

BARRIE  
MIDLAND  
MUSKOKA  
ORANGEVILLE  
ORILLIA  
OWEN SOUND  
SOUTH GEORGIAN BAY



# BUSINESS PLAN 2015 2016

## EXECUTIVE SUMMARY

In 2013, Georgian refreshed its strategic plan to align with and increase focus on emerging new priorities. The revitalized plan, called *Focus 2015*, is grounded by four strategic priorities—pathways, extraordinary experiences, community connections and operational excellence. These strategic priorities guide the college’s actions and provide the framework for this 2015-2016 Business Plan. Through these strategies, our unwavering efforts and our commitment to quality, Georgian remains true to its mission to inspire innovation, transform lives and connect communities through the power of education. Georgian will undertake to develop the next strategic plan during the upcoming academic year.

*Focus 2015* also directs Georgian’s Strategic Mandate Agreement (SMA) commitments to the Ministry of Training, Colleges and Universities with respect to jobs, innovation and economic development; teaching and learning; institutional collaboration, access, retention and success for under-represented students. This new process has become integral to planning and program development processes.

The Business Plan uses the following categories to address the information requirements detailed in the operating procedure:

- *Strategies*: The objectives to be achieved.
- *2015-16 actions*: The major actions the college will take during the year to achieve those strategies.
- *Success measures*: The outcomes the college expects to achieve.

Significant external factors outside the control of the college that are likely to affect the achievement of the success measures are also identified.

## VISION, MISSION AND VALUES

### Our mission

To inspire innovation, transform lives and connect communities through the power of education.

### Our vision

Be the most personally connected learning organization in Canada – a catalyst for individual, organizational and community transformation.

### Our values

Our commitment to students and their success is guided by the following unwavering values:

- Excellence
- Entrepreneurial spirit
- Public accountability
- Fiscal and environmental sustainability
- Respect for all
- Community connections

# Pathways

Supporting student access, engagement, persistence and success

Strategies	2015-16 actions	Success measures
<b>Commitment P1: Individualized student experience</b>		
<b>Enhance student access, recruitment and retention through strategic enrolment management.</b>	Implement a new model for holistic advising.	Holistic advising model developed through consultation.
	Invest in modern systems/technology to support integrated service delivery.	Feasibility analysis completed for expanding integrated service delivery to other Georgian campuses.
	Analyze Q-Nomy data to inform future phases of implementation.	Data analysis used to build implementation plans for other Georgian campuses.
	Explore new knowledge management system, establish content review structure and develop business case if investment is required.	Business case developed and FAQs enhanced and posted.
	Define domestic student audience segments and develop targeted messaging aimed at accepted applicants.	Develop and implement an integrated, audience segmented communications plan to assist with student conversion through to registration.
	Explore new student relationship management technology.	Needs, options and costs assessed; recommendations developed.
	Improve content and assess the feasibility of a user-friendly website presence for part-time studies.	Enhancements to the website in place.  Options analysis and business case developed regarding the re-write of the part-time, continuing education and contract training website.
	Establish capacity at all campuses to better serve international students.	Capacity in place to support international students at all Georgian campuses.
<b>Launch enhanced student engagement initiatives focused on orientation, first-year experience, advisement, early alert and retention strategies.</b>	Evaluate pilot projects/initiatives (e.g., mid-term grades, mentoring) and implement recommended initiatives.	Improved annual orientation survey results.  One per cent more students retained annually.
	Communicate initiatives to staff and students.	Timely referrals (via Clockwork and Georgian Profile Survey) to college services.

