

BUSINESS PLAN

2024-2025



St. Lawrence
College

LAND ACKNOWLEDGEMENT

St. Lawrence College is situated on the traditional lands of the Anishinaabe and Haudenosaunee peoples. May we always be grateful to live and learn on these lands.

LETTER FROM THE PRESIDENT & CEO

I am pleased to present the St. Lawrence College Business Plan for 2024-2025. The plan outlines priorities that will position the College to best support our students and our people, now and in the future.

2023-2024 was the final year of the College's strategic plan, SLC in Five, and as we announced earlier this year, the College has extended SLC in Five by three years. The decision to extend SLC in Five was made with careful consideration and support from our Board of Governors and college community. Through extensive engagement efforts, including a listening tour that garnered insights from over 500 participants, we reaffirmed the significance of our strategic priorities and the need to sustain our momentum. We invite you to read more about SLC in Five + 3, which will guide our efforts through to 2027, on our dedicated website, stratplanslc.ca.

Our priorities for the next three years are shared in this Business Plan, and they include:

- **Flexible Learning:** SLC will evolve program delivery methods to ensure options for learning are available to ensure access to education for as many students as possible.
- **Digital Transformation:** SLC will improve and integrate digital technology in all aspects of service delivery for our students and employees.
- **Prioritizing our People:** SLC will launch a multi-year initiative focused on fostering belonging while promoting balance and choice.
- **Housing Services and Community Integration:** In addition to capital improvements to modernize residences and common spaces to meet the needs of our students, SLC will explore partnerships and innovative solutions to help with future housing needs.
- **Trades and Technology Education for Eastern Ontario:** SLC will continue to provide specialized training tailored to labour market needs while aligning what programs are offered, and modernizing facilities to provide real world experiences for our learners.

Colleges need to be continually evolving, and I am confident the work planned by teams across SLC reflects not only what students currently need, but what also will be needed down the road as we adapt to ever-changing realities. One thing I know won't change, and that is our commitment to putting Students First in all that we do.

I am proud of the way, year after year, SLC integrates with employers and organizations for the benefit of our students, and for the wider community. We will continue to plan for the future, together, and we remain #ProudtoBeSLC.



Glenn Vollebregt
President & CEO
St. Lawrence College

X @gvollebregt

@slcpres

SLC IN FIVE + 3 - OUR 2019-2027 STRATEGIC PLAN

OUR VISION

Rooted in our communities, we will be a globally recognized college delivering innovative learning opportunities and preparing career-ready graduates to be leaders in their fields.

ELEMENTS OF OUR VISION

Communities

We are a community college with campuses in three distinct communities in Eastern Ontario. As such, we are vital contributors to the growth and development of our local communities.

Globally recognized

We operate in a globally connected environment. By enhancing current agreements, partnerships, and international projects, and internationalizing our curriculum, we are solidifying our global status.

College

We are a college and proud of it! We are pleased to offer a full suite of credentials: certificates; diplomas; degrees; as well as apprenticeship training, and graduate certificates to meet the learning interests of our diverse student population.

Innovative learning

The core of our existence is based on providing innovative learning opportunities to all our students, full-time or part-time, in the classroom, online, and on the job. Our innovation delivers value to our students, partners, and communities.

Career-ready

Students come to St. Lawrence College for a variety of reasons. Our graduates leave prepared to enter the workforce, be entrepreneurs, change or improve their careers, or continue their love of learning.

Leaders

Our graduates leave prepared to excel in whatever they choose to do, whether in a professional or personal capacity.

OUR MISSION

We are dedicated to student success, academic excellence, and leadership in our communities.



OUR VALUES

Students First Teamwork Innovation Integrity Belonging

Students First

Part of our core mandate as an educational institution is to put our Students First. Our staff is committed to providing our students with the programs, services and personal support to ensure their success. Simply put, we are here because of our students.

Teamwork

Our College succeeds because of Teamwork. Our dedicated and talented staff works together to achieve our collective mission. We are committed to fostering the skills, knowledge and passion of our team to deliver excellence in all that we do – for our students, our colleagues and our communities.

Innovation

Providing educational opportunities that deliver value to our students requires us to be resourceful and creative. This will ensure our College thrives as an institution and is resilient to external pressures. We believe building upon our achievements and focusing on Innovation will advance the College and allow us to meet the evolving needs of our students now and in the future.

Integrity

As we work toward our vision and mission, we strive to continually build trust with our students, staff, and community partners. We exemplify Integrity; it governs our actions and decision-making processes.

