

ANNUAL REPORT

2020-2021



St. Lawrence
College

ANNUAL REPORT, 2020-2021

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.

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 & CEO and Board of Governors



FROM THE CHAIR OF THE BOARD OF GOVERNORS AND THE PRESIDENT & CEO OF ST. LAWRENCE COLLEGE

We are pleased to introduce the Annual Report for 2020/21, a year of curveballs, challenges, and loss for many, and ultimately, a year where our students, teams, and alumni shone as opportunities for innovation and growth evolved like never before. As we navigated the global pandemic, St. Lawrence College entered year two of our strategic plan, SLC in Five. While adjustments needed to be made, we are incredibly proud of the many achievements we've made and how we continue to progress as a college and as a community. While it goes without saying, we'll say it anyway: Everything that happens at SLC is made possible because of our people and their incredible hard work, dedication, and commitment to our values.

In 2020, SLC began to operationalize the corporate value of Belonging and thus launched the first Equity, Diversity, and Inclusion (EDI) + Belonging Task Force. In six months the Task Force conducted listening tours, an equity census, EDI team assessments, and more, in order to gather data about who makes up the SLC community with the goal of learning from their experiences and perspectives. Ultimately the Task Force's findings will form recommendations that will shape the future of equity, diversity, and inclusion at SLC. The College also launched its first Academic Plan, Global Engagement Strategy, and Sustainability Plan. These divisional plans capture the innovation and adaptation occurring across our College, reflect our commitment to our students around the world and on our campuses, and capture our commitment to conducting ourselves as responsible global citizens.

SLC also reached an amazing milestone this year of having 100,000 graduates! Our proud global community of alumni are an inspiration to our current students, and many make their mark right here in our local communities, working, serving, and contributing to the economic and cultural vibrancy of Eastern Ontario. During the pandemic, the important role SLC students and alumni play in communities was highlighted as our students were in demand for placements in healthcare organizations and our alumni were contributing to Ontario's pandemic response, from nursing to personal support workers, innovating to produce PPE and more. Our College is strong, and getting stronger every day, and even as this year saw many learning and working remotely, SLC is a tie that binds us together into a community.

We are proud to work with a dedicated Board of Governors and employees who showed up in the most challenging of times. We are also proud of our students and community partners, who demonstrated adaptability, resilience, patience, and kindness as we navigated a year like no other. Every day you make us #ProudToBeSLC.



Glenn Vollebregt
President and CEO,
St. Lawrence College



Ginette Ferguson
Chair, St. Lawrence College
Board of Governors



OUR STRATEGIC DIRECTIONS

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.

SUCCESS FEATURE:

THE EQUITY, DIVERSITY, AND INCLUSION (EDI) + BELONGING TASK FORCE

In fall 2020, SLC assembled its first Equity, Diversity, and Inclusion (EDI) + Belonging Task Force, comprised of SLC employees with representation from designated equity groups. The goal of the Task Force was to bring forward recommendations to advance the value of Belonging and a culture that values and supports equity, human rights, respect, and accountability.

Throughout January and February 2021, the EDI + Belonging Task Force held 17 Courageous Conversation listening tours attended by more than 170 people. The Task Force also conducted the College’s first Equity Census which was completed by 1,175 SLC employees and students. At the heart of these initiatives was creating the opportunity for the SLC community to share their story of belonging

at SLC, according to Ekta Singh, Senior Advisor, EDI and Belonging. “The Courageous Conversation sessions were designed for student and staff/faculty groups across all three campuses. The purpose of these sessions was to create a supportive space to get to know one another, share experiences around inclusion and belonging, and provide recommendations on how the College can continue to grow in these areas.”

“These Courageous Conversations did more than just foster powerful dialogue and learning; they created spaces of community and support for equity groups and allies alike,” Ekta said. “We witnessed students, who began as strangers with their peers at the session, becoming friends and exchanging contact details with one another; we witnessed staff and faculty from tri-campus communities collaborating and acting as supports for each other; and, we witnessed deep introspection, where attendees began to process and question their own biases and how this may have impacted their daily lives and work with students and staff.”

The stories and experiences shared at the sessions, along with data collected from the Equity Census, the CLT (College Leadership Team) and Dean’s Council EDI Self-assessment Tool, and one-on-one interviews with various members of SLC leadership, will be the foundation on which the Task Force builds its recommendations. An overview of the final recommendation report was shared with the College community at its Learning Connections Conference on June 1.



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.

Pictured left to right: Prof. Stacey Fuger, Kendra Platt, Megan Bartraw, Natalie Dupuis (front), Christina Dale, Elizabeth Wright (front), Prof. Colleen Krasna

SUCCESS FEATURE:

EXPERIENTIAL LEARNING ONSITE IN "LIVING CLASSROOM"

Ten Personal Support Worker (PSW) students will soon be completing a pilot program in a Living Classroom located in Kingston's Providence Manor long-term care home, with eight of those students securing full-time jobs before graduation. According to Barry Weese, Associate Dean, School of Health Sciences, at the beginning of the pandemic students were moved from Providence Manor to help ensure the safety of the residents. "We moved labs to the College but were still able to complete placement for students in the summer. The goal during the pandemic has been to maintain as much experiential learning for the students as possible. That is one of the core goals of the program," he said.

For students, the value of attending classes and labs at Providence Manor was immeasurable. "Attending classes at Providence Manor as a student is quite an eye opener," said Natalie Dupuis. "It is showing me in real time exactly what this line of work will entail. Having a chance to talk with residents, assisting with activities of daily living, and learning the ins and outs through live classroom simulations has been a meaningful experience."

