

Meeting of the Board of Governors

MEETING NUMBER FOUR HUNDRED AND NINETY FIVE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON **MONDAY, FEBRUARY 8, 2016 AT 4:00 PM**, IN **CA105 IN THE ACCE BUILDING, WOODROFFE CAMPUS, OTTAWA.**

AGENDA

Celebrating Student Success – Lions Club Telethon in Timmins		C. Brulé	10 m.
1.	Constitution of the Board Meeting	K. Leroux	
2.	Declarations of Conflicts of Interest		
3.	Approval of the Consent Agenda		10 m.
	3.1 Minutes of the December 14, 2015 Board of Governors Meeting		
	3.2 Executive Committee Report - verbal	K. Leroux	
	3.3 Academic & Student Affairs Committee Report	J. Brockbank	
	3.4 Governance Committee Report	P. Nadeau	
	3.5 Foundation Board Report	L. Clark	
	3.6 Third Quarter 2015/2016 Business Plan Report	D. Wotherspoon	
	3.7 Third Quarter 2015/2016 Financial Report	D. McNair	
4.	Business Arising from the Minutes		
	4.1 2017-2022 Strategic Plan Update	D. Wotherspoon	30 m.
	4.2 International Update	D. Wotherspoon	10 m.
5.	Decision Items & Reports		
	5.1 2016/2017 Fees Schedules	L. Stanbra K. Pearson	15 m.
	5.2 2016/2017 Business Plan & Budget Approval	C. Jensen D. McNair D. Wotherspoon	45 m.
6.	Items for Information		5 m.
	6.1 Board of Governors Winter Key Messages	S. Anderson	
	6.2 Report from the Board Chair	K. Leroux	
	6.3 Report from the President	C. Jensen	
	6.4 Management Summary Report	AC Executive Team	
7.	In Camera Session		
8.	Meeting Adjournment		

MINUTES OF MEETING NUMBER FOUR HUNDRED AND NINETY FOUR OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON **MONDAY, DECEMBER 14, 2015 AT 4:00 PM**, IN SALON D, MARKETPLACE FOOD COURT, WOODROFFE CAMPUS.

Present:	Kathryn Leroux, Chair	Regrets:	Kelly Sample
	Pam Auchterlonie		Michael Waters
	Shubham Bawa		
	Fred Blackstein		
	Jim Brockbank	Senior Management:	Claude Brulé, Academic
	Nancy Cheng		Mark Fares, Digital Technologies & Innovation
	Lynne Clark		Cathy Frederick, Human Resources
	Shellee Fournier		Duane McNair, Finance & Administration
	Sherryl Fraser		Laura Stanbra, Student Services
	Stephen Heckbert		Doug Wotherspoon, International, Communications & Strategic Priorities
	Cheryl Jensen, President	Recorder:	Suzannah DiMarco
	Peter Nadeau		
	Dr. Jim Robblee		
	Mark Sutcliffe		
	Michael Tremblay		

Observers: A list of observers is provided in Appendix 1.

1. CONSTITUTION OF THE MEETING

Chair Leroux constituted the meeting at 4:05 pm.

Celebrating Success – Applied Research & Innovation – TEDx Algonquin College

C. Brulé, Senior Vice President Academic introduced C. Doré, Professor from the School of Business, C. Dowell, Coordinator for the Business Management program, K. Holmes, Acting Director, Applied Research and Innovation and students D. Paré, L. Wiseman, C. Peever and G. Spero who presented on the TEDx event at Algonquin College in November. A brief video of the event was played and members were briefed on the planning and preparations that occurred for the event. The Board of Governors congratulated the team on the very successful event that engaged students, faculty, staff and community partners.

2. CONFLICT OF INTEREST DECLARATION

Members were asked to declare conflicts of interest with items on the agenda. No conflicts were declared.

3. APPROVAL OF THE CONSENT AGENDA

Chair Leroux asked whether any Governor wished to remove an item from the consent agenda. No items were removed. Chair Leroux briefed members on the Colleges Ontario 2015 Higher Education

Summit that was held in November in Toronto. New Governors S. Fournier, S. Heckbert and S. Bawa, as well as several other Governors attended the Summit. Attendees were given the opportunity to share highlights from the Summit. With no changes to the consent agenda:

RESOLUTION

**MOVED & SECONDED Governor Cheng & Governor Tremblay
THAT the Board of Governors approves the Consent Agenda items.
CARRIED.**

3.1 Minutes of the October 13, 2015 Board of Governors meeting

RESOLUTION

THAT the Board of Governors approves the Minutes of the October 13, 2015 meeting.

3.2 Executive Committee Report

Chair Leroux provided a verbal update to members.

3.3 Academic & Student Affairs Committee Report

Governor Brockbank, Chair of the Academic & Student Affairs Committee provided a verbal report on the meeting that was held on November 19, 2015.

3.4 Audit & Risk Management Committee

Governor Cheng, Chair, Audit & Risk Management Committee provided a verbal report on the meetings that were held on October 8, and December 3, 2015.

3.5 Governance Committee Report

Chair Leroux, on behalf of Governor Nadeau, Chair of the Governance Committee provided a verbal report on the meeting that was held on November 23, 2015.

3.6 Foundation Board Report

Governor Clark, Foundation Board representative, provided members with an update on the Foundation Board activities.

3.7 Second Quarter 2015/2016 Business Plan Update

RESOLUTION

THAT the Board of Governors accepts the Second Quarter 2015/2016 Business Plan report.

3.8 Second Quarter 2015/2016 Financial Report

RESOLUTION

THAT the Board of Governors approves the Second Quarter 2015/16 Financial report.

3.9 2017-2022 Strategic Plan Update

RESOLUTION

THAT the Board of Governors accepts the 2017-2022 Strategic Plan update.

4. BUSINESS ARISING

4.1 International Update

1) Overseas Opportunities

D. Wotherspoon, Vice President, International, Communications and Strategic Priorities provided an update on the College's International activities. Members were advised of a twelve percent increase in onshore enrolments, seven percent above target, as a result of growth primarily from China and India. In contrast, onshore Language Training is projecting a 25% decrease in enrolments year over year, resulting from fewer students from Brazil, Japan, Libya and Saudi Arabia.

In an effort to mitigate the impact of fluctuating enrolments, and changes in international events over which the College has no control, staff employ several partnership models internationally, to partner and engage with organizations abroad. These partnership models include:

- regional campuses;
- branch campuses;
- affiliated campuses; and
- program pathways and licensing.

Supporting this direction, Algonquin College management signed four new partnerships, three in China and one in the United Arab Emirates.

The Kuwait branch campus opened on September 29, 2015, with 77 full-time students enrolled in the Fall term. All students entered into one of three levels of the preparatory year program. Those students who started in Level three will begin their diploma studies in January 2016.

The Student Volunteer Club at the Kuwait campus is active. Students hosted a healthy living outreach day and participated in a Rehabilitation Centre fundraising run. Students are encouraged to join student councils and participate in community service to learn the value of being engaged citizens.

2) Algonquin College-Saudi Arabia Business Plan & Budget

Board members were referred to the Algonquin College Saudi Arabia 2015/2016 Business Plan and Budget included in their meeting packages. Members were reminded that Algonquin College has faced significant challenges in the first two years of operation, related in part to the preparedness of students who are taught primarily in English, and the adoption of Canadian systems and processes in a foreign setting. Staff at Algonquin College's Jazan campus implemented mitigation strategies in 2014/2015 that have resulted in increased

student enrolments, and improved attendance and retention. Engagement with employers has resulted in student sponsorships and employment opportunities for graduates. Additional investments in student mentoring, renovations to the cafeteria and new technology in classrooms also created a more engaging campus experience for students.

The update to the Board in July, 2015 projected stronger revenues which materialized in part. However, an increase to the minimum guarantee by the Saudi Arabia Colleges of Excellence was offset by a lower than anticipated quality assessment revenue, the falling Canadian dollar, and business development expenses incurred in pursuit of the Jazan Consortium Contract that failed to materialize. This resulted in the final 2014/2015 year-end results bringing in a deficit \$1.486K versus the projected deficit of \$983K. The 2015/2016 Jazan Campus Business Plan and Budget seeks to continue the entrepreneurial work of building an exportable international education system, while returning the AC-Jazan campus to profitability. The updated five-year pro-forma projections are given in the business plan. Overall, College staff project a five-year net profit of slightly under \$4.4M.

Governors discussed the funding associated with Colleges of Excellence's quality assessment. Management confirmed that the 2015/2016 budget projects a "satisfactory" rating, a more conservative position than the "good" rating that was projected in last year's budget. Discussion occurred regarding viewing the Jazan campus investment over the five-year term of the contract, and accepting that entrepreneurial activities have inherent risks. Of note, the Audit and Risk Management Committee monitors all risks associated with Algonquin College operations and receives regular corporate risk updates from Management. Members were briefed on strategies contained in the Business Plan that were implemented last year and are beginning to show positive results related to improved student attendance, academic performance and employment. Recruitment efforts are being adjusted to attract students who are better prepared for college, and the program mix is being modified to better suit local needs. Consolidation of the building's footprint to save energy costs and implementation of efficiencies related to maintenance and building operations will result in savings. Employment contracts are being reviewed to ensure staff are being paid at market rates.

In answer to Governors' questions, Management advised that Algonquin College has developed detailed scenarios and strategies with supporting resources that will see operations continue until the close of the contract. The Saudi Arabian Colleges of Excellence is expressing support of Algonquin College's activities in the country. Staff is in regular contact with other providers, in particular Niagara College, exchanging information, sharing knowledge and offering support. Chair Leroux took the opportunity to commend D. Wotherspoon and the Management Team for their efforts.

RESOLUTION

MOVED & SECONDED: Governor Cheng & Governor Tremblay

THAT, on the recommendation of the Algonquin College-Saudi Arabia Shareholders, the Board of Governors approves the 2015-16 Algonquin College-Jazan Business Plan and Budget,

AND

THAT, on the recommendation of the Algonquin College-Saudi Arabia Shareholders, the Board of Governors approves the transfer of a maximum of \$1.6M to compensate for the financial loss incurred in 2014-15 and fund operations through to the end of the fiscal year dated August 31, 2016.

CARRIED.

3) AC-Saudi Arabia Audited Financial Statements

Members were referred to the materials included in their meeting packages. Discussion occurred regarding the strategies that have been put into place to improve the financial performance of the Jazan campus.

RESOLUTION

MOVED & SECONDED: Governor Fraser & Governor Brockbank

THAT the Board of Governors approves the audited Financial Statements for Algonquin College – Saudi Arabia for the year ended August 31, 2015.

CARRIED.

4.2 Healthy Living Education Update

C. Brulé briefed members on the progress of the Healthy Living Education initiative. Members were advised that the governance structure is in place and an advisory panel is being established with assistance from Governor Robblee. Letters of invitation to join the advisory panel will be sent to key stakeholders in the community and the first meeting will be scheduled in early 2016. Members were briefed on plans to create learning enterprises where students will have experiential learning opportunities. The Healthy Living Education update was accepted for information.

5. DECISION ITEMS & REPORTS

5.1 2016/2017 Budget Assumptions and 3-Year Pro Forma

D. McNair referred members to the materials included in their meeting packages. Management has developed estimates and assumptions supporting the three year pro forma budget forecast. Budget details are currently being updated by budget holders in the College's budget system. These will be used to develop the final 2016/17 annual budget that will be presented to the Board of Governors at the February 8, 2016 meeting. Discussion occurred regarding government funding projections, and the College moving to a different accounting model. Governors made no changes to the report and accepted it for information.

6. ITEMS FOR INFORMATION

Members were referred to the items for information included in their materials. Discussion occurred regarding the influx of Syrian refugees that will be landing in Canada and opportunities for Algonquin College to be of assistance. Members were advised that Management has reached out to municipal and provincial agencies to see where the College can be of assistance to the Syrian refugees, and plans are underway to support local efforts to provide educational opportunities and support. Discussion also occurred regarding the Climate Change Accord, and whether there would be an impact on any capital projects being planned at Algonquin College. Management advised that sustainability is a guiding principle for the College and is an integral

part of decision-making. Management will report back on these two important issues in due course.

6.1 Board of Governors Winter 2015 Key Messages

The report was accepted for information.

6.2 Board Chair's Report

The report was accepted for information.

6.3 President's Report

The report was accepted for information.

6.4 Management Summary

The report was accepted for information.

7. IN CAMERA SESSION

An in camera session was held at the close of the regular meeting.

8. MEETING ADJOURNMENT

There being no further business, the regular meeting was adjourned at 5:55 pm.

IN CAMERA SESSION

The in camera session began at 6:07 pm.

RESOLUTION

MOVED & SECONDED: Governor Tremblay & Governor Fournier

THAT the Board of Governors move to an in camera session for the purposes of discussing procurement negotiations.

CARRIED.

The in camera session closed at 6:49 pm.

RECONSTITUTION OF THE BOARD MEETING

RESOLUTION

MOVED & SECONDED: Governor Cheng & Governor Tremblay

THAT the Board of Governors reconstitutes the Board meeting at 6:50 pm.

CARRIED.

RESOLUTION

MOVED & SECONDED: Governor Robblee & Governor Fraser

THAT the Board of Governors approves \$10.7M in funding to complete the implementation phases of the Human Resources, Finance and Payroll enterprise resource planning (ERP) Project Fusion.

AND

THAT the Board approves entering into the implementation services contract and five-year Software as a Service subscription services contract.

CARRIED.

MEETING ADJOURNMENT

There being no further business, the meeting was adjourned at 6:55 pm.

Kathryn Leroux, Chair

Suzannah DiMarco, Recorder

APPENDIX 1

Observers:

Sherry Aske, CBC reporter
Jo-Ann Aubut, Dean, Academic Development
Shaun Baron, Manager, International Programs and Projects
Ginette Belair, Executive Assistant, Finance & Administration
Jill Bryan, Senior Project Manager, Project Fusion
Brent Brownlee, Director, Ancillary Services
Craig Delmage, Sr. Manager, Information Security
Cathy Dempsey, Director Finance & Administration
Amy Desjardins, Executive Director, Algonquin College Foundation
Christopher Doré, Professor, School of Business
Cheryl Dowell, Coordinator, School of Business
Barbara Foulds, Dean, Faculty of Health, Public Safety and Community Studies
Phil Gaudreau, Communications Officer
Michael Gawargy, Director, Information Technology Services
Robyn Heaton, Dean, Faculty of Arts, Media and Design
Mark Hoddenbagh, Executive Director, Partnerships & Applied Research
Eric Hollebhone, Director, Marketing and Recruitment
Kevin Holmes, Acting Director, Applied Research
Jodi Jaffray, Manager, Centre for Continuing and Online Learning
Chris Janzen, Dean, Faculty of Technology & Trades
Daniel Kelly, Professor, Heritage Masonry
Sandra Larwell, Acting Dean, Centre for Continuing & Online Learning
Mark Leduc, Executive Director Academic Operations and Planning
Eric Marois, Chair, Architecture, Civil and Building Science
Jacquie Millar, The Citizen reporter
Tracy McDougall, Executive Assistant to the President
Jim Panchuk, Professor, Dental, School of Health and Community Studies
David Paré, student
Krista Pearson, Registrar
Christine Peever, student
Andrew Pridham, Chair, Information & Communications Technology
Joe Ranieri, Director, Business Development
Graham Spero, student
Don Sproule, member of the public
Shelley Styles, Director, Student Services
Claire Tortolo, Acting Coordinator, ESL International, Language Institute
Jack Wilson, Professor, Police and Public Safety Institute
Lucas Wiseman, student

MEMO

DATE: February 8, 2016

TO: Board of Governors

FROM: Governor Brockbank, Chair, Academic & Student Affairs Committee

SUBJECT: ASAC Report to the Board from the meeting of January 21, 2016

For documentation in support of the agenda items, please visit the Board's SharePoint site; choose the ASAC meeting folder – January 21, 2016 meeting materials.

A. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL
PROGRAM REVIEW

Applied Nuclear Science and Radiation Safety, Ontario College Diploma

RESOLUTION

MOVED & SECONDED S. Fraser and J. Brockbank

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Applied Nuclear Science and Radiation Safety, Ontario College Diploma program effective Fall 2017.

CARRIED.

Urban Forestry – Arboriculture, Ontario College Certificate

RESOLUTION

MOVED & SECONDED J. Brockbank and K. Leroux

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Urban Forestry – Arboriculture, Ontario College Certificate program effective Fall, 2017.

CARRIED.

Teachers of English as a Second/Foreign Language – International, Ontario College Graduate Certificate

RESOLUTION

MOVED & SECONDED J. Brockbank and S. Fraser

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Teachers of English as a Second/Foreign Language – International, Ontario College Graduate Certificate program effective Fall 2016.

CARRIED.

Baking and Pastry Arts Management, Ontario College Diploma

RESOLUTION

MOVED & SECONDED J. Brockbank and K. Leroux

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Baking and Pastry Management, Ontario College Diploma program effective Fall, 2017.

CARRIED.

Building Information Modeling – Lifecycle Management, Ontario College Graduate Certificate

RESOLUTION

MOVED & SECONDED K. Leroux and J. Brockbank

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Building Information Modelling – Lifecycle Management, Ontario College Graduate Certificate (OCGC) program effective Winter 2017.

CARRIED.

Program Suspension – Theatre Arts, Ontario College Diploma

RESOLUTION

MOVED & SECONDED S. Fraser and J. Brockbank

THAT the Academic and Student Affairs Committee recommends approval of the suspension of the Theatre Arts, Ontario College Diploma (OCD) program (0307X01FWO) effective Fall 2016 to the Board of Governors.

ONE AGAINST – S. Heckbert

CARRIED.

NEW BUSINESS

2016/2017 Fees Schedules

RESOLUTION

MOVED & SECONDED S. Fraser and J. Brockbank

THAT the Academic and Student Affairs Committee receives the 2016/2017 Fees Schedules for information and recommends them to the Board of Governors for approval.

CARRIED.

MEMO

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

a) Enrolment Update Report

Members reviewed the Winter 2016 Term enrolment information. Appendix A, attached to this report identifies the data associated with the Winter 2016 term enrolments.

b) Student Affairs-Related Policies Review

Members were provided with an update of the regular review process of all student affairs-related policies.

c) Academic & Student Affairs Work Plan

The Committee's work plan was reviewed.

ENROLMENT UPDATE REPORT

Academic and Student Affairs Committee

JAN 21, 2016

Updated as at January 15, 2016

Enrolment Highlights (Jan. 15, 2016)

- Current enrolment is 17,136 (net registered)
 - 3% better than Budget and 743 registrants / 4.5% better than same time last year (Jan. 9th, 2015)
- Level 1 and Returning trending well vs. last year
- International 21% ahead of last year and 24% better than Budget for 2016W
- Withdrawals in line with historical trends as a percentage of total registrations
- Actual to Budget ratios compare favorably to last year's ratio of Actuals to final Audit results as well as 3 year average

Enrolment Update – Winter 2016

as at Jan. 15, 2016

COLLEGE ENROLMENT - 2016 WINTER

(Post Secondary & Graduate Certificates)

	Actual (as of 15 Jan. '16)	Approved Budget	Over / (Under) #	Over / (Under) %	Status	Previous Year (as of 9 Jan. '15)	YoY #	YoY %	Status
Current Enrolment	17,136	16,633	503	3.0%	■	16,393	743	4.5%	■
Level 1 Enrolment	2,262	2,080	182	8.8%	■	2,100	162	7.7%	■
Returning Student Enrolment	14,874	14,553	321	2.2%	■	14,293	581	4.1%	■
Domestic Enrolment	15,577	15,376	201	1.3%	■	15,102	475	3.1%	■
International Enrolment	1,559	1,257	302	24.0%	■	1,291	268	20.8%	■
Withdrawals	656					629	27	4.3%	■
As % of Total Registered	3.6%					3.7%		(0.1%)	■



Note related to Status indicators for Actual versus Approved Budget

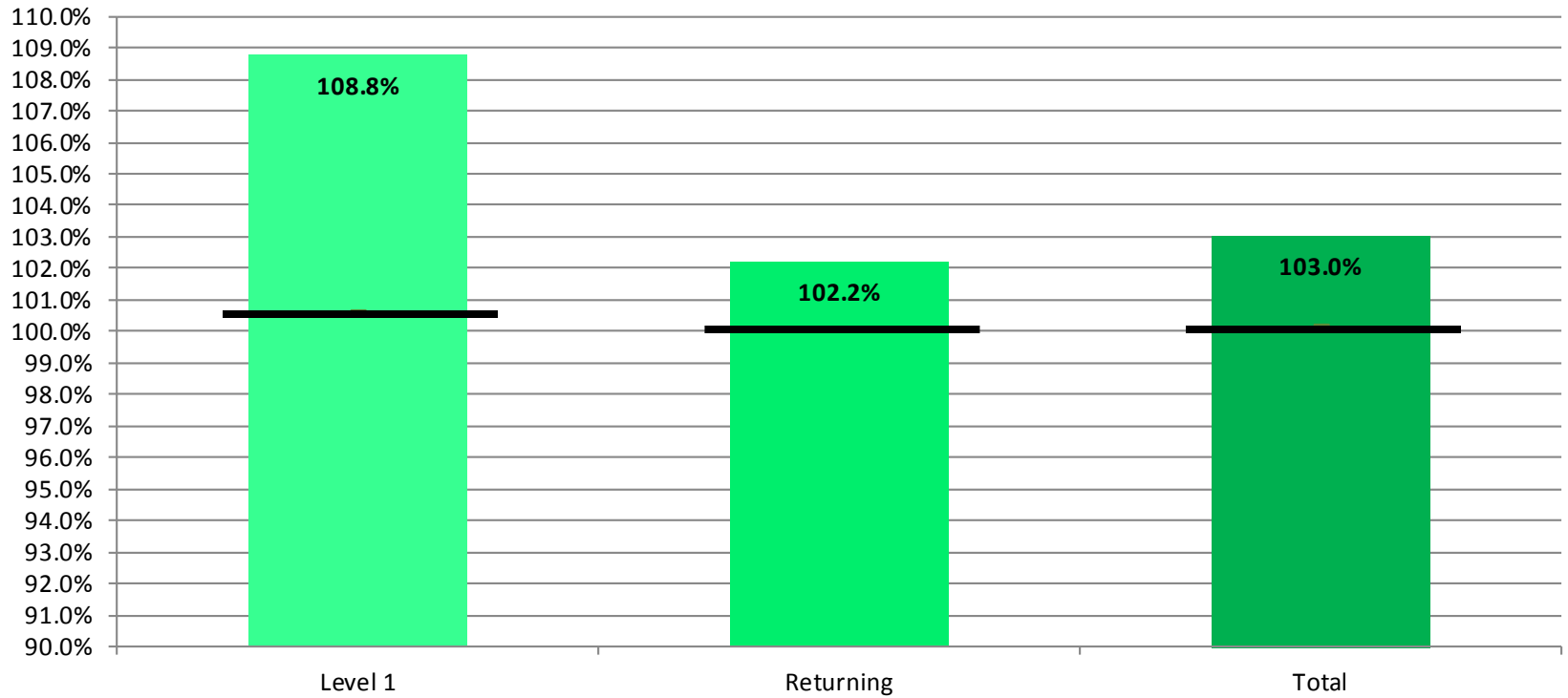
- As shown on subsequent slide, current actual enrolment results are trending well compared to the ratio of Actuals to final 2015W Audit for the same time last year



Enrolment Update – Winter 2016

as at Jan. 15, 2016

Actual Enrolment to Budget Ratio - Current vs 3 Year Average



3 Year Historical
Trend Line
(Actual to Audit)

MEMO

DATE: February 8, 2016
TO: Board of Governors
FROM: Governance Committee
SUBJECT: Governance Committee meeting January 25, 2016

For documentation in support of the agenda items, please visit the Board's SharePoint site; choose the Governance Committee meeting folder.

A. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL

No items were approved by the Committee for recommendation to the Board.

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

1) Governor Recruitment Process

The Governance Committee reviewed and approved a recruitment campaign that will be initiated shortly in the Pembroke region, to fill an upcoming vacancy due to a retiring governor.

2) March Board Retreat Planning

Members reviewed the agenda and format for the March 12, 2016 Board Retreat.

3) Terms of Reference – All Board Committees

Members reviewed the Terms of Reference for all Board committees.

4) Board Evaluation and Governor Self-Evaluation Surveys

Members reviewed the Board evaluation survey and the governor self-evaluation survey that will be circulated to governors shortly. Some amendments will be made to the Board self-evaluation survey to ask members for more detail regarding future committees and/or leadership positions they have an interest in.

5) Board Chair and Executive Succession Planning

Members reviewed and discussed the guideline for the succession to the position of Board Chair that is appended to policy BGI-04 Responsibilities of the Board Chair.

6) Professional Development applications.

Members reviewed applications for professional development that were submitted in January, 2016.

MEMO

DATE: February, 2016

TO: Algonquin College Board of Governors

FROM: Algonquin College Foundation Board of Directors

SUBJECT: Foundation Update

Foundation Website

The Algonquin College Foundation has partnered with McGill Buckley, a brand and design agency owned and run by Algonquin alumni, to redesign the Foundation web pages with an expected launch of March, 2016. This is the first step towards a refresh of all of the Foundation's collateral in an effort to increase engagement and impact. Visitors to the Foundation's new web pages will have access to video testimonials, compelling visuals as well as personal impact stories that feature students, alumni and donors.

Third Quarter Results

The Third Quarter report for the 2015-2016 Business Plan shows that fundraising efforts are on track, with \$2.73 million of anticipated \$3.6 million raised (76% of goal) (as of December 31, 2015). Details can be found in the Third Quarter Business Plan report to the Board, under goal 11.

Capital Campaign Planning

As indicated in the Foundation's last report to the Board of Governors, this winter the Foundation team will partner with College Leadership to engage in community conversations with 50 philanthropic leaders to share our vision for Healthy Living Education and the Entrepreneurship Centre. The meetings are designed to:

- solicit feedback on the vision of these projects
- spark community conversation about the new initiatives at Algonquin
- gain Campaign support and
- assess achievability of the Campaign goal.

MEMO

Raising Dough Campaign

Together with the School of Hospitality and Tourism, the Foundation will be launching, this month, a fundraising initiative to secure the resources needed to renovate its Baking and Pastry Labs. The “Raising Dough Campaign” will turn the current space from two labs into three as well as update and modernize equipment. With this additional space, the College will be able to address the annual waitlist for the Baking and Pastry Arts Certificate Program and offer a second year to the program. Currently, graduates of the one year program, who want more advanced training, have to go elsewhere because of this lack of lab space.

Algonquin College Foundation Annual Golf Tournament

The Foundation Golf Event will be on Tuesday, May 24th at Loch March Golf Course with dinner at the College in the International Restaurant. Hosted by President Cheryl Jensen, the Foundation has renamed this invitational golf tournament to “Birdies for Bursaries” with a new logo and collateral. This annual event raises much needed funds for student bursaries and engages both the college and the business community.

Alumni Engagement

The Foundation and Alumni Department has conducted a review of alumni communications and have developed an engagement plan based on the results of extensive discovery interviews. We have identified a number of initiatives that will be rolled out over the course of the next three years and will be focusing on advancing the following engagement activities over the next 12 months:

- Re-vamp the alumni website and increase social media presence
- Pilot two alumni chapters based upon academic program in 2016-2017
- Launch the Algonquin Alumni of Distinction Awards in 2016-2017
- Identify 50 Alumni Ambassadors
- Collect and share 50 impactful Alumni Stories
- Host 50 Alumni Coffee Breaks at companies/organizations that hire our graduates
- Revamp the Premier’s Awards Nomination Process
- Explore an Alumni Walk of Fame.

Report title:	Third Quarter 2015/2016 Business Plan Update
Report to:	Board of Governors
Date:	February 8, 2016
Author/Presenter:	Doug Wotherspoon, Vice President International & Strategic Planning

1. RECOMMENDATION:

THAT the Board of Governors accepts the third quarter 2015/2016 Business Plan update for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The Board of Governors is responsible for monitoring the College's progress against key metric and performance outcomes as they relate to the organization's strategic directions. The annual business plan is a tool used by Management to set the direction for the College to achieve annual goals and targets in the context of the Strategic Plan.

3. BACKGROUND:

The Board of Governors is provided with quarterly updates on progress being made against the annual Business Plan. In November 2015, the Executive Committee asked management to reformat the report information contained to a dashboard that would provide high-level oversight on the annual Business Plan initiatives. The dashboard is accompanied by an exception report that provides rationale and mitigation strategies for initiatives that may be at risk of reaching goal, or not anticipated to reach goal by March 31, 2016.

The new reporting format was presented to the Board as part of the December 2015 meeting materials.

4. DISCUSSION:

Contingency action plans are implemented for all measures that have a yellow or red status, and are identified in the Exception Report.

5. LINK TO STRATEGIC PLAN:

The Business Plan is the annual plan driving the College's strategic directions, and as such, is fully linked with the Strategic Plan 2017-2022.

6. STUDENT IMPACT:

There is no current student impact identified at this time.

7. FINANCIAL IMPACT:

There is no material financial impact identified at this time.

8. HUMAN RESOURCES IMPACT:

There are no current human resources impacts identified at this time.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

No current government/regulatory/legal impacts are identified at this time.

10. COMMUNICATIONS:

The third quarter update is made available to the public on the Board of Governors' website prior to the February 8, 2016 Board meeting.

11. CONCLUSION:

The third quarter report is presented for information. Items identified as yellow indicate measures that may be at risk and items in red indicate measures that are not anticipated to reach target. In each case, the responsible Algonquin College Executive Team member has reported on mitigation strategies within the third quarter Exception Report.

Respectfully submitted:



Vice President, International &
Strategic Planning

Approved for submission:




President

2015-2016 Business Plan Quarterly Update





3rd Quarter Dashboard Report





Goal 1: Deliver an exemplary applied education and training experience.

Graduation Rate

-  1 Develop and pilot a program completion strategy for final semester students who are missing one or two courses to graduate.



Retention Rate

-  2 Implement cross-College intervention initiatives in first term classes to assist students experiencing academic challenges.
-  3 Create a one-stop physical and digital environment for onshore international students.
-  4 Assess and validate College hybrid and online offerings against the Hybrid and Online Quality Assurance Standards (HOQAS).
-  5 Prepare for the institutional-level Program Quality Assurance Process Accreditation in 2016.


-  In progress to reach target
-  May be at risk of reaching target
-  Not anticipated to reach target
-  Completed

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


Enrolment (PSE) and other

-  6 Coordinate marketing, recruitment and admission efforts across 25 targeted programs.
-  7 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.

Enrolment (online - FTE equivalents)

-  8 Enhance the choice and flexibility of student learning options by increasing the availability of fully online offerings.


Enrolment (PSE International - FTE equivalents)

-  9 Expand recruitment and business development efforts in China, India & Nigeria.

Students enrolled in applied degrees

-  10 Continue the development of new degree programs.

Students enrolled in graduate certificates




-  11 Develop four on-campus graduate certificates.

Goal 3: Leverage technology to enhance the educational experience.



Online courses offered

-  12 Implement Curriculum Services hybrid and online program development plan.

Unique hybrid courses offered


-  13 Implement Curriculum Services hybrid and online program development plan.
-  14 Continue to build on past experience to enhance and expand the Bring-Your-Own-Device initiative as a program delivery format.
-  15 Continue to build on past experience to enhance and expand the eText initiative to additional programs.

Goal 4: Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.

-  16 Implement Year-3 roll-out of the Work-Integrated Learning (WIL) program initiative.
-  17 Establish five new stand-alone and 18 new in-class applied research projects.

Goal 5: Deliver exceptional service to our diverse student and client populations.

Student Satisfaction

-  18 Align initiatives with Key Performance Indicators (KPI) survey questions and results to enhance student satisfaction.

2015-2016 Business Plan Quarterly Update

3rd Quarter Dashboard Report

Employer satisfaction

- 19 Increase number of employers in the annual survey pool.

Alumni satisfaction

- 20 Enhance alumni awareness and engagement.
- 21 Enhance alumni awareness and engagement.

Goal 6: Leverage technology to automate and modernize our business processes, forstoring an enviro

Business processes developed to measurably lower cost and/or improve productivity.

- 22 Informed by the College's Digital Strategy, complete the College's IT Strategy.
- 23 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.

- In progress to reach target
- ▲ May be at risk of reaching target
- ◆ Not anticipated to reach target
- Completed

Goal 7: Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.

Employee Engagement

- 24 Implement the top three initiatives/priorities determined by the 2014-15 Employee Engagement Survey.
- ◆ 25 Ensure Professional Development opportunities support all employee groups.
- ◆ 26 Implement direction and guidance to meet the HR priorities of the College.

Goal 8: Create and foster an environment in which the College's model of leadership competencies and behaviours is supported.

Leadership training

- 27 Continue to offer modules of leadership through the Management Academy to all Administrators.
- 28 Implement first full fiscal year framework of Responsibility Centre Management model, based on approved Responsibility Centre Management principles to encourage innovation and align academic authority with financial accountability.

Goal 9: Align our funded operational expenditures with provincial funding

- Completed. Standard operating procedure.

Goal 10: Expand non-funded opportunities to increase revenue.

Number of organizations served through Corporate Training

- 29 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.

Alternative revenues

- 30 Implement Year 2 of the College's International Education Strategic Plan.
- 31 Develop College Ancillary Services roadmap to achieve strategic objectives that enhance services to students and employees, increases sales, improves productivity and provides more resources for strategic investment priorities.

Goal 11: Leverage strategic business partnerships to meet the capital needs of the College.

Cash, in-kind contributions and returns from alternative financing.

- 32 Complete Year 2 of the 5 Year Fundraising Plan.
- 33 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.

2015-2016 Business Plan Quarterly Update

3rd Quarter Dashboard Report

Goal 12: Create the technological foundation to align with the digital direction.

College data accessible through a common BI portal.





- 34 Increase the College's capacity to leverage Business Intelligence (BI) enabling decisions that are supported by data.
- 35 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.

Availability of College networks and internet access.





- 36 Ensure a consistent level of internet, wireless and network connectivity to students and employees.

- In progress to reach target
- May be at risk of reaching target
- Not anticipated to reach target
- Completed

Q3 EXCEPTION REPORT

2012-17 Strategic Goals	Metric	2015-16 Target	2015-16 Initiative/Leveraged Action	2015-16 Measures	Ref	Status	Comments - Q3
Goal 1: Deliver an exemplary applied education and training experience.	Retention rate	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 projects completed. (3) College-wide Strategic Enrolment Management conference held with 300 in attendance.	2		STUDENT SERVICES & ACADEMIC (1) Fall 2015 withdrawal rate trended higher than projected. Mitigating strategies being developed. Data available after January 22nd (Day 10) will provide more clarity. (2) On track. (3) Completed.
			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).	4		ACADEMIC 43 completed; 151 in progress.
Goal 2: Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	Enrolment (Online - FTE equivalents)	3,500	ACADEMIC Enhance the choice and flexibility of student learning options by increasing the availability of fully online offerings.	ACADEMIC (1) Five online Graduate certificate programs developed and delivered (CCOL). (2) Three stackable programs developed by Winter 2016 (CCOL). (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) (FT: 150 FTEs, PT: 50 FTEs) (CCOL).	8		ACADEMIC (1) One Ontario College Graduate Certificate (OCGC) received Ministry of Training, Universities and Colleges (MTCU) approval. One OCGC pending MTCU approval. Two OCGC program proposals in development. (2) Two College Certificate programs and one Ontario College Diploma stackable programs program in process for April Initial Scoping (3) In progress.
	Students enrolled in applied degrees	531	ACADEMIC & STUDENT SERVICES (1) Continue the development of new degree programs. (2) Create and implement a degree marketing and recruitment plan.	ACADEMIC & STUDENT SERVICES (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 .	10		ACADEMIC (1) One degree program proposal submitted to the Ministry of Training, Universities and Colleges (MTCU) / Postsecondary Education Quality Assessment Board (PEQAB); Two degree program proposals to be submitted to MTCU and PEQAB by March 31, 2016; One degree program proposal in process for Board approval. (2a) Degree Pathways Fair held November 2015. (2b) On track.

