

LAMBTON COLLEGE OPEN BOARD MEETING
Thursday, April 6, 2023
4:30-5:45 p.m.
Lambton College Boardroom, C1-211(Teams option available)
AGENDA

4:30 1. **CALL TO ORDER** B. Hogan

2. **INDIGENOUS TRUTH AND RECONCILIATION** B. Hogan
LAND ACKNOWLEDGEMENT
Jason McMichael

At Lambton College, we are always very grateful for the land we live on, for the land we teach and work on, for the land we play and compete on and for the land we learn on.

It is with this gratitude in our hearts that before important events such as this one today that we are always very proud to acknowledge that: Lambton College is located on the beautiful homeland that is the traditional territory of the Ojibwe, Potawatomi and Odawa First Nations. These three individual Nations make up the traditional Three Fires Confederacy. We acknowledge the grace and the welcome they have offered to all students, staff and guests at Lambton College.

3. **CONSENT AGENDA (attachments)** B. Hogan **approval**

1. April 6, 2023 Agenda
2. March 2, 2023 Open Minutes
3. March 2, 2023 In-Camera Meeting Report
4. Governance Report
5. Conflict of Interest Declaration
6. Chair's Report

Recommendation: That the Board of Governors approves the minutes of the Open Meeting of March 2, 2023 and the entire contents of the consent agenda.
2023-14

- 4:35 4. **CELEBRATING OUR STUDENTS** S. Dickson information
Regan Knowles, Community Integration through
Co-operative Education (CICE) Student
- 4:45 5. **QUALITY ASSURANCE REPORT (attachment)** S. Dickson **approval**
Patrick Bennett, Director Institutional Intelligence &
Registrar
Recommendation: That the Board of Governors
approves the 2022 Quality Assurance Report. 2023-15
- 5:00 6. **BUSINESS PLAN AND BUDGET 2023-2024** S. Dickson **approval**
(attachment)
Julie Carlton, Director, Financial Planning
Recommendation: That the Board of Governors
approves the Finance and Property Committee
recommendation to approve the Business Plan and
Budget for 2023-24. 2023-16
- 5:15 7. **MILITARY CONNECTED COLLEGE** M. Vaughan information
- 5:35 8. **PRESIDENT'S REPORT (attachment)** R. Kardas information
- 5:40 9. **OTHER BUSINESS** B. Hogan Information
A. PAC Meeting Reports
- 5:45 10. **ADJOURNMENT**

Members

Barry Hogan, Chair	Jason McMichael
Susan Ferguson, 1 st Vice-Chair	Dave Mitton
Shannon Landry, 2 nd Vice-Chair	Christian Russi
Brian Lucas	Jarvis Nahdee
Mike Denomme	Dave Park
Shawn Fowler	Dean Pearson
Rob Kardas	Kelly Provost
Tania Lee	Carly Vandenende
Rob Dawson	

Resource

Mehdi Sheikhzadeh
Mary Vaughan
Kurtis Gray

Ex.Officio

Spencer Dickson

Board E.A.

Lianne Birkbeck

Open Board Meeting – Thursday, March 2, 2023 – 4:30 p.m. Lambton College Boardroom

Membership

Barry Hogan, Chair
Susan Ferguson, 1st Vice- Chair
Shannon Landry, 2nd Vice-Chair
(regrets)
Christian Russi -regrets
Shawn Fowler
Rob Kardas
Tania Lee
Brian Lucas

Jason McMichael -regrets
Dave Mitton
Rob Dawson
Jarvis Nahdee
Dave Park
Dean Pearson
Carly Vandenende
Kelly Provost
Mike Denomme

Resource

Mehdi Sheikhzadeh
Mary Vaughan
Kurtis Gray

Ex.Officio

Spencer Dickson

E.A. to the Board

Lianne Birkbeck

1. **CALL TO ORDER**

Barry Hogan, Chair, called the meeting to order at 4:32 p.m, and welcomed the Office Administration Student Loudes Bolante.

2. **INDIGENOUS TRUTH AND RECONCILIATION LAND ACKNOWLEDGEMENT**

The Chair made the Indigenous Land Acknowledgement that at Lambton College, we are always very grateful for the land we live on, for the land we teach and work on, for the land we play and compete on and for the land we learn on. It is with this gratitude in our hearts that before important events such as this one today that we are always very proud to acknowledge that: Lambton College is located on the beautiful homeland that is the traditional territory of the Ojibwe, Potawatomi and Odawa First Nations. These three individual Nations make up the traditional Three Fires Confederacy. We acknowledge the grace and the welcome they have offered to all students, staff and guests at Lambton College.

3. **CONSENT AGENDA**

1. March 2, 2023 Agenda
2. January 26, 2023 Open Minutes
3. January 26, 2023 In-Camera Meeting Report
4. Governance Report
5. Conflict of Interest Declaration
6. Chair's Report

IT WAS MOVED BY: Dave Park
SECONDED BY: Kelly Provost
THAT: the Board of Governors approves the minutes of the Open Meeting of January 26, 2023 and the entire contents of the consent agenda. 2023-7

4. **CELEBRATING OUR STUDENTS**

Mary Vaughan, Senior Vice-President Academic and Student Success, introduced Sami Brooke, Electrical Techniques student. Ms. Brooke overviewed her background indicating that she shifted from a career in Kinesiology to the Electrician. A challenge has been networking and determining the next steps for her career. She noted that she is a minority in the class but feels welcomed and is prepared for the challenges of being a woman in trades.

The Chair and the President thanked Ms. Brooke for her presentation and wished her success in her career.

5. **RESEARCH ETHICS BOARD ANNUAL REPORT**

The Chair invited Mehdi Sheikhzadeh, Vice President Research and Innovation to overview the report. Dr. Sheikhzadeh indicated the Lambton College Research Ethics Board is a requirement of NSERC Tri-Council with a prescribed membership structure and qualifications of its members. In 2022, five projects were reviewed with all identified as minimal risk with three approved and two projects that remain under review. In 2023, three projects have been identified as high risks projects because of the involvement of humans.

IT WAS MOVED BY: Brian Lucas
SECONDED BY: Carly Vandenende
THAT the Lambton College Board of Governors accepts the Lambton College Research Ethics Board 2022 Annual Report. 2023-8. Carried.

6. **FINANCIAL STATEMENTS FOR THE PERIOD ENDING DECEMBER 31, 2022 AND WINTER FORECAST UPDATE**

Julie Carlton, Director Finance overviewed the winter forecast and December 31, 2022 Financial Statements noting the significant net variances indicating a projected surplus of \$22M.

IT WAS MOVED BY: Dave Mitton
SECONDED BY: Mike Denomme
THAT: the Board of Governors approves the Finance and Property Committee recommendation to approve the Financial Statements for the period ended December 31, 2022 and the Winter Forecast update of financial

performance for the 2022-23 budget year as presented.
2023-9. **Carried.**

7. **TUITION & COMPULSORY FEES**

The Chair invited Spencer Dickson, Senior Vice President Strategy and Corporate Services to present the Tuition and Compulsory Fees. Mr. Dickson advised that government has confirmed that there is no permitted general increase to domestic tuition. However, the College may be permitted to seek government approval for a tuition increase for programs where the tuition is below the average for the college system. The Fees have been discussed with the Student Administrative Council (SAC) and the fees increases are approved, as necessary.

