSI Executive are as follows:

<b>SRC:</b>	<b><u>Outgoing</u></b>	<b><u>Incoming</u></b>
<b>President</b>	Pratham Singh Benipal	Ali Hadwan
<b>Vice President, Student Affairs</b>	Ali Hadwan (South) Souravdeep Singh (Downtown)	Nanza Bedi
<b>TSI:</b>	<b><u>Outgoing</u></b>	<b><u>Incoming</u></b>
<b>President</b>	Suhas Rawal	Kaitlynn Byrne
<b>Vice President</b>	Kaitlynn Byrne	Lindsay Wakem

We are looking forward to another great year working with the SRC and TSI in 2026-27!





**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: APRIL 28, 2026**

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

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

**AIM:**

To provide the Board of Governors with an update on the Strategic Directions (2025 – 2026). This update pertains to Pillar #1 – St. Clair’s Student and Community Impact – Elevate St. Clair’s brand and reputation for community impact and student personal growth, well-being and academic success. Specific details include the following:

Goal	Initiative	Measure	Target
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.	April 2026

**BACKGROUND:**

**Experiential Learning and Career Services (ELCS)** continues to undertake comprehensive needs assessments through surveys and structured feedback from students, faculty and employers to gain a deeper understanding of current experiential learning opportunities and evolving workforce needs. Existing placement opportunities are systematically documented and assessed using the InPlace platform. The insights derived from this work will inform targeted strategies to strengthen partnerships with industry and expand experiential learning opportunities across all programs at St. Clair College.

**Experiential Learning and Career Services (ELCS)** supports curriculum-based work-integrated learning and co-curricular learning opportunities, in addition to delivering comprehensive career services designed to enhance students' employability skills and career readiness.

Career services are available to both domestic and international students, as well as St. Clair College alumni, across all Windsor and Chatham campuses, and are delivered through a combination of in-person and virtual formats. Career Services Officers provide individualized support through weekly walk-in hours at the Genesis Experiential Learning and Career Centre on the Main Windsor Campus, offering assistance with résumé development, job search strategies, co-op/placement support and interview coaching. These services are also accessible by appointment and through virtual consultations.

In addition to these services, ELCS has significantly enhanced its social media presence to more effectively communicate available services and upcoming opportunities. The team has also collaborated with faculty to develop customized workshops tailored to the specific needs of students, based on program-level feedback. Workshop topics include interview skills, professional networking, LinkedIn profile creation and résumé writing. ELCS has developed a monthly calendar of events that is distributed to all program coordinators, encouraging them to share the offerings with their students.

Moving into 2026, ELCS has further expanded its outreach by working closely with the Student Representative Council (SRC) to enhance awareness and accessibility of services. This collaboration has included the delivery of workshops tailored to direct student feedback, as well as the introduction of “Lunch and Learn “sessions, where students are provided with sponsored lunches by the SRC in conjunction with participation in these educational events.

**Career Services (Experiential Learning and Career Services)**

<b>Support Type</b>	<b>April 1, 2024 to Jan. 30, 2025</b>	<b>April 1, 2025 to Jan. 30, 2026</b>
Class Presentations/ Workshops	1,007	840
Job Search Support	188	127
Résumé Support	441	426
Interview Coaching	81	82
Mock Interviews	306	150
<b>Total Students Impacted</b>	<b>2,023</b>	<b>1,625</b>

Since the transition to **InPlace**, a comprehensive placement management platform, ELCS has integrated a range of employer and industry data systems, along with an internal job board. The platform currently supports **1,919 recruiter contacts**, representing an increase of more than 400 new employers since its implementation last year.

ELCS continues to support targeted job postings for specific programs, which helps reduce résumé saturation and improve job posting visibility for students with relevant skills and qualifications. The recent decline in the number of job postings reflects broader economic conditions within the Windsor-Essex region. Despite these challenges, ELCS remains proactive in its outreach efforts, to identify new opportunities while maintaining strong communication with existing partners to explore current and emerging job opportunities.

Career Central Job Board	April 1, 2024 to Jan. 30, 2025	April 1, 2025 to Jan. 30, 2026
Job Postings	813	471

Over the past year, more than **100** employers participated in Career Fairs and industry engagement events organized by ELCS. To support student preparedness and maximize the value of these opportunities, ELCS hosted **Career Fair Readiness** workshops ahead of selected events. Throughout the year, ELCS also facilitated a variety of employer and industry engagement events, including:

- Health Care Career Fair (February 12, 2025)
- Education and Community Support Career Fair (February 26, 2025)
- Electrical Industry Day (March 5, 2025)
- Engineering and Skilled Trades Career Fair (March 5, 2025)
- Business and IT Career Fair (March 19, 2025)
- Landscape and Greenhouse Career Fair (March 26, 2025)
- Chatham Campus Career Fair (April 1, 2025)
- Part-Time Job Fair (November 13, 2025)
- First Responders Career Fair (January 28, 2026)

Nearing the end of 2025 and moving into 2026, workshops have been, and will continue to be, focused on the development of essential employability skills. Key areas of emphasis include professional communication, behavioural-based interviewing techniques, interview preparation, effective résumé and cover letter development, the strategic use of online platforms for professional networking, and preparing for successful virtual interviews.

In response to the evolving economic landscape and a decline in international enrolment, ELCS has realigned its objectives and service delivery to strengthen student marketability and deepen connections between students and employers. This strategic shift places enhanced emphasis on career readiness while expanding engagement with local employers to support employment opportunities within students' respective fields of study. As part of this realignment, workshops and presentations are intentionally tailored to address topics that directly support career-related success and workforce preparedness.

- **The Presenter's Toolkit Workshop Series** - Covers scripting, designing and delivering presentations.

These initiatives align with the College's strategic direction by providing students with opportunities to develop strong soft skills, thereby enhancing their career readiness and overall professional development.

Upcoming events include the Engineering and Skilled Trades Career Fair (March 4, 2026), Business and Information Technology Career Fair (March 25, 2026), and the Ford Innovation Showcase (May 1, 2026).

## **Strengthening Community Partnerships**

The ELCS has continued to focus on strengthening community partnerships to enhance the College's visibility within the broader community and support potential pathways to attract new student enrolment through active participation in community-based initiatives.

ELCS has collaborated with the **Women's Enterprise Skills Training of Windsor Inc. (WEST)**, a community organization dedicated to helping women and newcomers overcome barriers to employment. Through this partnership, ELCS has provided unpaid voluntary placement opportunities for WEST clients, assisting them in acquiring valuable real-world administrative experience to support their employment readiness. In addition, ELCS delivered five workshops focused on effective networking and job search strategies. The ELCS team has supported five cohorts as part of this initiative, held on April 25, 2025; May 1, 2025; July 5, 2025; August 19, 2025; and November 25, 2025. This collaboration reflects the College's ongoing commitment to community engagement, workforce development and inclusive access to employment-related learning opportunities.

The ELCS team has collaborated with **Windsor Regional Hospital's Undergraduate Nursing Employee (UNE)** program, which provides part-time employment opportunities to nursing students while they complete their studies. As part of this partnership, on-site interviews were conducted in the Genesis Centre on designated dates, resulting in 24 of 40 interviewed students successfully securing employment. This initiative supports students' early workforce integration while strengthening connections with a key regional healthcare employer.

ELCS has also partnered with the **Greater Essex County District School Board on the Project SEARCH program**. This unique school-to-work training initiative empowers youth with disabilities to achieve their employment goals by preparing them for jobs in the local labor market. Through this partnership, Project SEARCH participants have been placed throughout the College for job shadowing and experiential learning opportunities, providing exposure to a range of workplace environments.

As a result of the College's participation in this program, several students have subsequently enrolled in St. Clair College's Community Integration through Co-operative Education (CICE) program. This collaboration has contributed to increased awareness of the College's inclusive education pathways and demonstrates St. Clair College's ongoing commitment to accessibility, workforce inclusion and community-based partnerships.

Students across several programs participated in international learning experiences as an integral component of their academic studies. These opportunities allowed students to engage directly with industry and community partners, enhancing both their academic and real-world skills.

In January 2026, students from the Paramedic, Dental Hygiene and Pharmacy Technician programs travelled to Guatemala where they provided essential preventative healthcare services to an underserved community. This experience enabled students to apply their technical skills in a practical setting while developing critical awareness and building meaningful relationships within a new community.

In March 2026, nine students from the Early Childhood Education program travelled to Italy to gain insight into international education practices. The experiences focused on Italian education systems and the Finnish Organizational Model (MOF), including observation of pre-school classrooms with an emphasis on inclusion, social-emotional development and respect for each child's individuality.

In addition to international experiences, St. Clair College provides students with opportunities to engage with industry partners through events and competitions designed to enhance the student experience.

The Rise Above Community Health Conference, held annually each September, provides students with the opportunity to learn from and engage with leaders from the healthcare and community sectors.

On March 25, 2026, students from the Advertising and Marketing Communications Management program competed in the National Hockey League Innovation Challenge in Ottawa and presented a marketing proposal, "Reignite the Rink". Their concept focused on modernizing aging hockey arenas through sustainable heat recovery systems, modular multi use spaces and a digital platform designed to support year-round community use. Our students tied for first place. This national recognition highlights the strength of applied learning at St. Clair College and the ability of our students to develop innovative, industry relevant solutions to complex real-world challenges.

The Ford Innovation Showcase, scheduled for May 1, 2026, will offer students the opportunity to present innovative products, processes or designs to industry leaders and stakeholders.

The Skills Ontario Competition provides students with the opportunity to compete against peers from across Ontario in a range of skilled trades-related projects, allowing them to demonstrate technical proficiency, problem-solving abilities and industry-aligned competencies.

The Enactus Club is heading to Montréal in May 2026, after earning two first-place finishes and one second-place finish at the 2026 Enactus Canada Central Regional Exposition in Toronto, held in March 2026. The regional competition brought together 29 colleges and universities from across central Canada to showcase student-led entrepreneurship and innovation.

All of these experiences reflect St. Clair College's strategic commitment to providing students with exceptional learning opportunities utilizing various platforms to support their career readiness and academic success.

The following table highlights the percentage of graduates employed in their field of study within six months to one year after graduation.

<b>Percentage of Graduates Employed in their Field of Study within Six Month to One Year After Graduation</b>				
<b>All (%)</b>	<b>Domestic Only (%)</b>	<b>Domestic Only No Prep Programs (%)</b>	<b>Official Comparator (%)</b>	<b>Official Comparator Description</b>
52.7	62.9	65.5	76.6	Strategic Mandate Agreement 4 – Domestic graduates not attending school full-time with a full-time job in a related field within six months of graduation.

**RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive this update on Pillar #1 – St. Clair’s Student and Community Impact – Percentage of graduates employed in their field of study within six months to one year after graduation, as information.



**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: APRIL 28, 2026**

**RE: STRATEGIC DIRECTIONS UPDATE (2025 – 2026) – ACADEMICS THAT BUILD REWARDING CAREERS – DELIVER DEMAND DRIVEN ACADEMIC PROGRAMS THAT RESPOND TO CURRENT AND FUTURE LABOUR MARKET NEEDS**

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

**AIM:**

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

<b>Goal</b>	<b>Initiative</b>	<b>Measure</b>	<b>Target</b>
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.	April 2026
		Percentage of graduates securing jobs within six months of completing their program.	

**BACKGROUND:**

**New Program Development:** The Centre for Academic Excellence continues to collaborate with Chairs and Faculty from each School to develop new programs that are aligned with industry and labour market needs.

The following tables highlight programs approved up to March 2026 and programs currently in development. There is a renewed focus on micro-credentials in areas of industry that require upgrading within their workforce.

<b>Approved Programs for Development as of March 2026</b>			
	<b>Program Title</b>	<b>Credential</b>	<b>Comments</b>
1	Paramedicine	Degree (Three Year)	BOG approved.
2	Bachelor of Applied Computing	Degree (Three Year)	BOG approved.
3	Accommodations and Human Rights Management	Ontario College Graduate Certificate	BOG approved.
4	Addictions and Mental Health	Diploma	OntarioLearn program being developed through Continuing Education.

<b>Program Proposals Being Investigated</b>			
	<b>Program Title</b>	<b>Credential</b>	<b>Comments</b>
1	Data Science Program	Graduate Certificate	Generative and Agentic Artificial Intelligence Graduate Certificate. Internal consultations and document revisions are ongoing to ensure alignment with academic and industry requirements.
2	Radiation Technologist (X-ray Technician)	Advanced Diploma	Developing programs with Windsor Regional Hospital to meet urgent shortage of X-ray technicians.
3	Cisco Networking Academy Partnership	Training Centre	The institution has established a partnership with Cisco to become a Cisco Certified Instructor Training Centre.
4	Mechanical Technician – CAD/CAM – Fast Track	Diploma	Transitioning to a three-semester program.
5	Sheet Metal Worker (Apprenticeship)	Certificate	Approved Training Delivery Agent status received in February 2026.
6	Supply Chain Logistics	Diploma	The 2-year Supply Chain Management (SCM) program integrates industry-focused coursework with experiential learning to prepare graduates for immediate workforce entry.
7	Workplace Wellness and Health Promotion	Graduate Certificate	Opportunity for credential stacking for Fitness and Health Promotion and Business Administration – Human Resources graduates.

8	Applied Data Analytics for Working Professionals	Micro-credential	The program provides flexible, short-term upskilling opportunities to build foundational data literacy. Learners will be able to analyze datasets, generate insights and effectively communicate findings to support business and organizational decisions.
9	Teacher Additional Qualification (AQ)	Micro-credential Ontario College of Teachers (OCT) Courses	Teacher AQ courses provide qualification and professional development opportunities for both new and experienced educators to teach different grades/specialties.
10	Electric Drive Vehicle Technician	Micro-credential	Aligned micro-credential for industry needs.
11	Greenhouse Technician	Micro-credential	Aligned micro-credential for industry needs.
12	Robotics Repair	Micro-credential	Proposal as cost-savings program for industry and millwrights.
13	Welding	Micro-credential	Micro-credential for quality control in welding for industry needs.
14	International Educated Nurses	Micro-credential	Providing clinical education to 400 internationally trained nurses required by the College of Nurses of Ontario.