Q3 EXCEPTION REPORT

	Students enrolled in graduate certificates	920	ACADEMIC Develop four on-campus graduate certificates.	ACADEMIC Four on-campus graduate certificates launched.	11		Two Ontario College Graduate Certificates (OCGCs) launched in Fall 2015. One OCGC projected to launch in Winter 2016. One OCGC launch deferred to 16-17.
Goal 3: Leverage technology to enhance the educational experience	Unique hybrid courses offered	1,280	ACADEMIC Implement Curriculum Services hybrid and online program development plan.	ACADEMIC 150 new hybrid courses created.	13		ACADEMIC 83 hybrid courses under development or completed.
Goal 7: Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	Employee Engagement	N/A	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.	25		This initiative was deferred and will be addressed by the development of a People Plan/HR Strategy in 2016/2017.
		N/A	HUMAN RESOURCES Implement direction and guidance to meet the HR priorities of the College.	HUMAN RESOURCES "Year of our Employee" Plan developed and presented to President's Council and the College community.	26		This initiative was cancelled and will be addressed with the development of the People Plan/HR Strategy in 2016/2017.

Report title:	Third Quarter 2015/16 Financial Report
Report to:	Board of Governors
Date:	February 8, 2016
Author/Presenter:	Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors accepts the report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present the Third Quarter 2015/16 Financial Report, including a summary of funded positions, and to provide an updated compliance status of the BG11- 02 Board Financial Management Policy.

3. BACKGROUND:

When the Budget is approved, some factors must be estimated because of unknown elements affecting the revenue and expenditure forecasts. The quarterly financial reporting process provides updated projections based on current information. On February 2, 2015, the Board of Governors approved the 2015/16 Annual Budget. This Annual Budget maintained the commitment to balance government funded activities with expenses with an estimated net contribution of \$1.5 million.

This Third Quarter 2015/16 Financial Report projects an increase to the net contribution of Algonquin College by \$1.6 million from budgeted \$1.5 million to the projected \$3.1 million as outlined in this report.

4. DISCUSSION:

As part of the Third Quarter 2015/16 Financial Report review process, budget holders had the opportunity to identify moderate impacts on the financial results at the College Area reporting level. An impact was defined as being considered moderate if the net contribution of a College Area (Academic Services excluded) was projected to change by more than \$250,000 from the Second Quarter 2015/16 projection. For Academic Services, an impact was defined as being moderate if the net contribution was projected to change by more than \$500,000 from the Second Quarter 2015/16 projection. Identified changes have been included in our Third Quarter Financial Report, presented in Appendix A. Moderate changes that impact the projected net contribution of the College are discussed below:

- Revised revenue projections for the General Purpose Operating Grant, Enrolment Growth funding and various other grants results in an increase of \$2.4 million based on updated information provided by the Ministry of Training, Colleges, and Universities. In addition, \$634,000 in revenue is projected as a result of an increase to per-diem funding related to Apprenticeship activity.
- The Third Quarter Year-End Projection for tuition fees is lower than the approved Budget due to a change in assumptions in the relative mix of program enrolments offset by an overall increase in overall enrolment for both domestic and international students.
- Investment income projections have been reduced by \$795,000 from the Approved Budget to reflect an overall decline in the bond market.
- Contracts and Other Non-Funded Activity reflects an increase in revenue of \$3.6 million from the Approved Budget as a result of a number of new contracts which were not anticipated during the Budget preparation period. This additional revenue has offsetting expenditures of \$3.3 million.
- International Education Centre revenue has decreased by a net \$261,000 from the Approved Budget due primarily to three factors: a higher than anticipated loss for Algonquin College — Saudi Arabia, a delay in revenue due to the late start-up of the Kuwait campus and a \$1.3 million increase in revenue from international enrolment fees. Expenditures increased due to the fee share with the Academic schools and faculties being higher than budgeted.
- Although the anticipated demand in the Second Quarter for Strategic Investment Priorities indicated expected expenditures of \$20.3 million; based on historical Strategic Investment Priorities underspend, and an anticipated deferral of license and installation fees associated with Project Fusion to the next fiscal year, we are projecting a more conservative total expenditure estimate of \$19.5 million.
- Other Operating Costs reflect increased expenses from the Approved Budget of \$2.9 million. This increase is due to an additional accrual of \$2.3 million required to increase the 2014/15 year-end provision for an ongoing HST audit for a period covering April 1, 2011 to March 31, 2013. The Audit and Risk Management Committee has received a full briefing on the HST audit. We have also increased the provision for bad debts by \$250,000 to reflect the expected requirement based on the changes introduced in the new tuition fee policy and associated payment dates.

Compliance

The college is compliant with the BG11- 02 Board Financial Management Policy (see APPENDIX B).

5. LINK TO STRATEGIC PLAN:

The 2015/16 Annual Budget and Third Quarter Projection identify the resources required to execute on initiatives in the 2015/16 Business Plan which supports the 2012-17 Strategic Plan.

6. STUDENT IMPACT:

Students will benefit from additional investments in information technology infrastructure, renovations and adaptations to learning spaces, maintenance of existing learning spaces, investment in new program development, academic equipment and an increased provision for mandated student aid.

7. FINANCIAL IMPACT:

This Annual Budget and Third Quarter Projection report projected results of six out of seven financial health indicators being better than the benchmark. The College is assessed as remaining in good financial health.

8. HUMAN RESOURCES IMPACT:

This Annual Budget and Third Quarter projection provides required funding for all existing and new full-time permanent staff complement positions and other than permanent staff positions (i.e. part-time, temporary labour). There are also provisions for professional development and training for College employees.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

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 and Quarter Three Projection maintains a positive accumulated surplus position and the College's commitment to balancing government funded operating activities with expenditures.

10. COMMUNICATIONS:

Any additional required communications will be administered through the Director, Communications office.

11. CONCLUSION:

The Algonquin College Executive Team endorses the attached 2015/16 Third Quarter Financial Report which identifies resources supporting the Annual Business Plan and Strategic Plan.

Respectfully submitted:



Vice President Finance and Administration

Approved for submission:



President

Appendices:

APPENDIX A: Third Quarter 2015/16 Financial Report APPENDIX B: Compliance Scorecard
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3rd QUARTER FINANCIAL REPORT



A Presentation to the Board of Governors
February 8, 2016



2015/2016 3rd Quarter Financial Report

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2015/2016 3rd Quarter Financial Report
SUMMARY

(all figures in \$ 000's)

	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	\$ 222,264	\$ 224,909	\$ 225,883	\$ 225,883	\$ 3,619	2%
Expenditures	213,930	214,437	215,412	215,412	(1,482)	-1%
Net Contribution	8,334	10,472	10,471	10,471	2,137	26%
Contracts & Other Non-Funded Activity						
Revenue	24,822	24,822	28,445	28,445	3,623	15%
Expenditures	23,189	23,189	26,817	26,817	(3,628)	-16%
Net Contribution	1,633	1,633	1,628	1,628	(5)	0%
College Ancillary Services						
Revenue	43,420	43,420	43,388	43,388	(32)	0%
Expenditures	36,458	36,458	36,220	36,220	238	1%
Net Contribution	6,962	6,962	7,168	7,168	206	3%
International Education Centre						
Revenue	21,089	21,540	20,342	20,828	(261)	-1%
Expenditures	16,068	16,631	17,065	17,384	(1,316)	-8%
Net Contribution	5,021	4,909	3,277	3,444	(1,577)	-31%
Strategic Investment Priorities						
Revenue	1,479	3,236	3,236	3,236	1,757	119%
Expenditures	19,565	20,356	20,381	19,505	60	0%
Net Contribution	(18,086)	(17,120)	(17,145)	(16,269)	1,817	10%
Non-Cash Revenue Adjustments						
Capital Grants recorded as Deferred Capital Contributions	(1,000)	(2,000)	(2,000)	(2,000)	(1,000)	-100%
Amortization of Deferred Capital Contributions	7,500	8,000	8,000	8,000	500	7%
Non-Cash Expenditure Adjustments						
Expenditures to be Capitalized	4,500	4,500	5,000	5,000	500	11%
Amortization Expense	(14,000)	(15,000)	(15,000)	(15,000)	(1,000)	-7%
Change in Vacation, Sick Leave & Post-Employment Benefits	624	712	712	712	88	14%
Net Contribution as per Public Sector Accounting Standards (PSAS)						
	\$ 1,488	\$ 3,068	\$ 2,111	\$ 3,154	\$ 1,666	

	Year-End Actual March 31, 2015	March 31, 2016 Approved Annual Budget	March 31, 2016 Q1 Projected	March 31, 2016 Q2 Projected	March 31, 2016 Q3 Projected	Q3 vs. Approved Variance
ASSETS						
Current Assets						
Cash	\$ 31,598	\$ 29,679	\$ 34,058	\$ 33,545	\$ 33,910	\$ 4,231
Accounts Receivable	18,674	15,000	16,000	16,000	16,000	1,000
Inventory	1,973	2,000	2,000	2,000	2,000	-
Prepaid Expenses	2,903	1,400	2,000	2,000	2,000	600
	<u>55,148</u>	<u>48,079</u>	<u>54,058</u>	<u>53,545</u>	<u>53,910</u>	<u>5,831</u>
Investments	62,492	57,115	65,247	64,303	64,981	7,866
Endowment Assets	24,708	22,010	25,308	25,308	25,308	3,298
Capital Assets	<u>266,178</u>	<u>255,993</u>	<u>255,678</u>	<u>256,178</u>	<u>256,178</u>	<u>185</u>
TOTAL ASSETS	\$ 408,526	\$ 383,197	\$ 400,291	\$ 399,334	\$ 400,377	\$ 17,180
LIABILITIES & NET ASSETS						
Current Liabilities						
Accounts Payable & Accrued Liabilities	\$ 17,768	\$ 14,500	\$ 16,000	\$ 16,000	\$ 16,000	\$ 1,500
Accrued Salaries & Employee Deductions Payable	6,338	7,000	7,000	7,000	7,000	-
Deferred Revenue	25,487	22,000	24,000	24,000	24,000	2,000
Current Portion of Long Term Debt	2,599	2,758	2,758	2,758	2,758	-
	<u>52,192</u>	<u>46,258</u>	<u>49,758</u>	<u>49,758</u>	<u>49,758</u>	<u>3,500</u>
Long Term Debt	53,960	51,202	51,202	51,202	51,202	-
Vacation, Sick Leave & Post-Employment Benefits	18,974	17,892	18,262	18,262	18,262	370
Deferred Capital Contributions	155,689	149,102	149,689	149,689	149,689	587
Interest Rate Swaps	11,444	8,994	11,444	11,444	10,384	1,390
Net Assets						
Unrestricted	1,000	1,000	1,000	1,000	1,000	-
Investment in Capital Assets	53,930	52,931	52,029	52,529	52,529	(402)
Vacation, Sick Leave & Post-Employment Benefits	(18,974)	(17,892)	(18,262)	(18,262)	(18,262)	(370)
Internally Restricted	67,047	60,694	71,305	69,848	70,891	10,197
Interest Rate Swaps	(11,444)	(8,994)	(11,444)	(11,444)	(10,384)	(1,390)
Endowment Fund	24,708	22,010	25,308	25,308	25,308	3,298
	<u>116,267</u>	<u>109,749</u>	<u>119,936</u>	<u>118,979</u>	<u>121,082</u>	<u>11,333</u>
TOTAL LIABILITIES & NET ASSETS	\$ 408,526	\$ 383,197	\$ 400,291	\$ 399,334	\$ 400,377	\$ 17,180

	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	\$ 102,599	\$ 104,718	\$ 105,327	\$ 105,327	\$ 2,728
Apprentice	4,476	4,476	5,110	5,110	634
Flow-Through Student Aid	1,343	1,343	1,343	1,343	-
TOTAL GRANTS	108,418	110,537	111,780	111,780	3,362
Tuition Fees					
Full-Time Post Secondary	63,432	63,432	62,524	62,524	(908)
Part-Time	9,359	9,359	9,155	9,155	(204)
Adult Training	1,097	1,097	1,139	1,139	42
Student IT & Mobile Computing Fees	9,050	9,050	9,138	9,138	88
TOTAL TUITION FEES	82,938	82,938	81,956	81,956	(982)
Contract Educational Services					
Corporate & Other Programs	3,549	3,549	3,916	3,916	367
TOTAL CONTRACT EDUCATIONAL SERVICES	3,549	3,549	3,916	3,916	367
Other					
Early Learning Centre	950	950	950	950	-
Student Ancillary Fees	5,650	5,650	5,739	5,739	89
Investment Income	2,008	2,008	1,213	1,213	(795)
Transfer from International Education Centre ¹	8,770	9,296	9,766	9,766	996
Miscellaneous	9,981	9,981	10,563	10,563	582
TOTAL OTHER	27,359	27,885	28,231	28,231	872
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	222,264	224,909	225,883	225,883	3,619
CONTRACTS & OTHER NON-FUNDED ACTIVITY	24,822	24,822	28,445	28,445	3,623
COLLEGE ANCILLARY SERVICES	43,420	43,420	43,388	43,388	(32)
INTERNATIONAL EDUCATION CENTRE	21,089	21,540	20,342	20,828	(261)
STRATEGIC INVESTMENT PRIORITIES	1,479	3,236	3,236	3,236	1,757
TOTAL REVENUE	\$ 313,074	\$ 317,927	\$ 321,294	\$ 321,780	\$ 8,706

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	\$ 2,728	Favourable variance is due to the following: Updated information received from the Ministry of Training, Colleges and Universities. \$1.6M General Purpose Operating Grant adjusted to align with Ministry preliminary funding allocation provided in April 2015. \$600K Enrolment Growth funding. \$189K Accessibility Fund for Students with Disabilities. \$115K Performance Funding. \$94K Tuition compensation. \$75K International Student Recovery. \$55K Other minor variances.
Apprentice	\$ 634	Favourable variance due to increase in per diem funding from the Ministry.
Flow-Through Student Aid	\$ -	
Full-Time Post Secondary Tuition Fees	\$ (908)	Unfavourable variance due to the following: The Q2 Year-End Projection for tuition fees is lower than Approved Budget by \$500K due to a change in assumptions in the relative mix of program enrolments (-\$700K) offset by an overall increase in enrolment (+\$200K). A further reduction of \$400K has been made to transfer tuition received from international students to the International Education Centre. (\$8K) Other minor variances.
Part-Time Post Secondary Tuition Fees	\$ (204)	Unfavourable variance due to decreased enrolment in continuing education courses.
Adult Training	\$ 42	Favourable variance due to fee increase for apprenticeship programs based on the training plan from the Ministry.
Student IT & Mobile Computing Fees	\$ 88	Favourable variance due to increased mobile programs.
Corporate & Other Programs	\$ 367	Favourable variance due to the following: \$150K Bachelor of IT Collaborative Program. \$72K Bachelor of Science - Nursing Pembroke Campus additional enrolment. \$60K Collaborative Bachelor of Commerce program with Nippising University increased activity. \$85K other minor variances in corporate and other programs for various programs and small corporate contracts.
Early Learning Centre	\$ -	
Student Ancillary Fees	\$ 89	Favourable variance due to increase in withdrawal fees within various schools.

Description	Variance Favourable/ (Unfavourable)	Comments
Investment Income	\$ (795)	Unfavourable variance reflects projected loss in bond market and overall decline in investment values resulting in a lower investment revenue forecast for 2015-16.
Transfer from International Education Centre	\$ 996	Favourable variance due to a 11.4% increase in international student enrolment over the Approved Budget.
Miscellaneous	\$ 582	Favourable variance is due to the following: \$285K Increase in internal recoveries offset by increase in internal charges. \$261K Increase in distance education hosting fees offset by increase in contract services. \$36K Other minor variances.
Contract and Other Non-Funded Activity	\$ 3,623	Favourable variance is due to the following: \$2.3M School College Work Initiative. This additional revenue is partially offset by an increase in related expenses. \$223K Career Focus (new contract). \$584K Youth Job Connection (new contract). \$313K Mental Health Innovation Fund - Harm Reduction funding received. This revenue is partially offset by an increase in related expenses. \$190K New contract with Environment Canada in the Corporate Training Centre. \$13K Other minor variances.
College Ancillary Services	\$ (32)	Unfavourable variance due to Internal revenue reclassified to salary expense recovery.
International Education Centre	\$ (261)	Unfavourable variance is due to the following: \$1.791M Increase in international fees and premium due to increased enrolments. (\$1.72M) Higher than anticipated projected loss from Algonquin College - Saudi Arabia. (\$233K) Delay in the start up of the Kuwait campus. (\$99K) Other minor adjustments.
Strategic Investment Priorities	\$ 1,757	<i>See Strategic Investment Priorities Variances page for details.</i>
Total Explained Variances	\$ 8,706	
Other Minor Variances	\$ -	
Total Variance	\$ 8,706	

	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	\$ 149,808	\$ 149,808	\$ 149,841	\$ 149,841	\$ (33)
Other Operating Costs					
Mandated Student Aid	5,773	6,642	6,377	6,377	(604)
Contingencies	6,686	6,186	3,362	3,362	3,324
Long Term Debt Interest	890	890	890	890	-
Contract Services	9,954	9,974	10,146	10,146	(192)
Instructional Supplies & Equipment	4,151	4,151	4,207	4,207	(56)
Information Technology	6,000	6,000	6,298	6,298	(298)
Promotion	2,471	2,471	2,646	2,646	(175)
Building Maintenance & Utilities	11,667	11,667	12,134	12,134	(467)
Flow-Through Student Aid	1,351	1,351	1,351	1,351	-
Cost of Goods Sold	1,101	1,101	1,112	1,112	(11)
Other	14,078	14,196	17,048	17,048	(2,970)
TOTAL OTHER OPERATING	64,122	64,629	65,571	65,571	(1,449)
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	213,930	214,437	215,412	215,412	(1,482)
CONTRACTS & OTHER NON-FUNDED ACTIVITY	23,189	23,189	26,817	26,817	(3,628)
COLLEGE ANCILLARY SERVICES	36,458	36,458	36,220	36,220	238
INTERNATIONAL EDUCATION CENTRE	16,068	16,631	17,065	17,384	(1,316)
STRATEGIC INVESTMENT PRIORITIES	19,565	20,356	20,381	19,505	60
TOTAL EXPENDITURES	\$ 309,210	\$ 311,071	\$ 315,895	\$ 315,338	\$ (6,128)

Description	Variance Favourable/ (Unfavourable)	Comments
Salaries and Benefits	\$ (33)	The unfavourable variance is due a decrease in full-time salaries, offset by an increase in part-time salaries.
Mandated Student Aid	\$ (604)	Increased provision based on previous year spending and current year commitments, as dictated by Ministry guidelines.
Contingencies	\$ 3,324	Favourable variance is due to the following: \$2.5M Reduced provision reflects anticipated 2015-16 contingency requirements. \$824K Provision for part time salary scale increases transferred to salaries and benefits.
Long Term Debt Interest	\$ -	
Contract Services	\$ (192)	Unfavourable variance due to short term backfill for vacancies and other minor adjustments.
Instructional Supplies & Equipment	\$ (56)	Unfavourable variance due to minor adjustments.
Information Technology	\$ (298)	(\$188K) Increase in software license expense originally budgeted in contract services. (\$110K) Other minor adjustments.
Promotion	\$ (175)	Unfavourable variance due to revised projections resulting from increased student recruitment efforts.
Building Maintenance & Utilities	\$ (467)	Unfavourable variance due to revised operating expense projections, as well as costs associated with short-term backfill of vacancies to perform maintenance required to meet external regulations.
Cost of Goods Sold	\$ (11)	Unfavourable variance due to minor adjustments.

Description	Variance Favourable/ (Unfavourable)	Comments
Other	\$ (2,970)	Unfavourable variance due to the following: (\$2.3M) 2014-15 CRA-HST audit adjustment for the period covering April 1, 2011 to March 31, 2013. ARM has been fully briefed on the HST audit. (\$250K) Anticipated increase required for bad debts due to change in tuition fees payment dates. (\$138K) Municipal tax adjustment. (\$70K) College collective bargaining expenses. (\$212K) Net miscellaneous adjustments.
Contract and Other Non-Funded Activity	\$ (3,628)	Unfavourable variance due to the following: (\$2.1M) School College work Initiative expenses. This expense is offset by an increase in revenue. (\$223K) Career Focus (new contract). (\$558K) Youth Job Connection (new contract). (\$313K) Mental Health Innovation Fund - Harm Reduction funding received, offset in revenue. (\$133K) New contract with Environment Canada in the Corporate Training Centre. (\$301K) increased expenditures for various new contracts and existing contract adjustments.
College Ancillary Services	\$ 238	Favourable variance due to vacancy savings realized of \$202K, as well as other minor adjustments.
International Education Centre	\$ (1,316)	(\$1170K) Fee share due to increased international enrolment resulting in additional fees transferred to the International Education Centre. (\$116K) Other minor adjustments.
Strategic Investment Priorities	\$ 60	<i>See Strategic Investment Priorities Variances page for details.</i>
Total Explained Variances	\$ (6,128)	
Other Minor Variances	\$ -	
Total Variance	\$ (6,128)	



2015/2016 3rd Quarter Financial Report
 STRATEGIC INVESTMENT PRIORITIES SCHEDULE
 (all figures in \$ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q2 Year-End Projection	Q3 Year-End Projection	Q3 vs. Approved Variance Favourable/ (Unfavourable)
Source of Funds					
Facilities Renewal Grant	\$ 927	\$ 927	\$ 927	\$ 927	\$ -
College Equipment Renewal Fund Grant	-	559	559	559	559
Apprenticeship Enhancement Fund Grant	-	1,198	1,198	1,198	1,198
Capital Campaign	552	552	552	552	-
Miscellaneous	-	-	-	-	-
TOTAL SOURCE OF FUNDS	1,479	3,236	3,236	3,236	1,757
EXPENDITURES:					
College Technologies	6,713	7,513	7,735	7,835	(1,122)
College Space & Infrastructure	5,402	5,706	5,291	5,491	(89)
New Program Initiatives	1,000	700	700	700	300
Academic & Other Equipment	1,500	1,500	1,500	1,500	-
Initiatives & Opportunities	3,300	5,213	5,411	5,235	(1,935)
College Ancillary Services	1,400	1,400	1,420	1,420	(20)
Apprenticeship Enhancement Fund (AEF)	-	1,198	1,198	1,198	(1,198)
Appropriations	250	60	60	60	190
Adjustment for Anticipated Underspend	-	(2,934)	(2,934)	(3,934)	3,934
<i>Total Other</i>	19,565	20,356	20,381	19,505	60
TOTAL EXPENDITURES	19,565	20,356	20,381	19,505	60
TOTAL NET CONTRIBUTION	\$ (18,086)	\$ (17,120)	\$ (17,145)	\$ (16,269)	\$ 1,817

Description	Variance Favourable/ (Unfavourable)	Comments
College Equipment Renewal Fund Grant	\$ 559	Ministry of Training, Colleges and Universities has communicated that funding for equipment renewal will be provided at the same level as previous years.
Apprenticeship Enhancement Fund Grant	\$ 1,198	Apprenticeship Enhancement Fund grant announced after the budget was prepared (offset by equivalent expenditures).
College Technologies	\$ (1,122)	Reflects revised project costs, provision adjustments and carry forward budget requirements from 2014-15.
College Space & Infrastructure	\$ (89)	Reflects revised project costs, provision adjustments and carry forward budget requirements from 2014-15.
New Program Initiatives	\$ 300	Revised projection to reflect updated requirements.
Initiatives & Opportunities	\$ (1,935)	Reflects revised project costs, provision adjustments and carry forward budgets from 2014-15.
College Ancillary Services	\$ (20)	
Apprenticeship Enhancement Fund (AEF)	\$ (1,198)	Apprenticeship Enhancement fund announced after the budget was prepared (offset by equivalent grant).
Appropriations	\$ 190	Revised projection based on actual requirements.
Adjustment for Anticipated Underspend	\$ 3,934	Estimated 15% provision for anticipated underspending in Strategic Investment Priorities Projects.
Total Explained Variances	\$ 1,817	
Other Minor Variances	\$ -	
Total Variance	\$ 1,817	



2015/2016 3rd Quarter Financial Report
 INTERNALLY RESTRICTED NET ASSETS SCHEDULE
 (all figures in \$ 000's)

	Year-End Actual March 31, 2015	Projected In-Year Use of Funds (2015/16)	Projected Year- End Adjustments (2015/16)	Projected March 31, 2016
Appropriations	\$ 250	\$ 55	\$ 55	\$ 250
Specific Reserves:				
Other Projects & Initiatives	24,669	7,474	7,983	25,178
Ancillary Services Reserve Fund	5,525	1,420	1,141	5,246
Employment Stabilization Funds	540	50	60	550
Other Student Aid	27	95	99	31
	<u>30,761</u>	<u>9,039</u>	<u>9,283</u>	<u>31,005</u>
Contingency Reserve Fund	7,773		335	8,108
Reserve Funds:				
Future Capital Expansion	28,263		3,267	31,530
	<u>28,263</u>	<u>-</u>	<u>3,267</u>	<u>31,530</u>
TOTAL INTERNALLY RESTRICTED NET ASSETS*	\$ 67,047	\$ 9,094	\$ 12,940	\$ 70,893
TOTAL UNRESTRICTED NET ASSETS	\$ 1,000			\$ 1,000
Investment in Capital Assets	53,930		(1,403)	52,527
Vacation, Sick Leave & Post-Employment Benefits	(18,974)		712	(18,262)
Interest Rate Swaps	(11,444)		1,060	(10,384)
Endowment Fund	24,708		600	25,308
TOTAL NET ASSETS	\$ 116,267	\$ 9,094	\$ 13,909	\$ 121,082

* 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.

	Approved Annual Budget 2015/16				Position Changes			Full-Time Funded at Q3 2015/2016				Total Staffed at Dec 31/15	Total Vacant at Dec 31/15
	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	72	-	89	1	(1)	(1)	17	71	-	88	87	1
Finance & Administrative Services ⁵	10	28	-	38				10	28	-	38	35	3
Information Technology Services	12	76	-	88			(88)	-	-	-	-	-	-
Physical Resources	16	40	-	56	1			16	41	-	57	49	8
Total	57	216	-	273	2	(1)	(89)	45	140	-	185	173	12
Student Services													
Vice-President's Office	2	-	-	2				2	-	-	2	2	-
Student Support Services	10	41	18	69	6			10	46	19	75	70	5
Algonquin College Foundation	3	2	-	5				3	2	-	5	5	-
Marketing and Recruitment ¹	-	-	-	-			22	3	19	-	22	21	1
Registrar	11	59	-	70	1	(1)		10	60	-	70	68	2
Total	26	102	18	146	7	(1)	22	28	127	19	174	166	8
International, Communications, and Strategic Priorities													
Vice-President's Office	3	1	-	4			(3)	1	-	-	1	1	-
International & Corporate Business Development	8	10	21	39	1		2	10	11	21	42	39	3
Public Relations and Communications ²	-	-	-	-	1	(1)	6	3	3	-	6	5	1
Total	11	11	21	43	2	(1)	5	14	14	21	49	45	4
Academic Services													
Vice-President's Office	13	12	13	38		(1)	(6)	12	6	15	33	19	14
Partnerships and Applied Research ³	1	-	-	1	1	(1)	2	2	1	-	3	3	-
School/College Work Initiative	1	2	-	3			(2)	-	1	-	1	1	-
Faculty of Arts, Media & Design	6	28	116	150			1	6	28	115	149	141	8
School of Business	5	9	87	101				5	9	87	101	97	4
School of Hospitality & Tourism	3	10	41	54				3	10	41	54	52	2
Faculty of Technology & Trades	6	27	149	182			(1)	6	27	148	181	175	6
Algonquin College Heritage Institute	3	10	13	26				3	10	13	26	26	-
Faculty of Health, Public Safety & Community Studies	8	31	124	163	1	(1)		8	31	124	163	154	9
Mobile Learning & Teaching Services ⁴	2	10	-	12	1		(1)	2	10	-	12	10	2
Centre for Continuing and Online Learning	8	18	-	26				8	18	-	26	25	1
Personal Development Institute	-	1	-	1				-	1	-	1	1	-
Applied Research & Development	2	1	-	3	1			2	2	-	4	2	2
Business Development & Corporate Training	5	3	-	8	4		6	6	12	-	18	14	4
Algonquin College in the Ottawa Valley	6	29	28	63	1			6	30	28	64	61	3
Total	69	191	571	831	9	(3)	(1)	69	196	571	836	781	55
Digital Technologies and Innovation													
Vice-President's Office	-	-	-	-	1		1	2	-	-	2	2	-
Information Technology Services ⁵	-	-	-	-	3		88	13	78	-	91	81	10
Total	-	-	-	-	4	-	89	15	78	-	93	83	10
Advancement													
Executive Director's Office ²	3	3	-	6			(6)	-	-	-	-	-	-
Recruitment ¹	2	7	-	9		(1)	(8)	-	-	-	-	-	-
College Marketing ¹	2	11	-	13			(13)	-	-	-	-	-	-
Total	7	21	-	28	-	(1)	(27)	-	-	-	-	-	-
COLLEGE TOTAL	196	543	611	1,350	24	(7)	(1)	197	557	612	1,366	1,277	89

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 Marketing and Recruitment was reported under Advancement at Approved Budget. The college was restructured in-year resulting in the change of 21 positions from Advancement to Student Services.

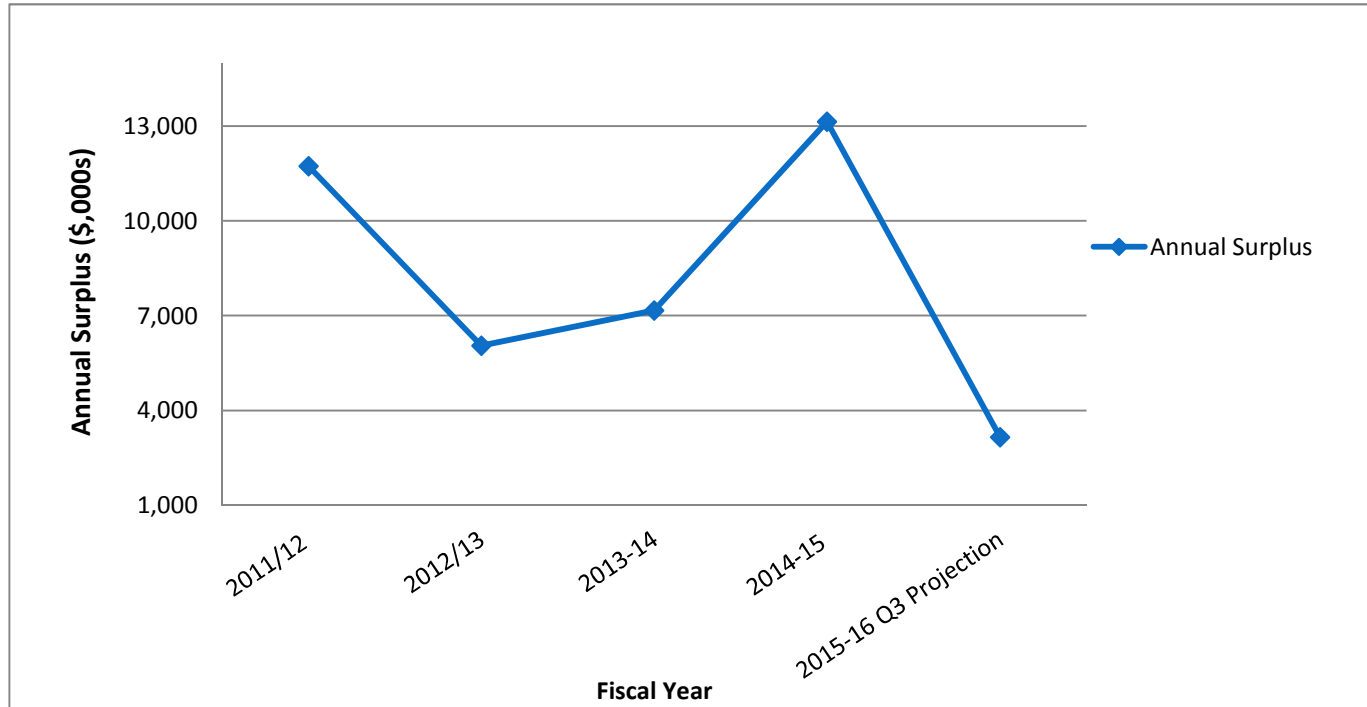
2 Public Relations and Communications was reported under Advancement as Executive Director's Office at Approved Budget. The college was restructured in-year resulting in the change of six positions from Advancement to International, Communications, and Strategic Priorities.

3 Partnerships and Applied Research was renamed from Associate Vice-President Academic at Approved Budget.

4 Mobile Learning and Teaching Services was amalgamated and previously reported as Mobile Computing and Learning and Teaching Services at Approved Budget.

5 Information Technology Services was reported under Finance and Administration at Approved Budget. The college was restructured in-year resulting in the change of 88 positions from Finance and Administration to Digital Technologies and Innovation.

