

LAMBTON COLLEGE OPEN BOARD MEETING
Thursday, April 3, 2025
Lambton College E1-321, Research and Innovation Training Room
(Teams Option Available)
4:00 p.m. – 5:50 p.m.
AGENDA

- 4:00 1. **CALL TO ORDER** T. Lee
2. **INDIGENOUS TRUTH AND RECONCILIATION
LAND ACKNOWLEDGEMENT** R. Straus
- 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 3, 2025 Agenda
2. February 27, 2025 Open Minutes
3. Conflict of Interest Declaration
4. Chair's Report
Recommendation: That the Board of Governors approves the minutes of the Open Meeting of February 27, 2025 and the entire contents of the consent agenda. 2025-10
- 4:05 4. **CELEBRATING OUR STUDENTS** K. Gray Information
- Amandeep Singh Kalsi, Financial Planning and Wealth Management Program

- 4:15 5. **QUALITY ASSURANCE REPORT (attachment)** S. Dickson **approval**
Patrick Bennett, Director Institutional Intelligence & Registrar
Recommendation: That the Lambton College Board of Governors approves the 2024 Quality Assurance Report. 2025-11
- 4:30 6. **COLLEGE WIDE RESEARCH DATA** M. Sheikhzadeh Information
- 4:45 7. **RESEARCH ETHICS BOARD ANNUAL REPORT (attachment)** M. Sheikhzadeh **approval**
Recommendation: the Lambton College Board of Governors accepts the Lambton College Research Ethics Board 2024 Annual Report. 2025-12
- 5:00 8. **BUSINESS PLAN AND BUDGET 2025-26 (attachment)** S. Dickson **approval**
Julie Carlton, Director Finance
Recommendation: the Board of Governors approves the Finance and Property Committee recommendation to approve the Business Plan and Budget for 2025-26. 2025-13
- 5:30 9. **PRESIDENT'S REPORT (attachment)** R. Kardas information
- 5:40 10. **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. 2025-14
- 5:45 11. **OTHER BUSINESS** T. Lee
- 5:50 12. **ADJOURNMENT**

Members

Tania Lee, Chair
Jason McMichael, 1st Vice-Chair
Rob Dawson, 2nd Vice-Chair
Raj Ashar
Tim Edgar
Mike Denomme
Rob Kardas
Jane Mathews

Daniella Mancusi
Jarvis Nahdee
Dave Park
Dean Pearson
Kelly Provost
Carlos Diaz Rangel
Ryan Straus
Beth Ann Wiersma
Jennifer Ziegler

Resource

Dave Machacek
Mehdi Sheikhzadeh
Kurtis Gray

Ex.Officio

Spencer Dickson

Board E.A.

Lianne Birkbeck

Open Board Meeting Minutes– Thursday, February 27, 2025 – 4:00 p.m.

Lambton College, C2-102 (Teams Available)

Membership

Tania Lee, Chair
Jason McMichael, 1st Vice-Chair - regrets
Rob Dawson, 2nd Vice-Chair
Raj Ashar - regrets
Tim Edgar
Mike Denomme
Rob Kardas
Jane Mathews

Daniella Mancusi
Jarvis Nahdee
Dave Park
Dean Pearson
Kelly Provost
Carlos Diaz Rangel
Ryan Straus
Beth Ann Wiersma
Jennifer Ziegler

Resource

Dave Machacek -regrets
Mehdi Sheikhzadeh
Kurtis Gray

Ex.Officio
Spencer Dickson

Board E.A.
Lianne Birkbeck

1. **CALL TO ORDER**

Tania Lee , Chair, called the meeting to order at 4:00 p.m.

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

The Chair invited Tim Edgar 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 27, 2025 Agenda
2. January 23, 2025 Open Minutes
3. Report from the January 23, 2025 In-Camera Meeting
4. Conflict of Interest Declaration
5. Chair's Report

IT WAS MOVED BY:

Kelly Provost

SECONDED BY:

Carlos Diaz Rangel

THAT: the Board of Governors approves the minutes of the Open Meeting of January 23, 2025 and the entire contents of the consent agenda. 2025-7. **CARRIED**.

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

Julie Carlton, Director Finance, and Dave Mitton, Director IT, Marketing, and Recruitment, presented the Insurance, Risk Management, and Cybersecurity Report. The College is part of an insurance consortium with fourteen other Ontario colleges, with Aon as the Broker of Record. It is projected that premiums for all coverage lines, including cyber, social engineering, and ransomware, will stabilize in 2025/2026. The college has implemented the Enterprise Risk Management Process, involving regular risk reviews and action plans from each department. In addition, annually a system-wide survey is conducted to identify top risk.

Dave Mitton provided an overview of the current cybersecurity landscape, discussed a specific incident and emerging threats, and outlined strategies and tools used to protect the college. The discussion included potential consequences of cyberattacks and types of possible attacks. Legislation requires reporting cyberattacks to the Ministry, with legal engagement if an attack occurs.

5. **FINANCIAL STATEMENTS FOR THE PERIOD ENDING DECEMBER 31, 2024 AND WINTER FORECAST UPDATE**

Julie Carlton, Director Finance detailed the Financial Statement for the Period Ending December 31, 2024 and the Winter Forecast update detailing the significant variances inviting questions from the Board. The unrestricted surplus is projected to be \$3M higher than the fall forecast because of the variances.

IT WAS MOVED BY: Ryan Strauss
SECONDED By: Jennifer Ziegler
THAT: the Board of Governors approves the Finance and Property Committee recommendation to approve the Financial Statements for the period ended December 31, 2024 and the Winter Forecast update of financial performance for the 2024-25 budget year as presented. 2025-8. **CARRIED**

6. **PRESIDENT'S REPORT**

The President delivered his report as drafted and informed the Board that the launch of the 2025-29 Strategic Plan has commenced. He also noted an increase in fall domestic enrollment confirmations year over year and provided an update on the Indigenous Outdoor Gathering Space construction project, which is expected to be completed by summer 2025, with an opening event planned for fall 2025.

