

Meeting of the Board of Governors

MEETING NUMBER FOUR HUNDRED AND NINETY OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON **MONDAY, FEBRUARY 2, 2015 AT 5:00 PM**, IN ROOM **CA105 IN THE ACCE BUILDING**, WOODROFFE CAMPUS, OTTAWA.

AGENDA

Celebrating Success

1.	Constitution of the Board Meeting		
2.	Declarations of Conflicts of Interest		
3.	Approval of the Consent Agenda	J. McIntosh	
	3.1 Minutes of the December 8, 2014 Board of Governors Meeting		
	3.2 Academic & Student Affairs Committee (ASAC) Report		
	3.3 Governance Committee Report		
	3.4 3 rd Quarter 2014/2015 Business Plan Update		
	3.5 3 rd Quarter 2014/2015 Financial Projections		
4.	Business Arising from the Minutes		
	4.1 International Update	D. Wotherspoon	
5.	Decision Items & Reports		
	5.1 2015-16 Fees Schedules	J. Macnab	
	5.2 2017/2022 Strategic Plan Process	D. Wotherspoon	
	5.3 2015/2016 Business Plan & Budget	C. Jensen	
	5.4 Entrepreneurial Opportunity	J. McIntosh C. Jensen	
6.	Items for Information		
	6.1 Board of Governors Winter Key Messages	E. Hollebhone	
	6.2 Report from the Board Chair	J. McIntosh	
	6.3 Report from the President	C. Jensen	
	6.4 Management Summary Report	President's Council	
7.	In Camera Session		
8.	Meeting Adjournment		

MINUTES OF MEETING NUMBER FOUR HUNDRED AND EIGHTY NINE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON **MONDAY, DECEMBER 8, 2014 AT 5:00 PM**, IN CA105 ACCE BUILDING, WOODROFFE CAMPUS.

Present:	James McIntosh, Chair Fred Blackstein, Vice Chair Pam Auchterlonie Jim Brockbank Nancy Cheng Lynne Clark Sherryl Fraser Cheryl Jensen, President Kathyrn Leroux Shawn McBride Peter Nadeau Dr. Jim Robblee Kelly Sample Mark Sutcliffe Michael Waters	Regrets:	Kyrylo Kasyanenko
		Sr. Mgmt:	Gerry Barker, Human Resources Claude Brulé, Academic Eric Hollebhone, Advancement Duane McNair, Finance & Administration Laura Stanbra, Student Services Doug Wotherspoon, International & Strategic Priorities
		Recorder:	Suzannah DiMarco

Observers

- Jo-Ann Aubut, Director, Academic
- Brent Brownlee, Director, Ancillary Services
- Cathy Dempsey, Director, Finance and Administration
- Dave Donaldson, Dean, School of Business
- Martin Doyle, Country Director, AC-Saudi Arabia
- Peter Fortura, Executive Director (Acting) Academic Operations & Planning
- Michael Gawargy, Director, Information Technology Services
- Robyn Heaton, Dean, Faculty of Media and Design
- Mark Hoddenbagh, Executive Director (Acting) Partnerships & Applied Research
- Chris Janzen, Dean, Faculty of Technology & Trades
- Glenn MacDougall, Director, Learning & Teaching Services
- Peter Mackie, Director, Student Recruitment
- Jeff Macnab, Registrar
- Tracy McDougall, Executive Assistant to the President
- Christina Miller, President, Student's Association
- Ernest Mulvey, Director, International Education Centre
- Andrew Pridham, Chair, Information and Communications Technology
- Joe Ranieri, Director, Business Development
- Brenda Rothwell, Executive Director, Foundation
- John Tattersall, Director, Physical Resources
- Claire Tortolo, Coordinator (Acting), Language Institute
- Shelley Styles, Director, Student Services

1. CONSTITUTION OF THE MEETING

Chair McIntosh constituted the meeting at 5:21 pm.

2. CONFLICT OF INTEREST DECLARATION

Members were asked to declare any conflicts of interest with any item on the Agenda. No conflicts of interest were declared.

3. APPROVAL OF THE CONSENT AGENDA

Chair McIntosh asked whether any Governor wished to remove an item from the Consent Agenda, for discussion. No items were removed from the Consent Agenda.

RESOLUTION

MOVED & SECONDED K. Leroux & P. Nadeau

THAT the Board of Governors approves all Consent Agenda items.

CARRIED.

3.1 Minutes of the October 14, 2014 Board Meeting

RESOLUTION

THAT the Board of Governors approves the Minutes of the October 14, 2014 meeting as presented.

3.2 Academic & Student Affairs Committee (ASAC) Report

Paralegal Ontario College Graduate Certificate (OCGC)

RESOLUTION

THAT the Board of Governors approves the Paralegal, Ontario College Graduate Certificate program effective Fall 2015 and seek validation of the program title and outcomes from the Credential Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

Program Suspension

RESOLUTION

THAT the Board of Governors approves the suspension of the following two programs effective Fall 2015 with the intent to cancel, subsequent to existing cohort flow through teach out:

Wireless/Mobility Telecommunications Engineering Technician, Ontario College Diploma (1190X) and Wireless/Mobility Telecommunications Engineering Technology, Ontario College Advanced Diploma (1191X).

Program Title Change

RESOLUTION

THAT the Board of Governors approves the program title change from Diagnostic Medical Ultrasonography to Diagnostic Medical Sonography effective Fall 2014 and seek validation of the program title from the Credential Validation Service.

RESOLUTION

THAT the Board of Governors approves the program title change from General Arts and Science - Introduction to Concept Art to General Arts and Science - Concept Art Foundations effective Fall 2014 and seek validation of the program title from the Credential Validation Service.

Teachers of English as a Second/Foreign Language – Canada/International Delivery

RESOLUTION

THAT the Board of Governors acknowledges that the creation of synchronous online Canada/International programs for Teachers of English as a Second/Foreign Language (TES/FL), OCGC programs is not contrary to the moratorium of February 10, 2014 on the creation of new online programming.

3.3 Governance Committee Report

RESOLUTION

THAT the Board of Governors accepts the report from Governance Committee as presented.

3.4 Banking Officers Resolution

RESOLUTION

THAT for banking purposes, the following are the officers of Algonquin College of Applied Arts and Technology, effective December 8, 2014:

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

POSITION

- Chair
- Vice Chair
- Secretary
- Treasurer

CURRENT INCUMBENT

- James McIntosh
- Fred Blackstein
- Cheryl Jensen
- Duane McNair

SENIOR OFFICIALS OF THE COLLEGE

POSITION

- President
- Vice President, Academic
- Vice President, Finance & Administration
- Vice President, Human Resources
- Vice President, Student Services
- Vice President, International & Strategic Priorities
- Director, Finance and Administrative Services
- Manager, Financial Services

CURRENT INCUMBENT

- Cheryl Jensen
- Claude Brulé
- Duane McNair
- Gerry Barker
- Laura Stanbra
- Doug Wotherspoon
- Cathy Dempsey
- Grant Perry

3.5 2nd Quarter 2014/2015 Business Plan Update

RESOLUTION

THAT the Board of Governors accepts the 2nd Quarter 2014/2015 Business Plan Update as presented.

3.6 2nd Quarter 2015/2015 Financial Projections

RESOLUTION

That the Board of Governors approves the 2nd Quarter 2014/2015 Financial Projections.

4. BUSINESS ARISING

4.1 International Update

D. Wotherspoon, Vice President International and Strategic Priorities, referred members to the report included in their meeting packages. Members were briefed on the status of the Jazan campus during the second year of operation. Of note, a number of key hires were completed which have strengthened capacity to move forward with strategic initiatives focusing on attendance, enrollment and retention. The Jazan campus is currently projecting to be approximately \$2.5 million ahead of Year one (2013/14) but is tracking behind original projections. Mitigation strategies that are being deployed include:

- continued focus on attendance and enrollments;
- further cost containment;
- maximizing the employment bonus;
- increasing corporate training revenues;
- securing at least a “good” quality assessment ranking with a stretch target of “outstanding”, and
- lobbying for a change in the current contract.

Of note, attaining the 80% attendance target outlined in Algonquin College’s contract with Colleges of Excellence has been a struggle, not just at the Jazan campus, but for all the new colleges in Saudi Arabia. Algonquin College is working closely with other providers and with Colleges of Excellence staff to move away from this target.

Members were briefed on the progress of the Kuwait campus. Discussion occurred regarding the construction timelines and the staggered intake model. This is helpful when a campus is beginning operations from scratch. Of note, there is no close competitor in the immediate vicinity, though competitors do exist in Kuwait City itself. Members took the opportunity to commend Management, in particular D. Wotherspoon, E. Mulvey and M. Doyle for their hard work and dedication focused on our overseas opportunities.

The report was accepted as by consensus.

5. DECISION ITEMS & REPORTS

5.1 Entrepreneurial Opportunity

C. Brulé briefed members on the entrepreneurial opportunity for Algonquin College to enter into a joint venture with Nelson Canada, Pearson Education and Kivuto to develop an eReader solution for students. The goal is to develop an eReader that ensures that all our students have access to all of their textbooks on any device they choose to use.

RESOLUTION

MOVED & SECONDED F. Blackstein & N. Cheng

That the Board of Governors endorses Management's signing of a non-binding Letter of Intent to continue the investigation of the most appropriate model for participating in the development of an eReader end-to-end solution.

CARRIED.

Members agreed that Management would report back on this entrepreneurial opportunity at the February 2, 2015 Board Retreat.

5.2 2017/2022 Strategic Planning Process

D. Wotherspoon reported that the College's current 5-year strategic plan comes to a close as of April, 2017. In order to integrate directions identified in a new plan into the 2017/2018 Business Plan and Budget, the new Strategic Plan must be finalized by June 2016. Management recommends an 18-month effort that includes a high degree of stakeholder engagement and aligns with current efforts including the President's Listening Tour. The plan includes four phases: 1) Foundation 2) Discussion 3) Solutions 4) Promotion.

Discussion occurred and questions were answered regarding the breadth and scope of stakeholder engagement that will occur during Phase 2, the Discussion Phase. The aim is to hold broad stakeholder conversations during the formative stage of the process, as opposed to when they traditionally occur, towards the end of the process when a strategic plan is nearing completion. Members were advised that benchmarking and best practice reviews will be conducted across Canada as well as internationally. The development of guiding principles and goals is the first priority in the process, through facilitated conversation with the Board of Governors. The guiding principles and goals will be used to guide all aspects of the College's strategic planning conversations. D. Wotherspoon noted that the Board of Governors leads the strategic planning process, delegating this responsibility to President's Council and to the Vice President, International and Strategic Priorities. The College will partner with the Public Policy Forum in facilitating and drafting the Strategic Plan.

RESOLUTION

MOVED & SECONDED Dr. Robblee & S. Fraser

THAT the Board of Governors approves the launch of an 18-month Strategic Plan stakeholder engagement effort as presented.

CARRIED.

5.3 2015/2016 Budget Assumptions and Three Year Pro Forma

D. McNair referred members to the materials included in their packages. Members were briefed on the anticipated continued funding reductions resulting from the Province's efforts to eliminate the deficit within the next three years. Provincial funding makes up approximately 37% of Algonquin College's budget and, therefore, reductions associated with the Ontario Budget will directly impact the College budget. The College Budget Committee has worked towards a

balanced draft pro-forma. The report provides preliminary estimates for 2015/16 to 2017/18 and includes the following assumptions:

- 2% full-time post-secondary enrolment growth and 3% tuition fee increase for full-time tuition and ancillary fees
- Decrease of an additional \$715K to General Purpose Operating Grant
- Salaries and benefits estimates based on current collective agreements and legislation
- 0%-2% increase for most other operating expenditures

In answer to a member's question regarding the costs for the Retirement Pension Plan, it was noted that these are only estimates of what the College's cost would be for the pension plan for all full time employees. The College is not currently mandated to include part-time employees. The report was accepted by consensus.

6 INFORMATION ITEMS

Members were referred to two information items included in their materials: the International Support Model; and the Board of Governors Winter Key Messages. No questions were raised.

7 OTHER BUSINESS

6.1 REPORT FROM THE CHAIR

- Colleges Ontario 2014 Higher Education Summit well attended by Governors
- Fall Convocation Ceremonies, thanks to Governors who attended
- 2014 United Way Campaign
- New AC student bursary
- New Governor recruitment drive and succession to Board Chair

6.2 REPORT FROM THE PRESIDENT

- President Jensen's first one hundred and fifty days
- Algonquin College partnership with the Centre of Excellence in Next Generation Networks
- Entrepreneurial Simulation Tournament
- AC Test Centre recognized
- Pembroke Campus Environmental Technician students clean up their campus

6.3 MANAGEMENT SUMMARY REPORT

The Management Summary report for the Fall 2014 was received and is available online at www3.algonquincollege.com/bog/.

7 IN CAMERA SESSION

An In Camera session was held in advance of the open Board meeting, from 4:00 – 5:00 pm.

8 MEETING ADJOURNMENT

There being no further business, the meeting was adjourned at 6:06 pm.

December 8, 2014

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Jim McIntosh, Vice Chair

Suzannah DiMarco, Recorder

MEMO

DATE: February 2, 2015

TO: Board of Governors

FROM: Academic & Student Affairs Committee (ASAC)

SUBJECT: ASAC Report to the Board from the meeting of January 22, 2015

For supporting documentation for all agenda items below, please visit the Board's SharePoint site; choose the ASAC meeting folder, January 22, 2015 meeting materials.

A. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL

Program Review

a) Program Proposal – Bookkeeping and Accounting Practices Ontario College Certificate

RESOLUTION

MOVED & SECONDED: K. Leroux & S. McBride

THAT the Academic and Student Affairs Committee approves the Bookkeeping and Accounting Practices, Ontario College Certificate program effective Winter 2016 and seek validation of the program title and outcomes from the Credential Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

CARRIED.

B. ITEMS THE COMMITTEE HAS REVIEWED – FOR INFORMATION TO THE BOARD

- a) Draft ASAC Terms of Reference
- b) ASAC Reporting Expectations for Student Services
- c) Program Quality Review Annual Update
- d) Reporting on Program Development
- e) Update on Capital for Aircraft Maintenance Technician, Ontario College Diploma

MEMO

DATE: February 2, 2015

TO: Board of Governors

FROM: Governor Nadeau, Chair, Governance Committee

SUBJECT: Governance Committee meeting of January 20, 2015

A. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL

1) Guideline to Access Professional Development

By Consensus

THAT Governance Committee approves the Guideline to Access Professional Development and submits it for Board approval.

2) Governor Recruitment Update

Candidate Application Form

By Consensus

THAT Governance Committee approves the Candidate Application Form and submits it for Board approval.

New Governor Skills Matrix

By Consensus

THAT Governance Committee approves the Governor Skills Matrix and submits it for Board approval.

3) BGI-04 Draft Role of the Chair policy

By Consensus

THAT Governance Committee approves the governance policy BGI-04 Role of the Chair and submits it for Board approval.

B. ITEMS THE COMMITTEE HAS REVIEWED AND ACTIONED – FOR INFORMATION TO THE BOARD

1) Lieutenant Governor in Council (LGIC) Submission

Governance Committee was briefed on the Lieutenant Governor in Council application that was submitted to the Public Appointments Secretariat on behalf of Dr. James Robblee.

MEMO

2) Process for Board Chair Succession

Governance Committee reviewed the process that will be followed for the succession of the Board Chair. Of note, the process is described in governance policy BGI-04 that is submitted to the Board for approval and referenced above.

3) Terms of Reference – All Committees

Governance Committee reviewed the Terms of Reference for all committees. Revisions recommended by the Academic & Student Affairs Committee (ASAC) were approved by consensus. Members agreed that ASAC would submit the revised Terms of Reference to the Board for approval in April or June, 2015. No changes were recommended to the other Committee Terms of Reference.

4) Governor Reappointments

Governance Committee on behalf of the Board Chair will circulate a memo asking Governors if they wish to be reappointed, for members whose terms of office are coming to an end. A recruitment drive to fill vacancies will begin shortly.

5) Annual Evaluations

Governance Committee approved the Board Evaluation and Governor Self-Evaluation surveys. These will be distributed shortly for member to complete.

DRAFT**Guideline to Access Professional Development Opportunities**

The Board is committed to investing in the ongoing learning of its members related to college governance through the provision of resources to access educational opportunities. The intent of this guideline is to provide a process for the prioritization, approval and reimbursement of educational requests.

Governors shall be provided opportunities to access educational opportunities to facilitate the work of the Board. Governors accessing educational opportunities (e.g. conferences, workshops, online courses, etc.) shall be entitled to appropriate registration, transportation and accommodation reimbursements. Governors shall be held to the same registration, transportation and accommodation standards as the CEO. Reimbursements shall be sufficient to meet reasonable legitimate expenses necessarily incurred. Priority will be given to new Board Members.

Procedure

1. **Submission of Requests** - Governors interested in participating in an educational opportunity should forward their written requests to the Board of Governors office (see Appendix A for application form). Requests shall be relayed to the Board's Governance Committee.
2. **Approval of Requests** - Requests shall be prioritized and approved by the Governance Committee. Prioritization and approval of requests shall be based on their alignment with Board development priorities.
3. **Submission of Expenses** - Expense claims, in accordance with the Algonquin College corporate travel expense policy, shall be submitted to the Board Office accompanied by the associated receipts.
4. **Reimbursement** - Once expense reports are approved by the Chair and CEO, Financial Services will be notified to reimburse the claimant.

DRAFT

Appendix A

**GUIDELINE TO ACCESS PROFESSIONAL DEVELOPMENT
APPLICATION FORM**

Applications will be reviewed by the Board Governance Committee and approval of requests shall be based on their alignment with Board development priorities.

GOVERNOR INFORMATION

NAME: _____

LENGTH OF TERM REMAINING ON THE BOARD: _____

MEMBER OF WHICH COMMITTEE: _____

PROGRAM/CONFERENCE

OBJECTIVE: COMMITTEE RELATED _____ BOARD RELATED _____

PROGRAM/CONFERENCE: _____

INSTITUTION: _____

LEARNING OBJECTIVES: _____

SESSION DATES: _____

SESSION FEES: \$ _____ ESTIMATED TRAVEL: \$ _____

Please attach the following to this Application Form:

A copy of the conference/course outline including the course description and learning outcomes.

Applicant Signature

Date

Thank you for your application!

DRAFT**Governor Candidate Application Form**

Thank you for your interest in serving as a Governor of Algonquin College. Please review the Board skills matrix attached to consider the characteristics and skillsets required of Governors. Nominations are held in the strictest confidence, and as a result, the Governance & Nominating Committee does not disclose the status of nominations.

Name	
Title	
Organization	
Home Address	
Phone numbers	
Email	
Why are you interested in serving on the Board of Governors for Algonquin College?	
Please refer to the skills matrix and highlight how your application meets any of the desired skillset, attributes and experiences we seek at this time.	
Please identify any known connection to Algonquin College (alumni etc.)	

DRAFT

Please identify any personal organizational relationship(s) that may create a conflict, or appearance of conflict of interest with service on the Algonquin College Board of Governors.	
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Please attach a current résumé or a brief biographical sketch, as well as completed Schedule “A” Candidate Skills Matrix.

Signature: _____

Date: _____

Please forward the completed Governor Candidate Application Form and Schedule “A” in confidence to dimarcs@algonquincollege.com or by mail:

Algonquin College Board of Governors
Governance & Nominating Committee
1385 Woodroffe Avenue,
Ottawa, ON K2G 1V8

Accessible versions of these materials are available upon request.

Notice of Collection:

The personal information requested on this form is being collected and will be used and disclosed in accordance with the Ontario Freedom of Information and Protection of Privacy Act, for the sole purpose of reviewing the candidacy appointment to the Board of Governors. If you have questions or concerns regarding the collection, use or disclosure of this personal information, please contact the Algonquin College office of the Vice President, Finance & Administration and FIO Officer D. McNair at 613-727-4723 x 7704.

DRAFT

Schedule A

GOVERNOR CANDIDATE SKILLS MATRIX

DRAFT

Board Governance Policy

BG I-04 Responsibilities of the Board Chair

Policy Type:	Board Process	
Date First Approved:	TBD	Date Last Reviewed:
Board Meeting Number:	TBD	Mandatory Review Date:

RATIONALE

In reference to Bylaw 1 Section 11, this policy outlines the responsibilities of the Algonquin College Board Chair with respect to the responsibilities of the Board, Board Committees, and the President.

POLICY

The Board Chair maintains the integrity of the Board's governance processes and represents the Board to outside parties, serving as the authorized Board spokesperson (other than delegated instances). The responsibilities of the Board Chair are to:

1. Provide guidance to the Board governance process, including:
 - a. Preside at all meetings of the Board and the Executive Committee;
 - b. Interpret the resolutions of the Board and the intent of the Board By-laws;
 - c. Foster a spirit of collegiality among Governors and resolve conflict;
 - d. Ensure the Board operates in accordance with By-Laws, policies and regulations and legislation such as *the Ontario Colleges of Applied Arts and Technology Act* and the *Broader Public Sector Act* and other related legislative requirements; and,
 - e. Ensure the Board prepares an annual schedule of activities and monitors the Board's progress.

If required, responsibilities of the Chair may be delegated to the Vice Chair, and additional duties may be assigned in support of the Board Chair.

2. As a member of the Board Executive Committee, make decisions on behalf of the Board that fall within and are consistent with any reasonable interpretation of Board policies on governance process and on the Board-CEO relationship.
3. Facilitate the Board-President relationship, as follows:
 - a. Lead the selection process and establish the President's compensation on behalf of the Board, subject to the Board By-laws and the Executive Committee terms of reference;
 - b. Maintain close communication with the President; and,
 - c. Lead the Executive Committee in conducting the President's annual performance and compensation review.

EXPECTATIONS OF THE CHAIR

1. An example of some desired traits of a Board Chair are: knowledge of organization, effective leadership qualities, fair and objective, able to delegate and motivate volunteers, good facilitator of meetings, willing to make difficult decisions, positive communicator.
2. The Board Chair's time commitment is normally 50% more than other active Board members.

RELATED MATERIALS

1. Colleges Ontario, *The Board Chair and President Relationship*.
2. Strategic Leverage Partners *National Study of Board Governance Practices in the Non-Profit and Voluntary Sector In Canada* 2006.
3. Fredric L. Laughlin and Robert C. Andringa *Good Governance for Nonprofits: Developing Principles and Policies for an Effective Board* American Management Association 2007.
4. Canadian Coalition for Good Governance *Building High Performance Boards*, March 2010.
5. MTCU *Policy Framework on Board-President Relations*.
6. Government of Ontario *Broader Public Sector Procurement Directive: Mandatory Requirement # 24 Conflict of Interest*.

GUIDELINES FOR SUCCESSION TO THE POSITION OF BOARD CHAIR

To prepare, identify and select the best possible Board Chair for Algonquin College, the following are guidelines for the successful succession to Board Chair:

- An external member of the Board who typically has several years of experience may express their interest in the position of Board Chair to the incumbent Board Chair and/or President & CEO any time during their term of office.
- An official “Call for Interest” for the Board executive positions (Board Chair, Board Vice Chair, and Board Committee Chairs) is communicated by way of memo to all external members of the Board. The Call for Interest occurs annually in January or February.
- The Board Chair typically serves a 2-year term.
- The Board Vice Chair typically serves a 1-year term.
- Typically, an external member of the Board who is interested in the position of Board Chair would have held the position of Board Vice Chair and/or served as a Board Committee Chair for two years in total prior to assuming the role of Board Chair. This governance experience provides the member of the Board with an enhanced understanding of the Board Chair role.



President/Board of Governors

Presentation to:	Board of Governors
Subject:	3rd Quarter 2014/2015 Business Plan Update
Date:	February 2, 2015
Presenter (s):	President's Council

RECOMMENDATION:

THAT the Board of Governors accepts the 3rd Quarter 2014/2015 Business Plan Update as presented.

PURPOSE:

President's Council prepares quarterly updates based on the annual Business Plan to allow the Board to monitor the College's progress towards the achievement of its year-end targets. The annual Business Plans support the organization's Strategic Plan 2012-2017.

2014-15 Business Plan - 3rd Quarter Update to the Board of Governors

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	3rd Quarter Update	Status: Green, Yellow, Red
Goal 1: Deliver an exemplary applied education and training experience.				
	ACADEMIC Enhance first year student persistence through effective intervention and remedial activities.	ACADEMIC Overall term-to-term retention rate increased by 1% over 2013/2014.	ACADEMIC Winter 2014 to Fall 2014 term-to-term retention statistics showed an increase of 0.9%, from 82.2% to 83.1%. Fall 2014 to Winter 2015 term-to-term retention statistics will be available after the March 1st audit date.	ACADEMIC
	ACADEMIC Enhance student mobility and graduation by creating more efficient program pathways, laddering and articulations.	ACADEMIC Pathways, laddering and credit transfer plans developed for each School.	ACADEMIC Updated credit transfer plans for each school will be completed by June 1, 2015. New articulation agreements are being finalized and existing agreements will go through an annual review process to ensure accuracy, renewal and/or expansion.	ACADEMIC
	STUDENT SERVICES Implement Year 1 of the Strategic Enrollment Management (SEM) Plan.	STUDENT SERVICES (1) Benchmark metrics established for Recruitment, Admissions, Orientation, Student Support Specialists & Retention. (2) Top 3 Strategic Enrollment Management (SEM) projects completed. (3) First College-wide Strategic Enrollment Management (SEM) conference with 100 faculty & 100 support staff in attendance hosted with participants ranking the event an average of 4 out of 5 in total satisfaction.	STUDENT SERVICES (1) On track. (2) On track. (3) Completed.	STUDENT SERVICES
Goal 2: Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.				

GREEN - IN PROGRESS TO REACH GOAL
 YELLOW - MAY NOT REACH GOAL
 RED - NOT ANTICIPATED TO REACH GOAL

2014-15 Business Plan - 3rd Quarter Update to the Board of Governors

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	3rd Quarter Update	Status: Green, Yellow, Red
	ADVANCEMENT Integrate marketing, recruitment and admission processes to create a comprehensive admission funnel.	ADVANCEMENT College applications outperform the system average by 2%.	ADVANCEMENT Winter 2015: 6880 applications. This is an increase of 2.7% over last year and above the system average of 1.7%, but below our 2% goal. Demand for Fall 2015 applications is strong, Algonquin has received 9,536 applications, an increase of 3.7% y/y, well above the system average of 0.2% and is on track to meet the application goal for the Fall 2015 cycle.	ADVANCEMENT
	ACADEMIC Create a vision document and business case for each School.	ACADEMIC Deans vision document and business case developed for each School by end of Fall 2014.	ACADEMIC On track for completion by end of Winter 2015 term.	ACADEMIC
	ACADEMIC Enhance the choice and flexibility of student learning options by increasing the availability of fully online offerings.	ACADEMIC 3,300 full-time equivalent students (FTEs) enrolled in online and hybrid course offerings.	ACADEMIC Substantially complete. Five percent off target (3,120 FTEs vs. 3300) due to decreased enrollment.	ACADEMIC
	INTERNATIONAL & STRATEGIC PRIORITIES Implement onshore initiatives from International Education Strategy.	INTERNATIONAL & STRATEGIC PRIORITIES 1,140 full-time international equivalent students enrolled in onshore programs of study.	INTERNATIONAL & STRATEGIC PRIORITIES No Change from Q2.	INTERNATIONAL & STRATEGIC PRIORITIES
	INTERNATIONAL & STRATEGIC PRIORITIES Increase number of international students in high-demand programs.	INTERNATIONAL & STRATEGIC PRIORITIES 50 additional international students in high-demand programs.	INTERNATIONAL & STRATEGIC PRIORITIES Currently on track to enrol 61 students in high-demand programs with a Fall 2015 enrolment of 36 and Winter 2015 enrolment of 25 students.	INTERNATIONAL & STRATEGIC PRIORITIES
	ACADEMIC Widen access by developing new programs of study and diversifying delivery modalities.	ACADEMIC (1) 575 students enrolled in applied degrees and 840 graduate certificates. (2) Year 3 of the sector programming plans developed. (3) 3% increase to post-secondary enrollment over 2013/14 baseline.	ACADEMIC As of day 10 of the Winter 2015 term: (1a) 469 students are enrolled in degree programs (1b) 723 students are enrolled in graduate certificate programs (2) On track (3) Enrollment targets not met.	ACADEMIC

GREEN - IN PROGRESS TO REACH GOAL

YELLOW - MAY NOT REACH GOAL

RED - NOT ANTICIPATED TO REACH GOAL

2014-15 Business Plan - 3rd Quarter Update to the Board of Governors

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	3rd Quarter Update	Status: Green, Yellow, Red
	ACADEMIC & ADVANCEMENT Draft and implement the Healthy Living Education (HLE) advocacy plan.	ACADEMIC & ADVANCEMENT 1) Healthy Living Education advocacy plan approved by President's Council. 2) Hair Stylist and Esthetician programs re-patriated to Woodroffe campus.	ACADEMIC & ADVANCEMENT (1) In progress. Completion expected to be on time. (2) Completed.	ACADEMIC & ADVANCEMENT
Goal 3: Leverage technology to enhance the educational experience				
	ACADEMIC Enhance the choice and flexibility of student learning options.	ACADEMIC A total of 1,140 courses offered as hybrid courses.	ACADEMIC Behind schedule. Remediation plans in place to ensure course development will be completed by June 2015.	ACADEMIC
	ACADEMIC Enhance the quality of online learning options.	ACADEMIC 33% of hybrid and online offerings assessed and validated against newly developed College online quality assurance tool.	ACADEMIC Behind schedule. Remediation plans are in place to ensure that reviews will be completed by June 30, 2015.	ACADEMIC
	ACADEMIC Articulate the vision and strategy that will further the College's leadership in the Digital domain.	ACADEMIC Digital strategy developed and presented to President's Council by November, 2014.	ACADEMIC Completed. A schedule of activities, forum, engagement sessions and presentations is being established.	ACADEMIC
	ACADEMIC Implement the final year of the four-year mobile learning plan.	ACADEMIC 100% of eligible full-time post-secondary education programs converted to mobile programs.	ACADEMIC Completed. All new programs, where appropriate, are developed with BYOD concepts embedded in the programming.	ACADEMIC
Goal 4: Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.				
	ACADEMIC Implement Year 2 of the work-integrated learning plan.	ACADEMIC 85% of programs have a work-integrated learning component.	ACADEMIC Completed.	ACADEMIC
	ACADEMIC Continue to imbed applied research activities in full-time programs of study.	ACADEMIC 825 students engaged in applied research projects.	ACADEMIC Incomplete. Year-to-date, 660 students engaged in applied research activities.	ACADEMIC

GREEN - IN PROGRESS TO REACH GOAL

YELLOW - MAY NOT REACH GOAL

RED - NOT ANTICIPATED TO REACH GOAL

2014-15 Business Plan - 3rd Quarter Update to the Board of Governors

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	3rd Quarter Update	Status: Green, Yellow, Red
Goal 5: Deliver exceptional service to our diverse student and client populations.				
	ACADEMIC Create a comprehensive student success strategy.	ACADEMIC (1) Student success strategy developed and presented to President's Council. (2) College services inventory completed and presented to College Leadership Council. (3) Top two student success strategy projects completed.	ACADEMIC (1) On track to submit for consideration. (2) On track for completion by end of March. (3) In progress.	ACADEMIC
	STUDENT SERVICES Enhance overall College experience for students.	STUDENT SERVICES (1) Increase College orientation participation rate by 10%. (2) Increase the percentage of those very satisfied with the College orientation program from 25% to 35%. (3) Lower the percentage of students reporting they need help knowing who to turn to for assistance from 50% to 40%. (4) Serve 1500 individual students via the student experience "Hub". (5) Respond to 10,000 requests for information via the student information desk.	STUDENT SERVICES (1) Target met based on available data. 2015 Winter Term Orientation participation rate: 844 students registered to attend Orientation (or 47% of those students invited to participate). (2) Satisfaction survey results for Winter 2015 term will be available for Q4. (3) Completed. Ten percent increase in satisfaction when asked if the College provided them with adequate information on support services for students. (4) Target met. From October 1 to December 24, Student Support Services has individually served 2,220 students related to specific Hub services and provided information to an additional 517 students. (5) Target met. The Student Information Desk service has responded to 22,297 requests for information to date.	STUDENT SERVICES
	REGISTRAR'S OFFICE & STUDENT SERVICES Update the current Student Services strategy to improve the student experience and maximize efficiencies.	REGISTRAR'S OFFICE & STUDENT SERVICES (1) Student Services goals and metrics established for each department. (2) Student satisfaction benchmark established for each department. (3) Plan of action developed for each department based upon student satisfaction goals and metrics.	STUDENT SERVICES On track. No change from Q2.	STUDENT SERVICES

GREEN - IN PROGRESS TO REACH GOAL

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2014-15 Business Plan - 3rd Quarter Update to the Board of Governors

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	3rd Quarter Update	Status: Green, Yellow, Red
	<p>ADVANCEMENT</p> <p>(1) Complete Employer Engagement survey to identify current employer opinions and identify opportunities.</p> <p>(2) Draft Employer Engagement Plan.</p>	<p>ADVANCEMENT</p> <p>Survey results and Employer Engagement Plan presented to College Leadership Council for review and feedback.</p>	<p>ADVANCEMENT</p> <p>On track. No update from Q2.</p>	<p>ADVANCEMENT</p>
	<p>FOUNDATION</p> <p>Based on 2013/14 Alumni survey results:</p> <p>(1) Enhance alumni benefit program.</p> <p>(2) Enhance alumni networking opportunities.</p> <p>(3) Enhance awareness of Algonquin College employment services as a resource for alumni.</p>	<p>FOUNDATION</p> <p>1) Add 2 new benefits to alumni benefit program.</p> <p>2) Host 2 alumni networking events.</p> <p>3) Increase service to alumni through Employment Services by 10%.</p>	<p>FOUNDATION</p> <p>(1) On track. One new alumni benefit confirmed and an additional benefit to be confirmed by March 31, 2015.</p> <p>(2) Completed. Two Alumni Industry Talks networking events held in November, 2014.</p> <p>(3) On track. To date, there have been 149 alumni bookings with Employment services.</p>	<p>FOUNDATION</p>
	<p>INTERNATIONAL & STRATEGIC PRIORITIES & STUDENT SERVICES</p> <p>Improve international student preparedness for College studies and associated support services.</p>	<p>INTERNATIONAL & STRATEGIC PRIORITIES & STUDENT SERVICES</p> <p>Conduct a gap analysis and prepare an action plan based upon results.</p>	<p>STUDENT SERVICES</p> <p>On track for completion. Several events were organized in collaboration with the International Education Centre (IEC) to support International Student Engagement.</p>	<p>INTERNATIONAL & STRATEGIC PRIORITIES, STUDENT SERVICES</p>
<p>Goal 6: Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.</p>				
	<p>FINANCE & ADMINISTRATION</p> <p>Improve employee and student experience through the transformation of key business processes.</p>	<p>FINANCE & ADMINISTRATION</p> <p>(1) Business process transformation results in the repurposing of 75 person weeks that enables employees to re-direct efforts to improve the student experience.</p> <p>(2) Initiate Project Fusion, the acquisition and implementation of a unified Finance and Human Resource enterprise resource planning system.</p>	<p>FINANCE & ADMINISTRATION</p> <p>1) On track.</p> <p>2) The HR and Finance teams are currently analyzing marketplace vendors and solutions and are mapping these to required HR and Finance modules. Overall planning is continuing.</p>	<p>FINANCE & ADMINISTRATION</p>
<p>Goal 7: Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.</p>				

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2014-15 Business Plan - 3rd Quarter Update to the Board of Governors

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	3rd Quarter Update	Status: Green, Yellow, Red
	HUMAN RESOURCES Complete the top three Employee Engagement priorities.	HUMAN RESOURCES Employee Engagement overall survey results increased to 3.90.	HUMAN RESOURCES 1.The employee engagement survey will be released Monday, February 2, through to Thursday, February 4, 2015. 2.The employee portal 8-week pilot concluded on November 28, 2014. A final satisfaction survey was sent to the 400 pilot users. The survey response rate was 37.5% (150 users). Of the respondents, 83.1% agreed that myAC was an improvement over the current state on 83.7% agreed that it should be operationalized and rolled out to all employees.	HUMAN RESOURCES
	HUMAN RESOURCES Provide timely professional development sessions to meet the priorities of the College.	HUMAN RESOURCES (1)The Human Resources-sponsored professional development plan developed by April, 2014. (2) Set of goals and metrics established.	HUMAN RESOURCES 1. Complete. The Management Academy is being offered in 2014-2015 with 22 offerings of 13 distinct workshops.	HUMAN RESOURCES
Goal 8: Create and foster an environment in which the College's model of leadership competencies and behaviours is supported.				
	FINANCE & ADMINISTRATION Complete the development of the 2015/16 annual budget utilizing appropriate Responsibility Centre Management (RCM) accountability, governance principles and processes that effectively couples academic authority with financial responsibility.	FINANCE & ADMINISTRATION (1) Responsibility Centre Management (RCM) budget principles and processes approved by President's Council. (2) 100% of College Leadership Council complete professional development in RCM policies and processes training.	FINANCE & ADMINISTRATION 1) Complete. Business process mapping of current budget process has begun and will be completed in Q4. 2) On track. Will be complete by Q4.	FINANCE & ADMINISTRATION
	HUMAN RESOURCES Enhance employee engagement focus at the Live, Laugh, Learn Retreat.	HUMAN RESOURCES 80 employees participate in the 2014 Live, Laugh, Learn Retreat.	HUMAN RESOURCES Complete. No update from Q2.	HUMAN RESOURCES
Goal 9: Align our funded operational expenditures with provincial funding.				