Operating Results: Annual Surplus



Objective:

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

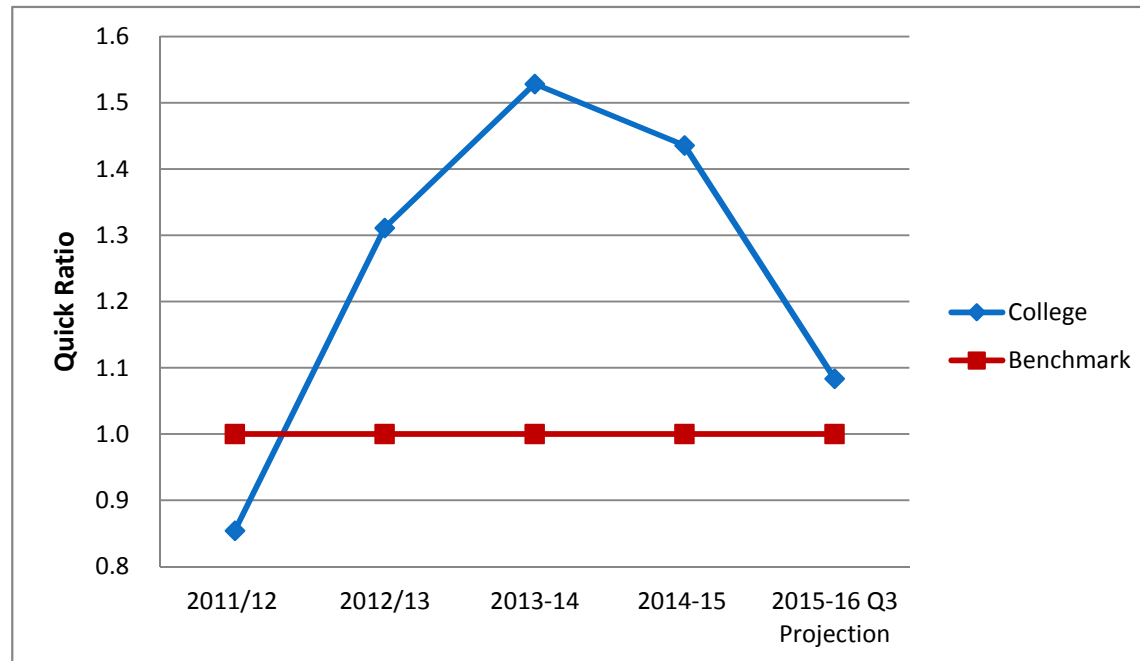
Benchmark:

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:

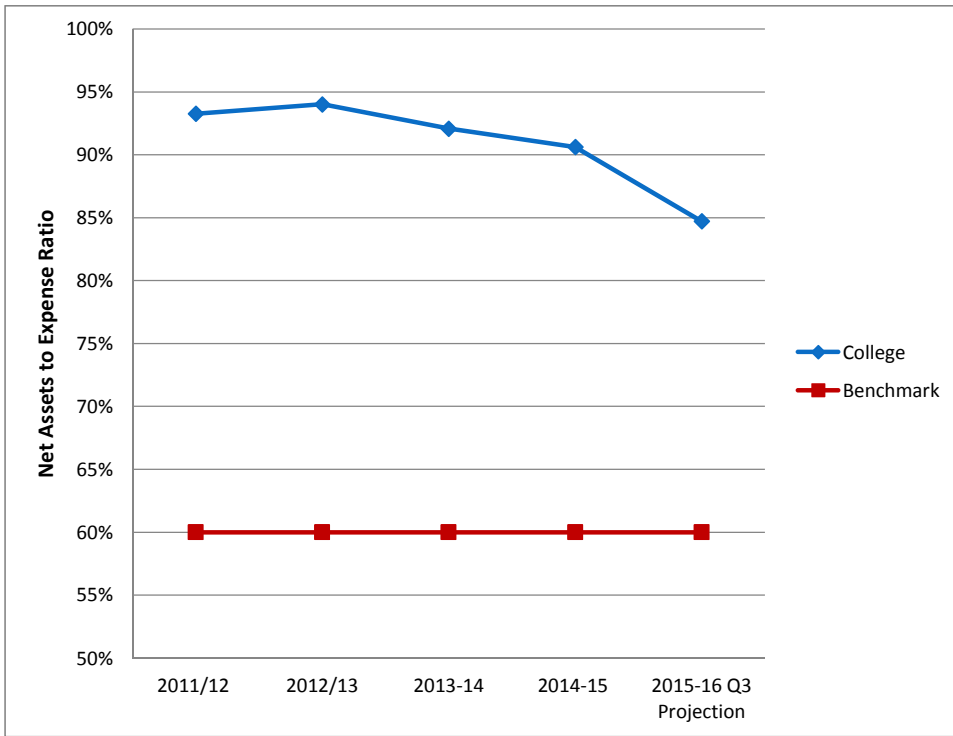
Fiscal performance indicator testing the college's ability to pay its short term maturing obligations (e.g. biweekly payroll payments).

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 was at 2.4 for Q3 2015/16.

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.

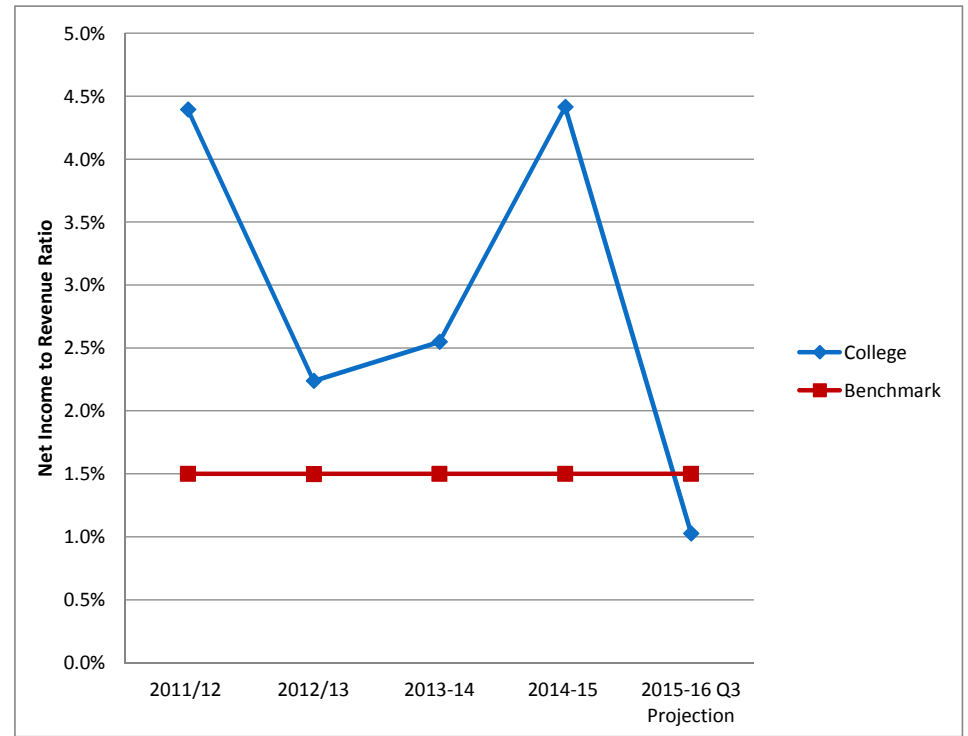
Benchmark:

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.

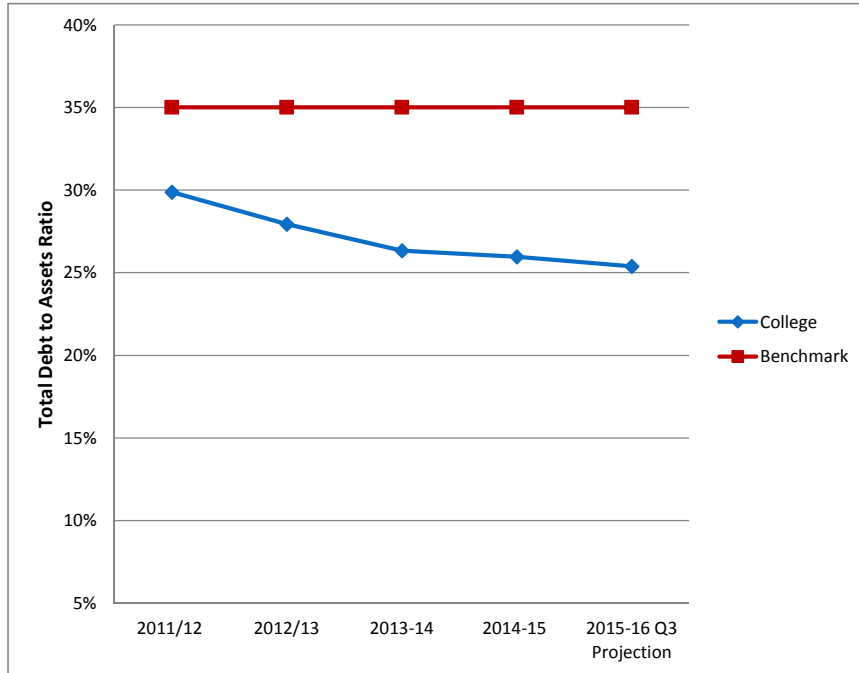
Benchmark:

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.

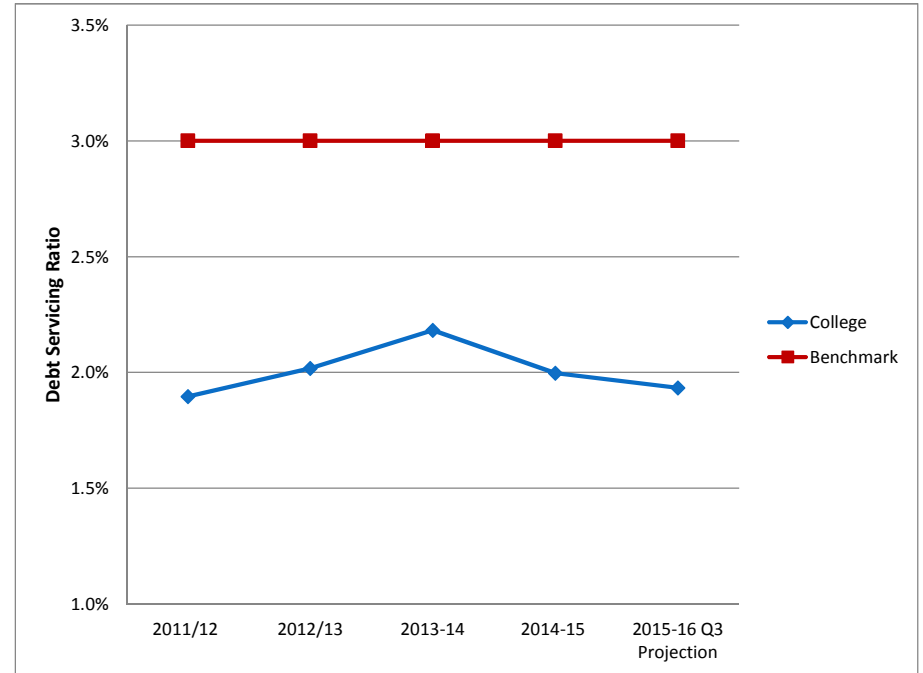
Benchmark:

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:

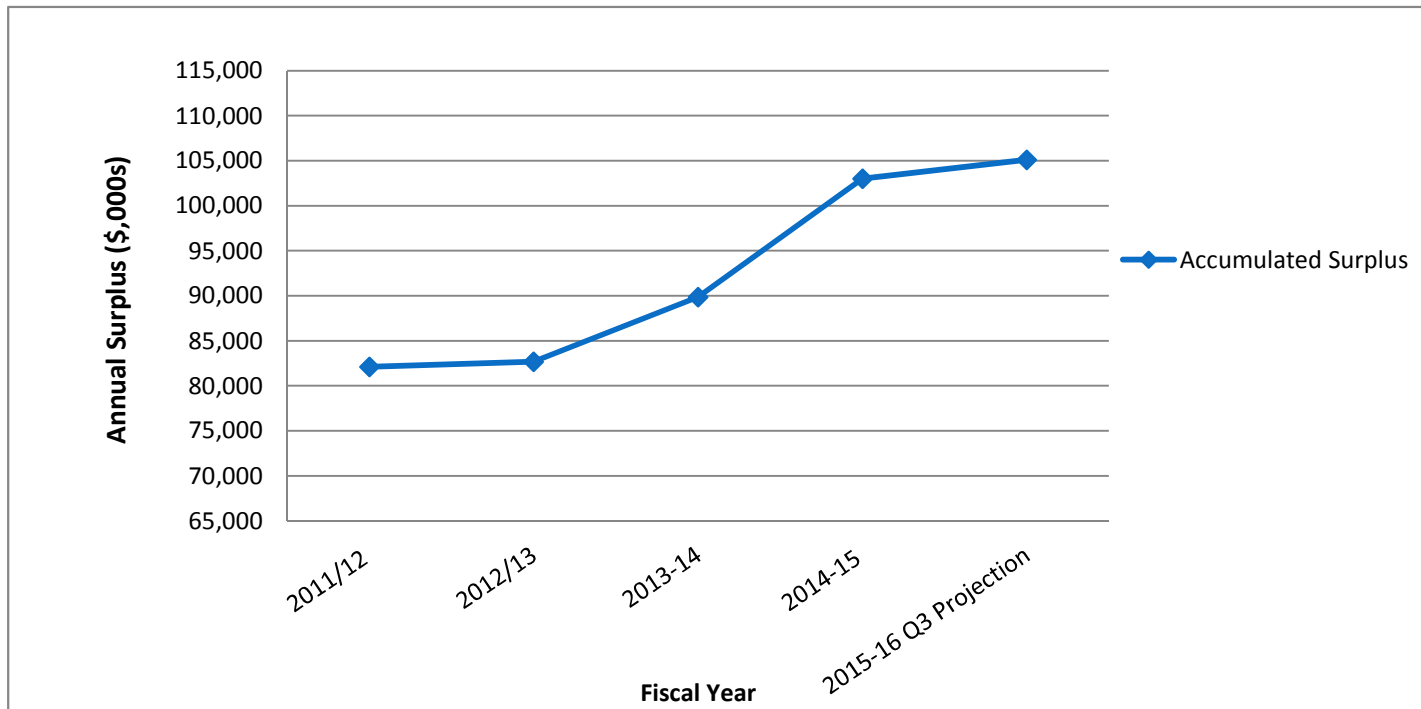
A ratio of 3% or lower, based on historical trend analysis and industry standard.

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.

ANNUAL BUDGET AND QUARTERLY FINANCIAL PROJECTIONS COMPLIANCE SCORECARD			
	Source	Budget/Projection Requirement	Compliant (Y/N)
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

Report title:	2017-22 Strategic Plan Update
Report to:	Board of Governors
Date:	February 8, 2015
Author/Presenter:	Doug Wotherspoon, Vice President International & Strategic Planning

1. RECOMMENDATION:

THAT the Board of Governors accepts the 2017-22 Strategic Plan update for information.

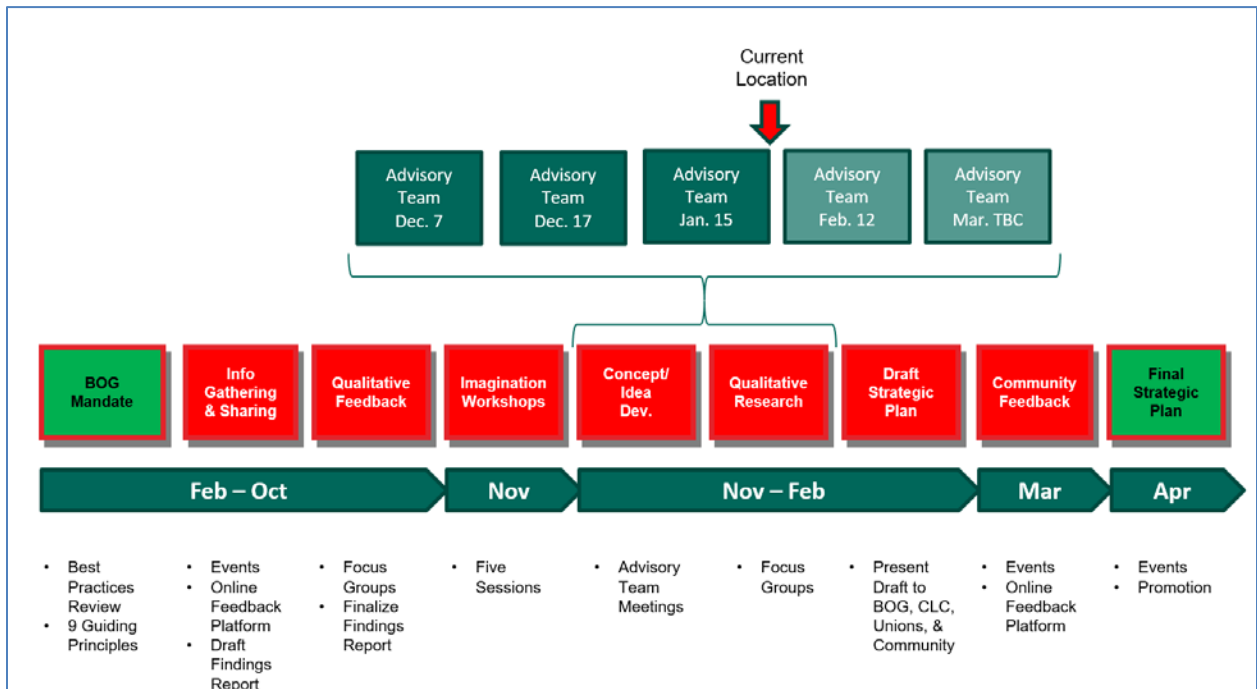
2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to inform the Board of Governors of the ongoing efforts of the Strategic Plan Advisory Team and Working Group to deliver a new five-year strategic plan to the Board of Governors for approval at the June 2016 meeting.

3. BACKGROUND:

In December 2014, the Board of Governors approved an 18-month Strategic Plan engagement process, involving four central phases and nine specific steps.

Process



Advisory Team

In May, 2015, the College issued a call for volunteers willing to serve on the Strategic Plan Advisory Team, a cross-college group tasked with synthesizing the college’s thoughts into a draft Strategic Plan for review by the college community. Over 50 names were submitted with the following 19 being selected to serve.

Kathryn Leroux	Christopher Hahn	Tonia Peachman-Faust
Cheryl Jensen	Mark Hoddenbagh	Susan Thompson
Wahab Almuhtadi	Daniel Kelly	Nastia Touhlova
Katia Audet	Sandra Larwill	Rod Wilson
Tanya Buckley	Jennifer Lloyd	Kevin Yu
Cindy Chapman	Alanna McDonnell	
Tara Ettinger	Rob Parniak	

Stakeholder Information Sessions & Findings Report

To date, the College has hosted 13 information sessions reaching out to a wide variety of stakeholders including; current students, prospective students, recent graduates, alumni, employers, faculty, support staff, administrators, and community leaders. Over 550 individuals have participated in these information sharing sessions providing a wide variety of opinions, ideas and discussion. These thoughts were compiled into a comprehensive Findings Report published on the College’s Strategic Plan website in June, 2015.

Focus Groups

From August through November, 2015, the College hosted a series of focus groups to delve deeper into the issues raised by stakeholders, identifying eight (8) white spaces for further review and discussion. A white space has been defined as a place that "provides a location for new thinking, testing and learning or new business models." The eight white spaces identified for discussion were:

- *Creativity, Entrepreneurship and Innovation:* This white space noted the increasing importance of graduates having the capacity to think more creatively/innovatively – more like an entrepreneur – given the fast past of change experienced in the world today.
- *Career Focused:* This white space explored how to better engage partners in industry to ensure graduates have the skills, knowledge and connections required to start in their careers or endeavors.
- *Community:* Colleges were created to serve as a community catalyst. This white space explored ways to create, retain and grow its community presence.

- *My Destiny*: This white space addresses getting students "right tracked" and involves experimentation, guidance and potentially content and learning style fit for ultimate lifelong success.
- *Flexible Learning*: This white space explored the number of identified learning styles and ways to deliver flexibility in program and course structure and content.
- *College Redefined*: This white space asked participants to imagine combining the best of University and the best of College to create a new educational institution that is better than both and a redefinition of post-secondary education.
- *Employer of Choice*: This white space covered the opportunity to create a workplace at Algonquin that attracted outstanding talent and expertise across Canada and the International communities.
- *Algonquin for Life*: As knowledge grows the importance of continuous learning does as well. Discussions covering this white space imagined a connection to the college that was ongoing, including the idea of a subscription model that saw the College help graduates stay "on top" and "in touch" with their chosen field of study throughout their life.

4. DISCUSSION:

Imagination Sessions - A Focus on the Learning Experience

To examine in greater detail the eight white spaces identified by the focus groups, the College hosted six (6) Imagination Sessions with participants representing current students, recent graduates, the Board of Governors, faculty, support staff, and administrators. On average, each Imagination Session lasted three hours and asked participants to blue-sky what the future of Algonquin might look like both in words and images.

The net result of these session was the identification of a potential new way of looking at Algonquin's value proposition in terms of interconnected learning system, a continuum of programs and services that continuously delivered on our commitment to student success (see section below entitled Value Proposition – Point of Differentiation).

Advisory Team Discussions – Early Stage Strategic Plan Concepts

The Strategic Plan Advisory Team has now met six times, reviewing the Findings Report, the results of the focus groups and Imagination Sessions, as well as beginning discussions covering what will be included in the plan.

Strategic Plan Guidance

This work was done based on the direction provided by the Board of Governors that this Strategic Plan should:

- Be high level in its content and no more than 15-20 pages in length
- Be organized in such a way that strategic directions be accessible to all areas of the College, and if possible, to each employee.

Four Key Drivers

An analysis of stakeholders' feedback has identified four key drivers;

- The incredible pace of change – the doubling of knowledge and the rapid advance of technology and data
- Changing demographics and the shifting needs of learners, employers and community
- Growing competition and the need to differentiate
- Evolving public policy and the continued importance of higher education

Algonquin's Key Clients

Through their discussions, the Advisory Team noted that in addition to helping individuals and employers succeed, we also have a significant role to play in serving our community. There was agreement that while Algonquin has many stakeholders it aims to serve three primary clients – Learners, Employers and the Community. Equally, the Advisory Team is leaning towards shifting from a “student-centered” focus to one that is “learner-obsessed” to denote a broader view of who our clients are and the passion we direct toward helping them succeed.

Mission, Vision and Values

Stakeholders clearly noted that Algonquin College is focused is on the career success of its students. It is something we do exceptionally well. The questions the Advisory Team has been debating is whether;

- Our career focus is enough?
- Are we missing something?
- How can we be better?

Current discussion are centering on whether our purpose should not be more aspirational. Many asked whether our mission had moved beyond “job placement” to that of “helping maximize human potential”. Options currently under consideration for changing our mission range from small edits to a more fulsome re-write. Some of the options include;

- “To transform hopes and dreams into life-long career and community success”
- “Life-long success”
- “Maximize human potential”

Value Proposition – Point of Differentiation

One clear challenge identified by all stakeholders and faculty in particular, has been the variance in maturity and preparedness of our learners. Some arrive with a sound understanding of their strengths and weaknesses, while others are still in search of who they are and their interests. The impact in the classroom is considerable.

The College community has suggested that we consider spending more time helping individuals, no matter where they are in their life, discover themselves and their true passion. This has led to conversations around imagining a new education delivery model – one that is more personal, more experiential, and more flexible. An education delivery model that spends as much time helping a learner discover their natural interests and attributes as it does supporting their employment aspirations. An education delivery model that recognizes that essential employability and entrepreneurial skills are the equal to technical skills and that being community minded is a requirement not an option.

While their deliberations are not yet complete, the Advisory Team is currently leaning toward recommending the development of an interconnected “Algonquin College Learning System”. The Student Success Continuum would engage students in five connected phases entitled:

- My Destiny – Dream Development
- Experiential & Entrepreneurial
- Flexible and Supportive
- Locally & Globally Responsible
- Employment Driven

My Destiny - Dream Development & Pathfinding

- Addresses the learners need, whether young or mid-career, to figure out “what I want to be”.
- The support received at this stage of the college continuum provides students the flexibility to try various courses, potentially enrolling them first in a course designed to help them design their career path.
- At this, stage students could be coupled with a Career Coach and external industry connections to help better understand what is involved in their potential career.
- Once a learner knows which path they would like to pursue, they are given the opportunity to learn some foundational skills that will help them in their career choice (or that can be applied to any future opportunity.)
- This includes developing some basic life skills and having the opportunity to work in a more experiential career situation.

- Part of the foundation also includes assessing their individual learning styles, strengths and weaknesses and matching them to the next state of applied learning. Career and industry mentorships will also be strengthened.

Experiential & Entrepreneurial

- The hands-on component of program delivery will include more workplace simulations and all students are taught to think “entrepreneurially”.
- Throughout their program, students gain job readiness by having a variety of workplace opportunities such as onsite teaching by employers, co-op placements, apprenticeships, internships, volunteer options, applied research projects, or part-time work opportunities.
- Student run Learning Enterprises provide students with an opportunity to test their skills in a safe, simulated environment.
- Increasingly, the classroom resembles the workplace, and where feasible, the workplace will become the classroom, making the transition to work seamless.

Innovatively Flexible and Supportive

- Students enter into their programs engaged and informed.
- Courses are modified to become increasingly more flexible, ultimately providing the opportunity for learners to take micro-credits and stackable credentials.
- Based on individual student assessments, classes can be tailored using a combination of online, in class or hybrid delivery.
- Flipped classrooms engage students so that they are part of the learning process.
- Supports systems are connected, intuitive, mobile, and personalized.

Locally & Globally Responsible

- Students, programs, and employees are actively engaged in the community.
- The College champions social, environmental and economic sustainability.
- Graduates are globally aware.

Employment Driven

- Job placement services are robust and integrated into the learning experience.
- Alumni are welcomed back continuously to support both current students and themselves.
- Throughout their career, alumni are offered a subscription-based lifelong connection to Algonquin.

Strategic Pillars, Directions, Priorities, Themes or Mindsets

In support of this vision, the Advisory Team is working to identify 3-5 key strategies for delivering on this vision. The Advisory Team is currently considering moving away from the concept of pillars, which by their very definition are stand alone, favoring language that is more open, connected and reflective of the integrated nature of our work.

Potential strategic themes being discussed include;

- *AC for Life* – The Algonquin College Learning System.
- *Respect for People* – Recognizing that our single greatest renewable resource is are our employees.
- *Continuous Improvement* – Transforming the way we work.
- *Connected* – To employment, to community, to technology, and to each other.
- *Sustainable* – Socially, environmentally, economically

Potential Big Hairy Audacious Goals & Key Metrics

- Entrepreneurial training embedded in every program
- Energy Self-Sufficiency
- Canadian Top Employer
- Learner, Alumni Employer Satisfaction
- Employee Engagement
- Willingness to Recommend Algonquin College as either a place to study or work
- Professional Development Hours
- Most recognized and respected post-secondary institution in the National Capital Region.
- Number of improvements implemented
- Number of Community projects
- Volunteer hours
- Employment Rate
- College social, environmental and economic impact
- Number of International students
- Client case completion

Next Steps

The immediate next steps in the process include:

- Focus group testing of early concepts (Jan.)
- Imagination Sessions Open House – an opportunity for the community to view the results of the six Imagination Sessions and the work of the Advisory Team to date. (Jan. - Feb.)
- Continued meeting of the Strategic Plan Advisory Team with meetings scheduled for:
 - February 12th, 2016

- Date in March to be confirmed
 - April 12th, 2016
 - Release of Draft Strategic Plan & Town Halls – an opportunity for the College community to read through the draft Strategic Plan and provide input. (Woodroffe: Mon., Feb. 29, 2016)
 - Feedback from the College Community (Mar.)
 - Completion of Final Draft of the Strategic Plan (Apr.)
 - Presentation of Final Draft of the Strategic Plan to the Board of Governors (Apr. – Jun.)
5. LINK TO STRATEGIC PLAN:
The 2017-22 Strategic Plan is informed by the existing Strategic Plan.
6. STUDENT IMPACT:
The Strategic Plan will provide Algonquin College students and alumni with a greater sense of connectedness with the College, a superior learning experience and a continued sense of pride in the institution. Students have been involved in the process to date and will continue to be consulted through the next phase.
7. FINANCIAL IMPACT:
The strategic plan will inform the College's priorities and annual goals. The annual budget will be set with these priorities and goals as the cornerstone of future investment.
8. HUMAN RESOURCES IMPACT:
Our People are identified as a major theme of the new Strategic Plan. This, along with the current work on strategies from the most recent employee engagement survey, will engage all staff in the implementation of the plan.
9. GOVERNMENT / REGULATORY / LEGAL IMPACT:
The new Strategic Plan will be used as a reference document when communicating the College's priorities to all levels of government.
10. COMMUNICATIONS:
The Strategic Plan efforts are continuously covered in Good Morning Algonquin and the myAC employee portal.
11. CONCLUSION:
The College is on track to release a draft version of the 2017-22 Strategic Plan to the community in March, 2016 and present a final version to the Board no later than June, 2016.

Respectfully submitted:



Vice President, International
& Strategic Planning

Appendices:

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Approved for submission:



President

Date last revised: January 27, 2016

Report title:	International Update
Report to:	Board of Governors
Date:	February 8, 2016
Author/Presenter:	Doug Wotherspoon, Vice President International & Strategic Planning

1. RECOMMENDATION:

THAT the Board of Governors accepts the International Update for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The Board of Governors has asked to be kept abreast of the College's international activities on a regular basis, highlighting both successes and challenges, with a focus on risk mitigation.

3. BACKGROUND:

Algonquin College's international work is broken into two segments – its onshore and offshore activities. Onshore efforts include post-secondary program recruitment, language training, international study and work abroad programs, and international student support services. Offshore work includes international campuses and partnerships, program licensing and pathways, and contract training.

4. DISCUSSION:

Onshore Post-secondary Education Programs

Onshore post-secondary education programs are currently tracking above target, with a 12% increase in overall enrolments and an 18% increase in Level one students.

Onshore - Language Training

Onshore language training is currently tracking below target, with an expected year-over-year decrease of 20%. Over the course of the next six months, the Language Institute will launch a visioning exercise similar in process to the one used to develop Algonquin College's new Strategic Plan. The effort will review the state of language training at the College and across the globe, identifying opportunities for the Language Institute moving forward.

Offshore Campuses and Partnerships

Jazan:

- The Algonquin College-Jazan Students' Association hosted an inaugural Algonquin College Jazan Charity Marathon on December 31st, raising over \$2,000 for the Dur Al Hanan Orphanage and the Jazan General Hospital.
- The Algonquin College-Jazan Students' Association hosted the Algonquin College's first blood donor drive from December 15th to 17th.
- Algonquin College launched an English training program in the local prison, providing ten hours per week of English language training to 40 low risk offenders.
- Campus Principal Pat McLaughlin and Vice President International met with the new Chief Executive Officer and Chief Operating Officer of Colleges of Excellence (COE).
- President Jensen and Vice President Wotherspoon met with the Ministry of Training Colleges and Universities Deputy Minister Sheldon Levy to better understand the Province's concerns covering the Jazan campus. The College is currently investigating with the Ministry the opportunity to develop an action plan for expanding female educational opportunities in Saudi Arabia. As detailed in our December update, the College is developing a Jazan Female College Business Plan for presentation to the Algonquin College Executive Team by March 31st, 2016.
- Colleges of Excellence (COE) confirmed, through a Letter of Understanding, their agreement to increase the College's revenue through the end of the existing contract, upon approval of the COE Board of Directors.
- Cost reduction efforts are on track to lower budgeted expenses by approximately one million dollars CAD for the Algonquin College-Jazan fiscal year ending August 31, 2016.

Kuwait:

- Algonquin College-Kuwait completed its first term in operation. In February, the College will launch its two-year Business - Management and Entrepreneurship Diploma program with its first intake of students.
- The Algonquin College-Kuwait Management Team confirmed a Fall 2016 recruitment goal of 300 enrolled students and are developing a comprehensive plan to deliver on its target.

United Arab Emirates:

- Algonquin College signed a Collaborative Education Agreement with the Basle Health Institute (BHI) to support the development of an affiliated campus in Dubai delivering health programs. A final report is to be presented to the Algonquin College Executive Team for consideration by March 31, 2016.

Program Licensing and Pathways

- President Jensen is participating in the Premier of Ontario's Trade Mission to India departing January 31st and returning February 5th, 2016. While on the mission, Algonquin College will sign two Letters of Intent to pursue a formal partnership with ILM Business School located in Delhi, and the Stallion Institute of International Studies in Chandigarh. Additionally, Algonquin College will renew its Memorandum of Understanding with long-standing partner Manav Rachna International University, in support of the National Skills Development Corporation efforts to expand technical and vocational training across India.
- A new pathway agreement was signed in December, 2015 with Guangdong Baiyun University in China.

Offshore Contract Training

The following offshore contract training activity has occurred:

- The College is currently hosting 60 students from Niels Brock University (Denmark) for an 8-week study abroad program
Three proposals to host summer study programs for students from (1 from India and 2 from China) have been submitted
- A proposal for intensive Teaching English as a Second Language training for Panamanian faculty has been submitted
- A proposal for ESL training for Mexican faculty and administrators has been submitted.

LINK TO STRATEGIC PLAN:

International activities support several goals articulated in the 2012 – 2017 Strategic Plan, under the pillars *Applied Education and Training*, *Student and Client Success* and *Financial Sustainability*. These include;

- 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 5: Deliver exceptional service to our diverse student and client populations.
- Goal 6: Leverage technology to automate our business processes, fostering an environment of continuous improvement
- Goal 10: Expand non-funded opportunities to increase revenue.

5. STUDENT IMPACT:

There is no material impact identified at this time.

6. FINANCIAL IMPACT:

The financial impact of all international activity is captured in the annual business plans. And quarterly reports to the Board of Governors. International activities are currently on track to raise \$7,987,028 in net contribution, slightly below the overall target of \$8,038,654.

7. HUMAN RESOURCES IMPACT:

8. GOVERNMENT / REGULATORY / LEGAL IMPACT:

There are no current government/regulatory/legal impact identified at this time.

9. COMMUNICATIONS:

International Education staff will be hosting a series of lunch and learn sessions aimed at broadening employees understanding of its activities across the College For example, a session entitled A look inside the Jazan and Kuwait Campuses: The Differences and Similarities will occur on Tuesday, February 23, 2016.

10. CONCLUSION:

The International team continues to work at broadening the College's portfolio of products Reports will continue to be presented at all Board of Governors meetings.

Respectfully submitted:

Approved for submission:



Vice President, International
& Strategic Planning

President

Appendices:

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Report title:	2016-17 Fees Schedules
Report to:	Board of Governors
Date:	February 8, 2016
Author(s)/Presenter(s):	Krista Pearson, Registrar

1. RECOMMENDATION:

THAT the Board of Governors approves the 2016-17 Fees Schedules.

2. PURPOSE / EXECUTIVE SUMMARY:

Each February, the Fees Schedules for the upcoming academic year are presented to the Board of Governors for approval.

The proposed 2016-17 Tuition and Ancillary Fees are detailed in the attached Schedule C:

- Tuition Fees for Ministry-Funded Programs (pages 1-4)
- Ancillary Fees (pages 5-8)
- International Student Fees (pages 9-10)
- Apprenticeship Fees (page 11)
- Course-Related Incidental Fees (pages 12-21)
- Glossary of Terms (page 22)

These fees apply to the academic year beginning September 1, 2016 and ending August 31, 2017.

3. BACKGROUND:

Beginning in 2013-14, and applicable until 2016-17, the Ministry has capped tuition increases at an overall maximum of 3%. Prior to that and including 2012-2013 the maximum allowable overall increase was capped at 5%.

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 (approved by the Board’s Audit and Risk Management and Academic and Student Affairs Committees in November of 2014).

Consultation with Academic Areas, Apprenticeship, Academic Operations Office, International Education Centre and the Students’ Association also took place in development of the 2016-17 Fees Schedules.

The Fees Schedules were presented to the College Budget Committee and received approval on December 17, 2015, and subsequently approved by the Algonquin College Executive Team on January 4, 2016.

The Fees Schedules were endorsed by the Board of Governor's Academic and Student Affairs Committee on January 21, 2016.

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:

Tuition Fees

The overall average **tuition fee** increase for all students is capped at 3.0% per year (Schedule C). This maximum increase applies to General Purpose Operating Grant (GPOG) students and programs. Compliance within the maximum allowable (3%) is determined by in-year (2016-17) enrolments requiring fee preparation to consider historical and projected enrolment variances.

The overall tuition fee increase for 2016-17 is currently 2.987% (Schedule F) factoring the combined calculation of all programs, including high demand, with 2016-17 enrolment projections. For 2015-16 the overall tuition fee increase was 2.97%.

