

# **BUSINESS PLAN**

## 2021-2022



St. Lawrence  
College

## **LAND ACKNOWLEDGEMENT**

St. Lawrence College is situated on the traditional lands of the Anishinaabe and Haudenosaunee peoples. May we always be grateful to live and learn on these lands.

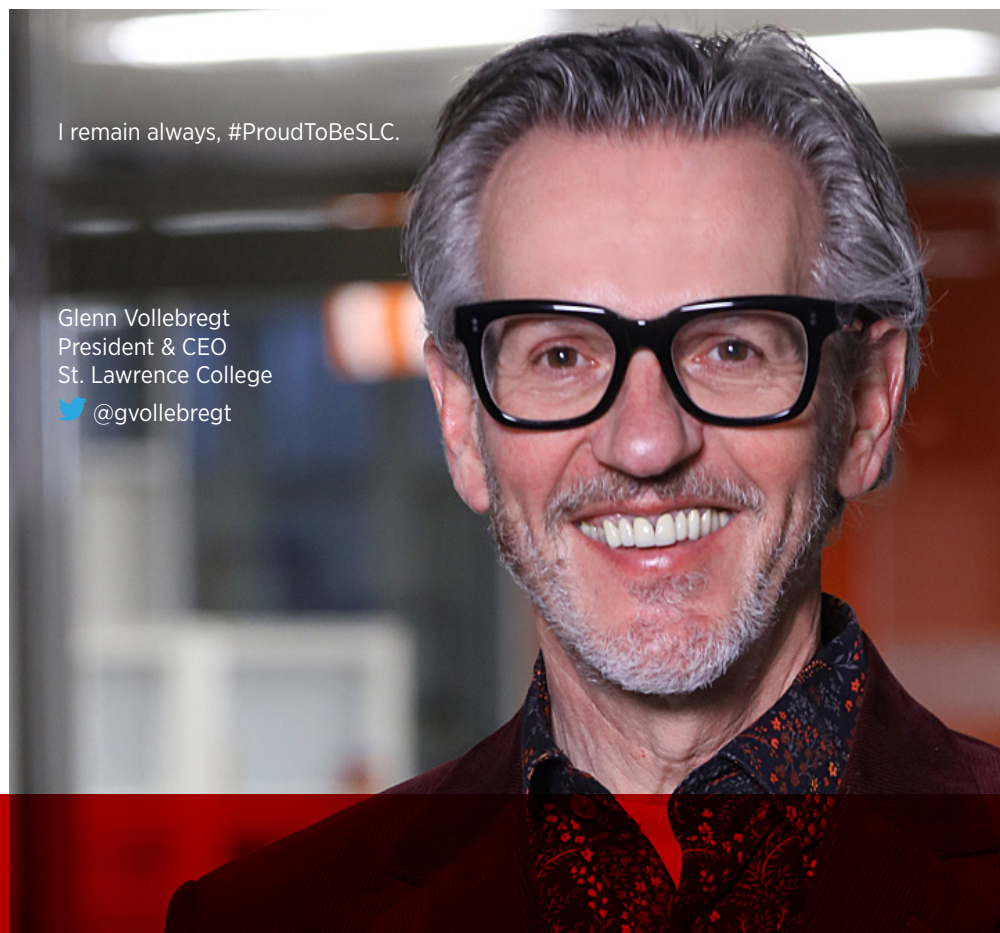
## **LETTER FROM THE PRESIDENT & CEO**

I am pleased to share the St. Lawrence College Business Plan for 2021-2022. Right now, the world continues to navigate the global COVID-19 pandemic declared by the World Health Organization just over a year ago. As a global community we must reflect on and mourn for the lives lost while we begin to recover together. We have all been forever changed by living through this experience.

One thing that has not changed is SLC's commitment to providing a learning experience that equips every student to succeed and thrive, whether learning via alternative delivery or in-person. In planning for 2021-2022, we are hopeful that vaccination rates will increase to a point where we can safely increase activity on our campuses, including more in-person learning. Our faculty and staff have done an incredible job of teaching and supporting our students throughout the pandemic, and we all look forward to having our students and colleagues in the halls and around our campuses in Kingston, Brockville, and Cornwall.