<b>Micro-Credentials Currently Offered through Part-Time Studies</b>			
	<b>Program Title</b>	<b>Credential</b>	<b>Comments</b>
1	Healing Arts Radiation Protection (HARP)	Micro-credential	Upgrading for dental assistants.
2	Phlebotomy for Healthcare Professionals	Micro-credential	Aligned with increased scope for many in healthcare sector.
3	Sterile Field and Septic Environment	Micro-credential	

The following table highlights the percentage of graduates securing jobs within six months of completing their program.

<b>Percentage of Graduates Securing Jobs within Six Months of Completing their Program</b>				
<b>All (%)</b>	<b>Domestic Only (%)</b>	<b>Domestic Only No Prep Programs (%)</b>	<b>Official Comparator (%)</b>	<b>Official Comparator Description</b>

76.3	82.5	83.0	84.1	Key Performance Indicators – Domestic graduates not attending school full-time with a job within six months of graduation.
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**RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive this update on Pillar #2 – Academics That Build Rewarding Careers – 1) Investigate new programs that are aligned with government and labour market priorities; and 2) Percentage of graduates securing jobs within six months of completing their program, as information.



**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: APRIL 28, 2026**

**RE: STRATEGIC DIRECTIONS UPDATE (2025 – 2026) – ACADEMICS THAT BUILD REWARDING CAREERS – GROW THE ENROLMENT OF ADULT LEARNERS AND WORKING PROFESSIONALS THROUGH THE DESIGN OF PART-TIME AND FLEXIBLE PROGRAMS.**

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

**AIM:**

To provide the Board of Governors with an update on the Strategic Directions (2025– 2026). This update pertains to Strategic Pillar #2 – Academics That Build Rewarding Careers (Deliver the hands-on learning experiences, academic pathways and innovative teaching that enable long-term career success), to grow the enrolment of adult learners and working professionals through the design of part-time and flexible programs.

<b>Goal</b>	<b>Objective</b>	<b>Measure</b>	<b>Target</b>
Expand access to online learning by meeting students where they are.	Grow the enrolment of adult learners and working professionals through the design of part-time and flexible programs.	Growth in number of students enrolling in part-time and flexible courses and programs.	April Annually.

**BACKGROUND:**

The current financial struggles faced by Ontario colleges, and specifically St. Clair College, require realignment of resources and focus, as new revenue opportunities are investigated.

Continuing Education and Corporate Training need to play a critical role in expanding access to “Academics That Build Rewarding Careers” by meeting adult learners and working professionals where they are. This will be achieved through the intentional design and delivery of part-time, flexible, online and hybrid programming that aligns with the realities of adult schedules. Flexible learning models may include evening, weekend and asynchronous study options that fit around work and life commitments.

The primary outcome of this work is measurable growth in enrolment among adult learners in flexible learning pathways, alongside increased access to career-relevant credentials that support immediate and long-term employment opportunities.

Currently, our brand is well recognized and we provide training to Ford Motor Company and Unifor National. The 2025-26 financial results will show continued growth in Corporate Training revenue from just over \$500,000 during 2022-23 to over \$1,400,000. The team will continue to nurture and develop programs and upskilling to meet the needs of our industry partners.

However, with the overall decrease in student enrolment, the focus of Continuing Education will shift from supporting postsecondary programs to providing more options for adult learners and working professionals by designing part-time and flexible programs. In order to accomplish this, the following activities will be implemented by August 31, 2026:

- Conduct market research to identify opportunities that are relevant to our industry partners both locally and provincially.
- The team will develop and send out a survey to industry partners, in an effort to understand upskilling, training or program needs.
- The team will be focused on continued relationship building and increasing program offerings, that align with industry needs.
- Once the needs are determined, we will develop relevant, flexible courses and programs to fill the needs. These may be online, in person or asynchronous – to complete at one’s own pace.
- A scorecard will be developed reflecting relevant metrics such as the number of cold calls, new courses developed/available, number of students registered and net income as an example. This will be shared with SOG on a monthly basis.
- Short, flexible programs such as the following will be available during the evening, weekends or online to meet needs:
  - Micro-credentials – short training programs that focus on specific skills required by employers. Usually less than 500 hours in duration.
  - Career and Professional Certificates – for individuals already working but wanting to gain formal credentials or skills in their field. These can be employer or individual driven courses and programs.
  - Employer/College Partnerships – Program Models that are employer driven upskilling or reskilling based on industry needs or changes such as Battery Manufacturing Certificate or the Quality Assurance and Management Certificate programs.
  - Ontario Learn – providing flexible start dates and entry points with self-paced courses. We will continue to promote Ontario Learn online courses.

## **RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive this update on Strategic Pillar #3 – A Talented and Accountable Organization, regarding the commitment to strengthen talent development and accountability performance, as information.



# ST. CLAIR

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C O L L E G E

**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: APRIL 28, 2026**

**RE: 2026 CONVOCATION CONFERRING OF DIPLOMAS, CERTIFICATES AND DEGREES**

**SECTOR: ALL – SENIOR OPERATIONS GROUP**

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**AIM:**

To provide the Board of Governors with a recommendation from College Administration for the conferring of Diplomas, Certificates and Degrees for the Fifty-Ninth Annual Convocation Ceremonies.

**BACKGROUND:**

College Administration annually provides the Board of Governors with a motion to authorize the conferring of the appropriate Diplomas, Certificates and Degrees to eligible students.

**RECOMMENDATION:**

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

## **PRESIDENT'S COMMUNITY ENGAGEMENT REPORT**

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

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### **1. Play For A Cure 2026**

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

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



**2. Community Engagement & Partnerships**

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



**3. 2026 Ford Innovation Showcase**

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

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

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

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

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



#### 4. 2026 Windsor-Essex Community Pow Wow

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

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

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

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



## **5. Skills Ontario Competition Success**

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

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

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

- Powerline Technician
- Web Design
- Refrigeration and Air Conditioning

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

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



**6. CCL North American Championship – Saints Esports**

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

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

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

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

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



**RISE** ABOVE THE ORDINARY

**7. Student Achievement – International Recognition in Marketing**

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

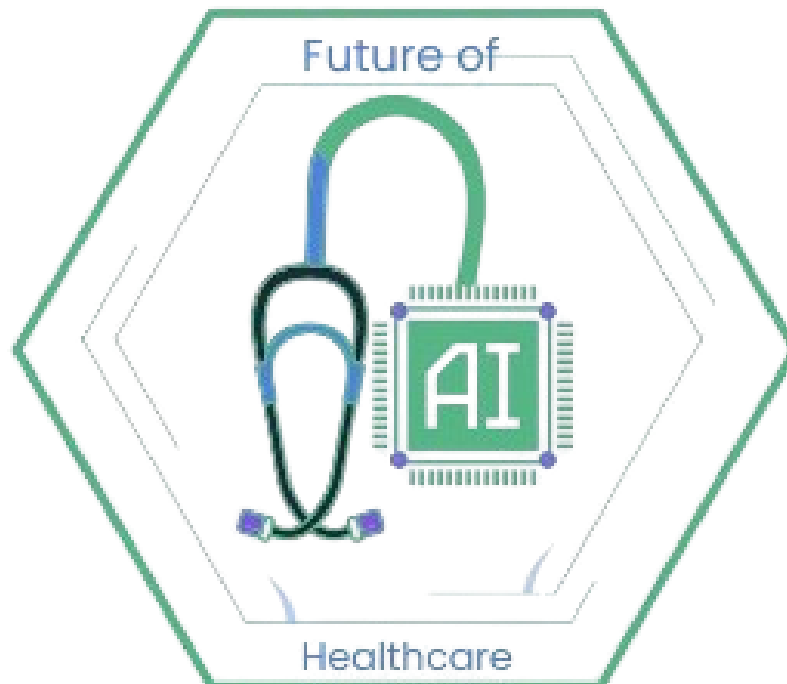
Two recent graduates, Kyra Tzimas and Sadie Cartwright, who progressed to studies at Munster Technological University (MTU) in Tralee, Ireland in September 2025, were part of a student team awarded top honours in an international project funded by the European Commission under the Erasmus+ program.

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

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

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

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



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

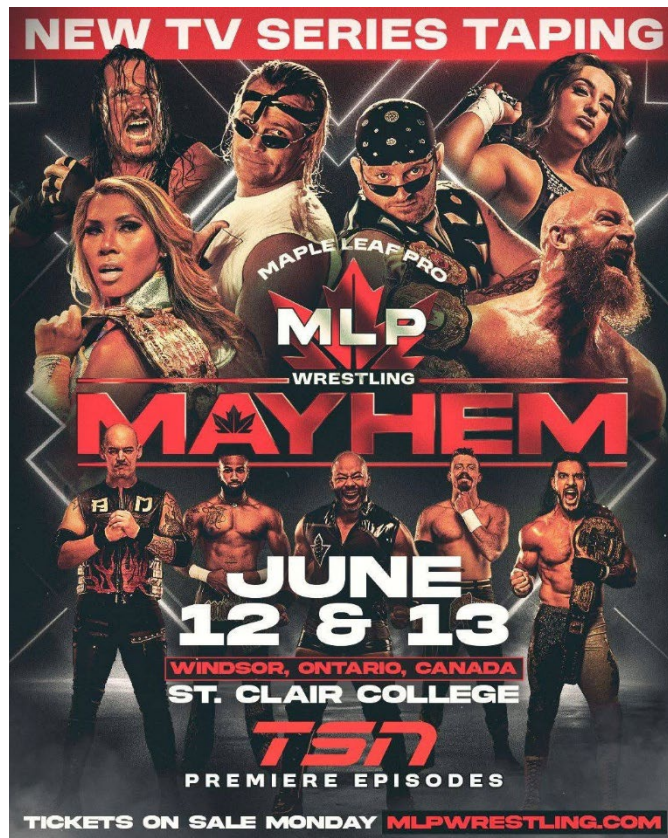
The College is pleased to advise the Board of Governors of an exciting television production activity taking place on campus.

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

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

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

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



**9. Enactus National Competition – Student Achievement**

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

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

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

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



## 10. NOW // AI Executive Program Partnership Announcement

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

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

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

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

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

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

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





**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: MAY 26, 2026**

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

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

**AIM:**

To provide the Board of Governors with an update on the Strategic Directions (2025-2026). This update pertains to Strategic Pillar #1 – St. Clair’s Student and Community Impact (Elevate St. Clair’s brand and reputation for community impact and student personal growth, well-being and academic success) – Instill St. Clair’s community and service-oriented values in students by embedding leadership, volunteerism and community engagement into academic and curricular activities. Specific details include the following:

Goal	Objective	Measure	Target
Support the success of the communities we serve.	Instill St. Clair’s community and service-oriented values in students by embedding leadership, volunteerism and community engagement into academic and co-curricular experiences.	Surveys or qualitative feedback from community organizations and employers on students’ leadership, service and engagement contributions.	May, Annually

**BACKGROUND:**

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

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

### **Student Representative Council**

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

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

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

### **Thames Students Incorporated**

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

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

### **Saints Student Athletic Association**

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

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

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

## **Academic Sector**

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

### St. Clair College Colour Guard

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

### Bottle and Can Drive for Lainey McMahon

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

### Fill the Ambulance

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

### Green Bench Elder Wisdom

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

### Earth Week

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

### No Man's LAN/Winter Wonder LAN

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

### Hats on for Healthcare

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

### Student Spa Wellness Program

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

### Coldest Night of the Year

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

### Holiday Decorating at Willistead Manor

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

### Coffee and Companionship

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

### Halloween for Hunger

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

### Tree Planting at Malden Park

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

### Backpack Challenge

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

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

## **RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive this update on Strategic Pillar #1 – St. Clair's Student and Community Impact (Elevate St. Clair's brand and reputation for community impact and student personal growth, well-being and academic success) – Instill St. Clair's community and service-oriented values in students by embedding leadership, volunteerism and community engagement into academic and co-curricular experiences, for information.



**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: MAY 26, 2026**

**RE: STRATEGIC DIRECTIONS UPDATE (2025 – 2026) – ACADEMICS THAT BUILD REWARDING CAREERS – DELIVER DEMAND DRIVEN ACADEMIC PROGRAMS THAT RESPOND TO CURRENT AND FUTURE LABOUR MARKET NEEDS**

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

**AIM:**

To provide the Board of Governors with an update on the Strategic Directions (2025 – 2026). This update pertains to Pillar #2 – Academics That Build Rewarding Careers – Deliver the hands-on learning experiences, academic pathways and innovative teaching that enable long-term career success. Specific details include the following:

Goal	Initiative	Measure	Target
Deliver demand driven academic programs that respond to current and future labour market needs.	Work with academic program advisory councils and regional economic organizations to source, analyze and share real-time regional labour market information to inform programming.	Formal engagement with Program Advisory Committees (PACs) and placement agencies to ensure they have opportunities to inform and influence programming.	May 2026

**BACKGROUND:**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

#### **RECOMMENDATION:**

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



**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: MAY 26, 2026**

**RE: STRATEGIC DIRECTIONS UPDATE (2025 – 2026) – ACADEMICS THAT BUILD REWARDING CAREERS – DELIVER DEMAND DRIVEN ACADEMIC PROGRAMS THAT RESPOND TO CURRENT AND FUTURE LABOUR MARKET NEEDS**

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

**AIM:**

To provide the Board of Governors with an update on the Strategic Directions (2025 – 2026). This update pertains to Pillar #2 – Academics That Build Rewarding Careers – Deliver the hands-on learning experiences, academic pathways and innovative teaching that enable long-term career success. Specific details include the following:

<b>Goal</b>	<b>Initiative</b>	<b>Measure</b>	<b>Target</b>
Deliver demand driven academic programs that respond to current and future labour market needs.	Enhance in-program work-integrated and experiential learning opportunities for students.	Proportion of domestic students who had experiential learning/work-integrated learning opportunities as part of their program of study.	May 2026

**BACKGROUND:**

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

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

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

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

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

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

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

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

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

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

### **RECOMMENDATION:**

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

## Appendix A

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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



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



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



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



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



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



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

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

## Appendix B

### **HL: Culture and classroom intersect during ECE trip to Italy**

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

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

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

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

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

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

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

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

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

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

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

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

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

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



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



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



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

TAGS: Early Childhood Education, Experiential Learning



**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: MAY 26, 2026**

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

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

**AIM:**

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

<b>Goal</b>	<b>Initiative</b>	<b>Measure</b>	<b>Deadline</b>
Strengthen talent development and accountability performance.	Foster an organizational culture and environment that promotes employee retention and professional development at all stages of career development.	Percentage of key management roles with documented succession plans and individual development plans in place.	May - Annually.

