ALGONQUIN COLLEGE

Business Plan 2012–2013

June 11, 2012

ALGONQUIN COLLEGE

THE OBJECT OF A COLLEGE

"...to offer a comprehensive program of career-oriented, post-secondary education and training to assist individuals in finding and keeping employment, to meet the needs of employers and the changing work environment and to support the economic and social development of their local and diverse communities."

Ontario Colleges of Applied Arts and Technology Act, 2002

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MESSAGE FROM THE PRESIDENT

"This College is focused on connecting people, community, technology and careers as we beleive this is the way of the future as educational institutions move more and more into a digital world, and embrace technology in all aspects of educational delivery."

The 2012-13 Business Plan is focused on four areas which serve as the pillars of our Strategic Plan, 2012-17; Applied Education and Training, Student and Client Success, Empowered People, and Financial Sustainability. These four overarching areas, along with the twelve goals associated with them, are incorporated into the 2012-13 budget which supports the achievement of these major directions. The major change in the Business Plan for 2012-13 was the realignment of the operational revenues and expenses of our funded and non funded programs and services in order to ensure that the areas which are funded by the government through the tuition fee framework and the Ministry grant formula, were sustainable well into the future.

In presenting this year's Business Plan, there was a clear recognition that many uncertainties still exist particularly with the changing global fiscal climate and that Ontario supported institutions will not be exempted from the challenges of reducing deficit budgets while still having to meet the increased demand for programs and services from students. This College is focused on connecting people, community, technology and careers as we believe this is the way of the future as educational institutions move more and more into a digital world and embrace technology in all aspects of educational delivery. New technological foundations must be created which support these new directions while still supporting on campus learning and applied education which are core to the operation of the College. As stated in previous Business Plans, the uncertain economy that we are living through masks the changing demographics and the impending skilled labour shortages that are on the horizon. There are strong economic reasons for Colleges to continue to develop the skilled knowledge workers of the future in order that the Ontario economy can thrive as it moves through this period of uncertainty. Our government is trying to develop a new direction for Ontario post secondary institutions and our Business Plan has been developed in such a way that it is flexible enough to make any necessary changes that are required when the Government finally sets those new directions in place. In the interim, we will try our utmost to address the needs of our students and clients for the programs and services they require to be ready for a better future .

Within the Business Plan targets for 2012-13, the College will finish the new waterfront campus in Pembroke as well as the new Student Commons at the Woodroffe Campus thus completing the last of the four major building projects that have been underway over the past two years to address the serious capacity issues at all of our campuses. At the same time, the digital foundation is being strengthened so that students can be assured that when choosing the digital route for the delivery of their education programs or support services that those facilities will be available. As post secondary education embraces the digital revolution and transforms how learning and content are delivered, this College will play a leadership role in embracing technological enhancement in all aspects of both our academic as well as our student support service delivery and by leveraging technology to gain the productivity, innovation and efficiencies that are necessary in order to achieve fiscal sustainability. The Business Plan for 2012-13 is supported by the 2012-13 Budget and both plans have clear metrics to be used when measuring the outcomes and all aligned within our new Strategic Plan.

The Board of Governors and all of the employees of this College are committed to achieving the outcomes which are listed in this document and will embrace the new initiatives in the post secondary directions from the government as they become available.

Robert C. Gillett
President

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.

MULTI-YEAR ACCOUNTABILITY AGREEMENT (MYAA) FOR 2011-12

The Government of Ontario has not as yet released its reporting framework for the year 2011-12; however, it is our believe that the 15 category system established in the fall of 2011 will continue for 2011-12.

The 15 system-wide indicators are as follows:

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

At the time of drafting this Business Plan, we are still awaiting further instruction from the Ministry; however, the data collection is underway and the Business Plan will be updated with the new figures in order to be compliant with the delivery date of June 30th. If the Ministry has not yet released its requirement by that date, we will use the 2010-11 model and submit a revision thereafter.