7. **OPEN GOVERNANCE REPORT**

The Chair invited Kurtis Gray, Associate Vice President Student Success and Global Engagement, to present the Programs and Services Committee's recommendations. Mr. Gray noted that the recommended suspended programs are exclusively for international students and are ineligible for the Post Graduate Work Permit, resulting in no confirmed enrolment. The Chair also invited Spencer Dickson, Senior Vice President Strategy and Corporate Services, to present the Finance and Property Committee's recommendation on reviewed policy #4-008. The Chair then summarized the remaining items in the report.

IT WAS MOVED BY: Rob Dawson

SECONDED BY: Tim Edgar

THAT: the Board of Governors approves the Governance Report and all decisions and motions therein, as presented. 2025 -9. **CARRIED**

8. **OTHER BUSINESS**

No Other Business was heard.

9. **ADJOURNMENT**

The meeting adjourned at 5:16 p.m.

TOUR OF NEW COMPUTER LABS & NEW MARKETING AND RECRUITMENT AREA

Rhian Reilly, Associate Director Marketing and Recruitment and Dave Mitton led tours for the Governors of the new computer labs and Marketing and Recruitment areas.

MINUTES APPROVED BY:

Tania Lee, Chair

AT MEETING OF APRIL 3, 2025

Lianne Birkbeck, Recording Secretary

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 3, 2025</u>	
<input checked="" type="checkbox"/> Agenda Item No. <u>3</u>	

Subject: Chair's Report

1. The Chair chaired the Nomination Committee interviews for the three 2025 external governor positions as well, she attended a meeting to discuss and determine the recommended candidates.
2. The Chair participated in a preparatory meeting for the College Quality Assurance auditor meeting.
3. The Chair provided remarks at the March 27th Strategic Plan Community Event to officially launch the 2025-2029 Strategic Plan.
4. The Chair chaired the Programs and Services Committee on March 20th and the Executive Committee on March 19th. As well, the Chair attended the Finance and Property Committee on March 27th.

Quality Assurance

Report on 2024 Activities

April 3rd, 2025

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graph TD
    MCU[Ministry of College & Universities (MCU)] --> OCQAS[Ontario College Quality Assurance Service (OCQAS)]
    MCU --> BOG1[Lambton College Board of Governors (BOG)]
    OCQAS --> BOG1
    OCQAS --> CVA[Credential Validation Service]
    CVA --> NPA[New Programs Approval]
    NPA --> BOG1
    BOG1 --> CQAAP[/College Quality Assurance Audit Process (CQAAP)/]
    BOG1 --> LCP[Lambton College Quality Assurance Policy]
    CQAAP --> BOG1
    CQAAP --> BQAP[BOG Quality Assurance Policy]
    BQAP --> LCP
    LCP --> CP[College President/CEO]
    CP --> SVP[Senior, VPA/ Institutional Intelligence / Deans]
    SVP --> SSD[Student Service Departments]
    SSD --> SSACIP[/Student Services Annual Reflection & Continuous Improvement Plan/]
    SVP --> PS[Program Scorecard]
    PS --> APR[Annual Program Reflection & Continuous Improvement Plan]
    PS --> IS[Intake Suspension]
    PS --> BQAR[/BOG Annual QA Report/]
    IS --> PC[Program Cancellation]
    SSACIP --> BQAR
    BQAR --> BOG2[Lambton College Board of Governors (BOG)]
    PC --> BOG2
    BOG2 --> BOG1
  
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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)
 - Was every 5 years, moving forward every 6 years

Overview of QA in 2024

- There were 10 Triennial Program Reviews:
 - AGBS – Agri-Business Management
 - AMMS – Applied Manufacturing Management – Advanced Materials Processing
 - CULN, CCOS – Culinary Programs
 - CPET – Chemical Production & Power Engineering Technology
 - HMAN, TMAN – Hospitality Programs
 - MEAS – Medical Esthetics & Advanced Skin Care Therapies
 - IPGS – Interprofessional Practise - Gerontology
 - OHSS – Occupational Health & Safety Management
 - PFND, PSIP – Police Foundations, Protection, Security & Investigations
 - WSPP – Workplace Safety & Prevention

Overview of QA in 2024

Comprehensive Program Reviews – in 2024

- 6 Comprehensive Program Reviews were completed
 - PHSP, PHDP: Pre-Health Sciences Programs (started 2023F, approved 2024)
 - PHTG, APPS: Photography and Advanced Photography (started 2023F, approved 2024)
 - CICE: Community Integration through Co-operative Education
 - ECEP: Early Childhood Education
 - CYCP: Child and Youth Care
 - BMAN, BMHR BMIB: Business Management Programs

Overview of QA in 2024

Implementation Reports

- 6 were completed and received by the Quality Assurance Council (QAC):
 - (GASX, LIBS) General Arts & Science, Liberal Studies
 - (PMLS) Advanced Project Management & Strategic Leadership
 - (QEMS) Quality Engineering Management
 - (WELD) Welding Techniques
 - (PSWK, PSWM) Personal Support Worker Programs
 - (OPTA) Occupational Therapist Assistant & Physiotherapist Assistant

Recommendation Implementation

Program	Total Recommendations	Completed	Partially Implemented	Incomplete	Rejected
(GASX, LIBS) General Arts & Science, Liberal Studies	12	11	0	1	0
(PMLS) Advanced Project Management & Strategic Leadership	21	19	1	1	0
(QEMS) Quality Engineering Management	13	0	0	0	0
(WELD) Welding Techniques	14	11	2	0	1
(PSWK, PSWM) Personal Support Worker Programs	19	15	2	0	2
(OPTA) Occupational Therapist Assistant & Physiotherapist Assistant	17	15	2	0	0
Total	96	71	7	2	3

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 19 – 21, 2025
 - Site visit

College Quality Assurance Audit Process (CQAAP) - 2025

- Preparation and Submission of the Audit Report
 - Will be submitted to OCQAS no later than April 28th, 2025
- Review of Auditor Report
 - Lambton College will be asked to provide feedback on the final audit report no later than May 26, 2025
- Final Audit Report
 - OCQAS will submit final report to the OCQAS Management Board for approval no later than June 16, 2025
- OCQAS Board Approval
 - The OCQAS Management Board will determine the college's final audit decision no later than Sept/Oct 2025
- 18 Month Follow-up Report
 - Lambton College will report on the current state of QA Activities in January 2027