Strategies	2015-16 actions	Success measures
	Develop new student advising model that incorporates learning strategies.	New student advising model evaluated.
<b>Implement targeted initiatives aimed at supporting students from under-represented populations, including first generation students, students with disabilities and Aboriginal learners.</b>	Identify and communicate resources and guidelines to support curriculum design and delivery for under-represented student populations.	Resources developed to enhance curriculum design and delivery for under-represented student populations. Enhanced data collection and analysis systems implemented.
	Enhance data collection to support student success strategies for under-represented student populations.	Increase retention of under-represented groups through success strategies for under-represented student populations.
<b>Increase student persistence, retention and graduation rates.</b>	Conduct a feasibility study to examine possibility of expanding CPA into all programs.	Data explored to determine if CPA should be expanded into all programs.
	Ensure every program has a program fit document for recruitment and retention.	Program fit document in place for each program.
<b>Enhance recruitment, onboarding, integration and engagement of international students.</b>	Continue to grow international student enrolment and diversify country mix.	Current enrolment levels from key markets retained and emerging markets expanded.
	Expand English for Academic Purposes programming and supports to successfully move more international students into postsecondary education.	English for Academic Purposes programming and supports expanded.
<b>Commitment P2: Easier access and more ways to learn</b>		
<b>Expand flexible and alternative delivery options, including more choice for students to study part-time and online.</b>	Implement online development and delivery of an additional 45 courses each year.	An additional 45 courses prepared for online delivery.
	Research and explore development of one initiative in every academic area identified for weekend and/or compressed delivery implementation.	Five additional programs offered through flexible delivery.
	Implement faculty professional development to design curriculum for compressed delivery.	Faculty trained for curriculum design and delivery in flexible format.
<b>Connect all seven campus locations with video conferencing and aggressively pursue technology to increase access and postsecondary participation rates.</b>	Develop integrated enrolment plan with identified programs/services using videoconferencing delivery.	Results of student focus groups and student evaluation of videoconferencing experience analyzed and incorporated into plan.
<b>Expand opportunities for interdisciplinary programs and curriculum design.</b>	Develop a model for interdisciplinary curriculum design and delivery: identify common courses, identify subject area leads and formalize processes.	Academic procedure for common course integration into existing curriculum, developed out of the Vice President Academic's office, approved by Academic Council and piloted by one dean.

Strategies	2015-16 actions	Success measures
<b>Commitment P3: New academic pathways leading to graduate certificate and degree completion</b>		
<b>Create new college degrees and expand university partnerships within the University Partnership Centre to meet the needs of students, employers and the communities we serve.</b>	Expand and develop the partnership with Lakehead University to maximize degree and degree-diploma development.	Integrated degree and opportunities explored with Lakehead University.
	New college degrees explored and degree development plan in place.	Four new Georgian degrees by 2017-18 and an additional three degrees by 2019-20.
	Conduct a survey of degree students to enhance the student experience.	Survey results collected and analyzed in fall.
<b>Create cost-effective and accelerated pathways for university graduates to access career-focused diploma and graduate certificate programs that will help them become job-ready.</b>	Research and develop new graduate certificates to be offered through flexible delivery and in partnership with Continuing Education and Workforce Development.	Two new graduate certificate programs developed.

# Extraordinary Experiences

Innovative learning experiences to distinguish our graduates

Strategies	2015-16 actions	Success measures
<b>Commitment E1: Extraordinary experiential learning</b>		
<b>Expand our experiential learning model to offer a suite of applied learning options integrated with program curriculum, including, but not limited to: community service learning; international study and/or work abroad; co-operative education; applied research; student-run enterprises; and interdisciplinary studies.</b>	Continue to explore the opportunities to recognize student-run enterprise as an option/alternative work experience.	Business model for GAINS developed. Viability of an on-campus design institute examined. Business model identified for expanding Tree Fort to a year-round service. Increased participation at the Barrie StartUp Weekend. A student-run online store investigated and launched if feasible.
<b>Offer a suite of applied learning options integrated with program curriculum, including, but not limited to: community service learning; international study and/or work abroad; co-operative education; applied research; student-run enterprises; and interdisciplinary studies.</b>	Communicate our framework for experiential learning and work-integrated learning and embed experiential learning opportunities in all programs.	Framework for experiential learning and work-integrated learning and established benchmarks communicated. One experiential learning component included in every program.
	Expand professional development opportunities for faculty to integrate experiential learning.	Professional development opportunities expanded for faculty to integrate experiential learning.
<b>Introduce co-curricular records and explore innovative options to package credentials.</b>	Explore platform on which to expand co-curricular records.	Platforms explored and recommendations made.
<b>Ensure environmental sustainability learning outcomes are successfully embedded into every program.</b>	Review/audit environmental sustainability learning outcomes in program curriculum.	Environmental sustainability learning outcomes reviewed and renewed in program curriculum.
<b>Commitment E2: Recognized Canadian leader in entrepreneurship education</b>		
<b>Expand specialized entrepreneurship learning and programs through the Henry Bernick Entrepreneurship Centre.</b>	Develop tools, partnerships and/or resources to allow any student to have access to launch a business/innovation/idea initiative.	Mentor support established at the Muskoka, Midland and Owen Sound campuses. exC!te events expanded to all campuses. Eight Entrepreneurship Learning Channel speaker events delivered to all campuses via videoconferencing. Georgian Entrepreneurship Club supported with events, speakers, programs and mentorship. Secondary school entrepreneurship activities initiated to expose youth to innovation, start-up mentality and the college. Funding secured for a secondary school

