

ANNUAL REPORT

2019-2020



St. Lawrence
College

ANNUAL REPORT, 2019-2020

St. Lawrence College Board of Governors

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

What a year it has been! Completing the first of our five-year college strategic plan, SLC in Five, we continue to be inspired by the amazing stories of success in support of our College and our communities. All of our accomplishments are a direct result of the hard work and dedication of our employees and community partners. In short, it is why we are all #PROUDTOBESLC.

One of the biggest stories of the past year was learning of the provincial government's decision to allow colleges the ability to offer stand-alone Bachelor of Science in Nursing degree programs. This change is a long time coming, and is a tribute to the high caliber of our nursing program. SLC is unique in that we are one of only a small number of colleges in Ontario whose nursing students spend all four years of study right here on our campuses. The top career choice for many of our graduates is within the field of healthcare, and our world-class nursing program is evident in the many SLC alumni who now work in our local community hospitals and medical clinics. We are now preparing for the launch of our own stand-alone nursing degree program where we can continue to deliver the best possible nursing education.

Highlighting our commitment to sustainability, we are pleased to share that SLC won the National Green Economy Builder Award, recognizing our leadership through organizational sustainability initiatives, and for increasing sustainability interest and action among our employees, and in the broader community. Earlier this year, the College was also awarded the Greatest Green House Gas Reduction Award from Sustainable Kingston's Green Economy Program for the second year in a row. Our commitment to sustainable practices continues as can be found embedded throughout our strategic and operational plans.

This year we also acknowledge our SLC donors whose support of our first tri-campus campaign was unprecedented. The Uncommon campaign was created to reflect the commitment our College has to the success of our students and impact on our communities. Our largest SLC campaign to-date, we have surpassed our \$11.5 million dollar goal at \$12 million dollars and continue to be inspired by the generosity of our students, employees, and community partners whose gifts have allowed for the development of our Student Life and Innovation Centre in Kingston, our tri-campus Health Care Simulation Labs and Centre of Behavioural Studies, among other campaign projects. Thank you to everyone for your support!

These are just a few of the numerous success stories that can be found throughout this report and we hope you will take the time to continue to read about these outstanding accomplishments.

We would be remiss if we didn't address how the last few weeks of our year ended as a result of the pandemic. We want to thank and acknowledge our faculty and staff who shifted program curriculums and ways of working to ensure that our students could complete the winter term. I am also so proud of our students whose flexibility and determination is evident in their success completing their year through alternative ways of learning. We are proud that SLC was able to ensure our health care providers received all of our available PPE and related equipment, and that we have continued to maintain open and transparent dialogue with government and public health to ensure the safety and well-being of our people remains our top priority.

As we continue to work through SLC in Five we are confident that regardless of what challenges may follow in the weeks and months to come, that our College will remain strong and committed to our values and in supporting our students and communities. We are strong, we are resilient, and we will move forward together.



A handwritten signature in black ink, appearing to read 'Glenn Vollebregt'.

Glenn Vollebregt
President and CEO,
St. Lawrence College



A handwritten signature in black ink, appearing to read 'Ginette Ferguson'.

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:

SLC'S MEAGHEN SHAVER WINS TEACHING AWARD AT PROVINCIAL CONFERENCE

Meaghen Shaver, MSc, BCBA, coordinator and professor of SLC's Autism and Behavioural Science program, won the Ontario Association for Behaviour Analysis (ONTABA) Teaching Award 2019. According to Meaghen's student Cierra Vandermeer, who nominated her for the award, Meaghen has been dedicated to this program and students since it began. "She goes above and beyond to make sure every single one of the students are getting the best education and opportunities possible," Cierra said.

She remains involved in the field and is driven to keep with her professional development and research, with leading a journal club through ONTABA, being involved with the Centre of Behavioural Studies, and by co-presenting concurrent sessions at the ONTABA conference.

"I'm so honored to be nominated by my students for this award," Meaghen said. "It's a privilege to ignite a passion for applied behaviour analysis in my students and help them embark on amazing and meaningful careers."



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.

SUCCESS FEATURE:

STAND-ALONE NURSING DEGREES AT ONTARIO COLLEGES WILL STRENGTHEN HEALTH-CARE TRAINING

The Ontario government's decision to give colleges the option to deliver stand-alone nursing degree programs will produce more qualified nurses to fill key shortages in many communities. St. Lawrence College offers nursing programs at its campuses in Kingston, Brockville, and Cornwall, and recently upgraded learning facilities to include modern, state-of-the-art technical training equipment and clinical simulation labs.

