



**STRENGTHEN
SUSTAIN
MAXIMIZE**

**2014-2015
BUSINESS
PLAN**



**WE CONTINUE
TO BELIEVE THAT
OUR POLYTECHNIC
IDENTITY IS WHAT
DIFFERENTIATES US.**

MESSAGE FROM THE PRESIDENT

This 2014-2015 Business Plan identifies the second year of strategies and initiatives that will move Humber toward achievement of the five-year goals and success outcomes included in the 2013-18 Strategic Plan.

Humber's strategic plan has positioned us well to both anticipate and respond to the evolving postsecondary landscape. Over the past months, Humber, along with all public postsecondary institutions in Ontario, has been involved in consultations and discussions around the implementation of the *Ontario Differentiation Policy Framework for Postsecondary Education*. The policy and accompanying metrics will shape institutional Strategic Mandate Agreements (SMA) with the Ministry of Training, Colleges and Universities (MTCU) that support institutions to focus in areas of excellence and demonstrable strength.

At Humber, this dialogue has been informed by our existing commitments and progress toward developing a Humber-specific strategic enrolment management (SEM) approach to optimizing our programs and credentials. This commitment to evidence-based continuous improvement is a key five-year success outcome under the priority *Strengthening Our Polytechnic Identity* and is well under way.

We continue to believe that our polytechnic identity is what differentiates us. Our unique blend of program offerings, wide range of credentials with seamless pathways, focus on developing the “whole” student through connections with industry, and opportunities to engage in innovative applied research affirm our position as the leading polytechnic institution in the province. We are extremely proud of the fact that we offer learners an educational package that is unavailable at any other college or university in Ontario.

We are also proud of the bold goals we have set for ourselves in the strategic plan, and this business plan continues the exciting work we have engaged in during the early days of implementation. Many of the success outcomes by which we will judge our progress are multi-year initiatives designed to evolve current practice and process; this Year 2 business plan furthers that work and identifies specific initiatives targeted to the eventual achievement of those long-term goals.

Our goals are achievable because of the ongoing dedication and passion for excellence of our faculty, support staff and administrators. With sincere appreciation for the outstanding commitment of the Humber community, the strategic guidance and support of the Humber College Board of Governors and the thoughtful leadership of the Executive Team, I am very pleased to present this 2014-15 Business Plan.



Chris Whitaker, President & CEO

VISION, MISSION AND VALUES

WHAT IS POLYTECHNIC EDUCATION?

The polytechnic model of multidisciplinary education is well-established and highly regarded across Canada and around the world. Polytechnic education has the following key elements:

- Industry Partnerships – career-focused and community-responsive education and training developed in partnership with employers
- Comprehensive Range of Credentials – programming across a wide range of credentials spanning many fields, including graduate certificates, bachelor's degrees, diplomas, certificates and apprenticeships through a variety of delivery methods including day, evening and online
- Pathways – effective and efficient pathways between credentials that recognize previous learning and allow students to build on their credentials
- Innovation and Entrepreneurship – unique blend of theoretical, applied and breadth learning, including relevant work experience and multiple opportunities for experiential learning and entrepreneurship
- Applied Research – opportunities for students to engage in applied research activity with faculty and industry partners to solve real-world problems

VISION WHERE WE'RE GOING...

Leadership in Polytechnic Education

Humber's vision has evolved over the years as we've continued to grow and develop. In partnership with industry, the community and government, we are committed to providing excellent polytechnic education to our students, and to be a leader within the system.

MISSION WHAT WE DO...

Humber develops broadly educated, highly skilled and adaptable citizens to be successful in careers that significantly contribute to the communities they serve – locally, nationally and globally.

As one of Ontario's 24 colleges, Humber's broad mission is to provide learners of all kinds with access to and opportunity for postsecondary education within Ontario's publicly funded higher education system. With approximately 200,000 alumni and over 45 years of experience, Humber continues to offer a wide range of high-quality educational options and experiences to students.

VALUES HOW WE DO IT...

Student-Centred – We hold the current and future success of our students as our highest priority.

Excellence – We are committed to outstanding services, academic programs and teaching.

Innovation – We anticipate and respond to emerging trends to meet the evolving needs of our local, national and global communities.

Respect – We uphold the highest ethical standards, and affirm and protect the rights, dignity, and integrity of each member of our diverse community.

Inclusion – We cultivate a working and learning environment where diversity is recognized as essential to our success.

Sustainability – We preserve our collective future by embracing the social, ecological, and economic impact of our decisions.

Learning happens everywhere. In classrooms, common areas, labs, cafeterias, libraries, during phone conversations, online, on field trips... the list goes on. Every faculty and staff member at Humber has an important role to play in delivering an outstanding learning experience to our students. At Humber, the way we do things is as important as what we do. We are committed to working together to provide our diverse communities with an inspiring, innovative and positive environment.

INTRODUCTION

COMMITMENTS TO OUR STUDENTS

The importance of student success is a theme that resonates strongly at Humber. As a collection of communities, we recognize the value of a high-quality Humber education and the importance of supporting our students in their pursuit of academic and personal success. This notion of our responsibility to one another as learners, teachers and postsecondary education professionals has culminated in the development of three overarching commitments to our students:

- Humber provides all students with a high-quality educational environment and experience that leads to the achievement of each student's desired outcomes
- Humber graduates have the knowledge and skills they need to be successful in their professional and personal lives
- Humber makes academic and operating decisions based on delivering on our commitment to student success

THIS BUSINESS PLAN ARTICULATES THE INITIATIVES AND ACTIVITIES THAT WILL TAKE PLACE DURING YEAR 2 OF OUR FIVE-YEAR STRATEGIC PLAN, AND IS SUPPORTED BY THE PLANNED REVENUES AND EXPENDITURES OUTLINED IN THE ACCOMPANYING FINANCIAL BUDGET.

The development of both the business plan and financial budget benefitted considerably from new structures and processes that were initiated during the first year of the 2013-18 Strategic Plan implementation.

In the winter of 2013, President Whitaker established the Executive Advisory Council (EAC), a cross-functional advisory body of college leaders with a mandate to develop and monitor Humber's annual business plans to ensure the successful implementation of Humber's strategic plan. One important aspect of EAC's role, and a key five-year strategic plan success outcome, is Humber's implementation of a fully integrated business planning, resource allocation and reporting model. In this transition year, considerable progress has been made through targeted committees of EAC, notably the Budget and Finance Committee, to develop an enhanced process and timelines related to annual business plan and budget development. Key to the successful implementation of revised processes is the commitment to transparency; ongoing review of the new processes is essential to building legitimacy and efficiency around the new model.

The \$3M Humber Strategic Initiatives Fund (SIF) is an example of a new approach piloted during the development of this year's business plan and financial budget. Under the auspices of EAC, a vision document and submission guidelines were developed to support the preparation of proposals. A review committee of EAC representatives nominated by the executive team was tasked with reviewing and ranking submissions for recommendation to EAC. Over 14 innovative proposals, with demonstrable linkages to the successful achievement of the key priorities in our strategic plan, have been recommended for funding. While Humber has always invested in strategic priorities, the cross-institutional review and ranking process reflects our internal commitment to developing an integrated business planning and resource allocation model. Communication about the revised process will continue to happen through EAC, thereby promoting effective delivery of our approved strategic priorities, goals and success outcomes.

Shaping Optimal Enrolment

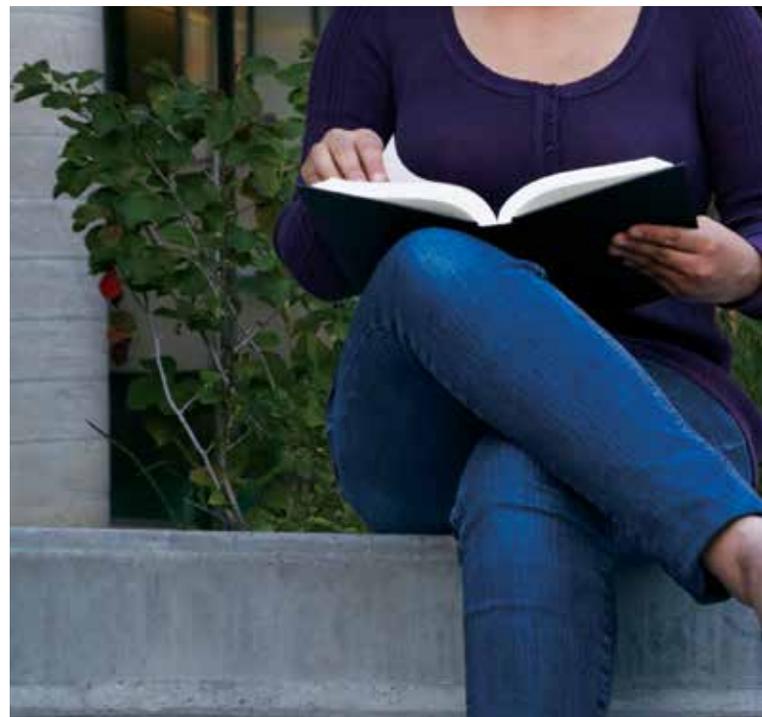
Promoting and supporting student success is fundamental to all commitments in Humber's 2013-18 Strategic Plan. A key strategy that resonates throughout the plan is to develop and implement a strategic enrolment management (SEM) framework that considers all aspects of the student experience from recruitment to enrolment to retention to graduation and beyond.

In the first year of our strategic plan, we developed a SEM framework and structures that will allow us to move forward with establishing clear goals that optimize and differentiate Humber's programs, credentials and services. A related commitment is to identify and focus Humber programs and credentials in areas of demonstrable strength, excellence and distinctiveness that are relevant to student interest, as well as current and future labour market demand. The government's November 2013 *Ontario Differentiation Policy Framework for Postsecondary Education*, released after the publication of Humber's Strategic Plan, confirms that this approach is not only right for Humber, but is consistent with provincial policy direction. It is anticipated that the Strategic Mandate Agreements (SMA) will include some elements related to identification of specific program areas for strategic enrolment growth.

Currently, student enrolment is the driver of provincial funding and tuition revenue. In Humber's submission as part of the SMA negotiation process, we presented a number of enrolment projection scenarios based on various assumptions with respect to long-term program and credential mix and potential opportunities for infrastructure/capacity expansion. As always, the fundamental considerations were based on data related to demographics and student and labour market demand. At the time of writing, we continue to work with the MTCU to clarify and finalize Humber's SMA and to explore options related to other emerging provincial policy directions.

