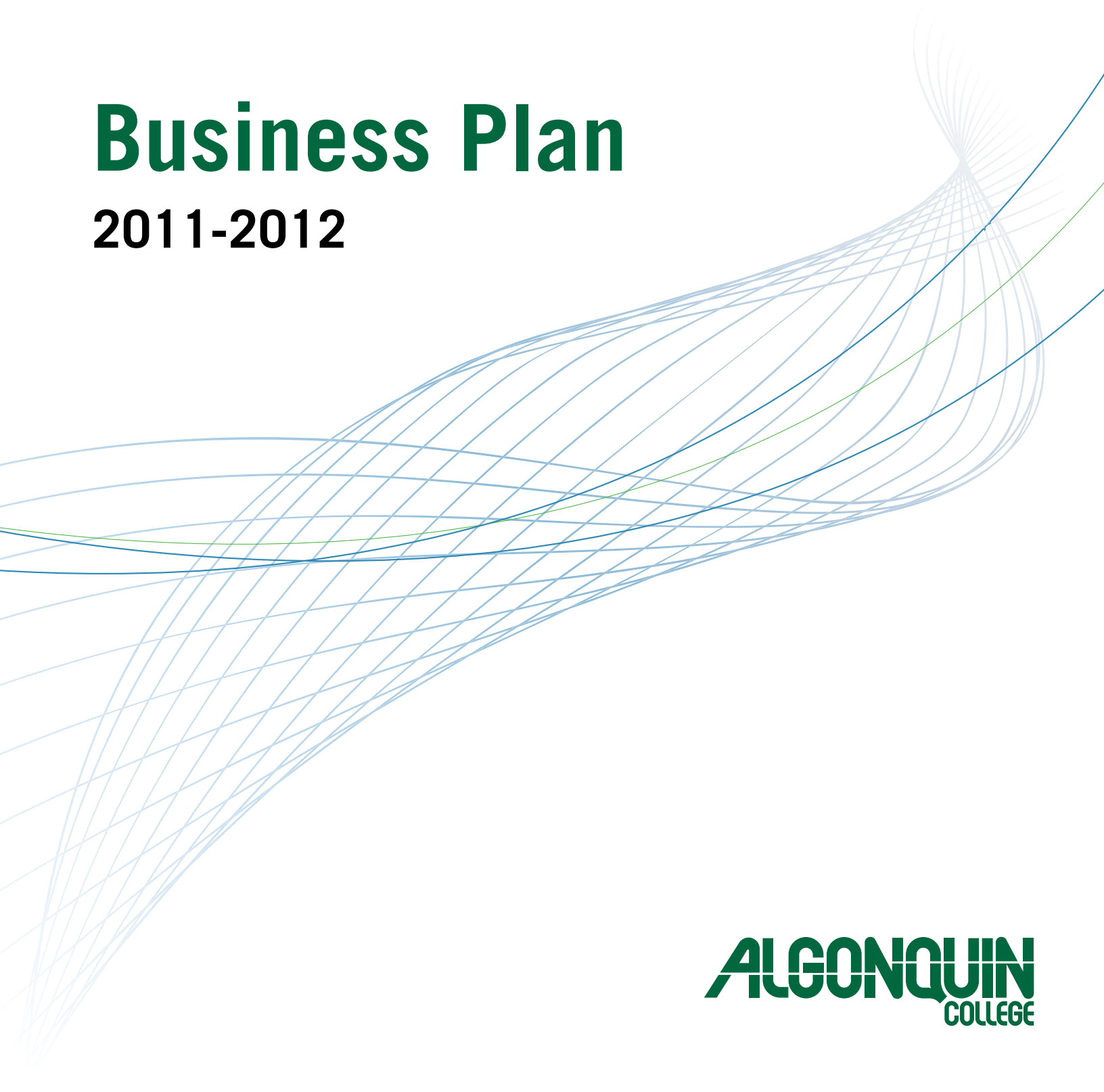
A L G O N Q U I N C O L L E G E

Business Plan

2011-2012



ALGONQUIN COLLEGE

2011/2012
Business Plan Outline

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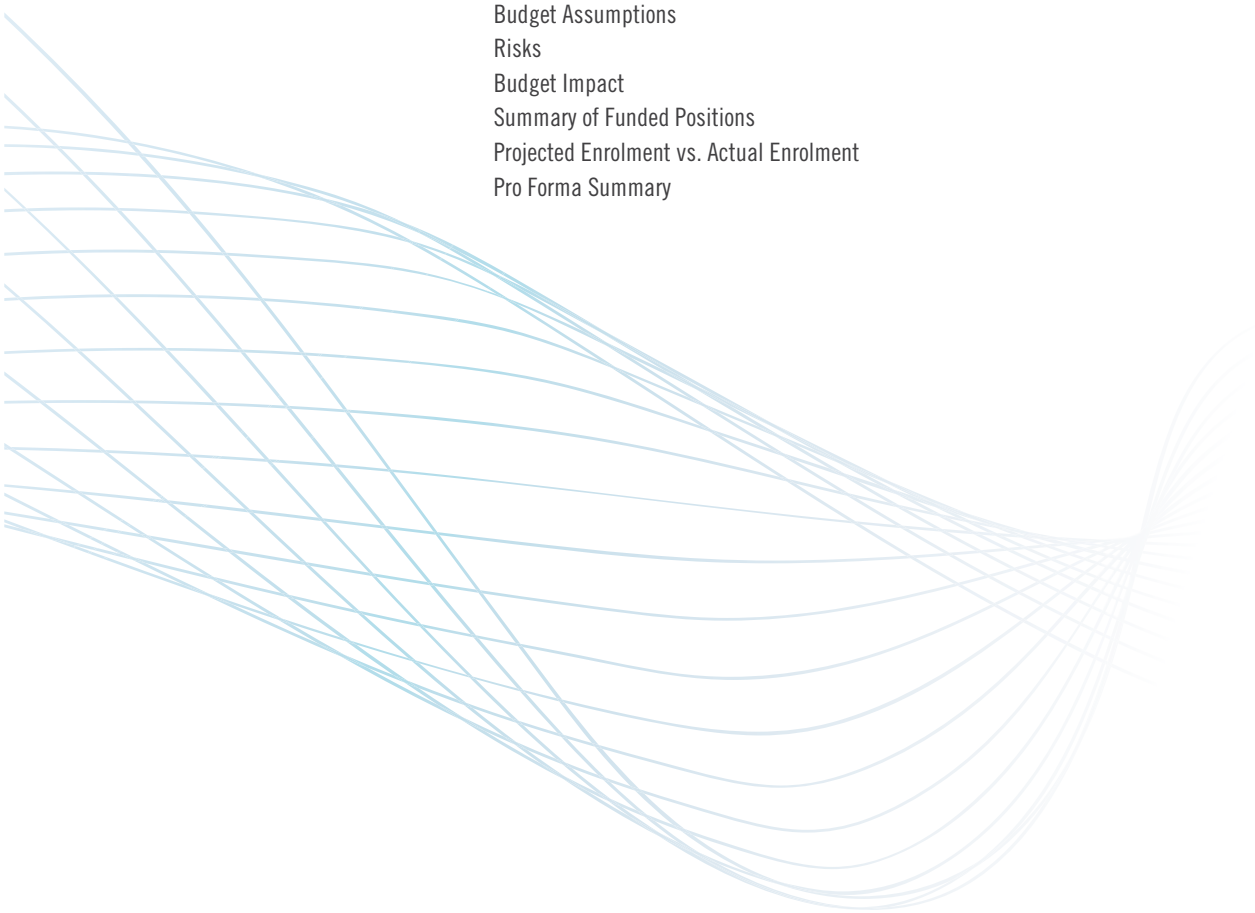

MESSAGE FROM THE PRESIDENT

The 2011-2012 Business Plan is focused on eight strategic areas which are mission-critical for the College to achieve its overall goals and objectives as described in its current Strategic Plan 2008-2013, its transformation plan, as well as the Multi-Year Accountability Agreement. The eight strategic areas of focus are recruitment, enrolment, retention, graduation rate, mobile learning, online learning, employee development, and financial stability.

