Indigenous Education Council Meeting Minutes
Team Meeting
Jan 19, 2026 - 10:00am

Attendance:

- Jody Noah, Co-Chair
- Art Barron, Co-Chair
- Tina Jacobs, Indigenous Learning Advisor
- Muriel Sampson, Indigenous Counsellor
- Cortnee Goure, SCCDSB Indigenous Education Consultant
- Donna Grayer –Manitoba Red River Metis
- Carrie Ann Peters – Caldwell First Nation Culture and Language Coordinator
- Candida Sinopole - Post Secondary Counsellor, Aamjiwnaang First Nation
- Debbie Dolson, Chippewas of the Thames First Nation
- Lacey Smith - Anishinabek Educational Institute Campus Manager
- Portia Shipman – Post-Secondary Counsellor, Southern First Nations Secretariat
- Sonja Popovski - St. Clair College Research & Innovation Business Development Manager
- Karamjeet Dhillon - St. Clair College Research & Innovation Director
- Lindita Prendi – St. Clair College Centre for Academic Excellence Executive Director

Regrets:

- Shelley Duben – Education Program Manager, Walpole Island First Nation
- Jeffery Blackbird - Employment Support Worker/Life Coach, Walpole Island First Nation
- Raffaele Nicoletti, St. Clair College Senior V.P., International Relations and Student Services

1.0 Welcome and Introductions

- Art Barron did the Land Acknowledgement
- Round table introductions welcoming new members

2.0 IEC Minutes – Dated Nov 10, 2025

- Correction was noted for Indigenous enrollment. Enrolment numbers were 293 in Fall 2024 compared to 375 in Fall 2025 (28% increase). (originally stated "Indigenous student enrollment totaled 323 for fall 2025, comprising 3.4% of total enrollment but representing a 13% decrease from fall 2024,"
- Acceptance of minutes with change motioned by Lindi Prendi & seconded by Karamjeet Dhillon – approved.

3.0 Business Arising from Minutes

- Confirmation of retreat at Calwell First Nation – Point Pelee Mess Hall
- **Action Item:** A Barron updated the committee on brochure progress, looking to bring the first draft to the retreat for IEC feedback.

4.0 Reports

- **4.1 Indigenous Counsellor Report** – Report Accepted
  Attached to minutes for information. Cortnee Goure commented that she could provide information about the Indigenous Centre to the SWAC program lead – Pat Pearson.

- **4.2 Indigenous Learning Advisor Report** – Accepted
  Attached to minutes for information. Tina Jacobs shared that the Windsor Indigenous Student Center had 558 student visits over November to mid-January, with yearly visits rising from 571 in 2023 to almost 2,000 in 2024. There was discussion around exploring targeted recruitment strategies for Indigenous students across provinces to build on this diversity, with interest from marketing and research teams to develop outreach materials.

5.0 College Updates

Art Barron shared a presentation that President Michael Silvaggi shared with staff earlier in the month (slides attached). St. Clair College's new five-year strategic plan which focuses on a holistic Saints Experience, balancing academics, student life, community engagement, and personal growth.

- The plan emphasizes academic excellence, vibrant student life including varsity and esports, community involvement, and wellness, with clear values around accountability, inclusivity, and quality.
- Financially, the college is facing challenges with an increased mid-year budget deficit rising from $6.5 million to $12 million due to a sharp decline in international student enrollment.
- International tuition revenue dropped by $12.7 million, while divisional income fell by $1.3 million, partly offset by a $2.1 million saving during a five-week work stoppage.
- Operating expenses were reduced by 13%, from $184 million to around $160 million.
- The sector-wide funding gap totals $1 billion, driven by frozen tuition fees since 2019-20 and reduced provincial grants, causing a $3.8 billion loss in revenue linked to international student declines.
- For 2026-27, the college projects losing 2,800 international students, pushing a forecast deficit of $25 million amid rising contract costs (+$22 million) and declining interest income.
- Despite this, St. Clair has financial reserves to weather the downturn but must implement changes to maintain sustainability.
- Art Barron confirmed active lobbying efforts by Colleges Ontario for government funding relief, though exact outcomes remain uncertain.
- **Action Item:** An idea was presented to repurpose underused dorm space, by dedicating rooms to Indigenous students with cultural supports, were positively received. Art Barron was going to look a developing a proposal.

5.2 Indigenous Curriculum and Quality Assurance

Significant progress is underway to embed Indigenous content within academic programs and quality assurance activities.

- Lindita Prendi reported seven programs are undergoing ministry-led standard updates this year, with a focus on integrating Indigenous ways of knowing into vocational learning outcomes.
- Early successes include the Early Childhood Education program adding Indigenous-specific outcomes, and ongoing curriculum revisions for Practical Nursing and others.
- Collaboration with academic partners and Indigenous advisors is driving the creation of new Indigenous general education courses and curriculum adjustments to better serve students and communities.
- The college's quality assurance self-study is near completion with over 1,000 pieces of evidence collected, slated for submission by March 20.
- Preparation for the subsequent site visit includes coordination with Indigenous Services, Student Services, Finance, and Research to ensure comprehensive representation.

- Blanket exercises, led by Muriel and Tina, are integrated into student learning and acknowledged as emotionally impactful yet essential for cultural education.

5.3 Research and Innovation

Research efforts at St. Clair are increasingly focused on Indigenous knowledge and community advocacy, with ongoing grant applications and collaborative projects.

- Sonja Popovski highlighted the availability of fee-for-service equipment via the Research website, supporting student projects and industry collaborations.
- Karamjeet Dhillon explained that grant reviews are slower due to funding reallocations but noted growing Indigenous representation and advocacy in research governance.
- Partnerships with Lambton and Fanshawe colleges address intellectual property and commercialization through Indigenous frameworks.
- The team actively participates in roundtables with federal, provincial, and local stakeholders to align research with Indigenous community priorities.
- Research data is being leveraged to better understand and expand Indigenous student recruitment and engagement across provincial lines.

6.1 Upcoming Retreat and Council Development

The council's retreat is scheduled for March 9 at Point Pelee Mess Hall, focusing on interactive future planning and Indigenous student support.

- Discussions will include development of an Indigenous Education Plan, review of council terms of reference, and strategies to enhance the council's role beyond procedural functions.
- Donna Grayer proposed a vital discussion on vetting and identity verification to ensure authentic Indigenous representation and truthful teaching of Indigenous histories, aiming to reduce misinformation and cultural misrepresentation.
- Plans include inviting local Indigenous leaders to provide historical and cultural context during the retreat, with logistical considerations for limited cell service communicated by host Carrie Ann.
- The retreat is expected to run from 10:00 AM to 2:00 PM, with possible extensions based on engagement.
- The council would like to explore quarterly newsletters or annual reports to share progress and achievements with Indigenous Nations and communities to support recruitment and community relations.
- There is interest in connecting with Lambton and Fanshawe colleges for a regional IEC Meeting to foster regional collaboration, but it will be dependent on interest from the other 2 colleges.

