

BUSINESS PLAN 2009-2010

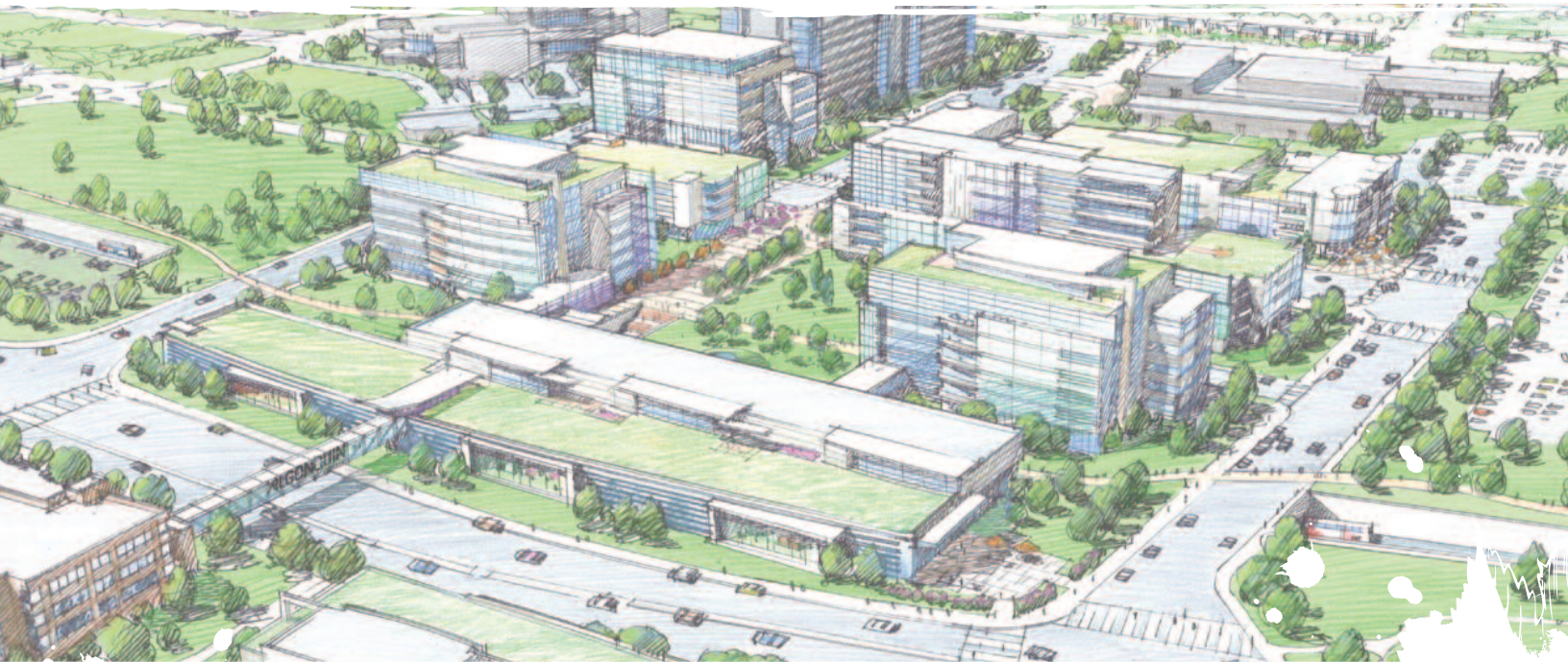




TABLE OF CONTENTS

MESSAGE FROM THE PRESIDENT	1
1.0 VISION, MISSION, VALUES.....	2
2.0 OPERATIONAL OUTCOMES, MAJOR ACTIONS AND MEASURES	3
Employee Development	
Academic Leadership	
Service Excellence	
Resource Management	
3.0 RESOURCES REQUIRED TO	14
ACHIEVE OBJECTIVES	
2009/10 Budget - Assumptions	
2009/10 Budget - Risks	
2009/10 Budget - Summary of Funded Positions	
2009/10 Budget - Projected Enrolment vs. 2008/2009	
Summary of Approved Budget for 2009/2010 .	
 MULTI-YEAR ACCOUNTABILITY AGREEMENT Appendix 1	





LETTER FROM THE PRESIDENT



The 2009/10 Business Plan is focused on the transformation of the College to achieve the vision for 2013 as well as aligning College efforts to address the strategic issues of access and growth, retention and student success and consequent improved graduation rates. The plan recognizes that the College serves a large and expanding community with many new learning needs which the College is counted on to address. In order to accommodate the growing demand for access, the College has expanded its offerings into the evening hours and will be further developing new programs for the weekends and an expanded summer option. A major focus of this plan is to put a significant effort into the development of a virtual college, built on the existing foundation of the hybrid development as well as our current online initiatives. The virtual college will truly take Algonquin into the 21st century and into a fully technology-enabled environment where it will serve the needs of learners who cannot be served with the present model.

