

LAMBTON COLLEGE OPEN BOARD MEETING
Thursday, February 27, 2025
Lambton College C2-102 (Teams Option Available)
4:00 p.m. – 5:20 p.m.
AGENDA

- | | | | |
|------|---|------------|------------------------|
| 4:00 | <p>1. CALL TO ORDER</p> | T. Lee | |
| | <p>2. INDIGENOUS TRUTH AND RECONCILIATION
LAND ACKNOWLEDGEMENT</p> <p>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.</p> <p>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.</p> | T. Edgar | |
| | <p>3. CONSENT AGENDA (attachments)</p> <p>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</p> <p><u>Recommendation:</u> 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</p> | T. Lee | <u>approval</u> |
| 4:05 | <p>4. INSURANCE, RISK MANAGEMENT AND CYBERSECURITY REPORT</p> <p>Julie Carlton, Director Finance
 Dave Mitton, Director IT, Marketing, and Recruitment</p> | S. Dickson | information |

- | | | | |
|------|---|------------|------------------------|
| 4:20 | 5. FINANCIAL STATEMENTS FOR THE PERIOD ENDING DECEMBER 31, 2024 AND WINTER FORECAST UPDATE (attachment)
Julie Carlton, Director Finance
<u>Recommendation:</u> 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 | S. Dickson | <u>approval</u> |
| 4:30 | 6. PRESIDENT’S REPORT (attachment) | R. Kardas | information |
| 4:40 | 7. OPEN GOVERNANCE REPORT (attachment)
<u>Recommendation:</u> That the Board of Governors approves the Governance Report and all decisions and motions therein, as presented. 2025 -9 | T. Lee | information |
| 4:50 | 8. TOUR OF NEW COMPUTER LABS & NEW MARKETING AND RECRUITMENT AREA
Rhian Reilly, Associate Director Marketing and Recruitment
Dave Mitton, Director IT, Marketing, and Recruitment | R. Kardas | information |
| 5:15 | 9. OTHER BUSINESS | T. Lee | |
| 5:20 | 10 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 -regrets
 Mehdi Sheikhzadeh
 Kurtis Gray

Ex.Officio

Spencer Dickson

Board E.A.

Lianne Birkbeck

Open Board Meeting Minutes– Thursday, January 23, 2025 – 4:00 p.m.

Lambton College, Research Training Room, E1-321 (Teams Available)

Membership

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 - regrets
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 Ryan Straus
 Beth Ann Wiersma
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Resource

Dave Machacek
 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 Mike Denomme 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. January 23, 2025 Agenda
2. December 5, 2024 Open Minutes
3. Report from the December 5, 2024 In-Camera Meeting
4. Conflict of Interest Declaration
6. Chair's Report

IT WAS MOVED BY: Kelly Provost

SECONDED BY: Dean Pearson

THAT: the Board of Governors approves the minutes of the Open Meeting of December 5, 2024 and the entire contents of the consent agenda. 2025-1. **CARRIED.**

4. **CELEBRATING OUR STUDENTS**

Kurtis Gray, Associate Vice-President Student Success & Global Engagement introduced Tyler Grevers, Therapeutic Recreation Student who returned for a second diploma. Tyler is a student athlete, a graduate of teacher's college, and is currently substitute teaching while enrolled in the Recreation Therapy program.

Tyler initially decided to come to Lambton after a connection at an Open House. He continues to be very involved with student life and enjoys the Sarnia community. The Chair thanked Tyler for his presentation and wished him the best in all his future endeavours.

5. **HEALTH AND SAFETY ANNUAL REPORT**

Spencer Dickson, Senior Vice President Strategy and Corporate Services introduced Brent Thomas, Director, Facilities Management to present the 2024 Health and Safety Report. The President informed the Board of the continued and renewed focus on health and safety with new measures that have been put in place to grow the college's culture of safety ensuring accountability at all levels.

IT WAS MOVED BY: Ryan Straus

SECONDED By: Mike Denomme

THAT: the Lambton College Board of Governors accepts the 2024 Health and Safety Report. 2025-2. **CARRIED**

6. **STUDENT ADMINISTRATIVE COUNCIL ANNUAL REPORT**

Kurtis Gray introduced James Grant, General Manager and Student Administrative Council (SAC) as well as Jake Prudom, President, SAC who presented the SAC annual report highlighting focuses and activities that have taken place to reach the mission of enhancing student life and providing strong student representation and leadership at Lambton College.

8. **PRESIDENT'S REPORT**

The President presented his report as written.

9. **OPEN GOVERNANCE REPORT**

The Chair invited Dave Machacek, Senior Vice President Academic and Student Success to present the Programs and Services Committee recommendations. Mr. Machacek explained that the Ontario College Graduate Certificate programs recommended for suspension are 2-year programs aimed at international students, enhancing their previous education and providing skills for employment in Canada. However, changes to federal regulations have made graduates ineligible for the Post Graduate Work Permit (PGWP), reducing international interest. With no students projected for Fall 2025, it is recommended that the programs be suspended. The Chair invited discussion and questions. It was noted the Programs and Services Committee had an extensive discussion.

IT WAS MOVED BY: Dean Pearson
SECONDED BY: Mike Denomme
THAT: the Board of Governors approves the Governance Report and all decisions and motions therein, as presented 2025-3. **CARRIED**

10. **OTHER BUSINESS**

A. Good Governance Certificates: The Chair congratulated the Governors who achieved the Good Governance Certificates.

11. **ADJOURNMENT**

The meeting adjourned at 4:53. p.m.

