



# St. Lawrence College

## ANNUAL REPORT 2015-2016



**91.6%**  
Employer Satisfaction



**84%**  
Staff Engagement  
(Top in Sector)



**7531**  
Enrollment (Fall 2015)



**87.2%**  
Graduate Employment Rate



**1 GOLD**  
Skills Competition



**350**  
Organizations worked with  
Corporate Learning and  
Performance Improvement



**84.6%**  
Graduates Satisfied



**92%**  
Full-time Staff participation  
in Engagement Survey



**35**  
Strategic Initiatives



**82.3%**  
Students Satisfied



**28%**  
Growth in International  
Students



**OPERATING  
SURPLUS**

## ST. LAWRENCE COLLEGE BOARD OF GOVERNORS ///

Steve Thompson - 15/16 Chair  
Michael Adamcryck - 15/16 Vice-Chair  
Bruce Tessier - 15/16 Vice-Chair  
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Andre Carriere (Student Rep.)  
Bill Chafe (Faculty Rep.)  
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Denis Martel  
Kathy O'Brien  
Michelle Podhy  
Kally Portieous (Support Staff Rep.)  
Roger Richard  
Abdollah Vakily  
Glenn Vollebregt - Ex-Officio

## BOARD OF GOVERNORS SECRETARIAT, 2015-16 ///

Susan Aylesworth,  
Executive Assistant to the President and  
CEO and Board of Governors

Robin Tippett,  
Administrative Coordinator to the  
President and CEO and Board of  
Governors

## EXECUTIVE COMMITTEE ///

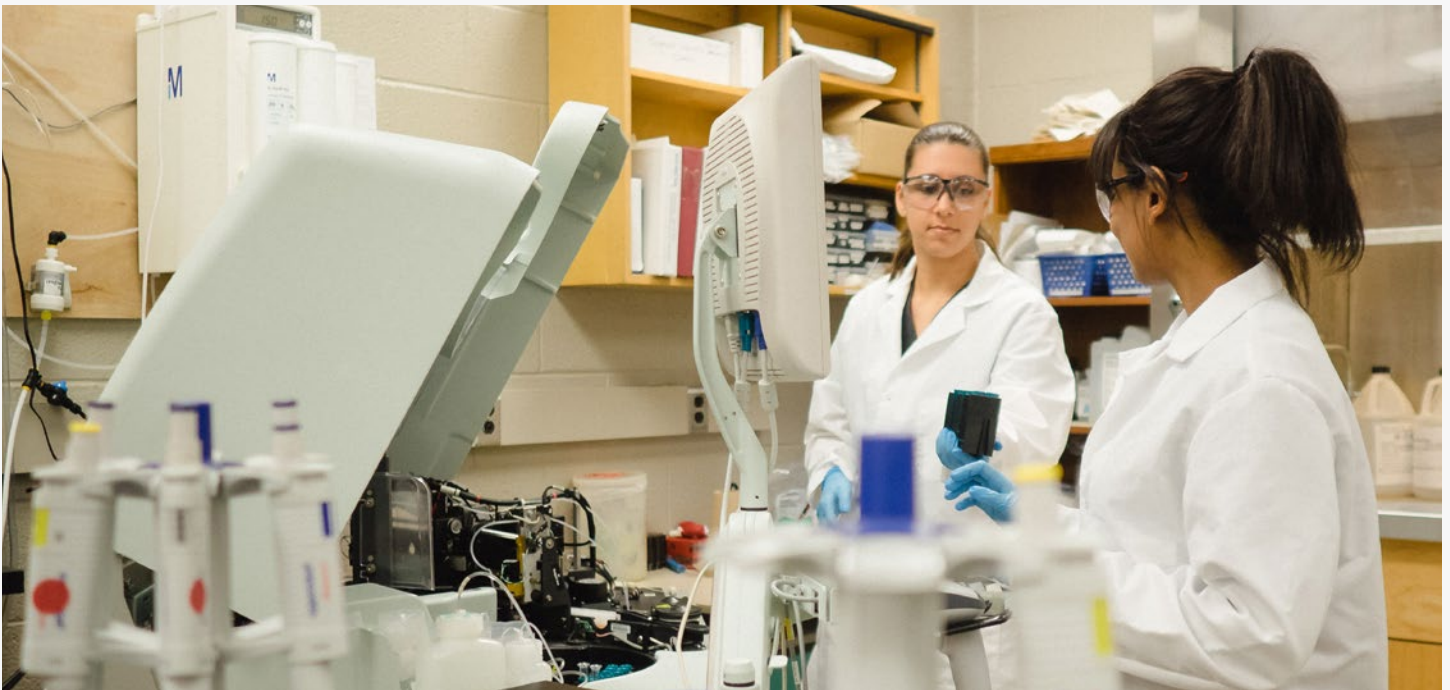
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President and CEO

Lorraine Carter  
Senior Vice President Academic

Gary Earles  
Executive Director  
Human Resources and Organizational Development

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Corporate Services & CFO

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Advancement, Student and External Affairs



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

The past year, the second in our strategic plan, *Our Future*, was an outstanding year at St. Lawrence College. Many new initiatives were launched moving us from good to great while improving and innovating in every area of the College. Students and customers continue to be our driving force at every step and College values of integrity, teamwork, and innovation fuel our work together in putting our students first to ensure that we are always on target.