The College is also going through a human resources transformation primarily due to retirements and as a result, there will be an increased focus on succession planning, professional development and establishing Algonquin as an employer of choice in this region. We are continuing the effort of establishing client service standards across all campuses with the focus on student success and ensuring that all staff and faculty are aware of what the College is trying to achieve and why it is important to both the internal and external communities. Efforts will also be made to create new leadership experiences and to encourage individuals to seek career advancement and build their internal leadership capabilities for future promotion. There will be an increased emphasis on preparing employees for the virtual college and building their knowledge and experience with the technologies and methodologies which are essential for working in this new environment.

This business plan commits all sectors to addressing mission critical areas such as building capacity, increasing access, becoming demand driven, increasing retention and graduation rates as well as fostering business development. The thirteen areas of the transformation plan are the best indication of what the College will be doing as it moves toward the vision of 2013. As can be seen in the statement of goals, each goal is tracked against the College Strategic Plan 2008/2013 as well as the transformation plan with the hope that each year we will be able to clearly measure progress toward our vision. We will also be introducing a balanced scorecard and dashboard which will give the Board of Governors and the community an ongoing progress report against agreed-upon targets.

A handwritten signature in black ink that reads "R. Gillett". The signature is written in a cursive, flowing style.

Robert C. Gillett
President

1.0 OUR MISSION, VISION AND CORE VALUES

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

VISION STATEMENT

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

MISSION STATEMENT

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

CORE VALUES

CARING

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

LEARNING

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

INTEGRITY

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

RESPECT

We value the dignity and uniqueness of the individual.

We value equity and diversity in our community.



2.0 OPERATIONAL OUTCOMES, MAJOR ACTIONS AND MEASURES

The following major initiatives will be undertaken in 2009/10 in support of the College Strategic Plan and the Multi-year accountability agreement with the Provincial Government:

EMPLOYEE DEVELOPMENT

Algonquin is committed to being a leading Canadian College in the ongoing professional training and development of employees to ensure the best possible learning experience for its students.

2008-2013 Strategic Plan	2009-2010 Goals	2009-2010 Initiatives	Measure
1. Provide faculty and academic staff with the knowledge required to ensure the provision of an engaged teaching/learning environment, based on adult learning principles and the integration of electronic technology.	Continue to enhance professional practice of faculty and academic staff.	Create and deliver PD opportunities and initiatives to meet the teaching and learning needs of faculty and academic staff.	Hybrid workshops delivered to professors who developed new hybrid courses in 2009/2010.
			Professional development activities developed and delivered in support of the College's Client Service initiative.
			Professional development plan developed and implemented for ESL faculty interested in delivering language training offshore.
		Improve academic staff awareness of College goals and direction, including PD opportunities.	<i>myAlgonquin</i> web traffic increased by 20%.
2. Support employees by investing in professional development, including technology training.	Create professional development and technological training opportunities, which align with the strategic directions of the College.	Increase professional capacity and capabilities of employees.	Credential/training upgrade strategy for staff developed.
			Professional development and training baseline developed through meetings of management and employees throughout the year.
		Develop professional development activities reflecting the Professor of the 21st Century and the Staff of the 21st Century frameworks.	Electronic professional development resources for faculty and staff enhanced to be more dynamic and interactive.
		Ensure all new full-time professors can demonstrate understanding and the effective application of educational technology tools in the classroom by the completion of their probationary period.	Questions developed and used in the hiring of all full time professors to assess their understanding of and ability to use educational technology tools. During the selection process, candidates for positions as full time professors will be required to conduct a practice teaching session using educational technology tools appropriate to the program.

2.0 OPERATIONAL OUTCOMES, MAJOR ACTIONS AND MEASURES

2008-2013 Strategic Plan	2009-2010 Goals	2009-2010 Initiatives	Measure
3. Expand orientation and mentorship activities for new employees to ensure that every employee better understands the programs and services the College offers.	Ensure all areas will strengthen their efforts to make certain every employee has a strong orientation and support system.	Review, update and deliver formal departmental orientation program for all new full-time and part-time employees	College and Departmental Orientation, and WHMIS training, provided to all new full and part time employees.
		Require all new part-time professors to participate in the College's Part-time Orientation "Teaching at Algonquin" program.	Program delivered to all part time faculty.
4. Build the leadership capabilities of our employees and our future leaders through a comprehensive leadership development program.	Further develop the College's leadership capacity.	Implement the Leadership in Education Institute (LEI)	The Algonquin LEI framework revised and the first intake of participants completed.
		Offer other leadership initiative opportunities as appropriate.	To offer two intakes of the 6-day Leadership Development program for aspiring leaders.
5. Focus on skills identification, at all levels, to address succession planning and unforeseen circumstances.	Establish a College succession plan.	Complete succession review report.	Report completed by September 30, 2009.
		Establish targeted leadership training initiatives.	New training initiatives plan completed by October 30, 2009.
		Update position risk analysis report.	Risk analysis completed by December 2009.

ACADEMIC LEADERSHIP

Algonquin is committed to enhancing student success by providing an enriching and challenging learning experience delivered by engaged employees and supported by quality curriculum and resources.