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2014-15 Business Plan - 3rd Quarter Update to the Board of Governors

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	3rd Quarter Update	Status: Green, Yellow, Red
	Completed. Standard operating procedure at the College.			
Goal 10: Expand non-funded opportunities to increase revenue.				
	INTERNATIONAL & STRATEGIC PRIORITIES Complete the first full year of operations at the new Jazan Campus in the Kingdom of Saudi Arabia.	INTERNATIONAL & STRATEGIC PRIORITIES \$10 M in gross revenues realized from Jazan Campus by August, 2014.	INTERNATIONAL & STRATEGIC PRIORITIES Not met. First year end audit completed December 31, 2014; gross revenue of \$9.6M. No further update.	INTERNATIONAL & STRATEGIC PRIORITIES
	INTERNATIONAL & STRATEGIC PRIORITIES Continue Algonquin's commitment to international campus expansion.	INTERNATIONAL & STRATEGIC PRIORITIES (1) Algonquin College Kuwait launched. (2) Pending successful contract award, launch Colleges of Excellence Wave 2 cluster.	INTERNATIONAL & STRATEGIC PRIORITIES (1) Algonquin College-Kuwait currently expected to open August 31, 2015, subject to the Kuwait Private Universities Council council. (2) Wave 2 proposal formally withdrawn by BoG.	INTERNATIONAL & STRATEGIC PRIORITIES
	INTERNATIONAL & STRATEGIC PRIORITIES Expand program licensing partnership agreements to offshore international activities.	INTERNATIONAL & STRATEGIC PRIORITIES One new program licensing partnership agreement approved.	INTERNATIONAL & STRATEGIC PRIORITIES On track. Negotiations continue with the Innovative College in Malaysia.	INTERNATIONAL & STRATEGIC PRIORITIES
	ACADEMIC Increase the number of client organizations receiving Corporate Training services.	ACADEMIC 325 client organizations that have received training through Corporate Training.	ACADEMIC On track. As at end of Q3 reporting period, 301 client organizations have received training through Corporate Training.	ACADEMIC
Goal 11: Leverage strategic business partnerships to meet the capital needs of the College.				

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2014-15 Business Plan - 3rd Quarter Update to the Board of Governors

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	3rd Quarter Update	Status: Green, Yellow, Red
	<p>FOUNDATION Launch year-one of multi-year fundraising plan.</p>	<p>FOUNDATION (1) \$750K raised from stewarding & renewal of campaign pledges. (2) \$1M raised from alumni revenue, annual & endowment student bursary/scholarship contributions. (3) \$800K in interest disbursed and stewarded from donor named endowment funds. (4) \$750K raised from new major gift-in-kind and cash donations.</p>	<p>FOUNDATION (1) On track. \$426K received from stewarding and renewal of campaign pledges (56% of \$750K goal). (2) On track. \$813K (81%) raised in alumni revenue, annual and endowment student bursary/scholarship/award contributions. (3) On track. \$587K disbursed and stewarded from donor named endowment funds to students (73% of \$800K goal). (4) On track. \$588K in major gifts cash/new pledges and gifts-in-kind received (78% of \$750K goal).</p>	FOUNDATION
	<p>FINANCE & ADMINISTRATION Complete Phase 1 and Phase 2 of ESCO Energy Savings Project.</p>	<p>FINANCE & ADMINISTRATION Successful renewal of B Building HVAC infrastructure, replacement of plant cooling tower and optimizing strategies for building controls.</p>	<p>FINANCE & ADMINISTRATION Completed. Details: (1) Cooling Tower completed May 2014. (2) Building B HVAC installation and initial balancing completed December 2014. Commissioning ongoing, and will continue throughout 2015. (3) Building controls optimization completed May 2014.</p>	FINANCE & ADMINISTRATION
<p>Goal 12: Create the technological foundation to align with the digital direction.</p>				
	<p>FINANCE & ADMINISTRATION Enhance College Leadership Council's ability to access College data to support decision-making for academic programming and services.</p>	<p>FINANCE & ADMINISTRATION Accessible College data improves to 50%.</p>	<p>FINANCE & ADMINISTRATION Complete. (50% target achieved).</p>	FINANCE & ADMINISTRATION
	<p>FINANCE & ADMINISTRATION Develop a scenario-based planning framework and suite of tools that enables the Board of Governors and Management to assess the feasibility of alternative strategic directions.</p>	<p>FINANCE & ADMINISTRATION A scenario-based software planning tool will be developed and demonstrated at the Fall 2014 Board of Governors Retreat.</p>	<p>FINANCE & ADMINISTRATION Complete.</p>	FINANCE & ADMINISTRATION

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2014-15 Business Plan - 3rd Quarter Update to the Board of Governors

2012-17 Strategic Goals	2014-15 Initiative/Leveraged Action	2014-15 Measure	3rd Quarter Update	Status: Green, Yellow, Red
	FINANCE & ADMINISTRATION Continue investment in the College's Information Technology (IT) network to ensure a consistent level of internet, wireless and network connectivity.	FINANCE & ADMINISTRATION (1) Internet connectivity performance improves to 96% by Sept 2014. (2) Availability of wireless network improves to 96%.	FINANCE & ADMINISTRATION Complete. No update from Q2.	FINANCE & ADMINISTRATION

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President/Board of Governors

Presentation to:	Board of Governors
Subject:	3 rd Quarter 2014/2015 Financial Projections
Date:	February 2, 2015
Presenter(s):	Duane McNair, Vice-President, Finance and Administration

RECOMMENDATION:

THAT the Board of Governors approves the 3rd Quarter 2014/2015 Financial Projections presented in Appendix A.

PURPOSE:

To present the 3rd Quarter 2014/2015 Financial Projections, including a summary of full-time positions.

BACKGROUND/CONTEXT:

On February 10, 2014, the Board of Governors approved the 2014/15 Annual Budget. This annual budget maintained the commitment to balance government funded activities with expenses and produced a net operating surplus from funded activity of \$7.7 million. The budget also included expenditures from reserves to address strategic initiatives resulting in a net contribution of (\$2.6 million).

When the budget is approved each spring, there are unknown factors affecting the revenue and expenditure forecasts that must be estimated. The quarterly financial reporting process provides updated projections based on the most current information available at that time.

Q3 YEAR TO DATE HIGHLIGHTS:

- Full-time enrolment growth for 2014-15 is now forecasted to increase by 1.8%, which is short of the projected 3.7% target. As a result of the decreased enrolment, full-time tuition fee revenue is expected to be between 3%-4% less than target, as the shortfall in enrolment is concentrated in high-demand programs with above-average tuition fees. In addition, part-time tuition revenue has decreased by \$665K (6.7%) due to part-time program enrolment being less than originally forecasted.

- A revision to the revenue projections for the Enrolment Growth funding based on an increase of 606 growth units has been made. This calculation is based on the 2012/13 weighted funding units which were provided by the Ministry of Training, Colleges and Universities (after the 2014/15 Annual Budget was approved).
- International Education Centre (IEC) – Growth in international student enrolment of 17% resulted in an increase of international student domestic fees and international premiums of \$2.2M.
- International Education Centre (IEC) – Actual enrolment and attrition for Algonquin College-Saudi Arabia have proven to be significantly different than originally forecasted resulting in the removal of dividend income of \$2 million. In addition, there has been a decrease in contract revenue of \$420K due to the delayed start of operations at the Kuwait campus.
- Confirmation of the College Equipment Renewal Funding (CERF) for 2014-15 in the amount of \$559K was received from the MTCU in Q3.
- Expenditures to be capitalized (Non-Cash Expenditure Adjustments) have increased by \$3M as a result of a review and refinement to the value of campus expansions project costs that will be capitalized as asset additions.

COMPLIANCE:

- Appendix B shows that the Q3 Financial Projections are compliant with our requirements of BG11-02: Board Financial Management Policy as of Q3 2014-15.

3rd QUARTER FINANCIAL PROJECTIONS



2014
2015

A Presentation to the Board of Governors
February 2, 2015



2014/2015 3rd Quarter Financial Projections

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	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q3 Year-End Projection	Q3 vs. Approved Variance Favourable/ (Unfavourable)	Variance as % of Budget
Funded Activity/College Operations						
Revenue	\$ 211,669	\$ 214,308	\$ 213,885	\$ 214,142	\$ 2,473	1%
Expenditures	203,944	203,944	203,642	203,651	293	0%
Net Contribution	7,725	10,364	10,243	10,491	2,766	36%
Contracts & Other Non-Funded Activity						
Revenue	26,870	26,870	29,337	29,337	2,467	9%
Expenditures	25,830	25,830	27,658	27,658	(1,828)	-7%
Net Contribution	1,040	1,040	1,679	1,679	639	61%
College Ancillary Services						
Revenue	41,378	41,378	42,202	42,202	824	2%
Expenditures	34,795	34,795	35,735	35,735	(940)	-3%
Net Contribution	6,583	6,583	6,467	6,467	(116)	-2%
International Education Centre						
Revenue	19,769	17,349	19,664	20,162	393	2%
Expenditures	13,587	13,515	14,896	15,197	(1,610)	-12%
Net Contribution	6,182	3,834	4,768	4,965	(1,217)	-20%
Strategic Investment Priorities						
Revenue	1,872	2,864	2,607	3,166	1,294	69%
Expenditures	23,695	24,032	24,420	23,262	433	2%
Net Contribution	(21,823)	(21,168)	(21,813)	(20,096)	1,727	-8%
Net Gain on Sale of Former Pembroke Campus	-	896	896	896	896	100%
Non-Cash Revenue Adjustments						
Capital Grants recorded as Deferred Capital Contributions	(900)	(1,400)	(1,400)	(1,400)	(500)	-56%
Amortization of Deferred Capital Contributions	7,000	7,000	7,000	7,000	-	0%
Non-Cash Expenditure Adjustments						
Expenditures to be Capitalized	6,000	7,500	9,000	9,000	3,000	50%
Amortization Expense	(14,000)	(14,000)	(14,000)	(14,000)	-	0%
Change in Vacation, Sick Leave & Post-Employment Benefits	(462)	(462)	381	381	843	182%
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ (2,655)	\$ 187	\$ 3,221	\$ 5,383	\$ 8,038	303%



2014/2015 3rd Quarter Financial Projections
 STATEMENT OF FINANCIAL POSITION
 (all figures in \$ 000's)

	March 31, 2015 Approved Annual Budget	March 31, 2015 Q1 Projected	March 31, 2015 Q2 Projected	March 31, 2015 Q3 Projected	Q3 vs. Approved Variance
ASSETS					
Current Assets					
Cash & Short Term Investments	\$ 25,067	\$ 27,819	\$ 28,233	\$ 28,990	\$ 3,923
Accounts Receivable	16,000	15,000	15,000	15,000	(1,000)
Inventory	1,900	1,900	1,900	1,900	-
Prepaid Expenses	1,300	1,300	1,300	1,300	-
	<u>44,267</u>	<u>46,019</u>	<u>46,433</u>	<u>47,190</u>	<u>2,923</u>
Investments	46,553	53,638	54,433	55,838	9,285
Endowment Assets	19,110	21,410	21,410	21,410	2,300
Capital Assets	261,459	264,916	265,493	265,493	4,034
TOTAL ASSETS	\$ 371,389	\$ 385,983	\$ 387,769	\$ 389,931	\$ 18,542
LIABILITIES & NET ASSETS					
Current Liabilities					
Accounts Payable & Accrued Liabilities	\$ 14,000	\$ 14,000	\$ 14,000	\$ 14,000	\$ -
Accrued Salaries & Employee Deductions Payable	7,500	6,600	6,600	6,600	(900)
Deferred Revenue	21,000	22,000	22,000	22,000	1,000
Current Portion of Long Term Debt	2,609	2,598	2,598	2,598	(11)
	<u>45,109</u>	<u>45,198</u>	<u>45,198</u>	<u>45,198</u>	<u>89</u>
Long Term Debt	53,870	53,960	53,960	53,960	90
Vacation, Sick Leave & Post-Employment Benefits	18,848	19,359	18,516	18,516	(332)
Deferred Capital Contributions	153,591	156,004	155,602	155,602	2,011
Interest Rate Swaps	7,247	7,247	9,624	10,185	2,938
Net Assets					
Unrestricted	1,000	1,000	1,000	1,000	-
Investment in Capital Assets	51,389	52,354	53,333	53,333	1,944
Vacation, Sick Leave & Post-Employment Benefits	(18,848)	(19,359)	(18,516)	(18,516)	332
Internally Restricted	47,320	56,057	57,266	59,428	12,108
Interest Rate Swaps	(7,247)	(7,247)	(9,624)	(10,185)	(2,938)
Endowment Fund	19,110	21,410	21,410	21,410	2,300
	<u>92,724</u>	<u>104,215</u>	<u>104,869</u>	<u>106,470</u>	<u>13,746</u>
TOTAL LIABILITIES & NET ASSETS	\$ 371,389	\$ 385,983	\$ 387,769	\$ 389,931	\$ 18,542

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q3 Year-End Projection	Q3 vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS					
Grants					
Post Secondary Activity	\$ 96,066	\$ 98,704	\$ 98,854	\$ 98,854	\$ 2,788
Apprentice	4,779	4,779	4,710	4,710	(69)
Flow-Through Student Aid	1,226	1,226	1,424	1,424	198
TOTAL GRANTS	102,070	104,709	104,988	104,988	2,918
Tuition Fees					
Full-Time Post Secondary	61,873	61,873	60,608	60,498	(1,375)
Part-Time	9,793	9,793	9,128	9,128	(665)
Adult Training	1,291	1,291	1,252	1,252	(39)
Student IT & Mobile Computing Fees	7,780	7,780	8,388	8,388	608
TOTAL TUITION FEES	80,737	80,737	79,376	79,266	(1,471)
Contract Educational Services					
Corporate & Other Programs	3,298	3,298	3,415	3,415	117
TOTAL CONTRACT EDUCATIONAL SERVICES	3,298	3,298	3,415	3,415	117
Other					
Early Learning Centre	960	960	933	933	(27)
Student Ancillary Fees	5,314	5,314	5,397	5,397	83
Investment Income	1,528	1,528	1,228	1,528	-
Transfer from International Education Centre ¹	7,227	7,227	8,047	8,281	1,054
Miscellaneous	10,535	10,535	10,501	10,334	(201)
TOTAL OTHER	25,564	25,564	26,106	26,473	909
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	211,669	214,308	213,885	214,142	2,473
CONTRACTS & OTHER NON-FUNDED ACTIVITY	26,870	26,870	29,337	29,337	2,467
COLLEGE ANCILLARY SERVICES	41,378	41,378	42,202	42,202	824
INTERNATIONAL EDUCATION CENTRE	19,769	17,349	19,664	20,162	393
STRATEGIC INVESTMENT PRIORITIES	1,872	2,864	2,607	3,166	1,294
TOTAL REVENUE	\$ 301,558	\$ 302,769	\$ 307,695	\$ 309,009	\$ 7,451

¹ 50% of full-time tuition fees from International Students is shared with Academic Services (part of Funded Activity/College Operations).

Description	Variance Favourable/ (Unfavourable)	Comments
Post Secondary Activity	\$ 2,788	\$2.6 M increase to Enrolment Growth funding based on increase of 606 growth units. This calculation is based on the 12/13 weighted funding units which were recently provided by the Ministry of Training, Colleges and Universities. Other miscellaneous adjustments.
Flow-Through Student Aid	\$ 198	Revised projections for flow through from Foundation for bursaries and scholarships.
Full-Time Post Secondary Tuition Fees	\$ (1,375)	Decreased enrolment in both standard and high demand programs.
Part-Time Post Secondary Tuition Fees	\$ (665)	Overall decrease in continuing education credit and non-credit courses.
Student IT & Mobile Computing Fees	\$ 608	Underestimated mobile computing fee at approved \$438K. Center for continuing online learning (CCOL) converted a number of programs to mobile \$170K.
Corporate & Other Programs	\$ 117	Bachelor of Information Technology - Multimedia program revised projection \$102K. Baccalaureate of Science in Nursing (B.SC.N) at the Pembroke campus received additional revenue from the University of Ottawa for the collaborative nursing program \$15K.
Transfer from International Education Centre	\$ 1,054	Increase in revenue due to increase in international student enrolment.
Miscellaneous	\$ (201)	Revised projections for Ancillary Services overhead (\$167K) and other minor adjustments
Contract and Other Non-Funded Activity	\$ 2,467	Within School Contracts, new contracts increased revenue by \$1.072M. Within Applied Research Contracts, an increase to College-Industry Innovation Fund as per agreement will increase revenue by \$1.033M. Revised revenue projection for Applied Research Tools & Instruments grant (ARTI) \$362K.
College Ancillary Services	\$ 824	Bookstore sale of textbooks and computer software have increased \$701K. Residence summer occupancy and conference bookings were higher than anticipated \$123K.
International Education Centre	\$ 393	Increase in international student enrolment \$2.507M. Revised projections to remove dividend income for Algonquin College Saudi Arabia - Jazan (\$2M). Delay on the start of the Kuwait campus(\$626K). Additional onshore and offshore new contracts and miscellaneous adjustments \$512K.
Strategic Investment Priorities	\$ 1,294	See <i>Strategic Investment Priorities Variances page for details.</i>
Total Explained Variances	\$ 7,502	
Other Minor Variances	\$ (51)	
Total Variance	\$ 7,451	

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q3 Year-End Projection	Q3 vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS					
TOTAL SALARIES & BENEFITS	\$ 144,339	\$ 144,339	\$ 143,049	\$ 143,049	\$ 1,290
Other Operating Costs					
Mandated Student Aid	5,605	5,605	5,605	5,605	0
Contingencies	5,775	5,775	4,836	4,836	939
Long Term Debt Interest	922	922	922	922	-
Contract Services	9,118	9,118	9,729	9,729	(611)
Instructional Supplies & Equipment	3,794	3,794	4,175	4,175	(381)
Information Technology	5,835	5,835	6,022	6,022	(187)
Promotion	2,292	2,292	2,341	2,341	(49)
Building Maintenance & Utilities	10,758	10,758	10,637	10,637	121
Flow-Through Student Aid	1,218	1,218	1,416	1,416	(198)
Cost of Goods Sold	1,145	1,145	1,172	1,172	(27)
Other	13,143	13,143	13,738	13,747	(604)
TOTAL OTHER OPERATING	59,605	59,605	60,593	60,602	(997)
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	203,944	203,944	203,642	203,651	293
CONTRACTS & OTHER NON-FUNDED ACTIVITY	25,830	25,830	27,658	27,658	(1,828)
COLLEGE ANCILLARY SERVICES	34,795	34,795	35,735	35,735	(940)
INTERNATIONAL EDUCATION CENTRE	13,587	13,515	14,896	15,197	(1,610)
STRATEGIC INVESTMENT PRIORITIES	23,695	24,032	24,420	23,262	433
TOTAL EXPENDITURES	\$ 301,851	\$ 302,116	\$ 306,351	\$ 305,503	\$ (3,652)

Description	Variance Favourable/ (Unfavourable)	Comments
Salaries and Benefits	\$ 1,290	Decrease in full-time salary savings related to staff on leave and the timing of new hires in administration, support and academic positions. This decrease is partially offset by the requirement to backfill with part-time and contract staff.
Contingencies	\$ 939	A portion of the contingencies provision established at the start of the fiscal year for enrolment and grant shortfalls is not required.
Contract Services	\$ (611)	Mobile learning program additional expenditures for a mentorship program and writing coach (\$151K). Distance education programs increase host fees (\$265K), offset by increase to revenue. Revised projection for Security Services (\$23K). Increase in expenditures for a secondment for diagnostic medical ultrasonography (\$88K). Revised projection for Student Support Services (\$65K). Other minor increases in expenditures (\$19K).
Instructional Supplies & Equipment	\$ (381)	Revised projection to Gifts-in-Kind (\$239K). Increase to Esthetician Program expenses (\$30K) offset by increase to revenue. Costs for lab printers have been reallocated to Other Costs (\$75K). Various other minor adjustments (\$37K).
Information Technology	\$ (187)	Licensing fees for Customer Relationship Management software (\$50K), automation of the student bursary system (\$48K) and replacement of the Registrar's Office queuing software (\$60K). Partially offset by increased revenue. Other miscellaneous decreases in expenditures (\$29K).
Building Maintenance & Utilities	\$ 121	Revised operating projections.
Flow-Through Student Aid	\$ (198)	Revised projections for flow through from Foundation for bursaries and scholarships.
Other	\$ (604)	Lab printers (\$75K) reallocated from Instructional Supplies (\$75K). Microfiche conversion in the Registrar's Office (\$66K). Revised projections for municipal taxes (\$144K) and cost of collective bargaining (\$61K). Other minor adjustments (\$183K).

Description	Variance Favourable/ (Unfavourable)	Comments
Contract and Other Non-Funded Activity	\$ (1,828)	Within School Contracts, increased expenditures for new contracts and revised expense projections for various existing contracts (\$979K). Within Applied Research contracts, corresponding adjustments in expenses related to changes with the College-Industry Innovation Fund and the Applied Research Tools & Instruments grant (\$1.395M). Within Workforce and Personal Development, a reduction in expenses in various contracts \$407K. Flow-through contracts revised projections for the 2013-2014 School College Work Initiative \$204K. Other minor adjustments (\$65K).
College Ancillary Services	\$ (940)	Bookstore computer software and accessories cost of goods sold greater than at approved due to higher sales, and e-text cost of goods sold increase associated with 15% higher costs (\$1.035M). Food and Conference Services, salary savings due to vacancies \$107K. Other minor adjustments (\$12K).
International Education Centre	\$ (1,610)	Expenditures for Algonquin College Saudi Arabia - Al Qatif (\$256K). Increase in commissions due to increase in international enrolment (\$96K). Increased expenditures related to new contracts (\$68K). Increased international fee share expense due to increased international student enrolment (\$1.104M). Other minor adjustments (\$86K).
Strategic Investment Priorities	\$ 433	<i>See Strategic Investment Priorities Variances page for details.</i>
Total Explained Variances	\$ (3,576)	
Other Minor Variances	\$ (76)	
Total Variance	\$ (3,652)	

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q3 Year-End Projection	Annual Budget vs. Projection Variance Favourable/ (Unfavourable)
Source of Funds					
Facilities Renewal Grant	\$ 600	\$ 600	\$ 600	\$ 600	\$ -
College Equipment Renewal Fund Grant	-	-	-	559	559
Apprenticeship Enhancement Fund Grant	-	1,026	1,026	1,026	1,026
Students' Association Contribution (Student Commons)	257	257	-	-	(257)
Capital Campaign	835	835	835	835	-
Digital College	180	146	146	146	(34)
TOTAL SOURCE OF FUNDS	1,872	2,864	2,607	3,166	1,294
EXPENDITURES:					
<i>Campus Expansion</i>					
Repatriation of Hair Stylist/Esthetician Program facilities	4,150	4,805	5,770	5,770	(1,620)
Dental Clinic Upgrades	1,000	715	585	585	415
Algonquin Centre for Construction Excellence	200	200	606	690	(490)
Pembroke Campus	700	700	118	139	561
Student Commons	450	450	-	-	450
<i>Total Campus Expansion</i>	<i>6,500</i>	<i>6,870</i>	<i>7,079</i>	<i>7,184</i>	<i>(684)</i>
<i>Other</i>					
Digital College	-	327	324	324	(324)
College Technologies	4,734	5,179	4,920	4,168	566
College Space & Infrastructure	3,550	3,927	4,242	3,728	(178)
New Program Initiatives	1,250	950	950	825	425
Academic & Other Equipment	1,960	1,960	1,950	2,426	(466)
Initiatives & Opportunities	4,701	5,886	6,022	5,674	(973)
Apprenticeship Enhancement Fund (AEF)	-	1,026	1,026	1,026	(1,026)
Appropriations	1,000	277	277	277	723
Adjustment for Anticipated Underspend	-	(2,370)	(2,370)	(2,370)	2,370
<i>Total Other</i>	<i>17,195</i>	<i>17,162</i>	<i>17,341</i>	<i>16,078</i>	<i>1,117</i>
TOTAL EXPENDITURES	23,695	24,032	24,420	23,262	433
TOTAL NET CONTRIBUTION	\$ (21,823)	\$ (21,168)	\$ (21,813)	\$ (20,096)	\$ 1,727

Description	Variance Favourable/ (Unfavourable)	Comments
College Equipment Renewal Fund Grant	\$ 559	College equipment renewal grant announced after budget was prepared.
Apprenticeship Enhancement Fund Grant	\$ 1,026	Apprenticeship Enhancement Fund grant announced after budget was prepared (offset by equivalent expenditures).
Students' Association Contribution	\$ (257)	Student Commons project closed therefore Students Association contribution to project not required.
Repatriation of Hair Stylist/Esthetician Program facilities	\$ (1,620)	Reflects revised project costs based on structural issues, project scope adjustments and expenditures deferred from 2013/14 to 2014/15 which were not anticipated when the Annual Budget was prepared in January 2014.
Dental Clinic Upgrades	\$ 415	Reflects revised project costs as scope of project was reduced to offset higher costs of repatriation of Hair Stylist/Esthetician program facilities.
Algonquin Centre for Construction Excellence	\$ (490)	Increase required for Energy Savings Contract(ESCOII) tower/energy improvement measures; mezzanine and rooftop adaptations for educational purposes; office adaptations and wayfinding signage.
Pembroke Campus	\$ 561	Project completed and closed.
Student Commons	\$ 450	Project completed and closed.
Digital College - Expenses	\$ (324)	Reflects revised project costs, provision adjustments and carry forwards of multi year expenditures from 2013-14.
College Technologies	\$ 566	Reflects revised project costs, provision adjustments and carry forwards of multi year expenditures from 2013-14.
College Space & Infrastructure	\$ (178)	Reflects revised project costs, provision adjustments and carry forwards of multi year expenditures from 2013-14.
New Program Initiatives	\$ 425	Reflects revised project costs, provision adjustments and carry forwards of multi year expenditures from 2013-14.
Academic & Other Equipment	\$ (466)	Reflects revised program requirements.
Initiatives & Opportunities	\$ (973)	Reflects revised project costs, provision adjustments and carry forwards of multi year expenditures from 2013-14.
Apprenticeship Enhancement Fund (AEF)	\$ (1,026)	Apprenticeship Enhancement Fund announced after budget was prepared (offset by equivalent grant).
Appropriations	\$ 723	Revised projection based on actual requirements. Actual appropriation submissions (2013-14 related expense) were \$ 723 less than budgeted.
Adjustment for Anticipated Underspend	\$ 2,370	10 % provision for anticipated underspending in SIP.
Total Explained Variances	\$ 1,760	
Other Minor Variances	\$ (33)	
Total Variance	\$ 1,727	



2014/2015 3rd Quarter Financial Projections
 INTERNALLY RESTRICTED NET ASSETS SCHEDULE
 (all figures in \$ 000's)

	Year-End Actual March 31, 2014	Projected In-Year Use of Funds (2014/15)	Projected Year- End Adjustments (2014/15)	Projected March 31, 2015
Appropriations	\$ 1,000	\$ 277	\$ (473)	\$ 250
Specific Reserves:				
Other Projects & Initiatives	19,318	7,590	6,497	18,225
Ancillary Services Reserve Fund	5,603	1,368	1,146	5,381
Employment Stabilization Funds	517	30	73	560
Other Student Aid	27	90	79	16
	<u>25,465</u>	<u>9,078</u>	<u>7,795</u>	<u>24,182</u>
Contingency Reserve Fund	7,607	-	190	7,797
Reserve Funds:				
Future Capital Expansion	23,883	690	3,110	26,303
Sale of Former Pembroke Campus	-	-	896	896
	<u>23,883</u>	<u>690</u>	<u>4,006</u>	<u>27,199</u>
TOTAL INTERNALLY RESTRICTED NET ASSETS*	\$ 57,955	\$ 10,045	\$ 11,518	\$ 59,428
TOTAL UNRESTRICTED NET ASSETS	\$ 1,000			\$ 1,000
Investment in Capital Assets	50,804	-	2,529	53,333
Vacation, Sick Leave & Post-Employment Benefits	(18,897)	-	381	(18,516)
Interest Rate Swaps	(9,931)	-	(254)	(10,185)
Endowment Fund	20,810	-	600	21,410
TOTAL NET ASSETS	\$ 101,741	\$ 10,045	\$ 14,774	\$ 106,470

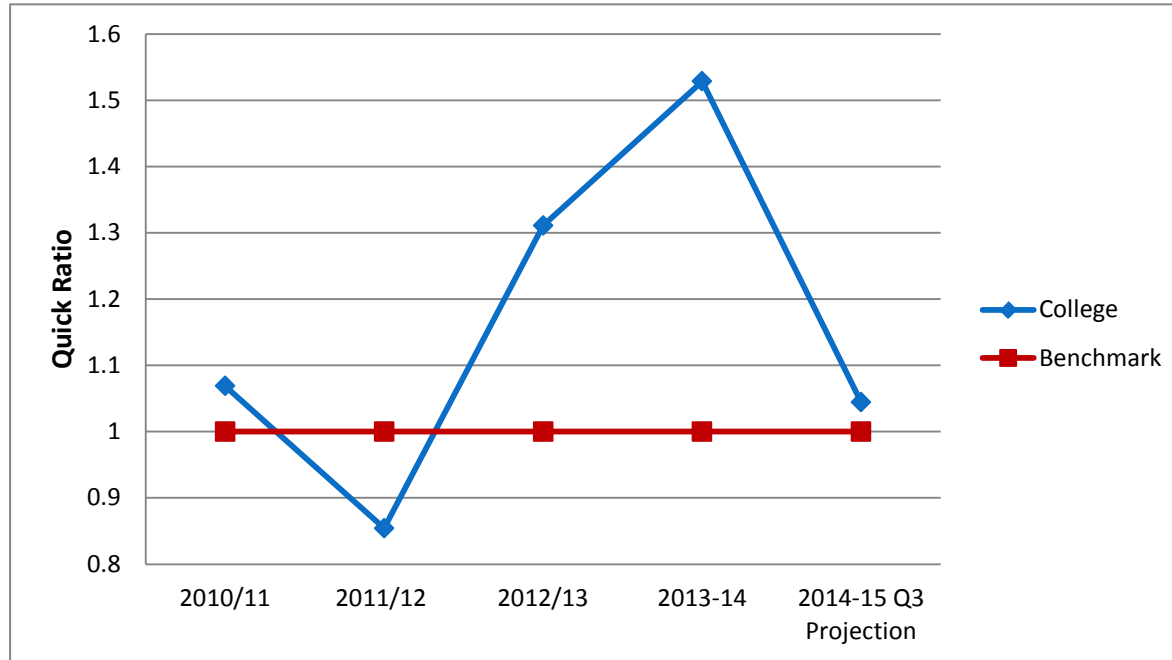
* Budgeted balances of Internally Restricted Net Assets and Unrestricted Net Assets includes the impact of budgeted expenditures from Appropriations, Specific Reserves and Reserve Funds, and contributions to Reserve Funds for the fiscal year 2014/2015. The Board of Governors Financial Management Policy requires that the Board of Governors approve any spending from Reserve Funds.

	Approved Annual Budget 2014/15				Position Changes			Full-Time Funded at Q3 2014/2015				Total Staffed at Dec 31/14	Total Vacant at Dec 31/14
	Admin	Support	Academic	Total	Positions Opened	Positions Closed	Positions Transferred	Admin	Support	Academic	Total		
President & Board of Governors													
President's Office	4	-	-	4				4	-	-	4	4	-
Human Resources													
Human Resources	22	2	1	25				22	2	1	25	25	-
Finance and Administration													
Vice-President's Office	2	-	-	2				2	-	-	2	2	-
College Ancillary Services	17	70	-	87	2			17	72	-	89	85	4
Finance & Administrative Services	8	28	-	36				8	28	-	36	36	-
Information Technology Services	12	71	-	83				12	71	-	83	77	6
Physical Resources	15	39	-	54				15	39	-	54	48	6
Total	54	208	-	262	2	-	-	54	210	-	264	248	16
Student Services													
Vice-President's Office	2	-	-	2				2	-	-	2	2	-
Student Support Services	9	39	18	66				9	39	18	66	65	1
Algonquin College Foundation	4	2	-	6		(1)		3	2	-	5	5	-
Registrar	10	58	-	68	1			11	58	-	69	68	1
Total	25	99	18	142	1	(1)	-	25	99	18	142	140	2
International and Strategic Priorities													
Vice-President's Office		-	-	-	1		1	2	-	-	2	2	-
International & Corporate Business Development							39	8	10	21	39	38	1
Total	-	-	-	-	1	-	40	10	10	21	41	40	1
Academic Services													
Vice-President's Office	15	8	18	41	2	(2)	(10)	13	9	9	31	22	9
Associate Vice-President Academic	2			2			(1)	1			1	-	1
School/College Work Initiative	-	1	-	1		(1)	1	-	1	-	1	1	-
Faculty of Arts, Media & Design	6	27	112	145	1			6	28	112	146	134	12
School of Business	5	9	85	99			2	5	9	87	101	96	5
School of Hospitality & Tourism	3	9	40	52				3	9	40	52	52	-
Faculty of Technology & Trades	6	27	143	176				6	27	149	182	177	5
Algonquin College Heritage Institute	3	10	12	25			1	3	10	13	26	25	1
Faculty of Health, Public Safety & Community Studies	8	31	123	162				8	31	123	162	147	15
Learning & Teaching Services	1	5	-	6				1	5	-	6	6	-
Mobile Computing	-	7	-	7				-	7	-	7	6	1
Centre for Continuing and Online Learning	7	18	-	25				7	18	-	25	25	-
Personal Development Institute	-	2	-	2				-	2	-	2	1	1
Applied Research & Development	2	1	-	3				2	1	-	3	2	1
Business Development & Corporate Training	5	3	-	8				5	3	-	8	7	1
International & Corporate Business Development ¹	8	10	21	39			(39)	-	-	-	-	-	-
Algonquin College in the Ottawa Valley	6	29	27	62				6	29	27	62	61	1
Total	77	197	581	855	3	(3)	(40)	66	189	560	815	762	53
Advancement													
Executive Director's Office	3	3	-	6				3	3	-	6	4	2
Recruitment	2	7	-	9				2	7	-	9	9	-
College Marketing	1	11	-	12	1			2	11	-	13	12	1
Total	6	21	-	27	1	-	-	7	21	-	28	25	3
COLLEGE TOTAL	188	527	600	1,315	8	(4)	-	188	531	600	1,319	1,244	75

The complement report represents the total number of positions for each of the College's major areas. 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.

1 International & Corporate Business Development was reported under Academic Services for Approved Budget. This area was restructured in-year resulting in the change of 40 positions from Academic Services to International and Strategic Priorities.