Humber currently offers 160 programs across eight schools and three campuses – with significant offerings across a comprehensive range of credentials from apprenticeships to baccalaureate degrees to graduate certificates. In the immediate term, Humber is projecting 4.4 per cent overall enrolment growth for Fall 2014. To continue to respond to evolving student and labour market needs, Humber plans to offer seven new program starts in 2014-15 across all three campuses as follows:

- **Funeral Pre-Planner** – North Campus (Certificate)
- **Nutrition and Lifestyle Management** – North Campus (Diploma)
- **Fitness and Health Promotion** – Orangeville Campus (Diploma)
- **Tourism Hospitality Management** – Orangeville Campus (Diploma)
- **Arts Administration – Cultural Management** – Lakeshore Campus (Graduate Certificate)
- **Welding Techniques** – North Campus (Certificate)
- **Millwright Techniques** – North Campus (Certificate)

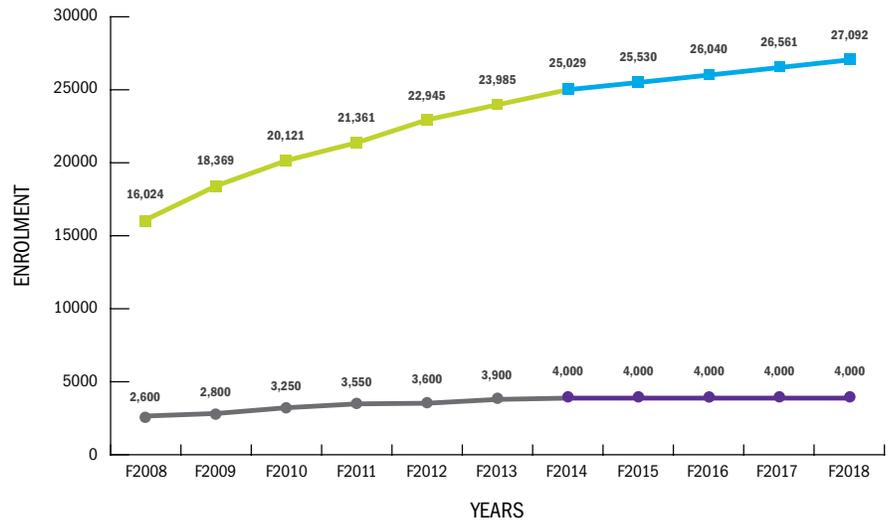


An overview of Humber's past enrolment growth and baseline projections to Fall 2018 is provided on the following graph. As our partner at the North Campus, with students who share both faculty and services, the University of Guelph-Humber enrolment is also presented. With approximately 4,000 U of GH students and 2,000 apprentices, Humber's campuses expect to serve over 31,000 students (not including continuing education) in the 2014-15 year.

Notes:

· U of GH enrolment totals represent full-time equivalent (FTE) head count

Enrolment Trends - Humber College and University of Guelph-Humber YEAR OVER YEAR - ACTUAL/PROJECTED FALL 2008 TO FALL 2018



- HUMBER COLLEGE ACTUAL
- GUELPH-HUMBER ACTUAL
- HUMBER COLLEGE PROJECTED
- GUELPH-HUMBER PROJECTED



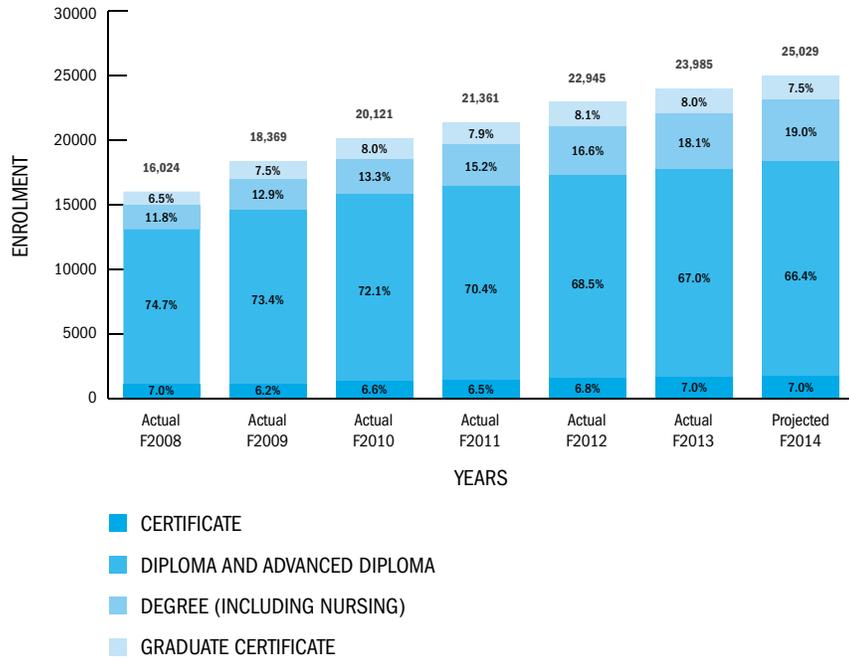
To support Humber's strategic enrolment management focus, there are a number of other ways that we analyze our enrolment mix – by credential, by campus, by domestic/international and by Ministry Occupational Cluster Code.

Notes:

- Totals reflect full-time postsecondary enrolment at the Fall semester "audit" date of November 1; for F13 and beyond, these numbers will be taken from the College Statistical and Enrolment Reporting (CSER) report provided to MTCU and OCAS
- Totals reflect enrolment in funded programs only (those that have been approved for funding by MTCU)
- Full-time students are those who are taking at least 70 per cent of the course hours or two-thirds of the courses for the program.
- Included: domestic and international students, students in Humber's collaborative Bachelor of Nursing program with UNB
- Not included: U of GH students, apprentices

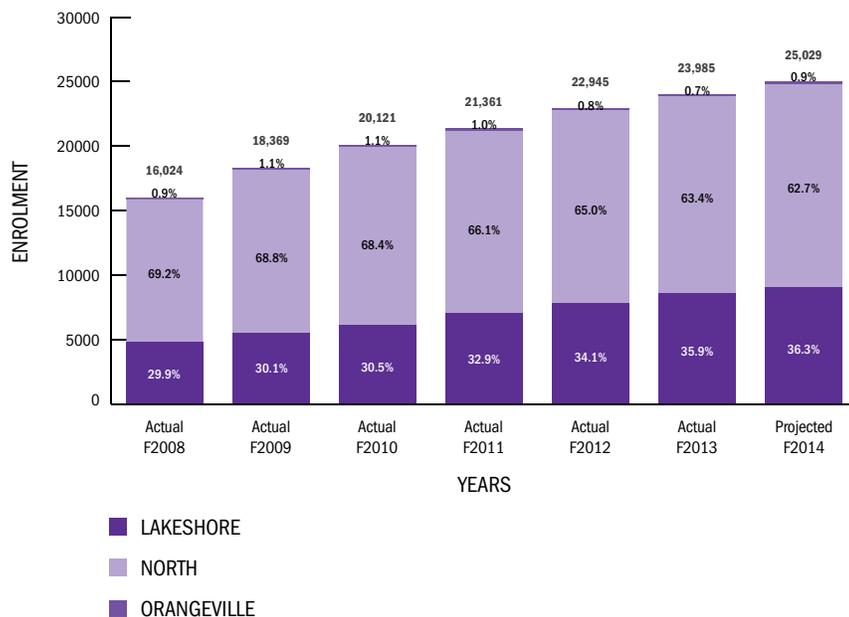
Humber Enrolment by Credential

FALL 2008 TO FALL 2014 – ACTUAL AND PROJECTED



Humber Enrolment by Campus

FALL 2008 TO FALL 2014 – ACTUAL AND PROJECTED



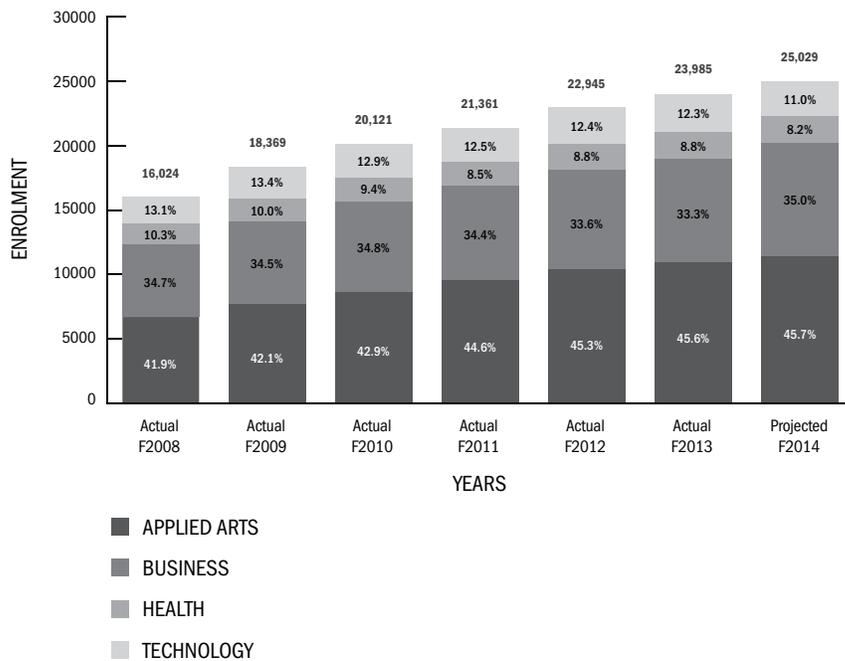
Humber Enrolment by Domestic and International

FALL 2008 TO FALL 2014 - ACTUAL AND PROJECTED



Humber Enrolment by Ministry Occupational Cluster Categories

FALL 2008 TO FALL 2014 - ACTUAL AND PROJECTED





INVESTING IN STUDENT SUCCESS

The initiatives identified in this business plan build upon the excellent work begun during the first year of the 2013-18 Strategic Plan implementation.

Based on the principles of cross-institutional collaboration, transparency and supporting student success, much of the focus in the first year was on developing processes and strategies and laying necessary groundwork. Humber's business and budget planning for 2014-15 centred on the initiatives and investments necessary to ensure that we achieve our five-year success outcomes. Overall, Humber plans to invest just under \$364M in 2014-15 in delivering on the commitments in the three pillars of our strategic plan and the key Foundations for Success.

**BUSINESS AND BUDGET
PLANNING FOR 2014-15
CENTRED ON THE INITIATIVES
AND INVESTMENTS NECESSARY
TO ENSURE THAT WE ACHIEVE
OUR FIVE-YEAR SUCCESS
OUTCOMES.**



STRENGTHENING OUR POLYTECHNIC IDENTITY

With the launch of a revitalized brand in September 2013 and the initiation of structures to support a strategic enrolment management (SEM) framework, Humber has made great strides towards the achievement of our five-year goals related to developing, communicating and strengthening our identity as a polytechnic postsecondary education institution. The development and implementation of a strategic enrolment management (SEM) framework is a key focus of the institution over the next five years. Humber was successful in obtaining funding from the Ministry of Training, Colleges and Universities' (MTCU) Productivity and Innovation Fund (PIF) for "Building Organizational Readiness and Capacity for Evidence-Based Program/Service Assessment and Decision-Making" to contribute to broadly considered decisions related to program and service assessment. New structures to support SEM include the SEM Advisory Council and its sub-committees; the SEM Pathways Committee, the SEM Student Success Committee, and the SEM Data Committee have been created and will guide the institution through the next steps in this process.

The initiatives identified in this business plan as priorities for Year 2 – including those that have received funding from the Strategic Initiatives Fund (SIF) – speak to the importance of laying the groundwork to ensure that we get the processes and assumptions right before moving forward. Year 2 priority initiatives under this pillar include the next steps in identifying and celebrating our emerging Centres of Innovation (COIs), as well as further refinement of our program and service assessment processes within the Humber-specific SEM framework.

SUSTAINED FOCUS ON TEACHING AND LEARNING EXCELLENCE

One of the key initiatives indicated in the 2013-18 Strategic Plan is the launch of an integrated academic advising model to support learners in their individual postsecondary journey. Humber has created an Advising and Student Academic Support unit that is tasked with facilitating the development of an integrated advising strategy. Not surprisingly, student success initiatives are as integrated and interdependent as the strategic plan itself; the development of an effectively integrated advising model will, of course, also contribute to strategic enrolment management (SEM) success.

In several cases, the Year 1 business plan identified the need to develop new processes and build the capacity necessary to deliver on our goals and five-year success outcomes. The development of an integrated Internationalization Strategy that aligns related goals, actions and success measures is an example of a cross-institutionally – and collaboratively – developed strategy that positions the college for success. This Year 2 business plan includes initiatives related to the development or finalization of this type of integrated strategy in other key areas, such as online learning; experiential learning; entrepreneurship; and learning space and technology standards. As we conduct the consultation and dialogue required to develop these strategies, we continue to build capacity for cross-institutional collaboration and identify synergies and partnership opportunities.

