

## LAMBTON COLLEGE OPEN BOARD MEETING

Thursday, December 5, 2024

4:00-5:30 p.m.

Lambton College, Research Training Room– E1-321, NOVA Chemicals Health and Research Centre (Teams option available)

### AGENDA

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- 4:00 1. **CALL TO ORDER** T. Lee
2. **INDIGENOUS TRUTH AND RECONCILIATION  
LAND ACKNOWLEDGEMENT** C. Diaz  
Rangel

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. December 5, 2024 Agenda
  2. October 24, 2024 Open Minutes
  3. Report from October 24, 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 October 24, 2024 and the entire contents of the consent agenda. 2024-34

- |      |   |                |                 |
|------|---|----------------|-----------------|
| 4:05 | 4. <b>CELEBRATING OUR STUDENTS</b><br>Tamaya Wilson, Post-Graduate Business Management Program  | M. Sheikhzadeh | information     |
| 4:20 | 5. <b>FINANCIAL STATEMENTS FOR THE PERIOD ENDING SEPTEMBER 30, 2024 AND 2024/2025 FALL FINANCIAL FORECAST UPDATE (attachment)</b><br><b>Julie Carlton, Director of Finance</b><br><u>Recommendation:</u> That the Board of Governors approves the Finance and Property Committee recommendation to approve the Financial Statements for the period ending September 30, 2024 and the Fall Forecast update of financial performance for the 2024-25 budget year as presented . 2024-35 | S. Dickson     | <u>approval</u> |
| 4:40 | 6. <b>TUITION &amp; COMPULSORY FEES APPROVAL (attachments)</b><br><u>Recommendation:</u> That the Board of Governors approves the Finance and Property Committee recommendation to approve the 2025-26 Tuition and Ancillary Fees as presented, reflecting the categorization of compulsory and ancillary fees levied by Lambton College and the Lambton College Student Administrative Council. 2024-36  | S. Dickson     | <u>approval</u> |
| 4:50 | 7. <b>2025-2029 STRATEGIC PLAN (attachment)</b><br><u>Recommendation:</u> That the Lambton College Board of Governors approves the 2025-2029 Strategic Plan. 2024-37  | R. Kardas      | <u>approval</u> |
| 5:05 | 8. <b>PRESIDENT'S REPORT (attachment)</b>   | R. Kardas      | information     |
| 5:15 | 9. <b>GOVERNANCE REPORT (attachments)</b><br><u>Recommendation:</u> That the Board of Governors approves the Governance Report and all decisions and motions therein, as presented. 2024-38   | T. Lee         | <u>approval</u> |
| 5:20 | 10. <b>OTHER BUSINESS</b><br>A. Governor reports regarding the Higher Education Summit  | T. Lee         | Information     |
| 5:30 | 11. <b>ADJOURNMENT</b>  | T. Lee         |                 |

**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, October 24, 2024 – 9:30 a.m.**  
Lambton College C2-102 (Teams Available)

Membership

Resource

Tania Lee, Chair	Danielle Mancusi	Dave Machacek
Jason McMichael, 1st Vice-Chair - regrets	Jarvis Nahdee	Mehdi Sheikhzadeh
Rob Dawson, 2nd Vice-Chair	Dave Park - regrets	Kurtis Gray
Raj Ashar	Dean Pearson	
Tim Edgar	Kelly Provost	
Mike Denomme	Carlos Diaz Rangel	Ex.Officio
Rob Kardas	Ryan Straus	Spencer Dickson
Jane Mathews	Beth Ann Wiersma- regrets	
	Jennifer Ziegler	Board E.A. Lianne Birkbeck

1. **CALL TO ORDER**

Tania Lee , Chair, called the meeting to order at 9:34 a.m. The Chair welcomed new governors Raj Asher, Carlos Diaz Rangel, and Jennifer Ziegler.

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

The Chair invited Jennifer Ziegler 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. October 24, 2024 Agenda
2. June 6, 2024 Open Minutes
3. Report from June 6, 2024 and July 17, 2024 In-Camera Meeting
4. Conflict of Interest Declaration
5. Chair’s Report

**IT WAS MOVED BY:** Kelly Provost  
**SECONDED BY:** Jennifer Ziegler  
**THAT:** the Board of Governors approves the minutes of the Open Meeting of June 6, 2024 and the entire contents of the consent agenda. 2024-29. **CARRIED.**

4. **CELEBRATING OUR STUDENTS**

Spencer Dickson, Senior Vice-President Strategy and Corporate Services welcomed Lisa Janisse, Dean, Faculty of Nursing who introduced Zorian Nahdee, a first-year Bachelor of Science Nursing student. Zorian discussed his journey to Lambton College, noting his family's history with the college. He shared his challenges and successes and suggested reserving seats for Indigenous students in the program to address professional needs and support their unique educational paths.

5. **FINANCIAL STATEMENTS FOR THE PERIOD ENDING JULY 31, 2024**

Julie Carlton, Director of Finance overviewed the Statements noting variances.

**IT WAS MOVED BY:** Ryan Straus

**SECONDED BY:** Dean Pearson

**THAT:** the Board of Governors approves the recommendation of the Finance and Property Committee to approve the Financial Statements for the period ending July 31st, 2024. 2024-30. **CARRIED** .

6. **PRESIDENT'S REPORT**

The President presented his report as written.

7. **OPEN GOVERNANCE REPORT**

The Chair presented the Open Governance Report inviting Spencer Dickson to present the policies for review. Governors provided informal reports from the Program Advisory Committee meetings: MTIM program, the Business programs, and the Quality Engineering Food Management programs.

**IT WAS MOVED BY:** Dean Pearson

**SECONDED BY:** Rob Dawson

**THAT:** the Board of Governors approves the Governance Report and all decisions and motions therein, as presented. 2024-31. **CARRIED**.

8. **OTHER BUSINESS**

None was heard.

**14. ADJOURNMENT**

The meeting adjourned at 10:19 a.m.

MINUTES APPROVED BY:

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Tania Lee, Chair

AT MEETING OF October  
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>December 5, 2024</u>
<input checked="" type="checkbox"/> Agenda Item No.	<u>3</u>

**Subject: Report on Items from In-Camera Session October 24, 2024**

Signature on file

Tania Lee, Chair

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The October 24<sup>th</sup>, 2024 In-Camera meeting agenda contained the approval of the In-Camera Minutes of June 6, 2024 and July 17, 2024. The Board approved a recommendation to approve the North Building Demolition Project. As well, the Board approved changing Dave Machacek's appointment of Senior Vice President Academic and Student Success from interim to permanent.

Lastly, the Board heard a presentation from KPMG regarding the Third-Party Efficiency Review, and the Board heard an update regarding the Financial Sustainability Plan.

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**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>December 5, 2024</u>	
<input checked="" type="checkbox"/> Agenda Item No. <u>3</u>	

**Subject: Chair's Report**

1. **Cestar College Visit:** The Chair joined the President on a visit to Cestar College.
2. **Tri-Board Appreciation Luncheon:** The Chair will attend the Tri-Board luncheon on December 6th.
3. **Employee Recognition Event:** On December 19th, the Chair will bring greetings on behalf of the Board to the Employee Recognition event. At the event, employees are recognized for years of service, academic achievements, and retirements.
4. **Committee Meetings:** The Chair chaired the Executive of the Board meeting and attended the Finance and Property Committee.



**FINANCIAL PERFORMANCE  
AS AT SEPTEMBER 30, 2024  
COMMENTARY**

**2024-2025 BUDGET and FORECAST**

The 2024-25 budget reflects an operating surplus of \$6,587,700 including a \$1,000,000 Contingency. The fall financial forecast indicates a revised surplus of \$17,446,400 including a \$1,000,000 Contingency.

**CONTRIBUTION**

The year-to-date contribution is a surplus of \$12,702,343 as at September 30, 2024 (surplus \$11,784,779 – September 30, 2023). These financial statements reflect a planned transfer to capital reserves of \$15,855,000.