Measuring Liquidity: Quick Ratio



Objective:

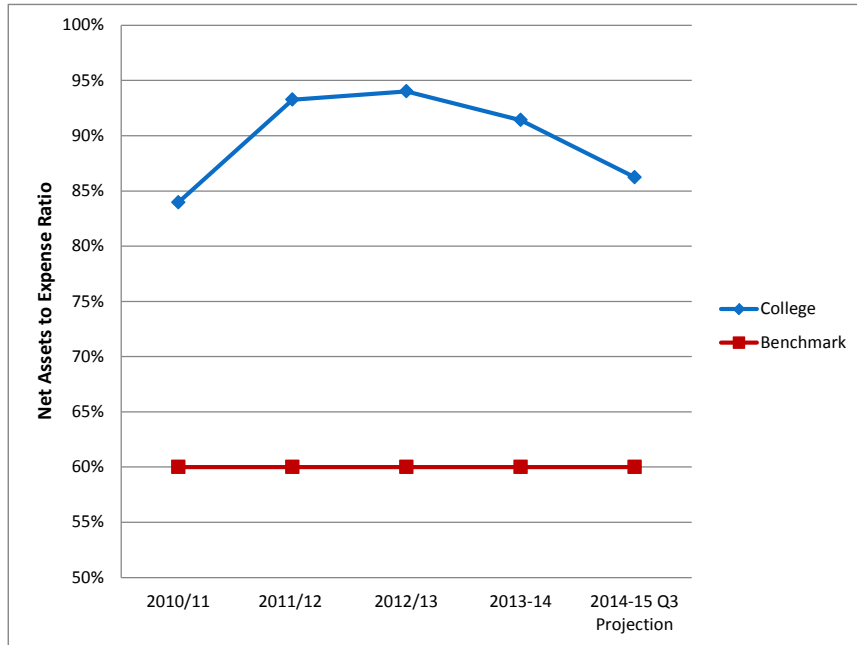
Fiscal performance indicator testing the college's ability to pay its short term maturing obligations (e.g. biweekly payroll payments).

Benchmark:

Less than 1.00 is typically a concern because it begins to indicate that a college may not be able to meet its short term obligations.

Note: When including surplus cash invested in longer term investments (greater than 1 year) Algonquin's Quick Ratio is at 2.0 for 2014/15.

Operating Results: Net Assets to Expense Ratio



Objective:

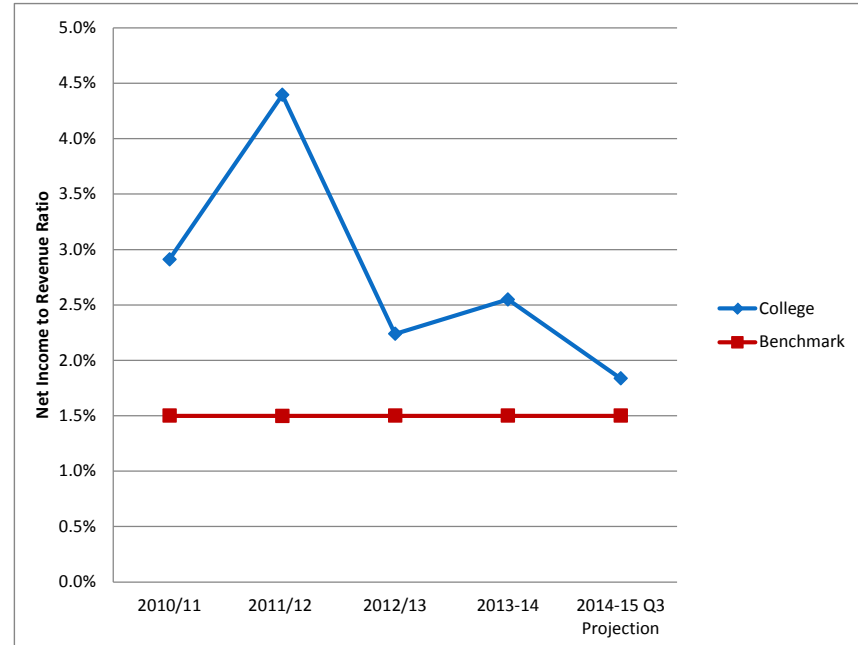
A traditional indicator to ascertain the ability of a college to continue operations in the event there is a delay in revenue streams.

Benchmark:

Less than 60% may be a concern since it could indicate that a college may not have sufficient internally accumulated resources in the future to fund operations and may be heading towards a deficit position. A negative percentage indicates the college is already in a deficit position.

Note: Compare with 2003/04 Net Assets to Expense Ratio of **48%**

Operating Results: Net Income to Revenue Ratio



Objective:

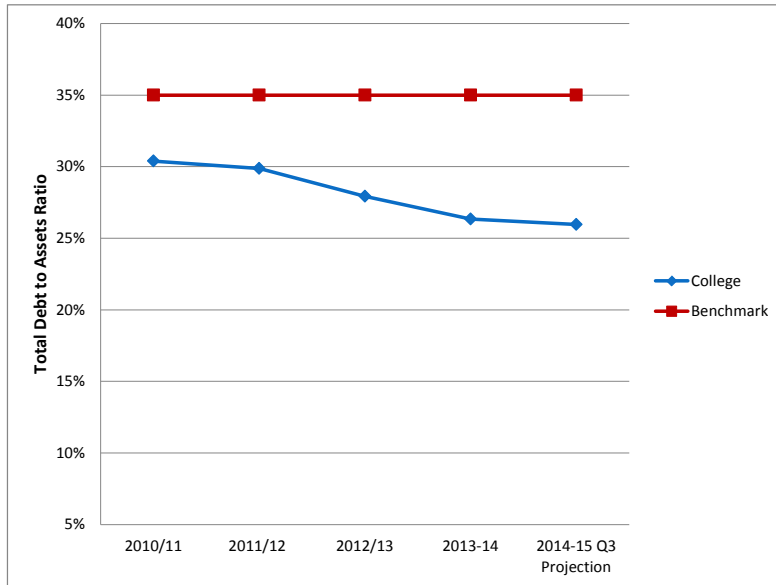
This ratio is an indicator of fiscal performance that measures the extent of a balanced budget.

Benchmark:

Less than 1.5% may be a concern because it may indicate that the college may not be able to recover from a deficit position in a reasonable period of time.

Note: Compare with 2003/04 Net Income to Revenue Ratio of **(0.24)%**

Managing Debt: Total Debt to Assets Ratio



Objective:

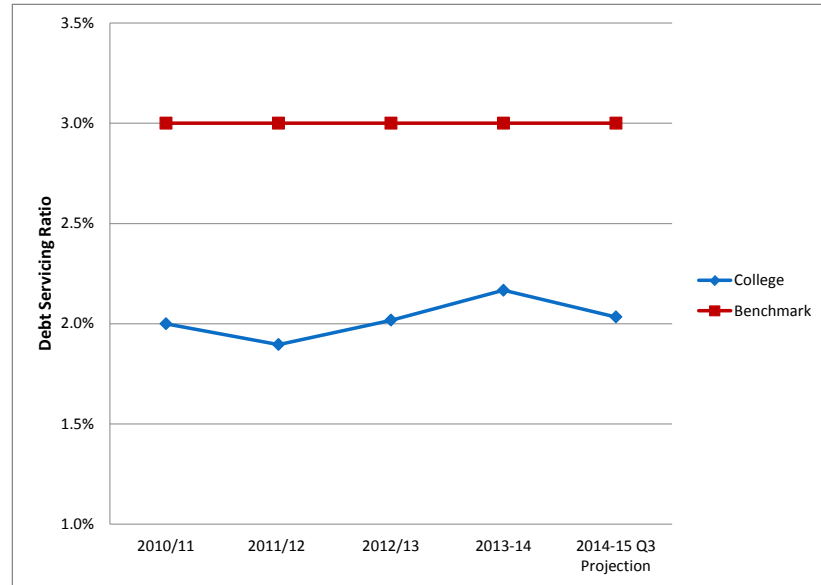
Measures the proportion of total assets that are financed by debt. A high or increasing value may be predictive of future liquidity problems or a reduced ability to borrow money in the future.

Benchmark:

Greater than 35% leads to a concern as this may indicate that a college will not be able to finance their ongoing operations due to the debt burden.

Note: Compare with 2003/04 Total Debt to Assets Ratio of 52%

Managing Debt: Debt Servicing Ratio



Objective:

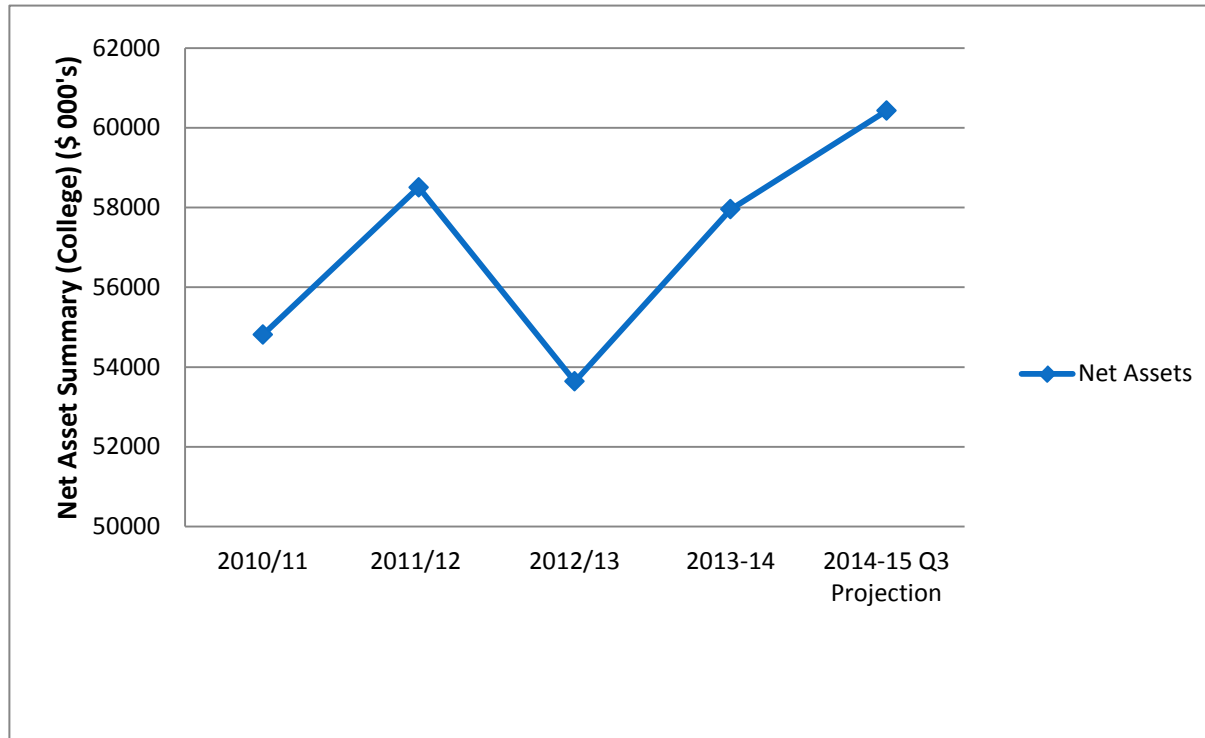
This ratio measures the College's spending on servicing the debt portfolio and could be used as an indicator that the college may be over-leveraged in debt.

Benchmark:

A ratio greater than 3% indicates that the college is spending less than 97% on core services which leads to a possibility that the college may be over-leveraged with debt payments.

Note: Compare with 2003/04 Debt Servicing Ratio of 2.7%

Net Assets: Net Asset Summary



Objective:

To measure a net asset balance for operating purposes.

Benchmark:

Less than zero indicates an accumulated deficit.

Note: Compare with 2003/04 Net Assets Summary of **\$(5,143k)**

Appendix B

ANNUAL BUDGET AND QUARTERLY FINANCIAL PROJECTIONS COMPLIANCE SCORECARD			
	<u>Source</u>	<u>Budget/Projection Requirement</u>	<u>Compliant (Y/N)</u>
1	BGII-02 Board Financial Management Policy	1.2 The annual budget [and Quarterly Projections] ... shall: 1.2.2 Have expenditures not exceeding revenues unless the Board has approved ... to spend from reserve funds;	Y
2	BGII-02 Board Financial Management Policy	1.2 The annual budget [and Quarterly Projections] ... shall: 1.2.3 Have ancillary expenditures not exceeding ancillary revenues unless the Board has specifically directed otherwise.	Y
3	BGII-02 Board Financial Management Policy	2.3 Quarterly projections of the annual budget shall be presented to the Board, ensuring the College's projected surplus or deficit are at least equal to or better than the Approved Budget.	Y
4	BGII-02 Board Financial Management Policy	4.2 The President may not approve an unbudgeted expenditure or commitment that will result in the College's fiscal year-end total balance of unrestricted net assets plus internally restricted net assets being lower than budgeted without the approval of the Board.	Y
5	Strategic Plan 2012-2017	'Goal 9 - Align our funded operational expenditures with provincial funding' - we must ensure we budget and project 'Funded Activity' with balanced or surplus results	Y
6	President's Budget Overview - Annual Budget	President's Overview: 'We will be aggressively pursuing further opportunities in the non-funded area which will provide funds for investment in all of the things that are currently not funded through government sources such as technology upgrades, infrastructure improvements, equipment for faculty and staff etc.' we must ensure that our SIP expenditures (budgeted and projected) do not exceed the sum of: - Non-Funded Activities net contributions; - Specific grants and contributions; and - Allocations from Internally Restricted Net Assets such that the ending balance of Internally Restricted Net Assets is at least equal to or greater than the balance approved by the Board in the Annual Budget (see #4 above).	Y

Presentation to:	Board of Governors
Subject:	International Update
Date:	February 2, 2015
Presenter (s):	Doug Wotherspoon, Vice President, International and Strategic Priorities

RECOMMENDATION:

THAT the Board of Governors receives this report for information.

PURPOSE:

To provide the Board of Governors with an update on the College's offshore international efforts.

BACKGROUND/CONTEXT/DISCUSSION

KUWAIT

President Cheryl Jensen and Vice Presidents Laura Stanbra and Doug Wotherspoon visited Kuwait from Tuesday, January 13 through Thursday, January 15, 2015. The following observations concerning the Kuwait campus were made.

- The first day for students on campus is scheduled to be August 31, 2015.
- The facility is co-educational with segregated classes and mixed support services and social spaces.
- Construction of the facility is progressing rapidly and is planned to be handed over to our partner Orient Education Services near the end of March. Any delay beyond the end of April would put at risk the opening date and in all likelihood delay the start-up of the campus until January 2016.
- The College cannot open until securing approval from the [Private Universities Council](#), a sub-unit of the Ministry of Education and the government agency responsible for oversight of all



private colleges and universities. In our meeting with PUC Secretary General Dr. Dr. Habib Abu, he noted skepticism of the team's ability to open on time.

- The quality of the campus facilities being built rivals that of Algonquin College-Canada.
- All furniture and IT have been purchased.
- A high quality and experienced Executive Team is in place and hiring of support staff and faculty is commencing.
- Marketing and recruitment are expected to launch in April, with the team confident of its ability to recruit an initial class of 350 students.
- Algonquin College-Canada is focused on providing the Algonquin College-Kuwait team support in the areas of curriculum development, marketing and recruitment, books/etexts, student support services, student orientation, and employee engagement.
- The Algonquin College campus is expected to be the most visible Canadian operation in Kuwait next to Tim Hortons and Second Cup.
- A visit to the [Australia College of Kuwait](#) and a meeting with its senior management team led by Chairman Mr. Abdullah Abdul Mohsen Al Sharhan, provided us the delegation insight into the challenges and opportunities of operating in Kuwait.

SAUDI ARABIA

President Cheryl Jensen and Vice Presidents Laura Stanbra and Doug Wotherspoon visited Saudi Arabia from Saturday, January 10 through Tuesday, January 13, 2015. The following observations concerning the Jazan campus and potential expansion opportunities were made.

Jazan – Presidential Visit

- Multiple meetings with students and employees provided the delegation with a sense of the opportunities and challenges facing the College in Jazan.
- The Jazan Students' Council greeted the President and Vice-President professionally, providing the delegation with a detailed list of areas for improvement.
- One-on-one meetings and group meetings with the Jazan Executive Council, led by Managing Director, Doug McLachlan identified the following opportunities and challenges;

- Growing business and community support for the College, including the signing of Saudi Ready Mix, a leading producer and supplier of ready-mixed concrete and related products, to a student sponsorship agreement. The agreement will see Saudi Ready Mix sponsor up to 300 Algonquin College students, providing them a monthly stipend of 3,000 SAR and guaranteed employment upon graduation. The \$6.7 million



CDN dollar investment is expected to support retention and the recruitment of higher quality students.

- 18 of 19 of the College's first graduating class have found employment, allowing the College to submit for 95% of its employment bonus.
- Areas for continued work include; student retention, progression, delivery of the Business Plan, employee engagement and facility improvements.
- A tour of both the academic facilities and employee accommodations showcased the improvements made since the facilities were turned over to Algonquin and identified areas for further work. The campus leadership team was tasked with immediately;
 - implementing lab safety measures, including the use of protective eye and footwear,
 - upgrading the electrical system in the mechanical engineering technology lab and
 - upgrading the children's' play area and fitness facility in Compound two.
- Construction of new on-campus living accommodations for both employees and students is underway with completion expected by 2017. The employee living accommodations will be completed first. The addition of the on-campus housing will dramatically improve the overall Jazan experience for faculty, staff and students, transforming the institution from a commuter to residential campus.



- The College hosted the campus' first Community Advisory Committee meeting, welcoming 12 guests from a cross section of public and private sector organizations. The group provided guidance to President Jensen and the Jazan Executive Council in the areas of marketing, recruitment, and employer outreach. Participants were open and candid about the quality of students, their motivations, and the challenges keeping students engaged. They spoke of the need of Algonquin in the region and on two separate occasions asked if the College was considering opening a female campus, urging leadership to consider it for the future.
- A visit with the wives of College employees identified a series of areas for further action. The inability to find work in the region, limited access to transportation, and few social opportunities beyond their peers, makes the posting for spouses a difficult one. These bright women are underutilized and anxious to become more engaged with the College. They requested access to

online courses to further their education, increased transportation, and were open to working for Algonquin College-Canada remotely.

Colleges of Excellence (COE)

- President Jensen's trip to Saudi Arabia included a visit with Dr. Saleh and Dr. Mohammed of the Colleges of Excellence. Verbally, the College was assured of both administrative and financial support in making the Jazan campus a success. Data was presented showing the Jazan area to have an oversupply of university and college openings, making it more challenging to find the quality of students required to be successful. COE indicated its support for reducing the availability of university spaces and expanding Algonquin College-Jazan's academic offerings to include Bachelor Degrees and a female campus. Further discussions are to be organized between AC's Country Director Martin Doyle and COE's Dr. Klees
- The trip also included a visit to Wave One provider Laureate International, who manages seven institutes across the Kingdom, including a male Colleges of Excellence School of Hospitality and Tourism in Riyadh. Following a tour of their facility, the delegation met with the Laureate senior management team in Saudi Arabia to discuss opportunities for collaboration and information sharing.

ADDITIONAL CAMPUS OPPORTUNITIES

Algonquin continues to investigate the establishment of additional offshore campuses in Saudi Arabia, India and China. The operating model being explored in each of these discussions is based on the fee for service model, similar to our partnership with Orient Education Services in Kuwait. Under this model, Algonquin College bears no financial liability, providing oversight of the curriculum delivery and securing a regular revenue stream from enrolments in return. A legal opinion is being sought to determine the rules governing international expansion of this nature.

CONCLUSION

Staff continues to place high priority on the monitoring and reporting of both onshore and offshore international initiatives. Frequent on site visits as well as weekly conference calls are providing a clear picture of the opportunities as well as the attention required to succeed. Staff will continue to report at each Board meeting to ensure that members are well informed.

Presentation to:	Board of Governors
Subject:	2015-2016 Fees Schedules
Date:	February 2, 2015
Presenter (s):	Jeff Macnab, Registrar

RECOMMENDATION:

THAT the Board of Governors approve the Fees Schedules, as presented, for the 2015-2016 academic year in accordance with current Ministry policy.

PURPOSE:

To approve the Fees Schedules for the 2015-2016 academic year. The proposed Fees Schedules for the 2015-2016 academic year is detailed as follows:

- Fees for Ministry-Funded Programs (Schedule A: pages 1 - 4) ;
- Ancillary Fees (Schedule A: pages 5 – 8);
- International Student Fees (Schedule A: pages 9 – 10);
- Apprenticeship Fees (Schedule A: page 11);
- Course-Related Incidental Fees (Schedule A: pages 12 -20);
- Glossary of Terms(Schedule A: page 21);
- Fees Exemptions(Schedule B) ;
- SA Compulsory Ancillary Tables (Schedule C);
- Sample Recommended 2015-2016 Algonquin Fees by Program (Schedule D).

BACKGROUND/CONTEXT/DISCUSSION

Beginning in 2013-14, and applicable until 2016-17, the Ministry has capped tuition increases at an over-all maximum of three percent. Prior to that and including 2012-2013 the maximum allowable over-all increase was capped at five percent.

The proposed fees schedules have been developed in accordance with the Tuition Fee Framework Guidelines for Colleges of Applied Arts and Technology 2013-14 to 2016-17 (issued April 2013) and the College’s Tuition and Fee Strategy. Consultation with Academic Areas, Apprenticeship, Academic Operations Office, International Education Centre and the Student Association also took place in development of the 2015-16 Fees Schedules.

All changes to the fees have been highlighted in yellow in the enclosed fee tables. Listed below are the key changes reflected in the attached documents:

The recommendation, contained in the Fees Schedules is to apply a **3% tuition increase** to Post-Secondary, Graduate Certificate and Applied Degree programs. The resulting over-all domestic tuition fee increase for 2015-2016 is 2.97% (exactly the same increase as 2014-15).

Other Tuition Fees will increase by the maximum allowable amount:

	2014-2015	2015-2016	Percent Change
Full-Time Tuition Short Weekly Rate	\$73.37	\$75.57	+3.00%
Part-Time Hourly Rate per Student Contact Hour	\$6.24	\$6.42	+2.88%

Compulsory Ancillary Fees:

Based upon an initiative lead by the Students' Association, Algonquin College is positioned to become a member of the OC Transpo Universal Transit Pass (U-Pass) program. The U-Pass permits full-time students at the Woodroffe campus to use designated transit services at a reduced price.

Due to the implementation of the U-Pass, **Compulsory Ancillary fees will increase by 39%** from \$989.96 per year to \$1,379.54 per year. The Ministry calls for a student referendum for any increase in excess of 20%. The Students' Association (SA) conducted a referendum from November 17 to November 21, 2014. The referendum resulted in 40% of the full-time student population casting a vote, and 83% of those who cast a vote, voted in favor of the U-Pass and associated fees. The SA had set a referendum threshold of 60% of voters in favor. Given the referendum results, the U-Pass was endorsed by the Student Association and the U-Pass Fee has been included in the Compulsory Ancillary Fees.

The U-Pass program is planned to commence fall 2015. However it must be formally approved by Ottawa City Council and a decision is expected on January 28, 2015, followed by signing a tri-party contract between the City of Ottawa, the Students' Association and the College. In light of the introduction of the U-Pass Ancillary Fee Algonquin College and the SA decided not to increase any existing Compulsory Ancillary Fees. The U-Pass Fee will range between \$188.00 and \$192.70 per term, the amount will be finalized by Ottawa City Council no later than March 31, 2015. This date allows us to meet Ministry guidelines of having all 2015-16 fees in place by May 1, 2015.

Included in this increase is a once per academic year U-Pass Administrative Fee of \$4.18 for the College to administer this program.

The introduction of the U-Pass fee is anticipated to have a neutral to slightly positive impact to the marketability of the College. Few potential applicants will base their decision to attend based on the presence or absence of the U-Pass. As well, the introduction of the U-Pass now aligns Algonquin College with the majority of post-secondary institutions in Ottawa.

The Non-Compulsory Ancillary CO-OP Fee will increase a standard 3% from \$465.00 to \$478.95.

Non- Tuition Related Fees will change in order to comply with new Ministry directives that must be in place for fall 2015. In an effort to uniformly implement this new policy, province-wide billing practices for Colleges were established by the Committee of Registrars, Admissions and Liaison Officers (CRALO) and endorsed by the Ontario Colleges' Coordinating Committee of Vice Presidents of Students (CCVPS), and approved by President's Council. As a result, **Fee Deferment, Late Payments and Program Withdrawal fees** have been revised as summarized below:

Type of Fee	2014-2015	2015-2016
Deferment Fee	\$20	\$0
Late Payment Fee for Full-Time Students	\$100	\$150
Program Withdrawal Penalty	\$100/term	\$500 in initial term of academic year

Schedule A

FEES FOR MINISTRY-FUNDED PROGRAMS 2015-2016

Note: These figures represent the tuition portion of fees only. Mandatory ancillary and course-related incidental fees may apply.
See sections labelled "Ancillary Fees" and "Course-Related Ancillary Fees" for further details.

FULL-TIME POST-SECONDARY AND GRADUATE CERTIFICATE PROGRAMS WITH REGULAR TUITION

(3% increase over 2014-2015)

Full-time Post-Secondary One, Two and Three Year Programs:

(Tuition fee factor matching duration)

Tuition Fee:	<u>Per Term</u>	<u>Annually (two terms)</u>
All Levels	\$1,384.20	\$2,768.40

Full-time Post-Secondary 45-50 Week Programs (Non-Semestered):

(For two-year diploma programs with a tuition fee factor of 2.0)

Tuition Fee:		
All Levels	\$1,845.60	\$5,536.80

Part-time Fees:

The hourly rate for part-time activity is: \$6.42

FULL-TIME POST-SECONDARY PROGRAMS WITH REGULAR TUITION, AND TUITION FEE FACTOR NOT MATCHING DURATION

(3% increase over 2014-2015)

Tuition Fee:	<u>Per Term</u>	<u>Annually (two terms)</u>
1704X/F Practical Nursing (TFF: 2.5) All Levels	\$1,730.26	\$3,460.52

FULL-TIME STANDARD POST-SECONDARY PROGRAMS WITH NON-REGULAR TUITION

(3% increase over 2014-2015)

Program	<u>Per Term</u>	<u>Annually (two terms)</u>
1503X* Aviation Techniques - Aircraft Maint. All Levels <i>*New program for 2015-2016</i>	\$1,720.51	\$3,441.02
0380X Broadcasting - Radio All Levels	\$1,720.51	\$3,441.02
1438Y GAS - English for Academic Purposes All Levels (3-term program)	\$1,146.99	\$3,440.96
6149X Interactive Multimedia Developer All Levels	\$1,595.51	\$3,191.02
0606X Respiratory Therapy All Levels	\$1,595.51	\$3,191.02
1619X Medical Device Reprocessing All Levels	\$1,442.00	\$2,884.00

TUITION SHORT PROGRAMS

(3% increase over 2014-2015)

Tuition (per week)	\$75.57
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CO-OP DIPLOMA APPRENTICESHIP PROGRAMS

The following program has standard tuition fees. Students pay \$40.00 to the Ministry of Training, Colleges and Universities on their Co-op work term, but are exempt from the College Co-op fee.

0557C Motive Power Technician

**TUITION FEES
FOR HIGH DEMAND MINISTRY-FUNDED PROGRAMS
2015-2016**

Program Number and Title	Level	2013/14 Tuition Fee (per level)	2014/15 Tuition Fee (per level)	2015/16 Tuition Fee (per level)	Actual % Increase	Actual \$ Increase
1456X Advertising and Marketing Communications Management TFF: 3 Duration: 3	All	\$2,647.87	\$2,727.30	\$2,809.11	3.00%	\$81.81
1288X Animation TFF: 3 Duration: 3	All	\$2,647.87	\$2,727.30	\$2,809.11	3.00%	\$81.81
1288D Animation (Digital Option) TFF: 3 Duration: 3	All	\$2,647.87	\$2,727.30	\$2,809.11	3.00%	\$81.81
1288T Animation (Traditional Option) TFF: 3 Duration: 3	All	\$2,647.87	\$2,727.30	\$2,809.11	3.00%	\$81.81
0381X Broadcasting - Television TFF: 2 Duration: 2	All	\$2,647.87	\$2,727.30	\$2,809.11	3.00%	\$81.81
0608X Dental Assisting (Levels I and II) TFF: 1.25 Duration: 1	Levels 1, 2 Level 3	\$2,217.73 \$591.30	\$2,284.26 \$609.03	\$2,352.78 \$627.30	3.00% 3.00%	\$68.52 \$18.27
1927X Dental Hygiene TFF: 3 Duration: 3	All	\$2,727.29	\$2,809.10	\$2,949.56	5.00%	\$140.46
3013X Game Development TFF: 3 Duration: 3	All	\$2,647.87	\$2,727.30	\$2,809.11	3.00%	\$81.81
1400X Graphic Design TFF: 3 Duration: 3	All	\$2,647.87	\$2,727.30	\$2,809.11	3.00%	\$81.81
0402X Journalism TFF: 2 Duration: 2	All	\$2,118.27	\$2,181.81	\$2,247.26	3.00%	\$65.45
0915X Massage Therapy TFF: 3 Duration: 3	All	\$2,181.82	\$2,247.27	\$2,314.68	3.00%	\$67.41
1615X Medical Radiation Technology TFF: 3 Duration: 3	All	\$2,282.04	\$2,350.50	\$2,421.01	3.00%	\$70.51
1405X Music Industry Arts NSDP TFF: 2 Duration: 2	All	\$2,705.93	\$2,787.10	\$2,870.71	3.00%	\$83.61
1603X Orientation to Nursing in Ontario for Practical Nurses TFF: 0.5 Duration: 0.5	Level 1	\$2,159.25	\$2,224.02	\$2,290.74	3.00%	\$66.72
6780X Outdoor Adventure TFF: 2 Duration: 2	All	\$3,616.74	\$3,616.74	\$3,616.74	0.00%	\$0.00
6783X Outdoor Adventure Naturalist NSDP TFF: 2 Duration: 2	All	\$2,480.26	\$2,480.26	\$2,480.26	0.00%	\$0.00
0620X Paramedic TFF: 2 Duration: 2	All	\$2,330.12	\$2,400.02	\$2,472.02	3.00%	\$72.00
0030X Photography* TFF: 2 Duration: 2	All	\$2,118.27	\$2,181.81	\$2,247.26	3.00%	\$65.45
*As approved in April 2003, students pay a \$900 per term program fee to cover the cost of using specialized digital and traditional photographic equipment.						
6236X Pre-Service Firefighter Education and Training TFF: 1.5 Duration: 1	Levels 1, 2 Level 3	\$4,775.27 \$2,546.79	\$4,918.52 \$2,623.19	\$5,066.07 \$2,701.88	3.00% 3.00%	\$147.55 \$78.69
0468X Public Relations TFF: 2 Duration: 2	All	\$2,647.87	\$2,727.30	\$2,809.11	3.00%	\$81.81
6320X Veterinary Technician TFF: 2 Duration: 2	Levels 1, 2 Levels 3, 4	\$1,304.75 -	\$1,343.89 -	\$1,411.08 \$1,384.20	5.00% 3.00%	\$67.19 \$40.31

Note:

Part-time fees are prorated.

Final part-time hourly rates will be confirmed following curriculum approval for 2015-2016.