"Providence Care has been an excellent community partner for this collaboration and should be recognized for their commitment to healthcare education and training in the region. I would also like to state how valuable this method of learning can be for students. Students often have the opportunity to learn a concept in the Living Classroom, practice the skill in the adjoining lab, and work with residents in the same week," Barry said.

"This program gave me the opportunity to meet so many amazing residents, classmates, and teachers, even during the middle of a pandemic," said Mackenzie Robertson. "I received amazing hands-on experience providing care during placement that I can't wait to put to use in the workplace after graduation."



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.

SUCCESS FEATURE:

A pandemic didn't stop our students from shining. In Kingston, Brockville, and Cornwall, their success, initiative, and community spirit made SLC proud.

CULINARY STUDENTS SUPPORTED MARTHA'S TABLE

In Kingston, first-year Culinary Skills and Culinary Management students prepared 75 gourmet meals for Martha's Table, a community centre within the social welfare network of the City of Kingston which provides nutritious meals and snacks for more than 275 vulnerable persons daily.

"Normally we would have the students cook large quantity cooking for sale at the College through Essence-to-Go, but due to COVID, we wanted to assist Martha's Table during this time and give them one day of not worrying about preparing meals for their clients," said Richard Hendy, Professor, Culinary Management. "We hope to incorporate event cooking in our curriculum post-pandemic and continue helping our local community."

Pictured left to right: Chef Professor Gary Appleton, Sara Northcott, Cheryl Hanna, Simranjit Kaur, Peyton Sousa



Merin Mathew cleaned up a public road along a small lakeside in Idukki, Kerala, India.



Ashley MacCrimmon cleaned the waterfront trail in Cornwall, Ontario.



Polina Bobrovnikova cleaned near the Angara River in Irkutsk, Russia.

SUCCESS FEATURE:

FINE ARTS STUDENTS COMPLETED WORKS FOR THE ROYAL CANADIAN NAVY

Visual & Creative Arts - Fine Arts students from Brockville had the honour of working with the Royal Canadian Navy (RCN) for a second year to complete works for the government collection. SLC was one of only three institutions in Canada to work with the RCN to complete this project.

While COVID-19 delayed the completion of this project, Professor and Program Coordinator Christina Chrysler was able to deliver the students' art to the Royal Canadian Navy Headquarters in Ottawa in December 2020. The artwork of our students, now SLC grads, will remain a part of Canada's naval history.

Clockwise from top left: Brigid Wilkes, Victoria Edgar, Hannah Lalonde, Lydia Larochelle, Haley Deir, Mary Mokrushyna, Kit Wolf

SUCCESS FEATURE:

ENVIRONMENTAL TECHNICIAN STUDENTS CLEANED UP INTERNATIONAL SHORELINES

In Cornwall, Environmental Technician students usually participate in the Great Canadian Shoreline Cleanup each fall by cleaning up the College's Cornwall campus shoreline. Due to COVID-19, Professor and Program Coordinator Jordan Ann Kevan de Haan and her students across the globe expanded their efforts beyond Canada and participated in the International Coastal Cleanup in October 2020.

"While a campus-wide cleanup as a group was not an option in the fall, helping with the International Coastal Cleanup initiative was," said Jordan. "As some international students were still located in their home countries, it truly was an international cleanup and our students cleaned various sites in Canada, India, Ukraine, and Russia."



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.

SUCCESS FEATURE:

More than ever, the COVID-19 pandemic emphasized the importance of the partnerships we have with our communities. SLC continued to build partnerships with local municipalities, industry, and community organizations, and develop programs and initiatives in response to community needs.

TRAINING ENVIRONMENTAL SERVICE AIDES IN RESPONSE TO COMMUNITY NEED

SLC's Corporate Training Department, in partnership with the Eastern Ontario Training Board, delivered a four-week Environmental Service Aide online training program in March and April 2021.

The program trained participants in health and safety, WHMIS, housekeeping, equipment maintenance, and infection control. Upon completion of the training program, participants were qualified for work in hospitals, long-term care facilities, retirement homes, hotels, production plants, and more.

"The Environmental Services Aide is an important job and a busy one. We contribute every day to making people's lives better and giving sick people the best chance to recover from their illness. It's a healthcare job, so job security is excellent, and the work is in high demand," said Cindy Ley, Manager, Environmental Services, Cornwall Community Hospital.



SUCCESS FEATURE:

FUNDING TO ESTABLISH A HEALTH CARE INNOVATION ECOSYSTEM

In January 2021, FedDev Ontario announced an investment of \$3 million for the City of Kingston to establish a health innovation ecosystem in partnership with some of the region's most notable health care and post-secondary institutions, including St. Lawrence College. The project, called HI YGK, aims to position Kingston as a place to develop, test, and commercialize innovative solutions for the health sector. At SLC, this investment will create experiential learning opportunities for students in a wide range of programs.