MINUTES APPROVED BY:

Tania Lee, Chair

AT MEETING OF FEBRUARY 27, 2025
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>February 27, 2025</u>
<input checked="" type="checkbox"/> Agenda Item No.	<u>3</u>

Subject: Report on Items from In-Camera Session February 27, 2025

Signature on file
Tania Lee, Chair

The agenda for the February 27, 2025 In-Camera meeting included the approval of the In-Camera Minutes from December 5, 2024. The meeting involved discussions and the approval of the 2024-2025 President and Board Six-Month Interim Goal Report and the 2025-2026 President and Board Performance Goals. Additionally, the Board received the KPMG Third Party Efficiency Review Interim Report.

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>February 27, 2025</u>	
<input checked="" type="checkbox"/> Agenda Item No. <u>3</u>	

Subject: Chair's Report

The Chair attended the Nomination Committee on February 4th, 2025, and the Finance and Property Committee on February 20, 2025. Additionally, the Chair led the Board Executive Committee on February 19, 2025.

**FINANCIAL PERFORMANCE
AS AT DECEMBER 31, 2024
COMMENTARY**

2024-2025 December Financial Statements

CONTRIBUTION

Year to date surplus of \$20,671,596 as at December 31, 2024 (surplus \$20,300,691 – December 31, 2023), with planned transfer to capital reserves of \$5,294,600.

POST SECONDARY: SCHEDULE 2A

- **Fees: Tuition and Other Revenue**
 - Overall enrolment increased, however on campus domestic enrolment increased from Fall 2023 to Fall 2024 by 237 person terms and international enrolment in post-secondary programs in Sarnia decreased by 362 person terms
- **Expenditures**
 - Instructional software/equipment/rental expenditures decreased due to the IT data centre migration in the previous year which was a one-time expense. Non-instructional expenses decreased with a decrease in travel

CONTRACT SERVICES: SCHEDULE 2B

- **International Revenue**
 - On campus enrolment in Sarnia and Ottawa increased by 209 person terms in spring and fall enrolment compared to 2023-24
 - Enrolment decreased for spring and fall terms at partner campuses in Toronto and Mississauga 3,139 person terms
 - Decrease in agent commissions due to decreased enrolment and mix of first and second term enrolment compared to 2023-24 resulting in an offsetting decrease in international recruitment expenditure
- **Expenditures**
 - International Recruitment expense commensurate with international enrolment in Sarnia and at partner campuses. Decrease in first and second term enrolment results in Recruitment expenditure decrease compared to December 2023
 - Decrease in stipends/support allowances due to first full cycle of the new structure of the employment services programs with the service system manager (SSM)
 - Equipment/Building maintenance increase with first year of rent paid for the Ottawa campus.
 - Decrease in non-instructional expenses due to timing of international bursaries

STUDENT SERVICES: SCHEDULE 3

- **Sundry Fees Other Revenue**
 - Sundry Fees revenue has decreased with timing of expenditures
- **Expenditures**
 - Compensation expense is proportional to sundry fee revenue

ADMINISTRATIVE SERVICES: SCHEDULE 4

- **Other Revenue**
 - Reflects decrease in interest income with decrease in interest rate compared to the previous year
- **Expenditures**
 - Decrease in insurance premiums and taxes based on timing of expenditures compared to previous year
 - Decrease in non-instructional expenses due to timing of investment expenses

PHYSICAL RESOURCES: SCHEDULE 5

- **Revenue**
 - Increase in MCU revenue for the Campus Safety Grant based on timing of expenditures of up to Dec 31st. Other income is slightly down based on the timing of rental income

ANCILLARY OPERATIONS: SCHEDULE 6

- **Campus Shop, Parking and Residence**
 - Revenue and expenditure are commensurate with the previous year