2008-2013 Strategic Plan	2009-2010 Goals	2009-2010 Initiatives	Measure		
<p>1. Enhance College processes, which ensure that Algonquin is a leader in student retention and graduation rates in Ontario.</p>	<p>Establish an effective student success and retention strategy.</p>	<p>Implement recommendations of the Student Engagement report.</p>	<p>Comprehensive Program Orientation process offered in each academic program.</p> <p>“Making Your Mark” program implemented with students in the Business Administration program.</p> <p>Student satisfaction scores improved by 2%.</p> <p>Retention improved by 662 students in total over the three semesters in the 2009-2010 academic year.</p>		
		<p>Establish a pilot project to provide students with opportunities to perform research, process reviews and /or analysis aligned with their program of study.</p>	<p>Pilot project implemented.</p>		
		<p>Increase endowments through the renewal of pledges and the creation of new endowments.</p>	<p>\$1 million raised in new endowments (including provincial matching funds).</p>		
		<p>2. Offer programs that are designed to meet the needs of the workplace and ensure that employers have the skilled workforce needed for the future of a knowledge-based economy.</p>	<p>Strengthen and build relationships with employers in key economic sectors to ensure programs meet workplace needs.</p> <p>Support program development based upon a comprehensive and integrated College Programming Strategy.</p>	<p>Develop new continuing education and training programs to address needs identified in key economic sectors.</p>	<p>Twelve new CE and training programs developed for key economic sectors.</p>
				<p>In accordance with MTCU direction, implement the college-wide strategic framework for apprenticeship.</p>	<p>Closer cooperation with Ottawa Region District School Boards through OYAP and area employers in 2009-2010 resulting in an increase of apprentice seat purchases aligned with MTCU target of 25% growth for 2011-2012.</p>
	<p>Impact analysis of the Ontario College of Trades and Apprenticeship Act, 2009 (Bill 183) on MTCU apprenticeship direction completed by Q1 2010.</p> <p>College strategic framework for apprenticeship training aligned with new College of Trades mandate and priorities – Q3 2010.</p>				

ACADEMIC LEADERSHIP

2008-2013 Strategic Plan	2009-2010 Goals	2009-2010 Initiatives	Measure
		Identify needs of employers in key sectors for new apprenticeship programs and delivery models.	Assessment of employer needs for new apprenticeship programs and models completed by March 31, 2010.
		Examine roles, responsibilities, and composition of Program Advisory Committees to ensure highest level of program quality and relevancy.	College Directive A1 on Advisory Committees reviewed and recommendations brought to the Board of Governors.
3. Increase the community's awareness of the College by enhancing linkages to businesses, school boards, universities, agencies, and the employer community in new and unique ways by expanding cooperative education and other workplace experience opportunities.	Begin to implement the Algonquin Experience strategy to achieve the key elements of this strategic plan goal.	Algonquin will increase degree accreditation pathways.	Minimum of 5 new College/University articulation agreements signed.
			Minimum of one joint offering/collaborative degree developed.
	Expand strategic partnerships and build new collaborations.	Expand and promote college program laddering to increase access to additional credentials.	Each Faculty identified three degree programs to be developed over the next five years; Pembroke Campus identified two new degree programs.
			College program laddering pathways for two program areas developed.
			Six new partnerships established with business and industry.
4. Increase the flexibility of program offerings to accommodate Government policy and directions and to address the changing needs of the student population.	Develop and implement flexible program delivery strategies.	Create a plan for the development of a Virtual College.	By December 2009, the Algonquin Virtual Campus strategy complete and implementation plan developed.
		Expand alternative delivery options for weekends and summers.	Four programs identified to be offered on the weekends or in the summer semester.
5. Increase the environmental sustainability content in programs.	Include content and initiatives related to sustainability in programs of study.	Embed sustainability as criteria in the Program Quality Review process.	Clear sustainability criteria for curriculum content developed for programs selected for the PQR process.
		Establish an additional sustainable - general education course.	One new general education course focused on sustainability developed and ready for implementation in Fall 2010.
		Imbed sustainability into the Professor of the 21st Century document.	Professor of 21 st Century document revised to include strategic plan programming competencies including sustainability.

ACADEMIC LEADERSHIP

2008-2013 Strategic Plan	2009-2010 Goals	2009-2010 Initiatives	Measure
6. Create opportunities for students to develop the skills, knowledge and attitudes necessary to succeed in the global economy.	Expand opportunities to provide staff and students with international and inter-cultural experiences	Increase international enrolment and overseas presence. Engage staff and students in overseas experiences through international projects and partnerships	Enrolment of 880 FTE International students (14% increase) achieved. 100 staff and students engaged in overseas experiences.
7. Increase applied research activities, which also enhance staff development and increase student's preparation for the workplace.	Expand applied research opportunities for staff, faculty and students.	Strengthen strategies to facilitate the involvement of professors, staff and students in applied research activities.	Strategic Plan for Applied Research developed. 50% growth in faculty involvement in Applied Research activities.
		Expand applied research in academic areas and in teaching and learning.	One application submitted by each School to display an applied research project at the April 15, 2010 Applied Research Day. Two professional development opportunities for faculty interested in participating in applied research offered.