Notable changes to last year's fees are listed below and lesser changes are indicated within the fee tables attached:

- The College has **applied a 3% increase** to all Post-Secondary, Graduate Certificate and Applied Degree programs with the exception of the Project Management and Sport Business Management programs, which remained at 0% as recommended by the Dean of Business due to market competitiveness.
- The **part-time hourly rate per student contact hour** has increased by the maximum allowable (3%) from \$6.42 to \$6.61;
- The **full-time Tuition Short weekly rate** has increased by the maximum allowable (3%) amount from \$75.57 to 77.83;
- Enrolment in **High Demand programs** (Schedule G) does not exceed the maximum allowable 15% of total post-secondary enrolment. It currently stands at 14.14%; in 2015-16 it was 14.71%. The main reason for this decrease in percentage from last year is that high demand program enrolment targets were not met in fall 2015 and the projected enrolment calculations for 2016-17 include past enrolment. In addition, this high demand enrolment is included in the overall fee increase not to exceed the Ministry-approved 3.0%. In an effort to maximize use of the high demand program increases, Respiratory Therapy has returned to the high demand program list and tuition has been increased by 5.0% (in Levels 1 & 2).

Tuition Fees for International Students:

- The International Student Premium for Full-Time Post-Secondary Programs with Regular and High Demand Tuition has increased by 1.05% from \$4,775.00 to \$4,825.00 per term.
- The International Student Premium for Full-Time Graduate Certificate and Bachelor Degree of Applied Studies has increased by 1.26% from \$3,975.00 to \$4,025.00 per term.
- The hourly rate for Part-Time activity has increased by 3% from \$6.42 to \$6.61 as noted above.
- The per term Tuition for both the Pre-English for Academic Purposes and English for Academic Purposes programs has increased by 3% from \$1,054.75 to \$1,086.39. The International Student Premium for both has also increased by 1.89% from \$1,336.47 to \$1,361.73 per term.

Compulsory Ancillary Fees:

The Students' Association Board has approved the following changes to Compulsory Ancillary Fees (Schedule E):

Fee (per term)	2015/2016	2016/2017	Percent change
Student Activity	\$240.50	\$250.50	4.16%
U-Pass	\$192.70	\$197.52	2.50%
U-Pass Administrative	\$4.18	\$3.42	-18.18%
Information Technology	\$86.00	\$87.72	2.00%
Student Experience	\$17.00	\$18.00	5.88%

This equates to an overall 2.49% increase, with full-time students paying a total of \$1,413.86 (for fall/winter) in compulsory ancillary fees.

Compulsory Program Ancillary Fees:

Compulsory Program Ancillary Fees refer to fees that students are required to pay to enroll in a specific course or program of study. Generally, these fees are for program supplies retained by students.

Notable changes to Program Ancillary/Course Incidental Fees (Schedule C, pp. 12 -21) for 2016-17:

- Overall, the majority of the Program Ancillary/Course Incidental Fees had minimal change for 2016-17:
 - 29 had no change
 - 35 decreased their fees, of which 14 reduced to zero (no fee – course material changes)
 - 59 increased their fees

This results in an overall program fee increase of 7.73% as it includes a few programs with significant increases (71 – 207%) such as Culinary Skills, Baking & Pastry Arts, and Dental

Hygiene. These program fee increases are due to the addition of tool kits, uniforms and shoes that will be retained by students or, as in the case of Dental Hygiene, a result of US dollar exchange rate impacts on the cost of materials.

- The BYOD (bring your own device) fee has been reviewed and given the increase in the program participation rate some economies of scale have been realized for students resulting in a 26.7% decrease in per term fees from the current \$150 to \$110.

Non-Tuition Related Fees:

The PLAR fee is increased 3% from \$119.00 to \$122.57 per assessment or challenge. A General Education Portfolio Assessment has increased 3% from \$95.00 to \$97.85.

4. DISCUSSION:

The Government of Ontario, through the Ministry of Training, Colleges and Universities, identifies tuition and ancillary fees as an important part of funding a healthy postsecondary system. Colleges rely on the combined contribution of Government funding and fees to operate and deliver programs and to support student success.

Algonquin College's standard tuition fee is very comparable to other Ontario Colleges. The variance is less than \$32.96 per term between the highest provincial College tuition rate of \$1,442.00 and lowest of \$1,409.04. Algonquin College's tuition fee is within a \$1.00 of 12 Ontario Colleges.

In an unofficial, yet reliable, survey of College Registrars in Ontario, the College's compulsory ancillary fees are at the high end of the system. This is a recent development due to the inclusion of the UPass fee. However, the UPass is valued by the majority of students as it provides an approximate annual savings of \$600 per student in the public transit system.

5. LINK TO STRATEGIC PLAN:

Establishing annual tuition and ancillary fees links directly to the Strategic Plan pillar of Financial Sustainability. It also links to the pillars of Applied Education and Training and Student and Client Success by contributing to Algonquin College's financial viability in delivering programs that support and drive Ontario's economy through student access, enrolment and post-graduation success

6. STUDENT IMPACT:

Overall students will experience a 3% increase in tuition fees. The majority of students will pay a \$1,425.72 per term tuition fee for 2016-17. Exceptions to this represent less than 25% of our student population and include international, graduate certificates, degree programs, and programs identified as high demand.

Students pay for their education through various sources. Approximately 60% of Algonquin College students receive funding through the Ontario Student Assistance Program (OSAP). In addition, students may receive additional government grants and may apply for College bursaries,

scholarships, and awards; in 2014-15, the average funding, from all sources, received by a single student was \$8,137.68.

The Ministry of Training, Colleges and Universities also expects a fixed personal contribution from all students (a minimum of \$3,000, but the amount varies per individual assessment).

7. FINANCIAL IMPACT:

The proposed fee changes are in alignment with provincial practice and the College's budgetary planning. Tuition and Ancillary Fees augment the General Purpose Operating Grant from the province to support program delivery.

8. HUMAN RESOURCES IMPACT:

N/A

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The Fees Schedules have been prepared in compliance with the Ministry's Binding Directive Policy on Tuition and Ancillary Fees and Algonquin College's Tuition Fee Strategy, including receipt of approval from the College's Student's Association, on December 15, 2016, for the Compulsory Ancillary Fees as per the protocol agreement.

10. COMMUNICATIONS:

Advanced preparation of fees enables sufficient time to communicate fee changes to returning students and to advise new students of fees prior to the start of the 2016-17 academic year. Fee information is communicated to students through their Algonquin College web-based student accounts as well as through the Algonquin College website. The Registrar's Office also uses tools and targeted communications, through digital signage and email, to advise students of important information and changes.

11. CONCLUSION:

The fees schedules presented were established in a thorough and consultative process in compliance with Ministry policies. The goal in setting these fees is to support the College in balancing affordable and market competitive fees for students while providing sustainable and high quality resources for quality education.

Respectfully submitted:



Laura Stanbra
Vice President, Student Services

Approved for submission:



Cheryl Jensen
President

Appendices:

Schedule A:	Sample 2016-17 Fees Comparison of Four Programs
Schedule B:	Sample Student Funding and Expenditures
Schedule C:	<ul style="list-style-type: none">▪ Tuition Fees for Ministry-Funded Programs (pages 1-4)▪ Ancillary Fees (pages 5-8)▪ International Student Fees (pages 9- 10)▪ Apprenticeship Fees (page 11)▪ Course-Related Incidental Fees (pages 12-21)▪ Glossary of Terms (page 22)
Schedule D:	Fees Exemptions Information
Schedule E:	Compulsory Ancillary Fee Tables with Student Association approval signatures
Schedule F:	Tuition Calculation
Schedule G:	High Demand Program Calculation

Date last revised: January 24, 2016

Schedule A

Sample 2016-17 Fees Comparison of Four Programs

First Term Fees Comparison

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

TERM	2014F	2015F	2016F
Tuition	\$2,181.81	\$2,247.26	\$2,314.67
Student Activity	\$240.50	\$240.50	\$250.50
Student Centre Building	\$17.50	\$17.50	\$17.50
Student Commons/Auditorium	\$22.00	\$22.00	\$22.00
Information Technology	\$86.00	\$86.00	\$87.72
Course-related Ancillary	\$50.00	\$50.00	\$50.00
Health Services	\$20.00	\$20.00	\$20.00
Transcript (charged once in first level)	\$20.00	\$20.00	\$20.00
Student Experience Fee	\$17.00	\$17.00	\$18.00
Program-related Ancillary	\$900.00	\$900.00	\$900.00
BYOD	\$150.00	\$150.00	\$110.00
Health Plan Fee (charged once annually)	\$123.96	\$123.96	\$123.96
U-Pass		\$192.70	\$197.52
U-Pass Admin Fee (charged once annually)		\$4.18	\$3.42
TOTAL FEES PAYABLE (FIRST TERM)	\$3,828.77	\$4,091.10	\$4,135.29

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

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

TERM	2014F	2015F	2016F
Tuition	\$3,296.16	\$3,296.16	\$3,395.04
Student Activity	\$240.50	\$240.50	\$250.50
Student Centre Building	\$17.50	\$17.50	\$17.50
Student Commons/Auditorium	\$22.00	\$22.00	\$22.00
Information Technology	\$86.00	\$86.00	\$87.72
Health Services	\$20.00	\$20.00	\$20.00
Transcript (charged once in first level)	\$20.00	\$20.00	\$20.00
Student Experience Fee	\$17.00	\$17.00	\$18.00
BYOD	\$150.00	\$150.00	\$110.00
Health Plan Fee (charged once annually)	\$123.96	\$123.96	\$123.96
U-Pass		\$192.70	\$197.52
U-Pass Admin Fee (charged once annually)		\$4.18	\$3.42
TOTAL FEES PAYABLE (FIRST TERM)	\$3,993.12	\$4,190.00	\$4,265.66

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

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

TERM	2014F	2015F	2016F
Tuition	\$1,343.89	\$1,384.20	\$1,425.72
Student Activity	\$240.50	\$240.50	\$250.50
Student Centre Building	\$17.50	\$17.50	\$17.50
Student Commons/Auditorium	\$22.00	\$22.00	\$22.00
Information Technology	\$86.00	\$86.00	\$87.72
Health Services	\$20.00	\$20.00	\$20.00
Transcript (charged once in first level)	\$20.00	\$20.00	\$20.00
eTextbook Fee	\$325.00	\$325.00	\$325.00
Student Experience Fee	\$17.00	\$17.00	\$18.00
BYOD	\$150.00	\$150.00	\$110.00
Health Plan Fee (charged once annually)	\$123.96	\$123.96	\$123.96
U-Pass		\$192.70	\$197.52
U-Pass Admin Fee (charged once annually)		\$4.18	\$3.42
TOTAL FEES PAYABLE (FIRST TERM)	\$2,365.85	\$2,603.04	\$2,621.34

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

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

TERM	2014F	2015F	2016F
Tuition	\$1,343.89	\$1,384.20	\$1,425.72
Information Technology	\$86.00	\$86.00	\$87.72
Transcript (charged once in first level)	\$20.00	\$20.00	\$20.00
BYOD	\$150.00	\$150.00	\$110.00
TOTAL FEES PAYABLE (FIRST TERM)	\$1,599.89	\$1,640.20	\$1,643.44

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

Schedule B: Sample Student Funding and Expenditures

First Year Estimate (two semesters) 2016-17

Example 1: Fully-funded OSAP - Single Student Living at Home (Woodroffe Campus - Ottawa):

BUSINESS - ACCOUNTING (0214C)

STANDARD DELIVERY (REGULAR TUITION FEE)

2 YEAR ONTARIO COLLEGE DIPLOMA

FUNDING SOURCES (based on 2015-16 funding averages)

		Notes:
Ontario Student Assistance Program (loan/grants)	\$ 7,063.18	average award for single student
Average Student Assistance Bursary	\$ 1,074.50	average award per year
Fixed Expected Personal Contribution (minimum)	\$ 3,000.00	
TOTAL FUNDING (approximate based on 15/16 funding)	\$ 11,137.68	

EDUCATION EXPENSES 2016-17

Tuition Fees	\$ 2,851.44
Ancillary Fees	\$ 1,673.86
eTextbook Fee	\$ 650.00
SUB-TOTAL TUITION & ANCILLARY FEES PAYABLE (FIRST YEAR)	\$ 5,175.30

LIVING EXPENSES (2015-16 estimate)

OSAP Living Allowance for Single Student at Home	\$ 3,808.00
SUB-TOTAL LIVING EXPENSES	\$ 3,808.00

TOTAL EXPENSES (EDUCATION + LIVING EXPENSES) FOR FIRST YEAR **\$ 8,983.30**

BALANCE (FUNDING LESS EXPENSES) \$ 2,154.38

Example 2: Fully-funded OSAP - Single Student Living Away from Home (Woodroffe Campus - Ottawa):

BUSINESS - ACCOUNTING (0214C)

STANDARD DELIVERY (REGULAR TUITION FEE)

2 YEAR ONTARIO COLLEGE DIPLOMA

FUNDING SOURCES (based on 2015-16 data averages)

		Notes:
Ontario Student Assistance Program (loan/grants)	\$ 7,063.18	may vary with travel/living expenses
Average Student Assistance Bursary	\$ 1,074.50	average award per year
Fixed Expected Personal Contribution (minimum)	\$ 3,000.00	
TOTAL FUNDING (approximate based on 15/16 funding)	\$ 11,137.68	

EDUCATION EXPENSES 2016-17

Tuition Fees	\$ 2,851.44
Ancillary Fees	\$ 1,673.86
eTextbook Fee	\$ 650.00
TOTAL TUITION & ANCILLARY FEES PAYABLE (FIRST YEAR)	\$ 5,175.30

LIVING EXPENSES (2015-16 estimate)

OSAP Living Allowance for Single Student away from home	\$ 9,160.00
SUB-TOTAL LIVING EXPENSES	\$ 9,160.00

TOTAL EXPENSES (EDUCATION + LIVING EXPENSES) FOR FIRST YEAR **\$ 14,335.30**

BALANCE (FUNDING LESS EXPENSES) \$ (3,197.62)

Example 3: Fully-funded OSAP - Single Student with One Dependent (Woodroffe Campus - Ottawa):

BUSINESS - ACCOUNTING (0214C)

STANDARD DELIVERY (REGULAR TUITION FEE)

2 YEAR ONTARIO COLLEGE DIPLOMA

FUNDING SOURCES (based on 2015-16 data averages)

		Notes:
Ontario Student Assistance Program (loan/grants)	\$ 12,891.45	may vary tuition/living expenses
Average Student Assistance Bursary	\$ 1,074.50	average award per year
Fixed Expected Personal Contribution (minimum)	\$ 3,000.00	
TOTAL FUNDING (approximate based on 15/16 funding)	\$ 16,965.95	

EDUCATION EXPENSES 2016-17

Tuition Fees	\$ 2,851.44
Ancillary Fees	\$ 1,673.86
eTextbook Fee	\$ 650.00
TOTAL TUITION & ANCILLARY FEES PAYABLE (FIRST YEAR)	\$ 5,175.30

LIVING EXPENSES (2015-16 estimate)

OSAP Living Allowance for Sole Support Parent w one dependent	\$ 16,736.00
SUB-TOTAL LIVING EXPENSES	\$ 16,736.00

TOTAL EXPENSES (EDUCATION + LIVING EXPENSES) FOR FIRST YEAR **\$ 21,911.30**

BALANCE (FUNDING LESS EXPENSES) \$ (4,945.35)

Schedule C

FEES FOR MINISTRY-FUNDED PROGRAMS 2016-2017

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 2015-2016)

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

(Tuition fee factor matching duration)

	<u>Per Term</u>	<u>Annually (two terms)</u>
Tuition Fee:		
All Levels	\$1,425.72	\$2,851.44

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	\$1,900.96	\$5,702.88

Part-time Fees:

The hourly rate for part-time activity is: \$6.61

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

(3% increase over 2015-2016)

	<u>Per Term</u>	<u>Annually (two terms)</u>
1704X/F Practical Nursing (TF: 2.5)		
Tuition Fee:		
All Levels	\$1,782.16	\$3,564.32

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

(3% increase over 2015-2016)

		<u>Per Term</u>	<u>Annually (two terms)</u>
1522X Aviation Techniques - Aircraft Maint.	All Levels	\$1,772.12	\$3,544.24
0298X Bartending	Level 01	\$1,393.21	\$2,786.42
0380X Broadcasting - Radio	All Levels	\$1,772.12	\$3,544.24
1438Y GAS - English for Academic Purposes (3-term program)	All Levels	\$1,181.39	\$3,544.17
6149X Interactive Multimedia Developer	All Levels	\$1,643.37	\$3,286.74
1619X Medical Device Reprocessing	All Levels	\$1,485.26	\$2,970.52

TUITION SHORT PROGRAMS

(3% increase over 2015-2016)

Tuition (per week)	\$77.83
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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
2016-2017**

Program Number and Title	Level	2014/15 Tuition Fee (per level)	2015/16 Tuition Fee (per level)	2016/17 Tuition Fee (per level)	Actual % Increase	Actual \$ Increase
1456X Advertising and Marketing Communications Management TFF: 3 Duration: 3	All	\$2,727.30	\$2,809.11	\$2,893.38	3.00%	\$84.27
1288X Animation TFF: 3 Duration: 3	All	\$2,727.30	\$2,809.11	\$2,893.38	3.00%	\$84.27
0381X Broadcasting - Television TFF: 2 Duration: 2	All	\$2,727.30	\$2,809.11	\$2,893.38	3.00%	\$84.27
0608X Dental Assisting (Levels I and II) TFF: 1.25 Duration: 1	Levels 1, 2 Level 3	\$2,284.26 \$609.03	\$2,352.78 \$627.30	\$2,423.36 \$646.11	3.00% 3.00%	\$70.58 \$18.81
1927X Dental Hygiene TFF: 3 Duration: 3	All	\$2,809.10	\$2,949.56	\$3,038.04	3.00%	\$88.49
3013X Game Development TFF: 3 Duration: 3	All	\$2,727.30	\$2,809.11	\$2,893.38	3.00%	\$84.27
1400X Graphic Design TFF: 3 Duration: 3	All	\$2,727.30	\$2,809.11	\$2,893.38	3.00%	\$84.27
0402X Journalism TFF: 2 Duration: 2	All	\$2,181.81	\$2,247.26	\$2,314.67	3.00%	\$67.41
0915X Massage Therapy TFF: 3 Duration: 3	All	\$2,247.27	\$2,314.68	\$2,384.12	3.00%	\$69.44
1615X Medical Radiation Technology TFF: 3 Duration: 3	Levels 1, 2 Lev 3,4,5, 6	\$2,350.50	\$2,421.01	\$2,542.06 \$2,493.64	5.00% 3.00%	\$121.05 \$72.63
1405X Music Industry Arts NSDP TFF: 2 Duration: 2	All	\$2,787.10	\$2,870.71	\$2,956.83	3.00%	\$86.12
1603X Orientation to Nursing in Ontario for Practical Nurses TFF: 0.5 Duration: 0.5	Level 1	\$2,224.02	\$2,290.74	\$2,359.46	3.00%	\$68.72
6780X Outdoor Adventure TFF: 2 Duration: 2	All	\$3,616.74	\$3,616.74	\$3,725.24	3.00%	\$108.50
6783X Outdoor Adventure Naturalist NSDP TFF: 2 Duration: 2	All	\$2,480.26	\$2,480.26	\$2,566.89	3.00%	\$86.63
0620X Paramedic TFF: 2 Duration: 2	All	\$2,400.02	\$2,472.02	\$2,546.18	3.00%	\$74.16
0030X Photography* TFF: 2 Duration: 2	All	\$2,181.81	\$2,247.26	\$2,314.67	3.00%	\$67.41
*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	\$4,918.52 \$2,623.19	\$5,066.07 \$2,701.88	\$5,218.05 \$2,782.93	3.00% 3.00%	\$151.98 \$81.05
0468X Public Relations TFF: 2 Duration: 2	All	\$2,727.30	\$2,809.11	\$2,893.38	3.00%	\$84.27
0606X Respiratory Therapy TFF: 3 Duration: 3	Levels 1, 2 Lev 3,4,5, 6	-	\$1,595.51	\$1,675.28 \$1,643.37	5.00% 3.00%	\$79.77 \$48.26
6320X Veterinary Technician TFF: 2 Duration: 2	Levels 1, 2 Levels 3, 4	\$1,343.89 -	\$1,411.08 \$1,384.20	\$1,481.63 \$1,453.41	5.00% 3.00%	\$70.55 \$42.33

Note:

Part-time fees are prorated.

Final part-time hourly rates will be confirmed following curriculum approval for 2016-2017.

**TUITION FEES FOR MINISTRY-FUNDED
HIGH DEMAND GRADUATE CERTIFICATE, BACHELOR DEGREE
IN APPLIED STUDIES, AND UNIVERSITY DEGREE PROGRAMS
2016-2017**

GRADUATE CERTIFICATE PROGRAMS WITH HIGH DEMAND TUITION FEES
(Part-time fees are prorated)

Program Number and Title	Level	2014/15 Tuition Fee (per level)	2015/16 Tuition Fee (per level)	2016/17 Tuition Fee (per level)	Actual % Increase	Actual \$ Increase
3005X Advanced Care Paramedic TFF: 1 Duration: 1	Level 1 Level 2 Level 3	\$5,460.04 \$3,185.00 \$7,735.08	\$5,623.84 \$3,280.55 \$7,967.13	\$5,792.55 \$3,378.96 \$8,206.14	3.00% 3.00% 3.00%	\$168.71 \$98.41 \$239.01
1606X Anesthesia Assistant TFF: 1.5 Duration: 1.5	Level 1 Level 2	n/a n/a	\$4,785.00 \$7,975.00	\$4,928.55 \$8,214.25	3.00% 3.00%	\$143.55 \$239.25
1514X Business Intelligence System Infrastructure TFF: 1 Duration: 1	All	\$4,398.22	\$4,530.16	\$4,666.06	3.00%	\$135.90
1410X Brand Management TFF: 1 Duration: 1	All	n/a	\$2,010.79	\$2,071.11	3.00%	\$60.32
1605X Clinically Intensive Orientation to Nursing in Ontario TFF: 1.5 Duration: 1.5	Levels 1, 2 Level 3	\$2,224.02 \$3,789.11	\$2,290.74 \$3,902.78	\$2,359.46 \$4,019.86	3.00% 3.00%	\$68.72 \$117.08
1505X Construction Project Management TFF: 1 Duration: 1	All	\$3,164.73	\$3,164.73	\$3,259.67	3.00%	\$94.94
1618X Diagnostic Medical Sonography TFF: 2 Duration: 2	All	\$1,622.00	\$1,670.66	\$1,720.77	3.00%	\$50.11
1407X Digital Communication Management TFF: 1 Duration: 1.5	All	\$2,204.20	\$2,270.32	\$2,338.42	3.00%	\$68.10
1622X Digital Health NEW TFF: 1.5 Duration: 1	All	n/a	n/a	\$2,921.54	-	-
1402X Documentary Production TFF: 1 Duration: 1	All	\$2,165.00	\$2,229.95	\$2,296.84	3.00%	\$66.89
1313X Entrepreneurship Acceleration TFF: 1 Duration: 1	All	n/a	\$1,954.11	\$2,012.73	3.00%	\$58.62
1517X Environmental Management and Assessment TFF: 1 Duration: 1	All	\$2,728.47	\$2,810.32	\$2,894.62	3.00%	\$84.30
0390X Event Management TFF: 1 Duration: 1	Level 1 Level 2	\$2,073.50 \$2,053.74	\$2,135.70 \$2,115.35	\$2,199.77 \$2,178.81	3.00% 3.00%	\$64.07 \$63.46
1308X Financial Services TFF: 1 Duration: 1	All	\$2,140.89	\$2,205.11	\$2,271.26	3.00%	\$66.15
1588X Geographic Information Systems TFF: 1.5 Duration: 1.5	All	\$4,750.03	\$4,892.53	\$5,039.30	3.00%	\$146.77
1501X Green Architecture TFF: 1 Duration: 1	All	\$2,338.21	\$2,408.35	\$2,480.60	3.00%	\$72.25
1311X Human Resources Management TFF: 1 Duration: 1	All	\$2,206.67	\$2,272.87	\$2,341.05	3.00%	\$68.18
0300X Interactive Multimedia TFF: 1 Duration: 1	All	\$3,404.52	\$3,506.65	\$3,611.84	3.00%	\$105.19
1306X International Business Management TFF: 1 Duration: 1	All	\$2,312.16	\$2,381.52	\$2,452.96	3.00%	\$71.44
1404X Kitchen and Bath Design TFF: 1 Duration: 1	All	\$2,004.63	\$2,064.76	\$2,126.70	3.00%	\$61.94
1310X Marketing Management TFF: 1 Duration: 1	All	\$2,248.04	\$2,315.48	\$2,384.94	3.00%	\$69.46
1303X Marketing Business Intelligence Research TFF: 1.5 Duration: 1.5	Levels 1, 2 Level 3	\$1,893.22 \$371.31	\$1,950.01 \$382.44	\$2,008.51 \$393.91	3.00% 3.00%	\$58.50 \$11.47
1621X Museum and Cultural Resource Management TFF: 1.5 Duration: 2	All	n/a	\$1,804.08	\$1,858.20	3.00%	\$54.12
1309X Nonprofit Sector Management TFF: 1 Duration: 1	All	\$3,634.87	\$3,743.91	\$3,856.22	3.00%	\$112.31
1305X Organizational Quality Management TFF: 1 Duration: 1.5	Levels 1, 2 Level 3	\$1,835.48 \$371.31	\$1,890.54 \$382.44	\$1,947.25 \$393.91	3.00% 3.00%	\$56.71 \$11.47
1604X Orientation to Nursing in Ontario for Nurses TFF: 1 Duration: 1	All	\$2,224.02	\$2,290.74	\$2,359.46	3.00%	\$68.72
1316X Paralegal NEW TFF: 1 Duration: 1.5	All	n/a	n/a	\$1,278.53	-	-
1614X Performance Coaching TFF: 1 Duration: 1.5	All	\$1,804.59	\$1,858.72	\$1,914.48	3.00%	\$55.76
1312X Project Management TFF: 1 Duration: 1	All	\$3,032.40	\$3,123.37	\$3,123.37	0.00%	\$0.00
1523X Regulatory Affairs NEW TFF: 1 Duration: 1	All	n/a	n/a	\$3,000.00	-	-
1105X Retirement Communities Management TFF: 1 Duration: 1	All	n/a	\$2,686.00	\$2,766.58	3.00%	\$80.58
0660X RN Critical Care TFF: 0.5 Duration: 0.5	Per Year	\$4,545.48	\$4,681.84	\$4,822.29	3.00%	\$140.45
0774X RN Emergency Nursing TFF: 0.5 Duration: 0.5	Per Year	\$4,545.48	\$4,681.84	\$4,822.29	3.00%	\$140.45
0664X RN Operating Room TFF: 0.5 Duration: 0.5	Per Year	\$4,545.48	\$4,681.84	\$4,822.29	3.00%	\$140.45
0897X RPN Operating Room TFF: 0.5 Duration: 0.5	Per Year	\$4,545.48	\$4,681.84	\$4,822.29	3.00%	\$140.45

0382X	Scriptwriting TFF: 1 Duration: 1	All	\$2,340.60	\$2,410.81	\$2,483.13	3.00%	\$72.32
1102X	Spa Management TFF: 1.5 Duration: 1.5	All	n/a	\$2,078.35	\$2,140.70	3.00%	\$62.35
6073X	Sport Business Management TFF: 1.5 Duration: 1.5	All	\$3,696.72	\$3,696.72	\$3,696.72	0.00%	\$0.00
0925X	Teachers of English as a Second/Foreign Language TFF: 1 Duration: 1	All	\$2,603.71	\$2,681.82	\$2,762.27	3.00%	\$80.45
1182X	Technical Writer TFF: 1 Duration: 1	All	\$3,200.01	\$3,296.01	\$3,394.89	3.00%	\$98.88
1611X	Victimology TFF: 1 Duration: 1	All	\$1,563.97	\$1,610.88	\$1,659.20	3.00%	\$48.32

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	2014/15 Tuition Fee (per level)	2015/16 Tuition Fee (per level)	2016/17 Tuition Fee (per level)	Actual % Increase	Actual \$ Increase
6148X Bachelor of Applied Arts - Interior Design TFF: 4 Duration: 4	Level 1	\$3,766.18	\$3,879.16	\$3,995.53	3.00%	\$116.37
	Level 2	\$3,766.18	\$3,879.16	\$3,995.53	3.00%	\$116.37
	Level 3	\$3,766.18	\$3,879.16	\$3,995.53	3.00%	\$116.37
	Level 4	\$3,766.18	\$3,879.16	\$3,995.53	3.00%	\$116.37
	Level 5	\$3,694.45	\$3,879.16	\$3,995.53	3.00%	\$116.37
	Level 6	\$3,694.45	\$3,879.16	\$3,995.53	3.00%	\$116.37
	Level 7	\$3,557.62	\$3,805.28	\$3,995.53	3.00%	\$116.37
	Level 8	\$3,557.62	\$3,805.28	\$3,995.53	3.00%	\$116.37
1512X Bachelor of Building Science TFF: 4 Duration: 4	Level 1	\$3,270.25	\$3,368.35	\$3,469.40	3.00%	\$101.05
	Level 2	\$3,270.25	\$3,368.35	\$3,469.40	3.00%	\$101.05
	Level 3	\$3,270.25	\$3,368.35	\$3,469.40	3.00%	\$101.05
	Level 4	\$3,270.25	\$3,368.35	\$3,469.40	3.00%	\$101.05
	Level 5	\$3,270.25	\$3,368.35	\$3,469.40	3.00%	\$101.05
	Level 6	\$3,270.25	\$3,368.35	\$3,469.40	3.00%	\$101.05
	Level 7	\$3,270.25	\$3,368.35	\$3,469.40	3.00%	\$101.05
	Level 8	\$3,270.25	\$3,368.35	\$3,469.40	3.00%	\$101.05
6066X Bachelor of Commerce (e-Supply Chain Management) TFF: 4 Duration: 4	Level 1	\$3,296.16	\$3,296.16	\$3,395.04	3.00%	\$98.88
	Level 2	\$3,296.16	\$3,296.16	\$3,395.04	3.00%	\$98.88
	Level 3	\$3,296.16	\$3,296.16	\$3,395.04	3.00%	\$98.88
	Level 4	\$3,296.16	\$3,296.16	\$3,395.04	3.00%	\$98.88
	Level 5	\$3,233.38	\$3,296.16	\$3,395.04	3.00%	\$98.88
	Level 6	\$3,233.38	\$3,296.16	\$3,395.04	3.00%	\$98.88
	Level 7	\$3,202.59	\$3,233.38	\$3,395.04	3.00%	\$98.88
	Level 8	\$3,202.59	\$3,233.38	\$3,395.04	3.00%	\$98.88
1617X Bachelor of Early Learning and Community Development NEW TFF: 4 Duration: 4	Level 1	n/a	n/a	\$3,542.50	n/a	n/a
	Level 2	n/a	n/a	\$3,542.50	n/a	n/a
	Level 3	n/a	n/a	\$3,542.50	n/a	n/a
	Level 4	n/a	n/a	\$3,542.50	n/a	n/a
	Level 5	n/a	n/a	\$3,542.50	n/a	n/a
	Level 6	n/a	n/a	\$3,542.50	n/a	n/a
	Level 7	n/a	n/a	\$3,542.50	n/a	n/a
	Level 8	n/a	n/a	\$3,542.50	n/a	n/a
6225X Bachelor of Hospitality and Tourism Management TFF: 4 Duration: 4	Level 1	\$3,103.42	\$3,196.52	\$3,292.41	3.00%	\$95.89
	Level 2	\$3,103.42	\$3,196.52	\$3,292.41	3.00%	\$95.89
	Level 3	\$3,103.42	\$3,196.52	\$3,292.41	3.00%	\$95.89
	Level 4	\$3,103.42	\$3,196.52	\$3,292.41	3.00%	\$95.89
	Level 5	\$3,044.30	\$3,196.52	\$3,292.41	3.00%	\$95.89
	Level 6	\$3,044.30	\$3,196.52	\$3,292.41	3.00%	\$95.89
	Level 7	\$2,931.55	\$3,135.62	\$3,292.41	3.00%	\$95.89
	Level 8	\$2,931.55	\$3,135.62	\$3,292.41	3.00%	\$95.89

UNIVERSITY DEGREE PROGRAMS

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

ANCILLARY FEES 2016-2017

COMPULSORY ANCILLARY FEES

STUDENT ACTIVITY/SPORTS FEE

CHANGED (\$240.50 per term in 2015/16)

\$250.50 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. \$125.25 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

CHANGED (\$192.70 per term in 2015/16)

\$197.52 per term for full-time students (amount to be finalized by City Council no later than March 31, 2016)

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

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

U-PASS ADMINISTRATIVE FEE

CHANGED (\$4.18 in 2015/16)

TBC \$3.42 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

CHANGED (\$86.00 per term in 2015/16)

\$87.72 per term

\$0.87 per hour to a maximum of \$87.72 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

CHANGED (\$17.00 per term in 2015/16)

\$18.00 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. \$9.00 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.

PROGRAM 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

UNCHANGED

\$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)
- \$378.95 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 (\$26.80 per term)
- Students in Co-op in the Fall Term are assessed the Health Plan Fee and the U-Pass fees
- 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 2016-2017 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

CHANGED (\$150.00 per term in 2015/16)

\$110.00 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. \$55.00 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
- 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
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)	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 CHANGED (\$119/\$95/\$686.58 in 2015/16)	\$122.57 per assessment or challenge. \$97.85 for General Education Portfolio Assessments. \$707.18 per program challenge.
PLAR Appeal	\$25.00
PLAR Withdrawal Penalty	\$10.00
Program Withdrawal Penalty	A \$500.00 fee assessed to all domestic 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.
International Program Withdrawal Penalty	A \$1000.00 fee assessed to all international students who withdraw if written request provided within ten business days from the start of 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 2016-2017

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

CHANGED - \$4775.00 in 2015/2016

Full-time International students in these programs pay Canadian tuition fees plus an International Premium of \$4,825.00 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

CHANGED - \$3975.00 in 2015/2016

Full-time International students in these programs pay Canadian tuition fees plus an International Premium of \$4,025.00 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*	\$6.61	(3% increase over 2015-2016)
	International Student Premium**	\$16.46	per hour
	Total, Part-time Fees for International Students	<u>\$23.07</u>	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	\$1,086.39	(3% increase over 2015-2016)
CHANGED	International Premium	\$1,361.73	(\$1336.47 in 2015-2016)
	Student Activity/Sports Fee	\$104.00	
	Student Commons/Auditorium Fee	\$11.00	
	Health Services Fee	\$10.00	
	Information Technology Fee (once per term)	\$87.72	
	U-Pass Administrative Fee (once per year)	\$3.42	
	U-Pass Fee (per term, annual amount paid in full upon first registration in academic year)	\$197.52	
	Student Experience Fee	\$9.00	
	Total	<u><u>\$2,870.78</u></u>	

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

Per 8 Week Level:

CHANGED	Tuition	\$1,086.39	(3% increase over 2015-2016)
CHANGED	International Premium	\$1,361.73	(\$1336.47 in 2015-2016)
	Student Activity/Sports Fee	\$104.00	
	Student Commons/Auditorium Fee	\$11.00	
	Health Services Fee	\$10.00	
	Information Technology Fee (once per term)	\$87.72	
	U-Pass Administrative Fee (once per year)	\$3.42	
	U-Pass Fee (per term, annual amount paid in full upon first registration in academic year)	\$197.52	
	Student Experience Fee	\$9.00	
	Total	\$2,870.78	

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 English for Academic Purposes programs, who need or choose to take additional courses, will be exempted of the international premium for up to one (1) additional course per semester. Additional 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 situation:

Refund in full of any tuition and ancillary fees paid less a \$1000.00 international full-time program withdrawal penalty and a refund in full of any tuition and ancillary fees paid in advance for subsequent terms.

Refund in full of any tuition and ancillary fees paid less a \$500.00 international EAP program withdrawal penalty 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.

