

LAMBTON COLLEGE OPEN BOARD MEETING
Thursday, April 4, 2024
Lambton College C2-102 (Teams Option Available)
4:30 p.m. – 5:45 p.m.
AGENDA

- 4:30 1. **CALL TO ORDER** T. Lee
- Welcome Dave Machacek, Interim Sr. VP Academic and Student Success

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

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 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)** T. Lee **approval**
1. April 4, 2024 Agenda
 2. February 29, 2024 Open Minutes
 3. Report from the February 29, 2024 In-Camera Meeting
 4. Conflict of Interest Declaration
 5. Chair's Report
- Recommendation: That the Board of Governors approves the minutes of the Open Meeting of February 29, 2024 and the entire contents of the consent agenda.

- 4:35 4. **CELEBRATING OUR STUDENTS** S. Dickson Information
Corrie Pearson, Fire Sciences Program
Aaron Klooster, Dean, School of Fire Science, Health
Community Services
- 4:45 5. **QUALITY ASSURANCE REPORT (attachment)** S. Dickson **approval**
Patrick Bennett, Director Institutional Intelligence &
Registrar
Recommendation: That the Board of Governors
approves the 2023 Quality Assurance Report. 2024-13
- 5:00 6. **REVIEW BUSINESS PLAN AND BUDGET 2024-25** S. Dickson **approval**
(attachment)
Julie Carlton, Director Finance
Recommendation: That the Board of Governors
approves the Finance and Property Committee
recommendation to approve the Business Plan and
Budget for 2024-25. 2024-14
- 5:25 7. **PRESIDENT'S REPORT (attachment)** R. Kardas information
- 5:40 8. **OPEN GOVERNANCE REPORT (attachment)** T. Lee information
Recommendation: That the Board of Governors
approves the Governance Report and all decisions and
motions therein, as presented. 2024-15
- 5:45 9. **OTHER BUSINESS** T. Lee
- 5:50 10. **ADJOURNMENT**

Members

Tania Lee, Chair
Jason McMichael, 1st Vice-Chair
Rob Dawson, 2nd Vice-Chair
Mike Denomme
Shawn Fowler
Rob Kardas
Daniella Mancusi
Jane Mathews

Dave Mitton
Jarvis Nahdee
Dave Park
Dean Pearson
Kelly Provost
Gurpreet Singh
Ryan Straus
Beth Ann Wiersma

Resource

Mehdi Sheikhzadeh
Kurtis Gray
Marilyn Mason
Dave Machacek

Ex.Officio

Spencer Dickson

Board E.A.

Lianne Birkbeck

Open Board Meeting Minutes– Thursday, February 29, 2024 – 4:30 p.m. Lambton College B2-155 (Teams Available)

Membership

Tania Lee, Chair
Jason McMichael, 1st Vice- Chair (regrets)
Rob Dawson, 2nd Vice-Chair
Mike Denomme (regrets)
Shawn Fowler (regrets)
Rob Kardas
Daniella Mancusi
Jane Mathews

Dave Mitton
Jarvis Nahdee
Dave Park
Dean Pearson
Kelly Provost
Gurpreet Singh
Ryan Straus
Beth Ann Wiersma

Resource

Mehdi Sheikhzadeh
Mary Vaughan
Kurtis Gray
Marilyn Mason

Ex.Officio

Spencer Dickson

1. **CALL TO ORDER**

Tania Lee , Chair, called the meeting to order at 4:30 p.m.

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

The Chair invited Jane Mathews to make 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. February 29, 2024 Agenda
2. January 25, 2024 Open Minutes
3. Report from the January 25, 2024 In-Camera Meeting
4. Conflict of Interest Declaration
5. Chair's Report

IT WAS MOVED BY: Rob Dawson

SECONDED BY: Dean Pearson

THAT: That the Board of Governors approves the minutes of the Open Meeting of January 25, 2024 and the entire contents of the consent agenda. 2024 – 7. **CARRIED**

4. **CELEBRATING OUR STUDENTS**

The Chair welcomed Maddy Bishop, Border Services Student and varsity basketball player, and Al Bezaire, Coordinator, Border Services program. Professor Bezaire introduced Ms. Bishop overviews her many accomplishments. Ms. Bishop indicated that the athletics community was welcoming. Ms. Bishop's plans include furthering her education as her time at Lambton sparked a love of learning.

The President thanked Ms. Bishop for speaking to the Board and wished her well at the OCAA Basketball championships as well as in all her future endeavours.

5. **RESEARCH ETHICS BOARD ANNUAL REPORT**

The Chair invited Mehdi Sheikhzadeh, Senior Vice-President Research and Innovation to overview the report. Dr. Sheikhzadeh provided the rationale for the existence of the Research Ethics Board (REB) and its mandate and overviewed the activity of the REB in 2023. It was noted the REB Board is arms length from the College.

IT WAS MOVED BY: Kelly Provost
SECONDED BY: Ryan Straus
THAT: the Lambton College Board of Governors accepts the Lambton College Research Ethics Board 2023 Annual Report. 2024-8 **CARRIED**

6. **FINANCIAL STATEMENTS FOR THE PERIOD ENDING DECEMBER 31, 2023 AND WINTER FORECAST UPDATE**

The Chair invited Spencer Dickson, Senior Vice-President Strategy and Corporate Services and Julie Carlton, Director Finance to present the Financial Statements and the Winter Forecast. Ms. Carlton overviewed the net significant variances and the projected capital reserves.

The Chair thanked Ms. Carlton for the comprehensive presentation and invited questions from the Board.

IT WAS MOVED BY: Ryan Straus
SECONDED BY: Dean Pearson
THAT: the Board of Governors approves the Finance and Property Committee recommendation to approve the Financial Statements for the period ended December 31, 2023 and the Winter Forecast update of financial performance for the 2023-24 budget year as presented. 2024-9. **CARRIED**

7. ACADEMIC PLAN

The Chair invited Mary Vaughan, Senior Vice-President Academic and Student Success to present the 2024-2029 Academic Plan. Ms. Vaughan indicated that the Academic Plan aligns with the current Strategic Plan and will adapt when the new Strategic Plan is launched. Extensive stakeholder consultation took place resulting in seven priorities. The Academic Plan will serve as a guide to drive innovation, and student success and community success. The Chair thanked Ms. Vaughan for her work on developing the Academic Plan.

8. PRESIDENT'S REPORT

The President presented his report as written.

9. OPEN GOVERNANCE REPORT

The Chair presented the Open Governance Report and invited Mr. Dickson to overview the revised policies within the report inviting questions.

IT WAS MOVED BY: Kelly Provost

SECONDED BY: Rob Dawson

THAT: the Board of Governors approves the Governance Report and all decisions and motions therein, as presented. 2024-10.

CARRIED.

10. OTHER BUSINESS

- a. The Chair congratulated Daniella Mancusi on her new role as the Principal of St. Patrick's High School.

11. ADJOURNMENT

The meeting adjourned at 5:40 p.m.

MINUTES APPROVED BY:

Tania Lee, Chair

AT MEETING OF April 4, 2024

Lianne Birkbeck, Recording Secretary

Report From: Tania Lee, 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 4, 2024</u> |
| <input checked="" type="checkbox"/> Agenda Item No. | <u>3</u> |

Subject: Report on Items from In-Camera Session February 29, 2024

Signature on file

Tania Lee, Chair

The February 29, 2024 In-Camera meeting agenda contained the approval of the In-Camera Minutes of January 25th, 2024 and approval to move to the next phase of the Student Residence Project. In addition, a property update was heard, and discussion took place regarding the federal government changes to the International Student Program.