SERVICE EXCELLENCE

Algonquin is committed to continuously reviewing and improving services to meet the changing needs of our students.

2008-2013 Strategic Plan	2009-2010 Goals	2009-2010 Initiatives	Measure
SERVICE EXCELLENCE			
<p>1. Integrate student support services to ensure a focus on helping students to be successful.</p>	<p>Ensure alternative delivery models are integrated with the appropriate student support services and align student intake processes for non-secondary entrants.</p>	<p>Develop collaborative retention efforts, including a coordinated College and Program Orientation for new students and a coordinated communication plan for returning students.</p>	<p>Comprehensive communication strategy developed by December 2009.</p>
			<p>Coordinated College and Program orientation delivered to all incoming students.</p>
		<p>Adjust service delivery to include evening, weekends and virtual.</p>	<p>Service hours expanded to include evening and weekends, as appropriate.</p>
			<p>Phased implementation of service improvements to support alternative delivery models, as known.</p>
		<p>Develop new or customize existing intake processes and models to better serve the needs of our unemployed clients.</p>	<p>New models/processes developed or existing models/processes customized.</p>
		<p>Align academic and student support initiatives to help students be more successful.</p>	<p>Programs in Academic Advising Pilot increased by 50%.</p>
			<p>Roles of Student Success Specialist analyzed and modifications recommended.</p>
			<p>By December, 2009, system model created which demonstrates the links between Academic Advising, Assessment, Student Success Specialists, early alert system, Student Support Services and other appropriate college services.</p>
<p>Complete College conversion to web content management system.</p>	<p>100% conversion completed by April 1, 2010</p>		

2008-2013 Strategic Plan	2009-2010 Goals	2009-2010 Initiatives	Measure
<p>2. Expand access to services by incorporating emerging technologies into all student services areas.</p>	<p>Optimize the web to provide enhanced services to students.</p>	<p>Increase our offerings of on-line service options and define needs for future ACSIS and web development in order to improve on-line services for clients.</p>	<p>Transformation and automation projects completed providing enhanced online functionality for student service options.</p>
<p>3. Ensure student service is a competitive differentiator by implementing and monitoring the recommendations of the Client Service Task Force.</p>	<p>Inculcate client service standards in all areas of the College.</p>	<p>Implement the College-wide Client Service PD Program.</p> <p>Implementation of specific Student Services activities to facilitate the planned enrolment growth targets.</p>	<p>Client Service PD program delivered to employees across the College.</p> <p>Streamlined student services processes, such as the Financial Aid integration with Registrar's Office, prior to 2009 Fall Term start-up.</p>
		<p>Draft and implement College Recruitment and Marketing Plan.</p>	<p>"Making Your Mark" program delivered to all first-year students in Residence.</p>
			<p>OCAS applications increased compared to the OCAS system average.</p> <p>First choice OCAS applications increased.</p>

RESOURCE MANAGEMENT

Algonquin is committed to improving facilities and services and investing in educational equipment and learning resources to support student success. These improvements will be supported by the creation of new sources of revenue, execution of innovative practices, enhanced greening of campus operations and improved operational efficiencies.

2008-2013 Strategic Plan	2009-2010 Goals	2009-2010 Initiatives	Measure
<p>1. Enhance the quality of student life by making student study space and multi-use spaces a priority in future capital expansion and major renovation projects.</p>	<p>Ensure in all capital expansion discussions; student study space and multi-use spaces are considered.</p>	<p>To deliver \$150M of new facilities by 2012, including EDCCTBS, Perth and Pembroke Buildings.</p>	<p>Designs completed and projects commenced on time.</p>
		<p>Participate in and prepare materials for advocacy of the following major projects:</p> <ul style="list-style-type: none"> -Bridging to 2012 -Healthy Communities -Student Commons -Virtual College 	<p>Plans prepared and project moved to a funded status.</p>
		<p>Prepare a revised Campus Development Plan reflecting the current and projected needs of the College for decision making, site plan approvals and infrastructure planning.</p>	<p>Plans approved and implemented.</p>
		<p>Review and update the guidelines for quality student learning space in the classroom and for other effective student and group study space.</p>	<p>New guidelines developed and implemented.</p>
<p>2. Foster a culture of innovation, which leads to new and creative practices.</p>	<p>Develop a reward and recognition framework to promote innovations that result in efficiencies and/or improved practices.</p>	<p>Finalize the four-year Human Resource department transformation plan and execute year 1 of the plan.</p>	<p>Finalized four year Human Resources Transformation Plan and executed year 1 of the Plan.</p>
		<p>Establish the faculty innovation fund.</p>	<p>Pilot project commenced with a Strategic Business Partner in an academic faculty, an administrative department and a satellite campus.</p>
	<p>Review business process to ensure continuous improvement in service standards for our students.</p>	<p>Undertake a gap analysis within the College to determine if there are business opportunities that can be realized.</p>	<p>Faculty innovation fund dispersed.</p>
		<p>Business analysis completed with recommendations.</p>	