"We have a long history and exemplary reputation for delivering high quality nursing education," Vollebregt said. "Our faculty have a minimum of a master's degree, with half of our core faculty either having or working on their Ph.D. The announcement recognizes

that colleges are providing education at a degree level and is a testament to the quality and sustainability of the work being done across our province by college educators, staff, and industry and community partners."

"This announcement is a tribute to the strength of our college programs," Vollebregt said. "The top career choice of many of our graduates is in healthcare. SLC is known for our impact on our communities and we will continue to deliver the best possible nursing education."

SUCCESS FEATURE:

ST. LAWRENCE COLLEGE PRACTICAL NURSE GRADUATES ARE ABOVE AVERAGE

St. Lawrence College Practical Nurse graduates have beat the national average on the Canadian Practical Nurse Registration Examination (CPNRE) required before entering the profession.

Of the 44 graduates from Kingston, 42 passed the CPNRE, a 95% passing rate which is above the national average. Kingston graduates scored higher than the national average in nine of the exam categories such as critical thinking, foundations of practice and collaborative practice.

"The dedication of our faculty in ensuring that our students are well prepared is reflected in these results," said Barry Weese, Associate Dean, School of Health Sciences at SLC. "Excellent graduates are the result of excellent faculty and support staff. Their impact on student success cannot be underestimated."



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:

ST. LAWRENCE COLLEGE STUDENTS ADAPT TO LEARNING DURING COVID-19

For Jimmy Johnson, an international student studying Project Management, the move to alternate delivery was a big change. His continued success required flexibility, a positive attitude, and helpful faculty.

While Jimmy would prefer to be in class, he's found the transition relatively easy, due to the helpful faculty and staff. "Everything was in place and we had to follow the instruction given to us by our professors. They made sure they were comfortable with the software and guided us through the transition."

Jimmy's advice for fellow students is to help each other during these difficult times. "Respect the social distancing, be there for each other, and don't hesitate to ask your professors any questions. I know these are difficult times, but these are times when we can look at ourselves and say, 'what can I do' to make the other person happy, or what can I do to make a difference."



SUCCESS FEATURE:

HELPING OUR FACULTY AND STUDENTS ADJUST TO ALTERNATE DELIVERY WHEN PANDEMIC HIT

With little time to plan and execute, André Léger, Associate Dean, School of Contemporary Teaching & Learning (SCTL) and the teams mobilized quickly to help faculty continue program delivery and ensure the successful completion of the winter term.

“New resources were created and made available to aid instructors with teaching classes remotely,” said André. “The SCTL created a new website to host various resources to support the transition to alternate delivery. The website evolved throughout the semester based on the needs of the faculty.”

The website contained the following sections to best help faculty convert their courses:

- **Prepare** – where faculty amended their learning plans, reviewed current courses, and identified critical learning outcomes that could be assessed within the new format.
- **Teach** – quick overview of digital pedagogy principles including three types of presence: social, cognitive, and teaching, and how to incorporate them into new courses.
- **Toolkit** – digital learning tools available to SLC faculty to supplement their instruction, including dedicated Microsoft Teams resources for faculty, staff, and students.

- **Students** – summarized the student services that are now available remotely so faculty can keep their students informed of these changes.
- **Workshops** – weekly schedule of professional learning opportunities for faculty and staff, including workshops, drop-in question/answer sessions, social events, and more.

SUCCESS FEATURE:

COLLABORATIVE LEARNING CLASSROOMS IN BROCKVILLE AND CORNWALL

The College recently redesigned two classrooms using Collaborative Learning principles in order to promote more contemporary teaching practices at SLC. The space enables faculty to move away from traditional lectures by designing interactive activities that leverage the open space, multiple whiteboards, and screencast technology used in the new classroom.

“We are loving that space,” said Carla Kingston-Floyd, Program Coordinator/Professor Supply Chain Management & Project Management Programs. “The collaborative learning classroom has allowed us to explore topics more in depth than ever before; we don’t just talk about the logistics of loading a container vessel, students actually complete a floor plan in small groups and then as a larger class we discuss the cumulative best design after discussing and reflecting on each team’s works.”



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:

ST. LAWRENCE COLLEGE PLAYS A KEY ROLE IN RESTORING A PIECE OF BROCKVILLE'S HISTORY

SLC, in partnership with Correctional Services Canada's Employment and Employability program, has built a main component of the replica lighthouse that was struck by lightning and burned last summer in the St. Lawrence River in Brockville.