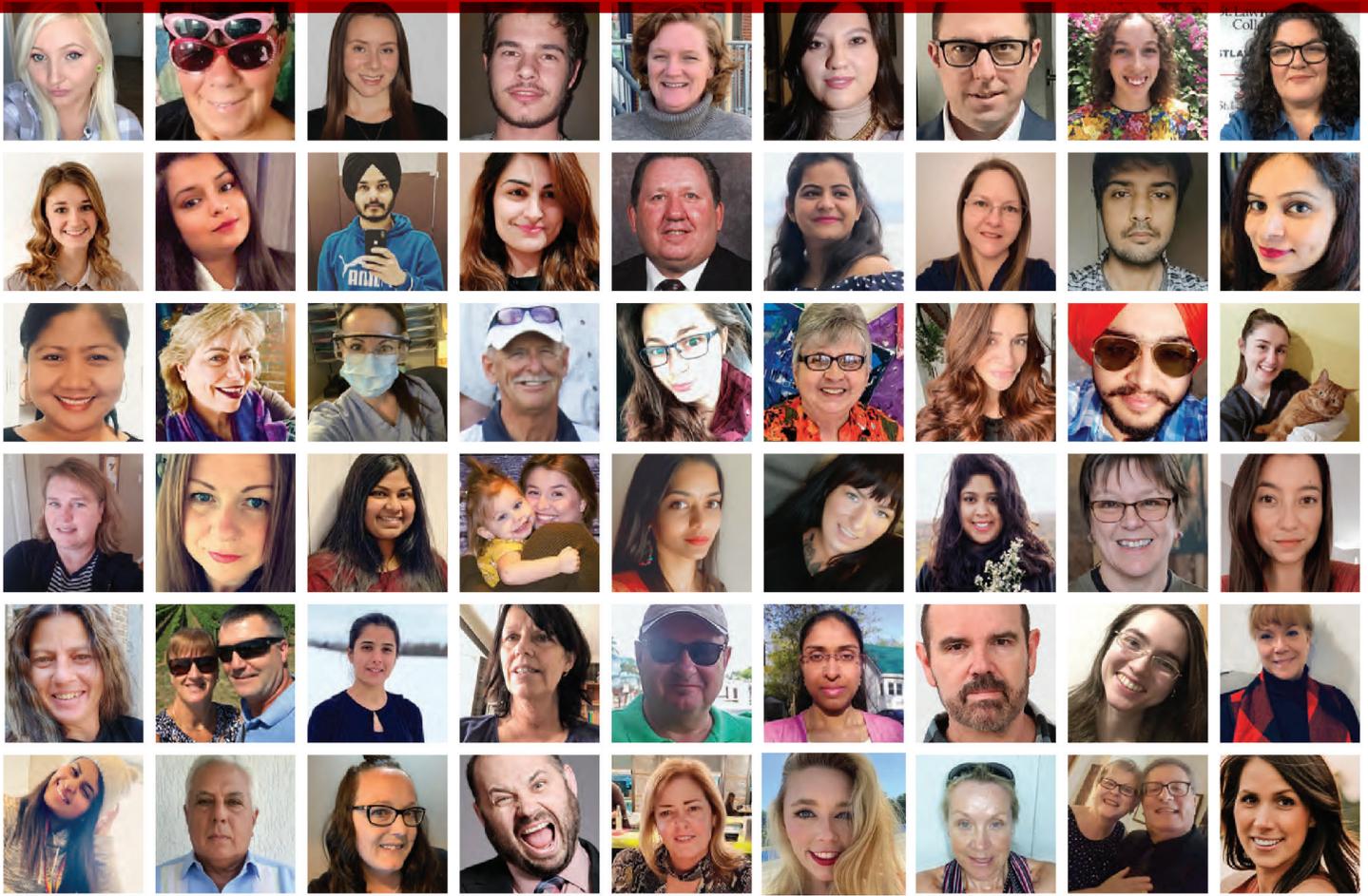
The College, in partnership with Dunin Deshpande Queen's Innovation Centre, will create a Health Innovation Hub where students will identify challenges from frontline workers and create opportunities for students, faculty, and community members to ideate and prototype solutions. SLC will also create a Nudge Unit; Spark SLC, a creative communications agency serving the Kingston community, will expand its services to include user experience design, behavioural science, and business analytics to provide scale-up services for health sector companies.

SUCCESS FEATURE:

HOSPITALITY AND TOURISM TRAINING PILOT PROGRAM LAUNCHED

SLC launched a new pilot project to train and develop workers for the hospitality industry in Kingston and Smiths Falls. The program, called Tourism and Hospitality Fundamentals, is funded by a Skills Advance Ontario grant of \$395,000 from the Ministry of Labour, Training, and Skills Development to create and deliver this program to 80 participants free of charge.

The flexible, online delivery of this program will focus on Kingston and Smiths Falls. SLC developed the curriculum in partnership with local advisory groups, including Tourism Kingston, Kingston Accommodation Partners, Smiths Falls Economic Development, the Ontario Tourism Education Corporation (OTEC), RTO 9 – South Eastern Ontario, and several key employers in the region.



OUR MULTI-YEAR OBJECTIVES

EMPLOYEE SUCCESS

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

AREA OF FOCUS

Expand opportunities to gain global perspectives

Belonging & EDI

To action the corporate value of Belonging, a new Senior Advisory position was created to lead the College in the design, development, implementation, promotion, delivery and evaluation of ongoing initiatives that will advance the College's objectives around Belonging and support Equity, Diversity, and Inclusion (EDI). The work of an EDI + Belonging Task Force was guided by evidence-based practice and best practices with EDI experts and leaders from national and international organizations. The Task Force conducted an Equity Census, 17 Courageous Conversations and collected EDI self assessment tools to better understand the current state of equity, diversity, inclusion, and belonging at the College. This engagement will inform areas of success, identify systemic barriers to EDI, develop directives for action, and establish an implementation plan for reducing those barriers and advancing the core value of Belonging at the College. Finally, an employer partnership was established with the Canadian Centre for Diversity and Inclusion.

