

ANNUAL REPORT

2018-2019



St. Lawrence
College

ANNUAL REPORT, 2018-2019

St. Lawrence College Board of Governors

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Senior Vice-President, Strategy,
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Don Young, Vice-President, International Education



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

What an incredible year it's been at St. Lawrence College! We are thrilled with the completion of the largest expansion and renovation in our 52-year history on the Kingston campus with the grand opening of the new Student Life and Innovation Centre.

We proudly opened the Centre for Behavioural Studies in Newcourt House, a beautiful historically designated 1840's farmhouse. The Centre supports our renowned programs in behavioural sciences in an environment with clinical intervention space, applied research capacity, and more classroom space. This centre makes SLC a leader in Canada for research and study pertaining to behavioural sciences.

After two-and-a-half years, the five-year Uncommon Campaign is nearing its \$11.5 million goal. The campaign has raised funds for construction, renovations, equipment and student financial aid. The ongoing support of our communities allows us to continually improve learning and campus environments.

In keeping with our commitment to innovation, SLC launched an AI-enabled chatbot known as "PAL" (Personal Assistant Line) to help applicants navigate the enrollment process. PAL provides 24/7 real-time, personalized guidance for applicant questions via text message. Since its spring launch, 80% of SLC applicants opted in to use PAL, with over 3,000 questions asked in the first month alone.

It's always gratifying to look back at our successes, and we have much to be excited for in the future. We invite you to read about these, and more, within the pages of this Annual Report for 2018-2019. As of this writing, we are poised to launch our new strategic plan 2019-2024, *SLC in Five*. We're excited for how we will carry on growing, together, for the next five years.

As always, it's the spirit, dedication, and professionalism of our SLC family that continues to propel us forward. We are always stronger together.



A handwritten signature in black ink that reads "Ginette Ferguson".

Ginette Ferguson
Chair, St. Lawrence College Board of Governors



A handwritten signature in black ink that reads "Glenn Vollebregt".

Glenn Vollebregt
President and CEO, St. Lawrence College



STRATEGIC MULTI-YEAR OBJECTIVES

STRATEGIC MULTI-YEAR OBJECTIVE

COMMUNITY ENGAGEMENT

Expand and strengthen partnerships in our communities and contribute to our regional economic, social, and cultural development.

Uncommon Campaign:

A tri-campus fundraising campaign to support the Student Life and Innovation Centre, develop a new physical space for the Centre for Behavioural Studies, Health Care Simulation labs, bursaries and scholarships and an Equipment Fund.

Success Outcomes

Launched in October 2016, the Uncommon Campaign is the largest comprehensive fundraising campaign in the College's history. Thanks to our generous donors, the Campaign continued its momentum and success into the 2018-2019 fiscal year raising an additional \$1.8 million in support. At March 31, 2019, the five-year Uncommon campaign is nearing its \$11.5 million goal.

#StratPlanSLC Strategic Planning:

Conduct a planning process with input from external and internal expertise to validate the College's vision statement, strategic priorities and establish multi-year objectives for 2019-2024 with appropriate measures of success.

Success Outcomes

#StratPlanSLC began with an environmental scan that confirmed the future viability of the College's vision. The engagement plan included 22 events to engage with students, staff, faculty and community members. With approximately 1400 participants, the #StratPlanSLC successfully created the 2019-2024 strategic plan based upon the voice of our students, staff, faculty and communities.



SUCCESS FEATURE:

TWO PROGRAMS ENHANCE WORKPLACE READINESS SKILLS FOR STUDENTS AND STRENGTHENS PARTNERSHIP WITH THE CITY OF KINGSTON

The Bridge to Employment (B2E) and Community Project Leaders programs are just two of the ways St. Lawrence College is enhancing experiential learning opportunities for students by strengthening employer and regional partnerships.

The B2E program helps recent graduates gain employment in their field by learning “soft” skills, such as work ethic, communication, time management, problem-solving, and self-confidence. Another component of the program is a partnership with the City of Kingston whereby participants work on a research-based project that simulates real work experiences.

For Biotechnology graduate Andrea Sofia, the B2E program helped her better communicate her knowledge and skills to potential employers. “Through mock interviews I overcame my nervousness and showed my full range of abilities to land a job in my field.”

B2E is funded in part by the Government of Ontario.

“The College is experimenting with new approaches to provide our students with real world learning opportunities,” said Dr. John Conrad, Director, Innovation and Business Engagement, SLC.

“Bringing community challenges to students in an interdisciplinary manner has created exceptional learning experiences that better prepare our graduates for the future of work.”

The Community Project Leaders program had students solve local problems collaboratively; students conducted research and interviews, then pitched their ideas to City of Kingston representatives.

Examples include:

- General Arts and Science, Business Analytics and Health Care Administration students created an app to allow for quick resource retrieval from the City’s webpage.
- Communicative Disorders, Business Analytics and degree nursing students worked together to enhance the City’s volunteer application process to provide more supports to those in long-term care.
- User Experience Design (UX) students evaluated the Talent Attraction portal on the City’s webpage recommending how to grow our local workforce and provided input on two aspects of the Kingston airport redesign, from a customer/user perspective, as well as the new website.