Built in 1856, the Cole Shoal lighthouse, also known as Five Mile Light, was one of nine remaining lighthouses on the Canadian side of the St. Lawrence River and a cherished piece of Brockville's history. After it was destroyed by fire, a fundraising committee, chaired by Bob Runciman was established to build a replica lighthouse.

Working with the lighthouse committee, SLC's Corporate Learning and Performance Improvement (CLPI) program, students (who are inmates) in the eight-week Introduction to Carpentry program constructed the lantern cupola, which holds the light for the lighthouse at the top of the structure.

"We are giving soon-to-be-released inmates intensive training in the fundamentals of carpentry. The program incorporates practical elements, including the construction of various structures, in this case, we are going to build a component of the lighthouse, and donate it to the Five Mile Lighthouse construction effort," said Jamie Puddicombe, Manager, Skills, Training and Economic Development at St. Lawrence College.

"The Correctional Service of Canada provides Employment and Employability Skills Training to offenders through their CORCAN program," said Scott Coombs, Project Officer Employment and Employability at Correctional Service of Canada. "The goal is to ensure that offenders have the skills and training required to obtain and maintain employment when they return to the community. Having the offenders engaged in this project has provided an excellent opportunity to enhance their practical work skills and has also given them an opportunity to give back to the community."



SUCCESS FEATURE:

OUTDOOR INDIGENOUS GATHERING SPACE CREATED ON KINGSTON CAMPUS

St. Lawrence College and Red Squirrel Conservation Services partnered to transform part of a parking lot into an Indigenous Gathering Space through a “depaving” event, which saw volunteers from the College and wider community working together to remove pavement to make space for a garden.

The garden is a place for everyone to learn about Indigenous culture, perform traditional ceremonies, and grow traditional medicines. It includes sitting areas, a drumming circle, and a medicine wheel with the Seven Grandfather teachings.

“Depaving” demonstrates how communities can create green spaces to divert water from our sewer systems and allow it to filter into the soil before entering our waterways, keeping our water cleaner and our communities more resilient to flood events.

This project is one of thirty-six projects supported by the national organization Green Communities Canada and funded through the Ontario Trillium Foundation.



OUR MULTI-YEAR OBJECTIVES

EMPLOYEE SUCCESS

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

AREA OF FOCUS

Enhance access to professional development

ACCOMPLISHMENTS

The School of Contemporary Teaching & Learning (SCTL) developed and delivered the Contemporary Educator Program (CEP) which explores contemporary trends in teaching and learning and is designed to support new full-time faculty in honing their craft. In addition, 45 faculty attended provincial teacher opportunities with colleagues. SCTL offered 119 teacher training workshop and consultations. The College supported the professional development of its employees by offering the Leadership Development Program, external PD events, approximately 50 employees participated in the Tuition Fee Reimbursement Fund, over 1500 staff and students completed LinkedIn Learning (LIL) Courses and the highlight of the year is close to 500 employees participated in the Learning Connections Conference.

AREA OF FOCUS

Expand opportunities to gain global perspectives

ACCOMPLISHMENTS

SLC continued its work on the development of the Internationalization Change Management strategy with a commitment to internationalization and supporting the growth in international enrolment. The objective of this initiative is to:

- Increase and strengthen study abroad, exchange and group/faculty-led international and intercultural experiences for all SLC students
- Internationalization / interculturalization of curriculum and teaching at the program and course level (where applicable)
- Enhance related training and supports for students, faculty and staff
- Increase intercultural engagement opportunities for students, faculty and staff, eg., Richard Webster, Internationalization Lead at SLC, was a guest speaker on Canadian Bureau of International Education podcast.

AREA OF FOCUS

Continue to measure and improve employee engagement

ACCOMPLISHMENTS

A recent employee engagement survey highlighted the importance of employee awareness of the strategic plan. In order to provide all faculty and staff the opportunity to propose new ideas and initiatives that support our value of innovation, SLC piloted the Innovation Fund. This Fund fostered creative thinking that will advance our Strategic Plan and was successful in increasing the participation of faculty and staff.

AREA OF FOCUS

Increase stability in our workforce

ACCOMPLISHMENTS

In preparation to develop a long-term strategy, the College began analyzing current state data in comparison to historical trends and the college sector.