We continue to create new online programs, adding to the more than 1,000 currently offered. These programs will ensure that students, both on and off campus, receive the digital fluency necessary in their future careers.

We are extremely pleased to note that the past year saw a growth of over 28 per cent in our international student population. Moving forward we will continue to create new strategies to attract even higher numbers of international students to our campuses in Brockville, Cornwall, and Kingston, Alpha International Academy, and other partnership locations around the world. While benefitting from the outstanding experience at St. Lawrence College, international students enrich our classrooms and boost economic vibrancy in our communities.

And finally, an employee engagement survey was conducted to determine the current level of engagement of our employees and any opportunities for improvement in that area. We were overwhelmed by the results. A 92 per cent full-time response rate, and an outstanding 67 per cent overall employee response rate, resulted in an 84 per cent

level of engagement, placing us in the top 10 per cent of the Canada-wide benchmark group of our partner, Talent Map. Our focus will now turn to addressing priority areas to further advance employee engagement. Survey results indicated a high level of passion, pride and dedication by our employees, and we will strive to continue to make SLC a great place to work and learn.

St. Lawrence College is stronger than ever. Our enrollment is on target and we have a solid financial future. On behalf of the College, thank you to our community for their continued support and to our students who make SLC one of the most dynamic colleges in Canada.

In looking ahead, next year will mark 50 years as a college and college system in Ontario and work is already well underway to ensure that this anniversary will be celebrated to the fullest.



Steve Thompson,  
Chair, St. Lawrence College  
Board of Governors



Glenn Vollebregt,  
President and CEO,  
St. Lawrence College



**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.

**INTERNATIONAL EDUCATION ///**

Bring the operational elements of international education (recruiting, Alpha Academy, partner schools in China, ESL, student support services) under a single strategy and business plan that harmonizes efforts in support of the college strategic plan.

**▲ SUCCESS OUTCOMES**

International enrollment increased by 28% and still stronger growth is projected in the coming year through new partnerships to deliver our programs nationally and internationally. The presence of international students enriches the learning environment for all of our students and positively impacts the regional economy.



**SUCCESS STORY -  
INTERNATIONAL STUDENTS AT SLC**

International enrollment has increased significantly at SLC, and still stronger growth is projected in the coming year. The new growth can be attributed to recruiting efforts and new partnerships to deliver our programs nationally and internationally. The presence of international students enriches the learning environment for all our students and positively impacts the regional economy. Each year, SLC welcomes hundreds of international students from more than 40 countries, and counting.

In 2016, SLC opened new offices in Malaysia and Mexico as part of the College's strategy for growing international student enrolment in all programs across our three

campuses. The new offices introduce St. Lawrence College to education agents, students and parents and represent SLC at education fairs and other events. In addition to these new offices, the College also has offices in India, Korea, and Africa.

While the College already welcomes several students from Mexico each year, the new office will cement a strong position in the Mexican post-secondary education market by providing services for applicants and training education agents and agency staff about SLC and our communities in Spanish.

## SUCCESS STORY - INCREASING REAL WORLD LEARNING OPPORTUNITIES

The Applied Research Outdoor Solar Inverter Test Facility (OSITF) on the Kingston campus is almost ready to “flip the switch”! Inverters designed for outdoor installation will be tested in a “real world” setting where they will be fully exposed to the climatic conditions encountered in the eastern Ontario region. Students in the Energy Systems Engineering Technology program at SLC are involved in all aspects of the project.

The OSITF is a unique facility that will be used to perform medium to long term (12-18 months) testing and evaluation of inverters used in solar photovoltaic (PV) applications. It will provide additional education and research infrastructure that will strengthen knowledge and expertise in the renewable energy field at St. Lawrence College, and will expand research capabilities will allow for new collaborative development opportunities with industrial partners.

The project is fully funded by the Canadian Foundation for Innovation (CFI) and the Ontario Research Fund (ORF). A number of industry partners are also making contributions to the project.

Power to the test inverters will be produced by 9 PV solar arrays with a collective output of 90 kW. Altogether, 348 PV panels will be used.

## CEBRIC ///

Advance this Behavioural Science oriented centre providing students with placements in treatment and applied research settings and further strengthening this program cluster’s professional and community leadership.