In presenting this year's Business Plan, we acknowledge that we are living in times of significant financial uncertainty, changing demographics, skilled labour shortages, and a lack of clear direction for post-secondary institutions as they try to address the often conflicting needs and demands of their students. Today, demand exceeds our ability to supply given fiscal constraints, particularly for the high-demand programs. Access also poses challenges as colleges try to allow as wide a range of students to attend as possible, which sometimes leads to increased retention problems and lowered graduation rates.

Even new buildings, as great as they are to have, pose operating cost issues as funding for capital expenditures does not recognize increased operating costs. Algonquin is committed to becoming a digital college in a "Bricks and Clicks" environment where students have the choice of on-campus, hybrid, or online learning delivery modalities delivered increasingly through mobile devices, where "anytime, anyplace, anywhere" education and training are becoming a reality. Such delivery options are helping the College to address AODA challenges, as well as giving options for students who cannot easily adjust their personal circumstances to fixed time-and-place traditional timetables.

The College is delivering more theory courses online but must rapidly expand its applied learning spaces so that its commitment to its applied learning mandate can be met. The College is also reaching out to international students who want a Canadian college experience and as well, establishing learning partnerships in other countries which enhance the options for both foreign and domestic students. In addition, in recognition of the need for knowledge workers in this new economy, the College is expanding its opportunities for worker re-skilling, as well as for on the job re-training through corporate and contract training to ensure that existing workers have the skill set that the employers need to keep their businesses successful.

Each area of the Business Plan is supported in the 2011-2012 budget and has clear metrics for achieving the outcomes. The College, supported by the Board of Governors, is committed to achieving the outcomes listed in this plan, as well as any new initiatives announced by the government when it releases its new plan for post-secondary education in Ontario.

Robert Gillett - **President**

OUR VISION, MISSION AND CORE VALUES

Algonquin College's organizational philosophy is defined by our **vision, mission** and **core values**. These critical elements describe who we are, what we want to achieve, and what will guide our decision-making on a daily basis. The vision sets out the ideal state that we want to achieve and the mission identifies our purpose, while the core values articulate our most fundamental beliefs and the behaviours expected of employees and students. Combined, the vision, mission and values set the context for the development and evaluation of the Strategic Plan for 2008-2013 and for the long-term development of the College.

OUR VISION

Algonquin College will be a leading Canadian college recognized for its unique programs, services and support systems which lead to student success.

OUR MISSION

Algonquin College will prepare students to achieve academic and career success.

OUR CORE VALUES

CARING

We have a sincere and compassionate interest in the well-being of the individual.

LEARNING

We believe in the pursuit of knowledge, personal growth and development.

INTEGRITY

We believe in trust, openness, honesty and fairness in all relationships and transactions.

RESPECT

We value the dignity and uniqueness of the individual.
We value equity and diversity in our community.

MULTI-YEAR ACCOUNTABILITY AGREEMENT (MYAA) FOR 2010-2011

The 15 system-wide indicators are as follows:

1. Enrolment – Headcount
2. Underrepresented Students
3. Compliance with the Student Access Guarantee (SAG) in 2010-2011
4. Participation in the Credit Transfer System
5. Class Size
6. eLearning
7. International
8. Supply Chain Compliance/Broader Public Sector Accountability Act
9. Space Utilization
10. Student Satisfaction
11. Graduation Rate
12. Graduate Employment Rate
13. Student Retention
14. Quality of the Learning Environment
15. Ten Percent Reduction in Executive Office Costs for 2011-2012

The Ministry has recently released reporting requirements for the Multi-Year Accountability Agreements for 2010-11, including a deadline of September 30, 2011. The Business Plan will be updated upon receipt of the enrolment and performance data from the Ministry that will permit completion of the MYAA Report Back for 2010-2011.

FACTORS OUTSIDE THE CONTROL OF THE COLLEGE

- Tuition fees
- Operating funding
- Capital funding
- Shifting student demand and enrolment patterns
- Accreditation requirements of external agencies
- MTCU directions
- Changes in government directions
- Changes in technology requirements
- Cost of unfunded maintenance
- Cost of technology upgrades
- Change in student profile
- Increase in number of disabled students
- Union challenges
- Increased cost of accountability initiatives
- Student technology expectations
- Cost of bandwidth increases

OPERATIONAL OUTCOMES, MAJOR ACTIONS AND MEASURES

1. Recruitment

The College will increase the number of applications for programs outside of the top sixty high demand programs by 10%.

Goals	Initiatives	Measures
1.1 Continue to seek productivity improvements in all areas of College operations.	Introduce follow-up client survey as standard operating process for recruitment presentations.	200 client surveys completed.
	Pilot Recruitments Salesforce CRM and email marketing automation.	Results presented to PEC by December 31, 2011.
	Automate production of printed monographs using GeneSIS data.	Project completed by December 31, 2011.
1.2 Increase College recruitment efforts to targeted groups where growth is possible and there are good employment prospects.	Implement College Recruitment and Marketing Plans.	Increase to 42% in first choice Fall semester applications in target areas.
		Increase by 7% applications for programs outside the top sixty high demand programs. Increase applications for all other programs by 3%.
		Increase by 15% the number of unique website visits to program websites outside the top sixty high demand programs. Increase by 6% the number of unique website visits to all other program websites, school websites and the prospective student website.
		Annual Recruitment Plans presented and approved by the College Enrolment Management Committee by October 31, 2011.
		Stage 3 of College branding exercise completed by July 31, 2011.
1.3 Identify post-secondary best practices in recruitment, marketing and communications.	Best practices reports drafted annually.	5 Best practices reports submitted to the College Enrolment Management Committee by December 31, 2011.
1.4 Commit to the introduction of new technologies in the recruitment of prospective students.	Develop a College virtual tour environment.	Phase 1 of Virtual Tour microsite launched by July 31, 2011.
	Review College website information architecture and identify benefits of moving to portal environment for prospective students, current students, employees and alumni.	Website Information Architecture and Portal Strategy presented to CTC by Dec. 31, 2011.
	Develop online recruitment virtual open house capabilities.	Host minimum of 5 online recruitment virtual open houses.

2. Enrolment

The College will find unique ways to create more access to the top sixty high demand programs while also increasing enrolment in the middle ninety programs by 10%.