7.0 2025-2026 Meeting Schedule:

- March 9, 2026 - Caldwell FN - Point Pelee Mess Hall. 10am-2pm
- May 11- at Chatham campus unless there's another Regional IEC Retreat. We will follow up with Lambton and Fanshawe.

8.0 Adjournment at 11:38am

ST. CLAIR COLLEGE

INDIGENOUS

STUDENT SERVICES

Counsellor Report

FALL 2025/WINTER 2026

Muriel C. Sampson M Ed | Indigenous Counsellor | January 19, 2026

Indigenous Services

SCHEDULE

The Counsellor works in Chatham and travels to Windsor once a week.

COMMUNICATIONS

I have individually assisted FNMI students requesting assistance in person, via TEAMS, email, and phone. I share Indigenous PD opportunities with faculty, students, and staff.

EVENTS

APSIP UCC EVENT

On Wednesday November 12th, Indigenous Services set up an information booth at the APSIP event at the Pines. There were 20 students who attended.

APSIP WDSS EVENT

On Wednesday November 12th, Indigenous Services set up an information booth at Wallaceburg District Secondary School. There were 72 students that attended.

APSIP WALPOLE ISLAND EVENT

On Wednesday November 12th, Indigenous Services set up an information booth at the BK/AK elementary school. There were 10 community members that attended.

APSIP LAMBTON COLLEGE EVENT

On Friday November 14th, Indigenous Services set up an information booth at the Lambton College Events Centre. There were 80 students that attended.

KINOMAAGAAZDAA COLLEGE INFORMATION SESSION

On Tuesday November 18th, Indigenous Services partnered with Lambton College, Fanshawe College and WIFN Employment and Training to host an information session. There was no Community attendance. It was held from 11 to 3. We will be switching the hours for future sessions.

COLLEGE INFORMATION SESSION AT HARRIET JACOBS CENTRE

On Thursday December 11th, Indigenous Services was invited to host a college information session at the Harriet Jacobs Centre at WDSS. One student made an application for St. Clair College.

KINOMAAGAAZDAA COLLEGE INFORMATION SESSION

On Thursday December 11th, Indigenous Services partnered with Lambton College to host a college information session. This session was from 3pm to 6 pm. 5 community members attended. 1 came for St. Clair information.

CHATHAM WINTER ORIENTATION

On Monday January 5th, Indigenous Services set up an information booth for Orientation with Student Services.

WINDSOR WINTER ORIENTATION

On Tuesday January 6th, Indigenous Services set up an information booth for Orientation with Student Services.

HARRIET JACOBS CENTRE COLLEGE INFORMATION SESSION

On Wednesday January 14th, Indigenous Services was invited to host a college information session with Fanshawe College. No new applications.

KINOMAAGAAZDAA COLLEGE INFORMATION SESSION

On Wednesday January 14th, Indigenous Services partnered with Fanshawe College to host a college information session. This session was from 3:30pm to 6 pm. 5 community members attended. 1 applied for St. Clair College.

Meetings

INDIGENOUS PEOPLES EDUCATION CIRCLE- THURSDAY DECEMBER 4TH DAY 2

On Thursday, December 4th, I participated virtually for the IPEC Day 2 meeting being held at Humber College. Discussion was held on reviewing processes for engaging Knowledge Keepers, Elders, and FNMI Communities. Funding was discussed for Indigenous Initiatives, ISSF, and ITIF. There was concern that most members were no longer able to attend IPEC meetings in person. Discussed seeking funding for members to attend in person. Tentative dates for the next IPEC are February 12th and 13th.

IPEC EXECUTIVE MEETING

On Friday, January 9th, IPEC Executive met with MCURES to start strengthening our relationship. The new Mining Scholarship was briefly discussed, and more information will be provided in February at the next IPEC meeting. Each college was allocated funds for this new scholarship.

SOUTHERN FIRST NATIONS POST-SECONDARY COLLABORATIVE

The Thursday, January 15th meeting was postponed due to inclement weather. The meeting is rescheduled to Monday, January 26th.

Student Supports

ELDER/CULTURAL CONSULTANT

We are currently seeking an Elder/Knowledge Keeper. We would like to offer students access to Traditional Elders and Knowledge Keepers. We would welcome suggestions from the IEC Committee.

TRADITIONAL MEDICINES

Students can request traditional medicines for self-care. They can be picked up in person or mailed to the students upon request.

WALPOLE KINOMAAGAAZDAA HUB

The Hub continues to be accessible to students by contacting Employment and Training. Fanshawe will be ending their partnership for the Hub on March 31. I would like to say Gchi Miigwetch to Fanshawe College for their partnership with the Post Secondary Hub for Walpole Island First Nation.

Respectfully Submitted,

Muriel C. Sampson

Muriel C. Sampson M. Ed

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INDIGENOUS
STUDENT SERVICES

Indigenous Learning Advisor Report

Tina Jacobs | November 2025 – January 2026

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1. Indigenous Student Enrollment – Based on 2025-2026 Ethnic Report

Campus :	Spring 2025	Fall 2025	Winter 2026
South/Main	112	336	305
Centre for Arts	1	19	19
Media Plex	0	4	4
Chatham	24	64	48
Total	**137**	**423**	**376**

2. Schedule – Thames Campus, Chatham Student Indigenous Centre

- As needed/required

3. Student Centre Usage

a) Windsor South Campus Indigenous Centre

DETAILS:	November	December	January (14th)			
Study Computer Printer	**73**	**37**	**23**			
Break "Hangout"	**103**	**51**	**36**			
Snacks Water Coffee	**98**	**38**	**58**			
Guest(s) – Touring – Open House	**5**	**1**	**0**			
No Reason Stated	**4**	**1**	**0**			
Applications (Enrollment Bursaries) Beading Projects Social	**18**	**10**	**7**			
TOTAL VISITS	**296**	**138**	**124**			

558 Student Visits to the Indigenous Centre during this period

b) Yearly Total Student Visits to the Windsor Indigenous Centre:

- 2025 – January – December – **1970** (updated)
- 2024 – January – December – **981**
- 2023 – April – December – **571**