Report From: T. Lee 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 4, 2024</u> | |
| <input checked="" type="checkbox"/> Agenda Item No. <u>3</u> | |

Subject: Chair's Report

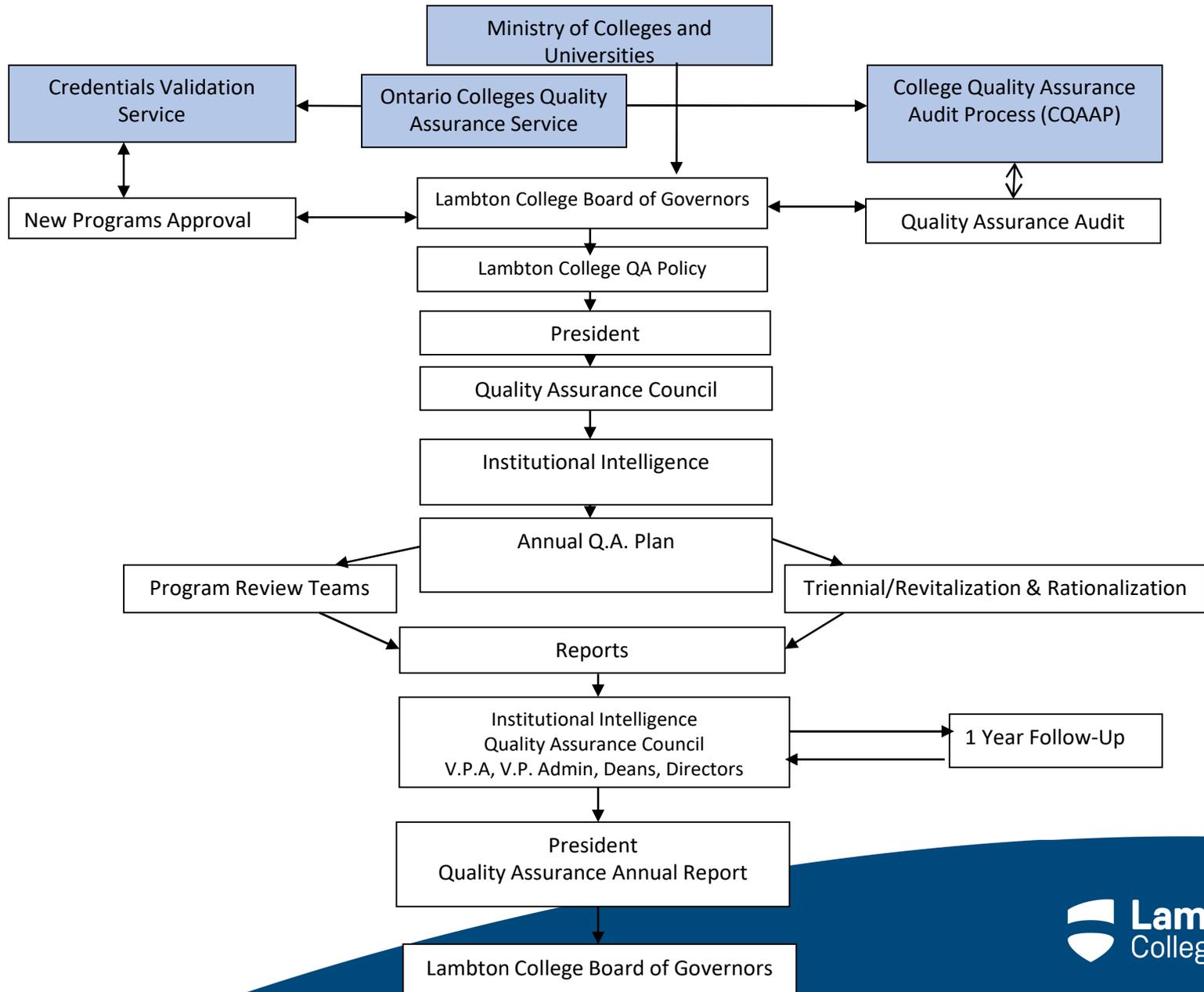
1. The Chair attended the March 22 Programs and Services Committee, and chaired the Executive Committee of the Board on March 22nd, 2024 and attended the Finance and Property Committee meeting on March 28th, 2024.
2. The Chair will speak at the convocations on June 4th and 5th and encourages all governors to attend as it is a meaningful day celebrating student success.
3. The Chair reviewed and signed the contract with Ellucian, the company that provides all aspects of the College Information System as the contract exceeded Presidential signing authority limits.

Quality Assurance

Report on 2023 Activities

April 4th, 2024

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 on 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 Quality Assurance Activities – 2023

- Triennial reviews completed: 12
- Comprehensive Program Reviews: 6
- Implementation Reports: 3
 - 40 recommendations, 32 (80%) Fully Implemented, 8 (20% Partially Implemented)
- Partner Campus QA Activity:
 - Comprehensive Program Reviews: 12
 - Implementation Reports: 3

Overview of Quality Assurance Activities – 2024

- Triennial reviews: 10
- Comprehensive Program Reviews: 6
- Implementation Reports: 7

- Partner Campus QA Activity:
 - Comprehensive Program Reviews: 6
 - Implementation Reports: 12

College Quality Assurance Audit Process (CQAAP) - 2025

- Audit date submission:
 - January 7th, 2025
- Project timelines:
 - January – September (2024)
 - Development of a Quality Assurance Handbook
 - July – September (2024)
 - Selection of college programs to be reviewed during the audit
 - December (2024)
 - Submission of final audit report
 - March 17 – 21, 2025
 - Site visit
 - BOG Participation

College Quality Assurance Audit Process (CQAAP) - 2025

- QA Handbook
 - Participating in bi-weekly meetings with OCQAS
- 2019 Implementation Report – Status Update
 - 80% completed

Quality Assurance in 2023/2024

- Review of overall suite of Quality Assurance processes
 - New OCQAS / CQAAP standards were published
 - SPIEQAA – International QA Standards
 - Shift from a retrospective audit paradigm towards driving meaningful and continuous program improvement
 - Piloted a Student Services Annual Reflection
 - International Education
 - Office of the Registrar & Financial Aid Services
 - Full implementation – Fall 2024
 - Piloting an Annual Program Reflection (Spring 2024)

Draft

Business Plan and Budget

2024-2025

Prepared for the
Board of Governors
April 4, 2024



LAMBTON COLLEGE
Business Plan and Budget
2024-2025

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LAMBTON COLLEGE
Business Plan and Budget
2024-2025

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 2024-2025.

2.0 BUDGET SUMMARY

| | 2024-2025 Budget | 2023-2024 Fall Forecast |
|---|-----------------------------|------------------------------------|
| Revenue | \$ 134,595,500 | \$ 165,803,700 |
| Expenditure | \$ (128,007,800) | \$ (142,804,900) |
| | <hr/> | <hr/> |
| Excess of Revenue over Expenditure | \$ 6,587,700 | \$ 22,998,800 |
| Transfer to Capital Reserve | \$ (2,537,800) | \$ (25,148,400) |
| Transfer from Capital Reserve | \$ 19,744,700 | \$ 19,667,800 |
| Invested in Capital Assets | \$ (12,945,800) | \$ (17,553,300) |
| Opening Accumulated Unrestricted Surplus | <hr/> \$ 8,040,900 | <hr/> \$ 8,076,000 |
| Closing Accumulated Unrestricted Surplus | <hr/> \$ 18,889,700 | <hr/> \$ 8,040,900 |

3.0 OPERATING CONTEXT AND KEY ASSUMPTIONS

The 2024-25 Business Plan and Budget has been thoughtfully developed with consideration of the following operating context and forward guidance:

Lambton College is expected to complete another successful year in 2023-2024 with a surplus above original budget projection. This Budget Plan forecasts an in-year excess of revenue over expenditure of \$6.5M.

International Student Program

This budget reflects the anticipated impact of the federal government announcement to changes to the International Student Program which include:

- A cap on international student study permits, distributed by the province;
- Reforms to the Post-Graduate Work Program that will render students coming into public college private partnerships ineligible;
- Limits on Open Work Permits available to spouses of international students.

Moving Forward with Confidence

The overriding objective of the 2024-25 budget is to provide the foundation for a multi-year transition period to support the long-term sustainability of Lambton College.

The assumptions for building this budget include:

- a pause on most new capital projects;
- salary and non-salary efficiencies;
- no anticipated term 1 enrolment at the public-private partnerships.

3.1 Revenue

3.1.1 MCU Grants

The provincial government has made an announcement with respect to anticipated changes to grants the College will be eligible for. We are awaiting a technical briefing, anticipated early in the 2024-2025 fiscal-year to understand the impact of this change to the College's budget. Therefore, the following assumptions have been adopted for the proposed budget and the financial forecast will be updated later in the fiscal year once this information is known:

- The core operating grant is expected to remain static for the 2024-2025 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 \$191,200 projected for 2024-2025. No announcement of funding for 2024-2025 has been made.
- Facilities Renewal Program (FRP) grant funding of \$2,200,000 projected for 2024-2025. FRP funding for the 2024-2025 fiscal year has not been announced.

3.1.2 Enrolment

- Total post-secondary full-time enrolment including domestic and on-campus international enrolment for 2024-2025 is budgeted at 10,429 person terms, an 8.8% increase from enrolment of 2023-2024.
- Total post-secondary full-time domestic enrolment for 2024-2025 is anticipated to be 4,233 person terms, a 0.55% increase from 2023-2024 domestic enrolment.

