

# **BUSINESS PLAN**

2026-2027



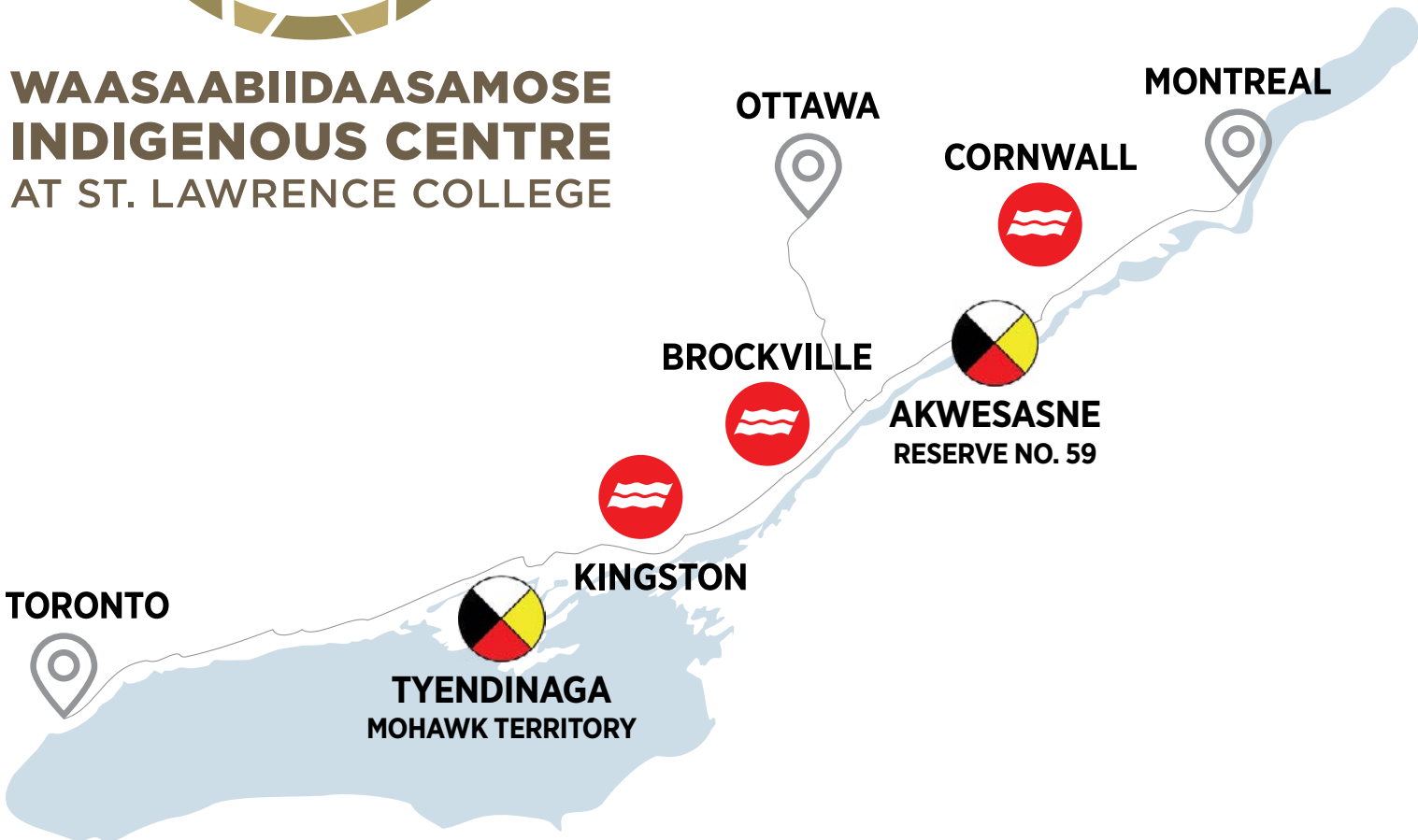
St. Lawrence  
College

## LAND ACKNOWLEDGEMENT

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



### WAASAABIIDAASAMOSE INDIGENOUS CENTRE AT ST. LAWRENCE COLLEGE



## LETTER FROM THE PRESIDENT & CEO

As we head into the new fiscal year, we know that it will be a transformative one, both for SLC and for the entire post-secondary sector. We have long known that change is the only constant we can rely on, and I am proud that SLC has been a main driver of that change. Throughout the changes coming our way, our commitments remain the same: to put our students first in all that we do and to be guided by our values.