Our strategic plan, SLC in Five, continues to guide our work. SLC's strategic initiatives for the coming year include shaping the Future of Work as we adapt workspaces to a post-COVID world, and on the program side, we will continue incorporating Action Learning and Indigenous Ways of Knowing and Being into curriculum to further enhance experiential learning for students, actioning important aspects of recommendations set forth in the Truth and Reconciliation Commission. I look forward to working with all of our teams on these and other initiatives you'll read about in this Business Plan.

I am excited and inspired by my colleagues and peers who show up every single day, ready to dedicate themselves to our most important community of all and the reason why we're all here: our students. Our people are resilient, and our students are truly the leaders our future needs. I am certain that together we can rise to meet any challenges that come our way, and that we will continue learning and growing together.



I remain always, #ProudToBeSLC.

Glenn Vollebregt  
President & CEO  
St. Lawrence College  
 @gvollebregt

# SLC IN FIVE - OUR 2019-2024 STRATEGIC PLAN

## OUR VISION

**Rooted in our communities, we will be a globally recognized college delivering innovative learning opportunities and preparing career-ready graduates to be leaders in their fields.**

### ELEMENTS OF OUR VISION

#### Communities

We are a community college with campuses in three distinct communities in Eastern Ontario. As such, we are vital contributors to the growth and development of our local communities.

#### Globally recognized

We operate in a globally connected environment. By enhancing current agreements, partnerships, and international projects, and internationalizing our curriculum, we are solidifying our global status.

#### College

We are a college and proud of it! We are pleased to offer a full suite of credentials: certificates; diplomas; degrees; as well as apprenticeship training, and graduate certificates to meet the learning interests of our diverse student population.

#### Innovative learning

The core of our existence is based on providing innovative learning opportunities to all our students, full-time or part-time, in the classroom, online, and on the job. Our innovation delivers value to our students, partners, and communities.

#### Career-ready

Students come to St. Lawrence College for a variety of reasons. Our graduates leave prepared to enter the workforce, be entrepreneurs, change or improve their careers, or continue their love of learning.

#### Leaders

Our graduates leave prepared to excel in whatever they choose to do, whether in a professional or personal capacity.

## OUR MISSION

**We are dedicated to student success, academic excellence, and leadership in our communities.**





## OUR VALUES

### Students First Teamwork Innovation Integrity Belonging

#### Students First

Part of our core mandate as an educational institution is to put our Students First. Our staff is committed to providing our students with the programs, services and personal support to ensure their success. Simply put, we are here because of our students.

#### Teamwork

Our College succeeds because of Teamwork. Our dedicated and talented staff works together to achieve our collective mission. We are committed to fostering the skills, knowledge and passion of our team to deliver excellence in all that we do – for our students, our colleagues and our communities.

#### Innovation

Providing educational opportunities that deliver value to our students requires us to be resourceful and creative. This will ensure our College thrives as an institution and is resilient to external pressures. We believe building upon our achievements and focusing on Innovation will advance the College and allow us to meet the evolving needs of our students now and in the future.

#### Integrity

As we work toward our vision and mission, we strive to continually build trust with our students, staff, and community partners. We exemplify Integrity; it governs our actions and decision-making processes.

#### Belonging

We believe honesty, inclusivity and accountability are the pathways to success. As our communities evolve, we look to create a sense of Belonging for our students, team, and partners. We celebrate diversity, respect our differences, value contributions, and foster an environment where everyone feels they can participate without discrimination in our College community.





## OUR STRATEGIC DIRECTIONS

Our People   Our Programs   Our Students   Our Communities

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

### Our People

We will grow as an engaged, diverse team equipped for success.