**TUITION FEES FOR MINISTRY-FUNDED
HIGH DEMAND GRADUATE CERTIFICATE, BACHELOR DEGREE
IN APPLIED STUDIES, AND UNIVERSITY DEGREE PROGRAMS
2015-2016**

GRADUATE CERTIFICATE PROGRAMS WITH HIGH DEMAND TUITION FEES

(Part-time fees are prorated)

Program Number and Title	Level	2013/14 Tuition Fee (per level)	2014/15 Tuition Fee (per level)	2015/16 Tuition Fee (per level)	Actual % Increase	Actual \$ Increase
3005X Advanced Care Paramedic <i>TFF: 1 Duration: 1</i>	Level 1 Level 2 Level 3	\$5,301.01 \$3,092.24 \$7,509.79	\$5,460.04 \$3,185.00 \$7,735.08	\$5,623.84 \$3,280.55 \$7,967.13	3.00% 3.00% 3.00%	\$163.80 \$95.55 \$232.05
1514X Business Intelligence System Infrastructure <i>TFF: 1 Duration: 1</i>	All	\$4,270.12	\$4,398.22	\$4,530.16	3.00%	\$131.94
1410X Brand Management NEW <i>TFF: 1 Duration: 1</i>	All	n/a	n/a	\$2,010.79	n/a	n/a
1605X Clinically Intensive Orientation to Nursing in Ontario <i>TFF: 1.5 Duration: 1.5</i>	Levels 1, 2 Level 3	\$2,159.25 \$3,678.75	\$2,224.02 \$3,789.11	\$2,290.74 \$3,902.78	3.00% 3.00%	\$66.72 \$113.67
1505X Construction Project Management <i>TFF: 1 Duration: 1</i>	All	\$3,072.56	\$3,164.73	\$3,164.73	0.00%	\$0.00
1618X Diagnostic Medical Sonography <i>TFF: 2 Duration: 2</i>	All	n/a	\$1,622.00	\$1,703.10	5.00%	\$81.10
1402X Documentary Production <i>TFF: 1 Duration: 1</i>	All	\$2,101.95	\$2,165.00	\$2,229.95	3.00%	\$64.95
1401X e-Publishing <i>TFF: 1 Duration: 1</i>	All	\$2,101.95	\$2,165.00	\$2,229.95	3.00%	\$64.95
1313X Entrepreneurship Acceleration NEW <i>TFF: 1 Duration: 1</i>	All	n/a	n/a	\$1,954.11	n/a	n/a
1517X Environmental Management and Assessment <i>TFF: 1 Duration: 1</i>	All	\$2,649.00	\$2,728.47	\$2,810.32	3.00%	\$81.85
0390X Event Management <i>TFF: 1 Duration: 1</i>	Level 1 Level 2	\$2,013.11 \$1,993.93	\$2,073.50 \$2,053.74	\$2,135.70 \$2,115.35	3.00% 3.00%	\$62.20 \$61.61
1308X Financial Services <i>TFF: 1 Duration: 1</i>	All	\$2,078.54	\$2,140.89	\$2,205.11	3.00%	\$64.22
1588X Geographic Information Systems <i>TFF: 1.5 Duration: 1.5</i>	All	\$4,611.68	\$4,750.03	\$4,892.53	3.00%	\$142.50
1501X Green Architecture <i>TFF: 1 Duration: 1</i>	All	\$2,270.11	\$2,338.21	\$2,408.35	3.00%	\$70.14
1304X Green Business Management <i>TFF: 1 Duration: 1</i>	All	\$1,907.32	\$1,964.53	\$2,023.46	3.00%	\$58.93
1311X Human Resources Management <i>TFF: 1 Duration: 1</i>	All	\$2,142.40	\$2,206.67	\$2,272.87	3.00%	\$66.20
0300X Interactive Multimedia <i>TFF: 1 Duration: 1</i>	All	\$3,305.36	\$3,404.52	\$3,506.65	3.00%	\$102.13
1306X International Business Management <i>TFF: 1 Duration: 1</i>	All	\$2,244.82	\$2,312.16	\$2,381.52	3.00%	\$69.36
1404X Kitchen and Bath Design <i>TFF: 1 Duration: 1</i>	All	\$1,946.25	\$2,004.63	\$2,064.76	3.00%	\$60.13
1310X Marketing Management <i>TFF: 1 Duration: 1</i>	All	\$2,182.57	\$2,248.04	\$2,315.48	3.00%	\$67.44
1303X Marketing Business Intelligence Research <i>TFF: 1.5 Duration: 1.5</i>	Levels 1, 2 Level 3	\$1,838.08 \$360.50	\$1,893.22 \$371.31	\$1,950.01 \$382.44	3.00% 3.00%	\$56.79 \$11.13
1407X Mobile and Social Media Management <i>TFF: 1 Duration: 1.5</i>	All	\$2,140.00	\$2,204.20	\$2,270.32	3.00%	\$66.12
1621X Museum and Cultural Resource Management NEW <i>TFF: 1.5 Duration: 2</i>	All	n/a	n/a	\$1,804.08	n/a	n/a
1309X Nonprofit Sector Management <i>TFF: 1 Duration: 1</i>	All	\$3,529.00	\$3,634.87	\$3,743.91	3.00%	\$109.04
1305X Organizational Quality Management <i>TFF: 1 Duration: 1.5</i>	Levels 1, 2 Level 3	\$1,782.02 \$360.50	\$1,835.48 \$371.31	\$1,890.54 \$382.44	3.00% 3.00%	\$55.06 \$11.13
1604X Orientation to Nursing in Ontario for Nurses <i>TFF: 1 Duration: 1</i>	All	\$2,159.25	\$2,224.02	\$2,290.74	3.00%	\$66.72
1614X Performance Coaching <i>TFF: 1 Duration: 1.5</i>	All	\$1,752.03	\$1,804.59	\$1,858.72	3.00%	\$54.13
1312X Project Management <i>TFF: 1 Duration: 1</i>	All	n/a	\$3,032.40	\$3,123.37	3.00%	\$90.97
0660X RN Critical Care <i>TFF: 0.5 Duration: 0.5</i>	Per Year	\$4,413.09	\$4,545.48	\$4,681.84	3.00%	\$136.36
0774X RN Emergency Nursing <i>TFF: 0.5 Duration: 0.5</i>	Per Year	\$4,413.09	\$4,545.48	\$4,681.44	3.00%	\$135.96

0664X	RN Operating Room <i>TFF: 0.5 Duration: 0.5</i>	Per Year	\$4,413.09	\$4,545.48	\$4,681.44	3.00%	\$135.96
0897X	RPN Operating Room <i>TFF: 0.5 Duration: 0.5</i>	Per Year	\$4,413.09	\$4,545.48	\$4,681.44	3.00%	\$135.96
0382X	Scriptwriting <i>TFF: 1 Duration: 1</i>	All	\$2,272.43	\$2,340.60	\$2,410.81	3.00%	\$70.21
1102X	Spa Management <i>TFF: 1.5 Duration: 1.5</i>	All	n/a	n/a	\$2,078.35	n/a	n/a
6073X	Sport Business Management <i>TFF: 1.5 Duration: 1.5</i>	All	\$3,589.05	\$3,696.72	\$3,696.72	0.00%	\$0.00
0925X	Teachers of English as a Second/Foreign Language <i>TFF: 1 Duration: 1</i>	All	\$2,527.88	\$2,603.71	\$2,681.82	3.00%	\$78.11
1182X	Technical Writer <i>TFF: 1 Duration: 1</i>	All	\$3,106.81	\$3,200.01	\$3,296.01	3.00%	\$96.00
1611X	Victimology <i>TFF: 1 Duration: 1</i>	All	\$1,518.42	\$1,563.97	\$1,610.88	3.00%	\$46.91

BACHELOR DEGREE IN APPLIED STUDIES PROGRAMS

(The hourly rate for part-time fees will be that of the program with the lowest hourly rate, given that all courses in one program are eligible to be electives in any of the other degree programs)

Program Number and Title	Level	2013/14 Tuition Fee (per level)	2014/15 Tuition Fee (per level)	2015/16 Tuition Fee (per level)	Actual % Increase	Actual \$ Increase
6148X Bachelor of Applied Arts - Interior Design <i>TFF: 4 Duration: 4</i>	Level 1	\$3,656.49	\$3,766.18	\$3,879.16	3.00%	\$112.98
	Level 2	\$3,656.49	\$3,766.18	\$3,879.16	3.00%	\$112.98
	Level 3	\$3,586.85	\$3,766.18	\$3,879.16	3.00%	\$112.98
	Level 4	\$3,586.85	\$3,766.18	\$3,879.16	3.00%	\$112.98
	Level 5	\$3,454.00	\$3,694.45	\$3,879.16	3.00%	\$112.98
	Level 6	\$3,454.00	\$3,694.45	\$3,879.16	3.00%	\$112.98
	Level 7	\$3,326.07	\$3,557.62	\$3,805.28	3.00%	\$110.83
	Level 8	\$3,326.07	\$3,557.62	\$3,805.28	3.00%	\$110.83
6066X Bachelor of Applied Business - e-Business Supply Chain Management <i>TFF: 4 Duration: 4</i>	Level 1	\$3,200.16	\$3,296.16	\$3,296.16	0.00%	\$0.00
	Level 2	\$3,200.16	\$3,296.16	\$3,296.16	0.00%	\$0.00
	Level 3	\$3,139.21	\$3,296.16	\$3,296.16	0.00%	\$0.00
	Level 4	\$3,139.21	\$3,296.16	\$3,296.16	0.00%	\$0.00
	Level 5	\$3,109.32	\$3,233.38	\$3,296.16	0.00%	\$0.00
	Level 6	\$3,109.32	\$3,233.38	\$3,296.16	0.00%	\$0.00
	Level 7	\$3,079.71	\$3,202.59	\$3,233.38	0.00%	\$0.00
	Level 8	\$3,079.71	\$3,202.59	\$3,233.38	0.00%	\$0.00
1512X Bachelor of Building Science <i>TFF: 4 Duration: 4</i>	Level 1	\$3,175.00	\$3,270.25	\$3,368.35	3.00%	\$98.10
	Level 2	\$3,175.00	\$3,270.25	\$3,368.35	3.00%	\$98.10
	Level 3	\$3,175.00	\$3,270.25	\$3,368.35	3.00%	\$98.10
	Level 4	\$3,175.00	\$3,270.25	\$3,368.35	3.00%	\$98.10
	Level 5	\$3,175.00	\$3,270.25	\$3,368.35	3.00%	\$98.10
	Level 6	\$3,175.00	\$3,270.25	\$3,368.35	3.00%	\$98.10
	Level 7	\$3,175.00	\$3,270.25	\$3,368.35	3.00%	\$98.10
	Level 8	\$3,175.00	\$3,270.25	\$3,368.35	3.00%	\$98.10
6225X Bachelor of Hospitality and Tourism Management <i>TFF: 4 Duration: 4</i>	Level 1	\$3,013.03	\$3,103.42	\$3,196.52	3.00%	\$93.10
	Level 2	\$3,013.03	\$3,103.42	\$3,196.52	3.00%	\$93.10
	Level 3	\$2,955.64	\$3,103.42	\$3,196.52	3.00%	\$93.10
	Level 4	\$2,955.64	\$3,103.42	\$3,196.52	3.00%	\$93.10
	Level 5	\$2,846.17	\$3,044.30	\$3,196.52	3.00%	\$93.10
	Level 6	\$2,846.17	\$3,044.30	\$3,196.52	3.00%	\$93.10
	Level 7	\$2,846.17	\$2,931.55	\$3,135.62	3.00%	\$91.32
	Level 8	\$2,846.17	\$2,931.55	\$3,135.62	3.00%	\$91.32

UNIVERSITY DEGREE PROGRAMS

6140X	Bachelor of Information Technology - Interactive Multimedia and Design <i>Fees set by Carleton University</i>
6178X	Bachelor of Information Technology - Network Technology <i>Fees set by Carleton University</i>
1516X	Bachelor of Information Technology - Photonics and Laser Technology <i>Fees set by Carleton University</i>
0616X	Bachelor of Science in Nursing <i>Fees set by the University of Ottawa</i>
5100X	Nipissing University Business Commerce <i>Fees set by Nipissing University</i>

ANCILLARY FEES 2015-2016

COMPULSORY ANCILLARY FEES

STUDENT ACTIVITY/SPORTS FEE

UNCHANGED

\$240.50 per term

Assessed each term to all full-time students.

Part-time day students taking 2 or more courses per term are assessed one-half the normal fee i.e. \$120.25 per term.

The fee is prorated for Co-op and field placement students.

Purpose: To cover the costs of various student activities, athletic services, and other non-academic student services as agreed to by the Students' Association Board of Directors.

STUDENT CENTRE BUILDING FEE

UNCHANGED

\$17.50 per term

Assessed each term to all full-time students.

Part-time day students taking 2 or more courses per term are assessed one-half the normal fee i.e. \$8.75 per term.

The fee is prorated for Co-op and field placement students.

Centre for Continuing and Online Learning registrants are assessed \$.05/course hour.

Purpose: Contribution towards construction of student centres.

STUDENT COMMONS/AUDITORIUM FEE

UNCHANGED

\$22.00 per term

Assessed each term to all full-time students.

Part-time day students taking 2 or more courses per term are assessed one-half the normal fee i.e. \$11.00 per term.

Purpose: Contribution towards loan payment, overhead charges and upkeep of the Student Commons building.

HEALTH PLAN FEE

UNCHANGED

\$123.96 annually. Prorated for Winter (\$109.12) and Spring Terms (\$15.47)

Purpose: To provide daytime students taking 2 or more courses with coverage for eligible medical and dental expenses.

Note: Students who have coverage with another plan may request a refund through the Students' Association. This request must be made within the first thirty days of the term in which the fee is paid.

U-PASS FEE

NEW

TBC \$192.70 per term for full-time students (fee will range between \$188.00 and \$192.70, amount to be finalized by Ottawa City Council no later than March 31, 2015)

Purpose: To provide the OC Transpo Universal Transit Pass to full-time students at the Woodroffe Campus.

Note: Full-time on-campus students who drop to part-time during a given term will be refunded a pro-rated amount of the fee.

U-PASS ADMINISTRATIVE FEE

NEW

\$4.18 per academic year for full-time students

Purpose: To cover the administrative costs of providing the U-Pass to full-time students at the Woodroffe Campus.

INFORMATION TECHNOLOGY FEE

UNCHANGED

\$86.00 per term

\$0.86 per hour to a maximum of \$86.00 per term for part-time program registrants
\$35.00 per term for continuing education students in I.T. applicable courses

Purpose: Enhancements to Information Technology but not for the basic infrastructure required for program delivery.

Note: The Information Technology Fee is prorated for Apprenticeship students based on the number of weeks in the academic level.

HEALTH SERVICES FEE

UNCHANGED

\$20.00 per term

Assessed each term to all full-time students.
Part-time day students taking 2 or more courses per term are assessed one-half the normal fee i.e. \$10.00 per term.

Purpose: To help defray the costs of direct service provided by the Health Services Office for services which are not currently covered by OHIP.

GRADUATION FEE

UNCHANGED

\$40.00

Assessed in final level of all College programs.

Purpose: To support the costs of the Convocation Ceremonies.

TRANSCRIPT FEE

UNCHANGED

\$20.00

Assessed to full-time and part-time students in Level 1 of all programs.

Purpose: To cover all handling costs associated with the production and mailing of official transcripts, course descriptions, as well as course outlines for students requesting Prior Learning Assessment.

STUDENT EXPERIENCE FEE

UNCHANGED

\$17.00 per term

Assessed each term to all full-time students.
Part-time day students taking 2 or more courses per term are assessed one-half the normal fee i.e. \$8.50 per term.

Purpose: To actively engage Algonquin College students outside of the classroom and enrich their overall College Experience, through College orientation; educational and engaging campus events; and volunteer/experiential opportunities for personal growth both on and off campus.

NON-COMPULSORY ANCILLARY FEES

CENTRE FOR CONTINUING AND ONLINE LEARNING (CCOL) SERVICE FEE

UNCHANGED

\$1.25 per course hour

Assessed to registrants in CCOL courses.

Purpose: To partially offset the costs of providing the following services to CCOL students.

- special information and orientation services provided evenings and weekends to assist students unfamiliar with the College;
- counselling and career assistance;
- study skills workshops;
- extended Learning Resource Centre hours;
- direct mail communication of upcoming programs and courses;
- to provide food services;
- additional resources to assure clean buildings;
- security staff patrol for late night leaving;
- student and service surveys that serve to improve courses teaching and support services;
- financial assistance counselling;
- job placement services;
- no parking charges after 5:00 p.m. on weekdays;
- a central CCOL office at the Woodroffe Campus with extended hours of operation until 7:00 p.m. Monday to Friday and, Saturday 8:30 a.m. to 1:00 p.m.
- professional development for continuing education teachers;
- production and mailing of official transcripts and course descriptions.

CO-OP FEE

CHANGED - \$465.00 in 2014/2015

\$478.95 per Co-op work term

Assessed in two instalments prior to work term:

- \$100 at time of registration for Co-op (due by the end of the fourth week of the term preceding the work placement)
- \$365 on standard fees due date preceding the Co-op term
- Students in programs with mandatory Co-op work terms (i.e. Bachelor Degree in Applied Studies programs) may pay the total fee on the Fees Due Date

Purpose: To cover administrative costs associated with placement, monitoring and follow-up of students on a work term.

- Note:**
- Co-op students pay 10% of the Students' Association Fees (\$25.80 per term)
 - Students in Co-op in the Fall Term are assessed the Health Plan Fee
 - Students in the Co-op Diploma Apprenticeship program are exempt from the Co-op fee during the work term (students are required to pay a \$40.00 apprenticeship fee to the Ministry)

eTEXTBOOK FEES

Assessed each term for students in designated programs.

The list of eTextbook programs can be found at: <http://www.algonquincollege.com/etexts>

Purpose: To provide access to e-resources on the first day of class.

LEARNING MATERIALS AND SUPPLIES

See attached Course-Related Incidental Fees table

Amounts determined annually for specific courses in some programs.

Purpose: To cover costs of materials and/or supplies retained by the students, in accordance with Ministry and College policy governing incidental fees.

Note: Enclosed is a summary by program, by course, of 2015-2016 course-related incidental fees for program registrants. A summary report of course-related incidental fees is maintained in the Registrar's Office.

BRING YOUR OWN DEVICE (BYOD) FEE *(previously Mobile Computing Fee)*

UNCHANGED

\$150.00 per term

Assessed each term for students registered in BYOD programs.

Part-time day students taking 2 or more courses per term are assessed one-half the normal fee i.e. \$75.00 per term.

The official list of BYOD programs can be found at: www7.algonquincollege.com/byod/current/device.htm

Purpose: To cover the costs associated with providing various services to students registered in BYOD programs. Services include:

- General laptop support
- Hardware/Software diagnostics
- Spyware/Virus removal
- Access to a loaner laptop for 30 days
- One-on-one appointments with a laptop technician

ADDITIONAL NON-TUITION-RELATED FEES

Academic Appeal	Stage 1: \$25.00 (Refunded if appeal is successful) Stage 2: \$50.00 (Refunded if appeal is successful)
Advanced Standing	\$50.00
Course Withdrawal Penalty	\$25.00
Deferment Fee (CHANGED: \$20.00 in 2014/15)	\$0.00
Distance Education IT Service Fee	\$50.00 per course for most online courses offered through Distance Education.
Duplicate Copies	Diploma/certificate: \$20.00
Late Payment Fee (Full-time students only) (CHANGED: \$100.00 in 2014/15)	A \$150.00 late fee will be charged to all students who pay their fees after the Balance Due Date and the Fees Due Date (maximum one late fee assessment per term)
PLAR	\$119.00 per assessment or challenge. \$95 for General Education Portfolio Assessments
PLAR Appeal	\$25.00
PLAR Withdrawal Penalty	\$10.00
Program Withdrawal Penalty (CHANGED: \$100.00 per term in 2014/15)	A \$500.00 fee assessed to all students who withdraw in their initial term of the academic year if written request provided within ten business days from the start of the term.
Returned Cheque	\$25.00
Review of Final Grade	\$25.00 (Refunded if appeal is successful)
Late Booking or Missed Distance Education Exam	\$50.00
Supplemental Exams	\$15.00
Transfer of Academic Credit (External)	\$10.00 per course assessment

INTERNATIONAL STUDENT FEES 2015-2016

FULL-TIME POST-SECONDARY PROGRAMS WITH REGULAR AND HIGH DEMAND TUITION

UNCHANGED

Full-time International students in these programs pay Canadian tuition fees plus an International Premium of \$4,775.00 per academic term.

Note: The International Premium includes health insurance for full-time students.

FULL-TIME GRADUATE CERTIFICATE AND BACHELOR DEGREE OF APPLIED STUDIES PROGRAMS

UNCHANGED

Full-time International students in these programs pay Canadian tuition fees plus an International Premium of \$3,975.00 per academic term.

Note: The International Premium includes health insurance for full-time students.

Part-time Fees for Post-Secondary, Non-Semestered Diploma, Graduate Certificate and Bachelor Degree of Applied Studies programs:

CHANGED	The hourly rate for part-time activity is*	\$6.42	(3% increase over 2014-2015)
	International Student Premium**	\$16.46	per hour
	Total, Part-time Fees for International Students	\$22.88	per hour

*The hourly rate may vary for students in High Demand, Graduate Certificate and Bachelor Degree of Applied Studies programs.

**Does not include health insurance. Part-time program registrants are charged a health insurance fee of \$220.00 per term.

STUDENTS IN CO-OP PROGRAMS:

International students in a program with a Co-operative option will be assessed the Co-op fees for the Co-op work term and will be charged \$220.00 per term for health insurance.

PRE-ENGLISH FOR ACADEMIC PURPOSES (EAP) PROGRAM (1913X):

Per 8 Week Level:

CHANGED	Tuition	\$1,054.75	(3% increase over 2014-2015)
	International Premium	\$1,336.47	
	Student Activity/Sports Fee	\$99.00	
	Student Commons/Auditorium Fee	\$11.00	
	Health Services Fee	\$10.00	
	Information Technology Fee (once per term)	\$86.00	
	U-Pass Administrative Fee (once per year)	\$4.18	
	U-Pass Fee (per term, annual amount paid in full upon first registration in academic year)	\$192.70	
	Student Experience Fee	\$8.50	
	Total	\$2,802.60	

ENGLISH FOR ACADEMIC PURPOSES (EAP-INTERNATIONAL) PROGRAM (1914X):

Per 8 Week Level:

CHANGED	Tuition	\$1,054.75	(3% increase over 2014-2015)
	International Premium	\$1,336.47	
	Student Activity/Sports Fee	\$99.00	
	Student Commons/Auditorium Fee	\$11.00	
	Health Services Fee	\$10.00	
	Information Technology Fee (once per term)	\$86.00	
	U-Pass Administrative Fee (once per year)	\$4.18	
	U-Pass Fee (per term, annual amount paid in full upon first registration in academic year)	\$192.70	
	Student Experience Fee	\$8.50	
	Total	<u>\$2,802.60</u>	

ESL/FLS PART-TIME NON-FUNDED COURSES:

International students registering in any ESL/FLS part-time, non-funded course will be charged, in addition to other applicable fees, a premium of \$10.00 per hour or a premium of \$200.00 per week excluding health insurance. Exceptions require approval from the Chair, Language Institute or the Director, International Education Centre.

FULL-TIME STUDENTS TAKING ADDITIONAL COURSES:

International students, registered in full-time post-secondary and full-time ESL programs, who choose to take additional courses, will be charged international fees for any additional courses. Exceptions require approval from the Director, International Education Centre.

DISTANCE EDUCATION AND INTERNET COURSES:

International fees will apply to funded print-based, video or internet courses for international students residing in Canada. Full-time off-shore international students will pay Canadian fees with a tuition premium of \$2,375 per term. Part-time off-shore international students will pay Canadian fees with a tuition premium of \$400 per course. This is distinct from the additional amount charged for postage.

STUDENTS REGISTERED IN COLLEGE-APPROVED PROGRAMS:

International students will be charged a 15% premium over Canadian tuition fees for College-approved programs. The fees include health insurance.

REFUND POLICIES FOR INTERNATIONAL STUDENTS:

Students who submit formal written notification of withdrawal from a full-time program of instruction within 10 business days of the beginning of a term (or the beginning of the period for which the student paid fees in the case of a non-semestered or continuous intake program of instruction) are entitled to a refund of tuition and ancillary fees as follows:

A portion of the full tuition and ancillary fees paid for the term or program period, calculated according to the following equation:

NEW Refund = fees paid - (international student tuition fee/tuition fee for Canadian citizens) X \$500;
and a refund in full of any tuition and ancillary fees paid in advance for subsequent terms.

NOTE: 2014-2015 refund formula:

(Refund = fees paid - (international student tuition fee/tuition fee for Canadian citizens) X \$100;
and a refund in full of any tuition and ancillary fees paid in advance for subsequent terms.)

Centre for Continuing and Online Learning (CCOL) course registrants are refunded according to the current CCOL Refund Policy.

**APPRENTICESHIP FEES
2015-2016**

PROGRAM TITLE	PROGRAM NUMBER	LEVEL	HOURS	FEES
Autobody Repair	0502X	Basic	240	\$400.00
Autobody Repair	0502X	Intermediate	240	\$400.00
Autobody Repair	0502X	Advanced	240	\$400.00
Automotive Service Technician	0529S	Basic	240	\$400.00
Automotive Service Technician	0529S	Intermediate	240	\$400.00
Automotive Service Technician	0529S	Advanced	240	\$400.00
Automotive Service Technician (ASEP)	0568S	Level 1	240	\$400.00
Automotive Service Technician (ASEP)	0568S	Level 2	240	\$400.00
Automotive Service Technician (ASEP)	0568S	Level 3	240	\$400.00
Automotive Service Technician (ASEP)	0568S	Level 4	240	\$400.00
Carpenter	0504X	Basic	240	\$400.00
Carpenter	0504X	Intermediate	240	\$400.00
Carpenter	0504X	Advanced	240	\$400.00
Cabinetmaker	0510X	Basic	240	\$400.00
Cabinetmaker	0510X	Advanced	240	\$400.00
Commercial Vehicle and Equipment	0529C	Basic	240	\$400.00
Cook	0346X	Basic	420	\$600.00
Cook	0346X	Advanced	300	\$600.00
Electrician-Const/Maintenance	0506X	Basic	240	\$400.00
Electrician-Const/Maintenance	0506X	Intermediate	300	\$500.00
Electrician-Const/Maintenance	0506X	Advanced	300	\$500.00
Facilities Management	0505X	Basic	240	\$400.00
Facilities Management	0505X	Intermediate	240	\$400.00
Hairstylist	0348X	Basic	240	\$400.00
Hairstylist	0348X	Advanced	240	\$400.00
Instrumentation and Control Technician	0520X	Basic	240	\$400.00
Plumber	0522X	Basic	240	\$400.00
Plumber	0522X	Intermediate	240	\$400.00
Plumber	0522X	Advanced	240	\$400.00
Refrigeration & Air Conditioning Systems Mechanic	0500X	Intermediate	240	\$400.00
Refrigeration & Air Conditioning Systems Mechanic	0500X	Advanced	240	\$400.00
Residential and ICI Air Conditioning Systems Mechanic	0500C	Basic	240	\$400.00
Residential and ICI Air Conditioning Systems Mechanic	0500R	Advanced	240	\$400.00
Residential Low Rise Sheet Metal	0532X	Basic	180	\$300.00
Sheet Metal Worker	0526X	Basic	240	\$400.00
Sheet Metal Worker	0526X	Intermediate	240	\$400.00
Sheet Metal Worker	0526X	Advanced	240	\$400.00
Truck and Coach Technician	0529M	Intermediate	240	\$400.00
Truck and Coach Technician	0529M	Advanced	240	\$400.00

Part-time apprenticeship fees are pro-rated

ADDITIONAL NON-TUITION-RELATED FEE FOR APPRENTICESHIP:

Prior Learning Assessment and Recognition \$50.00 per assessment or challenge

**COURSE-RELATED INCIDENTAL FEES
2015-2016**

*These are College-levied charges over and above the tuition fees and are for learning materials retained by the students.
Final Course-Related Incidental Fees will be confirmed following curriculum approval for 2015-2016.*

Program Title	Program Number	Level	Course Title	Course Number	2015 Incidental Fee
Animation	1288X	01	Life Drawing for Animation I	ANI1513	\$50.00
		02	Life Drawing for Animation II	ANI1523	\$50.00
Animation (Digital Option)	1288D	01	Life Drawing for Animation I	ANI1513	\$50.00
		02	Life Drawing for Animation II	ANI1523	\$50.00
		03	Life Drawing for Animation III	ANI1552	\$50.00
		04	Life Drawing for Animation IV	ANI1607	\$50.00
		05	Life Drawing V	ANI1578	\$50.00
		06	Life Drawing VI	ANI1584	\$50.00
Animation (Traditional Option)	1288T	01	Life Drawing for Animation I	ANI1513	\$50.00
		02	Life Drawing for Animation II	ANI1523	\$50.00
		03	Life Drawing for Animation III	ANI1552	\$50.00
		04	Life Drawing for Animation IV	ANI1607	\$50.00
		05	Life Drawing V	ANI1578	\$50.00
Applied Museum Studies	0446C	01	Art, Architecture and Artifacts	MUS1997	\$10.00
			Introduction to Museum Research	MUS1999	\$56.50
		03	Collections Management I - Reg'n	MUS2007	\$10.00
			Museum Management	MUS2006	\$56.50
			Shop Practices	MUS2008	\$11.50
		04	Collections Management 2	MUS2016	\$10.00
			Techniques in Exhibition	MUS2013	\$14.00
		05	Plan & Develop Educational Exhibits	MUS2019	\$56.50
		06	Museum Field Placement	MUS2022	\$60.00
Architectural Technician	0188W	01	Architectural CAD I	CAD8407	\$20.00
			Working Drawings I	ARC8401	\$30.00
		02	Architectural CAD II	CAD8409	\$30.00
			Construction Methods & Materials II	ARC8422	\$40.00
			Visual Communication II	DSN8402	\$25.00
			Working Drawings II	ARC8402	\$40.00
		03	Design I	DSN8441	\$25.00
			Revit Architecture I	CAD8414	\$25.00
			Working Drawings III	ARC8403	\$55.00
		04	Design II	DSN8442	\$30.00
			Revit Architecture II	CAD8415	\$25.00
			Working Drawings IV	ARC8404	\$55.00
Architectural Technician	0188X	01	Architectural CAD I	CAD8407	\$20.00
			Working Drawings I	ARC8401	\$30.00
		02	Architectural CAD II	CAD8409	\$30.00
			Construction Methods & Materials II	ARC8422	\$40.00
			Visual Communication II	DSN8402	\$25.00
			Working Drawings II	ARC8402	\$40.00
		03	Design I	DSN8441	\$25.00
			Revit Architecture I	CAD8414	\$25.00
			Working Drawings III	ARC8403	\$55.00
		04	Design II	DSN8442	\$30.00
			Revit Architecture II	CAD8415	\$25.00
			Working Drawings IV	ARC8404	\$55.00
Architectural Technician	0188Y	01	Architectural CAD I	CAD8407	\$20.00
			Working Drawings I	ARC8401	\$30.00
		02	Architectural CAD II	CAD8409	\$30.00
			Construction Methods & Materials II	ARC8422	\$40.00
			Visual Communication II	DSN8402	\$25.00
			Working Drawings II	ARC8402	\$40.00
		03	Design I	DSN8441	\$25.00
			Revit Architecture I	CAD8414	\$25.00
			Working Drawings III	ARC8403	\$55.00
		04	Design II	DSN8442	\$30.00
			Revit Architecture II	CAD8415	\$25.00
			Working Drawings IV	ARC8404	\$55.00

Architectural Technology	0018X	01	Architectural CAD I	CAD8407	\$20.00
			Working Drawings I	ARC8401	\$30.00
		02	Architectural CAD II	CAD8409	\$30.00
			Construction Methods & Materials II	ARC8422	\$40.00
			Visual Communication II	DSN8402	\$25.00
			Working Drawings II	ARC8402	\$40.00
		03	Design I	DSN8441	\$25.00
			Revit Architecture I	CAD8414	\$25.00
			Working Drawings III	ARC8403	\$55.00
		04	Design II	DSN8442	\$30.00
			Revit Architecture II	CAD8415	\$25.00
			Working Drawings IV	ARC8404	\$55.00
		05	Architectural Project I	ARC8497	\$55.00
			Working Drawings V	ARC8405A	\$55.00
		06	Architectural Project II	ARC8498	\$55.00
			Working Drawings VI	ARC8406A	\$30.00
Architectural Technology	0018Y	01	Architectural CAD I	CAD8407	\$20.00
			Working Drawings I	ARC8401	\$30.00
		02	Architectural CAD II	CAD8409	\$30.00
			Construction Methods & Materials II	ARC8422	\$40.00
			Visual Communication II	DSN8402	\$25.00
			Working Drawings II	ARC8402	\$40.00
		03	Design I	DSN8441	\$25.00
			Revit Architecture I	CAD8414	\$25.00
			Working Drawings III	ARC8403	\$55.00
		04	Design II	DSN8442	\$30.00
			Revit Architecture II	CAD8415	\$25.00
			Working Drawings IV	ARC8404	\$55.00
		05	Architectural Project I	ARC8497	\$55.00
			Working Drawings V	ARC8405A	\$55.00
		06	Architectural Project II	ARC8498	\$55.00
			Working Drawings VI	ARC8406A	\$30.00
Assistant Cook	0345X	01	Food Theory I	FOD2110A	\$100.00
Auto Body Repairer	0502X	01	Applied Mechanical I	AUT8846	\$100.00
		02	Applied Mechanical II	AUT8886	\$100.00
		03	Applied Mechanical III	AUT8866	\$100.00
Automotive Service Technician	0529S	01	Work Practices	AST8801	\$100.00
		02	Air Conditioning Systems	AST8310	\$100.00
		03	Climate Control Systems	AST8320	\$100.00
Automotive Service Technician (ASEP)	0568S	01	Work Practices	AST8613	\$100.00
		02	Work Practices II	AST8623	\$100.00
		03	Climate Control Systems I	AST8633	\$100.00
		04	Climate Control Systems II	AST8643	\$100.00
Aviation Techniques-Aircraft Maintenance	1503X	01	Safety and Human Factors	AIR1090	\$25.00
			Theory of Flight	AIR1130	\$5.99
BAB (e-Business Supply Chain Management)	6066X	04	Business Analytics	MGT4401	\$131.00
		07	Advanced Business Analytics	MGT4701	\$131.00
Bachelor of Building Science	1512X	01	Introduction to Building Science	BSC1100	\$25.00
		02	Materials Science	SCI1200	\$20.00
		07	Building Science Research Project I	BSC4300	\$20.00
		08	Building Science Research Proj. II	BSC4350	\$30.00
Baking and Pastry Arts	1201X	01	Baking I - Theory	FOD2144	\$95.00
			Baking Practical I	FOD2146	\$75.00
			Shop Management I/Sanitation	HOS2143	\$16.25
		02	Baking Practical II	FOD2166	\$75.00
			Shop Management II	HOS2153	\$17.00
			Wine, Food and Culture	HOS2255	\$30.00
Bartending	0298X	01	Bar Law	HOS2219	\$45.00
			Bar Cost Control	HOS2061	\$50.00
			Mixology Practical	HOS2080	\$40.00
			Molecular Mixology	HOS2221	\$50.00
			Oenology	HOS2066	\$20.00

BHTM	6225X	01	Computer Applications	DAT6107	\$50.00
			Food and Beverage Studies	FOD6101	\$100.00
		02	Financial Accounting	ACC6104	\$10.00
			Food and Beverage Operations	FOD6103	\$100.00
			Hotel Operations	HOS6102	\$15.00
		03	Food Production and Service	FOD6109	\$135.00
			Managerial Accounting	ACC6107	\$10.00
		04	Environmental Science	DSN4065	\$10.00
			Conference and Event Management	HOS6112	\$10.00
		05	Organizational Behaviour	HRM6118	\$60.00
		06	Financial Analysis	ACC6124	\$10.00
		07	Career Development and Management	HOS6130	\$45.00
			Hospitality Business Simulation	HOS6126	\$85.00
			Strategic Management in Hospitality	HOS6135	\$25.00
		08	International Management	MGT6130	\$5.00
			Project Management in Food	FOD6128	\$25.00
BHTM - Bridging	6225B	05	Organizational Behaviour	HRM6118	\$60.00
		06	Financial Analysis	ACC6124	\$10.00
		07	Career Development and Management	HOS6130	\$45.00
			Hospitality Business Simulation	HOS6126	\$85.00
			Strategic Management in Hospitality	HOS6135	\$25.00
		08	International Management	MGT6130	\$5.00
			Project Management in Food	FOD6128	\$25.00
Biotechnology - Advanced	1020X	01	Biology Laboratory	BIO1301	\$15.00
			Chemistry Lab	CHE1303	\$15.00
		02	Analytical Physical Chemistry Lab	CHE1404	\$15.00
			Organic Chemistry Lab	CHE1402	\$15.00
		03	Biochemistry I Lab	BCH2302	\$15.00
			Microbiology I Lab	BIO2304	\$20.00
			Plant Tissue Culture Lab	BIO2306	\$20.00
		04	Biochemistry II Laboratory	BCH2402	\$15.00
			Instrumentation Laboratory	BTC2406	\$20.00
			Microbiology II Laboratory	BIO2404	\$20.00
		05	Animal Handling Theory & Laboratory	PHS3306	\$15.00
			Industrial Laboratory	BTC3305	\$15.00
			Biotechnology Laboratory I	BTC3106	\$15.00
		06	Project Incubation	BTC3400	\$150.00
			Biotechnology Laboratory II	BTC3209	\$15.00
BISI	1514X	01	Statistical Foundations for BISI Students	CST2105	\$131.00
Broadcasting - Television	0381X	01	Electronic Field Production I	TVA1565	\$75.00
			Introduction to Post-Production	TVA1530	\$150.00
			Studio Production I	TVA1501	\$40.00
		02	Electronic Field Production II	TVA1566	\$30.00
			Studio Production II	TVA1507	\$30.00
		03	Electronic Field Production III	TVA1515	\$30.00
			Studio, Life Style & News Prod I	TVA1548	\$40.00
		04	Electronic Field Production IV	TVA1519	\$30.00
			Remote Broadcast II	TVA1518	\$95.00
Elective only charged if registered		04	Production & Business Mgt. I	TVA1560	\$20.00
Building Construction Technician	6442X	01	Applied Construction Geometry	CON8125	\$10.00
			Building Structures I	CON8114	\$150.00
			Drafting	DRA8110	\$60.00
		02	AutoCAD I	CAD8010	\$30.00
			Building Structures II	CON8120	\$60.00
		03	AutoCAD II	CAD8020	\$30.00
			Interior Systems	WOO8805	\$30.00
Business Admin. - Material & Opers. Mgt	0216L	06	Prod. Planning & Execution (SAP)	MGT2369	\$45.00
Business - Management & Entrepreneurship	0242X	01	Skills for Success	RET2201	\$23.00
		03	Retail Management	RET2211	\$17.00
		04	Business Management	MGT2230	\$17.00
Business - Marketing	0214E	01	Skills Transferable to Business	MKT2209	\$23.00
Cabinetmaker	0510X	01	Cabinet Construction I	WOO8715	\$100.00
		02	Cabinet Construction II	WOO8725	\$100.00
		03	Cabinet Construction III	WOO8735	\$100.00
Cabinetmaking and Furniture Technician	0575X	01	Joinery	WOO8930	\$450.00
		02	Furniture Making	WOO8939	\$135.00
		03	Furniture, Kitchens and Millwork	WOO8942	\$215.00
Carpenter (W0)	0504X	01	Safety, Materials and Tools	WOO8813	\$85.00
			Metal Cutting and Welding	WEL8539	\$15.00
		02	Residential Construction	WOO8823	\$100.00
		03	Commercial Construction	WOO8839	\$100.00