Overview of QA with Licensees

- Teach out Plan in Place
 - Overseen by Dean of International Education
- Comprehensive Program reviews completed in 2024:
 - Cestar College: 2 reviews completed CPMT, FSQT
 - Queen's College: 2 reviews completed DSMM, BAMB
- Follow-up Implementation Reports completed in 2024:
 - Cestar College: 3 Reports BMAT, BSNT, QEMT
 - Queen's College: 2 Reports BMHM, WNEM

Quality Assurance in 2025

- Triennial Reviews to be completed:
 - 2025 Winter: FSDS/FSDO, MTIM, SRAM/SBMS, TREC/TREX
- Annual Program Reflection
 - Replacing the Annual Curriculum Checklist, Comprehensive Program Review & Triennial Reviews
 - Piloted with three programs in Spring 2024
 - All post-secondary programs will participate in the annual reflections in May/June

Annual Report

(January 2024 to December 2024)

1. Background

The Lambton College Research Ethics Board (REB) was established in 2008 as part of Lambton College's commitment to the *Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS- now in revision as TCPS-2)*. The TCPS-2 is a joint policy of Canada's three federal research agencies – the Canadian Institutes of Health Research (CIHR), the Natural Sciences and Engineering Research Council of Canada (NSERC) and the Social Sciences and Humanities Research Council of Canada (SSHRC). It establishes a commitment to ethical conduct of research involving humans through three core principles: respect for persons, concern for welfare, and justice.

To be eligible to receive and administer research funds from these agencies, research conducted at or under the auspices of Lambton College must adhere to the guidelines outlined in the TCPS-2 (revised 2022). Failure to comply with the TCPS-2 (2022) and related policies could result in significant negative consequences for the college including the withdrawal of current research funding and ineligibility to apply for future research grants. In addition, research that fails to meet ethical standards may expose participants, researchers, and the college to considerable risk.

2. Summary of 2024 Activities

The REB reviews research applications which involve humans conducted at or under the auspices of Lambton College. This review process is designed to evaluate and mitigate risk and harm for individuals conducting and participating in research. This report covers the work undertaken by the Lambton College REB from January 2024 through December 2024.

2.1. Research Projects Reviewed

One project remained from the 2023 application cycle which was submitted by Lambton College internal faculty/staff. The total number of projects submitted for review decreased slightly from 2023.

In 2024, four (4) projects were submitted to the REB for review.

- All four (4) projects submitted were identified as minimal risk. None required full board reviews.
- One (1) project was in course-based research which was an annual renewal of the course-based research that had been approved in each of the previous five years.
- Three (3) projects were Lambton College projects.
- One (1) project was from an external member.
- Two (2) projects remain under review.

Figure 1 depicts the applications submitted for review per year over the past six years. Please note that number of applications does not directly translate to number of completed reviews.

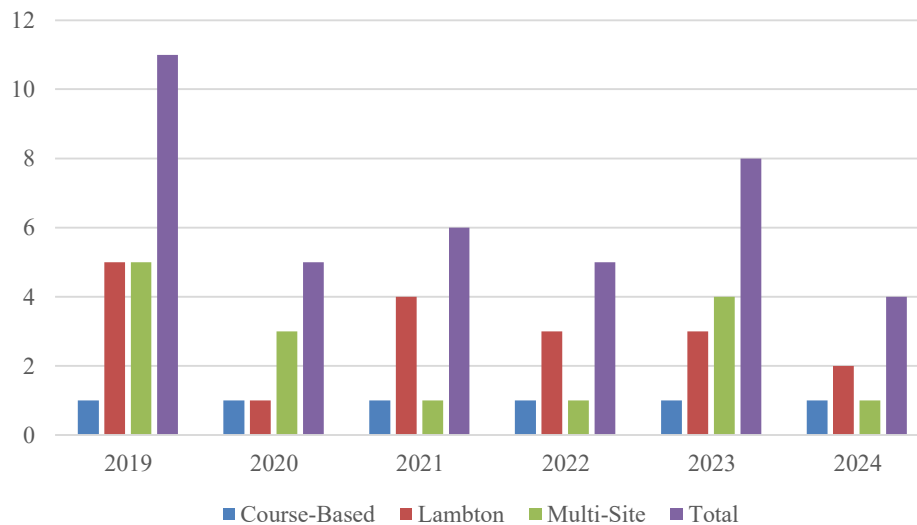


Figure 1. Trends in Applications Reviewed by REB over Six Years

2.2. Professional Development Accessed

The REB Chair and two REB members attended the annual CAREB (Canadian Association of Research Ethics Boards) conference held virtually in 2024. Accessing this specialized high-level training is essential for continued development and capacity building within the REB. The landscape of ethics review is dynamic, evolving, and becoming increasingly complex.

Planning is underway for members to attend the CAREB conference in spring 2025. The shift to a virtual conference, which is continuing in 2025, has significantly reduced the cost of attending thus allowing for far greater participation by our members. Having more members engaged in this training will be particularly beneficial in expanding the knowledgebase within the board. Ongoing budget support for such essential training activities has been provided.

2.3. REB Membership

While our membership continues to be diverse and robust and compliant with TCPS-2 guidelines, our membership stayed the same in 2024 at five active members (one external and four internal). One external member, from Bluewater Health, was added to REB.

2.4. Supports for Researchers

There is an increasing complexity of submissions requiring additional ethical considerations. Subsequently, projects often require multiple submissions before being approved. The REB continues to recommend that projects above minimal risk consult with an outside expert prior to REB submission and allocate a budget line for this in the proposal phase. The REB continues to recommend that new researchers ensure they have a supervisor or consultant that can ensure compliance with TCPS-2 standards of ethical research practice and facilitate their application to the REB.

3. Future Activities

3.1. Continued Review of Research Projects

This will remain the priority of the Lambton College REB. We are committed to providing feedback to researchers in a timely manner. The REB would like to communicate that the support for research at Lambton College through the Research and Innovation Department is essential. The

REB recognizes the work of the Research and Innovation Department to elevate research in the Health and Social Sciences field.

3.2. Recruiting New Members and Chair

As Alan Warren is off on sick leave, the REB has to select a new chair (This was done on March 6, 2025). One internal member has already been identified for recruitment to the REB in 2025. We will continue in our attempts to recruit an expert in Indigenous research to the REB to assist in facilitating reviews of projects involving Indigenous persons. We will also explore recruiting additional external community and internal members for succession planning purposes.

