MISSION STATEMENT

Quality education that transforms lives and communities.

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

535th FULL BOARD MEETING

of the

BOARD OF GOVERNORS

NOTICE OF MEETING

DATE: Tuesday, October 27, 2026

TIME: 5:30 p.m.

PLACE: President's Boardroom #A3315E

NOTE: **Light refreshments available at 5:00 p.m., President's Boardroom**

AGENDA

1.0 ADOPTION OF THE AGENDA AND DECLARATION OF CONFLICT OF INTEREST

2.0 APPROVAL OF THE MINUTES OF THE SEPTEMBER 22, 2026 FULL BOARD MEETING

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

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

4.0 CONSENT AGENDA

4.1 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 #4.1.

4.2 Enhance Student Well-Being and Success Through the "Saints Experience" – Elevate Student Mental Health, Belonging and School Spirit Through Student Services and Campus Life Experiences

Information Item – Administration has provided a report on Strategic Pillar #1 – St. Clair's Student and Community Impact (Elevate St. Clair's brand and reputation for community impact and student personal growth, well-being and academic success) – Percentage of retained students who continue their studies at St. Clair College from year-to-year, attached as Item #4.2.

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

Information Item – Administration has provided a report on Strategic Pillar #3 – A Talented and Accountable Organization (Drive excellence by being an accountable, high-performing and sustainable College organization) – Growth in domestic enrolment, attached as Item #4.3.

4.4 Constituent Reports – October 2026

4.4.1 Faculty Union – OPSEU Local 138
4.4.2 Retirees Association
4.4.3 Student Representative Council (SRC)
4.4.4 Support Staff Union – OPSEU Local 137
4.4.5 Thames Students Inc. (TSI)

Information Item – Constituent reports are attached as Items #4.4.1 to #4.4.5.

5.0 MONITORING REPORTS

5.1 Financial Monitoring Update

Information Item – An update has been provided to the Board regarding Actual to Budget: April 1, 2026 – September 30, 2026, attached as Item #5.1.

6.0 INFORMATION ITEMS

6.1 OCQAS Quality Audit

Information Item – A presentation will be provided to the Board regarding the results of the College's Quality Audit.

7.0 BY-LAW AND POLICY REVIEW

7.1 Board By-Law #7

Approval Item – The Board will review Board By-Law #7, for 2nd reading, attached as Item #6.1.

8.0 NEW BUSINESS

9.0 DATE OF THE NEXT MEETING

9.1 The next meeting is scheduled for Tuesday, November 24, 2026, at the Windsor Campus.

10.0 ADJOURNMENT

ST. CLAIR COLLEGE OF APPLIED ARTS AND TECHNOLOGY

MINUTES OF THE

FULL BOARD MEETING of the BOARD OF GOVERNORS

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

Present:

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

Regrets:

Ms. A. Jurak
Ms. G. Wrye

Also Present:

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

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

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

1.0 Adoption of the Agenda and Declaration of Conflict of Interest

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

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

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

Hearing no declarations of conflict of interest, it was

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

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

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

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

3.0 President's Report

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

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

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

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

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

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

The Chair thanked the President for his report.

4.0 Consent Agenda

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

4.1 President’s Community Engagement Report

4.2 Professional Corporate Services

4.3 Investments

4.4 Dormant Programs

4.5 Constituent Reports – September 2026

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

It was,

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

5.0 Information Items

5.1 2026 Fall Enrolment/Registration Report: Domestic and International

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

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

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

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

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

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

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

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

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

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

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

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

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

After a brief discussion it was,

RESOLVED THAT the Board of Governors receive this update regarding the overall College enrolment at Day 10, including registration statistics and international enrolment for the Fall 2026 semester, as information.

5.2 Financial Monitoring Update

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

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

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

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

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

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

It was,

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

5.3 Constituent Reports

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

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

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

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

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

Following discussion, it was:

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

6.0 Approval Items

6.1 2026 – 2027 Annual Work Plan

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

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

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

As such, it was:

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

6.2 Appoint Audit Committee

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

As such, it was,

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

6.3 Appoint a Treasurer

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

As such, it was,

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

6.4 Appoint a Foundation Board Representative

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

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

As such, it was:

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

6.5 2026 – 2027 Meeting and Event Schedule

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

As such, it was

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

6.6 Proposed Meeting Start Time Change

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

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

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

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

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

Following discussion, it was:

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

7.0 By-Law & Policy Review

7.1 Board By-Law #7

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

As such, it was

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

8.0 New Business

No new business items were raised.

9.0 Date of the Next Meeting

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

10.0 Adjournment

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

ST. CLAIR COLLEGE OF APPLIED ARTS & TECHNOLOGY

PRESIDENT'S REPORT

Meeting of the Board of Governors

Tuesday, October 27, 2026

1. Defence Sector Awareness & Supply Chain Workshop

On September 17, 2026, St. Clair College participated in the Defence Sector Awareness and Supply Chain Workshop, hosted by the Business Development Bank of Canada (BDC) and Invest Windsor-Essex at the Ciociaro Club in Windsor. The half-day event brought together industry, government and community stakeholders to explore emerging opportunities within Canada's expanding defence supply chain, with a particular focus on workforce development, specialized industry training and applied research initiatives.

Key themes included increasing industry demand for specialized training and certification related to the Canadian Program for Cyber Security Certification (CPCSC), the Controlled Goods Program (CGP) and ISO/IEC 17025 accreditation. These emerging requirements present potential opportunities for St. Clair College to support regional employers through targeted workforce development and training initiatives.

During the event, College representatives engaged with Colonel Patrick Heebner, Director Joint Innovation, Canadian Joint Forces Command, who expressed interest in exploring a potential partnership with St. Clair College focused on training, student experiential learning opportunities and the development of a skilled talent pipeline for the defence sector. Discussions also referenced successful models of collaboration between post-secondary institutions, industry and defence-related organizations.

Additional conversations with regional industry leaders identified immediate workforce needs, including opportunities in metrology, quality assurance, calibration and specialized technical training. These discussions further reinforced the College's potential role in supporting talent development and addressing emerging workforce demands within the sector.

Overall, the workshop demonstrated promising opportunities for St. Clair College to expand its engagement in defence-related workforce training, student employment and experiential learning, applied research and industry partnerships, while strengthening its contribution to the region's economic and workforce development.

2. WE-SPARK Igniting Discovery Grant Funding Award

St. Clair College is pleased to announce that one of our professors, John Ulakovich, has been awarded a 2026 WE-SPARK Igniting Discovery Grant in the amount of $20,000. The competitive grant, funded through WE-SPARK Health Institute community donors, supports innovative research projects that generate preliminary findings, advance community impact, and strengthen future research funding opportunities.

This funding will support the continued development of a research initiative designed to advance health outcomes and contribute to evidence-based solutions that benefit the Windsor-Essex region. The award reflects the quality of the proposed project and the strength of St. Clair College's growing research capacity and community partnerships.

The WE-SPARK Igniting Discovery Grant program is intended to foster multidisciplinary research excellence and encourage collaborative projects that address important health and community challenges. This recognition further reinforces St. Clair College's commitment to applied research, innovation, and meaningful community engagement.

3. WE-SPARK Research Funding Success

St. Clair College staff have been awarded funding through the 2026 WE-SPARK Health Institute Grants Competition, one of the region's leading health research funding programs. This year's competition awarded 33 grants totaling $522,000 in support of innovative health research initiatives across Windsor-Essex. The College secured funding for three research projects that will advance applied research, strengthen community partnerships and create meaningful opportunities for student engagement and experiential learning. The successful projects include:

1) **Under Pressure: Exploring Environmental, Climate- and Weather-Related Stressors and Intimate Partner Violence in Windsor-Essex**

   Principal Investigator: Dr. Amy Peirone / **Funding Award:** $20,000

   Dr. Amy Peirone received funding to examine the relationship between environmental, climate, and weather-related stressors and intimate partner violence within the Windsor-Essex region. The research will explore how factors such as extreme weather events and environmental pressures may influence vulnerability and community well-being. The project aims to generate evidence that can help inform local prevention strategies, support services, and policy development related to gender-based violence.

2) **Evaluating Interprofessional Education on Students Working with Vulnerable Populations**

   Principal Investigator: Dr. John Spirou / **Funding Award:** $20,000

   John Spirou was awarded funding to evaluate the impact of interprofessional education on students preparing to work with vulnerable populations. The project will examine how collaborative learning experiences among students from different disciplines contribute to improved knowledge, skills, and readiness for professional practice. Findings are expected to enhance educational approaches that support effective, client-centered care and community service delivery.

3) **Embedding Research in Rural Healthcare: A Student Training Partnership between St. Clair College and Erie Shores HealthCare**

   Principal Investigator: Dr. David Potocek / **Funding Award:** $7,500 Student Research Training Grant

   David Potocek received a Student Research Training Grant to support a partnership between St. Clair College and Erie Shores HealthCare focused on embedding research into rural healthcare settings. The initiative will provide students with hands-on research experience while contributing to evidence-informed healthcare practices in the region. The project aligns with the College's commitment to experiential learning and to strengthening research capacity within community healthcare organizations.

These funding successes reflect St. Clair College's growing research profile and continued commitment to applied research that addresses real-world challenges facing our communities. The projects will contribute to new knowledge, strengthen regional partnerships, support student learning opportunities and further position the College as a leader in community-engaged research and innovation throughout Windsor-Essex and Chatham-Kent.

4. Committee of Presidents (COP) Retreat

President Michael Silvaggi participated in the Committee of Presidents Retreat, held September 20 to 22, 2026, in Niagara-on-the-Lake. The annual retreat brought together college presidents from across Ontario to discuss emerging sector priorities, strengthen collaboration and help shape advocacy and policy directions for the province's college system.

A key highlight of the retreat was a dedicated session with Minister Quinn, Ontario's Minister of Colleges, Universities, Research Excellence and Security (MCURES), who joined presidents for a candid discussion on the challenges and opportunities facing the post-secondary sector. The session provided an opportunity for college leaders to share perspectives directly with the Minister on issues affecting students, institutions, workforce development and the long-term sustainability of the college system.

Throughout the retreat, presidents engaged in strategic discussions related to the development of a new three-year Colleges Ontario Strategic Plan, sector advocacy priorities and Colleges Ontario's 2027 pre-budget submission. Additional sessions focused on public affairs and government relations, institutional reputation and communications strategies, governance matters, enrolment and application modernization initiatives, and emerging trends impacting the future of post-secondary education.