“The City of Kingston has seen extraordinary results from engaging students in experiential learning projects, most recently with the User Experience (UX) class work on the Kingston Airport terminal expansion and the creation of a workforce attraction portal,” said Craig Desjardins, Director of Strategy, Innovation & Partnerships, City of Kingston. “The class provided critical skills and capacity to the projects and clearly demonstrated employable skills.”

STRATEGIC MULTI-YEAR OBJECTIVE

CONTEMPORARY EDUCATOR

Help staff acquire the knowledge and skills they require to support the needs of contemporary learners.

Contemporary Educator Toolbox:

Create customized digital teaching tools and user guides to advance technology based teaching and learning.

Success Outcomes

The introduction of multimedia digital services has created a number of custom multimedia learning objects designed to create an engaging learning environment by transforming lectures and labs into robust and accessible content to complement the student experience. With input from students, the service has been refined and is now integrated within the course design strategy, including online courses. A list of resources has been made available through the School of Contemporary Teaching and Learning website (www.teachatslc.ca).

Advancing Teaching & Learning Effectiveness:

Revise approaches to faculty development to advance teaching and learning effectiveness.

Success Outcomes

Faculty Development Programs have been implemented to advance teaching and learning strategies, learning assessment and evaluation, reflective practice and creating inclusive and engaging learning environments that are student-centered. With a focus on continuous improvement, the School of Contemporary Teaching & Learning redesigned the Faculty Development program during the 2018-2019 academic year.

STRATEGIC MULTI-YEAR OBJECTIVE

FOUNDATIONAL LITERACIES AND DIGITAL FLUENCY

Enhance the delivery and assessment of literacy, numeracy, and essential employment skills in college programming and leverage advances in technology to provide flexible delivery options, which enhance learning and provide students with the skills to adapt to a rapidly changing world.

Literacy, Numeracy, and Digital Fluency:

With an objective to solidify students' foundational skills, a cross-disciplinary communications course was expanded into more program offerings.

Success Outcomes

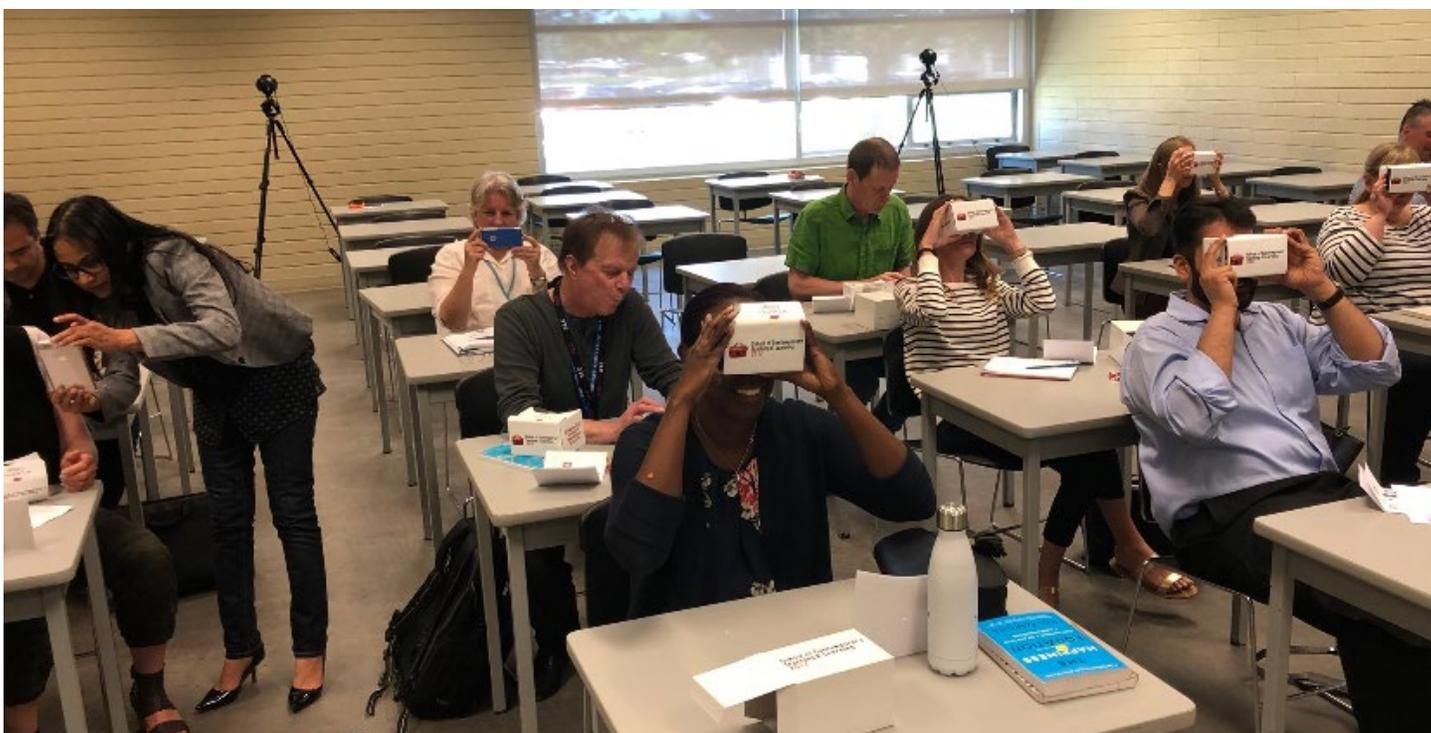
To improve numeracy skills, a pilot was conducted to evaluate the use of the Ontario College Math test. The results highlighted the importance of math and enabled students to improve through self-assessment. A literature review was conducted of existing scholarly research on digital literacy/digital fluency resulting in the creation of a competency profile of specific skills associated to digital fluency and clarified expectations for faculty. The digital competency profile was incorporated into curriculum mapping and course design strategies enabling the college to accurately track how faculty are enhancing these skills sets with their students.