**POST SECONDARY: SCHEDULE 2A**

- **Fees: Tuition and Other Revenue**
  - On campus domestic enrolment increased in September by 222 students compared to budget.
  - Overall, the forecast for domestic enrolment for 2024-25 is 4,680 person terms, an increase of 447 person terms to budget
  - International enrolment in post-secondary programs in the Fall 2024 term at Sarnia and Ottawa home campuses reached 2,658 students, a decrease of 305 students compared to budget. International enrolment has decreased in Fall 2024 from Fall 2023 by 363 students
  - Forecast of International enrolment in Sarnia and Ottawa campus is 5,313 person terms, an 883 person term decrease below budget
- **MCU Grants**
  - Small Northern Rural grant funding increased compared to budget due to one-time funding of \$366,000 announced by the Ministry. There was also an increase in grant for funding announced by the Ministry for the Postsecondary Education Sustainability Fund including ongoing funding which for this year is \$460,000 as well as one-time funding of \$1,073,000
- **Expenditures**
  - Compensation expense is forecast to decrease from budget due to decreased enrolment and the impact of full-time and part-time complement reductions. September year to date expenses slightly higher as increased enrolment in the spring term compared to the previous year with the effects of decreased enrolment not felt until the Fall

**CONTRACT SERVICES: SCHEDULE 2B**

- **International Revenue**
  - On campus enrolment is forecast to decrease by 883 person terms over budget level
  - Increase in enrolment over budget at partner campuses in Toronto & Mississauga due to recruitment efforts. Decrease in enrolment in the Spring and Fall term by 3,154 reflected in September year to date
- **Research Contracts**
  - Research revenue increased significantly according to additional grant funding for multiple smaller projects including NSERC ARD, OCI and Mitacs grant funding
- **Expenditures**
  - Compensation expense is proportional to research revenue activity
  - International Recruitment expense is at a level commensurate with decreased international enrolment in Sarnia and Ottawa and increased enrolment at partner campuses at forecast compared to budget. Decrease in first and second term enrolment at the partner campuses, Sarnia and Ottawa campus which results in Recruitment expenditure decrease compared to September 2023
  - Non-Instructional expenses have decreased due to decreased enrolment and international student bursaries for first year students

**STUDENT SERVICES: SCHEDULE 3**

- **Sundry Fees**
  - Sundry Fees revenue has decreased with the decrease in enrolment at forecast
- **Expenditures**
  - Compensation expense is proportional to sundry fee revenue

**ADMINISTRATIVE SERVICES: SCHEDULE 4**

- **MCU Revenue**
  - Includes one-time Efficiency Funding to pay for an independent third-party efficiency review required by the Ministry.
- **Other**
  - Increase in interest income at forecast compared to budget based on timing of interest rate decrease, and investment portfolio. Interest has decreased from September year to date activity due to decreased deposits on hand and interest rate.
- **Expenditures**
  - Increase in professional fees including the cost of the independent third-party efficiency review

**PHYSICAL RESOURCES: SCHEDULE 5**

- **Expenditures**
  - Decrease in Equipment/Building Maintenance inclusive of the additional cost for asbestos abatement at the north building

**ANCILLARY OPERATIONS: SCHEDULE 6**

- **Campus Shop**
  - Forecast reflects decreased sales due to decreased enrolment and activity. Increase in September actuals compared to previous year due to increased enrolment in the spring term compared to previous year



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

**Statement of Revenue and Expenditure**

*for the period April 1, 2024- September 30, 2024*

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

**Statement of Revenue and Expenditure**

For the period: April 1, 2024 - September 30, 2024

	Supporting Schedule	2024-25 <u>BUDGET</u>	2024-25 <u>Fall Forecast</u>	2024-25 <u>Actual YTD</u>	2023-24 <u>Prior YTD</u>
<b>REVENUE</b>					
Post Secondary	Sch 2A	\$ 56,358,800	\$ 56,042,300	\$ 22,960,964	\$ 19,571,275
Contract Services	Sch 2B	55,038,800	60,916,900	38,248,260	46,801,827
Student Services	Sch 3	7,219,600	6,676,700	2,928,406	2,737,706
Administrative Services	Sch 4	5,873,800	9,864,700	5,016,272	7,236,897
Physical Resources	Sch 5	343,900	346,500	319,092	337,379
Ancillary	Sch 6	4,653,800	4,434,500	1,811,007	1,881,092
Amortization of deferred capital contributions		5,106,800	4,954,500	2,477,250	2,225,350
		<u>134,595,500</u>	<u>143,236,100</u>	<u>73,761,251</u>	<u>80,791,524</u>
<b>EXPENDITURE</b>					
Post Secondary	Sch 2A	\$ 46,027,900	\$ 43,732,800	\$ 20,358,239	\$ 20,282,880
Contract Services	Sch 2B	36,745,200	37,522,800	21,264,358	29,317,577
Student Services	Sch 3	11,802,400	11,069,400	5,331,282	4,933,844
Administrative Services	Sch 4	10,161,600	11,585,600	4,020,358	4,902,784
Physical Resources	Sch 5	8,124,500	7,489,200	3,348,729	3,242,662
Ancillary	Sch 6	3,723,600	3,643,100	1,688,792	1,529,799
Depreciation of capital assets		11,422,600	10,746,800	5,047,150	4,797,200
		<u>128,007,800</u>	<u>125,789,700</u>	<u>61,058,908</u>	<u>69,006,745</u>
<b>EXCESS OF REVENUE OVER EXPENDITURE</b>		\$ 6,587,700	\$ 17,446,400	\$ 12,702,343	\$ 11,784,779
<b>TRANSFER TO CAPITAL RESERVES</b>		(2,537,800)	(3,454,600)	(2,752,833)	(2,173,303)
<b>TRANSFER FROM CAPITAL RESERVES</b>		19,744,700	15,855,000	3,559,369	7,324,577
<b>INVESTED IN CAPITAL ASSETS</b>		(12,945,800)	(12,587,900)	(6,293,950)	(8,776,650)
<b>OPENING ACCUMULATED UNRESTRICTED SURPLUS</b>		8,040,900	8,304,900	8,304,943	8,076,014
<b>CLOSING ACCUMULATED UNRESTRICTED SURPLUS</b>		<u>\$ 18,889,700</u>	<u>\$ 25,563,800</u>	<u>\$ 15,519,872</u>	<u>\$ 16,235,417</u>

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

**Analysis of Post Secondary**

For the period: April 1, 2024 - September 30, 2024

**Schedule 2A**

	2024-25		2024-25		2024-25		2024-25		2023-24	
	<u>BUDGET</u>		<u>Fall Forecast</u>		<u>Variance</u>		<u>Actual YTD</u>		<u>Prior YTD</u>	
<b>REVENUE:</b>										
Fees: Tuition and Other	\$	35,277,500	\$	32,807,800	\$	(2,469,700)	\$	11,369,687	\$	9,172,336
MCU Grants		20,595,000		22,729,200		2,134,200		11,338,708		10,268,048
Other		486,300		505,300		19,000		252,569		130,890
		<u>56,358,800</u>		<u>56,042,300</u>		<u>(316,500)</u>		<u>22,960,964</u>		<u>19,571,275</u>
<b>EXPENDITURE:</b>										
Compensation	\$	38,620,500	\$	36,510,200	\$	(2,110,300)	\$	16,619,862	\$	16,528,949
Instructional software/Equipment/Rental		4,080,300		4,059,400		(20,900)		2,352,514		2,474,237
Instructional		1,592,500		1,584,700		(7,800)		679,638		567,018
Non-instructional		784,600		628,500		(156,100)		231,225		237,676
Tuition set aside		950,000		950,000		-		475,000		475,000
		<u>46,027,900</u>		<u>43,732,800</u>		<u>(2,295,100)</u>		<u>20,358,239</u>		<u>20,282,880</u>
<b>CONTRIBUTION:</b>	\$	<u>10,330,900</u>	\$	<u>12,309,500</u>	\$	<u>1,978,600</u>	\$	<u>2,602,725</u>	\$	<u>(711,605)</u>

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

**Analysis of Contract Services**

For the period: April 1, 2024 - September 30, 2024

**Schedule 2B**

	2024-25 <u>BUDGET</u>	2024-25 <u>Fall Forecast</u>	2024-25 <u>Variance</u>	2024-25 <u>Actual YTD</u>	2023-24 <u>Prior YTD</u>
<b>REVENUE:</b>					
Contract Revenue	\$ 513,000	\$ 65,700	\$ (447,300)	\$ 37,040	\$ 128,847
Course Fees	-	-	-	-	178,716
International	38,634,000	40,048,900	1,414,900	29,307,056	37,692,031
MLITSD Apprenticeships	1,540,900	1,535,300	(5,600)	607,192	500,023
MLITSD Contracts	2,579,500	2,697,900	118,400	1,269,781	1,417,168
Other Provincial Contracts	1,994,500	1,791,800	(202,700)	997,250	974,150
Municipal Contracts	1,581,000	1,513,200	(67,800)	727,525	587,848
Research Contracts	6,143,200	11,448,500	5,305,300	4,578,613	4,586,683
Fire School	1,803,700	1,684,200	(119,500)	658,309	727,580
Other	249,000	131,400	(117,600)	65,494	8,781
	<u>55,038,800</u>	<u>60,916,900</u>	<u>5,878,100</u>	<u>38,248,260</u>	<u>46,801,827</u>
<b>EXPENDITURE:</b>					
Compensation	\$ 16,070,300	\$ 18,032,300	\$ 1,962,000	\$ 8,320,805	\$ 7,849,008
International Recruitment	9,218,400	9,651,100	432,700	8,466,572	15,140,222
Stipends/Support Allowances	520,100	443,400	(76,700)	174,161	511,773
Equipment/Building Maintenance	1,953,800	2,618,800	665,000	1,191,626	770,417
Instructional/Program	2,730,600	3,019,700	289,100	1,505,262	1,648,382
Non-instructional	6,252,000	3,757,500	(2,494,500)	1,605,932	3,397,775
	<u>36,745,200</u>	<u>37,522,800</u>	<u>777,600</u>	<u>21,264,358</u>	<u>29,317,577</u>
<b>CONTRIBUTION:</b>	<u>\$ 18,293,600</u>	<u>\$ 23,394,100</u>	<u>\$ 5,100,500</u>	<u>\$ 16,983,902</u>	<u>\$ 17,484,250</u>