The retreat provided an important forum for collaboration among Ontario's college leaders and reinforced St. Clair College's ongoing commitment to contributing to provincial discussions that advance student success, workforce readiness, innovation and the continued strength of the college sector.

5. Honour Guard Partnership Supporting Community Members

St. Clair College is proud to announce a new community partnership with Families First Funeral Home on Dougall Avenue that will see members of the College's Honour Guard provide pallbearer services for funeral ceremonies when individuals have no family members or personal supports available to fulfill this important role.

Through this partnership, Honour Guard members will have the opportunity to serve with dignity and compassion, ensuring that members of our community are afforded the respect and care they deserve during their final farewell. The initiative reflects the College's ongoing commitment to community engagement, service and social responsibility while providing students with a meaningful opportunity to demonstrate leadership, professionalism and civic compassion.

By participating in this program, St. Clair College is helping to ensure that no individual is laid to rest without the support and honour traditionally afforded to loved ones. The College is grateful to Families First Funeral Home for its collaboration in developing this initiative and looks forward to supporting local families and community members through this important act of service.

This partnership exemplifies St. Clair College's belief that education extends beyond the classroom and that community service remains a fundamental component of developing engaged, caring and socially conscious leaders.

6. Diagnostic Cardiac Sonography Program Receives Accreditation

St. Clair College's Diagnostic Cardiac Sonography program has been granted **Accredited Status** by Accreditation Canada following a review by the Accreditation Decision Committee. The accreditation was ratified on June 17, 2026 and is valid through December 31, 2028.

This recognition reflects the program's commitment to meeting national standards of educational quality and excellence in preparing graduates for careers in cardiac sonography. The accredited status will be published on Accreditation Canada's official list of accredited educational programs.

This achievement is a testament to the dedication of our faculty and staff in delivering high-quality, industry-aligned healthcare education and supporting student success.



ACCREDITATION
AGRÉMENT
CANADA

August 14, 2026

BY EMAIL

Caroline Morris
Deputy Registrar and
Registration Director
College of Medical Radiation and
Imaging Technologists of Ontario
300-375 University Avenue
Toronto, ON M5G 2J5

Dear Caroline Morris:

Subject: **Notification of Accreditation Decision**
St. Clair College
Diagnostic Cardiac Sonography Program

This notification is to inform College of Medical Radiation and Imaging Technologists of Ontario of a recent accreditation decision by the Accreditation Decision Committee.

The committee ratified the report of St. Clair College, Diagnostic Cardiac Sonography program on **June 17, 2026**, and accorded an **Accredited** status with an expiry date of **December 31, 2028**. The name of the educational program, its accreditation status and expiry date will appear on the list of educational programs (Admitted and Accredited) published online at www.accreditation.ca.

Should you have any questions, please let us know.

Sincerely,

Candice Anderson
Senior Manager, EQual
Accreditation Canada

Encl. Follow-up Accreditation Report

Cc: Pree Tyagi, Registrar and Chief Executive Officer, CMRITO
Kristina Di Paolo, Program Coordinator, St. Clair College

1150, chemin Cyrville Road, Ottawa, Ontario K1J 7S9 Canada
Tel/Tél. : 613-738-3800; 800-814-7769 Fax/Téléc. : 613-738-7755; 800-811-7088
accreditation.ca

ST. CLAIR COLLEGE OF APPLIED ARTS & TECHNOLOGY

PRESIDENT'S COMMUNITY ENGAGEMENT REPORT

Meeting of the Board of Governors

Tuesday, October 27, 2026

1. 4th Annual Rise Above Community Health Conference

On September 25, 2026, St. Clair College welcomed healthcare professionals, educators, students, first responders and community partners to the 4th Annual Rise Above Community Health Conference at the St. Clair College Centre for the Arts. This year's conference, themed "Reclaiming Purpose in Care and Service," focused on supporting those working in healthcare, social services and public safety while promoting collaboration, innovation and professional growth.

The conference featured a keynote address by Kristin Kennedy, President and CEO of Windsor Regional Hospital and Erie Shores HealthCare, followed by a fireside discussion led by Dr. Janelle Abela. Panel participants included Bill Marra, President and CEO of Hôtel-Dieu Grace Healthcare; Nicole Sbrocca, CEO of the Canadian Mental Health Association Windsor-Essex County; Adam Topp, President and CEO of Chatham-Kent Health Alliance; and Inspector Scott Jeffery of the Windsor Police Service, who shared insights on leadership, service, resilience and purpose-driven work.

Attendees also participated in a series of breakout sessions delivered by regional experts and practitioners, covering topics ranging from recreation therapy and Indigenous patient support to nursing research, healthcare education and community well-being. The College's Research and Innovation Department hosted an afternoon session showcasing applied research initiatives and community partnerships that are contributing to improved health outcomes across the region.

The conference highlighted St. Clair College's commitment to advancing health education, fostering interdisciplinary collaboration and supporting the health and wellness of the communities it serves. The strong participation of healthcare, public safety, education and community-sector leaders reinforced the College's role as a convenor of important conversations focused on improving care, service and quality of life throughout Windsor-Essex and Chatham-Kent.



2. Suicide Awareness Walk

On September 27, 2026, St. Clair College was proud to serve as the host venue for the Canadian Mental Health Association (CMHA) Suicide Awareness Walk, an annual event dedicated to raising awareness of mental health, supporting suicide prevention efforts, and fostering community connection.

President Michael Silvaggi attended the event and brought greetings on behalf of St. Clair College, reaffirming the College's commitment to promoting mental health, well-being and community engagement. As part of the event, a cheque in the amount of $7,500 was presented to the CMHA on behalf of St. Clair College, the Student Representative Council (SRC), the Saints Student Athletic Association (SSAA) and the Alumni Association in support of local mental health programs and services.

The event brought together community members, families, advocates and mental health professionals in support of an important cause and highlighted the collective efforts being made across the region to increase awareness, reduce stigma and provide support for those affected by mental health challenges. St. Clair College is honoured to support initiatives that promote wellness, resilience and community partnership and was pleased to welcome participants to campus for this meaningful event.



Canadian Mental Health Association
Windsor-Essex County
Community well-being is our sole focus.

3. National Day for Truth & Reconciliation

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



ORANGE SHIRT DAY

4. Fall 2026 Convocation Sessions

St. Clair College proudly celebrated its 59th Annual Convocation, conferring credentials upon the Class of 2026 during ceremonies held at the WFCU Centre in Windsor on September 29, 2026, and at the Capitol Theatre in Chatham on October 1, 2026.

These milestone events provided an important opportunity to recognize the dedication, resilience and achievements of our graduates as they completed their academic journeys and prepared to enter the workforce or pursue further educational opportunities. Convocation serves as a celebration of student success and reflects the transformative impact of higher education on individuals, families and communities.

Faculty, staff, family members and friends joined together to honour the accomplishments of the graduating class and to acknowledge the commitment and perseverance demonstrated throughout their studies. The ceremonies also highlighted the vital role St. Clair College plays in developing the skilled, career-ready graduates who contribute to the economic and social vitality of our region and beyond.

On behalf of the College community and the Board of Governors, we extend our sincere congratulations to the Class of 2026 and wish our graduates every success as they embark on the next chapter of their personal and professional lives. Their achievements are a source of pride for the entire St. Clair College community, and we look forward to the positive impact they will make in their chosen fields and communities.



5. Meeting with Windsor-Essex Catholic District School Board Leadership

On October 2, 2026, President Michael Silvaggi, Monica Staley Liang, Senior Vice President, Academic and John Fairley, Senior Vice President, Communications, Advancement and External Affairs, met with John Ulicny, Director of Education for the Windsor-Essex Catholic District School Board, along with members of his senior leadership team.

The meeting provided an opportunity to further strengthen the longstanding partnership between St. Clair College and the Windsor-Essex Catholic District School Board through discussions focused on student success, pathway development, enrolment trends and opportunities for enhanced collaboration between secondary and postsecondary education.

Discussions included strategies to support student transitions from secondary school to college, the continued promotion of skilled trades, health sciences, STEM and other high-demand career pathways, as well as opportunities to expand experiential learning and dual-credit initiatives. The group also exchanged perspectives on emerging workforce needs and the important role that educational institutions play in preparing students with the skills, knowledge and credentials required for future success.

The meeting reinforced the shared commitment of both organizations to supporting learners throughout their educational journey while ensuring that programs and pathways remain responsive to the needs of students, employers and the broader Windsor-Essex community.

President Silvaggi and Ms. Staley Liang appreciated the opportunity to engage with Director Ulicny and his leadership team and look forward to continued collaboration in support of student achievement and regional workforce development.



6. Provincial Investment in Additional Health Care Program Seats

On October 8, 2026, Minister Nolan Quinn, Ontario's Minister of Colleges, Universities, Research Excellence and Security, visited St. Clair College, accompanied by Andrew Dowie, MPP for Windsor-Tecumseh, to announce a significant provincial investment in postsecondary education and workforce development.

As part of the Province's broader $1.7 billion commitment to create 70,000 additional seats in STEM, health care, education and skilled trades programs across Ontario, the government is investing $44 million to fund 2,077 new seats at St. Clair College, the University of Windsor and Lambton College.

Through this investment, St. Clair College will receive funding for 108 additional seats in health care programs, further strengthening the College's ability to respond to growing workforce demands in the health sector.

During the announcement, President Michael Silvaggi welcomed the Province's continued support for postsecondary education and workforce development, noting that the investment recognizes the important role colleges play in preparing students for rewarding careers in sectors that are critical to economic growth and community prosperity. He further emphasized the College's ongoing commitment to working closely with employers, industry partners and community leaders to ensure programming remains aligned with current and emerging labour market needs.

As part of their visit, Minister Quinn and MPP Dowie toured the Anthony P. Toldo Centre for Applied Health Sciences, including the College's Paramedic Program. During the tour, they observed a live trauma simulation and participated in an interactive demonstration led by students and faculty. The visit provided an opportunity to showcase the exceptional hands-on training, simulation-based learning environments and state-of-the-art facilities that support student success and workforce readiness at St. Clair College.

This announcement represents a significant investment in the College, the region and the future health care workforce. It further reinforces St. Clair College's position as a key partner in addressing Ontario's labour market needs while expanding opportunities for students to pursue in-demand careers close to home.



7. 2026 Business Excellence Awards

On October 8, 2026, members of the College community attended the 2026 Business Excellence Awards at Caesars Windsor, an event that recognizes outstanding achievement, innovation and leadership within the Windsor-Essex business community.