AREA OF FOCUS

Increase stability in our workforce

Future of Work

The Future of Work initiative is predicated on the continuous exploration of leading strategies and Future of Work principles to elevate the College's overall Future of Work plan. The overall plan at St. Lawrence College focuses on elevating employee flexibility, employee engagement and employee wellness. This is accomplished through the introduction of innovative policies and processes that allow employees to have greater flexibility in their work, which increases overall engagement while promoting employee wellness. This included implementing a comprehensive Telework Policy, Employee Equipment Loan Program, and a pilot Alternate Work Schedule.

ACADEMIC EXCELLENCE

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

Launch the Academic Plan

The first-ever Academic Plan for SLC was launched in 2020/21. Consultation with the SLC community was essential in the development of the Academic Plan 2025. A series of interactive sessions on each campus, online feedback, one-on-one meetings, and special gatherings resulted in the collection of over 1200 data points that informed the development of the plan. The Academic Plan 2025 will focus on the following seven priorities to support the SLC in Five Multi-Year Objectives: 1) The SLC Learner Experience, 2) Teaching Excellence, 3) Leading Edge Programming, 4) Research at SLC, 5) Internationalization of the Curriculum, 6) Indigenous Education, and 7) Learning Spaces (physical and virtual). The Academic Plan 2025 can be found at stlawrencecollege.ca/AcademicPlan.

AREA OF FOCUS

Establish SLC as the Action Learning College

Action Learning Framework

The College aims to incorporate experiential learning in 100% of its programs and establish SLC as the Action Learning College. Action Learning transforms the way students learn. Using this meaningful and deliberate experiential learning methodology, students work in diverse teams to solve real organizational challenges. This definition was socialized throughout the College and faculty training commenced to identify best practices. An inventory of courses/programs incorporating Action Learning is under development to identify courses/programs that have potential to incorporate Action Learning into the curriculum. Guided by faculty as a coach, students collaborate with community/industry partners to provide and present a final report, analysis and solution recommendations to the client. For example, students in the Advertising Marketing Communications program each play a specific role in an agency setting servicing the needs of six community clients with the support of faculty coaches. Students apply skills to deliver a fully integrated marketing communications strategy, including marketing collateral.

AREA OF FOCUS

Be recognized as a leader in evidence-based, innovative teaching and learning

Applied Research

In recent years, SLC was recognized as one of the Top 50 Research Colleges in Canada. The iGNITE program was launched with the goal of continuing to build faculty and staff research capacity. The program is meant to give faculty and staff, with research interest, a platform to develop and implement research projects. Participating in applied research projects enhances the student learning experience by collaborating with industry and community partners on solving real world issues.

AREA OF FOCUS

Lead the college sector in innovative program design, development and delivery

Building on our commitment to the development of career-ready learners and to respond to industry talent needs, SLC has operationalized a modular design process for new course development. Providing accessible, flexible program offerings is important to Canada's economy. The pandemic created a shortage of available workers in food retail, manufacturing and healthcare. SLC partnered with industry leaders to create programming in these areas to support the community during the pandemic. SLC developed over 50 microcredentials to support industry workplace needs for upskilling and reskilling. In addition, over 20 interactive digital learning experiences (including virtual reality and simulation) have been developed and integrated into courses to better equip students to be successful in their program of study.

Lifelong Learning

SLC has developed a framework to increase access and pathways to education and training for the lifelong learner, including opportunities for online, part-time, professional learning and customized corporate training. A single point of access has been established for lifelong learners with multiple and seamless pathways to continuous learning opportunities. Services have been re-imagined providing an efficient client services, operations, and processes to provide personalized education. The College continues to expand course offerings across all lines of business to support lifelong learning. For example, free lifelong learning webinars were offered in over 30 topics, providing new learning opportunities for over 3200 students. A pilot project was also launched with the Canada Revenue Agency for employees seeking specialized upskilling training without having to leave their workplace or home.

STUDENT ENRICHMENT

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

AREA OF FOCUS

Increase access to student life activities

This multi-year initiative focuses on enhancing student engagement opportunities and expanding co-curricular programming as well as implementing a co-curricular record (CCR). In response to COVID-19, the co-curricular program shifted to virtual events, focused on ensuring the successful orientation and transition of incoming students. To this end, 74% of students accessed SLC's interactive online orientation course, over 2300 students attended the virtual Orientation Day and 2150 Orientation Welcome Kits were mailed out. In addition to expanded access to orientation and transition programs, community building opportunities were developed to support student engagement and connection for students on all three campuses with 673 events held and promoted on the UR SLC App. In relation to the co-curricular record, an environmental scan was conducted and there was a review of models at other Canadian universities and colleges. This review will inform next steps in the development and implementation of a CCR. Another significant milestone was achieved by the successful launch of the new, tri-campus athletics team: St. Lawrence Surge which is the culmination of consultation and engagement with student governments and other stakeholders.