Belonging

We believe honesty, inclusivity and accountability are the pathways to success. As our communities evolve, we look to create a sense of Belonging for our students, team, and partners. We celebrate diversity, respect our differences, value contributions, and foster an environment where everyone feels they can participate without discrimination in our College community.



OUR STRATEGIC DIRECTIONS

Our People Our Programs Our Students Our Communities

SLC in Five + 3 incorporates four pillars that provide context and direction. The pillars are: Our People, Our Programs, Our Students and Our Communities. These strategic directions are supported by six multi-year objectives, each broken down into focus areas designed to help us achieve our vision.

Our People

We will grow as an engaged, diverse team equipped for success.

We recognize the value of our diverse team of talented professionals who are engaged and equipped with the knowledge and tools they need to succeed. Investing in the development of our staff and faculty and providing the necessary supports is vital to the continued success of the College.

Our Programs

We will be a leader offering the educational experiences students need now and into the future.

Our programming is the foundation we offer to our students. Ensuring the right mixture and balance of programming is central to the College's continued sustainability. We know that we must be agile in adapting to external factors such as the rapid advancement of technology as well as economic and labour market trends. We are committed to providing top quality programming now and well into the future.

Our Students

We will support all students while providing exceptional opportunities to connect and grow.

Our core mandate as a college is to ensure the success of our students. To do so, we will continue to offer our students the opportunities they need to be prepared for their future whether it be a pursuit of further education, beginning a career, or career advancement. We strive to provide an environment where educational endeavours are complemented by extracurricular activities and support services that foster the physical and mental well-being of our students.

Our Communities

We will collaborate to build thriving communities on and off our campuses.

The partnerships we have with our communities are essential to the College's vitality. St. Lawrence College thrives because of the relationships we've developed with our local municipalities, local industry, community partners, Indigenous community, and alumni. Mutual respect and ongoing dialogue are key to our day-to-day operations.



OUR MULTI-YEAR OBJECTIVES

These multi-year objectives become measurable actions driving momentum in the execution of the strategic directions.

Employee Success

Foster a culture of belonging for everyone while providing balance and opportunities for growth.

Areas of focus:

1. Enhance access to professional development.
2. Expand opportunities to gain global perspectives.
3. Continue to measure and improve employee engagement.
4. Increase stability in our workforce.

Academic Excellence

Enhance programming and applied research to best prepare career-ready students.

Areas of focus:

1. Establish SLC as the Action Learning College.
2. Be recognized as a leader in evidence-based, innovative teaching and learning.
3. Lead the college sector in innovative program design, development and delivery.

Student Enrichment

Enrich student life with support and experiences focused on community and connections.

Areas of focus:

1. Increase access to student life activities.
2. Implement service improvements based upon student needs.
3. Connect our students to the world.

Operational Excellence

Drive sustainability and improvements in operations.

Areas of focus:

1. Apply sustainable practices across programs and operations.
2. Maintain focus on our long-term financial health.
3. Invest in modern and accessible learning and working spaces.
4. Optimize technology and processes to drive digital transformation at the College.

Community Engagement

Collaborate on solutions and foster relationships.

Areas of focus:

1. Strengthen the SLC global alumni network.
2. Engage in strategic industry collaborations.
3. Build upon partnerships with all levels of government for mutual benefit.

Indigenous Ways of Knowing and Being

Honour the history and contribute to a positive future for Indigenous learners and communities.

Areas of focus:

1. Incorporate Indigenous Ways of Knowing and Being throughout our College community.
2. Advance the process of reconciliation and support the Truth and Reconciliation Commission Calls to Action.
3. Respect the principles of the Indigenous Education Protocol.