Strategies	2015-16 actions	Success measures
		entrepreneur boot camp in Simcoe County. Criteria for the Henry Bernick medal established to recognize outstanding entrepreneurial initiative among students, staff and faculty. Four Kauffman workshops held. Entrepreneurial development program created for the Aboriginal community and armed forces personnel.
<b>Expand social entrepreneurship opportunities across the college.</b>	Seek funding and partnership opportunities to strategically grow Georgian's Centre for Social Entrepreneurship.	Centre for Social Entrepreneurship expanded.
	Create a social entrepreneurship learning network.	Social entrepreneurship learning opportunities formalized and expanded. SharePoint site created with resources available college wide. Social entrepreneurship PD sessions delivered in every academic area. Social entrepreneurship website launched. Online social entrepreneurship modules developed and accessible to staff and faculty.
	Expand and formalize mentorship opportunities.	Mentorship opportunities for social entrepreneurs formalized. Mentorship services are available to internal and external social entrepreneurs. Social entrepreneurship manual created. Social entrepreneurship mentorship training completed. Three students completed alternative field placements focused on social enterprise development. Marketing plan and associated tools created and disseminated.
<b>Commitment E3: Relevant programs of exceptional quality</b>		
<b>Implement a program and service assessment model to support continuous quality improvement.</b>	Implement a program and service assessment model in every program.	Service assessment metrics developed and piloted on selected service areas.
	Embed new assessment model into curriculum lifecycle processes.	Program and service assessment model embedded in institutional planning cycle.
<b>Optimize and embed curriculum quality assurance processes.</b>	Optimize curriculum efficiencies and effectiveness.	Review of course electives to maximize opportunities for students while maintaining

Strategies	2015-16 actions	Success measures
		<p>appropriate section sizes.  Determine opportunities for centralization and delivery of common courses for implementation in 2016-17.</p>
<p><b>Continue to invest in the orientation, engagement and development of our faculty and staff to deliver leading-edge curriculum, innovative teaching practice, experiential and technology-enabled learning.</b></p>	<p>Implement consistent application of current procedures for faculty performance and development planning.</p>	<p>Consistent application of the current procedure for faculty performance and development planning implemented.</p>
<p><b>Develop a culture of research, innovation and scholarship.</b></p>	<p>Document and promote scholarly activities college-wide.</p> <p>Celebrate, acknowledge and showcase research projects, including student capstone projects.</p>	<p>Increased participation in and promotion of scholarly activities.</p> <p>A repository of scholarly activities developed and communicated.  Best practices shared for developing showcase events for student capstone projects.</p>

# Community Connections

Serving our students, employers and communities through partnerships

Strategies	2015-16 actions	Success measures
<b>Commitment C1: Catalyst for community, social and economic development</b>		
<b>Develop international partnerships for corporate training.</b>	Grow international partnerships to deliver corporate training for international clients.	Two international corporate training contracts secured.
<b>Commitment C2: Community, government, industry, employer and alumni connections expanded</b>		
<b>Work with community partners at each campus location to develop mutually beneficial hubs for entrepreneurship and innovation.</b>	Create models for community entrepreneurship hubs.	Peter Moore Changemaker Space completed at the Barrie campus. Industry-specific hub completed at the Automotive Business School of Canada, Barrie campus. Design requirements identified and drawings completed for a social entrepreneurship hub at the Orillia campus.
	Establish the Simcoe County Social Enterprise Network as a Georgian social enterprise aimed at developing the capacity of community partners in professional development, knowledge sharing and community capability building.	Simcoe County Social Enterprise Network established and a social enterprise business model adopted. Professional development gaps and needs identified by the Simcoe County Social Enterprise Network. Professional development workshop series that address social enterprise needs/gaps developed and delivered. Simcoe County Social Enterprise Network meets quarterly.
	Grow and promote the Barrie Entrepreneurs Connect web portal.	Barrie Entrepreneurs Connect web portal promoted to the entrepreneur eco-system via social networking, event marketing and local advertising. An average of 500 new web page hits achieved per month.
<b>Expand our partnerships to support work-integrated learning, applied research, relevant curriculum, learning supports and donor opportunities.</b>	Identify up to 10 partners to further develop and deepen a mutually beneficial relationship.	Process documented and resources developed to support partner engagement.