This past April, we initiated the first integration of publicly assisted colleges as equal partners with Fleming College. The year ahead will see us mapping that integration, from expanding program offerings and optimizing systems, to aligning operations to scale the ways we serve our students and communities.

At the heart of this work is our commitment to improving the student experience while growing the ways we train the talent Ontario needs. That means optimizing our services and support, meeting students where they are and how they need it, developing programs that directly respond to labour market needs while expanding access with Fleming College programs. And it means bringing stability to post-secondary education in eastern Ontario through practical skills development opportunities, including the creation focused on healthcare, skilled trades, and workforce development.

We will also continue to operate responsibly and efficiently, responding to the needs of the province while contributing to its growth and success. This will include creating new connections with industry while we continue to support our student. The work is hard and we are moving quickly. I am honoured to be undertaking that work with incredible and dedicated teams and I am humbled by the responsibility and look forward to providing updates as the work progresses.



A handwritten signature in black ink, which reads "Glenn Vollebregt". The signature is stylized and cursive.

Glenn Vollebregt  
President & CEO  
St. Lawrence College



## **SLC IN FIVE + 3 - OUR 2019-2027 STRATEGIC PLAN**

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2026 saw the completion of Year Two of the extension of SLC's strategic plan, SLC in Five + 3. In 2024, the decision to extend SLC in Five was made with careful consideration and support from our Board of Governors and SLC community. Through extensive engagement efforts, including a listening tour, we reaffirmed the need to continue the work underway, and sustain our momentum.

### **MISSION**

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

### **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.





## **OUR VALUES**

### **Students First**

Part of our core mandate as an educational institution is to put our Students First. Our team 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 team 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, team, 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

## **Pillars providing context and direction to help SLC 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

### Objectives driving momentum in the execution of 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.



## **SLC'S STRATEGIC INITIATIVES –** **SUPPORTED BY STRATEGIC ENROLMENT MANAGEMENT,** **THE FOUNDATION FOR GROWTH AND SUCCESS**

The following pages outline SLC's work on advancing strategic initiatives for the upcoming year, which will become the stable, shared foundation from which St. Lawrence College will integrate with Fleming College.

As an integration of equal partners, much will be consistent once the new college is formed with greater scale, broader access for students to programs and services, and improved long-term financial sustainability. Students at all campuses will benefit from expanded academic pathways, increased access to specialized programs, enhanced research opportunities, and broader work-integrated learning experiences.

The integration process aligns with the province's goals of strengthening student access, building institutional capacity, and better aligning post-secondary education with workforce needs. Work will include due diligence, operational planning, and community engagement opportunities, all delivered within the next year and undertaken with board oversight and in line with provincial requirements.

Strategic Enrolment Management (SEM) will play a central role in how SLC prepares for the integration with Fleming College. This integrated, data-driven planning process helps SLC achieve and maintain optimal student recruitment and retention while supporting students in achieving their academic goals. SEM aligns the college's mission, academic programs, and financial goals with student success, supporting them from prospective student, to graduate, and alumnus.

SEM's value includes risk identification and mitigation strategies, principles used at both SLC and Fleming Colleges. Stable, continued, collaborative work to advance SEM will underpin the work to integrate, bring speed, consistency, and high-quality results, and ongoing advances for SLC's strategic initiatives.



## **STRATEGIC INITIATIVES: PROGRAM INNOVATION**

As we look to the year ahead, program innovation remains one of our key strategic priorities. Guided by a multi-year vision, we are committed to building a college that is responsive, inclusive, and forward-looking, one that meets students where they are and equips them for where they want to go.

Central to this work is the development of new programs designed to address the evolving labour market needs of Ontario and our local communities.

By listening closely to employers and industry partners, we will identify emerging gaps and create pathways that connect learners to real and growing opportunities. This means not only launching new credentials, but also ensuring our existing offerings continue to reflect the skills employers are actively seeking. These include launching new programs such as the Bachelor of Commerce: Social Innovation, Electrical Techniques, and online Autism and Behavioural Science.

