

**Legislative
Assembly
of Ontario**



**Assemblée
législative
de l'Ontario**

Legislative Research
Information and Technology Services Division
Room 2520, Whitney Block
Queen's Park
Toronto, Ontario M7A 1A9
Telephone: (416) 325-3675

Recherche législative
Division des services de l'information et de la technologie
Bureau 2520, Edifice Whitney
Queen's Park
Toronto (Ontario) M7A 1A9
Téléphone: (416) 325-3675

101208

**ST. LAWRENCE COLLEGE OF APPLIED ARTS AND TECHNOLOGY -
BOARD OF GOVERNORS -
ORDER-IN-COUNCIL APPOINTMENT OF
KAREN DUMOULIN ***

Prepared for:

Standing Committee on Government Agencies

Prepared by:

Sude Bahar Beltan
Research Officer
Legislative Research

November 26, 2021

- * Projects prepared by Legislative Research are designed in accordance with the requirements and instructions of the Committee making the request. The views expressed should not be regarded as those of Legislative Research or of the individual preparing the project.

CONTENTS

INTRODUCTION	1
ST. LAWRENCE COLLEGE BOARD OF GOVERNORS	1
CURRENT OPERATIONS	2
Role of the Board of Governors	2
Board membership	2
Overview of the College	2
Financial Information	3
RECENT DEVELOPMENTS	4
THE WITNESS	6
POSSIBLE QUESTIONS	6

INTRODUCTION

This document has been prepared for Members participating in the Committee's review of the Order-in-Council appointment of Karen Dumoulin as a part-time member of the St. Lawrence College of Applied Arts and Technology Board of Governors. It describes the operations of the board, presents information about the appointee, and identifies possible lines of questioning.

ST. LAWRENCE COLLEGE BOARD OF GOVERNORS

Enabling Statute and Regulation	Responsible Ministry	
Ontario Colleges of Applied Arts and Technology Act, 2002 and O. Reg. 34/03	Colleges and Universities	
Agency type	Most Recent Annual Report	
N/A	2020-2021	
Activities		
The Board of Governors is authorized to govern the college and is responsible for ensuring that it is effectively and appropriately managed to achieve the mandate of the college. The Board is responsible for defining the role and mission of the college and, thereby, setting the strategic directions for the college to achieve. The Board of Governors has responsibility for fiduciary oversight and institutional performance.		
Board Membership		
Statutory Number of Members: 17	Position	Remuneration
Number Appointed by Cabinet: 4	Members (part-time):	Nil
Term of Office: Not to exceed 3 years and an individual shall not serve for more than 6 years consecutively. ¹		
Position Requirements		
The board seeks highly-effective communication skills, respect for practices in-line with good governance, and the ability to consider multiple perspectives in candidates. ²		

¹ After an absence of two years and not to exceed six years in total, an individual becomes eligible for reappointment.

² St. Lawrence College, [Board of Governors Recruitment](#).

CURRENT OPERATIONS

Role of the Board of Governors

The role of the Board is to establish governance structures, and set the vision, strategic direction, and overall goals of St. Lawrence College. This role includes responsibilities such as approving the annual budget and report, assessing attainment of corporate goals, outcomes and effectiveness, and hiring the president of the college and evaluating their performance.³

Board membership

As stated above, the board of governors is composed of seventeen members: four members appointed by Cabinet; the president and chief executive officer (CEO) of the college; one elected student; one elected academic staff member; one elected administrative staff member; one elected support staff member; and eight members appointed by the members of the board holding office at the time of the appointment.⁴ The Board meets seven times per year.⁵

Overview of the College

St. Lawrence College operates from three campuses located in Kingston, Brockville, and Cornwall. The college currently has 9,500 full-time domestic and international students, and more than 100,000 alumni.⁶

Over 100 academic programs are offered in the fields of Applied Arts, Business, Community Services, Computer and Engineering Technology, Health Sciences, Hospitality and Culinary Arts, Justice Studies, and Skilled Trades.⁷ In addition, St. Lawrence College partners with Alpha Academy (Toronto) and Canadian College (Vancouver) to deliver programming and develop career-ready graduates.⁸

Colleges Ontario's most recent Key Performance Indicators (KPI) [data](#) shows that

- the St. Lawrence College graduation rate in 2018/2019 was 66.0%, compared to the provincial rate of 66.4%;
- six months after graduation, 88% of the St. Lawrence College's 2018/2019 graduates were employed and 81.3% were very satisfied (The corresponding provincial employment and satisfaction rates were 85.5% and 78.9%, respectively); and
- all (100%) of the surveyed employers of 2018/2019 graduates were very satisfied, compared to the provincial rate of 91%.

³ St. Lawrence College, [Board of Governors](#).

⁴ St. Lawrence College, [By-Law #1](#).

⁵ Public Appointments Secretariat, [St. Lawrence College of Applied Arts and Technology - Board of Governors](#).

⁶ St. Lawrence College, [2020-2025 Strategic Mandate Agreement](#), p. 4.