3.3. Budget Change

As part of cost optimisation, REB budget was reduced by \$7,000 for 2025. Also, it was decided not to recruit full time faculty as members due to their high release cost. The budget change will not impact REB operation for the current membership, professional development and meeting related expenses.

4. Conclusion

The REB will continue to review projects this academic year as well as move forward on the above-mentioned initiatives. To accomplish these initiatives, the REB must continue to be allocated appropriate resources including SWF time for faculty and a budget for professional development and meeting related expenses. All of the above have been consistently provided. We would like to thank the Research and Innovation Department and Lambton College for their ongoing support. Lambton College and the Lambton College Research Ethics Board are committed to ensuring research at the college is conducted with the highest ethical standards. We look forward to continuing this work in the coming year.

On behalf of the Lambton College Research Ethics Board,



Julia Colella

Interim Chair, Research Ethics Board



Mehdi Sheikhzadeh

Senior Vice President, Research and
Innovation

Draft

Business Plan and Budget

2025-2026

Prepared for the
Board of Governors
April 3, 2025

LAMBTON COLLEGE
Business Plan and Budget
2025-2026

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LAMBTON COLLEGE
Business Plan and Budget
2025-2026

1.0 LAMBTON COLLEGE STRATEGIC PLAN

All In

1.1 Mission

Foster student and community success through inclusive learning and engagement.

1.2 Vision

Challenge boundaries in education and research to expand horizons of a sustainable future.

1.3 Focus Areas

Our Students – Lambton College provides its students with the knowledge and relationships needed to thrive in a diverse, complex, and ever-changing world full of opportunity.

Our People – Lambton College values its people and fosters a vibrant culture of community, collegiality, and professional growth.

Our Local & Global Community – Lambton College forges strong academic, research and community partnerships that elevate student and client impacts at local, national and global scales.

These strategic goals inform the plans and new initiatives outlined in the Business Plan and Budget 2025-2026.

2.0 BUDGET SUMMARY

	2025-2026 Budget	2024-2025 Fall Forecast
Revenue	\$ 94,470,500	\$ 143,236,100
Expenditure	\$ (104,677,700)	\$ (125,789,700)
Excess of Revenue over Expenditure (Expenditure over Revenue)	\$ (10,207,200)	\$ 17,446,400
Transfer to Capital Reserve	\$ (2,395,900)	\$ (3,454,600)
Transfer from Capital Reserve	\$ 5,860,000	\$ 15,855,000
Invested in Capital Assets	\$ 118,000	\$ (12,587,900)
Opening Accumulated Unrestricted Surplus	\$ 25,563,800	\$ 8,304,900
Closing Accumulated Unrestricted Surplus	\$ 18,938,700	\$ 25,563,800

3.0 OPERATING CONTEXT AND KEY ASSUMPTIONS

The 2025-26 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 2024-2025 with a surplus above original budget projection. This Budget Plan forecasts an in-year excess of expenditure over revenue of \$(10.2) M.

International Student Program

This budget reflects the impacts of the federal government's 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;
- Reforms to the Post-Graduate Work Program for Classification Instructional Programs (CIP) eligible programs;
- Limits on Open Work Permits available to spouses of international students.

Decisive Action Focused on Long-term Sustainability

The overriding objective of the 2025-26 budget is to support a period of re-balancing of College operations in response to the profound impact of the reduction in international enrolment. This budget includes the implementation plan of multi-year efficiency recommendations which have been developed in consultation with third party consultants through funding provided by the Government's Efficiency Accountability Fund.

3.1 Revenue

3.1.1 MCU Grants

The provincial government announced an investment over three years through the new Postsecondary Education Sustainability Fund starting in 2024-25 and the Colleges allocation for the current budget is included in 2025-26. The following assumptions have been adopted for the proposed budget:

- The core operating grant is expected to remain static for the 2025-2026 budget year.
- The Postsecondary Education Sustainability Fund (PSEF) is \$775,300 for the 2025-26 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 \$4,429,000, the base amount received in past years.
- Capital Equipment Renewal Fund (CERF) grant funding of \$207,200 projected for 2025-2026. No announcement of funding for 2025-2026 has been made.
- Facilities Renewal Program (FRP) grant funding of \$2,200,000 projected for 2025-2026. FRP funding for the 2025-2026 fiscal year has not been announced.

3.1.2 Enrolment

- Total post-secondary full-time enrolment including domestic and on-campus international enrolment for 2025-2026 is budgeted at 7,304 person terms, an 27% decrease from enrolment of 2024-2025.
- Total post-secondary full-time domestic enrolment for 2025-2026 is anticipated to be 4,738 person terms, a 0.85% increase from 2024-2025 domestic enrolment.

3.1.3 Tuition and Fees

- Tuition fees remain frozen for the 2025-2026 period as per the MCU Directive with the exception of the Pre-Service Firefighter Education and Training (PFET) program.

3.1.4 International

- The number of international students enrolled in programs delivered directly by Lambton College is budgeted at 2,566 person terms in 2025-2026, a decrease of 51.5% from 2024-2025 person terms.
- Lambton's two partnership agreements with private colleges in the GTA will have no term 1 intakes and only includes the final terms of existing enrolment. The net impact results in decrease contribution of \$15.7M reflected in this budget.
- International on-campus tuition remains static, and premium has increased by 2% for the 2025-2026 budget year to reflect the current international market.

3.1.5 School/College/Work Initiative (SCWI)

- Revenue and contribution consistent with 2024-2025.

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 is down compared to 2024-2025 due to the reduction in intake of the Carpentry program for 2025-2026. The Apprenticeship Capital Grant (ACG) is projected and confirmed at \$258,400 in 2025-2026 and has been capitalized.

3.1.7 Employment Services

Revenue is consistent with 2024-2025.

In the previous year the Employment Services programs transitioned part way through the year to a new model which 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 slightly decreased based on the timing of training required by industry.

3.1.9 Research and Innovation

Research & Innovation, a very active portfolio, based on current active grants and submissions is anticipating maintaining revenue from 2025-2026 over 2024-25. Revenue associated with several outstanding grant proposals are not reflected in this budget.