**BACKGROUND:**

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

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

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

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

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

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

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

### **RECOMMENDATION:**

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



## PHASE 2: POSITION ANALYSIS

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





**SUCCESSION PLANNING**

**EMPLOYEE PERFORMANCE DEVELOPMENT PLAN**

**EMPLOYEE NAME:**

**ACTION PLAN**

**Tasks or Areas for Development**

**Measurable or Expected Outcomes**

**Timeline**


**Skills, Training or Knowledge required for completion:**

\_\_\_\_\_  
\_\_\_\_\_

**Review Date:** \_\_\_\_\_

**Comments:** \_\_\_\_\_  
\_\_\_\_\_

**Signatures**

\_\_\_\_\_  
Employee

\_\_\_\_\_  
Manager

Date: \_\_\_\_\_



# ST. CLAIR

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C O L L E G E

**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: MAY 26, 2026**

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

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

**AIM:**

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

Goal	Initiative	Measure	Target
Strengthen talent development and accountability performance.	Strengthen accountability for operating performance and financial sustainability within and across all College departments.	Provide relevant and transparent financial reporting to the Board through regular updates, including the annual budget, mid-year reviews, financial statements, and interim reports completed in accordance with pre-determined deadlines.	May 2026

**BACKGROUND:**

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

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

The financial sustainability reserve balance is compliant with the College’s Internally Restricted Funds Policy 4.5, which requires the reserve to be maintained at a minimum 3% of budgeted operating revenues. Administration continues to pause the allocation of interest income into the reserve and to cap the reserve at \$73,920,568.

**RECOMMENDATION:**

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



**TO: BOARD OF GOVERNORS**

**FROM: MIKE SILVAGGI, PRESIDENT**

**DATE: MAY 26, 2026**

**RE: COLLEGE DEGREE RENEWAL PROCESS UPDATE**

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

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**AIM:**

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

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

**BACKGROUND:**

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

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

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

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

### **Honours Bachelor of Applied Arts in Social Justice and Legal Studies**

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

### **Honours Bachelor of Business Administration (Information Communication Technology)**

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

### **Next steps**

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

### **RECOMMENDATION:**

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



**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: MAY 26, 2026**

**RE: DAY 10 ENROLMENT REPORT – SPRING 2026**

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

**AIM:**

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

**BACKGROUND:**

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

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

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

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

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

**RECOMMENDATION:**

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



**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: MAY 26, 2026**

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

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

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**AIM:**

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

**BACKGROUND:**

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

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

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

**RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive the attached Annual Report on the Sexual Misconduct Policy and Procedure, Reporting and Prevention Strategies 2025-2026, for information.



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

### **Background**

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

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

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

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

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

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

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

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

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

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

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

### **Number of Sexual Violence Incidents and Supports Provided**

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

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

### **Supports**

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

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

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

### **Sexual Violence Prevention (SVP) Committee**

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

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

The mandate of this Committee includes:

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

## **2025-2026 Initiatives**

### **Collaboration and Promotion**

#### **REES**

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

#### **EAAA: Flip the Script**

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

#### **Bringing in the Bystander Training**

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

#### **Self-Defense**

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

#### **Additional Trainings**

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

## Awareness and Engagement

### Student Ambassadors

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

### Event: “Mocktail Mingle”

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

### Event: “Walk in Her Shoes”

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

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

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

### Collaboration and Additional Awareness

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



**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: MAY 26, 2026**

**RE: COSTS OF EDUCATIONAL MATERIAL**

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

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

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

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**AIM:**

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

**BACKGROUND:**

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

The objectives of this Directive are to:

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

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

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

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

The College is compliant with this Directive as follows:

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

### **RECOMMENDATION:**

**IT IS RECOMMENDED THAT** the Board of Governors receive this update pertaining to the College's compliance regarding the implementation of the MCURES Directive on the Costs of Educational Material, for information.



**TO: BOARD OF GOVERNORS**

**FROM: MICHAEL SILVAGGI, PRESIDENT**

**DATE: MAY 26, 2026**

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

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

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**AIM:**

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

**BACKGROUND:**

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

**RECOMMENDATION:**

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

Consolidated Financial Statements

**THE ST. CLAIR COLLEGE OF APPLIED  
ARTS AND TECHNOLOGY**

Year ended March 31, 2026

## MANAGEMENT’S RESPONSIBILITY FOR FINANCIAL REPORTING

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The consolidated financial statements of The St. Clair College of Applied Arts and Technology (the “College”) are the responsibility of management and have been approved by the Board of Governors (the “Board”).

The consolidated financial statements have been prepared by management in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board. When alternative accounting methods exist, management has chosen those it deems most appropriate in the circumstances. Consolidated financial statements are not precise since they include certain amounts based on estimates and judgments. Management has determined such amounts on a reasonable basis in order to ensure that the consolidated financial statements are presented fairly, in all material respects.

The College maintains systems of internal accounting and administrative controls of high quality, consistent with reasonable cost. Such systems are designed to provide reasonable assurance that the financial information is relevant, reliable and accurate and that the College’s assets are appropriately accounted for and adequately safeguarded.

The College’s insurance liabilities have been reviewed by management in consultation with its broker. There are no material liabilities in either fact or contingency as at the date of this report.

The Board is responsible for ensuring that management fulfills its responsibilities for financial reporting and is ultimately responsible for reviewing and approving the consolidated financial statements. The Board carries out this responsibility principally through its Audit and Finance Committee.

The Audit and Finance Committee is appointed by the Board and meets regularly with management, as well as the external auditors, to discuss internal controls over the financial reporting process, auditing matters and financial reporting issues, to satisfy itself that each party is properly discharging its responsibilities, and to review the consolidated financial statements and the external auditors’ report.

The Audit and Finance Committee reports its findings to the Board for consideration when approving the consolidated financial statements. The Audit and Finance Committee also considers, for review and approval by the Board, the engagement or reappointment of the external auditors.

The consolidated financial statements have been audited by KPMG LLP, the external auditors, in accordance with Canadian generally accepted auditing standards, on behalf of the Board. KPMG LLP has full and free access to the Audit and Finance Committee.

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Michael Silvaggi  
President

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Marc Jones  
Senior Vice President, Finance, Administration &  
Chief Financial Officer

May 26, 2026



## INDEPENDENT AUDITORS' REPORT

To the Board of Governors of The St. Clair College of Applied Arts and Technology

### ***Opinion***

We have audited the consolidated financial statements of The St. Clair College of Applied Arts and Technology (the College), which comprise:

- the consolidated statement of financial position as at March 31, 2026
- the consolidated statement of operations for the year then ended
- the consolidated statement of changes in net assets for the year then ended
- the consolidated statement of cash flows for the year then ended
- and notes to the financial statements and schedules, including a summary of significant accounting policies

(Hereinafter referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2026, and its results of operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### ***Basis for Opinion***

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the "Auditors' Responsibilities for the Audit of the Financial Statements" section of our auditors' report.

We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.



### ***Responsibilities of Management and Those Charged with Governance for the Financial Statements***

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the College's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the College's financial reporting process.

### ***Auditors' Responsibilities for the Audit of the Financial Statements***

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit.



We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the group audit. We remain solely responsible for our audit opinion.

Chartered Professional Accountants, Licensed Public Accountants

Windsor, Canada  
May 26, 2026

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Financial Position

March 31, 2026, with comparative information for 2025

	2026	2025
<b>Assets</b>		
Current assets:		
Cash and cash equivalents	\$ 28,149,851	\$ 57,771,016
Accounts receivable (note 17)	8,022,539	10,285,731
Temporary investments (note 2)	206,724,010	172,473,772
Prepaid expenses	3,097,852	9,773,045
	<u>245,994,252</u>	<u>250,303,564</u>
Long-term investments (note 2)	27,619,122	51,692,864
Construction in progress (note 3)	550,659	634,450
Capital assets (note 4)	257,723,539	258,048,190
	<u>\$ 531,887,572</u>	<u>\$ 560,679,068</u>
<b>Liabilities and Net Assets</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 33,005,923	\$ 37,797,510
Deferred revenue (note 6)	20,949,203	42,756,484
Vacation pay	5,265,421	5,679,109
Current portion of long-term debt (note 7)	1,982,088	2,064,908
	<u>61,202,635</u>	<u>88,298,011</u>
Long-term debt (note 7)	15,189,382	17,171,470
Post-employment benefits and compensated absences (note 8)	4,621,000	4,193,999
Deferred contributions (note 9)	13,001,926	14,612,106
Deferred capital contributions (note 10)	128,710,014	129,392,841
Asset retirement obligations (note 5)	9,098,971	787,876
	<u>231,823,928</u>	<u>254,456,303</u>
Net assets:		
Unrestricted:		
Operating	38,067,966	42,385,242
Post-employment benefits and compensated absences	(4,621,000)	(4,193,999)
Vacation pay	(5,265,421)	(5,679,109)
	<u>28,181,545</u>	<u>32,512,134</u>
Invested in capital assets (note 12)	112,392,714	110,053,421
Externally restricted (note 13)	23,847,649	23,799,904
Internally restricted (note 14)	135,641,736	139,857,306
	<u>300,063,644</u>	<u>306,222,765</u>
Commitments (note 15)		
Contingent liabilities (note 16)		
	<u>\$ 531,887,572</u>	<u>\$ 560,679,068</u>

See accompanying notes to consolidated financial statements.

Approved by the Board of Governors

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Director

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Director

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Operations

Year ended March 31, 2026, with comparative information for 2025

	2026	2025
Revenue:		
Grants and reimbursements	\$ 45,015,843	\$ 41,993,968
Capital support grants	199,267	148,538
Tuition revenue	67,171,771	115,022,250
Public college private partnership (note 19)	13,244,922	96,838,064
Contract training	17,503,003	15,585,471
Amortization of deferred capital contributions	6,712,296	6,568,325
Other income	19,915,086	29,427,060
Donations	981,633	797,509
Foundation	3,500,519	3,948,600
Ancillary operations	13,889,263	14,515,021
Gain (loss) on disposal of capital assets	1,047,634	(3,717)
	<u>189,181,237</u>	<u>324,841,089</u>
Expenses:		
Salaries and benefits	96,225,236	108,807,160
Operating expenditures	49,656,819	68,451,964
Public college private partnership (note 19)	11,364,757	76,828,545
Post-employment benefits and compensated absences	427,000	501,000
Foundation	3,500,519	3,948,600
Bursaries and scholarships	981,633	793,054
Amortization of capital assets	17,158,408	15,076,411
Other expenditures out of capital support grants	199,267	141,027
Ancillary operations	15,874,464	17,381,153
	<u>195,388,103</u>	<u>291,928,914</u>
<b>Excess (deficiency) of revenue over expenses</b>	<b>\$ (6,206,866)</b>	<b>\$ 32,912,175</b>

See accompanying notes to consolidated financial statements.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Changes in Net Assets

Year ended March 31, 2026, with comparative information for 2025

	Unrestricted	Invested in capital assets (note 12)	Externally restricted (note 13)	Internally restricted (note 14)	2026 Total	2025 Total
Balance, beginning of year	\$ 32,512,134	110,053,421	23,799,904	139,857,306	\$ 306,222,765	\$ 272,298,730
Endowment and annual funds received during the year	-	-	47,745	-	47,745	1,011,860
Excess (deficiency) of revenue over expenses	3,191,612	(9,398,478)	-	-	(6,206,866)	32,912,175
Transfer of internally restricted to unrestricted	4,215,570	-	-	(4,215,570)	-	-
Net change in investment in capital assets (note 12b)	(11,737,771)	11,737,771	-	-	-	-
<b>Balance, end of year</b>	<b>\$ 28,181,545</b>	<b>\$ 112,392,714</b>	<b>\$ 23,847,649</b>	<b>\$ 135,641,736</b>	<b>\$ 300,063,644</b>	<b>\$ 306,222,765</b>

See accompanying notes to consolidated financial statements.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## Consolidated Statement of Cash Flows

Year ended March 31, 2026, with comparative information for 2025

	2026	2025
Cash provided by (used in):		
Operations:		
Excess (deficiency) of revenue over expenses	\$ (6,206,866)	\$ 32,912,175
Items not involving cash:		
Amortization of capital assets	17,158,408	15,076,411
Amortization of deferred capital contributions	(6,712,296)	(6,568,325)
Accrual for post-employment benefits and compensated absences	427,000	500,999
Deferred contributions recognized as revenue in the year	(3,500,519)	(3,948,600)
Unrealized loss on long-term investments	73,407	1,255,354
(Gain) loss on disposal of capital assets	(1,047,634)	3,717
	<u>191,500</u>	<u>39,231,731</u>
Changes in non-cash operating working capital:		
Accounts receivable	2,263,192	401,157
Prepaid expenses	6,675,193	3,709,405
Accounts payable and accrued liabilities	(4,791,587)	(13,894,301)
Accrual for vacation pay	(413,688)	(668,220)
Deferred revenue	(21,807,281)	(61,997,821)
	<u>(17,882,671)</u>	<u>(33,218,049)</u>
Financing activities:		
Deferred contributions	1,890,334	2,737,785
Repayment of long-term debt	(2,064,908)	(2,148,344)
Endowment and annual contributions (transfers), net	47,745	1,011,860
	<u>(126,829)</u>	<u>1,601,301</u>
Capital activities:		
Contributions received for capital purposes	6,029,469	6,872,495
Contributions paid for construction in progress	-	(500,000)
Proceeds on disposal of capital assets	2,341,548	-
Purchase of capital assets and construction in progress	(18,043,880)	(34,075,103)
Asset retirement obligations settlement and revaluation	8,311,095	(56,200)
	<u>(1,361,768)</u>	<u>(27,758,808)</u>
Investing activities:		
Redemption (purchase) of long-term investments	24,000,341	(27,616,678)
Redemption (purchase) of temporary investments	(34,250,238)	75,509,335
	<u>(10,249,897)</u>	<u>47,892,657</u>
Decrease in cash	(29,621,165)	(11,482,899)
Cash, beginning of year	57,771,016	69,253,915
Cash, end of year	<u>\$ 28,149,851</u>	<u>\$ 57,771,016</u>

See accompanying notes to financial statements.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements

Year ended March 31, 2026

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The St. Clair College of Applied Arts and Technology (the “College”), was incorporated in 1965 under the laws of the Province of Ontario, and is an Ontario college of applied arts and technology duly established pursuant to Ontario regulation 34/03 made under the Ontario Colleges of Applied Arts and Technology Act, 2002. The College is an agency of the crown and provides postsecondary, vocationally oriented education in the areas of applied arts, business, health sciences and technology.