### ▲ SUCCESS OUTCOMES

On track; multiple research projects completed or underway and fundraising feasibility study completed.

## INCREASING REAL-WORLD LEARNING OPPORTUNITIES ///

Expand real world learning environments for Cornwall Campus students in PSW, Health Science, and Fabricating & Welding by creating specific learning environments on campus which mirror those found in the world of work.

### ▲ SUCCESS OUTCOMES

Planned Welding Simulator and PSW Simulation Lab completely installed on Cornwall Campus. The college is grateful to a donor who covered initial expenses; the accelerated implementation reduced overall cost.

### 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.

## INCREASING QUALITY AND QUANTITY OF REAL-WORLD LEARNING ///

Benchmark the level of experiential, Real World Learning currently occurring in each full-time program, identify best practices in RWL, target programs where it may make sense to create or increase experiential learning opportunities, and empower faculty to implement new experiential learning opportunities.

### ▲ SUCCESS OUTCOMES

On track; benchmark inventory completed.

## APPLIED RESEARCH STRATEGY RENEWAL ///

Develop a new Applied Research Strategic Plan to reflect emerging trends in funding and in the college environment together with SLC's accumulated experience and progress to date.

### ▲ SUCCESS OUTCOMES

Extended to Year 3 to include wider college audience participation, contribution.

## PLACEMENT QUALITY INITIATIVE ///

Provide critically needed coordination and support to field placement sites, faculty, and students to provide safe and effective placements ensuring academic standards, quality assurance and compliance with legal obligations.

### ▲ SUCCESS OUTCOMES

Completed and implemented.

## SPARK ///

Support the School of Business' SPARK Production House to offer marketing communications services to enhance the teaching and learning environment. Beyond providing services to faculty, SPARK will work with internal and external clients on a fee for service basis. The SPARK services will be provided by student employees and placement students.

### ▲ SUCCESS OUTCOMES

All targets achieved, revenue target exceeded including VEBTA funding to assist 15 SME's with e-business graphics and functionality.

## WEB BASED COMPETENCY TRACKING FOR HEALTH SCIENCE ///

Streamline the collection, recording, storage, sharing and retrieval of data related to student progress in both lab and clinical placements.

### ▲ SUCCESS OUTCOMES

Pilot completed showing ideal suitability for Paramedic program.

## SUCCESS STORY -

### APPLIED RESEARCH

Colleges, including SLC, are increasingly playing a critical role in encouraging more small businesses to innovate. Each year, Ontario colleges work with more than 750 companies to pursue market-driven applied research activities and with about 80 organizations on projects which address provincial socioeconomic priorities.

Current examples of St. Lawrence College Applied Research projects include:

Environment Technology students and faculty worked with Food Cycle Science of Cornwall Ontario to help remediate dehydrated food waste into a soil additive for gardens.

Civil Engineering and Energy Systems and Engineering Technology (ESET) students and faculty worked with FireRein Inc of Napanee Ontario to conduct performance testing on the company's new FDA approved fire suppressant additive.

Instrumentation and Control Engineering students and faculty worked with McKinnon Brothers Brewing, of Bath Ontario, to automate part of their craft brewing manufacturing process while maintaining high quality standards.

A Biotechnology student and faculty worked with Octane Medical Group, Kingston, to help identify ideal inputs and optimization for a bioreactor assisting the growth of stem cells, which are in high demand by clinics treating patients with leukemia and other hematopoietic disorders.

SLC also operates a variety of applied research projects each year addressing issues among Small/Medium Enterprises (SME's) including partnership with Cornwall's St. Lawrence River Institute of Environmental Science and additionally in such fields as Agribusiness, Renewable Energy, Nursing, and Child Behaviour.

## SUCCESS STORY

### CAREER SERVICES/#CAREERREADY

SLC is committed to putting its #StudentsFirst by supporting them in becoming career ready. We know we're on the right track because 87.2% of our graduates found employment within six months of graduation, according to the 2016 Key Performance Indicators (KPIs). In addition to finding work after graduating, 91.6% of employers were satisfied with the quality of the educational preparation of St. Lawrence College graduates, and 84.6% of graduates were satisfied with the usefulness of their SLC education in achieving their goals after graduation.

Supporting #StudentsFirst and #CareerReady strategic objectives is SLC's Career Services, which offers students and alumni a variety of online resources. In fact, traffic to our virtual job board has quadrupled in the last two years, with more than 9500 visits per year! Our job board lists hundreds of opportunities in Eastern Ontario and is updated daily. Other services include Career Coach, an online tool to help prospective and current students find a successful career pathway by providing the most current local data on wages, employment, job postings and associated education and training. Interview Stream is another online tool that assists with job interview preparation by creating a no-pressure environment to practice and review skills.