ACADEMIC EXCELLENCE

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

AREA OF FOCUS

Establish SLC as the Action Learning College

ACCOMPLISHMENTS

Action learning offers students the opportunity to learn by participating with industry and community leaders in solving real world challenges and the College aims to ensure every student benefits from this experience. Examples from the past year include:

- SLC's third-year accounting students shared their expertise with local entrepreneurs during an accounting hackathon.
- Advertising Marketing & Communications students held a social hackathon to benefit the Brockville charity Homeward Bound Brockville, which supports mother-led families to earn college diplomas, start careers, and achieve economic self-sufficiency. Students helped design a communications and marketing strategy to promote and increase donations to their scholarship fund.
- Project Management students worked on a project for Community Futures Development Corporation to increase Cornwall's population and support the region's economy.
- Project Management and Game Programming students delivered a new transportation dispatch simulation game to support hands-on learning for Supply Chain Management students.

AREA OF FOCUS

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

ACCOMPLISHMENTS

This past year, the College celebrated various achievements and awards of its faculty and academic leaders. The College partnered with Shopify to develop micro-credentials. Business faculty Pam Armstrong and Polina Buchan were awarded the Silver Program Award of Excellence from Colleges and Institutes Canada (CICan). SLC is recognized as a leader with faculty presenting their research at academic conferences and in publications. The College also continues to celebrate the success of its students. Students from various academic programs continue to win provincial awards.

AREA OF FOCUS

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

ACCOMPLISHMENTS

With the introduction of the new Dean of Program Planning, Development & Renewal, the College is focused on streamlining internal program development and renewal processes, with increased industry input. To address the flexible learning needs of students, micro-credentials have been developed and a Digital Badge Platform has been launched. The team has integrated the Program Review and Mapping processes to support Quality Assurance and ongoing program renewal as well as established processes for determining course offerings for hybrid or fully online delivery. The College is developing a strategy to reimagine its Corporate Training and Continuing Education delivery to better meet the evolving needs of students and industry.

STUDENT ENRICHMENT

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

AREA OF FOCUS

Increase access to student life activities

ACCOMPLISHMENTS

Student engagement is an important pillar to ensuring student success. The UR SLC app has enhanced the student experience by providing students with one platform for events, discussions, classroom maps, student bookings, peer tutoring, job boards, schedules and a co-curricular record. The usage of the app continues to grow with over 1000 events and close to 10,000 student downloads. In this past year, the athletics teams hosted a variety of events for athletes across its three campuses, including the Ontario Collegiate Recreation RecFest 2020, the OCAA women's basketball championship in the new Student Life and Innovation Centre gymnasium, and the OCAA Golf Championship in partnership with the Cataraqui Golf & Country Club, where the Vikings team finished third overall in the province and the SLC head coach, Rob Brown, was named OCAA Golf Coach of the Year. The College also celebrated the success of athletes on the varsity cross country and golf teams at the National Championships.

AREA OF FOCUS

Implement service improvements based upon student needs

ACCOMPLISHMENTS

To support students early in their academic program, the College implemented an Academic Early Alert System that provides students with a personalized support plan. In addition, Student Wellness & Accessibility services were redesigned to provide a wide range of services aligned with individual mental health needs, resulting in shorter wait times to receive care, and increased access to specialized services. A new app was also introduced to provide students with an opportunity to learn wellness strategies through self-guided learning or a therapy-assisted approach. These improvements doubled the number of same-day mental health appointments, eliminated all wait times for same-day and intake appointments as well as reduced follow-up appointment wait times.

AREA OF FOCUS

Connect our students to the world

ACCOMPLISHMENTS

Connecting our students to the world begins on our campuses. The College introduced workshops and cultural events with the objective of highlighting the importance of effective intercultural competency skills, being mindful of cultural differences and building critical leadership and employability skills. Intercultural SLC was an event that built on previous sessions held for all 250 first-year Business students in Kingston to celebrate and bring awareness to cultural competence as a vital career skill.



OPERATIONAL EXCELLENCE

Drive sustainability and improvements in operations.

AREA OF FOCUS

Apply sustainable practices across programs and operations

ACCOMPLISHMENTS

Recently, the College won the National Green Economy Builder Award, recognizing the College's demonstrated leadership through its own organizational sustainability initiatives, and for increasing sustainability interest and action among its employees and in the wider community. The College was also awarded the Greatest Green House Gas (GHG) Reduction Award from Sustainable Kingston's Green Economy Program for the second year in a row. In the past year, SLC reduced its GHG emissions by 50.9 tonnes, largely due to installing heat recovery and upgrading heating equipment in the Kingston Residence. As a member of the Association for the Advancement of Sustainability in Higher Education (AASHE), SLC submitted its first application to their Sustainability Tracking, Assessment & Rating System™ (STARS®). STARS is a transparent, self-reporting framework for colleges and universities to measure their sustainability performance. SLC received a Bronze Rating in February 2019 and is now one of 12 Colleges and Universities in Ontario that have a current STAR® rating.

