

ANNUAL REPORT

2025-2026



St. Lawrence
College

ANNUAL REPORT 2025-2026

LAND ACKNOWLEDGEMENT

St. Lawrence College is grateful to be situated on traditional lands of the Anishinaabe and Haudenosaunee peoples. As we live and learn on these lands, we are committed to incorporating Indigenous Ways of Knowing and Being throughout our College. This includes actively advancing the process of reconciliation in supporting the Truth and Reconciliation Commission Calls to Action and contributing to a positive future for Indigenous learners and communities.



WAASAABIIDAASAMOSE INDIGENOUS CENTRE AT ST. LAWRENCE COLLEGE



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

We are pleased to share the Annual Report for 2025-2026.

Change and evolution remain defining themes for SLC and all colleges across the province.

This year's work reflected our commitment to our strategic priorities: implementing recommendations from the government-initiated efficiency review, program innovation, and digital transformation, all while staying true to our core mission and values. Leadership was on display across our college as teams shared their expertise, collaborated across divisions, and brought their best to work each day.

We are particularly proud that this work was driven collaboratively and grounded in our values of innovation, integrity, and student success. That approach ensured our path forward reflects our community's collective wisdom and perspectives, and that ownership will keep us agile as we move into implementation.

SLC's work this past year was guided by our commitment to meet local workforce needs and produce skilled graduates that employers and industry rely on. By narrowing our strategic initiatives to long-term, multi-year priorities, we are building a solid foundation for how we operate and support our students.

As in previous years, our work is mapped to our strategic plan, SLC in Five + 3, with initiatives aligned to college-wide processes supported by strategic enrollment management. Throughout, our work is anchored by our shared institutional values.

The progress made this year demonstrates that SLC is meeting today's challenges and is well-positioned for continued success. With a strong team of employees, engaged community partners, and an evolving roster of programs helping students become career-ready, we have again proven that we are the community college Eastern Ontario needs.

We are proud to share many stories of success in these pages, including Premier's Award winner, Patrick Moore, the launching of a new SLC Bachelor of Commerce: Social Innovation, two brand-new flexible learning classrooms, an extraordinary hands-on experience for two Paramedic students, and so much more. Our college succeeds because of our people, and our people are all leaders. This is how we continue to build a bright future, while always putting our Students First.

Sincerely,



Glenn Vollebregt

Glenn Vollebregt
*President & CEO,
St. Lawrence College*



Julie Caffin

Julie Caffin
*Chair, St. Lawrence
College Board of
Governors*

ST. LAWRENCE COLLEGE BOARD OF GOVERNORS

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Peter Stokes
Glenn Vollebregt
Ex-Officio; SLC President and CEO
Kristen Bullock
Board of Governors Secretary

SENIOR LEADERSHIP TEAM

Glenn Vollebregt
President & CEO
Kathy O'Brien
*Senior Vice President,
Brand, Experience and Engagement*
Dr. Shelley Aylesworth-Spink
*Senior Vice President,
Academic and Student Success*

OUR STRATEGIC DIRECTIONS

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

OUR PEOPLE

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

DID YOU KNOW?

SLC employs approximately 1,100 people and has a global alumni network of 135,000 across 75 countries; 80% of graduates who report, remain to live and work in Eastern Ontario.

SPOTLIGHT ON...

St. Lawrence College faculty and alumni are making a real difference across a wide range of fields and earning well-deserved recognition along the way. From provincial awards and national research grants to international humanitarian work, read about some of the remarkable people from SLC.



SLC alumnus **PATRICK MOORE**

was a recipient of a Premier's Award in Workforce and Skilled Trades Advancement, announced by Colleges Ontario last fall. The Premier's Awards recognize college graduates making meaningful contributions to Ontario.

Patrick, an internationally acclaimed craftsman, trained at SLC before becoming the first English speaker to complete France's prestigious Masters in Carpentry program, mastering the ancient art of stereotomy. He now teaches internationally, manages complex heritage construction projects in Canada, and runs his own school dedicated to the craft.



PAMELA SHEA, a professor in SLC's Honours Bachelor of Behavioural Psychology program, received the Academic (Teaching) Award from the Ontario Association of Behaviour Analysis (ONTABA).

The award recognizes faculty at Ontario institutions of higher learning who demonstrate sustained excellence or significant contributions to student education in behaviour analysis. With universities across the province offering programs at the undergraduate, master's, and doctoral levels, the competition for this honour is considerable.

"It is a very big honour," said Pamela. "To be recognized from a small college is truly incredible and something I never thought would ever happen. I am touched by the support, especially from all the past and present students who have come forward to congratulate me — I am so very lucky to teach such extraordinary students."



SLC Veterinary Technology professor

DR. LAURA PROCIUK headed to Tanzania, where she provides critical veterinary care in a country with significant animal health needs — particularly around rabies control.