FACTORS OUTSIDE OF THE CONTROL OF THE COLLEGE

- Changes in copyright requirements
- Tuition fees
- Operating funding
- Capital funding
- Shifting student demand and enrolment patterns
- Accreditation requirements of external agencies
- MTCU directions for post secondary institutions
- Changes in government directions for post secondary institutions
- Changes in technology requirements
- Cost of unfunded maintenance
- Cost of technology upgrades
- Change in student profiles
- Increase in number of disabled students
- Union challenges
- Increased cost of accountability initiatives
- Student technology expectations in a digital world
- Cost of bandwidth increases
- Increase professional development and training requirements for employees
- AODA requirements

There are strong economic reasons for Colleges to continue to develop the skilled knowledge workers of the future in order that the Ontario economy can thrive as it moves through this period of uncertainty.

OPERATIONAL OUTCOMES, MAJOR ACTIONS AND MEASURES

2012-17 Strategic Goals	2012-13 Initiatives	2012-13 Measures
Applied Education and Training		
AE1. Deliver an exemplary applied education and training experience.	**AE1.1** Engage students, faculty and clients to deliver more applied research projects.	**AE1.1** 700 students, 60 faculty and 120 employers engaged in applied research projects
	AE1.2 Embrace digital education, creating a more flexible, engaging, effective and efficient learning environment.	**AE1.2.1** Open Education Resource and Etext strategy developed.
		AE1.2.2. 46 programs converted to mobile (6000 FTE students).
		AE1.2.3. Online enrolment increased by 200 FTE students.
AE2. Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	**AE2.1** Lead and support Ottawa's Regional Labour Market Planning and Talent Management initiative in collaboration with Employment Ontario, industry and community partners.	**AE2.1** Labour Market Planning and Talent Management activities and report completed.
	AE2.2 Create new offerings and services and enhance existing offerings and services which address non post-secondary client needs.	**AE2.2** New/enhanced offerings and services launched including: • Twelve new corporate training offerings, (including four new technology-enabled offerings) • New Language Institute hybrid courses and online placement test • Fifteen new PDI offerings
	AE2.3 Increase the number of students in applied degree and graduate certificate programs.	**AE2.3** Applied degrees subject to decisions regarding the Drummond Report. At least one new graduate certificate developed by each school. 10 new graduate certificate programs approved.
AE3. Leverage technology to enhance the educational experience.	**AE3.1** Convert College Website to WordPress.	**AE3.1** 100% conversion of College websites to WordPress completed.
	AE3.2 Provide access to the learning management system to local and international users on a 7 day, 24 hr/day basis.	**AE3.2** LM System available on a 99.9% basis.
AE4. Provide opportunities for every full-time student to have a work experience outside of the classroom.	**AE4.1** Launch the co-curricular record and increase availability of volunteer opportunities.	**AE4.1** Co-Curricular Project Coordinator hired. Plan developed for implementation of Orbis software and promotion within College.
	AE4.2 Embrace experiential learning as a cornerstone of the college programming strategy as evidenced by living laboratories, simulated work experiences and on site work experiences that connect research and practice.	**AE4.2** Plan developed to have all full-time programs embed industry and/or community work experiences.

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2012-17 Strategic Goals	2012-13 Initiatives	2012-13 Measures
Students and Client Success		
SC1. Deliver exceptional service to our diverse student and client populations.	**SC1.1** Implement new service delivery model in the Student Commons, including "triage" processes through Student Success Centre (new name TBD).	**SC1.1** Service delivery model, with supporting processes and software, in place for Fall, 2012, start-up.
	SC1.2 Provide additional online service applications and tools to increase overall efficiency and improve service to clients, and in support of the digital college.	**SC1.2** New functionality tested and in production, including implementation of ACSIS redesign, automation of bursaries, and participation in MTCU-funded Pathways Project.
	SC1.3 Implement interim service delivery model for Health Services, operationalizing the recommendations of the Operational Review conducted in January, 2012.	**SC1.3** Health Services Manager (contract) hired and timelines established and met re: actioning Phase 1 recommendations during 2012/2013.
	SC1.4 Define long-term service delivery model for Health Services.	**SC1.4** Presentation delivered to PEC on recommended long-term service delivery model.
	SC1.5 Increase the number of Prospective Student Leads collected.	**SC1.5** 20% increase year-over-year achieved.
	SC1.6 Increase Algonquin's brand awareness as a leading provider of digitally connected applied education and training.	**SC1.6** Unaided Brand Awareness increased from 36% to 40% in annual brand survey.
	SC1.7 Launch bi-annual website & mobile customer satisfaction survey.	**SC1.7** Satisfaction benchmark established.
SC2. Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	**SC2.1** Implement new online functionality to facilitate admission and graduation processes.	**SC2.1** New functionality tested and in production.
	SC2.2 Undertake the review and re-engineering of HR business processes with the aim to identify, analyze and re-design the way work is completed in our current HRIS to improve our customer service and increase the value add.	**SC2.2** Analysis of the processes completed and reported to PEC.
	SC2.3 Automate business processes to enhance productivity, efficiency and auditability.	**SC2.3** Ten College-wide business processes automated, complete with workflow and interface to systems.