RESOURCE MANAGEMENT

2008-2013 Strategic Plan	2009-2010 Goals	2009-2010 Initiatives	Measure
		Market research completed on the requirements for ancillary services in future College capital development.	Market Analysis Report completed by December 31, 2009.
		Conduct business process review of the Residence operation.	Report with recommendations completed by December 31, 2009 for Residence business model.
		Develop an information security policy to provide guidance to the selection of new systems that may require data to reside off-premises.	Information security policy approved by College Technologies Committee and submitted to President's Executive Committee by December 31, 2009.
3. Implement environmentally sustainable best practices in College operations.	Establish a College sustainability strategy.	Increase staff awareness and commitment to sustainability.	50% of staff complete <i>Introduction to Sustainability</i> online training module.
			Algonquin Sustainability Plan completed by Dec 31, 2009.
			5% reduction in staff and faculty photocopy paper consumption.
		Encourage departmental projects aimed at building grassroots interest in sustainability.	20 departmental pilot projects launched (Minimum one per area, submitted to and confirmed by Sustainable Algonquin).
4. Expand corporate and business development opportunities.	Strengthen and build relationships with the employment sectors and increase revenue through contract and non-traditional revenue activity.	Launch the new Algonquin Corporate Training Model.	Algonquin Corporate Training model launched by September 30, 2009.
		Engage with industry sectors to generate revenue and contribution through the delivery of new training offerings.	\$3.1 M in Corporate Training revenues achieved.
		Liaise with community agencies, Employment Ontario and unemployed clients to implement strategies to increase participation under the Second Career Strategy	\$1 M revenue from Second Career Strategy achieved.
		Launch and complete College re-branding exercise.	Branding exercise completed with recommendations by January 2010.

RESOURCE MANAGEMENT

2008-2013 Strategic Plan	2009-2010 Goals	2009-2010 Initiatives	Measure
<p>5. Develop partnerships with individuals and organizations, which help support the capital funding needs at all, campuses.</p>	<p>Engage the external community to launch planned capital campaigns and increase corporate contributions through gifts-in-kind and to actively engage in all activities associated with the College's capital development plans.</p>	<p>Initiate capital campaigns for Perth, Pembroke and EDC-CTBS. (Perth capital campaign will fundraise \$1.0M dollars by 2011. Pembroke capital campaign will fundraise \$2.5M dollars by 2012. EDC-CTBS capital campaign will fundraise \$7.0M dollars by September 2011.)</p>	<p>30% of campaign targets achieved by March 31, 2010.</p>
		<p>Establish new gifts-in-kind initiatives through Capital Campaign Cabinet linkages.</p>	<p>\$350 K raised in gifts-in-kind by March 31, 2010.</p>
<p>6. Identify funds for priority investment and strategic initiatives by increasing operational efficiencies through continuous improvements in College processes and the re-alignment of spending priorities.</p>	<p>Continue to seek continuous improvement in all areas of College operations.</p>	<p>Continue the Value Stream initiatives to achieve service improvements and savings/re-deployment of resources.</p>	<p>Full analysis of value stream process and new multi-year plan developed and implemented by January 31, 2010.</p>
		<p>Establish an appropriate strategy for the provision of data and computing services aligned with College goals that balances cost and performance.</p>	<p>Strategy approved by College Technologies Committee and presented to PEC by December 31, 2009.</p>
		<p>Develop an investment plan report that identifies the needs of capital funding sources of the College over the next 1-5 years.</p>	<p>New investment plan format approved by December 31, 2009.</p>
		<p>Conduct a comprehensive Academic and Administrative Program and Services Review to better align priorities and resources with the Transformation Plan.</p>	<p>Programs and services categorized and prioritized resulting in resource realignment(s) to strategic goals.</p>
<p>Investigate processes for sharing operational savings and increased contribution with the originating department or area.</p>	<p>Survey of public and private sector processes related to "Incentive programs for Operational Improvements" completed by January 2010.</p>		

ADDITIONAL GOALS

Algonquin is committed to improving facilities and services and investing in educational equipment and learning resources to support student success. These improvements will be supported by the creation of new sources of revenue, execution of innovative practices, enhanced greening of campus operations and improved operational efficiencies.

2008-2013 Strategic Plan	2009-2010 Goals	2009-2010 Initiatives	Measure
1.	Develop a strategy for data integration	Assess College's data requirements and develop a strategy for data integration/ management.	Data requirements assessed and strategy for data integration/ management developed by January 31, 2010.
2.	Provide a comprehensive Emergency Management Plan.	Revised College Emergency Management Plan in Place.	Plan completed with recommendations.
			Emergency desktop exercise held by December 2009.
3.	Develop and implement AODA Client Service Standard training.	Online training module developed and implemented.	Employees who successfully complete the training module tracked and reported.