AREA OF FOCUS

Maintain focus on our long-term financial health

ACCOMPLISHMENTS

The College's long-term viability has been strengthened further with the realization of a \$7.8M surplus for the year ended March 31, 2020. The College ended the 2020 fiscal year with net assets (excluding accumulated remeasurement gains) totaling \$64.5M and has met or exceeded the target for each of the Ministry of Colleges and Universities (MCU) financial health indicators. An internally restricted reserve fund was established with a balance of \$764K to be used to invest in strategic initiatives in future years. The College continues to diversify operational activities to ensure long-term financial health. Expanding its recruitment operations into new international markets, SLC continued to increase enrolment levels at all three campuses as well as at private partner locations in Ontario

and British Columbia. In the past year, the Event & Banquet Services contributed significant revenue growth for the College, welcomed more than 33,000 visitors to events hosted on its campuses and provided students with learning and employment opportunities.

AREA OF FOCUS

Invest in modern and accessible learning and working spaces

ACCOMPLISHMENTS

The College launched two pilots to assess the impact of Learning Space Design on contemporary teaching practices and student learning. The initiative will use feedback from faculty and students involved in the pilot to identify specific design elements that might enhance the student experience. Two classrooms have been designed for this initial pilot (one in Brockville and another in Cornwall). The School of Contemporary Teaching & Learning (SCTL) collaborated with Information Technology Services to provide training for faculty within the new Collaborative Learning Space. With positive feedback from both participating students and faculty, SCTL will use experience from the pilots to create additional customized training relating to the Collaborative Learning Space and teaching strategies. Longer term, the results of the pilots will be used to develop a strategy for a larger classroom redesign initiative that will span over multiple years.

AREA OF FOCUS

Optimize technology and processes to drive digital transformation at the College

ACCOMPLISHMENTS

In the past year, the College completed the scoping and planning for the three PeopleSoft Upgrade Project (PUP) streams (Finance, Campus Solutions Student, Human Resources) and began implementation of various upgrades. This multi-year project will reduce the number of workarounds, eliminate paper forms and manual processes, and let people work efficiently. The project also incorporates improvements in Campus Solutions which provides the structure and system to organize each stage of every student's journey at SLC. Multiple processes in the Finance department will be significantly improved by PUP, and those improvements will benefit the College's internal community as well as external vendors, suppliers, and partners.



COMMUNITY ENGAGEMENT

Collaborate on solutions and foster relationships

AREA OF FOCUS

Strengthen the SLC global alumni network

ACCOMPLISHMENTS

Strengthening relationships with alumni across the globe positions the College to support its graduates for lifelong learning. This past year the College launched “Currents SLC”, an app which empowers grads to network, stay connected, share career opportunities and access the tools to maximize their relationships with each other and with the College.

AREA OF FOCUS

Engage in strategic industry collaborations

ACCOMPLISHMENTS

The College’s Corporate Learning & Performance Improvement team is actively working with over 345 organizations and thousands of students, focused on programs and skills that address the demands of the new economy. This past year, the College collaborated with three Employment Ontario Offices, three municipalities and over 10 industry partners in the manufacturing sector to launch Pathways to Production. This training program was created to address a skills gap in the area’s manufacturing sector employers. SLC is the lead training provider, ensuring that 50 unemployed or underemployed individuals were equipped with skills and supports necessary to launch into a new career in the manufacturing sector.

AREA OF FOCUS

Build upon partnerships with all levels of government for mutual benefit

ACCOMPLISHMENTS

SLC values its partnerships with all levels of governments and works closely with the cities and municipalities of Eastern Ontario. In collaboration with the City of Kingston, the College developed micro-credentials, an Ambassador Program pilot which provided customer service and tourism training to City of Kingston and Kingston Tourism partners, as well as a Market Readiness Program. Community Based Learning is an integral component of the College’s action learning strategy. This past year, over 300 students participated in city projects, including students from the Energy Systems Engineering Technician and Technology programs who conducted an energy audit at Kingston’s City Hall. In partnership with Corrections Canada, the College’s Department of Innovation and Business Engagement has been training federal inmates with in-demand skills sets so they are ready to be employed once released. Through a series of vocational training programs, the College delivered 12 different programs to over 1000 inmates including an 8-week Carpentry program where participants contributed to the Brockville area by constructing a lighthouse cupola for a recent heritage piece which burned down.