**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**  
**Analysis of Student Services**

For the period: April 1, 2024 - September 30, 2024

**Schedule 3**

	2024-25 <u>BUDGET</u>	2024-25 <u>Fall Forecast</u>	2024-25 <u>Variance</u>	2024-25 <u>Actual YTD</u>	2023-24 <u>Prior YTD</u>
<b>REVENUE:</b>					
MCU Revenue	\$ 1,308,000	\$ 1,267,300	\$ (40,700)	\$ 538,499	\$ 481,303
Sundry Fees	5,291,100	4,810,200	(480,900)	2,060,748	1,908,595
Other	620,500	599,200	(21,300)	329,159	347,807
	<u>7,219,600</u>	<u>6,676,700</u>	<u>(542,900)</u>	<u>2,928,406</u>	<u>2,737,706</u>
<b>EXPENDITURE:</b>					
Compensation	\$ 9,547,200	\$ 8,567,200	\$ (980,000)	\$ 4,152,322	\$ 3,981,431
Equipment/Rental	155,700	384,500	228,800	262,884	39,377
Educational resources/Awards	351,200	343,200	(8,000)	284,593	205,708
Non-instructional	1,748,300	1,774,500	26,200	631,483	707,328
	<u>11,802,400</u>	<u>11,069,400</u>	<u>(733,000)</u>	<u>5,331,282</u>	<u>4,933,844</u>
<b>CONTRIBUTION:</b>	<u>\$ (4,582,800)</u>	<u>\$ (4,392,700)</u>	<u>\$ 190,100</u>	<u>\$ (2,402,876)</u>	<u>\$ (2,196,138)</u>

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

**Analysis of Administrative Services**

For the period: April 1, 2024 - September 30, 2024

**Schedule 4**

	2024-25 <u>BUDGET</u>	2024-25 <u>Fall Forecast</u>	2024-25 <u>Variance</u>	2024-25 <u>Actual YTD</u>	2023-24 <u>Prior YTD</u>
<b>REVENUE:</b>					
MCU Revenue	\$ 195,800	\$ 686,700	\$ 490,900	\$ 171,233	\$ 178,948
Rental Revenue	178,000	178,000	-	52,419	68,178
Other	5,500,000	9,000,000	3,500,000	4,792,620	6,989,770
	<u>5,873,800</u>	<u>9,864,700</u>	<u>3,990,900</u>	<u>5,016,272</u>	<u>7,236,897</u>
<b>EXPENDITURE:</b>					
Compensation	\$ 5,129,200	\$ 4,967,000	\$ (162,200)	\$ 2,600,047	\$ 2,617,306
Insurance/Taxes	807,900	660,000	(147,900)	629,295	858,750
Professional fees	1,461,500	3,221,300	1,759,800	258,720	456,167
Contingency	1,000,000	1,000,000	-	-	-
Non-instructional	1,763,000	1,737,300	(25,700)	532,296	970,561
	<u>10,161,600</u>	<u>11,585,600</u>	<u>1,424,000</u>	<u>4,020,358</u>	<u>4,902,784</u>
<b>CONTRIBUTION:</b>	<u>\$ (4,287,800)</u>	<u>\$ (1,720,900)</u>	<u>\$ 2,566,900</u>	<u>\$ 995,914</u>	<u>\$ 2,334,114</u>



**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**  
**Analysis of Physical Resources**

For the period: April 1, 2024 - September 30, 2024

**Schedule 5**

	2024-25		2024-25		2024-25		2024-25		2023-24	
	<u>BUDGET</u>		<u>Fall Forecast</u>		<u>Variance</u>		<u>Actual YTD</u>		<u>Prior YTD</u>	
<b>REVENUE:</b>										
Facilities Renewal	\$	-	\$	-	\$	-	\$	-	\$	-
Facilities Fee		217,800		216,500		(1,300)		217,011		234,280
MCU Revenue		3,700		7,600		3,900		42,439		16,981
Other		122,400		122,400		-		59,642		86,118
		<u>343,900</u>		<u>346,500</u>		<u>2,600</u>		<u>319,092</u>		<u>337,379</u>
<b>EXPENDITURE:</b>										
Compensation	\$	2,068,800	\$	1,981,700	\$	(87,100)	\$	1,090,425	\$	942,976
Equipment/Building Maintenance		5,662,300		5,188,900		(473,400)		2,126,016		2,139,451
Non-instructional		393,400		318,600		(74,800)		132,288		160,236
		<u>8,124,500</u>		<u>7,489,200</u>		<u>(635,300)</u>		<u>3,348,729</u>		<u>3,242,662</u>
<b>CONTRIBUTION:</b>	\$	<u>(7,780,600)</u>	\$	<u>(7,142,700)</u>	\$	<u>637,900</u>	\$	<u>(3,029,637)</u>	\$	<u>(2,905,283)</u>

**THE LAMBTON COLLEGE OF APPLIED ARTS  
AND TECHNOLOGY**  
**Analysis of Ancillary Operations**

For the period: April 1, 2024 - September 30, 2024

**Schedule 6**

	2024-25 <u>BUDGET</u>	2024-25 <u>Fall Forecast</u>	2024-25 <u>Variance</u>	2024-25 <u>Actual YTD</u>	2023-24 <u>Prior YTD</u>
<b>REVENUE:</b>					
Campus Shop	\$ 1,832,500	\$ 1,680,600	\$ (151,900)	\$ 1,081,557	\$ 1,031,657
Parking	670,200	684,100	13,900	84,637	132,760
Residence	2,151,100	2,069,800	(81,300)	644,813	716,675
	<u>4,653,800</u>	<u>4,434,500</u>	<u>(219,300)</u>	<u>1,811,007</u>	<u>1,881,092</u>
<b>EXPENDITURE:</b>					
Campus Shop	\$ 1,711,400	\$ 1,594,900	\$ (116,500)	\$ 956,813	\$ 946,376
Parking	573,100	577,500	4,400	77,481	75,338
Residence	1,439,100	1,470,700	31,600	654,498	508,085
	<u>3,723,600</u>	<u>3,643,100</u>	<u>(80,500)</u>	<u>1,688,792</u>	<u>1,529,799</u>
<b>CONTRIBUTION:</b>	<u>\$ 930,200</u>	<u>\$ 791,400</u>	<u>\$ (138,800)</u>	<u>\$ 122,215</u>	<u>\$ 351,293</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
<b>Campus Renewal:</b>	\$ 101,241,271	\$ 3,000,000	\$ -	\$ 104,241,271
Facilities Projects	(6,295,467)	-	(2,872,800)	(9,168,267)
Computer Labs Redevelopment	(1,565,460)	-	(2,834,500)	(4,399,960)
Community Engagement Relocation	(104,935)	-	(4,095,100)	(4,200,035)
Indigenous Outdoor Gathering Space	(469,521)	-	(5,727,600)	(6,197,121)
Outdoor Recreation Precinct	(221,389)	-	-	(221,389)
Health/Research/Athletics	(554,038)	-	-	(554,038)
SAC Long-term Receivable	(4,973,627)	223,400	-	(4,750,227)
<b>Campus Renewal Net</b>	<b>\$ 87,056,834</b>	<b>\$ 3,223,400</b>	<b>\$ (15,530,000)</b>	<b>\$ 74,750,234</b>
Parking	64,716	114,800	-	179,516
IT and Learning Infrastructure	9,600,120	-	(150,000)	9,450,120
Insurance Retention	1,500,000	-	-	1,500,000
Research (LMIC & BPRC) TACs	115,134	-	(50,000)	65,134
Fireschool Equipment Renewal	139,300	90,200	(125,000)	104,500
Athletic & Fitness Centre Renewal	154,168	26,200	-	180,368
<b>Total Capital Reserves</b>	<b>\$ 98,630,272</b>	<b>\$ 3,454,600</b>	<b>\$ (15,855,000)</b>	<b>\$ 86,229,872</b>

**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)	\$ 2,405,700
Campus Safety Program	(CSP)	106,000
Capital Equipment & Renewal Fund	(CERF)	154,700
Capital Equipment & Renewal Fund	(CERF Competitive)	790,100
Apprenticeship Capital Grant	(ACG)	258,400
Apprenticeship Capital Grant	(ACG Competitive)	275,000
IT Access Fee equipment	(IT Access Fee)	258,000
Research Funded Projects	(CFI, ORF)	5,124,700
<b>Total Grant Funded Capital Projects</b>		<b>\$ 9,372,600</b>

## **2025-2026 Tuition & Ancillary Fees**

### **Board of Governors Memo**

#### **November 2024**

Please find included with this memo the proposed Post-secondary Tuition & Ancillary Fees for the 2025-2026 Academic Year, including the Fall 2025, Winter 2026, and Spring 2026 semesters.

Tuition is mostly flat in alignment with recent government policy. There are two exceptions:

- The Pre-Service Firefighter program, which was approved by MCU for annual 7.5% increases as part of the anomalous tuition process.
- Non-funded International tuition, which is increasing at a rate of 2%.

Most ancillary fees are either kept the same or increased by 2% as per our historical norm. There are five exceptions:

- The ID Card Fee has been increased by 5% due to the shift to digital cards and the associated upgrades to infrastructure.
- The Athletics Fee, which covers varsity athletics, intramural sports, and fitness programming, has been increased by 5% to offset the costs associated with expanded programming.
- The Counselling Fee has been increased by 5% due to increased demand for the services offered.
- Tutoring has been increased by 5% due to expanded programming to support retention initiatives.
- The Convocation Fee has been increased by 5% to offset the costs associated with adding additional Convocation ceremonies.