Humber's Centre for Teaching and Learning (CTL) will continue to enhance the focus on faculty development and teaching excellence standards. Investments will also be made to deliver on a new Humber Online Strategy and enhance classrooms to meet Humber's new learning space and technology standards. Integrated institutional strategies will also be developed to meet key success outcomes in three areas that students have identified as critical to their success: experiential/work-integrated learning; entrepreneurship and essential learning outcomes/skills.

Indicative of our commitment to "live the values of a learning organization," Humber has implemented new events to engage the internal community in dialogue related to Humber's strategic direction. Through new cross-institutional forums such as the Executive Advisory Council (EAC), the Academic and Administrative Leaders Forum (AALF), regular Town Hall Meetings, the Capital Planning Steering Committee (CPSC), and the SEM Advisory Council and associated committees, we are walking the talk of collaboration and communication.

MAXIMIZING THE IMPACT OF PARTNERSHIPS

With increased visibility as a separate pillar in the strategic plan and the appointment of a new vice-president, the Advancement and External Affairs division has been tasked with integrating a number of key college services – marketing, communications, advancement and donor relations, alumni engagement and the development of external partnerships with industry and community partners. The revitalized Humber brand is being successfully integrated into institutional publications and marketing materials which are used to develop donor and partner relationships. We are working to build an institutional culture of philanthropy and Year 1 saw excellent dialogue and foundational work to support the development of a donor and fundraising strategy.

Initiatives such as an alumni engagement survey and internal consultation around existing industry partnerships will inform Year 2 commitments related to the development and operationalization of strategies to support, grow and facilitate relationships with our many partners. Within the context of the new division, Humber aims to expand the experience for our alumni, employers, industry connections and applied research relationships. Key initiatives for 2014-15 include the introduction of a President's Advisory Council of Industry Partners, as well as a forum for dialogue and input with/from community partners.

FOUNDATIONS FOR SUCCESS

Important investments in infrastructure and technology to support student success will be realized in 2014-15 including the substantial completion of Humber's new flagship building, the Learning Resource Commons (LRC), and new Bio Science lab and classrooms at the North Campus; the beginning of construction on the new Welcome Centre and Athletics Centre, and the last of the heritage cottages, Building G, at Lakeshore Campus; the launch of the student information system phase of the Enterprise Systems Project (ESP); planning and procurement for a new Human Resources Management System; enhanced wireless capacity; and a new unified communications telephony system. In order to respond to the changing demographic, labour market and provincial policy landscape, Humber's Campus Master Plan will be updated through a consultative and evidence-based process.

The 2013-14 Business Plan was clearly reflective of our commitment to modify internal processes related to the way we communicate and make decisions as an institution. The college developed an integrated risk management framework that has resulted in the creation of a cross-institutional Integrated Risk Management Committee (IRMC) to guide the community through a year-long risk identification and assessment process. This is just one example of the inclusive dialogue and evidence-based approach Humber is implementing.

Humber is committed to the spirit of continuous improvement in the way we do things as well as what we do. The revitalized resource planning, allocation and document development processes that have resulted in this business plan and financial budget are examples of the ways in which we are aiming to maintain and improve our essential 'foundations for success.' Without a doubt, our people – along with our economic, technological and social resources – are our most important assets and we are passionate about ensuring that Humber is a healthy, challenging and rewarding place to work and learn.

STRENGTHENING OUR POLYTECHNIC IDENTITY

We are innovative, we are comprehensive, we focus on quality and we are committed to student success – We Are Humber. These are important elements of our unique identity, and underscore our vision of “leadership polytechnic education.” Humber is a full-service postsecondary education institution, with a comprehensive range of credentials and services for students, and meaningful partnerships with employers and community agencies. We offer more options and pathways for students than any other college in Ontario, from graduate certificates and bachelor’s degrees to diplomas, certificates and apprenticeships. We are attuned to the needs of our stakeholders and committed to serving both student success and the evolving needs of the labour market.

GOAL 1

Optimize and differentiate Humber’s programs, credentials and services

STRATEGIES

- Identify and focus Humber programs and credentials in areas of demonstrable strength, excellence and distinctiveness that are relevant to student interest, as well as current and future labour market demands
- Develop and implement a strategic enrolment management framework to continuously assess and improve programs and services against key student success and outcomes measures

SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber is recognized for at least three dynamic, interdisciplinary Centres of Innovation that embody distinctive program clusters and pathways, applied research potential, and anticipate the needs of a constantly changing labour market
- Humber’s academic schools deliver programs across three campuses that address skills shortages, contribute to pathways, and support the polytechnic identity
- Humber consistently assesses all programs and services against clearly identified criteria, and demonstrates commitment to continuous improvement and evidence-based decisions

YEAR 2 INITIATIVES

- Strengthen and continue to build shared understanding of Humber’s new integrated approach/framework to support strategic enrolment management (SEM); begin to identify and communicate institutional SEM goals
- Support linkages and capacity building across the cross-institutional SEM Advisory Council and associated committees (Pathways, Student Success, Data) as well as with other key institutional committees to ensure an integrated and effective approach to decision-making
- Refine the process for Humber’s potential Centres of Innovation and develop associated business plans that clearly articulate five-year vision and deliverables
- Through the SEM Data Committee, continue the identification and assessment of performance indicators for programs and services; build integrated “dashboards” based on agreed metrics and benchmarks
- Utilize results from Spring 2014 Brand Study to refine and augment the We Are Humber brand roll-out; use program cluster awareness responses to inform ongoing strategic enrolment management and Centre of Innovation discussions/decisions

GOAL 2

Leverage the range of Humber's programs to lead the system in providing pathways

STRATEGIES

- Be the institution of choice for college diploma graduates pursuing degree completion in affinity program areas
- Be the system leader in providing options and opportunities for degree graduates seeking career-specific graduate credentials

SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber's degrees include clear, identifiable pathways for credential holders and attract increasing numbers of students with advanced standing
- Humber has demonstrably focused on mapping and improving pathways into, through and beyond our programs

YEAR 2 INITIATIVES

- Utilize results from pathways inventory and best practice review to develop a comprehensive and integrated model for assessing, improving and building awareness of internal and external pathways

GOAL 3

Demonstrate Humber's distinctiveness as an exemplary provider of postsecondary education that blends theoretical, applied and breadth learning

STRATEGIES

- Position Humber's polytechnic focus – range of career-focused credentials and pathways, strong industry connections, applied research and innovation – as a leading model of postsecondary education that delivers results for students, the labour market and the province

SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber's polytechnic identity and mandate is well understood both internally and externally
- Humber Research is a vibrant resource centre that integrates faculty, student, community and industry expertise to address real-world research problems
- Humber has expanded degree-granting options to include research-based honours baccalaureate degrees and master's degrees
- Humber has received formal designation from the Province of Ontario as a differentiated provider of postsecondary education and training

YEAR 2 INITIATIVES

- Extend the revitalized Humber brand to all aspects of Humber's marketing; build understanding and integration of resources to align communications and marketing across the college with Humber's polytechnic identity and emerging Centres of Innovation (COI)
- Integrate Humber Research as an integral partner in the successful identification of potential COI; develop a comprehensive Humber Research strategy that identifies and aligns resources with identified COI and increased focus on entrepreneurship and enhanced opportunities for work-integrated learning/applied research projects with industry partners
- Through the negotiated Strategic Mandate Agreement, capitalize and build upon identified institutional strengths and program areas of strategic growth; enhance opportunities for research-based baccalaureate degrees and graduate programming through the unique partnership of the University of Guelph-Humber
- Monitor the provincial policy review of Ontario's credential framework/options and continue to advocate for Humber's differentiated identity as a leader in polytechnic education

SUSTAINED

FOCUS ON TEACHING AND LEARNING EXCELLENCE

Our commitment to excellence in teaching and learning of all our students is fundamental to our vision of “leadership in polytechnic education.” As the needs of our learners, employers and the community continue to evolve, Humber is committed to ongoing innovations in teaching and learning options and delivery. As we expand opportunities for faculty and students to become involved in applied research and scholarship activity, we expand the definition of applied learning and further define our polytechnic identity. We strive to deliver an excellent educational experience to all of our students, and we are committed to providing quality work-integrated learning and personal development opportunities. As an organization, we will live our values, embrace the spirit of continuous improvement and endeavour to provide opportunities for all communities to engage in dialogue and learning related to our long-term strategic direction.

GOAL 1

Live the values of a “learning organization”

STRATEGIES

- Encourage an adaptable, flexible working and learning environment that allows for the creation, acquisition and transfer of knowledge
- Demonstrate our commitment to collaboration and integration by building cross-institutional forums that foster innovation and support effective and aligned decision-making

SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber has an organizational culture that encourages curiosity, creativity, innovation and collaborative problem solving, and promotes and values lifelong learning
- Humber has built innovative and functional cross-institutional forums for the sharing of perspectives and to inform transparent decision-making
- Humber employees and students are provided with regular opportunities for ongoing collaboration and engagement in the development, alignment and delivery of the strategic priorities, and ensuring linkages with our stated values

YEAR 2 INITIATIVES

- Develop a plan for innovative delivery of training themes that reinforce the importance of leading a culture of innovation, building organizational capacity and promoting collaborative approaches in key areas identified as essential to a learning organization
- Continue to model collaborative leadership, dialogue and decision-making through the Executive Advisory Council and SEM committee structures; build cross-institutional membership into all new committees
- Continue to hold regular Town Hall meetings (to include employees, students and community/industry partners as appropriate) on topics relevant to the successful implementation of the strategic plan
- Develop the Academic and Administrative Leaders Forum as an effective information-sharing and networking forum to encourage innovation
- Develop and pilot a change management strategy for leading transformational change initiatives that address the impact on people created by changes to strategy, structure, processes and technology

GOAL 2

Ensure an exceptional student experience for a diverse student body

STRATEGIES

- Identify and meet the diverse needs and aspirations of all of our learners by:
 - Providing integrated advising from pre-entry to post-graduation
 - Leveraging early intervention programs to ensure student success
- Ensure that co/extra-curricular activities are well integrated into the student experience and assessed/valued as an essential element in supporting student success

SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber has an integrated advising model, based on a case-management approach, that is recognized as best practice and which supports all students to be successful
- Humber has implemented targeted early intervention programs, including a focus on the first-year experience, that are based on Humber-specific data and analysis, as well as best practices at Humber and other institutions
- Humber students benefit from an intentional and coordinated focus on internationalization and a global perspective
- Humber has developed and implemented a leading-edge system to formally record co-curricular activity that reflects student/graduate accomplishments in developing essential skills both in and outside the classroom

YEAR 2 INITIATIVES

- Complete internal and external consultation and mapping of advising services based on the student lifecycle to define a Humber-specific model of integrated advising; through the cross-institutional SEM Student Success Committee, develop a multi-year workplan to successfully implement the agreed model; roll-out Phase 1 initiatives
- Build assessment tools and metrics to track flow, access and impact of early intervention services; conduct best-practice research and develop a Humber-specific early leavers survey; map the first-year experience and identify strategies for advancing success outcomes
- Initiate the first year of Humber's integrated Internationalization Strategy including: launch of an innovative Global Citizenship Certificate, providing more opportunities for Humber students to study abroad; attracting and supporting an increasingly diverse group of international students aligned with SEM goals; increased internationalization of the curriculum; and advancing initiatives that contribute to international development
- Improve the student experience through key investments in technology including: upgrades to the campus wireless network; audiovisual technology in the North campus student centre; and expansion of the data centre at North campus
- Under the leadership of the Co-Curricular Advisory Committee, action the first phase of development of a Humber-specific co-curricular record; launch pilot with Student Success and Engagement programs/activities