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

### 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.

### Our Students

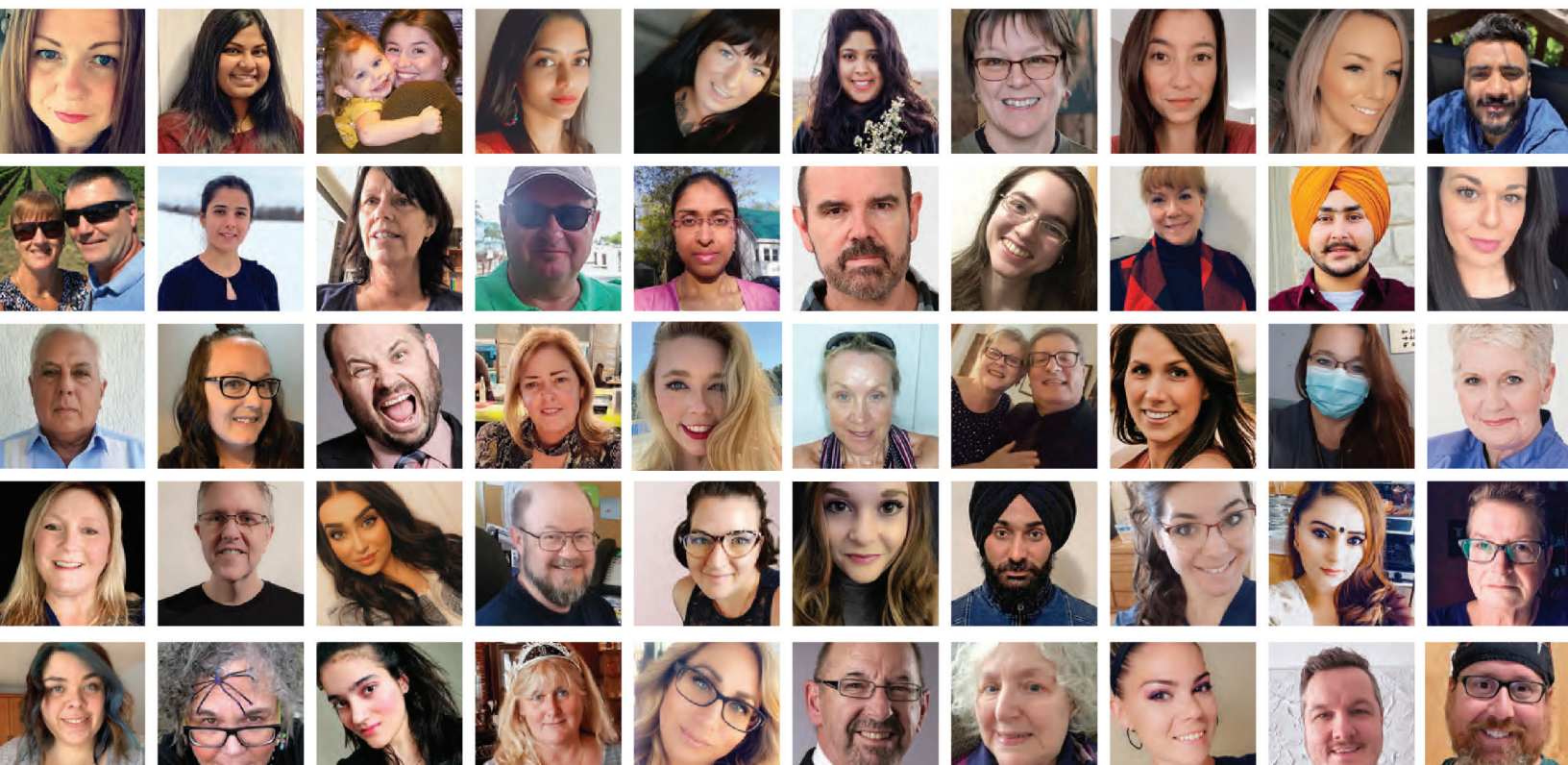
We will support all students while providing exceptional opportunities to connect and grow.

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.

### 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.



## OUR MULTI-YEAR OBJECTIVES

**These multi-year objectives become measurable actions driving momentum in the execution of the strategic directions.**

### Employee Success

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

Areas of focus:

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

### Academic Excellence

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

Areas of focus:

1. Establish SLC as the Action Learning College.
2. Be recognized as a leader in evidence-based, innovative teaching and learning.
3. 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:

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

### Operational Excellence

Drive sustainability and improvements in operations.