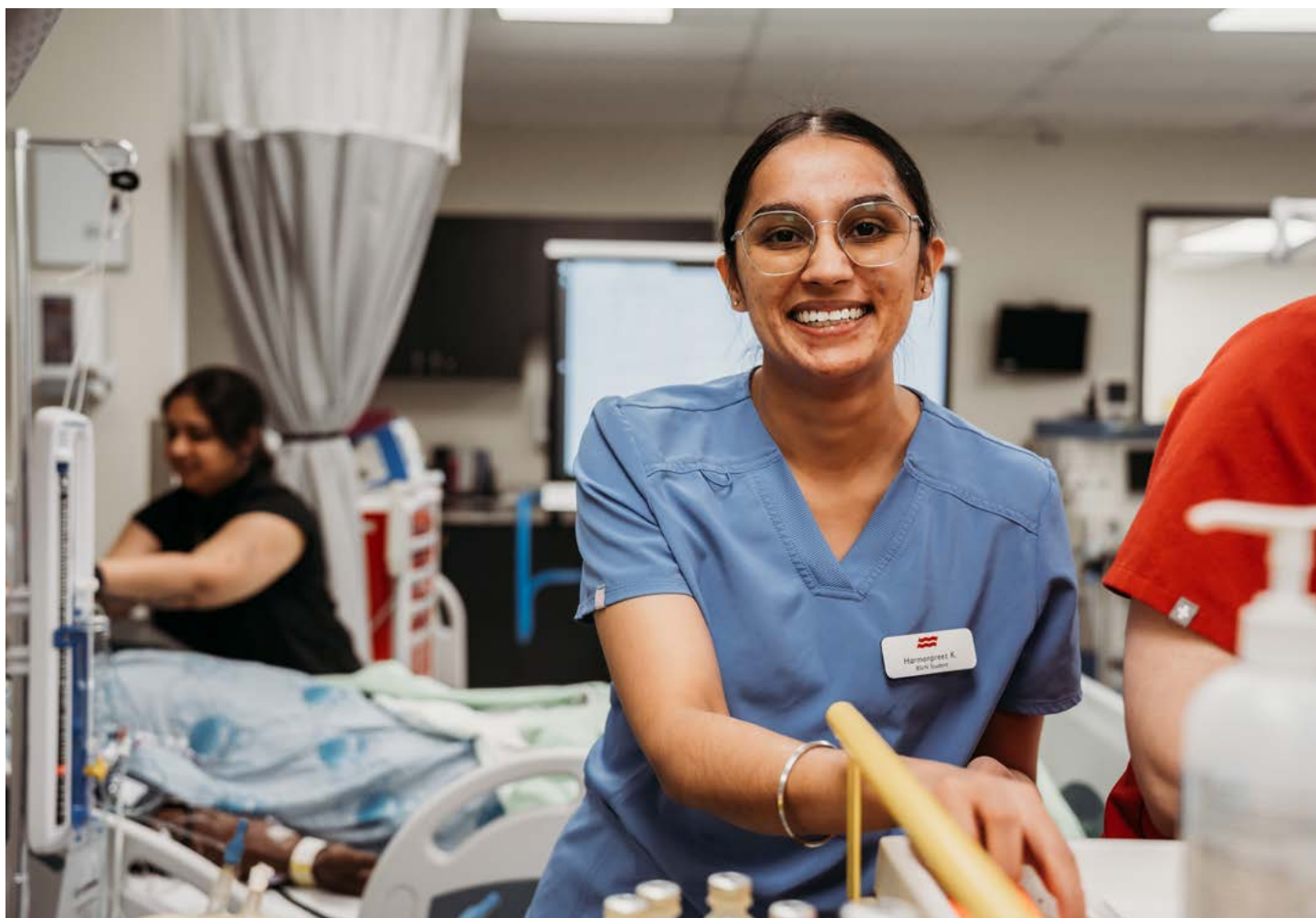
Expanding flexible learning options is another key priority for the coming year. We know that today's students are from diverse circumstances, responsibilities, and goals. To increase access and

remove barriers, we will grow our portfolio of online, short-term, and accelerated programming, giving more people the ability to pursue education on their terms, without compromising quality or outcomes.

We will also continue partnering with training providers and other colleges to enter new markets and extend our reach. These collaborations will allow us to serve students who may not have previously considered us, while strengthening our position as a regional leader in workforce development.

On campus, we are investing in the expansion of technology-enabled spaces across all locations and creating modern, connected environments that support dynamic and flexible modes of learning. Alongside this, we will broaden our service offerings to better support non-traditional learners, including those returning to education, upskilling mid-career, or navigating multiple commitments.

We are also committed to equipping our faculty with the skills, tools, and resources they need to teach effectively across flexible and evolving environments, which will help our students succeed.