The College is a not-for-profit organization and, as such, is exempt from income taxes under the Income Tax Act (Canada).

## 1. Significant accounting policies:

### (a) Basis of presentation:

These consolidated financial statements of the College have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board (“PSAB for Government NPOs”).

The consolidated financial statements include the accounts of the College and its wholly controlled entity, St. Clair College Foundation. All significant inter-organization balances and transactions have been eliminated on consolidation.

These consolidated financial statements do not reflect the assets, liabilities and results of operations of the various student organizations.

### (b) Revenue recognition:

Revenue is recognized when the College has the ability to claim or retain an inflow of economic resources and a past transaction or event giving rise to the asset has occurred.

The College follows the deferral method of accounting for contributions, which include donations and government grants. Tuition fees and contract training revenues are recognized as income to the extent that the related courses and services are provided within the fiscal year of the College.

Gifts in-kind are recorded at fair value in the year of receipt.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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## 1. Significant accounting policies (continued):

### (b) Revenue recognition (continued):

Ancillary revenues including parking, bookstore, residence, St. Clair College Centre for the Arts and other sundry revenues are recognized when products are delivered or services are provided to the student or client, the sales price is fixed and determinable, and collection is reasonably assured.

Unrestricted contributions are recognized as revenue when received or receivable and if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions and restricted investment income are recognized as revenue in the year in which the related expenses are incurred.

Restricted contributions for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis corresponding with the amortization rate for the related capital assets.

Endowment contributions, having externally imposed restrictions requiring that the principal be maintained intact, are recognized as direct increases in endowed net assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Restricted investment income that must be maintained as an endowment is credited to net assets. Unrestricted investment income is recognized as revenue when earned.

Pledges are recorded as revenue when management can make a reasonable estimate of the amount and collection is reasonably assured. The College received pledges in the amount of \$150,000 (2025 - \$290,000) which have not been recorded in the accompanying financial statements.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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## 1. Significant accounting policies (continued):

### (c) Cash and cash equivalents:

Cash and cash equivalents include highly liquid investments with maturities of 30 days or less when purchased.

### (d) Short-term investments:

Short-term investments are recorded at fair value. Subsequent changes in the fair value of short-term investments are adjusted through the statement of financial position.

### (e) Long-term investments:

Long-term investments are recorded at fair value. Subsequent changes in the fair value of restricted long-term investments are adjusted through the statement of financial position.

### (f) Investment income:

Realized gains and losses on the sale of investments are determined using the average cost of securities sold. Interest and dividend income is recorded on the accrual basis.

### (g) Endowment funds:

Endowed funds consist of external contributions that the donor has designated as a permanent endowment. The endowed funds cannot be expended by the Foundation. The annual income earned on the endowed funds may be expended only for the externally restricted purposes specified by the donor.

### (h) Capital assets:

Purchased capital assets are recorded at cost less accumulated amortization. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments that extend the estimated life of an asset are capitalized. When a capital asset no longer contributes to the College's ability to provide services or the value of future economic benefits associated with the capital asset is less than its net book value, the carrying value of the capital asset is reduced to reflect the decline in the asset's value.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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## 1. Significant accounting policies (continued):

### (h) Capital assets (continued):

Construction in progress is not recorded as a capital asset or amortized until it is put into service.

Capital assets are capitalized on acquisition and amortized on a straight-line basis over their useful lives, which has been estimated to be as follows:

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

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### (i) Vacation pay:

The College recognizes vacation pay as an expense on an accrual basis.

### (j) Non-pension post-retirement, post-employment, non-vesting sick leave, and defined retirement benefits:

The College provides non-pension post-retirement, post-employment, non-vesting sick leave and defined retirement benefits to certain employee groups. These benefits include subsidized basic life insurance for retirees, continuation of medical, dental and waiver of life insurance premium for employees on long-term disability, non-vesting sick leave and defined benefit pension. The College has adopted the following policies with respect to accounting for these employee benefits:

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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(i) The costs of the non-pension post-retirement benefits are actuarially determined using the actuaries' best estimate of mortality, life insurance premiums, and discount rates. Adjustments to these costs arising from changes in actuarial estimates and experienced gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.

(ii) The costs of the post-employment benefits which includes continuation of medical, dental, and waiver of life insurance premium during long-term disability are actuarially determined using the actuaries' best estimate of health care and insurance premium costs, disability recovery, mortality and discount rates. Liabilities are recognized when a long-term disability claim occurs, is expensed in year, and accounted for on a terminal accounting basis.

(iii) The costs of non-vesting sick leave benefits are actuarially determined using the actuaries' best estimate of salary escalation, employees use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial estimates and experienced gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.

(iv) The discount rate used in the determination of the above-mentioned liabilities is determined by the College Employer Council.

(v) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the period.

(k) Financial instruments:

The College classifies its financial instruments as either fair value or amortized cost. The College's accounting policy for each category is as follows:

(i) Fair value:

This category includes equity instruments quoted in an active market. The College has designated its bond portfolio and term deposits that would otherwise be classified into the amortized cost category at fair value as the College manages and reports performance of it on a fair value basis.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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## 1. Significant accounting policies (continued):

### (k) Financial instruments (continued):

#### (i) Fair value (continued):

These financial instruments are initially recognized at cost and subsequently carried at fair value. Changes in fair value on restricted assets are recognized as a deferred contribution until the criterion attached to the restrictions has been met.

Transaction costs related to financial instruments in the fair value category are expensed as incurred.

As the College has no financial instruments recognized at fair value which are not deferred, the College does not have a statement of remeasurement gains and losses.

#### (ii) Amortized cost:

This category includes accounts receivable, accounts payable, accrued liabilities and other liabilities. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets.

Transaction costs related to financial instruments in the amortized-cost category are added to the carrying value of the instrument.

Write-downs on financial assets in the amortized cost category are recognized when the amount of a loss is known with sufficient precision, and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the write-down being recognized in the Statement of Operations.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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## 1. Significant accounting policies (continued):

### (l) Asset retirement obligations:

An asset retirement obligation (“ARO”) is recognized when, as at the financial reporting date, all of the following criteria are met:

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

A liability for the removal of asbestos in several buildings owned by the College has been recognized based on estimated remediation costs of asbestos removal upon repair of affected areas or upon sale or closure of the building.

Actual remediation costs incurred are charged against the ARO to the extent of the liability recorded. Differences between the actual remediation costs incurred and the associated liability recorded within the consolidation financial statements is recognized in the consolidated statement of operations at the time of remediation.

The estimated undiscounted fair value of the ARO liability resulted in an accompanying increase to Building Capital Asset. The increase to the tangible capital asset is amortized in accordance with the amortization accounting policy for the College as outlined in (h).

### (m) Use of estimates:

The preparation of financial statements in conformity with PSAB for Government NPOs requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the period. Actual results could differ from these estimates. Areas of key estimation include the determination of fair value for long-term investments, allowance for doubtful accounts, the carrying amount of capital assets, the valuation and estimated timing of asset retirement obligations, and actuarial estimation of post-retirement and employment benefits as well as non-vesting sick leave liabilities.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

## 2. Financial instrument classification:

The following table provides cost and fair value information of financial instruments by category. The maximum exposure to credit risk would be the carrying value as shown below:

2026	Fair value	Amortization at cost	Total
Cash and cash equivalents	\$ 28,149,851	\$ -	\$ 28,149,851
Accounts receivable	-	8,022,539	8,022,539
Temporary investments	206,724,010	-	206,724,010
Long-term investments	27,619,122	-	27,619,122
Accounts payable and accrued liabilities	-	33,005,923	33,005,923
Long-term debt	-	17,171,470	17,171,470
	<b>\$262,492,983</b>	<b>\$ 58,199,932</b>	<b>\$320,692,915</b>

2025	Fair value	Amortization at cost	Total
Cash and cash equivalents	\$ 57,771,016	\$ -	\$57,771,016
Accounts receivable	-	10,285,731	10,285,731
Temporary investments	172,473,772	-	172,473,772
Long-term investments	51,692,864	-	51,692,864
Accounts payable and accrued liabilities	-	37,797,510	37,797,510
Long-term debt	-	19,236,378	19,236,378
	<b>\$281,937,652</b>	<b>\$ 67,319,619</b>	<b>\$349,257,271</b>

Temporary investments consist of highly liquid investments, including guaranteed investment certificates with maturities of less than one year. Long-term investments consist of equity instruments in public companies, bonds, and term deposits. Long-term investments include \$27,619,122 (2025 - \$26,016,220) of investments externally restricted for endowment purposes (see Note 13).

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

## 2. Financial instrument classification (continued):

Long-term investments consist of the following:

	2026	2025
Fair value:		
Term deposits	\$ -	\$ 25,676,644
Corporate and government bonds	12,509,219	12,994,935
Shares in public companies and mutual funds	15,109,903	13,021,285
	<u>\$ 27,619,122</u>	<u>\$ 51,692,864</u>

	2026	2025
Cost:		
Term deposits	\$ -	\$ 25,676,644
Corporate and government bonds	12,425,181	12,727,974
Shares in public companies and mutual funds	14,387,363	12,408,267
	<u>\$ 26,812,544</u>	<u>\$ 50,812,885</u>

Maturity profile of bonds held is as follows:

2026	Within 1 year	1 to 5 years	6 to 10 years	Over 10 years	No specific maturity	Total
Carrying value	\$ 1,207,064	\$ 4,144,435	\$ 2,156,888	\$ 188,559	\$ 4,812,273	\$ 12,509,219
Percent of total	3%	41%	14%	4%	38%	100%
						<u>\$12,509,219</u>

2025	Within 1 year	1 to 5 years	6 to 10 years	Over 10 years	No specific maturity	Total
Carrying value	\$ 347,326	\$ 5,467,851	\$ 1,828,064	\$ 471,718	\$ 4,879,976	\$ 12,994,935
Percent of total	3%	41%	14%	4%	38%	100%
						<u>\$12,994,935</u>

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

## 2. Financial instrument classification (continued):

The following table provides an analysis of financial instruments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

2026	Level 1	Level 2	Level 3	Total
Cash and cash equivalents	\$ 28,149,851	\$ -	\$ -	\$ 28,149,851
Temporary investments	206,724,010	-	-	206,724,010
Long-term investments	27,619,122	-	-	27,619,122
<b>Total</b>	<b>\$262,492,983</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$262,492,983</b>

2025	Level 1	Level 2	Level 3	Total
Cash and cash equivalents	\$ 57,771,016	\$ -	\$ -	\$ 57,771,016
Temporary investments	172,473,772	-	-	172,473,772
Long-term investments	51,692,864	-	-	51,692,864
<b>Total</b>	<b>\$281,937,652</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$281,937,652</b>

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

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

### 3. Construction in progress:

Construction in progress represents costs incurred on certain building and equipment which was not available for use. Once the building and equipment is put in service, the total costs will be reclassified to capital assets and amortization will commence. As at March 31, 2026, construction in progress amounted to \$550,659 (2025 - \$634,450).

### 4. Capital assets:

2026	Cost	Accumulated amortization	Net book value
Land	\$ 6,036,323	\$ -	\$ 6,036,323
Buildings, including asset retirement costs	333,682,588	113,978,388	219,704,200
Site improvements	34,888,536	18,138,534	16,750,002
Furniture & equipment	96,560,401	81,706,228	14,854,173
Computer equipment	3,640,970	3,262,129	378,841
Leasehold improvements	4,748,700	4,748,700	-
	<b>\$ 479,557,518</b>	<b>\$ 221,833,979</b>	<b>\$ 257,723,539</b>

2025	Cost	Accumulated amortization	Net book value
Land	\$ 6,036,323	\$ -	\$ 6,036,323
Buildings, including asset retirement costs	321,467,836	105,318,635	216,149,201
Site improvements	34,163,318	15,674,351	18,488,967
Furniture & equipment	95,758,346	78,859,664	16,898,682
Computer equipment	3,284,624	2,975,882	308,742
Leasehold improvements	4,748,700	4,582,425	166,275
	<b>\$ 465,459,147</b>	<b>\$ 207,410,957</b>	<b>\$ 258,048,190</b>

Amortization expense for the year is \$17,158,408 (2025 - \$15,076,411).

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

## 5. Asset retirement obligations:

The College owns and operates several buildings that are known to have asbestos and there is a legal obligation to remove it upon repair of the affected areas or upon sale or closure of the building. Following the adoption of PS 3280 – Asset Retirement Obligations, the College recognized an obligation related to the remediation of asbestos in these buildings as estimated at April 1, 2021. The College must assess the Asset Retirement Obligation every 3 years or as new legislation, contracts or legal obligations come into effect. The Asset Retirement Obligation was reassessed at April 1, 2025 as adjusted below. The buildings had an estimated useful life of 40 years when they were acquired between 1970-2012.