- Natural Sciences and Engineering Research Council of Canada (NSERC) continues to be primary source of project funding through Applied Research Development (ARD) and College and Community Social Innovation Fund (CCSIF) grants.
- The second largest project funder is Ontario Centre of Innovation (OCI) Collaborate to Commercialize (C2C) grants.
- The Lambton Circular Economy Innovation Platform (LCEIP) was awarded in 2022-2023 fiscal and will begin its fourth year of operation on July 1, 2025. The LCEIP is a five-year grant funded by NSERC Mobilized in the amount of \$3.25 million. In 2025-2026, the LCEIP provides \$700,900 in budgeted 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. Total amount of grant revenue budgeted to support LMIC TAC in 2025-2026 is \$531,300.
- The Bio-Industrial Process Research Centre (BPRC) received renewal on March 25, 2024 with the approval for five-year \$1.95M NSERC Technology Access Centre (TAC). Total amount of grant revenue budgeted to support BPRC TAC in 2025-2026 is \$554,700.
- The Digital Technology Lab (DTL) was awarded a five-year \$1.95M NSERC Technology Access Centre (TAC) on March 31, 2024. Total amount of grant revenue to support DTL TAC in 2025-2026 is \$312,300.
- Intellectual Property Ontario (IPON) has approved a second renewal totaling \$212,500 for 2025-2026 supporting Lambton College's intellectual property development resources. Lambton College is actively supporting the commercialization of research and assisting businesses with their applied research efforts.

- 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.
- 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 2025-2026. These projects include Fermentation, Valorization and EESRP totaling \$5.1M in grant revenue over the project life. Infrastructure Operating Fund (IOF) from CFI is a multi-year grant that has \$915,457 available to support the operation of specialized equipment purchased under the Canadian Innovation Fund. For 2025-2026 fiscal, \$349,200 is budgeted to support the operation of the specialized equipment.
- The Southern Ontario Network for Advanced Manufacturing Institutes (SONAMI) will continue operation in 2025-2026. The Lambton College 2025-2026 distribution of funding is \$41,300 with an additional \$150,000 in submitted funding requests and a second funding submission round in September 2025 from FedDevON.
- Corporate Training external contract revenue is budgeted for \$75,000. This is based upon traditional hands-on corporate training contracts.
- Lambton College Research & Innovation supported successful Long-term Care Cooperative proposal to acquire sustainable funding to expand out its platform and services. As part of this project Lambton College will be providing mandatory orientation training in 2025-2026 to partners across the province in long-term care and retirement homes.

3.1.10 Online Education

- Tuition fees remain frozen as per the MCU Directive. For 2025-26, projecting consistent revenue for online education.

3.1.11 Mental Health Initiative

- Provincial funding for Mental Health initiatives received in 2024-2025 is assumed to continue, supporting extended mental health counselling services for students as well as extension of the highly regarded PEERS support program.

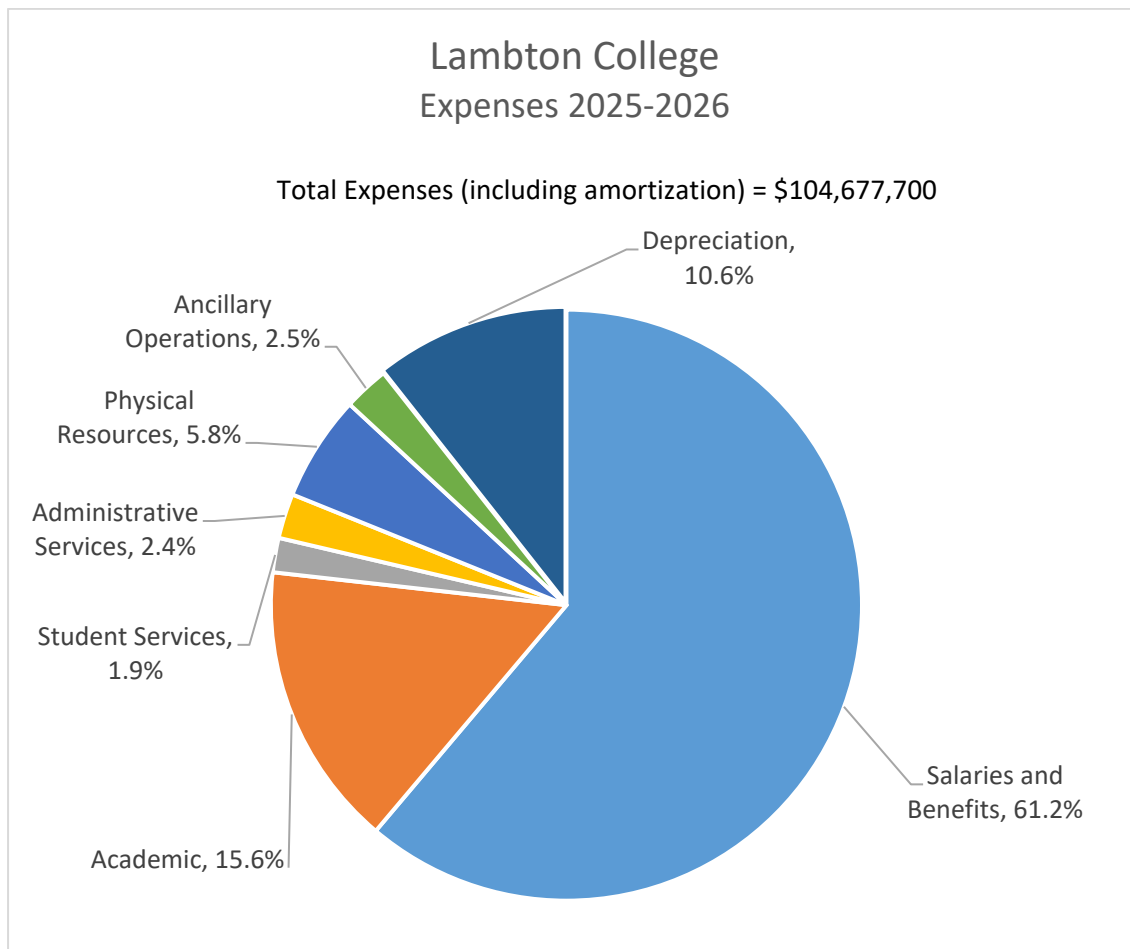
3.1.12 Ancillary Operations

- Residence fees have increased slightly from the previous year.
- Revenue from the Campus Shop has decreased slightly over the previous year based on decreased activity on campus.
- Parking revenue has decreased slightly with decreased activity on campus.