AREA OF FOCUS

Implement service improvements based upon student needs

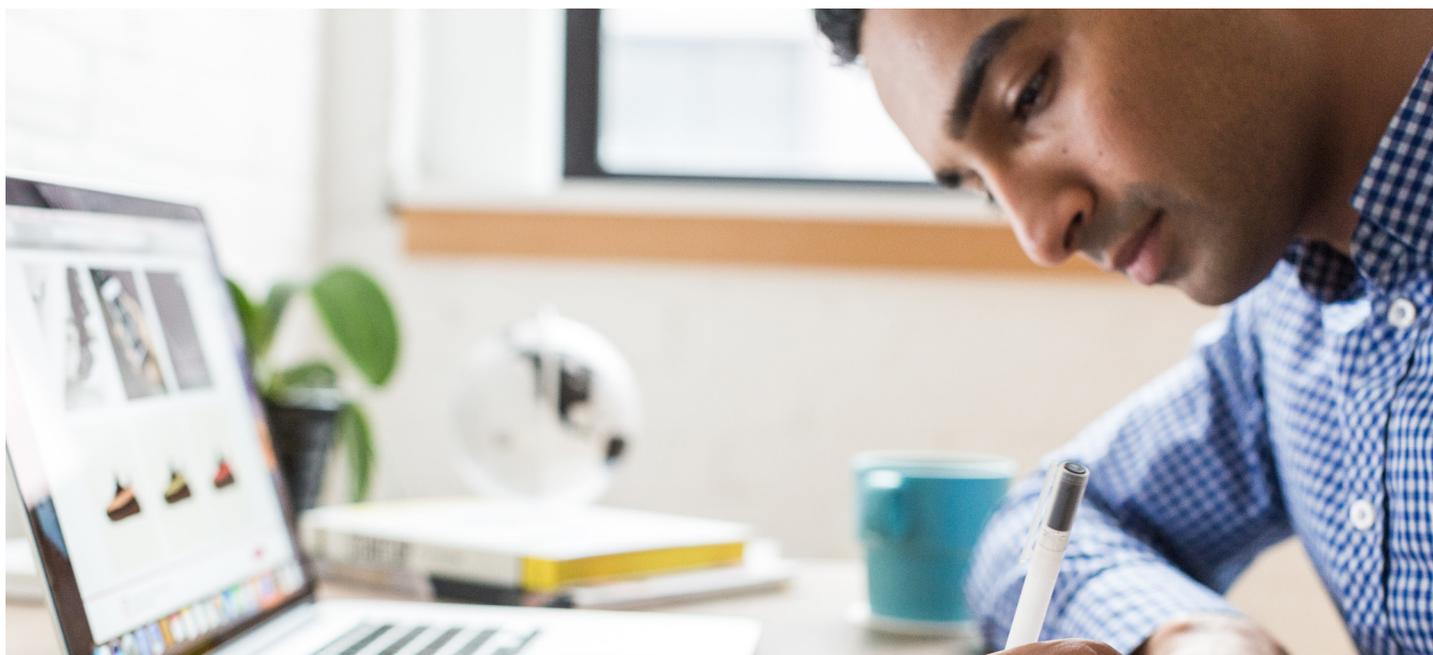
The College is committed to a process of continuous improvement and putting students first is our highest priority. This year, the Career Services delivery model was extended to ensure career support is accessible to students throughout their SLC journey. In collaboration with community groups, job fairs were redesigned to give students improved access to employment opportunities. In response to the COVID-19 pandemic, new channels were added to increase and diversify access to student wellness services. Service delivery was modified, which improved continuity of care for students and increased access with more flexible hours. The introduction of a new chat feature provided students the ability to chat/text questions as well as to schedule e-appointments. A framework and related tools are currently in development to gather and integrate available data about student needs from all stakeholders, especially students. Once implemented, this will increase capacity to understand the needs and to design services that are increasingly evidence-based. The data will inform the development of Service Improvement Plans and improve our ability to meet the needs of students and effectively support student success.

AREA OF FOCUS

Connect our students to the world

Launch the Global Engagement Strategy

Across all three campuses, 50 change champions supported a comprehensive, tri-campus consultation process with students, staff, faculty, and communities to inform the creation of SLC's first Global Engagement Strategy. This strategy will connect students to the world, prepare career-ready graduates for a competitive global environment, enhance opportunities for employees to gain global perspectives and strengthen the SLC global alumni network. This Global Engagement Strategy will further position SLC to better serve all its students, employees, and alumni and to connect with our communities in new, socially sustainable and innovative ways. The Global Engagement Strategy can be found at stlawrencecollege.ca/GlobalEngagementStrategy.



OPERATIONAL EXCELLENCE

Drive sustainability and improvements in operations.

AREA OF FOCUS

Apply sustainable practices across programs and operations

Launch the Sustainability Plan

SLC is recognized as a leader in sustainability and was awarded the 2020 Sustainability Leadership Award from Sustainable Kingston. The SLC Sustainability Plan was developed and launched to provide a multi-year roadmap for achieving a gold ranking from the Association for the Advancement of Sustainability in Higher Education (AASHE) Sustainability Tracking and Ranking System (STARS). A critical initiative in this roadmap is the completion of a tri-campus deep energy retrofit assessment. This long-term energy plan outlines the required actions to achieve a targeted carbon neutral status by 2050. Building upon its reputation as a leader in sustainability, the College secured a grant from Natural Resources Canada to contribute to the design and installation of 22 electric vehicle charging stations within its three communities. The Sustainability Plan can be found at stlawrencecollege.ca/SustainabilityPlan.