Rabies claims an estimated 60,000 lives worldwide each year, despite being entirely preventable through vaccination. Laura focuses her efforts on rabies vaccination programs, spay and neuter services, and improving welfare for street cats and dogs. The work carries real risks; she has been bitten by rabid animals in both Tanzania and Malawi.

Laura collaborates with local veterinarians, brings donated and self-funded supplies from Canada, and is regularly supported by a network of former students now working across the veterinary community. Her dedication extends locally through volunteering with the Napanee Kitten Rescue, Kingston Humane Society, and Peer Outreach Empowerment Team, Kingston.



CARLA KINGSTON-FLOYD, professor and coordinator of SLC's Supply Chain Management program, received the Thomas J. McTague Memorial Award for Academic Excellence from the Canadian Institute of Traffic and Transport (CITT).

The award, presented last June in Toronto, brought together industry professionals to explore the latest developments in transportation and logistics. The conference covered topics including transportation technology, cybersecurity, St. Lawrence Seaway port expansions, Indigenous logistics initiatives, and artificial intelligence applications.

The recognition highlights Carla's ongoing commitment to professional development and her contributions to the Canadian transportation and logistics community.



SLC professors DR. ANDREA ROCHON AND JULIE DYKE

were awarded a Natural Sciences and Engineering Research Council of Canada (NSERC) grant through the College and Community Social Innovation Fund (CCSIF) — a first for SLC faculty.

Their three-year project, Shaping Positive Perceptions of Long-Term Care: Linking Educational Innovations with Social Media Strategies to Inspire Future Nurses, aims to address Canada's critical long-term care nursing shortage. Nursing and Marketing students will play a central role in improving clinical placements, developing peer-driven social media campaigns, and shifting public perceptions of long-term care careers.

The initiative is a collaboration between SLC, Bruyère Health Research Institute, Ontario CLRI, OLTCA, AdvantAge Ontario, and several southeastern Ontario long-term care homes. Selected as one of 26 Canadian projects receiving CCSIF funding, the initiative reflects SLC's growing leadership in applied research and community impact.

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.

SPOTLIGHT ON...

At St. Lawrence College, our programs are continuously evolving to meet the needs of students, industries, and communities. From generous gifts that enhance student learning to a new degree and revitalized trades training, here is a look at some of the exciting developments across SLC.



SLC announced A FIVE-YEAR, \$935,000 GIFT-IN-KIND FROM ROSE ROCKET, a leading transportation management software provider, benefiting students in SLC's Supply Chain Management program.

Beginning in September 2025 and running through August 2030, the gift gives students access to Rose Rocket's comprehensive transportation management system, bridging classroom learning with real-world industry tools. The partnership builds on a successful collaboration that began in 2022 at SLC's Cornwall campus.

A ribbon-cutting event celebrating the gift and a newly named Rose Rocket Lab was held at SLC's Kingston campus last November.

"Access to Rose Rocket's industry-leading software will give our Supply Chain Management students hands-on experience using the same tools they'll encounter in their careers," said SLC President and CEO Glenn Vollebregt.

"Together, we're giving students hands-on experience with tools that reflect the future of logistics," added Rose Rocket COO Mike Betts.

DID YOU KNOW?

SLC offers 55+ full-time programs, including three degrees: Bachelor of Science in Nursing, Honours Bachelor of Behavioural Psychology, and brand new for 2026, Bachelor of Commerce: Social Innovation.



SLC announced A \$250,000 GIFT TO ITS PERSONAL SUPPORT WORKER (PSW) PROGRAM IN KINGSTON from the Estate of John Weatherall, a well-known Kingston philanthropist and business leader who passed away in 2024.

John Weatherall was widely known for his generous support of Kingston institutions, including Queen's University, Kingston Health Sciences Centre, and the Kingston Symphony. His gift to SLC was inspired by the compassionate care he and his late wife Diana received from SLC-trained PSW graduates.

The gift will support new student bursaries, equipment, and facility improvements to the PSW program, and includes an additional gift-in-kind donation of equipment to SLC's Kingston PSW Home Suite.

"We are profoundly grateful for this investment in our students," said SLC President and CEO Glenn Vollebregt. "In training skilled Personal Support Workers, we help meet the region's critical healthcare workforce needs."

SLC announced THE LAUNCH OF THE BACHELOR OF COMMERCE: SOCIAL INNOVATION, a three-year degree program and the only one of its kind offered in Ontario.

Designed for students eager to drive positive societal change, the program prepares graduates to address challenges such as climate change, aging populations, and urbanization through entrepreneurship, technology, and creative thinking. Core business courses in accounting, marketing, and project management are integrated with specialized studies in artificial intelligence, negotiation, and sustainability, alongside 300+ hours of experiential learning through capstone projects and industry partnerships.

A hybrid delivery format — two days on campus and one day online — makes the program accessible for working professionals. Graduates will be prepared for careers including Business Development Officer, Market Analyst, and Organizational Consultant across sectors like healthcare, urban development, and environmental sustainability.