International Students who submit an official confirmation of their Study Permit rejection 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 instructions) will be exempted of the withdrawal penalty fee.

**APPRENTICESHIP FEES
2016-2017**

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
2016-2017**

*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 2016-2017.*

Program Title	Program Number	Level	Course Title	Course Number	2016 Incidental Fee
Aircraft Maintenance Technician	1522X	01	Safety and Human Factors	AIR1090	\$25.00
			Theory of Flight	AIR1130	\$6.99
Animation	1288X	01	Life Drawing for Animation I	ANI1513	\$50.00
			Life Drawing for Animation II	ANI1523	\$50.00
			Life Drawing for Animation III	ANI1552	\$50.00
			Life Drawing for Animation IV	ANI1607	\$50.00
			Life Drawing V	ANI1578	\$50.00
			Life Drawing VI	ANI1584	\$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	Techniques in Exhibition	MUS2013	\$14.00
Human Resources Plan & Mngt	MUS1982		\$10.00		
06	Plan & Develop Educational Exhibits	MUS2019	\$56.50		
	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	ARC8403C	\$55.00
			Design II	DSN8442	\$30.00
		04	Revit Architecture II	CAD8415	\$25.00
			Working Drawings IV	ARC8404C	\$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	ARC8403C	\$55.00
			Design II	DSN8442	\$30.00
		04	Revit Architecture II	CAD8415	\$25.00
			Working Drawings IV	ARC8404C	\$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	ARC8403C	\$55.00
			Design II	DSN8442	\$30.00
		04	Revit Architecture II	CAD8415	\$25.00
			Working Drawings IV	ARC8404C	\$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	ARC8403C	\$55.00
		04	Design II	DSN8442	\$30.00
			Revit Architecture II	CAD8415	\$25.00
			Working Drawings IV	ARC8404C	\$55.00
		05	Architectural Project I	ARC8497	\$55.00
			Working Drawings V	ARC8405C	\$55.00
		06	Architectural Project II	ARC8498	\$55.00
			Architecture Work Placement	WKT8400	\$120.00
			Working Drawings VI	ARC8406C	\$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	ARC8403C	\$55.00
		04	Design II	DSN8442	\$30.00
			Revit Architecture II	CAD8415	\$25.00
			Working Drawings IV	ARC8404C	\$55.00
		05	Architectural Project I	ARC8497	\$55.00
			Working Drawings V	ARC8405C	\$55.00
		06	Architectural Project II	ARC8498	\$55.00
			Architecture Work Placement	WKT8400	\$120.00
			Working Drawings VI	ARC8406C	\$30.00
Auto Body Repairer	0502X	01	Applied Mechanical I	AUT8846	\$125.00
		02	Applied Mechanical II	AUT8886	\$125.00
		03	Applied Mechanical III	AUT8866	\$125.00
Automotive Service Technician	0529S	01	Work Practices	AST8801	\$125.00
		02	Air Conditioning Systems	AST8310	\$125.00
		03	Climate Control Systems	AST8320	\$125.00
Automotive Service Technician (GM-ASEP)	0568S	01	Work Practices I	AST8613	\$125.00
		02	Work Practices II	AST8623	\$125.00
		03	Climate Control Systems I	AST8633	\$125.00
		04	Climate Control Systems II	AST8643	\$125.00
Bachelor of Building Science	1512X	01	Introduction to Building Science	BSC1100	\$40.00
		02	Materials Science	SCI1200	\$40.00
		06	Building Information Modeling	CAD3200	\$125.00
		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	\$75.00
			Baking Practical I	FOD2146	\$735.00
			Shop Management I/Sanitation and En	HOS2143	\$16.25
		02	Baking Practical II	FOD2166	\$75.00
			Shop Management II and Entrepreneur	HOS2153	\$17.00
			Wine, Food and Culture	HOS2255	\$30.00
Bartending	0298X	01	Bar Cost Control	HOS2061	\$50.00
			Bar Law	HOS2219	\$45.00
			Customer Service	HOS2318	\$40.00
			Mixology Practical	HOS2080	\$40.00
			Molecular Mixology	HOS2221	\$40.00
			Oenology	HOS2066	\$20.00
BBS (Entry Level 03)	1512A	06	Building Information Modeling	CAD3200	\$125.00
		07	Building Science Research Project I	BSC4300	\$20.00
		08	Building Science Research Proj. II	BSC4350	\$30.00
BBS (Entry Level 05)	1512B	06	Building Information Modeling	CAD3200	\$125.00
		07	Building Science Research Project I	BSC4300	\$20.00
		08	Building Science Research Proj. II	BSC4350	\$30.00

BComm (e-Supply Chain Management)	6066X	03	Business Statistics	MGT4401	\$147.00
		07	Advanced Business Statistics	MGT4701	\$147.00
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	\$225.00
			Managerial Accounting	ACC6107	\$10.00
		04	Conference and Event Management	HOS6112	\$10.00
			Cost Control in Hospitality	HOS6115	\$10.00
		05	Organizational Behaviour	HRM6118	\$50.00
		06	Financial Analysis	ACC6124	\$10.00
		07	Career Development and Management	HOS6130	\$45.00
			Hospitality Business Simulation	HOS6126	\$85.00
			Research Methods	QUA6127	\$10.00
		08	International Management	MGT6130	\$5.00
			Project Management in Food	FOD6128	\$25.00
BHTM - Bridging	6225B	05	Organizational Behaviour	HRM6118	\$50.00
		06	Financial Analysis	ACC6124	\$10.00
		07	Career Development and Management	HOS6130	\$45.00
			Hospitality Business Simulation	HOS6126	\$85.00
			Research Methods	QUA6127	\$10.00
		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	Animals in a Research Setting	BTC3306	\$15.00
			Biotechnology I Laboratory	BTC3303	\$15.00
			Industrial Laboratory	BTC3305	\$15.00
		06	Biotechnology II Laboratory	BTC3403	\$15.00
			Research Methods in Biotechnology	BTC3400	\$150.00
			Biotechnology Practicum	BTC3404	\$20.00
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
(Only charged if taken)		Elec.	Production & Business Mgt I	TVA1560	\$20.00
Building Construction Technician	6442X	01	Applied Construction Geometry	CON8125	\$15.00
			Building Structures I	CON8114	\$180.00
			Drafting	DRA8110	\$65.00
		02	AutoCAD I	CAD8010	\$35.00
			Building Structures II	CON8120	\$65.00
		03	AutoCAD II	CAD8020	\$35.00
			Interior Systems	WOO8805	\$40.00
Business - Management & Entrepreneurship (PT)	0242X		Skills For Success	RET9201	\$32.00
		02	Ethic, Social & Personal Dev	GED9235	\$10.00
Business - Management & Entrepreneurship (WO)	0242X	01	Skills For Success	RET2201	\$23.00
		03	Retail Management	RET2211	\$23.00
		04	Business Management	MGT2230	\$23.00
Business - Marketing	0214E	01	Skills Transferable to Business	MKT2209	\$23.00
Business Admin. - Material & Opers. Mgt.	0216L	06	Prod.,Planning & Execution (SAP)	MGT2369	\$45.00
Business Administration	0216E	255	Prod.,Planning & Execution (SAP)	MGT2369	\$45.00
Cabinetmaker	0510X	01	Cabinet Construction I	WOO8715	\$125.00
		02	Cabinet Construction II	WOO8725	\$125.00
		03	Cabinet Construction III	WOO8735	\$125.00

Cabinetmaking and Furniture Technician	0575X	01	Joinery	WOO8930	\$450.00
		02	Furniture Making	WOO8939	\$135.00
		03	Furniture, Kitchens and Millwork	WOO8942	\$215.00
Carpentry and Joinery - Heritage	0530X	01	Carpentry I: Foundations and Floors	CON9250	\$45.00
			Joinery I: Fundamentals	WOO9254	\$120.00
		03	Timber Framing and Log Building	WOO9221	\$50.00
		04	Architectural Millwork II	WOO9249	\$100.00
			Joinery III: Doors and Windows	WOO9248	\$100.00
Child and Youth Care	0476X	01	Principles of Psychology	FAM0001	\$20.00
		03	Child and Youth Care Intervention	FAM1064	\$20.00
			Outdoor Activities I	FAM1070	\$125.00
		04	Counselling Theory and Practice	FAM1082	\$10.00
		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
			Construction Materials II	CON8412	\$20.00
		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
			Construction Materials II	CON8412	\$20.00
		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
Clinically Intensive ONO	1605X	01	Basic Technical Nursing Skills I	NSG0071	\$96.04
			Pharmacology	NSG0072	\$45.19
		02	Nursing in Geriatric Mental Health	NSG6804	\$25.00
Commercial Vehicle and Equipment	0529C	01	Trade Practices	TRK8308	\$125.00
Computer Eng. Technology - Comp. Science	0006X	03	Processor Architecture	CST8216	\$30.00
		05	Interfacing	CST8227	\$60.00
		06	Real-Time Programming	CST8244	\$60.00
Computer Systems Technician	0150X	01	Network Operating Systems I	CST8202	\$209.00
		03	Wireless Network Administration	CST8304	\$50.00
Computer Systems Technology - Networking	0155X	01	Network Operating Systems I	CST8202	\$209.00
		03	Wireless Network Administration	CST8304	\$50.00
Computer Systems Technology - Security	0156X	01	Network Operating Systems I	CST8202	\$209.00
		03	Wireless Network Administration	CST8304	\$50.00
Construction Carpentry-Advanced Housing	6785X	01	Construction Carpentry I	WOO9201	\$45.00
		03	Finish Carpentry 1: Intro to J/S/M	WOO9215	\$45.00
Construction Engineering Technician	0190W	01	Construction Materials I	CON8411	\$10.00
			Residential Building/Estimating	CON8101	\$15.00
		02	Commercial Building/Estimating	CON8102	\$15.00
			Construction Materials II	CON8412	\$20.00
		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
			Construction Materials II	CON8412	\$20.00
		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
			Construction Materials II	CON8412	\$20.00
		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 Demonstration I	FOD2111A	\$22.00
			Introduction to Baking and Pastry	FOD2130A	\$23.00
			Sanitation and Safety Training	FOD2103A	\$80.00
		02	Food - Practical II	FOD2184A	\$31.25
			Food Demonstration II	FOD2126A	\$31.25
			Nutrition and Food Preparation	FOD2129A	\$31.25
			Plated Desserts	FOD2243A	\$31.25
Culinary Management	0354X	01	Culinary Fundamentals	FOD2132	\$75.00
			Food Demonstration I	FOD2111	\$895.86
			Introduction to Baking and Pastry	FOD2119	\$28.00
			Sanitation and Safety Training	FOD2103	\$80.00
		02	Food Demonstration II	FOD2126	\$117.00
			Food Practical I	FOD2196	\$117.00
			Nutrition and Food Preparation	FOD2129	\$15.00
			Quantity Food Production	FOD2117	\$117.00
		03	Food Practical II	FOD2186	\$117.00
		04	Food Practical III	FOD2246	\$117.00
All charged in Level 03		Elec.	International Cuisine	FOD2133	\$60.00
			Plated Desserts	FOD2243	\$77.00
			Restaurant Service	HOS2238	\$150.00
Culinary Skills - Chef Training (PM)	0206X	01	Food Demonstration I	FOD7118	\$120.00
			Introduction to Baking and Pastry	FOD7120	\$30.00
			Sanitation and Safety Training	FOD7109	\$80.00
			Culinary Fundamentals	FOD7126	\$75.00
		02	Food Demonstration II	FOD7122	\$120.00
			Food Practical I	FOD7124	\$120.00
			Nutrition and Food Preparation	FOD7123	\$15.00
			Quantity Food Production	FOD7119	\$120.00
Culinary Skills - Chef Training	0206X	01	Culinary Fundamentals	FOD2132	\$75.00
			Food Demonstration I	FOD2111	\$895.86
			Introduction to Baking and Pastry	FOD2119	\$28.00
			Sanitation and Safety Training	FOD2103	\$80.00
		02	Food Demonstration II	FOD2126	\$117.00
			Food Practical I	FOD2196	\$117.00
			Nutrition and Food Preparation	FOD2129	\$15.00
			Quantity Food Production	FOD2117	\$117.00
Dental Assisting (Levels I and II)	0608X	01	Dental Materials Laboratory	DEN4351	\$94.00
			Preclinic I	DEN4396	\$602.00
			Radiography - Laboratory I	DEN4310	\$378.00
		02	Laboratory Procedures	DEN4319	\$77.00
			Preclinic II	DEN4398	\$893.00
Dental Hygiene	1927X	01	Pre-Clinic I	DEN4409	\$1,407.00
			Radiography - Laboratory I	DEN4310	\$378.00
		02	Dental Materials Theory I	DEN4416	\$77.00
			Pre-Clinic II	DEN4422	\$407.00
		03	Pre-Clinic III	DEN4430	\$1,139.00
		05	Clinic II	DEN4456	\$628.00
Developmental Services Worker	0436A	255	Residential Health Clinical Skills	FAM1911	\$25.00
Diagnostic Medical Sonography	1618X	01	Sonography Skills Laboratory I	IMG1006	\$165.00
Early Childhood Education (WO)	0398X	01	Fostering Children's Creativity	FAM1222	\$15.00
Early Childhood Education (PT)	0430X	01	Fostering Creativity in Children	FAM9602	\$30.00
			Preparation for Field Placement I	FAM9601	\$10.00
		03	Language Arts	FAM9625	\$25.00
Early Childhood Education (PM)	0430X	01	Creativity-Early Learning Programs	FAM7612	\$35.00
Early Childhood Education (WO)	0430X	03	Creative Art Experiences Child	FAM0030	\$15.00
Electrical Engineering Technician	0317X	02	Electrical Principles - II	ELE8922A	\$250.00
		03	Programmable Controllers	ELE8932	\$10.00
		04	Robotics and Controls	ELE8941	\$175.00

Electrical Engineering Technology	0318X	02	Electrical Principles - II	ELE8922A	\$250.00
		03	Programmable Controllers	ELE8932	\$10.00
		04	Robotics and Controls	ELE8941	\$175.00
		05	Microcomputer Interfacing	CAM8302E	\$120.00
			Project I	ENG4001	\$20.00
		06	Project II	ENG4003	\$20.00
(Only charged if taken)		Elec.	Microcontroller Applications	ELE8965	\$50.00
Electrician (Construction & Maintenance)	0506X	01	Electronics - Level 1	ELE8716	\$62.50
			Installation Methods - Level 1	ELE8714	\$62.50
		02	Electronics - Level 2	ELE8726	\$62.50
			Installation Methods - Level 2	ELE8724	\$62.50
		03	Electronics - Level 3	ELE8737	\$62.50
			Installation Methods - Level 3	ELE8740	\$62.50
EME Technician - Robotics	0550X	01	Computer Aided Design/Drafting (CAD)	CAD8300	\$40.00
			DC and AC Electronics	ELN9104	\$55.00
		02	Basic Electronic Assembly	ELN8613	\$120.00
			Machine Shop	MAC9200	\$45.00
			Circuit Applications	ELN9192	\$22.00
		03	Digital Logic Analysis	ELN8303	\$30.00
			CAD and Computer Numerical Control	CAD9101	\$26.00
			Intro Fuel Gas & Electrical Welding	WEL9107	\$20.00
			Microcontrollers	ELN9213	\$110.00
		04	Industrial Robots	ROB9205	\$120.00
			Interfacing and Programming	ELN9204	\$165.00
			Programmable Logic Controllers	ELN9207	\$145.00
Environmental Management & 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	\$950.00
		02	Esthetics Practical Lab II	HLT2102	\$700.00
			Spa Operations I	FLD2109	\$25.00
		03	Spa Operation II	FLD3100	\$25.00
Event Management	0390X	01	Event Management Strategies	FAE1342	\$50.00
			Event Projects I Practical	FAE1347	\$10.00
		02	Field Work	FAE1335	\$50.00
Facilities Technician	0505X	01	Electricity - Facilities Technician	ELE1210	\$125.00
		02	Air Conditioning/Vent 1-Fac. Tech.	HRA1222	\$42.00
			Electrical Systems - Fac. Tech.	ELE1220	\$41.00
			Plumbing 2 - Facilities Technician	PLU1221	\$42.00
		03	Air Conditioning/Vent 2-Fac. Tech.	HRA1232	\$42.00
			Chiller Systems & Ref. - Fac. Tech.	HRA1231	\$42.00
			Heating Systems 2 - Fac. Tech.	HRA1230	\$41.00
Fitness and Health Promotion	3010X	01	Introduction to Fitness/Wellness	FIT2212	\$415.60
		02	Fitness Assessment	FIT2220	\$63.28
		03	Personal Training	FIT2237	\$619.00
			Sports Injuries/Exercise Safety	FIT2230	\$45.00
Food and Nutrition Management	1204X	01	Advanced Normal Nutrition	NTN3001	\$55.00
			Quality Mgt - Sanitation/Safety	MGT3001	\$50.00
		02	Food Modification	NTN4002	\$117.00
Game Development	3013X	02	Game Design I	GAM1510	\$60.00
		06	Capstone Production: Game Assets	GAM1563	\$250.00
GAS - 1 Yr -Intro to Fine Art	1438F	01	Foundations in Print and 3D Media	ART0030	\$200.59
			Painting Methods and Concepts I	ART0010	\$218.00
			Strategies in Drawing I	ART0028	\$215.00
		02	Painting Methods and Concepts II	ART0013	\$146.99
			Strategies in Drawing II	ART0029	\$38.99
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	\$6.99

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
			Advanced Integrated Skills-Academic	ESL7003	\$9.00
GAS - One Year - Aboriginal	1438A	01	Aboriginal Community Development	SSC1795	\$50.00
			Aboriginal Languages I	SSC1791	\$125.00
GAS - One Year - Concept Art Foundations	1438U	01	Character and Creature Design I	ART0016	\$230.00
			Environment Design I	ART0015	\$20.00
			Life Drawing I	ART0018	\$103.50
			Photoshop for Concept Design	ART0027	\$20.00
		02	Character and Creature Design II	ART0021	\$7.00
			Creative Thinking	SSC0083	\$57.00
			Environment Design II	ART0020	\$26.60
GAS - One Year - Design Studies	1438J	01	Fund. of Creative Photography	SSC0041	\$252.24
			Portfolio, Layout and Design I	DSN1371	\$384.99
		02	Portfolio, Layout and Design II	DSN1372	\$232.50
GAS - One Year - Environmental Studies	1438E	01	Environmental Earth Science	ENV0013	\$221.27
GAS - One Year - Pre-Technology	1438T	02	Basic Electronic Assembly	ELN8613	\$120.00
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 - Pre-Animation and Illustration	1438G	01	Layout Design I	ANI1600	\$330.99
		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-Media&Communication Studies	1438C	01	Creative Digital Photography	SSC0071	\$252.24
General Carpenter (WO)	0504X	01	Welding for General Carpenters	WEL8831	\$25.00
			Safety, Materials and Tools	WOO8813	\$100.00
		02	Residential Construction	WOO8823	\$125.00
		03	(ICI) Construction	WOO8839	\$125.00
General Carpenter (PM)	0504X	01	Safety, Materials and Tools	WOO7313	\$125.00
		02	Residential Construction	WOO7323	\$125.00
		03	(ICI) Construction	WOO7333	\$125.00
Graphic Design	1400X	03	Graphic Design III	DSN1533	\$25.00
		05	Computer Graphics V	DSN1677	\$25.00
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 Project	ARC1520G	\$75.00
			Standards and Accreditation	ARC1523	\$50.00
Hair Stylist	1104X	01	Cut Hair I	HAI1016	\$780.00
		02	Cut Hair II	HAI2026	\$226.00
		03	Chemical Relaxed Hair	HAI3015	\$159.00
		04	Cut Hair III	HAI3011	\$113.00
Hairstylist	0348X	01	Cut Hair I	HAI2141	\$150.00
		02	CUT HAIR II	HAI2215	\$150.00
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 03		Elec.	Kitchen Operations	FOD2224	\$20.00
			Restaurant Operations and Theory	HOS2234	\$100.00
Interactive Media Design	6149X	02	Multimedia and Design II	MTM4035	\$50.00
		04	Project Development III	MTM4066	\$125.00
(Only charged if taken)		Elec.	Interactive Branding and Comm.	MTM4050	\$75.00
International Business Management	1306X	01	International Research	MGT1102	\$543.00

Journalism	0402X	01	Journalism I	JOU1500	\$30.00
		02	Journalism II	JOU1527	\$40.00
		03	Journalism III	JOU1544	\$40.00
		04	Journalism IV	JOU1539	\$10.00
Library and Information Technician	0440X	04	Library Software	LIB2045	\$65.00
Manufacturing Engineering Technician	1518X	01	Computer Aided Design/Drafting (CAD)	CAD8300	\$40.00
			DC and AC Electronics	ELN9104	\$55.00
		02	Intro Fuel Gas & Electrical Welding	WEL9107	\$20.00
			Manufacturing Application I	MFG8512	\$65.00
		03	Basic Electronic Assembly	ELN8613	\$120.00
			CNC Part Programming - Laboratory	CAM8505	\$50.00
		04	Computer Aided Manufacturing - Lab	CAM8506	\$50.00
Masonry - Heritage and Traditional	0746X	01	Construction Safety	SAF9100	\$45.00
			Masonry Fundamentals I	MAS9007	\$20.00
		03	Stonecutting & Restoration Techniq.	MAS9330	\$75.00
Massage Therapy	0915X	01	Massage Lab I	MSS3011	\$129.13
		02	Massage Lab II	MSS3021	\$440.70
		03	Massage Practice I	MSS3032	\$163.66
Massage Therapy	0915Z	01	Massage Lab Intensive I	MSS0007	\$709.90
Mechanical Engineering Technology	0010X	01	Computer Aided Design/Drafting (CAD)	CAD8300	\$40.00
			DC and AC Electronics	ELN9104	\$55.00
		02	CAD Modeling and GDT	CAD8305	\$40.00
		03	Dynamics	ENG8310	\$40.00
		04	Computer Aided Engineering	DRA8362	\$40.00
		05	Machine Design and Analysis I	ENG8315	\$25.00
			Project I	ENG4001	\$20.00
		06	Machine Design and Analysis II	ENG8316	\$25.00
			Project II	ENG4003	\$20.00
(Only charged if taken)		Elec.	Intro Fuel Gas & Electrical Welding	WEL9107	\$20.00
Mkting Research & Business Intelligence	1303X	01	Data Analysis - Quant Research I	QUA1206	\$147.00
Motive Power Technician	0557A	01	Intro Fuel Gas & Electrical Welding	WEL9107	\$20.00
Music Industry Arts	1405X	01	Digital Audio Concepts I	MSC2000	\$600.00
			Recording Engineering Production I	MSC2003	\$1,125.00
		02	Recording Engineering Production II	MSC2007	\$1,125.00
		03	Recording Engineering Prod III	MSC2012	\$1,125.00
OTA/PTA	1623X	02	Clinical Placement I	WKT0006	\$163.66
Office Administration - Executive (PT)	0210A	01	Administrative Procedures	OFF9164	\$10.00
		02	Comp. Appl. - Desktop Publishing	OFF9163	\$10.00
		03	Executive Integrated Projects II	OFF9177	\$10.00
			Work Placement	LFS9180	\$10.00
Office Administration - General (PT)	0210X	01	Administrative Procedures	OFF9164	\$10.00
		02	Comp. Appl. - Desktop Publishing	OFF9163	\$10.00
ONO for Nurses	1604X	01	Basic Technical Nursing Skills I	NSG0071	\$96.04
			Pharmacology	NSG0072	\$45.19
		02	Nursing in Geriatric Mental Health	NSG6804	\$25.00
ONO for Practical Nurses	1603X	01	Basic Technical Nursing Skills I	NSG0071	\$96.04
			Pharmacology	NSG0072	\$45.19
Outdoor Adventure	6780X	01	Fall Camp	OAD7104	\$430.00
		02	Alpine Skiing and Snowboarding I	OAD7220	\$80.00
		03	Sea Kayak Expedition	OAD7307	\$74.81
Outdoor Adventure Naturalist	6783X	01	Ecology	ADN7104	\$62.50
			Fall Camp	ADN7115	\$225.00
			Flatwater Canoeing	OAD7514	\$15.00
			No Trace Camping/Wilderness Travel	OAD7512	\$27.50
			River Rescue	OAD7513	\$60.00
		02	Interpretive Program Planning	ADN7101	\$215.00
		03	Sea Kayaking Expedition	OAD7535	\$57.01
			Student Directed Field Trips	ADN7149	\$200.00
Paramedic	0620X	01	Anatomy and Physiology	PAR3614	\$200.00
			Physical Education	FIT4603	\$100.00
		03	Medical Directives	PAR3637	\$350.00
			Paramedic Practicum I	PAR3634	\$100.00
Personal Support Worker (PT)	6307X	01	Clinical Placement I	HLT9313	\$35.00
			Lab Skills for the PSW	HLT9312	\$120.00
			The Brain and the Mind	HLT9314	\$15.00
		02	End of Life Care	HLT9316	\$5.00
Personal Support Worker (PM)	6307X	01	Clinical Placement I	HLT7503	\$30.00
			The Brain and the Mind	HLT7504	\$20.00
Personal Support Worker (WO)	6307X		Lab Skills for the PSW	HLT0302	\$40.00
		02	Clinical Placement II	HLT0309	\$40.00

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	\$125.00
		02	Plumbing Systems 2	PLU0721	\$125.00
		03	Process Piping Systems	PLU0732	\$125.00
Police Foundations (PT)	0444X	01	Career and College Success	PFP9103	\$170.00
			Fitness and Lifestyle Management I	PFP9163	\$50.00
Police Foundations (WO)	0444X		Fitness and Lifestyle Management I	PFP1080	\$80.00
Powerline Technician	1511X	02	Introduction to Line Work	ELE8026	\$2,520.00
Practical Nursing (PM)	1704X	01	Nursing I Practicum (P)	NSG7312P	\$30.00
		03	Nursing III Practicum (L)	NSG7332L	\$25.00
		04	Nursing IV Practicum (L)	NSG7342L	\$25.00
Practical Nursing	1704X	03	Nursing III Practicum (L)	NSG5132L	\$158.19
		04	Nursing IV Practicum (L)	NSG5142L	\$136.72
Practical Nursing - FTN	1704F	03	Basic Technical Nursing Skills I	NSG0071	\$96.04
			Pharmacology	NSG0072	\$45.19
		04	Nursing in Geriatric Mental Health	NSG6804	\$25.00
Pre-Serv. Firefighter Educ. & Training	6236X	01	Firefighter Skills Development I	FIR0005	\$50.00
		02	Firefighter Skills Development II	FIR0009	\$115.00
Professional Writing	3001X	01	Storytelling Theory	SCR3002	\$20.00
		04	Field Placement/Optional Module	SCR3030	\$30.00
			Production Projects	SCR3040	\$50.00
Public Relations	0468X	01	Public Relations I	PRL1505	\$50.00
			Research for Public Relations	PRL1565	\$5.00
		02	Public Relations II	PRL1548	\$30.00
		03	Fieldwork Prep	PRL1560	\$10.00
			Public Relations III	PRL1551	\$50.00
		04	Field Work	PRL0003	\$10.00
			Public Relations Workshop III	PRL0002	\$10.00
Recreation and Leisure Services	0422X	01	Introduction to Fieldwork	RCR1303	\$42.00
			Leadership and Group Dynamics I	RCR1354	\$155.00
			Program Development I	RCR1302	\$44.06
		02	Field Placement I	RCR1304	\$89.00
Refrigeration & Air Cond. Systems Mech.	0500X	01	ACR System Installation/Maintenance	ACR1411	\$125.00
		02	Installing AC&R Systems/Components	ACR1422	\$125.00
		03	Electricity & Electronics for AC&R	ACR1430	\$125.00
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
Residential & ICI Air Cond. Common Core	0500C	01	ACR System Installation/Maintenance	ACR1411	\$125.00
Residential A/C Systems Mechanic	0500R	01	ACR System Installation/Maintenance	ACR1411	\$125.00
		02	Res. AC Electricity/Electronics	ACR1440	\$125.00
Respiratory Therapy	0606X	01	Medical Foundations and Legalities	RES1104	\$9.00
			Medical Gas Therapy - Laboratory	RES4815	\$5.00
		03	Advanced Res. Protocols - Lab	RES4831	\$27.00
		04	Cardiopulmonary Management Lab	RES4857	\$60.00
			Clinical Practicum II	RES4871	\$25.00
Scriptwriting	0382X	01	Writing for Actors I	SCR1518	\$20.00
		02	Writers' Workshops	SCR1500	\$25.00
			Writing for Digital Media II	SCR1547	\$20.00
Sheet Metal Worker	0526X	01	Fabricates for Shop and Field	MET1311	\$42.00
			Lay-out and Drafting 1	DRA1313	\$41.00
			Weld and Cut 1	WEL8508	\$42.00
		02	Install Roofing/Architectural Metal	MET1322	\$42.00
			Lay-out and Drafting 2	DRA1323	\$41.00
			Weld and Cut 2	WEL8512	\$42.00
		03	Fab/Install Ind. Env. Systems	MET1332	\$42.00
			Lay-out and Drafting 3	DRA1333	\$42.00
			Weld and Cut 3	WEL8516	\$41.00
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)	0432X	01	Social Service Work Interviewing	FAM1115	\$20.00
		02	Crisis Intervention	FAM1263	\$20.00
Social Service Worker	0432Z	01	Interviewing/Recording in Social Wk	FAM1422	\$20.00
		02	Crisis Intervention in Social Work	FAM1424	\$20.00

Spa Management	1102X	01	Introduction to Spa Management	MGT4000	\$50.00
		02	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	Inclusive Tours	TRV2281	\$20.00
			Introduction to Hospitality and Tou	TOU2203	\$100.00
			Tourism Geography-North America	GEO1714	\$20.00
		03	Travel Agency Simulation I	TRV2238	\$42.00
		04	Wine, Food and Culture	HOS2255	\$30.00
Truck and Coach Technician	0529M	01	Trade Practices	TRK8308	\$125.00
		02	Trade Practices and Auxiliary Sys	TRK8837	\$125.00
		03	Trade Practices & Aux. Systems II	TRK8840	\$125.00
Victimology	1611X	02	Victimology:Assess. & Intervention	VIC2004	\$75.00
Water and Waste Water Technician	3014X	01	Water and Wastewater Chemistry Lab	WWT1101	\$15.00
		02	Intro. to Research Techniques I	WWT2006	\$15.00
			Water. Wastewater Micro. Lab	WWT2401	\$15.00
		03	Intro. to Research Techniques II	WWT3006	\$15.00
			Wastewater Treatment Laboratory	WWT3202	\$15.00
			Water Treatment Laboratory	WWT3201	\$15.00
Welding and Fabrication Techniques	1507W	01	Welding Techniques	WEL1013	\$340.00
		02	Welding Fabrication Lab I	WEL1021	\$50.00
		03	Welding Fabrication Lab II	WEL1033	\$50.00
Welding and Fabrication Techniques	1507X	01	Welding Techniques	WEL1013	\$340.00
		02	Welding Fabrication Lab I	WEL1021	\$50.00
		03	Welding Fabrication Lab II	WEL1033	\$50.00

FEES 2016-2017 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 D

FEES EXEMPTIONS INFORMATION

2016-2017

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 19 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 19 or since becoming a spouse or common-law partner if that occurred before age 19; 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 **\$26.80** per work term.

0188Y Architectural Technician
0188W Architectural Technician
0188X Architectural Technician
0018X Architectural Technology
0018Y Architectural Technology
1512X Bachelor of Building Science
6066X Bachelor of Commerce (e-Supply Chain Management)
1617X Bachelor of Early Learning and Community Development
6225X Bachelor of Hospitality and Tourism Management
6225B Bachelor of Hospitality and Tourism Management - Bridging
6148X Bachelor of Interior Design
6148B Bachelor of Interior Design – Bridging Program
1020X Biotechnology - Advanced

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
 0192Y Civil Engineering Technology
 0006X Computer Engineering Technology - Computing Science
 0336X Computer Programmer
 0150X Computer Systems Technician
 0190W Construction Engineering Technician
 0190X Construction Engineering Technician
 0190Y Construction Engineering Technician
 1212X Environmental Technician
 1588X Geographic Information Systems
 1406X Horticulture Industries
 1617X Information Resource Management (BIT)
 3002X Internet Applications and Web Development
 0557A Motive Power Technician
 0557C Motive Power Technician
 6783X Outdoor Adventure Naturalist
 1516X Photonics and Laser Technology (BIT)
 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

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.
- 2.6 Students registered full-time in Levels 5-8 (Year 3 and 4) of the 0616X Bachelor of Science in Nursing program at the Pembroke Campus pay 50% of the Student Activity Fee/ Sports, Student Commons/Auditorium and Student Centre Building Fees each term.

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. 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 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 E

Compulsory Ancillary Fees for 2016-2017 for all Full-time post-secondary students in a standard Fall/Winter delivery (excluding full-time online students)


Dec. 14, 2015

Fee Type	2016-2017
SA Activity/Sports Fee	\$501.00
	\$250.50/term
SA/Building Fee	\$35.00
	\$17.50/term
Auditorium Fee	\$44.00
	\$22.00/term
Health Plan Fee (charged once annually)	\$123.96
U-Pass Fee	\$395.04
	\$197.52/term
U-Pass Administrative Fee (assessed once per academic year)	\$3.42
IT Fee	175.44
	\$87.72/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	\$36.00
	\$18.00/term



Dec 15, 2015
Date

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



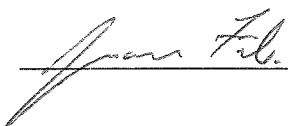
Dec 15, 2015
Date

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

Compulsory Ancillary Fees for 2016-2017 for all Full-time online post-secondary students in a standard Fall/Winter delivery

Dec. 14, 2015

Fee Type	2016-2017
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	\$175.44
	\$87.72/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

 Dec 15, 2015
Date

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

 Dec 15, 2015
Date


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

Compulsory Ancillary Fees for 2016-2017 for all Part-time post-secondary students taking two or more courses in a standard Fall/Winter delivery

Dec. 14, 2015

SA Activity/Sports Fee	\$250.50
	\$125.25/term
SA/Building Fee	\$17.50
	\$8.75/term
Auditorium Fee	\$22.00
	\$11.00/term
Health Plan Fee (charged once annually)	\$123.96
IT Fee*	\$175.44
	\$87.72/term
Health Services Fee	\$20.00
	\$10.00/term
Graduation Fee (assessed in final level)	\$40.00
Transcript Fee (assessed one-time only to Level 1 students)	\$20.00
Student Experience Fee	\$18.00
	\$9.00/term

* \$.087 per course hour to a maximum of \$87.72 per term



 Date Dec 15, 2015

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



 Date Dec 15, 2015

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

Schedule F



December 17, 2015

Tuition Calculation for 2016/17 (DRAFT)

In accordance with MTCU policy, the overall average tuition fee increase for all students at an institution will be capped at 3% per year.

Category	Enrol (15S, 15F, 16W)	Total Enrol (15S, 15F, 16W)	% Inc	Cap %
Post-Secondary/Applied Degrees	29180	37013	3%	2.3651150%
High Demand	5517	37013	3%	0.4471672%
High Demand (MRT, VT, RT)	155	37013	5%	0.0209386%
Graduate Certificates	1901	37013	3%	0.1540810%
Graduate Certificates (SBM, PM)	260	37013	0%	0.0000000%
TOTAL AVERAGE CAP (MAX ALLOWABLE = 3%)				2.9873018%

Schedule G



December 8, 2015

High Demand Program Calculation

In accordance with MTCU policy, enrollment in basic post-secondary programs of instruction identified as high demand may not exceed 15.0% of a college's total basic post-secondary enrollment. The 15% does not include graduate certificate, applied degree and Collaborative Baccalaureate of Nursing programs.