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

Statement of Revenue and Expenditure

for the period April 1, 2024- December 31, 2024

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

Statement of Revenue and Expenditure

For the period: April 1, 2024 - December 31, 2024

	Supporting Schedule	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>
REVENUE						
Post Secondary	Sch 2A	\$ 56,358,800	\$ 56,042,300	\$ (316,500)	\$ 39,120,315	\$ 37,144,747
Contract Services	Sch 2B	55,038,800	60,916,900	5,878,100	48,297,507	59,109,339
Student Services	Sch 3	7,219,600	6,676,700	(542,900)	5,026,764	5,146,266
Administrative Services	Sch 4	5,873,800	9,864,700	3,990,900	8,896,456	10,763,777
Physical Resources	Sch 5	343,900	346,500	2,600	322,005	287,063
Ancillary	Sch 6	4,653,800	4,434,500	(219,300)	3,033,368	3,054,500
Amortization of deferred capital contributions		5,106,800	4,954,500	(152,300)	3,715,875	3,338,025
		<u>134,595,500</u>	<u>143,236,100</u>	<u>8,640,600</u>	<u>108,412,291</u>	<u>118,843,719</u>
EXPENDITURE						
Post Secondary	Sch 2A	\$ 46,027,900	\$ 43,732,800	\$ (2,295,100)	\$ 31,696,590	\$ 32,219,478
Contract Services	Sch 2B	36,745,200	37,522,800	777,600	26,283,339	36,394,803
Student Services	Sch 3	11,802,400	11,069,400	(733,000)	8,565,045	8,534,663
Administrative Services	Sch 4	10,161,600	11,585,600	1,424,000	5,754,617	6,879,383
Physical Resources	Sch 5	8,124,500	7,489,200	(635,300)	5,086,615	5,061,379
Ancillary	Sch 6	3,723,600	3,643,100	(80,500)	2,294,389	2,262,173
Depreciation of capital assets		11,422,600	10,746,800	(675,800)	8,060,100	7,191,150
		<u>128,007,800</u>	<u>125,789,700</u>	<u>(2,218,100)</u>	<u>87,740,695</u>	<u>98,543,028</u>
EXCESS OF REVENUE OVER EXPENDITURE		\$ 6,587,700	\$ 17,446,400	\$ 10,858,700	\$ 20,671,596	\$ 20,300,691
TRANSFER TO CAPITAL RESERVES		(2,537,800)	(3,454,600)	(916,800)	(3,910,437)	(18,283,322)
TRANSFER FROM CAPITAL RESERVES		19,744,700	15,855,000	(3,889,700)	3,559,369	10,771,986
INVESTED IN CAPITAL ASSETS		(12,945,800)	(12,587,900)	357,900	(9,440,925)	(13,164,975)
OPENING ACCUMULATED UNRESTRICTED SURPLUS		8,040,900	8,304,900	264,000	8,304,943	8,076,014
CLOSING ACCUMULATED UNRESTRICTED SURPLUS		<u>\$ 18,889,700</u>	<u>\$ 25,563,800</u>	<u>\$ 6,674,100</u>	<u>\$ 19,184,546</u>	<u>\$ 7,700,394</u>

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

Analysis of Post Secondary

For the period: April 1, 2024 - December 31, 2024

Schedule 2A

	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>
REVENUE:					
Fees: Tuition and Other	\$ 35,277,500	\$ 32,807,800	\$ (2,469,700)	\$ 23,139,167	\$ 21,147,101
MCU Grants	20,595,000	22,729,200	2,134,200	15,650,316	15,583,967
Other	486,300	505,300	19,000	330,832	413,679
	<u>56,358,800</u>	<u>56,042,300</u>	<u>(316,500)</u>	<u>39,120,315</u>	<u>37,144,747</u>
EXPENDITURE:					
Compensation	\$ 38,620,500	\$ 36,510,200	\$ (2,110,300)	\$ 26,375,912	\$ 26,362,667
Instructional software/Equipment/Rental	4,080,300	4,059,400	(20,900)	3,153,952	3,609,310
Instructional	1,592,500	1,584,700	(7,800)	1,110,668	1,101,888
Non-instructional	784,600	628,500	(156,100)	343,558	433,113
Tuition set aside	950,000	950,000	-	712,500	712,500
	<u>46,027,900</u>	<u>43,732,800</u>	<u>(2,295,100)</u>	<u>31,696,590</u>	<u>32,219,478</u>
CONTRIBUTION:	\$ 10,330,900	\$ 12,309,500	\$ 1,978,600	\$ 7,423,726	\$ 4,925,270

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

Analysis of Contract Services

For the period: April 1, 2024 - December 31, 2024

Schedule 2B

	2024-25 BUDGET	2024-25 Fall Forecast	2024-25 Variance	2024-25 Actual YTD	2023-24 Prior YTD
REVENUE:					
Contract Revenue	\$ 513,000	\$ 65,700	\$ (447,300)	\$ 45,250	\$ 388,809
Course Fees	-	-	-	-	478,576
International	38,634,000	40,048,900	1,414,900	34,286,318	43,429,444
MLITSD Apprenticeships	1,540,900	1,535,300	(5,600)	1,088,818	997,954
MLITSD Contracts	2,579,500	2,697,900	118,400	1,767,238	2,285,207
Other Provincial Contracts	1,994,500	1,791,800	(202,700)	1,495,875	1,472,479
Municipal Contracts	1,581,000	1,513,200	(67,800)	1,045,489	1,069,184
Research Contracts	6,143,200	11,448,500	5,305,300	7,018,480	7,236,188
Fire School	1,803,700	1,684,200	(119,500)	1,405,132	1,700,155
Other	249,000	131,400	(117,600)	144,906	51,344
	<u>55,038,800</u>	<u>60,916,900</u>	<u>5,878,100</u>	<u>48,297,507</u>	<u>59,109,339</u>
EXPENDITURE:					
Compensation	\$ 16,070,300	\$ 18,032,300	\$ 1,962,000	\$ 11,974,821	\$ 12,344,709
International Recruitment	9,218,400	9,651,100	432,700	8,320,820	15,364,657
Stipends/Support Allowances	520,100	443,400	(76,700)	250,924	691,944
Equipment/Building Maintenance	1,953,800	2,618,800	665,000	1,674,088	1,351,461
Instructional/Program	2,730,600	3,019,700	289,100	2,144,400	2,612,731
Non-instructional	6,252,000	3,757,500	(2,494,500)	1,918,286	4,029,300
	<u>36,745,200</u>	<u>37,522,800</u>	<u>777,600</u>	<u>26,283,339</u>	<u>36,394,802</u>
CONTRIBUTION:	<u>\$ 18,293,600</u>	<u>\$ 23,394,100</u>	<u>\$ 5,100,500</u>	<u>\$ 22,014,168</u>	<u>\$ 22,714,538</u>