There is also one new program-specific fee this year in the Pre-Service Firefighter and Fire Science Technology programs to support a shift to a rental program for the Self-Contained Breathing Apparatus', which are an essential part of the student's personal protective equipment. A rental program will avoid prohibitive replacement costs and reduce downtime on units, ensure that student equipment is maintained at a high quality, and allow for flexibility in the number of units on site to match student enrolment.



We, the undersigned, by the authority entrusted to us as elected by the students of Lambton College, having reviewed the ancillary fees listed below and their intended purpose as required every five years by MCU Policy, agree to the ancillary fees and the proposed changes for the academic year 2025-2026, as presented below. These fees are to be adjusted proportionately to part-time students. We acknowledge that we have had the opportunity to discuss with the College any concerns relating to the existing fees and the proposed increase to these fees.

**2025-2026 Compulsory Ancillary Fee Increase**

<b>Fee</b>	<b>Amount</b>	<b>Increase from 24-25</b>
ID Card	\$21.09	5%
Athletics	\$146.51	5%
Counselling	\$128.59	5%
Career Services	\$27.55	2%
Health Services	\$51.69	0%
Tutoring	\$90.74	5%
Information Technology	\$265.46	2%
Alumni	\$6.25	2%
Facilities	\$48.78	2%
Graduation	\$83.78 (Term 01 only)	5%



**President – SAC**

Date: Nov 11/24



**Vice President – SAC**

Date: Nov 11/24

Standard Fees					
Fee Type	Fee	24-25 Fee	25-26 Fee	Increase/D ecrease	Change
Full-Time Tuition	Regular	\$2,722.58	\$2,722.58	0%	\$0.00
College Compulsory Fees - All Years	ID Card	\$20.10	\$21.11	5%	\$1.01
	Athletic Fee	\$139.54	\$146.52	5%	\$6.98
	Counselling Fee	\$122.48	\$128.60	5%	\$6.12
	Career Services Fee	\$27.02	\$27.56	2%	\$0.54
	Health Service Fee	\$51.70	\$51.70	0%	\$0.00
	Tutoring Fee	\$86.42	\$90.74	5%	\$4.32
	Information Technology Fee	\$260.26	\$265.47	2%	\$5.21
	Facilities Fee	\$47.82	\$48.78	2%	\$0.96
College Compulsory Fee - First Year	Graduation Fee	\$79.79	\$83.78	5%	\$3.99
	Alumni Fee	\$6.13	\$6.25	2%	\$0.12
SAC Fees	SAC Service Fees	\$156.84	\$159.98	2%	\$3.14
	Building Fee	\$175.00	\$175.00	0%	\$0.00
	Dental Insurance	\$100.26	\$100.26	0%	\$0.00
	Health Insurance	\$125.16	\$125.16	0%	\$0.00
	AD&D	\$3.24	\$3.24	0%	\$0.00
<b>Total Tuition &amp; Fees - First Year</b>		<b>\$4,124.34</b>	<b>\$4,156.72</b>	0.79%	<b>\$32.38</b>
<b>Total Tuition &amp; Fees - Upper Year</b>		<b>\$4,044.55</b>	<b>\$4,072.94</b>	0.70%	<b>\$28.27</b>

Non-standard Fees					
Fee Type	Fee	24-25 Fee	25-26 Fee	Increase/D ecrease	Change
Full-Time Tuition - Non Standard	ICET Yr 1 & 2; EWSO	\$3,383.96	\$3,383.96	0%	\$0.00
	PFET	\$5,865.87	\$6,305.81	7.5%	\$439.94
	FIRE	\$5,075.91	\$5,075.91	0%	\$0.00
	PRAC Yr 2	\$4,044.24	\$4,044.24	0%	\$0.00
	International Post-Grad - Non-Funded	\$2,322.58	\$2,369.03	2%	\$46.45
	CPET / PETC	\$4,788.54	\$4,788.54	0%	\$0.00
	MEAS	\$5,250.00	\$5,250.00	0%	\$0.00
	Degree	\$5,971.88	\$5,971.88	0%	\$0.00
	Tuition	\$6.22	\$6.22	0%	\$0.00

Part-Time Tuition (per Contact Hour)	High-Demand Tuition	\$6.38	\$6.38	0%	\$0.00
	PT Degree Tuition	\$12.87	\$12.87	0%	\$0.00
College Part-Time Ancillary Fees (Per Course)	ID Card	\$5.03	\$5.28	5%	\$0.25
	Athletic Fee	\$6.73	\$7.07	5%	\$0.34
	Counselling Fee	\$13.12	\$13.77	5%	\$0.66
	Career Service Fee	\$2.90	\$2.95	2%	\$0.06
	Health Service Fee	\$5.54	\$5.54	0%	\$0.00
	Tutoring Fee	\$9.26	\$9.72	5%	\$0.46
	Information Technology Fee	\$20.64	\$21.06	2%	\$0.41
	Facilities Fee	\$3.62	\$3.69	2%	\$0.07
SAC Part-Time Ancillary Fees (Per Course)	SAC Service Fees	\$16.24	\$16.56	2%	\$0.32
	Building Fee	\$11.38	\$11.38	0%	\$0.00

International Fees					
Fee Type	Fee	24-25 Fee	25-26 Fee	Increase/D	Change
Compulsory Ancillary Fee	Activity Fee	\$262.50	\$267.75	2%	\$5.25
	Health Insurance Fee	\$700.00	\$700.00	0%	\$0.00
International Premiums	Base Undergraduate Premium	\$9,346.26	\$9,533.19	2%	\$186.93
	High-Demand Undergraduate Premium	\$9,870.00	\$10,067.40	2%	\$197.40
	Base Post-Graduate Premium	\$12,804.36	\$13,060.45	2%	\$256.09

New Program-Specific Fees or Fees for Service				
Fee	24-25 Fee	25-26 Fee	Increase/Decrease	Change
WIL Fee	\$2,100.00	\$2,100.00	0%	\$0.00
Co-op Fees	\$255.00	\$260.10	2%	\$5.10
PFET / FIRE Term 01	\$711.90	\$2,447.44	344%	\$1,735.54



# ALL IN

STRATEGIC  
PLAN ✓  
2025-2029



**Lambton**  
College





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# THE LAMBTON WAY ✓



To be an educational institution is to be entrusted with the future. That is the simple truth that has informed every aspect of this Strategic Plan – a plan that shows us where we’re going and, just as importantly, the way we’re going to get there.

## We call it the Lambton Way.

The Lambton Way is the ethos that underpins everything we do. This includes big picture work like curriculum development, design of our new and renovated spaces, enhanced focus on wellness supports, and employee recognition. It also encompasses the smaller day-to-day details, like the way our people will pause what they’re doing to make sure students, clients, or guests get where they need to be.

With a new Strategic Plan comes the opportunity to ensure our vision, mission, values, and commitments are grounded in the Lambton Way. It’s this approach that ensures education at Lambton College treats students as whole people, developing their academic and occupational potential alongside their wellness, social acuity, and global citizenship. It positions us to anticipate and meet the needs of our communities through a collaborative approach to education, research, and workforce development. And it enables us to cultivate caring by modeling it in how we treat our students, clients, and each other.

To ensure the Lambton Way is a lived culture, we have distilled it into a working definition that can act as a touchstone for everything from institutional decision-making to the actions of employees every day.

It is through that lens that we are proud to say the Lambton Way is our shared responsibility in leading with kindness and compassion, exceeding the expected, and shaping a healthy, inclusive, and prosperous future by:



Centering the holistic success and wellness of our students, who bring the standard we set into our industries and communities



Maximizing the impact of our research clients, who drive social, economic, and environmental innovation for local and global populations



And empowering our people, who make it all possible.

At Lambton College, we have the immense privilege and responsibility of working at an educational institution where a job well done translates to lives well lived, for ourselves and so many others.

We wouldn’t have it any other way.

“

I was nearing the end of a long drive home to Sarnia when our beautiful tower came into view, illuminating the night sky. It reminded me of a lighthouse, and that struck me as a symbol of what we want to be at Lambton College: an enduring beacon of safety, purposeful direction, and always, always hope.

▸ Rob Kardas  
President & CEO

”



# MESSAGE FROM THE PRESIDENT AND CHAIR

Every year, Lambton College is the backdrop for outcomes that might seem nothing short of miraculous. After all, this is a College where we believe every learner deserves to dream, and that every dream can become a career. Each June, we watch as graduates cross our Convocation stage with tears in their eyes for the self-doubts, barriers, and everything else they overcame, forever part of their stories but – credential in hand – becoming part of their past.

But for all the extraordinariness of the results and the diversity of our students and their success stories, every one of them achieves what they do in the same, rather ordinary way: They take it one day at a time, steadily getting a little better incrementally until their compounded efforts culminate in something great.

We guide and support them in every part of this process, of course. It's a method we know well at Lambton College.