4. Communication Highlights

November 2025

- Treaties Week – November 3 – 7, 2025 – Presentation on TV
- Inuit Day – November 7, 2025 – Presentation on TV
- Indigenous Vets Day – November 8, 2027 – Presentation on TV November 7th
- November 5, 2025 – Support meeting with student going through personal/school problems
- November 7, 2025 – Support meeting with student going through personal problems
- Rock Your Mocs – November 10 – 14, 2025 – Presentation on TV November 12-14th
- November 10, 2025 – provided medicines to two students
- November 26, 2025 – provided tour and welcomed a student to the Indigenous Centre
- November 27, 2025 – Support meeting with student with personal and school issues

December 2025

- December 2, 2025 – Lunch and Learn 12 – 1:30 pm – Journalism – 7 Students Attended
- December 3, 2025 – Liaison with Walpole Post Secondary Counsellor and Student regarding funding
- December 8 – 12, 2025 – Exam Week, Proctoring – 7:30 am – 5:00 pm – Kurzweil Lab, Student Services
- December 16 – 19, 2025 – Ribbon Shirt Making Training Workshop – 2 Students attended

January 2026

- January 2026 – provided 4 students with medicines
- January 6, 2026 – Assisted 2 students with Ontario Indigenous Bursary
- January 6, 2026 – Submitted 1 completed bursary on behalf of student
- January 8, 2026 – Assisted 1 student with bursary
- January 12, 2026 – support meeting with student, referred to Student Services for accommodation plan and registration for program change
- January 13, 2026 – Assisted 1 student with bursary

5. Events Attended

- November 8, 2025 - St. Clair Fall Open House, Windsor Campus
- November 12 – 14, 2025 – Southwest Area APSIP Week, attended Wallaceburg District High School, Chippewa First Nation to set up a recruitment booth
- November 16 – 21, 2025 – Six Nations Area APSIP Week, attended 5 Brantford high schools, Six Nations Polytech, Six Nations high school, Mohawk College – Stoney Creek Campus and Niagara College – Daniel J. Patterson Campus to set up recruitment booths
- December 16, 2025 – Staff Holiday Lunch, Cafeteria
- January 6, 2026 – Orientation Book, Student Services – Cafeteria – 11:30 am – 1:00 pm

- SCR Resource Fair – Student Life Centre – 11:00 am – 2:00 pm – Set up Indigenous Services booth

6. Meetings/Committee/Training

- November 3, 2025 – OSD & SIS Meeting & Debrief, SOAHAC
- November 10, 2025 – IEC Meeting
- November 27, 2025 – College Update with President
- January 9, 2026 – ISSC Meeting – 2:00 – 2:35 pm
- January 12, 2026 – Pow Wow Core Committee Initial Meeting – 10:00 am
- January 13, 2026 – Community Skate Day Committee Meeting – 3:00 pm

7. Blanket Exercises

a) December 3, 2025 – Blanket Exercise – Liz Strutt-Macleod, South Windsor Campus – 9:00 am – 24 students
b) December 3, 2025 – Blanket Exercise – Stephen H., St. Clair Centre for the Arts – 3:00 pm – 17 students

8. Upcoming

- January 16, 2026 – Orange Shirt Day Meeting – Grant Discussion – 11:30 am
- January 19, 2026 – IEC Meeting, Virtual – 10:00 am
- January 21, 2026 – Blanket Exercise, Thames Campus – Leslie-Lyn Wright – ½ Class Attendance – 10:00 am
- January 26, February 9, 23, 2026 – Pow Wow Core Meeting – Bi-Weekly – 10:00 am
- January 27, 2026 – Family Skate Day Meeting – Bi-Weekly
- January 28, 2026 – Blanket Exercise, Thames Capus – Leslie-Lyn Wright – ½ Class Attendance – 10:00 am
- January 28, 2026 – OCAS College Night, Chippewa of the Thames Hub with AEI and Fanshawe College – 4:00 – 7:00 pm
- January 29, 30, 2026 – APSIP Winter AGM – Virtual
- February 3, 2026 – Blanket Exercise – Heather Greene, South Windsor Campus – 2:00 pm
- February 15, 2026 – Family Skate Day – Community Organizations Event – 11:00 am – 4:00 pm
- February 24, 25, 2026 – ECE Blanket Exercise – South Campus – Kathie Tait-Rayner – Section 1 & 2 – 11:00 am
- March 9, 2026 – IEC Retreat, Caldwell First Nation

9. Attachments

a) Pictures
b) Data Collection

APSIP Tour

November 2025

Wallaceburg High School Facebook Post

Student gift – Chocolate Carmel Brownies DELICIOUS!!

Blanket Exercise – December 2025

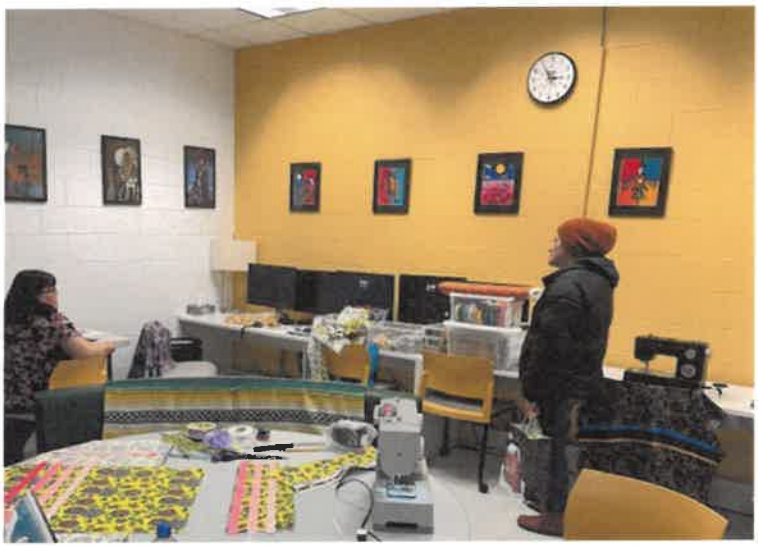
South Campus

Downtown – Centre for the Arts

Lunch & Learn Journalism

Ribbon Skirt Training Workshop

Little girl skirt for Healing



Anushiik – Thank You!