3.0 RESOURCES REQUIRED TO ACHIEVE OBJECTIVES

2009/10 BUDGET - ASSUMPTIONS

A number of assumptions must be made in the preparation of estimates to be included in the budget. A list of the most significant assumptions for 2009/2010 follows:

REVENUES

- grant projections are based on the assumption that the College will earn the provincial government projected system share of the General Purpose Operating Grant and the Quality Improvement Funds;
- tuition fees for funded programs are estimated to increase by an average of 5% in accordance with the MTCU's existing tuition fee policy;
- enrolment growth in full-time post-secondary programs is projected to increase by 9% over 2008/2009 enrolment levels due to growth in existing programs, the launch of new programs, and improved retention; and
- the following other revenue sources have increased to respond to the projected enrolment increases, economic downturn, international opportunities and anticipated market conditions:
 - College Ancillary Services
 - Contract and Corporate Training
 - International tuition and contract revenues

OPERATING EXPENDITURES

The majority of operating expenditures have been increased for inflation. Provisions have been made for increased costs in revenue generating areas and areas impacted by extended service hours such as:

- Academic Services;
- Student Services;
- Information Technology Services;
- Physical Resources; and
- College Ancillary Services.

In addition, provisions have been made to fund other priority initiatives:

- full-time teaching positions;
- leadership and professional development of staff and faculty;
- stewardship of donations to the Foundation; and
- recruitment of domestic and international students.



FUNDING FOR STRATEGIC PRIORITIES

Priority setting has been based on investments that maintain or enhance quality, support the College's transformation initiatives, renew curriculum and develop new programs, deliver high quality instructional equipment for students and begin construction on the Environmental Demonstration Centre for Construction Trades and Building Sciences.

Although the College has not been advised of any capital project stimulus funding at the time of budget preparation, the College has provided both the Federal and Provincial governments with the capital project applications for projects eligible for this funding. Once this program is announced an initial report will be brought to the Board of Governors to review the College's development plan.

Work continues on the planning and development of the Perth campus re-building and expansion project and the re-location of the Algonquin College in the Ottawa Valley Pembroke campus.

EXPENDITURES FROM INTERNALLY RESTRICTED FUNDS

The College has consistently grown its accumulated surplus balance over the past four 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. The anticipated 2008/2009 year-end surplus and unspent portion of the 2007/2008 Internally Restricted Fund balances are sufficient to recommend the expenditures listed on the Appropriations and Specific Reserves Schedule for 2009/2010. These proposed expenditures will fund many of the College's strategic and transformational initiatives such as:

- delivering high quality facilities;
- improving retention;
- employee development;
- innovation;
- educational technology; and
- developing new programs.

2009/10 BUDGET - RISKS

We believe this budget is reasonable under the circumstances. The following identifies and assesses the College's major budget risks for 2009/2010:

RISK SCHEDULE			
Risk Identification	Impact in 2009/2010	Likelihood in 2009/2010	Risk Management
Enrolment Less than Projection resulting in Reduced: <ul style="list-style-type: none"> • Tuition Fees • Enrolment Growth Funding 	Moderate	Moderate	<ul style="list-style-type: none"> • New Programs • Retention Initiatives • Reduce Direct Expenses • Reduce Planned Contributions to Reserves • Increase Winter Intakes
Provincial Operating Grants Less than Budgeted	Moderate	Moderate	<ul style="list-style-type: none"> • Achieve Greatest Growth Possible in Weighted Funding Units • Review Programs and Services for Efficiencies • Advocacy
Other Revenues Less than Budgeted	Moderate	Moderate	<ul style="list-style-type: none"> • New Corporate Training Initiatives • Additional International Recruiter • Second Career Initiatives
Labour Relations	High	Low	<ul style="list-style-type: none"> • Monitor Government Actions • Advocate for additional Government Funding • Budget Provision for Additional Positions • Management of the Arbitration Process and Costs
Economic Downturn	Moderate	High	<ul style="list-style-type: none"> • Pursue New Opportunities for Re-training Unemployed • Cost Containment
Facilities Quality and Space Constraints	Moderate	Moderate	<ul style="list-style-type: none"> • Develop Alternative Growth Strategies • Leverage Use of Technology • \$2 million Budgeted in Facilities Renewal • EDCCTBS Expansion

2009/10 BUDGET - SUMMARY OF FUNDED POSITIONS



	<u>Q4 Total 2008/2009</u>	<u>Current Budget Proposal</u>	<u>Total 2009/2010</u>	<u>Admin</u>	<u>Support</u>	<u>Academic</u>
Human Resources						
Human Resources	18	1	19	19	-	-
Total	18	1	19	19	-	-
Administration						
Office of the Vice-President	2	-	2	2	-	-
College Ancillary Services	81	-	81	18	63	-
Finance and Administrative Services	35	-	35	6	29	-
Information Technology Services	75	-	75	7	68	-
Physical Resources	52	-	52	14	38	-
Total	245	-	245	47	198	-
Student Services						
Financial Aid	11	-	11	2	9	-
Student Support Services	43	-	43	7	20	16
Registrar's Office	51	-	51	8	43	-
Office of the Vice-President	2	-	2	2	-	-
Total	107	-	107	19	72	16
Business Development						
Office of the Vice-President	3	-	3	3	-	-
Algonquin College Foundation	3	1	4	3	1	-
Institutional Research and Planning	2	-	2	2	-	-
International Education Centre	9	1	10	5	5	-
School of Part-time Studies	47	-	47	8	25	14
Corporate and Business Development	4	-	4	2	2	-
Total	68	2	70	23	33	14
Academic Services						
Faculty of Arts, Media and Design	133	1	134	6	28	100
Faculty of Business and Hospitality	131	3	134	7	17	110
Faculty of Technology and Trades	187	2	189	8	36	145
Faculty of Health, Public Safety and Community Studies	155	6	161	8	32	121
Algonquin College in the Ottawa Valley	52	2	54	5	26	23
Learning and Teaching Services	32	-	32	5	21	6
Office of the Vice-President	17	-	17	13	2	2
Total	707	14	721	52	162	507
President and Board of Governors						
President and Board of Governors	3	-	3	3	-	-
Total	3	-	3	3	-	-
Advancement						
College Marketing	16	-	16	4	12	-
Public Relations	9	-	9	3	6	-
Total	25	-	25	7	18	-
COLLEGE TOTAL	1,173	17	1,190	170	483	537