SLC's June 2025 convocation marked a proud milestone — THE GRADUATION OF THE FIRST COHORT OF THE BACHELOR OF SCIENCE IN NURSING HONOURS (BScN) DEGREE PROGRAM, representing years of dedication from students, faculty, and staff.

In offering the standalone degree, SLC students continue to exceed expectations. In Canada, BScN graduates must pass the National Council Licensure Examination for Registered Nurses (NCLEX-RN), a mandatory entry-to-practice exam required by all provincial regulatory bodies. SLC graduates have consistently surpassed both national and provincial pass rates, and this year was no exception. Across all three campuses, SLC's BScN graduates achieved an outstanding 91.53% pass rate, compared to the 2024 national average of 88.6% and Ontario's 87.1% — a testament to the exceptional quality of training provided at SLC.



SLC celebrated THE REVITALIZATION OF SKILLED TRADES TRAINING AT ITS CORNWALL CAMPUS — a multi-year transformation driven by vision, community investment, and industry partnership.

Seeking a renaissance for the Cornwall campus Machine Shop closed in the early 2000s, over the past two years SLC invested in new equipment and infrastructure to meet the region's growing need for skilled tradespeople. A full renovation was completed, and in April SLC celebrated the Machine Shop's grand reopening alongside a \$100,000 gift from RBC Foundation to launch SLC Skills Start — a program combining in-class instruction with paid work placements to support underrepresented individuals pursuing Millwright careers.

SLC has also been granted Training Delivery Agent status for Industrial Mechanic Millwright and Industrial Electrician apprenticeship training and welcomed the return of the Motive Power Technician program in fall 2025.



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.



On the second day of their final preceptorships, TWO SLC PARAMEDIC STUDENTS EACH ASSISTED WITH THE DELIVERY OF A HEALTHY NEWBORN – an experience many paramedics never encounter in an entire career.

Alyssa Haggerty was dispatched to a planned home birth in Ottawa, where she assisted with post-delivery care for both mother and baby. The following day, Morgan Kirkpatrick responded to a call where a woman was moments from delivering her fifth child. Morgan and her preceptor quickly established a care station for the newborn, and their professionalism earned them a feature on CBC Radio.

Both students credited their preparedness to the comprehensive training received throughout their program, particularly from faculty member Karrie Loynachan.

“To have this experience as a student is even more exciting,” said Karrie. “We are so proud of their hard work and professionalism.”

Alyssa and Morgan graduated this spring and are currently in the recruitment process for the Ottawa Paramedic Service.

SPOTLIGHT ON...

SLC students are doing extraordinary things and are an inspiration every day. Sometimes that looks like helping to ensure the healthy delivery of babies, building apps, and hosting hackathons.



SLC RECENTLY UNVEILED TWO INNOVATIVE FLEXIBLE LEARNING CLASSROOMS SIMULTANEOUSLY AT ITS CORNWALL AND KINGSTON CAMPUSES, marking a significant step forward in accessible and collaborative learning.

The classrooms feature cameras that automatically track instructors, built-in microphones for clear audio, and high-quality video systems — ensuring students attending in person, online, or from the other campus can engage equally. Moveable desks, abundant whiteboard space, and AODA-compliant design further reduce physical and participation barriers for students and faculty.

A standout feature is the classrooms’ ability to connect Cornwall and Kingston in real time, as well as students joining online, enabling a single course to be taught across both campuses simultaneously. This capability opens the door to shared programming and expanded cross-campus collaboration.

DID YOU KNOW?

SLC has 7,000+ students: full-time, part-time, online, domestic, international, and apprentices. 60% come to us after more than one year out of high school, and 40% directly from high school. Every year some 5,000 students benefit from work-integrated learning opportunities, connecting with 2,400 organizations in Canada and around the world.

For five years, SNOWED IN STUDIOS IN OTTAWA HAS BEEN AN INVALUABLE PARTNER TO SLC'S GAME PROGRAMMING PROGRAM, offering support that goes well beyond traditional industry engagement.

As active members of the Program Advisory Committee, Snowed In leaders help ensure the program aligns with current industry standards. Their involvement includes guest presentations, career advice, and mentorship throughout students' capstone projects — covering everything from game design best practices to navigating industry interview processes.

The studio also hosts an annual tour for the graduating class. This year, students spent a full day at the Ottawa studio receiving detailed feedback on their capstone project: a ghost-and-zombie-themed board-game-style video game for up to four players, with a planned release on Steam.

Snowed In Studios has also been a strong employer of SLC talent, with graduates Nick Voss, Stelios Klapsis, and Joshua Torrington-Smith — now a part-time SLC instructor — all launching their careers through this partnership.