Online Student Support Services:

Transform support services to assist learners enrolled in hybrid and fully online learning with a standard of support comparable to that available for students in traditional, face-to-face academic delivery.

Success Outcomes

An Online Student Success Facilitator position was introduced to support students enrolled in online courses. Online learning materials were created for students to outline learning strategies and provide students with more information on existing services.



STRATEGIC MULTI-YEAR OBJECTIVE

FINANCIAL STRENGTH & ACCOUNTABILITY

Grow and diversify our non-funded revenue, ensure our programming mix is relevant and financially viable, and continually improve planning and processes to optimize efficiencies.

Financial Accountability & Sustainability:

Strengthen the financial sustainability by establishing a financial reserve, clearer departmental metrics, benchmarking against other institutions, and quarterly financial statements for management and Board review.

Success Outcomes

The College’s long-term viability has been strengthened with a \$34.8M increase in the accumulated surplus since March 31, 2014 (as defined by MTCU), and a focus on the financial health indicators. Exploration and implementation of various process and technological improvements occurred with the objective to improve financial reporting.

SMARTPriorities:

Enhance software implementation to accelerate service provisions.

Success Outcomes

The SMARTPriorities Project focused on technological enhancements to improve cyber security, provide process efficiencies and ensure compliancy with regulations. Cyber security risks were minimized with the introduction of multi-factor authentication.

Sustainability Plan:

Translate each of the initiatives contained in the Draft Sustainability Plan into a multi-year implementation plan along with a structure for monitoring and reporting our progress.

Success Outcomes

A draft sustainability plan has been developed that integrates the globally recognized Association for the Advancement of Sustainability in Higher Education (AASHE) and Sustainability Tracking and Rating System (STARS). The College is targeting to achieve a STARS Gold rating in five years. The funding received from the Greenhouse Gas Campus Retrofit and the Low Carbon Skills Funds have enabled the construction of a new energy house as well as the research and development of Low Carbon Building Skills curriculum in the form of modules. Planning is currently underway to coordinate the integration of these Low Carbon Building Skill modules into existing programs.

STRATEGIC MULTI-YEAR OBJECTIVE

PEOPLE / STRATEGIC HUMAN RESOURCE PLANNING

Develop strategic human resource management systems to align and advance our people resources with our vision, mission and strategic directions.

Leading Practice Recruitment & Selection Processes:

Develop and implement leading practices for our employee recruitment and selection processes to attract and hire the best candidates from diverse backgrounds.

Success Outcomes

Research regarding leading practices for employee recruitment and selection processes was conducted. Research also identified advertising strategies for Indigenous groups. Process efficiencies were implemented to expedite response time in the recruitment process.



Onboarding Process for New Employees:

Develop a comprehensive orientation process for new employees.

Success Outcomes

The development of a comprehensive orientation process for new employees is underway. The exploration began with research of Ontario Colleges best part-time onboarding practices and processes. The drafting of onboarding documents for part-time and partial load faculty as well as part-time, non-faculty positions is under development.

Leadership Development Program

Develop a leadership program to enhance leadership skills at our College.

Success Outcomes

A custom designed SLC Leadership Development Program (LDP) was successfully developed and implemented. The first cohort of 26 SLC staff completed the seven-month program in 2017/18 and a second cohort of 26 staff completed the program in 2018/19. The SLC LDP has been now been established as an ongoing operational program.

Professional Development & Training Plan:

Develop a training and development plan for faculty and staff.

Success Outcomes

Based upon priorities identified by staff and faculty, a Training & Development Plan has been developed with an objective to guide training plans in future years. Strengths Finder and Strengths Based leadership sessions have been offered for staff which provides employees with an insight of their personal top five strengths and enhances awareness of diversity across the organization. The College also invested in Coaching Ourselves, a self-directed staff and management development program. The program provides access to 90 professionally developed modules with industry leading content and instructional design guidelines.

College Wellness:

Develop a college-wide wellness strategy to enable all community members to flourish and enhance their resiliency for strong physical and mental health.

Success Outcomes

A college-wide wellness strategy was developed to enable all community members to flourish and enhance their resiliency for strong physical and mental health.

