

BUSINESS PLAN

2019-2020



St. Lawrence
College

LETTER FROM THE PRESIDENT AND CEO

Each year we reflect on our accomplishments while planning to drive continued growth and success at St. Lawrence College. This year is no different, as we continue to focus on putting students first while evolving as a community and as an institution.

Our commitment to students is clearly demonstrated through the successful completion of the \$42 million Hello Future construction and renovations – where new learning, teaching, and studying spaces were created for students to use. Going forward, we intend to continue providing a welcoming environment for all to learn, work, and connect in. To further support this, we have introduced a new value for SLC: Belonging. Belonging affirms our commitment to celebrate diversity, respect differences, value contributions, and foster an environment where everyone feels they can participate without fear of discrimination.

One of the ways we are evolving as a college is by strengthening and creating new relationships with government and industry partners. With ongoing communication and collaboration, we will continue to grow and take advantage of opportunities that allow our college and our students to succeed. When you consider the important role SLC plays in communities throughout Eastern Ontario, and globally, strong relationships will ensure we stay current and connected.

This year marks the beginning of a new five-year strategic plan for us. The plan is called “SLC in Five” which refers to the five years the plan covers, as well as the five key elements to a strategic plan. We are proud of the level of engagement shown by our communities, which helped ensure the plan reflects what is important to our students, our employees, and our external stakeholders. With “SLC in Five: as our guide we are well positioned to continue succeeding and growing.

Our relationship with students remains at the core of all we do. Whether helping students in class, connecting students to employers, or keeping connected with our graduates, the various ways our community interacts make us who we are. I am continually inspired by the commitment shown by the team at SLC to ensure students are career-ready and supported. I thank everyone who contributes towards helping us succeed, together.



SLC IN FIVE - OUR 2019-2024 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 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.



SUCCESS INDICATORS

We will measure progress of our 2019-2024 Strategic Plan by monitoring success indicators that align with our strategic directions. As execution plans are developed for each multi-year objective, the potential impact to these success indicators will be evaluated and monitored throughout the plan period:

SUCCESS INDICATOR

MONITORING

Employee Engagement Level

Ability of **Our People** to give their best each day and feel passionate about their role at the College.

Overall Student Satisfaction Rate
Graduate Employment Rate
Graduation Rate

The quality of **Our Programs** and services.

Graduation Rate
Graduate Employment Rate

The success of **Our Students** graduating with career-ready skills and experience.

Community Engagement Level

Our impact in collaborating on solutions for the benefit of **Our Communities**, both internally and externally.

Financial Health Indicators

Our long-term sustainability.

As execution plans are developed for each multi-year objective, unique measurements of success will be monitored for the specific areas of focus.

REPORT OF THE 2019-2020 ANNUAL BUDGET

In compliance with both the Board of Governors direction and the Ministry of Training, Colleges and Universities directives, the 2019-2020 Annual Budget returns a \$4.1M surplus.

The College is entering the first year in its 2019-2024 Strategic Plan and has developed the 2019-2020 Annual Budget to provide the College with the financial resources required to achieve its strategic plan and to pursue opportunities for innovation.

The development of the Annual Budget is a collaborative process with all College departments to ensure department operations have the resources required for delivery commitments regarding programming, services, and activities. I would like to thank all of those who have contributed to the development of the budget, with special thanks to those individuals who serve on the Budget Advisory Team providing advice, guidance and recommendations on budget decisions:

Erin Farrell, Director of Finance

Janet Greer, Director of Strategic Corporate Planning

Robin Hicks, Dean, Faculty of Applied Science

Andrée Leblancq, Director of Human Resources

Don Young, Vice-President, International

and Tiffany Johnston, for administrative support



Patricia Kerth

Senior Vice-President, Corporate Services & CFO

ASSUMPTIONS

A number of assumptions were made in the preparation of the 2019-2020 Annual Budget as follows:

REVENUES

- Government funding projections are based on the most recent memorandums from the Ministry of Training, Colleges and Universities (MTCU) if received, or based on prior year actual funding. There is uncertainty concerning the continuity of some special purpose grants as the provincial government continues to implement funding changes and therefore poses a budget risk.
- Domestic enrolment growth is projected for new academic programs. Domestic tuition rates reflect a 10% decrease from 2018-2019 rates as dictated by the MTCU. This resulted in an estimated tuition revenue reduction of \$3.1M compared to previously forecasted tuition rates for 2019-2020.
- International Tuition and other international revenues are based on projected enrolments, new opportunities and anticipated market conditions. International tuition rates have increased by 3% over 2018-2019 rates.
- Ancillary revenues consisting of the bookstore, food services, parking, residences, and event and banquet services are based on anticipated market conditions, fee increases, and promotional and advertising efforts. Total overall ancillary revenues are budgeted with a 3% increase over 2018-2019 8-month forecast.