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

For the period: April 1, 2024 - December 31, 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>
REVENUE:					
MCU Revenue	\$ 1,308,000	\$ 1,267,300	\$ (40,700)	\$ 891,479	\$ 928,546
Sundry Fees	5,291,100	4,810,200	(480,900)	3,672,768	3,683,385
Other	620,500	599,200	(21,300)	462,518	534,335
	<u>7,219,600</u>	<u>6,676,700</u>	<u>(542,900)</u>	<u>5,026,764</u>	<u>5,146,266</u>
EXPENDITURE:					
Compensation	\$ 9,547,200	\$ 8,567,200	\$ (980,000)	\$ 6,656,616	\$ 6,925,328
Equipment/Rental	155,700	384,500	228,800	379,475	68,808
Educational resources/Awards	351,200	343,200	(8,000)	342,639	280,854
Non-instructional	1,748,300	1,774,500	26,200	1,186,316	1,259,674
	<u>11,802,400</u>	<u>11,069,400</u>	<u>(733,000)</u>	<u>8,565,045</u>	<u>8,534,663</u>
CONTRIBUTION:	\$ (4,582,800)	\$ (4,392,700)	\$ 190,100	\$ (3,538,282)	\$ (3,388,397)

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

Analysis of Administrative Services

For the period: April 1, 2024 - December 31, 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>
REVENUE:					
MCU Revenue	\$ 195,800	\$ 686,700	\$ 490,900	\$ 266,647	\$ 187,373
Rental Revenue	178,000	178,000	-	103,946	149,946
Other	5,500,000	9,000,000	3,500,000	8,525,863	10,426,457
	<u>5,873,800</u>	<u>9,864,700</u>	<u>3,990,900</u>	<u>8,896,456</u>	<u>10,763,777</u>
EXPENDITURE:					
Compensation	\$ 5,129,200	\$ 4,967,000	\$ (162,200)	\$ 3,794,282	\$ 4,090,028
Insurance/Taxes	807,900	660,000	(147,900)	643,534	859,560
Professional fees	1,461,500	3,221,300	1,759,800	501,537	509,319
Contingency	1,000,000	1,000,000	-	-	-
Non-instructional	1,763,000	1,737,300	(25,700)	815,265	1,420,475
	<u>10,161,600</u>	<u>11,585,600</u>	<u>1,424,000</u>	<u>5,754,617</u>	<u>6,879,383</u>
CONTRIBUTION:	\$ (4,287,800)	\$ (1,720,900)	\$ 2,566,900	\$ 3,141,839	\$ 3,884,394

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

Analysis of Physical Resources

For the period: April 1, 2024 - December 31, 2024

Schedule 5

	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>
REVENUE:					
Facilities Fee	\$ 217,800	\$ 216,500	\$ (1,300)	\$ 158,626	\$ 152,191
MCU Revenue	3,700	7,600	3,900	87,798	30,614
Other	122,400	122,400	-	75,582	104,260
	<u>343,900</u>	<u>346,500</u>	<u>2,600</u>	<u>322,005</u>	<u>287,063</u>
EXPENDITURE:					
Compensation	\$ 2,068,800	\$ 1,981,700	\$ (87,100)	\$ 1,559,889	\$ 1,491,412
Equipment/Building Maintenance	5,662,300	5,188,900	(473,400)	3,359,799	3,374,172
Non-instructional	393,400	318,600	(74,800)	166,927	195,797
	<u>8,124,500</u>	<u>7,489,200</u>	<u>(635,300)</u>	<u>5,086,615</u>	<u>5,061,379</u>
CONTRIBUTION:	\$ (7,780,600)	\$ (7,142,700)	\$ 637,900	\$ (4,764,610)	\$ (4,774,316)

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

Analysis of Ancillary Operations

For the period: April 1, 2024 - December 31, 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>
REVENUE:					
Campus Shop	\$ 1,832,500	\$ 1,680,600	\$ (151,900)	\$ 1,313,492	\$ 1,284,873
Parking	670,200	684,100	13,900	311,072	318,204
Residence	2,151,100	2,069,800	(81,300)	1,408,804	1,451,422
	<u>4,653,800</u>	<u>4,434,500</u>	<u>(219,300)</u>	<u>3,033,368</u>	<u>3,054,500</u>
EXPENDITURE:					
Campus Shop	\$ 1,711,400	\$ 1,594,900	\$ (116,500)	\$ 1,202,706	\$ 1,268,977
Parking	573,100	577,500	4,400	148,530	147,599
Residence	1,439,100	1,470,700	31,600	943,152	845,597
	<u>3,723,600</u>	<u>3,643,100</u>	<u>(80,500)</u>	<u>2,294,389</u>	<u>2,262,173</u>
CONTRIBUTION:	\$ 930,200	\$ 791,400	\$ (138,800)	\$ 738,979	\$ 792,327