Carpenter (PM)	0504X	01	Plans, Specifications and Code I	DRA7331	\$80.00
			Safety, Materials and Tools	WOO7313	\$100.00
		02	Residential Construction	WOO7323	\$100.00
		03	Commercial Construction	WOO7333	\$100.00
Carpentry and Joinery - Heritage	0530X	01	Joinery I	WOO9254	\$75.00
		04	Joinery III	WOO9248	\$100.00
Child and Youth Worker	0476X	01	Principles of Psychology	FAM0001	\$20.00
		03	Child and Youth Work Intervention	FAM1064	\$20.00
			Outdoor Activities I	FAM1070	\$125.00
		06	Outdoor Activities II	FAM1100	\$135.00
Civil Engineering Technology	0192X	01	Construction Materials I	CON8411	\$10.00
			Residential Building/Estimating	CON8101	\$15.00
		02	Commercial Building/Estimating	CON8102	\$15.00
		03	AutoCAD I	CAD8400	\$20.00
			Civil Estimating	CON8404	\$25.00
		04	AutoCAD II	CAD8405	\$30.00
		05	Project I	ENG4001	\$20.00
			Project Scheduling and Cost Control	CON8406	\$10.00
		06	Project II	ENG4003	\$20.00
Civil Engineering Technology	0192Y	01	Construction Materials I	CON8411	\$10.00
			Residential Building/Estimating	CON8101	\$15.00
		02	Commercial Building/Estimating	CON8102	\$15.00
		03	AutoCAD I	CAD8400	\$20.00
			Civil Estimating	CON8404	\$25.00
		04	AutoCAD II	CAD8405	\$30.00
		05	Project I	ENG4001	\$20.00
			Project Scheduling and Cost Control	CON8406	\$10.00
		06	Project II	ENG4003	\$20.00
Commercial; Vehicle and Equipment	0529C	01	Trade Practices	TRK8308	\$100.00
Computer Eng. Technology - Comp. Science	0006X	03	Processor Architecture	CST8216	\$25.00
		05	Interfacing	CST8227	\$60.00
		06	Real-Time Programming	CST8244	\$60.00
Computer Systems Technician	0150X	01	Network Operating Systems I	CST8202	\$127.00
Computer Systems Technology - Security	0156X	01	Network Operating Systems I	CST8202	\$127.00
Construction Carpentry-Advanced Housing	6785X	02	Finish Carpentry	WOO9213	\$50.00
Construction Engineering Technician	0190W	01	Construction Materials I	CON8411	\$10.00
			Residential Building/Estimating	CON8101	\$15.00
		02	Commercial Building/Estimating	CON8102	\$15.00
		03	AutoCAD I	CAD8400	\$20.00
			Civil Estimating	CON8404	\$25.00
		04	AutoCAD II	CAD8405	\$30.00
Construction Engineering Technician	0190X	01	Construction Materials I	CON8411	\$10.00
			Residential Building/Estimating	CON8101	\$15.00
		02	Commercial Building/Estimating	CON8102	\$15.00
		03	AutoCAD I	CAD8400	\$20.00
			Civil Estimating	CON8404	\$25.00
		04	AutoCAD II	CAD8405	\$30.00
Construction Engineering Technician	0190Y	01	Construction Materials I	CON8411	\$10.00
			Residential Building/Estimating	CON8101	\$15.00
		02	Commercial Building/Estimating	CON8102	\$15.00
		03	AutoCAD I	CAD8400	\$20.00
			Civil Estimating	CON8404	\$25.00
		04	AutoCAD II	CAD8405	\$30.00
Construction Techniques	1519X	01	Applied Construction Geometry	MAT7013	\$10.00
			Building Tools and Materials	CON7014	\$325.00
			Plans, Specifications and Code I	DRA7331	\$80.00
		02	Res Framing and Ext Finish	CON7015	\$125.00
Cook	0346X	01	Food Theory I	FOD2110A	\$100.00
		02	Food - Practical II	FOD2184	\$100.00

Culinary Management	0354X	01	Food Demonstration I	FOD2111	\$117.00
			Food Theory I	FOD2110	\$95.00
			Introduction to Baking and Pastry	FOD2119	\$28.00
			Quantity Food Production	FOD2117	\$137.00
		02	Food Demonstration II	FOD2126	\$117.00
			Food Practical I	FOD2196	\$117.00
			Nutrition and Food Preparation	FOD2129	\$15.00
		03	Food Practical II	FOD2186	\$117.00
		04	Food Practical III	FOD2246	\$117.00
			International Cuisine	FOD2133	\$60.00
Both charged in Level 03		03/04	Plated Desserts	FOD2243	\$77.00
			Restaurant Service	HOS2238	\$150.00
Culinary Skills - Chef Training (WO)	0206X	01	Food Demonstration I	FOD2111	\$117.00
			Food Theory I	FOD2110	\$95.00
			Introduction to Baking and Pastry	FOD2119	\$28.00
			Quantity Food Production	FOD2117	\$137.00
		02	Food Demonstration II	FOD2126	\$117.00
			Food Practical I	FOD2196	\$117.00
			Nutrition and Food Preparation	FOD2129	\$15.00
Culinary Skills - Chef Training (PM)	0206X	01	Food Demonstration I	FOD7118	\$117.00
			Food Theory I	FOD7117	\$75.00
			Introduction to Baking and Pastry	FOD7120	\$28.00
			Quantity Food Production	FOD7119	\$117.00
		02	Food Demonstration II	FOD7122	\$117.00
			Food Practical I	FOD7124	\$137.00
Dental Assisting (Levels I and II)	0608X	01	Dental Materials Laboratory	DEN4351	\$88.00
			Preclinic I	DEN4396	\$508.00
			Radiography - Laboratory I	DEN4310	\$364.00
		02	Laboratory Procedures	DEN4319	\$66.00
			Preclinic II	DEN4398	\$818.00
Dental Hygiene	1927X	01	Pre-Clinic I	DEN4409	\$1233.00
			Radiography - Laboratory I	DEN4310	\$364.00
		02	Dental Materials Theory I	DEN4416	\$66.00
			Pre-Clinic II	DEN4422	\$355.00
		03	Pre-Clinic III	DEN4430	\$1058.00
		05	Clinic II	DEN4456	\$586.00
Developmental Services Worker	0436A	03	Residential Health Clinical Skills	FAM1911	\$69.00
Early Childhood Education	0398X	01	Fostering Children's Creativity	FAM1222	\$15.00
			Observation Skills	FAM1231	\$52.00
Early Childhood Education (WO)	0430X	01	Observation Skills	FAM1000	\$52.00
		03	Creative Art Experiences Child	FAM0030	\$15.00
Early Childhood Education (PM)	0430X	01	Creativity in Early Learning Programs	FAM7612	\$35.00
Early Childhood Education (PT)	0430X	01	Fostering Creativity in Children	FAM9602	\$25.00
			Preparation for Field Placement I	FAM9601	\$165.00
		03	Language Arts	FAM9625	\$25.00
Electrical Engineering Technician	0317X	02	Electrical Principles II	ELE8922A	\$250.00
		04	Robotics and Controls	ELE8941	\$155.00
Electrical Engineering Technology	0318X	02	Electrical Principles II	ELE8922A	\$250.00
		04	Robotics and Controls	ELE8941	\$140.00
		05	Microcomputer Interfacing	CAM8302E	\$100.00
			Electrical Equipment Design	ELE8956	\$60.00
			Project I	ENG4001	\$20.00
		06	Project II	ENG4003	\$20.00
Elective only charged if registered		05	Microcontroller Applications	ELE8965	\$50.00
Electrician (Construction & Maintenance)	0506X	01	Electronics - Level 1	ELE8716	\$50.00
			Installation Methods - Level 1	ELE8714	\$50.00
		02	Electronics - Level 2	ELE8726	\$50.00
			Installation Methods - Level 2	ELE8724	\$50.00
		03	Electronics - Level 3	ELE8737	\$50.00
			Installation Methods - Level 3	ELE8740	\$50.00
EME Technician - Robotics	0550X	01	Computer Aided Modeling	CAD8300	\$45.00
			DC and AC Electronics	ELN9103	\$60.00
		02	Machine Shop	MAC9200	\$45.00
			Basic Electronic Assembly	ELN8613	\$120.00
		03	CAD and Computer Numerical Control	CAD9101	\$26.00
			Digital Logic Analysis	ELN8303	\$26.00
			Microcontrollers	ELN9203	\$100.00
		04	Industrial Robots	ROB9205	\$110.00
			Interfacing and Programming	ELN9204	\$150.00
			Programmable Logic Controllers	ELN9207	\$130.00

Environmental Management and Assessment	1517X	01	Field Tech. & Sample Acquisition	ENV4002	\$150.00
			Sample Processing and Analysis	SCI4000	\$15.00
		02	Advanced Environmental Chemistry	CHE4000	\$15.00
			Environ. Auditing & Site Assessment	ENV4006	\$150.00
Esthetician	1103X	01	Esthetics Practical Lab I	HLT1103	\$900.00
		02	Esthetics Practical Lab II	HLT2102	\$650.00
			Spa Operations I	FLD2109	\$25.00
		03	Spa Operation II	FLD3100	\$25.00
Event Management	0390X	01	Event Management Strategies	F AE1342	\$50.00
			Event Projects I Practical	F AE1347	\$10.00
		02	Field Work	F AE1335	\$50.00
Facilities Technician	0505X	01	Brazing and Welding - Fac. Tech.	WEL1210	\$33.00
			Electricity - Fac. Tech.	ELE1210	\$33.00
			Plumbing I - Fac. Tech.	PLU1210	\$34.00
		02	Air Conditioning/Vent 1-Fac. Tech.	HRA1222	\$33.00
			Electrical Systems - Fac. Tech.	ELE1220	\$34.00
			Plumbing 2 - Fac. Tech.	PLU1221	\$33.00
		03	Air Conditioning/Vent 2-Fac. Tech.	HRA1232	\$34.00
			Chiller Systems & Ref. - Fac. Tech.	HRA1231	\$33.00
			Heating Systems 2 - Fac. Tech.	HRA1230	\$33.00
Fitness and Health Promotion	3010X	01	Introduction to Fitness/Wellness	FIT2212	\$402.00
		02	Fitness Assessment	FIT2220	\$54.00
		03	Personal Training	FIT2237	\$590.00
			Sports Injuries/Exercise Safety	FIT2230	\$45.00
Food and Nutrition Management	1204X	01	Advanced Normal Nutrition	NTN3001	\$55.00
		02	Food Modification	NTN4002	\$117.00
Game Development	3013X	02	Game Design I	GAM1510	\$60.00
		06	Capstone Productions: Game Assets	GAM1563	\$250.00
GAS - Aboriginal Studies	0438A	01	Aboriginal Community Development	SSC1795	\$50.00
			Aboriginal Languages I	SSC1791	\$125.00
GAS - Aviation Management	0438K	01	Private Pilot Ground School	AVI8810	\$5.99
GAS - English for Academic Purposes	1438Y	01	Basic Academic Listening	ESL4003	\$9.00
			Basic Academic Reading	ESL4001	\$9.00
			Basic Academic Speaking	ESL4004	\$9.00
			Basic Academic Writing	ESL4002	\$9.00
		02	Applied Academic Listening	ESL6003	\$9.00
			Applied Academic Reading	ESL6001	\$9.00
			Applied Academic Speaking	ESL6004	\$9.00
			Applied Academic Writing	ESL6002	\$9.00
		03	Advanced Academic Speaking	ESL7002	\$9.00
			Advanced Academic Writing	ESL7001	\$9.00
Electives will have to choose one			Advanced Integrated Skills-Academic	ESL7003	\$9.00
			Advanced Integrated Skills-Business	ESL7004	\$9.00
			Advanced Integrated Skills-Health Care	ESL7005	\$9.00
GAS - One Year - Aboriginal	1438A	01	Aboriginal Community Development	SSC1795	\$50.00
			Aboriginal Languages I	SSC1791	\$125.00
GAS - One Year - Design Studies	1438J	01	Fund. of Creative Photography	SSC0041	\$252.24
			Portfolio, Layout and Design I	DSN1371	\$369.50
		02	Portfolio, Layout and Design II	DSN1372	\$199.50
GAS - One Year - Environmental Studies	1438E	01	Environmental Citizenship	ENV0010	\$221.27
GAS - One Year - Pre-Technology	1438T	02	Basic Electronic Assembly	ELN8613	\$90.00
GAS - One Year - Pre-Trades	1438V	01	Building Construction Lab	GAS0041	\$60.00
			Cabinet and Furniture Making Lab	GAS0042	\$60.00
			Plumbing Exploration Lab	GAS0043	\$60.00
		02	General Machinist Lab	GAS0045	\$60.00
			Motive Power Lab	GAS0044	\$60.00
			Sheet Metal Lab	GAS0046	\$60.00
GAS - One Year -Introduction to Fine Art	1438F	01	Painting Methods and Concepts II	ART0010	\$205.00
			Foundations in Paint and 3D Media	ART0030	\$165.00
			Strategies in Drawing I	ART0028	\$225.00
		02	Painting Methods and Concepts II	ART0013	\$160.00
			Strategies in Drawing II	ART0029	\$45.00
GAS - Pre-Animation and Illustration	1438G	01	Layout Design I	ANI1600	\$316.00
		02	Portfolio Preparation	ANI0017	\$268.00

GAS-Introduction to Music Industry Arts	1438D	01	Introduction to Audio Recording	MSC0061	\$294.36
		02	Introduction to Audio Production	MSC0062	\$218.99
GAS-One Year-Introduction to Concept Art	1438U	01	Environment Design I	ART0015	\$14.00
			Character and Creative Design I	ART0016	\$225.00
			Colour Theory I	ART0017	\$7.00
			Life Drawing I	ART0018	\$105.00
			Photoshop for Concept Design	ART0027	\$14.00
		02	Character and Creature Design II	ART0021	\$7.00
			Creative Thinking	SSC0083	\$7.00
			Environment Design II	ART0020	\$14.00
			Colour Theory II	ART0026	\$14.00
GAS-One Year-Media & Communication Studies	1438C	01	Creative Digital Photography	SSC0071	\$252.24
Global Studies	1613X	01	Principles of Psychology	FAM0001	\$20.00
Graphic Design	1400X	06	Project Management	DSN1687	\$100.00
Green Architecture	1501X	01	Computer Modeling I	CAD8480	\$25.00
			Eco Design	ARC1510	\$75.00
			Project Doc. & Presentation Skills	ARC1522	\$25.00
		02	Computer Modeling II	CAD8481	\$25.00
			Final Design Project	ARC1520G	\$75.00
			Standards and Accreditation	ARC1523	\$50.00
Hairstylist	0348X	01	Cut Hair I	HAI2141	\$75.00
		02	Cut Hair II	HAI2215	\$75.00
Hair Stylist	1104X	01	Cut Hair I	HAI1016	\$680.00
		02	Cut Hair II	HAI2026	\$210.00
		03	Chemical Relaxed Hair	HAI3015	\$145.00
		04	Cut Hair III	HAI3011	\$106.00
Heating/Refrigeration/Air Cond Tn	0590X	01	Electrical Fundamentals	ELE8131	\$150.00
Horticultural Industries	1406X	01	Safety and Professionalism	HOR7028	\$158.20
Hospitality Mgt. - Hotel and Restaurant	0208X	01	Beverage Service Theory	HOS2229	\$70.00
			Food Preparation Theory	FOD2200	\$96.00
			Intro.to Hospitality & Tourism Mgt.	HOS2224	\$120.00
		02	Wine, Food and Culture	HOS2255	\$30.00
All charged in Level 02		02/03	Kitchen Operations	FOD2224	\$20.00
			Restaurant Operations and Theory	HOS2234	\$100.00
Interactive Multimedia Developer	6149X	01	Multimedia and Design	MTM4055	\$200.00
		02	Project Development I	MTM4010	\$75.00
			Multimedia and Design II	MTM4035	\$50.00
		03	Video Production	MTM4045	\$50.00
			Interactive Branding and Comm.	MTM4050	\$75.00
		04	Project Development III	MTM4066	\$125.00
International Business Management	1306X	01	International Research	MGT1102	\$543.00
Journalism	0402X	01	Journalism I	JOU1500	\$15.00
		02	Journalism II	JOU1527	\$40.00
		03	Journalism III	JOU1544	\$40.00
Manufacturing Engineering Technician	1518X	01	Computer-Aided Modeling	CAD8300	\$45.00
			DC & AC Electronics	ELN9103	\$60.00
		02	Welding - Oxyacetylene and Arc	WEL9107	\$20.00
			Manufacturing Application I	MFG8512	\$65.00
		03	CNC Part Programming - Laboratory	CAM8505	\$50.00
			Basic Electronic Assembly	ELN8613	\$120.00
		04	Computer Aided Manufacturing - Th	CAM8502	\$50.00
Marketing Business Intelligence Research	1303X	01	Data Analysis - Quant Research I	QUA1206	\$131.00
Masonry - Heritage and Traditional	0746X	03	Stonecutting & Restoration Techniq.	MAS9330	\$75.00
Massage Therapy	0915X	01	Massage Lab I	MSS3011	\$121.00
		02	Massage Lab II	MSS3021	\$405.00
		03	Massage Practice I	MSS3032	\$133.00
Massage Therapy	0915Z	01	Massage Lab Intensive I	MSS0007	\$524.00
Mechanical Engineering Technology	0010X	01	Computer Aided Design/Drafting (CAD	CAD8300	\$45.00
			DC and AC Electronics	ELN9103	\$60.00
		02	CAD Modeling and GDT	CAD8305	\$45.00
			Welding - Oxyacetylene and Arc	WEL9107	\$20.00
		03	Dynamics	ENG8310	\$45.00
		04	Computer Aided Engineering	DRA8362	\$45.00
		05	Project I	ENG4001	\$20.00
			Machine Design and Analysis I	ENG8315	\$25.00
		06	Machine Design and Analysis II	ENG8316	\$25.00
			Project II	ENG4003	\$20.00
Medical Radiation Technology	1615X	03	Specialized Radiological Protocols	IMG0127	\$200.00
Music Industry Arts	1405X	01	Digital Audio Concepts I	MSC2000	\$500.00

			Recording Engineering Production I	MSC2003	\$1125.00
		02	Recording Engineering Production II	MSC2007	\$1125.00
		03	Recording Engineering Prod III	MSC2012	\$1125.00
Outdoor Adventure	6780X	01	Fall Camp	OAD7104	\$430.00
		02	Alpine Skiing and Snowboarding I	OAD7220	\$80.00
		03	Sea Kayak Expedition	OAD7307	\$70.00
Outdoor Adventure Naturalist	6783X	01	Fall Camp	ADN7115	\$225.00
			Ecology	ADN7104	\$25.00
			Flatwater Canoeing	OAD7514	\$15.00
			No Trace Camping/Wilderness Travel	OAD7512	\$25.00
			River Rescue	OAD7513	\$60.00
		02	Interpretive Program Planning	ADN7101	\$240.30
		03	Sea Kayaking Expedition	OAD7535	\$52.50
			Student Directed Field Trips	ADN7149	\$200.00
Paramedic	0620X	01	Physical Education	FIT4603	\$100.00
		03	Medical Directives	PAR3637	\$350.00
			Paramedic Practicum I	PAR3634	\$100.00
Personal Support Worker (WO)	6307X	01	Introduction to Care for the PSW	HLT0100	\$25.00
Personal Support Worker (PM)	6307X	01	Clinical Placement I	HLT7102	\$30.00
Personal Support Worker (PT)	6307X	01	Clinical Placement I	HLT9810	\$35.00
			Lab Skills for PSW I	HLT9801	\$15.00
		02	Advanced Skills for the PSW	HLT9803	\$5.00
Photography	0030X	01	Camera/Lighting Workshop	PHO8711	\$25.00
			Post-Production Lab I	PHO8718	\$25.00
		02	Camera/Lighting Commercial Workshop	PHO8708	\$12.50
			Camera/Lighting Portrait Workshop	PHO8707	\$12.50
			Post-Production Lab II	PHO8760	\$25.00
		03	Camera/Lighting Practices	PHO8731	\$25.00
			Post-Production Lab III	PHO8765	\$25.00
		04	Portfolio Development	PHO8741	\$25.00
			Post-Production Lab IV	PHO8758	\$25.00
Plumber	0522X	01	Tools and Piping Methods	PLU0712	\$100.00
		02	Plumbing Systems 2	PLU0721	\$100.00
		03	Process Piping Systems	PLU0732	\$100.00
Police Foundations (PT)	0444X	01	Fitness and Lifestyle Management I	PPF9163	\$40.00
Powerline Technician	1511X	02	Introduction to Line Work	ELE8026	\$2400.00
Practical Nursing (PM)	1704X	03	Nursing III Lab	NSG7331	\$100.00
		04	Nursing IV Lab	NSG7341	\$25.00
Pre-Serv. Firefighter Educ. & Training	6236X	01	Fireground Operations	FIR1742	\$95.00
			Firefighter Emergency Patient Care	FIR1701	\$50.00
		03	Emergency Operations Skills Testing	FIR1760	\$100.00
Professional Writing	3001X	01	Storytelling Theory	SCR3002	\$20.00
		04	Field Placement/Special Projects	SCR3030	\$30.00
			Production Projects	SCR3040	\$50.00
Public Relations	0468X	01	Research for Public Relations	PRL1565	\$5.00
			Public Relations I	PRL1505	\$50.00
		02	Public Relations II	PRL1548	\$30.00
		03	Public Relations III	PRL1551	\$50.00
			Fieldwork Prep.	PRL1560	\$10.00
		04	Field Work	PRL1515	\$10.00
			Public Relations Workshop III	PRL1514	\$10.00
Recreation and Leisure Services	0422X	01	Introduction to Fieldwork	RCR1303	\$42.00
			Leadership and Group Dynamics 1	RCR1354	\$155.00
			Program Development I	RCR1302	\$34.00
		02	Field Placement 1	RCR1304	\$90.00
		03	Program Administration	RCR1391	\$75.00
Residential & ICI Air Cond. Common Core	0500C	01	AC&R System Installation/Maintenance	ACR1411	\$100.00
Residential & A/C Systems Mechanic	0500R	01	AC&R System Installation/Maintenance	ACR1411	\$100.00
		02	Electricity and Electronics for Residential AC	ACR1440	\$100.00
Refrigeration & Air Cond. Systems Mech.	0500X	01	AC&R System Installation/Maintenance	ACR1411	\$100.00
		02	Installing AC&R Systems/Components	ACR1422	\$100.00
		03	Electricity and Electronics for AC&R	ACR1430	\$100.00
Res. (Low Rise) Sheet Metal Installer	0532X	01	Hand Tools, Power Tools & Equipment	MET1082	\$70.00
		02	Vent, Exhaust/Distrib Duct Install	MET1088	\$70.00
Respiratory Therapy	0606X	01	Medical Gas Therapy - Laboratory	RES4815	\$22.00
		02	Medical Foundations and Legalities	RES1104	\$9.00
		03	Advanced Res. Protocols - Lab	RES4831	\$25.00
		04	Cardiopulmonary Management Lab	RES4857	\$60.00
			Clinical Practicum II	RES4871	\$25.00
Scriptwriting	0382X	01	Writing for Actors I	SCR1518	\$20.00
		02	Writing for Digital Media II	SCR1547	\$20.00

Sheet Metal Worker	0526X	01	Lay-out and Drafting 1	DRA1313	\$33.00
			Fabricates for Shop and Field	MET1311	\$34.00
			Weld and Cut 1	WEL8508	\$33.00
		02	Install Roofing/Architectural Metal	MET1322	\$34.00
			Lay-out and Drafting 2	DRA1323	\$33.00
			Weld and Cut 2	WEL8512	\$33.00
		03	Fab/Install Ind. Env. Systems	MET1332	\$34.00
			Lay-out and Drafting 3	DRA1333	\$33.00
			Weld and Cut 3	WEL8516	\$33.00
Social Service Worker (WO)	0432X	01	Social Service Work Interviewing	FAM1115	\$20.00
		02	Crisis Intervention	FAM1263	\$20.00
Social Service Worker (PT)	0432X	01	Social Service Work Ethics	FAM9009	\$25.00
		02	Field Placement Seminar I	FAM9012	\$25.00
		03	Field Placement Seminar II	FAM9201	\$25.00
		04	Field Placement Seminar III	FAM9206	\$25.00
Social Service Worker (WO)	0432Z	01	Interviewing/Recording in Social Wk	FAM1422	\$20.00
		02	Crisis Intervention in Social Work	FAM1424	\$20.00
Spa Management	1102X	01	Field Work I	FLD4000	\$50.00
			Field Work II	FLD4100	\$50.00
Theatre Arts	0307X	01	Studio I	PER1548	\$75.00
		03	Directing	PER1525	\$160.00
		04	Studio IV	PER1557	\$20.00
Tourism and Travel	0224X	01	Introduction to Hospitality and Tourism	TOU2203	\$100.00
			Tourism Geography-North America	GEO1714	\$20.00
		03	Travel Agency Simulation I	TRV2238	\$42.00
			Wine, Food and Culture	HOS2255	\$30.00
Truck and Coach Technician	0529M	02	Trade Practices and Auxiliary Systems	TRK8837	\$100.00
		03	Trade Practices and Auxiliary Systems II	TRK8840	\$100.00
Victimology	1611X	02	Victimology:Assess. & Intervention	VIC2004	\$75.00
Water and Waste Water Technician	3014X	01	Water and Waste Water Chemistry	WWT1000	\$15.00
		02	Water and Waste Water Microbiology	WWT2004	\$15.00
		03	Water & Waste Water Sampling & Ana.	WWT3203	\$15.00
			Water Treatment Laboratory	WWT3201	\$15.00
			Waste Water Treatment Laboratory	WWT3202	\$15.00
Welding and Fabrication Techniques	1507W	01	Welding Techniques	WEL1010	\$340.00
		02	Welding Fabrication Lab I	WEL1021	\$50.00
		03	Welding Fabrication Lab II	WEL1031	\$50.00
Welding and Fabrication Techniques	1507X	01	Welding Techniques	WEL1010	\$340.00
		02	Welding Fabrication Lab I	WEL1021	\$50.00
		03	Welding Fabrication Lab II	WEL1031	\$50.00
Wireless/Mobility Telecom. Eng. Tech.	1190X	01	Digital Electronics Fundamentals	ELN1014	\$30.00
			Electronic Prototyping and Testing	ELN1027	\$30.00
		02	Analog and RF Electronics II	ELN2023	\$30.00
			Digital Electronics II and Program	ELN2024	\$30.00
			Telecom I: Telecommunication Princi	TEC2025	\$50.00
		03	Communication System Applications	TEC3032	\$50.00
			Digital Logic III and Signal	ELN3034	\$40.00
		04	RF Communication Systems	TEC4041	\$50.00
			Microprocessor Interfacing	ELE4044	\$60.00

FEES 2015-2016 GLOSSARY

ANCILLARY FEES*

Fees for items not covered by the tuition fees established for a course or program of instruction that students may be required to pay upon enrolment. Categories of ancillary fees are approved by the Ministry and are outlined in this operating procedure. Compulsory ancillary fees are ancillary fees that a student is required to pay in order to enrol or successfully complete any course or program of instruction eligible for general purpose operating grant support.

GENERAL PURPOSE OPERATING GRANT*

The portion of the provincial operating grant for colleges that is distributed among colleges on the basis of each college's share of reported enrolment in courses and programs of instruction eligible for funding.

HIGH DEMAND PROGRAM OF INSTRUCTION*

A program of instruction eligible for general purpose operating grant funding for which colleges have the discretion to charge fees above the maximum permitted for regular-fee programs. This discretion is allowed for applied degree, graduate certificate or Baccalaureate of Nursing programs and/or for basic programs which have been determined to meet each of the following three criteria:

1. there is high demand for instructional space;
2. graduates have above-average prospects for employment; and
3. graduates have the potential to earn an above-average income.

INTERNATIONAL STUDENT*

A foreign national who meets the requirements that authorize enrolment in an educational institution in Canada established under the Immigration and Refugee Protection Act.

PRIOR LEARNING ASSESSMENT AND RECOGNITION (PLAR)*

A process that uses a variety of tools to help learners reflect on, identify, articulate, and demonstrate past learning. Prior learning can be acquired through study, work, and other life experiences that are not recognized through formal transfer of credit mechanisms.

TUITION FEE FACTOR (TFF)*

Each post-secondary program is assigned a tuition fee factor by the Ministry. With few exceptions, the tuition fee factor is 1.0 for one-year programs, 2.0 for two-year programs, 3.0 for three-year programs and 4.0 for four-year programs. The annual tuition fee is the fee that would be paid by a student in a program with a tuition fee factor of 1.0 per academic year consisting of two semesters.

TUITION FEE INCREASE

Tuition fee increases apply to the previous year's fee for the applicable cohort.

* Source: Ministry of Training, Colleges and Universities, *Tuition and Ancillary Fees Operating Procedure*.

Schedule B

FEES EXEMPTIONS 2015-2016

1. Students Exempt from the International Premium

International Students are exempt from international student tuition premiums under certain conditions, as determined at the time of the student's enrolment in a college course or program of instruction. Exempt students as identified below, are to pay the regular, or high demand tuition fees and their enrolment is eligible for base funding.

Categories of individuals exempt from international student premiums are as follows:

- Canadian citizen: a citizen of Canada as defined in the *Citizenship Act* or a person registered as an Indian as defined in the *Indian Act*.
- Permanent resident: a permanent resident as defined in the *Immigration and Refugee Protection Act*. For the purposes of this policy, a permanent resident is a person who has been admitted to Canada as a permanent resident and has not had this status revoked.
- Applicant who meets the eligibility requirements for permanent residency status: a person who has met all the preliminary requirements for permanent resident status and presents a copy of the letter that confirms that Citizenship and Immigration Canada has accepted his or her application for permanent resident status.
- Spouse or dependant of a Canadian citizen or permanent resident.
- Protected person: A person who has been determined to be a Convention refugee or a person in need of protection by the Immigration and Refugee Board (IRB) or by the Minister of Citizenship and Immigration Canada. A student eligible for international fee exemption as a protected person is to present a protected person status document issued under section 31(1) of the *Immigration and Refugee Protection Act* or a "notice of decision" issued by the Minister of Citizenship and Immigration Canada or by the Immigration and Refugee Board.
- Applicant for Convention refugee status prior to 1989: a person admitted to and remaining in Canada, who applied for Convention refugee status prior to January 1, 1989, and his or her spouse and dependants. The applicant must provide documentation from Citizenship and Immigration Canada indicating that his or her application for Convention Refugee status was made prior to January 1, 1989, or a letter indicating his or her exemption from the requirement for employment authorization. All refugee claimants who applied for Convention refugee status prior to 1989 should have been issued this letter.

- Official visitor and family member and staff: an official visitor is a foreign representative who, with official accreditation from the Canadian Department of Foreign Affairs and International Trade, has entered Canada or is in Canada to carry out official duties:
 - As a diplomatic agent or consular officer; or
 - As a government-accredited representative or official of a country other than Canada, of the United Nations or any of its agencies, or of any intergovernmental organizations of which Canada is a member.
 - A spouse or dependent family member or a member of the staff of any official visitor is also exempt from international student premiums. This official visitor status must be indicated on the student's Visa/Passport.
- Foreign military and spouse or dependent family members: a member of a foreign military force or of a civilian component thereof, admitted to Canada under the *Visiting Forces Act*, and the family members of such personnel.
- Foreign clergy member and spouse or dependent family members: a person who will be providing services to a religious congregation in Ontario for at least six months and the family members of such personnel.
- Institutional exchange student: a person admitted to and remaining in Canada under provisions of the *Immigration and Refugee Protection Act*, who is studying in Canada under a formal agreement between a provincially assisted institution in Ontario and a post-secondary institution in another country, provided that, under such agreement, the number of places made available in post-secondary educational institutions in Ontario normally equal the number of places made available to Ontario residents in the other country or institution as the case may be.
- Foreign worker and family members: a foreign worker is a foreign national who is authorized to work in Canada having been issued a work permit. For purposes of this category, a foreign worker is to present a valid work permit which names a Canadian employer situated in Ontario and the prospective occupation, and is valid for at least six months. The family member must present the foreign worker's work permit. If a student has a work permit without naming a specific employer situated in Ontario, the student and his/her family members are not exempted from international student fees.

Family members are defined consistent with the regulations under the Immigration and Refugees Protection Act for purposes of exemption as:

- a spouse or common-law partner;
- a dependent child, or the dependent child of a spouse or common-law partner, visa must note any relationship claimed; and
- a dependent child of the dependent child referred to above. Visa must note any relationship claimed. Children of common-law spouses must have been claimed on the previous year's income tax.

A dependent child is a child who is a biological child who has not been adopted by a person other than the spouse or common-law partner, or an adopted child, and who is in one of the following situations of dependency:

- under age 22 and not a spouse or common-law partner.
- enrolled continuously at a college, university, or other educational institution and dependent substantially on the financial support of the parent since before age 22 or since becoming a spouse or common-law partner if that occurred before age 22; or
- a person with a disability who has been financially supported substantially by his or her parents, and who is unable to be self-supporting because of the disability. Documentation of disability and inability to be self-supporting must be provided.

Where changes to federal legislation and regulation immigration and refugee status are in conflict with the fee exemption eligibility requirements described in this document, federal legislation and regulation are to take precedence.

If a requirement for fee exemption eligibility is met partway through a semester, the exemption is to apply to the next semester of the student's enrolment.

Note: If the student fails to provide documentation to the college for an exemption situation that occurred prior to the start of the term, the exemption will become effective in the next/subsequent term.

Where the status of a student who was eligible for exemption from international tuition fees changes partway through his or her program of instruction due to circumstances beyond the student's control (e.g., as in the case of the dependant of a diplomat whose parent is reassigned to another country), the exemption is to continue while the student completes the original courses or program of instruction for which he or she was granted exemption from international student fees. The continuation of the fee exemption does not apply to any other course or program of instruction that the student may undertake following completion of the original course or program.

2. Students Exempt from the Student Activity/Sports, Student Commons/Auditorium and Student Centre Building Fee

- 2.1** Students whose programs call for off-campus study for the whole term – Co-op or clinical placement programs, for example – pay only 10% of the Student Activity/Sports and Student Centre Building Fees for that particular term.

Co-op Programs:

Students co-operative option of the following programs pay \$25.80 per work term.

0188Y Architectural Technician
0188W Architectural Technician
0188X Architectural Technician
0018X Architectural Technology
6148X Bachelor of Applied Arts - Interior Design
6066X Bachelor of Applied Business - e-Business Supply Chain Management
6225X Bachelor of Applied Business – Hospitality and Tourism Management
6443X Bachelor of Applied Technology – Photonics
1512X Bachelor of Building Science
1514X Business Intelligence System Infrastructure
6442X Building Construction Technician
0306X Business (Pembroke)
0216A Business Administration – Accounting

0216G Business Administration - International Business
 0216L Business Administration - Materials and Operations Management
 0575X Cabinetmaking and Furniture Technician
 0192X Civil Engineering Technology
 0006X Computer Engineering Technology - Computing Science
 0336X Computer Programmer
 0150X Computer Systems Technician
 0190W Construction Engineering Technician
 0190X Construction Engineering Technician
 1212X Environmental Technician
 1588X Geographic Information Systems
 1406X Horticulture Industries
 3002X Internet Applications and Web Development
 0557A Motive Power Technician
 0557C Motive Power Technician
 6783X Outdoor Adventure Naturalist
 1511X Powerline Technician
 1211X Radiation Safety
 1182X Technical Writer
 1507X Welding and Fabrication Techniques
 1190X Wireless/Mobility Telecommunication Engineering Technician

Programs with Clinical Placements or Project Placements:

1508X Adaptive Reuse of Building, Level 3
 3005X Advanced Care Paramedic, Level 3
 0446C Applied Museum Studies, Level 6
 1618X Diagnostic Medical Ultrasonography, Level 3, Level 4
 1303X Marketing Business Intelligence Research, Level 3
 1615X Medical Radiation Technology, Level 4, Level 5, Level 6
 1305X Organizational Quality Management, Level 3
 0662X Registered Nurse – Refresher, Level 2
 0606X Respiratory Therapy, Level 5, Level 6

2.2 Students whose programs call for five or fewer weeks of on-campus study in a given term – a term, for example, that includes a work placement of 10 weeks or more – pay only 35% of the Student Activity/Sports and Student Centre Building Fees for that particular term.

0620X Paramedic, Level 4
 1704X Practical Nursing, Level 4
 0616X Bachelor of Science in Nursing, Year 3 and 4

2.3 Students registered in Career and College Preparation programs are exempt from the Student Activity/Sports, Student Commons/Auditorium and Student Centre Building Fees.

2.4 Off-cycle full-time students in field placement courses only pay 10% of the Student Activity/Sports, Student Commons/Auditorium and Student Centre Building Fees for that particular term.

2.5 Students in full-time online programs are exempt from the Student Activity/Sports, Student Commons/Auditorium and Student Centre Building fees.

3. Students Exempt from the Graduation and Transcript Fees

Students registered in Career and College Preparation programs and students registered in full-time ESL programs are exempt from the Graduation Fee and Transcript Fee.

4. Off-Campus Programs

College programs offered off-campus may be eligible for an exemption to the Information Technology Fee.

5. Students Exempt from the Health Services Fee

Students in weekend offerings of full-time programs do not pay the Health Services Fee.

Students in full-time online programs do not pay the Health Services Fee.

6. Students Exempt from the Health Plan Fee

Students in full-time online programs do not pay the Health Plan Fee.

7. Students Exempt from the Student Experience Fee

Students in full-time online programs do not pay the Student Experience Fee.