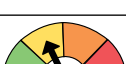



EXPENDITURES

- Salaries and benefits are budgeted based on approved staffing levels, administrative wage rates and collective agreement wage rates and step increases. Salaries and benefits continue to comprise 62% of the College's total budgeted expenditures.
- Contracted services are based on current contract amounts or expected contract renewal amounts.
- Utilities consumption is based on a 4 year average and rates are based on projected rates from industry reports.
- Other operating expenditures have remained constant other than those approved through a rigorous application process. Any significant increases have been highlighted within our detailed 2019-2020 Annual Budget Report.



RISKS

The College is experiencing increasing reliance on International operations, as illustrated in the Statement of Revenue and Expenditure. Without our international operations, the College would be in a deficit position. Note that international education delivery costs and various increased support costs for the increasing international population are included in College Operations within the statement.

Risk Identification	Risk Rating	Risk Mitigation
Board Risks		
The potential for not achieving the strategic plan		<ul style="list-style-type: none"> • Strategic Initiative Evaluation & Assessment • More evidence based decision making • Prioritization
The potential for not achieving a balanced budget		<ul style="list-style-type: none"> • Budget Advisory Team processes • Increased recruiting efforts • Controlled expenditures
The potential for unreliable financial reporting		<ul style="list-style-type: none"> • Analytical review • Annual audit • Peoplesoft HRMS, SIS and Finance projects
The potential of significant disruption to the College's operations or ability to provide services / programs due to an adverse incident of natural, technological or human-caused origin		<ul style="list-style-type: none"> • IT controls, maintenance and backup strategies and protocols • Incident Management Team • Steps taken towards development of Business Continuity Plan
The potential for the College to not be able to attract/recruit new students		<ul style="list-style-type: none"> • New Programs • New Recruitment and Marketing Initiatives • Quality Assurance • New Strategic Plan • New & Updated Facilities
The potential for the College to not be able to attract, recruit and support international students		<ul style="list-style-type: none"> • Diversification of country offices • Diversification of recruiting strategies • Increased international supports • Internationalization Strategic Initiative • Quality Assurance
Other Risks		
Provincial Operating Grants Less than Budgeted		<ul style="list-style-type: none"> • Reduce Direct Expenses • New International Revenues • Increasing Ancillary Revenues
Space Constraints		<ul style="list-style-type: none"> • Target growth strategies in under- utilized spaces • Explore unique space expansion opportunities • Leverage use of Technology • Increasing Parking Spaces

CAPITAL

\$8.7M is budgeted for capital expenditures in 2019-2020, of which \$1.2M is funded through Ministry grants.

	College Funded	Grant Funded	Student Fee/ Foundation Funded	Total
Facility Renewal	\$ 733	\$ 604	\$ 7	\$ 1,344
Ancillary Operations	\$ 4,364	0	\$ 800	\$ 5,164
Information Technology	\$ 1,052	0	\$ 165	\$ 1,217
Academic Equipment	\$ 261	\$ 610	\$ 128	\$ 999
Total Capital	\$ 6,410	\$ 1,214	\$ 1,100	\$ 8,724

2019-2020 OPERATING BUDGET STATEMENT OF REVENUE AND EXPENDITURE (dollars in 000s)