3.1.3 Tuition and Fees

- Tuition fees remain frozen for the 2024-2025 period as per the MCU Directive.

3.1.4 International

- The number of international students enrolled in programs delivered directly by Lambton College is budgeted at 6,196 person terms in 2024-2025, an increase of 11.2% from 2023-2024 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 will be impacted by the federal government announcement on January 22, 2024. It is anticipated that there will be no term 1 intakes in Fall 2024 or Winter 2025 for this budget year. The net impact results in decrease in revenue of \$27.2M reflected in this budget.
- International on-campus tuition remains static, and premium has increased by 5% for the 2024-2025 budget year to reflect the current international market.

3.1.5 School/College/Work Initiative (SCWI)

- Revenue and contribution consistent with 2023-2024.

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 remains consistent with 2023-2024. The Apprenticeship Capital Grant (ACG) is projected and confirmed at \$258,400 in 2024-2025. A portion of the equipment spending funded by ACG has been capitalized in 2024-2025.

3.1.7 Employment Services

Revenue is lower compared to 2023-2024. This is due to the one-time increase in funding in 2023-2024 for services provided for the Chatham-Kent site on an interim basis.

The Government of Ontario is currently transitioning Employment Services with the goal of more efficiency and increased outcomes. The new model integrates social assistance employment programs into Employment Ontario. January 1, 2024, marked that start of Integrated Employment Services and the end of Youth Job Connection, Youth Job Connection Summer, and Employment Services programs at Community Employment

Services. This new model requires the use of System Service Managers (SSMs) to manage local employment service systems. Lambton College is now funded by the Windsor Regional Employment Network (WREN) who are the SSM for the Windsor-Essex, Chatham-Kent and Sarnia-Lambton catchment area. WREN is a consortium led by the Corporation of the City of Windsor in partnership with Workforce Windsor-Essex (Workforce Development Board Windsor Essex).

3.1.8 Contract Services

- Contribution from commercial fire training has remained stable.
- There are no course fees associated with the Board of Governors Information Technology certificate program as 2023-2024 was 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

- Research & Innovation, a very active portfolio, based on current active grants, records a decline in total revenue in 2024-2025 over 2023-24. The department has applied to a total of \$37M (until mid-March) in 2023-2024 (\$9.6M approved, \$25.2M pending and \$2.2M 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 Lambton Circular Economy Innovation Platform (LCEIP) was awarded in 2022-2023 fiscal and will begin its third year of operation on July 1, 2024. The LCEIP is a five-year grant funded by NSERC Mobilized in the amount of \$3.25 million. In 2024-2025, the LCEIP provides \$954,200 revenue, inclusive of partner contributions.
- The Lambton Manufacturing Innovation Centre (LMIC) received renewal on April 1, 2023 with approval for five-year \$2.05M NSERC Technology Access Centre (TAC) funding.
- The Bio-Industrial Process Research Centre (BPRC) is completing its five-year \$1.85M NSERC Technology Access Centre (TAC) on March 31, 2024. BPRC has submitted a five-year renewal which if successful will begin April 1, 2024 providing \$1.95M in total grant revenue.
- The Electrical Energy Storage Research Platform (EESRP) will begin its final year of operation in 2024-2025. The two-year \$641,800 Grant funded project is funded by NSERC Applied Research and Technology Partnership 1 (ARTP 1).

- The Canadian Materials Circular Economy Syndicate (CMCES) will begin its final year of operation in 2024-2025. The two-year \$1.2M Grant funded project is funded by NSERC Applied Research and Technology Partnership 2 (ARTP 2).
- The Southern Ontario Network for Advanced Manufacturing Institutes (SONAMI) will begin its final year of operation in 2024-2025. The Lambton College 2024-2025 distribution of funding is \$75,000 from NSERC Applied Research and Technology Partnership (ARTP).
- Funding for three state-of-the-art research equipment projects eligible under the Canada Foundation for Innovation (CFI) grant and Ontario Research Fund (ORF) will continue into fiscal 2024-2025. These projects include Food and Beverage, Fermentation and Circular Materials totaling \$5.3M in grant revenue over the project life.
- Infrastructure Operating Fund is a multi-year grant that has \$915,457 available to support the operation of specialized equipment purchased under the Canadian Innovation Fund. For 2024-2025 fiscal, \$187,500 is budgeted to support the operation of the specialized equipment.
- The MITACS Umbrella - Lambton Circular Economy Innovation Platform (LCEIP) project was approved August 2023. This two-year project provides up to 200 pre-approved MITACS internships. Accessed units totalling \$315,000 to date.

The Innovation Institute, will realize revenue contribution to the college in 2024-2025 with the following areas of focus:

- Corporate Training external contract revenue is targeted at \$240,000. This is based upon traditional hands-on corporate training contracts as well as corporate training micro-credential offerings. 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 2024-2025. We have supported industry led funding applications including Lambton as third-party training provider that are pending.
- In December 2023 Business Higher Education Roundtable (BHER) approved \$317,000 “WIL Training Passport for Careers in Long Term and Retirement Care Homes” project ending March 31, 2025, to train and facilitate WIL opportunities in LTC and RC sectors.

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 decrease in revenue.

3.1.11 Mental Health Initiative

- Provincial funding for Mental Health initiatives received in 2023-2024 is assumed to continue, supporting extended mental health counselling services for students as well as extension of the highly regarded PEERS support program.

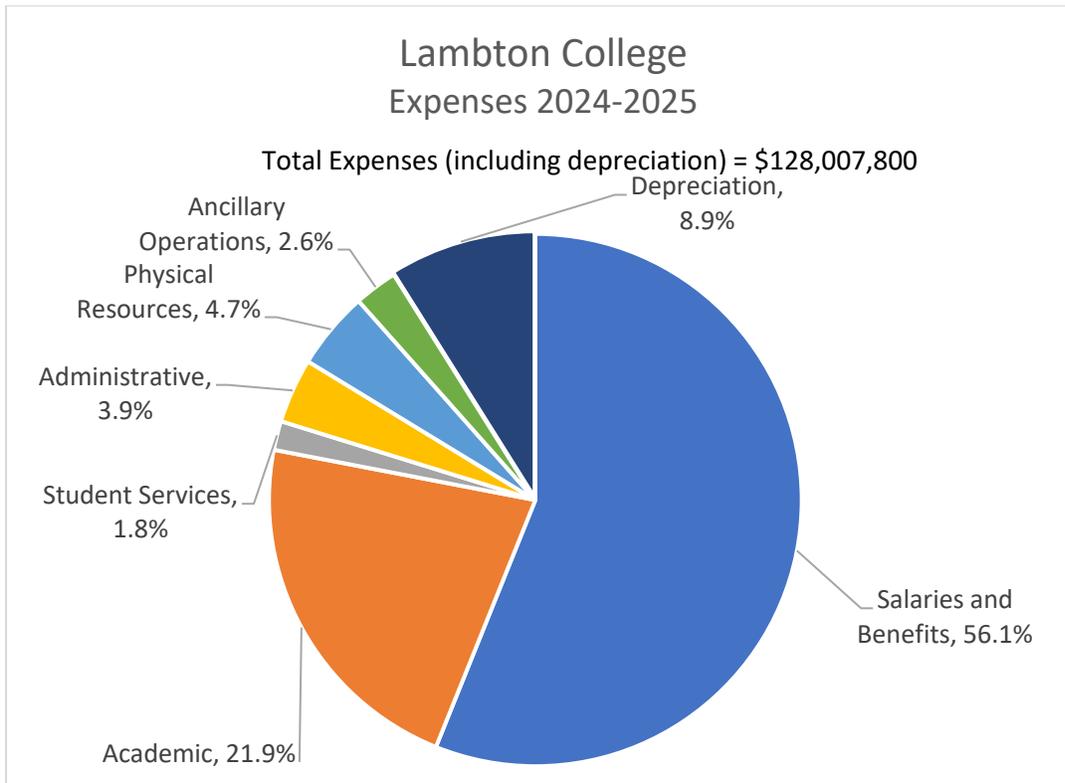
3.1.12 Ancillary Operations

- Residence fees have increased slightly from the previous year.
- Revenue from the Campus Shop has increased over the previous year with anticipated levels of enrolment.
- Parking revenue and fees have increased with increased activity on campus.