**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	Committed	Ending Reserves Balance
Campus Renewal:	\$ 101,241,271	\$ 4,500,000	\$ -	\$ 105,741,271	\$ -	\$ 105,741,271
Facilities Projects	(6,295,467)	-	(1,791,300)	(8,086,767)	(566,400)	(8,653,167)
Computer Labs Redevelopment	(1,565,460)	-	(2,834,500)	(4,399,960)	-	(4,399,960)
Community Engagement Relocation	(104,935)	-	(3,735,100)	(3,840,035)	(360,000)	(4,200,035)
Indigenous Outdoor Gathering Space	(469,521)	-	(3,034,200)	(3,503,721)	(3,023,600)	(6,527,321)
Outdoor Recreation Precinct	(221,389)	-	-	(221,389)	-	(221,389)
North Building Demolition	-	-	(400,000)	(400,000)	(1,500,000)	(1,900,000)
Health/Research/Athletics	(554,038)	340,000	-	(214,038)	-	(214,038)
SAC Long-term Receivable	(4,973,627)	223,400	-	(4,750,227)	-	(4,750,227)
Campus Renewal Net	\$ 87,056,834	\$ 5,063,400	\$ (11,795,100)	\$ 80,325,134	\$ (5,450,000)	\$ 74,875,134
Parking	64,716	114,800	-	179,516	-	179,516
IT and Learning Infrastructure	9,600,120	-	(500,000)	9,100,120	-	9,100,120
Insurance Retention	1,500,000	-	-	1,500,000	-	1,500,000
Research (LMIC & BPRC) TACs	115,134	-	(50,000)	65,134	-	65,134
Fireschool Equipment Renewal	139,300	90,200	(125,000)	104,500	-	104,500
Athletic & Fitness Centre Renewal	154,168	26,200	-	180,368	-	180,368
Total Capital Reserves	\$ 98,630,272	\$ 5,294,600	\$ (12,470,100)	\$ 91,454,772	\$ (5,450,000)	\$ 86,004,772

**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)	\$ 2,405,700
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, NSERC, OCI)	4,918,800
Total Grant Funded Capital Projects		\$ 9,166,700

2025/02/27

President's Report

TO THE BOARD OF GOVERNORS

CHANGES TO THE INTERNATIONAL STUDENT PROGRAM

- Our new Provincial Attestation Letter (PAL) allocation is 1,769.
- Applicants must now make a minimum \$2,000 deposit before a PAL can be issued.
 - Institutions that do not use 50% of their PAL allocation by June 30 will see their allocation reduced by 20% by the Ministry of Colleges and Universities (MCU).
 - The PALs rescinded by the MCU could be redistributed to colleges that require additional PALs.
- Lambton College was proud to support the Sarnia-Lambton Economic Partnership in their successful application to the Regional Economic Development through Immigration pilot project. Sarnia-Lambton was one of four communities chosen for this pilot that will provide a pathway to permanent residence for skilled workers – including international students – who have job offers and want to live and work in our community.

RESEARCH & INNOVATION

- Research & Innovation's lab spaces in the Centre of Excellence for Bio-Industrial Technologies now feature new window decals. This calls attention to Lambton College's dedicated research space, a differentiator in the system.
- A major space optimization process has been completed, resulting in the establishment of the Mechanical and Structural Analysis Lab.
- Lambton College hosted executives from the Ontario Vehicle Innovation Network to showcase core assets and highlight opportunities for continued collaboration.

OUR STUDENTS

- As of Day 10, Winter 2025 enrolment at Lambton College is 3300 fulltime students in Sarnia, and 439 fulltime in Ottawa.
- Student Administrative Council (SAC) hosted a celebration for India Republic Day on January 24.
- The Centre for Global Engagement hosted an event for students and employees to celebrate the Chinese New Year on January 29.
- The Afro-Caribbean Student Network hosted two events in celebration of Black History Month: a workshop on the integration of Black history in Canadian culture, and a showcase celebrating Black culture and featuring cultural vendors.
- Robert Luke, Chief Executive Officer of eCampusOntario, visited the Lambton College campus to meet with members of the College Management Team (CMT) and tour the campus and facilities.
- The President and other employees attended networking luncheons for the Work Integrated Learning project, helping to support students in the development of their interviewing skills.
- Capstones Bistro, the student-run restaurant, is open for Friday lunches in the Winter Term.
- The Women in Trades and Technology group hosted Elevate & Connect, a networking and pitch event for students.
- Counselling, Health & Safety, and the Centre for Global Engagement collaborated on a Personal Boundaries workshop on February 11. It was open to students at all study locations with virtual and in-person attendance options.
- On February 7, the President participated in Seniors' Night to honour Lambton College's graduating student-athletes from the men's and women's basketball teams.
- The Men's Doubles Badminton team of Mirza Razaq and Milton Smith won the Ontario Collegiate Athletics Association (OCAA) Bronze Medal, the first OCAA medal in Badminton for Lambton College since 1996.
- The Lambton College Foundation launched the Funding Futures 50/50 lottery to raise money for student scholarships.

OUR PEOPLE

- The Lambton College Strategic Plan was officially shared with employees at the beginning of February. CMT are now working with their teams on implementation.
- Lambton College offered a Black History Workshop and an Anti-Black Racism Workshop for professional development in recognition of Black History Month.
- The Marketing & Recruitment team has moved into their renovated office space in the South Building.
- Health & Safety has launched a workplace distractions awareness campaign to educate employees on the risks associated with distractions, which can be a leading cause of on-the-job injuries.