When SLC graduate CARRICK IRWIN RECEIVED AN UNEXPECTED INVITATION TO JOIN THE EUROPEAN INNOVATION ACADEMY'S ENTREPRENEURSHIP PROGRAM in Porto, Portugal, he didn't hesitate. Managing generalized anxiety disorder and actively pushing beyond his comfort zone, Carrick saw it as an opportunity he couldn't pass up.

Drawing on his Post-Graduate Certificate in Project Management, Carrick stepped into the role of Chief Technology Officer, helping design Sunflwr — a mobile app to help users manage social media habits and improve mental health. The team became finalists for a trademark scholarship and continued developing the app through another innovation program in Germany.

Carrick is now pursuing a second graduate certificate in Supply Chain Management at SLC while building Sunflwr into a viable business.

SLC HOSTED HACKSLC, ITS FIRST-EVER STUDENT-LED HACKATHON, earlier this year — an exciting milestone for innovation and collaboration on campus.

Organized entirely by students, HackSLC brought together 25+ participants from programs including Computer Programming & Analysis, Business, Marketing, and Graphic Design. Over six hours, teams worked to develop creative prototypes and real-world solutions, with the day concluding in six project presentations showcasing teamwork, technical skill, and creative thinking.

The event focused on encouraging cross-program collaboration, strengthening communication skills, building student portfolios, and fostering a community around innovation and problem-solving.

HackSLC was made possible through sponsorship from the Student Association, which provided food, equipment, and a \$400+ prize pool. Faculty members Michael Carter and Mark Coulas, along with alumnus Raj Vyas, supported the event as judges and mentors.



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.

SPOTLIGHT ON...

St. Lawrence College's connections to the broader community run deep — through sustainability commitments, industry partnerships, and programs that reach well beyond the classroom. Here is a look at some of the ways SLC engaged and gave back to its communities this year.



MEET OUR HONORARY DIPLOMA RECIPIENTS FOR 2025

Each year, SLC recognizes individuals whose accomplishments demonstrate excellence, inspiration for our students and graduates, and community leadership. In 2025 we were proud to confer Honorary Diplomas to the following individuals:

Kenny Arruda, *National Maintenance Director, WITRON*

Julie Tompkins, *Retired Vice-President, Corporate Services and Chief Communications Officer, Empire Life*

Brett Christopher, *Managing Director, Thousand Islands Playhouse*

Dr. Jagdeep Singh Walia, *Professor of Pediatrics, Queen's University, partner of the Medical Tree Clinic, President of Kingston Sikh Cultural Association*

Read more about our recipients at stlawrencecollege.ca/honorarydiploma

DID YOU KNOW?

SLC's Mobile Training Labs travelled more than 2,000 kms to 14 events over 33 days. Over 35,000 people experienced the labs with some 6,500 engaging in hands-on programming.

St. Lawrence College was proud to participate in **LEVEL UP!, A MULTI-DAY CAREER FAIR CONNECTING STUDENTS IN GRADES 7 TO 12 WITH ONTARIO'S SKILLED TRADES**. SLC joined the event at Kingston's Slush Puppie Place this past winter, alongside industry organizations, post-secondary institutions, and businesses showcasing more than 140 skilled trades through interactive exhibitions and hands-on activities.

SLC's industry-supported Mobile Training Labs were on-site, giving students direct exposure to in-demand programs including Carpentry Techniques, Electrical Engineering Technician, and Welding and Fabrication Technician. Special demonstrations also featured DNA extraction with SLC's Biotechnology Advanced program and a new plumbing demonstration.

"Our Mobile Training Labs allow students to experience what it's really like to work in these fields, and we're excited to help them discover careers they'll love," said Amy Hamilton, Manager, Skills, Training, and Economic Development.

Last September, students from SLC’s Environmental Technician program joined members of the SLC community for the third phase of **THE SHORELINE RESTORATION PROJECT ALONG THE ST. LAWRENCE RIVER AT THE CORNWALL CAMPUS.**

In partnership with Watersheds Canada’s Natural Edge Team, the group planted more than 400 native species to reinforce the shoreline slope, reduce erosion and runoff, manage flood risk, and create habitat for local wildlife. The project is a cornerstone of SLC’s sustainability strategy and is led by Professor and Program Coordinator Jordan Ann Kevan de Haan alongside Chantal Lefevre and the Watersheds Canada team.

“This natural barrier will help filter run-off water, stabilize the soil, and create an environment for wildlife to inhabit,” said student Chloé Couture.



SLC’s Technology and Trades department hosted participants from KEYS Job Centre’s Pre-Apprenticeship Program for a couple of **“TRY A TRADE” BOOTCAMP SESSIONS** last June, offering hands-on introductions to the Electrical and Welding trades.

The sessions gave pre-apprentices the chance to work directly with tools and techniques — from wiring circuits to fusing metal — under the guidance of experienced faculty and technical staff utilizing SLC’s lab facilities. The goal was to spark genuine interest in skilled trades careers by giving participants a realistic sense of what the work involves.