AREA OF FOCUS

Maintain focus on our long-term financial health

Revenue and Enrolment Diversification

Guided by best practices for Strategic Enrolment Management (SEM), a SEM Advisory Committee established sub-committees for Enrolment Planning, Marketing & Research, Student Success & Retention as well as a Data Team for informed decision-making. Focused on long-term planning, student success and financial stability, a five-year enrolment profile was created to establish annual targets for enrolment diversification, enrolment growth, new program development, retention targets and enrolment at private partner campuses. To support enrolment and recruitment targets, an environmental assessment and research was conducted to inform the launch of a new 'no door is out of reach' brand concept. This campaign resulted in over 12 million digital impressions and 1200 'apply now' actions during the campaign window. The new brand was supported by a redesign of the College's website. Over 2000 students provided input into simplifying the student experience in finding information about the College, its programs and services and campuses. Virtual recruitment and conversion strategies were implemented resulting in strong conversion rates that exceeded most other colleges.

AREA OF FOCUS

Invest in modern and accessible learning and working spaces

Reimagine Our Space

Space planning focused on improved space utilization across the three campuses for academic and administrative purposes. Tender-ready design documents were completed for the Cornwall Welding Shop as well as a Health Centre on the Brockville campus. Schematic and design development was completed for the third floor of the Brockville campus and an architect has been retained to develop designs for the new Kingston Blue Wing. These designs will position the College to apply for potential infrastructure funding opportunities in the future.

AREA OF FOCUS

Optimize technology and processes to drive digital transformation at the College

PeopleSoft Upgrade Program (PUP)

The PeopleSoft Upgrade Program is a multi-year initiative to close the maintenance deficit, modernize the SLC PeopleSoft applications (Campus Solutions, Finance, Human Capital Management), and create a stable and sustainable platform to support efficient and effective service delivery to our students, faculty and staff. The Campus Solutions 9.2 Upgrade was successfully completed resulting in improved efficiency and reliability while better aligning the student financial processes with our financial systems. This upgrade provided process improvements and improved service delivery including a pilot for student self-service, the creation of activity guides and dashboards as well as a security redesign to better manage system access and improve the efficiency of security administration. The Finance Upgrade was successfully deployed bringing the application to current support levels along with addressing foundational structure issues. In addition to the elimination of functional gaps and customizations, improvements included the redesign of six core processes, electronic workflow, security redesign and enhanced search capabilities. The HCM PeopleSoft Project is longer in duration due to the complexity of this project. Planning for a General Ledger redesign, security redesign and other HCM enhancements has commenced. Improvements already realized include the implementation of electronic timesheets with an email approval workflow and a streamlined benefit payment process. These improvements resulted in efficiencies and improved service delivery while ensuring financial and regulatory compliance.

Talent Acquisition

To assist hiring managers in filling their talent needs quickly, with the right resources at the right time, this initiative captured data to inform the optimization of technology and streamline processes. To improve process efficiency, improvements were made to streamline and standardize documentation, best practice guides were developed, onboarding strategies were implemented, and technology was optimized for conducting reference checks with improved quality and efficiency. These process and technology advancements will improve the required time to hire talent. In addition to process and technology advancements, the College implemented strategies to maintain a pool of available part-time professors to expedite the hiring of qualified faculty as well as promote internal growth opportunities for staff.

COMMUNITY ENGAGEMENT

Collaborate on solutions and foster relationships.

AREA OF FOCUS

Strengthen the SLC global alumni network

An exciting milestone – 53 years in the making – was celebrated this year when the College crossed the threshold of 100,000 alumni. This was celebrated in the alumni magazine, Voyageur, and through campus communications. Communication and engagement strategies were explored to strengthen engagement with SLC Alumni, both in and outside of Canada. In addition, analysis and consultation occurred to inform the development of an SLC Alumni Ambassadors program to create alumni volunteer opportunities aligned with the strategic goals of the College. Critical data governance and acquisition discussions are underway to improve the accuracy and completeness of contact information for all alumni.

AREA OF FOCUS

Engage in strategic industry collaborations

As a community college, SLC collaborates with and supports industry in our local communities. A Strategic Industry/Community Partnership framework is being developed to support the broadening and deepening of relationships with key partners and identify new partnership opportunities. The framework aims to identify and strengthen partnerships with mutually beneficial outcomes to enhance the learning environment for our students with Action Learning opportunities. The College places great importance on the support from industry partners. Gifts-in-Kind were received from industry partners, putting industry-identified learning materials into our classrooms and labs.

INDIGENOUS WAYS OF KNOWING AND BEING

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

AREA 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.**

SLC continued to strengthen and expand the Indigenous Services offered to support student success and to deepen its commitment to Indigenous Ways of Knowing and Being. The College increased its efforts to raise awareness and create learning opportunities for students, faculty, staff, and community members through this lens. Participants who joined the “Day of Learning” gained a new understanding of the significance of land acknowledgments, the importance of connecting to the land, the history of treaties, and Indigenous approaches to health and wellness. Professional development workshops offered faculty and staff opportunities to deepen their perspectives on how to incorporate Indigenous Ways of Knowing and Being into teaching. The Indigenous staff team organized an Indigenous Book Club to promote discussions about cultural equity and diversity and make connections between current challenges and historical events. The Equity, Diversity, and Inclusion (EDI) Task Force organized focus groups on the Indigenous experience at SLC and will be making recommendations on how to continue to deepen understanding and practice of Indigenous Ways of Knowing and Being.