GOAL 3

Demonstrate leadership in innovative teaching and learning strategies

STRATEGIES

- Attract and retain outstanding, diverse faculty who embody our commitments to students and are empowered to reach their full potential as innovative teachers
- Ensure all Humber students have high impact, relevant learning experiences such as:
 - Meaningful workplace or experiential learning opportunities
 - Participation in applied research projects with faculty and/or industry partners in targeted programs
 - Opportunities to develop and practice entrepreneurial skills
- Excel at the application of technology to support student learning and success
- Introduce flexible and innovative program and service delivery options that provide greater choice for students
- Focus on teaching and learning that develops graduates' essential skills, as well as job-specific skills

SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber faculty demonstrate and deliver innovative and flexible learning activities and outcomes
- Humber faculty are actively engaged in scholarship and applied research activities
- Humber's Centre for Teaching and Learning programs are formally recognized by international organizations such as the UK-based Staff and Educational Development Association (SEDA)
- Humber students, graduates and employers benefit from consistently meaningful work- integrated/experiential learning opportunities
- Humber is a provincial leader in providing entrepreneurship training and opportunities for students and graduates
- Humber has developed and implemented an innovative strategy to re-imagine online learning; Humber Online provides a range of online courses and programs that enhance student flexibility and choice
- Humber has developed and implemented a strategy to enhance the development of multiple delivery options for online and face-to-face learning and service delivery supported by the required technology infrastructure
- Humber is a provincial leader in the development, implementation and assessment of institution-wide "essential skills" that prepare graduates for success in work and life

YEAR 2 INITIATIVES

- Advance components of the Centre for Teaching & Learning workplan including:
 - Design and deployment of a fully comprehensive Service Learning Model that enhances the curricular and co-curricular student experience
 - Launch Faculty Development and Renewal Framework to serve as a map to support the creation of individual development plans
 - Consult on, and refine, the Teaching Excellence Standards framework and awards
 - Evaluate pilots of faculty "exchange" with industry partners and co-teaching models, and develop expansion workplans that consider links to potential Centres of Innovation
 - Develop and begin implementation of an institutional approach and policies to promote academic integrity using international standards
 - Through cross-institutional collaboration, identify opportunities to enhance adoption of inclusive instructional design principles which remove barriers and make learning more accessible for all learners
- Develop appropriate policies/practices that will support faculty to engage in both scholarly teaching and learning research and applied research
- Incorporate the results of an external inventory/ quality assessment of Humber's online offerings into the finalization and implementation of the Humber Online Strategy
- Finalize learning space and technology standards; assess all classrooms against the standards and develop a prioritized workplan to implement enhancements
- Develop and begin implementation of an integrated strategy and assessment/tracking standards for enhanced work-integrated learning experiences to support student success
- Begin implementation of an institutional strategy to enhance entrepreneurial opportunities across the curricular and co-curricular landscape, including expansion of the HumberLaunch Incubator to the North Campus
- Assess the HEQCO-funded pilot of "essential skills" learning outcomes and extend to other schools/ programs; expand membership of the Steering Committee and build cross-institutional awareness and buy-in



MAXIMIZING THE IMPACT OF PARTNERSHIPS

Humber has long maintained excellent relationships with our partners in industry and a series of unique and creative partnerships with community-based organizations. Through our eight academic schools, we are in constant contact with industry to ensure that our programming continues to meet the evolving needs of employers. These partnerships are extremely important to us, and are poised to be increasingly so, providing essential workplace experiences for our learners and connections which help our graduates achieve success beyond our doors. Our increasing numbers of alumni are a considerable advantage to current students and the institution at large as connectors into the work world and community.

GOAL 1

Ensure essential linkages with industry and key external stakeholders

STRATEGIES

- Enhance and strengthen relationships that serve and support the needs of employers, industry partners and the labour market
- Build a broad range of mutually beneficial partnerships with external stakeholders

SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber students benefit from expanded and high-quality work-integrated learning (WIL) opportunities, including work placements and applied research projects, with key industry partners
- Humber's Program Advisory Committees (PACs) are vibrant, innovative bodies that meet regularly and contribute to the quality and relevance of Humber's programs
- Humber has effective communications and partnerships with sector councils and associations to address current and future labour market needs
- Humber is delivering on a coordinated and effective strategy to support business and industry through corporate training opportunities
- Humber's Office of Advancement & Alumni Relations has developed and initiated a robust long-term strategy that engages industry in partnerships and contributes to Humber's vision and mission
- Humber has innovative connections with other external organizations that lead to valuable donor relationships and investment partnerships

YEAR 2 INITIATIVES

- Expanding on the foundation-building and consultation activities in Year 1 under new VP leadership, develop and begin implementation of an effective and integrated strategy to engage industry in partnerships which support Humber's vision and strategic priorities, including areas of research focus and emerging Centres of Innovation for mutual benefit
- Establish President's Advisory Council of senior industry partners to provide thought leadership and advice to successfully deliver on Humber's vision of Leadership in Polytechnic Education
- Mobilize national and international corporate training opportunities as Canada's only member of the Global Corporate College (a League for Innovation affiliate)
- Undertake expert review/assessment of Humber's fundraising opportunities and challenges; design a Humber-specific fundraising strategy and launch initial phase

GOAL 2

Build and maintain beneficial relationships with alumni

STRATEGIES

- Celebrate the success of our graduates, and ensure their continued involvement with Humber as mentors, employers and bridges into the workplace and community

SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber's graduates enjoy successful outcomes and stay engaged with the college as donors and as part of a vibrant alumni community
- Humber alumni are celebrated within the college and looked to as a valuable resource within their workplace and/or community

- Humber has developed an innovative mentorship and professional development program that engages and connects current students and alumni

YEAR 2 INITIATIVES

- Utilize results from Spring 2014 Alumni Engagement Survey and best-practice research to inform finalization and implementation of Humber's Alumni Engagement Strategy
- Enhance efforts to share mentorship and engagement opportunities that are benefiting current students and alumni; expand alumni networking events and explore additional opportunities to keep alumni connected

GOAL 3

Enhance creative connections with education and community partners

STRATEGIES

- Effective outreach to the elementary and secondary education sector to develop innovative pathways into Humber programs and credential options
- Develop and sustain creative partnerships with other postsecondary institutions – provincial, national and international
- Cultivate relationships with existing and emerging community partners and stakeholders

SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber's distinctive programs are well-known and promoted by elementary/secondary guidance counsellors, teachers and administrators
- Humber models innovative transition programs to support both well-qualified and under-prepared high school graduates
- Humber's unique partnership with the University of Guelph-Humber has continued to evolve to meet the needs of students
- Humber has developed partnerships with other postsecondary institutions in Ontario, Canada and across the globe, which serve the needs of students and build Humber's polytechnic reputation
- Humber is known by community agencies as an effective and focused partner in programs, services and pathways to support successful outcomes for identified populations such as Aboriginal Peoples, newcomers to Canada, the un/underemployed and marginalized youth

YEAR 2 INITIATIVES

- Co-ordinate and focus Humber's outreach activities through a key working group of the SEM Pathways Committee
- Explore and build tangible opportunities to grow the University of Guelph-Humber partnership and respond to student and labour market demand for this unique model of undergraduate education
- Identify regions of focus for international partnership development based on program fit and strategic positioning; build and enhance partnerships that maximize intercultural exchange and research opportunities
- Continue to implement new and enhanced initiatives as identified in the workplan of Humber's Community Outreach and Workforce Development unit:
 - Enhance relationships with community organizations through a new approach to partnership development facilitated by the Humber Community and Partnership Fund
 - Identify and capitalize on synergies with the developing industry partnerships strategy in connection with Humber's Employment Ontario Centres and the Humber Career Centre (e.g., Youth Employment Fund)
 - Host regular engagement opportunities for community partners

FOUNDATIONS FOR SUCCESS

Our ability to successfully deliver on our five-year goals and strategies is dependent upon excellent infrastructure and services, integrated planning and the maintenance of our human and capital resources. In order to provide the best possible educational experience for students, we must ensure that our faculty, staff and administrators have the tools and resources necessary to deliver on their individual roles. As we continue to evolve and grow, we must also align and integrate the planning and financial management functions to ensure that we are able to invest in our strategic priorities and meet the working and learning needs of our employees and students. These Foundations for Success are integral to Humber's ongoing leadership in polytechnic education.

GOAL 1

Invest in accomplished and engaged employees who are supported in delivering an exceptional student experience

STRATEGIES

- Ensure all employees understand, and are well supported to deliver on, their roles in promoting student success
- Demonstrate appreciation for the skills, knowledge and values of all employees

SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber recruits and retains outstanding and diverse faculty, support staff and administration with the mix of credentials and industry experience that benefit our students
- Humber faculty, support staff, and administrators are provided relevant professional development opportunities that enhance their ability to promote student success and academic and administrative excellence
- Humber provides ongoing opportunities for employee participation in continuous improvement initiatives, generating creative ideas, and making decisions that contribute to Humber's ability to realize its vision, mission and values
- Humber employees feel valued for their contribution, and deliver on their role in promoting student success
- Humber has developed and implemented an enhanced framework to align employee recruitment, professional development and performance management

YEAR 2 INITIATIVES

- Conduct an essential skills/competencies assessment to identify areas that require enhanced organizational capacity to support effective implementation of Humber's Strategic Plan; provide targeted professional development and training opportunities to support faculty and staff in their personal and professional development
- Conduct a revitalized Humber Employee Engagement Survey; analyze and communicate results and develop action plans
- Continue the development of an enhanced performance management system through consultation and the use of new business processes and technology

GOAL 2

Enhance strategic investments in infrastructure and key priority initiatives that deliver results for improved student learning and success

STRATEGIES

- Consolidate, align and enhance investments to support high-quality academic and student service facilities, equipment and technology, as well as key priority initiatives
- Develop and implement an integrated, transparent and flexible framework for prioritizing the allocation of resources towards both short- and long- term projects that will deliver on our commitments to students

SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber has an integrated, timely process for prioritizing and allocating resources to short- and long-term investments in infrastructure and priority initiatives that promote student learning and success
- Humber programs and services have the infrastructure supports necessary to serve the needs of all learners and contribute to the realization of Humber's mission, vision and values
- Humber's Centres of Innovation have the infrastructure necessary to maximize their impact at the local, provincial and national level
- Humber's investments in priority infrastructure, and innovative approaches to teaching and learning delivery, have resulted in an improved ratio of square feet of space per student
- Humber's Enterprise Systems Project (ESP) has been successfully implemented and is supporting good business practices throughout the organization

YEAR 2 INITIATIVES

- Through new cross-institutional forums (Capital Planning Steering Committee; SEM Advisory Council; and Executive Advisory Council), continue to develop and document clear processes to deliver effective, integrated and transparent decisions and resource allocations that support the successful achievement of Humber's strategic priorities
- Invest in projects recommended by the Capital Planning Steering Committee, SEM Advisory Council, and Executive Advisory Council as approved by the Executive Team
- Update Humber's Campus Master Plan to reflect changing internal and external realities (e.g., demographics, labour market demand, provincial policy frameworks)
- Successfully launch the student information system throughout 2014; initiate planning and procurement for a new Human Resources Management System
- Begin roll-out of a unified communications and telephony strategy to enhance communications and collaboration
- Continue to build shared understanding of Humber's integrated enterprise systems as an enabler for strategic and operational activity at Humber, impacting the improvement of service to students, process efficiencies, strategic enrolment management, and providing a foundation for evidence-based decision making

GOAL 3

Strengthen Humber's business planning and resource allocation model to anticipate and adapt to a changing external fiscal framework and align decision-making and resource allocation with our values and strategic priorities

STRATEGIES

- Enhance and fully implement an integrated business planning, resource allocation and reporting model
- Ensure Humber's commitment to sustainability is reflected in planning and decision-making

SUCCESS OUTCOMES

We will know we are on track if, by 2018:

- Humber has fully implemented an integrated business planning, resource allocation and reporting model
- Humber has embraced a comprehensive sustainability strategy that is embedded in our integrated planning and resource allocation model
- Humber has developed and implemented a balanced scorecard that provides aggregated performance indicators to support achievement of strategic priorities
- Humber has a risk assessment and management framework that reflects best practice
- Humber consistently achieves a balanced or surplus financial position that ensures we deliver on current and future strategic priorities

YEAR 2 INITIATIVES

- Under the leadership of the cross-institutional Executive Advisory Council, continue to refine and establish integrated business planning and resource allocation processes that are transparent, effective, evidence-based and that promote delivery of Humber's approved strategic priorities, goals and strategies
- Achieve final endorsement of the five-year Humber Sustainability Strategy; begin implementation, facilitated by the Sustainability Co-ordinating Committee, focused on the core priorities of reducing our campus footprint, integrating sustainability into the curriculum, and engaging the college community to create a culture of sustainability
- In the context of emerging accountability and reporting metrics required under Strategic Mandate Agreements, continue to develop and refine a Humber balanced scorecard approach to assess and report on key performance indicators
- Through the Integrated Risk Management Committee, continue implementation of Humber's integrated risk management framework – activities will include the provision of IRM training; completion of a risk identification and risk assessment/management process with risk register; ongoing reporting processes; and the establishment of links with business planning, ongoing profile updates and integration with core processes



OVERARCHING SUCCESS MEASURES



Humber's commitment to evidence-based decision-making has been important to our success to date and will continue to be critical in the years to come. As indicated in the 2013-18 Strategic Plan, the overarching measures listed here are important elements of accountability to our Board of Governors, the Ministry of Training, Colleges and Universities (MTCU), and other key stakeholders. As required by MTCU, we will prepare and submit an approved annual report of activities and expenditures for 2013-14. A companion document to the annual business plan, the annual report will identify important baseline measures and indicate progress achieved in the first year of implementation of our five-year institutional strategic plan.

The measures indicated below are not, however, the only indicators against which we will measure our performance. To monitor annual progress on our strategic priorities, we have identified – or in some cases, committed to develop – additional measures and indicators that speak directly to the successful implementation of specific goals, strategies and initiatives. In all cases, we aim to demonstrate improvement over the identified baseline and to achieve results higher than the GTA average and/or comparator colleges on provincial indicators.

OUR STUDENTS

Learning Outcomes

- Evidence of progressive achievement in the skills identified as being essential for successful work and life (take current projects to scale by 2018)
- Key Performance Indicator (KPI) Student Satisfaction/Engagement with key teaching and learning capstones

Retention Rates

- Retention Rates (by year and by credential)
- KPI Graduation Rates (by credential)

Graduate Outcomes

- KPI Graduate Employment (and employment in related field), KPI Graduate Satisfaction, KPI Employer Satisfaction
- Measures from Humber-specific graduate and employer surveys

OUR FOUNDATIONS

Employee Engagement

- Internal Employee Engagement survey (improvement over 2013-14 baseline)
- Continued recognition as an “Employer of Choice” by external organizations

Infrastructure

- KPI Student Satisfaction with key facilities, resources and service capstones
- Square feet per student

Financial Sustainability

- Balanced budgets or surpluses that are demonstrably targeted/invested in institutional improvements related to student success and strategic priorities



EXECUTIVE TEAM

Chris Whitaker
President and CEO

Rani Dhaliwal
*Vice-President, Finance and
Administrative Services*

Jason Hunter
*Vice-President, Student and
Community Engagement*

Alister Mathieson
*Vice-President, Advancement
and External Affairs*

Deb McCarthy
*Vice-President,
Human Resources*

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April 2014

HUMBER STRATEGIC PLANNING & INSTITUTIONAL ANALYSIS

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**Humber College
Institute of Technology and Advanced Learning**

**2014-2015
Financial Budget**

INTRODUCTION

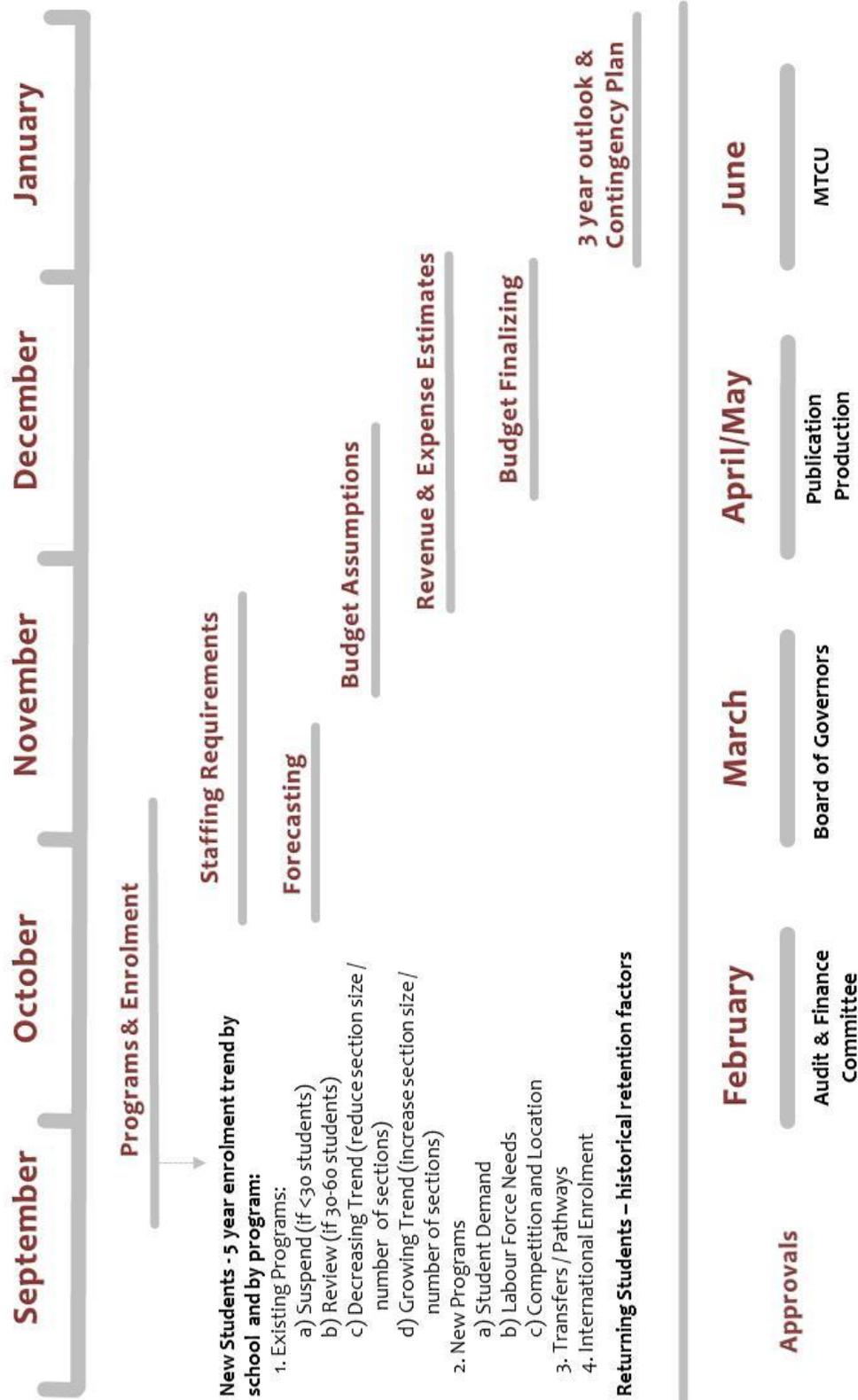
In Fall 2013, the College released its 2013-2018 Strategic Plan which has changed the focus from managing enrolment growth to one which looks at program differentiation and quality agenda, creating additional pathways for students, and paying close attention to outcomes and student successes. Recently the Ministry of Training, Colleges and Universities (hereafter the “Ministry”) indicated that they are looking at reviewing the postsecondary system including where and how the new programs will be approved along with the funding framework to support it in the future.

In the new Strategic Plan, under the Foundation for Success pillar, the College has made a commitment that over the course of five years it will focus on strengthening its business planning and resource allocation model so that it can anticipate and adapt to this changing fiscal framework and at the same time make and/or enhance strategic investments in infrastructure and other key priorities. We have already started the requisite conversations with all the internal stakeholders regarding the changes required to the future business planning and budget development process but during this transition year, the Budget Development Process (shown on Figure 1) worked in tandem with the Business Planning process to produce this outcome. While the College undertakes the holistic approach to reviewing its academic programming and determine optimum enrolment level (through the Strategic Enrolment Management process) to determine its future state, the exercise for next fiscal was to review the base assumptions (i.e. programs and enrolment targets) and also to agree on some secondary ones (i.e. space; strategic initiative investments) in order to give us a perspective of what financial resources were needed to achieve the desired outcomes. The budget exercise also looked at the longer-term perspective and developed a list of infrastructure projects that the College will need to strategically invest in, over the coming years, to address its future needs (i.e. business systems; academic and non-academic spaces - see Strategic Infrastructure Projects section and schedule 6 for further detail) and the financial resources that will be required to meet them.

The proposed budget for fiscal 2014-2015 (Schedule 1) provides for the operating activities; investment in strategic priorities; and at the same time directs \$15.0M towards the future Strategic Infrastructure projects. This budget, which was developed using the past experiences augmented by improved revenue and expenses estimation, provides targeted and continued investment in the following areas:

- \$3.0M towards strategic initiatives;
 - \$2.0M to address and retire deferred maintenance;
 - \$5.0M for acquisition and renewal of academic equipment (classroom and laboratory);
 - \$3.0M for renovating academic and student spaces
-

Figure 1 – Financial Budget Development Process & Timeline



ASSUMPTIONS

A key assumption in the development of this financial budget is the continuation of current economic climate for another year and recognition that the provincial fiscal deficit will have an impact on post-secondary education funding. In 2012, the Ministry announced reductions to the annual operating grant funding (related to international students recovery and policy levers) for a span of three years. Effective fiscal 2013-2014, the Ministry also provided the tuition fee framework for a period of four years to provide the colleges with planning ability related to tuition revenue estimation. While there is knowledge around operating funding, it is generally expected that the economic context will also affect the province's other budgetary priorities such as providing additional funds to address enrolment growth and/or capital projects.

Other significant assumptions, such as enrolment; salary and benefit improvements; and general cost escalation have been established based on the best information available and direction provided in the collective agreement and/or appropriate government guidelines/regulations.