Goals	Initiatives	Measures
2.1 Support the academic area's initiatives related to Curriculum Design and Strategic Enrolment Management.	Identify the implications for academic scheduling of: • Common core courses • Smart Classroom 2.0 • Mobile program conversion • SPSP recommendations re: programs	Implications identified and evaluated and a plan developed to accommodate appropriate changes in academic offerings and delivery modalities by October, 2011.
2.2 College-wide Strategic Enrolment Management Plan and structure developed and in place.	Develop and implement a strategic enrolment management plan.	Framework ready by September, 2011.
	Develop an optimal growth model (to include WFUs and premiums attached to International, Second Career and WSIB).	Increase the projected average WFUs for the College within two years from 1.20 to 1.24.
2.3 Increase international student enrolment to become 4th largest Ontario College by 2013.	Develop an International student enrolment plan to guide recruitment activities.	Plan developed by June 30, 2011.
	Increase International student enrolment in FTPS and ESL programs through expansion of pathway agreements with international partners and increased use of web recruitment.	1047 FTE International post-secondary students enrolled by March 31, 2012.
		2511 FTE ESL students enrolled by March 31, 2012.
2.4 Expand opportunities to provide staff, students and clients with international and inter-cultural experiences	Increase the overseas presence of the Algonquin Language Institute.	ESL assessment and delivery launched by March 31, 2012 at one new overseas campus.
	Deliver international programs in partnership with off-shore institutions.	Two new programs offered in partnership with off-shore institutions by March 31, 2012.
2.5 Expand applied research opportunities for staff, faculty and students.	Engage faculty and clients to work towards more applied research projects involving students.	500 students engaged in applied research projects by March 31, 2012.
2.6 Create an Algonquin College Personal Development Institute (PDI).	Implement PDI business plan.	PDI business plan Phase 1 implemented. Secured $1.5 M in revenue by March 31, 2012.

3. Retention

The College will increase its semester retention rate from 81.9% to 83%.

Goals	Initiatives	Measures
3.1 Increase student retention to 83% and graduation rate to 64%.	Provide initiatives which enhance faculty competence for dealing with retention challenges.	Deliver PD for faculty based on the Professor of the 21st Century to help increase student engagement and increased retention.
	Implement the Student Success Centre, including Student Success Specialists and Academic Advisors, as well as key additional services during peak times.	Client service enhancements in place and client demand tracked. Design plans finalized for Student Success Centre in Student Commons.
3.2 Work collaboratively with Student Success Specialists and Academic Advisors to promote student retention.	Provide one-stop service where students go for help and information, as well as student success strategies.	Services tracked and measured against improved enrolment and retention targets.
3.3 Work collaboratively with appropriate college departments and individuals to promote student retention.	Academic identification and tracking of students at risk established within the first 3 weeks of class. Student Services will provide the appropriate follow-up services (some of which are available online) to students identified at risk, within the first 5 weeks of class.	Analysis of results of outreach contacts to at-risk students and subsequent academic performance provided within three weeks of term end.
	Enhance Client Service and “closing” rates through the expansion of the electronic Late Application Process and online fee deferrals.	Increase of 10% in “closing” rates of Late Applications.
	Increase the number of students involved in volunteering experiences on campus to help improve student retention and utilize Community Learning.	Number of ongoing student volunteers increased from 25 to 50 by December, 2011.
3.4 Enhance service provided to students via the Student Success Desk by opening the Student Success Centre in appropriate space.	Increase services provided in the Student Success Centre, including Student Success Specialists, Academic Advisors, IEC rep and other key services during peak times.	Monitor student activity. Develop an at-risk student list and follow-up on requests for assistance.
	Foster cross-learning amongst the various services; clarify the roles of Student Success Specialists, Academic Advisors, Coordinators; and Counsellors; and provide data for ongoing update of ASK Algonquin (FAQ) application.	ASK Algonquin implemented as a mobile application and updated on a regular basis, by tracking of questions being asked at the Student Success Centre and through Live Chat.

Goals	Initiatives	Measures
3.5 Define and promote the One-Stop Service model, engaging other related services in the discussion.	One-Stop Service model defined for telephone, virtual and in-person service.	One-Stop Service model defined for telephone, virtual and in-person service, with consequent business and software requirements documented by October, 2011.
	With allocation of Advancement resources for web development and social media, implement a Student Services web presence to ensure direct access to One-Stop Service for all Student Services departments.	Fully integrated Student Services web presence, enabling one-stop online service implemented by November, 2011.
	Develop short videos to market online the Student Support Services in the Residence. This will help many students prepare better for move-in as well as give information to students before they move in (e.g. International students).	Videos descriptive of Student Support Services in Residence launched online by mid-April. Track the number of hits. Every Student Support Service has a specific email inquiry link. Inquiries are tracked and actioned.
	Develop and deliver a CSD Podcast providing information on the services in an online "learning-on-demand" format. Delivery will be interactive with "avatars" so that new and returning students will be familiar with the CSD offerings.	Measure volume of usage on the site. Solicit feedback from students on the prototype and implement changes as required.
3.6 Explore and evaluate new model for Health Services with implementation date Fall, 2013.	Hire interim Health Services Administrator for transition years 2011-2013.	Administrator hired by July, 2011 and plan developed to address space and service level issues in Health Services by December, 2011, for implementation in 2012/13.
3.7 Begin to introduce more post-admission testing to ameliorate the admission process.	Using Accuplacer, support post-admission testing by introducing new inclusive (accessible) and innovative practices for post-admission Math and English diagnostic testing to support student success.	Track and report success rates for students identified as "at risk" and implement support initiatives.
3.8 Integrated communications strategy for new and returning students to increase the likelihood of their success.	Cross-College collaboration to develop a new template for ACSIS that will serve as the student portal (One-Stop Shopping).	The look, feel and functionality of ACSIS will be updated and expanded to ensure new Algonquin students are better informed of and have access to both online and face-to-face services.
3.9 Enhance support for students and clients who require services at non-traditional times.	Strategy developed and implemented to maximize the effectiveness of in-person and online student support (evenings, weekends, summer and online).	Student support services available to 7:30 pm Monday to Thursday, and to 4:30 p.m. on Friday, and weekend hours.
		Online, live agent support available during normal operational hours, and online FAQ's available and in place for September, 2011.

Goals	Initiatives	Measures
3.10 A comprehensive pan-College retention plan will address, measure and evaluate key determinants of student success.	Develop a customized retention plan for each Faculty/School by June, 2011.	First phase of retention plan customized for each Faculty by June, 2011, with specific target metrics for improvement.
	Develop College-wide support for retention strategy.	All College Departments have communicated their understanding and commitment to support appropriate efforts within the College retention plan to achieve retention target.
	High enrollment and high failure rate courses developed in modular format to assist with credit recovery options and as alternatives for traditional in class delivery.	Convert 20 high enrolment/high failure rate courses to fully online modular format delivery by December, 2011.
	Improve pass rate (student success) of targeted courses where failure rate exceeds 30%.	Increase the pass rate by 10% for all courses that have a failure rate higher than 30% to achieve 70% pass rate.
	Augment the quality assurance processes for targeted programs with an independent external review.	All targeted program reviews include an external review component.
	Resource the roll-out of academic advising College-wide.	Select College coordinators, support staff and faculty assigned release time to roll-out College-wide academic advising.
	Pilot post-admission success testing for all students for January, 2012 intakes.	Post-admission success testing developed and piloted and impacts measured.
3.11 Promote student retention and increase graduation rate through bursaries and scholarships.	Increase endowments through the renewal of pledges and the creation of new awards and scholarships.	$1.2 M (matched) raised by March 31, 2012.
	Increase annual awards and scholarships through the renewal of pledges and the creation of new awards and scholarships.	$250K in annual awards and scholarships by March 31, 2012.
	Analyze international student retention and develop and execute a plan to improve retention.	Increased retention by 40 students over 2010/11- level.
	Increase the retention of Aboriginal and First Generation students.	Increased retention by 5% from current KPIs of Aboriginal and First Generation students.
3.12 Define and promote the One-Stop Service model, engaging other related services in the discussion to improve retention.	Implement a student service focused web presence to ensure direct access to one-stop service.	Student Services website and Phase 1 of Student Portal launched by August 31, 2011.