STRATEGIC INITIATIVES

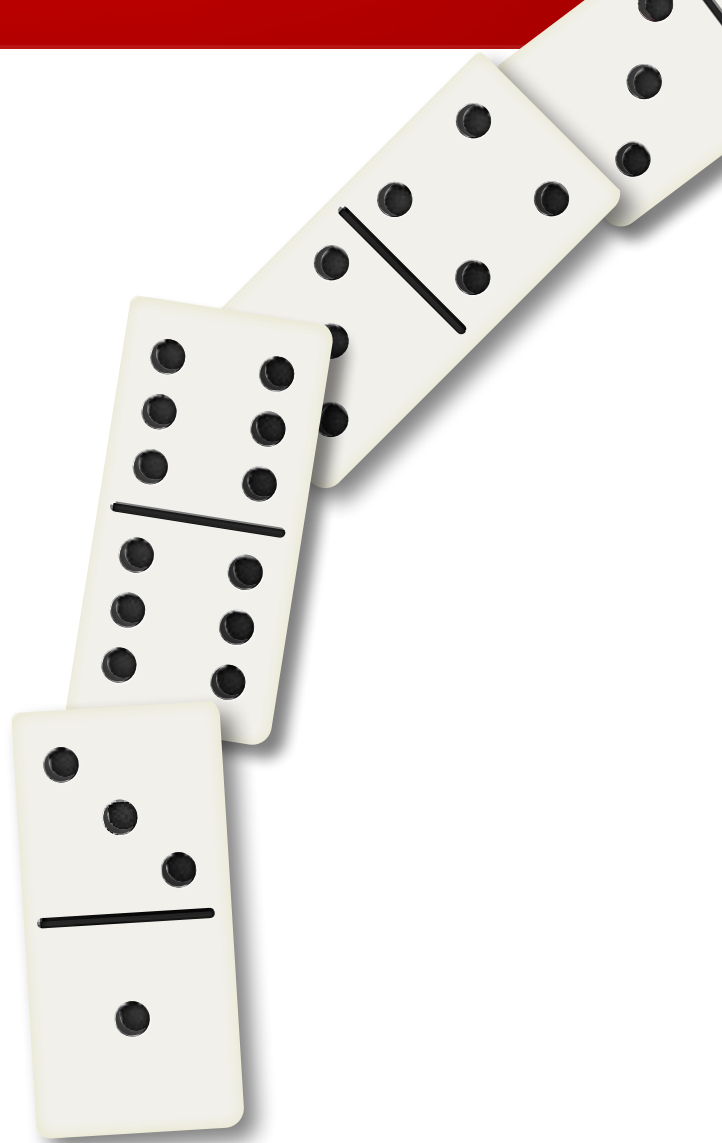
Flexible Learning

Flexible learning helps to address the skills and labour shortage by reducing barriers and providing more options for how students complete their program of study. Learners are empowered to personalize their learning journey by choosing how, when, and where to learn based on their individual needs.

With a commitment to serving the needs of our communities, SLC is prioritizing the expansion of flexible learning with high quality learning experiences across all in-person and virtual spaces. Learners will have options to engage in courses/programs (part-time or full-time) that offer in-person and virtual options. Academic delivery will be expanded in some areas to create more learning opportunities for students to engage in weekday, evening, weekend, compressed and/or asynchronous classes (i.e. no schedule).

In the coming year, the groundwork for this multi-year initiative will include:

- the creation of operational definitions for internal/external communications;
- identifying instructional modality choices by program and OntarioLearn equivalencies;
- creating strategies for branding the new program mix;
- piloting self-registration to improve the learner experience;
- reviewing the existing Prior Learning Assessment and Recognition (PLAR) process to identify areas for improvement for program expansion.



Digital Transformation

The SLC Digital Transformation initiative will integrate digital technology into all aspects of the organization, fundamentally changing how SLC programs and services deliver value to our students, faculty, staff, and partners. SLC Digital Transformation is not just about adopting new technology but also about fundamentally changing our processes and organizational culture to leverage the opportunities that technology provides.

Key components of digital transformation include:

1. **End-user Experience Enhancement:** Digital transformation focuses on improving the SLC end-users' experience through various digital channels such as websites, mobile apps, social media, and support platforms.
2. **Business Model Innovation:** Digital transformation can enable entirely new business models or disrupt existing ones.
3. **Digital Technology Adoption:** Leveraging digital technologies such as cloud computing, big data analytics, artificial intelligence, Internet of Things (IoT), and others to improve SLC processes, services, and educational experiences.
4. **Operational Efficiency:** Automation and optimization of processes using digital tools and technologies to help streamline SLC operations, reduce costs, and improve efficiency.
5. **Agile and Innovative Culture:** Digital transformation requires a shift in mindset towards innovation and agility. Through Digital Transformation SLC will encourage experimentation, collaboration, and risk-taking to adapt quickly to changing conditions and needs. This will empower SLC employees with the necessary digital skills and tools to thrive in an increasingly digital world.

During 2024-25, SLC will continue its digital transformation journey with the development of a 3-year strategic digital transformation roadmap.