In the ensuing pages of this Strategic Plan, you're going to see crucial goals that are nothing short of ambitious, even verging on daunting. But it's important to remember that over the course of our last Strategic Plan, we galvanized our commitment to the students who entrust us with their educations and futures and the clients who entrust us with research and innovation, corporate and industrial training, hiring and workforce development, and community enrichment. We focused on our mission and continuously worked to elevate our own standards, and along the way, we cemented our global reputation for education and research with world-class facilities to match.

Yes, there was a huge range of accomplishments that took place over the last five years, and every one of them was achieved in the same, rather ordinary way.

As we commence a pivotal five-year period in Lambton College's history, there is no greater time than this to formalize our commitment to being the best at being better – consistently challenging ourselves to find small, incremental improvements, whether in our work or as individuals and members of this community.

We say this because what we really want our employees to see in the ensuing pages of this Strategic Plan is themselves and the impact they can have by simply striving to be a little better at every opportunity while surrounded by others who are doing the same.

This Strategic Plan is an affirmation of who we are and how we lead for our students and clients, our people, and our local and global communities. It's also a confirmation that we're ready to establish a stronger and more steadfast version of Lambton College.

In a way, you could say that with this plan, we're betting on ourselves.

What it will take is for every member of this Lambton College community to make that commitment to being the best at being better.

So let's go All In.



**Rob Kardas**  
President & CEO  
Lambton College

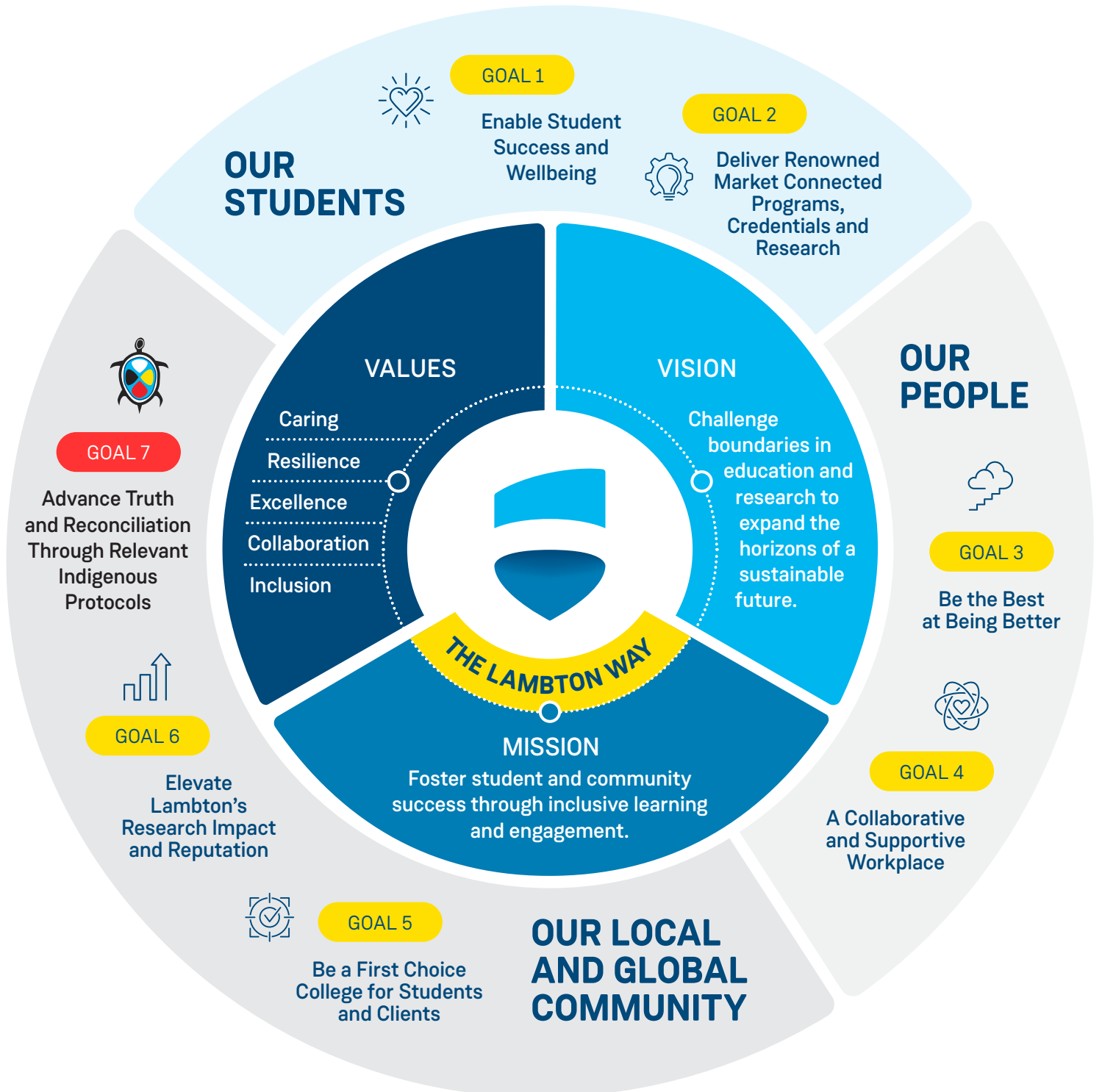


**Tania Lee**  
Chair, Board of Governors  
Lambton College

# ALL IN

## STRATEGIC PLAN ✓

2025-2029





“

What learning means at Lambton College goes so far beyond what I ever expected. I'm not just getting an education; I feel like I am actually doing my future job.

▸ Deborah Olaiya  
Student, Practical  
Nursing

”



# VISION

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

## The Meaning in our Vision



### CHALLENGE BOUNDARIES

Pushing the limits of current knowledge creation and technological approaches in education and research.



### EXPAND THE HORIZONS

Unlocking innovative solutions to address complex challenges.



### SUSTAINABLE FUTURE

Building a world that is prosperous, balanced and healthy for all.



“

We make a difference here. We really do. If you stop and look around, you can see it every day.

▶ Scott Vegh  
IT Service Desk Technician  
Support Staff

”



LAMBTON COLLEGE  
**LIONS**



# × MISSION

Foster student and community success through inclusive learning and engagement.

## The Meaning in our Mission



### STUDENT

The individuals who choose Lambton College to grow in their learning journeys.



### COMMUNITY

The local, national, and global regions that Lambton College serves with campuses and client partnerships.



### SUCCESS

Achieved when Lambton College's students, clients, and the communities reach their full potential.



### INCLUSIVE LEARNING AND ENGAGEMENT

A participatory learning environment where social, cultural, intellectual and ability diversity are essential components of educational and research excellence, and student and client success.



# VALUES

Lambton's values will shape our approach to decision-making and guide us in achieving excellence together.



## RESILIENCE

We are confident and creative leaders who see possibility in every challenge.



## CARING

We respect the dignity and uniqueness of every individual.



## EXCELLENCE

We deliver to the highest quality standards with integrity in academics, research, and service to our students and clients.



## COLLABORATION

We bring together diverse ideas and create collective action through interdisciplinary, community, and industry partnerships.



## INCLUSION

We are champions of equity, diversity, inclusion, accessibility, and truth and reconciliation.





“

I'm definitely getting the full college experience. Classes, events, varsity games, bus trips, meeting new people, even just the way I feel on campus – I'm proud to be a Lion.

▶ AJ Edwards  
Student, Sports & Recreation  
Management

”

# FOCUS AREA: 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.

This involves providing our students with the best learning and research experiences to ensure that they are well-equipped to contribute to, and thrive in, a world of opportunity.



## GOAL 1

### Enable Student Success and Wellbeing

#### OUTCOME

Integrated student support services that foster academic, career and social readiness.

#### OUTCOME

A vibrant and engaged campus student community.

#### OUTCOME

An inclusive and accessible learning environment for all.

### Deliver Renowned Market Connected Programs, Credentials and Research

## GOAL 2



#### OUTCOME

Indigenous worldviews, perspectives and historical /contemporary realities included in research and program curriculum with relevant Indigenous protocols and ongoing training.

#### OUTCOME

Transformative teaching and experiential learning opportunities in all programs.

#### OUTCOME

Market-aligned and responsive academic programs, credentials and research that lead to successful careers.

# ▶ × FOCUS AREA: OUR PEOPLE

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

Lambton College's competitiveness, excellence and success are driven by its people. Collaboratively working together creates dynamic and inclusive learning and research experiences that leave a lasting impact on the communities that Lambton College serves.

## Be the Best at Being Better

### GOAL 3



#### OUTCOME

An empowered culture of continuous learning and development.

#### OUTCOME

A diverse, equitable and inclusive mission driven workplace.

#### OUTCOME

A persistent effort in ensuring long-term market competitiveness and operational sustainability.



### GOAL 4

## A Collaborative and Supportive Workplace

#### OUTCOME

Celebrated, recognized and empowered employees.

#### OUTCOME

Creative and innovative cross-departmental service and program collaborations.

#### OUTCOME

Sustain opportunities for employee well-being and professional growth.



“

What I love is having the freedom to create a learning environment that inspires students to take initiative and go off in their own directions. This is part of how we develop adaptable students who can carve out their own spaces in the ever-changing professional world.