4. Graduation Rate

The College will increase its graduation rate from 62.9% to 64% by 2011.

Goals	Initiatives	Measures
4.1 Participate in the Data Collection and Reporting Provincial Credit Transfer Project by scoping the requirements for the preliminary data system changes to facilitate the tracking of transfer students and to build toward long-term accountability system for credit transfer. System must ensure measurable and auditable data including making provisions for the use of the OEN in connection with the credit transfer system.	Undertake credit transfer activities in accordance with the MTCU and Algonquin College contractual agreement dated January 17, 2011. Complete eligible activities as outlined in the Credit Transfer Institutional Grants Transfer Payment Agreement and timelines.	Completion of activities by June 30, 2011.
4.2 Target specific programs with retention/ graduation concerns and establish success strategies to address concerns or phase out programs.	Success strategies are defined and a plan proposed to resource, implement or phase out 10 programs with the lowest retention and graduate rate.	Plans implemented.

5. Mobile Learning

The College will continue to embrace the trend to mobile access by ensuring that all licensed software can be downloaded to mobile devices and that new apps are created to facilitate mobile access, learning and service acquisition.

Goals	Initiatives	Measures
5.1 Student mobile computing will be part of all College programs by 2015.	27 programs with mobile learning launched for September, 2011.	27 programs launched by September, 2011.
	Phase 2 Mobile Learning rollout to include an additional 40-50 programs to transition to a mobile format as determined by Deans' Council.	Specific identification of 50 Phase 2 programs by October, 2011 for September, 2012 implementation.
	Strategy for infrastructure and technology acquisition and faculty PD/training requirements for Phases 2 and 3 to be developed in consultation with Phase 1 faculty.	Mobile learning Phases 2 and 3 roll-out strategy presented to PEC by October, 2011.
5.2 Develop a strategy for increased use of student mobile computing to support the College's direction of going mobile by 2013.	Mobile website strategy developed.	Mobile website strategy presented to CTC by June 30, 2011.
	Phase 2 of mobile app development completed. (Including ASK Algonquin).	Phase 2 of mobile app development completed and deployed by August 31, 2011.
5.3 Target specific programs with retention/graduation concerns and establish success strategies to address concerns or phase out programs.	Success strategies are defined and a plan proposed to resource, implement or phase out 10 programs with the lowest retention and graduation rates.	Plan implemented.

6. Online Learning

The College will expand its online learning offerings through hybrid and full online modules by reviewing and adapting 20% of all courses and programs in each of the next five years.

Goals	Initiatives	Measures
6.1 Commit to creating a student-centred, flexible learning environment enhanced through the virtual delivery of programs and services within a mobile environment by September, 2013.	Top 40 programs reviewed and assessed for development of online courses.	25 additional, fully online programs identified for development by 2012.
	Convert 3 high enrolment in-class programs to fully online offerings to better meet student demands.	3 new programs developed for full-time online offering by December, 2011.
	Identify suitable courses for hybrid and online development.	100 hybrid and 20 online courses developed by December, 2011.
	Re-design the College's technical support model to address the needs of the mobile client.	Technical support model re-designed and implemented by December, 2011.

Goals	Initiatives	Measures
6.2 The Academic Area will lead in the development of new standards and processes for ensuring that the learning environment and technology supports for students and faculty are of the highest quality.	Under the leadership of Deans' Council, the Learning Environment Quality (LEQ) committee will be re-established and will provide guidance and recommendation related to the standards and service support requirements for all learning environments and common study spaces. This will include the required technologies and SLA's required to support traditional, mobile, and digital learning environments.	LEQ standards report presented to PEC by November, 2011. A detailed faculty/ student technology supports (FSTS) report on the level of service area support requirements to accommodate traditional, mobile and digital learners presented to PEC by November, 2011, for inclusion in budget and business plans for 2012/13.
		LEQ report used by the College Space and Infrastructure Committee to determine priority investments for 2012/2013.
6.3 Provide integrated communications to new and returning students to increase the likelihood of their success.	Expand the use of Salesforce/Marketo broadcast email functionality to Student Services and additional interested College departments.	CRM based broadcast email functionality implemented within Student Services by August, 2011.
6.4 Improve the access and quality of the College's online information.	Expand the College's Social Media efforts.	College Social Media Strategy drafted and presented to PEC by September 30, 2011.
		Prospective Student Facebook level of engagement increases from 700 to 1500 monthly active users.
		Referrals to College website by Social Media increase by 25%.
		2 Academic Program Blogs launched by departments by November, 2011.
6.5 Assess current Enterprise Resource Planning (ERP) and corporate systems and develop a strategy for the acquisition or development of new systems.	Assess new corporate systems models including Software –As-A-Service (SaaS), open–source ERP systems and consumer-based apps and develop an acquisition and/or development strategy.	New corporate systems models assessed and strategy developed by March 31, 2012.

7. Employee Development

The College will, through professional development, training, mentorship, and coaching, prepare its employees for new ways of delivering education and training and for leadership opportunities in the College.

Goals	Initiatives	Measures
7.1 Maximize professional development opportunities, (including mentoring, job-shadowing, cross-training) for each employee who expresses an interest in additional development.	Examine all leadership training initiatives to align with the College's succession planning and business plan objectives.	Identify employees who have expressed interest and offer appropriate training, mentoring, coaching and one-time special assignments.
7.2 Ensure all full-time and part-time employees are appropriately trained including mandatory AODA and WHMIS training.	AODA and WHMIS training have been added to new employee orientation. Monitor compliance on a weekly basis.	100% of all full-time employees have completed this training.
7.3 Examine the requirements for AODA Employment Accessibility Standard.	HR to take lead role in establishing the AODA Employment Accessibility Standard Working Group Committee.	Government compliance achieved for all AODA requirements. Report training progress using AODA annual accessibility report.
7.4 As part of the succession plan, identify positions that require a critical skill set that are at-risk due to limited human resource capacity and determine the essential skill set of each, thereby ensuring sustainability of operations.	Implement cross-training for "at risk" positions with backup plans for each position.	Positions identified and cross-training initiatives are in place
	Complete Phase 1 of the Succession Plan for the remainder of the College and Launch Phase 2 call. • Self Assessment. • Manager Assessment. • Employee/Manager Meeting Performance Development Plan	Phase 1 completed. Phase 2 launched.
7.5 Build the capacity to ensure internal resources are prepared for additional leadership roles.	Complete the administrative evaluations and provide relevant workshops through Centre for Organizational Learning to align with the College's business plan and succession opportunities.	Phase 1 completed. Phase 2 launched.
7.6 Foster an environment where opportunities to lead are available to all employees.	Increase leadership capacity and capabilities within the College by supporting those expressing interest via the Talent Assessment. Provide employees with the opportunity to lead a special project and/or assignment.	Employees provided with opportunities for the following: • Leadership training, as available. • Taking a leadership role in special projects and/or assignments.