## **STRATEGIC INITIATIVES: DIGITAL TRANSFORMATION**

**With these three plans under Digital Transformation, St. Lawrence College will continue the modernizing its systems and processes to enhance the experience of students and employees.**

### **Cybersecurity and Digital Governance**

SLC will continue building a coherent cybersecurity framework that meets legislative and regulatory requirements, including Bill 194, EDSTA, and FIPPA, moving toward a more mature approach to managing risk across the institution. Cybersecurity will be further embedded as a core institutional capability, with clearer accountability, stronger governance structures, and better decision-making across teams and departments. Greater attention will be given to data governance and information stewardship, ensuring that data is used consistently, transparently, and responsibly in both academic and administrative areas. Incident response readiness will be improved by building on existing processes and strengthening coordination at an institutional level. Together, these efforts will position cybersecurity and governance as a foundation for secure, scalable digital environments that support collaboration and system integration over the long term.

### **Student Experience Transformation**

We will complete a three-year opportunity roadmap covering 2026 to 2029 that ties directly to institutional priorities. The focus will move from discovering and designing ideas to deciding which initiatives to pursue and in what order, making sure investments are driven by real outcomes and are doable. We will start planning a phased rollout of future experiences, backed by clear operating models and the right technology to support them. A top priority will be reducing fragmentation by building more connected, end-to-end student journeys that span academic, administrative, and support services. The overall transformation model will be built to scale and last, supporting long-term modernization and flexibility across campuses and functions.

### **AI Transformation**

Under the college's approved AI policy, work will continue to advance institutional AI readiness, with a greater focus on governance, risk management, and responsible use. Efforts to build AI literacy across employees, leadership, and IT will move beyond general awareness toward practical, role-based application of AI tools. Targeted AI use cases will be explored across three areas: student experience, operational efficiency, and service delivery improvements. A disciplined approach to AI adoption will be established, positioning AI as an enabler of innovation while maintaining trust, compliance, and alignment with institutional values.



## EVOLVING TO BETTER SERVE OUR COMMUNITIES IN A CHANGING LANDSCAPE

St. Lawrence College undertook an Efficiency and Accountability Fund (EAF) Review, directed by the Ministry of Colleges, Universities, Research Excellence, and Security, and conducted by third-party reviewers in 2024.

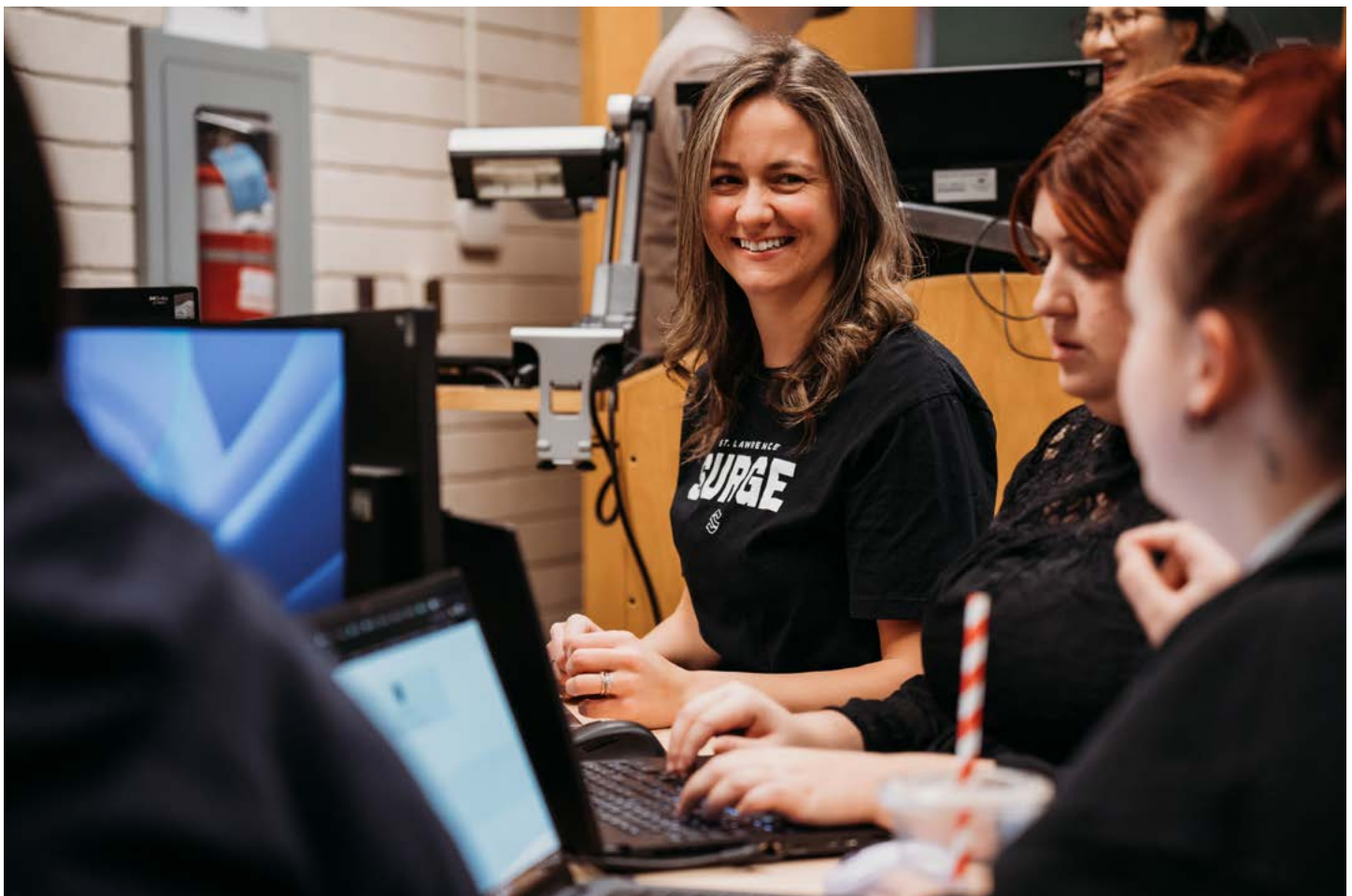
The review was guided by four key objectives: addressing financial and operational efficiency; building organizational capacity; enhancing academic program delivery; and ensuring SLC is well-positioned for future sustainability and growth.