	2026	2025
Balance, beginning of year	\$ 787,876	\$ 844,076
Adjustment per revaluation	8,332,376	-
Less: obligations settled during the year	(21,281)	(56,200)
Balance, end of year	\$ 9,098,971	\$ 787,876

## 6. Deferred revenue:

	2026	2025
Advanced tuition fees	\$ 16,534,970	\$ 33,888,109
Unearned grants	2,166,709	6,164,778
Unearned rent	398,925	395,298
Other	1,848,599	2,308,299
	\$ 20,949,2031	\$ 42,756,484

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

## 7. Long-term debt:

Long-term debt outstanding at year-end consists of:

	2026	2025
6.63% debt, payable \$128,585 monthly including interest, due March 28, 2028	\$ 2,882,740	\$ 4,187,304
2.147% debt, payable \$200,975 semi-annually including interest, repaid during the year	-	198,840
4.730% debt, payable \$628,383 semi-annually including interest, due September 2, 2042	14,288,730	14,850,234
	17,171,470	19,236,378
Current portion of long-term debt	(1,982,088)	(2,064,908)
	\$ 15,189,382	\$ 17,171,470

The scheduled principal amounts payable within the next five years and thereafter are as follows:

2027	\$ 1,982,088
2028	2,105,487
2029	645,964
2030	676,853
2031	709,219
Thereafter	11,051,859
	\$ 17,171,470

Security on the 6.63% long-term debt consists of a general assignment of the rents associated with the College's Windsor residence and a continuing interest in any and all monies deposited into an escrow account.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

## 7. Long term debt (continued):

Security on the 4.730% long-term debt consists of entitlement to the Minister of Finance to deduct from monies appropriated by the Ontario Legislature for payment to the College, amounts equal to any amounts that the College fails to pay under these long-term debt arrangements.

## 8. Non-pension post-retirement and post-employment benefits and non-vesting sick leave liability:

The following tables outline the components of the College's non-pension post-retirement and post-employment benefits and non-vesting sick leave liabilities and related expenses.

2026	Non-pension Post-retirement and Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 1,060,000	\$ 3,994,000	\$ -	\$ 5,054,000
Value of plan assets	(217,000)	-	-	(217,000)
Unamortized actuarial gains (losses)	114,000	(330,000)	-	(216,000)
<b>Total liability</b>	<b>\$ 957,000</b>	<b>\$ 3,664,000</b>	<b>\$ -</b>	<b>\$ 4,621,000</b>

2025	Non-pension Post-retirement and Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total liability
Accrued employee future benefits obligations	\$ 1,066,000	\$ 4,477,000	\$ -	\$ 5,543,000
Value of plan assets	(210,000)	-	-	(210,000)
Unamortized actuarial gains (losses)	91,000	(1,230,000)	-	(1,139,000)
<b>Total liability</b>	<b>\$ 947,000</b>	<b>\$ 3,247,000</b>	<b>\$ -</b>	<b>\$ 4,194,000</b>

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

**8. Non-pension post-retirement and post-employment benefits and non-vesting sick leave liability (continued):**

2026	Non-pension Post-retirement and Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	\$ 28,000	\$ 412,000	\$ -	\$ 440,000
Interest on accrued benefit obligation	3,000	151,000	-	154,000
Amortized actuarial (losses) gains	(16,000)	213,000	-	197,000
<b>Total expense</b>	<b>\$ 15,000</b>	<b>\$ 776,000</b>	<b>\$ -</b>	<b>\$ 791,000</b>

2025	Non-pension Post-retirement and Post-employment benefits	Non-vesting sick leave	Vesting sick leave	Total expense
Current year benefit cost	\$ 195,000	\$ 391,000	\$ 1,000	\$ 587,000
Interest on accrued benefit obligation	3,000	155,000	1,000	159,000
Amortized actuarial (losses) gains	(32,000)	228,000	61,000	257,000
<b>Total expense</b>	<b>\$ 166,000</b>	<b>\$ 774,000</b>	<b>\$ 63,000</b>	<b>\$ 1,003,000</b>

The above amounts exclude pension contributions to the Colleges of Applied Arts and Technology pension plan, a multi-employer plan, described below.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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## 8. Non-pension post-retirement and post-employment benefits and non-vesting sick leave liability (continued):

### (a) Retirement benefits:

#### CAAT Pension Plan:

A majority of the College's employees are members of the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), which is a multi-employer jointly-sponsored defined benefit plan for eligible employees of public colleges and related employers in Ontario. The College makes contributions to the Plan equal to those of employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan. Since the Plan is a multi-employer plan, the College's contributions are accounted for as if the plan were a defined contribution plan with the College's contributions being expensed in the period they come due.

Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2026, indicated an actuarial surplus of \$6.7 billion (2025 - \$6.1 billion). The College made contributions to the Plan and its associated retirement compensation arrangement of \$7,502,855 (2025 - \$8,420,280), which has been included in the statement of operations.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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## 8. Non-pension post-retirement and post-employment benefits and non-vesting sick leave liability (continued):

### (b) Non-pension post-retirement and post-employment benefits:

The College extends non-pension post-retirement and post-employment benefits to certain employee groups. Benefits include subsidized basic life insurance for retirees, and continuation of medical, dental, and waiver of life insurance premiums for employees on long-term disability. Non-pension post-retirement benefits are recognized on a straight-line basis over the remaining service life of the employee groups. Post-employment benefits are recognized on a terminal accounting basis when a long-term disability occurs in year. The related benefit liabilities were determined by an actuarial valuation study commissioned by the College Employer Council.

The major actuarial assumptions employed for the valuations are as follows:

#### (i) Discount rate:

The present value as at March 31, 2026 of the future benefits was determined using a discount rate of 3.50% (2025 – 3.20%).

#### (ii) Medical premium:

Medical premium increases were assumed to increase at 5.91% per annum in 2026 (2025 – 6.04%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2040.

#### (iii) Dental costs:

Dental costs were assumed to increase at 4.0% per annum in 2026 (2025 – 4.0%).

#### (iv) Life insurance premiums:

Life insurance premiums for retirees were valued at \$0.17 per \$1,000 of basic life insurance in 2026 (2025- \$0.16 per \$1,000).

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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(c) Non-vesting sick leave liability:

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employees' illness or injury exceeds the current year's allocation of days. Sick days are paid out at the salary in effect at the time of usage. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The assumptions used in the valuations of non-vesting sick leave are the College Employer Council's best estimates of expected rates of:

	2026	2025
Wage and salary escalation:		
Academic	2.0%	2.5%
Support	2.0%	2.5%
Discount rate	3.5%	3.2%

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 26.2% and 0 to 55.2 respectively for age groups ranging from 20 and under to 65 and over in bands of 5 years.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

## 9. Deferred contributions:

Deferred contributions represent unspent externally restricted funding that has been received and relates to a subsequent year. Changes in the contributions deferred to future periods are as follows:

	2026	2025
Balance, beginning of year	\$ 14,612,106	\$ 15,822,921
Less: bursaries awarded in the year	(3,500,519)	(3,948,600)
Add: amounts received in the year	595,985	983,884
Add: unrealized loss on long-term investments	(73,407)	(1,255,354)
Add: investment income received in the year	1,367,761	3,009,255
<b>Balance, end of year</b>	<b>\$ 13,001,926</b>	<b>\$ 14,612,106</b>

Deferred contributions are comprised of:

	2026	2025
Scholarships and bursaries	\$ 12,850,426	\$ 14,460,606
Joint employment stability reserve	151,500	151,500
	<b>\$ 13,001,926</b>	<b>\$ 14,612,106</b>

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

## 10. Deferred capital contributions:

Deferred capital contributions represent the unamortized amount and unspent amount of donations and grants received for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the statement of operations. The changes in the deferred capital contributions balances are as follows:

	2026	2025
Balance, beginning of year	\$129,392,841	\$ 129,088,671
Less: amortization of deferred capital contributions	(6,712,296)	(6,568,325)
Add: contributions received for capital purposes	6,029,469	6,872,495
<b>Balance, end of year</b>	<b>\$128,710,014</b>	<b>\$ 129,392,841</b>

As at March 31, 2026 there were \$nil (2025 - \$nil) of deferred capital contributions received which were not spent.

## 11. Deferred capital contributions relating to construction in progress:

Deferred capital contributions relating to construction in progress represents the amount of grants and other restricted funding received primarily for construction of building and equipment in progress.

	2026	2025
Balance, beginning of year	\$ -	\$ 500,000
Less: amounts transferred to assets in the year	-	(500,000)
Add: contributions received for capital purposes	-	-
<b>Balance, end of year</b>	<b>\$ -</b>	<b>\$ -</b>

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

## 12. Investment in capital assets:

(a) Investment in capital assets represents the following:

	2026	2025
Capital assets	\$257,723,539	\$ 258,048,190
Construction in progress	550,659	634,450
Less amounts financed by:		
Long-term debt	(17,171,470)	(19,236,378)
Deferred capital contributions	(128,710,014)	(129,392,841)
<b>Balance, end of year</b>	<b>\$112,392,714</b>	<b>\$110,053,421</b>

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

	2026	2025
Deficiency of revenues over expenditures:		
Amortization of deferred capital contributions related to capital assets	\$ 6,712,296	\$ 6,568,325
Amortization of capital assets	(17,158,408)	(15,076,411)
Gain (loss) on disposal of assets	1,047,634	(3,717)
	<b>\$ (9,398,478)</b>	<b>\$ (8,511,803)</b>
Net change in investment in capital assets:		
Purchase and contribution of capital assets and transfers from construction in progress	\$ 18,043,880	\$ 34,075,103
Disposal of capital assets	(1,293,914)	(3,717)
Amounts funded by deferred capital contributions	(6,029,469)	(6,872,495)
Amounts funded by deferred capital contributions – construction	-	500,000
(Gain) loss on disposal of capital assets, net of expenses	(1,047,634)	3,717
Repayment of long-term debt	2,064,908	2,148,344
	<b>\$ 11,737,771</b>	<b>\$ 29,850,952</b>

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

## 13. Externally restricted net assets:

Externally restricted net assets include restricted donations received by the College where the endowment principal is required to be maintained intact. The investment income generated from these endowments must be used in accordance with the various purposes established by donors. The College ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided.

Investment income on externally restricted endowments that was disbursed during the year has been recorded in the Statement of Operations as this income was available for disbursement as scholarships and bursaries, and the donors' conditions have been met. The unspent portion of investment income is recorded in deferred contributions. Investment income on endowed assets recognized and deferred was \$946,049 and \$3,195,969 respectively (2025 - \$856,650 and \$2,774,264).

Externally restricted endowment funds include grants provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund and Ontario Trust for Student Support. Under these programs, the government matches funds raised by the College. The purpose of the programs are to assist academically qualified individuals who, for financial reasons, would not otherwise be able to attend College. The programs have been discontinued.

## 14. Internally restricted net assets:

Internally restricted net assets are funds restricted by the College Board of Governors for future expenses. The balance for future expenses relate to the following:

2026	Financial Sustainability	Deferred Maintenance	Strategic Capital Project	Risk Management	Total
Balance, beginning of year	\$ 73,920,568	\$ 35,886,738	\$ 20,050,000	\$ 10,000,000	\$139,857,306
Add: contributions	-	20,050,000	-	-	20,050,000
Less: transfer for spend	-	(4,215,570)	(20,050,000)	-	(24,265,570)
Balance, end of year	\$ 73,920,568	\$ 51,721,168	\$ -	\$ 10,000,000	\$135,641,736

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

## 14. Internally restricted net assets (continued):

2025	Financial Sustainability	Deferred Maintenance	Strategic Capital Project	Risk Management	Total
Balance, beginning of year	\$ 73,920,568	\$ 36,756,589	\$ 25,444,615	\$ 10,000,000	\$146,121,772
Add: contributions	-	15,076,412	20,000,000	-	35,076,412
Less: transfer for spend	-	(15,946,263)	(25,394,615)	-	(41,340,878)
Balance, end of year	\$ 73,920,568	\$ 35,886,738	\$ 20,050,000	\$ 10,000,000	\$139,857,306

## 15. Commitments:

The College is committed to estimated minimum annual payments under operating lease agreements over the next five years as follows:

2027	\$ 4,362,928
2028	2,933,238
2029	1,157,064
2030	155,637
2031	6,155

## 16. Contingent liabilities:

The College has been named as defendant or co-defendant in several actions for damages. The outcome and the amount of the losses, if any, are not determinable at this time and accordingly, no provision for losses has been made in these financial statements. The amount will be accounted for in the period when and if such losses are determined.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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## 17. Risk management:

### (a) Credit risk:

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to this risk relating to its cash, debt holdings in its investment portfolio, and accounts receivable. The College holds its term deposits with a provincially regulated credit union that is protected by the Financial Services Regulatory Authority of Ontario (FSRA) and with Canadian banking institutions that are protected by the Canadian Deposit Insurance Corporation (CDIC). In the event of default, the College's term deposits are insured up to \$1,989,000 (2025 - \$101,740,000). In addition, the College holds part of its equity investments with an investment firm that is protected by the Canadian Investor Protection Fund (CIPF). In the event of CIPF member default, the College's equity investments are insured up to \$1,000,000 (2025 - \$1,000,000).

The investment policy sets issuer type limits on the bond portfolio and operates in accordance with the Ontario Financial Administration Act by placing a composition limit on the bond portfolio. All fixed income portfolios are measured for performance on a monthly basis and monitored by management on a monthly basis. The policy limits the funds to be invested in bonds of a single issuer to a maximum of 10% of the market value of the bond portfolio, except for bonds issued by the Government of Canada and Canadian provinces. The maximum exposure to investment credit risk is outlined in Note 2.

The College measures its exposure to credit risk based on how long the amounts have been outstanding. An impairment allowance is set up based on the College's historical experience regarding collections. The amounts outstanding at year end were as follows:

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

## 17. Risk management (continued):

(a) Credit risk (continued):

	Total	Current	Past due			
			1 - 30 days	31 - 60 days	61 - 90 days	91 - 120 days
Government receivables	\$ 4,019,226	\$ 4,019,226	\$ -	\$ -	\$ -	\$ -
Student receivables	2,136,120	23,145	-	(2,079)	(697)	2,115,751
Other receivables	2,665,150	1,202,536	1,134,970	213,275	3,179	111,190
Gross receivables	8,820,496	5,244,907	1,134,970	211,196	2,482	2,226,941
Less: impairment allowance	(797,957)	-	-	-	-	(797,957)
Net receivables	\$ 8,022,539	\$ 5,244,907	\$ 1,134,970	\$ 211,196	\$ 2,482	\$ 1,428,984

The amount of other receivables aged greater than 90 days relates to banquet and general receivables for College services. Student receivables not impaired are collectible based on the College's assessment and past experience regarding collection rates.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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## 17. Risk management (continued):

### (b) Market risk:

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk, and equity risk.