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

2009/10 BUDGET - PROJECTED ENROLMENT VS. 2008/2009

FACULTY/SCHOOL	Post Secondary / Post Diploma			Applied Degree			Co-op Diploma Apprenticeship			
	Actual			Actual			Actual			
	Projected 2009/2010	(unaudited) 2008/2009	Change	Projected 2009/2010	(unaudited) 2008/2009	Change	Projected 2009/2010	(unaudited) 2008/2009	Change	
Arts, Media & Design										
Level 1	2,268	2,217	51	40	40	-	-	-		
Returning	3,624	3,230	394	195	200	(5)	-	-		
TOTAL	5,892	5,447	445	235	240	(5)	-	-		
Business & Hospitality										
Level 1	2,796	2,586	210	38	36	2	-	-		
Returning	6,118	5,525	593	193	170	23	-	-		
TOTAL	8,914	8,111	803	231	206	25	-	-		
Technology & Trades										
Level 1	2,001	1,813	188	-	-	-	23	17	6	
Returning	4,217	3,740	477	31	55	(24)	50	15	35	
TOTAL	6,218	5,553	665	31	55	(24)	73	32	41	
Health, Public Safety & Community Studies										
Level 1	1,930	1,812	118	-	-		-	-		
Returning	4,719	4,416	303	-	-		-	-		
TOTAL	6,649	6,228	421	-	-		-	-		
Part Time Studies										
Level 1	54	63	(9)	-	-		-	-		
Returning	47	26	21	-	-		-	-		
TOTAL	101	89	12	-	-		-	-		
Algonquin College in the Ottawa Valley										
Level 1	426	400	26	-	-		18	16	2	
Returning	834	737	97	-	-		29	26	3	
TOTAL	1,260	1,137	123	-	-		47	42	5	
TOTAL Level 1	9,475	8,891	584	78	76	2	41	33	8	6.6%
TOTAL Returning	19,559	17,674	1,885	419	425	(6)	79	41	38	10.6%
TOTAL	29,034	26,565	2,469	497	501	(4)	120	74	46	9.3%

In addition to the above, the budget supports: 1,594 semestered enrolments in the Collaborative Programs; 1,616 semestered enrolments in Full-Time Non-Funded Programs; 64,968 training days in the Adult Training Programs; and 2,877 Seat Purchases in the Apprentice Programs.

SUMMARY OF APPROVED BUDGET FOR 2009/2010 (WITH PRO-FORMA FIGURES FOR 2010/11 AND 2011/12)



(all figures in \$ 000's)

	Annual Budget 2008/2009	Annual Budget 2009/2010	Pro Forma 2010/2011	Pro Forma 2011/2012
Revenue	\$ 215,225	\$ 237,445	\$ 262,396	\$ 240,970
Operating Expenditures	202,898	220,423	230,755	240,204
Funding for Strategic Priorities	11,686	15,962	41,663	33,280
NET CASH FLOW	\$ 641	\$ 1,060	\$ (10,022)	\$ (32,514)
Add:				
Capital Assets (net)	5,400	2,754	9,890	32,320
Principal Portion of Debt Payments	1,436	1,583	1,636	1,747
Contributions to Internally Restricted Funds	-	3,943	3,980	2,498
Less:				
Amortization (net)	(6,150)	(6,088)	(5,899)	(6,585)
Increase in Vacation, Sick Leave and Post-Employment Benefits	(296)	(637)	(691)	(749)
NET CONTRIBUTION before Internally Restricted Fund Expenditures	\$ 1,031	\$ 2,615	\$ (1,106)	\$ (3,283)
Expenditures from Internally Restricted Funds	(13,349)	(8,881)	-	-
NET CONTRIBUTION as per GAAP	\$ (12,318)	\$ (6,266)	\$ (1,106)	\$ (3,283)
Net Assets				
Unrestricted	1,000	1,000	1,000	(9,973)
Investment in Capital Assets	24,686	20,768	26,395	53,877
Vacation, Sick Leave and Post-Employment Benefits	(15,365)	(16,608)	(17,299)	(18,048)
Internally Restricted				
Appropriations	-	-	-	-
Specific Reserves	-	3,185	4,165	5,163
General Reserves	22,600	29,202	22,180	2,139
Interest Rate Swaps	(9,390)	(16,170)	(15,272)	(14,374)
Endowments	9,044	10,097	11,097	12,097
TOTAL NET ASSETS	\$ 32,575	\$ 31,474	\$ 32,266	\$ 30,881

NOTE: Due to the current uncertainty in funding levels, construction costs for the Perth and Pembroke expansion projects have not been included in this pro forma report to date. Once the Provincial and/or Federal governments announce stimulus funding packages an updated pro forma report will be prepared that reflects the anticipated amount of government funding and debt proceeds.