Representing St. Clair College, President Michael Silvaggi had the privilege of presenting the prestigious Business Legacy Award, which recognizes an organization that has demonstrated sustained excellence, long-term growth and a significant contribution to the economic and social fabric of the region.

This year's recipient was Valiant TMS, a globally recognized advanced manufacturing and automation company with deep roots in Windsor-Essex. Through decades of innovation, growth and community leadership, Valiant TMS has established an enduring legacy as one of the region's leading employers and a key contributor to the advancement of manufacturing technologies.

The event provided an important opportunity to celebrate the accomplishments of local businesses and entrepreneurs while highlighting the strong partnerships that exist between St. Clair College, industry and the broader community. These relationships continue to play a vital role in supporting economic development, workforce training, experiential learning opportunities and student success throughout the region.

On behalf of the College, President Silvaggi congratulated Valiant TMS on receiving the Business Legacy Award and acknowledged the many organizations recognized during the evening for their contributions to the continued growth and prosperity of Windsor-Essex.



8. International Day of the Girl Leadership Breakfast

On October 14, 2026, St. Clair College served as the Presenting Sponsor of the Women Leading Canada's Future International Day of the Girl Leadership Breakfast, hosted by Build a Dream at the St. Clair College Centre for the Arts. The event brought together industry leaders, educators, students, government representatives and community partners to explore opportunities for women and girls in leadership, skilled trades, technology, advanced manufacturing and other key economic sectors.

President Silvaggi participated in the program by delivering welcome remarks on behalf of St. Clair College, reaffirming the College's commitment to fostering inclusive pathways to education, leadership and career success.

As Presenting Sponsor, St. Clair College was proud to support a signature community event that aligns with the College's strategic priorities of student success, workforce development and equitable access to educational and employment opportunities. The event also provided valuable opportunities to engage with regional leaders on advancing the participation of women in sectors critical to Canada's future economic growth.



9. Collège Boréal Executive Visit and Campus Tour

On October 14, 2026, St. Clair College welcomed a delegation from Collège Boréal, led by President Daniel Giroux and members of the institution's executive leadership team, to the College's Windsor Campus. President Silvaggi hosted the visit, which included discussions focused on strengthening relationships between the two institutions and exploring opportunities for future collaboration.

The visit featured a campus tour showcasing key academic and student facilities, providing the Collège Boréal delegation with an overview of St. Clair College's learning environments, technology and student-centred services. Discussions highlighted areas of mutual interest, including academic partnerships, workforce development initiatives, government relations and opportunities to enhance educational pathways and services for students across Ontario.

The visit reinforced the strong collegial relationship between St. Clair College and Collège Boréal and provided a valuable opportunity for both institutions to exchange ideas, share best practices and identify potential areas for future cooperation in support of student success and regional economic development.



10. Anishinabek Educational Institute Practical Nursing Convocation

On October 15, 2026, representatives of St. Clair College attended the Anishinabek Educational Institute (AEI) Practical Nursing Convocation held at the Munsee-Delaware Campus. The ceremony celebrated the achievements of graduating students and recognized their commitment to serving their communities through careers in healthcare.

St. Clair College is proud to partner with AEI, providing administrative and curriculum support for programs offered across its campuses. Through this longstanding collaboration, students benefit from accredited post-secondary programming delivered within an Indigenous-led educational environment that integrates cultural teachings, traditional healing practices and holistic approaches to learning.

Since 1994, AEI has been dedicated to providing culturally relevant post-secondary education that supports learners academically, spiritually, emotionally and physically. The partnership between St. Clair College and AEI reflects a shared commitment to reconciliation, Indigenous student success and increasing access to educational opportunities for Indigenous learners.

The convocation served as an opportunity to celebrate the accomplishments of the graduates, including Practical Nursing Valedictorian Aileen Kollmel-MacQueen, and to recognize the important contributions of AEI's faculty, staff and leadership in preparing graduates for meaningful careers in healthcare and community service. Through partnerships such as this, St. Clair College continues to support pathways that strengthen Indigenous education and workforce development across the region.



11. 4th Annual Pastabilities Luncheon

On October 19, 2026, President Michael Silvaggi attended the 4th Annual Pastabilities Luncheon, hosted by the Unemployed Help Centre (UHC) at the Ciociaro Club. The popular community fundraising event brought together local businesses, community leaders, and residents to enjoy pasta dishes prepared by Windsor-Essex restaurants while supporting efforts to address food insecurity in the region.

The luncheon serves as an important fundraiser for the Unemployed Help Centre's food security initiatives and highlights the power of community partnerships in supporting individuals and families facing economic challenges. President Silvaggi's attendance reflected St. Clair College's ongoing commitment to community engagement and support for organizations working to improve the well-being of Windsor-Essex residents.

The College was pleased to support and participate in an event that celebrates local collaboration while raising awareness and resources to help combat hunger in our community.



12. Greater Essex County District School Board Partnership Meeting

On October 19, 2026, President Michael Silvaggi and Monica Staley Liang, Senior Vice President, Academic, met with leadership from the Greater Essex County District School Board (GECDSB), including CEO, Vicki Houston, to discuss the strong and ongoing partnership between the two organizations.

The meeting provided an opportunity to explore initiatives that support student success and strengthen pathways from secondary to post-secondary education. Discussions focused on opportunities for continued collaboration in areas of mutual interest, including student engagement, academic programming, workforce development and community impact.

The visit reinforced the longstanding relationship between St. Clair College and the GECDSB and underscored the shared commitment of both organizations to creating educational opportunities that benefit students and contribute to the continued growth and prosperity of the Windsor-Essex region.

ST. CLAIR COLLEGE

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **OCTOBER 27, 2026**

RE: **STRATEGIC DIRECTIONS UPDATE (2026-2027) – ST. CLAIR'S STUDENT AND COMMUNITY IMPACT - ENHANCE STUDENT WELL-BEING THROUGH THE "SAINTS EXPERIENCE".**

SECTOR: **REBECCA DEMCHUK, SENIOR VICE PRESIDENT, STUDENT AND FACILITIES SERVICES**

AIM:

To provide the Board with an update on the Strategic Directions (2026 – 2027). This update pertains to Strategic Pillar # 1 – St. Clair's Student and Community Impact - Enhance student well-being and success through the "Saints Experience".) Specific details include the following:

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

BACKGROUND:

The College's vibrant campus life, strong sense of student pride and commitment to accessible mental health supports are seen as essential to fostering student belonging, personal growth, and academic success. There are many factors that influence this metric, including supportive student services, such as onsite and virtual mental health supports, assistive technology assessments and supports, accommodated testing services and student retention strategies. Extracurricular activities such as varsity and intramural athletics, student government led events, food services, student clubs, Enactus and academic showcase programs contribute to student life and experience leading to a solid student retention rate.

The following chart demonstrates the percentage of students with a positive trajectory (graduated or continued their studies) based on Fall 2025 enrolment. A total of 78.8% of the students from Fall 2025 were retained or graduated as outlined in Table 1. This is a slight decrease from 82.7% for Fall 2024 to Fall 2025 enrollment retention rates. Tables 2 and 3 outline the top and lowest positive trajectory programs, respectively. Table 4 demonstrates the gap between domestic and international students within specific programs.

Table 1	Domestic	International	Total Retention Fall 2025 to Fall 2026	Total Retention Fall 2024 to Fall 2025 (for comparison)
Full-time Fall 2025 Enrolment	7,342	1,750	9,092	11,553
# of Graduated or Students That Continued into Fall 2026	5,888	1,581	7,169	9,560
Retained Students	76.1%	90.3%	78.8%	82.7%
Returning Graduates from 2025 (included above)	432	50	482	499

Table 2 – Top 5 Positive Trajectory Programs**	
T891 Cybersecurity	100.0%
H796 Diagnostic Medical Sonography	98.5%
B999 IBM - Logistic	98.1%
B959 Paralegal – Accelerated	97.0%
A887 Music Theatre Performance	96.9%

Table 3 – Lowest 5 Positive Trajectory Programs**	
T954 Plumbing Techniques	50.7%
K904 Pre-Health Pathway to Advanced Diploma	54.3%
B826 Tourism – Travel	55.6%
H299 Medical Laboratory Technician	58.5%
T993 Animation – 2D/3D	63.2%

** From programs with at least 25 students.

Table 4 – Largest Positive Trajectory Gap (INT vs DOM)***	Domestic	International	Gap
K200 DSW	65.5%	92.9%	-27.3%
T036 Construction Engineering Technology	58.3%	83.3%	-25.0%
B101 Early Childhood Education	72.6%	94.0%	-21.4%
T860 Computer Systems Technician – Networking	67.5%	88.9%	-21.4%
B895 Social Service Worker – Gerontology	76.4%	92.7%	-16.3%

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

Retention Strategies

St. Clair College has many retention-based strategies which aim to support student success and ensure that students continue in their academic pursuits.

1. Tutoring

2025–2026 Tutoring Activity Summary: During the 2025–2026 academic year, St. Clair College's tutoring program continued to serve as an important student-retention and academic-success strategy, providing students with targeted academic support in courses and subject areas where additional assistance was needed.

2025-2026 Highlights (April 1, 2025 – March 31, 2026):

- 6,129 tutoring sessions delivered.
    - 3% Downtown, 42% South, 6% Chatham, 48% Online
- 1,025 students accessing tutoring.
- 113 Tutors hired, providing jobs to high performing (3.5 GPA+) students.
- Highest demands in Math, Biology, English, Chemistry, Accounting and Engineering courses.

The 2025–2026 activity demonstrates that tutoring is more than a supplemental student service. Usage patterns provide an important indicator of where students are encountering academic challenges. Courses generating consistently high tutoring demand can therefore help identify opportunities for earlier intervention, expanded tutoring capacity, and closer collaboration between tutoring services and academic schools.

From a retention perspective, maintaining accessible tutoring on all campus locations helps students receive academic assistance before difficulties result in unsuccessful course outcomes or withdrawal. The activity data is also being used to guide tutor recruitment and scheduling, so resources are concentrated around the courses and periods with the greatest student demand.

Based on the tutoring data, the College will continue to position tutoring as a proactive retention strategy, with particular emphasis on increasing tutor availability in the highest-demand courses, using historical session demand to hire tutors to be available earlier in the school year, and providing strategic walk-in tutoring for math, English and other high demand concepts and courses.