Prioritizing Our People

Prioritizing Our People is a multi-year initiative that will continue to foster a culture of belonging for everyone while providing flexibility and the necessary skills for talent mobility. Belonging at SLC means celebrating diversity, respecting differences, valuing contributions and fostering an environment where everyone feels they can participate without discrimination in our college community.

Building upon the work of the EDI Task Force, members of the college community will participate in the creation of a Belonging, Equity, Diversity, and Inclusion (BEDI) strategic plan, where every individual feels valued, respected, and empowered to contribute to a shared success. An innovative and creative approach will encourage members to share their perspectives, ideas and voices through art, movement, sound, and images.

This co-created long-term EDI strategic plan will provide the shared vision for the path forward in creating our culture of belonging, diversity and building more inclusive campuses. A comprehensive recruitment and retention plan will be developed to support the ongoing success of a diverse SLC workforce at all levels, with emphasis on underrepresented groups. As technological advancements continue to shift the way we work, this plan will also equip employees with the digital and data skills necessary to succeed in their roles and the skills and mindset to navigate rapid change. To promote balance, the College will expand flexible work arrangements providing employees the choice of where, when, and how they work to drive productivity and organizational effectiveness.



Housing Services & Community Integration

Affordable and safe housing options are essential for student wellbeing and their academic success. In 2023-24, the College collaborated with a leading advisor to conduct a market analysis and demand study to better understand the unmet housing needs in each of our communities and recommend housing strategies to address the socio-economic and cultural needs of our students.

This multi-year initiative will determine how best to address the unmet need in each community and create affordable and safe housing options for our diverse student population. Housing services will be expanded tri-campus to ensure every student can easily access assistance in finding suitable housing options that suit their needs. An allocation model will be adopted tri-campus for assigning residence rooms.

In addition, engaging and supportive programs and resources will be introduced to enhance the student experience to promote belonging, wellbeing, innovation, and student engagement. Capital improvements to modernize residence buildings and common spaces will better meet the needs of students.

Trades & Technology Education for Eastern Ontario

Eastern Ontario has a growing demand for skilled workers in the trades and technology sectors. SLC plays a vital role in equipping learners with the practical skills and knowledge required by employers and supporting the economic growth of Eastern Ontario.

This multi-year initiative will align programming mix to provide specialized training tailored to the needs of the labour market, helping to bridge the skills gap by producing a steady stream of qualified workers. Facilities will be designed to provide learners with hands-on learning experiences to ensure learners are equipped with the skills and knowledge necessary to be successful in their chosen career.



REPORT OF THE 2024-2025 ANNUAL BUDGET

St. Lawrence College is forecasting an operating surplus of \$18.8M for the 2024-25 fiscal year which represents a \$4.8M decrease from fiscal 2023-24. The reduction is influenced by the federal government's international student visa policy reforms which will limit international enrolment and result in the wind-down of the College's private partnership with Alpha College. St. Lawrence College will continue to make strategic investments to help improve operational efficiency and revenue and strengthen the College's ability to respond to financial risks in the coming years.

The Annual Budget is developed as part of the College's integrated planning process, through which College priorities are established and cascade to various planning processes, including strategic planning, business planning and resources planning. Resource planning is a collaborative activity involving all College departments to ensure appropriate allocation of resources required to effectively achieve the College's strategic and operational priorities.

I would like to thank all of those who contributed to the development of the budget. Our strategic focus positions us well for the future and will enable the College to remain in a strong financial position.



Erin Farrell
Senior Vice-President, Corporate Services & CFO

ASSUMPTIONS

A number of assumptions were made in preparing the 2024-2025 Annual Budget. The College will continue to monitor key assumptions, including trends in enrolment, and will continue to take steps, as appropriate, to mitigate potential financial risks. The key assumptions are as follows:

REVENUES

- Government funding projections are based on the most recent memorandums from the Ministry of Colleges and Universities (MCU) and Ministry of Labour, Immigration, Training and Skills Development (MLITSD) if received, or based on prior year actual funding.
- Enrolment plan targets, approved by the College's Strategic Enrolment Management (SEM) committee and CET, form the basis on which the tuition and related ancillary fees budget was developed. Targets for international student enrolment are based on the College's 2024 allocation for international study permit applications approved by the provincial government.

- In accordance with the MCU's Tuition Fee Framework, Domestic tuition rates are maintained at 2023-24 rates, while International tuition rates have been increased by 3% over 2023-24 rates.
- Tuition related ancillary fees are based on fees and rates approved by the Board of Governors at its meeting held on December 5th, 2023.
- Revenues from Ancillary Operations consist of revenues from the residences, parking, bookstore, food services, and event and banquet services. Increased promotional activity is expected to boost residence room rentals during the summer.
- Variable interest rates on bank balances and short-term investments are expected to decrease in fiscal 2024-25.