3.2 Expenses

3.2.1 Summary of Expenditure Budget

Total expenditures for 2024-2025 are \$128M. Salary and benefit costs are 56.1% of total expenditures and 43.9% are non-salary expenses as per breakdown in chart below:



The 2024-2025 expenditures include the following assumptions:

- Operating expenditures increasing with anticipated inflationary costs;
- One-time Early Exit Incentive package expenses;
- Salary and benefits estimated to meet expected enrolment levels and are in accordance with the College's various contracts and to reflect movements through pay grids;
- Reduction in public private partnership expenditures;
- Continued focus on service delivery models to support student retention and success.

3.2.2 Academic Initiatives

The Academic Plan is completed for the period of 2024-2029 and will be implemented over the period of the 2024 budget year and into 2029.

3.2.3 Capital Reserves

A total of \$2,537,800 is transferred to Internally Restricted Reserves:

- Campus Renewal Reserve - \$2,305,800
 - 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 - \$90,200
- Parking - \$114,800
- Athletic & Fitness Centre Renewal Reserve - \$27,000
 - 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.

3.2.4 Major Capital Projects

In 2024-2025, a total of \$19,744,700 will be transferred from the Campus Renewal Reserve to fund the following capital projects:

- The Board has approved \$8.5M for the Indigenous Outdoor gathering space project with a portion funded through Foundation donations, which will be concluded this year with \$5.6M planned spending in 2024-2025.
- The Board has approved \$6M for the Outdoor Recreation Precinct project with \$3M to be funded through internal reserves and \$3M to be funded from SAC by way of a loan supported by an agreement with SAC to be funded from Student Building Fees. Planned spending of \$5.8M to be completed in 2024-25.
- The Board has approved \$4.2M for the Community Engagement Relocation project, which will be concluded this year with \$4M planned spending in 2024-25.



- The Board has approved \$4.4M for the Computer Labs Renewal project which will be concluded this year with \$1.4M planned spending in 2024-25.
- Deferred maintenance facilities projects.

3.2.5 Contingency

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

4.0 2024-2025 DRAFT BUDGET

4.1 Statement of Revenue and Expenditures

4.2 Summary of Capital Reserves



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

DRAFT BUDGET

Statement of Revenue and Expenditure

for the year ended April 1, 2024- March 31, 2025

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

Statement of Revenue and Expenditure

For the year ended April 1, 2024 - March 31, 2025

| | Supporting Schedule | 2024-25 Draft <u>BUDGET</u> | 2023-24 <u>Fall Forecast</u> | <u>Variance</u> |
|---|------------------------|-----------------------------------|---------------------------------|----------------------|
| REVENUE | | | | |
| Post Secondary | Sch 2A | \$ 56,358,800 | \$ 52,712,100 | \$ 3,646,700 |
| Contract Services | Sch 2B | 55,038,800 | 85,237,800 | (30,199,000) |
| Student Services | Sch 3 | 7,219,600 | 6,944,200 | 275,400 |
| Administrative Services | Sch 4 | 5,873,800 | 11,884,400 | (6,010,600) |
| Physical Resources | Sch 5 | 343,900 | 356,900 | (13,000) |
| Ancillary | Sch 6 | 4,653,800 | 4,217,600 | 436,200 |
| Amortization of deferred capital contributions | | 5,106,800 | 4,450,700 | 656,100 |
| | | <u>134,595,500</u> | <u>165,803,700</u> | <u>(31,208,200)</u> |
| EXPENDITURE | | | | |
| Post Secondary | Sch 2A | \$ 46,027,900 | \$ 45,295,200 | \$ 732,700 |
| Contract Services | Sch 2B | 36,745,200 | 55,066,900 | (18,321,700) |
| Student Services | Sch 3 | 11,802,400 | 11,326,800 | 475,600 |
| Administrative Services | Sch 4 | 10,161,600 | 10,636,700 | (475,100) |
| Physical Resources | Sch 5 | 8,124,500 | 7,359,300 | 765,200 |
| Ancillary | Sch 6 | 3,723,600 | 3,531,800 | 191,800 |
| Depreciation of capital assets | | 11,422,600 | 9,588,200 | 1,834,400 |
| | | <u>128,007,800</u> | <u>142,804,900</u> | <u>(14,797,100)</u> |
| EXCESS OF REVENUE OVER EXPENDITURE | | \$ 6,587,700 | \$ 22,998,800 | \$ (16,411,100) |
| TRANSFER TO CAPITAL RESERVES | | (2,537,800) | (25,148,400) | 22,610,600 |
| TRANSFER FROM CAPITAL RESERVES | | 19,744,700 | 19,667,800 | 76,900 |
| INVESTED IN CAPITAL ASSETS | | (12,945,800) | (17,553,300) | 4,607,500 |
| OPENING ACCUMULATED UNRESTRICTED SURPLUS | | 8,040,900 | 8,076,000 | (35,100) |
| CLOSING ACCUMULATED UNRESTRICTED SURPLUS | | <u>\$ 18,889,700</u> | <u>\$ 8,040,900</u> | <u>\$ 10,848,800</u> |

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

Analysis of Post Secondary

For the year ended April 1, 2024 - March 31, 2025

Schedule 2A

| | 2024-25 Draft <u>BUDGET</u> | 2023-24 <u>Fall Forecast</u> | <u>Variance</u> |
|---|-----------------------------------|---------------------------------|---------------------|
| REVENUE: | | | |
| Fees: Tuition and Other | \$ 35,277,500 | \$ 31,264,800 | \$ 4,012,700 |
| MCU Grants | 20,595,000 | 20,929,500 | (334,500) |
| Other | 486,300 | 517,800 | (31,500) |
| | <u>56,358,800</u> | <u>52,712,100</u> | <u>3,646,700</u> |
| EXPENDITURE: | | | |
| Compensation | \$ 38,620,500 | \$ 37,918,700 | \$ 701,800 |
| Instructional software/Equipment/Rental | 4,080,300 | 4,208,500 | (128,200) |
| Instructional | 1,592,500 | 1,524,100 | 68,400 |
| Non-instructional | 784,600 | 693,900 | 90,700 |
| Tuition set aside | 950,000 | 950,000 | - |
| | <u>46,027,900</u> | <u>45,295,200</u> | <u>732,700</u> |
| CONTRIBUTION: | <u>\$ 10,330,900</u> | <u>\$ 7,416,900</u> | <u>\$ 2,914,000</u> |

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Contract Services

For the year ended April 1, 2024 - March 31, 2025

Schedule 2B

| | 2024-25 Draft <u>BUDGET</u> | 2023-24 <u>Fall Forecast</u> | <u>Variance</u> |
|--------------------------------|-----------------------------------|---------------------------------|------------------------|
| REVENUE: | | | |
| Contract Revenue | \$ 513,000 | \$ 364,500 | \$ 148,500 |
| Course Fees | - | 478,500 | (478,500) |
| International | 38,634,000 | 63,133,800 | (24,499,800) |
| MLITSD Apprenticeships | 1,540,900 | 1,562,600 | (21,700) |
| MLITSD Contracts | 2,579,500 | 3,159,100 | (579,600) |
| Other Provincial Contracts | 1,994,500 | 1,948,300 | 46,200 |
| Municipal Contracts | 1,581,000 | 1,501,900 | 79,100 |
| Research Contracts | 6,143,200 | 11,186,700 | (5,043,500) |
| Fire School | 1,803,700 | 1,850,300 | (46,600) |
| Other | 249,000 | 52,100 | 196,900 |
| | <u>55,038,800</u> | <u>85,237,800</u> | <u>(30,199,000)</u> |
| EXPENDITURE: | | | |
| Compensation | \$ 16,070,300 | \$ 18,088,000 | \$ (2,017,700) |
| International Recruitment | 9,218,400 | 23,170,900 | (13,952,500) |
| Stipends/Support Allowances | 520,100 | 1,192,400 | (672,300) |
| Equipment/Building Maintenance | 1,953,800 | 2,498,300 | (544,500) |
| Instructional/Program | 2,730,600 | 4,103,500 | (1,372,900) |
| Non-instructional | 6,252,000 | 6,013,800 | 238,200 |
| | <u>36,745,200</u> | <u>55,066,900</u> | <u>(18,321,700)</u> |
| CONTRIBUTION: | <u>\$ 18,293,600</u> | <u>\$ 30,170,900</u> | <u>\$ (11,877,300)</u> |