### 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

### JOINT SPACE, INFRASTRUCTURE AND CAPITAL PLANNING PROCESS ///

Establish a new committee structure and process to integrate planning for college space, infrastructure and capital needs into a unified multi-year plan that aligns with the priorities identified in the college's Strategic Plan.

#### ▲ SUCCESS OUTCOMES

On track and implemented.

### STUDENT LIFE CENTRE CONCEPT DEVELOPMENT ///

Perform preliminary concept feasibility and design in support of formal development of a vital new focal point for Kingston Campus student life. A multipurpose complex is envisioned 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

Concept designs and fundraising feasibility study completed.

### DOWNTOWN CENTRE OF EXCELLENCE ///

Conduct internal and external consultations to assess Kingston Downtown Centre of Excellence feasibility.

#### ▲ SUCCESS OUTCOMES

Preliminary concept report completed and discussions in progress.

### MULTI-YEAR OBJECTIVE:

#### CAREER SERVICES ///

Help more students choose the right career path and program, and assist them to transition or advance their careers.

### CAREER SERVICES ///

Enhance Career & Student Placement Services with a one-stop-shop integrating career recruitment, placement coordination, career development, and effective online supports for current students, graduates and employers.

#### ▲ SUCCESS OUTCOMES

On track; implementation ongoing. Traffic to virtual service has quadrupled in the last two years to over 9500 visits per year.

**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**

Strong progress, implementation ongoing.

**ONBOARDING PROCESS FOR NEW EMPLOYEES ///**

Develop a comprehensive orientation process for new employees.

▲ **SUCCESS OUTCOMES**

On track and implemented.





## SUCCESS STORY

### EMPLOYEE ENGAGEMENT SURVEY

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When it comes to being engaged, SLC staff is tops. The College worked with Talent Map, a Canadian employee engagement survey specialist, to conduct a comprehensive employee engagement survey in 2016.

The response was tremendous. A total of 748 employees across our three campuses completed the survey for an impressive overall response rate of 92 per cent of full-time, and 51 per cent of non full-time employees completed the survey.

As well, the overall employee engagement score was 84 per cent, which puts us in the top 10 per cent of the Canada wide benchmark group of Talent Map. What does that say, exactly? It says SLC is a great place to work and learn, it says that our people have passion, pride, and dedication to the college. The survey was conducted in an effort to determine the current level of engagement of our employees and the opportunities for improved employee engagement. While these results are strong, work continues now to address priority areas to further improve employee engagement.

### EMPLOYEE ENGAGEMENT SURVEY ///

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Implement a comprehensive employee engagement survey.

#### ▲ SUCCESS OUTCOMES

Survey completed and follow-up ongoing.

### WORKFORCE PLANNING ///

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Determine staff demographic profile and trends for hiring strategies.

#### ▲ SUCCESS OUTCOMES

On track with completed documentation, ready for Year 3 implementation.

### MANAGEMENT ESSENTIALS ///

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Develop an orientation program for new managers.

#### ▲ SUCCESS OUTCOMES

On track and implemented.

### LEADERSHIP DEVELOPMENT TRAINING ///

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

#### ▲ SUCCESS OUTCOMES

Postponed to Year 4.

### PROCESS IMPROVEMENT AND PAPER REDUCTION ///

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Review identified HR processes in an effort to apply LEAN concepts to improve these processes and leverage our PeopleSoft HR information system to reduce manual processes.

#### ▲ SUCCESS OUTCOMES

Strong progress, implementation ongoing.

### ENHANCED UNION/MANAGEMENT ///

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Develop strategies to enhance the college's Union/Management relationship with a foundation of mutual respect and problem-solving.

#### ▲ SUCCESS OUTCOMES

Increased collaboration and productivity of both Union/College committees reflects positive growth in Union/Management relations.

### PEOPLESOFT ENHANCEMENTS ///

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Identify and improve priority data processing efficiencies.

#### ▲ SUCCESS OUTCOMES

On track, priorities identified.

**MULTI-YEAR OBJECTIVE:**

**CONTEMPORARY EDUCATOR ///**

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

**ADVANCING TEACHING & LEARNING EFFECTIVENESS ///**

Revise approaches to faculty development, in order to advance teaching and learning effectiveness.