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OPERATIONAL OUTCOMES, MAJOR ACTIONS AND MEASURES (CONTINUED)

2012-17 Strategic Goals	2012-13 Initiatives	2012-13 Measures
Empowered People		
EP1. Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	**EP1.1** Administer a detailed Employee Engagement Survey.	**EP1.1** Survey completed and reviewed by PEC.
	EP1.2 Develop and implement a new faculty performance support plan.	**EP1.2** Faculty performance support plan established and pilot launched.
EP2. Create and foster an environment in which our leadership model of competencies and behaviours is supported.	**EP2.1** Implement the revised Administrative Performance Appraisal system utilizing Algonquin's Leadership competencies and the creation of development and professional growth plans to support the College's strategic direction.	**EP2.1** Administrative appraisals and documented professional growth and development plans for each Administrative position developed.
	EP2.2 Establish a mentoring program and identify specific career development pathways for those employees in the talent pool for the "High-Risk" roles and critical positions.	**EP2.2** Mentorship program piloted and tracking of career development opportunities for those employees in the talent pool implemented.
	EP2.3 Establish a "Leadership Speaker Series" offered to those in the ALEI programs and other leaders within the College.	**EP2.3** Speaker series established and delivered.
Financial Sustainability		
FS1. Align our funded operational expenditures with provincial funding.	**FS1.1** Research best practices, consult with internal stakeholders and draft a plan to implement a Responsibility Centered Management Model that encourages innovation and provides greater autonomy and decision making.	**FS1.1** Planning completed to implement an RCM budget model for the 14/15 budget.
	FS1.2 Complete the implementation of self-sufficiency models for the Algonquin College Foundation and Applied Research and Innovation.	**FS1.2** Self-sufficiency models implemented.
	FS1.3 Develop a 5 year strategic enrolment pro-forma.	**FS1.3** 5 year strategic enrolment pro-forma developed and approved.
	FS1.4 Coordinated curriculum and program development capacity in place to enable the College to move forward with high quality program initiatives in a timely manner.	**FS1.4** Coordinated curriculum and program development strategy developed and implementation of the plan executed.
	FS1.5 Achieve an 85% term-to-term retention rate.	**FS1.5** 85% term-to-term retention rate achieved.
	FS1.6 Achieve a 65% student graduation rate.	**FS1.6** 65% graduation rate achieved.