8. NEW Students Exempt from the U-Pass and U-Pass Administrative Fees

Students registered at the Perth and Pembroke campuses and students in full-time online programs do not pay the U-Pass and U-Pass Administrative Fees.

Full-time students registered at the Woodroffe campus who reside in the Societe de transport de l'Outaouais (STO) region or outside of the OC Transpo Service Area are exempt from the U-Pass and U-Pass Administrative Fees.

9. Exception to the Information Technology Fee for CE Courses

Exceptions to the Information Technology Fee for CE courses must be presented to the Vice President Academic's office for approval by the Vice President Academic.

10. Apprenticeship Programs

Apprenticeship programs other than the Co-op Diploma Apprenticeship programs are exempt from all ancillary fees, with the exception of the Information Technology Fee.

Schedule C

Final (with U-Pass) (If Ottawa City Council approves the U-pass for Fall 2015)

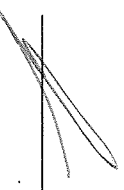
Compulsory Ancillary Fees for 2015-2016 for all Full-time post-secondary students in a standard Fall/Winter delivery (excluding full-time online students)

Dec. 3, 2014


Fee Type	2015-2016
SA Activity/Sports Fee	\$481.00
SA/Building Fee	\$240.50/term \$35.00
Auditorium Fee	\$17.50/term \$44.00
Health Plan Fee (charged once annually)	\$22.00/term \$123.96
U-Pass Fee*	\$385.40 \$192.70/term
U-Pass Administrative Fee (assessed once per academic year)	\$4.18
IT Fee	\$172.00 \$86.00/term
Health Services Fee	\$40.00 \$20.00/term
Graduation Fee (assessed in final level)	\$40.00
Transcript Fee (assessed one-time only to Level 1 students)	\$20.00
Student Experience Fee	\$34.00 \$17.00/term

*Maximum amount payable, amount to be finalized by Ottawa City Council no later than March 2015

On behalf of the College
James File
Associate Registrar, Systems and Reporting Services


File December 4, 2014

On behalf of the Students' Association
Stafford Rollocks
Controller, Students' Association


Stafford Rollocks December 4, 2014

Final (with U-Pass) (if Ottawa City Council approves the U-pass for Fall 2015)
Compulsory Ancillary Fees for 2015-2016 for all Full-time online post-secondary students

Dec. 3, 2014

Fee Type	2015-2016
SA Activity/Sports Fee	\$0.00
SA/Building Fee	\$0.00
Auditorium Fee	\$0.00
Health Plan Fee (charged once annually)	\$0.00
IT Fee	\$172.00
Health Services Fee	\$86.00/term
Health Services Fee	\$0.00
Graduation Fee (assessed in final level)	\$40.00
Transcript Fee (assessed one-time only to Level 1 students)	\$20.00
Student Experience Fee	\$0.00

James File
December 4, 2014

On behalf of the College
 James File
 Associate Registrar, Systems and Reporting Services

Stafford Rollocks
December 4, 2014

On behalf of the Students' Association
 Stafford Rollocks
 Controller, Students' Association

Final (with U-Pass) (if Ottawa City Council approves the U-pass for Fall 2015)
Compulsory Ancillary Fees for 2015-2016 for all Part-time post-secondary students taking two or more courses

Dec. 3, 2014

Fee Type	2015-2016
SA Activity/Sports Fee	\$240.50
SA/Building Fee	\$120.25/term
Auditorium Fee	\$17.50
Health Plan Fee (charged once annually)	\$8.75/term
IT Fee*	\$22.00
Health Services Fee	\$11.00/term
Graduation Fee (assessed in final level)	\$123.96
Transcript Fee (assessed one-time only to Level 1 students)	\$172.00
Student Experience Fee	\$86.00/term
	\$20.00
	\$10.00/term
	\$40.00
	\$20.00
	\$17.00
	\$8.50/term

*\$0.86 per course hour to a maximum of \$86.00 per term

 File Dec. 4, 2014

On behalf of the College
 James File
 Associate Registrar, Systems and Reporting Services

 Stafford Rollocks December 4, 2014

On behalf of the Students' Association
 Stafford Rollocks
 Controller, Students' Association

Schedule D

Sample Recommended 2015-16 Fees by Program

First Term Fees Comparison

PHOTOGRAPHY (0030X)
STANDARD DELIVERY (HIGH DEMAND TUITION FEE)
2 YEAR ONTARIO COLLEGE DIPLOMA

TERM	2013F	2014F	2015F
Tuition	\$2,118.27	\$2,181.81	\$2,247.26
Student Activity	\$220.50	\$240.50	\$240.50
Student Centre Building	\$17.50	\$17.50	\$17.50
Student Commons/Auditorium	\$22.00	\$22.00	\$22.00
Information Technology	\$62.00	\$86.00	\$86.00
Course-related Ancillary	\$50.00	\$50.00	\$50.00
Health Services	\$20.00	\$20.00	\$20.00
Transcript (charged once in first level)	\$25.00	\$20.00	\$20.00
Student Experience Fee		\$17.00	\$17.00
Program-related Ancillary	\$900.00	\$900.00	\$900.00
BYOD (not considered college compulsory)	\$150.00	\$150.00	\$150.00
Health Plan Fee (charged once annually)	\$117.02	\$123.96	\$123.96
U-Pass			\$192.70
U-Pass Admin Fee (charged once annually)			\$4.18
TOTAL FEES PAYABLE (FIRST TERM)	\$3,702.29	\$3,828.77	\$4,091.10

Add: Graduation Fee (charged in final level): \$40.00

eBUSINESS SUPPLY CHAIN MANAGEMENT (6066X)
STANDARD DELIVERY (HIGH DEMAND TUITION FEE)
4 YEAR BACHELOR OF APPLIED BUSINESS

TERM	2013F	2014F	2015F
Tuition	\$3,200.16	\$3,296.16	\$3,296.16
Student Activity	\$220.50	\$240.50	\$240.50
Student Centre Building	\$17.50	\$17.50	\$17.50
Student Commons/Auditorium	\$22.00	\$22.00	\$22.00
Information Technology	\$62.00	\$86.00	\$86.00
Health Services	\$20.00	\$20.00	\$20.00
Transcript (charged once in first level)	\$25.00	\$20.00	\$20.00
Student Experience Fee		\$17.00	\$17.00
BYOD (not considered college compulsory)	\$150.00	\$150.00	\$150.00
Health Plan Fee (charged once annually)	\$117.02	\$123.96	\$123.96
U-Pass			\$192.70
U-Pass Admin Fee (charged once annually)			\$4.18
TOTAL FEES PAYABLE (FIRST TERM)	\$3,834.18	\$3,993.12	\$4,190.00

Add: Graduation Fee (charged in final level): \$40.00

BUSINESS - ACCOUNTING (0214C)
ONLINE DELIVERY (REGULAR TUITION FEE)
2 YEAR ONTARIO COLLEGE DIPLOMA

TERM	2013F	2014F	2015F
Tuition	\$1,304.75	\$1,343.89	\$1,384.20
Student Activity	\$220.50	\$0.00	\$0.00
Student Centre Building	\$17.50	\$0.00	\$0.00
Student Commons/Auditorium	\$22.00	\$0.00	\$0.00
Information Technology	\$62.00	\$86.00	\$86.00
Health Services	\$20.00	\$0.00	\$0.00
Transcript (charged once in first level)	\$25.00	\$20.00	\$20.00
Health Plan Fee (charged once annually)	\$117.02	\$0.00	\$0.00
BYOD (not considered college compulsory)		\$150.00	\$150.00
TOTAL FEES PAYABLE (FIRST TERM)	\$1,788.77	\$1,599.89	\$1,640.20

Add: Graduation Fee (charged in final level): \$40.00



President/Board of Governors

Presentation to:	Board of Governors
Subject:	Strategic Planning Process Guiding Principles
Date:	February 2, 2015
Presenter (s):	Doug Wotherspoon, VP International and Strategic Priorities

RECOMMENDATION:

THAT the Board of Governors approve the Strategic Planning Process Principles developed at the Board Retreat to guide the development of the 2017-2022 Algonquin College Strategic Plan.

PURPOSE:

To provide the College community a set of principles which will guide the development of Algonquin College’s 2017-2022 Strategic Plan.

BACKGROUND/CONTEXT/DISCUSSION

Strategic planning experts note that the process by which you plan is as important as the plan itself. Adhering to a set of guiding principles will facilitate the planning process itself and lead to a more robust and creative plan.

During the February 2, 2015 Board of Governors Retreat, facilitator Don Lenihan, Senior Associate, Policy and Engagement at Canada 2020 and an internationally recognized expert on public engagement, Open Government and democracy, will lead a discussion on the value of guiding principles to the strategic planning process. Following the discussion the Board will be asked to select a set of principles to guide the 2017-2022 strategic planning process.

A motion accepting these principles will be introduced at the public session of the Board of Governors Meeting. Please note that if consent on the Guiding Principles cannot be reached during the February 2 Board Retreat the motion will be withdrawn.



President/Board of Governors

Presentation to:	Board of Governors
Subject:	2015-16 Annual Budget and Business Plan
Date:	February 2, 2015
Presenter (s):	Doug Wotherspoon, Vice President, International and Strategic Priorities Duane McNair, Vice President, Finance and Administration

RECOMMENDATION:

1. **THAT** the Board of Governors approves the 2015-2016 Annual Budget and Business Plan with a projected positive net contribution of \$1.5 million.
2. **THAT** the Board of Governors approves the use of up to \$6.7 million in internally restricted funds for the following items: enterprise resource planning solution for Human Resources, Payroll and Finance, various facilities renewal upgrades, Ancillary Services upgrades to the residence and point-of-sale system and for estimated 2014-15 strategic investment budget carryovers.

PURPOSE:

To present the proposed 2015-16 Annual Budget and Business Plan to the Board of Governors for approval.

BACKGROUND/CONTEXT/DISCUSSION

The Ministry of Training Colleges and Universities requires Ontario colleges to prepare an annual business plan and budget to be submitted no later than June 30th of each year.

Business Plan

The proposed 2015-16 Business Plan aims to deliver on the College’s 5-year Strategic Plan amid a fast changing environment. Shifting demographics, shrinking funding and rising expectations are placing significant pressures on all postsecondary institutions in Ontario and across the country. This plan addresses key areas such as graduation and retention rates, program quality, degree and graduate certificate enrolments, student and alumni satisfaction, automation and process improvement, and the need to grow alternative revenues. It is both focused and achievable, narrowing the number of

initiatives in order to increase the spotlight on the key priorities of retention/student success and employee engagement/innovation.

Budget

In 2013, management recommended to the Board of Governors that the Budget be approved annually in February in order to ensure that staff could begin projects that align with the Business Plan, in the first quarter of the fiscal year.

In compliance with both Board of Governors Financial Management Policy and Ministry of Training Colleges and Universities Business Plan Operating Procedure directive, the 2015-16 Annual Budget returns a net surplus of \$1,487,558, maintains a positive accumulated surplus balance and the College's commitment to balancing government funded activities with expenses.

Please refer to the 2015-16 Annual Budget and Business Plan document for more information.

Draft
Business Plan & Annual Budget
2015-16

PRESIDENT'S LETTER

Dear Colleagues,

I am truly honoured to present my first business plan and budget as President of Algonquin College. This is a special place and one of Canada's preeminent postsecondary institutions.

The Algonquin team has worked diligently over many months to deliver a focused business plan and balanced budget, designed to achieve the goals set out in Algonquin's 2012-2017 Strategic Plan. The initiatives outlined in the plan seek to deliver on our vision of being a global leader in digitally-connected applied education and training.

In building the 2015-16 Business Plan and Budget, the College Leadership Council identified two areas of particular priority;

- Retention
- Employee Engagement

Retention

Retention remains one of the most studied, most persistent and most perplexing challenges facing postsecondary education. Withdrawing from college can deal a crushing blow to a student's self-confidence, self-esteem, and financial position. For the institution and society, student attrition is considered a waste of precious resources and talent. Finding solutions that work for Algonquin students is critical to our reputation and our financial position.

This year's Business Plan and Budget boldly sets its sights on increasing both graduation and first term retention rates by 1.5%. To accomplish this we will pilot a program completion strategy for final semester students, invest in a one-stop physical and digital environment for onshore international students, and continue to mature our strategic enrolment management practices.

Building on the success of last year's event, 2015-16 will see the college host its second Student Success Conference, shining the light on retention best practices being implemented by leading faculty and staff, both at Algonquin and across North America. Retention plans will then be built for each School based on these best practices.

Finally, we will focus on ensuring our academic programs and courses, whether in the classroom or online, meet the highest of standards. We will assess and validate College hybrid and online offerings against the Hybrid and Online Quality Assurance Standards (HOQAS), adapted from the Quality Matters TM (QM) rubric, at the same time as we prepare for our institutional-level Program Quality Assurance Process Accreditation in 2016.

Employee Engagement

The second key priority is employee engagement. Working together, we have created a very positive work environment at Algonquin, recognized most recently by our selection as a National Capital Top Employer. Yet, even with this recognition there is a belief that more can be done to create a truly engaged workplace.

Following on the heels of our second Employee Engagement Survey, 2015-16 will see us constitute a new Employee Engagement Tiger Team, host follow up town halls, and identify and action the top three employee selected engagement priorities. Concurrently, we will be making additional investments in the areas of professional development and leadership training.

In addition, we will begin phasing in a new financial management model called Responsibility Center Management. Under this model, schools and departments are responsible for managing their direct revenues and expenses, providing units with greater control and autonomy, while using incentives to encourage even greater cross-College collaboration and teamwork.


Summary

Collectively, these two documents take into account the current funding model and anticipated cost pressures. Beyond retention and employee engagement, the 2015-16 Business Plan and Budget identifies initiatives covering the breadth of the organization, including our commitments to applied education and training, student and client success, empowered people and financial sustainability.

I believe that the 2015-16 Business Plan and Budget strikes a balance in responsible planning, allowing us to meet the needs of our stakeholders while maintaining a strong financial foundation.

Please join me in thanking all those who have worked so diligently on our behalf. To all those who attended departmental planning sessions, prepared countless documents, and worked on the College's Budget Committee, you have our sincere appreciation.

Yours sincerely,

A handwritten signature in blue ink that reads "Cheryl Jensen". The signature is written in a cursive, flowing style.

Cheryl Jensen
President and CEO

MISSION, VISION AND VALUES

Algonquin's organizational philosophy is defined by its mission, vision and core values. Through the course of the recent strategic planning process, stakeholders paid tribute to the current set of College values believing they accurately reflect the principles and beliefs shared by the community. At the same time, they encouraged the College to revise the current mission and vision statements to more accurately reflect our aspirations for the future.

The following are intended to serve as points of inspiration and provide clear differentiation from other colleges, carefully articulating our purpose.

OUR MISSION

To transform hopes and dreams into skills and knowledge, leading to lifelong career success.

OUR VISION

To be a global leader in digitally-connected applied education and training.

OUR VALUES

Caring

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

Integrity

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

Learning

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

Respect

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

Business Plan 2015-16

STRATEGIC PLAN 2012 - 2017

At Algonquin, we believe students learn best by applying knowledge through experience. We believe that understanding is not a destination but rather the product of a lifelong 'knowledge journey', made richer and more compelling when mixed with the power of technology. Experiential education is about being able to utilize new concepts in non-textbook contexts; to conceptually make sense of complex, real-world situations and to express such concepts meaningfully to others. Such learning also gives students the opportunity to improve their life skills – self-direction, collaboration and teamwork, information gathering, and clear communication.



These are the traits today's employers seek in their employees. This kind of technologically enhanced, experiential knowledge fuels economic growth and community prosperity. It is the fundamental speciality of Algonquin College and the foundation of our aspiration to be The Connected College offering the greatest range of choices for all students. Today's economic realities make delivering on this mission increasingly more challenging. This Strategic Plan addresses the current fiscal realities head on, seeking to be efficient stewards of public funds while building a strong financial foundation from which to make strategic investments which will enhance the overall experience of our students.

To deliver on our mission and vision we have identified 4 strategic pillars and 12 supporting goals. These commitments guide our strategic priorities and budget process.

APPLIED EDUCATION AND TRAINING

- Goal 1:** Deliver an exemplary applied education and training experience.
- Goal 2:** Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.
- Goal 3:** Leverage technology to enhance the educational experience
- Goal 4:** Provide opportunities for every full-time student to have a work experience outside of the classroom.

STUDENT AND CLIENT SUCCESS

- Goal 5:** Deliver exceptional service to our diverse student and client populations.
- Goal 6:** Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.

EMPOWERED PEOPLE

- Goal 7:** Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.
- Goal 8:** Create and foster an environment in which the College's model of leadership competencies and behaviours is supported.

FINANCIAL SUSTAINABILITY

- Goal 9:** Align our funded operational expenditures with provincial funding
- Goal 10:** Expand non-funded opportunities to increase revenue.
- Goal 11:** Leverage strategic business partnerships to meet the capital needs of the College.
- Goal 12:** Create the technological foundation to align with the digital direction.

OPERATIONAL OUTCOMES, MAJOR ACTIONS AND MEASURES

2012-17 Strategic Goals			2015-16 Initiatives/Leveraged Action	2015-16 Measures
Goal 1: Deliver an exemplary applied education and training experience.				
Metric	2014-15 Target	2015-16 Target	ACADEMIC Develop and pilot a program completion strategy for final semester students who are missing one or two courses to graduate	ACADEMIC 200 students provided a program completion plan during their final semester.
Graduation Rate	66.5%	68%		
Retention Rate	87%	88%	STUDENT SERVICES & ACADEMIC Implement cross-College intervention initiatives in 1st term classes to assist students experiencing academic challenges.	STUDENT SERVICES & ACADEMIC (1) First term retention increased by 1.5%. (2) Top three Strategic Enrolment Management Committee (SEMC) projects completed. (3) College-wide Strategic Enrolment Management conference held with 300 in attendance.
			INTERNATIONAL & STRATEGIC PRIORITIES, ACADEMIC & STUDENT SERVICES Create a one-stop physical and digital environment for onshore international students.	INTERNATIONAL & STRATEGIC PRIORITIES, ACADEMIC & STUDENT SERVICES (1) International student retention increased from 92% to 93%. (2) International Student Support Case Management system piloted using Client Relationship Management platform with final report to be presented to College Technology Committee and Strategic Enrolment Management Committee. (3) Two International sessions presented at Strategic Enrolment Management Conference. (4) 35% of new to Algonquin international students attend the International Orientation Session.
			ACADEMIC Assess and validate College hybrid and online offerings against the Hybrid and Online Quality Assurance Standards (HOQAS), adapted from the Quality Matters TM (QM) rubric.	ACADEMIC 300 hybrid and online offerings assessed and validated against the Hybrid and Online Quality Assurance Standards (HOQAS).
			ACADEMIC Prepare for the institutional-level Program Quality Assurance Process Accreditation in 2016.	ACADEMIC (1) Application for accreditation quality assessment and completed self-audit document submitted by December 2015. (2) Preparation by relevant academic and service areas completed in time for site visit.
Goal 2: Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.				
Metric	2014-15 Target	2015-16 Target	ADVANCEMENT, ACADEMIC & STUDENT SERVICES Coordinate marketing, recruitment and admission efforts across 25 targeted programs.	ADVANCEMENT, ACADEMIC & STUDENT SERVICES (1) 10% increase in website visits to 25 targeted programs. (2) 5% increase in email open rates to 25 targeted programs. (3) 5% increase in applications to 25 targeted programs. (4) 10% increase in confirmations to 25 targeted programs. (5) Six postsecondary programs to be launched. (6) Two off-campus promotional visits completed per program by Academic Area employees. (7) A prospect-to-registrant customer journey map presented to the Strategic Enrolment Management Committee (SEMC).
Enrolment (PSE) and others	20,345	20,750		
Enrolment (online – FTE equivalents)	3,300	3,500		
Enrolment (PSE international – FTE equivalents)	1,140	1,355		
Students enrolled in applied degrees	575	531	ACADEMIC, FINANCE & ADMINISTRATION AND STUDENT SERVICES Healthy Living Education (HLE) initiative establishes a planned Centre of Excellence with learning enterprises that will enhance the health and wellness of the College community and National Capital Region through the provision of academic programming, products, services, training and graduates.	ACADEMIC, FINANCE & ADMINISTRATION AND STUDENT SERVICES (1) Infrastructure funding model for a new College HLE facility developed. (2) HLE Project submitted to the Ministry of Training Colleges & Universities and the Ministry of Finance. (3) Functional program requirements for the HLE facility completed. (4) Plan developed to restructure School of Health and Community Studies and the School of Hospitality and Tourism to reflect health and wellness program clusters. (5) HLE Capital Campaign concept presented to the Algonquin College Foundation Board of Directors for approval.
Students enrolled in graduate certificates	840	920		

OPERATIONAL OUTCOMES, MAJOR ACTIONS AND MEASURES

2012-17 Strategic Goals			2015-16 Initiatives/Leveraged Action	2015-16 Measures
Goal 2: con't				
			<p>ACADEMIC Enhance the choice and flexibility of student learning options by increasing the availability of fully online offerings through the Centre for Continuing and Online Learning (CCOL).</p>	<p>ACADEMIC (1) Five online Graduate certificate programs developed and delivered. (2) Three stackable programs developed by Winter 2016. (A stackable credential is part of a sequence of credentials that can be accumulated over time to build qualifications and move along a career pathway.) (3) 200 additional online full-time equivalents (FTEs) (Full-time: 150 FTEs, Part-time: 50 FTEs).</p>
			<p>INTERNATIONAL & STRATEGIC PRIORITIES (1) Expand recruitment and business development efforts in China, India & Nigeria. (2) Improve student recruitment conversion processes. (3) Pilot the use of remote technologies to deliver English for Academic Purposes (EAP) overseas. (4) Increase international student access to bursaries & scholarships.</p>	<p>INTERNATIONAL & STRATEGIC PRIORITIES (1a) 10% Increase in enrolment from designated countries. (1b) Website analytics benchmarks established for designated countries. (2a) 1.5% increase in international student conversion rate (confirmed to registered). (2b) Three international pre-orientation webinars hosted. (2c) Secret shopper report presented to Strategic Enrolment Management Committee. (3) Online English as a Second Language program launched with a minimum of 10 students. (4) 1% of international tuition premium revenues used to establish international scholarship fund.</p>
			<p>ACADEMIC & ADVANCEMENT (1) Continue the development of new degree programs. (2) Create and implement a degree marketing and recruitment plan.</p>	<p>ACADEMIC & ADVANCEMENT (1) Four degree programs submitted to the Ministry/ Postsecondary Education Quality Assessment Board. (2a) Degree bridging programs promoted in Fall 2015 to students in final year of diploma studies. (2b) Dedicated degree marketing strategy reflective of competitive analysis and best practices developed and implemented by November, 2015 .</p>
			<p>ACADEMIC Develop four on-campus graduate certificates.</p>	<p>ACADEMIC Four on-campus graduate certificates launched.</p>
Goal 3: Leverage technology to enhance the educational experience				
Metric	2014-15 Target	2015-16 Target	ACADEMIC Implement Curriculum Services hybrid and online program development plan.	ACADEMIC 13 new (non Centre for Continuing and Online Learning) online courses offered.
Online courses offered	127	140	ACADEMIC Implement Curriculum Services hybrid and online program development plan.	ACADEMIC 100 new hybrid courses created.
Unique hybrid courses offered	1,140	1,230	ACADEMIC Enhance and expand the Bring-Your-Own-Device initiative as a program delivery format.	ACADEMIC 175 full-time day programs (95%) offered in Bring Your Own Device format.
			ACADEMIC Expand the eText initiative to additional programs.	ACADEMIC 100 programs participating in the eText initiative.

OPERATIONAL OUTCOMES, MAJOR ACTIONS AND MEASURES

2012-17 Strategic Goals			2015-16 Initiatives/Leveraged Action	2015-16 Measures
Goal 4: Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.				
Metric	2014-15 Target	2015-16 Target	ACADEMIC Implement Year-3 roll-out of the Work-Integrated Learning (WIL) program initiative.	ACADEMIC Curriculum amended during Annual Curriculum Review cycle to reflect the addition of work-integrated learning activities in 13 eligible programs of study.
Programs with work experience opportunities	85%	93%	ACADEMIC Establish five new stand-alone and 18 new in-class applied research projects.	ACADEMIC 65 additional students involved in applied research projects.
Students engaged in applied research and development	825	890		
Goal 5: Deliver exceptional service to our diverse student and client populations.				
Metric	2014-15 Target	2015-16 Target	STUDENT SERVICES, ACADEMIC, FINANCE & ADMINISTRATION Align initiatives with Key Performance Indicators (KPI) survey questions and results to enhance student satisfaction.	STUDENT SERVICES, ACADEMIC, FINANCE & ADMINISTRATION (1) A cross-College task group established to provide on-going guidance and support of leveraged actions. (2) Initiatives created as appropriate for questions in sub-categories under the capstone related to "Student Satisfaction". (3) Library refurbishment process launched. (3) Student awareness campaign enhanced for "Student Satisfaction" KPI questions.
Student Satisfaction	82.1%	82.5%		
Employer Satisfaction	93%	93.5%		
Alumni Satisfaction	87.5%	88.5%		
			STUDENT SERVICES Increase number of employers in the annual survey pool.	STUDENT SERVICES Awareness campaign for graduating students completed explaining the importance of providing employer information for employer survey.
			FOUNDATION Enhance alumni awareness and engagement.	FOUNDATION (1) Alumni Awareness Campaign developed. (2) 5% increase in affinity program participation. (3) 3% increase in alumni participation in alumni benefit program. (4) Fifty additional alumni prospects identified to engage as donors.
				INTERNATIONAL & STRATEGIC PRIORITIES (1) International students alumni database created. (2) International alumni chapter created with a minimum of ten participants.

OPERATIONAL OUTCOMES, MAJOR ACTIONS AND MEASURES

2012-17 Strategic Goals			2015-16 Initiatives/Leveraged Action	2015-16 Measures
Goal 6: Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.				
Metric	2014-15 Target	2015-16 Target	FINANCE & ADMINISTRATION, HUMAN RESOURCES, STUDENT SERVICES, ACADEMIC Informed by the College's Digital Strategy, complete the College's Information Technology (IT) Strategy	FINANCE & ADMINISTRATION, HUMAN RESOURCES, STUDENT SERVICES, ACADEMIC (1) Human Resources (HR) Pay phase of Enterprise Resource Planning Project Fusion completed on-time and on-budget. (2) Student Information System Advisory Committee established, Request for Information completed, and options presented to College community for review and feedback. (3) Revised governance model for automation projects and business process re-engineering presented to President's Council. (4) 10 business process automation projects completed. (5) IT Strategy presented to President's Council for approval.
Business processes developed to measurably lower cost and/or improve productivity.	30	40	FINANCE & ADMINISTRATION, STUDENT SERVICES, HUMAN RESOURCES Initiate applied research project in collaboration with KPMG to review College services and identify opportunities to enhance student and client experience, improve efficiencies, implement service metrics and achieve sustainable efficiencies.	FINANCE & ADMINISTRATION, STUDENT SERVICES, HUMAN RESOURCES (1) Complete first phase of execution of the project and achieve milestones established during the planning phase. (2) Identify and present to President's Council opportunities for service operation savings equivalent to 0.5% of total 2015-16 operating budget. (3) Identify and present to President's Council opportunities to enhance measurable value to students and clients for services provided by at least four service departments. (4) Key service metrics identified and implemented for each department participating in first phase of execution upon President's Council approval.
Goal 7: Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.				
Metric	2014-15 Target	2015-16 Target	HUMAN RESOURCES Implement the top three initiatives/priorities determined by the 2014-15 Employee Engagement Survey.	HUMAN RESOURCES (1) New Employee Engagement Tiger Team constituted. (2) Three Employee Engagement Town Halls hosted to analyze 2014-15 survey results. (3) Top three priorities identified and presented at the President's BBQ. (4) Plan to address top three priorities drafted and presented, with funding requirements, to College community and Board of Governors.
Employee Engagement	3.90	NA	HUMAN RESOURCES Ensure Professional Development opportunities support all employee groups.	HUMAN RESOURCES Needs analysis survey of college-wide professional development offerings completed and reported to President's Council.
Goal 8: Create and foster an environment in which the College's model of leadership competencies and behaviors is supported.				
Metric	2014-15 Target	2015-16 Target	HUMAN RESOURCES Continue to offer modules of leadership through the Management Academy to all Administrators.	HUMAN RESOURCES (1) Year 2 of the Management Academy completed. (2) All levels of the Algonquin Leadership in Education Institute (ALEI) training continue to be offered.
Leadership training	3.90	NA	FINANCE & ADMINISTRATION Implement first full fiscal year framework of Responsibility Centre Management model, based on approved Responsibility Centre Management principles to encourage innovation and align authority with financial accountability.	FINANCE & ADMINISTRATION (1) Faculties and Schools received allocation of grant revenues and central administration costs. (2) Development of Service Level Agreements for 50% of the non-academic departments and their administrative support services for schools are completed.

OPERATIONAL OUTCOMES, MAJOR ACTIONS AND MEASURES

2012-17 Strategic Goals			2015-16 Initiatives/Leveraged Action	2015-16 Measures
Goal 9: Align our funded operational expenditures with provincial funding.				
			Completed. Standard operating procedure at the College.	
Goal 10: Expand non-funded opportunities to increase revenue.				
Metric	2014-15 Target	2015-16 Target	ACADEMIC Deploy an account management sales model, implement a suite of educational technology options for the corporate audience, and enhance self-service capacity to increase the number of Corporate Training client organizations served.	ACADEMIC 375 client organizations have received training through Corporate Training resulting in net \$200,000 contribution.
Number of organizations served through Corporate Training	325	375		
Alternative revenues	31%	31%	INTERNATIONAL & STRATEGIC PRIORITIES Implement Year 2 of the College's International Education Strategic Plan.	INTERNATIONAL & STRATEGIC PRIORITIES (1) \$8,038,654 in net contribution raised from international efforts: - \$5,392,872 Postsecondary Education (PSE) - \$1,733,675 English for Academic Purposes (EAP) - \$231,756 Jazan - \$449,572 Kuwait - \$230,779 Contract Training & Program Licensing (2) Two new offshore campus opportunities presented to President's Council for consideration.
			FINANCE & ADMINISTRATION Develop College Ancillary Services roadmap to achieve strategic objectives that enhance services to students and employees, increase sales, improves productivity and provides more resources for strategic investment priorities.	FINANCE & ADMINISTRATION College Ancillary Services net contribution increased by 25% over 2012-13 baseline net contribution.
Goal 11: Leverage strategic business partnerships to meet the capital needs of the College.				
Metric	2014-15 Target	2015-16 Target	FOUNDATION Complete Year 2 of the 5 Year Fundraising Plan.	FOUNDATION (1) \$3.6M in total contributed from fundraising: - \$500,000 secured from previous campaign pledge fulfillment. - \$1,050,000 raised from alumni revenue, annual and endowment contributions. - \$850,000 raised from gifts-in-kind and major gift cash and pledges. - \$500,000 raised in cash and pledges for new capital campaign. - \$715,000 disbursed from endowment funds. (2) Upon approval of a multi-million dollar College Capital Project, a Capital Campaign Plan will be completed. (3) Prospect module linked to Cornerstone funds and 300 prospects identified. (4) Donor appreciation and recognition programs updated. (5) Fundraising training delivered to College Leadership Council.
Cash, in-kind contributions, and returns from alternative financing.	\$6.5M	\$15.8M		
			FINANCE & ADMINISTRATION Lead the implementation of the second Energy Savings Contract (ESCO2) facility improvement measures to achieve energy savings, reduce greenhouse gas emissions and encourage a culture of sustainability.	FINANCE AND ADMINISTRATION (1) \$12.2M in total contributed from ESCO2 measures (2) \$1,426,846 in annual savings achieved in 2015-16. (3) Greenhouse gas emission reduced by 1,687 metric tonnes, compared to FY2010-11 baseline emissions of 10,035 tonnes. (4) Co-generation plant installed and in service by December 2015.

OPERATIONAL OUTCOMES, MAJOR ACTIONS AND MEASURES

2012-17 Strategic Goals			2015-16 Initiatives/Leveraged Action	2015-16 Measures
Goal 12: Create the technological foundation to align with the digital direction.				
Metric	2014-15 Target	2015-16 Target	FINANCE & ADMINISTRATION Increase the College's capacity to leverage Business Intelligence (BI) enabling decisions that are supported by data.	FINANCE & ADMINISTRATION BI reports are available and utilized by targeted College departments.
College data accessible through a common BI portal	50%	75%	PRESIDENT'S COUNCIL Improve the College's capacity to define, collect, analyze and disseminate institutional data, information and research in service of the institution's planning, decision-making and performance measurement needs.	PRESIDENT'S COUNCIL A formal Institutional Research and Planning function is established in the College with dedicated leadership and operating resources.
Availability of College networks and internet access	96%	98.5%	FINANCE & ADMINISTRATION Upgrade network, internet and wireless infrastructure to ensure a consistent level of connectivity for students and employees.	FINANCE & ADMINISTRATION (1) Progress on all network, internet, and wireless infrastructure projects are reported quarterly to the College Technologies Committee. (2) A framework to establish an information, communications, and technology infrastructure maintenance strategy is presented to President's Council.
Availability of wireless network to all stakeholders	96%	98.5%		

Annual Budget 2015-16

TREASURER’S REPORT OF THE 2015-16 ANNUAL BUDGET

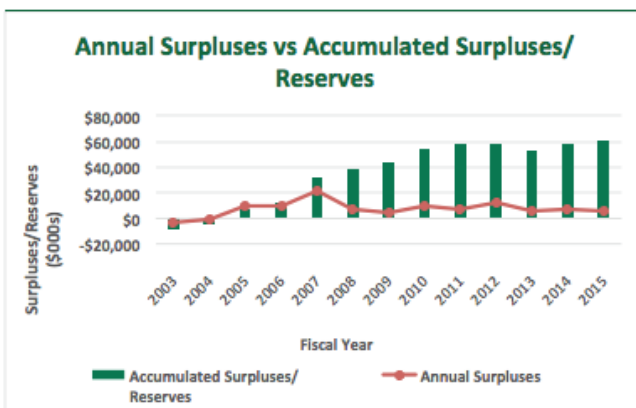
The College’s annual budget development process has concluded with an estimated net contribution of \$1,487,558. In compliance with both Board of Governors direction and Ministry of Training Colleges and Universities operating directives, the 2015-16 Annual Budget returns a net surplus and maintains the College’s commitment to balancing government funded activities with expenses.

The 2015-16 Annual Budget also provides the College with the resources required to deliver on the commitments detailed in the 2015-16 Business Plan and the College’s 2012-17 Strategic Plan.

INTERNALLY RESTRICTED NET ASSETS/ACCUMULATED SURPLUSES

Last year, the College concluded fiscal year 2013-14 with a net contribution of \$7.1 million which exceeded the 2013-14 Annual Budget net contribution of \$813,000; a variance of 2.1% as a percentage of total budgeted expenditures. In addition to various operating savings, this positive variance was achieved primarily due to increased enrolment and net revenues from the International Education Centre and the deferral of some spending on strategic investment priorities to the next fiscal year.

The College has consistently achieved surpluses and grown its accumulated surplus balance over the past 10 years in the Internally Restricted Net Asset accounts. These funds are managed and have grown to provide resources to fund Strategic Investment Priorities that will enhance the overall experience of students.



Through a business planning process that continues to engage all areas of the College, a series of major initiatives aimed at addressing improvements to academic facilities, student services and business process automation were identified that require drawing down funds from internally restricted accounts.

The President is submitting a recommendation to the Board of Governors to approve spending from the College’s Specific Reserves funds for the following significant capital projects and initiatives in 2015/16:

2015/16 Expenditures from Internally Restricted Funds – Specific Reserves	
2014/15 Approved Strategic Investment Priorities Expenditures Deferred to 2015/16	\$2,692,000
Information Technology and Physical Infrastructure Renewal Projects	625,000
College Ancillary Services – Residence Upgrades, Equipment Renewal, and Point-of-Sale Systems	1,400,000
Enterprise Resource Planning Solution – Human Resources, Payroll, and Finance	2,000,000
Total Expenditures from Internally Restricted Funds – Specific Reserves	\$6,717,000

The College continues to plan for medium and long-term investment requirements and has budgeted for the following additions to our internally restricted funds:

Internally Restricted Funds	2015/16 Budgeted Contributions
Specific Reserves	
▪ Ancillary Services Reserve Funds	\$1,062,000
▪ Information Technology and Physical Infrastructure Renewal Fund	500,000
Contingency Reserve Fund	192,000
General Reserve Funds – Future Capital Expansion	2,552,000
Total Budgeted Contributions to Internally Restricted Funds	\$4,306,000

Refer to the Net Assets Continuity Schedule for more information on budgeted contributions and expenditures from Internally Restricted Funds.