The bootcamps were made possible through SLC’s continued partnership with KEYS Job Centre, a local organization dedicated to connecting individuals with employment and training opportunities.



SLC’s third-year Music Theatre cohort welcomed Tom Carson and Cassandra McCarthy from Toronto’s Smile Theatre Company last fall for **DEMENTIA SENSITIVITY TRAINING** — the first step in a meaningful collaboration with residents of St. Lawrence Lodge long-term care home.

Over the following month, students sat down with seniors to listen, connect, and gather their stories, songs, and cherished memories. These lived experiences formed the creative foundation for an original, student-devised musical, which toured care homes across the community in the new year.





OUR MULTI-YEAR OBJECTIVES

EMPLOYEE SUCCESS

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

AREAS OF FOCUS

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

ACADEMIC EXCELLENCE

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

AREAS OF FOCUS

- Establish SLC as the Action Learning College.
- Be recognized as a leader in evidence-based, innovative teaching and learning.
- 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

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

OPERATIONAL EXCELLENCE

Drive sustainability and improvements in operations.

AREAS OF FOCUS

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

COMMUNITY ENGAGEMENT

Collaborate on solutions and foster relationships.

AREAS OF FOCUS

- Strengthen the SLC global alumni network.
- Engage in strategic industry collaborations.
- 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

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

STRATEGIC INITIATIVE UPDATE FOR 2025/26

PROGRAM INNOVATION

Over the past year, the college made significant strides in program innovation by expanding flexible learning opportunities designed to meet the needs of working professionals, including new online learning options. Program offerings grew to span a broader range, from short-term credentials through to full degrees, addressing the upskilling and reskilling demands of Eastern Ontario. New programs were launched and continue to be developed in response to Ontario labour market needs, with a focus on high-demand areas such as healthcare, trades, and business.

New programs for fall 2026 include: the Bachelor of Commerce: Social Innovation, which will prepare students to tackle challenges such as climate change, aging populations, and urbanization; Electrical Techniques, offering electrical fundamentals and direct pathways to diploma programs; and the launch of the Autism and Behavioural Science online graduate certificate, which is in addition to the in-person program, providing flexibility to students wherever they are studying.

Flexible learning classrooms were introduced to foster collaboration and accommodate diverse learning styles, ensuring that the physical environment supports the full spectrum of how students learn today. Alongside this, a faculty training program was established to equip instructors with digital teaching methods that support engaging, modern learning experiences. Looking ahead, the college is actively exploring new sales channels to reach new markets, building on a year of meaningful investment in how, where, and what students can learn.



DIGITAL TRANSFORMATION

Throughout 2025-2026, St. Lawrence College advanced a coordinated digital agenda built on three interconnected pillars: strengthening cybersecurity and governance, reimagining the student experience, and embracing artificial intelligence responsibly.

Cybersecurity and Digital Governance

St. Lawrence College continued to strengthen its cybersecurity and digital governance posture in response to an increasingly complex risk environment and growing regulatory expectations.

The College advanced work on a more coherent cybersecurity framework, focusing on foundational controls, risk management,

and institutional accountability, including incident response readiness and alignment with Broader Public Sector and legislative requirements.

Emphasis was also placed on clarifying digital governance, ensuring that decisions related to data, systems, and emerging technologies are made transparently, consistently, and with appropriate cross-functional input, particularly important as digital initiatives increasingly cut across academic, administrative, and student-facing domains.

Rather than treating cybersecurity as a purely technical issue, the College has positioned it as a shared institutional responsibility, supported by clear policies, defined roles, and broad awareness. This provides a stable foundation for transformation, protects institutional and personal data, and supports confidence among students and employees.





Student Experience Transformation

SLC launched an enterprise-wide Student Experience Transformation initiative to better understand and improve how students experience the College from their first interactions through graduation, and beyond.

Phase 1 focused on understanding the current state student experience. Through multiple workshops, journey mapping exercises, and engagement with students and employees across campuses and functional areas, the College developed a comprehensive view of student journeys and key pain points. This work highlighted areas where experiences are fragmented, processes are complex, or support relies heavily on manual intervention.

This assessment was intentionally broad and cross-functional, with a dedicated working group leading the synthesis of findings to ensure academic, administrative, and support perspectives were all reflected.

Work to design the future state experience also began, focused on building a shared understanding of where improvements would have the greatest impact. This foundation will inform future experiences, operating models, and enabling capabilities, aligned with our institutional priorities and resource realities.

AI Transformation

St. Lawrence College advanced a structured and responsible approach to artificial intelligence that prioritized readiness, clarity, and trust over ad hoc adoption.

A phased AI Transformation approach was established, grounded in clear guiding principles: human accountability, privacy and data protection, fairness, ethics, transparency, and security by default. This provides the foundation for how AI is explored and applied across academic, administrative, and IT environments.

Initial efforts began to focus on building AI literacy across leadership, employees, and IT teams, including awareness sessions and targeted training to support responsible use of AI tools and to reduce uncertainty around expectations and boundaries.