Tina

FALL 2025 - Researched Indigenous Communities in SIS Program

	Sponsor:	Other Names, Organizations, etc.	Location	# of Students
1	**Batchewana First Nation**		Sault Ste. Marie, ON	4
2	**Caldwell First Nation**		Leamington, ON	2
3	**Chippewas of Nawash First Nation**		Lion's Head, ON	1
4	**Couchichhing First Nation**		Fort Frances, ON	1
5	**Delaware Nation**	Eelünaapéewi Lahkéewiit	Moraviantown, ON	5
6	**Dokis First Nation**		Dokis, ON	1
7	**Eagle Lake First Nation**		Kenora, ON	1
8	**Fort Hope First Nation**	Eabametoong First Nation	Kenora, ON	1
9	**Golden Lake First Nation**	Algonquins of Pikwàkanagàn First Nation	Golden Lake, ON	1
10	**Henvey Inlet First Nation**		Pickerel, ON	1
11	**M'Chigeeng First Nation**		Manitoulin Island, ON	1
12	**Matawa First Nation**	*Consists of 9 First Nations*	Thunder Bay, ON	2
13	**Mississauga of New Credit First Nation**		Hagersville, ON	1
14	**Mohawks of the Bay of Quite First Nation**	Tyendinaga Mohawk Territory	Hastings County, ON	1
15	**Munsee-Delaware Nation**	Nalahii Lunaapewaak	Muncey, ON	2
16	**Nipissing First Nation**		North Bay, ON	1
17	**Ohsweken First Nation**	Six Nations of the Grand River	County of Brant, ON	2
18	**Oneida Nation of the Thames First Nation**	Onyota'a:ka	Southwold, ON	7
19	**Pic Mobert First Nation**	Netmizaaggamig Nishnaabeg	Mobert, ON	1
20	**Sagamok First Nation**	Sagamok Anishnawbek First Nation	Massey, ON	2
21	**Sarnia First Nation**	Aamjiwnaang	Sarnia, ON	6
22	**Saulteaux First Nation**	Nigigoonsiminikaaning	Fort Frances, ON	1
23	**Taykwa Tagamou Nation**		Cochrane, ON	1
24	**Walpole Island First Nation**	Bkejwanong	Walpole Island, ON	18
25	**Whitefish River First Nation**		Birch Island, ON	1
26	**Yellow Quill First Nation**		SASKATCHEWAN	2
27	**Pekuakamiulnuatsh First Nation**	Pekuakamiulnuatsh Takuhikan	QUEBEC	1
28	**Williams Lake First Nation**		BRITISH COLUMBIA	1
	Organizations:			
29	**Metis Nation Ontario**	*Various Communities*	ONTARIO	9
30	**Canam Indian Friendship Centre**	*FNMI Organization*	WINDSOR, ON	3
31	**Keewatin Tribal Council**	*Sponsors 11 First Nations*	MANITOBA	1
32	**Council of Abenakis Odanak**	*Sponsors 2 Communities*	QUEBEC	1
33	**The Confederacy of Mainland Mi'kmaq**	*Sponsors 8 First Nations*	NOVA SCOTIA	1
34	**Seven Generations Education Institute**	*Sponsors 20 First Nations*	KENORA (area), ON	1
35	**Southern First Nations Secretariat**	*Sponsors 7 First Nations*	SOUTHERN ONTARIO	3
36	**Metis Nation Alberta**	Otipemisiwak (Organization)	ALBERTA	1
37	"First Nation Sponsored"	*Name of First Nation not recorded in SIS by Registration*		1
38	Inuit Student	*Identified As in Ethnic Group, without community name*		4
			Total:	**94**

Note: There are more First Nations and Metis students (self identified) that are not sponsored - no way to list their communities in the SIS Report, only the sponsored show their communites by the sponsor.

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College Update Meeting

Thursday, November 27, 2025

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Agenda

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Agenda

1. 2025 – 2030 Strategic Plan
2. Mid-Year Budget Review
3. 2026-27 Preliminary Forecast

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2025 – 2030

Strategic Plan

Empowering Our Future: A Vision for the Next Five Years

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Unveiling the New Plan

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2025 – 2030
Strategic Plan

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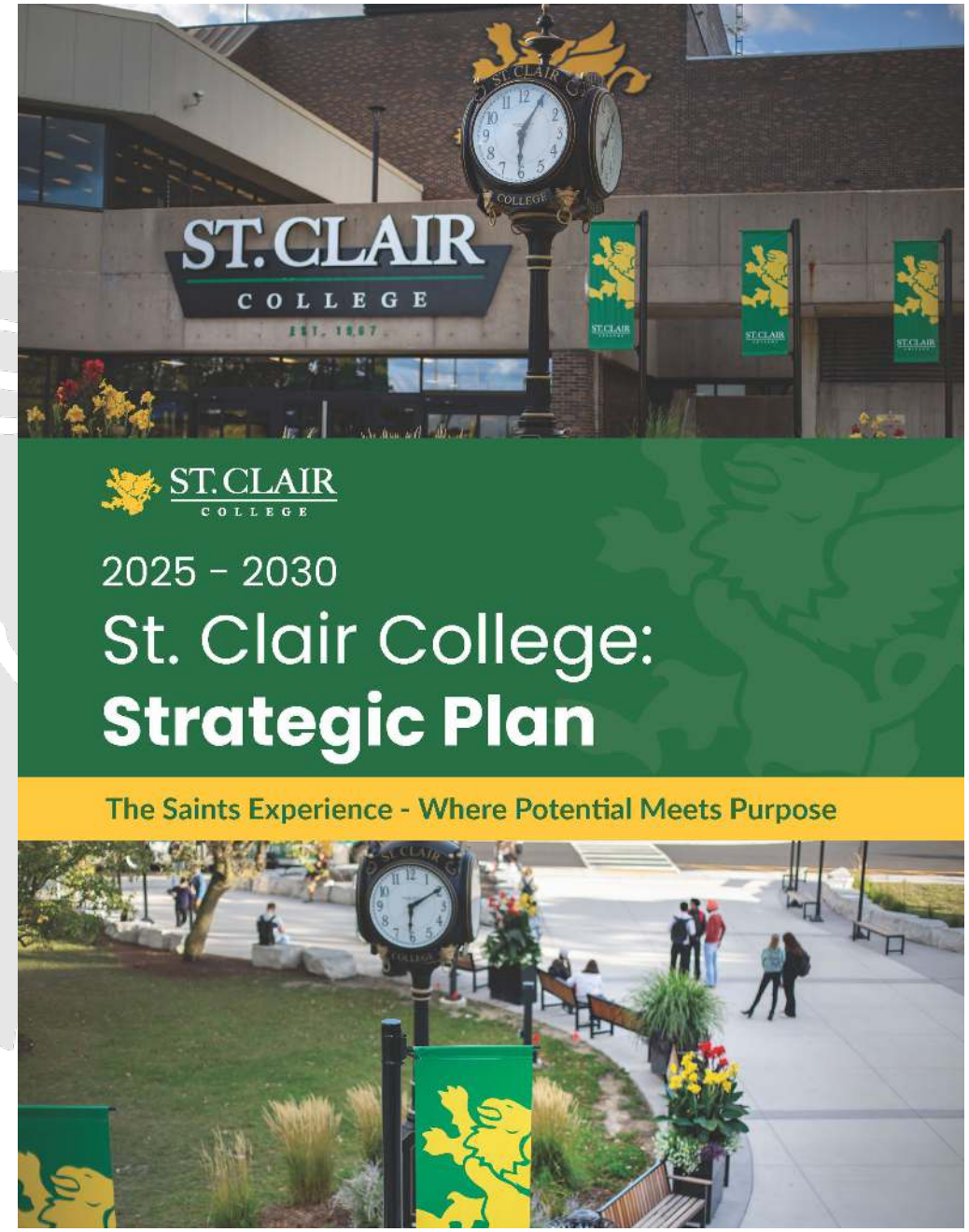

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The Saints Experience

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The Saints Experience

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The **Saints Experience** at St. Clair College embodies a holistic and enriching journey that nurtures academic excellence, vibrant student life and community-mindedness. It is designed to foster personal growth, community engagement and professional development, ensuring that every student thrives both inside and outside the classroom.