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2012-17 Strategic Goals	2012-13 Initiatives	2012-13 Measures
FS2. Expand non-funded opportunities to increase revenue.	**FS2.1** Increase revenue from international activities.	**FS2.1** 1136 FTE international post-secondary students enrolled; 1200 international students enrolled in overseas campus offerings; International contract activity revenue increased to $677K.
	FS2.2 Increase revenue from personal development offerings, corporate training and contract activity.	**FS2.2** $4 M secured in corporate training revenue; $1.5M secured in revenue from government funded contract activity; $1M secured in Second Career Strategy revenue; $1.8 M in revenue secured from PDI offerings.
FS3. Leverage strategic business partnerships to meet the capital needs of the College.	**FS3.1** Host and facilitate an event which brings together potential partners in the private and public sector with the objective to initiate development of an effective shared services model.	**FS3.1** Event hosted resulting in opportunities identified and plans initiated to establish shared services resulting in operating efficiencies.
	FS3.2 Investigate opportunities to develop strategic partnerships and identify alternative sources of capital.	**FS3.2** Market scan and feasibility analysis completed identifying the most beneficial strategic partnership opportunities.
	FS3.3 Build new strategic business partnerships and steward existing relationships to generate revenue and in-kind contributions.	**FS3.3** Additional $670K raised for the Perth capital campaign and $900K raised for the Pembroke capital campaign to achieve targets. $1M in gift-in-kind donations raised.
FS4. Create the technological foundation to align with the digital direction.	**FS4.1** Establish an Integrated College Development Plan established through a process that considers physical and technological infrastructure needs together.	**FS4.1** Integrated College Development Plan completed, providing a roadmap of capital needs to pursue the Digital College objectives.
	FS4.2 Develop a multi-year implementation plan for Enterprise Resource Planning system(s), (HRIS, Finance, CRM and Student Information)	**FS4.2** Multi-year plan to implement ERP system(s) completed and approved by PEC.
	FS4.3 Deliver business intelligence and analysis solutions to College stakeholders.	**FS4.3** BI analysis models implemented to assist the College with labour analysis, risk assessment and Strategic Enrollment Management.
	FS4.4 Improve the College's connection to the internet including enhanced security, appropriate volume prioritization technology, and capacity management strategy.	**FS4.4** Network configuration and improvements completed. Through remainder of academic year, core network operating at 99.9% availability.

BUDGET ASSUMPTIONS

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 2012-13 follows:

Revenues

- Grant projections are based on the assumption that the existing College Funding Framework (released in June 2009) for operating and enrolment growth grants will be extended for a fourth year and will be funded at the same rate as the first 3 years of this model;
- Tuition fees for funded programs were estimated to increase by an average of 4.5% under a one year extension to the existing tuition fee policy for 2012-13;
- Enrolment growth in full-time post secondary programs is projected to increase by 3.5% over 2011-12 enrolment levels due to growth in existing programs, the launch of new programs, and improved retention;
- Colleges will be fully reimbursed for the 30% tuition discount implemented under the Ontario Tuition Grant program;
- The Ministry of Training Colleges and Universities' (MTCU) Rural and Northern Grant will be maintained in 2012-13; and
- The following other non-funded revenue sources will increase to respond to the projected enrolment increases, economic downturn, international opportunities and anticipated market conditions:
    - Contract and Corporate Training,
    - International Tuition and
    - College Ancillary Services

Operating Expenditures

- Wage increases for non-bargaining unit staff will not exceed the current range of wage increases in the public sector;
- Faculty collective agreement settlement for September 1, 2012 will not exceed the current range of wage settlements in the public sector;
- The College will augment its existing faculty complement with additional hires to accommodate projected enrolment growth;
- The expansion of College services including food services, peer tutoring, and Centre for Students with Disabilities will require several additional full-time staff;
- Ongoing efforts will be maintained to optimize the use of existing full-time staff and reduce the reliance on part-time staff; and
- Discretionary and non-essential spending will be reduced to ensure that the College resources are appropriately aligned within the Province's funding and tuition fee framework.

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, mitigate the risk of physical and technological infrastructure failure, and complete construction of the new Pembroke Campus and the Student Commons.

At the March 12, 2012, Board of Governors meeting, approval was granted to utilize $23 million of the College Reserve Funds for the new Pembroke Campus. The College portion of the Student Commons facility will be financed through a $22 million Ontario Financing Authority Loan Facility. A provision to service this debt has been incorporated in the annual budget.
The College is appreciative of the Students' Association contributions towards the following expansion projects:

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

These additional funds will enable all three campuses to provide greater service offerings to students.
The College is also appreciative of the many donors that are contributing towards the capital construction costs of the following expansion projects:

- $7.5 million for the Algonquin College Centre for Construction Excellence
- $2.5 million for the new Pembroke Campus; and
- $1 million for the new Perth Campus facility.

The Algonquin College Foundation is reporting that the campaigns have achieved 95% of their campaign target goals at this time. A provision of $6 million has been established to fund strategic priorities in 2012-13. Decisions on how these funds will be used for strategic priorities are pending and will be communicated to the Board of Governors at a future date.