Areas of focus:

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

### Community Engagement

Collaborate on solutions and foster relationships.

Areas of focus:

1. Strengthen the SLC global alumni network.
2. Engage in strategic industry collaborations.
3. 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:

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



## STRATEGIC INITIATIVES

**The College continues to be guided by our SLC in Five strategic plan through the COVID-19 pandemic. The impact of the pandemic on the achievement of these strategic initiatives is unknown, but the College will continue to respond accordingly to deliver a quality education and student experience to ensure the success of our students.**

### Future of Work

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

### Innovative Program Design, Development & Delivery

To continue to advance Academic Excellence, this multi-year initiative will focus on program enhancements that address quality of programs and support learner access and engagement. Pathways will remain a priority, within and across credentials, and will be expanded through modular design and credential mix, including degrees and microcredentials. With attention to preparing graduates as global citizens and self-directed learners, principles of equity, diversity and inclusion and the intellectual and cultural traditions of Indigenous peoples will inform innovative program design and be reflected in the required competencies of each program and as part of the integration of institutional learning outcomes.

### Sustainability

As a leader in sustainability, SLC plans to advance its ranking through the Sustainability Tracking and Ranking System. Guided by the Sustainability Plan, the College will reduce waste and organic waste, develop guidelines for sustainable events, engage in community partnerships, advance equity, diversity and inclusion initiatives, support sustainable dining options, increase sustainability content in programming and incorporate sustainable features into design projects. These advancements will position SLC to advance to a Silver rating as it aims to achieve Gold status in the future.

### ERP Strategy - PeopleSoft Upgrade Program

Year three of the PeopleSoft Upgrade Program (PUP) is focused on the Human Capital Management (HCM) project. The PUP HCM project aims to close the maintenance deficit, modernize the SLC PeopleSoft HCM application, and create a stable and sustainable platform to support efficient and effective service delivery to our students, faculty and employees. Eliminating customizations and upgrading technical and security functions will enhance functionality and provide efficiencies. Main drivers are operational efficiency while at the same time ensuring financial and regulatory compliance, including integrating the T4A process with the PeopleSoft Finance system.

### Indigenous Ways of Knowing & Being

This is a multi-year initiative, which demonstrates SLC's commitment to embedding Indigenous wisdom and practices in programs and services. In the year ahead, the College will work in concert with the Indigenous Education Council to determine the next steps in this journey. This initiative will determine how (a) to advance our efforts to implement the recommendations of the Truth and Reconciliation Commission, (b) to deepen engagement with the Indigenous communities in our region, (c) to deliver relevant programming and events, (d) to nurture reciprocity among Indigenous and non-Indigenous peoples in the College and in the community and (e) to expand the presence of Indigenous culture at all campuses.





# REPORT OF THE 2021-2022 ANNUAL BUDGET

COVID-19 will continue to have a significant impact on the College's operations and finances during the 2021-22 fiscal year. The College is anticipating a deficit of \$2.89M due to the ongoing impact of COVID-19 on enrolment, which is expected to result in insufficient tuition or other revenues to cover expenses. The deficit will be funded by reserves that have accumulated over the past few years, reflecting our strong previous financial performance.

The development of the Annual Budget is a collaborative process with all College departments to ensure department operations have the resources required to deliver our programs, services, and supporting activities. The process also ensures financial resources are allocated to enable the College to achieve its strategic plan. A Budget Advisory Committee, consisting of all members of the College Executive Team (CET) and a diverse cross-section of the College Leadership Team (CLT), provided advice, guidance and recommendations on significant budget decisions.

I would like to thank all of those who contributed to the development of the budget, with special thanks to members of the Budget Advisory Committee.

Despite the projected deficit for fiscal 2021-22, the College remains in a strong financial position, and our strategic focus will enable us to further strengthen this post-pandemic.