St. Clair College provides the teaching, services and facilities to enable students to pursue and achieve academic excellence in order for them to realize their ultimate career or personal goals.

The **Saints Experience** is defined by the following five pillars:

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Pillar #1: Academics

Academics: Saints are provided with a rigorous and supportive academic environment that encourages critical thinking, innovation, and lifelong learning. Our diverse programs and dedicated faculty empower students to achieve their educational goals and prepare them for successful careers.

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Pillar #2: Student Life

Student Life: The **Saints Experience** extends beyond academics, offering a dynamic and inclusive campus life. Students engage in a variety of extracurricular activities, clubs and organizations that promote leadership, creativity and social responsibility. Our campus is a place where friendships are forged, and memories are made.

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Pillar #3: Intramurals, Esports & Varsity

Intramurals, Esports and Varsity: Intramurals, Esports and Varsity are a cornerstone of the Saints Experience, promoting teamwork, discipline and well-being. Our programming and facilities support students in their pursuit of excellence. Saints pride themselves on their competitive spirit and sportsmanship.

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Pillar #4: Community Engagement

Community Engagement: Saints are active participants in the broader community, contributing through volunteerism, partnerships and service projects. This engagement fosters a sense of belonging and responsibility, preparing students to be compassionate and impactful leaders in society.

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Pillar #5: Personal Growth

Personal Growth: The **Saints Experience** is committed to the holistic development of each student. Through mentorship, counseling and wellness programs, we support students in their personal and emotional growth, ensuring they are well-equipped to navigate life's challenges and opportunities.

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Plan on a Page

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Plan on a Page

Strategic Pillar #1 - St. Clair's Student & Community Impact

- Enhance student well-being and success through the "Saints Experience".
- Support the success of the communities we serve.

Strategic Pillar #2 – Academics that Build Rewarding Careers

- Deliver demand-driven academic programs that respond to current and future labour market needs.
- Enhance access to learning by meeting students where they are.

Strategic Pillar #3 – A Talented and Accountable Organization

- Strengthen talent development and accountability performance.
- Plan for the long-term sustainability of St. Clair College.

Our
Vision
Excellence in all we do.

Our
Mission
Quality education that transforms lives and communities.

Our
Values
Accountability | Adaptability
Community | Inclusivity
Integrity | Quality

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Vision

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ST. CLAIR COLLEGE

St. Clair College: Vision

Excellence in all we do.

Excellence: Achieving the highest standards in education, student success and operational performance through innovation, continuous improvement and a commitment to quality.

All we do: Encompassing everything the College delivers, from academics and student supports, to partnerships and community engagement.

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ST. CLAIR
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Mission

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St. Clair College: Mission

Quality education that transforms lives and communities.

Quality Education: A student-centered learning experience that combines academic excellence, hands-on training and industry-aligned programs to equip graduates with the skills, knowledge and flexibility required for success.

Transforms Lives and Communities: Empowering individuals through education, fostering personal growth, career readiness and lifelong learning while contributing to the economic, social and cultural vitality of the communities St. Clair serves.

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Values

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St. Clair College: **Values**

- ✓ **Accountability:** We are responsible stewards of our resources, making informed decisions with **transparency**, fiscal responsibility and a commitment to **sustainable** operations.

- ✓ **Adaptability:** We evolve with the changing landscape, maintaining a strategic and flexible approach while prioritizing continuous improvement for long term success.

- ✓ **Community:** We support the people, industries and communities we serve through **collaboration**, meaningful partnerships and responsive decision making.

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St. Clair College: **Values**

- ✓ **Inclusivity:** We foster a **diverse**, welcoming and **accessible** environment where everyone feels valued, respected and empowered to succeed.
- ✓ **Integrity:** We uphold the highest ethical standards, treating others with fairness, honesty and **respect** in all interactions.
- ✓ **Quality:** We pursue excellence in academics, research, services and operations, continuously adapting to meet the evolving needs of students and partners.

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Strategic Pillar #1:
Student & Community Impact

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Strategic Pillar #1:
Student & Community Impact

Elevate St. Clair's brand and reputation for community impact and student personal growth, well-being and academic success.

- **Student Experience and Well-Being:** St. Clair'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.
- **Career-Ready Learning:** The College's hands-on learning model, combined with strong faculty, alumni and industry partnerships, is vital to preparing students for evolving labour market needs and aligning programs with future workforce demands.

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Strategic Pillar #1:
Student & Community Impact

- **Community Commitment and Regional Impact:** St. Clair is widely recognized as a trusted and engaged community partner. Interest holders highlighted the importance of expanding its role in addressing local and regional socio-economic challenges through education, research and service.
- **Strategic Recruitment and Outreach:** With a changing enrolment landscape, there is a need to bolster domestic recruitment by engaging school boards, guidance counsellors and prospective students earlier, and by showcasing St. Clair's distinctive offerings and campus experiences.

ST. CLAIR COLLEGE

Strategic Pillar #1:
Student & Community Impact

STRATEGIC GOALS:

- **Enhance student well-being and success through the "Saints Experience".**
- **Support the success of the communities we serve.**

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Strategic Pillar #2:
Academics That Build Rewarding Careers

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ST. CLAIR COLLEGE

Strategic Pillar #2:
Academics That Build Rewarding Careers

Deliver the hands-on learning experiences, academic pathways and innovative teaching that enable long-term career success.

- **Industry-Aligned Programming:** Interest holders emphasized the need to align programs with current and future labour market trends, integrate industry input into curriculum development and prioritize in-demand fields to ensure students graduate with relevant, job-ready skills.
- **Work-Integrated Learning and Skills Development:** There is strong support for expanding work-integrated learning opportunities – such as placements, apprenticeships and co-ops – and ensuring students are equipped with both technical competencies and essential soft skills needed for long-term career growth.