▸ Anja Christensen  
Faculty & WIL Project  
Coordinator

”



× FOCUS AREA:

# OUR LOCAL AND GLOBAL COMMUNITY

Lambton College forges strong academic, research and community partnerships that elevate student and client impacts at local, national, and global scales.

Lambton College is committed to academic, research and community-building excellence and is focused on continuing to form collaborations and partnerships that break new ground and create value for the communities that it serves.

## Be a First Choice College for Students and Clients

GOAL 5



### OUTCOME

Community and market recognition of Lambton’s brand, credentials, and research impact.

### OUTCOME

A proactive partner in driving social, cultural, and economic growth through strategic, community-focused partnerships.

### OUTCOME

An engaged and expanded Alumni and industry partner network.



GOAL 6

## Elevate Lambton College’s Research Impact and Reputation

### OUTCOME

Ensure relevant Indigenous protocols to direct all Indigenous research.

### OUTCOME

Equity, Diversity, Inclusion and Accessibility embedded throughout the research process.

### OUTCOME

Grow experiential learning and research cross-collaborations among students, faculty and clients.

### OUTCOME

New, innovative, and sustainable research collaborations and commercialized solutions.



## GOAL 7

# Advance Truth and Reconciliation Through Relevant Indigenous Protocols

### OUTCOME

An environment that enhances Indigenous student engagement and well-being reflected through improved access, retention, graduation, and employment rates.

### OUTCOME

Enhance the presence of Indigenous Peoples, worldviews, and perspectives within the College environment.

### OUTCOME

Strengthen relationships with Indigenous communities by supporting education, innovation, and economic interests and needs.

### OUTCOME

Ensure a college-wide, safe environment free from anti-Indigenous rhetoric and attacks.



“

Lambton College’s nurturing environment and professional guidance have promoted my growth, empowering me to thrive academically and personally.

▸ Zorion Nahdee  
Student, Bachelor of  
Science – Nursing

”



“

There is a huge range of stakeholders to consider in everything we do, and that responsibility pushes us to think further ahead and really look at what we're doing from all angles to create the best possible solution.

▸ Tiffany Majovsky  
Interim Dean  
Administration

”



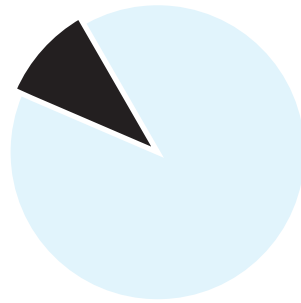


# 2019-2024

## HIGHLIGHTS AND ACHIEVEMENTS



**4,500+** Full Time Students.  
Domestic Enrolment at a FIVE YEAR HIGH



INDIGENOUS STUDENTS  
**10.5%**  
of Domestic Enrolment

### DEVELOPED STUDENT SUCCESS TEAM MODEL

Added Student Success Navigators to support at-risk and underrepresented student populations



The Lion's Mind  
Peer Wellness  
Collective



Lion's Heart  
Food Bank &  
Clothing Closet



Lion's Pride  
Gender &  
Sexualities Alliance

**142%**  
INCREASE IN  
WOMEN in Skilled  
Trades Programs



Opened Lambton Ottawa Campus

**1<sup>ST</sup>** PUBLIC-PUBLIC  
PARTNERSHIP



**\$51M+** IN CAMPUS RENEWAL  
and Upgrades



Launched Standalone  
HONOURS,  
BACHELOR OF  
SCIENCE - NURSING  
PROGRAM



Construction of  
INDIGENOUS  
OUTDOOR  
GATHERING  
SPACE



# 2019-2024

## HIGHLIGHTS AND ACHIEVEMENTS

**\$10M** Growth in RESEARCH REVENUE

**\$11M+** RESEARCH INFRASTRUCTURE

**1,500+** RESEARCH PARTNERSHIPS

**120%** Growth in RESEARCH CO-OPS



ESTABLISHED CENTRE  
for Community Health & Social Impact  
*(formerly Civic Lab)*

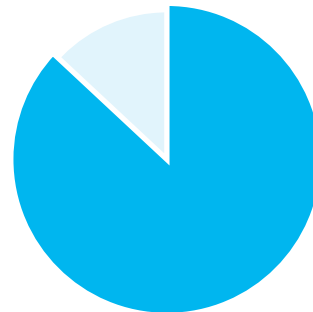
**30**



Projects involving  
70+ COMMUNITY  
PARTNERS

**81%**

Growth in  
RESEARCH PROJECTS



Developed Five Year  
EQUITY, DIVERSITY  
& INCLUSION  
STRATEGY



**GOLD  
2024**

CICAN AWARD OF  
EXCELLENCE in Equity, Diversity, and Inclusion



COLLEGES &  
INSTITUTES  
CANADA



“

As a student researcher, I'm working with an actual research partner on optimizing a process that's going to change the way they operate. I get to put that on my résumé.

▸ Nelson Lopez  
Research Student

”

ONS GRADUATES

AGGRESSIVE  
Auto sales

WELCOME TO PROGRESSIVE AUTO SALES AND  
HOME OF STING HOCKEY

Lambton College

CONGRATULATIONS GRADUATES  
CONGRATULATIONS GRADUATES  
CONGRATULATIONS GRADUATES



“

My graduation from  
Lambton College was the  
beginning of everything.

▸ Logan Renaud,  
Border Services  
Graduate

”



**Lambton**  
College



2024/12/05

# President's Report

## TO THE BOARD OF GOVERNORS

### CHANGES TO THE INTERNATIONAL STUDENT PROGRAM

- The Ministry of Colleges and Universities has confirmed Classification of Instructional Programs (CIP) codes for each Lambton College program to align with Post-Graduation Work Permit (PGWP) eligibility.
- Students changing Designated Learning Institutions (DLIs) will now require a new study permit, as opposed to an extension, as was previously required.

### RESEARCH & INNOVATION

- On November 6, Dr. Mehdi Sheikhzadeh, Senior Vice President, Research & Innovation, received a prestigious Natural Sciences and Engineering Research Council of Canada (NSERC) Synergy Award at the NSERC Prizes Ceremony. The President attended the awards ceremony with Dr. Sheikhzadeh.
- Project - Empowering Minds: eBits for Everyone. This program has made a significant impact on science, technology, engineering and mathematics (STEM) education, reaching over 1,000 youth across Sarnia-Lambton through the summer months of 2024. Designed to engage underserved and equity-deserving groups, including Black, Indigenous, People of Colour (BIPOC), French-speaking, and low-income populations, the program provided free, hands-on, educator-facilitated STEM workshops and eBits learning modules tailored to Ontario's curriculum. Of the 1,045 participants, 40% identified as belonging to underserved groups. Pre- and post-event surveys showed a dramatic increase in STEM confidence, from 55% to 96%, while 98% of youth expressed interest in future activities.

- The Lambton College team presented at the Sarnia Lambton Industrial Alliance Annual General Meeting on November 21. The presentations highlighted the College's commitment to fostering collaboration within the industrial sector through advanced training, applied research, and strategic partnerships with local industries. Key topics included initiatives in intellectual property (IP) development and robust student co-op programs, which are designed to equip students with practical, industry-relevant skills.
- The Circular Innovation Forum, held virtually on November 6, brought together 190 attendees from diverse sectors to explore advancements in the circular economy. The forum was hosted by the Canadian Material Circular Economy Syndicate (CMCES), of which Lambton College is the lead member, in coordination with Circular Economy Leadership Canada (CELC).
  - The three-panel forum featured presentations from CMCES members, small and medium-sized enterprises, experts and industry leaders including NOVA Chemicals and Canadian Tire, showcasing innovative projects, sharing successful circular economy strategies, and exploring evolving trends and solutions that foster cross-sectoral collaborations crucial to advancing a circular economy in Canada.

## OUR STUDENTS

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- The Lambton College men's baseball team won the Ontario Colleges Athletic Association (OCAA) silver medal in their first-ever playoff appearance. The championship was held at Errol Russel Park in Sarnia.
- On October 23 at their home opener, the women's basketball team raised their OCAA championship and Canadian Collegiate Athletic Association national silver banners.
- The President visited the Lambton College Ottawa campus on November 5 to meet with employees and students and get an update on how the Fall Term is progressing.





Office of  
the President

- On November 12, the Lambton College Social Exchange Club hosted their inaugural Fashion ReStyle Exchange event – a clothing swap focused on sustainability, equity, and inclusivity in fashion. The event was well attended and well received. The Social Exchange Club connects students, Faculty, and community members to create meaningful experiential learning opportunities.
- The Lambton College Social Exchange also recently organized Project Pitch It! with support from Community Futures Lambton. The business pitch competition attracted 28 students who worked to transform 20 business concepts into reality through a series of workshops, mentorship opportunities, and entrepreneurial support. The program culminated in a live pitch competition where students competed for \$10,000 in funding for educational expenses.
- Dave Machacek, Senior Vice President, Academic & Student Success, attended the Lambton College in Toronto Convocations on November 12.
- The President met with Nolan Quinn, Minister of Colleges and Universities, at Lambton College in Toronto on November 14. On November 15, the President toured Lambton College in Toronto with Simcoe North Member of Parliament Adam Chambers.
- On November 15, the Minister of Long-Term Care Natalia Kusendova-Bashta and Sarnia-Lambton's Member of Provincial Parliament Bob Bailey went on a tour of the NOVA Chemicals Health & Research Centre to learn more about Lambton College's Faculty of Nursing programs and meet with students.
- Lambton College hosted its Fall Open House on November 16, welcoming 565 prospective students and their guests and garnering 330 applications.
- Sports and Recreation Management students had the opportunity to work at the 2024 World Junior Under-17 Hockey challenge at Progressive Auto Sales Arena.
- Lambton College marked International Education Week the week of November 18. The Centre for Global Engagement partnered with Student Administrative Council and the International Women's Club for a range of events that included a caricature art showcase, henna art, a tea and coffee from around the world professional development session, and a visit to Holy Trinity Catholic School.
- Lambton College in Toronto hosted a cross-campus badminton tournament on November 20, bringing in students from other Lambton College study locations to compete against each other.