2. Mid-Term Progress Reports and Retention Courses

Mid-Term progress reports are an important indicator of both an individual student's progress as well as assessing difficulty or lack of understanding of a particular course. Students are able to see their progress at the mid-term of their semester, with a chart that indicates, by colour, if they are progressing well or are struggling. Coordinators review this carefully and identify students to have discussions with and offer additional support.

Retention courses are offered by the Academic Schools to assist students who were not successful in one course, or need to upgrade a course mark, to allow students to progress through their course schedule on time and with the same cohort whenever possible.

Retention courses are set up based on a couple of factors. Mid-term progress reports help to determine how many retention courses will be offered to support student success. In addition, historical data is used to identify course in programs that are known to be more challenging. An example of this is Anatomy and Physiology in the Paramedic program. Many retention courses are offered in the Spring semester in order to enable students to stay on track and register for fall without falling behind. In Spring of 2026, there were approximately 177 condensed courses offered.

3. Disability Services

Supporting students with disabilities is essential to student retention because it helps remove barriers to learning and creates equitable opportunities for academic success. When students have access to appropriate support, such as accommodation plans, counselling services, assistive technology, and academic resources, they are more likely to feel engaged, supported, and confident in their ability to achieve their educational goals.

2025-2026 Highlights (April 1, 2025 – March 31, 2026):

Students with Accommodation Plans:

- South – 1,114 Fall Semester, 1,107 Winter Semester
- Downtown – 77 Fall Semester, 76 Winter Semester
- Chatham – 222 Fall Semester, 236 Winter Semester

Accommodated Testing:
15,157 (South – 11,970, Downtown – 351, Chatham – 2,836)

Academic Counselling:
4,198 Counseling Appointments (South – 2,865, Downtown – 276, Chatham – 1057)

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive this update on Strategic Pillar #1 as it pertains to Enhance student well-being and success through the “Saints Experience” – Percentage of retained students who continue their studies at St. Clair College from year-to-year.

ST. CLAIR COLLEGE

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **OCTOBER 27, 2026**

RE: **STRATEGIC DIRECTIONS UPDATE (2026-2027) – A TALENTED AND ACCOUNTABLE ORGANIZATION – PLAN FOR THE LONG-TERM SUSTAINABILITY OF ST. CLAIR COLLEGE**

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 (2026-2027). This update pertains to Strategic Pillar #3 – A talented and accountable organization: Expand recruitment efforts to grow domestic enrolment and continue to be an attractive destination for international students. Specific details include the following:

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

BACKGROUND:

Expanding Domestic Recruitment and Strengthening Community Engagement: Now in year two of the strategic direction, the College's recruitment team is refining its domestic recruitment strategy based on results from previous years. The department is taking stock of ongoing efforts to examine and identify opportunities to grow domestic enrolment while expanding recruitment initiatives aimed at growing domestic enrolment across Windsor-Essex, Chatham-Kent and throughout Ontario.

Our recruitment strategy is focused on building meaningful connections with prospective students, their families and the broader community. We are working collaboratively with local and regional school boards and their guidance counsellors to provide students with a clear understanding of the educational and career opportunities available through St. Clair College. One of the key drivers of this local catchment recruitment strategy is face-to-face interactions with prospective students during visits to high schools and during tailored College tours at St. Clair College facilities. These interactive visits allow recruitment staff to provide a personal touch and help create lasting and meaningful connections with students. Making them feel at

home before it's their home is a great way to start the prospect's journey to post-secondary education.

Through our collaboration with local guidance counsellors, our recruitment staff fosters partnerships and helps identify and promote innovative scholarship programs developed in collaboration with high schools and community partners, to encourage academic excellence and support pathways to postsecondary education.

In addition, our sponsorship of key community events across Windsor-Essex and Chatham-Kent continues to enhance brand visibility and strengthen our reputation as the College of choice for quality education, applied learning and career readiness. Recruitment staff and student Brigades (work study students) ensure the College has a presence at dozens of community events throughout the year, with interactive marketing displays and opportunities for face-to-face engagement. This allows the recruitment team to connect directly with prospective students and their families, facilitating answers to their questions and promoting our programs and services.

The recruitment team also expands their efforts out past the local catchment area into markets in Kitchener-Waterloo, London, Guelph, Barrie, Niagara, Hamilton and Toronto during the College Information Program tour. These opportunities help ensure students who are not in our catchment area get exposure to niche programs and opportunities available at St. Clair.

To further expand our reach and engagement, we are leveraging digital tools and personalized communication strategies. Throughout the year, the recruitment team books guests for campus tours, oversees social media content to drive engagement and awareness, curates fresh program videos and continuously tells stories of the success of our students, new graduates and alumni on our website through College News, which is promoted across all social media platforms. Social media original content creation has been enhanced over the past year to showcase more student engagement and highlight the overall student experience, with tremendous results.

St. Clair College also continues to build a strong College brand that reflects our values and showcases the student experience and vibrant campus life. By highlighting our academic programs, varsity and intermural sports programs and student success stories, we showcase what the College has to offer prospective students. Creative storytelling also celebrates student achievements in real time, creating a sense of pride among the existing student body.

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

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

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

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

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

In a year-over-year comparison, from Fall 2025 to Fall 2026, there was 2% growth in domestic student enrolment on Day 10 of the Fall semester, from 7,645 students in 2025 to 7,801 students in 2026 (+156). Over the two years of this strategic direction, domestic enrolment has increased by 6% since 2024 (+441).

RECOMMENDATION:

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

ST. CLAIR COLLEGE

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **OCTOBER 27, 2026**

RE: **OCTOBER 2026 CONSTITUENT REPORTS**

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

AIM:

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

BACKGROUND:

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

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

RECOMMENDATION:

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

Faculty Union – OPSEU Local 138
Board of Governors Constituent Report – October 2027

1. **United Way Initiative**

   Faculty once again volunteered for the annual **Pie Your Professor** fundraiser in support of **United Way**, raising funds that stay local and benefit communities across Essex and Kent Counties. Across the Main Windsor, Chatham, and Downtown Windsor campuses, students, faculty, and staff participated in a variety of activities, including Pie the Professor events, BBQs, cornhole games, beverage fundraisers, and prize draws, coming together to support an important community cause while fostering campus spirit and engagement.

2. **CICE (Community Integration through Cooperative Education)**

   The **CICE (Community Integration through Cooperative Education)** program continues to thrive, with the Wedge serving as a successful live-learning environment where culinary students develop front- and back-of-house skills while providing a popular campus food service that regularly sells out. Interest in the program remains strong, with prospective families connecting weekly and an upcoming information night planned for future applicants. As CICE enters its 12th year, alumni events will help strengthen connections and track graduate pathways. Field placement opportunities have expanded through new community partnerships, including CMHA, the University of Windsor, Ronald McDonald House, and Erie Shores HealthCare. Students also continue to benefit from an active CICE Club that promotes social engagement and collaboration across campus. Highlights this year include student leadership in Truth and Reconciliation events and exploration of a future summer transition camp for prospective CICE students.

3. **School of Business Highlights**

   a. **Advertising & Marketing Communications Program:** The Advertising & Marketing Communications program continues to celebrate student and alumni success through industry recognition and experiential learning opportunities. Graduate **Jessica Elabassy** was named to **Campaign Canada's 2026-Under 30**, becoming the third program graduate to receive this national recognition and highlighting the strong industry impact of St. Clair alumni.

      Last year, students earned the **Innovator Award** at the **NHL/NHLPA Hockey Innovation Competition presented by SAP** for their project *Reignite the Rink*, advancing to the competition finals and presenting their concept to industry leaders in Ottawa. Students also partnered with **VITURE**, an international XR technology company, to develop research-driven marketing campaigns using real products and performance data.

      Building on this hands-on approach, third-year students are currently collaborating with **PicklePlex Windsor**, managing live social media campaigns, analyzing engagement metrics, and providing strategic recommendations. Together, these projects give students valuable experience working with real clients, products, audiences, and data while preparing them for careers in the advertising and marketing industry.

b. **Human Resources:** A **Business Administration – Human Resources** student, **Brook Hillier**, was awarded a **$2,500 DisruptHR Scholarship** at the 4th annual DisruptHR conference at Caesars Windsor. Recognized for her passion for human resources and commitment to innovation while keeping people at the center of decision-making, Brook received the award from Job Shoppe founder and CEO Meighen Nehme. The scholarship supports her continued educational and career goals in the HR field.

c. **Accounting:** The **Accounting Association** remained active through fundraising initiatives and student engagement events, including guest speakers, movie nights, and other fundraising activities. The association also hosted university representatives who provided students with information about transfer pathways and degree opportunities available after graduation from St. Clair College.

   Accounting students continued to achieve outstanding results, earning **first- and second place finishes in a CPA Case Competition**, volunteering through the **CRA tax clinic** to assist fellow students with tax returns, and gaining valuable industry exposure at the **Accountex Conference** in Toronto. The School of Business also celebrated several notable accomplishments, including **Jeff Denomme** being named a **2026 Alumni of Distinction**, Graphic Design students supporting the Advertising program's award-winning NHL competition project, student success in the **SRC Planner Design Competition**, internships with the **Windsor-Detroit Bridge Authority**, ongoing community partnerships through the **Design Agency**, and the annual **Grad Show**, which showcases student work while connecting students, alumni, industry partners, and prospective applicants.

d. **Marketing:** Business **Marketing** students recently had the opportunity to hear from **Dev Griffin**, a British radio personality with **Heart Radio**, during a virtual guest speaker session. Reaching an audience of approximately **10 million listeners**, Griffin shared insights on career development, emphasizing the importance of hard work, perseverance, and embracing failure as part of the learning process. He encouraged students to pursue their own projects, take initiative, and view every new opportunity as a chance for growth, providing valuable real-world advice for future marketing professionals.

e. **Tourism:** The **Tourism program** continues to celebrate student success and valuable experiential learning opportunities. Graduate **Edua Marczinko** was recognized as the **Baxter Student Ambassador of the Year** and became the first student to participate in the program's new partnership with **Royal Resorts Dubrovnik**. The program also currently has **five students completing six-month placements at Walt Disney World in Orlando** through its partnership with **Central Michigan University**. In addition, students gained hands-on industry experience through placements with longstanding and new partners, including the **Fairmont Western Canada Resorts Student Work Exchange Program (SWEP)**, **Blue Heron Cruises** in Tobermory, and organizations in the **Yukon** and **Cape Breton**, further expanding opportunities for learning, networking, and career development.