SUMMARY OF AUDITED FINANCIAL STATEMENTS - 2020-2021

St. Lawrence College achieved a surplus of \$7,123,881 in 2020-21, compared to a budgeted deficit of \$2,690,390 and actual surplus of \$7,804,866 in the previous year. Due to the financial impacts from the COVID-19 pandemic, the College closely monitored its financial position and reduced or deferred any non-critical expenditures throughout the year. The College also received special COVID-19 funding from the MCU of which \$4.6 million is included in the Consolidated Statement of Operations. The College ended the 2021 fiscal year with net assets totaling \$72.1 million and has achieved all of the MCU financial health indicators.

The College met the \$2.0 million payment obligations of its existing long-term debt and bankers' acceptance loans, which totaled \$16.8 million at March 31, 2021. The College maintained a strong cash and short-term investment position of \$59.8 million at March 31, 2021.

Capital improvements and additions to capital assets totaled \$3.8 million and included only necessary facility renewal projects at all three campuses as well as renewal of information technology and academic instructional equipment.

Megan Sheppard
Senior Vice-President, Corporate Services & CFO

2020-21 College Statistical Enrolment Report

	Brockville	Cornwall	Kingston	Private Partners	College Total
Funding Eligible	449	680	3114		4243
International	27	170	831		1028
Alpha International Academy				2234	2234
Canadian College				1087	1087
Second Career	10	14	13		37
WSIB			5		5
Bachelor of Business Administration			146		146
Degree Nursing	189	165	242		596
Cost Recovery		14	16		30
Total	675	1043	4367	3321	9406

THE ST. LAWRENCE COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Financial Position
As at March 31, 2021, with comparative figures for 2020

Statement 1

Assets	2021	2020
Current assets:		
Cash	\$ 43,274,400	\$ 42,918,985
Investments (note 2)	16,509,606	15,942,160
Grants and accounts receivable (note 16(a))	15,417,592	7,351,734
Prepaid expenses	1,848,479	2,093,559
	77,050,077	68,306,438
Long-term receivables (note 3)	5,015,139	5,740,896
Long-term investments (note 2)	13,915,116	10,608,979
Capital assets (note 4)	99,005,482	104,090,900
	\$ 194,985,814	\$ 188,747,213
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 17,342,281	\$ 18,697,709
Deferred revenue (note 5)	23,074,372	20,966,440
Trust funds for student enhancement fees (note 6)	508,860	481,851
Current portion of long-term debt (note 8)	1,849,614	2,023,127
	42,775,127	42,169,127
Bankers' acceptance loans due on demand (note 8)	3,981,564	4,751,594
	46,756,691	46,920,721
Employee future benefits (note 7(b))	715,000	702,000
Sick leave benefit entitlement (note 7(c))	2,521,000	2,418,000
Long-term debt (note 8)	11,004,199	12,083,737
Interest rate swaps (note 8(d))	2,390,258	3,364,062
Deferred capital contributions (note 9)	55,526,599	55,705,276
Total liabilities	118,913,747	121,193,796
Net assets:		
Invested in capital assets (note 10)	29,525,581	31,013,954
Restricted for endowments (note 11)	11,663,840	11,206,741
Internally restricted (note 12)	2,524,817	4,375,365
Unrestricted (note 13)	28,393,102	17,930,300
	72,107,340	64,526,360
Accumulated remeasurement gains	3,964,727	3,027,057
Total net assets	76,072,067	67,553,417
Commitments (note 14)		
Contingent liabilities (note 15)		
	\$ 194,985,814	\$ 188,747,213

See accompanying notes to consolidated financial statements. Approved by the Board of Governors:

 Chair  President

THE ST. LAWRENCE COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Operations

Statement 2

Year ended March 31, 2021, with comparative figures for 2020

	2021	2020
Revenue:		
Grants and reimbursements (schedule 1)	\$ 52,744,039	\$ 49,129,924
Tuition and related fees	63,469,588	70,117,869
Ancillary (schedule 1)	2,148,821	7,601,251
Contract educational services	942,101	2,478,055
Other	1,709,723	2,636,968
Amortization of deferred capital contributions (note 9)	4,172,714	5,671,325
Realized gain (loss) on sale of investments	5,041	(72,497)
Donations	476,858	469,978
Interest	1,032,406	1,619,095
Total revenue	126,701,291	139,651,968
Expenses:		
Salaries, wages and benefits (schedule 2)	80,685,863	82,786,933
Non-payroll (schedule 3)	30,041,335	38,484,415
Amortization of capital assets	8,928,938	10,496,835
Employee future benefits expense (recovery) (note 7(b))	13,000	(16,000)
Sick leave benefit expense (recovery) (note 7(c))	103,000	(17,000)
Other non-pension benefits recovery (expense)	(194,726)	111,919
Total expenses	119,577,410	131,847,102
Excess of revenue over expenses	\$ 7,123,881	\$ 7,804,866

See accompanying notes to consolidated financial statements.