The College had a 66% response rate for the 2019 Employee Engagement Survey (well above the 54% response rate of the benchmark group of other Canadian post-secondary institutions). The overall engagement rate as a College was 77% with professional growth, teamwork, and the College's strategic plan being high drivers of engagement.

STRATEGIC MULTI-YEAR OBJECTIVE

REAL-WORLD LEARNING

Prepare students for transition into the labour market by expanding opportunities for real-world experience in our courses and programs.

Innovation Hub:

The Innovation Hub will be an anchor location to foster growth of the innovative capacity in our communities, including creativity, critical thinking, self-reflection, collaboration and social impact.

Success Outcomes

During the 2018-2019 fiscal year, the Hub held more than 900 events focusing on creativity, critical thinking, self-reflection, collaboration and social impact. In the first year of operations, event and programs were developed, branding and marketing strategies were created, and governance and advisory groups were established.



STRATEGIC MULTI-YEAR OBJECTIVE

SPACE

Ensure our facilities meet the needs of contemporary learners, staff and our communities while maintaining a sustainable, safe, and secure environment.

Student Life and Innovation Centre:

Build a new student centre to integrate academics, sport and recreation, student and community activities that enable students, faculty, staff, alumni, and local community members to come together for out-of-classroom events and life-long learning.

Success Outcomes

The Grand Opening of the 80,000ft² Student Life and Innovation Centre was held on November 23rd, 2018. This centre includes a double gym and amenities, fitness centre, student social spaces, a large venue event space, student study rooms, an Indigenous Gathering Space, Music and Digital Media Centre, Fitness and Health Promotion, a computer lab, and a classroom.

The Student Life and Innovation Centre building is targeting LEED Gold™ (Leadership in Energy and Environment Design) through the Canada Green Building Council, an internationally recognized sustainable building rating system. This building is expected to achieve the following:

- 73% reduction in energy costs in comparison to a reference building
- 65% reduction in greenhouse gas emissions in comparison to a reference building
- 45% reduction in water use in comparison to a reference building

The circa-1840 historically designated Newcourt House has been renovated into a LEED Gold™ certified targeted Centre for Behavioural Studies. The Centre is expected to achieve a 57% reduction in energy costs and 60% reduction in greenhouse gas emissions compared to a reference building.

Behavioural Intervention Team:

To improve the safety of our campuses, the specialty trained Behavioural Intervention Team utilizes an established protocol to monitor potential disruptive, problematic, or concerning behaviour, conducts an investigation, performs a threat assessment, and determines the best mechanisms for support, intervention, warning/notification, and response. The team then deploys its resources, and those of the community, and coordinates follow-up.

Success Outcomes

The Behavioural Intervention Team introduced the program to the college community with an awareness campaign to introduce the key concepts in an approachable and non-threatening manner. The utilization of an electronic database for issue intake and case management has been successful. Seventy-six cases were initiated by the team as a result of information gathered through the database portal. Information is submitted by community members through an online portal found on SLC.ME, the college web site and a mobile safety app, SLC SAFE.

Accessibility Strategy:

The College is committed to ensuring our facilities, learning environments, procedures, services and policies are AODA compliant and meet the needs of people with disabilities.

Success Outcomes

A comprehensive facility condition assessment with respect to accessibility issues was conducted on all campuses. Review of the assessment is currently in progress to prioritize items to improve the accessibility of our campuses. These priorities will be included in the College's five-year capital plan.

SLC Energy/GHG Reduction Strategy:

Devise an Energy Plan to meet the Ministry's greenhouse gas reduction target of 37% by 2030 and 80% by 2050 in support of the provincial Climate Change Action Plan.

Success Outcomes

The completion of the tri-campus energy audits will be utilized for the creation of the SLC Energy Plan. This information prioritizes energy measures to help the College achieve energy and GHG emission targets.





SUCCESS FEATURE:

HISTORICALLY DESIGNATED NEWCOURT HOUSE RENOVATED TO CREATE A PERMANENT HOME FOR THE CENTRE FOR BEHAVIOURAL STUDIES

For students in SLC Behavioural Science programs, an unparalleled opportunity exists for hands-on learning at the Centre for Behavioural Studies on the Kingston campus.

The Centre is a hub for researchers, faculty, students, behaviour analysts and community service providers to work together to advance the science of behaviour analysis. Students in the Honours Bachelor of Behavioural Psychology, Behavioural Science, Autism and Behavioural Science, and Communicative Disorders Assistant programs have access to this “living lab” of Applied Behaviour Analysis (ABA).

Offering placements, volunteering, research and thesis supervision, students work closely with people living with autism, communication disorders, brain injuries, addictions, intellectual disabilities, age-related dementia, and other diagnoses.

Nicole Therrien, a 2017 graduate of the Honours Bachelor of Behavioural Psychology program, worked at the Centre as a research assistant. Nicole helped develop projects for use by teachers in managing primary classroom behaviour, created resources to promote the various research projects that the Centre conducts, and helped analyze data collected from research on a life skills course for young adults with autism spectrum disorder.