IT WAS MOVED BY: Kelly Provost

SECONDED BY: Rob Dawson

THAT: the Board of Governors approves the Finance and Property Committee recommendation to approve the 2023-24 Tuition and Ancillary Fees as presented reflecting the categorization of compulsory and ancillary fees levied by Lambton College and the Lambton College Student Administrative Council. 2023-10. **CARRIED.**

8. **INSURANCE, RISK MANAGEMENT, AND CYBERSECURITY REPORT**

The Chair invited Julie Carlton and Dave Mitton, Director, Information Technology to present the report. Ms. Carlton indicated that the consortium of Ontario Colleges has been reduced to 14 with the broker of record remaining Aon Reed Stenhouse Inc. Increased insurance premiums are expected in 23/24 as result of rising costs. The College uses the enterprise risk management system and has a standing Committee to identify risk and implement mitigation strategies across the college. Cybersecurity is a top priority with many initiatives and safeguards in place.

The President commended the work of the risk management team and the Information Technology Team for their daily dedication to protecting the College.

9. **PRESIDENT'S REPORT**

The President presented his report as written highlighting key items.

10. **OTHER BUSINESS**

- A. PAC Meeting Reports: The Board heard a report from the Pre-Service Firefighter/Fire Science PAC Meeting.

11. ADJOURNMENT

The meeting adjourned 5:51.

MINUTES APPROVED BY:

Barry Hogan, Chair

AT MEETING OF: April 6, 2023
Lianne Birkbeck, Recording Secretary

Report From: Barry Hogan, Chair

<input type="checkbox"/> For Action	<input checked="" type="checkbox"/> Board of Governors
<input checked="" type="checkbox"/> For Information	<input checked="" type="checkbox"/> Open Meeting
<input checked="" type="checkbox"/> Meeting Date	<u>April 6, 2023</u>
<input checked="" type="checkbox"/> Agenda Item No.	<u>3</u>

Subject: Report on Items from In-Camera Session March 2, 2023

Signature on file
Barry Hogan, Chair

The following took place at the March 2, 2023 In-Camera meeting:

- The In-Camera Minutes of January 26, 2023 were reviewed and approved.
- Capital projects were discussed, and a property update provided.

Report From: B. Hogan

<input checked="" type="checkbox"/> For Action	<input checked="" type="checkbox"/> Board of Governors
<input type="checkbox"/> For Information	<input checked="" type="checkbox"/> Open Meeting
<input type="checkbox"/> Meeting Date <u>April 6, 2023</u>	
<input type="checkbox"/> Agenda Item No. <u>#3</u>	

Subject: GOVERNANCE

Recommendation: That the Board of Governors approves the Governance Report and all decisions and motions therein, as presented.

Signature on File
Barry Hogan, Chair

Programs and Services Committee

M. Vaughan **approval**

The Programs and Services Committee met on March 23rd and heard a information presentation regarding Financial Aid, approved the Program Advisory Committee nomination forms, reviewed and discussed Triennial reports from the Carpenter, Electrical, and the Steamfitter apprenticeships and reviewed the Micro-credential and micro-certificate program report.

Triennial Reports

Recommendation: That the Board of Governors approves the Programs and Services Committee recommendation to approve the Carpenter Apprenticeship, Electrical Apprenticeship and Steamfitter Apprenticeship triennial reports.

Micro-credential and Micro-certificate Report

Recommendation: The Board of Governors approves the Programs and Services Committee recommendation to approve the Micro-credential and Micro-certificate report.

Nomination Committee

B. Hogan **approval**

2023 Second Term appointment

Recommendation: That the Board of Governors appoints Jarvis Nahdee for a second term to begin September 1st, 2023 ending August 31st, 2026.

Board Appointment Update

The Committee will interview a candidate from the health sector and a candidate from the education sector on April 13th.

2023 Internal Governor Elections

An election will be called in April for the support staff governor and the student governor positions to begin September 1, 2023.

Executive Committee

The Executive Committee met on March 23rd and reviewed the 2023/2024 Budget presentation, and the President informed the Executive of the new Minister's Public College Private Partnerships (PCPPs) Binding Directive.

B. Hogan information

The Executive discussed and agreed that it should be endeavoured to host the June 8th Board meeting at the Fire School.

At the June 8th, 2023 Board of Governors meeting, the 2023-24 Board Executive will be elected. The nomination forms are attached. All Governors are invited to express their interest to the Chair and complete the attached form to stand for election at the June meeting.

Upcoming College Events (attachment)

B. Hogan Information

A list of upcoming college events is included within the Governance Report to ensure Governors are aware of events and to extend an invitation for them to attend.



**OFFICE OF THE BOARD OF GOVERNORS
2023 NOMINATION FORM - ELECTION OF OFFICERS**

Please use a separate nomination form for each nomination.

We, the undersigned, nominate

_____ for the position of Chair, **OR**

_____ for the position of 1st Vice Chair, **OR**

_____ for the position of 2nd Vice Chair,
(Please PRINT name of Nominee)

For a term commencing on September 1, 2023 and ending on August 31, 2024.

1. _____
Nominated by (signature)

2. _____
Seconded by (signature)

NOTE:

1. The definition and duties for Board officers can be found on Page 7-9 of Operating By Law No. 1 of the Board of Governors.
2. These positions must be filled from among the external Board members.
3. A person may nominate more than one person for the same position.
4. Each nominee must be nominated by two (2) Board members. (Internal governors can be nominators.)
5. It would be appreciated if you could submit and or email the form to the Board Office by May 1, 2023. Nominations will also be called from the floor.

S.Dickson
Secretary-Treasurer

College Upcoming Events

2022-2023

Date	Time	Event	Location
April 6	10:00 a.m. (Grand Entry at 11:00 a.m.)	Lambton College Pow Wow	Gym Cestar Group Athletics & Fitness Centre, Main Campus
April 8	1-4 p.m.	Social Service Worker Capstone Event “Freezin’ for a Reason” restaurant takeover This event is family friendly and will include a cornhole tournament, raffle table and a dunk tank	Sports – Beyond Refined Fool on London Road
June 7	1-4:30 pm	Convocation	PASA Arena
June 16	1:00 p.m.-5:00 p.m.	Foundation Golf Tournament	Widder Station Golf and Country Club, Thedford

<https://www.lambtoncollege.ca/custom/LambtonApps/Calendar/Calendar.aspx?date=2/22/2023>

Report From: B. Hogan, Chair

<input type="checkbox"/> For Action	<input checked="" type="checkbox"/> Board of Governors
<input checked="" type="checkbox"/> For Information	<input checked="" type="checkbox"/> Open Meeting
<input checked="" type="checkbox"/> Meeting Date <u>April 6, 2023</u>	
<input checked="" type="checkbox"/> Agenda Item No. <u>3</u>	