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Student Services

For the year ended April 1, 2024 - March 31, 2025

Schedule 3

| | 2024-25 Draft <u>BUDGET</u> | 2023-24 <u>Fall Forecast</u> | <u>Variance</u> |
|------------------------------|-----------------------------------|---------------------------------|---------------------|
| REVENUE: | | | |
| MCU Revenue | \$ 1,308,000 | \$ 1,304,500 | \$ 3,500 |
| Sundry Fees | 5,291,100 | 4,923,200 | 367,900 |
| Other | 620,500 | 716,500 | (96,000) |
| | <u>7,219,600</u> | <u>6,944,200</u> | <u>275,400</u> |
| EXPENDITURE: | | | |
| Compensation | \$ 9,547,200 | \$ 9,211,500 | \$ 335,700 |
| Equipment/Rental | 155,700 | 128,000 | 27,700 |
| Educational resources/Awards | 351,200 | 372,900 | (21,700) |
| Non-instructional | 1,748,300 | 1,614,400 | 133,900 |
| | <u>11,802,400</u> | <u>11,326,800</u> | <u>475,600</u> |
| CONTRIBUTION: | <u>\$ (4,582,800)</u> | <u>\$ (4,382,600)</u> | <u>\$ (200,200)</u> |

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Administrative Services

For the year ended April 1, 2024 - March 31, 2025

Schedule 4

| | 2024-25 Draft <u>BUDGET</u> | 2023-24 <u>Fall Forecast</u> | <u>Variance</u> |
|----------------------|-----------------------------------|---------------------------------|--------------------|
| REVENUE: | | | |
| MCU Revenue | \$ 195,800 | \$ 195,800 | \$ - |
| Rental Revenue | 178,000 | 222,300 | (44,300) |
| Other | 5,500,000 | 11,466,300 | (5,966,300) |
| | <u>5,873,800</u> | <u>11,884,400</u> | <u>(6,010,600)</u> |
| EXPENDITURE: | | | |
| Compensation | \$ 5,129,200 | \$ 5,515,800 | \$ (386,600) |
| Insurance/Taxes | 807,900 | 888,600 | (80,700) |
| Professional fees | 1,461,500 | 1,092,000 | 369,500 |
| Contingency | 1,000,000 | 1,000,000 | - |
| Non-instructional | 1,763,000 | 2,140,300 | (377,300) |
| | <u>10,161,600</u> | <u>10,636,700</u> | <u>(475,100)</u> |
| CONTRIBUTION: | \$ (4,287,800) | \$ 1,247,700 | \$ (5,535,500) |

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Physical Resources

For the year ended April 1, 2024 - March 31, 2025

Schedule 5

| | 2024-25 Draft <u>BUDGET</u> | 2023-24 Fall Forecast | <u>Variance</u> |
|--------------------------------|-----------------------------------|--------------------------|---------------------|
| REVENUE: | | | |
| Facilities Fee | \$ 217,800 | \$ 231,000 | \$ (13,200) |
| MCU Revenue | 3,700 | 3,700 | - |
| Other | 122,400 | 122,200 | 200 |
| | <u>343,900</u> | <u>356,900</u> | <u>(13,000)</u> |
| EXPENDITURE: | | | |
| Compensation | \$ 2,068,800 | \$ 2,051,900 | \$ 16,900 |
| Equipment/Building Maintenance | 5,662,300 | 4,884,400 | 777,900 |
| Non-instructional | 393,400 | 423,000 | (29,600) |
| | <u>8,124,500</u> | <u>7,359,300</u> | <u>765,200</u> |
| CONTRIBUTION: | <u>\$ (7,780,600)</u> | <u>\$ (7,002,400)</u> | <u>\$ (778,200)</u> |

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

Analysis of Ancillary Operations

For the year ended April 1, 2024 - March 31, 2025

Schedule 6

| | 2024-25 Draft <u>BUDGET</u> | 2023-24 <u>Fall Forecast</u> | <u>Variance</u> |
|----------------------|-----------------------------------|---------------------------------|-------------------|
| REVENUE: | | | |
| Campus Shop | \$ 1,832,500 | \$ 1,580,300 | \$ 252,200 |
| Parking | 670,200 | 561,400 | 108,800 |
| Residence | 2,151,100 | 2,075,900 | 75,200 |
| | <u>4,653,800</u> | <u>4,217,600</u> | <u>436,200</u> |
| EXPENDITURE: | | | |
| Campus Shop | \$ 1,711,400 | \$ 1,607,300 | \$ 104,100 |
| Parking | 573,100 | 557,100 | 16,000 |
| Residence | 1,439,100 | 1,367,400 | 71,700 |
| | <u>3,723,600</u> | <u>3,531,800</u> | <u>191,800</u> |
| CONTRIBUTION: | <u>\$ 930,200</u> | <u>\$ 685,800</u> | <u>\$ 244,400</u> |

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

Summary of Capital Reserves

For the year ended March 31, 2025

| Capital Reserves | Apr 1, 2024 | Additions | Disbursements | Mar 31, 2025 |
|--|-----------------------|---------------------|------------------------|-----------------------|
| Campus Renewal: | \$ 125,414,838 | \$ 2,000,000 | \$ - | \$ 127,414,838 |
| West Entrance & Campus Shop | (13,204,750) | - | - | (13,204,750) |
| Renovation - Biology Labs | (2,041,570) | - | - | (2,041,570) |
| Landscape / Roadways | (10,614,054) | - | - | (10,614,054) |
| Facilities Projects | (7,120,678) | - | (2,321,000) | (9,441,678) |
| Computer Labs Redevelopment | (3,000,000) | - | (1,400,000) | (4,400,000) |
| Community Engagement Relocation | (200,000) | - | (4,000,000) | (4,200,000) |
| International and Services Realignment | (4,999,975) | - | - | (4,999,975) |
| Indigenous Outdoor Gathering Space | (763,700) | - | (5,636,400) | (6,400,100) |
| Outdoor Recreation Precinct | (171,789) | - | (2,837,300) | (3,009,089) |
| SAC Long-term Receivable | (4,921,237) | 305,800 | (3,000,000) | (7,615,437) |
| Campus Renewal Net | \$ 78,377,085 | \$ 2,305,800 | \$ (19,194,700) | \$ 61,488,185 |
| Parking | 64,716 | 114,800 | - | 179,516 |
| IT and Learning Infrastructure | 8,040,410 | - | (375,000) | 7,665,410 |
| Insurance Retention | 3,000,000 | - | - | 3,000,000 |
| Research (LMIC & BPRC) TACs | 77,936 | - | (50,000) | 27,936 |
| Fireschool Equipment Renewal | 174,549 | 90,200 | (125,000) | 139,749 |
| Athletic & Fitness Centre Renewal | 156,703 | 27,000 | - | 183,703 |
| Total Capital Reserves | \$ 89,891,399 | \$ 2,537,800 | \$ (19,744,700) | \$ 72,684,499 |

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

Summary of Grant/Fee Funded Capital Projects

For the year ended March 31, 2025

| | | <u>Grant Funding</u> |
|--|--------------------|----------------------|
| Facilities Renewal Program | (FRP) | \$ 2,200,000 |
| Campus Safety Program | (CSP) | 53,600 |
| Capital Equipment & Renewal Fund | (CERF) | 191,200 |
| Capital Equipment & Renewal Fund | (CERF Competitive) | 370,000 |
| Apprenticeship Capital Grant | (ACG) | 258,400 |
| Apprenticeship Capital Grant | (ACG Competitive) | 68,800 |
| IT Access Fee equipment | (IT Access Fee) | 258,000 |
| Research Funded Projects | (CFI, ORF) | 3,298,200 |
| Total Grant Funded Capital Projects | | \$ 6,698,200 |

2024/04/04

President's Report

TO THE BOARD OF GOVERNORS

CHANGES TO THE INTERNATIONAL STUDENT PROGRAM

- Lambton College's Spring 2024 registration opened on March 11 and approximately 90% of eligible applicants with study permits have completed the registration process.
- On March 22, IRCC announced that public-private curriculum licensing arrangements will no longer be eligible for a post-graduation work permit (PGWP) in programs starting on or after May 15, 2024, rather than the previously announced date of September 1, 2024. This limits the College's ability to support late arriving students in Toronto and Mississauga, some of whom are still unable to submit their study permit applications until the Provincial Attestation Letter (PAL) rollout.
- Lambton College has received its allotment of PALs from the Ministry of Colleges and Universities.
- Lambton College continues to work with the sector and federal and provincial governments on the International Student Program and in anticipation of the launch of the Recognized Institution Framework.