Strategies	2015-16 actions	Success measures
<b>Commitment C3: Local and global partnerships expanded</b>		
<b>Strengthen and diversify our global connections through increased international enrolment and new international partnerships.</b>	Increase inbound articulation and credit transfer agreements for Chinese and Latin American students.	Articulation agreements confirmed with 10 international partner institutions.
	Identify and increase international partnerships for domestic students to complete co-op abroad.	International partners offered field placement and/or paid co-op to Georgian students.
	Increase partnerships for faculty to teach, train and consult abroad.	Five international partners accepted faculty and staff to teach, provide training and consult.
	Increase international partnerships with other education institutes.	Three new partnerships developed.
<b>Strengthen our connections with the Aboriginal community and our commitment to Aboriginal education locally, provincially and nationally through our partnership with the Anishnabe Education and Training Circle.</b>	Continue to increase the Aboriginal cultural awareness across all programs.	Aboriginal cultural awareness sessions delivered in classes and also as faculty and departmental professional development.
	Define Aboriginal learning outcomes to be incorporated into new programs and programs under renewal.	Aboriginal learning outcomes incorporated into new programs and those under renewal.
	Expand a welcoming presence and specialized supports for Aboriginal learners at every Georgian campus.	Increased number of self-identified Aboriginal students, as determined by KPI Student Satisfaction and Engagement findings.
	Leverage our Aboriginal resources and elders to strengthen our connections throughout the college, provincially and nationally.	Ten additional programs identified for Aboriginal representatives on program advisory committees.
<b>Develop a plan that will enhance local partnerships to meet the needs of the communities we serve.</b>	Research and implement a system to track sponsorship requests centrally.	Online sponsorship tool launched, sponsorships centrally co-ordinated and tracked college-wide.
<b>Heighten our academic and intellectual leadership with initiatives that engage the broader community to grow our reputation and strengthen our community connections.</b>	Continue President's Thought Leadership Speaker Series to promote scholarship and engage communities.	As part of the series one to two significant events college-wide via live stream technology.

# Operational Excellence

Ensuring our institution is efficient, effective and responsive

Strategies	2015-16 actions	Success measures
<b>Commitment O1: Strategic reinvestment and fiscal accountability</b>		
<p><b>Support investments funded through the college's <i>Power of Education</i> campaign and its own investments.</b></p>	<p>Implementation of projects associated with donations that support the student experience.</p>	<p>Project planning and milestone completion aligned with donor expectations and cash flow commitments.</p> <p>Begin implementation at the Barrie campus of a new sports field and a new Student Services Centre (architectural designs) as well as upgrades to fitness facilities and new technology in the cafeteria at the Owen Sound campus.</p> <p>Implement other upgrades such as the International Centre at the Barrie campus as well as to the Automotive Business School of Canada.</p> <p>Comprehensive project plan for online student portal developed.</p>
	<p>Implement key initiatives to achieve financial sustainability.</p>	<p>Increase accountability and enhanced reporting established through complement control of full- and part-time staff.</p> <p>Develop project plan/scope for further enhancements to the financial services system including accounts receivable, asset management and e-procurement.</p> <p>Enhance accountability through new planning and reporting systems.</p>