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.**

ACCOMPLISHMENTS

SLC is responding to both the Truth and Reconciliation Commission's Calls to Action and the Colleges and Institutes Canada's (CICan) Indigenous Education Protocol with the goals of supporting positive outcomes for Indigenous Communities and Indigenous students. With an objective to raise awareness of Indigenous Ways of Knowing & Being on its three campuses, the College is creating learning opportunities for faculty, staff, and students. Introduction to Indigenous Awareness training was piloted for faculty and staff. In addition, SLC trained four staff members to facilitate and deliver the Kairos Blanket Exercise tri-campus. Participants in this exercise will experience a point of view from First Nations, Metis and Inuit people in Canada from Settler colonization through the residential school system.

Campus communities also had the opportunity to participate in Sisters in Spirit Vigils, aimed to raise awareness for the 1000+ missing and murdered Indigenous women, girls and two-spirited people and their families who have been impacted by the tragedy. To provide additional space for Indigenous students, the College partnered with Red Squirrel Conservation Services, to transform a parking lot into green space for an Indigenous Gathering and Learning Space for staff and students. To support Indigenous learners, the College delivered an 8-week Solar Industry Training program to 12 Indigenous students in Fort Severn, the most northern First Nation Community in Ontario as well as partnered with the Ottawa Native Friendship Centre in Ottawa to deliver two training programs.





SUMMARY OF AUDITED FINANCIAL STATEMENTS – 2019-2020

St. Lawrence College achieved a surplus of \$7,804,866 in 2019-20, compared to a budget of \$4,107,980 and actuals of \$13,237,764 in the previous year. The College ended the 2020 fiscal year with net assets (excluding accumulated remeasurement gains) totaling \$64.5M and has met or exceeded the target for each of the MCU financial health indicators. An internally restricted reserve fund with a balance of \$764K was established to be used to invest in strategic initiatives in future years.

The College met the \$1.9M payment obligations of its existing long-term debt and bankers' acceptance loans, which totaled \$18.9M at March 31, 2020. The College maintained a strong cash and short-term investment position of \$58.9M at March 31, 2020.

Capital improvements and additions to capital assets totaled \$9.1M and included a significant renewal of the Kingston cafeteria as well as facility renewal projects at all three campuses including renewal of information technology and academic instructional equipment.

Megan Sheppard

Senior Vice-President, Corporate Services & CFO

2019 - 20 College Statistical Enrolment Report

	Brockville	Cornwall	Kingston	Private Partners	College Total
Funding Eligible	559	784	3388		4731
International	90	220	1195		1505
ALPHA				1899	1899
Canadian College				495	495
Second Career	15	21	15		51
WSIB	1		5		6
CODA		18	23		41
Bachelor of Business Administration			148		148
Degree Nursing	196	163	255		614
Cost Recovery		29			29
Total	861	1235	5029	2394	9519

THE ST. LAWRENCE COLLEGE OF APPLIED ARTS AND TECHNOLOGY

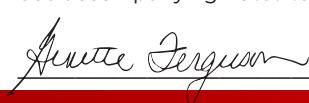
Consolidated Statement of Financial Position

Statement 1

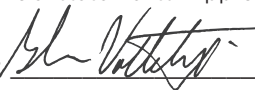
As at March 31, 2020, with comparative figures for 2019

Assets	2020	2019
Current assets:		
Cash	\$ 42,918,985	\$ 37,551,220
Investments (note 2)	15,942,160	15,193,474
Grants and accounts receivable (note 16(a))	7,351,734	7,623,376
Prepaid expenses	2,093,559	1,841,309
	68,306,438	62,209,379
Long-term receivables (note 3)	5,740,896	6,594,092
Long-term investments (note 2)	10,608,979	11,509,294
Capital assets (note 4)	104,090,900	105,488,172
	\$ 188,747,213	\$ 185,800,937
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 18,697,709	\$ 20,645,915
Deferred revenue (note 5)	20,966,440	19,947,489
Trust funds for student enhancement fees (note 6)	481,851	301,134
Current portion of long-term debt (note 8)	2,023,127	1,919,106
	42,169,127	42,813,644
Bankers' acceptance loans due on demand (note 8)	4,751,594	5,741,774
	46,920,721	48,555,418
Employee future benefits (note 7(b))	702,000	718,000
Sick leave benefit entitlement (note 7(c))	2,418,000	2,435,000
Long-term debt (note 8)	12,083,737	13,116,729
Interest rate swaps (note 8(d))	3,364,062	3,043,803
Deferred capital contributions (note 9)	55,705,276	58,528,204
Total liabilities	121,193,796	126,397,154
Net assets:		
Invested in capital assets (note 10)	31,013,954	27,186,367
Restricted for endowments (note 11)	11,206,741	10,616,116
Internally restricted (note 12)	4,375,365	4,846,948
Unrestricted (note 13)	17,930,300	13,481,438
	64,526,360	56,130,869
Accumulated remeasurement gains	3,027,057	3,272,914
Total net assets	67,553,417	59,403,783
Commitments (note 14)		
Contingent liabilities (note 15)		
	\$ 188,747,213	\$ 185,800,937