RESEARCH & INNOVATION

- Research & Innovation recently held the Energy Storage Summit (February 2024) and its annual BioDesign Conference (March 2024), bringing together industry experts, leaders and stakeholders for presentations and discussions on key areas in the energy and bio sectors. Both events were held virtually and included presentations and panel discussions with the presenters.



Office of
the President

- The Energy Storage Summit was co-hosted with St. Clair College and the Sarnia-Lambton Economic Partnership (SLEP) with a goal of advancing discourse on energy storage in Canada's pursuit of a sustainable and net-zero future. Presentations focused on emerging trends and technologies in energy storage and addressing key industry challenges in creating impactful solutions for the future. The Energy Storage Summit had 89 attendees.
 - The BioDesign Conference was co-hosted with Bioindustrial Innovation Canada (BIC) and aimed to address how Canada can position itself to become a major contributor and leader to the global bio-economy. The conference had 97 attendees.
- R&I performance from April 2023 to March 26, 2024:
- 361 projects
 - 319 student contracts and 197 staff engaged
 - \$26.2M in funding applications. At this time, 85 proposals have been submitted, 42 have been successful, 35 are pending, and 8 have been rejected.

OUR STUDENTS

- The Women's Basketball team achieved an outstanding feat by winning first the provincial gold medal at the Ontario Collegiate Athletic Association (OCAA) championship, then the national silver medal at the Canadian Collegiate Athletic Association (CCAA) championship in March. Both of these accomplishments represent firsts for Lambton College.
- Wing Breanna Pretty was named the OCAA Women's Basketball player of the year and was named an All-Canadian by the CCAA. Pretty is the second athlete in College history to earn All-Canadian honours.
- Lambton College hosted a range of events to honour International Women's Day on March 8. The Esthetician program welcomed community guests from Pathways Health Centre for Children and Vision Nursing Home as well as College employees to the Salon & Spa for manicures and pedicures and appetizers prepared by Culinary students. Photography students also put together a showcase of portraits of the Women of Lambton that were highlighted with an event in the Judith A. Morris Atrium & Welcome Centre. To cap off the day, the International Women's Club hosted a Cultural Exchange Event.
- Lambton College also hosted its second-annual Sustainability Week from March 4 to 8. The Sustainability Committee hosted events every day, including a blood pressure clinic, free chili lunch and forest walk.

- As part of Sustainability Week, the Lambton College School of Business, Information Technology, English & Liberal Studies formally joined the United Nations Principles for Responsible Management (UN PRME) as signatories with an event on March 4. This signing represents a commitment to aligning educational endeavors with principles of responsible management, including ethical leadership, social responsibility, and sustainable practices.
- Lambton College Fire Science students went on their annual New York City field trip to learn from the New York City Fire Department, reflect at the 9/11 Memorial, and march in the St. Patrick's Day parade.
- Enactus Lambton were named the Central Canada Regional Champions in the TD Entrepreneurship Challenge for Project One Circle. They will compete at the Enactus National Exposition in Toronto in May.
- Student Administrative Council (SAC) hosted an Art Competition Celebration for the student artists who contributed works to the Academic Plan.
- Minister of Long-Term Care Stan Cho visited the College alongside members of his staff and Member of Provincial Parliament Bob Bailey on March 12. Minister Cho toured the NOVA Chemicals Health & Research Centre and met with Personal Support Worker students.
- The President attended the Committee of Presidents meetings in Toronto on March 18 and 19.
- The President and Mary Vaughan, Senior Vice President, Academic & Student Success, visited Lambton Ottawa on March 20. They met with students and employees and toured the campus.
- The Sports and Recreation Management program hosted a pickleball tournament on March 23 to raise funds for the United Way.
- SAC hosted its annual Holi Festival of Colours celebration in the courtyard on March 25.
- The Lambton College Foundation hosted the 2024 Academic Awards Ceremonies, celebrating more than \$375,000 in scholarships for deserving students. The President and other members of the Executive Management Team (EMT) spoke at the ceremonies.

OUR PEOPLE

- Dr. Jim Weese hosted leadership development sessions with CMT as well as emerging leaders identified by their supervisors. The sessions included self-assessments, an analysis of leadership types, and a discussion on leadership traits.
- Over the March break, the Lambton College Fire Campus partnered with Sarnia Fire Rescue Services to offer Lambton College employees and their children an educational session on fire safety in the home.

OUR COMMUNITY

- The President toured the new Sarnia Fire Hall, Station 3, on March 8.
- On March 12, the President attended an event at City Hall as Deputy Minister of Housing Rob Flack presented the City of Sarnia with a cheque for \$400,000 in recognition of the City surpassing its housing target for 2023.
- The President and Hanna Eroglu, Dean, International Education, attended the Chamber of Commerce Board of Directors meeting on March 27 to give a presentation on international education and its impacts on the College and community.

Report From: T. Lee, Chair

| | |
|--|--|
| <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 4, 2024</u> | |
| <input type="checkbox"/> Agenda Item No. <u>#8</u> | |

Subject: GOVERNANCE

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

Signature on File
T. Lee, Chair

1. Programs and Services Committee

D. Machacek

Approval

The Programs and Services Committee met on March 22nd and approved the Program Advisory Committee nomination forms, reviewed and discussed Triennial reports from the Tourism-Operations Management/Hospitality Management, Agri-Business Management, Culinary Management/Canadian Culinary Operations, Chemical Production & Power Engineering Technology, Occupational Health and Safety Management and Workplace Safety & Prevention programs.

The Committee discussed and reviewed the Geographic Information Systems program proposal, policy 4-017 Micro-Credentials, and the recommended candidate for an Honourary Diploma.

Triennial Reports

Recommendation: That the Board of Governors approves the Programs and Services Committee recommendation to approve the Tourism-Operations Management/Hospitality Management, Agri-Business Management, Culinary Management/Canadian Culinary Operations, Chemical Production & Power Engineering Technology, Occupational Health and Safety Management and Workplace Safety & Prevention triennial reports.

Program Proposal

Recommendation: That the Board of Governors approves the Programs and Services Committee recommendation to approve the Geographic Information Systems program proposal.

Triennial Policy Review (attachment)

Recommendation: That the Board of Governors approves the Programs and Services Committee recommendation to approve Policy #4-017 Micro-Credentials as presented.

Honourary Diploma (attachment)

Recommendation: That the Board of Governors approves the Programs and Services Committee recommendation to approve the awarding of Rob Ellis an Honourary Diploma in Workplace Safety & Prevention.

- | | | | |
|----|---|------------|------------------------|
| 2. | <p><u>Executive Committee</u> The Executive Committee met on March 21st and heard an update regarding the Residence project and International Education and reviewed the 2024/2025 Budget and Business Plan presentation.</p> <p><u>Triennial Policy Review (attachment)</u> <u>Recommendation:</u> That the Board of Governors approves the Board Executive Committee recommendation to approve policy 4-002 Policy Development and Review, as presented.</p> <p><u>Election of Board Officers – June 2024 (attachment)</u> At the June 6, 2024 Board of Governors meeting, the 2024-25 Board Executive will be elected. The nomination form is 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.</p> | T. Lee | <u>approval</u> |
| 3. | <p><u>Finance and Property Committee</u></p> <p><u>Audit Review Plan</u> The Committee heard a presentation regarding the College 2023/2024 Audit Review Plan from the College’s auditors KPMG LLP.</p> <p><u>Triennial Policy Review (attachments)</u> <u>Recommendation:</u> That the Finance and Property Committee recommends to the Board of Governors the approval of the changes to Board Policies: 3-003 Delegation of Signing Authority, 4-015 Integrated Risk Management Review, 4-016 Investment Policy and to By-Law 02, as presented.</p> | S. Dickson | <u>approval</u> |
| 4. | <p><u>Nomination Committee</u></p> <p><u>2024 Internal Governor Elections</u> An election will be called in April for the Administration staff governor and the student governor position to begin September 1, 2024.</p> | T. Lee | information |
| 5. | <p><u>Upcoming College Events</u> (attachment)</p> | | information |
| 6. | <p><u>Program Advisory Committee</u> This is an opportunity for the Governors to provide a brief update on any Program Advisory Committees attended</p> | T. Lee | information |

4-017 Micro-Credentials

Motion: 2021-

Date Approved: April 8, 2021

Supersedes: New Policy April 8, 2021

Reviewed: Non-Applicable

Amended: Non-Applicable

Policy No: 4-017

Lambton College is committed to providing a range of credentials that meet the needs of students and employers and align with the Ontario Qualifications Framework and the Minister's Binding Policy Directive - Framework for Programs of Instruction.