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Strategic Pillar #2:
Academics That Build Rewarding Careers

- **Flexible and Accessible Learning:** Students and community members highlighted the importance of flexible delivery models – such as hybrid, online and part-time programs – to accommodate working professionals, mature students and those with complex schedules, making education more accessible and responsive.

- **Expanded Academic Pathways:** To support lifelong learning and credential mobility, interest holders encouraged the College to expand its academic pathways, including diploma-to-degree options and partnerships across the post-secondary system, helping learners chart personalized and progressive educational journeys.

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Strategic Pillar #2:

Academics That Build Rewarding Careers

STRATEGIC GOALS:

- **Deliver demand-driven academic programs that respond to current and future labour market needs.**
- **Enhance access to learning by meeting students where they are.**

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Strategic Pillar #3:
A Talented & Accountable Organization

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Strategic Pillar #3:
A Talented & Accountable Organization

Drive excellence by being an accountable, high-performing and sustainable College organization.

- **Employee Growth and Retention:** There is a shared commitment to investing in professional development, fostering a supportive work environment and advancing succession planning to retain talent and enable continuous improvement across all career stages.
- **A Culture of Accountability:** Staff and leadership expressed a desire for a stronger culture of accountability, encompassing transparent performance expectations, rigorous budget oversight and the implementation of a more robust performance management system.

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Strategic Pillar #3:
A Talented & Accountable Organization

- **Operational Excellence and Efficiency:** Interest holders emphasized the importance of aligning resources and processes across departments to drive strategic goal attainment, streamline operations and promote a high-performing organizational culture.

- **Financial Sustainability and Strategic Enrolment:** Ensuring long-term sustainability requires prudent financial stewardship and proactive enrolment strategies. Diversifying revenue streams, expanding recruitment efforts and strengthening fiscal accountability across departments were identified as essential to building institutional resilience.

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Strategic Pillar #3:
A Talented & Accountable Organization

STRATEGIC GOALS:

- **Strengthen talent development and accountability performance.**
- **Plan for the long-term sustainability of St. Clair College.**

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Mid-Year Budget Review

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Statement of Operations Budget

Schedule 1 (in 000s)			
Line Item	**2025-26 Original Budget**	**2025-26 MYR Budget**	**Variance**
Revenue	$195,176	$182,719	($12,457)
Expenditures	$201,377	$194,737	($7,000)
Surplus	($6,561)	($12,018)	($5,457)

Note: As reflected in the Non-Committed Cash Forecast: $1.65M cash deficit.

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Revenues

International Enrolment

- Special Purpose Grants (ISR) $764k
- International Tuition ($12.7M)
- Divisional Income ($1.34M)

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Expenditures

Salaries & Benefits

- Full-Time Faculty potential $5M VELI
- Full-Time Support 5-week work stoppage ($2.1M)

Non-Salary

- Agent commissions ($3.5M)
- Insurance ($1.4M)
- Scholarships ($1.3M)
- Amortization $909k

Ancillary Operations

- Free rent:
  - GEM $783k
  - La Residence $269k

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Other Highlights

	College Expense Reductions			
	A 2024-25	B 2025-26 OB	C 2025-26 MYR	C-A Decrease
Expenses	184,723,259	167,130,035	159,865,039	(24,858,220)
				-13%

*excludes PCPP flow thru, agent comissions, amortization and strike savings

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2026-27 Preliminary Forecast

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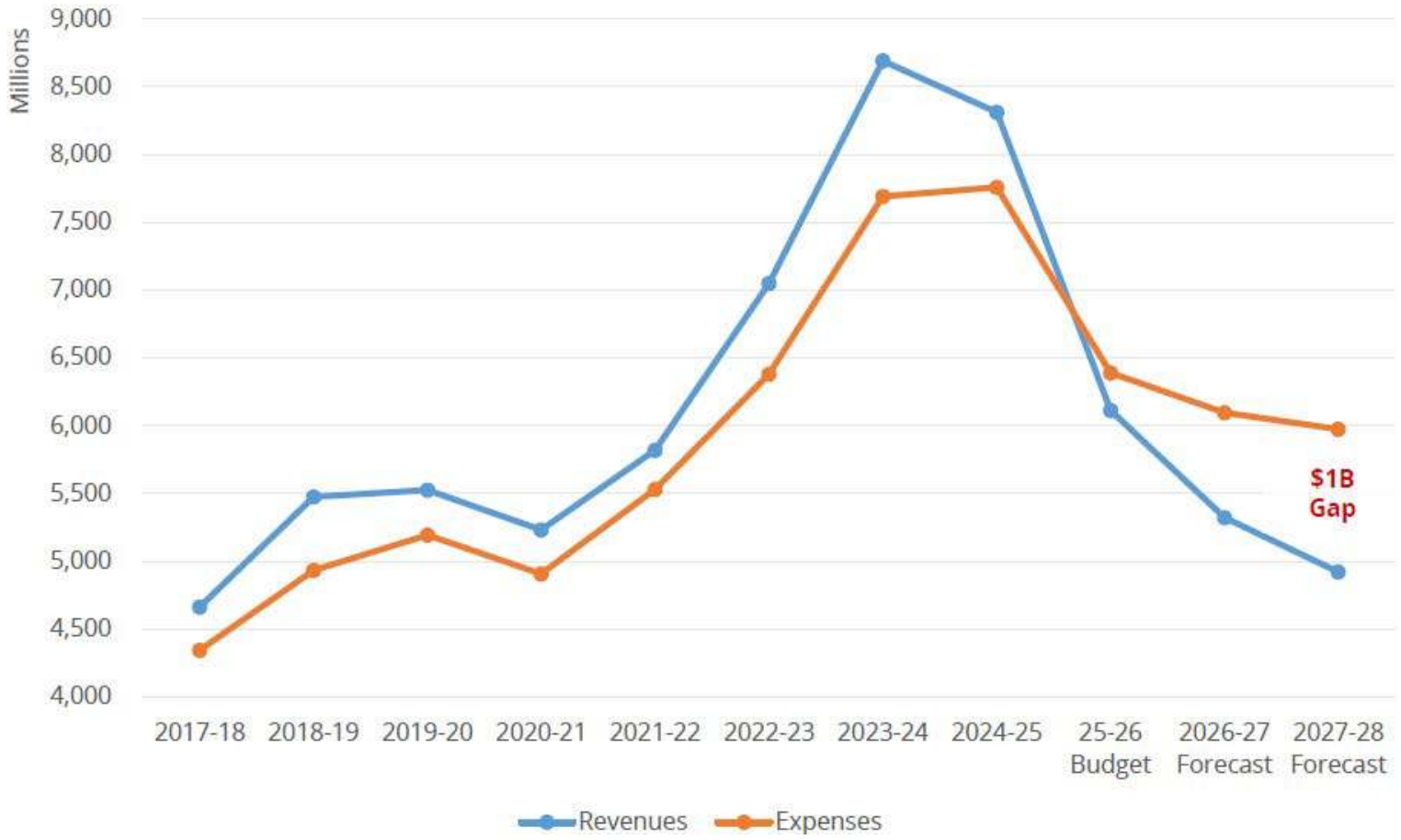
Summary – College Revenues and Expenses

Revenue & Expenses ($ millions, CFIS)



Highlights

The college sector has been financially viable over many years due to strategies to recruit international students.