OUR COMMUNITY

- As an International Women's Day initiative, Lambton College purchased a block of tickets for Sarnia's Famous Five Foundation Speaker Series featuring Julie Craddock, the first female Deputy Chief of the Anishinabek Police Service and former Deputy Chief of the Sarnia Police Service. Tickets were distributed to Lambton College employees.

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>February 27, 2025</u>	
<input type="checkbox"/> Agenda Item No. <u>#7</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 (attachment)

K. Gray

approval

On February 13th, 2025 the Programs and Services Committee met to receive an informational presentation on the College Quality Assurance Audit Process (CQAAP). The committee also approved the Program Advisory Committee nominations and made the following recommendations for approval:

Recommendation: That the Board of Governors approves the Programs and Services Committee recommendation to approve the Full Stack Software Development (FSDS/FSDO) triennial report.

Recommendation: That the Board of Governors approves the Programs and Services Committee recommendation to approve the suspension of the following 2-yr Post-Graduate Certificates:

- Applied Manufacturing Management, Advanced Material Processing (AMMS)
- Advanced Industrial Systems and Automation (ADAS)
- Quality Engineering Management (QEMS)
- Biomaterials and Chemical Laboratory Analysis, Applied Science (BCAS)
- Construction Project Management (CPMS)
- Canadian Culinary Operations (CCOS)

AND 1-yr Post-Graduate Certificates, Cannabis, Natural Health Products and Biomaterials (CNHP) Program, effective Fall 2025.

Recommendation: That the Board of Governors approves the Programs and Services Committee recommendation to suspend the 2-yr Graduate Certificate Program, Interprofessional Practice – Gerontology (IPGS) Program, effective Fall 2025.

Finance and Property Committee

S. Dickson

approval

Board Policies (attachment)

The Committee reviewed and updated Policy #4-008 College Safety Policy as part of the triennial review to align with the Ontario Occupational Health and Safety Act.

Recommendation: That the Board of Governors approves the Finance and Property Committee recommendation to approve the reviewed and revised Policy # 4-008 College Safety.

Executive Committee (attachment)

T. Lee

approval

The Executive Committee met on February 19, 2025 to review the Winter Forecast Update and discussed the status of Board recruitment. As part of the Board’s triennial policy review, the Committee reviewed Board policies 1-001 Governance and 4-001 Requests to Present to the Board with no changes recommended.

Recommendation : That the Board of Governors approves the Board Executive recommendation to approve reviewed policies 1-001 Governance and 4-001 Requests to Present to the Board.

Nomination Committee

T. Lee

approval

2025 External Recruitment

Tania Lee, Dean Pearson, and Dave Park’s 2nd terms end on August 31, 2025. Recruitment began for individuals with experience in the following sectors: Manufacturing and Petrochemical, Small and Medium Enterprises (SMEs), Retail and Wholesale Trade, as well as Agriculture, Rural, and Related Industries. Interviews will take place the week of February 24th and March 3rd.

**Programs and Services Committee
Program Suspension Briefing Note
February 13, 2025**

PROGRAM NAME & CREDENTIAL

2-yr Post-Graduate Certificates

- Applied Manufacturing Management - Advanced Material Processing (AMMS)
- Advanced Industrial Systems and Automation (ADAS)
- Quality Engineering Management (QEMS)
- Biomaterials and Chemical Laboratory Analysis - Applied Science (BCAS)
- Construction Project Management (CPMS)
- Canadian Culinary Operations (CCOS)

1-yr Post-Graduate Certificates

- Cannabis, Natural Health Products and Biomaterials (CNHP)

OVERVIEW

The 2-year Ontario Graduate Certificate programs listed above were designed to enhance international student's previous education and provide additional knowledge and skills in their specific fields preparing them for employment in Canada.

The one-year Ontario Graduate Certificate program (CNHP) had significant overlap with the second year of the Biomaterials and Chemical Laboratory Analysis – Applied Science (BCAS) program and was dependent upon enrolment in the BCAS program to be financially viable.

PROGRAM CONCERNS

The programs listed above no longer provide graduates eligibility for a Post Graduate Work Permit (PGWP) upon graduation and therefore there is no longer demand for this group of programs. There are currently zero students predicted for the programs for Fall 2025.

As of January 17th, none of the listed graduate certificates have more than two applications, many have zero applications, consistent with our projections of zero students for the Fall 2025 semester in these programs.

IMPACT ON OTHER COLLEGE FUNCTIONS

The Program Advisory Committee members and local employers will be contacted regarding the program closure. Closure of the program will reduce program options for international students.

HUMAN RESOURCES

Processes for assessing the Human Resource impacts will be considered in accordance with Article 27.06 of the Academic Collective Agreement.

OPPORTUNITY FOR CURRENT APPLICANTS

Any current applicants will be contacted and counselled regarding alternative program options.

RECOMENDATION

Given the ineligibility of graduates in this field for PGWP, and the resulting projection of zero students for Fall 2025, it is recommended that the following motion be approved:

That the Programs and Services Committee recommends to the Board of Governors the suspension of the following 2--yr Post-Graduate Certificates Programs:

- Applied Manufacturing Management - Advanced Material Processing (AMMS)
- Advanced Industrial Systems and Automation (ADAS)
- Quality Engineering Management (QEMS)
- Biomaterials and Chemical Laboratory Analysis - Applied Science (BCAS)
- Construction Project Management (CPMS)
- Canadian Culinary Operations (CCOS)

AND the Cannabis, Natural Health Products and Biomaterials (CNHP) 1-yr Post-Graduate Certificates Program, effective Fall 2025.