THE ST. LAWRENCE COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Analysis of Revenue

Schedule 1

Year ended March 31, 2021, with comparative figures for 2020

	2021	2020
Grants and reimbursement:		
Provincially funded grants and reimbursements:		
Post-secondary activity	\$ 42,975,336	\$ 39,545,283
Employment services and skills training programs	7,186,377	6,107,768
Apprenticeship training programs	1,871,096	2,547,231
Other grants and reimbursements	711,230	929,642
	<u>\$ 52,744,039</u>	<u>\$ 49,129,924</u>
Ancillary operations:		
Residences	\$ 1,762,972	\$ 4,626,941
Parking lots	157,671	1,108,532
Event and banquet services	69,725	809,886
Food services contract	1,588	527,001
Facilities rent	63,918	245,137
Bookstores commission	92,947	273,037
Licensed premises	-	10,717
	<u>\$ 2,148,821</u>	<u>\$ 7,601,251</u>

THE ST. LAWRENCE COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Analysis of Salaries, Wages and Benefits Expenses
Year ended March 31, 2021 with comparative figures for 2020

Schedule 2

	2021	2020
Salaries:		
Academic:		
Full-time	\$ 21,314,890	\$ 21,123,277
Partial load and part-time	10,813,722	14,613,148
Excluded/sessional	1,159,261	286,643
Coordinators' allowance	432,823	316,908
Bonus/overtime	138,392	190,593
Administrative	13,072,557	12,317,255
Support:		
Full-time	14,236,282	13,178,725
Part-time	4,497,738	5,560,386
Bonus/overtime	89,512	143,901
Professional development Leave	128,167	60,894
Benefits:		
Academic	6,606,172	6,920,944
Administrative	3,220,014	2,978,917
Support	4,976,333	5,095,342
	\$ 80,685,863	\$ 82,786,933

ST. LAWRENCE COLLEGE ALUMNI & DEVELOPMENT

Annual Report on Giving and Revenue Earned 2020-2021

Funds received in 2020-21

Donations - Cash	\$ 1,152,454
Donations - Gifts in Kind	\$ 298,203
Sponsorships	\$ 123,656
Grand Total	\$ 1,574,313

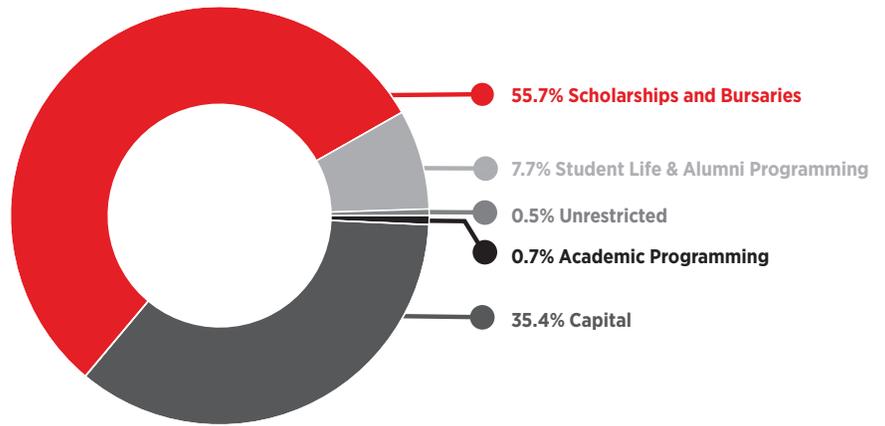
ALUMNI ENGAGEMENT

2,012 alumni engaged in some way with the College in 20-21 through participation, volunteerism, communications, or philanthropy

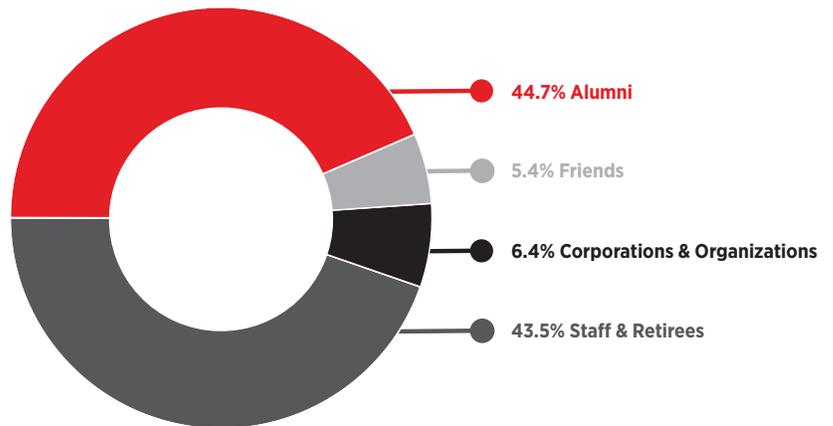
STUDENT SUPPORT

- 550 bursaries, awards and scholarships distributed
- \$646,243 disbursed to support students through awards (excluding COVID-19 emergency funds)
- 16 new student awards created in 20-21

DONATIONS BY DESIGNATION



DONATIONS BY SOURCE



HIGHLIGHTS

An incredible milestone 53 years in the making was achieved when SLC crossed the threshold of 100,000 graduates. This milestone was celebrated in a special edition of the Voyageur alumni magazine.

The SLC campus communities rallied in support of students when COVID-19 hit, developing financial support for students who would encounter unexpected expenses or loss of income. In total, 576 students were helped with \$95,000 in emergency funds from March 2020 to June 2020. Regular emergency funds continued to be available in the 20-21 school year.

A donation of material testing and heat-treating equipment valued at \$287,000 puts SLC at the forefront of integrated training and will support five academic programs in Kingston and Cornwall - Mechanical Technician, Millwright Apprenticeship, Machinist Apprenticeship, Civil Engineering Technology, and Welding Apprenticeship.

Thanks to the incredible support of the Uncommon Campaign, in the past year \$650,000 of new equipment was procured and all three campuses will boast gold standard Health Care simulation labs to support the training of students in the new standalone Bachelor of Science in Nursing program.



St. Lawrence
College

Kingston, Brockville, Cornwall
Annual Report 2020-2021
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