Subject: Chair's Report

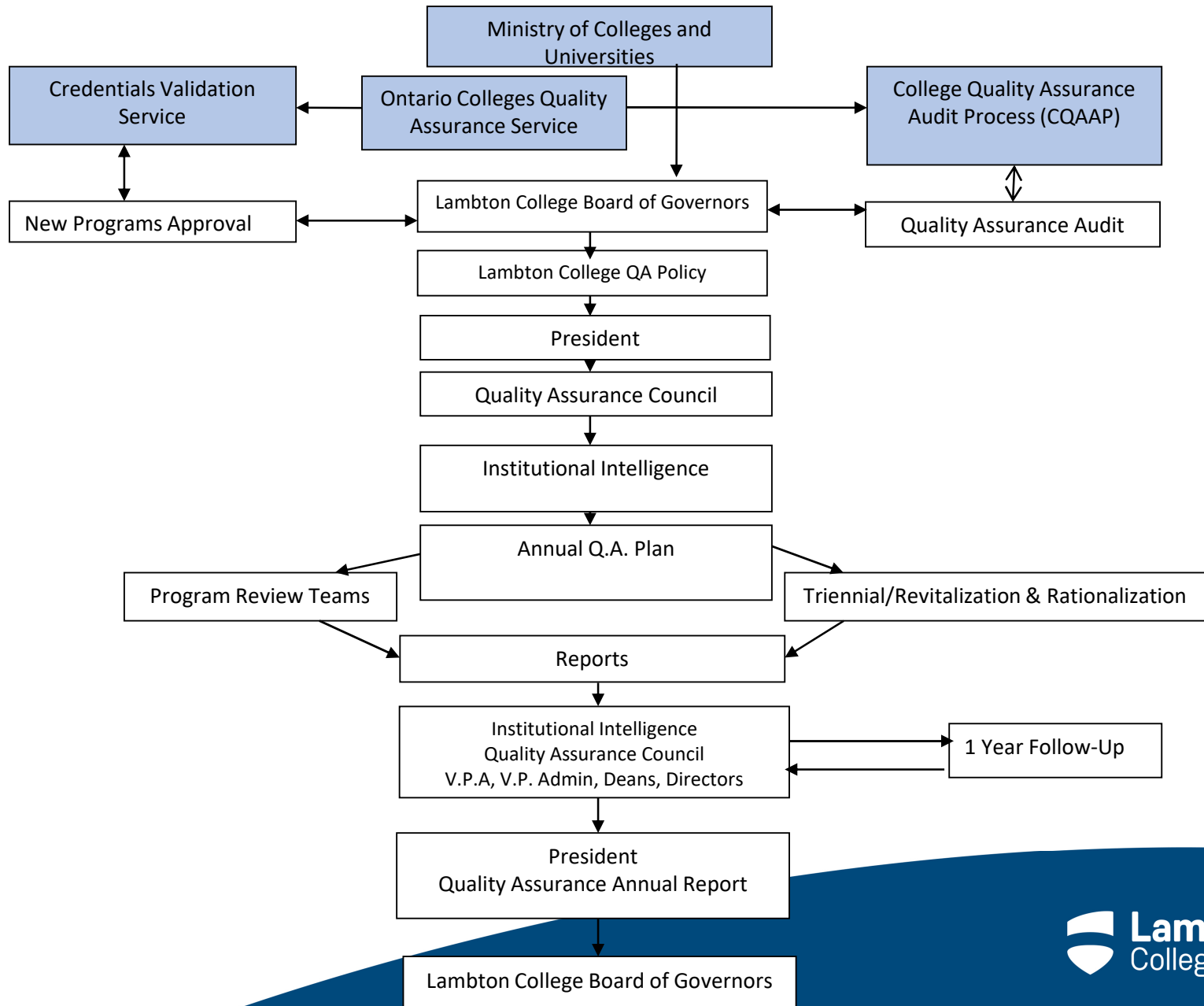
1. **Committee Meetings:** The Chair attended and chaired the Executive of the Board meeting, and attended the Programs and Services Committee.

Quality Assurance

Report on 2022 Activities

April 6, 2023

LAMBTON COLLEGE QUALITY ASSURANCE FLOW CHART



Role of the Board in QA

- Implement Policy and Structure
 - Board policy (4-013) in place with delegation
 - Organizational structure in place
- Oversight of Implementation and Activity
 - Confirmation of QA processes and activity
 - Compliance with College Quality Assurance Audit Process (CQAAP)
 - Monitor indicators of quality assurance impact or success

QA Reviews and Reports

- Triennial
 - 3-year mark
 - Self-study report
- Comprehensive
 - 6-year mark
 - Consultation with faculty, students, graduates, community stakeholders
- Implementation Report
 - One-year follow-up from the Comprehensive Report
- College Quality Assurance Audit Process (CQAAP)
 - Every 5 years

Overview of QA in 2022

- There were 7 Triennial Program Reviews:
 - Advanced Photography (APPS) and Photography (PHTG)
 - Practical Nursing (PRAC)
 - Social Service Worker (SSWK)
 - Quality Engineering Management (QEMS)
 - Cyber Infrastructure Specialist (CISC)
 - Occupational Therapist Assistant & Physiotherapist Assistant (OPTA)
 - Heating, Refrigeration and Air Conditioning Technician (HVAC)

Overview of QA in 2022

Comprehensive Program Reviews – in 2022

- Five comprehensive program reviews were completed
 - Sports & Recreation Management (SRAM)
 - Mechanical Technician – Industrial Management (MTIM)
 - Recreation Therapy (TREC) Recreation Therapy – Accelerated (TRES)
 - General Arts & Science (GASX), Liberal Studies (LIBS)
 - Advanced Project Management & Strategic Leadership (PMLS)

Overview of QA in 2022

Implementation Reports

- 6 were completed and received by the Quality Assurance Council (QAC):
 - Esthetician (ESTH)
 - Electrical Techniques (ELTC), Electrical Power Distribution & Control Technician (PDCT)
 - Chemical Production & Power Engineering Technology (CPET, CPEX) (*pending QAC approval*)
 - Police Foundations (PFND), Protection, Security & Investigation (PSIP)
 - Workplace Safety & Prevention (WSPP)
 - Hospitality Management (HMAN), Tourism - Operations Management (Co-op) TMAN

Recommendation Implementation

Program	Total Recommendations	Completed	Partially Implemented	Incomplete	Rejected
Esthetician (ESTH)	9	8	1	0	0
Electrical Techniques (ELTC) and Electrical Power Distribution & Control Technician (PDCT)	9	6	1	1	1
Protection, Security, and Investigation (PSIP) and Police Foundations (PFND)	13	10	2	1	0
Workplace Safety and Prevention (WSPP)	21	15	5	0	1
Hospitality Management (HMAN) and Tourism – Operations Management (TMAN)	18	17	0	1	0
Total (%)	70	56 (80%)	9 (13%)	3 (4%)	2 (3%)