15% CAP CALCULATION - 2016/17 (DRAFT)

Programs	Term	Actual Enrollment at Audit Date	International	Second Career	Totals
High Demand	2015S	208	-5	0	203
High Demand	2015F	2311	-56	-8	2247
High Demand	2015W	1969	-44	-3	1922
Total Enrollment in HD					4372
Post-Secondary	2015S	2377	-232	-69	2076
Post-Secondary	2015F	16195	-1041	-175	14979
Post-Secondary	2015W	15114	-1062	-195	13857
Total Enrollment in PS					30912
Enrollment Percentage					14.14%

Report title:	2016-17 Business Plan & Annual Budget
Report to:	Board of Governors
Date:	February 8, 2016
Authors/Presenters:	Duane McNair, Vice President, Finance and Administration Doug Wotherspoon, Vice President, International and Strategic Planning

1. RECOMMENDATION:

- i. **THAT** the Board of Governors approves the 2016/17 Annual Budget and Business Plan with a projected negative net contribution of \$6.7 million, and
- ii. **THAT** the Board of Governors approves the use of up to \$19.3 million in internally restricted funds for the following items: enterprise resource planning solution for Human Resources, Payroll and Finance, various facilities renewal upgrades, upgrades to the residence, ancillary services investments, electrical transformer replacement, equipment purchases, an investment in the Energy Savings Company (ESCO2) initiative, as well as estimated 2015/16 Strategic Investment Priorities budget carryovers.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present the proposed 2016-17 Annual Budget and Business Plan for approval by the Board of Governors.

3. BACKGROUND:

The Ministry of Training Colleges and Universities requires Ontario colleges to prepare an annual budget and business plan to be submitted by June 30th each year.

In 2013, College management recommended to the Board of Governors that the budget be approved annually in February to enable staff to begin projects that align with the Business Plan at the start of the first quarter of the new fiscal year.

4. DISCUSSION:

Business Plan

The proposed 2016-17 Business Plan looks to complete the College’s five-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 continues the direction outlined in previous years with a focus on strategic enrolment management, program quality assurance, 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 employee engagement, and student success.

Budget

The attached proposed Annual Budget includes key assumptions for capital, operating and business plan requirements that will require the use of Internally Restricted Funds. A presentation will be provided by the Vice President, Finance and Administration on February 8, 2016.

The 2016-17 Annual Budget development process has achieved a positive net contribution, and is presenting a balanced operating budget for approval. There are a number of extraordinary capital investment requirements in 2016-17, identified in the Strategic Investment Priorities schedule, which causes the total Annual Budget to project a negative net contribution. Please refer to the 2016-17 Business Plan & Annual Budget document for more information.

5. LINK TO STRATEGIC PLAN:

The proposed 2016-17 Annual Budget identifies the resources required to execute on initiatives in the 2016-17 Business Plan, the final plan supporting the 2012-17 Strategic Plan. The proposed Annual Budget was developed to align funded operational expenditures with provincial funding. It focuses on non-funded opportunities with net contributions applied to partially fund Strategic Investment Priorities, leverages strategic business partnerships to meet the capital needs of the College, and continues to support investments that create and maintain the technological foundation to align with the digital direction of the College.

6. STUDENT IMPACT:

Students will benefit from additional investments in information technology infrastructure, renovations and adaptations to learning spaces, maintenance of existing learning spaces, and investment in the ongoing planning and visioning of the Healthy Living Education facility, as well as investments in academic equipment.

7. FINANCIAL IMPACT:

The proposed 2016-17 Annual Budget projects a negative net contribution of \$6.7 million. This is a one-year negative contribution, and not an operating deficit. In addition, the proposed Annual Budget will draw up to \$19.3 million from Internally Restricted Funds (accumulated surpluses) to address numerous projects and initiatives in Strategic Investment Priorities. This annual budget is

projected to result in five out of seven financial health indicators being above the benchmark. The College is assessed as remaining in good financial health as the indicators below benchmark are those impacted by the requirement to spend from accumulated surpluses from previous years to address capital investment requirements.

8. HUMAN RESOURCES IMPACT:

The proposed 2016-17 Annual Budget provides funding for all existing and new full time permanent staff complement positions and other than permanent staff positions (i.e. part-time, temporary employees). There are also provisions for professional development and training for College employees.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

In compliance with both Board of Governors Financial Management Policy and Ministry of Training Colleges and Universities Business Plan Operating Procedure directive, the 2016-17 Annual Budget maintains a positive accumulated surplus position and the College's commitment to balancing government funded operating activities with expenditures.

10. COMMUNICATIONS:

Pending approval of the 2016-17 Annual Budget and Business Plan by the Board of Governors, the document will be submitted to the Ministry of Training Colleges and Universities, posted on the College's website and a Town Hall meeting will be held for all College employees to review the budget and business plan.

11. CONCLUSION:

The Algonquin College Executive Team endorses the attached 2016-17 Annual Budget and Business Plan which supports the final year of initiatives under the 2012-17 Strategic Plan.

Respectfully submitted:



Vice President, Finance
& Administration

Approved for submission:



Vice President, International
& Strategic Planning



President/Board of Governors

Agenda Item No: 05.2

A handwritten signature in blue ink that reads "Cheryl Jensen".

President

Appendix 1 - DRAFT 2016-17 Business Plan and Annual Budget

Date last revised: January 25, 2016

Business Plan & Annual Budget 2016-17

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 2016-17

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 in Ontario College Credentialed programs to have a work-integrated learning experience.

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			2016-17 Initiatives/Leveraged Action		2016-17 Overarching Measures
Goal 1: Deliver an exemplary applied education and training experience.					
Metric	2015-16 Target	2016-17 Target	ACADEMIC Develop a success improvement plan for courses where the failure rate exceeds 25%.	1	ACADEMIC Course success improvement strategy presented to Deans and Directors Council by February, 2017.
Graduation Rate	68%	70%	ACADEMIC & STUDENT SERVICES Implement cross-College intervention initiatives focused on student retention for domestic and international markets.	2	ACADEMIC & STUDENT SERVICES (1a) First term retention increased by 1.5%. (1b) College-wide Strategic Enrolment Management Conference and annual professional development “Kaleidoscope” conference held in May, 2016 as a three-day merged conference for all employees with a focus on Student and Employee Success. The event target attendance includes 450 participants with an overall 75% satisfaction rate. (1c) Implemented top two retention recommendations from the Strategic Enrolment Management Committee by March, 2017.
Retention Rate	88%	89%			
			ACADEMIC Assess and validate College hybrid and online offerings against the Hybrid and Online Quality Assurance Standards (HOQAS)	3	ACADEMIC (1) Day Programs: 300 hybrid and online offerings assessed and validated against the Hybrid and Online Quality Assurance Standards (HOQAS) by June, 2017. (2) Centre for Continuing and Online Learning: 145 online courses assessed and validated against Hybrid and Online Quality Assurance Standards by June, 2017.
			ACADEMIC Prepare for the institutional-level Program Quality Assurance Process Accreditation (PQAPA) in 2016.	4	ACADEMIC Report to the Board of Governors submitted on the Program Quality Assurance Process Accreditation recommendations with appropriate actions by March, 2017.
			INTERNATIONAL & STRATEGIC PLANNING Complete and begin implementation of the College's 2017-2022 Strategic Plan	5	INTERNATIONAL & STRATEGIC PLANNING (1) Draft 2017-2022 Strategic Plan presented to the Algonquin College Board of Governors by June, 2016. (2) Initial Strategic Plan implementation strategy presented to the Board of Governors by June, 2016.
Goal 2: Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.					
Metric	2015-16 Target	2016-17 Target	ACADEMIC & STUDENT SERVICES Cross-College intervention initiatives for student enrolment growth implemented for domestic and international markets.	6	ACADEMIC & STUDENT SERVICES (1a) Overall College enrolment growth of 1% achieved by March, 2017. (1b) Implemented top two enrolment growth recommendations from the Strategic Enrolment Management Committee by March, 2017.
Enrolment (PSE) and others	20,750	21,107	ACADEMIC, FINANCE & ADMINISTRATION, 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.	7	ACADEMIC, FINANCE & ADMINISTRATION, STUDENT SERVICES (1) Healthy Living Education (HLE) project business case and funding options presented to the Algonquin College Foundation Board of Directors by May, 2016, for approval and recommendation to the Board of Governors. (2) Healthy Living Education (HLE) project business case and funding options presented to the Board of Governors by June, 2016.
Enrolment (online – FTE equivalents)	3,500	3,500			
Enrolment (PSE international – FTE equivalents)	1,355	1,400	ACADEMIC Enhance the choice and flexibility of student learning options by increasing the availability of fully online offerings.	8	ACADEMIC (1) 200 additional FTEs achieved through new online full-time day courses by March, 2017. (2) 85 additional FTEs achieved through new Centre for Continuing and Online Learning courses by March, 2017.
			INTERNATIONAL & STRATEGIC PLANNING (1) Draft and pilot new sales and marketing plan for India and China. (2) Draft and implement sales and marketing plan to increase the number of English for Academic Purpose (EAP) students applying to Algonquin post-secondary programs.	9	INTERNATIONAL & STRATEGIC PLANNING (1) India applications increased by 5% and China applications increased by 3% by March, 2017. (2) Algonquin English for Academic Purpose (EAP) applying to Algonquin post-secondary programs increased by 3% by March, 2017.

OPERATIONAL OUTCOMES MAJOR ACTIONS AND MEASURES

2012-17 Strategic Goals			2016-17 Initiatives/Leveraged Action		2016-17 Overarching Measures
Goal 2: cont'd					
Metric	2015-16 Target	2016-17 Target	ACADEMIC & STUDENT SERVICES Continue the development and marketing of new degree programs.	10	ACADEMIC & STUDENT SERVICES (1) Two degree programs submitted to the Ministry of Training Colleges & Universities/Post-secondary Education Quality Assessment Board (PEQAB) by March, 2017. (2) Twenty presentations made to High School U level (university preparatory stream) and/or Specialist High Skills Major (SHSM) classes by December, 2016.
Students enrolled in applied degree	531	575			
Students enrolled in graduate certificates	920	1000			
			ACADEMIC Launch four on-campus graduate certificates.	11	ACADEMIC Four new graduate certificates launched in 2016/2017 (day programs) by January, 2017.
			COMMUNICATIONS, MARKETING AND EXTERNAL RELATIONS, STUDENT SERVICES Deliver on the 50th Anniversary Plan.	12	COMMUNICATIONS, MARKETING AND EXTERNAL RELATIONS, STUDENT SERVICES (1) Initial Coat of Arms branding strategy submitted to the Board of Governors by October, 2016. (2) Event held to unveil College Coat of Arms by March, 2017. (2) 50th Anniversary Communications Plan implemented. (3) SuperHost 150 website and app successfully launched and all eligible College programs engaged in Ottawa 2017 activities. (4) 50th Anniversary Website launched by March, 2017. (5) 50th Anniversary Plans announced at President's BBQ in June, 2016.
Goal 3: Leverage technology to enhance the educational experience.					
Metric	2015-16 Target	2016-17 Target	ACADEMIC Implement Curriculum Services hybrid and online program development plan.	13	ACADEMIC Ten new daytime online courses offered in 2016/2017 by January, 2017.
Online courses offered	140	150			
Unique hybrid courses offered	1,280	1,424	ACADEMIC Implement the 2016/2017 portion of the hybrid course development plan from Curriculum Services.	14	ACADEMIC 144 hybrid courses created in 2016/2017 by March, 2017.
Enrolment (PSE - Bring Your Own Device)	95%	100%	ACADEMIC Continue to build on past experience to enhance and expand the Bring-Your-Own-Device initiative as a program delivery format.	15	ACADEMIC Three remaining eligible postsecondary programs offered in Bring Your Own Device format by September, 2016.
			ACADEMIC Continue to build on past experience to enhance and expand the Bring-Your-Own-Device initiative as a program delivery format.	16	ACADEMIC Twenty eligible programs implemented eText and digital resources as appropriate by January, 2017. <i>(An e-Text program is one that has at least one course with an eText or digital resource.)</i>
Goal 4: Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.					
Metric	2015-16 Target	2016-17 Target	ACADEMIC Implement Year-4 roll-out of the Work-Integrated Learning (WIL) program initiative.	17	ACADEMIC Thirteen remaining programs reviewed for Work-Integrated Learning (WIL) eligibility, and WIL activities implemented accordingly where appropriate by March, 2017.
Programs with work experience opportunities	93%	100%			
Students engaged in applied research and development	890	950	ACADEMIC Establish five new stand-alone and 18 new in-class applied research projects.	18	ACADEMIC One applied research project application submitted to the Natural Sciences and Engineering Research Council College and Community Innovation program by March, 2017.

OPERATIONAL OUTCOMES MAJOR ACTIONS AND MEASURES

2012-17 Strategic Goals			2016-17 Initiatives/Leveraged Action		2016-17 Overarching Measures
Goal 5: Deliver exceptional service to our diverse student and client populations.					
Metric	2015-16 Target	2016-17 Target	STUDENT SERVICES, FINANCE & ADMINISTRATION REGISTRAR'S OFFICE (1) Implement scheduling solution enhancements for all domestic campuses. (2a) Enhance existing Library space and implement Phase 1 of the Library vision in Summer, 2016. (2b) Implement Career Services Review recommendations.	19	STUDENT SERVICES, FINANCE & ADMINISTRATION REGISTRAR'S OFFICE (1) Scheduling solution enhancements for all domestic campuses live and in production by March, 2017. (2a) Library Key Performance Indicator (KPI) satisfaction increased from 68.6% to 70% by April, 2017. (2b) Top two Career Services recommendations implemented by March, 2017.
Student satisfaction	82.5%	83.5%			
Employer Satisfaction	93.5%	94%			
Alumni Satisfaction	88.5%	90%	FINANCE & ADMINISTRATION Develop a student housing strategy that will help ensure students are accommodated on campus or in our community in environments that will aim to support student success.	20	FINANCE & ADMINISTRATION (1) Consulted, engaged and collaborated with the City of Ottawa and local student housing landlords on the development of a student housing strategy. (2) Presented a student housing strategy to Algonquin College Executive Team for approval by March, 2017.
			INTERNATIONAL & STRATEGIC PLANNING Develop and implement an International Student Satisfaction Strategy.	21	INTERNATIONAL & STRATEGIC PLANNING Top two International Satisfaction Strategy initiatives implemented by March, 2017.
			HUMAN RESOURCES Develop the second Accessibility for Ontarians with Disabilities Act (AODA) multi-year plan 2016-2021.	22	HUMAN RESOURCES The Accessibility for Ontarians with Disabilities Act plan is presented to Algonquin College Executive Team and implementation begun by April, 2016.
			COMMUNICATIONS, MARKETING & EXTERNAL RELATIONS Establish an Algonquin College benchmark around Employer satisfaction.	23	COMMUNICATIONS, MARKETING & EXTERNAL RELATIONS Presented findings and recommendations from the Employer satisfaction survey to the Board of Governors by March, 2017.
			FOUNDATION Conduct an Alumni Satisfaction Survey after Alumni Awareness and Engagement Plan is implemented.	24	FOUNDATION Implemented top three alumni engagement initiatives by March, 2017.
Goal 6: Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.					
Metric	2015-16 Target	2016-17 Target	DIGITAL TECHNOLOGIES & INNOVATION (1) Continue delivery of process automation and optimization initiatives, as recommended by the Automation Task Force and prioritized by College Technology Committee and the Algonquin College Executive Team. (2) Process optimization strategy and methodology developed, and prioritization framework in place.	25	DIGITAL TECHNOLOGIES & INNOVATION (1) Ten new business process automation initiatives live and in production by March, 2017. (2) Continuous improvement strategy, including process automation and optimization prioritization framework, presented to Algonquin College Executive Team by December 2016, and ready for presentation to Board of Governors by March, 2017.
Business processes developed to measurably lower cost and/or improve productivity.	40	50			
			DIGITAL TECHNOLOGIES & INNOVATION, HUMAN RESOURCES, FINANCE & ADMINISTRATION Complete delivery of Project Fusion with upgraded software application platforms and business processes for the Human Resources, Payroll, Budgeting and Finance enterprise resource planning systems.	26	DIGITAL TECHNOLOGIES & INNOVATION, HUMAN RESOURCES, FINANCE & ADMINISTRATION All modules of the upgraded enterprise resource planning systems 'live' and in production by April, 2017.
			STUDENT SERVICES, DIGITAL TECHNOLOGIES & INNOVATION, ACADEMIC Request for Information (RFI) prepared for a Student Information System.	27	STUDENT SERVICES, DIGITAL TECHNOLOGIES & INNOVATION, ACADEMIC Student Information System RFI process is completed by March, 2017.
			FINANCE & ADMINISTRATION, ACADEMIC, INTERNATIONAL, & STRATEGIC PLANNING, STUDENT SERVICES, HUMAN RESOURCES Continue applied research project Education Program Efficiency 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.	28	FINANCE & ADMINISTRATION, ACADEMIC, INTERNATIONAL, & STRATEGIC PLANNING, STUDENT SERVICES, HUMAN RESOURCES Reviews completed of core services such as Academic Services, College organizational structure, alternative revenue generation and relationship between the College and Foundation by March, 2017.

OPERATIONAL OUTCOMES MAJOR ACTIONS AND MEASURES

2012-17 Strategic Goals			2016-17 Initiatives/Leveraged Action		2016-17 Overarching Measures
Goal 7: Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.					
Metric	2015-16 Target	2016-17 Target	HUMAN RESOURCES, FINANCE & ADMINISTRATION, ACADEMIC, INTERNATIONAL & STRATEGIC PLANNING, COMMUNICATIONS, MARKETING & EXTERNAL RELATIONS, STUDENT SERVICES Implement the top three initiatives/priorities determined by the 2014/2015 Employee Engagement Survey.	29	HUMAN RESOURCES, FINANCE & ADMINISTRATION, ACADEMIC, INTERNATIONAL & STRATEGIC PLANNING, COMMUNICATIONS, MARKETING & EXTERNAL RELATIONS, STUDENT SERVICES (1) College-wide and department-specific actions implemented and reported to Algonquin College Executive Team by December, 2016. (2) Next Employee Engagement survey implemented by March, 2017.
Employee engagement	60%	62%			
			HUMAN RESOURCES Develop a College-wide multi-year People Plan/HR Strategy to support the strategic priorities of the College (2017-2022).	30	HUMAN RESOURCES People Plan 2017-2022 presented to the Board of Governors for information by March, 2017.
Goal 8: Create and foster an environment in which the College's model of leadership competencies and behaviours is supported.					
Metric	2015-16 Target	2016-17 Target	HUMAN RESOURCES, FINANCE & ADMINISTRATION, ACADEMIC, INTERNATIONAL & STRATEGIC PLANNING, COMMUNICATIONS, MARKETING & EXTERNAL RELATIONS, STUDENT SERVICES, DIGITAL TECHNOLOGIES & INNOVATION Continue to offer modules focusing on leadership development and management practices as part of the Management Academy for all Administrators.	31	HUMAN RESOURCES, FINANCE & ADMINISTRATION, ACADEMIC, INTERNATIONAL & STRATEGIC PLANNING, COMMUNICATIONS, MARKETING & EXTERNAL RELATIONS, STUDENT SERVICES, DIGITAL TECHNOLOGIES & INNOVATION (1) 100% of the 2014/2015 inaugural cohort of Administrators with supervisory responsibility have completed the Management Academy by March, 2017. (2) All offerings of Algonquin Leadership in Education Institute (ALEI) I, II and III are fully registered by March, 2017.
Leadership training	50.0%	51.50%			
			FINANCE & ADMINISTRATION, ACADEMIC Implement second fiscal year framework of Responsibility Centre Management model, based on approved Responsibility Centre Management principles to encourage innovation and align academic authority with financial accountability.	32	FINANCE & ADMINISTRATION, ACADEMIC (1) Responsibility Centre Management framework feedback process developed and implemented by March, 2017 with Algonquin College Leadership Team to ensure continuous improvement and alignment with strategic direction of the College. (2) Transition of Responsibility Centre Management framework is completed from project evaluation phase to integration by March, 2017.
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	2015-16 Target	2016-17 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.	33	ACADEMIC (1) Three strategic sectors (Federal Government, Information and Communications Technology, Nunavut Government) engaged by March, 2017. (2) Overall Corporate Training activities result in \$200,000 net contribution by March, 2017.
Number of organizations served through Corporate Training	375	400			
Alternative revenues	31%	32%	INTERNATIONAL & STRATEGIC PLANNING Review and update the International Education Strategic Plan.	34	INTERNATIONAL & STRATEGIC PLANNING (1a) International Education Strategic Plan review completed and presented to Algonquin College Executive Team by April, 2017. (1b) Language Institute Vision Exercise completed and presented to Language Institute employees by December, 2016. (2) \$3.1 million in net contribution raised from international efforts by March, 2017.
			FINANCE & ADMINISTRATION Continue execution of 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.	35	FINANCE & ADMINISTRATION College Ancillary Services' net contribution increased by 40% over 2012/2013 baseline net contribution by March, 2017.

OPERATIONAL OUTCOMES MAJOR ACTIONS AND MEASURES

2012-17 Strategic Goals			2016-17 Initiatives/Leveraged Action		2016-17 Overarching Measures
Goal 11: Leverage strategic business partnerships to meet the capital needs of the College.					
Metric	2015-16 Target	2016-17 Target	FOUNDATION Complete Year 3 of the 5 Year Fundraising Plan.	36	FOUNDATION (1) \$3.1 million in total contributed from fundraising: \$1.5 million raised from alumni revenue, annual and endowment contributions. \$850,000 raised from gifts-in-kind and major gift cash and pledges. \$715,000 disbursed from annual and endowment funds. (2) Capital Campaign Plan for the Healthy Living Education Initiative Capital Campaign developed by December, 2016.
Cash, in-kind contributions, and returns from alternative financing.	\$15.8 M	\$10 M			
			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	37	FINANCE & ADMINISTRATION (1) \$32 million in total investments in ESCO2 measures made by March 31, 2017. (2) \$2 million in annual savings achieved by March, 2017. (3) Greenhouse gas emissions reduced by 2,635 metric tonnes from baseline emissions of 10,035 metric tonnes by March, 2017.
Goal 12: Create the technological foundation to align with the digital direction.					
Metric	2015-16 Target	2016-17 Target	DIGITAL TECHNOLOGIES & INNOVATION Complete the process of making College data accessible through a common BI portal, via the underlying Enterprise Data Warehouse.	38	DIGITAL TECHNOLOGIES & INNOVATION 100% of critical College data available via the Enterprise Data Warehouse by March, 2017.
College data accessible through a common Business Intelligence (BI) portal.	75%	100%			
			DIGITAL TECHNOLOGIES & INNOVATION (1) Internet infrastructure upgrades to improve capacity and reliability. (2) Access and core network upgrades to improve redundancy and increase performance. (3) Wireless network upgrades, leveraging 802.11ac technology, to improve capacity and performance.	39	DIGITAL TECHNOLOGIES & INNOVATION (1) 99.5% availability of internet access achieved by March, 2017. (2) 99.5% availability of core network achieved by March, 2017. (3) 99.5% availability of wireless network achieved by March, 2017.
Availability of College networks and internet access. Availability of wireless networks to all stakeholders.	98.50%	99.90%			
			DIGITAL TECHNOLOGIES & INNOVATION As part of a continued focus on Information Security, implement an Identity and Access Management solution on key systems.	40	DIGITAL TECHNOLOGIES & INNOVATION Identity Access Management solution deployed across the initial strategic applications, such as the College's new Enterprise Resource Planning solution, Salesforce and the Microsoft Office365 environment by March, 2017
			DIGITAL TECHNOLOGIES & INNOVATION Establish a framework to address IT deferred maintenance and guide investments in upgrading key elements of the technical infrastructure.	41	DIGITAL TECHNOLOGIES & INNOVATION IT deferred maintenance framework presented to the Algonquin College Executive Team by October, 2016.

Annual Budget 2016-17

TREASURER’S REPORT OF THE 2016-17 ANNUAL BUDGET

In compliance with both Board of Governors direction and Ministry of Training Colleges and Universities operating directives, the 2016-17 Annual Budget returns a net surplus on funded activity/college operations of \$10.2 million and maintains the College’s commitment to balancing student tuition revenue and government funded activities with associated operating expenditures.

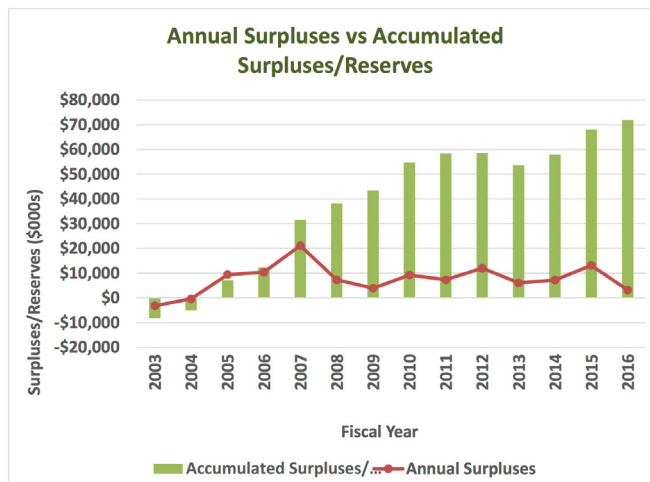
The 2016-17 Annual Budget also provides the College with the resources required to deliver on the commitments detailed in the 2016-17 Business Plan and the College’s 2012-17 Strategic Plan.

While the College has once again balanced its annual operating budget, the complete budget has an estimated net contribution of \$(6.8) million. This is due to several extraordinary capital expenditures such as the investment in a new enterprise resource planning system, investments in energy savings measures, B Building window replacements and upgrades to the electrical plant transformers. These one-time costs will be partly funded from Internally Restricted Net Assets accumulated from prior year surpluses.

INTERNALLY RESTRICTED NET ASSETS/ACCUMULATED SURPLUSES

Last year, the College concluded fiscal year 2014-15 with a net contribution of \$13.1 million which exceeded the 2014-15 Annual Budget net contribution of \$(2.76) million; a variance of 5.2% as a percentage of total budgeted expenditures. In addition to various operating savings, this positive variance was achieved primarily due to increased enrolment, net revenues from the International Education Centre, increased contract revenues, 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. The accumulated surpluses and healthy balance of the Internally Restricted Net Assets enables the College to address significant capital investment requirements resulting in a net contribution deficit while maintaining balanced operating budgets for 2016-17.



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 within its Internally Restricted Net Assets for the following significant capital projects and initiatives in 2016/17:

2016/17 Expenditures from Internally Restricted Funds – Specific Reserves	
Enterprise Resource Planning Solution – Human Resources, Payroll, and Finance	\$8,412,000
Information Technology and Physical Infrastructure Renewal Projects	2,391,498
Electrical Transformers Upgrade	2,850,000
Energy Savings Contract 2 (ESCO2) – Energy Savings Measures	4,200,000
Academic and Administrative Equipment	500,000
2015/16 Approved Multi-Year Strategic Investment Priorities Expenditures Deferred to 2016/17	995,724
Total Expenditures from Internally Restricted Funds – Specific Reserves	\$19,349,222

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

Internally Restricted Net Assets	2016/17 Budgeted Contributions
Specific Reserves	
• Ancillary Services Reserve Funds	\$1,062,000
• Information Technology and Physical Infrastructure Renewal Fund	1,000,000
Contingency Reserve Fund	192,000
General Reserve Funds – Future Capital Expansion	2,216,900
Total Budgeted Contributions to Internally Restricted Funds	\$4,470,900

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

The budgeted 2016-17 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	100,000
• Specific Reserves	
o Other Projects and Initiatives	6,749,000
o Ancillary Services Reserve Fund	5,033,000
o Employment Stabilization Fund	560,000
o Other Student Aid	35,000
• Contingency Reserve Fund	8,300,000
• General Reserve Funds	34,430,000
Total Unrestricted and Internally Restricted Net Assets	\$56,207,000

CHALLENGES AND OPPORTUNITIES FACING THE COLLEGE

Delivering a budget that returns a positive net operating surplus has not been without its challenges. In 2015, the Province re-stated its commitment to eliminating the Ontario deficit by 2017-18 and committed to maintain previously announced reductions to Ontario colleges funding. The annualized impact of these reductions to Algonquin's 2016-17 base funding is approximately \$5.9 million.

Provincial Budget Measure	Algonquin College Impact		
	2014/15	2015/16	2016/17
International Student Recovery Fee	\$ (876,131)	\$ (1,099,351)	\$ (1,197,000)
Elimination of Small Northern and Rural Grant	(1,844,850)	(1,844,850)	(1,844,850)
Policy Levers – Operating Grant Reductions	(1,721,837)	(2,741,739)	(2,741,739)
International Student Municipal Tax	(84,525)	(101,633)	(73,000)
Total Impact of Provincial Budget Measures	\$ (4,527,343)	\$ (5,787,573)	\$ (5,856,589)

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 \$24 million in new facility improvement investments to date generating \$1.2 million in annual energy savings. The ESCO2 project will help to reduce the College's physical deferred maintenance liability. In addition, the College has committed to build a reserve to address both digital and physical deferred maintenance.

TREASURER’S REPORT OF THE 2016-17 ANNUAL BUDGET

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 2016-17 follows:

Revenues

- General Purpose Operating Grant will be held stable and the Growth funding will continue but at a lower year over year increase due to lower enrolment growth than past years;
- 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 1% over 2015-16 enrolment levels due to growth in existing programs, the launch of new programs, and improved retention; and
- 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:
 - Contract Activity
 - International Premium and Tuition
 - 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 and are based on current collective agreements and legislation; Other expenditures will increase at a rate consistent with the rate of inflation, or will remain constant; and
- The accounting policy will be adopted to allow capitalization of a portion of enterprise resource planning system implementation costs (Project Fusion).

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;
- Develop 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

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

RISK SCHEDULE			
Risk Identification	Impact in 2016/17	Likelihood in 2016/17	Risk Management
Enrolment Less than Projection resulting in Reduced Tuition Fee Revenue	Moderate	Possible	<ul style="list-style-type: none"> • New Programs • Conversion 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
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 Savings Contract

BUDGET IMPACT

The 2016-17 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 operating budget, a number of budget reduction and expansion initiatives were implemented including:

Budget Reductions	Impact
Various Operating Expenses	\$100,000 Contract Services \$190,000 Marketing and Promotions \$810,000 Miscellaneous Expense
ITS Mobile Computing Fee	\$1,334,000 Reduction in ITS Mobile Computing Fee Revenues
Budget Expansion	Impact
Full-Time Enrolment Increase	\$4,385,000 Increase in Full-Time Tuition Fee Revenues, and \$2,215,000 Increase in the Enrolment Growth Grant

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; and
- Digital and physical infrastructure support.

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), 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 (CSIC Chair), Dean, Faculty of Technology and Trades
- Dave Donaldson, Dean, School of Business
- Diane McCutcheon, Director, Labour Relations
- Eric Hollebhone (CTC Chair), Director, Marketing and Recruitment
- Ernest Mulvey, Director, International Education Centre
- Grant Perry (Resource), Manager, Finance and Administrative Services
- Mark Leduc, Executive Director, Academic Operations and Planning
- Michael Gawargy, Director, Information Technology Services
- Emily Woods (Interim), Manager, Business Systems Team



Duane McNair
Treasurer and Vice President, Finance and Administration

Algonquin College - Annual Budget 2016-17

PRO FORMA SUMMARY

(all figures in \$ 000's)

	Actual 2014/2015	Annual Budget 2015/2016	Q3 Projection 2015/2016	Annual Budget 2016/2017	Pro Forma 2017/2018	Pro Forma 2018/2019
Funded Activity/College Operations						
Revenue	\$ 218,911	\$ 222,264	\$ 225,883	\$ 229,845	\$ 234,000	\$ 239,000
Expenditures ¹	204,227	213,930	215,412	219,628	222,000	226,000
Net Contribution	14,684	8,334	10,471	10,217	12,000	13,000
Contract Activity & Other Non-Funded Activity						
Revenue	29,098	24,822	28,445	27,588	27,600	27,630
Expenditures	26,836	23,189	26,817	26,628	26,600	26,600
Net Contribution	2,262	1,633	1,628	960	1,000	1,030
College Ancillary Services						
Revenue	40,683	43,420	43,388	43,601	46,500	47,600
Expenditures ¹	33,970	36,458	36,220	35,929	38,500	39,000
Net Contribution	6,713	6,962	7,168	7,672	8,000	8,600
International Education Centre						
Revenue ²	21,972	21,089	20,828	17,106	19,400	21,500
Expenditures	14,860	16,068	17,384	14,004	14,500	15,200
Net Contribution	7,112	5,021	3,444	3,102	4,900	6,300
Strategic Investment Priorities						
Revenue	3,092	1,479	3,236	1,757	2,100	2,500
Expenditures ³	22,782	19,565	19,505	36,577	19,500	22,000
Net Contribution	(19,690)	(18,086)	(16,269)	(34,820)	(17,400)	(19,500)
Net Gain on Sale of Former Pembroke Campus						
	924					
Non-Cash Revenue Adjustments						
Capital Grants recorded as Deferred Capital Contributions	(2,630)	(1,000)	(2,000)	(2,000)	(2,000)	(2,000)
Amortization of Deferred Capital Contributions	8,233	7,500	8,000	8,000	8,000	8,000
Non-Cash Expenditure Adjustments						
Expenditures to be Capitalized	10,659	4,500	5,000	16,000	5,000	5,000
Amortization Expense	(15,048)	(14,000)	(15,000)	(16,500)	(18,500)	(18,500)
Change in Vacation, Sick Leave & Post-Employment Benefits	(77)	624	712	650	650	650
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ 13,142	\$ 1,488	\$ 3,154	\$ (6,719)	\$ 1,650	\$ 2,580

1 - Expenditures do not include contributions to reserve funds, nor does it include principal repayments of debt.

2 - Reflects a change for 2016-17 in the methodology for recording the split of international fee premiums between Funded Activity and the International Education Centre.