In the coming year, SLC will advance the 17 recommendations (opportunities for improvement) identified in the efficiency review, while evaluating recommendations to adjust because of the integration with Fleming College. All recommendations from the initial report have now been initiated in the last year. Work continues on Recommendation 6: Addressing Growing Demands for Health Services, and Recommendation 9: Implement Digital Solutions to Support Efficiency and Improved Service Delivery. SLC will take a collaborative, data driven approach to advancing larger, enterprise-wide projects.

Of the original seven recommendations listed as “Initiated” in March of 2025, three have moved to “Progressing” and will be operationalized. Examples include Recommendation 7: Reduce Costs with Strategic Outsourcing. The college is working with its new Event and Banquet Services provider to increase revenue while communication to ensure awareness of new processes is supported.

While several report recommendations have been implemented, SLC continues to work at an operational level to realize opportunities tied to Recommendation 5 – Prioritize Domestic Recruitment. With work in program planning, innovation, and flexible learning, the college continues to seek growth in this area.

SLC and its team of employees are committed to operating in increasingly more efficient ways, while focusing on student success. For the coming year, SLC will prioritize the remaining recommendations of the review, while successfully integrating with Fleming College.





## **REPORT OF THE 2026-2027 ANNUAL BUDGET**

SLC's financial performance in 2025/26 was adversely affected by external factors, including federal immigration policies that limit international enrolment, the provincial domestic tuition reduction and freeze in place since 2019, and outdated operating grant funding models that have not kept pace with inflation.

Despite these pressures, SLC will continue advancing its three strategic initiatives. These initiatives focus on evolving the institution to better serve students and communities, improve access to education, and enhance efficiency and productivity through digital transformation. Collectively, they support changes to program delivery and strengthen alignment with labour market needs.

On February 12, 2026, the government announced changes to the operating funding model that included an investment in colleges and universities. This investment will increase SLC's operating grants by \$11.7 million in 2026/27, which significantly reduces the projected deficit. However, even with this incremental funding and continued disciplined spending, SLC will not achieve a balanced budget in 2026/27 and is projecting a deficit of \$18.2 million. To support ongoing operations, SLC will draw on reserves and maintain a positive restricted net assets balance as of March 31, 2027.

**To read the 2026-2027 Annual Budget, please visit [stlawrencecollege.ca](http://stlawrencecollege.ca).**

Bosco Yuan  
Vice-President,  
Finance, Risk, Facilities, Procurement & CFO





# St. Lawrence College

Kingston, Brockville, Cornwall

Business Plan 2026-2027

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

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