The investment policy's application is monitored by the Foundation Board, management, and the investment managers. Diversification techniques are utilized to minimize risk. The policy limits the investment in any single issuer to a maximum of 10% of the market value of the bond portfolio and 10% (2025 - 10%) of the market value of the equity portfolio. An exception exists for bonds issued by the Government of Canada and Canadian provinces.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures, and methods used to measure the risk.

### (c) Currency risk:

Currency risk relates to the College operating in different currencies and converting non-Canadian earnings at different points in time at different foreign levels when adverse changes in foreign currency rates occur. The College is exposed to this risk through its equity holdings within its investment portfolio.

At March 31, 2026, a 1% fluctuation in foreign exchange rates, with all other variables held constant, would have an estimated impact on the fair values of the College's non-Canadian holdings of \$46,417 (2025 - \$38,698).

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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## 17. Risk management (continued):

### (d) Interest rate risk:

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The College mitigates interest rate risk on its bank loans (see Note 7) and investments through fixed rates. Therefore, fluctuations in market interest rates would not impact future cash flows and operations relating to the bank loans or investments.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

### (e) Equity risk:

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2026, a 10% movement in the stock markets with all other variables held constant would have an estimated effect on the fair values of the College's equities of \$1,304,410 (2025 - \$1,184,077).

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

## 17. Risk management (continued):

### (f) Liquidity risk:

Liquidity risk is the risk that the College will not be able to meet all cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining investments that may be converted to cash in the near term if unexpected cash outflows arise. The following table sets out the contractual maturities (representing undiscounted contractual cash-flows of financial liabilities):

2026	Within 6 months	6 months to 1 year	1 – 5 years	> 5 years
Accounts payable	\$ 29,073,471	\$ 3,370,673	\$ 561,779	\$ -
Long-term debt	976,091	1,005,997	4,137,524	11,051,858
	\$ 30,049,562	\$ 4,376,670	\$ 4,699,303	\$ 11,051,858

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

### (g) Other risk:

Since January 22, 2024, the Government of Canada has introduced several changes to the international student program, including annual intake caps on international student permit applications, new work permit eligibility rules aligned with labour market needs, and a requirement for provincial attestation letters. These measures have significantly reduced international student applications and enrolment.

On February 12, 2026, the Ontario government took decisive action to protect postsecondary students' access to the education they need to launch successful careers and build long-term sustainability in the postsecondary sector, while ensuring education remains accessible for future generations by including \$6.4 billion in new funding for the postsecondary sector and an updated tuition framework.

# THE ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Notes to Consolidated Financial Statements (continued)

Year ended March 31, 2026

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## **18. Related parties:**

St. Clair College Foundation:

The St. Clair College Foundation (the "Foundation") which is consolidated within these financial statements, was established to raise funds for the use of the College. The Foundation is a registered charity and is classified as a public Foundation under the Income Tax Act and, as such, is exempt from tax. Resources of the Foundation are for the benefit of the College and are to be used for purposes agreed upon by the College and the Foundation. During the year, an amount of \$2,554,470 (2025 - \$3,091,950), including \$nil of in-kind donations (2025 - \$nil) were received from the Foundation.

The College administers the receipt and disbursement of funds on behalf of the St. Clair College Foundation at no charge.

## **19. Public college private partnership:**

In 2014, the College began a public college-private partnership with a private career college for some post-secondary program delivery to international students. The College assesses and collects the gross student tuition and fees from the students and remits the applicable funds to the private partner. In return, the College receives a fee-for-service payment from the private partner. The partnership was fully wound down in fiscal 2026.



ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Board of Governors

OPERATING BY-LAWS

A By-law Relating Generally to the Conduct of the Affairs of  
St. Clair College of Applied Arts and Technology.

Approved by: Board of Governors

Supersedes: November 24, 1998

Revised: December 2002  
November 11, 2003  
February 3, 2004  
March 9, 2004  
June 4, 2004  
June 2011  
May 2012  
September 2012  
September 4, 2013  
October 2013  
June 2015  
March 2016  
May 2018  
May 2019  
September 2022  
April 2023  
June 2023  
February 2025  
June 23, 2026

[2677244/1]

Page 1 of 52



ST. CLAIR COLLEGE BOARD OF GOVERNORS  
OPERATING BY-LAW

INDEX

	Page
1. NAME	4
2. HEAD OFFICE	5
3. SEAL	6
4. DEFINITIONS	7
5. GOVERNANCE	9
6. TERM OF OFFICE	11
7. ELIGIBILITY FOR MEMBERSHIP	12
8. VACANCIES	13
9. BOARD OFFICERS	14
10. ELECTION OF CHAIR AND VICE CHAIR	15
11. DUTIES OF THE CHAIR	16
12. DUTIES OF THE VICE CHAIR	17
13. THE PRESIDENT	18
14. TREASURER	19
15. CORPORATE SECRETARY	20
<del>16. SECRETARY TO THE BOARD</del>	<del>21</del>
17. BOARD OFFICER VACANCIES	22
18. DELEGATION OF DUTIES OF BOARD OFFICERS	23
19. REMOVAL OF A BOARD MEMBER	24
20. REMUNERATION OF GOVERNORS	25
21. BOARD MEETINGS	26
22. QUORUM	29
23. NOTICE OF MEETING	30
24. VOTING	32
25. POWERS	33
26. POLICIES	34
27. INDEMNITIES TO GOVERNORS	35
28. PROTECTION OF GOVERNORS, OFFICERS AND EMPLOYEES	36
29. CONFLICT OF INTEREST	37
30. DISCLOSURE OF INTERESTS IN CONTRACTS	39
31. EXECUTION OF DOCUMENTS	41
32. CHEQUES	42
33. DEPOSIT OF SECURITIES FOR SAFEKEEPING	43
34. BORROWING	44
35. BOOKS AND RECORDS	45
36. AUDITORS	46
37. FINANCIAL YEAR	47

**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Definitions</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 4</b>
<b>Effective Date:</b>	<del>November 24, 1998</del> <b>June 23, 2026</b>	<b>Page: 1 of 2</b>
<b>Supersedes:</b>	<del>N/A</del> <b>November 24, 1998</b>	<b>Last Review Date: February 25, 2025</b> <b>June 23, 2026</b>
<b>Mandatory Review Date:</b>	<del>February 26, 2030</del> <b>June 23, 2031</b>	

Definitions

In this By-law,

- (a) "Board" means the Board of Governors of St. Clair College of Applied Arts and Technology acting as a board of directors;
- (b) "Corporation" means the corporation incorporated under the name "The Board of Governors of St. Clair College of Applied Arts and Technology";
- (c) "College" means the institution maintained, conducted and governed by the Minister with the advice and assistance of the Board under the name "The St. Clair College of Applied Arts and Technology";
- (d) "Minister" means the Minister of Colleges, ~~and Universities,~~ Research Excellence and Security (MCURES);
- (e) "External members" means twelve (12) voting members of the Board none of whom is a full-time employee or spouse of a full-time employee of the Corporation, as defined by the Family Law Act.
- (f) "Internal members" means, where the relevant staff or student group has chosen to exercise an option for membership on the Board, four (4) voting members of the Board, including: one (1) student, one (1) academic staff member, one (1) administrative staff member, and one (1) support staff member, each of whom shall be elected by the relevant constituent group, in accordance with this By-law pursuant to O. Reg. 34/03;
- (g) "Advisory College Council" means the Council mandated under the Ministry of Colleges and Universities Minister's Binding Policy Directive – Governance and Accountability Framework. The purpose of this Council is to provide advice to the College President as outlined in the terms of reference;

- (h) "Program Advisory Committee" means a committee assigned to a College program of instruction or cluster of related programs whose structure, terms of reference and procedures are determined in this By-law;
- (i) "Chair" means a Chairperson of the Board or any committee thereof, as the case may be;
- (j) All other definitions and expressions contained in Section 1 of the definitions in Ontario Regulation 34/03, are hereby adopted and used with the same meanings;
- (k) "Regulation" means Ontario Colleges of Applied Arts and Technology Act 2002, Regulation 34/03;
- (l) "LGIC" means Lieutenant Governor in Council established under Regulation 34/03 and referenced in the Colleges of Applied Arts and Technology Policy Framework.



**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Corporate Secretary</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 15</b>
<b>Effective Date:</b>	<b>June 25, 2013</b>	<b>Page: 1 of 1</b>
<b>Supersedes:</b>	<b>November 24, 1998</b>	<b>Last Review Date: February 25, 2025</b>
<b>Mandatory Review Date:</b>	<b>February 26, 2030</b>	

Corporate Secretary

The senior person responsible for the administrative duties in the Office of the President will serve as Corporate Secretary.

Whereas the Chair of the Board is responsible for the integrity of the Board process, the Corporate Secretary is responsible for the integrity of the Board documents. The Corporate Secretary ensures that Board procedures are both followed and regularly reviewed. All Governors should have access to the advice and services of the Corporate Secretary and should recognize that the Chair is entitled to the strong support of the Corporate Secretary in ensuring the effective functioning of the Board.

The Corporate Secretary shall be the custodian of the corporate seal of the College and all books, papers, legal and financial records, correspondence, contracts and other documents belonging to the College, which the Corporate Secretary shall publicly disclose only when duly authorized to do so by a resolution of the Board or as required by law.

Specific issues include the following:

- a) The Corporate Secretary will serve as the recording secretary for all ~~In-Camera~~ meetings of the Board. In the absence of the Corporate Secretary, ~~the Board Secretary or~~ a member of the Board will serve as recording secretary at the discretion of the Board Chair.
- b) In the absence of both the Chair and the Vice Chair, the Corporate Secretary shall call the Board meeting to order provided there is quorum and shall serve as Chair while the Board elects a Temporary Chair.



## BOARD OF GOVERNORS BY LAWS

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

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### Secretary to the Board

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The Secretary shall be appointed by the office of the President and reports directly to the Corporate Secretary. The Secretary to the Board shall give notice of all meetings pertaining to the Board and related committees and shall keep a full and accurate record of all respective proceedings.

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The title "Board Secretary" shall be listed under the attendees list, and in the body of the minutes, the term, "Recording Board Secretary" shall be used for clarification and audit purposes.

The Secretary shall also perform other duties as may from time to time be determined by the Board of Governors and/or the President.

The Secretary will be selected in an interview process that will include the Corporate Secretary, and the Chair and Vice Chair. The Corporate Secretary will serve in the role of Hiring Manager during the selection process.

## BOARD OF GOVERNORS BY-LAWS

<b>Policy Title:</b>	<b>Board Meetings</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 21</b>
<b>Effective Date:</b>	<b>May 24, 2022</b>	<b>Page: 1 of 2</b>
<b>Supersedes:</b>	<b>March 29, 2016</b>	<b>Last Review Date: February 25, 2025</b>
<b>Mandatory Review Date:</b>	<b>February 26, 2030</b>	

### Board Meetings

- 21.1 Meetings of the members of the Board shall normally be scheduled on a monthly basis, from September to June each year at the College or elsewhere as the Board may determine and on such day as the Board shall appoint. A copy of any resolution of the Board fixing the place and time of the regular meeting schedule, once approved, shall be provided to every Board member and no further notice shall be required.
- 21.2 Annual General Meeting of the members of the Board shall be held at the College or elsewhere, as the Board may determine and on such day as the Board shall appoint. At every annual meeting or at such other meeting as the Board may determine, in addition to any other business that may be transacted, reports of members of the Board, the year-end financial statement and the report of the auditors shall be presented and the auditor shall be appointed or confirmed for the ensuing year. The members of the Board may consider and transact any business, either special or general, without any notice therefore at any meeting of the Board.
- 21.3 Annual or any other general or special meeting of the members of the Board may be called by the Chair, the Vice Chair, ~~or the President or by the Secretary to the Board on the direction of the Chair, the Vice Chair, the President~~ or any five members at the Head Office of the College or elsewhere in Ontario and on such day and at such time as that person or persons shall determine and the purpose of the meeting shall be disclosed in the notice of meeting.
- 21.4 Notice of the date, time and place of each meeting of the Board, other than meetings set out in Article 21.1, shall be given to each member not less than forty-eight (48) hours (exclusive of any part of a Non-Business Day) before the time when the meeting is to be held. Where every member of the Board is in attendance and provides consent the notice period may be waived.
- 21.5 If all members of the Board present or participating in a meeting consent, a member of the Board may participate in a meeting of the Board or of a committee of the Board by means of such telephone, electronic or other communications facilities as permit all persons participating in the meeting to communicate with each other simultaneously and instantaneously. A member of the Board

participating in such a meeting by such means is deemed to be present at the meeting. A maximum of 20% of Board meetings may be attended through virtual means.