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

PRO FORMA SUMMARY

(all figures in \$ 000's)

	Actual 2014/2015	Annual Budget 2015/2016	Q3 Projection 2015/2016	Annual Budget 2016/2017	Pro Forma 2017/2018	Pro Forma 2018/2019
Net Assets						
Unrestricted	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Investment in Capital Assets	53,930	52,931	52,529	60,787	56,214	51,820
Vacation, Sick Leave and Post-Employment Benefits	(18,974)	(17,892)	(18,262)	(17,612)	(16,962)	(16,312)
Internally Restricted						
Appropriations	250	250	250	100	100	100
Specific Reserves	30,761	22,045	31,003	12,377	15,020	18,403
Contingency Reserve Fund	7,773	7,990	8,108	8,300	8,530	8,771
General Reserve Funds	28,263	30,409	31,530	34,430	37,130	39,830
Interest Rate Swaps	(11,444)	(8,994)	(10,384)	(8,898)	(7,598)	(6,466)
Endowments	24,708	22,010	25,308	25,908	26,508	27,108
TOTAL NET ASSETS	\$ 116,267	\$ 109,749	\$ 121,082	\$ 116,392	\$ 119,942	\$ 124,254

Algonquin College - Annual Budget 2016-17

STATEMENT OF FINANCIAL POSITION

(all figures in \$ 000's)

	March 31, 2016 Annual Budget	March 31, 2016 Q3 Projection	March 31, 2017 Proposed Budget
ASSETS			
Current Assets			
Cash and Short Term Investments	\$ 29,679	\$ 33,910	\$ 29,367
Accounts Receivable	15,000	16,000	16,500
Inventory	2,000	2,000	2,000
Prepaid Expenses	1,400	2,000	2,500
	48,079	53,910	50,367
Investments	57,115	64,981	54,540
Endowment Assets	22,010	25,308	25,908
Capital Assets	255,993	256,178	255,678
TOTAL ASSETS	\$ 383,197	\$ 400,377	\$ 386,493
LIABILITIES AND NET ASSETS			
Current Liabilities			
Accounts Payable & Accrued Liabilities	\$ 14,500	\$ 16,000	\$ 16,500
Accrued Salaries & Employee Deductions Payable	7,000	7,000	7,700
Deferred Revenue	22,000	24,000	24,500
Current Portion of Long Term Debt	2,758	2,758	2,927
	46,258	49,758	51,627
Long Term Debt	51,202	51,202	48,275
Vacation, Sick Leave & Post-Employment Benefits	17,892	18,262	17,612
Deferred Capital Contributions	149,102	149,689	143,689
Interest Rate Swaps	8,994	10,384	8,898
Net Assets			
Unrestricted	1,000	1,000	1,000
Investment in Capital Assets	52,931	52,529	60,787
Vacation, Sick Leave & Post-Employment Benefits	(17,892)	(18,262)	(17,612)
Internally Restricted	60,694	70,891	55,207
Interest Rate Swaps	(8,994)	(10,384)	(8,898)
Endowment Fund	22,010	25,308	25,908
	109,749	121,082	116,392
TOTAL LIABILITIES AND NET ASSETS	\$ 383,197	\$ 400,377	\$ 386,493

Algonquin College - Annual Budget 2016-17

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 2016/2017	Q3 Projection 2015/2016	Annual Budget 2015/2016	Actual 2014/2015
Grants									
Post Secondary Activity	\$ 106,641	\$ -	\$ -	\$ -	\$ -	\$ 106,641	\$ 105,327	\$ 102,599	\$ 99,151
Capital & Equipment	-	-	-	-	1,540	1,540	2,684	927	2,339
Apprentice	5,099	-	-	-	-	5,099	5,110	4,476	5,114
Flow-Through Student Aid	1,658	-	-	-	-	1,658	1,343	1,343	1,590
TOTAL GRANTS	113,398	-	-	-	1,540	114,938	114,464	109,345	108,194
Tuition Fees									
Full-Time Post Secondary	69,643	-	-	17,646	-	87,289	83,872	82,904	79,291
Full-Time Non-Funded	-	1,719	-	-	-	1,719	1,662	2,069	2,059
Part-Time	9,413	1,578	-	-	-	10,991	10,637	10,091	11,066
Adult Training	1,177	-	-	-	-	1,177	1,139	1,097	1,141
Student IT & Mobile Computing Fees	7,716	-	-	-	-	7,716	9,138	9,050	8,838
TOTAL TUITION FEES	87,949	3,297	-	17,646	-	108,892	106,448	105,211	102,395
Contract Educational Services									
Provincially Funded Programs	-	12,243	-	-	-	12,243	11,987	9,494	11,994
Corporate & Other Programs	4,033	10,515	-	646	-	15,194	15,384	15,285	15,827
Grants, Fees & Other Income Associated with Contract Activity	-	1,277	-	-	-	1,277	1,897	1,813	2,354
TOTAL CONTRACT EDUCATIONAL SERVICES	4,033	24,035	-	646	-	28,714	29,268	26,592	30,175
COLLEGE ANCILLARY SERVICES SALES	-	-	43,601	-	-	43,601	43,388	43,420	40,683
Other									
Students' Association Contribution (Student Commons & Pembroke)	-	-	-	-	-	-	-	-	(342)
Capital Campaign	-	-	-	-	217	217	552	552	925
Early Learning Centre	918	-	-	-	-	918	950	950	931
Student Ancillary Fees	5,669	53	-	-	-	5,722	5,795	5,705	5,733
Investment Income	1,500	-	-	-	-	1,500	1,213	2,008	2,096
Internal Transfer of International Revenue ¹	6,104	203	-	-	-	6,307	10,237	9,037	9,206
Algonquin College - Saudi Arabia Net Equity Share of Gain/(Loss)	-	-	-	(1,500)	-	(1,500)	(1,512)	-	640
Miscellaneous	10,274	-	-	314	-	10,588	10,977	10,254	13,120
TOTAL OTHER	24,465	256	-	(1,186)	217	23,752	28,212	28,506	32,309
TOTAL REVENUE	\$ 229,845	\$ 27,588	\$ 43,601	\$ 17,106	\$ 1,757	\$ 319,897	\$ 321,780	\$ 313,074	\$ 313,756

1 - Reflects a change for 2016-17 in the methodology for recording the split of international tuition fee premium between Funded Activity and International.

Funded Activity/College Operations	\$ 229,845	\$ 225,883	\$ 222,264	\$ 218,911
Contract Activity & Other Non-Funded Activity	27,588	28,445	24,822	29,098
College Ancillary Operations	43,601	43,388	43,420	40,683
International Education Centre	17,106	20,828	21,089	21,972
Strategic Investment Priorities	1,757	3,236	1,479	3,092
Total Revenue	\$ 319,897	\$ 321,780	\$ 313,074	\$ 313,756

Algonquin College - Annual Budget 2016-17

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 2016/2017	Q3 Projection 2015/2016	Annual Budget 2015/2016	Actual 2014/2015
Full-Time Salaries & Benefits									
Full-Time Salaries & Benefits - Academic	\$ 67,287	\$ 2,374	\$ -	\$ -	\$ -	\$ 69,661	\$ 65,287	\$ 66,938	\$ 62,896
Full-Time Salaries & Benefits - Administration	20,406	2,412	1,833	1,130	-	25,781	23,992	24,944	23,018
Full-Time Salaries & Benefits - Support	35,662	2,885	4,395	692	-	43,634	41,352	43,113	38,287
Total Full-Time Salaries & Benefits	123,355	7,671	6,228	1,822	-	139,076	130,631	134,995	124,201
Other Staff Salaries & Benefits									
Other Staff Salaries & Benefits - Academic	23,633	2,274	-	74	-	25,981	28,224	25,041	27,213
Other Staff Salaries & Benefits - Administration	1,721	2,514	-	170	-	4,405	4,229	4,273	3,898
Other Staff Salaries & Benefits - Support	5,841	1,587	1,920	227	-	9,575	10,883	9,594	10,151
Total Other Staff Salaries & Benefits	31,195	6,375	1,920	471	-	39,961	43,336	38,908	41,262
TOTAL SALARY & BENEFITS	154,550	14,046	8,148	2,293	-	179,037	173,967	173,903	165,463
Other Operating									
Mandated Student Aid	6,159	-	-	5	-	6,164	6,381	5,778	5,839
Contingencies	5,880	-	-	-	-	5,880	3,365	6,686	4,400
Long Term Debt Interest	849	-	2,307	-	-	3,156	3,350	3,350	3,496
Contract Services	9,400	5,886	2,196	2,386	-	19,868	18,770	16,874	16,886
Instructional Supplies & Equipment	4,335	2,737	45	10	-	7,127	7,070	6,525	7,190
Information Technology	7,294	200	237	114	-	7,845	6,656	6,262	6,192
Marketing and Promotion	2,487	548	233	374	-	3,642	3,725	3,535	3,180
Building Maintenance & Utilities	11,574	85	2,924	-	-	14,583	15,384	14,782	13,895
Flow-Through Student Aid	1,658	-	-	-	-	1,658	1,351	1,351	1,601
Cost of Goods Sold	1,113	-	17,731	-	-	18,844	19,448	19,438	18,078
Internal Transfer of International Revenue ¹	-	-	-	6,307	-	6,307	10,237	9,037	9,206
Other	14,329	3,126	2,108	2,515	-	22,078	26,129	22,124	24,467
TOTAL OTHER OPERATING	65,078	12,582	27,781	11,711	-	117,152	121,866	115,742	114,430
FUNDING FOR STRATEGIC INVESTMENT PRIORITIES	-	-	-	-	36,577	36,577	19,505	19,565	22,782
TOTAL EXPENDITURES	\$ 219,628	\$ 26,628	\$ 35,929	\$ 14,004	\$ 36,577	\$ 332,766	\$ 315,338	\$ 309,210	\$ 302,675

1 - Reflects a change for 2016-17 in the methodology for recording the split of international tuition fee premium between Funded Activity and International.

Funded Activity/College Operations	\$ 219,628	\$ 215,412	\$ 213,930	\$ 204,227
Contract Activity & Other Non-Funded Activity	26,628	26,817	23,189	26,836
College Ancillary Operations	35,929	36,220	36,458	33,970
International Education Centre	14,004	17,384	16,068	14,860
Strategic Investment Priorities	36,577	19,505	19,565	22,782
Total Expenditures	\$ 332,766	\$ 315,338	\$ 309,210	\$ 302,675

Algonquin College - Annual Budget 2016-17

STRATEGIC INVESTMENT PRIORITIES SCHEDULE

(all figures in \$ 000's)

	Grants & Fundraising	College Funded	Annual Budget 2016/2017	Q3 Projection 2015/2016	Annual Budget 2015/2016	Actual 2014/2015
Source of Funds						
Facilities Renewal Grant	\$ 980	\$ -	\$ 980	\$ 927	\$ 927	\$ 608
College Equipment Renewal Fund Grant	560	-	560	559	-	559
Apprenticeship Enhancement Fund Grant	-	-	-	1,198	-	1,026
Students' Association Contribution (Student Commons & Pembroke)	-	-	-	-	-	(342)
Capital Campaign	217	-	217	552	552	925
Digital College	-	-	-	-	-	146
Other	-	-	-	-	-	170
TOTAL SOURCE OF FUNDS	1,757	-	1,757	3,236	1,479	3,092
Expenditures						
<i>Campus Expansion</i>						
Repatriation of Hair Stylist/Esthetician Program Facilities	-	-	-	-	-	5,646
Dental Clinic Upgrades	-	-	-	-	-	428
Algonquin Centre for Construction Excellence	-	-	-	-	-	624
Pembroke Campus	-	-	-	-	-	154
<i>Total Campus Expansion</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>-</i>	<i>6,852</i>
<i>Other</i>						
Digital College	-	-	-	-	-	286
College Technologies	-	14,528	14,528	7,835	6,713	3,631
College Space & Infrastructure	980	11,872	12,852	5,491	5,402	3,120
New Program Initiatives	-	1,160	1,160	700	1,000	622
Academic & Other Equipment	560	1,049	1,609	1,500	1,500	2,191
Initiatives & Opportunities	-	4,928	4,928	5,235	3,300	3,499
College Ancillary Services	-	1,400	1,400	1,420	1,400	1,305
Appropriations	-	100	100	60	250	245
Apprenticeship Enhancement Fund	-	-	-	1,198	-	1,031
Adjustment for Anticipated Underspend	-	-	-	(3,934)	-	-
<i>Total Other</i>	<i>1,540</i>	<i>35,037</i>	<i>36,577</i>	<i>19,505</i>	<i>19,565</i>	<i>15,930</i>
TOTAL EXPENDITURES	1,540	35,037	36,577	19,505	19,565	22,782
NET CONTRIBUTION	\$ 217	\$ (35,037)	\$ (34,820)	\$ (16,269)	\$ (18,086)	\$ (19,690)

NET ASSETS CONTINUITY SCHEDULE

(all figures in \$ 000's)

	Q3 Projection March 31, 2016	2016/2017 Budgeted In Year Use of Funds	2016/2017 Budgeted Year End Adjustments	Budgeted Balance March 31, 2017
Appropriations	\$ 250	\$ 100	\$ (50)	\$ 100
Specific Reserves				
Other Projects & Initiatives	25,176	19,349	922	6,749
Ancillary Services Reserve Fund	5,246	1,400	1,187	5,033
Employment Stabilization Funds	550	50	60	560
Other Student Aid	31	95	99	35
	31,003	20,894	2,268	12,377
Contingency Reserve Fund	8,108	-	192	8,300
Reserve Funds				
Future Capital Expansion	31,530	-	2,900	34,430
TOTAL INTERNALLY RESTRICTED NET ASSETS ¹	\$ 70,891	\$ 20,994	\$ 5,310	\$ 55,207
TOTAL UNRESTRICTED NET ASSETS ¹	\$ 1,000	\$ -	\$ -	\$ 1,000
Investment in Capital Assets	\$ 52,529	\$ -	\$ 8,258	\$ 60,787
Vacation, Sick Leave & Post-Employment Benefits	(18,262)	-	650	(17,612)
Interest Rate Swaps	(10,384)	-	1,486	(8,898)
Endowment Fund	25,308	-	600	25,908
TOTAL NET ASSETS	\$ 121,082	\$ 20,994	\$ 16,304	\$ 116,392

1 - Budgeted balances of Internally Restricted Net Assets and Unrestricted Net Assets includes the impact of budgeted expenditures from Appropriations, Specific Reserves and Reserve Funds, as well as contributions to Reserve Funds for the fiscal year 2016/2017. The Board of Governors Financial Management Policy requires that the Board of Governors approve any spending from Reserve Funds.

Algonquin College - Annual Budget 2016-17

SUMMARY OF FUNDED POSITIONS

Reflects the structure of the organization prior to the reorganization announcement of January 13, 2016.

	3rd Quarter 2015/2016				Position Changes			Proposed Budget 2016/2017					
	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	71	-	88	-	-	1	17	72	-	89		
Finance & Administrative Services	10	28	-	38	-	-	-	10	28	-	38		
Physical Resources	16	41	-	57	-	-	(8)	9	40	-	49		
Risk Management ¹							8	7	1	-	8		
Total	45	140	-	185	-	-	1	45	141	-	186		
Student Services													
Vice-President's Office	2	-	-	2	-	-	-	2	-	-	2		
Student Support Services	10	46	19	75	-	-	-	10	46	19	75		
Algonquin College Foundation	3	2	-	5	-	-	-	3	2	-	5		
Marketing and Recruitment	3	19	-	22	-	-	-	3	19	-	22		
Registrar	10	60	-	70	-	-	-	10	60	-	70		
Total	28	127	19	174	-	-	-	28	127	19	174		
International and Strategic Priorities													
Vice-President's Office	1	-	-	1	-	-	2	2	1	-	3		
International & Corporate Business Development	10	11	21	42	2	-	-	12	11	21	44		
Public Relations and Communications	3	3	-	6	-	-	(2)	2	2	-	4		
Total	14	14	21	49	2	-	-	16	14	21	51		
Academic Services													
Vice-President's Office	12	6	15	33	-	-	(1)	12	6	14	32		
Partnerships and Applied Research	2	1	-	3	-	-	(1)	1	1	-	2		
School/College Work Initiative	-	1	-	1	-	-	2	1	2	-	3		
Faculty of Arts, Media & Design	6	28	115	149	-	-	(2)	6	28	113	147		
School of Business	5	9	87	101	-	-	1	5	9	88	102		
School of Hospitality & Tourism	3	10	41	54	-	-	-	3	10	41	54		
Faculty of Technology & Trades	6	27	148	181	-	-	2	6	26	151	183		
Algonquin College Heritage Institute	3	10	13	26	-	-	-	3	10	13	26		
Faculty of Health, Public Safety & Community Studies	8	31	124	163	-	-	(2)	8	31	122	161		
Mobile Learning & Teaching Services	2	10	-	12	-	-	-	2	10	-	12		
Centre for Continuing & Online Learning	8	18	-	26	-	-	-	8	18	-	26		
Personal Development Institute	-	1	-	1	-	-	-	-	1	-	1		
Applied Research & Development	2	2	-	4	-	-	(1)	2	1	-	3		
Business Development & Corporate Training	6	12	-	18	-	-	-	6	12	-	18		
Algonquin College in the Ottawa Valley	6	30	28	64	-	-	1	6	30	29	65		
Total	69	196	571	836	-	-	(1)	69	195	571	835		
Digital Technologies and Innovation													
Vice-President's Office	2	-	-	2	-	-	-	2	-	-	2		
Information Technology Services	13	78	-	91	-	-	-	13	78	-	91		
Total	15	78	-	93	-	-	-	15	78	-	93		
COLLEGE TOTAL	197	557	612	-	1,366	2	-	-	199	557	612	-	1,368

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 other than April 1st.

Algonquin College - Annual Budget 2016-17

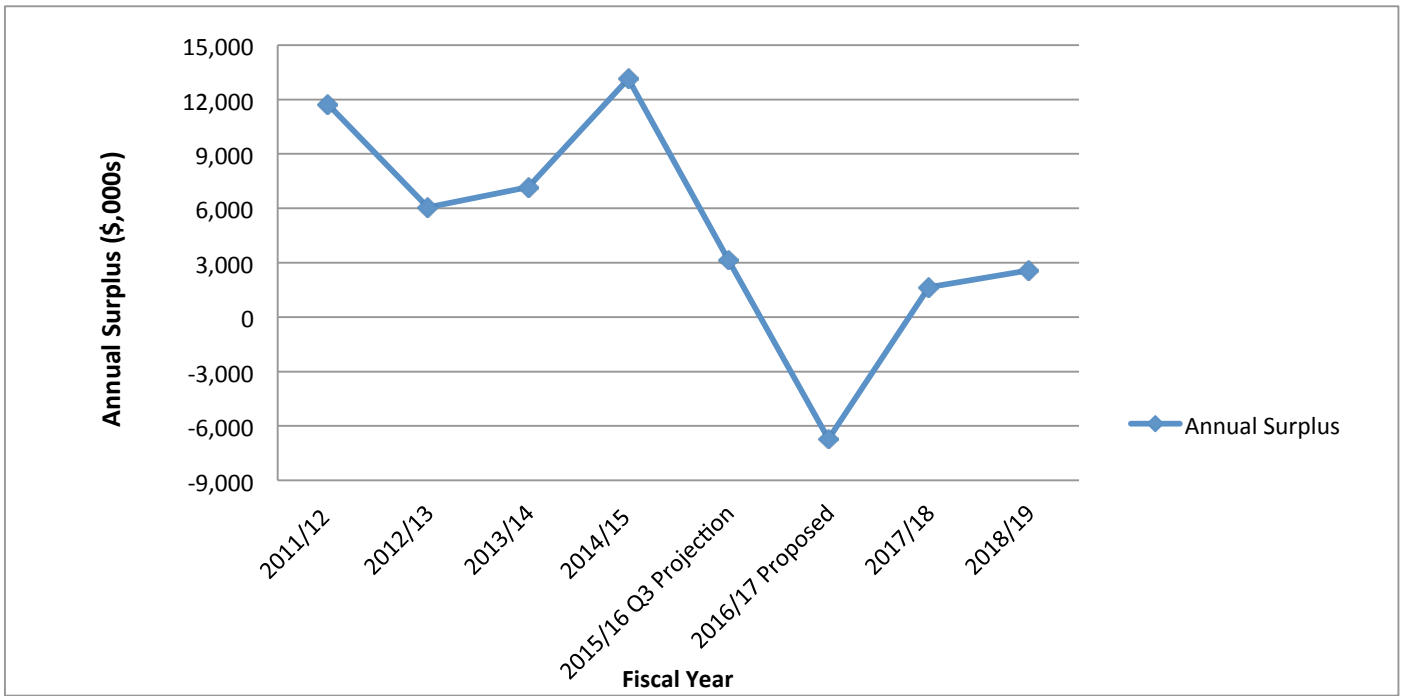
2016/2017 PROJECTED ENROLMENT VERSUS 2015/2016 ACTUAL ENROLMENT

FACULTY/SCHOOL	Post Secondary / Post Diploma			Applied Degree			% Change
	Projected 2016/2017	Actual (unaudited) 2015/2016	Change	Projected 2016/2017	Actual (unaudited) 2015/2016	Change	
Algonquin College Heritage Institute							
Level 1	235	230	5	-	-	-	
Returning	436	428	8	-	-	-	
TOTAL	671	658	13	-	-	-	
Algonquin College in the Ottawa Valley							
Level 1	495	514	(19)	-	-	-	
Returning	882	858	24	-	-	-	
TOTAL	1,377	1,372	5	-	-	-	
Centre for Continuing & Online Learning							
Level 1	982	849	133	-	-	-	
Returning	1,303	1,162	141	-	-	-	
TOTAL	2,285	2,011	274	-	-	-	
Faculty of Arts, Media & Design							
Level 1	2,491	2,629	(138)	35	35	-	
Returning	4,096	4,107	(11)	181	220	(39)	
TOTAL	6,587	6,736	(149)	216	255	(39)	
Faculty of Health, Public Safety & Community Studies							
Level 1	2,222	2,246	(24)	36	-	36	
Returning	5,415	5,337	78	16	-	16	
TOTAL	7,637	7,583	54	52	-	52	
Faculty of Technology & Trades							
Level 1	2,566	2,572	(6)	22	17	5	
Returning	5,705	5,595	110	70	87	(17)	
TOTAL	8,271	8,167	104	92	104	(12)	
International Education							
Level 1	115	108	7	-	-	-	
Returning	225	253	(28)	-	-	-	
TOTAL	340	361	(21)	-	-	-	
School of Business							
Level 1	1,968	1,978	(10)	61	64	(3)	
Returning	4,763	4,655	108	359	346	13	
TOTAL	6,731	6,633	98	420	410	10	
School of Hospitality & Tourism							
Level 1	1,065	1,046	19	35	33	2	
Returning	1,608	1,545	63	209	220	(11)	
TOTAL	2,673	2,591	82	244	253	(9)	
TOTAL Level 1	12,139	12,172	(33)	189	149	40	0.1%
TOTAL Returning	24,433	23,940	493	835	873	(38)	1.8%
TOTAL	36,572	36,112	460	1,024	1,022	2	1.2%

In addition to the above, the budget supports: 2,138 semestered enrolments in the Collaborative Programs; 1,555 semestered enrolments in Full-Time Non-Funded Programs; and 2,655 Seat Purchases in the Apprentice Programs.

2016/2017 Pro Forma Summary
Financial Sustainability Metrics

Operating Results: Annual Surplus



Objective:

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

Benchmark:

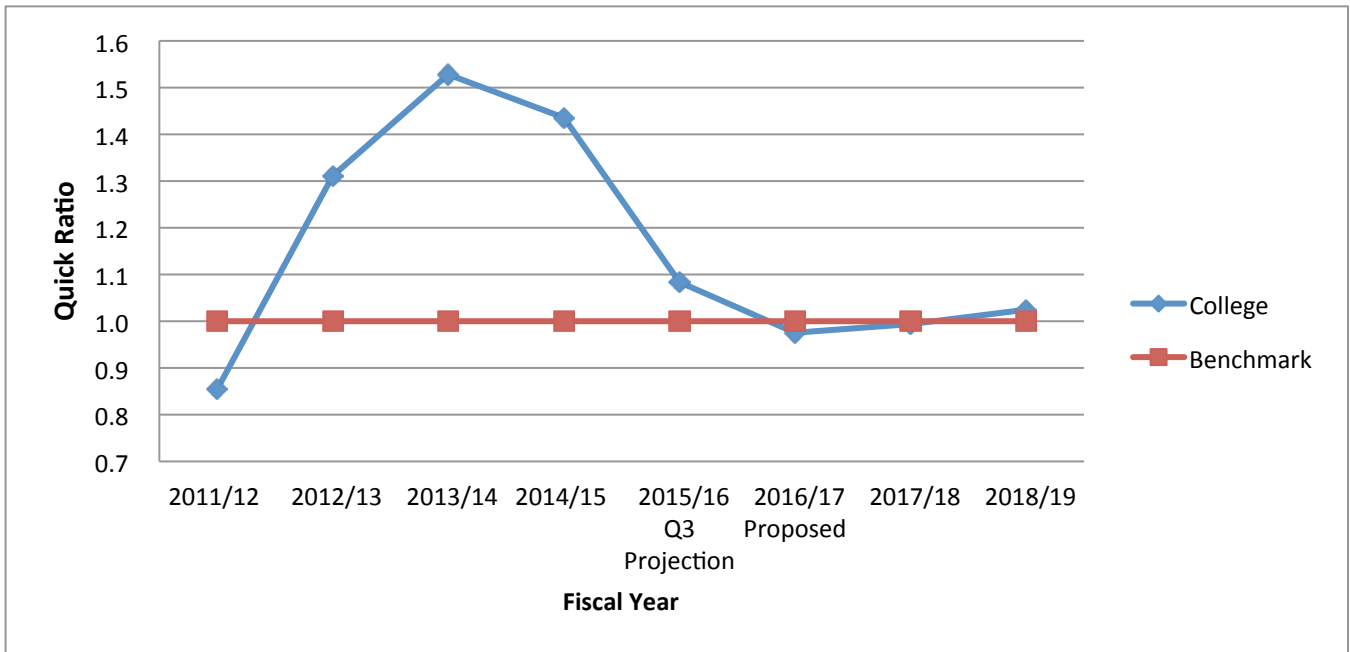
Must be greater than \$0.

Rationale:

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

**2016/2017 Pro Forma Summary
Financial Sustainability Metrics**

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).

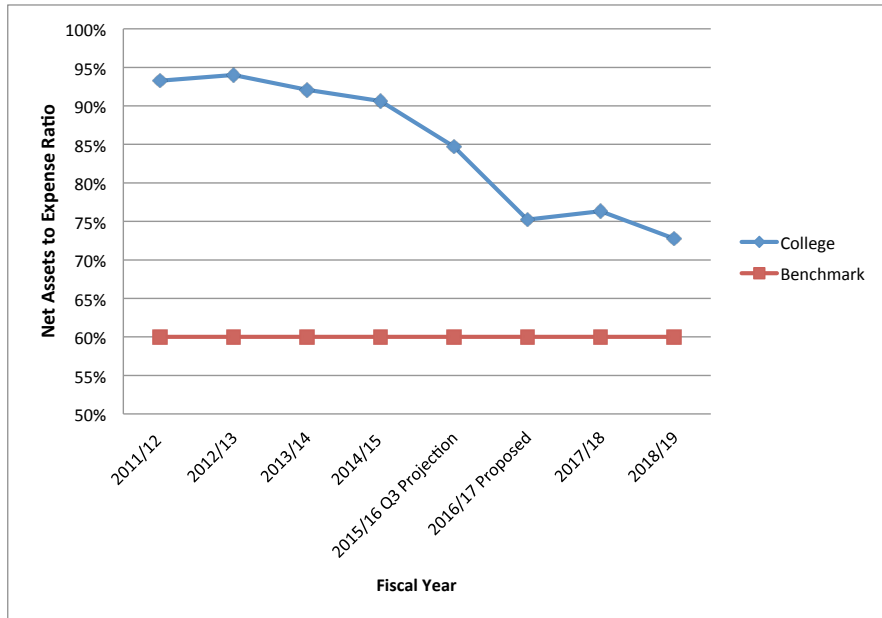
Benchmark:

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

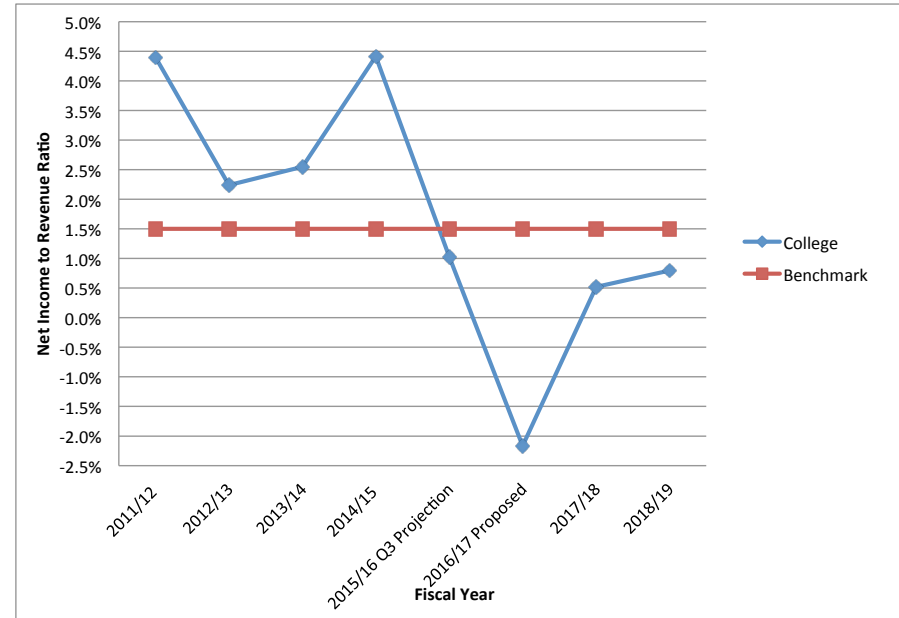
Rationale: A ratio of 1 is a typical business standard. Less than 1 may indicate that a college is not able to meet its short term obligations. When including surplus cash invested in longer term investments (greater than 1 year) Algonquin’s Quick Ratio is at 2.03 for 2016/17.

2016/2017 Pro Forma Summary
Financial Sustainability Metrics

Operating Results: Net Assets to Expense Ratio



Operating Results: Net Income to Revenue 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.

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

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.

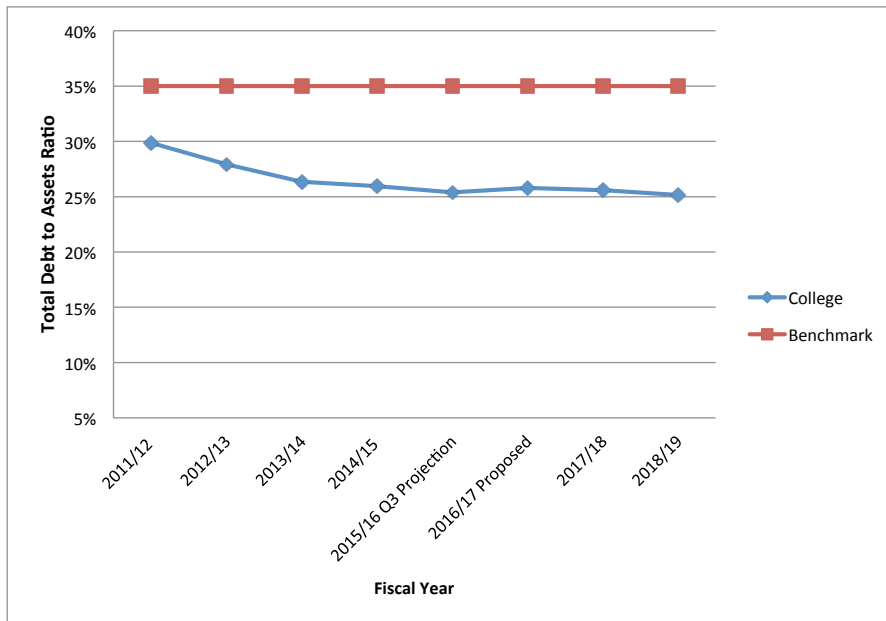
Rationale:

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

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

2016/2017 Pro Forma Summary
Financial Sustainability Metrics

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:

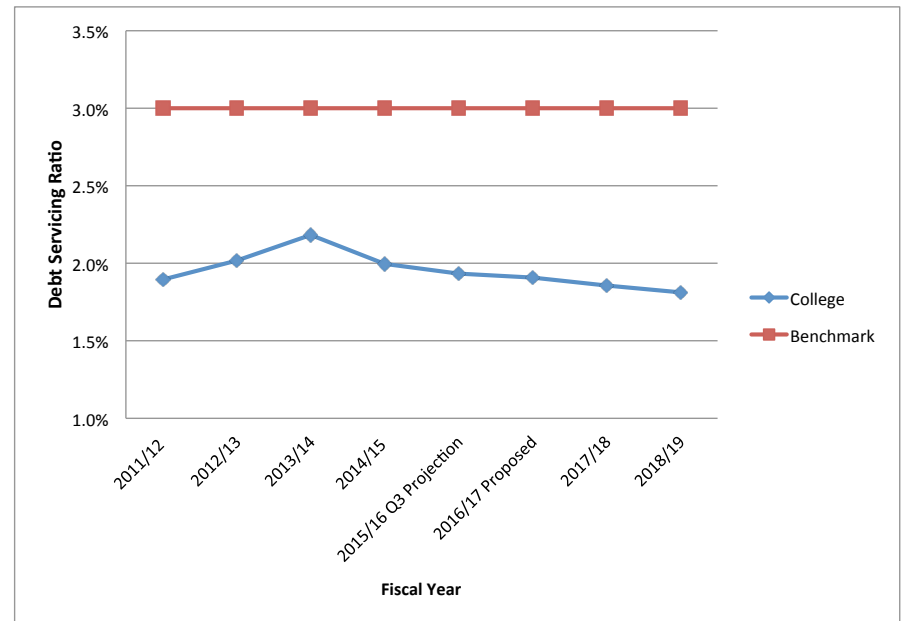
Greater than 35% leads to a concern as this may indicate that a college will not be able to finance their ongoing operations due to the debt burden.

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.

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.

Benchmark:

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

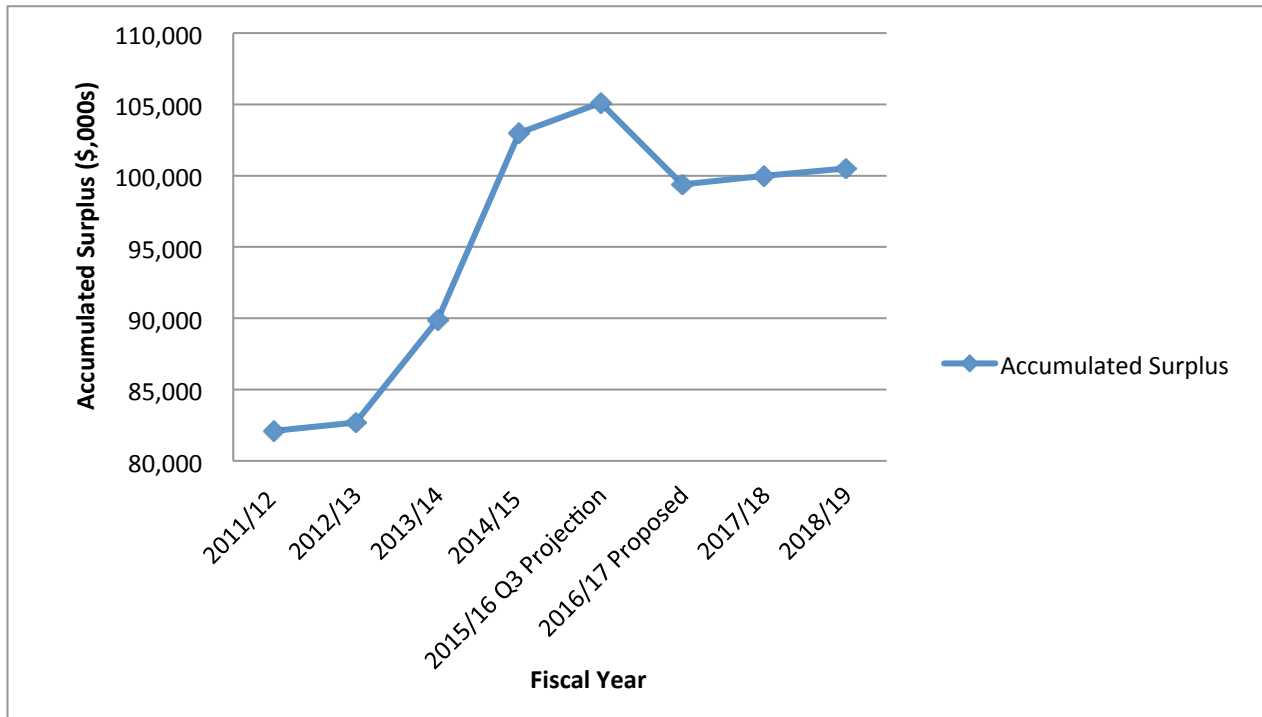
Rationale:

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%**

2016/2017 Pro Forma Summary
Financial Sustainability Metrics

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.