	Funded Activity / College Operations	Contract Education	College Ancillary Operations	International Education ***	Strategic Initiatives	2019-20 Budget	2018-19 8mth Forecast	2018-19 Approved Budget	2018-19 Actuals (unaudited)
REVENUE									
Grants & reimbursement	\$ 53,060	\$ 1,492	\$ -	\$ (3,394)	\$ -	\$ 51,158	\$ 55,821	\$ 56,855	\$ 55,637
Tuition fees	29,465	332	-	42,087	-	71,884	65,164	57,552	65,628
Ancillary	363	-	7,496	-	-	7,859	7,658	7,287	7,902
Other	1,680	215	100	1,279	249	3,523	3,235	3,374	3,292
Amortization of deferred contributions	5,515	-	-	-	-	5,515	5,444	4,741	5,559
Realized gain (loss) on sale of short-term investments	(5)	-	-	-	-	(5)	98	(5)	95
Realized gain (loss) on sale of long-term investments	-	-	-	-	-	-	-	-	-
Donations	693	-	-	-	-	693	591	578	454
Interest	998	-	-	-	-	998	1,046	686	1,418
TOTAL REVENUE	91,769	2,039	7,596	39,972	249	141,625	139,057	131,068	139,985
EXPENDITURE									
Salaries & benefits	81,261	543	175	2,658	832	85,469	79,145	79,618	79,124
Non-payroll	29,300	1,410	3,823	5,326	1,417	41,276	40,277	38,260	37,721
Amortization of capital assets	10,762	10	-	-	-	10,772	9,710		
Employee future benefits recovery	-	-	-	-	-	-		9,733	9,759
							-	-	143
TOTAL EXPENDITURE	121,323	1,963	3,998	7,984	2,249	137,517	129,132	127,611	126,747
SURPLUS / (DEFICIT)	\$ (29,554)	\$ 76	\$ 3,598	\$ 31,988	\$ (2,000)	\$ 4,108	\$ 9,925	\$ 3,457	\$ 13,238

Funded Activity / College Operations	\$ (29,554)	\$ (15,776)	\$ (17,318)	\$ (14,102)
Contract Education	76	275	443	229
College Ancillary Operations	3,598	3,490	3,120	3,792
International Education	31,988	23,925	19,181	24,682
Strategic Initiatives	(2,000)	(1,989)	(1,969)	(1,363)
Total Surplus / (Deficit)	\$ 4,108	\$ 9,925	\$ 3,457	\$ 13,238

*** International Education delivery costs and increased student support costs included in College Operations
NOTE: Comparative figures have been reclassified for presentation purposes



2019-2020 OPERATING BUDGET

STATEMENT OF EXPENDITURE BY FUNCTIONAL AREA

(dollars in 000s)

	2019-20 Budget	2018-19 8mth Forecast	2018-19 Approved Budget	2018-19 Actuals (unaudited)
Academic Division				
Brockville Campus	\$ 9,955	\$ 9,587	\$ 9,308	\$ 9,917
Cornwall Campus	10,005	9,784	8,982	9,886
Kingston Campus	40,605	38,079	37,169	38,404
Total Academic Division	60,565	57,450	55,459	58,207
Business Units				
International Education	7,984	7,649	6,612	7,025
Corporate Learning & Performance Improvement	1,963	1,977	2,156	2,001
Employment Service	4,448	4,359	4,455	4,241
Ancillary	3,998	3,932	3,877	3,878
Total Business Units	18,393	17,917	17,100	17,145
Administration				
Executive Administration	2,470	2,517	2,337	2,439
Finance	2,623	2,362	2,419	2,320
Facility Management Services	8,018	7,805	7,726	7,405
Foundation and Alumni	956	972	968	965
Human Resources	2,082	1,963	1,736	1,936
Information Technology	7,559	6,229	6,243	6,370
Innovation and Partnerships	1,205	825	852	777
Marketing	2,101	1,888	2,051	1,813
Recruitment	881	825	835	815
Registrar	1,927	1,889	1,864	1,842
Research	586	818	615	597
Strategic Corporate Planning	498	384	440	387
Student Services	8,846	8,392	7,755	7,797
Total Administration	39,752	36,869	35,841	35,463
Fundraising	950	844	844	968
Committed Funds				
Bursaries/Tuition Set-Aside	2,431	2,630	2,465	2,780
Strategic Initiatives	2,249	1,989	1,969	1,363
Central Budgeting/Contingency/Flowthrough	2,806	2,812	4,580	2,443
Amortization and offset to capital incl. in operations	10,371	8,621	9,353	8,378
Total Committed Funds	17,857	16,052	18,367	14,964
TOTAL EXPENDITURE	\$ 137,517	\$ 129,132	\$ 127,611	\$ 126,747

Note: Comparative figures have been reclassified for presentation purposes



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Kingston, Brockville, Cornwall
Business Plan 2019-2020
www.stlawrencecollege.ca
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