Megan Sheppard  
Senior Vice-President, Corporate Services & CFO

## ASSUMPTIONS

A number of assumptions were made in preparing the 2021-22 Annual Budget, as uncertainty regarding COVID-19 persists. The College will continue to monitor key assumptions, including trends in enrolment, and operations will continue to be adjusted to mitigate potential additional financial risks. The key assumptions are as follows:

## REVENUES

- Government funding projections are based on the most recent memorandums from the Ministry of Colleges and Universities (MCU) and Ministry of Labour, Training and Skills Development (MLTSD) if received, or based on prior year actual funding. There is uncertainty concerning the continuity of some special purpose grants as the provincial government continues to implement funding changes and therefore this poses a budget risk.

- The College has developed a target enrolment plan, however, COVID-19 has resulted in some uncertainty, particularly related to achieving international enrolment targets. Assumptions regarding discounts to the international enrolment targets have therefore been incorporated into the budget. The discount rates are based on international student recruitment trends, trends in international student visa approvals and feedback from our private partners. The budget includes the following discounts relative to the target enrolment plan.

	Summer	Fall	Winter
International - On Campus	30%	15%	5%
Private Partnerships	20%	15%	10%

- Domestic tuition rates are maintained at 2020-21 rates in accordance with the MCU 2021-22 tuition fee framework, while international tuition rates have been increased by 3% over 2020-21 rates.
- Ancillary revenues consist of revenues from the bookstore, food services, parking, residences, and event and banquet services, and are based on limited on campus activity until September 2021 due to COVID-19. Total overall ancillary revenues are expected to exceed 2020-21 performance. However, these revenues will remain below pre-COVID levels.

## EXPENDITURES

- Salaries and benefits are budgeted based on approved staffing levels, administrative wage rates and collective agreement wage rates and step increases. Salaries and benefits comprise 65% of the College's total budgeted expenditures.
- It was anticipated that full on-campus operations will resume in September 2021, therefore impacting expenses such as utilities and maintenance.
- Discretionary expenses including travel and professional development budgets have been increased marginally as COVID-related restrictions are anticipated to loosen. These increases have however been limited in order to manage the College's financial position, and in anticipation of ongoing adjustments in alternative ways of doing business and increased digital usage.
- Some COVID-related costs such as security screening, communication, cleaning, personal protective equipment, technology support for students, faculty and staff, and alternative program delivery costs, will persist, particularly during the first half of the fiscal year.
- Contracted services expenditures are based on current contract amounts or expected contract renewal amounts.
- Other operating expenditures have remained constant other than those approved through a rigorous review and approval process.

## RISKS

The key financial risks to the College are the uncertainty in grant funding, as discussed earlier, the College's increased reliance on international enrolment for financial stability, and the ongoing impact and uncertainty surrounding COVID-19 and the vaccination rollout.

With little to no growth in domestic enrolment and no domestic tuition increases, our international operations has become the source of growth for the College, without which, the College would be in a sustained deficit position.

The following table identifies Board Risks and other risks, and highlights what the College is doing to mitigate these risks.

Risk Identification		Risk Mitigation
<b>Board Risks</b>		
The potential for not achieving the strategic plan		<ul style="list-style-type: none"> <li>Strategic Initiative Evaluation &amp; Assessment</li> <li>More evidence-based decision making</li> <li>Prioritization</li> </ul>
The potential for not achieving a balanced budget		<ul style="list-style-type: none"> <li>Budget Advisory Committee processes</li> <li>Strategic Enrolment Management (SEM)</li> <li>Increased recruiting efforts</li> <li>Controlled expenditures</li> </ul>
The potential for unreliable financial reporting		<ul style="list-style-type: none"> <li>Analytical review</li> <li>Annual audit</li> <li>PeopleSoft Upgrade Program (HRMS, SIS and Finance projects)</li> <li>Investment in employees and training</li> </ul>
The potential of significant disruption to the College's operations or ability to provide services / programs due to an adverse incident of natural, technological or human-caused origin		<ul style="list-style-type: none"> <li>IT controls, maintenance and backup strategies and protocols</li> <li>Incident Management Team</li> <li>Alternative program delivery</li> <li>Program redesigns</li> <li>New positions to support Peoplesoft Sustainability</li> </ul>
The potential for the College to not be able to attract/recruit new students		<ul style="list-style-type: none"> <li>SEM Processes</li> <li>New Programs</li> <li>New Recruitment and Marketing Initiatives</li> <li>New brand and website</li> <li>Quality Assurance</li> <li>Strategic Plan</li> <li>Updated Facilities</li> </ul>
The potential for the College to not be able to attract, recruit and support international students		<ul style="list-style-type: none"> <li>Sector advocacy with IRCC</li> <li>Diversification of country offices &amp; recruiting strategies</li> <li>Increased international supports</li> <li>Quality Assurance</li> <li>SEM Processes</li> </ul>
<b>Other Risks</b>		
Provincial Operating Grants Less than Budgeted		<ul style="list-style-type: none"> <li>Reduce Direct Expenses</li> <li>Defer strategic initiatives</li> <li>Provincial advocacy</li> <li>Explore alternative funding sources</li> </ul>
Part-time collective bargaining contract impacts greater than budgeted		<ul style="list-style-type: none"> <li>Support negotiations between College Employer Council and OPSEU</li> <li>Adapt cost structure</li> </ul>