CQAAP

- College Quality Assurance Audit Process, 2020
 - Final report received from auditors with a "mature effort" rating
 - A series of commendations, affirmations and recommendations that will inform our QA strategy moving forward.
- Follow-up Report submitted October 2022
 - Improvements in processes resulting from the audit:
 - Program Records Repository
 - Quality Assurance Process Map
 - Updated PAC policy
 - PAC Scorecard
 - Update to the Triennial Review template

Quality Assurance in 2023

- Triennial Reviews to be completed: approx. 18
 - Scheduled for '23-24
- Comprehensive Reviews to be completed: 7
- (3 in '23W, 3 in '23S, 1 in '23F)
- Implementation Reports expected: 3
- (SRAM, MTIM, GASX/LIBS)

Quality Assurance in 2023

- Review of overall suite of Quality Assurance processes
 - New OCQAS / CQAAP standards expected in June
 - Shift from a retrospective audit paradigm towards driving meaningful and continuous program improvement
 - Efficiently target resources to programs

Overview of QA with Licensees

- Oversight of QA by Senior Dean
- Comprehensive Program reviews completed in 2022:
 - Occupational Health & Safety Management (OHST)
 - Advanced Project Management and Strategic Leadership (PMLT)
 - Supply Chain Management (SCMT)
 - Advanced Project Management and Strategic Leadership (PMLM)
 - Supply Chain Management (SCMM)
 - Business Management – Human Resources (BMHT)

Overview of QA with Licensees

- Follow-up Implementation Reports completed in 2022:
 - Financial Planning and Wealth Management (FPWT)
 - Marketing Management Digital Media (MMDT)
 - Business Management International Business and International Business (BINM/BMIM)
 - Cyber Security & Computer Forensics (CSFM)

Overview of QA with Licensees

- Reviews scheduled for 2023:
 - Artificial Intelligence Machine Learning (AIMT)
 - Business Management (BMAT), Business (BSNT)
 - Full Stack Software Development (FSDT, FSDM), Computer Programmer (CPCT, CPCM)
 - Chemical Laboratory Analysis (LAQT)
 - Quality Engineering Management (QEMT)
 - Wireless Networking (WNEM)
 - Tourism - Operations Management (Co-op) (TMAM) and Hotel and Resort Management (HRMM)
 - Business Management – Human Resources (BMHM)

**schedule subject to change*

Overview of QA with Licensees

- **Follow-up Implementation Reports in 2023:**
 - Advanced Project Management and Strategic Leadership (PMLT & PMLM)
 - Supply Chain Management (SCMM & SCMT)
 - Occupational Health & Safety Management (OHST)
 - Business Management – Human Resources (BMHT)

Draft
Business Plan and Budget
2023-2024

Prepared for the
Board of Governors
April 6, 2023



LAMBTON COLLEGE
Business Plan and Budget
2023-2024

Table of Contents

1.0	LAMBTON COLLEGE STRATEGIC PLAN	4
1.1	Mission	4
1.2	Vision	4
1.3	Goals and Commitments	4
2.0	BUDGET SUMMARY	5
3.0	OPERATING CONTEXT AND KEY ASSUMPTIONS	6
3.1	Revenue	6
3.1.1	MCU Grants	6
3.1.2	Enrolment	6
3.1.3	Tuition and Fees	7
3.1.4	International	7
3.1.5	School/College/Work Initiative (SCWI)	7
3.1.6	Apprenticeship Training	7
3.1.7	Employment Services	7
3.1.8	Contract Services	7
3.1.9	Research and Innovation	8
3.1.10	Online Education	10
3.1.11	Mental Health Initiative	10
3.1.12	Ancillary Operations	10

3.2	Expenses	10
3.2.1	Full-Time Staffing Complement.....	10
3.2.2	Compensation Assumptions	12
3.2.3	Academic Initiatives	12
3.2.5	Capital Reserves.....	13
3.2.6	Major Capital Projects	14
3.2.7	Contingency	14
4.0	2023-2024 DRAFT BUDGET	15
4.1	Statement of Revenue and Expenditures	16
4.2	Summary of Capital Reserves	23

LAMBTON COLLEGE
Business Plan and Budget
2023-2024

1.0 LAMBTON COLLEGE STRATEGIC PLAN

Empowering Today, Shaping Tomorrow

1.1 Mission

Student and community success

1.2 Vision

A leader in education and applied research, challenging boundaries in a world shaped by the Fourth Industrial Revolution

1.3 Goals and Commitments

Our Students - Prepare students to succeed in a world of constant economic, environmental, and social change.

Our People - Our people are highly valued and at the centre of a vibrant culture.

Our Local & Global Community - Promote inclusivity, fairness and understanding to prepare students for a complex and interdependent world.

These strategic goals inform the plans and new initiatives outlined in the Business Plan and Budget 2023-2024.

2.0 BUDGET SUMMARY

	2023-2024 Budget	2022-2023 Fall Forecast
Revenue	\$ 146,667,200	\$ 143,684,600
Expenditure	\$ (130,150,400)	\$ (126,550,500)
Excess of Revenue over Expenditure	\$ 16,516,800	\$ 17,134,100
Transfer to Capital Reserve	\$ (20,115,900)	\$ (14,277,800)
Transfer from Capital Reserve	\$ 29,351,500	\$ 21,267,500
Invested in Capital Assets	\$ (25,852,000)	\$ (24,119,600)
Opening Accumulated Unrestricted Surplus	\$ 7,903,700	\$ 7,899,500
Closing Accumulated Unrestricted Surplus	\$ 7,804,100	\$ 7,903,700

3.0 OPERATING CONTEXT AND KEY ASSUMPTIONS

The 2023-24 Business Plan and Budget has been thoughtfully developed with consideration of the following operating context:

Operating Context

Lambton College is expected to complete another successful year in 2022-2023 with a surplus above original budget projection. This Budget Plan forecasts an in-year excess of revenue over expenditure of \$16.5M.

3.1 Revenue

3.1.1 MCU Grants

- The core operating grant is expected to remain static for the 2023-2024 budget year.
- Per student funding for both post-secondary college and baccalaureate nursing students will remain at the level of the previous year.
- The Small / Northern / Rural (SNR) grant will provide \$4,160,700, the same amount received in past years.
- Capital Equipment Renewal Fund (CERF) grant funding of \$196,900 projected for 2023-2024. No announcement of funding for 2023-2024 has been made.
- Facilities Renewal Program (FRP) grant funding of \$393,300 projected for 2023-2024. FRP funding for the 2023-2024 fiscal year has not been announced.

3.1.2 Enrolment

- Total post-secondary full-time enrolment including domestic and on-campus international enrolment for 2023-2024 is budgeted at 8,477 person terms, a 3.1% increase from enrolment of 2022-2023.
- Total post-secondary full-time domestic enrolment for 2023-2024 is anticipated to be 3,953 person terms, a 2.9% increase from 2022-2023 domestic enrolment.