The following summarizes the major assumptions used in the development of fiscal 2014-2015 budget:

1. Programs - start of 7 new programs (3 Diplomas; 3 Certificates; 1 Graduate Certificate)
 2. Enrolments
 - a. Full-time to increase by 4.4% (over Fall 2013 Actual)
 - b. Part-time to decrease by 5.9% (over 2013-2014 Forecast)
 - c. Apprenticeship to decrease by 3.5% (over 2013-2014 Forecast)
 - d. Fall 2014 mix – Domestic 88.0%, International 12.0%
 3. Grants
 - a. Reduction of Operating grants:
 - i. \$2.0M for Policy Levers
 - ii. \$2.0M for International Students Recovery
 - b. Special Purpose grants not included (due to the uncertainty of receiving them next fiscal) and/or amounts adjusted: Productivity & Innovation Funding, College Equipment Renewal, Apprenticeship, Youth Employment Funding, Credit Transfer Program, Other Bursary, and OnCAT GenEd Alignment Project.
 4. Tuition and Other fees
 - a. Tuition fee: 3.0% increase
 - b. Lab and coop fees are based on 2013-2014 fee schedule
 - c. Non-Tuition/Mandatory fees to increase by 1.7%, as approved by the Board
 - d. International fees to increase by 6.5% on average, as approved by the Board
 5. Other Income
 - a. UGH Joint Venture contribution \$6.8M (50.0% of the budgeted Excess Revenue over Expenses)
 - b. UGH administration fees \$2.0M
-

6. Salary & Benefit costs

- a. All existing full-time staff complements are budgeted for the entire year whereas the hiring of 44 new full-time staff complements (15 Faculty, 14 Support, 15 Admin) has been aligned with the predicted need. It is also anticipated that the College will realize a saving of \$5.0M related to vacancies and timing of hires, throughout the year
- b. Collective agreements and compensation – the existing agreements (for both faculty and support staff) expire on August 31, 2014; the guidance around the compensation has been provided by the HR department
- c. Increase in CPP & EI YMPE threshold amount; Increase in CAAT pension rate by 0.4% over 2013-2014

7. Other costs

- a. will generally escalate between 2.0% and 3.0%
- b. focused investment in strategic priorities - \$5.0M
 - i. \$2.0M for retiring deferred maintenance
 - ii. \$3.0M for strategic initiatives

In summary, the College is committed to providing adequate resources to meet the operating needs and required strategic investments but also considers and incorporates its long-term need in its planning process. Based on the long-term Capital Plan and the Strategic Infrastructure needs of the College and the possibility that provincial funding may not assist with any of the future capital projects, it is proposed that all revenues that are generated from Humber's non-core operating activities, namely UGH contribution (\$6.8M) and administration fees (\$2.0M); Investment income (\$4.4M); and Late/Deferral/Split fees (\$1.8M) for a total of \$15.0M should be set aside to provide for this purpose.

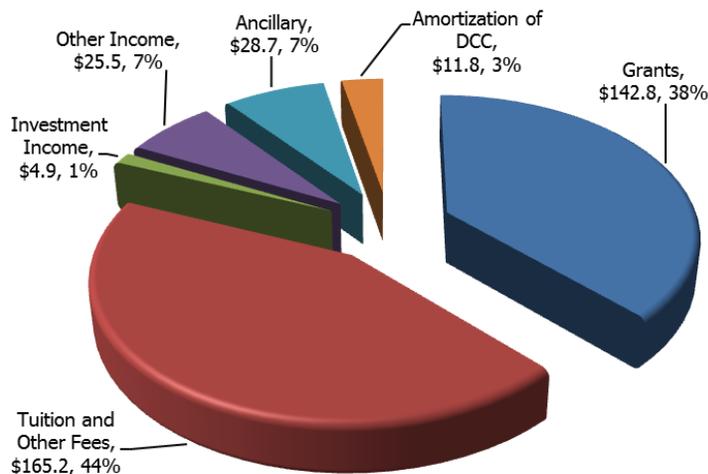
During fiscal 2014-2015, this \$15.0M budgeted surplus position could change based on any of the following items:

1. Actual enrolment growth/decrease and change in the domestic vs. international student ratio
 2. Faculty and Support staff labour negotiations
 3. Final budget spending
 4. Final University of Guelph-Humber contribution
-

STATEMENT OF OPERATIONS – 2013-2014 FORECAST vs. 2014-2015 BUDGET (Schedule 1)
REVENUES (Schedule 2 and 4)

Based on the suite of program offerings along with the planned enrolment, the total revenue for fiscal 2014-2015 generated through Operating and Ancillary operations, is budgeted to be \$378.9M (see Figure 2), which is a decrease of \$0.7M (or 0.2%) over fiscal 2013-2014 forecast. Even though Tuition and Other fees are projected to go up, the grant increase is only marginal due to Ministry measures along with not including certain special projects (which are one-time in nature and/or subject to annual application/approval) due to the uncertainty of receiving them at the time of budget development. Also the Other revenue line which includes contribution from UGH and miscellaneous income is budgeted based on the best information available and does not include one-time events.

Figure 2 – 2014-2015 Total Revenue (\$378.9 Million)



The **Operating revenue** budget (Schedule 2) of \$338.4M (or 89.3% of the total revenue) is comprised of:

- Grants at \$142.8M, are increasing overall by \$0.3M (or 0.2%) over 2013-2014 forecast. Even though the College stands to receive enrolment growth funding (\$6.2M) next fiscal, it will be offset with reduction measures estimated to be \$4.0M (Policy Lever \$2.0M, International Students Recovery \$2.0M). In addition, we are budgeting an enhancement of conditional grants in the amount of \$1.4M (net of CGTAT Project, SEDS Project, Immigration Bridging Projects) along with an adjustment to special purpose grants in the amount of \$3.3M (i.e. Productivity & Innovation Funding, College Equipment Renewal, Apprenticeship Grants, Youth Employment Funding, Credit Transfer Program, Other Bursary, OnCAT GenEd Alignment Project) due to their one-time nature or uncertainty of receiving them next year.
- Tuition and Other fees at \$165.2M, are increasing by \$5.0M (or 3.1%) over 2013-2014 forecast. The increase is due to enrolment growth (including the start of 7 programs) as well as a 3% tuition fee increase.

- Investment income at \$4.9M, is decreasing by \$0.3M (or 5.8%) over 2013-2014 forecast. The primary reason for decrease is the use of some of the reserve funds for Strategic Infrastructure projects and not being available to generate income.
- Other Income at \$25.5M, is decreasing by \$4.8M (or 15.9%) over 2013-2014 forecast. This decrease is primarily due to not budgeting any special and one-time projects, along with the reduced contribution anticipated from University of Guelph-Humber Joint Venture.

The **Ancillary revenue** (Schedule 4) at \$28.7M (or 7.6% of the total revenue), is expected to increase by \$1.3M (or 4.8%) over 2013-2014 forecast due to increase in revenue from Campus Services and Education and Training Solutions operations, as the planned activities return to previous levels.

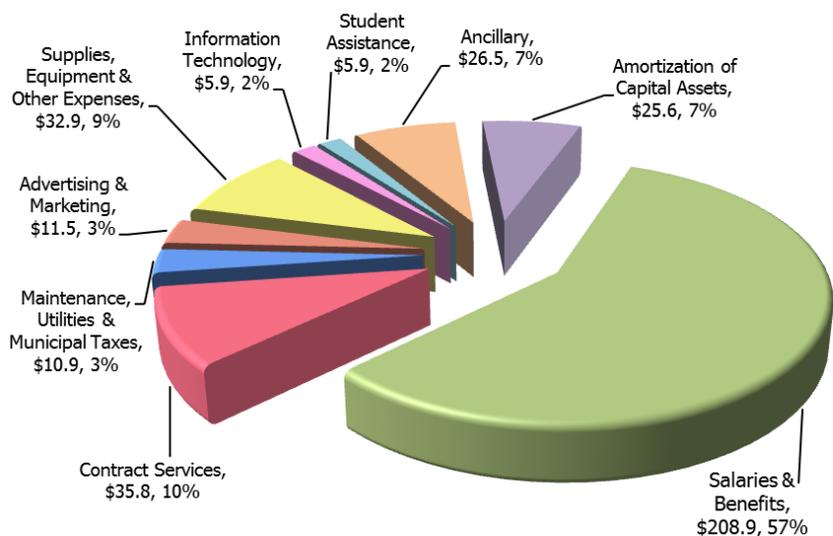
The **Amortization of Deferred Capital Contribution** of \$11.8M (or 3.1% of the total revenue), is decreasing by \$2.2M (or 15.9%) over 2013-2014 forecast. This revenue line relates to the recognition of the funding received towards the capital projects from the Ministry or other sources (such as student levy). These capital funds, when received, are deferred until they are ready to be recognized as revenue, to match with the corresponding amortization expense. The decrease is primarily related to certain Lakeshore campus leasehold improvements which will be substantially amortized during fiscal 2013-2014.

EXPENSES (Schedule 3 and 4)

The total combined Operating and Ancillary expense for fiscal 2014-2015 is budgeted to be \$363.9M, which is an increase of \$2.6M (or 0.7%) over 2013-2014 forecast, to support continued enrolment growth along with providing for new and enhanced investments that the College is planning to undertake especially towards infrastructure maintenance, innovative and strategic initiatives.

Figure 3 below depicts the total expenditure budget by the type of expense planned.

Figure 3 – 2014-2015 Total Expenses (\$363.9 Million)



The **Operating expense** budget (Schedule 3) of \$311.8M (or 85.7% of the total expenses) which includes the focused funding (related to strategic initiatives; deferred maintenance; investment in academic equipment; and facility renovations) is comprised of:

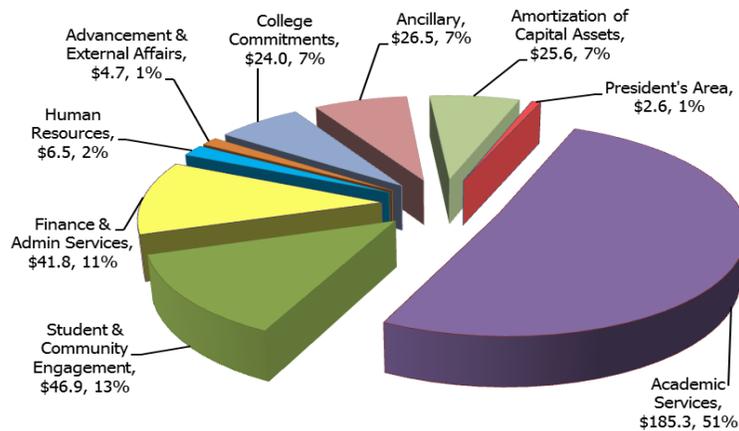
- Salaries and Benefit costs at \$208.9M, are increasing by \$11.4M (or 5.8%) over 2013-2014 forecast. The increase is primarily due to the planned hiring of 44 full-time complements and increasing part-time staff to address growth and support enhanced teaching and learning initiatives, augment student support services (i.e. advising at risk students, mental health initiatives) and enhance service levels in the administrative functions (\$5.5M); negotiated and potential salary increases, along with the increase in benefit costs (i.e. CAAT pension plan, EI/PPP).
- Contract Services costs at \$35.8M, are decreasing by \$2.3M (or 6.0%) over 2013-2014 forecast. The decrease is primarily due to the completion of the Enterprise System Project (anticipated in December 2014). In addition, costs associated with special and one-time projects (i.e. Productivity & Innovation Funding, Research projects) have not been budgeted due to the uncertainty of receiving them in 2014-2015.
- Maintenance, Utilities and Municipal taxes at \$10.9M, are increasing by \$0.1M (or 0.9%) over 2013-2014 forecast, primarily due to the increase in municipal tax cost, which is affected by the increase in student enrolment.
- Advertising and Marketing costs at \$11.5M, are decreasing by \$1.0M (or 7.8%) over 2013-2014 forecast due to the positive affect of the internal consolidation of the marketing functions, along with not including the spending related to Community Outreach Youth Employment funding because of the uncertainty of receiving it next year.
- Supplies, Equipment and Other expenses at \$33.0M, are decreasing by \$1.3M (or 3.7%) over 2013-2014 forecast primarily due to the reduction of Student Information Technology Fees (SITF) related activities and research projects.
- Information Technology cost at \$5.9M, is increasing by \$0.1M (or 1.5%) over the 2013-2014 forecast due to the acquisition of new software applications for Library and Administration purposes.
- Student Assistance costs at \$5.9M, which includes Ministry funded bursaries, tuition set-aside funds, awards and scholarship amounts, are projected to increase by \$0.3M (or 5.9%) over 2013-2014 forecast. The increase is due to the additional requirement of the Student Assistance guideline along with enhanced amount of Entrance Scholarships.