Goals	Initiatives	Measures
7.7 Establish faculty credential and experience hiring guidelines.	Establish and communicate faculty credential and experience hiring guidelines to appropriate individuals and departments for hiring for Fall 2011.	New faculty credential and experience hiring guidelines established by April, 2011.
7.8 Professional development and technological training opportunities will align with the strategic directions of the College.	Develop a specific training strategy to meet the needs of the College's digital programming and mobile learning initiatives.	Training modules available to staff and faculty by September, 2011 with additional modules deployed by December 31, 2011. Professional Development with a focus on diversity, digital programming and mobile learning available beginning September 1, 2011.
	Develop and deploy College training programs/courses for WordPress CMS and social media best practices, in collaboration with the COL.	Curricula for Beginner, Intermediate and Advanced levels of WordPress and social media presented to COL by August 31, 2011.
		25 cross College staff registered for each stream (WordPress & Social Media) by March 31, 2012.
	Provide professional development opportunities in the use of online tools and resources with a focus on collaborative tools, and social networking.	Pilot the use of Salesforce Chatter within the Advancement Division and present findings to CTC by December 31, 2011.
		100% of recruitment staff, satellite College recruiters, and FLMOs have completed a minimum of 2 Salesforce Training sessions by Fall, 2011.
	All recruiters attend the provincial recruitment Annual Business Meeting.	100% attendance. Professional development in online collaborative tools and social networking resources provided by March 31, 2012.
7.9 Continuously review and update formal departmental orientation program for all new full-time and part-time employees.	Enhance and update departmental orientation program.	Departmental orientation review completed by August 31, 2011 and new program implemented.

Goals	Initiatives	Measures
7.10 Continue to seek productivity improvements in all areas of College operations.	Establish automated reports for recruitment, marketing and communications.	Solutions to be identified and scoped by August 31, 2011.
	Establish cost per Recruitment and Marketing Generated Lead formula.	Formula established and approved by College Enrolment Management Committee by September, 2011.
7.11 Develop an engagement survey for all employees for implementation in January, 2012.	Work with a consultant and other colleges to prepare and administer an engagement survey.	Survey completed in January, 2012.

8. Financial Sustainability

The College will, through professional development, training, mentorship, and coaching, prepare its employees for new ways of delivering education and training and for leadership opportunities in the College.

Goals	Initiatives	Measures
8.1 Physical Resources will initiate analysis of the impact of the AODA new Built Environment draft standards on upcoming College capital construction and renovation projects.	Individual projects will be analyzed by the Planning and Design teams and decisions made regarding investment in the new AODA requirements.	Analysis presented to PEC with each Capital Project.
		All Capital projects are AODA compliant.
8.2 Continue to implement Human Resources Four-Year Transformation Plan.	2011-2012 is Year 3 of HR four-year Transformation Plan. Develop new HR Business Plan which includes three priorities: Workforce Effectiveness, Talent Management, and alignment of all Leadership Training initiatives to the College's direction.	Human Resources Business Plan developed, approved and implemented.
8.3 Continue to seek productivity improvements in all areas of College operations	Examine both Collective Agreements to determine how the College can achieve productivity improvements.	Report tabled with PEC in October, 2011, indicating the changes required to improve productivity.

Goals	Initiatives	Measures
8.4 Build a baseline and monitoring procedures to reduce reliance on part-time resources.	Complete a workforce audit of all part-time resources. Development of an audit tool for future organizational design exercises. Hire a dedicated HR Specialist to focus on workforce complement strategy for full-time and part-time.	Baseline developed and monitoring process in place and targeted productivity metrics established.
	Develop a plan to mitigate the risks of relying on a part-time labour force while enhancing the College's ability to retain necessary skill sets.	Multi-year plan developed to transition the College's operations and resource capacity to support a workforce with enhanced productivity, continuity and retention.
8.5 Revision and updating of training session for Academic Chairs on Collective Agreement provisions on staffing and management of the staffing process.	Delivery of training program to all managers on managing staffing to meet all of the terms and conditions of the Collective Agreement.	Chairs, Deans, Directors and Academic Managers up to date on all obligations of the Collective Agreement.
8.6 Increased support for managers in grievance/ arbitration process.	Grievance file is reviewed with appropriate manager in all cases in advance of step meetings and support is provided to manager throughout the process.	Support services in place.
8.7 Continue the Value Stream initiatives to achieve service improvements and savings and/or redeployment of resources.	Implementation of value stream initiatives to achieve service improvements and savings/ re-deployment of resources.	Measure overall usage of sick leave and develop wellness initiatives. Monitor reduction in vacation accumulation and temporary payroll dollars.
	Conduct business process review of Co-op Department and Employment Services to maximize the benefit to Algonquin, its students and its employer contacts. Continue to work with Finance to implement and refine e-commerce online payment functionality. Realize improved operational efficiencies and client service enhancements within selected processes.	Service improvements realized and resources redeployed (if applicable), based upon Value Stream project results.

Goals	Initiatives	Measures
8.8 Phase 2 SPSP Services Review: Measure and report service performance for each service offered.	Implement service performance metrics (as established by March 31, 2011 through SPSP review).	Baseline service performance data available for each service.
		SPSP2 launched for completion target of June, 2012.
8.9 Implement recommendations from Phase 1 of SPSP review.	Action taken on all recommendations of Phase 1 SPSP as approved June 28, 2010.	Report provided to the Board of Governors on the implementation of recommendations for Phase 1 SPSP by June, 2011.
8.10 Continue to support Strategic Programs and Services Planning Project implementation.	Implement recommendations emerging from value stream assessment to automate disbursement of bursaries.	Recommendations implemented to automate disbursement of bursaries by March 31, 2012.
	Conduct value stream assessment of international agreement process.	Assessment completed by March 31, 2012.
	Develop and begin implementation of a five-year plan to cover the cost of the Foundations operations through funds raised.	Cost recovery plan developed and implementation initiated by December, 2011.
	Support the SPSP secretariat with communication support.	SPSP 2 Communication Plan drafted and approved by SPSP Secretariat by June 30, 2011.
	Establish an annual Service Quality Review process, similar to the existing Program Quality Review process, to establish a framework that ensures that services are regularly assessed, measured, updated and enhanced.	Draft framework established and resource requirements identified for next year's budget by October, 2011.
	Establish a strategy to maintain and increase the College's system share of WFUs is reported in the annual General Purpose Operating Grant calculation.	In conjunction with the SPSP project, establish metrics that will identify programs with the highest WFU values.
8.11 Realign procurement and expenses processes to comply with the Ministry's Broader Public Sector Accountability Act.	Develop updated policies and business processes, train staff on new procedures and implement practices to monitor College compliance with the new Broader Public Sector Procurement and Expenses directives.	New policies approved and posted on the College web-site and facilitated training sessions for staff conducted.