3.2 Expenses

3.2.1 Summary of Expenditure Budget

Total expenditures for 2025-2026 are \$104M. Salary and benefit costs are 61.2% of total expenditures and 38.8% are non-salary expenses as per breakdown in chart below:



The 2025-2026 expenditures include the following assumptions:

- Operating expenditures increasing with anticipated inflationary costs with offsetting reductions due to less activity, less enrolment and efficiencies realization;
- 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 2024-2029 Academic Plan will guide academic initiatives.

3.2.3 Capital Reserves

A total of \$2,395,900 is transferred to Internally Restricted Reserves:

- Campus Renewal Reserve - \$2,232,200
 - 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 - \$77,800
- Parking - \$59,700
- Athletic & Fitness Centre Renewal Reserve - \$26,200
 - 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 2025-2026, a total of \$5,860,000 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 \$3M planned spending in 2025-2026.
- The Board has approved \$3M for the demolition of the North Building with \$1.5M planned spending in 2025-26.
- The Board has approved \$4.2M for the Community Engagement Relocation project, which will be concluded this year.
- Deferred maintenance facilities projects.

4.0 2025-2026 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, 2025 - March 31, 2026

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Statement of Revenue and Expenditure

For the year ended: April 1, 2025 - March 31, 2026

	Supporting Schedule	2025-26 Draft <u>BUDGET</u>	2024-25 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE				
Post Secondary	Sch 2A	\$ 44,671,600	\$ 56,042,300	\$ (11,370,700)
Contract Services	Sch 2B	28,367,000	60,916,900	(32,549,900)
Student Services	Sch 3	5,484,100	6,676,700	(1,192,600)
Administrative Services	Sch 4	5,893,500	9,864,700	(3,971,200)
Physical Resources	Sch 5	284,000	346,500	(62,500)
Ancillary	Sch 6	4,389,400	4,434,500	(45,100)
Amortization of deferred capital contributions		5,380,900	4,954,500	426,400
		94,470,500	143,236,100	(48,765,600)
EXPENDITURE				
Post Secondary	Sch 2A	\$ 42,006,900	\$ 43,732,800	\$ (1,725,900)
Contract Services	Sch 2B	24,090,200	37,522,800	(13,432,600)
Student Services	Sch 3	9,798,500	11,069,400	(1,270,900)
Administrative Services	Sch 4	6,027,100	11,585,600	(5,558,500)
Physical Resources	Sch 5	8,111,900	7,489,200	622,700
Ancillary	Sch 6	3,542,800	3,643,100	(100,300)
Depreciation of capital assets		11,100,300	10,746,800	353,500
		104,677,700	125,789,700	(21,112,000)
EXCESS OF REVENUE OVER EXPENDITURE (EXPENDITURE OVER REVENUE)		\$ (10,207,200)	\$ 17,446,400	\$ (27,653,600)
TRANSFER TO CAPITAL RESERVES		(2,395,900)	(3,454,600)	1,058,700
TRANSFER FROM CAPITAL RESERVES		5,860,000	15,855,000	(9,995,000)
INVESTED IN CAPITAL ASSETS		118,000	(12,587,900)	12,705,900
OPENING ACCUMULATED UNRESTRICTED SURPLUS		25,563,800	8,304,900	17,258,900
CLOSING ACCUMULATED UNRESTRICTED SURPLUS		<u>\$ 18,938,700</u>	<u>\$ 25,563,800</u>	<u>\$ (6,625,100)</u>

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Post Secondary

For the year ended: April 1, 2025 - March 31, 2026

Schedule 2A

		2025-26 Draft <u>BUDGET</u>		2024-25 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE:					
Fees: Tuition and Other	\$	21,896,000	\$	32,807,800	\$ (10,911,800)
MCU Grants		22,327,400		22,729,200	(401,800)
Other		448,200		505,300	(57,100)
		44,671,600		56,042,300	(11,370,700)
EXPENDITURE:					
Compensation	\$	34,823,400	\$	36,510,200	\$ (1,686,800)
Instructional software/Equipment/Rental		4,283,100		4,059,400	223,700
Instructional		1,299,300		1,584,700	(285,400)
Non-instructional		651,100		628,500	22,600
Tuition set aside		950,000		950,000	-
		42,006,900		43,732,800	(1,725,900)
CONTRIBUTION:	\$	2,664,700	\$	12,309,500	\$ (9,644,800)

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Contract Services

For the year ended: April 1, 2025 - March 31, 2026

Schedule 2B

	2025-26 Draft <u>BUDGET</u>	2024-25 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE:			
Contract Revenue	\$ 75,000	\$ 65,700	\$ 9,300
International	11,268,700	40,048,900	(28,780,200)
MLITSD Apprenticeships	1,185,500	1,535,300	(349,800)
MLITSD Contracts	2,597,900	2,697,900	(100,000)
Other Provincial Contracts	1,833,300	1,791,800	41,500
Municipal Contracts	1,395,800	1,513,200	(117,400)
Research Contracts	8,440,500	11,448,500	(3,008,000)
Fire School	1,540,500	1,684,200	(143,700)
Other	29,800	131,400	(101,600)
	28,367,000	60,916,900	(32,549,900)
EXPENDITURE:			
Compensation	\$ 14,959,500	\$ 18,032,300	\$ (3,072,800)
International Recruitment	1,467,100	9,651,100	(8,184,000)
Stipends/Support Allowances	453,400	443,400	10,000
Equipment/Building Maintenance	2,120,400	2,618,800	(498,400)
Instructional/Program	1,832,700	3,019,700	(1,187,000)
Non-instructional	3,257,100	3,757,500	(500,400)
	24,090,200	37,522,800	(13,432,600)
CONTRIBUTION:	\$ 4,276,800	\$ 23,394,100	\$ (19,117,300)