EXPENDITURES

- Salaries and benefits are budgeted based on approved staffing levels, administrative wage rates and collective agreement wage rates and step increases. Overall, salaries and benefits comprise 64.9% of the College's total budgeted expenditures.
- Contracted services are based on current contract amounts or expected contract renewal amounts.
- Expenses directly driven by enrolment levels, such as international recruiting agent commissions, are based on enrolment plan targets.
- Discretionary expense budgets have been reduced by approximately 10% to support long term financial sustainability.
- New initiatives and operating expenditures were approved through a rigorous review and approval process.

RISKS

The key risk to the 2024-25 budget is the College's ability to achieve enrolment targets. The new international study permit application caps could impact the number of students who decide to pursue studies in Canada. Additionally, with a fixed number of study permit applications allocated to the College, should study permit approval rates for SLC fall below expectations, this could adversely impact achieving the international enrolment targets. Domestic enrolment has declined steadily over the last five years, therefore it will be challenging to achieve 2024-25 domestic enrolment growth targets. The following table outlines the key financial risks as noted within SLC's top ten risks. Mitigation strategies are also identified.

Risk Identification		Risk Mitigation
Board Risks		
Academic Programming	The potential for programming to not meet stakeholders (student, graduate, donor, employer, accrediting/governing bodies, community) needs, expectations and requirements.	<ul style="list-style-type: none"> • Investment in Flexible Learning initiative • International study permit allocations aligned with labour market needs • SEM Processes • PAC Committees
Recruitment	The potential for the College to not be able to attract and recruit domestic students to meet its enrollment targets.	<ul style="list-style-type: none"> • SEM Processes • New and Renewed Programs • Recruitment and Marketing Initiatives • Program Quality Assurance • Updated Facilities • Strategic Plan
Student Satisfaction	The potential for the college services to not sufficiently support students to reach a high satisfaction level and provide an excellent experience which leads to retention and graduation.	<ul style="list-style-type: none"> • New student support investments • Indigenous Ways of Knowing and Being initiatives • SEM sub-committees • IT governance processes and funding
Financial Health	The potential for not achieving long-term financial sustainability and adequate controls to effectively manage and safeguard all resources and assets	<ul style="list-style-type: none"> • SEM Processes • Controlled expenditures • Prioritization of investments • Strategic Initiatives

CAPITAL

The Board of Governors approved SLC's 2024-25 capital budget on February 27th, 2024, totaling \$13.0M in expenditure for new capital projects. In addition, a number of capital projects from fiscal 2023-24 will be completed in fiscal 2024-25, totaling \$10.6M in carry-over expenditure.

Some key facilities capital projects include the Brockville Blue Wing third floor renovation, Cornwall Moulinette Envelope, Brockville Student Space, Cornwall Paramedic lab renovation, enhanced Cornwall Indigenous gathering space, upgrades to the fire alarm system, residence renovations, roofing, classroom renewal, washroom and parking lot renewals and upgrades. Information Technology capital includes faculty, staff, and academic lab computer renewal as well as network upgrade, data centre renewal and meeting room technology upgrades.

2024-2025 Capital Budget ('000s)	College Funded	Grant Funded	Student Fee/ Donation Funded	Total
Facility Renewal	\$15,427	\$2,429	\$400	\$18,256
Ancillary Operations	\$2,505	\$0	\$0	\$2,505
Information Technology	\$1,950	\$0	\$0	\$1,950
Academic Equipment	\$0	\$287	\$186	\$473
Apprenticeship Equipment	\$0	\$428	\$0	\$428
Total Capital	\$19,882	\$3,143	\$586	\$23,612

2024-2025 OPERATING BUDGET STATEMENT OF REVENUE AND EXPENDITURE (dollars in 000s)