- Medical Esthetics students hosted a two-day spa event, welcoming employees and offering a limited service menu that included brow and facial treatments.
- Business Administration students held a winter clothing drive for the Lion's Heart at the basketball games on November 23. More than 150 clothing items were collected.
- Lambton College partnered with the Sarnia-Lambton Local Immigration Partnership, County of Lambton and Lambton Public Health on the Empower Minds: Mental Health Summit for students. This event covered important topics such as mental health awareness, community and peer supports, safety, and substance use.

## OUR PEOPLE

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- Lambton College hosted a virtual Town Hall on November 19 to help keep employees informed on College activities. The Town Hall featured an Equity, Diversity & Inclusion spotlight and a student success update focused on experiential learning.
- The President and other members of the Executive Management Team (EMT), College Management Team (CMT), Faculty, Support Staff, and members of the Board of Governors attended Colleges Ontario's Higher Education Summit in Toronto from November 23-26. The President took part in a roundtable discussion on Military Connected Colleges.
- At the Higher Education Summit, Lambton College also celebrated seven Premier's Award nominees: Dave Brown, Ryan Lindsay, Tracy MacDonald, Helen and Matt Smith, Lisa Brush, and Thomas Chona. This annual awards program recognizes the impact of college graduates.

## OUR COMMUNITY

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- On October 27, the President and Kurtis Gray, Associate Vice President, Academic and Student Success, met with Ontario Hockey League Commissioner Bryan Crawford to discuss Lambton College's unique partnership with the Sarnia Sting.

- On October 31, the President toured the new Progressive Auto Sales facility.
- The Lambton College tower was lit up purple at the beginning of November in support of the Women’s Interval Home’s Shine the Light campaign to bring awareness to domestic violence and to stand in solidarity with survivors.
- The President and other members of EMT joined Jane Manning, Director, Indigenous Education and The Lambton College Foundation for a cheque presentation from Co-operators – Filia & Associates Ltd. to recognize their donation of \$50,000 towards the Indigenous Outdoor Gathering Space.
- The President and other members of EMT attended the Cestar Dock Opening alongside representatives from the City of Sarnia and County of Lambton. The naming of the dock is in recognition of the Cestar Group’s \$4M donation to Sarnia-Lambton’s oversized load corridor.
- To mark Remembrance Day, the President attended the services organized by Sarnia Legion Branch 62. On behalf of Lambton College, he attended the parade and laid a wreath at the Cenotaph.

**Report From: T. Lee**

<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>December 5, 2024</u>
<input type="checkbox"/> Agenda Item No. #9	

**Subject: GOVERNANCE**

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

Signature on File  
Tania Lee, Chair

**Programs and Services Committee**

D. Machacek

**approval**

The Programs and Services Committee approved Program Advisory Committee appointments and heard a presentation regarding the College Quality Assurance Audit Process.

**Program Advisory Committee Scorecards**

Recommendation: That the Board of Governors approves the Programs and Services Committee recommendation to approve the School of Nursing, School of Applied Science Engineering Technology & Trades, School of Business, IT English and Liberal Studies and School of Health Sciences Community Services and Fire Science Program Advisory Committee Scorecards.

**Triennial Reports**

Recommendation: That the Board of Governors approves the Programs and Services Committee recommendation to approve the Interprofessional Practice – Gerontology and the Medical Esthetics and Advanced Skin Care triennial reports.

**Program Proposals**

Recommendation: That the Programs and Services Committee recommends to the Board of Governors the approval of Business Fundamentals (BUFS), Ontario College Certificate, Power Engineering Technology (PETS), Ontario College Advanced Diploma, 2nd Class Power Engineering Exam Preparation (PEPS), Board of Governors Certificate Advanced Materials Manufacturing (AMSS), Ontario College Graduate Certificate, Food Processing and Quality Assurance (FPQS), Ontario College Graduate Certificate, Industrial Automation Systems (AISS), Ontario College Graduate Certificate, Quality Assurance - Manufacturing Management (QMMS), Ontario College Graduate

**Triennial Policy Review (attachment)**

**By-law #4**

Recommendation: That the Board of Governors approves the Programs and Services Committee recommendation to approve of the reviewed and revised By-Law 04 as presented.

**Finance and Property Committee**

S. Dickson

**approval**

**Triennial Policy Review (attachment)**

Recommendation: That the Board of Governors approves the Finance and Property recommendation to approve the reviewed Policy # 3-001 Budget and Expenditures, as presented.

**Executive Committee**

T. Lee

**approval**

The Executive Committee met on November 27th and discussed and heard updates regarding the Financial Sustainability Plan, the Strategic Plan, and the Residence Project. As well, the Committee reviewed policy 2-002 Executive Limits Policy.

**Triennial Policy Review (attachment)**

Recommendation: the Board of Governors approves the Board Executive recommendation to approve the reviewed and revised policy 2-002 Executive Limitations.

**PAC Meeting Reports**

T. Lee

information

This is an opportunity for Governors to share information regarding a Program Advisory Committee meeting attended.

## 04 – By-Law

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BY-LAW NO: 4

BE IT ENACTED as a by-law of THE BOARD OF GOVERNORS OF THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY (herein called “the Board”) for the establishment of an advisory college council as required by the Ministry Binding Policy Directive.

### 1.0 Name

#### 1.1

The advisory council will be known as the Advisory Council of Lambton College, hereinafter referred to as the "Council".

#### 1.2 Definitions:

College staff and students are defined as follows:

- 1.2.1 An academic staff is a person who is employed by the Board of Governors and is a member of the faculty employee group as a professor, instructor or counsellor.
- 1.2.2 A support staff is a person who is employed by the Board of Governors and is a member of the support staff employee group.
- 1.2.3 A student is a person who is enrolled in a program of instruction on a full-time or part-time basis, whether it be post-secondary or adult training.
- 1.2.4 ~~Learning Services Committee~~Deans Council -deals with academic issues and consists of ~~Deans~~deans or their designates, ~~Director of Teaching and Learning~~the senior academic leader and the ~~Registrar~~registrar, and is chaired by the ~~Senior Academic Leader~~leader/Officer.
- 1.2.5 A school is an organizational grouping of programs and services lead by a dean or associate dean.

### 2.0 Goals

#### 2.1

The goals of the Council are to provide advice to the President on:

- 2.1.1 Promoting academic excellence
- 2.1.2 Promoting communication within the College Community
- 2.1.3 Providing a forum for staff and students to provide input to the decision-making process on academic and student services matters.

### 3.0 Mandate

#### 3.1

The Council shall review and recommend on such issues as:

- 3.1.1 Educational philosophy
- 3.1.2 Course and program evaluation
- 3.1.3 Teaching methodology and standards
- 3.1.4 Grading and promotion policies
- 3.1.5 Standards of student conduct and discipline
- 3.1.6 Admission policies and practices
- 3.1.7 Student awards and scholarships
- 3.1.8 Academic equivalencies
- 3.1.9 Student services
- 3.1.10 Matters related to the Strategic Plan

## 3.2

Consistent with the consultative function of the Council, its members shall endeavour to consult and communicate with their constituent groups.

## 4.0 Members

### 4.2

Membership The Council shall consist of up to 18 voting members as follows:

- 4.2.1 Academic Staff – up to 6 Representatives
  - 4.2.1.1 up to 5 faculty representatives representing at least three schools
  - 4.2.1.2 up to one representative from among the counsellors
- 4.2.2 Support Staff – up to 2 Representatives
- 4.2.3 Students – up to 5 representatives representing at least three schools
- 4.2.4 ~~Learning Services Committee~~ ~~Deans – Council –~~ up to 2 Representatives or delegates that are in addition to the representatives identified in 4.2.5
- 4.2.5 Ex-officio Voting Members - ~~25~~ Representatives
  - 4.2.5.1 Senior Academic Leader/Officer
  - 4.2.5.2 Registrar
- 4.2.6 The Chair of the Council shall be elected by the members of the Council at its first meeting, for a term of two years, renewable once for an additional two-year term.
- 4.2.7 Secretarial support to the Council shall be provided by the Office of ~~the Senior~~ the Senior Academic Leader/Officer.

### 4.3 Academic Staff Selection

- 4.3.1 By May 31 preceding the term of office, the Academic Union Local, based on 4.2.1, shall elect or name up to 5 -faculty representatives to the Council from each school where possible.

### 4.4 Support Staff Selection

- 4.4.1 By May 31 preceding the term of office, the Support Staff Union Local based on 4.2.2 shall elect or name two members to serve on the Council.