This disciplined approach positions SLC to leverage AI as an enabler of student experience, operational efficiency, and innovation, while maintaining trust, accountability, and alignment with institutional values.

EFFICIENCY REVIEW

Between the period of April 1, 2025, and March 31, 2026, St. Lawrence College (SLC) has made significant progress advancing work on recommendations from its Efficiency and Accountability Review.

The five recommendations listed as “For Future Consideration” at the time of the report’s publishing have now all been initiated. These include Recommendation 6 – Addressing Growing Demands for Health Services, and Recommendation 9- Implement Digital Solutions to Support Efficiency and Improved Service Delivery.

Three recommendations of the original seven listed as “Initiated” in March of 2025 have moved to “Progressing” which indicates the initial scoping phase has concluded, preliminary actions have been taken, and next steps are mapped. One is now implemented - Recommendation 7 - Reduce Costs with Strategic Outsourcing was completed with the elimination of the internal Events & Banquets team and a contract awarded to an external provider. As a next step,

SLC plans to work with the new provider to increase revenue while communicating changes to process for the college community.

In March 2025, SLC implemented five of the report’s recommendations; however, the college continues to work at an operational level to realize opportunities and improvements tied to these recommendations. For example, work on Recommendations 5 – Prioritize Domestic Recruitment, and 4 – Reduce Workforce to Align with Core Activities continues, with further reductions to international recruiting structures, and a further reduced college executive team.

SLC and its team of employees are committed to operating in increasingly more efficient ways, while continuing to support student success. The college is underway with new program development mapped to local labour market needs and is adapting quickly to ensure it remains the college its community needs.



APPENDICES

APPENDIX B:

Summary of Audited Financial Statements

For fiscal year 2025/26, St. Lawrence College (SLC) reported an operating deficit of \$6.2 million, representing a \$24.6 million change from the prior year surplus of \$18.4 million. This result reflects a continued decline in international enrolments compared to the previous year, leading to corresponding reductions in revenue and cash flows due to federal immigration policy reforms affecting the higher education sector.

During the year, the College met \$1.8 million in payment obligations related to existing long-term debt and bankers' acceptance loans, which together totaled \$7.8 million. As of March 31, 2026, SLC reported net assets of \$146.8 million and maintained a strong cash and short-term investment position of \$132.0 million.

Lower international enrolments have had a material impact on the College's resource allocation, strategic decision-making, and day-to-day operations. This environment reinforces the clear need to streamline business processes, maintain disciplined and prudent spending, and proactively pursue sustainable revenue-generation opportunities to mitigate ongoing pressures.

Taken together, these outcomes reflect deliberate and effective execution in a challenging operating context and underscore the College's continued commitment to operational efficiency, fiscal responsibility, and long-term institutional stability. Consistent with the Ministry of Colleges, Universities, Research and Security's 2024-25 financial health assessments, SLC was ranked at Low Risk, affirming the strength of our financial management and governance.

Total capital improvements and additions totaled \$6.3 million, representing a decrease of \$8.3 million from the prior year. The decrease was primarily due to capital assets placed in service related to the Brockville deferred maintenance upgrade.

On March 17, 2026, St. Lawrence College (SLC) and Fleming College (FC) signed an Integration Framework Agreement. Acting in the best interests of students, communities, and the regional labour market, both institutions agreed to pursue integration through a merger, amalgamation, asset transfer, or similar restructuring. The objective of this integration is to strengthen institutional capacity, enhance operational efficiency and long-term sustainability, and establish a stable foundation for future growth.

Bosco Yuan

Vice-President,

Finance, Risk, Facilities, Procurement & CFO

Audited Financial Statements:

Click the following links view the Audited Financial Statements:

[Consolidated Statement of Financial Position](#)

[Consolidated Statement of Operations](#)

[Consolidated Analysis of Revenue](#)

[Consolidated Analysis of Salaries, Wages, and Benefits Expenses](#)

[Find all of the Audited Financial Statements at stlawrencecollege.ca.](http://stlawrencecollege.ca)