The budgeted 2015-16 fiscal year-end total balance of unrestricted net assets plus internally restricted net assets are as follows:

Unrestricted and Internally Restricted Net Assets	
Unrestricted Net Assets	\$1,000,000
Internally Restricted Net Assets	
▪ Appropriations	250,000
▪ Specific Reserves	
o Other Projects and Initiatives	16,300,000
o Ancillary Services Reserve Fund	5,155,000
o Employment Stabilization Fund	570,000
o Other Student Aid	20,000
▪ Contingency Reserve Fund	7,990,000
▪ General Reserve Funds	30,409,000
Total Unrestricted and Internally Restricted Net Assets	\$61,694,000

CHALLENGES AND OPPORTUNITIES FACING THE COLLEGE

Delivering a budget that returns a positive net contribution has not been without its challenges. In 2014, the Province re-stated its commitment to eliminating the Ontario deficit by 2017-18 and committed to continue on planned reductions to Ontario colleges funding. The annualized impact of these reductions to Algonquin's 2015-16 base funding is approximately \$6.5million.

Provincial Budget Measure	Algonquin College Impact		
	2013/14	2014/15	2015/16
International Student Recovery Fee	\$ (442,125)	\$ (876,131)	\$ (1,099,351)
Elimination of Small Northern and Rural Grant	(992,425)	(1,844,850)	(1,844,850)
Policy Levers – Operating Grant Reductions	(807,909)	(1,721,837)	(2,741,739)
Estimated Reductions Announced in the July 2014 Provincial Budget	-	(357,000)	(715,000)
International Student Municipal Tax	(63,093)	(84,525)	(101,633)
Total Impact of Provincial Budget Measures	\$ (2,235,552)	\$ (4,884,843)	\$ (6,502,603)

In the spring of 2014, the College received an audit report on its deferred maintenance that stated that the College's physical deferred maintenance liability had grown from \$41 million in 2010 to \$87 million in 2014. While the Province has committed to increasing funding for deferred maintenance for the college sector over the coming years (\$26 million in 2014-15 increasing to \$100 million by 2019-20), Algonquin's share will not be sufficient to reduce this liability. With \$700 million in facilities and infrastructure, the College should be investing approximately \$14 million (or 2% of the \$700 million replacement value) each year. In addition, the College has in excess of \$80 million in information, communications and technology (ICT) infrastructure that should be renewed at a rate of about 4% per year (at least \$3.2 million). Aging academic equipment is another major concern as the College receives insufficient funding to keep our technology current.

More positively, Algonquin saw enrolments to the College increase almost 2% year-over-year in 2014-15, with the majority of these increases coming as a result of new program development, online offerings, and increase to international enrolment. International enrolments continue to exceed expectations with enrolment growth of 17% in 2014-15.

The College's 2nd Energy Savings Contract (ESCO2) in partnership with Siemens is an incredible success story with \$14 million in new facility improvement investments to date generating \$1 million in annual energy savings.

ASSUMPTIONS

A number of assumptions were made in the preparation of estimates to be included in the budget. A list of the most significant assumptions for 2015-16 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 seventh year and will be funded at the reduced rates most recently communicated by the Ministry;
- Tuition fee rates for funded programs has been budgeted with a 3% increase;
- Enrolment growth in full-time post-secondary programs is projected to increase by 2% over 2014-15 enrolment levels due to growth in existing programs, the launch of new programs, and improved retention; and

TREASURER’S REPORT OF THE 2014-15 ANNUAL BUDGET

Revenues con’t

- The following other non-funded revenue sources have been updated to respond to the projected enrolment changes, the economy, international opportunities and anticipated market conditions:
 - o Contract Activity
 - o International Premium and Tuition
 - o College Ancillary Services

OPERATING EXPENDITURES

Wage increases for all faculty and staff will not exceed the current range of wage increases in the public sector;

The College will augment its existing faculty complement with additional hires to accommodate projected enrolment growth; and

Other expenditures will increase at a rate consistent with the rate of inflation.

FUNDING FOR STRATEGIC INVESTMENT PRIORITIES

Through the alignment of operating revenues and expenditures within the Province’s funding and tuition fee framework, the College is able to direct contributions from non-funded activities to strategic investment priorities. Priority setting has been based on investments that are deemed to be ‘essential’, support the College’s strategic directions, renew curriculum and develop new programs, deliver high quality instructional equipment for students, and mitigate the risk of physical and technological infrastructure failure.

More specifically, the annual budget provides funding for the following initiatives:

- Adapt teaching environments to accommodate students with mobile devices as part of the mobile learning program project;
- Developing additional hybrid courses, online programs, graduate certificates and degree programs to meet the needs of today’s student;
- Continue with the rollout of the e-text strategy for students that will result in lower costs for students and provide increased flexibility for learning;
- Continue with the acquisition and implementation of a Finance and Human Resources Enterprise Resource Planning system;
- Implement strategies to improve employee engagement; and
- Continue to upgrade and improve the service and reliability of wired and wireless networks.

RISKS

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

RISK SCHEDULE			
Risk Identification	Impact in 2015/16	Likelihood in 2015/16	Risk Management
Enrolment Less than Projection resulting in Reduced Tuition Fee Revenue	Moderate	Possible	<ul style="list-style-type: none"> • New Programs • Aggressive of Applications to Registrations • Retention Initiatives • Reduce Expenditures • Increase Winter Intakes
Provincial Operating Grants Less than Budgeted	Moderate	Unlikely	<ul style="list-style-type: none"> • Reduce Direct Expenses • Further Review Programs and Services for Efficiencies • Defer Strategic Investments
Other Revenues Less than Budgeted	Moderate	Possible	<ul style="list-style-type: none"> • International Initiatives • Contract Training
Labour Relations	Minor	Unlikely	<ul style="list-style-type: none"> • Monitor Government Actions • Advocate for additional Government Funding • Budget Provision for additional Positions • Management of the Arbitration Process and Costs
Information Technology Assets and Services – Business Interruption	Moderate	Unlikely	<ul style="list-style-type: none"> • Upgraded IT Infrastructure • Contingency Accounts Available • Business Continuity/Disaster Recovery Planning
Facilities Quality and Space Constraints	Minor	Possible	<ul style="list-style-type: none"> • Develop Alternative Growth Strategies • Leverage use of Technology • Energy Services Contract

BUDGET IMPACT

The 2015-16 Annual Budget provides adequate resources for programs and services to operate the College and fund initiatives that support the 2012-17 Strategic Plan. In order to produce a balanced budget, a number of budget reduction and expansion initiatives were implemented including:

Budget Reductions	Impact
Various Operating Expenses	\$340,000 of Miscellaneous Operating Expenditure Reductions

Budget Expansion	Impact
Full-Time Enrolment Increase	\$3,700,000 Increase in Full-Time Tuition Fee Revenues, and \$5,500,000 Increase in the Enrolment Growth Grant
International Education Centre	\$1,000,000 Increase in Revenue

THANK YOU TO THE COLLEGE BUDGET COMMITTEE

Budget Impact con't

More specifically, this budget includes provisions for the following program and service improvements:

- Digital college and online learning initiatives;
- Effective academic advising and retention initiatives;
- Professional development opportunities for employees ;
- Development of business intelligence capabilities to obtain information to support strategic decision making;
- Additional faculty positions in the Academic area; and
- Additional positions in other areas that support the
- College's strategic directions.

Additional details of new initiatives are included in the College's annual Business Plan.

THANK YOU TO THE COLLEGE BUDGET COMMITTEE

I would like to conclude by thanking all of those involved in the development of the Annual Budget for their hard work and ongoing commitment to the College, with a special mention of the efforts of the College Budget Committee (CBC):

- Mark Hoddenbagh (Chair), Acting Executive Director, Partnerships and Applied Research
- Victoria Tiqui-Sanford (Recorder), Assistant to the Director, Finance and Administration
- Cathy Dempsey (Resource), Director, Finance and Administrative Services
- Christopher Janzen (College Space and Infrastructure Committee Chair), Dean, Faculty of Technology and Trades
- Dave Donaldson, Dean, School of Business
- Diane McCutcheon, Director, Labour Relation
- Glenn MacDougall (College Technologies Committee Chair), Director, Learning and Teaching Services
- Jeff Macnab, Registrar, Registrar's Office
- John Tattersall, Director, Physical Resources
- Linda Rees, Dean, Centre for Continuing and Online Learning
- Michael Gawargy, Director, Information Technology Services
- Peter Fortura, Acting Executive Director, Academic Operations and Planning
- Grant Perry (Resource), Manager, Finance and Administrative Services



Duane McNair
Treasurer and Vice President, Finance and Administration

PRO FORMA SUMMARY

(all figures in \$ 000's)

	Actual 2013/2014	Annual Budget 2014/2015	Q3 Projection 2014/2015	Annual Budget 2015/2016	Pro Forma 2016/2017	Pro Forma 2017/2018
Funded Activity/College Operations						
Revenue	\$ 205,118	\$ 211,669	\$ 214,142	\$ 222,264	\$ 230,477	\$ 239,272
Expenditures *	194,028	203,944	203,651	213,930	219,147	226,617
Net Contribution	11,090	7,725	10,491	8,334	11,330	12,655
Contract Activity & Other Non-Funded Activity						
Revenue	26,788	26,870	29,337	24,822	25,319	25,825
Expenditures	25,130	25,830	27,658	23,189	23,659	24,126
Net Contribution	1,659	1,040	1,679	1,633	1,660	1,699
College Ancillary Services						
Revenue	39,894	41,378	42,202	43,420	44,508	45,529
Expenditures *	34,961	34,795	35,735	36,458	37,089	37,693
Net Contribution	4,933	6,583	6,467	6,962	7,419	7,836
International Education Centre						
Revenue	18,080	19,769	20,162	21,089	22,141	24,069
Expenditures	14,003	13,587	15,197	16,068	16,556	17,421
Net Contribution	4,077	6,182	4,965	5,021	5,585	6,648
Strategic Investment Priorities						
Revenue	6,378	1,872	3,166	1,479	1,509	1,711
Expenditures **	17,982	23,695	23,262	19,565	29,166	25,591
Net Contribution	(11,604)	(21,823)	(20,096)	(18,086)	(27,657)	(23,880)
Net Gain on Sale of Former Pembroke Campus						
			896			
Non-Cash Revenue Adjustments						
Capital Grants recorded as Deferred Capital Contributions	(3,712)	(900)	(1,400)	(1,000)	(1,000)	(1,000)
Amortization of Deferred Capital Contributions	8,299	7,000	7,000	7,500	7,500	7,500
Non-Cash Expenditure Adjustments						
Expenditures to be Capitalized	6,981	6,000	9,000	4,500	4,500	4,500
Amortization Expense	(15,521)	(14,000)	(14,000)	(14,000)	(14,000)	(14,000)
Change in Vacation, Sick Leave & Post-Employment Benefits	966	(462)	381	624	446	439
Net Contribution as per Public Sector Accounting Standards (PSAS) ***	\$ 7,168	\$ (2,655)	\$ 5,383	\$ 1,488	\$ (4,217)	\$ 2,397

* Expenditures do not include 'Contributions to Reserve Funds' and 'Principal Repayments of Debt'.

** Strategic Investment Priorities Expenditures includes authorized and proposed spending from Internally Restricted Net Assets.

*** 2013/2014 Actuals, 2014/2015 Approved Budget, and 2014/2015 Q3 Projection Net Contributions are presented as per Generally Accepted Accounting Principles (GAAP).

PRO FORMA SUMMARY

(all figures in \$ 000's)

	Actual 2013/2014	Annual Budget 2014/2015	Q3 Projection 2014/2015	Annual Budget 2015/2016	Pro Forma 2016/2017	Pro Forma 2017/2018
Net Assets						
Unrestricted	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Investment in Capital Assets	50,804	51,389	53,333	52,931	52,689	52,616
Vacation, Sick Leave and Post-Employment Benefits	(18,897)	(18,848)	(18,516)	(17,892)	(17,446)	(17,007)
Internally Restricted						
Appropriations	1,000	1,000	500	250	250	250
Specific Reserves	24,464	12,235	23,932	22,045	14,381	13,179
Contingency Reserve Fund	7,607	7,656	7,797	7,990	8,277	8,637
General Reserve Funds	23,883	26,429	27,199	30,409	33,365	36,238
Interest Rate Swaps	(9,931)	(7,247)	(10,185)	(8,994)	(7,827)	(6,686)
Endowments	20,810	19,110	21,410	22,010	22,610	23,210
TOTAL NET ASSETS	\$ 100,741	\$ 92,724	\$ 106,470	\$ 109,749	\$ 107,299	\$ 111,437



STATEMENT OF FINANCIAL POSITION

(all figures in \$ 000's)

	March 31, 2015 <i>Annual Budget</i>	March 31, 2015 <i>Q3 Projection</i>	March 31, 2016 <i>Proposed Budget</i>
ASSETS			
Current Assets			
Cash and Short Term Investments	\$ 25,067	\$ 28,990	\$ 29,679
Accounts Receivable	16,000	15,000	15,000
Inventory	1,900	1,900	2,000
Prepaid Expenses	1,300	1,300	1,400
	44,267	47,190	48,079
Investments	46,553	55,838	57,115
Endowment Assets	19,110	21,410	22,010
Capital Assets	261,459	265,493	255,993
TOTAL ASSETS	\$ 371,389	\$ 389,931	\$ 383,197
LIABILITIES AND NET ASSETS			
Current Liabilities			
Accounts Payable & Accrued Liabilities	14,000	14,000	14,500
Accrued Salaries & Employee Deductions Payable	7,500	6,600	7,000
Deferred Revenue	21,000	22,000	22,000
Current Portion of Long Term Debt	2,609	2,598	2,758
	45,109	45,198	46,258
Long Term Debt	53,870	53,960	51,202
Vacation, Sick Leave & Post-Employment Benefits	18,848	18,516	17,892
Deferred Capital Contributions	153,591	155,602	149,102
Interest Rate Swaps	7,247	10,185	8,994
Net Assets			
Unrestricted	1,000	1,000	1,000
Investment in Capital Assets	51,389	53,333	52,931
Vacation, Sick Leave & Post-Employment Benefits	(18,848)	(18,516)	(17,892)
Internally Restricted	47,320	59,428	60,694
Interest Rate Swaps	(7,247)	(10,185)	(8,994)
Endowment Fund	19,110	21,410	22,010
	92,724	106,470	109,749
TOTAL LIABILITIES AND NET ASSETS	\$ 371,389	\$ 389,931	\$ 383,197

REVENUE SCHEDULE

(all figures in \$ 000's)

	Funded Activity/ College Operations	Contract Activity & Other Non-Funded Activity	College Ancillary Services	International Education Centre	Strategic Investment Priorities	Annual Budget 2015/2016	Q3 Projection 2014/2015	Annual Budget 2014/2015	Actual 2013/2014
Grants									
Post Secondary Activity	\$ 101,599	\$ -	\$ -	\$ -	\$ -	\$ 101,599	\$ 98,854	\$ 96,066	\$ 94,729
Capital & Equipment	-	-	-	-	927	927	2,331	780	4,421
Apprentice	4,476	-	-	-	-	4,476	4,710	4,779	5,085
Flow-Through Student Aid	1,343	-	-	-	-	1,343	1,424	1,226	1,450
TOTAL GRANTS	107,418	-	-	-	927	108,345	107,319	102,851	105,685
Tuition Fees									
Full-Time Post Secondary	64,432	-	-	19,472	-	83,904	79,225	78,197	71,903
Full-Time Non-Funded	-	2,069	-	-	-	2,069	1,961	1,714	1,705
Part-Time	9,359	732	-	-	-	10,091	10,399	10,812	11,154
Adult Training	1,097	-	-	-	-	1,097	1,252	1,291	1,239
Student IT & Mobile Computing Fees	9,050	-	-	-	-	9,050	8,388	7,780	6,624
TOTAL TUITION FEES	83,938	2,801	-	19,472	-	106,211	101,225	99,794	92,625
Contract Educational Services									
Provincially Funded Programs	-	9,494	-	-	-	9,494	12,002	11,277	12,250
Corporate & Other Programs	3,549	10,392	-	1,344	-	15,285	16,217	17,708	13,235
Grants, Fees & Other Income Associated with Contract Activity	-	1,813	-	-	-	1,813	1,213	1,402	2,103
TOTAL CONTRACT EDUCATIONAL SERVICES	3,549	21,699	-	1,344	-	26,592	29,432	30,387	27,588
COLLEGE ANCILLARY SERVICES SALES	-	-	43,420	-	-	43,420	42,202	41,378	39,894
Other									
Students' Association Contribution (Student Commons & Pembroke)	-	-	-	-	-	-	-	257	260
Capital Campaign	-	-	-	-	552	552	835	835	1,324
Early Learning Centre	950	-	-	-	-	950	933	960	907
Student Ancillary Fees	5,650	55	-	-	-	5,705	5,456	5,370	5,113
Investment Income	2,008	-	-	-	-	2,008	1,528	1,528	1,199
Internal Transfer of International Revenue	8,770	267	-	-	-	9,037	8,580	7,476	8,570
Miscellaneous	9,981	-	-	273	-	10,254	11,499	10,723	13,094
TOTAL OTHER	27,359	322	-	273	552	28,506	28,831	27,149	30,467
TOTAL REVENUE	\$ 222,264	\$ 24,822	\$ 43,420	\$ 21,089	\$ 1,479	\$ 313,074	\$ 309,009	\$ 301,558	\$ 296,259

Funded Activity/College Operations	\$ 222,264	\$ 214,142	\$ 211,669	\$ 205,118
Contract Activity & Other Non-Funded Activity	24,822	29,337	26,870	26,788
College Ancillary Operations	43,420	42,202	41,378	39,894
International Education Centre	21,089	20,162	19,769	18,080
Strategic Investment Priorities	1,479	3,166	1,872	6,378
Total Revenue	\$ 313,074	\$ 309,009	\$ 301,558	\$ 296,259

EXPENDITURES SCHEDULE

(all figures in \$ 000's)

	Funded Activity/ College Operations	Contract Activity & Other Non-Funded Activity	College Ancillary Services	International Education Centre	Strategic Investment Priorities	Annual Budget 2015/2016	Q3 Projection 2014/2015	Annual Budget 2014/2015	Actual 2013/2014
Full-Time Salaries & Benefits									
Full-Time Salaries & Benefits - Academic	\$ 64,576	\$ 2,362	\$ -	\$ -	\$ -	\$ 66,938	\$ 63,133	\$ 65,263	\$ 61,353
Full-Time Salaries & Benefits - Administration	20,171	2,189	1,795	789	-	24,944	23,025	23,615	22,041
Full-Time Salaries & Benefits - Support	35,309	2,926	4,354	524	-	43,113	39,571	40,934	37,068
Total Full-Time Salaries & Benefits	120,056	7,477	6,149	1,313	-	134,995	125,729	129,812	120,462
Other Staff Salaries & Benefits									
Other Staff Salaries & Benefits - Academic	22,502	2,474	-	65	-	25,041	25,917	24,239	26,183
Other Staff Salaries & Benefits - Administration	1,490	2,461	-	322	-	4,273	4,676	4,596	3,638
Other Staff Salaries & Benefits - Support	5,760	1,919	1,791	124	-	9,594	9,733	8,683	9,475
Total Other Staff Salaries & Benefits	29,752	6,854	1,791	511	-	38,908	40,326	37,518	39,296
TOTAL SALARY & BENEFITS	149,808	14,331	7,940	1,824	-	173,903	166,055	167,330	159,758
Other Operating									
Mandated Student Aid	5,773	-	-	5	-	5,778	5,610	5,610	4,854
Contingencies	6,686	-	-	-	-	6,686	4,836	5,775	4,215
Long Term Debt Interest	890	-	2,460	-	-	3,350	3,513	3,503	4,646
Contract Services	9,954	3,090	1,650	2,180	-	16,874	19,578	19,032	16,216
Instructional Supplies & Equipment	4,071	1,829	187	15	-	6,102	6,294	5,491	5,375
Information Technology	6,080	554	-	51	-	6,685	7,944	6,634	5,956
Promotion	2,471	457	246	361	-	3,535	3,457	3,401	2,975
Building Maintenance & Utilities	11,667	24	3,091	-	-	14,782	13,772	13,165	13,607
Flow-Through Student Aid	1,351	-	-	-	-	1,351	1,416	1,218	1,450
Cost of Goods Sold	1,101	-	18,337	-	-	19,438	19,074	18,011	18,040
Internal Transfer of International Revenue	-	-	-	9,037	-	9,037	8,580	7,476	8,570
Algonquin College - Saudi Arabia Net Equity Share of Loss	-	-	-	-	-	-	-	-	730
Other	14,078	2,904	2,547	2,595	-	22,124	22,112	21,510	21,731
TOTAL OTHER OPERATING	64,122	8,858	28,518	14,244	-	115,742	116,186	110,826	108,365
FUNDING FOR STRATEGIC INVESTMENT PRIORITIES	-	-	-	-	19,565	19,565	23,262	23,695	17,982
TOTAL EXPENDITURES	\$ 213,930	\$ 23,189	\$ 36,458	\$ 16,068	\$ 19,565	\$ 309,210	\$ 305,503	\$ 301,851	\$ 286,105

Funded Activity/College Operations	\$ 213,930	\$ 203,651	\$ 203,944	\$ 194,028
Contract Activity & Other Non-Funded Activity	23,189	27,658	25,830	25,130
College Ancillary Operations	36,458	35,735	34,795	34,961
International Education Centre	16,068	15,197	13,587	14,003
Strategic Investment Priorities	19,565	23,262	23,695	17,982
Total Expenditures	\$ 309,210	\$ 305,503	\$ 301,851	\$ 286,105

FUNDING FOR STRATEGIC INVESTMENT PRIORITIES SCHEDULE

(all figures in \$ 000's)

	Grants & Fundraising	College Funded	Annual Budget 2015/2016	Q3 Projection 2014/2015	Annual Budget 2014/2015	Actual 2013/2014
Source of Funds						
Facilities Renewal Grant	\$ 927	\$ -	\$ 927	\$ 600	\$ 600	\$ 601
College Equipment Renewal Fund Grant	-	-	-	559	-	559
Apprenticeship Enhancement Fund Grant	-	-	-	1,026	-	980
Students' Association Contribution (Student Commons & Pembroke)	-	-	-	-	257	260
Capital Campaign	552	-	552	835	835	1,324
Digital College	-	-	-	146	180	2,282
Other	-	-	-	-	-	373
TOTAL SOURCE OF FUNDS	1,479	-	1,479	3,166	1,872	6,378
Expenditures						
<i>Campus Expansion</i>						
Re-patriation of Hair Stylist/Esthetician Program Facilities	-	-	-	5,770	4,150	-
Dental Clinic Upgrades	-	-	-	585	1,000	-
Digital College	-	-	-	324	-	-
Algonquin Centre for Construction Excellence	-	-	-	690	200	151
Pembroke Campus	-	-	-	139	700	657
Student Commons	-	-	-	-	450	450
<i>Total Campus Expansion</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>7,508</i>	<i>6,500</i>	<i>1,258</i>
<i>Other</i>						
Digital College	-	-	-	-	-	3,297
College Technologies	-	6,713	6,713	4,168	4,734	1,032
College Space & Infrastructure	927	4,475	5,402	3,728	3,550	2,789
New Program Initiatives	-	1,000	1,000	825	1,250	787
Academic & Other Equipment	-	1,500	1,500	2,426	1,960	1,650
Initiatives & Opportunities	-	3,300	3,300	4,306	3,301	3,411
College Ancillary Services	-	1,400	1,400	1,368	1,400	1,426
Appropriations	-	250	250	277	1,000	1,352
Apprenticeship Enhancement Fund	-	-	-	1,026	-	980
Adjustment for Anticipated Underspend	-	-	-	(2,370)	-	-
<i>Total Other</i>	<i>927</i>	<i>18,638</i>	<i>19,565</i>	<i>15,754</i>	<i>17,195</i>	<i>13,427</i>
TOTAL EXPENDITURES	927	18,638	19,565	23,262	23,695	17,982
NET CONTRIBUTION	\$ 552	\$ (18,638)	\$ (18,086)	\$ (20,096)	\$ (21,823)	\$ (11,604)



2015/2016
NET ASSETS CONTINUITY SCHEDULE
 (all figures in \$ 000's)

	Q3 Projection March 31, 2015	2015/2016 Budgeted In Year Use of Funds	2015/2016 Budgeted Year End Adjustments	Budgeted Balance March 31, 2016
Appropriations	\$ 250	\$ 250	\$ 250	\$ 250
Specific Reserves				
Other Projects & Initiatives	18,225	5,317	3,392	16,300
Ancillary Services Reserve Fund	5,381	1,400	1,174	5,155
Employment Stabilization Funds	560	50	60	570
Other Student Aid	16	95	99	20
	<u>24,182</u>	<u>6,862</u>	<u>4,725</u>	<u>22,045</u>
Contingency Reserve Fund	7,797	-	193	7,990
Reserve Funds				
Future Capital Expansion	27,199	-	3,210	30,409
TOTAL INTERNALLY RESTRICTED NET ASSETS	\$ 59,428	\$ 7,112	\$ 8,378	\$ 60,694 *
TOTAL UNRESTRICTED NET ASSETS	\$ 1,000	\$ -	\$ -	\$ 1,000 *
Investment in Capital Assets	\$ 53,333	\$ -	\$ (402)	\$ 52,931
Vacation, Sick Leave & Post-Employment Benefits **	(18,516)	-	624	(17,892)
Interest Rate Swaps	(10,185)	-	1,191	(8,994)
Endowment Fund	21,410	-	600	22,010
TOTAL NET ASSETS	\$ 106,470	\$ 7,112	\$ 10,391	\$ 109,749

* Budgeted balances of Internally Restricted Net Assets and Unrestricted Net Assets includes the impact of budgeted expenditures from Appropriations, Specific Reserves and Reserve Funds and contributions to Reserve Funds for the fiscal year 2015/2016. The Board of Governors Financial Management Policy requires that the Board of Governors approve any spending from Reserve Funds.

SUMMARY OF FUNDED POSITIONS

	3rd Quarter 2014/2015				Position Changes			Proposed Budget 2015/2016				
	Admin	Support	Academic	Total	Opened	Closed	Transferred	Admin	Support	Academic	Total	
President & Board of Governors												
President's Office	4	-	-	4	-	-	-	4	-	-	4	
Total	4	-	-	4	-	-	-	4	-	-	4	
Human Resources												
Human Resources	22	2	1	25	-	-	-	22	2	1	25	
Total	22	2	1	25	-	-	-	22	2	1	25	
Finance and Administration												
Vice-President's Office	2	-	-	2	-	-	-	2	-	-	2	
College Ancillary Services	17	72	-	89	-	-	-	17	72	-	89	
Finance & Administrative Services	8	28	-	36	2	-	-	10	28	-	38	
Information Technology Services	12	71	-	83	2	-	3	12	76	-	88	
Physical Resources	15	39	-	54	2	-	-	16	40	-	56	
Total	54	210	-	264	6	-	3	57	216	-	273	
Student Services												
Vice-President's Office	2	-	-	2	-	-	-	2	-	-	2	
Student Support Services	9	39	18	66	3	-	-	10	41	18	69	
Algonquin College Foundation	3	2	-	5	-	-	-	3	2	-	5	
Registrar	11	58	-	69	1	-	-	11	59	-	70	
Total	25	99	18	142	4	-	-	26	102	18	146	
International and Strategic Priorities												
Vice-President's Office	2	-	-	2	2	-	-	3	1	-	4	
International & Corporate Business Development	8	10	21	39	-	-	-	8	10	21	39	
Total	10	10	21	41	2	-	-	11	11	21	43	
Academic Services												
Vice-President's Office	13	9	9	31	13	-	(6)	13	12	13	38	
Associate Vice-President Academic	1	-	-	1	-	-	-	1	-	-	1	
School/College Work Initiative	-	1	-	1	1	-	1	1	2	-	3	
Faculty of Arts, Media & Design	6	28	112	146	-	-	4	6	28	116	150	
School of Business	5	9	87	101	-	-	-	5	9	87	101	
School of Hospitality & Tourism	3	9	40	52	1	-	1	3	10	41	54	
Faculty of Technology & Trades	6	27	149	182	-	-	-	6	27	149	182	
Algonquin College Heritage Institute	3	10	13	26	-	-	-	3	10	13	26	
Faculty of Health, Public Safety & Community Studies	8	31	123	162	-	-	1	8	31	124	163	
Learning & Teaching Services	1	5	-	6	-	-	-	1	5	-	6	
Mobile Computing	-	7	-	7	2	-	(3)	1	5	-	6	
Centre for Continuing & Online Learning	7	18	-	25	1	-	-	8	18	-	26	
Personal Development Institute	-	2	-	2	-	-	(1)	-	1	-	1	
Applied Research & Development	2	1	-	3	-	-	-	2	1	-	3	
Business Development & Corporate Training	5	3	-	8	-	-	-	5	3	-	8	
Algonquin College in the Ottawa Valley	6	29	27	62	1	-	-	6	29	28	63	
Total	66	189	560	815	19	-	(3)	69	191	571	831	
Advancement												
Executive Director's Office	3	3	-	6	-	-	-	3	3	-	6	
Recruitment	2	7	-	9	-	-	-	2	7	-	9	
College Marketing	2	11	-	13	-	-	-	2	11	-	13	
Total	7	21	-	28	-	-	-	7	21	-	28	
COLLEGE TOTAL	188	531	600	1,319	31	-	-	196	543	611	1,350	

The complement report represents the total number of positions for each of the College's major areas.

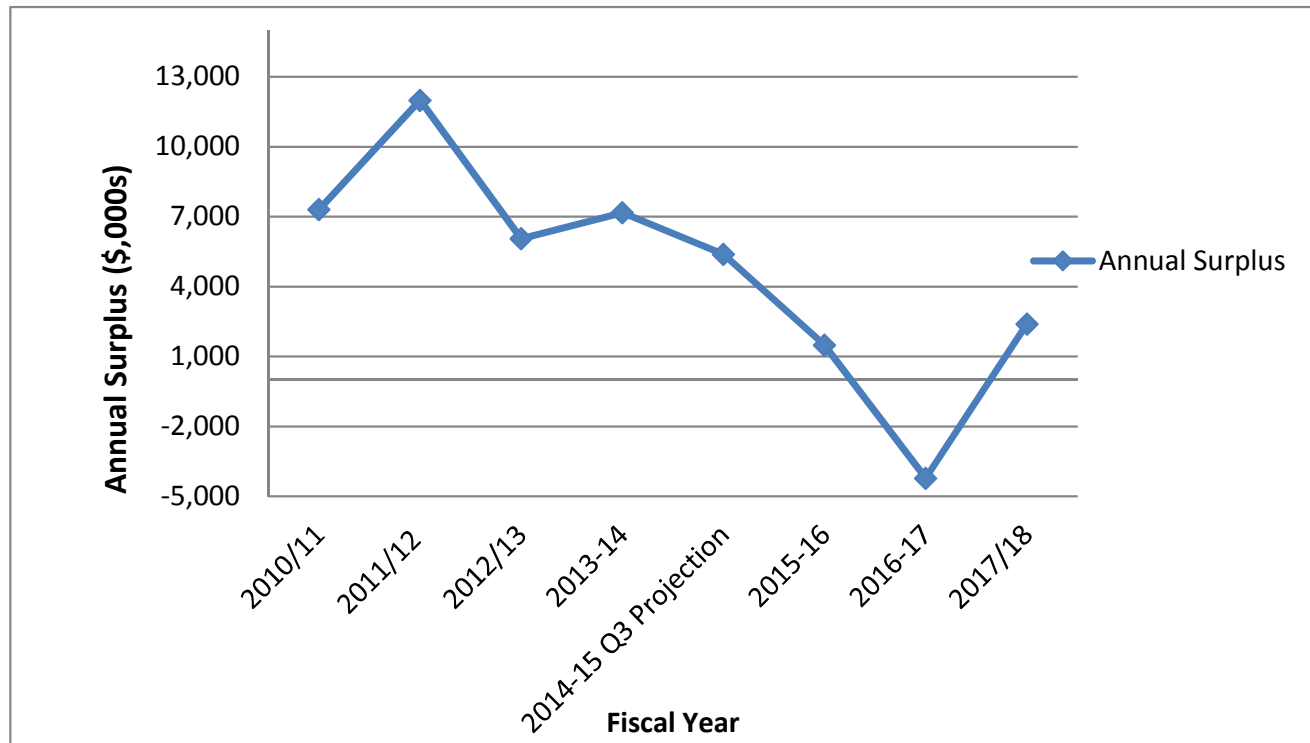
Not all positions are 100% funded in the budget as some positions are vacant at the start of the year and other positions have a start date projected for other than April 1st.

2015/2016 PROJECTED ENROLMENT vs. 2014/2015 ACTUAL ENROLMENT

FACULTY/SCHOOL		Post Secondary / Post Diploma			Applied Degree			% Change
		Projected 2015/2016	Actual (unaudited) 2014/2015	Change	Projected 2015/2016	Actual (unaudited) 2014/2015	Change	
Arts, Media & Design								
	Level 1	2,499	2,488	11	35	31	4	
	Returning	4,143	3,969	174	222	236	(14)	
	TOTAL	6,642	6,457	185	257	267	(10)	
Business								
	Level 1	1,922	1,910	12	59	59	-	
	Returning	4,837	4,801	36	315	308	7	
	TOTAL	6,759	6,711	48	374	367	7	
Hospitality & Tourism								
	Level 1	1,021	1,009	12	36	36	-	
	Returning	1,664	1,608	56	219	209	10	
	TOTAL	2,685	2,617	68	255	245	10	
Technology & Trades								
	Level 1	2,515	2,513	2	22	22	-	
	Returning	5,563	5,527	36	90	61	29	
	TOTAL	8,078	8,040	38	112	83	29	
Health, Public Safety & Community Studies								
	Level 1	2,145	2,125	20	-	-	-	
	Returning	5,244	5,127	117	-	-	-	
	TOTAL	7,389	7,252	137	-	-	-	
Centre for Continuing & Online Learning								
	Level 1	924	907	17	-	-	-	
	Returning	1,243	1,074	169	-	-	-	
	TOTAL	2,167	1,981	186	-	-	-	
International Education								
	Level 1	107	117	(10)	-	-	-	
	Returning	203	212	(9)	-	-	-	
	TOTAL	310	329	(19)	-	-	-	
Algonquin College Heritage Institute								
	Level 1	211	193	18	-	-	-	
	Returning	414	401	13	-	-	-	
	TOTAL	625	594	31	-	-	-	
Algonquin College in the Ottawa Valley								
	Level 1	483	470	13	-	-	-	
	Returning	877	874	3	-	-	-	
	TOTAL	1,360	1,344	16	-	-	-	
	TOTAL Level 1	11,827	11,732	95	152	148	4	0.8%
	TOTAL Returning	24,188	23,593	595	846	814	32	2.6%
	TOTAL	36,015	35,325	690	998	962	36	2.0%

In addition to the above, the budget supports: 2,017 semestered enrolments in the Collaborative Programs; 1,926 semestered enrolments in Full-Time Non-Funded Programs; and 2,464 Seat Purchases in the Apprentice Programs.

Operating Results: Annual Surplus



Objective:

Measures the excess of revenues over expenses in a given year.