### 4.5 Student Selection

- 4.5.1 By April 30 preceding the term of office, the Students' Administrative Council, based on 4.2.3 shall name or elect up to five students to serve on the Council from each school where possible, the deans may assist in selection of students if requested-

#### 4.6 Administrative Staff Selection

- 4.6.1 By May 31 preceding the term of office, the Learning Services Committee, based on 4.4.4 shall appoint up to two representatives.

#### 5.0 Terms of Office

- 5.1 The terms of office of the Council members shall commence September 1 and continue for two years.
- 5.2 No member representing a constituency shall serve more than four consecutive years but on the expiration of two years after having served on the Council, a person shall again be eligible for election or appointment for up to four years and may continue the same cycle until he/she is no longer employed at the College or engaged in a program of instruction.
- 5.3 A member of the Council may resign at any time by submitting a written resignation to the Chair.
- 5.4 Where a representative member, not having notified the Chairperson of the Council or Secretary, and is absent from two consecutive meetings without regrets, or three consecutive meetings, the position shall be declared vacant.
- 5.5 If a member changes status and can no longer represent the group or constituency, the position shall be declared vacant.
- 5.6 Vacancies during terms of office, however caused, shall be filled:
  - 5.6.1 By appointment by the Students' Association, Support Staff Union, Faculty Union, the Learning Services Committee Deans Council, as appropriate for a vacancy from their respective constituencies.

#### 6.0 Responsibilities of Members

- 6.1 Except for ex-officio members, participation on the Council and its committees shall be on a voluntary basis. All reasonable arrangements will be made to make participation on the Council as accessible as possible.
- 6.2 Members shall participate fully in all meetings of the Council as well as on any committee to which they are named by the Chair.
- 6.3 Members shall make themselves available to their constituencies and will keep their peers informed of major issues before the Council.
- 6.4 Members shall regularly consult their constituencies; however, they may vote on issues as representatives, that is, they will reflect the views of their constituency, their individual perspective and then contribute and vote as their conscience dictates.

#### 7.0 Responsibilities of the Chair

- 7.1 Any member may place an item on the agenda by forwarding it to the Chair two weeks prior to the next meeting.
- 7.2 The Chair shall preside over and conduct all meetings according to conventional rules of order. In the absence of the Chair, ~~the Senior~~ the Senior Academic Leader/Officer will preside over the Council.
- 7.3 The Chair shall notify the appropriate constituent group within five working days of any vacancy being declared.
- 7.4 The Chair shall continue to act as a representative of their constituency group, and may vote on issues as a member of the Council. The Chair's vote shall carry no additional weight.

#### 8.0 Meetings



- 8.1 The Council shall meet at least twice each fall and winter term, with the agenda, time and location to be posted in advance.
- 8.2 All meetings shall be open to the college community.
- 8.3 Fifty percent (50%) of the members plus one excluding vacancies shall constitute a quorum.

## 9.0 Committees

- 9.1 The Council may also form ad hoc committees as may be deemed necessary. Membership on such committees is voluntary.

## 10.0 Report

- 10.1 The Council shall issue an annual report of their activities to the President by June 30 of each year.

## 11.0

This by-law becomes effective on the date that it is passed and the pre-existing policy on Academic Council is repealed as of said date.

## 3-001 - Budget and Expenditures

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MOTION: 2015-30

DATE APPROVED: November 27, 2003

SUPERSEDES: Issue of Budget and Financial Matters Paper (May 2001) and Issue of Financial Policies (June 27, 1996)

REVIEWED: December 9, 2021 2021-40

POLICY NO: 3-001

The Board of Governors of The Lambton College of Applied Arts and Technology will comply with all financial legislation, regulation and Minister's Binding Policy Directives, and with all Ministry requirements governing college budgeting/financial matters.

### 1.0 As required by Ontario Regulation 34/03:

1.1 Lambton College will operate with a balanced budget each year;

1.2 If it appears that the College will not balance its budget in the year and that an accumulated deficit will occur, the Board of Governors shall seek the Minister's approval in respect of the budget and shall provide the Minister with an appropriate financial recovery plan.

### 2.0 The budget will reflect the expectations and priorities of the Board. It follows that these principles will guide the budget process:

2.1 The budget will be prepared to reflect and enable the implementation of the Board's Strategic Plan;

2.2 The approved budget must be followed and any deviation from it should occur only with the knowledge and approval of the Board;

2.3 Changes in the Board's expectations and priorities, whether proactive or reactive, will be reflected in a changed budget approved by the Board.

### 3.0 The President will:

3.1 have prepared a draft budget that:

3.1.1 reflects the strategic plan and priorities of the Board. Where this cannot be achieved, for example, because of a lack of resources, the President will so inform the Board and seek its direction;

3.1.2 consists of an operating budget and a capital budget;

3.1.3 has a balanced operating budget, unless specifically directed otherwise by the Board;

3.1.4 complies with all Ministry and legal requirements concerning College budgeting and financial matters;

3.1.5 provides adequate resources to maintain the integrity of the College programs and services and assets; Lambton College Board of Governors Policy on Budget and Expenditures 3-001

3.1.6 provides for the reduction of any accumulated deficit, in accordance with a Board- and Ministry-approved financial recovery plan.

3.2 provide with the draft budget, the business plan, including the background information relative to the development of the draft budget, including, but not limited to, underlying assumptions, revenue and enrolment forecasts, etc.

3.3 present the draft budget to the Board on the agreed date for Board approval, normally by the end of April.

3.4 implement the approved budget; and

3.4.1 report to the Board, following the approved schedule, on the financial status of the College, including a summary of the most salient points relative to the approved budget;

3.4.2 provide a budget report to the Board, at the level of the Statement of Revenue and Expenditures, as per the established schedule;

3.4.3 provide to the Board, annually, a financial statement reconciled with the budget; 3.4.4 report to the Board, in all instances and at any time, significant deviations or expected deviations from the approved budget;

3.4.5 provide and recommend to the Board appropriate courses of action in response to any actual or expected deviation from the budget.

3.5 ensure that appropriate financial controls and procedures are in place.

3.6 adhere to the Board Purchasing Policy.

3.7 ensure that College physical assets are adequately insured, maintained, and protected in accordance with good business practice.

3.8 obtain written Board approval to acquire or dispose of any real property (realty, e.g. land, building, etc.). Approval of the Minister will be sought regarding use of disposal proceeds in the case of disposal of real property originally purchased with Ministry funds consistent with policy directives.

3.9 submit the approved business plan to the Ministry by June 30<sup>th</sup> of each year in accordance with the Ministry policy directives

## 4.0 The Board will:

4.1 approve the budget, normally by the end of April;

4.2 monitor actual performance against the approved budget, at the level of the Statement of Revenue and Expenditures, as per the established schedule;

4.3 engage auditors, annually, to prepare audited statements for the College and to provide a report to the Board on the financial operations of the College;

4.4 report, as required, to the Minister on the financial operations and status of the College;

4.5 make available to the public the audited financial statements of the College.

## 2-002 - Executive Limitations

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MOTION: 2003-73

DATE APPROVED: November 27, 2003

SUPERSEDES:

REVIEWED: December 9, 2021 Motion #2021-40

POLICY NO: 2-002

The President is responsible and accountable for implementing the policies and directions of the Board within the limitations outlined below.

### General Executive Restraint

1. The President shall not cause or knowingly allow any practice, activity, decision or organizational circumstance, which is imprudent, unethical, or illegal.
2. The President shall not cause or knowingly allow any deviation from Ministry of Colleges and Universities' Regulations and Directives or other legal requirements governing the operation of the College, including but not limited to: budgeting, financial affairs, financial-related legislation, human resource legislation, and/or any other legal regulations.

### Staff Treatment

With respect to the treatment of paid and volunteer staff, the President may not cause or knowingly allow conditions which deny a process which is reasonable and prudent, which are without dignity, or which violate human rights. The President must treat staff according to:

1. The College's Strategic Plan
2. The Collective Agreements or any other Terms ~~of~~and Conditions of Employment
3. The Ontario Human Rights Code
4. Pay Equity Legislation
5. The Respectful College Community Policy

### Executive Backup

In order to protect the Board from a sudden loss of chief executive services the President shall designate at least two others who are familiar with Board and President issues and processes and who could temporarily take over the direction of the College on the decision of the Board.

## Financial Matters, Asset Management and Protection

1. The President shall adhere to the Board's Policy on Budget and Expenditures.
2. The President shall adhere to the Board's Policy on Purchasing.
3. The President shall adhere to the Board's Delegation of Signing Authority Policy.

## Human Resources

1.1 The Board in By-law No. 1, (11.4.3) has delegated responsibility for the hiring and discharging of employees to the President, subject to the following limitations.

1.2~~1~~ The President must have Board approval for any significant personnel decisions involving ~~Vice Presidents or positions deemed~~ Executive ~~Officers management~~ of Lambton College. Significant personnel decisions are defined as hiring, the removal, re-classification or suspension of an incumbent.

~~1.2~~

## Communication to the Board

1. The President will advise the Board of relevant trends, anticipated and/or relevant media coverage, significant internal and external issues, and any changes in assumptions upon which any Board policy/resolution has been established.