Strategies	2015-16 actions	Success measures
		implementation of complement control within PeopleSoft and Oracle's Hyperion planning and budgeting software.
<b>Implement a multi-year strategic investment strategy to support organizational renewal.</b>	Continue to evolve planning processes to identify strategic investments. Introduce 2015-16 budgeting process in October 2015 to enable more timely approval of the budget and priorities.	Integrated planning process consultations conducted including but not limited to enrolment, operational and capital budgeting, information technology, space and human resources. Integrated planning process mapped and launched and further automated with implementation of the Hyperion planning tool.
	Solicit staff input/ideas regarding revenue/efficiency as the budget is developed.	Process introduced for staff ideas to be submitted directly to the Finance department. Staff proposals evaluated, feedback provided and ideas implemented where possible/appropriate. Staff budget consultation sessions held to engage the college in discussions regarding the budget.
<b>Develop a multi-year facilities renewal plan.</b>	Continue to evolve integrated space/facilities/information technology planning processes.	Space and information technology planning processes aligned with new integrated planning process.
	Develop a college-wide plan to address deferred maintenance, landscaping and green spaces across all campus locations and conduct annual campus clean ups.	Small working group established to provide college community input, multi-year plan developed, accountabilities and timelines established. Minimum one campus clean up conducted at all locations.
	Develop a master campus plan and conduct a space utilization review for the Barrie campus.	Master campus plan and space utilization review completed for the Barrie campus. Multi-year capital and deferred maintenance plan in place for the college.
	Develop an inventory of lab equipment (non-computer) and multi-year replacement plan in place.	Inventory and life cycle data of lab equipment completed; replacement plan developed.
<b>Enhance safety and security across all campuses.</b>	Develop and implement a new Health and Safety Management system.	Job hazard assessments completed and job-specific training modules developed based on assessments for those hazards common to all employees (slips/trips/falls; ergonomics, etc.). Accident reporting system implemented, including written procedures outlining the responsibilities of all

Strategies	2015-16 actions	Success measures
		parties. First aid program reviewed, revised and implemented.
	Improve safety at all campuses through the effective use of technology.	Incident management system implemented and utilized by security staff at all campuses; trend analysis and workload analysis used to allocate resources and identify hazards. Campus safety application explored and business case developed. Additional CCTV cameras installed in strategic locations.
	Develop a comprehensive, multi-year emergency management plan for all campuses/locations with implementation timelines and resource requirements by June.	College and community stakeholders engaged in emergency planning process. Phase one of the emergency management plan operationalized. Positive relations maintained with police, fire and emergency services within Georgian’s catchment area.
	Implement new lockdown “get out, hide or fight” protocol and awareness through a communications plan.	Lockdown “get out, hide or fight” protocol launched by September lockdown drill.
<b>Support integrated planning and evidence-based decision-making through an enterprise data and reporting strategy.</b>	Utilize the Data Governance Committee to define organizational reporting priorities.	Assessment of the reporting functionality within Georgian-owned Banner business intelligence products completed and gaps presented to Data Governance Committee.
	Engage the Strategic Leadership Council in the continued evolution of college-wide integrated planning.	Strategic Leadership Council meetings held bi-monthly with mandate to focus on integrated planning and strategic priorities.
	Operationalize a standard business case to be utilized for all proposals with financial implications that impact the college’s fiscal outlook.	Standard business case launched as part of the integrated planning process and utilized for all in-year proposals with fiscal/resourcing implications.
<b>Broaden our fundraising activities to support student success.</b>	Focus on raising funds for projects identified in the campaign plan that will help transform the student experience. Secure funding to support tuition grants. Pilot a new major gifts event (Women’s Intuition). Enlist college leaders (internal staff and volunteers) to champion donor cultivation opportunities.	Meet or exceed fundraising target of \$4 million in comprehensive gifts this fiscal.

Strategies	2015-16 actions	Success measures
<b>Commitment O2: Service excellence</b>		
<b>Develop and embed a customer service philosophy and service excellence culture.</b>	Provide student-level customer service training to Georgian employees.	All services employees received customer service training.
	Establish customer service standards/measures.	Internal customer service standards in place for service areas. Common methodology established.
<b>Commitment O3: Culture of innovation and entrepreneurship through organizational renewal</b>		
<b>Streamline and improve our business processes and leverage technology.</b>	Implement a common Restaurant Management System across all Georgian-owned restaurants (excluding Kempenfelt and contract food service providers) and provide the ability to leverage all college purchases to reduce and standardize pricing.	Restaurant Management System implemented by September 2015.
	Improve the process and systems that support International Agent Management, Homestay and Airport Pickup.	New international software systems implemented.
	Implement Banner Enterprise Identity Management to allow all students and staff to use their Windows login to access Banner, simplifying the student registration experience.	Banner Enterprise Identity Management implemented.
	Upgrade all Physical Resources systems allowing the department to take advantage of improved functionality and reliability.	Siemens systems upgraded. Work plan developed and begun for all other systems. Reviewed Physical Resources work order process and realized efficiencies and enhance customer service.
	Develop work plan and implement additional functionality within PeopleSoft HR and Finance that streamline processes and improve accountability.	Phase Two implemented.
	Implement a new protocol for exchanging data electronically to support the transmission of student transcript data. This will facilitate admissions and credit transfer processes.	Send/receive transcripts electronically via XML.
	Enhance integrated service delivery to students by adding new mobile functionality to the queue management system.	Quick Q mobile functionality implemented.