With international enrolment capped, colleges are now in a position where expenses outpace revenues. This will result in a $1 billion deficit by 2027/28 without additional funding.

Operating grants have not kept pace with inflation.

Inflation Adjusted Grants for College Operating Costs

($ millions, Inflation based on CPI Mar 2025 Base Year, Ontario Public Accounts)

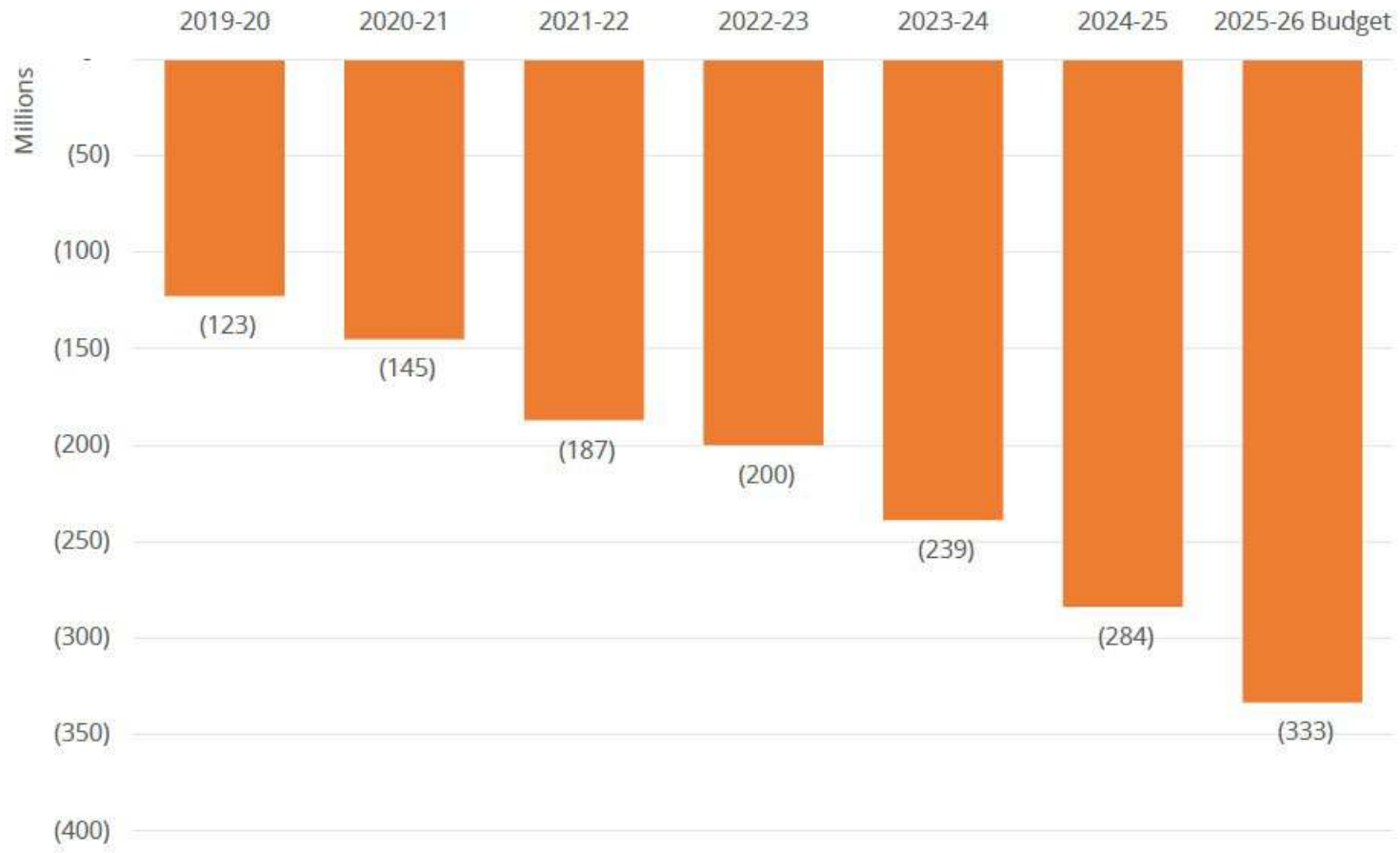
Highlights

Transfer payment grants for college operating costs are down over $500 million from 2018/19 to 2024/25 when adjusted for inflation (indexed against March 2025 CPI).

College operating expenses have been impacted by high inflation rates due to global macroeconomic factors. Ministry funding has not kept pace.

The domestic tuition cut and freeze has cost colleges over $300 million annually.

Impact of Domestic Tuition Policy ($ millions, CFIS)



Highlights

Prior to 2019/20, the Provincial Government Tuition Policy allowed colleges to increase tuition rates by 3% per year.