⁷ St. Lawrence College, [2022-2023 Program Booklet](#).

⁸ St. Lawrence College, [2020-2025 Strategic Mandate Agreement](#), p. 4.

Financial Information

In the 2020-2021 fiscal year, the total revenue and expenditures of the college were \$126.7 million and \$119.5 million, respectively. Figure 1 illustrates the main categories of revenue and expenses for the 2020-2021 fiscal year.

Figure 1: Total Revenue and Expenditures

Year ended March 31, 2021, with comparative figures for 2020

	2021	2020
Revenue:		
Grants and reimbursements (schedule 1)	\$ 52,744,039	\$ 49,129,924
Tuition and related fees	63,469,588	70,117,869
Ancillary (schedule 1)	2,148,821	7,601,251
Contract educational services	942,101	2,478,055
Other	1,709,723	2,636,968
Amortization of deferred capital contributions (note 9)	4,172,714	5,671,325
Realized gain (loss) on sale of investments	5,041	(72,497)
Donations	476,858	469,978
Interest	1,032,406	1,619,095
Total revenue	126,701,291	139,651,968
Expenses:		
Salaries, wages and benefits (schedule 2)	80,685,863	82,786,933
Non-payroll (schedule 3)	30,041,335	38,484,415
Amortization of capital assets	8,928,938	10,496,835
Employee future benefits expense (recovery) (note 7(b))	13,000	(16,000)
Sick leave benefit expense (recovery) (note 7(c))	103,000	(17,000)
Other non-pension benefits recovery (expense)	(194,726)	111,919
Total expenses	119,577,410	131,847,102
Excess of revenue over expenses	\$ 7,123,881	\$ 7,804,866

Source: St. Lawrence College, [Audited Financial Statements 2020-2021](#)

For the 2021-2022 fiscal year, the college has an operating budget of \$137 million.⁹

According to its [2021-2022 Business Plan](#), the college anticipates a deficit of \$2.89 million due to the ongoing impact of COVID-19 on enrolment, which is expected to result in insufficient tuition or other revenues to cover expenses.¹⁰

For 2021-2022, the college maintains domestic tuition rates at 2020-2021 rates in accordance with the Ministry of Colleges and Universities tuition fee framework. The college has increased international tuition rates by 3% over 2020-2021 rates.¹¹ International tuition is expected to account for 60% of total tuition revenue in 2021-2022.¹² The Board targets a total average enrolment of 11,966 students (5,327 domestic and 6,639 international) in 2021-2022.¹³

According to the Board, the key financial risks to St. Lawrence College are the uncertainty in grant funding, the college's increased reliance on international

⁹ St. Lawrence College, [2021-2022 Business Plan](#), pp. 8-9.

¹⁰ St. Lawrence College, [2021-2022 Business Plan](#), p. 7.

¹¹ St. Lawrence College, [2021-2022 Operating Budget](#), p. 6.

¹² St. Lawrence College, [2021-2022 Operating Budget](#), p. 7.

¹³ St. Lawrence College, [2021-2022 Operating Budget](#), p. 13.

enrolment for financial stability, and the ongoing impact and uncertainty surrounding the COVID-19 pandemic. Experiencing minimal or no growth in domestic enrolment coupled with no domestic tuition increases, the college has relied on international operations as its source of growth in recent years.¹⁴

RECENT DEVELOPMENTS

In 2018, St. Lawrence College opened its Student Life and Innovation Centre at the Kingston campus, the most significant expansion in the college's history, worth of \$42.2 million.¹⁵

In early 2020, Ontario announced that publicly assisted colleges would be able to offer students a four-year baccalaureate degree in nursing without a university partner.¹⁶ In September 2021, St. Lawrence College accepted its first cohort of students in its standalone nursing program. (St. Lawrence College's nursing degree was previously accredited by Laurentian University.) The province announced that it would provide \$876,928 to St. Lawrence College to help increase enrolment in its nursing programs.¹⁷

In fall 2020, the college introduced, for the first time, a November intake for international students for in-demand programs such as business administration, business analytics, project management, supply chain management and health care administration.¹⁸

In April 2021, the board appointed Glenn Vollebregt as president and CEO of St. Lawrence College, who has been in the office since 2013, for a third term. His role will continue until 2027.¹⁹

In August 2021, St. Lawrence College announced that COVID-19 vaccines will be mandatory for all students, staff, and visitors on all campuses in fall semester.²⁰

In September 2021, in line with its commitment to Indigenous Ways of Knowing and Being as outlined in the strategic plan, [SLC in Five](#), St. Lawrence College renamed and rebranded the Indigenous student centres in Kingston, Brockville, and Cornwall campuses. Formerly known as the Eagle's Nest Indigenous Centre, the new name is Waasaabiidaasamose (Whah-sah Bid-eh-so-may) Indigenous Centre.²¹

¹⁴ St. Lawrence College, *2021-2022 Business Plan*, p. 8.