Expenditures from Internally Restricted Funds

The College has consistently grown its accumulated surplus balance over the past 7 years in the Internally Restricted Fund accounts. These funds are managed and grown to provide resources to fund both short-term requirements and long-term capital expansion plans such as the $23 million investment in the new Pembroke Campus. Once the 2011-12 financial statements are finalized a proposal will be presented to the Board of Governors to grant approval to use a portion of the Internally Restricted Funds to fund many other strategic and transformational initiatives.

While the Pembroke fundraising campaign is on track to meet its goal, a portion of donor commitments have been made in the form of pledges. These pledges will be converted to cash donations over the next 5 years. To provide the cash flow required to complete this project this year, the College has determined that the best course of action is to establish an internal 'borrowing' from the College's reserve funds (same as was done for Perth and ACCE facilities last year). These borrowed funds will be paid back over the next 5 years as the pledges are converted to cash donations.

RISKS AND BUDGET IMPACT

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

RISKS SCHEDULE

Risks Identification	Impact in 2012-13	Likelihood in 2012-13	Risk Management
Enrolment Less than Projection resulting in Reduced Tuition Fees	Moderate	Low	• New Programs • Retention Initiatives • Reduce Direct Expenses • Reduce Planned Contributions to Reserves • Increase Winter Intakes
Provincial Operating Grants Less than Budgeted	Moderate	Moderate	• Reduce Direct Expenses • Review Programs and Services for Efficiencies • Defer Strategic One Time Investments
Other Revenues Less than Budgeted	High	Moderate	• International Initiatives • Contract Training • New Ancillary Services
Labour Relations	Moderate	Moderate	• Monitor Government Actions • Advocate for Additional Government Funding • Budget Provision for Additional Positions • Management of the Arbitration Process and Costs • Faculty Staff Bargaining
Information Technology Assets and Services – Business Interruption	High	Low	• Contingency Accounts Available • Business Continuity/ Disaster Recovery Plan
Facilities Quality and Space Constraints	Moderate	Low	• Develop Alternative Growth Strategies • Leverage Use of Technology • New Facilities

The Business Plan for 2012-13 is supported by the 2012-13 Budget and both plans have clear metrics to be used when measuring outcomes.

SUMMARY OF FUNDED POSITIONS

	4th Quarter 2011-12				Position Changes			Annual Budget 2012-13			
	Admin	Support	Academic	Total	Positions Opened	Positons Closed	Positions Transferred	Admin	Support	Academic	Total
President and Board of Governors											
President and Board of Governors	3	-	-	**3**	-	-	-	3	-	-	**3**
Total	**3**	-	-	**3**	-	-	-	3	-	-	**3**
Human Resources											
Human Resources	22	2	1	**25**	-	-	-	22	2	1	**25**
Total	**22**	**2**	**1**	**25**	-	-	-	**22**	**2**	**1**	**25**
Administration											
Vice-President's Office	2	-	-	**2**	-	-	-	2	-	-	**2**
College Ancillary Services	17	68	-	**85**	3	-	-	18	70	-	**88**
Finance & Administrative Services	7	28	-	**35**	1	-	-	7	29	-	**36**
Physical Resources	14	39	-	**53**	-	-	-	14	39	-	**53**
Total	**40**	**135**	-	**175**	4	-	-	**41**	**138**	-	**179**
Student Services											
Vice-President's Office	2	-	-	**2**	-	-	-	2	-	-	**2**
Student Support Services	7	22	16	**45**	2	-	-	7	23	17	**47**
Registrar	10	58	-	**68**	1	-	-	10	59	-	**69**
Total	**19**	**80**	**16**	**115**	**3**	-	-	**19**	**82**	**17**	**118**
Business Development											
Vice-President's Office	3	1	-	**4**	-	-	-	3	1	-	**4**
Applied Research & Development	2	-	-	**2**	-	-	-	2	-	-	**2**
Algonquin College Foundation	3	2	-	**5**	-	-	-	3	2	-	**5**
Information, Institutional Research and Technology Services	9	66	-	**75**	1	-	-	10	66	-	**76**
International & Corporate Business Developement	9	11	21	**41**	-	-	-	9	11	21	**41**
Workforce & Personal Developement	2	3	-	**5**	-	-	-	2	3	-	**5**
Total	**28**	**83**	**21**	**132**	**1**	-	-	**29**	**83**	**21**	**133**