Micro-credentials and micro-certificates are a component of that overall suite of credential offerings:

- Micro-credentials recognize assessed skill mastery of one or more focused competencies.
- Micro-certificates recognize the mastery of complementary competencies that allow one to complete a more complex task within contextual limitations.

The Board of Governors delegates authority approval to the President for the approval of micro-credentials and micro-certificate offerings.

The Board of Governors will receive a report annually, of all micro-credentials and micro-certificates authorized by the President in the preceding year.

MySafeWork: <https://www.mysafework.com/>

Accomplishments and Contributions of Rob Ellis and MySafeWork:

1. **Doug Chalmers Award (2021):** Rob Ellis was awarded the Doug Chalmers Award by the Ontario General Contractors Association (OGCA), recognizing his outstanding contributions to workplace safety.
2. **Governor General Meritorious Service Cross Awards (2017):** Rob Ellis and Jessica DiSabatino received Governor General Meritorious Service Cross Awards for their dedication to promoting workplace safety through MySafeWork.
3. **Distinguished Fellow (2019):** Rob Ellis was honored as a distinguished fellow by Mohawk College for his advocacy and leadership in workplace safety.
4. **Recognition by Oakville Hydro (2017):** Oakville Hydro congratulated Rob Ellis and Jessica DiSabatino for their commitment to workplace safety and their efforts through MySafeWork.
5. **Educational Outreach:** MySafeWork actively engages with hundreds of educational institutions across Canada, including Conestoga, Mohawk, Lambton (Sarnia and Toronto, including work with our Indigenous Student Centre "Circle of Friends," University of Calgary, University of Toronto, Seneca, and McMaster University to promote a culture of safety among students. We are working with all of the school boards across Ontario and Canada.
 - The Courageous Broadcast is viewed by thousands of students each year in Canada, USA, Europe, Middle East, India, Australia and China, reaching up to 205,000 in one day. Rob has also spoken at live events at all of the High Schools in Sarnia, Lambton, Chatham, London etc. We work directly with the Coop Teachers, Principals and School Board Directors.
6. **High School Outreach:** MySafeWork visited hundreds of high schools annually, including Ottawa Catholic School Board, Father John Redmond Catholic Secondary School, TDSB, Gravenhurst High School, Stephen Lewis Secondary School, and Erindale Secondary School, to educate and inspire young students about workplace safety.
7. **Government Officials:** Supported by Ontario's Minister of Labour, Hon. Monte McNaughton who has signed The Jersey of Courage and the Premier of Ontario, Kathleen Wynne
8. **Safety Milestones:** MySafeWork partnered with numerous organizations, such as Fortis Utilities, Brantford Power, Power Workers' Union, RESCON, Nova Chemicals, Imperial Oil, CEDA, Lamsar, Skycan, Sarnia Wolverine, Sarnia Building and Construction Trades, INEOS, Pembina Pipeline, and others to achieve significant milestones in workplace safety.
9. **Conference Participation:** MySafeWork actively participated in conferences like The Structure, Tower, and Antenna Council (STAC) and Petroleum Education Council and CBRE in Houston, Texas to ensure the highest safety standards in the construction and communication antenna industries.

10. **Support for Important Days:** MySafeWork maintained a strong presence on important days such as International Women’s Day, National Indigenous Peoples Day, and the National Day of Mourning on April 28, emphasizing the importance of safety and commemorating those who lost their lives at work.
11. **David Ellis Award and Scholarship:** MySafeWork created the David Ellis Scholarship, providing financial support to high school students who are children or grandchildren of United Steelworkers members and excel in health and safety-themed essays or videos.
12. **National Awareness Campaigns:** MySafeWork organized courageous events with widespread participation, including hundreds of online participants in schools, as well as classroom sign-ups across Canada for initiatives like #Courageous2023.
13. **Pledge for Safe Work:** MySafeWork encouraged individuals to take the pledge and commit to opposing unsafe work through their website.
14. **Our Youth at Work Association Registered Charity** - Started in 2000 by Rob Ellis
 - Courageous 2023 held at Lambton College; donated \$500 to an Indigenous single mother enrolled at Lambton College.
15. **Newcomer Workshops:** Free 1-hour workshops at Newcomers Centres & Community Centres across Canada.
 - The goal is to educate and empower newcomers to Canada so they understand their rights and are equipped to speak out when faced with unsafe work.
16. **Courageous 2023 4-part Video Series:** Inspirational stories and practical advice from experts, Courageous is creating a new generation of leaders in Canada.
17. **Courageous Teacher’s Toolbox:** Short training package for courageous supporters in the workplace or schools to educate others on safe working practices.

Rob Ellis and MySafeWork have significantly contributed to promoting workplace safety through partnerships, education, awards, and advocacy, leaving a lasting impact on the safety culture for young workers and beyond.

4-002 - Policy Development & Review

MOTION: 2018-17

DATE APPROVED: November 27, 2003

REVIEWED: ~~April 4, 2024~~ April 8,

POLICY NO: 4-002

1. The policies and guidelines in the Policy Manual and posted to the Board of Governors website will remain in effect until changes are deemed necessary and are reviewed and approved by the full Board.

Any questions relating to the interpretation or understanding of any policy or practice should be discussed with either the Board Chair or the President.

2. There are two different types of policy review: ad hoc or as needed, and regular or planned reviews.
 - a) Ad hoc reviews might occur due to changes in the guidelines established by the College Employer Council, or, in the case of the Board-approved College-wide policies, due to changes in laws affecting the workplace. Ad hoc revisions may also arise, as practical problems with existing policies become apparent.
 - b) Regular or planned reviews occur at regular intervals, at least once every three years.
3. From time to time, the Board will develop updates and additional policies that should be added to the Policy Manual. As appropriate, old policy statements and procedures will be removed.



**OFFICE OF THE BOARD OF GOVERNORS
2024 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, 2024 and ending on August 31, 2025.

1. _____
Nominated by (print or sign name)

2. _____
Seconded by (print or sign name)

NOTE:

1. The definition and duties for Board officers can be found in 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. Please email the completed form to the Board Office by May 10, 2024

S. Dickson
Secretary-Treasurer

3-003 – Delegation of Signing Authority

MOTION: 2018-50

DATE APPROVED: November 27, 2003

REVIEWED: ~~March 3, 2022, Motion # 2022-7~~ April 4, 2024

POLICY NO: 3-003

It is the policy of the Board of Governors of Lambton College that signing authority is structured to the relative significance of the document and its effects on the operation of the College.

1. The assignment of signing authorities must ensure compliance with all legal requirements and minimize liability implications. Further, all signing authority assignments must comply with Ministry regulations and directives, Lambton College Board By-laws and Board policies relating to budget and expenditures and to purchasing.
2. During the period of major Campus Renewal, the President and CEO is authorized to approve invoices related to approved Campus Renewal projects, irrespective of the amount.
3. Any documents for goods or services committing the College to expenditures of greater than ~~\$1,000,000~~ \$2,000,000 require approval of the Board and shall be executed as per Board by-laws. Any documents committing the College to expenditures of ~~\$21,000,000~~ \$2,000,000 or less shall be signed by the President or designate as noted in College operational policy on administrative signing authority.
4. The President will establish operational policy and procedures to ensure compliance with the objectives of this policy.

4-015 - Integrated Risk Management

MOTION: ~~2015-20~~

DATE APPROVAL: April 23, 2015

REVIEWED: ~~April 8, 2021~~ March 28, 2024

POLICY NO: 4-015

The Board of Governors of The Lambton College of Applied Arts and Technology believes that the success of the College is dependent upon the effective management of those activities that support Lambton College Strategic Priorities.

The Board of Governors acknowledges that all activity has associated with it an element of inherent risk. Lambton College engages in a wide variety of activities, both on and off campus, all of which give rise to some level of risk.

The Board of Governors will ensure the introduction, adoption and implementation of an effective risk management system throughout the College.

The President will establish a College Integrated Risk Management (IRM) policy and procedure to actualize and comply with this Board policy.

The President will ensure to:

- Embed risk management into the culture and operation of the College;
- Include Integrated Risk Management into strategic planning, operational planning, performance management and resource allocation decisions;
- Manage risk and leverage opportunities in accordance with best practices;
- Regularly re-assess the College's risk profile and the effectiveness of risk treatments in the context of various strategic plans;
- Anticipate and respond to changing social, environmental and legislative requirements.

The President will establish roles and responsibilities to manage risk and adhere to effective internal controls.