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Student Services

For the year ended: April 1, 2025 - March 31, 2026

Schedule 3

		2025-26 Draft <u>BUDGET</u>	2024-25 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE:				
MCU Revenue	\$	1,152,500	\$ 1,267,300	\$ (114,800)
Sundry Fees		3,948,300	4,810,200	(861,900)
Other		383,300	599,200	(215,900)
		<u>5,484,100</u>	<u>6,676,700</u>	<u>(1,192,600)</u>
EXPENDITURE:				
Compensation	\$	7,831,200	\$ 8,567,200	\$ (736,000)
Equipment/Rental		80,200	384,500	(304,300)
Educational resources/Awards		268,200	343,200	(75,000)
Non-instructional		1,618,900	1,774,500	(155,600)
		<u>9,798,500</u>	<u>11,069,400</u>	<u>(1,270,900)</u>
CONTRIBUTION:	\$	<u>(4,314,400)</u>	\$ <u>(4,392,700)</u>	\$ <u>78,300</u>

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Administrative Services

For the year ended: April 1, 2025 - March 31, 2026

Schedule 4

		2025-26 Draft <u>BUDGET</u>	2024-25 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE:				
MCU Revenue	\$	201,500	\$ 686,700	\$ (485,200)
Rental Revenue		192,000	178,000	14,000
Other		5,500,000	9,000,000	(3,500,000)
		5,893,500	9,864,700	(3,971,200)
EXPENDITURE:				
Compensation	\$	3,468,000	\$ 4,967,000	\$ (1,499,000)
Insurance/Taxes		680,300	660,000	20,300
Professional fees		522,500	3,221,300	(2,698,800)
Contingency		-	1,000,000	(1,000,000)
Non-instructional		1,356,300	1,737,300	(381,000)
		6,027,100	11,585,600	(5,558,500)
CONTRIBUTION:	\$	(133,600)	\$ (1,720,900)	\$ 1,587,300

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Physical Resources

For the year ended: April 1, 2025 - March 31, 2026

Schedule 5

		2025-26 Draft <u>BUDGET</u>		2024-25 <u>Fall Forecast</u>	<u>Variance</u>
REVENUE:					
Facilities Fee	\$	157,800	\$	216,500	\$ (58,700)
MCU Revenue		3,700		7,600	(3,900)
Other		122,500		122,400	100
		<u>284,000</u>		<u>346,500</u>	<u>(62,500)</u>
EXPENDITURE:					
Compensation	\$	2,072,400	\$	1,981,700	\$ 90,700
Equipment/Building Maintenance		5,722,000		5,188,900	533,100
Non-instructional		317,500		318,600	(1,100)
		<u>8,111,900</u>		<u>7,489,200</u>	<u>622,700</u>
CONTRIBUTION:	\$	<u>(7,827,900)</u>	\$	<u>(7,142,700)</u>	<u>\$ (685,200)</u>

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Analysis of Ancillary Operations

For the year ended: April 1, 2025 - March 31, 2026

Schedule 6

		2025-26 Draft <u>BUDGET</u>		2024-25 <u>Fall Forecast</u>		<u>Variance</u>
REVENUE:						
Campus Shop	\$	1,378,400	\$	1,680,600	\$	(302,200)
Parking		667,000		684,100		(17,100)
Residence		2,344,000		2,069,800		274,200
		4,389,400		4,434,500		(45,100)
EXPENDITURE:						
Campus Shop	\$	1,361,200	\$	1,594,900	\$	(233,700)
Parking		607,300		577,500		29,800
Residence		1,574,300		1,470,700		103,600
		3,542,800		3,643,100		(100,300)
CONTRIBUTION:	\$	846,600	\$	791,400	\$	55,200

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Summary of Capital Reserves

For the year ended March 31, 2026

Capital Reserves	Apr 1, 2025	Additions	Disbursements	Mar 31, 2026
Campus Renewal:	\$ 100,905,884	\$ 2,000,000	\$ -	\$ 102,905,884
Facilities Projects	(8,086,767)	-	(566,400)	(8,653,167)
Community Engagement Relocation	(3,840,035)	-	(360,000)	(4,200,035)
Indigenous Outdoor Gathering Space	(3,503,721)	-	(3,023,600)	(6,527,321)
North Building Demolition	(400,000)	-	(1,500,000)	(1,900,000)
SAC Long-term Receivable	(4,750,227)	232,200	-	(4,518,027)
Campus Renewal Net	\$ 80,325,134	\$ 2,232,200	\$ (5,450,000)	\$ 77,107,334
Parking	179,516	59,700	-	239,216
IT and Learning Infrastructure	9,100,120	-	(360,000)	8,740,120
Insurance Retention	1,500,000	-	-	1,500,000
Research (LMIC & BPRC) TACs	65,134	-	(50,000)	15,134
Fireschool Equipment Renewal	104,500	77,800	-	182,300
Athletic & Fitness Centre Renewal	180,368	26,200	-	206,568
Total Capital Reserves	\$ 91,454,772	\$ 2,395,900	\$ (5,860,000)	\$ 87,990,672

THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Summary of Grant/Fee Funded Capital Projects

For the year ended March 31, 2025

		Grant Funding
Facilities Renewal Program	(FRP)	\$ 2,200,000
Campus Safety Program	(CSP)	53,600
Capital Equipment & Renewal Fund	(CERF)	207,200
Capital Equipment & Renewal Fund	(CERF Competitive)	-
Apprenticeship Capital Grant	(ACG)	258,400
Apprenticeship Capital Grant	(ACG Competitive)	-
IT Access Fee equipment	(IT Access Fee)	258,000
Research Funded Projects	(CFI, ORF, NSERC, OCI)	2,690,800
Total Grant Funded Capital Projects		\$ 5,668,000

2025/04/03

President's Report

TO THE BOARD OF GOVERNORS

CHANGES TO THE INTERNATIONAL STUDENT PROGRAM

- Members of the Centre for Global Engagement team have been travelling overseas to meet with prospective international students.
 - Countries recently visited include India, Nigeria, the Philippines, Colombia, and Mexico.

RESEARCH & INNOVATION

- Research & Innovation performance from April 2024 to March 25, 2025:
 - 330 projects
 - 201 students hired with over \$2M secured for wages
 - Business Development has secured over \$3.2M in investments
 - More than 110 proposals submitted

OUR STUDENTS

- International Women's Day was celebrated at Lambton College with a week of events that included a keynote speaker session, an Alumni Speaker Panel, a clothing donation drop-off with the Lambton College Social Exchange, a showcase from the Photography students, and a feminine hygiene drive for the Lion's Heart.