4. **Health Sciences**

The **Health Sciences Department** recently launched a student-led community outreach initiative in partnership with **H4 (Homelessness and Housing Help Hub)** in downtown Windsor. The program provides Health Sciences and Community Studies students with valuable experiential

learning and research opportunities while delivering supervised support services to community members, including assistance with identification replacement, income tax filing, benefit access, landlord-tenant navigation, health screenings, mobility support, and community resource referrals. As the partnership grows, there are plans to expand services through additional community collaborations and potentially extend the initiative to the Chatham region.

5. **Graphic Design**

The program continued to achieve success through student, alumni, and community engagement initiatives. Alumnus **Jeff Denomme** was recognized as a **2026 Alumni of Distinction** and was featured, alongside his wife Christy, in a six-part documentary that premiered at the St. Clair College Centre for the Arts and is now airing on Bell TV.
Students demonstrated excellence through several notable achievements, including a cross-program collaboration with Advertising students on an award-winning NHL competition proposal, and first-year student **Shania Waltin** winning the design competition for the SRC 2026–2027 Student Planner. Third-year student **Nicholas Orcsik** also earned a paid internship with the Windsor-Detroit Bridge Authority, receiving outstanding feedback for his professionalism and contributions.

Community and industry engagement remained a key focus through the program's **Design Agency** courses, led by Professor **Nick Kuipers**, which provide design services to local non-profits and charities while giving students real-world experience. The annual **Grad Show** continued to be a signature event, showcasing student work to industry, community members, prospective students, and alumni, with participation and support growing each year. Held each March at the St. Clair College Centre for the Arts, the event serves as an important platform for celebrating student achievement and promoting the program.

6. **Nursing**

The 5th Annual Practical Nursing Pinning Ceremony took place on September 29 at the St. Clair Centre for the Arts, celebrating nearly 70 graduates alongside their families, friends, and faculty. With a total attendance of 353, the event was a tremendous success. Richard Garton interviewed students, photographed award recipients, and highlighted both the Student Choice and Faculty Choice Award winners.

The Practical Nursing Society also welcomed incoming students during Year 1 Orientation, promoting membership and hosting a successful scrub and t-shirt sale. Funds raised through these initiatives, including donations of scrubs from graduating students, helped support the Pinning Ceremony and provide cupcakes for graduates.

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

23 of our Retirees enjoyed a beautiful fall afternoon out at the North Buxton National Historic Site and Museum on October 8th. Michelle Robbins was our very knowledgeable and delightful tour guide. She and her family have a great deal of history related to this museum, which made it all the more interesting for those of us that participated. Seeing the actual historical artifacts left behind by the ancestors of this settlement from 1849 to the late 19th century, as well as sitting in the actual school house of that era provided a truly eye opening experience. Afterwards we all drove in to Merlin to The Garage Restaurant for dinner. Excellent food, prices and service. Both of these venues are highly recommended!

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

We are now confirmed and in the process of planning our Windsor Christmas party at the **St. Clair Centre for the Arts** on Dec. 12th. We have received confirmation that our students will be performing their Christmas play that afternoon and we all really look forward to this event every year.

STUDENT REPRESENTATIVE COUNCIL INC.
St. Clair Board of Governors – Monthly Report
October 2026

Upcoming

We are planning activities for our upcoming Halloween festivities on campus. Students can look forward to themed activities, seasonal treats, and interactive events.

Fall Student Life

The Build A Bestie event is being held on October 14, 2026 @ 2:00 p.m. in the Student Life Centre. We will be providing free DIY stuffed animal kits for students. The event requires registration and has already attracted a great number of students sign-ups.

Our upcoming "Square Dance" is scheduled for October 14, 2026, at 1:00 p.m. in the Student Life Centre., featuring a free lesson for all students.

We have our Clubs Fair coming up on October 22, 2026 at 12:00 p.m. in the Student Life Centre where students can meet club executives, join a club or even create a club.







Student Development & Leadership

We are offering Drop-In Career Advice for students every Wednesday from 10:00 a.m. – 12:00 p.m. in RM A1229. This gives students the opportunity to meet with an HR professional for real-world career help and guidance.

We continue to host a variety of workshops and seminars but also utilize the LinkedIn Learning Platform. This year we've launched and will be continuing to adapt and plan a new career workshop platform and plan. We are working with the college's corporate training and development areas but also Windsor Work Force to continue to develop and plan ongoing support, workshops and job fairs.

Saints Bus Pass/Transit Windsor Updates

Digital pass launched in September with the UMO App. Students will be required to pick up their unique code at the SRC office, and they will be directed to download the UMO app to load their new card.

The bus pass opt out program is active and we are seeing a large number of students seeking reimbursement. All opt outs have been processed.

Statistics –

Total Number of Student Charged – 7,271
Total Number of Students Opted Out (40%) – 2,908
Number of Applications Approved – 2,933
Overage – 25 applications

Class Representative Program

The first meeting for the Class Representative program will be held on October 22, 2026, from 5:00 p.m. – 7:00 p.m. in RM A1609. Guest invitations have been sent out, and we look forward to everyone's participation.

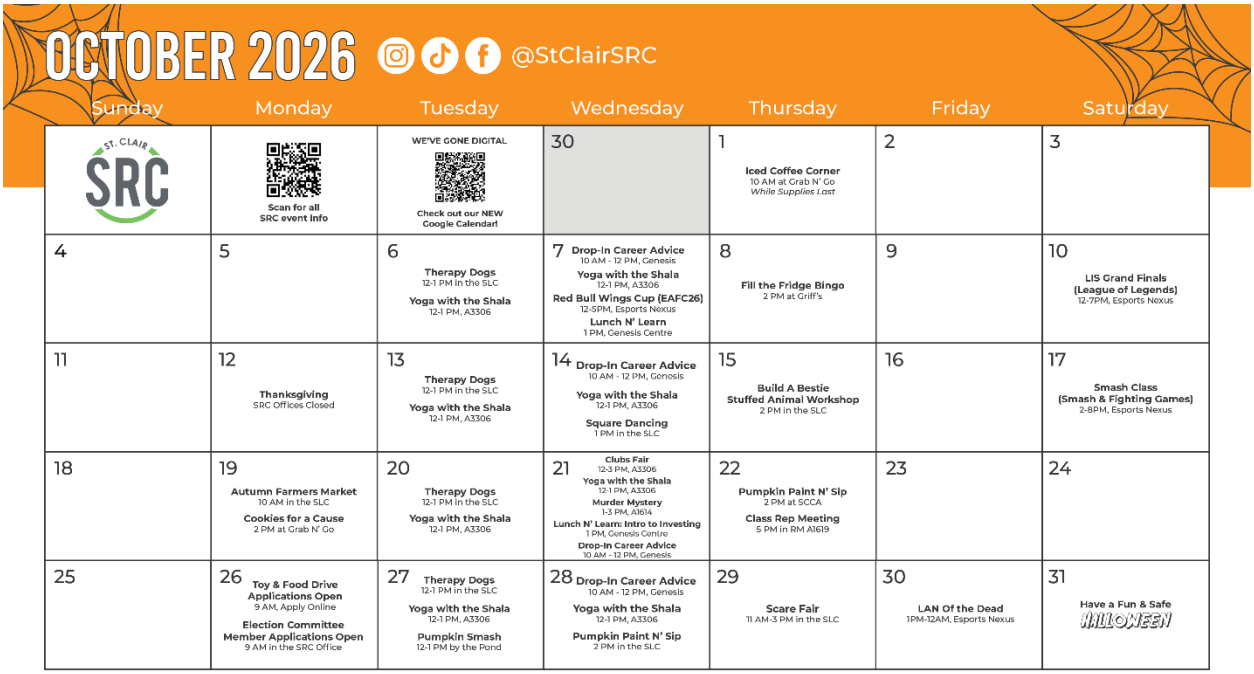
Esports

Our Esports Nexus Arena hosted the League Impact Series (LIS) Grand Finals on October 10, 2026. The event featured a high-stakes League of Legends showdown between FlyQuest and Team Liquid, celebrating women and marginalized genders competing for the inaugural championship.



STUDENT REPRESENTATIVE COUNCIL INC.
St. Clair Board of Governors – Monthly Report
October 2026

October Calendar



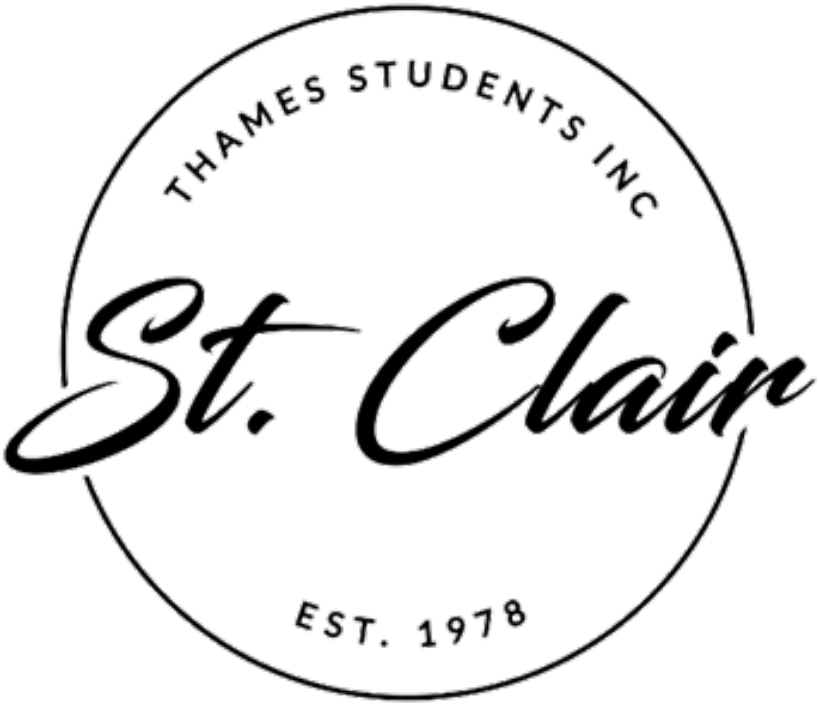
Support Staff Union – OPSEU Local 137
Board of Governors Constituent Report – October 2027

Support Staff are reporting on the following initiatives and activities on behalf of their Membership:

On Wednesday, October 7, 2026, OPSEU Local 137 held a General Membership Meeting to fill vacant Executive and Committee positions. All officer positions are now filled and acclaimed:

- Rowena Cacciato – President
- Karen Parrinello – 1st Vice President
- Cathy Martin – 2nd Vice President, Communications
- Kristi Middleton – Vice President, Full-Time Grievance Resolutions
- Kris Pieczonka – Vice President, Part-Time Grievance Resolutions
- Shirley Malette – Secretary
- Yelena Howson – Treasurer

The Executive Team, Committee Members, and Membership are in early planning stages and will be reporting on initiatives and activities in due course.