The Board of Governors will be provided with regular IRM reports highlighting all significant findings and summarizing IRM activities and processes. Updates on significant findings must be reported to the Board at subsequent meetings until such time as the Board is satisfied the issue has been resolved. Significant changes to major activities of the College must be reported to and approved by the Board.

4-016 – Investment Policy

MOTION: ~~2018-16~~

DATE APPROVAL: April 5, 2018

REVIEWED: ~~April 8, 2021, 2021-14~~ March 28, 2024

POLICY NO: 4-016

Purpose

To establish guidelines governing short and long-term investments of The Lambton College of Applied Arts and Technology (the College) and The Lambton College Foundation (the Foundation).

A Memorandum of Understanding between the College and the Foundation authorizes the College to administer the funds of the Foundation.

Objective

The objectives of the investment policy are to:

- Maximize investment income at minimal and acceptable risk to capital.
- Maintain liquidity to ensure funds are available to meet all cash flow requirements.

Policy

The investment policy of Lambton College:

- Establishes principles and guidelines to ensure the integrity of investment and management of College and Foundation Restricted and Endowment Funds;
- Maximizes investment income at minimal and acceptable risk to capital;
- Directs investments in accordance with the *Trustee Act, Ontario*.

Definitions

- **Restricted Funds** are monies received for specific purposes.
- **Donor Endowed Funds** are donated monies for which the donor stipulates preservation of capital and disbursement of interest earned.
 - **Government Endowed Funds** provided in support of student financial assistance.
- **College Funds** are:
 - **Operating Funds** generated from the business of the College;

Investment Parameters and Constraints

1. **College Operating Funds** not immediately required to operate the College may be invested only in guaranteed vehicles as defined in the Ontario Ministry of Colleges and Universities, *Minister's Binding Policy Directive 2.0: Banking, Investments and Borrowing* (Section E).
 - I. Bonds, debentures and promissory notes or other evidence of indebtedness, issue or guaranteed by:
 - a. Canada or a province or territory of Canada, or
 - b. An agency of Canada or a province or territory of Canada.
 - II. Bonds, debentures, promissory notes or other evidence of indebtedness, issued or guaranteed by:
 - a. A municipality in Canada;
 - b. A university in Ontario that receives ongoing operating and capital funding from Ontario;
 - c. The board of governors of a college established under the Ontario Colleges of Applied Arts and Technology Act, 2002;
 - d. A board of a public hospital within the meaning of the Public Hospitals Act;
 - e. A school board in Canada;
 - f. Ontario Infrastructure Projects Corporation; or
 - g. The Municipal Finance Authority of British Columbia.
 - III. Bonds, debentures, promissory notes, deposit receipts, deposit notes, certificates of deposit or investment, acceptances, commercial paper or similar instruments, issued, guaranteed or endorsed by:
 - a. A bank listed in Schedule I or II or a branch in Canada of an authorized foreign bank under the *Bank Act* (Canada);
 - b. A loan corporation or trust corporation registered under the *Loan and Trust Corporation Act*; or
 - c. A credit union to which the *Credit Unions and Caisses Populaires Act 1994* applies.
 - IV. Bonds, debentures, promissory notes or other evidence of indebtedness, issued by a corporation that is incorporated under the laws of Canada or a province of Canada.
 - V. Promissory notes or commercial paper, other than asset-backed securities, issued by a corporation that is incorporated under the laws of Canada or a province of Canada.
 - VI. A college is not to invest in a security under subsection IV or V above unless the security has a minimum rating, at the time the investment is made by the college by at least one rating agency of:
 - i. "R-1 (high)" or "AAA" by Dominion Bond Rating Service Limited;
 - ii. "Prime-1" or AAA" by Moody's Investors Services Inc.;
 - iii. "A-1+" or "AAA" by Standard and Poor's; or
 - iv. "F1+" or "AAA" by Fitch Ratings.
2. **Restricted, Donor and Government Endowed Funds** may be invested in a variety of vehicles as outlined in this Policy statement and within the parameters of the *Ontario Trustee Act*.

Normally no one issuer (with the exception of the Government of Canada) will represent more than 25% of the total portfolio.

Asset Mix Guidelines

Restricted and Donor Endowed Funds shall be invested in money market securities, long term fixed income securities, Canadian, U.S and International equities in accordance with one of the following asset allocations:

| Investment Type | Conservative Allocation | Balance Allocation |
|----------------------------------|-------------------------|--------------------|
| Cash and Money Market Securities | 0% - 3% | 0% - 3% |
| Canadian Equities | 20% - 26% | 30% - 36% |
| U.S. Equities | 9% - 15% | 19% - 25% |
| Long Term Fixed Income | 57% - 63% | 37% - 43% |

Investment Management

The College's Finance & Property Committee, or at direction of the Committee through a sub-committee, may approve appointment and termination of an Investment Manager and any changes to the mandate provided to same.

The Investment Manager will have complete discretion within the Investment Parameters and Constraints set forth in this policy, complying with all applicable laws and regulations

Whether managed by Lambton College or externally by an investment manager, this Policy provides a framework to ensure that a proper level of management and risk is maintained, given the particular objectives and constraints of this policy.

Monitoring and Reporting

On an annual basis, the Board of Governors will receive from the Investment Manager:

- An update on the year-to-date investment income earned.
- An update on any issues that may affect future investment performance.
- A presentation comparing the performance of College investments versus benchmarks.
- Certification that all investments adhere to this Investment Policy.

Appendices

- 1.1. *Memorandum of Understanding between Lambton College and The Lambton College Foundation dated April 19, 2018*
- 1.2. *Ministry of Advanced Education and Skills Development – Minister's Binding Policy Directive – Banking, Investments and Borrowing*

02 - By Law

MOTION: ~~2018-17~~

DATE APPROVED: November 27, 2003

REVIEWED: ~~April 8, 2021~~ March 28, 2024

BY-LAW NO: NO. 2

BE IT ENACTED as a By-law of The Board of Governors of The Lambton College of Applied Arts and Technology, (hereinafter referred to as the "Board") regarding borrowing of funds as follows:

1. The Board is hereby authorized, subject to compliance with all applicable laws and applicable Minister's Binding Policy Directive, by resolution from time to time to:
 - a) borrow money on the credit of the Board in such amounts, on such terms and from such persons, firms or corporations, including chartered banks, as may be determined by resolution of the Board;
 - b) make, draw and endorse promissory notes or bills of exchange;
 - c) hypothecate, pledge, change or mortgage all or part of the property of the Board to secure any money so borrowed or the fulfillment of the obligations incurred by it under any promissory note or bill or exchange signed, made, drawn or endorsed by it;
 - d) issue bonds, debentures and obligations on such terms and conditions as the Board may by resolution decide and pledge or sell such bonds, debentures and obligations for such sums and as such prices as the Board may by resolution decide, and mortgage, change, hypothecate or pledge all or any part of the property of the Board to secure any such bonds, debentures and obligations.
2. The Board may by resolution, to the extent permissible by law, delegate to officers of the Board all or any powers necessary for the purpose of borrowing and giving security by the Board to such extent and in such manner as the Board may determine.
3. This by-law becomes effective on the date that it is passed and the pre-existing by-law (s) relating to the authority granted to the Board are repealed as of said date.

Reviewed this day of ~~April 8, 2021~~ March 28, 2024

Signature on Original

~~Janice McMichael~~ Dennis Tania Lee, Chair

Spencer Dickson, Secretary/Treasurer

College Upcoming Events

2023-2024

| Date | Time | Event | Location |
|---|---|--|---|
| April 4 | Grand Entry at 11:00 a.m. | Lambton College Pow Wow | Gym Cestar Group Athletics & Fitness Centre, Main Campus |
| April 6 | 10 a.m. – 2:00 p.m. | College Open House | Sarnia Campuses |
| May 27- May 31 st | Daily Events – Time To be confirmed | Lambton College Innovation Week | Sarnia Campus |
| June 4 th and June 5 th | June 4 th 1 pm June 5 th 10 a.m. & 3:00 p.m. | <p style="text-align: center;">Convocations</p> <p style="text-align: center;">Fire/Health/Comm Services/Nursing June 4, 2024 1:00pm</p> <p style="text-align: center;">Tech & Trades June 5, 2024 10:00am</p> <p style="text-align: center;">Business/IT June 5, 2024 3:00pm</p> | PASA Arena |
| June 14 | 1:00 p.m.-5:00 p.m. | Foundation Golf Tournament | Huron Oaks Golf Course |