3.1.3 Tuition and Fees

- Tuition fees remain frozen for the 2023-2024 period as per the MCU Directive.

3.1.4 International

- The number of international students at the Sarnia campus is budgeted at 4,524 person terms in 2023-2024, a decrease of 3.2% from 2022-2023 person terms.
- Programming in China has continued to wind down as the Chinese government has discontinued these partnerships.
- Lambton's two partnership agreements with private colleges in the GTA continue in 2023-2024. Student enrolment reflects slight increase in person terms at partner campuses. Enrolment is consistent with the multi-year enrolment plan. The net impact results in increase in revenue of \$3.5M reflected in this budget.
- International on-campus tuition and premium remains frozen for the 2023-2024 budget year to reflect the current international market.

3.1.5 School/College/Work Initiative (SCWI)

- Revenue and contribution consistent with 2022-2023.

3.1.6 Apprenticeship Training

- Apprenticeship revenue reflects per diem fees funded by Ministry Labour, Immigration, Training and Skills Development (MLITSD) for classroom training. Revenue from training increased by \$135,200 as a result of anticipated intakes for all Apprenticeship programs. The Apprenticeship Capital Grant (ACG) is projected to remain static at \$198,200 in 2023-2024. A portion of the equipment spending funded by ACG has been capitalized in 2023-2024.

3.1.7 Employment Services

Revenue is anticipated to be consistent compared to 2022-2023.

3.1.8 Contract Services

- Contribution from commercial fire training has slightly increased.

- Total course fees associated with a Board of Governors Information Technology certificate program that attracts predominantly international students has been reduced compared to 2022-2023. This is the last year for the BOG program as the program has been redeveloped into an Ontario Graduate Certificate Program.

3.1.9 Research and Innovation

- Applied research, a very active portfolio, based on current active grants, records a decline in total revenue in 2023-2024 over 2022-23. The department has applied to \$23,699,925 (until mid-March) in 2022-2023 (55% approved, 38% pending and 7% rejected). There are significant multi-year grants and single year grants that are still pending approval. Revenue associated with a number of outstanding grant proposals is not reflected.
- The Electrical Energy Storage Research Platform (EESRP) will begin its second year of operation in 2023-2024. The two-year \$641,800 Grant funded project is funded by NSERC Applied Research and Technology Partnership (ARTP).
- The Canadian Materials Circular Economy Syndicate (CMCES) will begin its second year of operation in 2023-2024. The two-year \$1.2M Grant funded project is funded by NSERC Applied Research and Technology Partnership (ARTP).
- The Southern Ontario Network for Advanced Manufacturing Institutes (SONAMI) will begin its final year of operation in 2023-2024. The Lambton College 2023-2024 distribution of funding is \$382,100 from FedDevON and \$107,500 from NSERC Applied Research and Technology Partnership (ARTP).
- In 2022-23, Lambton College was awarded the Canadian Bio-Cleantech Applied Research Network (CBARN) which is a network of four Southern Colleges and one University, led by the Lambton College, who collaborates with small and medium sized bio-based companies to support the development of new and optimization of existing bio technologies that generate advanced commercialization and job growth. A two-year \$3,000,000 FedDev-ON grant will begin its second year of operation in 2023-2024.
- The Lambton Circular Economy Innovation Platform (LCEIP) was awarded in 2022-2023 fiscal and will begin its second year of operation on July 1, 2023. The LCEIP is a five-year grant funded by NSERC in the amount of \$3.25 million. In year 2, the LCEIP provides \$690,500 revenue, inclusive of partner contributions.

- The Lambton Energy Research Centre (LERC) continued its activities related to a five-year \$2.3M NSERC-IE grant. The Grant and partnership revenue of \$116,000 funds project-related expenditures in 2023-2024.
- The Lambton Manufacturing Innovation Centre (LMIC) pending approval of a new five-year grant will enter its first year of a five-year \$1.75M NSERC Technology Access Centre (TAC) providing \$505,600 grant revenue in 2023-2024 (pending).
- The Bio-Industrial Process Research Centre (BPRC) enters its fifth year of a five-year \$1.75M NSERC Technology Access Centre (TAC) providing \$534,100 grant revenue in 2023-2024.
- A five-year NSERC-IRCC grant, in its final year, awarded in support of the work of Dr. Baoling Chen for her work in Advanced Biotechnology and Natural Health Products provides \$185,600 revenue, inclusive of partner contributions.
- In 2023-2024, grant revenue of \$82,200 supports the extension of a five-year grant to six years NSERC-IE grant entitled “Information Technology and Communications Research Centre (ITCRC)”.
- Funding for one state-of-the-art research equipment projects eligible under the Canada Foundation for Innovation (CFI) grant and Ontario Research Fund (ORF) is extended into fiscal 2023-2024 as certain specialized equipment could not be procured due to supply chain issues.
- Infrastructure Operating Fund is a multi-year grant that has \$499,200 available to support the operation of specialized equipment purchased under the Canadian Innovation Fund. For 2023-2024 fiscal, \$155,600 is budgeted to support the operation of the specialized equipment.

The Innovation Institute, will realize revenue contribution to the college in 2023-2024 with the following areas of focus:

- Corporate Training external contract revenue is targeted at \$180,000. This is based upon lower margin traditional hands-on corporate training contracts. With the focus on the new model of micro-credential delivery falling under Corporate Training contracts, we are hopeful to substantially outperform this number by the end of 2023-2024.

3.1.10 Online Education

- Tuition fees remain frozen as per the MCU Directive. In a challenging enrolment environment, the College is projecting a slight increase in revenue.

3.1.11 Mental Health Initiative

- Provincial funding for Mental Health initiatives received in 2022-2023 is assumed to continue, supporting extended mental health counselling services for students as well as extension of the highly regarded PEERS support program.

3.1.12 Ancillary Operations

- Residence fees have increased slightly from the previous year.
- Revenue from the Campus Shop has increased over the previous year with increase activity anticipated on campus due to new location at west entrance of the College.
- Parking revenue and fees have increased with increased activity on campus.

3.2 Expenses

3.2.1 Full-Time Staffing Complement

In response to a significant and sustainable increase in international enrolment the following are changes to the College's Full-time staffing complement:

- 4 Support Staff in the areas of Student Services, International Services and IT of which 2 positions are fully-funded and one I/O.
- 1 Administration Staff of which is a temporary admin position with term ending March 31, 2024.