**Programs and Services Committee
Program Suspension Briefing Note
February 13, 2025**

PROGRAM NAME & CREDENTIAL

2-yr Graduate Certificate Program - Interprofessional Practice – Gerontology (IPGS)

OVERVIEW

The Interprofessional Practice – Gerontology Ontario Graduate Certificate program listed above is a 2-year program designed for international students. This program was designed to enhance and build upon previous healthcare education and provide additional knowledge and skills, preparing the students for employment in Canada.

PROGRAM CONCERNS

Recent changes to the list of programs providing students eligibility to the Post Graduate Work Permit (PGWP) upon graduation have resulted in a drastic reduction of international demand for this program. The IPGS program is no longer PGWP eligible and therefore is predicted to have zero students.

IMPACT ON OTHER COLLEGE FUNCTIONS

The Program Advisory Committee members and local employers will be contacted regarding the program closure. Closure of the program will reduce program options for international students.

HUMAN RESOURCES

Processes for assessing the Human Resource impacts will be considered in accordance with Article 27.06 of the Academic Collective Agreement.

OPPORTUNITY FOR CURRENT APPLICANTS

All current applicants will be contacted and counselled regarding alternative program options.

RECOMENDATION

Given the ineligibility of graduates in this field for a PGWP, and the resulting projection of zero students for Fall 2025, it is recommended that the following motion be approved:

That the Programs and Services Committee recommends to the Board of Governors the suspension of the Interprofessional Practice – Gerontology (IPGS) 2-yr Graduate Certificate Program, effective Fall 2025.

4-008 – College Safety

MOTION: 2014-54

DATE APPROVED: November 27, 2003

SUPERSEDES: Policy No. 4000-3-1, February 28, 1991

REVIEWED: ~~March 3, 2022~~ February 27, 2025 – ~~No Changes – Motion No. 2022-7~~

POLICY NO: 4-008

The Board of Governors of The Lambton College of Applied Arts and Technology recognizes the legal and moral responsibilities of the College to provide ~~for the safety of all staff~~ a safe and healthy work and educational environment for all employees and students by maintaining a safe and healthy place in which to work, teach, study, live and conduct research.

No aspect of the College administration or operations is of greater importance than the safety of staff, students, and visitors. Every practical measure will be taken to protect all persons on its premises from occupational illness or injury due to accidents.

The objective of the College Safety Policy, consistent with the overall objectives of the College, is to minimize the risk of personal injury/illness or property damage through ~~the~~:

1. ~~the~~ provision of safe facilities, equipment, and materials, and protective devices;
2. ~~Establishment~~ the establishment of safe practices, procedures and measures which are strictly observed; and
- ~~2.3. encouraging a culture of safety with the ongoing development and enhancement of the Internal Responsibility System;~~

The President will establish procedures to ensure that:

- ~~3.4.~~ All existing federal, provincial, and municipal legislation in the field of safety is complied with and the standards enumerated in such legislation as the Workplace Safety and Insurance Act and the Occupational Health and Safety Act, and Regulations are accepted as minimum requirements.
- ~~4.5.~~ Safe and healthy work conditions are maintained and that safe work practices, procedures and measures are followed by all employees, students, and contractors.
- ~~5.6.~~ Individuals in supervisory positions recognize and accept that the responsibility and accountability for safety in their area rests with them; take the necessary, positive, corrective action on all accident causes and workplace hazards as they are identified; and ~~4)~~ students and clients of Lambton College have safe study and living conditions on campus.

THE BOARD OF GOVERNORS OF THE LAMBTON COLLEGE OF APPLIED ARTS AND TECHNOLOGY

POLICY ON GOVERNANCE

Motion: 2003-73
Date Approved: November 27, 2003
Supercedes: April 23, 2015
Reviewed: February 27, 2025 Amended: No Changes 2025 - icy No.: 1-001

In October 2002, The Lambton College Board of Governors confirmed that it would continue to operate by employing a Policy Governance Model. This model defines the role of the Board and the Board-Management partnership.

Central to this model is the understanding that the Board governs on behalf of its community. The Board's primary function is to steer the College to the realization of its opportunities and the fulfillment of its obligations to its students, community, clients, and employees. The Board is responsible for defining the role, mission and strategic directions of the College. The Board also has responsibility for fiduciary oversight and institutional performance.

All policies of the Board and all decisions that are made by the Board are done for the best interest of the institution as a whole, not for particular constituents. Strategic Plans and Board Policies are reviewed on a regular basis to ensure currency and relevance.

ROLES AND RESPONSIBILITIES OF THE COLLEGE BOARD

- Represents the College to the Community and does so with a single and united voice.
- Represents and connects with the community.
- Oversees the development and implementation of the Strategic Plan.
- Monitors institutional performance against strategic priorities and directions and College values.
- Hires and evaluates the President.
- Establishes and oversees the College budget.
- Ensures policies and procedures are in place to accomplish:
 - effective utilization of financial resources
 - quality education and training services provided to students
 - accessibility of programs and services within the community.
- Ensures process in place to conduct regular performance reviews of Board effectiveness.
- Defines Board-President relationship and Executive Limitations through Board Policies.