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, 2020, with comparative figures for 2019

	2020	2019
Revenue:		
Grants and reimbursements (schedule 1)	\$ 51,607,979	\$ 56,369,239
Tuition and related fees	70,117,869	65,578,826
Ancillary (schedule 1)	7,601,251	7,851,193
Other	2,636,968	2,659,865
Amortization of deferred capital contributions (note 9)	5,671,325	5,559,191
Realized (loss) gain on sale of investments	(72,497)	94,703
Donations	469,978	454,046
Interest	1,619,095	1,417,731
Total revenue	139,651,968	139,984,794
Expenses:		
Salaries, wages and benefits (schedule 2)	82,786,933	79,123,918
Non-payroll (schedule 3)	38,484,415	37,720,534
Amortization of capital assets	10,496,835	9,759,293
Employee future benefits (recovery) expense (note 7(b))	(16,000)	70,000
Sick leave benefit recovery (note 7(c))	(17,000)	(25,000)
Other non-pension benefits expense	111,919	98,285
Total expenses	131,847,102	126,747,030
Excess of revenue over expenses	\$ 7,804,866	\$ 13,237,764

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, 2020, with comparative figures for 2019

	2020	2019
Grants and reimbursement:		
Ministry of Colleges & Universities:		
Operating and supplemental grants	\$ 39,131,764	\$ 43,081,604
Employment Services, Youth Job Link and Canada-Ontario Job Grant programs	4,166,962	4,739,866
Literacy and Basic Skills program	1,305,915	1,337,550
Apprentice Training grants:		
Per diem rates	2,145,419	2,018,369
Administrative support	41,644	41,644
Enhancement	51,248	64,216
Co-op diploma	308,921	787,329
Contract educational services	2,478,056	1,807,044
Federal training	350,830	644,853
Other government grants	1,627,220	1,846,764
	\$ 51,607,979	\$ 56,369,239
Ancillary operations:		
Residences	\$ 4,626,941	\$ 4,639,053
Parking lots	1,108,532	1,184,759
Event and banquet services	809,886	754,064
Food services contract	527,001	721,725
Facilities rent	245,137	271,883
Bookstores commission	273,037	265,120
Licensed premises	10,717	14,589
	7,601,251	\$ 7,851,193



THE ST. LAWRENCE COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Analysis of Salaries, Wages and Benefits Expenses
Year ended March 31, 2020 with comparative figures for 2019

Schedule 2

	2020	2019
Salaries:		
Academic:		
Full-time	\$ 21,123,277	\$ 19,541,684
Partial load and part-time	14,613,148	14,601,427
Excluded/sessional	286,643	679,347
Coordinators' allowance	316,908	277,700
Bonus/overtime	190,593	147,277
Administrative	12,317,255	11,596,919
Support:		
Full-time	13,178,725	12,078,426
Part-time	5,560,386	5,832,456
Bonus/overtime	143,901	120,392
Professional Development Leave	60,894	184,872
Benefits:		
Academic	6,920,944	6,953,381
Administrative	2,978,917	2,799,941
Support	5,095,342	4,310,096
	\$ 82,786,933	\$ 79,123,918