	Funded Activity / College Operations	Workforce Development	College Ancillary Operations	Strategic Initiatives	2024-25 Budget	2023-24 Actuals	2023-24 Budget
REVENUE							
Grants & Reimbursement	\$48,026	\$550	\$-	\$-	\$48,576	\$47,181	\$43,460
Domestic Tuition fees	23,488	270	-	-	23,758	22,455	25,046
International Tuition fees	104,552	-	-	-	104,552	99,925	92,786
Ancillary	316	-	9,236	-	9,552	8,849	7,818
Contract Educational Services	547	1,188	-	-	1,735	2,185	1,176
Other	3,293	-	139	-	3,432	3,397	2,630
Amortization of Deferred Contributions	5,360	-	-	-	5,360	5,262	5,125
Donations	615	-	-	-	615	496	398
Interest	7,956	-	-	-	7,956	8,272	7,401
TOTAL REVENUE	194,152	2,008	9,375	-	205,536	198,022	185,840
EXPENDITURE							
Salaries & benefits	119,049	1,028	1,030	97	121,204	114,629	109,016
Non-payroll	45,669	537	5,865	1,903	54,056	49,432	49,782
Amortization of capital assets	11,503	-	-	-	11,503	9,776	11,383
Employee future benefits recovery	-	-	-	-	-	590	-
TOTAL EXPENDITURE	176,221	1,565	6,895	2,000	186,763	174,427	170,181
SURPLUS / (DEFICIT)	\$17,932	\$443	\$2,480	\$(2,000)	\$18,773	\$23,595	\$15,659
REDUCTION FROM (CONTRIBUTION TO) NET ASSETS					\$(18,773)	\$(23,595)	\$(15,659)

Funded Activity / College Operations	\$17,932	\$21,615	\$14,998
Workforce Development	443	388	(167)
College Ancillary Operations	2,480	2,836	3,128
Strategic Initiatives	(2,000)	(1,244)	(2,300)
Total Surplus / (Deficit)	\$18,773	\$23,595	\$15,659
Reduction From (Contribution to) Net Assets	\$(18,773)	\$(23,595)	\$(15,659)

2024-2025 OPERATING BUDGET STATEMENT OF EXPENDITURE BY FUNCTIONAL AREA (dollars in 000s)

	2024-25 Budget	2023-24 Actuals	2023-24 Budget
Academic Division			
School of Allied Health	\$6,159	\$5,450	\$5,165
School of Applied Science & Technology	7,676	7,202	7,303
School of Arts, Media & Design	3,462	3,235	3,294
School of Business	15,585	15,067	13,997
School of Community Services	10,299	9,359	8,904
School of Contemporary Teaching & Learning	2,185	1,374	1,174
School of Continuing Education	1,426	1,186	1,422
School of Interdisciplinary Studies	7,301	7,039	6,222
School of Nursing	15,234	14,438	12,451
School of Skilled Trades	7,286	7,162	6,574
School College Work Initiative (SCWI)	2,610	2,078	1,372
Other Academic Activity	2,321	1,867	2,291
Total Academic Division	81,544	75,457	70,169
Business Units			
Ancillary Operations	6,895	5,692	4,647
Employment & Career Services	4,039	3,562	4,371
Workforce Development	1,565	1,870	1,235
Total Business Units	12,499	11,124	10,253
Administration			
Alumni & Development	1,019	1,045	1,057
Athletics	2,111	2,128	2,256
Belonging People & Culture	5,637	5,765	5,361
Executive Administration	3,401	3,060	3,241
Facility Management Services	8,452	8,105	8,241
Financial Services	3,439	2,962	2,975
Global Marketing	2,097	2,008	1,936
Global Recruitment	13,181	12,068	11,106
Global Partnerships & Learning	2,917	2,721	2,635
Government Relations & Communications	571	563	627
Information Technology Services	9,320	8,248	8,534
Innovation and Partnerships	1,388	1,007	1,120
Program Planning, Development & Renewal	2,318	1,531	2,073
Registrar's Office	5,211	5,055	4,688
Research	1,376	976	1,099
Strategic Corporate Planning	595	565	521
Student Services	5,157	4,279	4,731
Student Wellness, Accessibility & Student Success	4,441	4,081	3,808
Total Administration	72,631	66,167	66,009
Fundraising	1,393	1,273	1,310
Committed Funds			
Bursaries/Tuition Set-Aside	2,174	2,110	2,304
Strategic Initiatives	2,000	1,244	2,300
Central Budgeting/Contingency/Flowthrough	3,019	7,276	6,508
Amortization and offset to capital incl. in operations	11,503	9,776	11,328
Total Committed Funds	18,696	20,406	22,440
TOTAL EXPENDITURE	\$186,763	\$174,427	\$170,181

Note: Comparative figures have been reclassified for presentation purposes to reflect current organizational structure



St. Lawrence College

Kingston, Brockville, Cornwall

Business Plan 2024-2025

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