▲ **SUCCESS OUTCOMES**

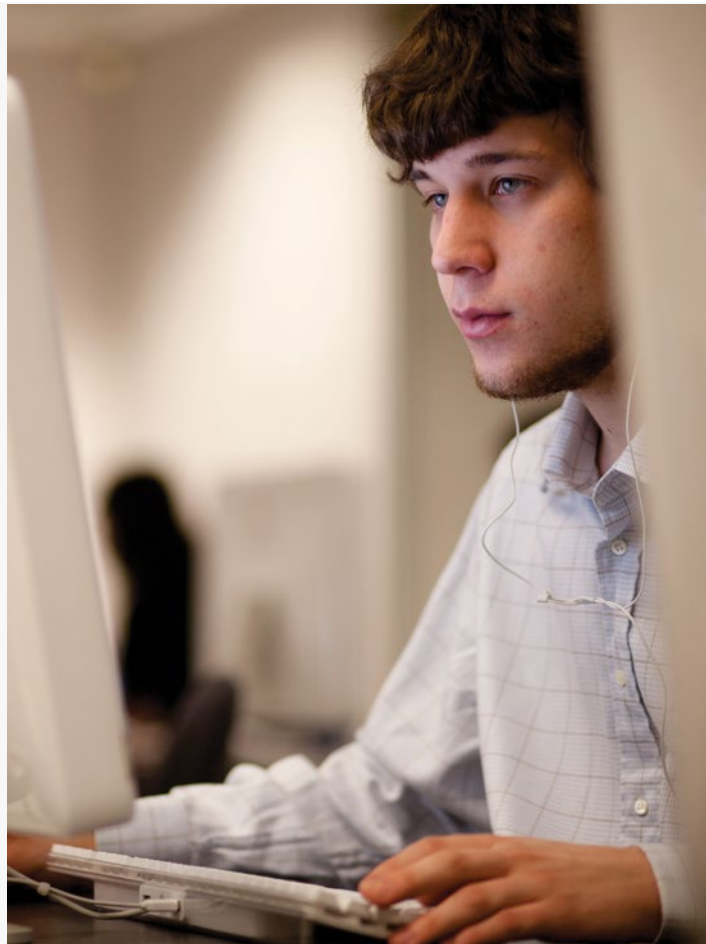
On track serving new full time faculty and garnering very positive feedback.

**LMS & LEARNING TECHNOLOGIES: TRAINING & SUPPORT ///**

Maximize college investments in Blackboard and other learning technologies by improving the overall ability of faculty and staff to effectively use them.

▲ **SUCCESS OUTCOMES**

Completed and implemented.



**MULTI-YEAR OBJECTIVE:**

**DIGITAL FLUENCY ///**

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.

**ONLINE STUDENT EXPERIENCE ///**

Revise full time academic programs at St. Lawrence to include one fully online course to provide students with competency and confidence in participating in this expanding delivery modality.

▲ **SUCCESS OUTCOMES**

Completed and implemented.

## SUCCESS STORY

### CONTEMPORARY LEARNING AT SLC

The Centre for Contemporary Teaching and Learning (CCTL) continues to dedicate resources to redesign, update, and support existing courses to foster digital literacy in our students. Through online and hybrid course delivery, we will ensure that our students experience the benefits of both traditional face-to-face instruction in the classroom, as well as preparing for an increasingly digital world through online learning.

St. Lawrence College will continue to 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.

#### The CCTL:

- ▶ Has built 4 online courses this past year
- ▶ Is currently working on 5 courses for eCampusOntario
- ▶ Is currently working on 1 financial module, and
- ▶ Is currently working on 7 hybrid courses

SLC currently delivers the Police Foundations and Early Childhood Education programs entirely online and is developing its Health Care Administration program online.

### MULTI-YEAR OBJECTIVE:

#### FOUNDATIONAL LITERACIES ///

Enhance the delivery and assessment of literacy, numeracy and essential employment skills in college programming.

### COURSE OUTLINE MANAGEMENT SYSTEM ///

Create an automated, centralized repository for course outlines to provide reliable, attainable and error-free information, and to ensure that student pathways (credit transfers, Prior Learning Assessment and Recognition, etc.) are easily attainable.

#### ▶ SUCCESS OUTCOMES

Based on feedback and analysis of the pilot, project scope expanded, at slightly greater cost, to fully capitalize upon software capabilities. Future years' costs reduced.

### MULTI-YEAR OBJECTIVE:

#### FINANCIAL STRENGTH ///

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

### ACADEMIC PROGRAMMING SUSTAINABILITY ///

Maintain and enhance a robust system to monitor, evaluate, and develop innovative, relevant programming content and delivery methods continuing to meet the needs of our students and communities.

#### ▶ SUCCESS OUTCOMES

Protocol drafted and being reviewed, finalized.

### FINANCIAL ACCOUNTABILITY AND SUSTAINABILITY ///

Strengthen 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

Progress with all metrics to date; achieved Ministry required financial reserve.

### INTEGRATED RISK MANAGEMENT ///

Implement a recognized best practice approach that will integrate risk management into the College wide organizational processes.

#### ▶ SUCCESS OUTCOMES

Risk Register developed and seeing implementation.

### CORPORATE PLANNING SYSTEM ///

Implement a system to respond to the Strategic Plan's call for "...business planning, strategy execution, and performance metrics systems that advance the strategic plan and optimize resource planning."