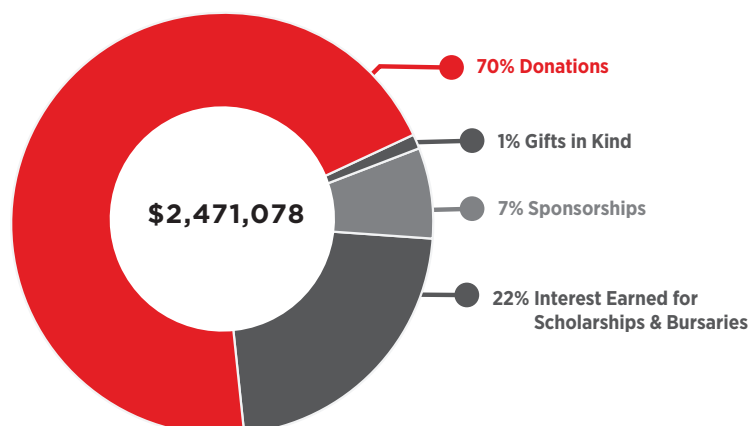


ST. LAWRENCE COLLEGE ALUMNI & DEVELOPMENT

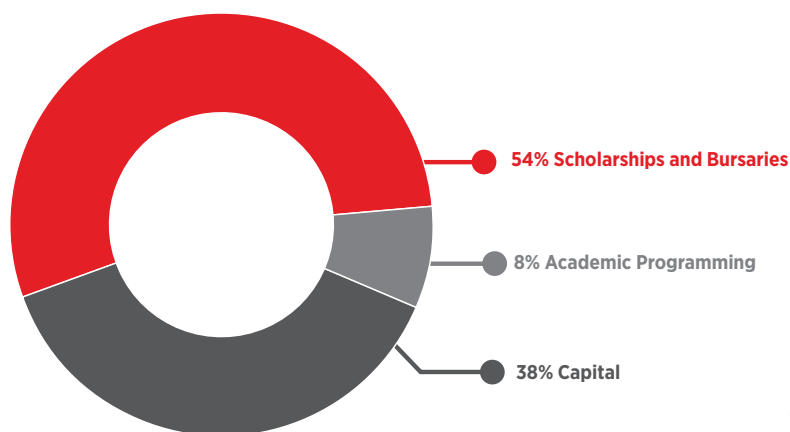
Annual Report on Giving and Revenue Earned 2019-2020

Secured Funds in 2019-20

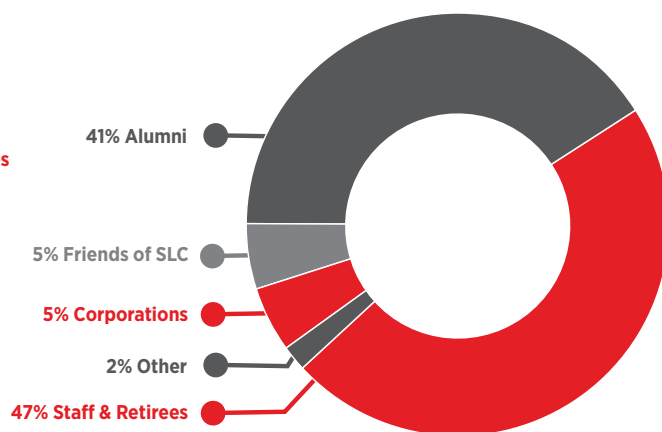
Donations	\$ 1,743,566
Interest Earned for Scholarships and Bursaries	535,127
Sponsorships	164,175
Gifts in Kind	28,210
Grand Total	\$ 2,471,078



DONATIONS BY DESIGNATION



DONATIONS BY SOURCE



UNCOMMON CAMPAIGN SUCCESS

It was the biggest in our history and our first tri-campus campaign. It was launched with the single largest gift ever received by the College, and quickly followed with the most generous student gift in our 50+ year history. It brought together over 1,289 alumni, staff, students, community members, corporations and not-for-profit organizations in support of education in our community.

In a word, it was Uncommon.

Uncommon: The Campaign for St. Lawrence College was launched in 2016 with an \$11.5-million goal to build the new Student Life & Innovation Centre in Kingston, upgrade our Health Care Simulation Labs on all three campuses, renovate the historic Newcourt House as the new home for the Centre for Behavioural Studies, and raise funds for student financial assistance and instructional equipment.

Today, we have more than 12 million reasons to declare its success - \$12,786,263 to be exact.

With an ambitious timeline and a motivated campaign cabinet of community leaders - including chair Tom Wightman - the campaign highlighted the strengths of our College and engaged our community in a vision for its future that not only saw an unprecedented expansion of the footprint on Kingston campus, but a significant investment in the facilities and technology that will take the College into its next 50 years.



St. Lawrence College

Kingston, Brockville, Cornwall
Annual Report 2019-2020
www.stlawrencecollege.ca