Board of Governors Report

October 27th, 2026

MEET THE TSI BOARD OF DIRECTORS

TSI is pleased to welcome four new Directors to the Board for the 2026–2027 academic year. With fall recruitment now complete, the full Board is beginning to work together to represent Chatham Campus students and advance TSI's priorities throughout the academic year.

TSI hosted Board training and development in early October to help the new Directors transition into their roles and provide opportunities to establish shared goals and continue building a strong student government presence on the Chatham Campus.

The Board of Director hiring is complete for the academic year, and the board has representatives from the OTA/PTA, RPN, Pre-Health, ECE, and DSW programs!



TSI ON CAMPUS & EVENTS

September continued to be a lively start to the academic year, with TSI focused on building student connections, increasing awareness of available support and creating opportunities for students to become involved in campus life.

Throughout the month, TSI delivered programming focused on student engagement, wellness, education and awareness. TSI also participated in the College's recognition of the National Day for Truth and Reconciliation, including the flag raising and Walk of Reconciliation, joining the College community in honouring the significance of the day.





TSI's collaboration with the Healthplex continued throughout September, with wellness initiatives designed to encourage students to become more familiar with the health and fitness opportunities available on campus. TSI and the Healthplex successfully hosted the first student-only fitness class of the academic year. A second student-only class is planned for the end of October and will feature a Halloween theme.



Other events on campus included World Suicide Prevention Day Awareness, Therapy Dogs, a Cornhole Tournament, various craft events, and a student-favourite, Oxygen Bar! In September, TSI received two ratification packages from clubs on campus, and look forward to having the Nursing Society and Police Foundations Club on campus.

TSI IN THE COMMUNITY

Building meaningful relationships throughout Chatham-Kent remains an important strategic priority for TSI, with an emphasis on partnerships that create sustainable benefits for students while providing opportunities for students to become involved in their community.

In September, TSI participated in the **Healthplex Hoedown**, an evening of line dancing that brought together St. Clair College students and members of the Chatham-Kent community. Attendees donated food items in support of the TSI Food Bank, combining community engagement with TSI's ongoing commitment to addressing student food insecurity.

TSI continues to provide students with opportunities for recreation through free skating and hockey offered in partnership with the Municipality of Chatham-Kent. These opportunities provide additional ways for students to incorporate wellness, recreation and social connection into their college experience.

TSI participated in the **Chatham-Kent Community Showcase**, representing St. Clair College and connecting with organizations and services throughout the community. The event provided an opportunity to strengthen TSI's community presence, identify resources available to students and develop relationships that may support future collaboration.



Food security will continue to be an important focus throughout October. TSI hosted its annual **Trick or Eat Food Drive** on **October 6th and 8th, bringing together the TSI Board and student volunteers to collect food donations throughout the Chatham-Kent community.** The initiative provides students with an opportunity to volunteer, connect with Chatham-Kent residents and contribute to an important local cause. TSI board members

and student volunteers go out to the neighborhoods close to the college and leave paper bags with a note on their doorstep. The note explains that volunteers will be back later that week to collect the bags from their front porch with food donations. Volunteers were able to drop bags off at over 400 houses this year. TSI had a great turn out of student volunteers to host the initiative and received so many bags of food for our food bank!



TSI collaborated with the College on a weeklong schedule of campus events in support of the **United Way campaign**. Over the week, the Chatham campus hosted 5 initiatives and raised **$2,673.30!** Chatham campus is so proud of the money and awareness raised from our small but mighty campus!



TSI ADVOCACY AND IMPACT

September marked an important milestone in the implementation of TSI's redesigned Class Representative Program. Class Representatives have now been selected across academic programs and levels, creating a direct connection between students, their programs and TSI. TSI hosted the first monthly **Class Representative Meeting** in September and welcomed 18 new class representatives. These monthly meetings provide a consistent forum for representatives to raise concerns, identify emerging issues, learn about upcoming opportunities and ensure student perspectives are communicated to TSI throughout the academic year.

Supporting student affordability remains another area of impact for TSI. To ensure students have access to groceries, TSI is excited to offer our first Fresh Produce Market on October 21st. This program will provide students with access to fresh produce at no cost. TSI has confirmed with 5 local farms in Chatham to donate fresh produce for the event and we are excited to make this an annual event.

LOOKING AHEAD

As the fall semester continues, TSI will build on the momentum established throughout September with an October focused on student engagement, education, wellness, advocacy and community involvement.

October began with continued student-led engagement through the **CK Nursing Society**, which hosted a Karaoke Night on October 1 in support of the **TSI Food Bank**. The event brought students together while collecting donations to support fellow students experiencing food insecurity, demonstrating the positive role student clubs can play in strengthening campus life and contributing to broader student support initiatives.

TSI will also host **Mocktail Mingle** in collaboration with DrinkSmart and community partners. Through interactive stations and activities, the event will promote responsible decision-making while connecting students with information and community resources. **Donut Cheat Day**, hosted in collaboration with the **Centre for Academic Excellence**, will further support student education by promoting academic integrity and increasing awareness of available academic support.

With four new Directors joining the Board, TSI will also focus on Board development, training and collaboration as the full 2026–2027 Board begins working together.

Moving forward, TSI remains committed to strengthening the student experience at the Chatham Campus by ensuring students have opportunities to be heard, supported, involved and connected throughout their time at St. Clair College.

October 2026

MOCKTAIL MINGLE

Learn about safe alcohol consumption, bystander intervention and more!

Visit all the stations to receive pizza and a mocktail!

TUESDAY, OCTOBER 27TH | 2:00PM - 4:00PM | TSI CAFETERIA

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
St. Clair				1 Gratitude Tree 10am - 12pm TSI Cafeteria	2	3
4 SCAN ME TO SIGN UP!	5 Battle of The Programs 12pm - 2pm Front Lobby; Therapy Dogs 12pm - 1pm TSI Cafeteria	6 Chili Cookoff 10:30am-1pm Front Lobby; Join us for Trick or Eat Drop Off 4pm-6pm	7 Pie the Professor! 11am - 1pm TSI Cafeteria	8 The Pop That Gives Back 11am - 2pm Front Lobby; Join us for Trick or Eat Pick Up 5pm-7pm	9 Chase the Turkey 11am - 2pm Front Lobby	10
11	12 CLOSED	13	14 Bad Art Contest 10am - 1pm TSI Cafeteria	15 TSI Clothing & Swag Sale 10:30am - 1:30pm TSI Cafeteria	16	17
18	19 Winter Ready Essential Cold Weather Safety & Gear Giveaway 11am - 1pm TSI Cafeteria	20 Get Swabbed Event with KBBMA 10am - 2pm TSI Cafeteria	21 Student Produce Market 10am - 3pm TSI Cafeteria	22 Donut Cheat Day 10:30am - 1:30pm TSI Cafeteria	23	24
25	26 Witch Hat Ring Toss 11am - 1pm TSI Cafeteria; GGG (Ghosts, Ghouls & Gains) Secure your spot for this student only Glutes, Guts & Guns class! 7:30pm - 8:30pm HealthPlex Studio	27 Mocktail Mingle 2pm - 4pm TSI Cafeteria	28 Halloween Photo Booth 11am - 2pm TSI Cafeteria	29 Halloween Hygiene Poverty Awareness 10am - 12pm TSI Cafeteria	30 TRICK OR TREAT WITH TSI!	31 HAPPY HALLOWEEN

Student Produce Market

Wednesday, October 21st 10AM TO 3PM

Stop by to pick up a **FREE produce bag** filled with fresh items donated by our amazing local community partners.

Available while supplies last!

SCC HEALTH PLEX

FOR THE HEALTH OF IT

Join us for Open Gym Time every Wednesday at the HealthPlex

10am to 12pm

HealthPlex Gymnasium

GGG SIGN UP!

"Ghosts, Ghouls & Gains"

A student only - **Glutes, Guts & Guns** class! This class combines easy isolation exercises to get your glutes in shape, melt your gut & add the right kind of tone to your arms.

On Monday, October 26th | 7:30pm-8:30pm HealthPlex Studio

FREE STUDENT SKATING & HOCKEY

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

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

Stay informed all semester long!

Events • Student Services • Job Opportunities • Giveaways • Campus Updates & more!

SCAN ME! Scan to follow us on Instagram & Facebook

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

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

ST. CLAIR COLLEGE

TO: **BOARD OF GOVERNORS**

FROM: **MICHAEL SILVAGGI, PRESIDENT**

DATE: **OCTOBER 27, 2026**

RE: **FINANCIAL MONITORING REPORT**
FINANCIAL RESULTS FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2026

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

AIM:

To provide the Board with a report on the financial results for the six months ended September 30, 2026.

BACKGROUND:

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

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

In addition, certain year-over-year variances reflect the operational impact of the support staff work stoppage that commenced on September 11, 2025, which contributed to a temporary delay in work processing volumes.

RECOMMENDATION:

IT IS RECOMMENDED THAT the Board of Governors receive the Financial Monitoring Report for the six months ended September 30, 2026, as information.

STATEMENT OF OPERATIONS BUDGET

EXECUTIVE SUMMARY (Schedule 1)

The net surplus at September 30, 2026 of $1,576,340 is an improvement of $7,526,339 from the net deficit noted for the 2025 comparative period of $5,949,999. The variance is primarily due to the Government of Ontario's significant funding investment in the post-secondary sector, along with the right-sizing of the College's workforce due to the decline in international student enrolment.

REVENUE (Schedule 2)

Overall, revenues decreased by $13,926,846 or 16% from the 2025 comparative period. The following highlights the major changes in revenue compared to the original budget projection and the 2025 comparative period:

i. MCURES Operating Grants

MCURES Operating Grants are trending above the original budget projection at 50% and has increased over the 2025 comparative period by $14,629,499 or 65%. This is primarily due to the following:

a. Enrolment and Differentiation Envelopes:

The College's 2026-27 Business Plan and Budget noted that on February 19, 2026, MCURES provided the College with its preliminary funding allocation for 2026-27 based on the new college funding model launched on February 12, 2026. This allocation was given for planning purposes only (i.e. subject to change) and is not yet solidified through a transfer payment agreement. This incremental funding has resulted in the Enrolment and Differentiation Envelopes increasing by $5,359,192 and $7,696,729 respectively over the 2025 comparative period. The College is recording a receivable from MCURES for its new funding, as the underlying cash transfer payments will likely not begin until quarter three (i.e. October 2026) once revised Strategic Mandate Agreements are finalized.