The **Ancillary expenses** (Schedule 4) at \$26.5M (or 7.3% of the total expenses), are estimated to increase by \$0.7M (or 2.6%) over 2013-2014 forecast, primarily due to delivery costs associated with Corporate training programs within the Education and Training Solutions operations, as well as an increase in Parking related maintenance and utilities expenditures.

The **Amortization of Capital Assets** cost at \$25.6M (or 7.0% of the total expenses), is projected to decrease by \$5.5M (or 17.7%) over fiscal 2013-2014 forecast as certain Lakeshore campus leasehold improvements will be fully amortized by the current fiscal yearend.

Figure 4 below depicts the total expenditure budget of \$363.9M by area of responsibility:

Figure 4 – 2014-2015 Total Expenses, by Area of Responsibility (\$363.9 Million)



- **Academic Services** portfolio includes costs related to the Academic schools and programs; Research department and projects; Centre of Teaching and Learning and professional development/support for faculty; eLearning; Continuing Education; and International office.
- **Student and Community Engagement** portfolio include costs that are expended in support of students (i.e. Disability services, Student life); Academic advising; Athletics; Health Centre; Registrarial services; Library; and Community Outreach and Workforce Development.
- **Human Resources** portfolio includes costs related to HR and payroll services along with Health and Safety; Human Rights, Equity, and Diversity support.
- **Finance & Administration Services** portfolio includes costs related to Information Technology; Facility management and development; Risk Management; Public safety; and Finance.
- **Advancement and External Affairs** portfolio includes costs related to Advancement & Alumni relations; and Marketing.
- **President's Area** portfolio includes the costs related to the Board of Governors; office of the President; Strategic Planning and Institutional Research; and Principal's office at Lakeshore and Orangeville campuses.
- **College Commitments** includes costs that are system-wide in nature and provide benefit to the entire Humber community, such as student aid and assistance; municipal taxes; insurance and legal costs; strategic initiatives; facility renovation projects; information technology projects undertaken with SITF; institutional memberships (i.e. Association of Community Colleges of Canada, Colleges Ontario, Polytechnics Canada, and Colleges Employer Council); credit card and bank charges.
- **Ancillary** area includes costs related to Campus Services (Residences & Conference services, Retail & food operations and student pub), Education & Training Services (Motorcycle & Truck training, Association & Partnership training, and Sailing centre), Parking operations and Daycare centres.
- **Amortization of Capital Assets** is the estimated cost of depreciation to reflect the use of the assets purchased during current and previous years.

STATEMENT OF FINANCIAL POSITION (Schedule 5)

Based on the financial forecast for fiscal 2013-2014 (at the end of 9-month activity) and incorporating the budget assumptions articulated within and the projected outcomes for fiscal 2014-2015, we have projected what the College's financial position would be at the end of March 31, 2015. We have calculated the financial ratios on the forecasted position and it clearly indicates that Humber's financial situation continues to be a strong one, even a year out.

The salient points to note in the forecasted Balance Sheet are:

Assets

- Humber will spend a substantial amount of cash and investments towards infrastructure projects (as articulated in the Long Term Capital Plan shared with the Board in January 2014)
- Humber continues to hold a healthy level of cash reserves (to be used primarily towards the future Strategic Infrastructure projects)
- Humber is expecting \$72.0M in capital funds/grant from the Ministry in order to settle its obligation towards the Learning Resource Common (LRC) building
- The value of the asset has increased due to the progress recognition of the LRC building

Liabilities

- Humber owes funds to PCL for the construction of LRC building (which is payable upon hand-over of the building)
- The College's demand loan stands at \$32.4M (with anticipated interest rate swap cost of \$6.3M)
- The value of the Deferred Capital Contribution is higher because of the capital grant received for the LRC building (this will be recognized as revenue over the useful life of the building)

Net Assets

- The overall value is up by \$15.0M (over forecasted March 31, 2014 position) based on the College's Investment in Capital Assets netted by the spending of Unrestricted and Restricted net assets (set aside for the Strategic Infrastructure Projects)

STRATEGIC INFRASTRUCTURE PROJECTS (Schedule 6)

In January 2014, the Board of Governors received an update on the Long Term Capital Plan. What was shared is that there is a pent up space need in the areas of: classroom and laboratories; student services; open learning; athletics; centre for teaching and learning; incubator; offices and residence. Also worth noting is that Humber currently has one of the highest utilization and lowest proportion of space per student in the province and in order to keep pace (and not regress any further); the College will need to make significant investments in both physical and technology infrastructure to manage and support the future growth.

The College has already started work or is in the midst of some of the infrastructure projects, (namely, LRC building and associated backfill of space; Bio-Science Lab suite and classroom expansion; Parking solution for north campus; Welcome Centre; Athletics centre; Unified Communications and Telephony system etc.) in order to address these needs, with many other projects to follow in short succession. Over the next couple of years, as the College goes through the Strategic Enrolment Management exercise and revising its Campus Master Plan, there will be concerted effort put towards addressing and improving academic as well as non-academic space concerns but this won't substantially improve the space constraint the College faces today.

As stated earlier, it is assumed that the provincial government's current fiscal reality may hinder its ability to provide capital funds and support any of our planned infrastructure projects, therefore the responsibility to plan and save for these future initiatives falls squarely on the College. For the complete list of the projects and their estimated cost see **Statement of Strategic Infrastructure Projects** (Schedule 6). The bottom of Schedule 6 shows the College's projected cash-flow with anticipated operating surpluses and project related spending (based on three year Pro-forma Statement of Operations – see Schedule 7), indicating that the College is planning and managing the future outcomes prudently.

CONTINGENCY PLAN

Management uses variety of review and reporting processes to monitor the finances of the College and remains squarely focused on ensuring that the College finances are managed in a prudent and timely manner and if necessary, take appropriate action to remediate the situation. The College has also prepared pro forma budgets for a three year period (see schedule 7 – Pro Forma Statement of Operations) which indicates that even though the revenue increases, the expenditure spending will need to be managed and/or additional sources of revenue would need to be identified in order to allow and provide the College the ability to undertake all the planned Strategic Infrastructure projects.

The biggest risk in the proposed budget is experiencing lower student enrolment – i.e. if the overall target is not met or the number of international students is other than what is budgeted. As part of prudent planning, the College maintains \$17.9M in operating contingency fund as part of its Restricted Net Assets to cope with unforeseen and/or unplanned activities.

SUMMARY

With appropriate budget assumptions and estimates, thorough analysis, risk identification with mitigation strategies and adequate contingencies in place, the proposed 2014-2015 budget has been constructed to resource and support the operating and strategic initiatives needs for fiscal 2014-2015 as well as provides funds for the future strategic infrastructure projects/need of the College.

**Humber College Institute of Technology and Advanced Learning
Statement of Operations**

	Budget 2013-2014	Year-End Forecast 2013-2014 (December 2013)	Budget 2014-2015	2013-2014 Forecast to 2014-2015 Budget	
				Variance \$	%
Revenue					
Operating (schedule 2)					
Grants	136,621,000	142,410,000	142,754,000	344,000	0.2%
Tuition and Other Fees	154,214,000	160,169,000	165,189,000	5,020,000	3.1%
Investment Income	4,900,000	5,200,000	4,900,000	(300,000)	(5.8%)
Other	25,377,000	30,313,800	25,507,000	(4,806,800)	(15.9%)
Total operating revenue	321,112,000	338,092,800	338,350,000	257,200	0.1%
Ancillary (schedule 4)	28,667,000	27,388,500	28,706,000	1,317,500	4.8%
Amortization of Deferred Capital Contribution	7,500,000	14,026,000	11,800,000	(2,226,000)	(15.9%)
Total Revenue	357,279,000	379,507,300	378,856,000	(651,300)	(0.2%)
Expenses					
Operating (schedule 3)					
Salaries and Benefits	201,703,000	197,530,700	208,915,000	11,384,300	5.8%
Contract Services	28,287,000	38,035,800	35,762,000	(2,273,800)	(6.0%)
Maintenance, Utilities and Municipal taxes	13,240,000	10,764,000	10,858,000	94,000	0.9%
Advertising and Marketing	10,852,000	12,438,200	11,465,000	(973,200)	(7.8%)
Supplies, Equipment and Other expenses	32,463,000	34,249,400	32,984,000	(1,265,400)	(3.7%)
Information Technology - Software & Licenses	4,778,000	5,795,100	5,882,000	86,900	1.5%
Student Assistance	5,285,000	5,556,800	5,885,000	328,200	5.9%
Total operating expenses	296,608,000	304,370,000	311,751,000	7,381,000	2.4%
Ancillary (schedule 4)	26,141,000	25,829,800	26,505,000	675,200	2.6%
Amortization of Capital Assets	18,650,000	31,087,000	25,600,000	(5,487,000)	(17.7%)
Total Expenses	341,399,000	361,286,800	363,856,000	2,569,200	0.7%
Total Excess of Revenue over Expenses (for Strategic Infrastructure Projects)	15,880,000	18,220,500	15,000,000	(3,220,500)	(17.7%)

**Humber College Institute of Technology and Advanced Learning
Statement of Operating Revenue**

	Budget 2013-2014	Year-End Forecast 2013-2014 (December 2013)	Budget 2014-2015	2013-2014 Forecast to 2014-2015 Budget Variance	
				\$	%
Grants					
General Purpose Operating	104,000,000	103,542,000	105,722,000	2,180,000	2.1%
Special Purpose:					
Student Assistance	1,647,500	1,968,800	1,715,000	(253,800)	(12.9%)
Nursing	6,650,000	6,650,000	6,641,900	(8,100)	(0.1%)
Capital	675,000	1,575,000	1,274,000	(301,000)	(19.1%)
Apprenticeship	5,300,000	5,420,000	5,040,000	(380,000)	(7.0%)
Special Projects	11,908,500	14,863,500	12,408,600	(2,454,900)	(16.5%)
Conditional	6,440,000	8,390,700	9,952,500	1,561,800	18.6%
Subtotal	<u>136,621,000</u>	<u>142,410,000</u>	<u>142,754,000</u>	<u>344,000</u>	<u>0.2%</u>
Tuition and Other Fees					
Full-time	120,299,050	124,156,000	130,706,000	6,550,000	5.3%
Part-time (Funded)	8,745,000	8,188,400	8,015,740	(172,660)	(2.1%)
Part-time (Non-funded)	2,697,600	2,533,600	2,181,200	(352,400)	(13.9%)
Apprenticeship	600,000	700,000	700,000	-	-
Summer Language	400,000	363,000	350,000	(13,000)	(3.6%)
School Generated (Lab & Co-op)	4,365,350	4,355,000	4,377,060	22,060	0.5%
Mandatory (Non-tuition) Student Fees	17,107,000	19,873,000	18,859,000	(1,014,000)	(5.1%)
Subtotal	<u>154,214,000</u>	<u>160,169,000</u>	<u>165,189,000</u>	<u>5,020,000</u>	<u>3.1%</u>
Investment Income	4,900,000	5,200,000	4,900,000	(300,000)	(5.8%)
Other Income					
Guelph-Humber - Teaching	5,820,000	5,820,000	5,684,000	(136,000)	(2.3%)
Guelph-Humber - Service Agreements	5,245,550	5,245,550	5,312,015	66,465	1.3%
Guelph-Humber - Joint Venture Contribution	6,920,500	7,798,000	6,800,000	(998,000)	(12.8%)
Miscellaneous	7,390,950	11,450,250	7,710,985	(3,739,265)	(32.7%)
Subtotal	<u>25,377,000</u>	<u>30,313,800</u>	<u>25,507,000</u>	<u>(4,806,800)</u>	<u>(15.9%)</u>
Total Operating Revenue	<u>321,112,000</u>	<u>338,092,800</u>	<u>338,350,000</u>	<u>257,200</u>	<u>0.1%</u>