	Apr 1/23	Net Change		Mar 31/24
Faculty	3	-	funded	3
	<u>139</u>	-	unfunded	<u>139</u>
	<u>142</u>	-	additions	<u>142</u>
Support Staff	47	2	funded	49
	<u>147</u>	2	unfunded	<u>149</u>
	<u>194</u>	<u>4</u>	additions	<u>198</u>
Administration Non- Management	1	-	funded	1
	<u>10</u>	-	unfunded	<u>10</u>
	<u>11</u>	-	additions	<u>11</u>
Administration Management	7	-	funded	7
	<u>45</u>	1	unfunded	<u>46</u>
	<u>52</u>	<u>1</u>	addition	<u>53</u>
Total	<u>399</u>	<u>5</u>	additions	<u>404</u>

3.2.2 Compensation Assumptions

- Bargaining Unit academic staff compensation changes per the provisions of the collective agreement.
- Bargaining Unit support staff compensation changes per the provisions of the collective agreement.
- A salary grid adjustment of 1.0% for non-executive administrative staff. Compensation for executive level positions remains frozen.
- Movement through salary range/grid based on experience and/or performance has been included for eligible employees in each employee group.
- Pension plan contributions remain unchanged and benefit rates increased nominally.

3.2.3 Academic Initiatives

The following academic initiatives respond to key strategic priorities included in the College's Strategic Plan 2019-2024:

Post-Secondary

Certificate/Diploma/Advanced Diploma Programs

- New post-secondary and Board of Governors programs will be offered at the Sarnia campus in 2023-2024:

Full-time delivery

- Bachelor of Science, Nursing – Honours Bachelor Degree
- Medical Esthetics and Advanced Skin Care Therapies- Ontario College Graduate Certificate
- Sustainable Building Sciences – Ontario College Graduate Certificate
- Welding Fundamentals – Board of Governors Certificate, Microcredential, Level 1
- Cloud Infrastructure and Administration- Ontario College Graduate Certificate

- Potential new programs for 2024-2025, the College is working on developing programs in the areas of Business, Health and Information Technology sectors.

3.2.5 Capital Reserves

A total of \$20,115,900 is transferred to Internally Restricted Reserves:

- Campus Renewal Reserve - \$20,007,100
 - Reserve for renovation and remodelling of dated facilities has increased. These funds will finance modernization plans for portions of the South building.
- Fire School Equipment - \$87,800
- Athletic & Fitness Centre Renewal Reserve - \$21,000
 - Reserve for equipment maintenance as fitness equipment starts to age and new equipment as needed for the Athletic & Fitness Centre funded by gym memberships and the Student Administrative Council.

3.2.6 Major Capital Projects

In 2023-2024, a total of \$29,551,500 will be transferred from the Campus Renewal Reserve to fund the following capital projects:

- The Board has approved \$14.5M for the West Entrance renovation project, which will be concluded this year with \$3.3M planned spending in 2023-2024.
- The Board has approved \$8.5M for the Indigenous Outdoor gathering space project with a portion funded through Foundation donations, which is planned spending of \$7.4M in 2023-2024 and the remainder will be concluded 2024-2025.
- The Board has approved the International and Services Realignment project for \$5M, which will be concluded this year with \$3.58M planned spending in 2023-2024 for the remainder of international department relocations and HR and IT department relocations
- Community Engagement Relocation project for \$4.2M which is planned spending of \$600k in 2023-24 and the remainder will be concluded in 2024-25.
- Computer Labs Renewal project is planned to be completed for \$4.4M to renovate and create 4 new computer labs.
- Deferred maintenance facilities projects.

3.2.7 Contingency

A contingency of \$1,000,000 is included in this budget.



**THE LAMBTON COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**

DRAFT BUDGET

Statement of Revenue and Expenditure

for the year ended April 1, 2023 - March 31, 2024

**THE LAMBTON COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**

Statement of Revenue and Expenditure

For the year ended April 1, 2023 - March 31, 2024

	Supporting Schedule	2023-24 Draft BUDGET	2022-23 Fall Forecast	Variance
REVENUE				
Post Secondary	Sch 2A	\$ 47,324,600	\$ 48,291,500	\$ (966,900)
Contract Services	Sch 2B	77,162,100	75,561,000	1,601,100
Student Services	Sch 3	6,168,400	5,854,400	314,000
Administrative Services	Sch 4	7,245,200	5,333,400	1,911,800
Physical Resources	Sch 5	344,500	311,600	32,900
Ancillary	Sch 6	4,332,100	3,607,800	724,300
Amortization of deferred capital contributions		4,090,300	4,724,900	(634,600)
		<u>146,667,200</u>	<u>143,684,600</u>	<u>2,982,600</u>
EXPENDITURE				
Post Secondary	Sch 2A	\$ 42,812,400	\$ 41,477,700	\$ 1,334,700
Contract Services	Sch 2B	46,439,400	44,327,700	2,111,700
Student Services	Sch 3	10,464,100	9,541,800	922,300
Administrative Services	Sch 4	9,831,900	10,573,600	(741,700)
Physical Resources	Sch 5	6,861,800	7,227,900	(366,100)
Ancillary	Sch 6	3,771,400	3,690,900	80,500
Depreciation of capital assets		9,969,400	9,710,900	258,500
		<u>130,150,400</u>	<u>126,550,500</u>	<u>3,599,900</u>
EXCESS OF REVENUE OVER EXPENDITURE		\$ 16,516,800	\$ 17,134,100	\$ (617,300)
TRANSFER TO CAPITAL RESERVES		(20,115,900)	(14,277,800)	(5,838,100)
TRANSFER FROM CAPITAL RESERVES		29,551,500	21,267,500	8,284,000
INVESTED IN CAPITAL ASSETS		(26,052,000)	(24,119,600)	(1,932,400)
OPENING ACCUMULATED UNRESTRICTED SURPLUS		7,903,700	7,899,500	4,200
CLOSING ACCUMULATED UNRESTRICTED SURPLUS		<u>\$ 7,804,100</u>	<u>\$ 7,903,700</u>	<u>\$ (99,600)</u>

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Post Secondary

For the year ended April 1, 2023 - March 31, 2024

Schedule 2A

	2023-24 Draft <u>BUDGET</u>	2022-23 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE:			
Fees: Tuition and Other	\$ 26,410,000	\$ 25,448,100	\$ 961,900
MCU Grants	20,465,100	21,646,400	(1,181,300)
Other	449,500	1,197,000	(747,500)
	<u>47,324,600</u>	<u>48,291,500</u>	<u>(966,900)</u>
EXPENDITURE:			
Compensation	\$ 36,048,100	\$ 33,820,700	\$ 2,227,400
Instructional software/Equipment/Rental	3,652,500	4,043,800	(391,300)
Instructional	1,470,400	1,633,300	(162,900)
Non-instructional	691,400	1,029,900	(338,500)
Tuition set aside	950,000	950,000	-
	<u>42,812,400</u>	<u>41,477,700</u>	<u>1,334,700</u>
CONTRIBUTION:	<u>\$ 4,512,200</u>	<u>\$ 6,813,800</u>	<u>\$ (2,301,600)</u>