#### ▶ SUCCESS OUTCOMES

Planning Cycle drafted and SharePoint delivery planned; extended to Year 3 and to include departmental planning level.

## QA FOR SERVICES AND SUPPORTS ///

Design and implement a quality assurance system for services and supports.

### ▲ SUCCESS OUTCOMES

Plan drafted, implementation postponed to Year 3 to build upon Service Review.

## SERVICE REVIEW ///

Perform services inventory and adjust service portfolio to ensure delivery of ideal services and service levels.

### ▲ SUCCESS OUTCOMES

On track, developing recommendations to commence implementations in Fall 2016 onward.

## POLICY DEVELOPMENT AND MANAGEMENT SYSTEM ///

Review, refine and develop a policy development and management system for the college community, easily accessible to staff and the public, and published in accordance with AODA requirements.

### ▲ SUCCESS OUTCOMES

SharePoint development underway and roll-out planned early in Year 3.

## SUSTAINABILITY PLAN WITH IMPLEMENTATION STRATEGY ///

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

Aligned plan with standards set by the Association of the Advancement of Sustainability for Higher Education (AASHE); next steps prioritized.



## SUPPORTING MOBILE TEACHING, LEARNING AND WORKING ///

Leverage key technologies to reduce IT capital costs for computer labs and offices and improve mobile and Bring-Your-Own-Device (BYOD) access to learning resources currently offered only from within computer labs.

### ▲ SUCCESS OUTCOMES

On track; the Data Centre infrastructure design, procurement and build is complete and VDI deployment scheduling is underway.

## COMPLIANCE AND PROCESS IMPROVEMENT ///

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

### ▲ SUCCESS OUTCOMES

Software implemented; related processes seeing implementation.

## SUMMARY OF AUDITED FINANCIAL STATEMENTS - 2015/16 ///

St. Lawrence College achieved a surplus of \$3,426,731 in 2015-16, compared to \$87,311 in the previous year. The college has outlined a financial plan that will generate and maintain a 1.5% net income to revenue ratio by 2018-19, a financial sustainability benchmark per its Strategic Mandate Agreement. In order to achieve and maintain this financial sustainability objective, the college will demonstrate continued fiscal responsibility while investing in strategic plan initiatives, faculty and staff, and capital renewal in programs and facilities.

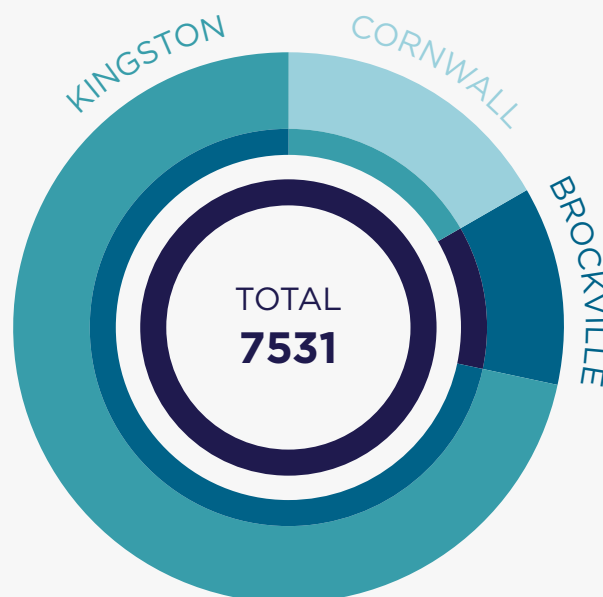
The college met the \$1.2 million payment obligations of its long-term debt and bankers' acceptance loans, which were reduced to \$19.3 million this fiscal year. The college met this obligation while maintaining a strong cash and short-term investment position of \$24.1 million.

Capital improvements and additions to capital assets totalled \$3.6 million and included facility renewal projects at all three campuses and renewal of information technology and academic instructional equipment.

Patricia Kerth  
Senior Vice President, Corporate Services & CFO

### Enrolment - Fall 2015

	Brockville	Cornwall	Kingston	College Total
<b>Funding Eligible</b>	520	801	3653	4974
<b>International</b>	7	16	711	734
<b>Second Career</b>	27	35	30	92
<b>Co-op Diploma Apprenticeship</b>		57	95	152
<b>Apprenticeship</b>				800
<b>Bachelor of Business Administration</b>				140
<b>Degree Nursing</b>	206	185	248	639
<b>Total</b>				<b>7531</b>



# THE ST. LAWRENCE COLLEGE OF APPLIED ARTS AND TECHNOLOGY ///

Consolidated Statement of Financial Position  
Consolidated Year ended March 31, 2016, with comparative figures for 2015