Strategies	2015-16 actions	Success measures
	Enhance international admissions competitiveness by implementing new online web application functionality.	The Ellucian online web application functionality implemented.
<b>Launch three new entrepreneurial initiatives annually.</b>	Identify and develop business cases for three new entrepreneurial initiatives.	<p>Strategic review of the Kempenfelt Conference Centre completed with multi-year plan in place to position it for future sustainability.</p> <p>Fire training facility in place. Marine Emergency Duties Training and Research Centre in place within 12 months of start date contingent of outcome of grant and timing.</p> <p>Entrepreneurial initiative identified and project plan in place.</p>
<b>Streamline business processes for planning and scheduling for academic delivery to optimize resources and issue earlier timetables.</b>	Automate processes and streamline planning to achieve earlier timetables.	<p>Modernized scheduling systems to lay a foundation for future flexibility and removed manual work by implementing two new modules (DCU and SIS Transfer).</p> <p>Business process review conducted of the academic planning processes by fall 2015. Financial business case developed, if required, to request funds through the budget process for resourcing to support systems changes required to automate processes. Work plan developed and implemented to make process changes where possible.</p>
	Analyze student touch-points, developing clear roles, processes, policies and supports; implement a pilot advising model in one school, including evaluation and reporting tools.	New student advising model developed through consultation. Piloted and evaluated in one academic area.
<b>Inspire and support the formal and informal development of present and future leaders at all organizational levels.</b>	Develop a three-year plan focused on leadership and succession planning.	Three-year plan in place to support leadership and succession planning.
	Implement professional/leadership development initiatives to support program co-ordinators.	Enhanced professional development initiatives implemented to support program co-ordinators.
	Employee Engagement Survey conducted in spring 2016.	Survey modifications and system development work underway to ensure survey is ready for a spring launch.

## EXTERNAL FACTORS

Factors outside the control of the college that could potentially affect the achievement of its outcomes are detailed below.

### Demographic changes

After several years of significant growth, the college is facing stabilizing enrolment for the next several years as a result of changing demographics related to direct entry students. The demographic situation will also force increased competition among the postsecondary system in Ontario to attract students, both within the shrinking traditional student market and the increasing international and university graduate market. The combination of these two factors creates a revenue risk.

### Deferred maintenance

Deferred maintenance continues to climb across the college sector. Georgian has estimated its deferred maintenance to be approximately \$25 million. Over time, the effects of deferred maintenance can potentially disrupt learning, discourage prospective students, expose the college to liability issues and cause health issues that result in absenteeism among employees and students. Further, students' dissatisfaction with deteriorating facilities and resources they use while at the college can also impact negatively on the college's Key Performance Indicator – Student Satisfaction and Engagement Survey scores.

## APPENDIX 1: 2015-16 BUDGET

### STATEMENT OF OPERATIONS

2015-16 Draft Budget  
(May 19, 2015)  
Georgian College

	Actuals	Budget
	2014-15	2015-16
<b>4 Revenue</b>	<b>182,820,288</b>	<b>186,216,441</b>
<b>41 Grant Revenue</b>	<b>84,065,691</b>	<b>84,938,225</b>
411 Grant Revenue	77,730,645	78,696,725
41110 Grant Revenue Operating	75,826,767	77,405,725
GRE	75,826,767	77,405,725
Non-GRE		
41120 Grant Revenue Capital	709,359	340,900
GRE	709,359	340,900
Non-GRE	-	-
41130 Recognition of Deferred Revenue & Restricted Funds	1,194,519	950,100
GRE		
Non-GRE	1,194,519	950,100
412 Flow Through Grants	-	-
GRE	-	-
Non-GRE	-	-
413 Provincial Grants Repayment of Prior Year	-	-
414 Amortization of Deferred Capital Contributions	6,335,046	6,241,500
GRE		6,241,500
Non-GRE		
<b>43 Tuition Fees</b>	<b>54,666,919</b>	<b>56,235,810</b>
431 Tuition Fee - Regulated	38,113,397	38,685,899
432 Tuition Fee - Unfunded	15,655,875	16,445,511
439 Tuition Fee - Other	897,647	1,104,400
<b>44 Other Student Fees</b>	<b>13,135,751</b>	<b>13,020,000</b>
449 Other Student Fees	13,135,751	13,020,000