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Contract Services

For the year ended April 1, 2023 - March 31, 2024

Schedule 2B

	2023-24 Draft <u>BUDGET</u>	2022-23 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE:			
Contract Revenue	\$ 376,400	\$ 323,300	\$ 53,100
Course Fees	376,300	919,800	(543,500)
International	59,745,200	55,192,500	4,552,700
MLITSD Apprenticeships	1,318,800	1,183,600	135,200
MCU Contracts	2,806,500	2,806,500	-
Other Provincial Contracts	1,694,500	1,694,500	-
Municipal Contracts	1,174,500	1,090,800	83,700
Research Contracts	7,894,100	10,625,000	(2,730,900)
Fire School	1,758,800	1,722,200	36,600
Other	17,000	2,800	14,200
	<u>77,162,100</u>	<u>75,561,000</u>	<u>1,601,100</u>
EXPENDITURE:			
Compensation	\$ 14,798,600	\$ 14,467,700	\$ 330,900
International Recruitment	21,034,500	18,443,400	2,591,100
Stipends/Support Allowances	729,300	956,000	(226,700)
Equipment/Building Maintenance	1,598,200	2,335,900	(737,700)
Instructional/Program	3,555,000	3,503,100	51,900
Non-instructional	4,723,800	4,621,600	102,200
	<u>46,439,400</u>	<u>44,327,700</u>	<u>2,111,700</u>
CONTRIBUTION:	\$ <u>30,722,700</u>	\$ <u>31,233,300</u>	\$ <u>(510,600)</u>

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Student Services

For the year ended April 1, 2023 - March 31, 2024

Schedule 3

	2023-24 Draft <u>BUDGET</u>	2022-23 Fall Forecast	<u>Variance</u>
REVENUE:			
MCU Revenue	\$ 1,252,400	\$ 1,670,300	\$ (417,900)
Sundry Fees	4,239,000	3,535,500	703,500
Other	677,000	648,600	28,400
	<u>6,168,400</u>	<u>5,854,400</u>	<u>314,000</u>
EXPENDITURE:			
Compensation	\$ 8,609,800	\$ 7,643,800	\$ 966,000
Equipment/Rental	127,100	185,800	(58,700)
Educational resources/Awards	340,200	342,700	(2,500)
Non-instructional	1,387,000	1,369,500	17,500
	<u>10,464,100</u>	<u>9,541,800</u>	<u>922,300</u>
CONTRIBUTION:	<u>\$ (4,295,700)</u>	<u>\$ (3,687,400)</u>	<u>\$ (608,300)</u>

**THE LAMBTON COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**

Analysis of Administrative Services

For the year ended April 1, 2023 - March 31, 2024

Schedule 4

	2023-24 Draft <u>BUDGET</u>	2022-23 Fall Forecast	<u>Variance</u>
REVENUE:			
MCU Revenue	\$ 180,700	\$ 325,300	\$ (144,600)
Rental Revenue	164,500	108,000	56,500
Other	6,900,000	4,900,100	1,999,900
	<u>7,245,200</u>	<u>5,333,400</u>	<u>1,911,800</u>
EXPENDITURE:			
Compensation	\$ 5,184,500	\$ 5,213,600	\$ (29,100)
Insurance/Taxes	809,000	932,100	(123,100)
Professional fees	1,052,000	1,560,800	(508,800)
Contingency	1,000,000	1,000,000	-
Non-instructional	1,786,400	1,867,100	(80,700)
	<u>9,831,900</u>	<u>10,573,600</u>	<u>(741,700)</u>
CONTRIBUTION:	<u>\$ (2,586,700)</u>	<u>\$ (5,240,200)</u>	<u>\$ 2,653,500</u>

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Physical Resources

For the year ended April 1, 2023 - March 31, 2024

Schedule 5

	2023-24 Draft <u>BUDGET</u>	2022-23 Fall Forecast	<u>Variance</u>
REVENUE:			
Facilities Fee	\$ 218,600	\$ 185,500	\$ 33,100
MCU Revenue	3,700	3,700	-
Other	122,200	122,400	(200)
	<u>344,500</u>	<u>311,600</u>	<u>32,900</u>
EXPENDITURE:			
Compensation	\$ 1,869,900	\$ 1,689,600	\$ 180,300
Equipment/Building Maintenance	4,570,400	5,080,700	(510,300)
Non-instructional	421,500	457,600	(36,100)
	<u>6,861,800</u>	<u>7,227,900</u>	<u>(366,100)</u>
CONTRIBUTION:	\$ (6,517,300)	\$ (6,916,300)	\$ 399,000

**THE LAMBTON COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**

Analysis of Ancillary Operations

For the year ended April 1, 2023 - March 31, 2024

Schedule 6

	2023-24 Draft <u>BUDGET</u>	2022-23 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE:			
Campus Shop	\$ 1,756,000	\$ 1,476,100	\$ 279,900
Parking	566,500	460,800	105,700
Residence	2,009,600	1,670,900	338,700
	<u>4,332,100</u>	<u>3,607,800</u>	<u>724,300</u>
EXPENDITURE:			
Campus Shop	\$ 1,659,100	\$ 1,434,000	\$ 225,100
Parking	562,600	596,700	(34,100)
Residence	1,549,700	1,660,200	(110,500)
	<u>3,771,400</u>	<u>3,690,900</u>	<u>80,500</u>
CONTRIBUTION:	<u>\$ 560,700</u>	<u>\$ (83,100)</u>	<u>\$ 643,800</u>

**THE LAMBTON COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**

Summary of Capital Reserves

For the year ended March 31, 2024

Capital Reserves	Apr 1, 2023	Additions	Disbursements	Mar 31, 2024
Campus Renewal:	\$ 101,108,097	\$ 19,400,000	\$ -	\$ 120,508,097
West Entrance & Campus Shop	(10,281,000)	-	(3,300,000)	(13,581,000)
Bridge Entrance Addition Renovation	(3,157,514)	-	-	(3,157,514)
Renovation - Chemistry Labs	(3,173,418)	-	-	(3,173,418)
Renovation - Biology Labs	(1,732,013)	-	(475,000)	(2,207,013)
Landscape / Roadways	(9,469,174)	-	(985,000)	(10,454,174)
Facilities Projects	(3,667,887)	-	(7,830,000)	(11,497,887)
Computer Labs Redevelopment	-	-	(4,400,000)	(4,400,000)
Community Engagement Relocation	-	-	(600,000)	(600,000)
International and Services Realignment	(1,420,000)	-	(3,580,000)	(5,000,000)
Indigenous Outdoor Gathering Space	-	-	(7,438,700)	(7,438,700)
Outdoor Recreation Precinct	(29,000)	-	(450,000)	(479,000)
1437-1451 London Road	(1,668,865)	-	-	(1,668,865)
Health/Research/Athletics	(556,450)	340,300	-	(216,150)
SAC Long-term Receivable	(5,176,575)	266,800	-	(4,909,775)
Campus Renewal Net	\$ 60,776,201	\$ 20,007,100	\$ (29,058,700)	\$ 51,724,601
Parking	64,716	-	-	64,716
IT and Learning Infrastructure	7,062,039	-	(347,100)	6,714,939
Insurance Retention	1,500,000	-	-	1,500,000
Research (LMIC & BPRC) TACs	127,936	-	(50,000)	77,936
Fireschool Equipment Renewal	154,035	87,800	(95,700)	146,135
Athletic & Fitness Centre Renewal	125,000	21,000	-	146,000
Total Capital Reserves	\$ 69,809,927	\$ 20,115,900	\$ (29,551,500)	\$ 60,374,327