Statement 1

Assets	2016	2015
Current assets:		
Cash	\$ 10,498,843	\$ 14,021,998
Short-term investments (note 2)	13,599,496	5,507,523
Grants and accounts receivable (note 15(a))	5,079,688	4,549,759
Prepaid expenses	1,378,389	1,410,965
	<b>30,556,416</b>	<b>25,490,245</b>
Long-term investments (note 2)	10,811,516	10,487,991
Capital assets (note 3)	76,210,912	80,739,450
	<b>\$ 117,578,844</b>	<b>\$ 116,717,686</b>
<b>Liabilities, Deferred Contributions and Net Assets (Deficiency)</b>		
Current liabilities:		
Accounts payable and accrued liabilities	\$ 13,439,343	\$ 12,547,157
Deferred revenue (note 4)	12,301,673	11,837,245
Trust funds for student enhancement fees (note 5)	338,011	370,847
Current portion of long-term debt (note 7)	1,292,430	1,219,079
	<b>27,371,457</b>	<b>25,974,328</b>
Bankers' acceptance loans due on demand (note 7)	8,368,659	9,141,048
	<b>35,740,116</b>	<b>35,115,376</b>
Employee future benefits (note 6(b))	731,000	768,000
Sick leave benefit entitlement (note 6(c))	2,493,000	2,572,000
Long-term debt (note 7)	10,897,320	11,417,362
Interest rate swaps (note 7(e))	5,826,733	5,965,503
Deferred contributions capital assets (note 8)	37,730,705	40,297,384
Total Liabilities	<b>93,418,874</b>	<b>96,135,625</b>
Net assets (deficiency):		
Invested in capital assets (note 9)	17,975,262	18,664,577
Restricted for endowments (note 10)	9,683,212	9,523,245
Internally restricted (note 11)	3,272,795	2,439,483
Unrestricted deficiency (note 12)	(6,969,488)	(10,252,222)
	<b>23,961,781</b>	<b>20,375,083</b>
Accumulated remeasurement gains	198,189	206,978
	<b>24,159,970</b>	<b>20,582,061</b>
Commitments (note 13)		
Contingent liabilities (note 14)		
	<b>\$ 117,578,844</b>	<b>\$ 116,717,686</b>

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

 Chair
  President

	2016	2015
Revenue:		
Grants and reimbursements (schedule 1)	\$ 56,474,905	\$55,150,522
Tuition and related fees	34,395,976	32,624,996
Ancillary (schedule 1)	6,701,029	6,449,967
Other	2,707,043	2,673,611
Amortization of deferred contributions related to capital assets	4,586,481	4,840,103
Realized gain (loss) on sale of short-term investments	6,529	(4,516)
Realized gain on sale of long-term investments	22,216	80,281
Donations	564,517	569,699
Interest	576,500	430,955
<b>Total revenue</b>	<b>106,035,196</b>	<b>102,815,618</b>
Expenses:		
Salaries, wages and benefits (schedule 2)	64,281,618	64,116,380
Non-payroll (schedule 3)	30,389,414	30,332,631
Amortization of capital assets	8,121,126	8,544,811
Employee future benefits expense (recovery)	(37,000)	17,000
Sick leave benefit recovery	(79,000)	(101,000)
Other non-pension benefits recovery	(67,693)	(181,515)
<b>Total expenses</b>	<b>102,608,465</b>	<b>102,728,307</b>
<b>Excess of revenue over expenses</b>	<b>\$ 3,426,731</b>	<b>\$87,311</b>

	2016	2015
Grants and reimbursement:		
Ministry of Training, Colleges and Universities:		
Operating and supplemental grants	\$ 42,788,783	\$ 42,627,975
Employment Services, Summer Job Service, Youth Employment and Canada-Ontario Job Grant programs	5,069,112	5,525,842
Literacy and Basic Skills program	1,086,994	1,037,802
Apprentice Training grants:		
Per diem rates	1,593,033	1,451,594
Administrative support	41,644	41,644
Enhancement	90,169	151,500
Co-op diploma	1,026,391	1,209,488
Contract educational services	1,385,319	891,188
Federal training	1,202,982	310,876
Other government grants	2,190,478	1,902,613
	<b>\$ 56,474,905</b>	<b>\$ 55,150,522</b>
Ancillary operations:		
Residences	\$ 4,880,249	\$ 4,623,952
Bookstores commission	320,254	305,788
Parking lots	862,016	891,456
Facilities rent	253,974	245,258
Food services contract	369,044	365,366
Other ancillary sales	-	2,525
Licensed premises	15,492	15,622
	<b>\$ 6,701,029</b>	<b>\$ 6,449,967</b>