2016 Winter Key Messages

Recent Success Stories

- 30-year old Ben Ing, a culinary alumnus of Algonquin College, has become [head chef at Noma Restaurant in Copenhagen](#). Noma was named the top restaurant in the world in 2010, 2011, 2012, and 2014.
- It has been a great month for culinary alumni – Imrun Texeira will be competing (against his brother!) [on Food Network Canada's show "Chopped Canada"](#). He will appear on episode 12, airing March 26.
- Business – Marketing graduate Sashien Godakandae, also known as "DJ Sash", is growing his profile nationally and internationally. Sashien was recently profiled in SHIFTER Magazine, highlighting his 100 performances last year, including performances in Cuba and on British internet radio; and his growing business as an entertainer, a designer, and a model. [Profile of Sashien](#)
- The Algonquin College community has earned a number of nominations in the annual Faces Magazine Ottawa awards. Jordan Kent and Michael Wood are both up for Teacher of the Year, while faculty members Ian Roy and Danielle Allard are up for Author and Artist of the Year respectively. Don Moberg from our Physical Resources team is up for Electrician of the Year. Finally, Algonquin College is defending its title as Ottawa Postsecondary Institution of the Year. We'll find out results on January 24. [Still time to vote!](#)

In the Community

- Ten seniors will be taken off an adult daycare waiting list in our community when the Algonquin College smart apartment opens this term. This new facility, located in A Building on campus, will be staffed by students as part of their hands-on training, and will serve as a valuable space for applied research into health-related disciplines.
- Brittany Oremush is applying her skills to her passion – medicine without borders. Brittany, a nursing alumna, is heading to Haiti in January as part of "Team Broken Earth Ottawa", an initiative aimed at improving health care in Haiti in the aftermath of the devastating 2010 earthquake.
- Over 2,000 people in need were fed a full, delicious holiday meal thanks to the 2016 edition of "[Operation Big Turkey](#)". This important annual event takes place in Algonquin College's kitchens, and School of Hospitality and Tourism faculty play a major role. Meanwhile, hampers collected by the Financial Aid and Student Awards department helped 24 families over the holiday season.

In the News

Healthy Living Education (HLE)

The College is currently planning multiple healthy living education events, including the launch of the smart apartment and the next speaker series event for February. Additionally, Public Relations continues to promote our HLE video and prepare an overview brochure. The HLE committee continues to gather letters of support from key partners.

2016 Winter Key Messages

Entrepreneurship and Innovation

The College is preparing to launch its Entrepreneurship Centre on Thursday, February 11, and Public Relations is working with the Entrepreneurship Office on a steady stream of communications opportunities around entrepreneurship. A video series will be debuting shortly, profiling student and alumni entrepreneurs. Additionally, the College is preparing for the formal launch and opening of the Perth Residential Lab following a successful introduction of the project in December.

International

Recent events in Saudi Arabia, and reaction to those events by OPSEU, have placed an increased focus on the College's campus in Jazan. Comments by the senior executive have refocused the discussion around isolation versus engagement. The campus' financial situation has also attracted attention, underscoring both the financial loss and plans to restore the campus to profitability.

**Report from the Chair
Board of Governors Meeting
February 8, 2016**

New Governor Recruitment Drive and Reappointment of Governors

The Board's Governance Committee will launch a focused recruitment drive in the Pembroke area in the next few weeks and will seek input from members regarding reappointments of Governors whose terms of office are coming to an end.

Board Performance

Please respond promptly to the Board Evaluation and Governor Self-Evaluation surveys (2) that will be circulated in the coming weeks by the Board Office. These important tools allow us to evaluate our effectiveness as Governors, and the effectiveness of the Board as a whole. 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 3, in Perth on June 9, and in Ottawa on June 20, 21, and 22, 2016. Governors are encouraged to attend these celebrations on behalf of the Board, and for those attending, academic hoods will be ordered for the occasion. Please contact the Board Office to confirm attendance.

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 Wednesday, June 16, 2016, following the June 13th Board of Governors meeting earlier that week. Governors are encouraged to invite their spouse/partner or a guest. Please mark your calendars. Location and invitation will be circulated.

Correspondence

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

On the Table Items

Algonquin College's Remittance Declaration to December 31, 2015 is on the table for the Board of Governors' review and information.

Winter 2016 Board Retreat – Saturday, March 12, 2016

Members are reminded that the Winter 2016 Board Retreat has been rescheduled from February 1st to **Saturday, March 12, 2016**. Planning is underway and the agenda and logistics will be circulated shortly.

**Report from the President
Board of Governors Meeting
February 8, 2016**

Victimology Program Funding

On January 21st, Federal Minister of Science Kirsty Duncan awarded funding of \$207,000 over a three-year period to the Algonquin College Victimology graduate certificate program to fund the efforts of a team Victimology students, in partnership with the Victim Justice Network, to study how victims of crime can be best served by the support systems designed to help them. The project, which began in the fall, will run for three years and will include consultations with survivors and service providers. Findings will be presented in venues including the World Society of Victimology annual conference in Croatia, the Critical Criminology & Social Justice Conference in Ottawa, and at Algonquin College Applied Research Days. At its conclusion, recommendations will be issued to Ontario's Office for Victims of Crime and Ministry of the Attorney General, and articles will be submitted to peer reviewed journals.

President's Re-Organization Memo

On January 13th, 2016 a memo from President Jensen was circulated to all staff to advise the College community of the reorganization of responsibilities within the Algonquin College Executive Team. Details are given in Appendix 1.

President's Visit to India with Premier Wynne's Delegation

President Jensen will provide the Board of Governors with a verbal report on her visit to India with Premier Wynne's delegation at the Board meeting.

President's Employee Relations Strategy

All administrative staff at the College have attended a day-long workshop to develop a vision and guiding principles for developing improved relations with employees, beginning with the two partner unions. The workshops were facilitated by George Smith, former Vice President, Human Resources, CBC Canada, and Dan Oldfield, former Chief Negotiator for the Canadian Media Guild. Dan and George facilitate a course in the Industrial Relations Master's Program at Queen's University, and were suggested for this work by Katherine Root of Human Resources, who is enrolled in the program.

All agendas and resulting work, including the vision statement and guiding principles, have been shared with the Union Presidents. Follow up training for all administrators is a priority for the following months, led by Cathy Frederick, Vice President, Human Resources.

Committee of Presidents' Meeting – January 19, 2016

Discussion with Deputy Minister Sheldon Levy

The Committee of Presidents (COP) discussed a number of the colleges' priorities with Sheldon Levy, the new Deputy Minister at the Ministry of Training, Colleges and Universities (MTCU), and senior officials from the ministry. The Deputy said he is looking to establish a greater level of trust between the ministry and post-secondary institutions. He provided some initial thoughts on key issues raised by presidents, including questions about long-term funding challenges, the colleges' proposals on stand-alone nursing degrees, infrastructure spending, the

**Report from the President
Board of Governors Meeting
February 8, 2016**

deferred maintenance backlog at colleges, the funding formulas for colleges and universities, and apprenticeship reform. In addition to his thoughts on those issues, he said he is exploring opportunities to expand the dual-credit programs that colleges offer with high schools to help at-risk students. The Deputy also said the government will want to play a role in celebrating the college sector's 50th anniversary in 2017.

During the discussion, Ministry staff confirmed that plans are continuing for consultations on the international education strategy. Paddy Buckley, an acting assistant deputy minister at MTCU, said a paper is being developed and the consultation sessions are slated to start in the spring.

Stand-alone Nursing Degrees

Linda Franklin, the president and CEO of Colleges Ontario, provided an update on the discussions with government about allowing interested colleges to offer stand-alone nursing degree programs. Colleges Ontario is working with the consulting firm, StrategyCorp, on the advocacy effort. The Ministry of Health's Patients First action plan for health care strengthens the case for stand-alone nursing degree programs, as colleges are best positioned to produce the diverse and community-based workforce that would be central to the strategy's success. Colleges will be increasing the lobbying for stand-alone nursing degrees. A tool kit of advocacy materials will be provided to colleges to enlist students, employers and others in the effort. It should be noted that presently, Staff do not support this decision at Algonquin, because of the good relationship with the University of Ottawa.

Funding formula task force update

Fanshawe College president emeritus Howard Rundle, Chair of the task force examining the government's funding formula for colleges, and consultant David Trick sought feedback on proposals being considered by the task force. The members have been looking at options for changing the formula in advance of anticipated government consultations on the formula. The task force is recommending colleges reinforce the sector's pre-budget recommendation to government that funding for special needs students should be changed to match the levels at secondary schools. It was suggested by presidents that the recommendations might also reinforce the fact that colleges have different learners than university students and most applicants to colleges do not come directly from high school. As well, the task force should address the question of funding college research. The task force's final report to the Committee of Presidents will be presented in the spring.

Long-term marketing campaign

Michael Skea, a marketing consultant with Colleges Ontario, and Rob Savage, the director of communications at Colleges Ontario, provided an overview of the sector's province wide marketing efforts in advance of new TV ads that start in February. Polling research has confirmed the province-wide marketing efforts that have been ongoing since 2008 – along with the colleges' individual marketing campaigns and changes in the economy – have had an impact and that college education is valued by more parents. In February, new TV ads will be launched

**Report from the President
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that continue the Higher Education for a New World theme. The ads will run in English and French and a French radio ad will also run in northern Ontario.

Sexual assault legislation

Presidents were provided with an update on Bill 132, the Ontario government's bill on sexual violence and harassment. The colleges' task force on sexual assault met on Jan. 5 to review the legislation and the accompanying regulations that affect colleges, such as the requirements for reporting incidents. Monica Reilly, a senior policy adviser at Colleges Ontario, said feedback is being provided to the province to address some wording issues that could lead to unintended results.

Degree programs at colleges

Sheridan College president Jeff Zabudsky shared some ideas that his college is developing to try to reform the government's policy and processes for the degree programs at colleges. A paper with different proposals will be discussed at a future COP meeting.

50th anniversary celebrations

Durham College president Don Lovisa, Chair of the task force on the college sector's 50th anniversary in 2017, spoke about the brand standards and communications products being developed for the province wide celebrations. Presidents supported the recommendation that colleges should publicly launch the celebrations at the same time. The working group will explore options for the official launch of the 50th anniversary campaign.

CICan update

Presidents received an update from Fleming College president Tony Tilly on the activities at Colleges and Institutes Canada (CICan). He said colleges have been providing CICan with examples of infrastructure projects at colleges that can be pitched to the federal government as it prepares to increase its investments in infrastructure spending. As well, he said colleges are continuing to sign the Indigenous Education Protocol for Colleges and Institutes, which highlights how colleges plan to improve their practices to better serve indigenous peoples.

MEMO

DATE: January 13, 2016
TO: Everyone
FROM: Cheryl Jensen, President
SUBJECT: Reorganization Update



Dear Colleagues:

As I promised to you just before the holiday break, this memo will give you an update on our reorganization plans to date, and also next steps for finalization of the reorganization at the Dean and Director level.

The Executive team reviewed the current organizational structure and sought, with the revised structure, to:

- Form alignment with the overall strategic/institutional direction
- Enhance or enable improved service to students and employees
- Create single points of accountability, and
- Balance the scale and scope of work.

As you know, we hired a Vice President, Digital Technologies and Innovation, to ensure that there was a voice at the Executive table to focus on these important elements of the existing Strategic Plan – and indeed for the two areas which are known to be strengths at Algonquin College. The Vice President, Human Resources position was also filled after the retirement of Gerry Barker.

In addition, as has been the practice at the College, a Communications position will rejoin the team to allow for timely messages to the internal and external community. This is important to me, because communications was a key issue of the President's Listening Tour as well as the employee engagement survey results. Scott Anderson, currently Director of Communications, will sit at the executive table as Executive Director, effective immediately.

The expanded Executive team reflects the inclusive nature of the College as well as the size and complexity of the institution.

I believe that words are important and can send a message about the culture of the institution. Therefore, the name of the President's Council will change to the Algonquin College Executive Team, and the name of the College Leadership Council will become the Algonquin College Leadership Team – reflective of a more inclusive culture, and signaling a desire for increased employee engagement, and breaking down silos.

A framework showing the functional responsibilities of Executive Team members as well as some details of the reorganization is provided on the following pages. Full organizational charts are under development and will be available by March 31st.

Please contact me if you have any comments or concerns about this document.

SENIOR VICE PRESIDENT ACADEMIC

(COLLEGE LEAD FOR ACADEMIC QUALITY)

- Academic Faculties, Schools, CCOL
- Perth and Pembroke campuses
- Academic Operations & Planning
- Academic Program Development and Lifecycle, Quality Assurance, Learning and Teaching Services
- Academic Partnerships

VICE PRESIDENT FINANCE AND ADMINISTRATION

(COLLEGE LEAD FOR FINANCIAL SUSTAINABILITY)

- Finance & Administrative Services
- Physical Resources
- College Ancillary Services
- Risk Management

VICE PRESIDENT HUMAN RESOURCES

(COLLEGE LEAD FOR PEOPLE PLAN)

- Employee & Labour Relations
- Employee and Leadership Development
- Employee Engagement
- Organizational Effectiveness
- Resourcing
- Compensation and Benefits
- Employee Wellness

VICE PRESIDENT STUDENT SERVICES

(COLLEGE LEAD FOR VOICE OF THE STUDENT)

- Registrar's Office
- Student Support Services
- Foundation
- Library
- SA Liaison
- Student Recruitment
- Financial Aid

VICE PRESIDENT INTERNATIONAL AND STRATEGIC PLANNING

(COLLEGE LEAD FOR INTERNATIONALIZATION AND STRATEGIC PLAN CONSULTATION)

- Onshore International Student Recruitment
- Onshore Language Training
- Onshore International Student Support
- Offshore International Campuses and Partnerships
- Offshore International Program Licensing, Pathways, & Contract Training
- Offshore International Work and Study Exchanges
- Strategic Plan Development Activities

VICE PRESIDENT DIGITAL TECHNOLOGIES AND INNOVATION

(COLLEGE LEAD FOR DIGITAL TECHNOLOGIES, USER EXPERIENCE, INNOVATION AND ENTREPRENEURSHIP)

- Digital Strategy and Solutions
- Digital User Experience and User-Centered Design
- Information Technology Services
- Project Management, Process Automation and Optimization
- Digital Adoption and Usage
- Digital Performance and Insights
- Applied Research
- Innovation and Entrepreneurship
- Partnerships and Business Development

EXECUTIVE DIRECTOR, COMMUNICATIONS, MARKETING AND EXTERNAL RELATIONS

(COLLEGE LEAD FOR ALL COMMUNICATIONS, MARKETING AND BRAND MANAGEMENT)

- Internal and external Communications
- Marketing and Branding
- Government and External Relations
- Events

The details of the reorganization are as follows:

1. The College **Communications** function (College Branding, Public Relations, Government Relations, Marketing) will report to the President through an Executive Director lead.
2. **Applied Research, Innovation, Business Development and Entrepreneurship** will report to the Vice President, Digital Technologies and Innovation.
3. **Business Process Review (Lean) initiatives** will report to the Vice President, Digital Technologies and Innovation.
4. **Partnerships** will report to the Vice President, Digital Technologies and Innovation. Academic partnerships, for example partnerships with School Boards, will remain the responsibility of the Senior Vice President, Academic.
5. **Technical development and support for Learning Technology Services and for the Centre for Continuing and Online Learning technical support** will report to the Vice President, Digital Technologies and Innovation.
6. **The Course Outline Mapping and Management System (COMMS)** technical development, support and licensing to other Colleges will report to the Vice President, Digital Technologies and Innovation. The Academic and Curricular aspects of **COMMS** will remain the responsibility of the Senior Vice President Academic.
7. **Corporate Training Sales** will be the responsibility of the Vice President, Digital Technologies and Innovation. The academic Schools and Faculties will be responsible for delivery of the curriculum.
8. **Prior Learning Assessment and Recognition** will remain the responsibility of the Senior Vice President Academic, under Academic Development.
9. **The transactional aspects of the eText initiative** will be the responsibility of the Vice President, Finance and Administration, under Connections **as an ancillary service**. **All eText** technical development and support will be the responsibility of the Vice President, Digital Technologies and Innovation. Academic aspects of eText will remain the responsibility of the Senior Vice President, Academic.

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 9, 2015 to January 3, 2016

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:

√ Student Services

√ Academic

√ International, Communications & Strategic Priorities

Activity:

- Algonquin College was the first large college, and second college overall along with La Cité, to launch the Ontario College Application Services (OCAS) College Branded User Interface (CBUI). This interface provides an alternate application pathway. CBUI is designed to improve the lead to application conversion from direct web-based sources and provide prospective applicants a familiar user experience and brand when applying for college.
- The Marketing department launched the annual program advertising campaign focusing on a select group of 25 programs which resulted in lead acquisition increasing by 62%, cost per lead decreasing by 3% and click through rate increasing by 73%, compared to the same reporting period as last year.
- The Environmental Technician program at the Pembroke Campus provides capstone applied research opportunities for the students. In the Fall term, students completing the final semester of the program presented the findings of their research projects in presentations open to college employees and the public. The research projects are exemplary of water-related applied research as follows: Remote Sensing of Cyanobacteria; Lake Dore Water Quality Analysis; Best Management Practice Implementation (Dobson Farms); Muskrat Lake Temperature and Dissolved Oxygen Profiling; Hydrometric Data Analysis of the Muskrat Lake Watershed; and a Lung and Kidney Project.
- The School of Hospitality and Tourism received approval to offer the Indigenous Pre-Apprenticeship program in Spring 2016. The focus will be to teach/instruct and guide in traditional aboriginal food and food preparation, processing, nutrition, and business management while integrating stories, spirituality and aboriginal customs and culture.
- The Social Service Worker program held their Career and Placement Fair on November 18th and welcomed 20 community partners to the campus to meet with students.

	<ul style="list-style-type: none"> • Twenty-one International Biotechnology Professional Program (IBioTP) students completed the work placement component of the IBioTP program on December 1, 2015. Four students have secured contract employment via their work placement employers, and four have had their placements extended to work on special projects. • Academic Partnerships ended the Fall 2015 semester with 254 students completing a dual credit course. • A number of International activities have occurred including: the hosting of Algonquin’s first Degree Pathways and International Opportunities Fair, with 22 partners and 457 students; the launch of a Vietnamese landing page with associated nurture campaign; one webinar for six Ukrainian counsellors; a Skype presentation in Ukrainian High Schools; and the launch of Salesforce Online Application Portal. Twenty students and two faculty were awarded the International Study and Work Integrated Learning Bursary for off-shore work experience. • In a bid to offer greater flexibility for enrolment, French as a Second Language courses are being converted from a face-to-face delivery model to hybrid. • The Language Institute is preparing to pilot the use of the Scintlix robotic camera for lecture capture, which will allow students to join the program “live” from outside of Ottawa. This will greatly enhance students’ online experience. • A plagiarism workshop for new international students was offered.
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<p>STUDENT & CLIENT SUCCESS</p> <p>Goal 5: Deliver exceptional service to our diverse student and client populations</p> <p>Goal 6: Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement</p>	
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<p>Summary Report from:</p> <ul style="list-style-type: none"> ✓ Finance & Administrative Services ✓ Human Resources ✓ Student Services ✓ Academic ✓ Digital Technologies & Innovation ✓ International, Communications & Strategic Priorities 	<p>Activity:</p> <ul style="list-style-type: none"> • An initial electrical shutdown was carried out during the Christmas break period and additional power shutdowns are scheduled to facilitate the necessary testing and certification by Ottawa Hydro / Hydro One for the co-generation plant project. • Building ‘A’ renovations for the Healthy Living Education Smart Apartment and Adult Day Centre Program were completed with the facility being opened in January 2016. • Residence Services currently has 1,019 occupants confirmed for the Winter term. Sixty two new residents moved on campus in late January. • Food Services, in partnership with Coca-Cola, have introduced an interactive vending machine which is located in ‘A’ building. The vending machine is one of only four machines deployed in Eastern Canada. • The International Education Centre, in cooperation with the international admissions team, launched the International Student Application Portal enabling the processing of direct applications from 200 international recruitment agents. The portal allows students and agents to track applications processing and provides centralized information for all users. • The Fall 2015 term was the first large-scale term allowing faculty to directly enter grades via the Algonquin
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College Student Information System staff portal. A new software release for Grade Entry and Approval was deployed and includes an enhanced interface for Chairs, and an improved delegation functionality. By the December 23rd cut-off date, over 3,700 course sections were successfully entered and approved in the system. This automated solution has been deemed successful eliminating the manual entry of over 100,000 grades each Fall and Winter term. Ongoing review and enhancements of this project will continue.

- A 'Culture Corner Initiative' has been created at the Perth Campus. Indigenous artifacts are on display and there are Indigenous resources that students and staff can borrow.
- A total of 1,506 exams were accommodated for students with disabilities during Final Assessment Week in December. Overall the Fall 2015 semester saw an increase of 8% in the number of tests and exams supported by the Centre for Students with Disabilities Test Room.
- The Library at the Ottawa campus experienced a 10% increase in circulation compared to the same period in 2014. The use of reserve items boasted a 19% increase. Gate counts reveal a 13.5% rise in the number of visitors to the Library, increasing to 74,102 in 2015 from 64,159 in the same timeframe in 2014.
- The Peer Tutoring Services reflect an increase in demand for services with a 56% overall increase in appointments and the Student Learning Centre reports a 42% increase in the same timeframe as last year.
- Pembroke Campus has implemented several Strategic Enrolment Management strategies to support recruitment and retention of students. Strategies have been based on data intelligence and campus consultations with employees from multiple areas of the College.
- On November 9th Fairmont Hotels and Resorts staff were on campus to recruit School of Hospitality and Tourism students and to speak to our students about their Work Experience Program and Aspiring Leadership Program.
- In partnership with the City of Ottawa, the Community Studies Department hosted the "Navigating Change in Early Childhood Education" conference on November 20th and 21st. The conference attracted 400 participants from across the national capital region. Nancy Matthew, Assistant Deputy Minister, Ministry of Education, Lois Mahon, President of the College of Early Childhood Educators, Aaron Burry, Manager of Community and Social Service, City of Ottawa, Robin McMillan from the Canadian Child Care Federation and Kim Hiscott, Executive Director of Andrew Fleck Child Care Services participated in a panel discussion.
- Six hundred and fifty student observations and experiential learning opportunities for full time and online students took place at the Early Learning Centre.
- The Entrepreneurship Office became a member of the Youth Entrepreneurship Network Group of Ottawa (YENGO) and attended their planning and strategy session. The newly formed group, comprised of ten organizations from the Ottawa entrepreneurial community, has as its mandate to 'inspire, educate, connect and enable Ottawa youth to pursue their entrepreneurial dreams'.
- The U-Pass System update has been completed to support new students eligible for U-Pass in January.

	<ul style="list-style-type: none"> • International Education Centre and Employment Services hosted a networking event for international students on November 17, 2015, introducing them to five former International students who are now employed at Algonquin College. • An event to celebrate Diwali – the Hindu festival of lights – and hosted by the Students’ Association included more than 160 international students and Alumni from India on November 27, 2015. • The annual International Christmas party was attended by more than 100 international students. • In collaboration with Employment Services, one-on-one résumé writing support was provided to 23 international students from November 13 to 27, 2015. • Twenty new international students attended an early arrival International Student Orientation, and 75 Level 1 students completed the online pre-arrival orientation course.
<p>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</p>	
<p>Summary Report from: ✓ Finance & Administrative Services ✓ Human Resources ✓ Student Services ✓ Academic ✓ International, Communications & Strategic Priorities</p>	<p>Activity:</p> <ul style="list-style-type: none"> • Todd Schonewille, formerly Director of Facilities and Infrastructure at the Brockville General Hospital, has been appointed as the new Director of Physical Resources, effective February 1, 2016. On December 16th Phase 2 of the Part time Pay Task Force action plan was completed and a Status Report was posted on myAC. Phase III is to be completed in June 2016. • An Employee Engagement Action Plan to address the Tiger Team recommendations was endorsed by President’s Council in December. In the fall of 2015, twenty-eight departmental employee engagement planning sessions were completed across the College. In December, an Employee Engagement Theme Report was released to all College employees. The report outlines the following areas of employee engagement that each department will focus on: Communication, Career Management/Professional Development, Recognition, Collaboration/Networking/Mentorship, Performance Management, Recruiting/Talent & Staffing, Social/Team Building, Enable Work/Resources and Wellness. • Human Resources staff coordinated, on a monthly basis, a Paws4Stress visit in partnership with St. John’s Ambulance, spending two hours with a therapy dog visiting offices and students on campus. Although each visit was just a few minutes long, positive feedback was received from students and employees indicating that the short visit with the therapy dog completely turned their day around. On December 9th, we were able to brighten the day for over 300 students and employees. • During the week of December 7th, Human Resources staff participated in the Random Acts of Kindness events taking place at all of the campuses. This is a time when students and employees can be particularly stressed with deadlines and exams. Human Resources staff wrote over 150 cards and over 200 post-it-notes and placed them

all over the campus and on cars in the parking lot. Great feedback was received on Twitter and MyAC.

- Twelve sessions of the Accessibility Training programme rolled out to the College community through the Centre for Organizational Learning. The sessions held in December were *Accessible PDFs with Acrobat* and *Accessible InDesign*.
- The New Employee Orientation session welcomed 13 support staff, three administrators and two faculty to the Algonquin team.
- The Part-time Faculty Orientation Program supported 517 part-time faculty.
- Twenty-three Professional Development workshops were available to all employees. These workshops are offered in collaboration with Learning and Teaching Services and Curriculum Services.
- Fifty-seven administrative employees attended three sessions of the Management Academy between November and January, 2016.
- The 2016 Kaleidoscope Conference Planning is underway with the Strategic Enrolment Management Committee. The employee conference is scheduled from May 9 - 11, 2016. The theme is *“AC success: Our Actions Make a Difference”*. Working from this premise, each Conference activity will provide participants with the opportunity to:
 - describe how Algonquin is positioned to face short and long-term environmental opportunities and challenges;
 - be introduced to innovative student success practices within post-secondary education and consider their application at Algonquin College;
 - increase their awareness of our students’ realities “in, through and beyond” their journeys at Algonquin College;
 - deepen their understand and recognition of the significance of our respective roles, their interdependence and impact on student success, discover Algonquin College’s best practices in student retention and success; and
 - Showcase and celebrate Algonquin College best practices in student retention and success.
- Thirty-five part-time faculty successfully completed both the “Engaging Adult Learners with Effective Teaching Strategies” and “Course Planning” courses as part of the Teaching Adult Lifelong Learners (TALL) program.
- Fifty-one front line Algonquin College employees completed day one of a three-day “Addiction and Family Intervention training” (AFIT), this training was offered on November 9th and December 14th. An additional 18 front line employees completed day two of the AFIT training on December 15th. This training is for staff likley to encounter a student struggling with substance abuse.
- The Pembroke Campus hired its first Entrepreneur in Residence. Christopher Doré began his new role on January 4th.

	<ul style="list-style-type: none"> • Tanzania Study Tour, organized through Colleges and Institutes Canada, scheduled a visit to the School of Hospitality & Tourism to tour our facilities on November 20th. • International hosted a strategic planning session for all International Education Centre and Language Institute employees, with a portion of the day set aside to make meals for the Ottawa Mission.
<p>FINANCIAL SUSTAINABILITY</p> <p>Goal 9: Align our funded operational expenditures with provincial funding</p> <p>Goal 10: Expand non-funded opportunities to increase revenue</p> <p>Goal 11: Leverage strategic business partnerships to meet the capital needs of the College</p> <p>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 & Administrative Services ✓ Student Services ✓ Academic ✓ Digital Technologies & Innovation ✓ International, Communications & Strategic Priorities 	<p>Activity:</p> <ul style="list-style-type: none"> • The Responsibility Center Management project has been successfully transitioned to Operations as of December 1, 2015 under the governance of the Vice President, Finance & Administration and the Senior Vice-President Academic. • Print Services staff has agreed to a contract with Konica-Minolta for the provision of multi-function device (print/copy/scan) on campus. Supporting the digital college, this initiative will improve reliability and access to printing services while optimizing business processes. Additionally, from an environmental sustainability perspective, this contract will help reduce the total amount of prints, print devices and energy consumed by adopting best print practices. • In December a gift of \$1 million was confirmed. This gift will create a Centre for Innovation in Seniors Care and represents the first major donation to the Healthy Living Education Initiative. A donation request in the amount of \$5 million was submitted to a private Foundation in November 2015. The request will be reviewed in March 2016. Initial conversations with the donor are extremely positive. • The Perth Campus has developed a strategic partnership with the Small Business Advisory Centre in Smiths Falls and the Perth and District Chamber of Commerce to deliver multiple courses for a Business Accreditation program for the Chamber. The expanded number of courses will allow for more certifications to be awarded by the Chamber/College thus increasing the College's profile in the county. • The Pembroke Campus secured a contract to deliver Mental Health First Aid training to 50 County of Renfrew employees. • The Pembroke Campus received more than \$31,000 from the Jason Blaine Charitable Fund in December to support the campus capital campaign. • Funding in the amount of \$71,000 was approved by the Ontario Ministry of Agriculture, Food and Rural Affairs for ongoing Applied Research Project at the Pembroke Campus to assist local farmers with implementation of best management practices.

	<ul style="list-style-type: none"> • No internet outages were experienced during the period. • No wireless outages were experienced during the period. • The College has continued the rollout of IT network upgrades with a focus on the access switching layer. The access switching layer refers to the first point of contact for users’ wireless and wired access onto the network. The team is on track to achieve the planned 25% upgrades of the access layer by the end of this fiscal year. • International Education staff conducted recruitments trips in China, India, Taiwan, Korea, Japan and Nigeria. • The Dean of the Faculty of Health Public Safety and Community Studies and the Acting Chair Nursing Studies visited the Basle Health Institute in Dubai to assess the feasibility for delivery of Algonquin College allied health programming. • The Basle Health Institute has accepted a joint proposal submitted by Algonquin and SickKids International to provide experts/faculty for a symposium on Autism Spectrum Disorder (ASD) in Dubai, UAE during Arab Health Week. The symposium is tentatively planned for January 26-27, 2016. • All 49 Science Without Borders students completed their 12-18 month studies at Algonquin College. • In response to Immigration and Citizenship Canada’s inquiry to assist Syrian government-assisted refugees, the Language Institute staff have proposed delivering four additional Language Instruction for Newcomers to Canada classes. Space has been located to assist Syrian refugees should funding become available.
<p>Student & Employee Successes: ✓ Student Services ✓ Academic ✓ International, Communications & Strategic Priorities</p>	<ul style="list-style-type: none"> • Staff members from the Autism Transition Team were finalists for the Celebration of People Awards in Ottawa, and on December 3rd were recognized for their work as community leaders. This team supports the transition of first year students with Autism Spectrum Disorder, and helps them to successfully navigate the college environment and its many dimensions. • The Perth Campus students participated in Christmas parades in Carleton Place, Perth and Lanark Village during November and December. • Four members of the Algonquin College Loggersports team attended the Grey Cup in Winnipeg as part of the College’s partnership with the Ottawa REDBLACKS football club. The Loggersports team received extensive national media coverage. • The Digi60 Ottawa Digital Filmmakers’ Festival is celebrating its twelfth anniversary this year, and the work of a group of second-year Broadcasting-Television students including Hunter Breen, Tess Elliot, Geoff Nash, Joey Korth, and Eric Bailey brought home a win in the documentary category for their piece entitled, My Own Skin. The winning documentary explores the misunderstood world of body modifications, illustrated by those who make up its community. As well, 2015 Scriptwriting graduates Renato D’Ambrosio and Asim Zaidan won Best Screenplay for the documentary in the Digi60 Narrative Stream. The short documentary was produced by 2015 Broadcasting – Television graduate Rene Fortier. • The Academic Upgrading program “Preparation for Health Sciences” held its graduation ceremony at the

Restaurant International for 49 students who successfully completed the program. The Woodroffe Practical Nursing program will welcome 34 of the graduates in Fall 2016.

- The School of Business Awards event was held on November 12th to celebrate the academic achievements of students and the ongoing support of community donors. Approximately 125 people attended.
- Sixteen Algonquin College Business Marketing students competed in the prestigious 2015 Ontario Colleges' Marketing Competition in November which was hosted by George Brown College. Algonquin College performed exceptionally well in a variety of categories.
- The Battle of the Knives 2015 event took place on November 14th. Congratulations to first place winners, Culinary Management student Michel Chartrand, Event Management student Desiree Labon, and second year Culinary Management student Roxanne Caron. Second place winners included Culinary Management student Tarapreet Singh, Event Management student Jeanette Tachyn, and Culinary Management student Chase Iron-Mills. Congratulations to third place winners Culinary Management student Sabina Badge, Culinary Management student Chris Rosette, and Event Management student Donald Fex. The People's Choice Award went to Michael Chartrand, Roxanne Caron, and Desiree Labon.
- The Bartending students fundraised \$458.15 for the Ottawa Humane Society in November.
- On December 24th Scott Warrick, Coordinator, Culinary program and his team of volunteers helped feed over 2,000 people at a variety of community centres for Operation Big Turkey on Christmas Eve.
- Ben Ing, Culinary graduate, announced he will be the chef at the highly respected Noma Restaurant in Copenhagen. He was featured in the Ottawa Citizen on December 29th.
- All students from the Practical Nursing program at the Pembroke Campus passed the Canadian Practical Nursing Registration Exam.
- Algonquin College/University of Ottawa collaborative Bachelor of Science in Nursing program's National Council Licensure Examination (NCLEX) results have been received. Algonquin College achieved a pass rate of 80% as compared to the Ontario pass rate of 66% and the Canadian pass rate of 69%. Our program stood 8th out of 48 in the province and 20th out of 98 in the country.
- In the 2015 International Animation School Rankings published by Animation Career Review on April 10th, 2015, Algonquin College was ranked as one of the top schools in Canada. <http://www.animationcareerreview.com/articles/2015-top-100-international-animation-schools>
- Ottawa campus Police Foundations Level 03 students volunteered with an organization called Helping with Furniture on December 2, 2015. This event is intended to help students better understand the impact of poverty and marginalization in Ottawa.
- International Education staff Christine Peachey and Ernest Mulvey presented a session entitled *INTERNATIONAL TRAVEL SAFETY AND RISK MANAGEMENT – THE BUILDING BLOCKS AND CHALLENGES* at the Canadian Bureau for

International Education Conference.

- Lina Alhassan, a Language Institute faculty member, presented research study on English for Academic Purposes students' academic reading and writing skills at the Teaching English as a Second Language (TESL) Ontario Conference 2015 in November. The abstract of her research paper is also published on TESL Ontario Website: <http://www.teslontario.net/uploads/conference/conf2015/Brochure%20102215%20Reduced.pdf>
- A success story about Algonquin's Occupation-specific Language Training graduate, Svetlana Blant, has been posted on the OSLT website (<http://co-oslt.org/en/success-stories/>