## CAPITAL

In February 2021, the Board of Governors approved the College's 2021-22 budget for capital expenditures at \$8.3M, of which a total of \$3.3M will be funded through Ministry and other grants.

Some key capital projects include the Kingston Blue Wing design, the Brockville student health centre, parking lot upgrades, roofing repairs, washroom renewal, faculty, staff and academic lab computer renewal and other equipment and facility renewals.

2021/22 Capital Budget ('000s)	College Funded	Grant Funded	Student Fee/Foundation Funded	Total
Facility Renewal	\$ 2,476	\$ 1,847	\$ -	\$ 4,323
Ancillary Operations	\$ 926	\$ 110	\$ -	\$ 1,036
Information Technology	\$ 1,252	\$ -	\$ -	\$ 1,252
Academic Equipment	\$ -	\$ 887	\$ 350	\$ 1,237
Apprenticeship Equipment	\$ -	\$ 428	\$ -	\$ 428
<b>Total Capital</b>	<b>\$ 4,654</b>	<b>\$ 3,272</b>	<b>\$ 350</b>	<b>\$ 8,276</b>

## 2021-2022 OPERATING BUDGET

### STATEMENT OF REVENUE AND EXPENDITURE

(dollars in 000s)

	Funded Activity / College Operations	Contract Education	College Ancillary Operations	International Education ***	Strategic Initiatives	2021-22 Budget	2020-21 8mth Forecast	2020-21 Approved Budget
<b>REVENUE</b>								
Grants & reimbursement	\$ 52,393	\$ 2,828	\$ -	\$ (3,914)	\$ -	\$ 51,307	\$ 52,213	\$ 50,497
Tuition fees	26,368	234	-	42,085	-	68,687	63,848	69,421
Ancillary	151	-	5,449	-	-	5,600	2,207	4,152
Other	1,828	-	68	380	-	2,276	1,998	2,066
Amortization of deferred contributions	4,308	-	-	-	-	4,308	4,161	4,182
Realized gain (loss) on sale of short-term investments	775	-	-	-	-	775	(10)	(10)
Realized gain (loss) on sale of long-term investments	-	-	-	-	-	-	-	-
Donations	451	-	-	-	-	451	707	712
Interest	1,055	-	-	-	-	1,055	1,048	1,148
<b>TOTAL REVENUE</b>	<b>87,329</b>	<b>3,062</b>	<b>5,517</b>	<b>38,551</b>	<b>-</b>	<b>134,459</b>	<b>126,172</b>	<b>132,168</b>
<b>EXPENDITURE</b>								
Salaries & benefits	85,247	954	265	2,212	636	89,314	84,558	87,388
Non-payroll	27,395	1,734	3,475	4,958	964	38,526	34,555	38,426
Amortization of capital assets	9,511	-	-	-	-	9,511	9,045	9,044
Employee future benefits recovery	-	-	-	-	-	-	-	-
<b>TOTAL EXPENDITURE</b>	<b>122,153</b>	<b>2,688</b>	<b>3,740</b>	<b>7,170</b>	<b>1,600</b>	<b>137,351</b>	<b>128,158</b>	<b>134,858</b>
<b>SURPLUS / (DEFICIT)</b>	<b>\$ (34,824)</b>	<b>\$ 374</b>	<b>\$ 1,777</b>	<b>\$ 31,381</b>	<b>\$ (1,600)</b>	<b>\$ (2,892)</b>	<b>\$ (1,986)</b>	<b>\$ (2,690)</b>
<b>REDUCTION FROM (CONTRIBUTION TO) NET ASSETS</b>						<b>\$ 2,892</b>	<b>\$ 1,986</b>	<b>\$ 2,690</b>
	<b>Funded Activity / College Operations</b>					\$ (34,644)	\$ (29,661)	\$ (36,504)
	<b>Contract Education</b>					374	199	267
	<b>College Ancillary Operations</b>					1,777	(781)	785
	<b>International Education ***</b>					31,201	29,803	34,362
	<b>Strategic Initiatives</b>					(1,600)	(1,546)	(1,600)
	<b>Total Surplus / (Deficit)</b>					<b>\$ (2,892)</b>	<b>\$ (1,986)</b>	<b>\$ (2,690)</b>
	<b>Reduction from (Contribution to) Net Assets</b>					<b>\$ 2,892</b>	<b>\$ 1,986</b>	<b>\$ 2,690</b>