“Through field placements and the research assistant position, I learned that behaviour does not occur in a vacuum; there are external variables that we cannot foresee that may affect treatment. When obstacles appear, it is important to come up with viable solutions that will allow the intervention to continue without major disruption to our clients’ wellbeing or to the validity of our research. The ability to problem-solve is a universally valuable skill.”

For more information: www.centreforbehaviouralstudies.ca

STRATEGIC MULTI-YEAR OBJECTIVE

STUDENT SUCCESS

Ensure our student engagement and support strategies meet their learning needs and service expectations while enriching the student life experience.

Internationalization Change Management:

Design and deploy a change management plan to ensure the success of students by:

- Supporting faculty and staff to enhance cultural diversity for our students to gain global competencies and be equipped to work in a globalized workforce.
- Internationalize and “interculturalize” curriculum and teaching at the program and course level.
- Improve services to address the unique needs of a culturally diverse student population.

Success Outcomes

A change management plan is in development to enhance cultural diversity for students to gain global competencies and be equipped to work in a globalized workforce, internationalize and “interculturalize” curriculum and improve services to address the unique needs of a culturally diverse student population. An internationalization staff survey was completed to establish a baseline for internationalization of our campuses and recommend improvements. An Internationalization Advisory Group, including students, faculty and staff, was established to guide the internationalization change management process. Research projects are underway to examine many facets of student success related to internationalization and inform the overall strategy.



Indigenous Learners:

Assist Indigenous learners transitioning into postsecondary education.

Success Outcomes

An alternative admissions pathway was developed for Indigenous learners applying to oversubscribed programs. The Curriculum Mapping process was revised to incorporate consideration of Indigenization of curriculum. An introductory module on Indigenizing the Curriculum and strategies were developed to promote Indigenous learning. An Interactive Medicine Wheel learning resource was also developed as a teaching tool to promote Indigenous knowledge.

Academic Early Alert System:

To improve student success by identifying at-risk students within one or two weeks of starting the semester with an early referral to academic support services.

Success Outcomes

With the implementation of an Academic Early Alert system, a pilot of the Student Strengths Inventory, a measure to identify at-risk students was launched with new students. The Student Success Facilitators are developing resources and interventions to support at-risk students.

Student Engagement Platform:

Enhance the student experience and student success by implementing an integrated Student Engagement platform to provide students with enhanced learning opportunities outside of the classroom.

Success Outcomes

A student engagement platform UR SLC was launched for students, staff, and faculty. In the first year, more than 80% of first year students on all three campuses used the platform to engage in over 470 events. The platform also has discussion boards, clubs, and surveys.

SUCCESS FEATURE:

ST. LAWRENCE COLLEGE FILLS THE SKILLS GAP IN CORNWALL

Corporate Learning & Performance Improvement (CLPI) at SLC offers relevant, flexible, and practical programs to students and employees that increase productivity and close the skills gap, as well as support the commercial growth and prosperity of Eastern Ontario. CLPI partners with more than 345 organizations, including the Eastern Ontario Training Board and Akwesasne Career and Employment Support Services.

CLPI delivers eight-week programs in Cornwall designed to fill the skills gap and meet specific needs of businesses in the community. Programs include training in manufacturing operator, office assistant, warehouse worker, general labourer, introduction to construction trades, home support worker, and cooking and catering.

“Since 2015, the Eastern Ontario Training Board has partnered with the CLPI team at SLC to provide individuals with disabilities and at-risk youth the skills necessary to break into the labour market of Cornwall and the surrounding area,” Martha Woods, Executive Director, Eastern Ontario Training Board. “Together we have assisted more than 300 individuals overcome barriers and secure employment. As one of 26 workforce development boards across Ontario we have access to a wealth of labour market information and a mandate to engage with employers to identify in-demand knowledge and skills. CLPI continues to be a great partner in addressing both the needs of these our businesses and the trainees we work together to serve.”

CLPI is also partnering with several Indigenous organizations to deliver programs to its communities, including:

- An eight-week General Labourer program at the Odawa Native Friendship Centre in Ottawa
- In Tyendinaga and Ottawa, The Indigenous Pathways to Employment program continues, which includes three weeks of Employability Skills followed by a 15-week employer subsidized work experience.
- In Ontario's northern most community on Hudson Bay, Fort Severn First Nation ran an eight-week Solar Industry Training Program. With support through Service Canada's Skills Link program, 12 students were funded. Upon successful completion students were placed on a 10-week paid work experience with Hedgehog Technologies.



SUMMARY OF AUDITED FINANCIAL STATEMENTS - 2018-2019

St. Lawrence College achieved a surplus of \$13,237,764 in 2018-2019, compared to \$11,607,078 in the previous year. The greatest contributing factor to the increased surplus is the growth in international operations which is part of the College's strategic plan.

The College obtained a \$4.3 million loan to assist in funding the Hello Future project and met the \$1.5 million payment obligations of its existing long-term debt and bankers' acceptance loans, which totaled \$20.8 million at March 31, 2019. The College maintained a strong cash and short-term investment position of \$52.7 million at March 31, 2019.

Capital improvements and additions to capital assets totaled \$26.9 million and included the completion of the Hello Future project with a new Student Life & Innovation Centre and Centre for Behavioural Studies as well as facility renewal projects at all three campuses, renewal of information technology and academic instructional equipment.