<b>45 Contractual and other fee-for-services</b>	<b>2,898,130</b>	<b>3,476,700</b>
451 Contractual Services	2,898,130	3,476,700
452 Other Fee-for-Services	-	-
<b>46 Ancillary Revenue</b>	<b>19,464,006</b>	<b>19,748,655</b>
461 Ancillary Revenue	19,464,006	19,748,655
<b>49 Other Revenue</b>	<b>8,589,791</b>	<b>8,797,051</b>
491 Reimbursement of Expenses	-	-
492 Donations	425,223	197,150
493 Gain/Loss on Sale of Assets	9,506	
494 Gain/Loss on Sale of Inventory and other Assets		
499 Other Revenue	8,155,062	8,599,901
49920 Investment Income	571,905	600,000
GRE		
Non-GRE	571,905	600,000
<b>5 Expenses</b>	<b>181,251,475</b>	<b>186,216,441</b>
<b>51 Salaries &amp; Wages</b>	<b>93,251,456</b>	<b>94,454,069</b>
511 Salaries - Full Time & Partial Load Academic	37,960,260	37,209,988
512 Salaries - Part Time & Sessional Academic	7,693,240	8,089,040
513 Salaries - Support Staff	31,790,982	33,395,303
514 Salaries - Administrative Staff	14,668,895	14,806,738
515 Other Salary Costs - Full Time & Partial Load Academic	753,727	739,300
516 Other Salary Costs - Part Time & Sessional Academic		
517 Other Salary Costs - Support Staff	384,353	213,700
518 Other Salary Costs - Administrative Staff		
<b>52 Employee Benefits</b>	<b>20,098,941</b>	<b>20,295,330</b>
521 Benefits - Full Time & Partial Load Academic	4,138,462	4,178,899
522 Benefits - Part Time & Sessional Academic	672,007	678,573
523 Benefits - Support Staff	4,460,276	4,503,857
524 Benefits - Administrative Staff	1,548,761	1,563,894
525 Pension Plans	9,036,668	9,124,966
526 Post-employment Benefits & Compensated Absences	242,768	245,140

<b>53</b>	<b>Transportation &amp; Communication</b>	<b>2,922,961</b>	<b>3,197,095</b>
531	<i>Transportation &amp; Communication</i>	2,922,961	3,197,095
<b>54</b>	<b>Services</b>	<b>24,988,448</b>	<b>23,465,131</b>
541	<i>Services</i>	12,918,107	11,358,347
542	<i>Utilities &amp; Maintenance</i>	9,579,510	9,474,924
543	<i>Rental Expenditures</i>	2,490,831	2,631,860
<b>55</b>	<b>Supplies &amp; Minor Equipment</b>	<b>11,358,418</b>	<b>11,288,578</b>
551	<i>Supplies &amp; Minor Equipment</i>	11,358,418	11,288,578
<b>56</b>	<b>Ancillary Services - Expenditures</b>	<b>6,355,803</b>	<b>6,364,700</b>
561	<i>Ancillary Expenditures</i>	6,355,803	6,364,700
<b>57</b>	<b>Amortization Expense</b>	<b>9,746,777</b>	<b>9,726,400</b>
571	<i>Amortization Expense</i>	9,746,777	9,726,400
<b>59</b>	<b>Other Expenditures</b>	<b>12,528,670</b>	<b>17,425,138</b>
591	<i>Interest &amp; Insurance Expenses</i>	4,807,048	5,030,900
59110	<i>Interest on Capital Leases</i>		
59120	<i>Interest on Long Term Debt &amp; Demand Loans</i>	1,494,768	1,403,400
	GRE		
	Non-GRE	1,494,768	1,403,400
59130	<i>Interest Expense on Line of Credit</i>	-	-
594	<i>Contaminated Sites Expense</i>	-	-
599	<i>Other Expenses</i>	7,721,621	12,394,238
	<b>SURPLUS/(DEFICIT)</b>	<b>1,568,813.51</b>	<b>(0.00)</b>