APPENDIX 1

MULTI-YEAR ACCOUNTABILITY AGREEMENT

INCREASED PARTICIPATION OF UNDER-REPRESENTED STUDENTS

Strategies/Program	Indicators	Expected Results
Continue to build pathways to reach early-leavers including Algonquin Achievement Centre by working with District School Board partners and by supporting the governments initiatives such as Learning to 18.	Improvement in statistics on early-leavers from high school enrolling in College studies in place.	Deploy activities with District School Boards under SCWI Phase 13 initiative
Advocate for more appropriate OSAP arrangements specifically geared to those students currently disadvantaged under the program (e.g. married students, OSBP students).	Disadvantaged students are more able to access and utilize the financial aid system.	Implement changes to start-of-term processes in Financial Aid to improve access and response time.
The Algonquin College/ Ottawa Carleton Catholic District School Board Achievement Centre has been created to allow early high school leavers to earn high school credits; however, continued use of this option will be dependent on support from the school boards via the Learning to 18 initiative.	Enriched relationship with Ottawa area district school boards are created for at risk students and youth; post secondary access barriers for at risk students and youth removed.	Dual credit options and participation growing with School/College Work Initiatives fully embraced and strong positive response from school boards. Ten activities to recruit secondary school students Four activities to recruit under-represented groups
Examine mobile technology for disabled students.	Plan brought forward for implementation.	New initiative in place for fall 2009.
Increase access for disabled students.	Facility and Service plan implemented.	Compliance with ODA.
Review progress with Aboriginal Council on research results, targets and initiatives.	Modify initiatives to continue growth strategy.	Three new programs/projects developed for Aboriginal clients Two new agreements signed with Aboriginal groups Plan complete for expansion of Mamidosewin Centre.
Strengthen and build relationships with under-represented students.	Conduct program mix analysis and assess implications	Analysis completed and reviewed by PEC
Create flexible delivery options and new access points for mature learners	Develop flexible delivery programs through alternative delivery strategies and technology tools. Develop more Algonquin access points and delivery options for Second Career Strategy candidates.	Three new flexible delivery programs Three new SCS pre-qualified program intakes

COLLEGE SMALL, NORTHERN AND RURAL



Strategies/Programs	Indicators	Expected Results
Through use of technology; provide rural residents increased access to College resources and programs.	<p>Additional learning opportunities through Algonquin College Distance Education will be provided.</p> <p>Increased number of new programs and courses offered online and via Distance Education marketed to rural residents.</p>	<p>Increased participation rates in Distance Educations by residents outside of Ottawa by 10%.</p> <p>Increased number of programs and courses offered online via Distance Education by 5%.</p>
Continue the plan for program and campus enhancement at the two rural campuses.	Further initiatives in place to move both campuses towards the goal.	Development plans and funding model completed.
Create flexible delivery options and new access points.	Develop more Algonquin access points and delivery options for Second Career Strategy candidates.	At least one Second Career Program offered by Perth or Pembroke campuses.

QUALITY OF LEARNING ENVIRONMENT

Strategies/Programs	Indicators	Expected Results
Continue with the comprehensive retention plan.	Retention plan linked to Client Service Standards.	Increase the student success rate by rates specified in Balanced Scorecard.
<p>Implement an electronic cataloguing and classification system for the loaning library of e-texts, adaptive technology and assistive devices to assist access.</p> <p>On an annual basis, administer questionnaire to students' with disabilities for input which guides administrative action.</p>	<p>Continued improvements to College infrastructure for the students' with disabilities are part of the budget process.</p> <p>Progress according to the requirements of the Accessibility for Ontarians with Disabilities Act.</p>	<p>All facilities will be fully accessible to students' with disabilities by June 2011.</p> <p>Disabled students surveyed annually and solutions to issues identified in the survey are implemented as quickly as funding becomes available.</p>
Algonquin fully participates in anticipated new KPI initiatives.	Programs and services adjusted to new results.	Survey fully implemented.
Increase capacity for on-line access to College programs and services.	Plan for Phase I of virtual college fully developed.	Virtual College strategy approved by Board of Governors.
Business Process Review applied to College programs and services.	All processes will be fully reviewed by November 2009.	Improved efficiency and effectiveness in all programs and services.
Integration of data sources.	Examination of all data sources to determine model for full integration.	Improved ability to utilize College data.
Expand capacity for Trades and Technology education in Eastern Ontario.	Commence construction of CCTBS on Centrepointe site.	Opening date of September 2011 confirmed.