Patricia Kerth
Senior Vice-President, Corporate Services & CFO

2018 - 19 College Statistical Enrolment Report

	Brockville	Cornwall	Kingston	College Total
Funding Eligible	682	868	3394	4944
International	74	284	1148	1506
ALPHA			1443	1443
Canadian College			402	402
Second Career	14	20	12	46
WSIB	1	2	5	8
CODA		40	62	102
Bachelor of Business Administration			156	156
Degree Nursing	202	173	267	642
Total	973	1387	6889	9249

THE ST. LAWRENCE COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Financial Position
As at March 31, 2019, with comparative figures for 2018

Statement 1

Assets	2019	2018
Current assets:		
Cash	\$ 37,551,220	\$ 28,086,689
Short-term investments (note 2)	15,193,474	14,456,876
Grants and accounts receivable (note 16(a))	7,623,376	12,743,061
Prepaid expenses	1,841,309	2,091,711
	62,209,379	57,378,337
Long-term receivables (note 3)	6,594,092	2,359,933
Long-term investments (note 2)	11,509,294	10,887,611
Capital assets (note 4)	105,488,172	88,312,591
	\$ 185,800,937	\$ 158,938,472
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 20,645,915	\$ 19,364,155
Deferred revenue (note 5)	19,947,489	17,437,892
Trust funds for student enhancement fees (note 6)	301,134	193,932
Current portion of long-term debt (note 8)	1,919,106	1,452,731
	42,813,644	38,448,710
Bankers' acceptance loans due on demand (note 8)	5,741,774	6,672,298
	48,555,418	45,121,008
Employee future benefits (note 7(b))	718,000	648,000
Sick leave benefit entitlement (note 7(c))	2,435,000	2,460,000
Long-term debt (note 8)	13,116,729	9,770,730
Interest rate swaps (note 8(e))	3,043,803	3,118,435
Deferred capital contributions (note 9)	58,528,204	51,807,991
Total liabilities	126,397,154	112,926,164
Net assets:		
Invested in capital assets (note 10)	27,186,367	21,735,005
Restricted for endowments (note 11)	10,616,116	10,499,851
Internally restricted (note 12)	4,846,948	4,299,030
Unrestricted (note 13)	13,481,438	6,242,954
	56,130,869	42,776,840
Accumulated remeasurement gains	3,272,914	3,235,468
Total net assets	59,403,783	46,012,308
Commitments (note 14)		
Contingent liabilities (note 15)		
	\$ 185,800,937	\$ 158,938,472

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
Year ended March 31, 2019, with comparative figures for 2018

Statement 2

	2019	2018
Revenue:		
Grants and reimbursements (schedule 1)	\$ 56,369,239	\$ 55,806,266
Tuition and related fees	65,578,826	52,869,573
Ancillary (schedule 1)	7,851,193	6,727,426
Other	2,659,865	3,208,320
Amortization of deferred capital contributions (note 9)	5,559,191	5,231,176
Realized loss on sale of short-term investments	94,703	(375,411)
Realized gain (loss) on sale of long-term investments	-	182
Donations	454,046	511,781
Interest	1,417,731	810,005
Total revenue	139,984,794	124,789,318
Expenses:		
Salaries, wages and benefits (schedule 2)	79,123,918	69,785,408
Non-payroll (schedule 3)	37,720,534	34,645,310
Amortization of capital assets	9,759,293	8,947,466
Employee future benefits recovery (note 7(b))	70,000	(65,000)
Sick leave benefit (recovery) expense (note 7(c))	(25,000)	(39,000)
Other non-pension benefits (recovery) expense	98,285	(91,944)
Total expenses	126,747,030	113,182,240
Excess of revenue over expenses	\$ 13,237,764	\$ 11,607,078

See accompanying notes to consolidated financial statements.