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

b. International Student Recovery (ISR):

The ISR effectively reduces the College's Operating Grant by $375 for every international student per semester. Due to the lower international student enrolment (3,302 lower registrations across the fiscal year to date), an approximate $1,238,250 reduction in the ISR obligation has occurred.

c. Postsecondary Education Sustainability Fund:

MCURES provided $15 million to the college sector over three years from 2024-25 to 2026-27. The College's incremental increase in funding received to date is $282,699. This grant expires after the 2026-27 fiscal year.

ii. Contract Income

Contract Income is aligned with the original budget projection at 45% and has decreased over the 2025 comparative period by $566,485 or 13%. This is due to a 174 or 10% decrease in the number of planned seats in Apprenticeship Seat Plan funding over the 2025 comparative period, and timing related to the receipt of Indigenous Student Success grant funding.

iii. Tuition Revenue

Total Tuition Revenue is trending above the original budget projection at 38% and has decreased over the 2025 comparative period by $23,574,972 or 62%, due to the following:

a. Domestic Tuition:

Domestic Tuition for the Spring and Fall semesters has increased $503,998 or 7% over the 2025 comparative period due to academic program enrolment mix and higher enrolment. For historical context, the College reported a domestic enrolment of 8,336 students for Fall 2010 Day 10.

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

Fall Semester - Day 10					
Enrolment	Budget 2026-27 (A)	Actual 2026-27 (B)	Prior Year 2025-26 (C)	Variance (B-A)	Variance (B-C)
Domestic	7,643	7,861	7,645	218	216

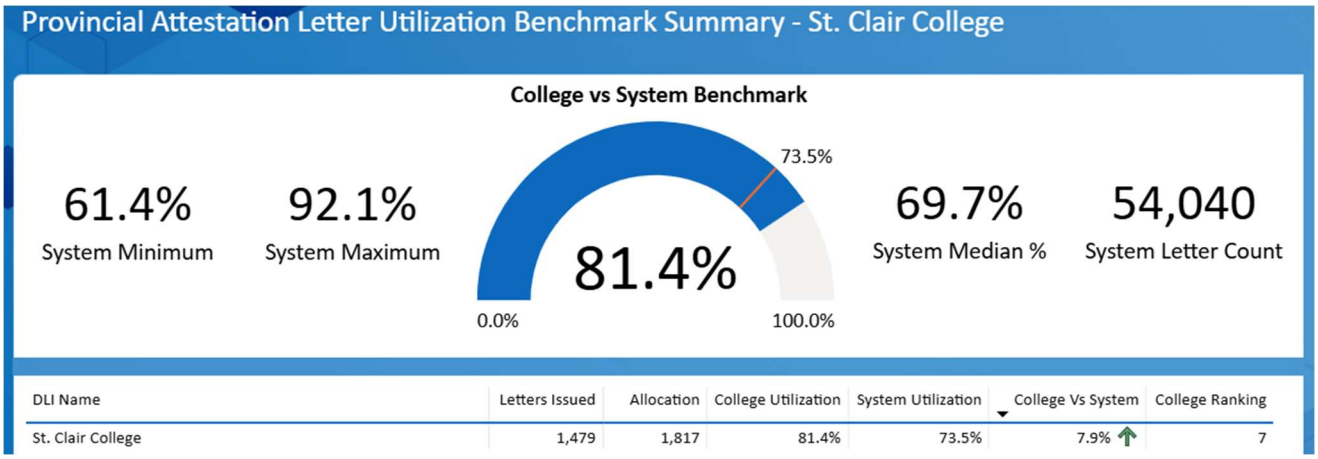
b. International Tuition:

International Tuition decreased $13,506,862 or 70% over the 2025 comparative period due to international student enrolment in Windsor/Chatham for the Spring and Fall semesters having decreased 1,101 (82%) and 1,157 (62%) students respectively. In addition, the Winter 2026 semester tuition deferral from the 2025-26 fiscal year is $5.04 million lower than the comparative period due to the lower international student enrolment. The College's highest international student enrolment in Windsor/Chatham for the Spring and Fall semesters at audit date was 2,932 in 2024 and 5,257 in 2023 respectively.

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

Fall Semester - Day 10					
Enrolment	Budget 2026-27 (A)	Actual 2026-27 (B)	Prior Year 2025-26 (C)	Variance (B-A)	Variance (B-C)
International	478	575	1,732	97	(1,157)

As of October 5, 2026, the College's Provincial Attestation Letter (PAL) usage is as follows:



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

On April 29, 2026 MCURES requested institutions to critically review their planned PAL usage to the end of the 2026 calendar year, and that institutions with lower demand and below sector average student permit approval rates are expected to voluntarily return PALs. On May 19, 2026 the College voluntarily returned 600 (24.8%) of its 2,417 PAL allocation due to low IRCC study permit approval rates. Based on the College's revised PAL allocation of 1,817, it has currently used 81.4% of its PALs which is 7.9% higher than the sector utilization of 73.5%.

c. Public College Private Partnership (PCPP) Tuition

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

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

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

iv. Other Income

Other Income is trending above the original budget projection at 59% and has decreased over the 2025 comparative period by $4,620,446 or 25%, due to the following:

a. Decrease in Interest Income of $1,091,048 is due to lower interest rates and cash holdings.

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

c. Decrease in Divisional Income of $1,342,522 is primarily due to the lower health/dental insurance fees collected from the lower international student enrolment.

EXPENDITURES (Schedule 3)

Overall, expenditures decreased by $21,453,185 or 23% over the 2025 comparative period. The following highlights the major changes in expenditures compared to the original budget projection and the 2025 comparative period:

i. Salaries and Benefits

Salaries and Benefits are trending below the original budget projection at 44%, and has decreased over the 2025 comparative period by $4,900,567 or 12%, due to the decline in student enrolment and the right-sizing of College operations, more specifically:

a. Full-Time Administration decrease of $163,237 is due to redundancy arrangements.

b. Full-Time Faculty decrease of $1,996,234 is due to Voluntary Early Leave Incentives.

c. Full-Time Support decrease of $142,020 is due to employment stability and is impacted from the prior year support staff work stoppage.

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

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

ii. Non-Salary Expenditures

Non-Salary expenditures are trending below the original budget projection at 48% and has decreased over the 2025 comparative period by $14,682,769 or 32%, due to the following:

a. Decrease in Contracted Educational Services of $10,002,347 is due to the Ace Acumen partnership wind down.

b. Decrease in Contracted Services Other of $2,333,383 is due to lower agent commissions because of lower international student enrolment relative to the prior year.

c. Increase in Equipment Maintenance & Repairs of $406,650 due to increased PeopleSoft software licensing costs.

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

e. Decrease in Premise Rental of $416,724 due to the lease expiry of the second floor at 333 Riverside Drive East.

ANCILLARY OPERATIONS (Schedules 4 - A & B)

Overall, Ancillary Operations improved by $2,075,407 over the 2025 comparative period. It currently has a $375,890 surplus relative to the $1,699,517 deficit from the 2025 comparative period. The following highlights the major changes compared to the original budget projection and the 2025 comparative period:

a. Increase in the Parking surplus of $276,693 due to the College discontinuing the lease of parking spots at the Downtown Windsor Pitt Street parking garage.

b. Decrease in the La Residence deficit of $476,208 as the lease agreement was not renewed when it expired on May 30, 2026.

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

SCHEDULE 1

ST. CLAIR COLLEGE
SUMMARY OF REVENUES AND EXPENDITURES
FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2026

	MCURES BUDGET (12 months)	A ACTUAL (6 months)	B ACTUAL PRIOR YEAR (6 months)	A - B VARIANCE (6 months)
REVENUE				
MCURES Operating Grants	73,793,568	37,096,729	22,467,230	14,629,499
Contract Income	8,345,372	3,778,175	4,344,660	(566,485)
Tuition	38,145,205	14,391,610	37,966,582	(23,574,972)
Other	22,924,939	13,513,617	18,134,063	(4,620,446)
Total Operating	143,209,084	68,780,131	82,912,535	(14,132,404)
Total Ancillary	12,834,751	5,516,725	5,311,167	205,558
TOTAL REVENUE	**156,043,835**	**74,296,856**	**88,223,702**	**(13,926,846)**
EXPENDITURES				
Salary & Benefits	83,581,056	36,602,816	41,503,383	(4,900,567)
Non-Salary	65,155,114	30,976,865	45,659,634	(14,682,769)
Total Operating	148,736,170	67,579,681	87,163,017	(19,583,336)
Total Ancillary	12,850,675	5,140,835	7,010,684	(1,869,849)
TOTAL EXPENDITURES	**161,586,845**	**72,720,516**	**94,173,701**	**(21,453,185)**
Total Net Surplus / (Deficit)	**($5,543,010)**	**$1,576,340**	**($5,949,999)**	**$7,526,339**

SCHEDULE 2

ST. CLAIR COLLEGE
REVENUES
FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2026

	MCURES BUDGET (12 months)	A ACTUAL (6 months)	B ACTUAL PRIOR YEAR (6 months)	A - B VARIANCE (6 months)
REVENUE				
Enrolment Based Envelope: see note 1	19,950,623	12,342,373	6,983,181	5,359,192
Differentiation Envelope: see note 2	45,587,247	23,164,852	15,468,123	7,696,729
Special Purpose / Other Grants: see note 3	8,255,698	1,589,504	15,926	1,573,578
Total MCURES Operating Grants	73,793,568	37,096,729	22,467,230	14,629,499
Apprenticeship	4,537,097	2,576,525	2,923,917	(347,392)
Get SET	1,380,172	689,082	690,078	(996)
School College Work Initiative	1,885,125	411,578	459,395	(47,817)
Other: see note 4	542,978	100,990	271,270	(170,280)
Total Contract Income	8,345,372	3,778,175	4,344,660	(566,485)
Post Secondary - Domestic	27,448,130	8,070,371	7,566,373	503,998
Post Secondary - International	10,155,075	5,811,869	19,318,731	(13,506,862)
Post Secondary - PCPP	-	0	10,230,310	(10,230,310)
Continuing Education	542,000	509,370	851,168	(341,798)
Total Tuition	38,145,205	14,391,610	37,966,582	(23,574,972)
Interest Income	7,580,000	3,947,462	5,038,510	(1,091,048)
Contract Training	800,000	410,964	527,216	(116,252)
International Projects	100,000	9,498	-	9,498
PCPP Fee-for-Service	-	-	2,317,825	(2,317,825)
Other: see note 5	791,544	652,349	565,824	86,525
Divisional Income	6,797,695	5,037,123	6,379,645	(1,342,522)
Amortization DCC	6,855,700	3,456,221	3,305,043	151,178
Total Other	22,924,939	13,513,617	18,134,063	(4,620,446)
Total Revenue Before Ancillary	**143,209,084**	**68,780,131**	**82,912,535**	**(14,132,404)**
Ancillary Revenue (Schedule 4)	12,834,751	5,516,725	5,311,167	205,558
Total Revenues	**$156,043,835**	**$74,296,856**	**$88,223,702**	**($13,926,846)**