Goals	Initiatives	Measures
8.12 Deliver $150M of new academically focused facilities by Fall 2012.	1. Woodroffe: ACCE and associated City Transit Infrastructure: $107M - September, 2011 2. Perth: Renewal/Expansion: $12.3M - September, 2011 3. Pembroke Relocation: $36.3M - September, 2012	All budget requirements and client needs met.
8.13 Ensure that the College is compliant with the Payment Card Industry Data Security Standard (PCI-DSS).	Implement systems and processes to secure and protect payment cardholder data and mitigate the risk of fraud.	Attestation prepared that confirms that the College is compliant with PCI-DSS.
8.14 Launch a one-card program incorporating appropriate College services across all campuses.	Students will be able to use their ID cards as a tender type for most financial transactions taking place at the College, including Perth and Pembroke.	Program launched throughout Ancillary Services and a number of College departments at all campuses August 31, 2011. Students will have the option to use their one card for all fiscal transactions at the College by March 31, 2012.
8.15 Continue the project to prepare a Campus Development Plan for the Woodroffe Campus by June, 2011.	Campus development plan to address the City of Ottawa requirements including storm water management, sanitary and storm sewer conditions, land use planning, and projected growth needs. Guidelines to address the sustainable development plan for the College.	City of Ottawa requirements met for issuing a site plan approval for the Student Commons facility. Meets the College planning needs for a Sustainable Development Plan for the next 20 years.
	Identify strategies to further reduce the reliance on bricks and mortar expansion to accommodate growth while leveraging technology solutions as a means to increase enrolment and graduation rates.	Strategy developed for consideration by the Alternative Growth Strategies Working Group by October, 2011.
8.16 Continue to work on a strategy to address the current parking excess demand.	Continue to assist TDM initiatives as identified by Physical Resources. Investigate and support alternatives to parking in order to alleviate current demand on parking resources.	Complete transportation demand analysis for the Woodroffe Campus. Development of a transportation management strategy compiled by December, 2011.
8.17 Initiate the development of an Enterprise Risk Management/ Business Continuity Plan framework.	The College has an established ERM/BCP framework that includes a prioritized risk catalog to support strategic and operational decision making.	Enterprise Risk Management policy drafted and presented to PEC for approval by November, 2011.
	Complete assessment of disaster recovery in the cloud and implement business continuity and disaster recovery strategy	Business Continuity Plan drafted and presented to PEC by November, 2011 and implemented by March 31, 2012.

Goals	Initiatives	Measures
8.18 Continue to reduce paper consumption.	Implement online fee deferral for OSAP recipients (via ACSIS) and online Late Application process.	10% reduction in paper usage achieved.
	Provide data electronically, whenever possible, to the College community. Post increased amounts of information to the web.	
	All Student Support Services publications will be available electronically in accessible format. Printing of these publications will be on-demand only.	
	Explore other scanning opportunities within all departments.	
	Implement online system in the entire School of Business in Fall, 2011, with expansion to all Schools by Fall, 2012.	
	Elimination of hard copy transcripts (annual savings of $30K), completion of numerous automation projects.	Paper transcripts eliminated.
	Pilot an Electronic Document Management System that will scan all full-time employee HR files.	Pilot completed by September, 2011.
	Re-develop the prototype for CSD online system for scheduling tests.	Increase the number of tests/exams booked online.
8.19 College program development will be guided by a multi-year programming strategy.	Identify and define program growth clusters, program roll-out to include degrees, certificates, diplomas, advanced diplomas, and graduate certificates for both domestic and international audiences.	College-wide Programming Strategy will be developed and presented to VPA by June 30, 2011.
8.20 Represent the expectations of a polytechnic by providing students with a full range of Ministry-approved credentials.	Initiate development of 3 new baccalaureate degree programs. Finalize the development of the four degrees currently in development.	3 new baccalaureate degree program proposals developed.
		4 baccalaureate degrees, currently under development, completed and submitted to PQAB by October, 2011.

Goals	Initiatives	Measures
8.22 Expand applied research opportunities for staff, faculty and students.	Continue to integrate internationalization learning outcomes within new programs and programs undergoing cyclical PQR.	Internationalization learning outcomes integrated within a minimum of 30 programs.
	Establish an implementation strategy to integrate internationalization learning outcomes within Annual Curriculum Review.	Implementation strategy to integrate internationalization learning outcomes within Annual Curriculum Review completed and approved by June 30, 2011.
8.22 Expand applied research opportunities for staff, faculty and students.	Build a culture of innovation through increased opportunities for research and experimentation with new teaching methodologies and research projects.	Each Faculty and School will engage in one new research project or experiments with a new teaching methodology and be ready to present at the Applied Research Day in April, 2012.
8.23 Prepare for potential future funding reductions.	Develop a College financial contingency plan.	Plan completed and presented to PEC by October 28, 2011.
8.24 Develop a general IT strategy for the College.	Conduct stakeholder consultation and develop an Information Communications Technology (ICT) strategy for the College.	ICT strategy completed by August 31, 2011.
8.25 Develop new training programs to address needs identified by key sectors.	Assess industry training needs through selected Sector Councils and develop training to address needs identified.	New training initiatives undertaken in partnership with two Sector councils by March 31, 2012.
	Identify and prioritize high value industry training requirements aligned with expertise and resources of the College to develop new training offerings.	Ten new customized training offerings developed by March 31, 2012 with key industry sector associations/councils.
8.26 Create the foundation for the virtual delivery of Corporate Training Services.	Implement new digital design and delivery methodologies for the delivery of public and custom training offerings.	Three new technology-enabled training offerings delivered by March 31, 2012.
8.27 Build and strengthen relationships with employment sectors and increase revenue through contract and non-traditional revenue activity.	Increase annual corporate training revenue to $4 M.	Secured $4 M in corporate training revenues by March 31, 2012.
	Secure $875 K in revenue from government funded contract activity.	$875 K secured by March 31, 2012 in revenue from government funded contract activity.

Goals	Initiatives	Measures
8.28 Strengthen relationship with regional office of Employment Ontario to become the lead agency for labour market development initiatives in Eastern Ontario.	Partner with Employment Ontario in the execution of two labour market initiatives.	Two labour market initiatives executed by March 31, 2012.
8.29 Expand business development opportunities.	Work with Employment Ontario to develop and implement a new labour market planning model.	Model developed and implemented by March 31, 2012.
	Liaise with community agencies, Employment Ontario and unemployed clients to maximize participation under the Second Career Strategy and achieve SCS revenue target.	$1.25 M Second Career Strategy revenue target achieved by March 31, 2012.
	Increase number of clients (industry, government, non-profits, and College departments) served.	165 employer clients receive corporate training services by March 31, 2012 for re-skilling of their workforce.
	Develop and implement a Strategic Partnership Model.	Five strategic partnerships implemented by March 31, 2012.
8.30 Increase efforts to seek external funding for applied research.	Submit applications to targeted research funding agencies.	One application to the Canada Foundation for Innovation's College program submitted by September 30, 2011.
8.31 Strengthen alumni outreach activities, including fundraising, by aligning Foundation and Alumni Office operations.	Review and update the Alumni Strategy.	Revised strategy implemented by March 31, 012.
	Develop a plan for e-fundraising.	Plan completed and implemented by March 31, 2012.
	Redevelop College Alumni website in accordance with the Alumni Tactical Plan.	Alumni website launched by July 31, 2011.
	Increased attendance at Alumni events.	100 guests attend the Alumni AGM in June, 2011.
	Transition to the use of Salesforce as the Alumni CRM.	Alumni Salesforce CRM installed, operational and handed over to the satisfaction of the Foundation by August 31, 2011.
	Develop an online giving capacity as part of the Alumni website redesign.	Online giving launched by June 30, 2011.
	Establish new gifts-in-kind through corporate linkages and strategic partnerships.	$1M in gift-in-kind donations raised by March 31, 2012.