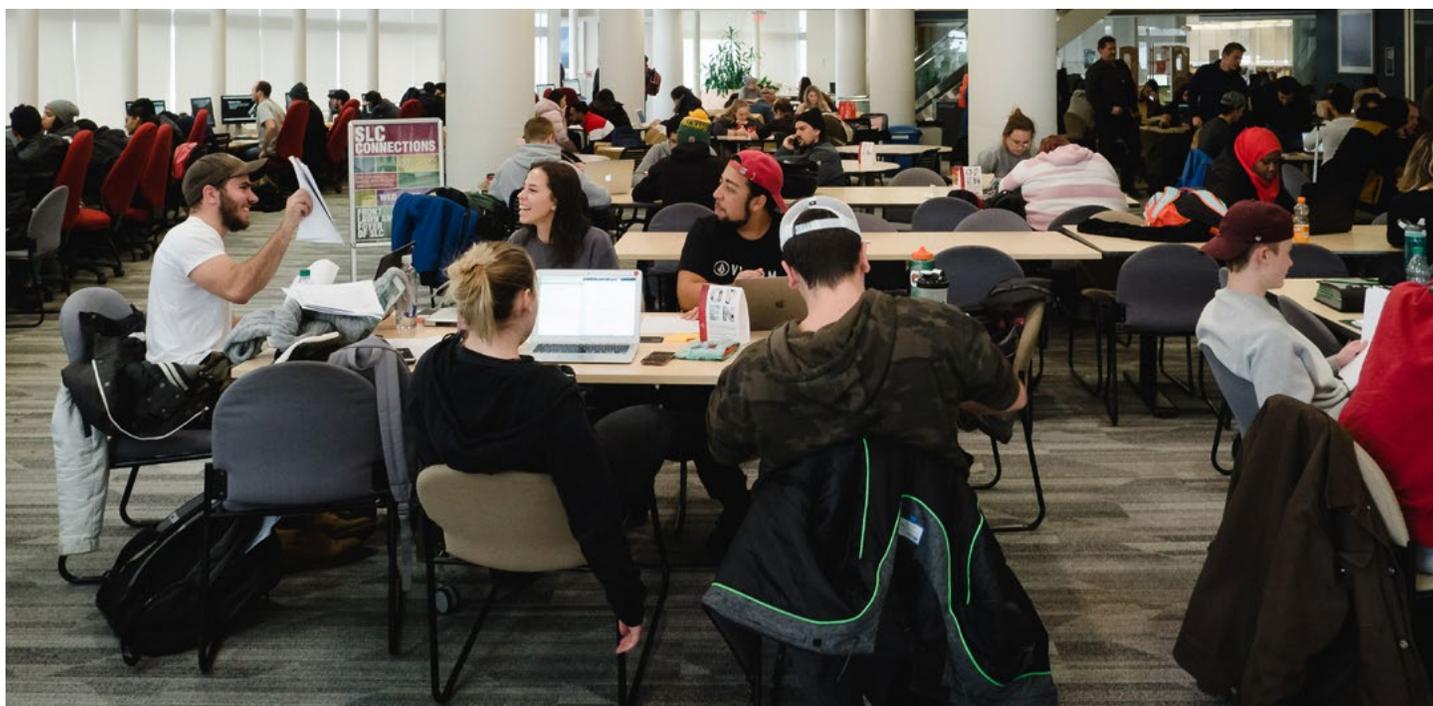
THE ST. LAWRENCE COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Analysis of Revenue

Schedule 1

Year ended March 31, 2019, with comparative figures for 2018

	2019	2018
Grants and reimbursement:		
Ministry of Training, Colleges & Universities:		
Operating and supplemental grants	\$ 43,081,604	\$ 42,001,471
Employment Services, Youth Job Link and Canada-Ontario Job Grant programs	4,739,866	4,612,502
Literacy and Basic Skills program	1,337,550	1,170,171
Apprentice Training grants:		
Per diem rates	2,018,369	1,735,770
Administrative support	41,644	41,644
Enhancement	64,216	19,417
Co-op diploma	787,329	798,241
Contract educational services	1,807,044	2,346,136
Federal training	644,854	1,423,520
Other government grants	1,846,764	1,657,394
	\$ 56,369,240	\$ 55,806,266
Ancillary operations:		
Residences	\$ 5,313,131	\$ 4,743,430
Parking lots	1,184,759	888,115
Food services contract	721,725	542,616
Facilities rent	351,869	280,118
Bookstores commission	265,120	257,495
Licensed premises	14,589	15,652
	\$ 7,851,193	\$ 6,727,426



THE ST. LAWRENCE COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Analysis of Salaries, Wages and Benefits Expenses
Year ended March 31, 2019, with comparative figures for 2018

Schedule 2

	2019	2018
Salaries:		
Academic:		
Full-time	\$ 19,541,684	\$ 17,008,165
Partial load and part-time	14,601,427	11,592,869
Excluded/sessional	679,347	1,078,280
Coordinators' allowance	277,700	252,109
Bonus/overtime	147,277	170,316
Administrative	11,596,919	10,369,141
Support:		
Full-time	12,078,426	11,019,875
Part-time	5,832,456	5,845,781
Bonus/overtime	120,392	108,080
Professional development leave	184,872	59,214
Benefits:		
Academic	6,953,381	6,030,673
Administrative	2,799,941	2,452,916
Support	4,310,096	3,797,989
	\$ 79,123,918	\$ 69,785,408