\*\*\* International Education executive administration and delivery costs are included in College Operations  
 NOTE: Comparative figures have been reclassified for presentation purpose



## 2021-2022 OPERATING BUDGET

### STATEMENT OF EXPENDITURE BY FUNCTIONAL AREA

(dollars in 000s)

	2021-22 Budget	2020-21 8mth Forecast	2020-21 Approved Budget
<b>Academic Division</b>			
Brockville Campus	\$ 9,190	\$ 8,763	\$ 9,719
Cornwall Campus	10,195	10,440	10,320
Kingston Campus	41,683	38,459	40,380
<b>Total Academic Division</b>	<b>61,068</b>	<b>57,662</b>	<b>60,419</b>
<b>Business Units</b>			
Ancillary	3,740	2,966	3,220
Corporate Learning & Performance Improvement	2,688	2,561	2,882
Employment Service	4,736	4,060	3,723
International Education	7,170	5,602	7,341
<b>Total Business Units</b>	<b>18,334</b>	<b>15,189</b>	<b>17,166</b>
<b>Administration</b>			
Athletics	1,700	1,372	1,988
Communications	501	526	500
Executive Administration	3,040	2,837	2,920
Finance	2,924	2,684	2,784
Facility Management Services	8,278	7,021	7,387
Foundation and Alumni	901	773	864
Human Resources	2,059	1,908	1,994
Information Technology	7,352	6,512	6,808
Innovation and Partnerships*	1,550	2,201	2,236
Libraries	1,435	1,312	1,359
Marketing	1,623	2,054	2,136
Program Planning & Development	1,239	1,171	1,083
Recruitment	968	833	929
Registrar	2,105	1,852	1,968
Research	405	458	530
Strategic Corporate Planning	476	483	507
Student Services	2,393	2,207	2,271
Student Wellness, Accessibility & Student Success	3,819	3,260	3,500
<b>Total Administration</b>	<b>42,768</b>	<b>39,464</b>	<b>41,764</b>
<b>Fundraising</b>	<b>760</b>	<b>950</b>	<b>950</b>
<b>Committed Funds</b>			
Bursaries/Tuition Set-Aside	2,211	1,890	2,294
Strategic Initiatives	1,600	1,546	1,600
Central Budgeting/Contingency/Flowthrough	1,859	3,237	2,553
Amortization and offset to capital incl. in operations	8,751	8,220	8,112
<b>Total Committed Funds</b>	<b>14,421</b>	<b>14,893</b>	<b>14,559</b>
<b>TOTAL EXPENDITURE</b>	<b>\$ 137,351</b>	<b>\$ 128,158</b>	<b>\$ 134,858</b>

\*Includes Grant supported activities

Note: Comparative figures have been reclassified for presentation purposes



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