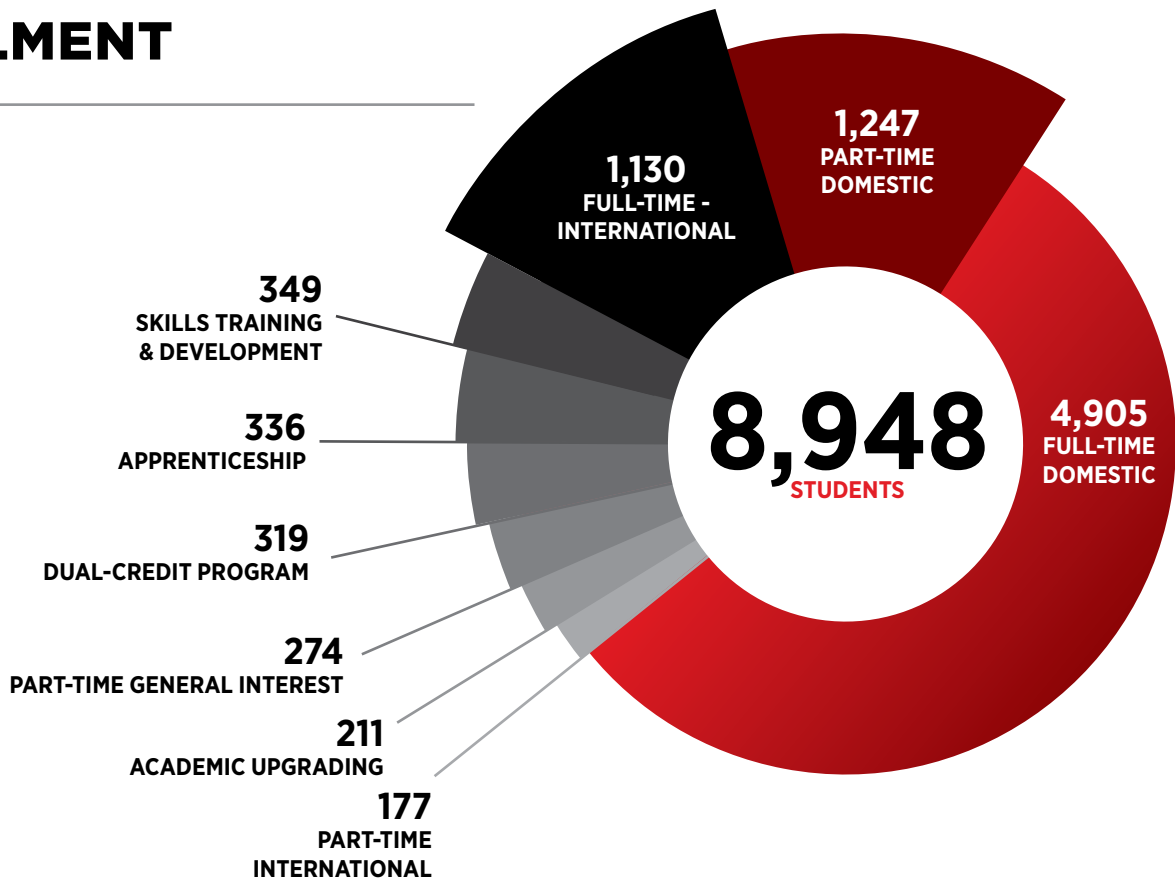


APPENDIX D:

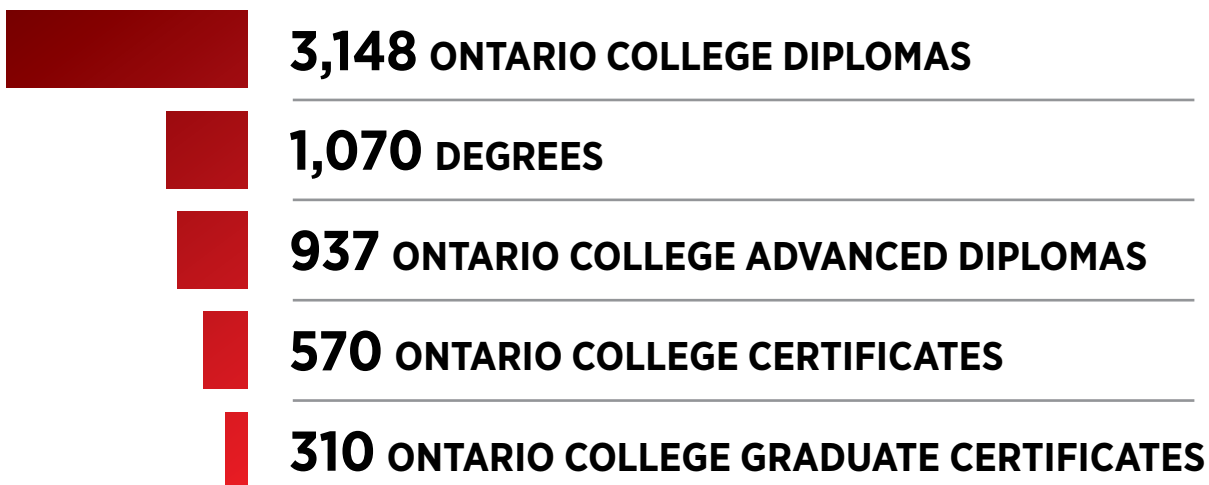
Summary of advertising and marketing complaints received

Further to the Minister's Binding Policy Directive on the Framework for Programs and Instruction; St. Lawrence College received no advertising or marketing complaints in 2025-2026.