- The Library held an event to share information on how easy and beneficial it can be for students to borrow resources from other colleges.
- On March 8, Lambton College was the host site for the Polar Plunge fundraiser. Criminal Justice and Paramedic students volunteered at this event, working with the Sarnia Police Service and Ontario Provincial Police. Students also joined in with the police and took the plunge to raise money for Special Olympics Ontario. More than \$14,000 was raised.
- The President held a celebratory luncheon for the Badminton team and its coaches on March 10. In the 2024-25 season, the Badminton team earned its first Ontario Colleges Athletics Association (OCAA) medal since 1996.
- On March 12, Lambton College hosted an event to formally acknowledge the Legacy of Hope Foundation exhibitions in the NOVA Chemicals Health & Research Centre. The exhibition *Cruel and Unusual* overviews the historical and ongoing impacts of medical colonialism, and the exhibition *Peter Henderson Bryce: A Man of Conscience* tells the story of a whistleblower of the Residential School System.
- Enactus Lambton were named the Regional TD Entrepreneurship Champions for Project One Circle, which is undertaken in partnership with First Nations communities in Saskatchewan and southwestern Ontario, including Aamjiwnaang First Nation. Enactus Lambton will compete at the Enactus Canada National Exposition in Calgary in May.
- Representatives from the Department of National Defense went to the Lambton College Fire School for a tour and to observe a training session undertaken by Pre-Service Firefighter Education & Training Students. This training session demonstrated the use of Per- and polyfluoroalkyl substances (PFAS)-free foam, as the Lambton College Fire School is leading the way on the adoption of PFAS-free foam.
- Lambton College held its Spring Open House on Saturday, March 22. More than 600 prospective students registered, and more than 100 applications were submitted during the event.
- Lambton College and The Lambton College Foundation hosted the Academic Award Ceremonies on March 25 and 26 to honour scholarship winners and thank scholarship and bursary donors. This year, Lambton College distributed more than \$820,000 to 684 students.

OUR PEOPLE

- Lambton College formally unveiled All In: Lambton College's Strategic Plan 2025-2029 with an employee event on March 5. The event focused on the values of the new Strategic Plan and celebrated the people of Lambton College who are bringing the plan to life.
- Lambton College also held a community event to introduce All In: Lambton College's Strategic Plan 2025-2029. The event was held on March 27 and welcomed a wide range of community partners and stakeholders.

OUR COMMUNITY

- On March 3, the President joined members of the community for the Celebrity Bowl-a-Thon in the Lambton College ceramics studio. Participants made bowls for auction at the upcoming Empty Bowls fundraising dinner.
- The President and Spencer Dickson, Senior Vice President, Strategy and Corporate Services, attended the 2025 Lambton County Municipal Association Banquet on March 20.
- On March 25, the President and Aaron Klooster, Dean of the Faculty of Health Sciences, Community Services & Business, made a presentation on the Industrial Fire School to the Bluewater Association for Safety, Environment, and Sustainability (BASES).

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 3rd, 2025</u>	
<input type="checkbox"/> Agenda Item No. <u>#10</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

- Programs and Services Committee**

The Committee approved the Program Advisory Nominations and heard a presentation regarding student mental health services.

Recommendation: That the Board of Governors approves the Programs and Services Committee recommendation to approve the Recreation Therapy/Recreation Therapy - Accelerated (TREC/TREX) triennial report.

Recommendation: That the Board of Governors approves the Programs and Services Committee recommendation to approve the Business – Finance Ontario College Diploma and Computer Systems Technician – Cyber Security Ontario College Diploma program proposals.

D. Machacek **approval**
- Executive Committee**

The Executive Committee met on March 19, 2025 and reviewed the Budget and Business Plan presentation, heard an update as to the status of the KPMG Efficiency report, and was updated on the CRA Audit.

Election of Board Officers – June 2025 (attachment)

At the June 12, 2025 Board of Governors meeting, the 2025-26 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

T. Lee information
- Nomination Committee**

2025 External Recruitment

Interviews took place to recruit for the following sectors: Manufacturing and Petrochemical, Small and Medium Enterprises (SMEs), Retail and Wholesale

T. Lee **approval**

Trade, as well as Agriculture, Rural, and Related Industries with eight candidates interviewed.

Recommendation: That the Board of Governors approves the Nomination Committee recommendation to appoint Kristen Korhonen to the Board of Governors for a term beginning September 1st, 2025 ending August 31st, 2028

Lieutenant Governor Order in Council (LGIC) Appointments

Recommendation: That the Board of Governors approves the Nomination Committee recommendation of Kevin Forbes as the Lieutenant Governor Order in Council appointment for a term beginning September 1, 2025 ending August 31st, 2028.

Recommendation: That the Board of Governors approves the Nomination Committee recommendation of Doug Hatch as the Lieutenant Governor Order in Council appointment for a term beginning September 1, 2025 ending August 31st, 2028

The next step involves starting the LGIC appointment process for Mr. Forbes and Mr. Hatch, with the aim of getting the appointments approved by September 1, 2025.

2025 Internal Governor Elections

An election will be called in April for the faculty internal governor and the student governor position to begin September 1, 2025.

4. Upcoming College Events (attachment)

information

Convocation: All Governors are encouraged to attend the convocation ceremonies taking on June 11th at 10 a.m. and 3 pm.

5. Program Advisory Committee Reports

information

At this time, the Chair will provide Governors an opportunity to provide a brief report from any Program Advisory Committee meetings attended since the last meeting.

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**OFFICE OF THE BOARD OF GOVERNORS
2025 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, 2025 and ending on August 31, 2026.

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 9, 2025

S. Dickson
Secretary-Treasurer

College Upcoming Events

2024-2025

Date	Time	Event	Location
April 3		Lambton College Pow Wow	Gym Cestar Group Athletics & Fitness Centre, Main Campus
June 11 th		Convocations – June 11th Ceremony One: 10 a.m. <ul style="list-style-type: none">• School of Fire Science, Health & Community Services• School of Nursing• Online Education• School of Applied Science, Engineering Technology & Trades Ceremony Two: 3 p.m. <ul style="list-style-type: none">• School of Business & Sustainability Leadership• School of IT, Liberal Studies & Flexible Education	PASA Arena
June 13		Foundation Golf Tournament	Sawmill Creek Golf Course