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	4th Quarter 2011/2012				Position Changes			Annual Budget 2012-13			
	Admin	Support	Academic	Total	Positions Opened	Positons Closed	Positions Transferred	Admin	Support	Academic	Total
Academic Services											
Vice-President's Office	12	3	5	**20**	7	-	(1)	12	2	12	**26**
School / College Work Initiative	-	-	-	-	-	-	1	-	1	-	**1**
Faculty of Arts, Media & Design	7	28	107	**142**	-	-	-	7	28	107	**142**
School of Business	5	9	81	**95**	-	-	-	5	9	81	**95**
School of Hospitality & Tourism	3	9	37	**49**	-		-	3	9	37	**49**
Faculty of Technology & Trades	8	36	148	**192**	-		(24)	6	25	137	**168**
Algonquin College Heritage Institute	-	-	-	-	-		24	2	11	11	**24**
Facutly of Health, Public Safety & Community Studies	8	31	125	**164**	-		-	8	31	125	**164**
Learning & Teaching Services	5	22	4	**31**	-		(1)	5	21	4	**30**
Mobile Computing	-	-	-	-	-		1	-	1	-	**1**
Centre for Continuing and Online Learning	4	17	-	**21**	-		-	4	17	-	**21**
Algonquin College in the Ottawa Valley	6	27	25	**58**	-		-	6	27	25	**58**
Total	**58**	**182**	**532**	**772**	**7**	-	-	**58**	**182**	**539**	**779**
Advancement											
Executive Director's Office	3	2	-	**5**	-	-	-	3	2	-	**5**
Recruitment	2	6	-	**8**	-	-	-	2	6	-	**8**
Marketing Services	2	8	-	**10**	-	-	-	2	8	-	**10**
Total	**7**	**16**	-	**23**	-	-	-	**7**	**82**	-	**23**
SUBTOTAL	**177**	**498**	**570**	**1245**	**15**	-	-	**179**	**503**	**578**	**1260**
Positions to be Closed in the Future	-	-	-	-	-	(21)	-	-	-	-	**(21)**
COLLEGE TOTAL											**1239**

2012-13 PROJECTED ENROLMENT VS. 2011-12 ACTUAL ENROLMENT

FACULTY/SCHOOL	Post Secondary/Post Diploma			Applied Degree			Co-op Diploma Apprenticeship			% Change
	Projected 2012-13	Actual (unaudited) 2011-12	Change	Projected 2012-13	Actual (unaudited) 2011-12	Change	Projected 2012-13	Actual (unaudited) 2011-12	Change	
Arts, Media & Design										
Level 1	2450	2509	(59)	31	31	-	-	-	-	
Returning	3946	3858	88	212	234	(22)	-	-	-	
TOTAL	6396	6367	29	243	265	(22)	-	-	-	
Business										
Level 1	1843	1775	68	45	47	(2)	-	-	-	
Returning	4861	4849	12	243	242	1	-	-	-	
TOTAL	6704	6624	80	288	289	(1)	-	-	-	
Hospitality & Tourism										
Level 1	1010	968	42	40	40	-	-	-	-	
Returning	1602	1542	60	137	45	92	-	-	-	
TOTAL	2612	2510	102	177	85	92	-	-	-	
Technology & Trades										
Level 1	2426	2219	207	-	-	-	-	-	-	
Returning	5011	4861	150	-	1	(1)	-	-	-	
TOTAL	7437	7080	357	-	1	(1)	-	-	-	
Health, Public Safety & Community Studies										
Level 1	2110	2082	28	-	-	-	-	-	-	
Returning	4941	4728	213	-	-	-	-	-	-	
TOTAL	7051	6810	241	-	-	-	-	-	-	