The accountability of the Board is to the students of Lambton College, the community and the Province of Ontario. In achieving the College's mission and strategic directions, the Board encourages diversity of viewpoints when developing policy or debating issues requiring decisions. The Board provides strategic leadership rather than administrative detail, clearly distinguishes between Board and staff roles, and is proactive rather than reactive. To this end, the Board will govern with excellence and seek to continually develop as a Board. The Board will on a regular basis review its own performance and when necessary take action to improve its effectiveness.

**LAMBTON COLLEGE BOARD OF GOVERNORS
POLICY ON GOVERNANCE
1-001**

The Executive Limitations policy describes from the Board's perspective the boundaries of what are acceptable actions by management in achievement of the College's Strategic Plan. The Executive Limitations direct the President and the College staff and make it possible for the Board not to be involved in the day-to-day operations of the College, yet control its range of acceptability.

ROLES AND RESPONSIBILITIES OF THE CHAIR

- The Chair is responsible for setting meeting agenda and conducting Board meetings in an orderly fashion according to the by-laws.
- The Chair is the communication link between the Board of Governors and the President, Colleges Ontario and the College Employer Council (CEC) or its successor.
- The Chair is the only official spokesperson for the Board, unless he or she delegates this role to other Board members or officers of the College.
- The Chair is generally responsible for ensuring that the Board, with the assistance of the President, gets all necessary and relevant information. Board members, however, must also take the initiative to seek information as required and stay apprised of College business that affects their governance role.
- The Chair is responsible for the interpretation of Board by-laws and Board resolutions and policies.

BOARD COMMITTEES

From time to time, the Board may appoint Board members to standing committees and/or task forces, in accordance with the Operating By-law, to act in an advisory capacity to the Board.

Board committees will conduct themselves according to the following principles:

1. Board committees may not speak or act for the Board except when formally given such authority for specific and time-limited purposes. Such authority will be carefully stated in order to ensure that it does not conflict with the authority of the Board, the Chair or the President.
2. Board committees will assist the Board in doing its job by preparing decision-making alternatives and options for the Board to deliberate.
3. Board committees will not exercise authority over staff and/or operations. The President does not need approval of a Board committee before taking an executive action providing it is within the boundaries defined by the Board in the Executive Limitations Policy.

The Board has the following standing committees:

- a) the Executive Committee
- b) the Finance & Property Committee (also serves as Audit Committee)
- c) the Programs and Services Committee
- d) the Nominating Committee, and
- e) the Executive Performance and Compensation Committee.

GOVERNOR'S CODE OF CONDUCT

The Board of Governors expects of itself and its members ethical, business-like and lawful conduct and shall have a policy on ethical conduct.

CONFLICT OF INTEREST

The Board shall have a conflict of interest policy that is in accordance with the Minister's Binding Policy Directive on Conflict of Interest issued April 2003.

CONFIDENTIALITY

Governors must not divulge confidential information obtained as a result of their Board position unless legally required to do so.

INDIVIDUAL AUTHORITY

Governors will not attempt to exercise individual authority over College operations except as explicitly set forth in Board policies or by-laws. This is not intended to restrict internal Governors, who are elected by students, support staff, administrative staff or faculty, from fulfilling their roles within their constituency groups, or from being accountable to their constituents.

4-001 - Requests to Present to the Board

MOTION: 2014-44

DATE APPROVED: November 27, 2003

SUPERSEDES: November 27, 2008

REVIEWED: ~~March 3, 2022, Motion #2022-7 No changes~~ February 27, 2025, Motion #

POLICY NO: 4-001

Introduction

The Board of Governors of Lambton College believe in being accessible to the communities the Board serves. In that regard, the following procedures shall ensure accessibility for presentations that are relevant to the work of the Board, and an orderly manner in which presentations are to be made.

The following procedures are in place for the Board to receive delegations, presentations and/or briefs at the open session of a Board meeting.

Procedure

1. Any interested group that wishes to meet with, or present a brief to, the Board will contact the Board Executive Assistant and provide the following information in writing:
 1. the name of the organization and the names of the people who wish to present to the Board;
 2. the name of the person designated by the group as their spokesperson;
 3. the topic to be discussed, with a brief summary of the main points.
2. The Board Chair, in consultation with the President will decide to grant or deny the requests. Should the request be granted, the Board Executive Assistant will advise the organization or group of the time and date for the presentation. Should a request be denied, the Chair will bring this to the attention of the Board at the first meeting of the Board following the denial. The organization or group will be advised via written correspondence from the Chair as to the rationale for denying the request.
3. Delegations will be limited to a predetermined time specified by the Chair, and notified accordingly.
4. A delegation may make an oral or written presentation to the Board and be questioned by Board members about the presentation.
5. Individuals or groups appearing before the Board will be welcomed and introduced by the Chair. The spokesperson will be told how much time is available to them and will be permitted to make their presentation without interruption. At no time during the meeting will Governors enter into direct discussion with the spokesperson or any member of the delegation. Governor questions will be posed to the delegation through the Chair to clarify a point made during the presentation. When the Chair is satisfied that all points have been clarified, the Chair will close the presentation by thanking the spokesperson and informing them that the Board will consider the matter.

6. However, in all cases, the spokesperson, or someone named by them will be informed of any action taken by the Board pertinent to the presentation. The matter shall thereafter be directed to the appropriate Board committee for further consideration, if appropriate.
7. Questions concerning the foregoing should be directed to the Chair of the Board.