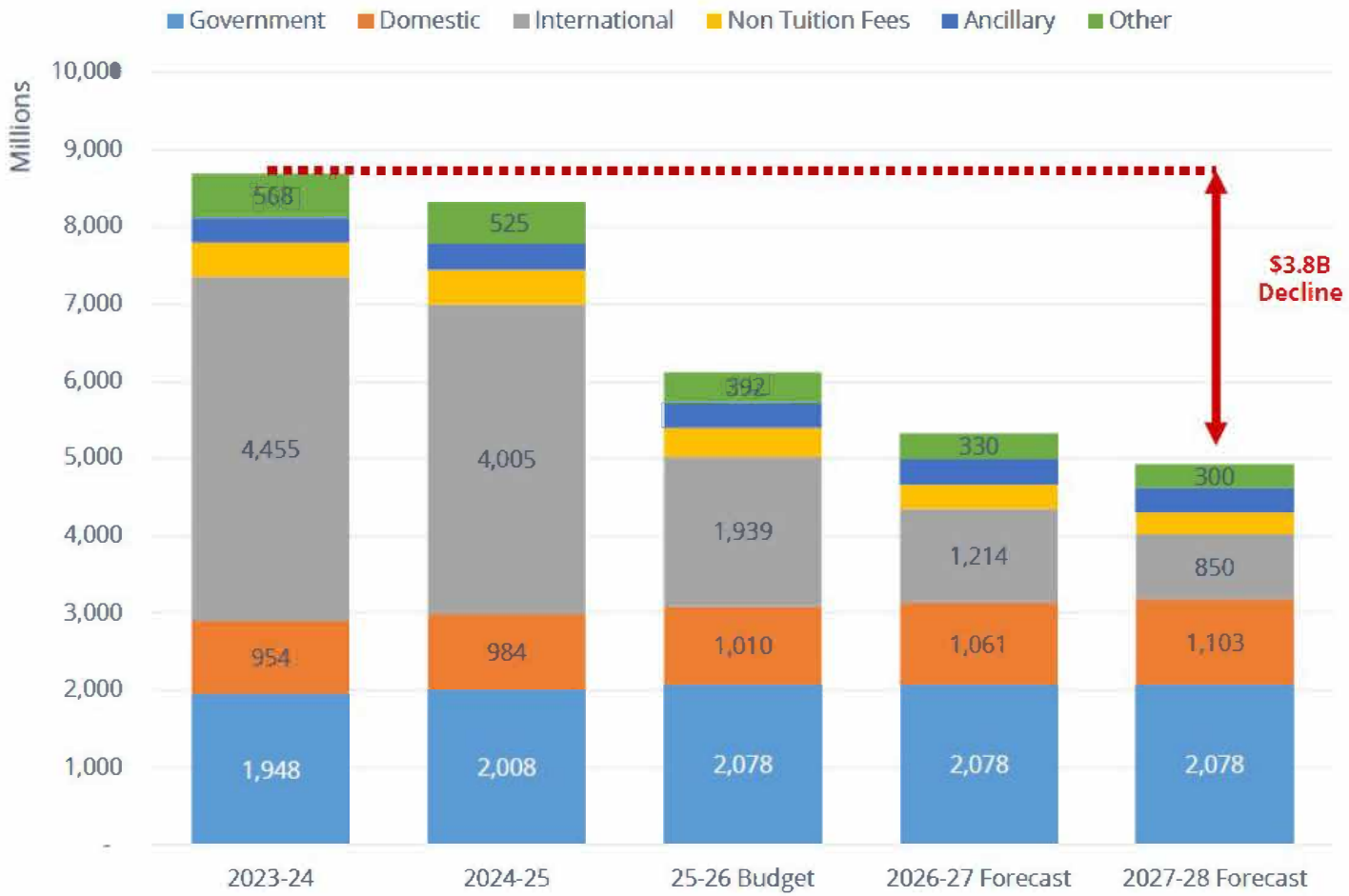
In 2019/20, a new policy mandated a 10% reduction in tuition fees and a subsequent freeze. This resulted in an initial 13% loss that has been compounded 3% per year since.

If Colleges had been able to maintain the 3% annual increases to fees, domestic tuition revenues would be $333 million more in 2025/26.

The total impact over the past seven years has been $1.5 billion.

$3.8 billion drop in revenue due to decreased international enrolment

Revenue Breakdown ($ millions, CFIS)



Highlights

College revenues have grown from $4.4 billion in 2016/17 to a peak of $8.7 billion in 2023/24. This has been driven by growth in international to a peak of $4.5 billion in revenue (inclusive of tuition and private partnerships).

In 2025/26, revenues are forecast to decline to $6.1 billion, due to the decrease in international enrolment and winddown of private partnerships. Furthermore, revenues are forecasted to decline to under $5 billion by 2027/28.

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International Student Recruitment Environment

Canadian Brand

2 Year Cap Study Permits Extended	Provincial Cap	Province Attestation Letter (PAL)	PAL Conversion Rates	PAL Tranche Model 50% Use or Lose 20% + 30%	Spring 2025 – PAL Required for Graduate Programs	Sept.1/24 PCPP Ineligible for PGWP
Trusted DLI Process	GIC Increase $10k to $20k	Lower Work Hours	Online Studies Ineligible	Tighter Policies on Family Members	Student Direct Stream Cancelled	IRCC Cut 3,300 Jobs
IRCC Focus – Quantity to Quality	PGWP Labour Market Aligned Academic Programs	Modified English Proficiency Requirements	Housing	Inflation	'Bad Actors'	Unemployment Challenges
Diplomatic Tensions / Global Conflicts	Health Care System Strain	PCPP Wind Down	Increased Competition	Digital Transformation Challenges	Heavy Reliance on India	Changing Student Expectations

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Academic Program Sustainability

Grant Frozen	SMA3 & SMA4 - At Risk $	Domestic Tuition 10% Cut	Domestic & International Tuition Freeze
Blue Ribbon Panel – MCU Actions Fall Short	Domestic Student Decline	International Student Subsidize	CBA & Bill 124 Increases
Bill 148 Increase	Faculty Offload	Delivery Models	Placement Capacity
Accreditation	Academic Chair Planning Efficiency	Program Suspensions	Limited New Program Launches

2026-27 Preliminary Forecast

Line Item	2025-26 Mid-Year	2026-27 Forecast	Variance
Revenue	182,718,696	147,808,087	(34,910,609)
Expense	194,736,842	173,513,806	(21,223,036)
Deficit	(12,018,146)	(25,705,719)	(13,687,573)
Cash Deficit	(1,650,437)	(15,338,010)	-

*Internation Tuition = $21.7M decline – lower enrolment
*PCPP Fee-for-Service = $2.4M decline – wind down complete
*Interest Income = $783k decline – lower GIC rates
*FT Support = $2.1M increase – no work stoppage savings

*Analysis performed prior to Federal Government 50% study permit reduction for 2026 to 2028. Additional $5M revenue loss.

*Financial Sustainability Reserve = $73,920,568

	Actual		
Semester	DOM	INTL	Total
S25	1,323	1355	2,678
F25	7,645	1732	9,377
W26*	7,129	1735	8,864
Total	16,097	4,822	20,919

*forecast

	Forecast*		
Semester	DOM	INTL	Total
S26	948	291	1,239
F26	7,647	801	8,448
W27	7,209	887	8,096
Total	15,804	1,979	17,783

*per enrolment plan Oct.17/25

Change 2025-26 to 2026-27		
(293)	(2,843)	(3,136)
-2%	-59%	-15%

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Looking Ahead

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We are SAINTS strong!

While the road ahead may be challenging, our strength lies in our people—our commitment, creativity and collaboration. Together, we will navigate these times, adapt, and emerge stronger than ever.

Thank you for all you do to support our students and our College.

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Questions?

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