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FACULTY/SCHOOL	Post Secondary/Post Diploma			Applied Degree			Co-op Diploma Apprenticeship			% Change
	Projected 2012-13	Actual (unaudited) 2011-12	Change	Projected 2012-13	Actual (unaudited) 2011-12	Change	Projected 2012-13	Actual (unaudited) 2011-12	Change	
Centre for Continuing & Online Learning										
Level 1	268	254	14	-	-	-	-	-	-	
Returning	281	170	111	-	-	-	-	-	-	
TOTAL	549	424	125	-	-	-	-	-	-	
Business Development										
Level 1	33	36	(3)	-	-	-	-	-	-	
Returning	30	31	(1)	-	-	-	-	-	-	
TOTAL	63	67	(4)	-	-	-	-	-	-	
Algonquin College in the Ottawa Valley										
Level 1	494	456	38	-	-	-	20	14	6	
Returning	889	823	66	-	-	-	32	27	5	
TOTAL	1383	1279	104	-	-	-	52	41	11	
TOTAL Level 1	10634	10299	335	116	118	(2)	20	14	6	3.2%
TOTAL Returning	21561	20862	699	592	522	70	32	27	5	3.6%
TOTAL	32195	31161	1034	708	640	68	52	41	11	3.5%

2012/13 Projected Enrolment vs. 2011/12 Actual Enrolment

PRO FORMA SUMMARY

Impact of the Ontario Budget speech in not reflected in these projections *(all figures in $000's)*	Annual Budget 2011-12	Annual Budget 2012-13	Pro Forma 2013-14	Prom Forma 2014-15
Funded Activity/College Operation				
Revenue	176,147	190,813	196,547	201,630
Expentitures	185,842	190,813	196,547	201,630
Net Cash Flow	**(9,695)**	-	-	-
Contract Activity				
Revenue	30,810	27,781	29,192	30,068
Expentitures	24,211	23,405	24,720	25,497
Net Cash Flow	**6,599**	**4,376**	**4,472**	**4,571**
College Ancillary Services				
Revenue	40,245	40,641	41,454	42,283
Expentitures	35,937	36,585	37,657	38,403
Net Cash Flow	**4,308**	**4,056**	**3,797**	**3,880**
International Education Centre				
Revenue	12,641	16,575	17,685	19,471
Expentitures	5,080	12,032	13,011	14,238
Net Cash Flow	**7,561**	**4,543**	**4,674**	**5,233**
Strategic Investment Priorities				
Revenue	66,948	48,796	1,885	585
Expentitures	74,721	60,771	13,828	13,296
Net Cash Flow	**(7,773)**	**(11,975)**	**(11,943)**	**(12,684)**
NET CASH FLOW	**1,000**	**1,000**	**1,000**	**1,000**

(CONTINUED)

Impact of the Ontario Budget speech in not reflected in these projections *(all figures in $000's)*	Annual Budget 2011-12	Annual Budget 2012-13	Pro Forma 2013-14	Prom Forma 2014-15
Add:				
Capital Assets (net)	44,358	32,974	5,350	5,350
Principal Portion of Debt Payments	1,745	2,053	2,386	2,544
Contributions to Internally Restricted Funds	3,998	2,580	1,080	1,080
Less:				
Loan Proceeds	(33,319)	(23,822)	-	-
Amortization (net)	(6,513)	(7,230)	(8,106)	(8,106)
Change in Vacation, Sick Leave and Post-Employment Benefits	(356)	517	71	51
NET CONTRIBUTION (before Internally Restricted Fund Expenditures)	**10,913**	**8,072**	**1,781**	**1,918**
Expenditures from Internally Restricted Funds*	(9,202)	(4,800)	-	-
NET CONTRIBUTION (as per GAAP)	**1,711**	**3,272**	**1,781**	**1,918**
Net Assets				
Unrestricted	1,000	1,000	1,000	1,000
Investement in Capital Assets	31,541	55,731	55,361	55,149
Vacation, Sick Leave and Post-Employment Benefits	(16,144)	(13,842)	(13,771)	(13,719)
Internally Restricted				
Appropriations	-	-	-	-
Specific Reserves	9,446	8,585	8,981	9,824
General Reserve Funds**	42,794	22,970	24,654	25,888
Interest Rate Swaps	(9,369)	(8,744)	(8,120)	(7,900)
Endowments	15,271	15,871	16,471	17,071
TOTAL NET ASSETS	**74,539**	**81,571**	**84,576**	**87,313**