Goals	Initiatives	Measures
8.32 Develop a Business Intelligence strategy to support strategic decision making.	Complete Phase I of the business intelligence strategy and assess business intelligence models and technologies for future implementation.	Phase I of business intelligence strategy completed by September 30, 2011. Assessment of BI models and technologies completed by December 31, 2012.
8.33 Raise the awareness of challenges and opportunities with the internal community.	Engage the College stakeholders in the 2013-2015 Strategic Plan development.	Strategic Plan Stakeholder Engagement Plan submitted to PEC April 30, 2011.
		500 College stakeholders participate in Strategic Plan Stakeholder engagement activities.
8.34 Engage the external community to increase contributions through gifts-in-kind and activities associated with the College's capital development plans.	Conclude capital campaigns for Perth ($ 1 M), ACCE ($7 M) and Pembroke ($2.5 M).	Additional $1.5 M raised for the ACCE capital campaign by March 31, 2012 achieving the $7M campaign goal.
		Additional $670 K raised for Perth capital campaign by March 31, 2012 to reach 100% of the target.
		Additional $900 K raised for the Pembroke capital campaign by March 30, 2012 to reach 100% of the target.
	Establish new gifts-in-kind through corporate linkages and strategic partnerships.	$1M in gift-in-kind donations raised by March 30, 2012.
8.35 Investigate and action opportunities to establish partnerships with external organizations and leverage resources.	Collaborate with the Students' Association in delivering the Student Commons Project by Fall, 2012.	Project is on budget and on schedule by March 31, 2012.
	Examine Alternative Financing and Procurement options to identify strategies to leverage other public sector and private sector resources with the objective of increasing the College's programming and service capacity.	Report with options identified for consideration for future capital expansion projects.
	Identify options for partnerships with other organizations to provide services to students.	Review of services to students available at other post-secondary institutions and potential opportunities identified.
	Review the market for corporate services that may be provided by outside partners that enhance service levels while containing or reducing costs.	Completed review of payroll services with recommendations identified and presented for decision.

BUDGET ASSUMPTIONS

A number of assumptions must be made in the preparation of estimates to be included in the budget. A list of the most significant assumptions for 2011/2012 follows:

Revenues

- grant projections are based on the assumption that the existing College Funding Framework (released in June 2009) for operating and enrolment growth grants will be extended for a third year and will be funded at the same rate as the first 2 years of this model;
- tuition fees for funded programs were estimated to increase by an average of 5% under the existing tuition fee policy for 2011/2012;
- enrolment growth in full-time post-secondary programs is projected to increase by 6% over 2010/2011 enrolment levels due to growth in existing programs, the launch of new programs and improved retention; and
- the following other revenue sources have increased to respond to the projected enrolment increases, economic downturn, international opportunities and anticipated market conditions:
    - Contract and Corporate Training
    - International Tuition
    - College Ancillary Services

Operating Expenditures

Plans to grow must be supported with appropriate resources. The College will augment its existing faculty complement with additional hires to accommodate enrolment growth. The new ACCE facility requires several additional full-time staff for facility services, security operations and the new food services operation. Full-time positions are being created to continue to support fundraising initiatives and grow international student enrolment and partnerships. Support areas such as the Learning Resource Centre, Registrar's Office, Human Resources and Information Technology Services are also creating new positions to support College growth and move forward on strategic initiatives. These new positions will address the projected enrolment growth and budget priorities of 2011/2012. Efforts were made to optimize the use of existing full-time staff and reduce the reliance on part-time staff. Operating expenditures were reviewed in detail and increases were made to those provisions deemed to be 'essential' in revenue generating areas or in support of the following eight budget priorities for 2011/2012:

- Recruitment;
- Enrolment;
- Retention;
- Graduation Rate;
- Mobile College;
- Online College;
- Employee Development; and
- Financial Sustainability.

Funding for Strategic Priorities

Priority setting has been based on investments that are deemed to be 'essential', support the College's eight budget priorities, renew curriculum and develop new programs, deliver high quality instructional equipment for students, complete construction of the Perth Campus expansion project and the Algonquin Centre for Construction Excellence.

Two new exciting projects are underway at the start of fiscal year 2011/2012: the Student Commons and the Pembroke Campus expansion project. The Students' Association is collaborating with the College on both of these projects and is contributing to the capital construction costs. The remainder of the costs will be financed through the Ontario Financing Authority, proceeds from sale of surplus College property, fundraising and, potentially, College reserve funds. The College is hopeful that additional grant funding will be secured in support of the capital construction costs for one or both of these new projects in the near future. The College continues to maintain a $3 million provision in its base budget to fund future debt servicing costs associated with these two new projects.

The College is appreciative of the Students' Association contributions towards the following expansion projects:

- $30,000,000 for the new Student Commons facility;
- $4,300,000 for the new Pembroke Campus; and
- $800,000 for the new Perth Campus facility.

These additional funds will enable all three campuses to provide greater service offerings to students.

A provision of $2 million has been established to fund strategic priorities in 2011/2012. Decisions on how these funds will be used for strategic priorities are pending and will be communicated to the Board of Governors at a future date.

Expenditures from Internally Restricted Funds

The College has consistently grown its accumulated surplus balance over the past 6 years in the internally restricted fund accounts. These funds are managed and grown to provide resources to fund both short-term requirements and long-term capital expansion plans. Once the 2010/2011 financial statements are finalized, a proposal will be presented to the Board of Governors to grant approval to use a portion of the internally restricted funds to fund many other strategic and transformational initiatives.

While the ACCE and Perth fundraising campaigns are on track to meet their respective goals, a portion of donor commitments have been made in the form of pledges. These pledges will be converted to cash donations over the next 5 years. To provide the cash flow required to complete these two projects this year, the College has determined that the best course of action is to establish an internal 'borrowing' from the College's reserve funds. These borrowed funds will be paid back over the next 5 years as the pledges are converted to cash donations.

The Perth Campus project is scheduled to be completed in the upcoming summer of 2011. The new Perth Campus was constructed using a 'traditional' build approach as opposed to a 'design-build' approach used in the College's other building construction projects. The traditional approach does present greater risk of being over budget and, due to several reasons, the College is anticipating spending $1.5 million over budget to complete this project. The College is proposing to finance this over-expenditure from its accumulated surpluses maintained in the internally restricted fund accounts.

RISKS

We believe this budget is reasonable under the circumstances. The following identifies and assesses major risks:

Risk Schedule

Risk Identification	Impact in 2011/2012	Likelihood in 2011/2012	Risk Management
Enrolment Less than Projection resulting in Reduced Tuition Fees	Moderate	Low	• New Programs • Retention Initiatives • Reduce Direct Expenses • Reduce Planned Contributions to Reserves • Increase Winter Intakes
Provincial Operating Grants Less than Budgeted	Moderate	Low	• Reduce Direct Expenses • Review Programs and Services for Efficiencies • Advocacy
Other Revenues Less than Budgeted	High	Moderate	• International Initiatives • Contract Training • New Ancillary Services
Labour Relations	Moderate	Moderate	• Monitor Government Actions • Advocate for additional Government Funding • Budget Provision for additional Positions • Management of the Arbitration Process and Costs • Support Staff Bargaining
Information Technology Assets and Services – Business Interruption	High	Low	• Contingency Accounts Available • Business Continuity/Disaster Recovery Planning
Facilities Quality and Space Constraints	Moderate	Moderate	• Develop Alternative Growth Strategies • Leverage use of Technology • New Facilities