**THE LAMBTON COLLEGE OF APPLIED ARTS
AND TECHNOLOGY**

Summary of Grant/Fee Funded Capital Projects

For the year ended March 31, 2024

		Grant Funding
Facilities Renewal Program	(FRP)	\$ 393,300
Campus Safety Program	(CSP)	107,100
Capital Equipment & Renewal Fund	(CERF)	196,900
Apprenticeship Capital Grant	(ACG)	198,200
Apprenticeship Capital Grant	(ACG Competitive)	325,000
IT Access Fee equipment	(IT Access Fee)	258,000
Research Funded Projects	(CFI, ORF)	150,000
Total Grant Funded Capital Projects		\$ 1,628,500

PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS

April 6, 2023

RESEARCH & INNOVATION

- Research & Innovation's (R&I) proposal for Intellectual Property Ontario's (IPON) Supporting Innovation and Commercialization in Ontario program has been approved for \$260,000. This funding will support a Lambton College project called Introducing a Culture of IP and Commercialization Support to Applied Research and its Clients Across the Lambton Research and Innovation Network. IPON approved between five and seven applications out of 22 submitted from across all of Ontario's colleges and universities.
- R&I recently submitted three proposals to Natural Sciences and Engineering Research Council of Canada's (NSERC) College and Community Social Innovation Fund (CCSIF).
 - In partnership with Bluewater Health, Lambton College is requesting \$360,000 for the assessment of the long-term efficacy and utility of repetitive transcranial magnetic stimulation for major depressive disorder treatment.
 - In partnership with Aamjiwnaang First Nation, Lambton College is requesting \$360,000 for the enhancement of biodiversity and preservation of traditional knowledge through the identification and propagation of native plants for the restoration of land in Aamjiwnaang.
 - In partnership with long term care providers, Lambton College is requesting \$360,000 for the assessment and optimization of an innovative standardized HR orientation model to address regional and province-wide staffing challenges in Ontario's long-term care sector.
- In the 2022-2023 fiscal year thus far, R&I has applied for \$26,022,425M in funding. At this time, 53% of those proposals have been successful, 39% are pending and 8% have been rejected.

OUR STUDENTS

- The Ministry of Colleges and Universities released an updated Public Colleges Private Partnership Minister's Binding Policy Directive. This update includes an enrolment cap that takes the place of the existing enrolment ratio, and new requirements for colleges in regard to recruitment, admissions, enrolment, the reporting of issues, and consultations with private partner communities.
- The 30th anniversary of Indigenous Education at Lambton College was celebrated on March 2 with an event that brought together Indigenous students, Alumni, former and current employees, and

former and current Indigenous Education Council members to mark 30 years of exceptional dedication and support from the Indigenous Student Centre.

- Lambton College held its first Sustainability Week from March 6 to 10. It featured a range of activities each day, including a clothing swap, chili handout, nature walk, and tour of the Smart House.
- Student Administrative Council (SAC) celebrated the Holi Festival with a colour party in the SAC courtyard on March 7. The President took part in the celebration.
- Lambton College celebrated International Women’s Day on March 8 with a keynote address from equity consultant Desiree Phillips. Festivities also included a yoga session, and a workshop for single mothers on how to balance a postsecondary education while raising a family.
- Enactus Lambton won silver in both the TD Entrepreneurship Challenge and the ScotiaBank Climate Action Challenge in the Enactus Regional Championships, held in Mississauga on March 9 and 10.
- On March 13 and 14, the President traveled to Toronto to participate as part of the panel in the first-round interviews for the new Colleges Ontario President. The President travelled to Toronto again for the Committee of Presidents meetings on March 20 and 21. While in Toronto, the President took part in a meeting with Minister of Colleges and Universities Jill Dunlop, visited the Provincial Legislature, attended Linda Franklin’s retirement gathering, and participated in the second round of interviews for the new College Ontario President.
- On March 15, the Lambton College Women’s Basketball Team won the Ontario Colleges Athletic Association (OCAA) silver medal. Head Coach Janine Day was also named the OCAA Women’s Basketball Coach of the Year.
- Lambton College Sports and Recreation Management students partnered with the Point Edward Minor Athletic Association to host the inaugural U7 Battle Under the Bridge hockey tournament on March 18 and 19. The tournament received great reviews from players and parents alike.
- Instrumentation and Control Engineering Technology Program Coordinator Kevin Ryan brought students Ben Black, Matthew Bowlby and Isaac Prins to Calgary for the ISA-SAIT World Student Games. Isaac Prins earned a bronze medal in the Team Competition.
- The Lambton College Fire School brought 40 students and alumni to New York City to learn from the New York City Fire Department (FDNY), reflect at the 9/11 Memorial, and march in the St. Patrick’s Day Parade. The trip was led by Faculty member Scott Brown.

- The International Women’s Club organized a fashion show at the College, held on March 23 in the upper cafeteria. The event had many participants, a large audience, and received more than 2,600 likes on Facebook and Instagram.
- Spring Open House was held on March 26. The recruitment event drew 475 registrations from prospective students, 48 applications, and 140 entries into a free tuition draw for confirmed students.
- On March 27, the Executive Management Team (EMT) had an introductory meeting with Higher Education Consultant Marilyn Mason, the former Vice President of Enrolment Services and Strategic Partnerships at King’s University College.
- Lambton College held its annual Academic Award Ceremonies on March 28 and 29. This year, more than \$440,000 was distributed to over 150 students across all academic programs.

OUR PEOPLE

- From February 28 to March 3, Lambton College held its third annual Innovation Week. Led by the team in R&I, this week highlights the innovations taking place across the College in Student Success, Academics, Operations, and Research.

OUR LOCAL AND GLOBAL COMMUNITY

- On February 24, the President and Mary Vaughan, Senior Vice President, Academic and Student Success, had an introductory meeting with the Sarnia and District Humane Society.
- Following the success of the Evening with Jackson Katz: Engaging Men and Boys event held at the Lambton College Event Centre, members of EMT met with representatives from the Sexual Assault Survivors Centre to discuss opportunities to collaborate on further sexual assault education and gender-specific programming.
- The President attended the swearing-in ceremony of new Sarnia Police Deputy Chief Julie Craddock on March 6.
- Lambton College hosted the Ontario Federation of School Athletic Associations AAA Boys Basketball Championships in the Cestar Group Athletics & Fitness Complex from March 6 to 8.
- Lambton College hosted a spring job fair on March 21 that featured more than 81 employers. The event was well attended and well received.
- The Empty Bowls fundraiser returned to the Lambton College Event Centre on March 24. The President and other EMT members attended the dinner, which was held in support of the Inn of the Good Shepherd and the Lion’s Heart Lambton College Food Bank.