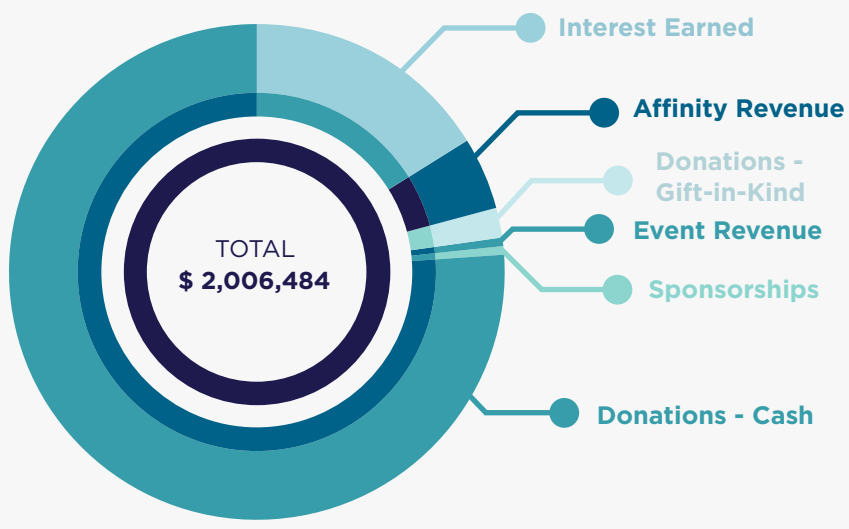
	2016	2015
Salaries:		
Academic:		
Full-time	\$ 17,811,983	\$ 17,976,737
Partial load and part-time	9,102,190	9,252,143
Coordinators' allowance	241,575	255,270
Excluded/sessional	962,902	1,059,100
Bonus/overtime	147,023	130,899
Administrative	9,018,619	8,811,095
Support:		
Full-time	10,243,219	10,233,150
Part-time	4,926,829	4,553,465
Bonus/overtime	49,137	47,196
Professional development leave	56,269	126,924
Benefits:		
Academic	5,849,042	6,006,937
Administrative	2,301,984	2,205,029
Support	3,570,846	3,458,435
	<b>\$ 64,281,618</b>	<b>\$ 64,116,380</b>

# ST. LAWRENCE COLLEGE FOUNDATION ///

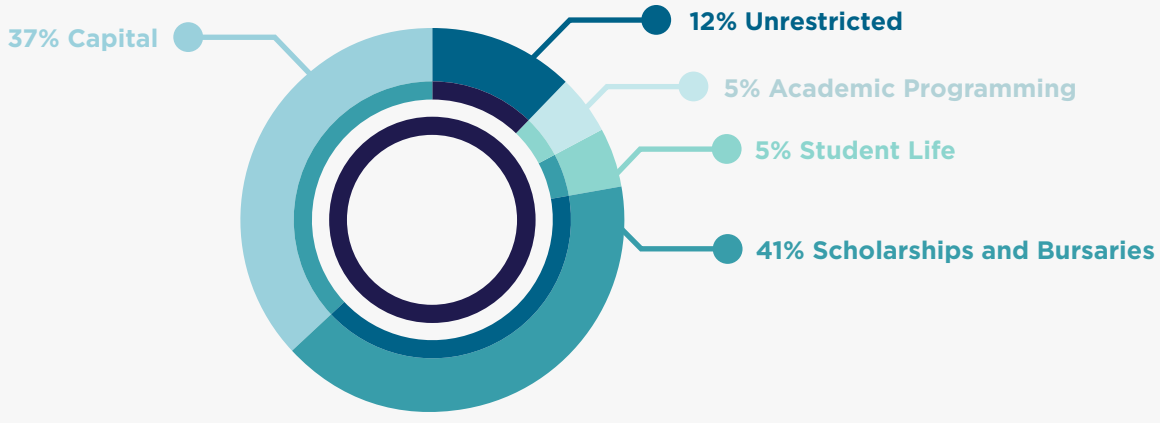
Annual Report on Giving and Revenue Earned 2015-2016

## Secured Funds in 2015-16

Donations - Cash	\$ 1,531,620
Interest	322,920
Affinity Revenue	92,758
Donations - Gift-in-Kind	37,555
Event Revenue	14,631
Sponsorships	7,000
<b>Grand Total</b>	<b>\$ 2,006,484</b>



## DONATIONS BY DESIGNATION:



## DONATIONS BY SOURCE:







# St. Lawrence College

[www.stlawrencecollege.ca](http://www.stlawrencecollege.ca)

**Brockville Campus**

2288 Parkedale Avenue  
Brockville, ON K6V 5X3  
613-345-0660

**Cornwall Campus**

2 St. Lawrence Drive  
Cornwall, ON K6H 4Z1  
613-933-6080

**Kingston Campus**

100 Portsmouth Avenue  
Kingston, ON K7L 5A6  
613-544-5400