- 21.6 A governor present at a meeting is deemed to have consented to any resolution passed, unless:
- Their dissent is recorded in the minutes;
  - They request that their dissent be entered into the minutes;
  - They give their dissent to the secretary of the meeting before it ends; or
  - They submit their dissent immediately after the meeting ends.
- 21.7 If a governor votes or consents to a resolution, they are not entitled to enter a dissent.
- 21.8 If a governor is not present at a meeting, the governor is deemed to have consented to any resolution or action at that meeting *unless* they dissent within seven (7) days of becoming aware of the resolution.
- 21.9 Subject to section 21.7 all meetings of the Board shall be held in public. All matters of a confidential nature, pursuant to the criteria set out in section 21.5, shall be considered by the Board *In-Camera* unless the Board, by majority vote, resolves to consider a specific confidential matter in a public session.
- 21.10 Matters of a confidential nature which shall be considered by the Board in closed (In-Camera) session shall include, but not be limited to:
- a) all matters pertaining to the College President's terms of employment, including selection, evaluation, contract terms and termination;
  - b) all matters pertaining to the terms of employment of any individual employee including, but not limited to, disciplinary matters;
  - c) all matters in litigation, threatened litigation or potential litigation affecting the College;
  - d) the receipt of advice, whether written or oral, that is subject to solicitor-client privilege including all communications for the purpose of pending, threatened or contemplated litigation affecting the College;
  - e) the sale, transfer, gifting, exchange, lease, expropriation, mortgaging, or encumbering of real property by or in favour of the College,
  - f) all matters pertaining to the security of persons and property relating to the College;
  - g) all matters pertaining to the specific terms of labour relations issues including, but not limited to, collective bargaining;
  - h) any matter of a personal nature involving an individual, unless such individual requests, and the Board agrees, that that part of the meeting may be open to the public, in accordance with subsection 5(7) of Ontario Regulation 34/03;
  - i) all matters comprising information that is prohibited from disclosure by law, including, but not limited to, the Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c.F.3 and the Personal Information Protection and Electronic Documents Act, S.C. 2000, c.5;

- j) any other matters which, in the opinion of a majority of the Board, the public disclosure thereof would be prejudicial to or jeopardize the strategic interests of the College or its students.
- k) all consideration of whether a specific item should be discussed In-Camera.



**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Notice of Meeting</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 23</b>
<b>Effective Date:</b>	<b>March 28, 2023</b>	<b>Page: 1 of 2</b>
<b>Supersedes:</b>	<b>November 24, 2001</b>	<b>Last Review Date: February 25, 2025</b>
<b>Mandatory Review Date:</b>	<b>February 26, 2030</b>	

Notice of Meeting

- 23.1 The Board shall, by resolution, appoint a day or days to be named for regular meetings in any month or months and shall send a copy of such resolution to each member of the Board and shall post a copy or copies prominently in the College premises for the view of the public, all of which shall constitute "prior notice" to members of the Board and to the public of meetings of the Board.
- 23.2 Any notice may be given by the Corporation to any member of the Board or Corporation either personally, by telephone, fax, text, email, courier or by mail, addressed to the last known address of such member appearing on the books of the Corporation.
- 23.3 Accidental omission to give notice to any member of the Corporation or of the Board entitled to notice shall not invalidate any resolution passed or proceedings taken at such meeting.
- 23.4 Notice of any meeting may be dispensed with if all members of the Corporation or the Board or any Committee thereof are present or if those absent consent in writing (either before or after the meeting) to the meeting being held in their absence; a member of the Corporation or the Board or any Committee thereof may at any time, waive notice of any such meeting and may ratify and approve any and all proceedings taken.
- 23.5 Notice of any regular meeting of the Board or any Committee thereof shall be given at least three (3) days before it is held.
- 23.6 Notice of any special meeting of the Board or any Committee thereof shall be given at least one (1) day before it is held.
- 23.7 Notice of any meeting of the members of the Corporation shall be given at least seven (7) days before it is held.
- 23.8 Any Committee thereof may appoint a day or days to be named for regular meetings in any month or months and of such regular meeting no notice need be sent.

[2677244/1]

Page 30 of 52

¶3.9 The statutory declaration of the Corporate Secretary ~~to the Board~~ that notice has been given pursuant to this By-law shall be sufficient and conclusive evidence of the giving of such notice.

**BOARD OF GOVERNORS  
BY-LAWS**

<b>Policy Title:</b>	<b>Conflict of Interest</b>	<b>Area of Responsibility: Board of Governors</b>
<b>Policy Section:</b>	<b>Board of Governors By-law</b>	<b>By-law No: 29</b>
<b>Effective Date:</b>	<b>November 24, 1998</b>	<b>Page: 1 of 2</b>
<b>Supersedes:</b>	<b>N/A</b>	<b>Last Review Date: February 25, 2025</b>
<b>Mandatory Review Date:</b>	<b>February 26, 2030</b>	

Conflict of Interest

- 29.1 Every member of the Board or any Committee thereof who has a conflict of interest in any matter under consideration by the College is required to declare the nature of such conflict to the Chair or Vice Chair as soon as said member is aware of the conflict and prior to discussion of such matter at any meeting of the members of the Board or Committee thereof and shall refrain from discussing and voting thereon.
- 29.2 The obligations of Board members shall be prescribed by the Ministry Binding Policy Directive on Conflicts of Interest.
- 29.3 ~~Secretary to the Board and/or The~~ Corporate Secretary shall record in the Minutes of the College, the nature of any conflict of interest so declared on the part of any member of the Board.
- 29.4 a) For purposes of Sub-Sections (1) and (2), conflict of interest normally relates, but is not limited, to a direct pecuniary interest of the member, either personally or through a member's family.
- b) Direct pecuniary interest shall be interpreted as an individual interest rather than one that is common to a class of persons, including situations where a member or a member's immediate family could benefit personally from a decision while a larger group of people could not.
- c) Immediate family shall be interpreted to include the spouse, parents or children of a member.
- 29.5 A member of the Board or any Committee thereof
- a) shall not use information obtained as a result of the member's appointment for personal benefit,
- b) shall not divulge confidential information obtained as a result of the member's appointment unless legally required to do so, and

c) shall declare any conflict of interest at the earliest opportunity.

29.6 An undeclared conflict of interest may be identified by a majority vote of the Board in which the member who is the subject of the motion shall not vote.

29.7 Where a Board member fails to comply with this section and/or the Minister's Binding Policy Directive on Conflict of Interest, unless the member's failure is the result of a bona fide error in judgment, the Board shall:

- a) issue a verbal reprimand; or;
- b) issue a written reprimand; and/or;
- c) request that the Board member resign; and/or;
- d) remove the Board member and declare the member's position vacant.

29.8 Removal of a Board member shall be initiated on the basis of Board motion and returnable at the next regularly scheduled meeting of the Board and determined on the basis of a three quarters ( $\frac{3}{4}$ ) majority of the Board, in which the member found to have been in conflict shall not vote.

**ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY**

**ADVISORY COLLEGE COUNCIL**

**TERMS OF REFERENCE**

**PREAMBLE:**

**~~Under the Ministry of Advanced Education and Skills Development Minister's Binding Policy Directive — Governance and Accountability Framework:~~**

~~The Board of Governors is to ensure that an Advisory College Council is established, the purpose of which is to provide a means for students and staff of the college to provide advice to the president on matters of importance to students and staff. The Board of Governors is to ensure that the structure, composition, terms of reference and procedures for the council are established in by law. A report from this Advisory Council shall be included in each college's annual report.~~

**PURPOSE:**

~~St. Clair College, in an effort to obtain collegiality and collaboration in academic policy setting and policy analysis will use the Advisory College Council to promote information sharing and solicit feedback on academic policies and procedures.~~

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**NAME:**

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

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~~referred to as "The Council".~~

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**TERMS OF REFERENCE:**

- ~~The Council shall be the internal advisory body to the President.~~
- ~~The purpose of the Council is to promote communication and consultation within the College and to provide a forum for staff and students to provide advice to the President and the Senior Operations Group on matters of importance for students and staff and make recommendations accordingly.~~
- ~~The Council shall provide advice on such items as the Strategic Plan, Key Performance Indicators, academic processes, classroom facilities and policies or practices that affect students and staff.~~
- ~~There shall be no discussion or recommendations that would result in comments pertaining to specific individuals.~~
  
- ~~An annual report of the Council will be included in St. Clair College's Annual Report.~~
  
- ~~The scope of issues that may be addressed by the Council may include, but not be limited to, the following:~~
  1. ~~Program and curriculum grading, changes, goals, issues, and policies.~~
  2. ~~Academic integrity.~~
  3. ~~Promotion of academic excellence.~~
  
  4. ~~Teaching methodology and standards.~~
  5. ~~Research and development.~~
  
  6. ~~Student appeal policies.~~
  7. ~~Standards of student conduct and discipline.~~
  8. ~~KPI statistics.~~
  
  9. ~~Student Services.~~
  10. ~~Matter affecting the academic reputation or educational effectiveness of the College.~~

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**ARTICLE MEMBERSHIP**

**College staff and students are defined as follows:**

**~~ACADEMIC STAFF MEMBER means a person who is employed full time by the Board of Governors as a member of Local 138 as a professor/teacher, counsellor or librarian.~~**

**~~ADMINISTRATIVE STAFF MEMBER means a person who is employed by the Board of Governors and who is not an academic staff member or support staff member.~~**

**~~SUPPORT STAFF MEMBER means a person who is employed by the Board of Governors as a member of Local 137 as clerical, technical, health care, maintenance, building, service, or shipping, staff.~~**

**~~STUDENT means a person who is enrolled in a program of instruction at the College.~~**

**Ex Officio (Voting) Members**

- ~~Associate Registrar~~
- ~~Associate Vice President, Academic~~
- ~~Director, Student Services~~
- ~~Associate Vice President, Employment and Training Services~~
- ~~One Chair~~
- ~~Associate Vice President, Communications and IT~~

**Ex Officio (Non-Voting) Members (or designates)**

- ~~President, Local 137~~
- ~~President, Local 138~~
- ~~President, Administrative Staff Association~~
- ~~Vice President, Academic~~

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**Elected At Large with Suggested Representation**

**Academic Staff Members—8**

~~• The 8 academic staff members will include representation from all academic schools:~~

**Support Staff Members—2**

- ~~• 1 Windsor (any campus)~~
- ~~• 1 Chatham / Kent~~

**Selected At Large with Suggested Representation**

**Students—6**

- ~~• 2 Student Representative Council (SRC) members~~
- ~~• 1 Thames Students Incorporated (TSI) member~~
- ~~• 1 SAA~~
- ~~• 2 Selected at large Administrative Staff Members—2~~
- ~~• 1 Windsor (any campus)~~
- ~~• 1 Chatham / Kent Supplementary Members~~

~~• When it is determined that a significant area of the College community is under-represented, it is Council's prerogative to add to itself up to three members. The selection process begins with Council approval, and the selected member(s) shall be the collaborative choice of the Chair, Advisory College Council, and the appropriate President of Local 137, 138, or the Administrative Staff Association, in consultation with members of the designated area.~~

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**PROCESS FOR SELECTION OF REPRESENTATIVES TO COUNCIL**

~~Since the mandate of the Council is to provide recommendations on operational issues, internal members of the Board of Governors are not eligible to participate on the Advisory College Council.~~

**Academic**

~~Academic staff members shall normally be elected to Council, elections held concurrent with the elections of Local 138. The Union's customary voting procedures shall be followed~~

**Administrati  
on**

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

**Support  
Staff**

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

**Student – South Campus**

~~South campus students will be selected at the discretion of SRC by an Interview/Selection Committee. Student selected should be a Class Representative.~~

**Student – Thames Campus**

~~Thames campus students will be selected at the discretion of TSI by an Interview/Selection Committee. Student selected should be a Class Representative.~~

**Chair and Vice-Chair**

~~The Associate Registrar will act as Chair. The Associate, Vice President, Academic will act as Vice Chair.~~

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## MEETINGS AND CONDUCT OF BUSINESS

~~It is expected that Council will meet at least twice a year. Special meetings may be called at the request of the Chair, or by the majority of the members.~~

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

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

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

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

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

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

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## AGENDA AND MINUTES

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

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~~The Agenda will be approved at the beginning of each Meeting. An Agenda item can be added to the circulated agenda if 2/3 of the members present at the meeting concur.~~

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

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

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

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~~Minutes will be posted on the web and circulated to the following: President of St. Clair College, SOG, Administrative Staff Association, Presidents of Locals 137, 138, the Student Representative Council, and Thames Student Incorporated.~~

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**ESTABLISHMENT OF SUB-COMMITTEES**

~~• Any issue coming before the Advisory College Council may be referred to a Task Force, or Ad Hoc Committee, for study and advice. All sub-committee reports or recommendations must be submitted to the Advisory College Council for action.~~

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~~• The operating procedures and Terms of Reference of any sub-committee will be determined by the Advisory College Council.~~

~~• All sub-committees shall be chaired by a member of the Advisory College Council or designate.~~

**COMMUNICATION BETWEEN THE ADVISORY COLLEGE COUNCIL AND CONSTITUENT GROUPS**

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

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~~• The responsibility for ensuring communication between the Advisory College Council and a constituent group should be shared between the Chair and constituent group's representative(s).~~

**RESOLUTIONS**

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

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

**PRESIDENT'S ACTION ON COUNCIL'S RECOMMENDATIONS**

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Approve, Reject, or Reconsider

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

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

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~~3. If reconsideration — return to Council for further study/review.~~

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**CHANGES TO THE TERMS OF REFERENCE**

~~• The Terms of Reference will be reviewed by the Advisory College Council at least once every two years.~~

**DURATION OF MEMBERSHIP**

~~• All members, other than students and those who sit as ex-officio, hold positions for two years. Extensions are subject to the regular election/appointment process.~~

• ~~Students will hold positions on Council for a minimum of one year if possible. In the case where a student attends classes for less than a full academic year, then the student will be replaced at the discretion of the constituent group involved.~~

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# Advisory College Council

## Terms of Reference

April 14, 2026



# ST. CLAIR

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C O L L E G E

# Advisory College Council Terms of Reference

## 1.0 AUTHORITY

The Ministry of Colleges and Universities Minister's Binding Policy Directive, Governance and Accountability Framework, issued in 2003 and revised in 2010, includes the following provision:

**Advisory College Council:** The Board of Governors is to ensure that an Advisory College Council is established, the purpose of which is to provide a means for students and staff of the college to provide advice to the President on matters of importance to students and staff. The Board of Governors is to ensure that the structure, composition, terms of reference, and procedures for the council are established in a by-law. A report from this Advisory Council shall be included in each college's annual report.

## 2.0 NAME

**"The St. Clair College Advisory College Council" name can also be referred to "Advisory College Council" or "Advisory Council".**

## 3.0 PURPOSE

The Advisory College Council shall be comprised of internal members of the St. Clair College ("the College") community and will serve as an advisory body to the President on matters of importance to students and staff.