SUMMARY OF FUNDED POSITIONS

	4th Quarter 2010/2011				Position Changes			Annual Budget 2011/2012			
	Admin	Support	Academic	Total	Positions Opened	Positions Closed	Positions Transferred	Admin	Support	Academic	Total
President and Board of Governors											
Information Technology Services	7	65	-	72	1			7	66	-	73
President's Office	3	-	-	3				3	-	-	3
Total	10	65	-	75	1	-	-	10	66	-	76
Human Resources											
Human Resources	19	-	-	19	2			21	-	-	21
Total	19	-	-	19	2	-	-	21	-	-	21
Administration											
Vice-President's Office	2	-	-	2				2	-	-	2
College Ancillary Services	17	63	-	80	5			17	68	-	85
Finance & Administrative Services	7	28	-	35				7	28	-	35
Physical Resources	13	37	-	50	3			14	39	-	53
Total	39	128	-	167	8	-	-	40	135	-	175
Student Services											
Vice-President's Office	2	-	-	2				2	-	-	2
Student Support Services	7	21	16	44	1			7	22	16	45
Registrar	10	56	-	66	2			10	58	-	68
Total	19	77	16	112	3	-	-	19	80	16	115
Business Development											
Vice-President's Office	3	1	-	4				3	1	-	4
Applied Research & Development	2			2				2			2
Algonquin College Foundation	2	2	-	4	1			3	2	-	5
Institutional Research & Planning	2	-	-	2				2	-	-	2
International & Corporate Business Development	8	11	17	36	5			9	11	21	41
Workforce & Personal Development	2	3	-	5				2	3	-	5
Total	19	17	17	53	6	-	-	21	17	21	59
Academic Services											
Vice-President's Office	11	2	4	17	16			11	2	20	33
Faculty of Arts, Media & Design	6	28	100	134				6	28	100	134
School of Business	5	9	79	93			(2)	5	9	77	91
School of Hospitality & Tourism	3	9	32	44			2	3	9	34	46
Faculty of Technology & Trades	8	37	146	191				8	37	146	191
Faculty of Health, Public Safety & Community Studies	8	32	120	160				8	32	120	160
School of Part-time Studies	5	17	-	22				5	17	-	22
Algonquin College in the Ottawa Valley	5	27	25	57				5	27	25	57
Learning & Teaching Services	6	22	6	34	2			6	24	6	36
Total	57	183	512	752	18	-	-	57	185	528	770
Advancement											
Executive Director's Office	3	6	-	9				3	6	-	9
College Marketing	4	12	-	16				4	12	-	16
Total	7	18	-	25	-	-	-	7	18	-	25
COLLEGE TOTAL	170	488	545	1,203	38	-	-	175	501	565	1,241

The complement report represents the total number of positions for each of the college's major areas assuming the proposed budget is accepted. Not all positions are 100% funded in the budget as some positions are vacant at the start of the year and other positions have a start date projected for other than April 1st.

2011/2012 PROJECTED ENROLMENT VS. 2010/2011 ACTUAL ENROLMENT

FACULTY/SCHOOL	Post Secondary / Post Diploma			Applied Degree			Co-op Diploma Apprenticeship			% Change
	Projected 2011/2012	Actual (unaudited) 2010/2011	Change	Projected 2011/2012	Actual (unaudited) 2010/2011	Change	Projected 2011/2012	Actual (unaudited) 2010/2011	Change	
Arts, Media & Design										
Level 1	2,640	2,453	187	50	43	7	-	-		
Returning	4,048	3,703	345	247	232	15	-	-		
TOTAL	6,688	6,156	532	297	275	22	-	-		
Business										
Level 1	1,929	1,814	115	45	40	5	-	-		
Returning	4,846	4,655	191	200	221	(21)	-	-		
TOTAL	6,775	6,469	306	245	261	(16)	-	-		
Hospitality & Tourism										
Level 1	1,041	991	50	30		30	-	-		
Returning	1,553	1,533	20	63		63	-	-		
TOTAL	2,594	2,524	70	93	-	93	-	-		
Technology & Trades										
Level 1	2,311	2,117	194	-	-	-	-	15	(15)	
Returning	4,773	4,636	137		15	(15)	18	36	(18)	
TOTAL	7,084	6,753	331	-	15	(15)	18	51	(33)	
Health, Public Safety & Community Studies										
Level 1	2,113	2,049	64	-	-		-	-		
Returning	4,881	4,612	269	-	-		-	-		
TOTAL	6,994	6,661	333	-	-		-	-		
Centre for Continuing & Online Learning										
Level 1	161	40	121	-	-		-	-		
Returning	102	51	51	-	-		-	-		
TOTAL	263	91	172	-	-		-	-		
Business Development										
Level 1	30	26	4	-	-		-	-		
Returning	28	29	(1)	-	-		-	-		
TOTAL	58	55	3	-	-		-	-		
Algonquin College in the Ottawa Valley										
Level 1	457	491	(34)	-	-		17	17	-	
Returning	881	811	70	-	-		25	13	12	
TOTAL	1,338	1,302	36	-	-		42	30	12	
TOTAL Level 1	10,682	9,981	701	125	83	42	17	32	(15)	7.2%
TOTAL Returning	21,112	20,030	1,082	510	468	42	43	49	(6)	5.4%
TOTAL	31,794	30,011	1,783	635	551	84	60	81	(21)	6.0%

In addition to the above, the budget supports: 1,976 semestered enrolments in the Collaborative Programs; 1,720 semestered enrolments in Full-time Non-Funded Programs; 63,822 training days in the Adult Training Programs; and 2,731 Seat Purchases in the Apprentice Programs.

2011/2012 PROJECTED ENROLMENT VS. 2010/2011 ACTUAL ENROLMENT

	Annual Budget 2010/2011	Annual Budget 2011/2012	Pro Forma 2012/2013	Pro Forma 2013/2014
Revenue	$ 304,743	$ 326,791	$ 304,992	$ 285,761
Operating Expenditures	228,931	251,070	267,631	281,024
Funding for Strategic Investment Priorities	74,812	74,721	40,498	7,770
NET CASH FLOW	**$ 1,000**	**$ 1,000**	**$ (3,137)**	**$ (3,033)**
Add:				
Capital Assets (net)	3,309	44,358	20,129	3,384
Principal Portion of Debt Payments	1,636	1,745	2,393	2,937
Contributions to Internally Restricted Funds	3,980	3,998	2,251	1,017
Less:				
Loan Proceeds	-	(33,319)	(14,681)	-
Amortization (net)	(6,034)	(6,513)	(7,295)	(7,790)
Increase in Vacation, Sick Leave and Post-Employment Benefits	(371)	(356)	(401)	(447)
NET CONTRIBUTION before Internally Restricted Fund Expenditures	**$ 3,520**	**$ 10,913**	**$ (741)**	**$ (3,932)**
Expenditures from Internally Restricted Funds *	(2,183)	(9,202)	-	-
NET CONTRIBUTION as per GAAP	**$ 1,337**	**$ 1,711**	**$ (741)**	**$ (3,932)**
Net Assets				
Unrestricted	1,000	1,000	1,000	1,000
Investment in Capital Assets	24,324	31,541	32,087	30,618
Vacation, Sick Leave and Post-Employment Benefits	(16,047)	(16,144)	(16,545)	(16,992)
Internally Restricted				
Appropriations	-	-	-	-
Specific Reserves	6,287	9,446	4,709	1,093
General Reserves	36,773	42,794	46,645	48,245
Interest Rate Swaps	(15,272)	(9,369)	(8,744)	(8,120)
Endowments	12,000	15,271	16,271	17,271
TOTAL NET ASSETS	**$ 49,065**	**$ 74,539**	**$ 75,423**	**$ 73,115**

There are $9,201,527 in Expenditures from Internally Restricted Funds that are required "Authority to Suspend" in the Annual Budget 2011/2012. In June, additional proposed Expenditures from Internally Restricted Funds will be presented for approval with the 2010/2011 Financial Statements.