**Humber College Institute of Technology and Advanced Learning
Statement of Operating Expenses**

	Budget 2013-2014	Year-End Forecast 2013-2014 <small>(December 2013)</small>	President's Area	Academic Services	Student & Community Engagement	Finance & Admin Services	Human Resources	Advancement & External Affairs	College Commitments	Total Budget 2014-2015	2013-14 Forecast to 2014-15 Budget Variance	
											\$	%
Operating Expenses												
Salaries and Benefits	201,703,000	197,530,700	1,819,301	144,902,489	30,840,905	19,906,959	4,680,174	2,756,025	4,009,147	208,915,000	11,384,300	5.8%
Contract Services	28,287,000	38,035,800	55,700	9,894,807	6,904,933	12,290,096	822,930	248,740	5,544,794	35,762,000	(2,273,800)	(6.0%)
Maintenance, Utilities and Municipal taxes	13,240,000	10,764,000	-	910,356	175,648	6,262,330	8,100	800	3,500,766	10,858,000	94,000	0.9%
Advertising and Marketing	10,852,000	12,438,200	283,300	6,912,161	2,010,527	96,080	427,000	1,235,600	500,332	11,465,000	(973,200)	(7.8%)
Supplies, Equipment and Other expenses	32,463,000	34,249,400	373,520	21,502,684	5,977,648	2,137,989	616,834	413,362	1,961,962	32,984,000	(1,265,400)	(3.7%)
Information Technology - Software & Licenses	4,778,000	5,795,100	13,500	1,105,839	294,900	1,091,509	1,200	20,500	3,354,552	5,882,000	86,900	1.5%
Student Assistance	5,285,000	5,556,800	-	45,000	690,000	-	-	-	5,150,000	5,885,000	328,200	5.9%
Total	296,608,000	304,370,000	2,545,321	185,273,336	46,894,561	41,784,963	6,556,238	4,675,027	24,021,553	311,751,000	7,381,000	2.4%
<i>% of Total Operating Budget</i>			0.8%	59.4%	15.0%	13.4%	2.1%	1.5%	7.7%	100.0%		

**Humber College Institute of Technology and Advanced Learning
Statement of Ancillary Operations**

	Budget 2013-2014	Year-End Forecast 2013-2014 <small>(December 2013)</small>	Campus Services	Education & Training Services	Centre for Employee Benefits	Parking	Day Care Centre	Total Budget 2014-2015	2013-14 Forecast to 2014-15 Budget Variance	
									\$	%
Revenue										
Ancillary Revenue	28,667,000	27,388,500	15,328,000	5,530,000	628,800	4,551,000	2,668,200	28,706,000	1,317,500	4.8%
Expenses										
Salaries and Benefits	8,761,748	8,319,571	2,811,365	2,863,132	227,567	172,800	2,459,907	8,534,771	215,200	2.6%
Contract Services	4,424,383	4,869,966	1,750,533	982,333	165,000	2,062,000	30,100	4,989,966	120,000	2.5%
Maintenance, Utilities and Municipal taxes	3,932,069	4,811,579	4,080,067	108,289	-	693,000	50,223	4,931,579	120,000	2.5%
Advertising and Marketing	261,605	279,025	177,875	69,150	20,000	10,000	2,000	279,025	-	-
Supplies, Equipment and Other expenses	6,121,127	5,041,506	3,021,372	1,412,711	147,253	403,100	177,070	5,161,506	120,000	2.4%
Information Technology - Software & Licenses	32,500	40,600	39,600	-	1,000	-	-	40,600	-	-
Total Ancillary Expenses before Overhead	23,533,432	23,362,247	11,880,812	5,435,615	560,820	3,340,900	2,719,300	23,937,447	575,200	2.5%
Overhead expenses	2,607,568	2,467,553	1,498,188	551,385	62,880	455,100	-	2,567,553	100,000	4.1%
Total Ancillary Expenses	26,141,000	25,829,800	13,379,000	5,987,000	623,700	3,796,000	2,719,300	26,505,000	675,200	2.6%
Total Contribution to College Operations	2,526,000	1,558,700	1,949,000	(457,000)	5,100	755,000	(51,100)	2,201,000	642,300	41.2%

**Humber College Institute of Technology and Advanced Learning
Statement of Financial Position**

	March 31, 2013 Actual	March 31, 2014 Forecast	March 31, 2015 Budget
ASSETS			
Current assets			
Cash	\$ 34,269,664	\$ 28,091,316	\$ 30,530,483
Investments	253,988,634	275,714,028	227,714,028
Grants receivable	5,039,788	23,012,099	75,302,099
Accounts receivable	6,774,514	3,912,006	3,912,006
Prepaid expenses	1,798,348	27,057	27,057
Total current assets	301,870,948	330,756,506	337,485,673
INVESTMENT IN UNIVERSITY OF GUELPH-HUMBER	10,031,312	9,469,246	8,269,246
LONG-TERM GRANTS RECEIVABLE	4,580,000	2,290,000	-
CAPITAL ASSETS	281,196,959	295,530,347	404,877,706
TOTAL ASSETS	\$ 597,679,219	\$ 638,046,099	\$ 750,632,625
LIABILITIES			
Current liabilities			
Accounts payable and accrued liabilities	\$ 16,849,736	\$ 28,699,242	\$ 93,399,242
Accrued payroll and employee benefits	10,241,452	7,194,846	7,194,846
Accrued vacation pay	13,363,640	13,363,640	13,363,640
Deferred revenue	35,408,358	37,200,000	39,060,000
Due to University of Guelph-Humber	16,166,785	13,142,267	5,142,267
Due to Humber Students' Federation	6,252,583	5,444,476	5,444,476
Bank loan	35,327,941	33,919,254	32,431,402
Total current liabilities	133,610,495	138,963,725	196,035,873
POST-EMPLOYMENT BENEFITS AND COMPENSATED ABSENCES	10,757,000	10,757,000	10,757,000
DEFERRED CONTRIBUTIONS	8,096,612	5,211,780	5,211,780
DEFERRED CAPITAL CONTRIBUTIONS	133,349,600	140,907,660	181,422,038
INTEREST RATE SWAP	9,306,837	6,301,834	6,301,834
TOTAL LIABILITIES	295,120,544	302,141,999	399,728,525
NET ASSETS			
Unrestricted			
Operating	34,416,807	58,987,886	24,120,640
Post-employment benefits and compensated absences	(10,757,000)	(10,757,000)	(10,757,000)
Vacation pay	(13,363,640)	(13,363,640)	(13,363,640)
	10,296,167	34,867,246	-
INVESTED IN CAPITAL ASSETS	117,031,212	122,698,212	193,019,045
INTERNALLY RESTRICTED	170,000,000	170,000,000	149,546,413
EXTERNALLY RESTRICTED	14,538,133	14,640,476	14,640,476
	311,865,512	342,205,934	357,205,934
	-	-	-
ACCUMULATED REMEASUREMENT LOSSES	(9,306,837)	(6,301,834)	(6,301,834)
TOTAL NET ASSETS	302,558,675	335,904,100	350,904,100
TOTAL LIABILITIES AND NET ASSETS	\$ 597,679,219	\$ 638,046,099	\$ 750,632,625

Financial Ratios:

Current Ratio	1.7
Debt to Asset Ratio	23.0%
Debt to Servicing Ratio	0.4%
Net assets to Expenses Ratio	144.0%
Net income to Revenue Ratio	3.9%

Humber College Institute of Technology and Advanced Learning
Statement of Strategic Infrastructure Projects and Cash Flow
(Estimates)

	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>	<u>2018-2019</u> <i>and beyond</i>	<u>Total</u>
Projects / Initiatives						
North Campus Development (a)	15,650,000	57,800,000	12,000,000	-	50,000,000	135,450,000
Lakeshore Campus Development (b)	45,800,000	62,000,000	13,500,000	5,700,000	23,400,000	150,400,000
Orangeville Campus Development (c)	-	-	10,000,000	-	-	10,000,000
Technology Projects (d)	5,700,000	5,000,000	10,000,000	-	3,600,000	24,300,000
Total	<u>67,150,000</u>	<u>124,800,000</u>	<u>45,500,000</u>	<u>5,700,000</u>	<u>77,000,000</u>	<u>320,150,000</u>

(a) Learning Resource Commons Building and Backfill, Carrier Drive Parking, Bioscience Lab Suite and Classroom Expansion, Parking Garage, Lecture Hall

(b) Welcome Centre Building, Athletics Building, Cottage G Building, Eighth Street Parking, A/B Building Renovation/Construction, Residence Building

(c) Alder Street Building

(d) Data Centres, Unified Communications & Telephony, Human Resources/Payroll System

Cash Flow Forecast (in millions)	<u>2014-2015</u>	<u>2015-2016</u>	<u>2016-2017</u>	<u>2017-2018</u>
Opening Cash Balance	241.1	202.8	107.7	94.3
Operational Surplus	15.0	14.0	13.5	13.0
Amortization of Capital Assets	25.6	29.5	29.4	27.9
Amortization of DCC	(11.8)	(13.7)	(10.9)	(7.3)
Adjusted Operational Cash Balance	269.9	232.5	139.8	127.8
Summary Capital Requirements (see above)	(67.2)	(124.8)	(45.5)	(5.7)
Available cash, end of year	<u>202.8</u>	<u>107.7</u>	<u>94.3</u>	<u>122.1</u>

Humber College Institute of Technology and Advanced Learning
Pro Forma Statement of Operations (in millions)

	2014-2015 Budget	2015-2016 Pro Forma	% of Prior Year	2016-2017 Pro Forma	% of Prior Year	2017-2018 Pro Forma	% of Prior Year
Revenue							
Operating							
Grants	142.8	144.9	1.5%	148.5	2.5%	151.1	1.8%
Tuition & Other Fees	165.2	170.4	3.1%	177.6	4.2%	184.0	3.6%
Investment Income	4.9	3.5	(28.6%)	3.0	(14.3%)	2.5	(16.7%)
Other	25.5	25.3	(0.8%)	25.4	0.4%	25.5	0.4%
Total operating revenue	338.4	344.1	1.7%	354.5	3.0%	363.1	2.4%
Ancillary	28.7	28.6	(0.3%)	28.6	0.0%	28.6	0.0%
Amortization of Deferred Capital Contribution	11.8	13.7	16.1%	10.9	(20.4%)	7.3	(33.0%)
Total Revenue	378.9	386.4	2.0%	394.0	2.0%	399.0	1.3%
Expenses							
Operating							
Salaries and Benefits	208.9	218.0	4.4%	227.6	4.4%	237.6	4.4%
Other Operating expenses	102.9	97.7	(5.1%)	96.3	(1.4%)	93.3	(3.1%)
Total operating expenses	311.8	315.7	1.3%	323.9	2.6%	330.9	2.2%
Ancillary	26.5	27.2	2.6%	27.2	0.0%	27.2	0.0%
Amortization of Capital Assets	25.6	29.5	15.2%	29.4	(0.3%)	27.9	(5.1%)
Total Expenses	363.9	372.4	2.3%	380.5	2.2%	386.0	1.4%
Total Excess of Revenue over Expenses	15.0	14.0	(6.7%)	13.5	(3.6%)	13.0	(3.7%)

ASSUMPTIONS						
ENROLMENT INCREASE - FULL TIME	2.0%		2.0%		2.0%	
GRANT	NO CHANGE ANTICIPATED					
TUITION FEES INCREASE	3.0%		3.0%		2.0%	
INVESTMENT INCOME	BASED ON RESERVE FUNDS ON HAND					
SALARIES & BENEFITS						
ADDITION OF NEW STAFF	BASED ON LAST 5 YEARS AVERAGE					
BENEFITS & SALARY INCREMENTS	BASED ON COLLECTIVE AGREEMENT & STATUTORY REQUIREMENT					