SCHEDULE 3

ST. CLAIR COLLEGE
EXPENDITURES
FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2026

	MCURES BUDGET (12 months)	A ACTUAL (6 months)	B ACTUAL PRIOR YEAR (6 months)	A - B VARIANCE (6 months)
SALARY & BENEFITS				
Administrative: Full-Time	7,634,804	3,661,669	3,824,906	(163,237)
Administrative: Part-Time	867,027	293,181	421,449	(128,268)
Faculty: Full-Time	30,644,294	14,246,201	16,242,435	(1,996,234)
Faculty: Part-Time	11,796,484	3,315,739	4,717,183	(1,401,444)
Support: Full-Time	13,331,414	6,553,906	6,695,926	(142,020)
Support: Part-Time	3,542,846	971,484	1,391,011	(419,527)
Fringe Benefits	15,764,187	7,560,636	8,210,473	(649,837)
Total Salary & Benefits	83,581,056	36,602,816	41,503,383	(4,900,567)
NON-SALARY				
Advertising	1,823,581	593,644	606,631	(12,987)
Bad Debt	825,000	116,910	38,956	77,954
Building Repairs & Maintenance	572,000	198,895	198,020	875
Contracted Cleaning Services	2,745,500	1,431,454	1,390,612	40,842
Contracted Educational Services	1,615,251	883,103	10,885,450	(10,002,347)
Contracted Services Other	5,195,534	1,965,469	4,298,852	(2,333,383)
Equipment Maintenance & Repairs	3,330,691	2,219,293	1,812,643	406,650
Equipment Rentals	3,867,441	2,301,587	2,515,763	(214,176)
Grounds Maintenance	802,310	180,098	157,240	22,858
Instructional Supplies	6,643,896	3,596,188	3,317,033	279,155
Insurance	1,672,743	1,414,428	3,213,979	(1,799,551)
Janitorial & Maintenance Supplies	769,758	235,097	186,713	48,384
Long-Term Debt Interest	681,654	283,945	291,786	(7,841)
Memberships & Dues	747,268	439,870	528,412	(88,542)
Municipal Taxes	702,065	566,276	784,971	(218,695)
Office Supplies	879,818	154,980	424,735	(269,755)
Premise Rental	2,385,929	1,391,895	1,808,619	(416,724)
Professional Development	363,500	126,987	120,593	6,394
Professional Fees	1,042,794	229,471	280,072	(50,601)
Security Services	2,699,884	981,500	1,189,230	(207,730)
Stipends, Allowances & Scholarships	1,408,000	435,704	587,850	(152,146)
Student Assistance 30% Tuition	952,652	479,044	252,626	226,418
Travel	622,406	238,110	281,468	(43,358)
Utilities	4,156,000	1,789,863	1,647,262	142,601
Other: see note 6	1,289,748	828,038	860,989	(32,951)
Amortization	17,359,691	7,895,016	7,979,129	(84,113)
Total Non-Salary	65,155,114	30,976,865	45,659,634	(14,682,769)
Total Operating Expenses	148,736,170	67,579,681	87,163,017	(19,583,336)
Ancillary Expenses (Schedule 4)	12,850,675	5,140,835	7,010,684	(1,869,849)
Total Expenditures	**$161,586,845**	**$72,720,516**	**$94,173,701**	**($21,453,185)**

ST. CLAIR COLLEGE
ANCILLARY OPERATIONS
FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2026

	MCURES BUDGET (12 months)	A ACTUAL (6 months)	B ACTUAL PRIOR YEAR (6 months)	A - B VARIANCE (6 months)
Revenue				
Beverage & Cafeteria	124,000	45,367	18,351	27,016
Bookstore - Windsor & Chatham	145,000	9,207	16,441	(7,234)
Special Events	50,000	3,925	4,642	(717)
Lockers	35,280	35,565	34,860	705
Parking Lots	1,696,520	686,269	601,558	84,711
Residence - Windsor	4,156,732	1,195,579	955,012	240,567
St. Clair College Centre for the Arts	4,236,816	1,950,062	2,081,458	(131,396)
OCAA Varsity Sports	1,306,822	802,301	809,878	(7,577)
Saints Football	-	-	7,978	(7,978)
Sports Park	155,520	95,481	80,543	14,938
HealthPlex	317,000	278,404	172,514	105,890
SportsPlex	5,400	4,191	6,875	(2,684)
Woodland Hills Golf Course	605,661	410,374	521,057	(110,683)
	12,834,751	5,516,725	5,311,167	205,558
Expenditures				
Special Events	33,812	314	2,630	(2,316)
Lockers	8,814	-	8,461	(8,461)
Parking Lots	1,244,000	220,031	412,013	(191,982)
Residence - Windsor	2,412,465	925,594	726,717	198,877
Residence - Chatham	24,100	5,322	12,593	(7,271)
Residence - GEM	45,684	14,446	376,996	(362,550)
Residence - La Residence	284,760	123,868	600,076	(476,208)
Residence - Saints	-	-	837,200	(837,200)
St. Clair College Centre for the Arts	3,898,549	1,730,759	2,047,128	(316,369)
OCAA Varsity Sports	2,396,455	723,698	694,155	29,543
Saints Football	-	78,603	123,701	(45,098)
Sports Park	220,808	95,481	80,543	14,938
HealthPlex	756,945	381,653	298,435	83,218
SportsPlex	1,094,337	533,861	522,454	11,407
Woodland Hills Golf Course	429,946	307,205	267,582	39,623
	12,850,675	5,140,835	7,010,684	(1,869,849)
Total Net Surplus / (Deficit)	**($15,924)**	**$375,890**	**($1,699,517)**	**$2,075,407**

ST. CLAIR COLLEGE **SCHEDULE 4B**

ANCILLARY OPERATIONS: SURPLUS / (DEFICIT)

FOR THE SIX MONTHS ENDED SEPTEMBER 30, 2026

	MCURES BUDGET (12 months)	ACTUAL (6 months)	ACTUAL PRIOR YEAR (6 months)
Beverage & Cafeteria: Revenue	124,000	45,367	18,351
Bookstore - Windsor & Chatham: Revenue	145,000	9,207	16,441
Bookstore - Windsor & Chatham: Expenditures	-	-	-
	145,000	9,207	16,441
Lockers: Revenue	35,280	35,565	34,860
Lockers: Expenditures	8,814	-	8,461
	26,466	35,565	26,399
Special Events: Revenue	50,000	3,925	4,642
Special Events: Expenditures	33,812	314	2,630
	16,188	3,611	2,012
Parking Lots: Revenue	1,696,520	686,269	601,558
Parking Lots: Expenditures	1,244,000	220,031	412,013
	452,520	466,238	189,545
Residence - Windsor: Revenue	4,156,732	1,195,579	955,012
Residence - Windsor: Expenditures	2,412,465	925,594	726,717
	1,744,267	269,985	228,295
Residence - Chatham: Expenditures	24,100	5,322	12,593
Residence - GEM: Expenditures	45,684	14,446	376,996
Residence - La Residence: Expenditures	284,760	123,868	600,076
Residence - Saints: Expenditures	-	-	837,200
Residences Total: Net	1,389,723	126,349	(1,598,570)
St. Clair College Centre for the Arts: Revenue	4,236,816	1,950,062	2,081,458
St. Clair College Centre for the Arts: Expenditures	3,898,549	1,730,759	2,047,128
	338,267	219,303	34,330
OCAA Varsity Sports: Revenue	1,306,822	802,301	809,878
OCAA Varsity Sports: Expenditures	2,396,455	723,698	694,155
	(1,089,633)	78,603	115,723
Saints Football: Revenue	-	-	7,978
Saints Football: Expenditures	-	78,603	123,701
	-	(78,603)	(115,723)
Sports Park: Revenue	155,520	95,481	80,543
Sports Park: Expenditures	220,808	95,481	80,543
	(65,288)	-	-
HealthPlex: Revenue	317,000	278,404	172,514
HealthPlex: Expenditures	756,945	381,653	298,435
	(439,945)	(103,249)	(125,921)
SportsPlex: Revenue	5,400	4,191	6,875
SportsPlex: Expenditures	1,094,337	533,861	522,454
	(1,088,937)	(529,670)	(515,579)
Woodland Hills Golf Course: Revenue	605,661	410,374	521,057
Woodland Hills Golf Course: Expenditures	429,946	307,205	267,582
	175,715	103,169	253,475
Athletics/Recreation Total: Net	(2,508,088)	(529,750)	(388,025)
Total Revenue	12,834,751	5,516,725	5,311,167
Total Expenditures	12,850,675	5,140,835	7,010,684
Total Net Surplus / (Deficit)	**($15,924)**	**$375,890**	**($1,699,517)**

Notes: Revenues & Expenditures

Note 1 **REVENUE: Enrolment Based Envelope**

Core Operating Grant

Note 2 **REVENUE: Differentiation Envelope**

Performance Funding

Note 3 **REVENUE: Special Purpose/Other Grants**

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

Note 4 **REVENUE: Other**

Access and Inclusion
Better Jobs Ontario
Campus Safety
Indigenous Student Success Fund
WSIB

Note 5 **REVENUE: Other**

Administration Fees
Apprenticeship Classroom Fees
Credit Transfer Fees
Diploma Certificate Replacement
Gain / Loss on Sale of Assets
Grade Appeals
Graduation Fees
Miscellaneous Income
Transcript Fee

Note 6 **EXPENDITURES: Other**

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

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

Eligibility for Membership

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

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

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

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

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

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

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