¹⁵ Frazer Snowdon, "[St. Lawrence College opens new Student Life and Innovation Centre](#)," *Global News*, November 24, 2018.

¹⁶ Colleges Ontario, "[Stand-alone nursing degrees at Ontario colleges will strengthen health-care training](#)," news, Feb. 11, 2020.

¹⁷ Zoha Khalid, "[St. Lawrence College officially launches stand-alone four-year Bachelor of Science in Nursing degree](#)," *Toronto Star*, Oct. 16, 2021.

¹⁸ *Whig-Standard*, "[St. Lawrence College recruiting international students for November start](#)," September 24, 2020.

¹⁹ *Whig-Standard*, "[Vollebregt reappointed to head SLC](#)," Aug 11, 2021.

²⁰ St. Lawrence College, [Updates on COVID-19](#).

²¹ St. Lawrence College, "[St. Lawrence College Advances Indigenous Ways of Knowing and Being](#)," media release, September 14, 2021.

Some of the public funding initiatives the College recently received include, among others:

- In December 2020, St. Lawrence College received \$2.3 million in provincial funding for upgrades to the college buildings and new instructional equipment (to support remote learning during the pandemic) in its three campuses.²²
- In January 2021, [FedDev Ontario](#) announced an investment of \$3 million for the City of Kingston to establish a health innovation ecosystem in partnership with some of the region's health care and post-secondary institutions, including St. Lawrence College. The investment is expected to create experiential learning opportunities for students in a wide range of programs in St. Lawrence College.²³
- In early 2021, St. Lawrence College launched a new pilot project to train and develop workers for the hospitality industry in Kingston and Smiths Falls. The program, called Tourism and Hospitality Fundamentals, is funded by a [Skills Advance Ontario](#) grant of \$395,000 from the Ministry of Labour, Training, and Skills Development. The program will be delivered to 80 participants free of charge.²⁴
- In February 2021, St. Lawrence College announced that it will offer a tuition-free accelerated personal support worker (PSW) program funded by the province.²⁵ The accelerated training program for PSWs is a tuition-free opportunity for 6,000 new students province-wide and is expected to take only six months to complete, rather than the typical eight months. The province is providing \$115 million to Ontario's 24 publicly-assisted colleges that deliver the program.²⁶
- In March 2021, the Ministry of Colleges and Universities announced a new one-time Support Fund for Postsecondary Institutions for the most financially impacted institutions to address COVID-19 related expenses.²⁷ St. Lawrence College has been allocated \$6.4 million of this one-time funding for eligible expenses from July 1, 2020, to June 30, 2021.²⁸
- In May 2021, the provincial government announced an investment of \$168,640 as part of its [Roadmap to Wellness](#) plan to improve mental health services for students of St. Lawrence College.²⁹
- In November 2021, the college announced that it has received \$500,000 in funding to allow up to 72 more students to participate in global learning

²² Wayne Lowrie, "[College gets \\$2.3 million for upgrades](#)," *Whig-Standard*, Dec 07, 2020.

²³ St. Lawrence College, "[FedDev Ontario supports health innovation in Kingston](#)," news release, January 26, 2021.

²⁴ St. Lawrence College, "[SLC Launches Hospitality and Tourism Training Program Pilot](#)," January 20, 2021.

²⁵ *Whig-Standard*, "[St. Lawrence to offer accelerated personal support worker program](#)," February 26, 2021.

²⁶ Ontario, "[Ontario Colleges Now Accepting Applications for Accelerated Personal Support Workers Program](#)," news release, March 8, 2021.

²⁷ Ontario, "[Ontario Supports Colleges and Universities Impacted by COVID-19](#)," news release, March 19, 2021.

²⁸ St. Lawrence College, *2021-2022 Operating Budget*, p. 6.

²⁹ Brandon Piper, "[St. Lawrence College Receiving Over \\$168,000 To Improve Mental Health Services](#)," *Mykemptvillenow*, May 31, 2021.

opportunities. The funding is part of a larger \$95 million investment by the federal government to enable more than 16,000 college and undergraduate-level university students to study abroad between 2021 and 2025 through the [Global Skills Opportunity](#).³⁰

THE WITNESS

The witness, Karen Dumoulin, is seeking appointment as a part-time member.

According to the Office of the Premier, the witness, of Morrisburg, is a Senior Financial Advisor for the St. Lawrence Seaway Management Corporation. Her community involvement includes formerly serving as President and Volunteer for Canadian Liver Foundation - Cornwall Chapter.

POSSIBLE QUESTIONS

1. *What has motivated the witness to seek this appointment?*
2. *What particular contribution does the witness hope to make to the Board?*
3. *The COVID-19 pandemic has had a tremendous impact on the way postsecondary education is delivered in Ontario and globally. What does the witness see as the role of the Board in how this challenge is overcome at St. Lawrence College?*
4. *What does the witness see as a possible recovery strategy for declining college revenues due to the pandemic?*

³⁰ St. Lawrence College, "[New Funding Will Expand Global Learning Opportunities for Students](#)," news release, November 10, 2021.