FALL 2025 ENROLMENT



FALL 2025 FULL-TIME STUDENTS



ANNUAL REPORT - ALUMNI AND DEVELOPMENT

Last year, more than \$1.3 million in philanthropic support from the SLC donor community directly empowered students, faculty, and staff to learn, grow, and succeed. Donor generosity opened doors for thousands of students, removing financial barriers through bursaries and awards, strengthening academic programs, and creating innovative, hands-on learning environments that prepare graduates to be truly career ready.

Because of SLC donors, students had access to meaningful experiential learning, industry standard technology, and enriched campus spaces that mirror the realities of today's workplaces. We are grateful to every donor who puts Students First and believes in the transformative power of career ready education.

HIGHLIGHTS OF DONOR IMPACT AND ALUMNI ACHIEVEMENT

SCHOLARSHIPS AND BURSARIES:

REMOVING BARRIERS, REWARDING ACHIEVEMENT

Donor-funded scholarships and bursaries continue to be one of the most direct and powerful ways supporters can make an impact at SLC.

Last year, a record-breaking \$825,000 in donor support was distributed to more than 580 students through bursaries, scholarships, and emergency funding—reducing financial stress and allowing students to focus on their studies and future goals.

In addition, nearly \$228,000 was added to the College-wide endowment this year. These gifts will support student financial assistance in perpetuity, ensuring donor impact continues for generations of SLC learners.

ALUMNI EXCELLENCE ON THE PROVINCIAL STAGE

Donor-supported programs at SLC continue to produce graduates who excel at the highest levels. For the third time in five years, an SLC graduate has won the highly competitive Premier's Award in the Skilled Trades category.

In Fall 2025, Patrick Moore, a graduate of the Carpenter – Advanced Apprenticeship program, received this prestigious honour at a gala in Toronto. An internationally acclaimed craftsman, Patrick has dedicated his career to preserving historic carpentry techniques and sharing his expertise with future tradespeople.

As part of this recognition, an award established in Patrick's name at SLC will now support carpentry students, extending the impact of his achievement to learners who follow in his footsteps.

A KINGSTON LEGACY SUPPORTING FUTURE PERSONAL SUPPORT WORKERS

A transformational \$250,000 legacy gift from the Estate of John Weatherall is creating lasting opportunity for students in the Personal Support Worker program in Kingston.

Inspired by the compassionate care John and his late wife Diana received from PSWs in the community, this bequest honours their experience by strengthening the next generation of caregivers. The gift will support meaningful enhancements to the PSW program, with the potential to fund student bursaries, new equipment, and facility improvements, ensuring learners are well prepared to meet the growing needs of our communities.



CREATING REAL WORLD EXPERIENTIAL LEARNING OPPORTUNITIES

A five-year \$935,000 gift-in-kind from Rose Rocket Inc. is advancing the student learning experience in Supply Chain Management. Through access to leading-edge transportation management software and services, students now work in the same systems used by industry professionals.

This transformational gift from Rose Rocket allows learners to operate a simulated logistics company in the classroom, building practical skills, critical thinking, and confidence before joining the workforce. This partnership with Rose Rocket ensures SLC graduates are not only equipped with a world-class education but are job-ready on day one.



ADVANCING THE SKILLED TRADES THROUGH OUTREACH AND ACCESS

Thanks to \$100,000 in support from RBC Foundation, SLC launched Skills Start, an innovative, rapid up-skilling program in Industrial Mechanic Millwright. Delivered at no direct cost to participants, Skills Start was developed in response to the critical shortage of skilled tradespeople in the Cornwall area and is one of the ways that SLC is addressing the trades workforce shortage.

This donor investment acted as a catalyst for the renovation and re-opening of the Machine Shop on the Cornwall campus, which was transformed into a modern training environment that benefits students now and into the future.

Since launching in 2024, SLC's Mobile Training Labs—made possible through generous industry and community sponsorship—have travelled more than 6,500 kilometres, participated in over 60 events, and engaged approximately 70,000 students and community members. Through hands-on activities and Virtual Reality experiences, the Labs have increased youth awareness of education and career pathways carpentry, plumbing, biotechnology, electrical, welding, and more.



PUTTING STUDENTS FIRST, EVERY DAY

Flexible donor-supported funds—such as the SLC Fund (Areas of Greatest Need) and the Extraordinary Learning Fund—make it possible to respond to emerging student needs and unique learning opportunities, including:

- Food insecurity initiatives supporting student well-being
- An Adventure Therapy field experience for Therapeutic Recreation students learning to adapt programming for clients with physical disabilities
- Police Foundations students participating in the North American Travelling College on Akwesasne Mohawk Territory
- Student winners of the Entrepreneurship Pitch Competition attending the European Innovation Academy

These experiences would not be possible without donor generosity.



If you are interested in learning more about how you can support SLC students and create lasting impact, please contact development@sl.on.ca or visit supportslc.com.



St. Lawrence College

Kingston, Brockville, Cornwall
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www.stlawrencecollege.ca