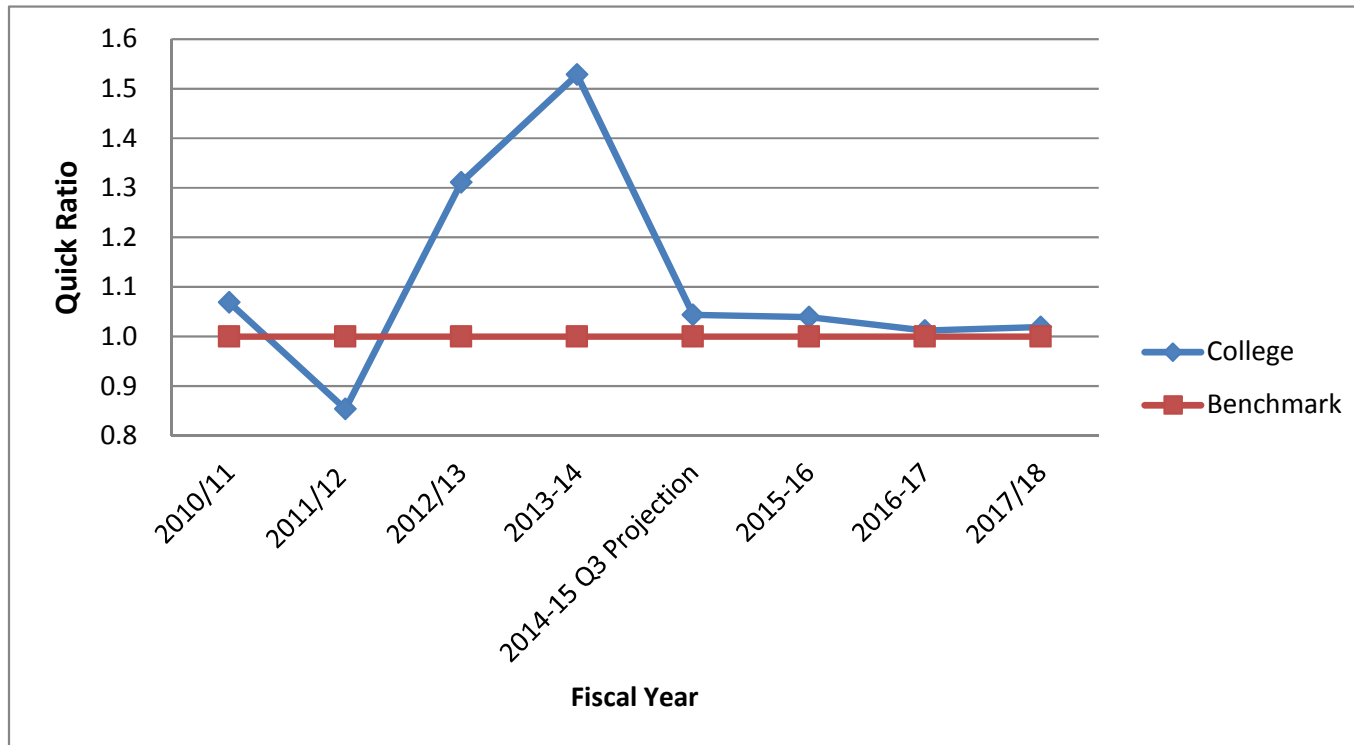
Benchmark:

Must be greater than \$0.

Rationale:

An annual deficit or declining surpluses may indicate a decline in an institution's financial health.

Measuring Liquidity: Quick Ratio



Objective:

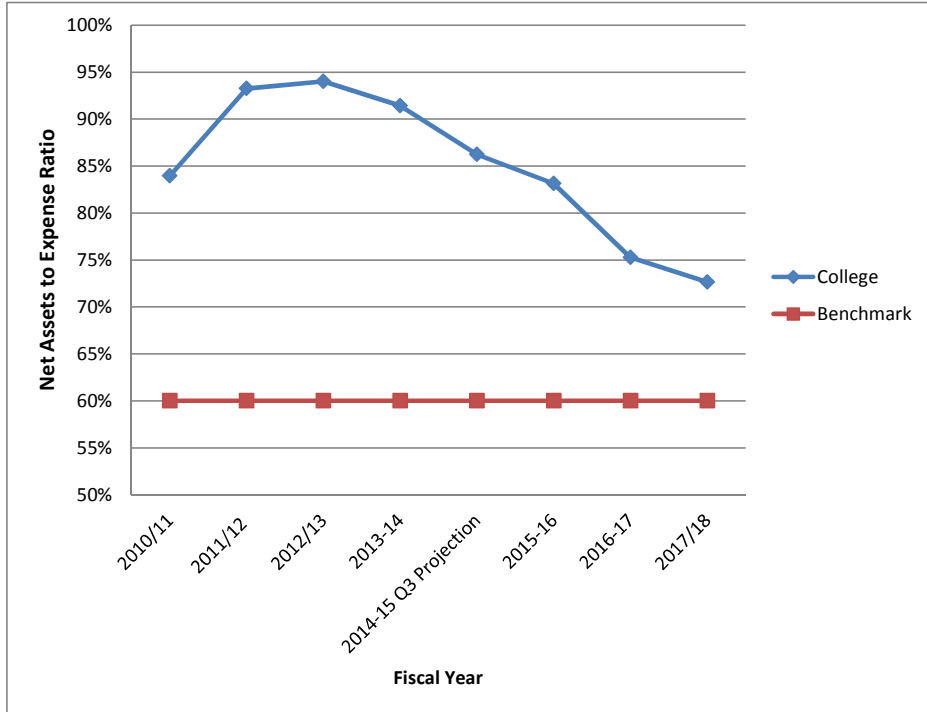
Fiscal performance indicator testing the college’s ability to pay its short term maturing obligations (e.g. biweekly payroll payments).

Benchmark:

A ratio of 1 or higher indicates that a college should be able to meet its short term obligations.

Rationale: A ratio of 1 is a typical business standard. Less than 1 may indicate that a college is not able to meet its short term obligations. When including surplus cash invested in longer term investments (greater than 1 year) Algonquin’s Quick Ratio is at 2:1 for 2014/15.

Operating Results: Net Assets to Expense Ratio



Objective:

A traditional indicator to ascertain the ability of a college to continue operations in the event there is a delay in revenue streams.

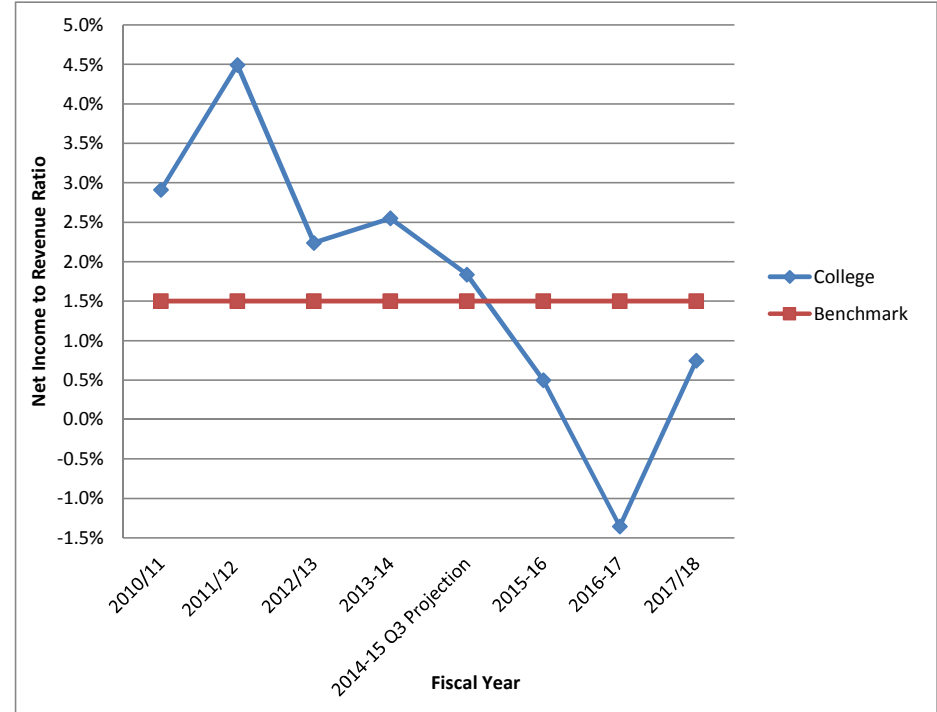
Benchmark:

60% or higher.

Rationale:

A net balance that is less than 60% of annual expenses may indicate a lower tolerance for variable or volatile revenues.

Operating Results: Net Income to Revenue Ratio



Objective:

This ratio measures the return an institution generates on each dollar of revenue.

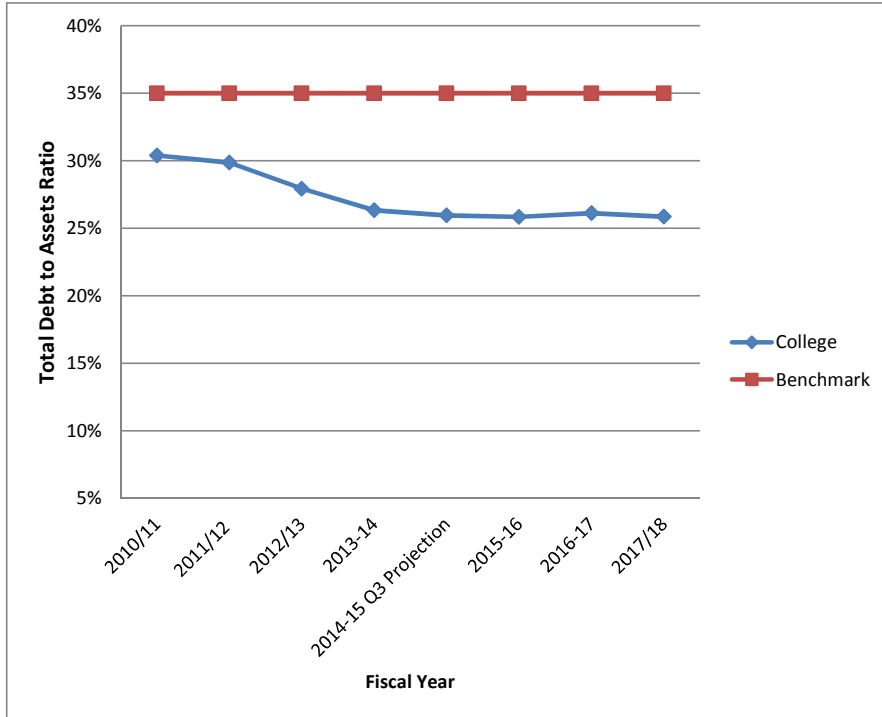
Benchmark:

Less than 1.5% may be a concern because it may indicate that the college may not be able to recover from a deficit position in a reasonable period of time.

Rationale:

A surplus less than 1.5% of revenues indicates that small changes in expenses or revenues may result in annual deficits for the institution.

Managing Debt: Total Debt to Assets Ratio



Objective:

Measures the proportion of total assets that are financed by debt. A high or increasing value may be predictive of future liquidity problems or a reduced ability to borrow money in the future.

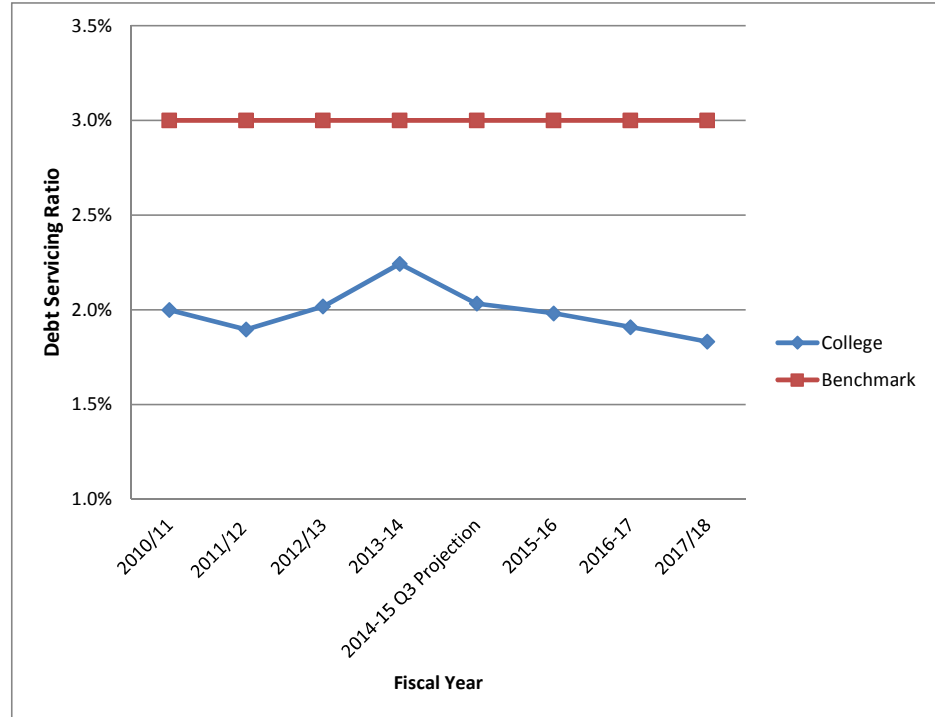
Benchmark:

Greater than 35% leads to a concern as this may indicate that a college will not be able to finance their ongoing operations due to the debt burden.

Rationale:

A high debt burden may indicate that the institution is vulnerable to its creditors, or will have reduced liquidity or a reduced ability to borrow in the future.

Managing Debt: Debt Servicing Ratio



Objective:

This ratio measures the College's spending on servicing the debt portfolio.

Benchmark:

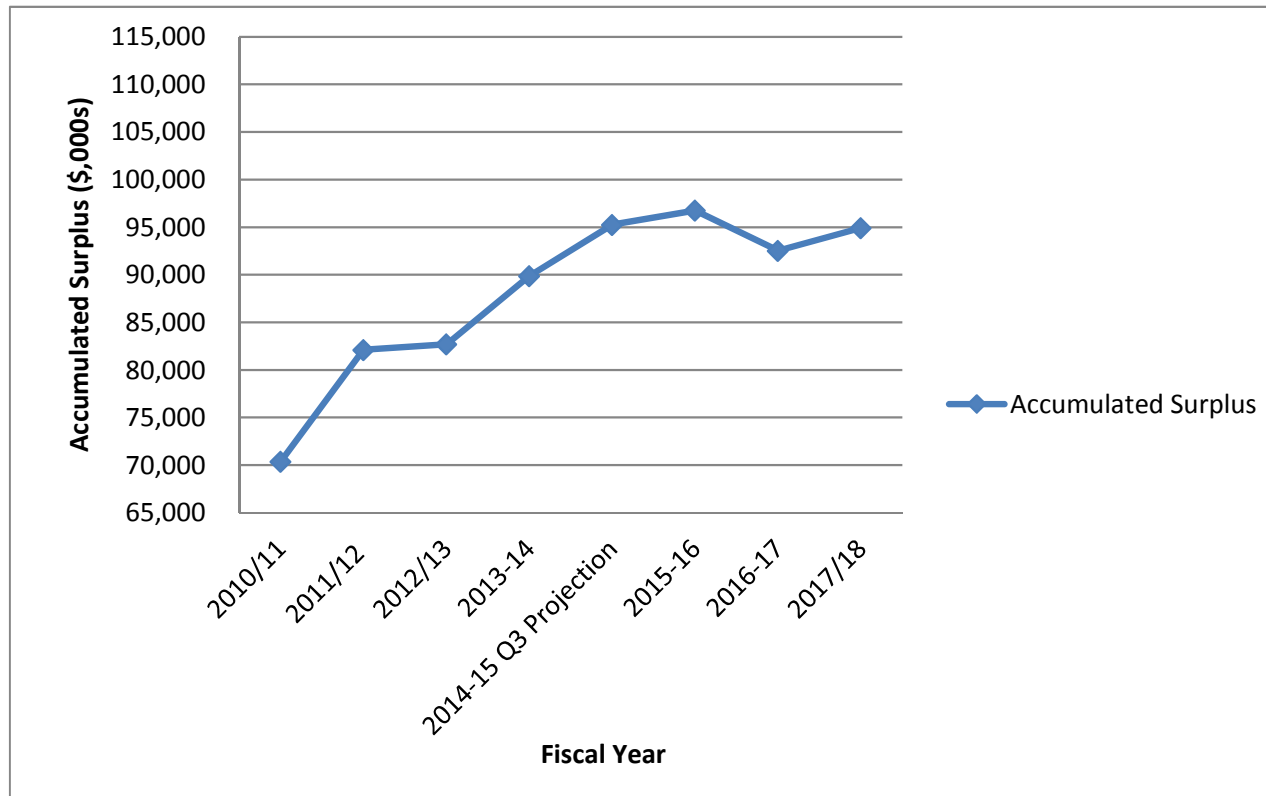
A ratio of 3% or lower, based on historical trend analysis and industry standard.

Rationale:

A ratio of greater than 3% may indicate a reduced or restricted cash flow as the College is spending less than 97% of revenues on core services.

Note: Compare with 2003/04 Debt Servicing Ratio of 2.7%

Accumulated Surplus/(Deficit)



Objective:

Represents the cumulative wealth that an institution has under its own control to assist with ongoing operations.

Benchmark:

Must be greater than \$0

Rationale: An accumulated deficit indicates that the college may have borrowed to support its past operations and will have to make up this difference in the future.

2015 Winter Key Messages

Recent Success Stories

- The College looks forward to opening its Construction Research Centre on January 30. This cutting edge facility includes approximately \$2.8 M worth of brand new research equipment and software to support applied research in Construction Trades and Building Systems, and Media and Design programs.
- The College is working with local Ottawa start-up Kivuto to enhance the eTextbook experience and deliver software to our students, ensuring they get all of their course required resources before they start their courses and providing one convenient location for all course materials
- International enrollment is up 20 per cent for this Winter term. Our President and two Vice Presidents recently completed a trip to tour the operations in Jazan, Saudi Arabia, and Kuwait.
- Our Woodroffe (Ottawa) campus has a brand new outdoor ice skating rink that has proven to be very popular. It is the first time we have had our own rink on campus. This was a joint effort from Student Services and the Faculty of Technology and Trades, as well as many other departments.
- The College has received approval for a Bachelor of Early Childhood Education degree program. Early Childhood Education is one of our most popular programs and we expect strong interest. We now offer five degree programs.

In the Community

- Volunteer staff and students joined the community this past Christmas for the 10th edition of Operation Big Turkey, an annual event where over 2,200 turkey dinners are prepared and shipped to local community centres.
- Staff at the Pembroke campus, along with partners in the Pembroke area, recently supported a refugee family from Colombia who resettled in Pembroke over the holidays.
- The Spread the Net Campaign has returned to Algonquin College. This student-led initiative raises funds for bed nets to be sent to countries affected by malaria. Over the last two years, the College raised the most money of any postsecondary school nationally, winning the “Spread the Net Student Challenge” for our institutional category.
- President Jensen appeared before the Ontario Standing Committee on Finance and Economic Affairs in Ottawa on January 22, presenting Algonquin College’s perspective and priorities.

In the News

Sexual assault and sexual harassment media coverage in postsecondary institutions – Algonquin’s response

- At the College level, we are discussing updates to our Student Code of Conduct specific to online behaviour.
- Colleges Ontario is coordinating a province-wide effort to draft a new policy regarding sexual assault on college campuses. The process began in November and is expected to be completed in early March.
- Premier Kathleen Wynne has initiated an action plan regarding enhancing support for victims of sexual violence in a variety of areas, including postsecondary institutions. The plan is to be unveiled March 8.

2015 Winter Key Messages

Canada Apprenticeship Loan

- We support this new government initiative, which offers interest free loans to apprentices during their studies, and will make apprentices at all postsecondary institutions more successful in their studies by alleviating their financial worries.
- We are grateful for the advocacy of Polytechnics Canada over this issue, ensuring apprentices have the support they need during their studies.

Ministry of Training, Colleges and Universities (MTCU) announcement on Mental Health Innovation Fund

- MTCU will be announcing a Mental Health Innovation Fund of \$657K over the next two years. The project goal is to implement a comprehensive awareness, educational and harm reduction strategy, focused on drug use and abuse that addresses the needs of all students at Algonquin College.

**Report from the Chair
Board of Governors Meeting
February 2, 2015**

New Governor Recruitment Drive & Board Chair Succession

The Governance Committee has sent you some information recently regarding renewal of terms of office, for those Governors whose terms of office are coming to an end in August, 2015 and information on the succession plan for the new Board Chair. In addition, the Committee will be launching the recruitment drive to fill vacancies on our Board for the next academic year 2015/2016. Stay tuned.

Board Performance

Please look out for the Board Evaluation and Governor Self-Evaluation surveys (2) that will be circulated by the Board Office in the coming weeks. These important tools allow us to evaluate our effectiveness as Governors, and the effectiveness of the Board. I encourage you to complete these surveys promptly to allow Governance Committee to review and discuss the results, which will then be shared with the Board as a whole in April or June.

Spring Convocation Ceremonies

For everyone's calendars, the Spring convocation ceremonies will be held in Pembroke on June 5, in Perth on June 11, and in Ottawa on June 22, 23, 24, 2015. The Board Office will remind you of the dates closer to the time.

President's Year-End Dinner

Please note that the President will host a Dinner for the Board of Governors to mark the end of the academic year on Monday, June 8, 2015 immediately following the Board meeting. Governors are encouraged to invite their spouse/partner or a guest. Please mark your calendars.

Correspondence

No correspondence was received in the Board of Governors' Office.

On the Table Items

The College's Remittance Declaration to December 31, 2014 will be on the table for Governor's review and information.

**Report from the President
Board of Governors Meeting
February 2, 2015**

President's Visit to AC-Jazan & Kuwait Campus

President Jensen, accompanied by Laura Stanbra, Vice President Student Services, Doug Wotherspoon, Vice President International & Strategic Priorities and Martin Doyle, Project Manager, AC-Saudi Arabia, completed a very successful tour of the Kuwait and Jazan campuses during the month of January. The team met with the leadership teams from both campuses and also met with representatives from Colleges of Excellence, Saudi Arabia. Further details of the trip will be provided at the February 2 Board meeting.

Business Plan and Budget Town Hall

President's Council will host a Town Hall for the College community on Wednesday February 4, at 10:30 am to present the 2015/2016 Business Plan and Budget. These events are very well attended and provide staff and faculty an opportunity to ask questions and Management to receive feedback on the organization's goals for the coming year. Governors are most welcome to attend.

President's Valentine Coffee Break

You are most welcome to join us for the President's Annual Valentine Coffee Break on Friday, February 13 at 10:00 am. We would love to see you there.

Perth Campus President's Coffee Break

The President and members of President's Council hosted a Welcome Back Coffee Break at the Perth Campus on January 21. The event was well attended, providing many staff and faculty and opportunity to socialize and discuss issues with members of President's Council.

AC Family Fun Day Winter Edition

In response to employee feedback from 2013 Employee Engagement Survey, AC is committed to building an inclusive, fun and family-oriented environment at all of its campuses. At the Woodroffe campus, employees and their families were invited to the AC Family Fun Day - Winter Wonderland which was held January 24. Winter was celebrated with a fun-filled day of skating, horse-drawn wagon rides, an amazing race, snowman building contests, and snow shoeing. This event was well-attended and was a success. The Fall 2014 Family Fun Day was held in November at our Pembroke campus.

The AC Ice Court is officially open

The Woodroffe Campus opened its first outdoor ice rink in the courtyard of C Building in January. The Ice Court has allotted times for free skate & shinny, with lighting for evening skates and is open to students and employees 7 days a week, as weather permits. We hope this community facility will be used and enjoyed by many over the winter months.

Restaurant International Partners with Bottleworks

AC's Restaurant International has partnered with Bottleworks, an Operation Come Home enterprise that employs at-risk youth to assist with bottle collection at local restaurants, hotels

**Report from the President
Board of Governors Meeting
February 2, 2015**

and condominiums and provides youths with access to social support. About 100 bottles per week are collected from Restaurant International by the youth employed by Bottleworks.

For Algonquin College to deliver on its Mission and Vision we have 4 Strategic Pillars and 12 supporting goals. These commitments guide our strategic priorities and budget process.

Strategic Pillars

Reporting Timeframe: November 11, 2014 to January 13, 2015

APPLIED LEARNING & TRAINING

Goal 1: Deliver an exemplary applied education and training experience

Goal 2: Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students

Goal 3: Leverage technology to enhance the educational experience

Goal 4: Provide opportunities for every full-time student to have a work experience outside of the classroom

Summary Report from:

- ✓ Finance & Administration
- ✓ Advancement
- ✓ Academic
- ✓ Student Services
- ✓ International & Strategic Priorities

Activity:

- HLE Phase 1 – Building A renovations. Most deficiencies were addressed during the Holiday 2014 shut down. Minor touch-ups in stairwells were completed outside class hours in January 2015.
- The Business Process Review area worked with Corporate Training to develop a Lean certificate program which was approved for development.
- Fall Open House: The College, led by Recruitment, hosted our largest Fall Open House ever on November 6th, 2014. The event was attended by approximately 4,000 prospective students and their parents (the goal was 3,500). Over 225 staff and students were involved, representing each of the College’s 180 full-time programs as well as numerous program related classroom and lab activities. The College bussed in 2,109 high school students and their teachers on 62 busses (up from 54 last year) from the local Ottawa school boards and from Cornwall, Belleville, Kingston and west Quebec regions.
- The College received a letter of consent to offer the Bachelor of Early Learning and Community Development from the Ministry of Training, Colleges and Universities.
- Curriculum Services staff are providing support to 26 Faculty who are working on 22 new programs proposals, 21 Faculty who are working on course development across 17 programs, and 19 Faculty who are working on their Program Quality Review and quality-related curriculum activities. There are a total 228 course development/revisions being supported by CS staff.
- eTexts for the Winter 2015 term were made available to registered students beginning on December 19, 2014. Faculty were provided access to the resources on December 5, 2014. Total course level registrations for courses making use of eTexts is at approximately 18,300 with just under 8,200 unique students involved.
- Since October 2014, Culinary students have been preparing and delivering food with *Meals on Wheels* to members of the community. The feedback has been very positive.

- The School of Media and Design has established an exchange program for their students to travel to India during the Winter Study Break to attend workshops at the Annapurna International School of Film and Media.
- Environmental Management and Assessment students will have work-integrated learning opportunities with the following companies in Winter 2015: Clearford, Windmill, CM3, inAir Environmental, EHS partnership, Franz Environmental, Bishop Water Technologies, and others.
- A Memorandum of Understanding has been signed between the National Capital Commission (NCC) and Perth Campus (Carpentry and Joinery-Heritage, OCD program) to build four heritage outhouses for the parks system. They will be built according to architectural drawings provided by the NCC.
- The Applied Research Day 12.3 (December 2, 2014) was well attended with over 30 displays and 400+ attendees. The Partnerships and Applied Research team was present in full force, sharing with visitors the many ways in which the College could support them.
- Clearford Water Systems Inc. has moved their National Research Council (NRC) grant from the University of Guelph to the School of Advanced Technology. Faculty and students from the Applied Science and Environmental Technology Department, in collaboration with Applied Research and Innovation, are working with Clearford to complete analysis of the disinfection efficiency of their new UV-Pure technology.
- Overall Student enrolment for the Winter 2015 term is forecast at March 1st to be 16,349, which is 359 students below approved enrollment projection of 16,708. These latest figures indicate an overall 1.8% fiscal year enrolment growth against a planned growth of 3.7%. Weekly enrolment management meetings are being held to monitor areas of weakness and to further employ recruitment and retention initiatives to prevent further attrition in student enrolment.
Further details can be found at:
http://intraweb.ottawa.ad.algonquincollege.com/departments/registrar/statistics/registration_stat/Summary/2015W/2015-01-08.pdf
- The Centre for Continuing and Online Learning's total course registrations is 15,824, as of January 8, 2015. This total combines both continuing education (part-time) and online (part-time and full-time) course registrations. The total represents 112.1% of projected course registrations. It also represents a 167% year-to-date increase from January 10, 2014 when the total was 9,489.
- The International Education Centre bursary for Canadian citizens and permanent residents to pursue International Study & Work Integrated Learning opportunities abroad awarded 13 scholarships in November 2014 for a total disbursement of \$17,500.
- A Memorandum of Understanding was signed on Dec. 4th between Algonquin College and Windmill Development describing the collaboration on The Isles project. Ten in-class student projects underway providing real-world learning experience.

STUDENT & CLIENT SUCCESS	
Goal 5: Deliver exceptional service to our diverse student and client populations	
Goal 6: Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement	
<p>Summary Report from:</p> <ul style="list-style-type: none"> ✓ Finance & Administration ✓ Academic ✓ Student Services ✓ International & Strategic Priorities 	<p>Activity:</p> <ul style="list-style-type: none"> • College Ancillary Services is working with Information Technology Services on a collaborative project to bring the College’s digital screens onto one network. This project will focus on improving communication on campus to create new opportunities to share community events throughout our campus. • Through a pilot project promoted by MTCU, Academic Upgrading staff partnered with the Automotive Service Technician apprenticeship program staff in the first week of January to assess gaps in apprentice skills, and offer strategies essential for success in postsecondary programming. • As a result of concerted effort by Faculty and a good campaign with students, the response rate on the Fall student course feedback increased by approximately 15%. • Two Alumni Industry Talks Events (Business Administration program and Library and Information Technician Programs) were held in November, 2014 bridging Alumni with current students. • Two new members joined the Alumni Advisory Committee: Tanya Buckley, Vice President, Cardel Homes and Richard Lee, Owner, Richard Lee Insurance. • During this reporting period, the Mamidosewin Centre continued to record an average of 75 student visits per day; an increase of 50% over the previous year. • Counselling Services staff partnered with Algonquin’s Security Services to host a “Safe and Healthy Relationships” campaign from November 17-26, 2014, designed to raise awareness of the risks of sexual violence and relationship abuse for students. • In December 2014, the Ministry of Training, College and Universities (MTCU) announced an increase of over \$195K in funding to Algonquin’s Accessibility Fund for Students with Disabilities. As a result, President’s Council has supported the hiring of two full-time positions in the Centre for Students with Disabilities (CSD) which will help to reduce wait times for students. • Health Services assisted in the development of an Ebola preparedness strategy for the College. The College’s Purple Couch outreach team hosted the provincial Good2Talk team and toured Woodroffe Campus in promotion of mental health on November 20th. • On Wednesday, November 12th, the AC Hub team travelled to Pembroke to officially launch the AC Hub at the Pembroke Waterfront Campus. More than 35 unique ideas for future events were forthcoming from the students. • On Wednesday, December 17th, the AC Hub team coordinated a community volunteer experience for employees of the Student Support Services department. Eighty SSS employees were transported to and from campus to four different community partner locations (Embassy West Seniors Residence, Operation Come Home, The Ottawa Food Bank, and The Ottawa Mission) to participate in an enriching service learning experience off-campus.

	<ul style="list-style-type: none"> • For the first time, Winter Term Orientation was held on the first day of term, Monday, January 5, 2015. During this time, classes were cancelled for all level one students between 8:00 a.m. and 1:00 p.m. to allow students the opportunity to attend College and Program Orientation. For the 2015 Winter Term, 844 students registered to attend Orientation compared to 543 students who registered last year reflecting a 55% increase. This increase is attributed to the activity alignment with the first day of the term. In the past students were asked to come to the College the week prior to term starting, which often interfered with their schedules. • A Student Success Case Management solution was developed for the coordinator of the Game Development program to test managing student communications and support activities in Salesforce. Testing was completed the last week of December by the Coordinator and Student Success Specialist.
<p>EMPOWERED PEOPLE</p>	
<p>Goal 7: Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College Goal 8: Create and foster an environment in which the College's model of leadership competencies and behaviours is supported</p>	
<p>Summary Report from:</p> <ul style="list-style-type: none"> ✓ Human Resources 	<p>Activity:</p> <ul style="list-style-type: none"> • We have contracted with the Canadian Mental Health Association to develop a mental health wellness video for staff. We will be able to utilize some of the material from the student video completed a few years ago as well as adding new information. • New Part-time Faculty Orientation: In December, 2014 and January, 2015 the Centre for Online Learning held fourteen (14) face-to-face sessions with approximately 350 registrants and one online module with approximately 75 registrants. We also hosted the first part-time faculty drop-in in December with approximately 12 part-time Faculty in attendance.
<p>FINANCIAL SUSTAINABILITY</p>	
<p>Goal 9: Align our funded operational expenditures with provincial funding Goal 10: Expand non-funded opportunities to increase revenue Goal 11: Leverage strategic business partnerships to meet the capital needs of the College Goal 12: Create the technological foundation to align with the digital direction</p>	
<p>Summary Report from:</p> <ul style="list-style-type: none"> ✓ Finance & Administration ✓ Academic ✓ International & Strategic Priorities 	<p>Activity:</p> <ul style="list-style-type: none"> • Staff developed and executed a "Keep Calm and Eat Healthy" Program in Food Services, including two events. One event, Display Cooking, was held at the AC hub, and the other was held in the Residence. In addition, during the week of December 8, complimentary fresh fruit was available in the AC Hub for students, courtesy of Student Services and Food Services. • The College's Sheet Metal programs received \$5000 from Local 47 Sheet Metal Union for shop use. • The Aircraft Maintenance Technician, OCD program received a donation of a Piper Colt from Keith Beardsley. • The College signed a new graduate pathway agreement in November with Beijing City University, one of the top non-government universities in China.

<p>Student & Employee Successes:</p> <ul style="list-style-type: none"> ✓ Academic 	<ul style="list-style-type: none"> • Six recent graduates from the Mechanical Engineering Technology and Computer Engineering Technology programs started a company called Thius that focusses on ready-to-manufacture products as well as prototyping. There is a possibility of an Applied Research Innovation project with this start-up next year. • First-year Social Service Worker (Pembroke) student, Tyler LeBlanc, was the recipient of a \$3,000 scholarship from the Boys and Girls Club of Canada. Tyler has been an active volunteer with the organization for many years. • Police Foundation students participated in the “Guide Dog Puppy Flash Mob” event in the Student Commons during final exam week, where Santa and his puppy “elves” (courtesy of the Canadian Guide Dogs for the Blind) gave students an opportunity to relieve stress. • Leah Cruch, a student in the Tourism and Travel program, recently accepted a Ontario Motor Coach Association scholarship at the OMCA luncheon sponsored by Ottawa Tourism. • Chef Rachel Elias, a Culinary alumna, who currently works at Back Lane Café, won the \$10,000 prize on Donut Showdown, season 2, episode 23 on the Food Network. • Over the course of the Fall term, students and staff in the Faculty of Health, Public Safety and Community Studies raised \$7,450 and the funds were distributed to a number of local organizations including the Youth Service Bureau, the Healthy Active Living and Obesity Research group at CHEO, and the Heroes are Human Organization. • A Youth Services “Night in the Park” pancake breakfast fundraiser headed up by the Culinary program and Chef Edwards was held in December, and was a huge success, raising \$130,000 for homeless youth in our community. • Hilary Brown, a student in the Bachelor of Hospitality and Tourism Management program, has been selected as a Management Trainee with the Fairmont Leadership Development program to start when she graduates in May 2015. • The Recreation and Leisure Services students implemented eight community development projects in November including work with the Special Olympics, Do It For Daron Foundation, The Boys and Girls Club, the Right to Play Association, Heart & Stroke Foundation, and Therapeutic Riding Association of Ottawa-Carleton (TROT). • Helegh Guest, a Child and Youth Worker alumna, was awarded the Crime Prevention Ottawa’s Leadership award for her work coordinating and delivering the CHOICES program which is a school-based prevention initiative run by the John Howard Society of Ottawa. • In collaboration with the Students’ Association, Police Foundations (Woodroffe) students led the Students for Heroes event held at the Observatory on November 14, 2014. The event included a benefit concert and silent auction and raised \$2,400 which was donated to the Ghadban Family and Heroes are Human Organization. • Janet Munn, Coordinator, Dental Hygiene, has been appointed as one of two educational representatives to the College of Dental Hygienists of Ontario. • Rebecca Trueman, Chair of the Applied Science and Environmental Technology department gave a talk at the Grow Canada 2014 Conference hosted by CropLife Canada in December. • Chef and Culinary instructor Patrick Kostiw teamed up with Milano Pizza to create a signature Surf’n Turf pizza available
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	<p>during the month of January with a percentage of the proceeds to benefit Algonquin’s culinary students in financial need.</p> <ul style="list-style-type: none">• A number of Algonquin College Faculty members showcased their expertise by providing professional commentary in the news media, including Dan Mellon, Broadcasting professor, in the Ottawa Citizen and the Ottawa Business Journal, and Renée Filiatrault, Public Relations professor, on CBC.
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