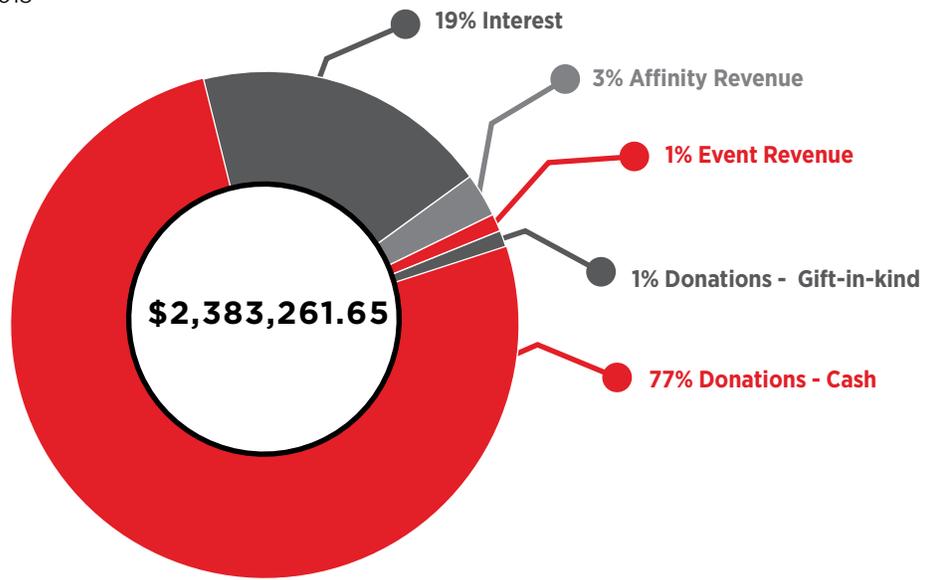


ST. LAWRENCE COLLEGE ALUMNI & DEVELOPMENT

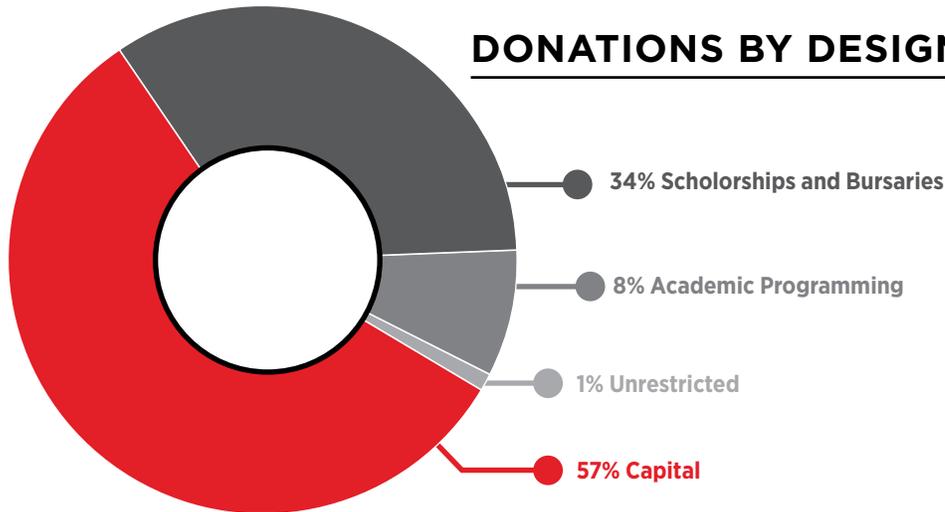
Annual Report on Giving and Revenue Earned 2017-2018

Secured Funds in 2017-18

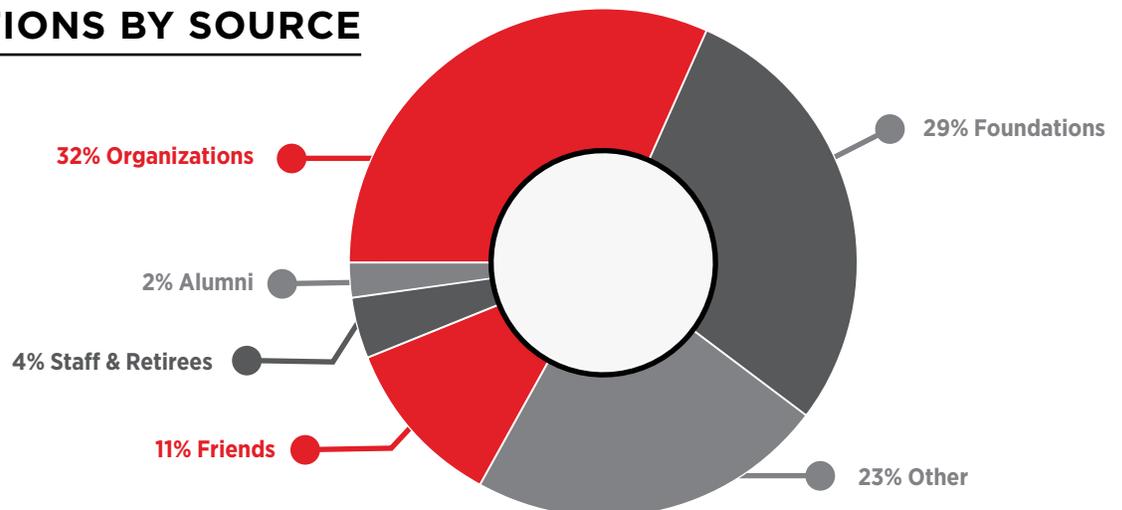
Donations - Cash	\$ 1,824,306.96
Interest	444,902.55
Donations - Gift-in-Kind	74,255.79
Affinity Revenue	24,873.35
Event Revenue	14,923.00
Grand Total	\$ 2,383,261.65



DONATIONS BY DESIGNATION



DONATIONS BY SOURCE





St. Lawrence
College

Kingston, Brockville, Cornwall
Annual Report 2018-2019
www.stlawrencecollege.ca