The scope of issues that may be addressed by the Advisory College Council include, but are not limited to, the following:

- The College's Strategic Plan
- Policies, processes, and practices that affect students and staff
- Academic programming and curriculum
- Key Performance Indicators
- Promotion of academic excellence
- Teaching methodology and standards
- Standards of student conduct, discipline, and appeal processes
- Research and development
- Facilities
- Student services
- Student rights and responsibilities
- Matters affecting the academic reputation or educational effectiveness of the College

The Advisory College Council will generally provide a college-wide perspective on issues of strategic significance but may also consider and advise on operational issues when relevant.

The Advisory College Council will aim to foster the inclusion of diverse perspectives and develop and support a culture of continuous dialogue, collaboration, and consensus building.

The Advisory College Council will not address matters of a legal or contractual nature that require confidentiality, nor make recommendations on any matter that pertains to specific individuals.

An annual report of the Advisory College Council will be included in St. Clair College's Annual Report.

## **4.0 ADVISORY COLLEGE COUNCIL MEMBERSHIP**

Advisory College Council shall be comprised of voting and non-voting members.

If an Advisory College Council member ceases to be a member of the constituent group from which they are elected or appointed, the person ceases to be a member of the Advisory College Council. Administrative staff who serve on the Advisory College Council as a result of their position serve for so long as they hold that position.

Where provided for, designates must be members of constituent groups.

Advisory College Council membership is outlined in Appendix A.

### **4.1 Faculty Representation (Voting)**

Faculty shall mean a person who is a member of Local 138 in Good Standing.

Advisory College Council shall include 9 Faculty Representatives, one from each academic school, one counsellor and one member of the CAE office, who are voting members.

Faculty Representatives and alternates will be appointed to Advisory College Council by Local 138.

The Local President shall notify the Advisory College Council Chair of the appointment of a Faculty Representative(s) and their alternate to the Advisory College Council.

Faculty Representative term of office shall be three years beginning September 1 and ending August 31.

Faculty Representatives shall serve as many subsequent terms as desired with no restrictions

### **4.2 Support Staff Representation (Voting)**

Support Staff shall mean a person who is a member of Local 137.

Advisory College Council shall include 4 Support Staff Representatives who are voting members:

- At least 3 members shall be full-time employees.
- At least 1 member shall be an employee at the Chatham campus.

Support Staff Representatives and alternates shall normally be appointed to Advisory College Council by way of election at a General Membership Meeting of their respective Local and in accordance with their Local's customary voting procedures.

The respective Local President shall notify the Advisory College Council Chair of the appointment of Support Staff Representative(s) to the Advisory College Council.

Support Staff Representatives' term of office shall be two years beginning September 1 and ending August 31. Support Staff Representatives shall serve as many subsequent terms as desired with no restrictions.

#### **4.3 Vacancies of Elected Members and Alternates**

If an elected member resigns or ceases to be a member of the constituent group, they shall be replaced by the alternate who will serve to the end of the original two-year term of the member they are replacing.

Where, at any time, a vacancy exists without an alternate, the relevant Local may fill the vacancy by appointing a representative from the appropriate constituent group until such time as a General Membership Meeting of the Local is called or an election otherwise held.

#### **4.4 Student Representation (Voting)**

A student shall mean a person who is enrolled in a program of instruction at St. Clair College.

Advisory College Council shall include 4 Student Representatives who are ex officio voting members:

- SRC President
- SRC Vice President – Student Affairs
- TSI President
- SSAA President

An ex officio Student Representative may appoint a designate to Advisory College Council by notifying the Advisory College Council's Chair in advance of any Advisory College Council meeting of said designation.

#### **4.5 Administrative Staff Representation (Voting)**

Administrative shall mean a person who is employed full-time in administration.

Advisory College Council shall include 4 Administrative Staff Representatives who are ex officio voting members:

- Registrar
- Director, Student Services
- Director, International Recruitment
- Institutional Lead, Campus Operations and Student Services (Chatham)

An ex officio Administrative Staff Representative may appoint a designate to Advisory College Council by notifying the Advisory College Council's Chair in advance of any Advisory College Council meeting of said designation.

#### **4.6 Designates and Alternates**

Designates or alternates for voting members have the right to vote.

#### **4.7 Ex Officio Non-Voting Members**

Ex-officio non-voting members serve on Advisory College Council to provide information and College-wide perspective on issues.

Ex-officio non-voting members of the Advisory College Council are:

- Executive Director, Centre for Academic Excellence, Quality Assurance and Accountability
- Associate Vice President, Human Resources Office Administration and Facilities Services
- Director, Continuing Education & Corporate Training
- Director, IT Enterprise & Cyber Security
- President, Local 137
- President, Local 138

An ex officio non-voting member may appoint a designate to Advisory College Council by notifying the Advisory College Council's Chair in advance of any Advisory College Council meeting of said designation.

#### **4.8 Appointment of Supplementary Members**

When it is determined that a significant area of the College community is under-represented, it is the Advisory College Council's prerogative to add up to three members. Supplementary members may be voting or non-voting members, as determined by Advisory College Council.

The process for the appointment of a supplementary member to the Advisory College Council requires that the matter be on Advisory College Council's agenda in advance of any meeting at which the issue will be addressed. Following a resolution by the Advisory College Council for the appointment of a supplementary member, the selected member shall be the collaborative choice of the Chair following input from members of the Advisory College Council, and in consultation with the President of the relevant Local, where appropriate.

The term of appointment of a supplementary member shall not exceed any subsequent revision of these Terms of Reference.

### **5.0 STRUCTURE OF ADVISORY COLLEGE COUNCIL**

The Registrar shall serve as Chair of the Advisory College Council.

The Advisory College Council Chair shall:

- Preside over the conduct of meetings
- Liaise with the President to bring items to the Advisory College Council for review and report on recommendations
- Determine the agenda and call meetings
- Prepare material and reports for the Advisory College Council
- Address attendance issues with members
- Prepare the annual report of activities for inclusion in the College's annual report
- Perform such other duties as may from time to time be determined by the Advisory College Council

The Registrar shall serve as the Meeting Chair.

A Secretary of the Advisory College Council shall be appointed by the President. The Secretary of the Advisory College Council shall not be a member of the Advisory College Council.

The Secretary shall:

- Attend all meetings of the Advisory College Council
- Send out meeting notifications, along with copies of Agenda and Minutes, as requested by the Chair
- Keep a record of the minutes of the Advisory College Council meetings
- Perform such other duties as the Advisory College Council may direct, subject to the approval of the President

### **6.0 RESPONSIBILITIES OF MEMBERS**

Advisory College Council membership and participation are recognized as important and beneficial to the College's mission. Advisory College Council membership by non-ex-officio members is voluntary. Members may not receive remuneration for their participation, although reasonable travel expenses may be reimbursed.

Meetings will be scheduled to accommodate members' schedules to the extent possible.

Members shall participate fully in all meetings of the Advisory College Council. Every member of the Advisory College Council shall:

- Encourage and maintain a student-centered focus
- Act honestly and in good faith with a view to the best interests of the College

Non-voting ex-officio members are expected to bring a college-wide perspective to Advisory College Council.

Voting members are expected to represent the perspective of their constituent group and to bring forward issues and concerns from their constituent group to Advisory College Council. The responsibility for ensuring communication between Advisory College Council and constituent groups should be shared between the constituent group representative and the Advisory College Council Chair. Mechanisms may be established to ensure input and feedback from constituent groups on issues before the Advisory College Council.

Elected members who are unable to attend an Advisory College Council meeting are responsible for communicating with their alternate to ensure representation at the meeting.

Ex-officio members who are unable to attend an Advisory College Council meeting should notify the Chair of their designate one week in advance of the meeting date, if possible.

Members are expected to serve on Advisory College Council subcommittees, as appropriate to their expertise, availability, and interest.

## **7.0 MEETINGS AND CONDUCT OF BUSINESS**

The Advisory College Council shall meet three (3) times per year, generally once per semester. Special meetings may be called by the Chair or at the request of the majority of voting members.

Whenever possible, the Advisory College Council shall bring forward recommendations based on consensus. Conventional rules of order shall be followed, as appropriate.

Advisory College Council meetings are open to the College community.

### **7.1 Quorum**

A quorum shall consist of a simple majority (50% plus one) of all voting members, excluding vacancies, of the Advisory College Council.

### **7.2 Meeting Agenda**

The Chair will establish an agenda for each Advisory College Council meeting and circulate it to members and alternates at least one (1) week before the scheduled meeting.

A member of the Advisory College Council who wants to add an item to the agenda must notify the Chair at least ten (10) days before the meeting and provide a written summary of the issue to be discussed and relevant background material that can be circulated to members in advance. The Chair will determine whether the item falls within the scope of the work of the Advisory College Council and, if so, the meeting in which it will be considered.

The agenda will be tabled at the start of the meeting by way of a Notice of Motion. An agenda item can be added to the circulated agenda by a special resolution requiring the approval of two-thirds (2/3) of the voting members present.

### **7.3 Meeting Minutes**

Advisory College Council Meeting Minutes for approval shall be distributed to members with the agenda.

Minutes approved by the Advisory College Council shall be posted to the College website and circulated to the President, SOG, and Presidents of Locals.

### **7.4 Voting**

The Advisory College Council meeting must have a quorum where any matter is put to a vote.

Subject to special resolution provisions pursuant to rules of order, resolutions will succeed if supported by 50% plus one of the voting members present at the meeting.

Members with voting rights, their alternate or delegate, may vote, except for the Meeting Chair who may only vote in the event of a tie vote.

## **8.0 SUBCOMMITTEES**

Advisory College Council may establish subcommittees to carry out the work of the Advisory College Council. Subcommittees may be ongoing and serve over a long term as standing committees or be initiated as ad hoc committees or task forces to address specific issues and then be disbanded when those issues have been addressed to the satisfaction of the Advisory College Council. All subcommittee reports or recommendations must be submitted to the Advisory College Council.

The operating procedures and Terms of Reference of any subcommittee will be determined by the Advisory College Council. Subcommittees shall be chaired by a member of the Advisory College Council. If the Advisory College Council Chair is not a member of the subcommittee, the subcommittee Chair shall ensure that the Advisory College Council Chair is informed of all meetings of the subcommittee and may participate as ex-officio members of all subcommittees.

## **9.0 RECOMMENDATIONS TO THE PRESIDENT**

Advisory College Council recommendations to the President should, where possible, be by a resolution based on consensus.

Any resolution that takes the form of a recommendation to the President shall be added to the following Advisory College Council Agenda.

The President may follow up on Advisory College Council recommendations with the following actions:

- Approve the recommendation and advise as to the implementation process.
- Reject the recommendation and provide Advisory College Council with a rationale.
- Request reconsideration and return to Advisory College Council for further study/review.

## **10. CHANGES TO THE TERMS OF REFERENCE**

The Terms of Reference will be reviewed by the Advisory College Advisory Council every two years.

Appendix A

Advisory College Council Membership Roster

Date:

	Voting Members			Term Start Date	Term End Date
<b>Faculty</b>					
1	Business	Local 138 Election	Alternate		
2	Community Studies	Local 138 Election	Alternate		
3	Engineering Technologies	Local 138 Election	Alternate		
4	Health Sciences	Local 138 Election	Alternate		
5	Information Technology	Local 138 Election	Alternate		
6	Nursing	Local 138 Election	Alternate		
7	Skilled Trades	Local 138 Election	Alternate		
8	Counsellor/Student Services	Local 138 Election	Alternate		
9	CAE	Local 138 Election	Alternate		
<b>Students</b>					
1	SRC President	Ex-officio	Designate		
2	SRC VP Downtown Affairs	Ex-officio	Designate		
3	TSI President	Ex-officio	Designate		
4	SSAA President	Ex-officio	Designate		
<b>Support</b>					
1	Member Local 137	Local 137 Election	Alternate		
2	Member Local 137	Local 137 Election	Alternate		
3	Member Local 137	Local 137 Election	Alternate		
4	Member Local 137 (Chatham)	Local 137 Election	Alternate		
<b>Administration</b>					
1	Registrar	Ex-officio	Designate		
2	Director Student Services	Ex-officio	Designate		
3	Institutional Lead, Campus Operations & Student Services (Chatham)	Ex-officio	Designate		
4	Director, International Recruitment	Ex-officio	Designate		

Ex-officio Non-Voting					
1	Executive Director, Centre for Academic Excellence, Quality Assurance and Accountability	Ex-officio	Designate		
2	Associate Vice President, Human Resources Office Administration and Facilities Services	Ex-officio	Designate		
3	Director, IT Enterprise & Cyber Security	Ex-officio	Designate		
4	Director, Con-Ed & Corporate Training	Ex-officio	Designate		
5	President Local 137	Ex-officio	Designate		
6	President Local 138	Ex-officio	Designate		
Supplementary Members					

**Appendix B**

**Advisory College Council – Meeting Attendance Roster Template**

**Date:**

		Voting Status	Member	Alternate/ Designate	In Attendance
<b>Faculty</b>					
1	Business	Voting			
2	Community Studies	Voting			
3	Engineering Technologies	Voting			
4	Health Sciences	Voting			
5	Information Technology	Voting			
6	Nursing	Voting			
7	Skilled Trades	Voting			
8	Counsellor	Voting			
9	CAE	Voting			
1	SRC President	Voting			
2	SRC Vice President	Voting			
3	TSI President	Voting			
4	SSAA President	Voting			
1	Member Local 137	Voting			
2	Member Local 137	Voting			
3	Member Local 137	Voting			
4	Member Local 137 (Chatham)	Voting			
1	Registrar	Voting			
2	Institutional Lead, Campus Operations & Student Services (Chatham)	Voting			
3	Director, Student Services	Voting			
4	Director, International Recruitment	Voting			

1	Executive Director, Centre for Academic Excellence, Quality Assurance and Accountability	Non-Voting			
2	Associate Vice President, Human Resources Office Administration and Facilities Services	Non-Voting			
3	Director, Con-Ed & Corporate Training	Non-Voting			
4	Director, IT Enterprise & Cyber Security	Non-Voting			
5	President Local 137	Non-Voting			
6	President Local 138	Non-Voting			
	<b>Supplementary Members</b>				