

LANGARA

COLLEGE

**Accountability Plan
and Report**

2010/11 – 2012/13

July 2010

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June 25, 2010

Hon. Dr. Moira Stilwell, MD FRCP
Minister of Advanced Education and Labour Market Development
PO Box 9059 St Prov Govt
Victoria, BC
V8W 9E2



Dear Minister Stilwell:

We are pleased to submit the 2010/11-2012/13 Langara College Accountability Plan and Report. This document describes the progress made towards achieving the College's goals, strategies, performance measures and targets for 2009/10.

Langara launched its five year Strategic Plan in the Fall 2009. This new Strategic Plan envisions Langara as the leading undergraduate college in British Columbia where learners choose Langara above other options because of our well-known and well-recognized reputation for academic excellence. Learning is at the centre of what Langara does best. Our provision of a wide spectrum of programs, continuing studies and services that are current, innovative and reflective of the knowledge economy creates opportunities for learners that prepare them for meaningful careers.

Our strong programming positions Langara for continued growth to better serve our communities domestically and internationally. During the year, Langara experienced record student attendance with 7,128 domestic FTEs or 101% of target.

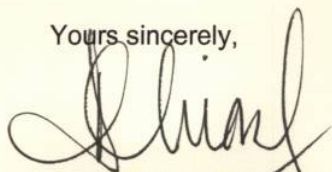
With 968 International FTEs representing close to 1,700 students from over 50 countries, Langara is a leader in International Education. We are proud to have been one of the first institutions in BC awarded the Education Quality Assurance designation and we are committed to supporting the Minister in this important area.

Langara continues to develop its institutional capacity. In November 2009, the Minister opened two new buildings to our students adding 6,771 square meters of space. These buildings were developed to exceed LEED standards for energy and greenhouse gas emissions. We have also advanced educational technology and communications to better serve our students.

These accomplishments were the result of the hard work and dedication of the entire Langara community. We strive to be a preferred employer for faculty, staff and administrators by providing exciting career options and rewarding opportunities.

The Langara College Accountability Plan and Report was prepared under our direction and in accordance with the guidelines set forth by the Ministry of Advanced Education and Labour Market Development. This document was reviewed and approved by the Board of Governors on June 24, 2010. With this letter, we hereby affirm our accountability for the Langara College Accountability Plan and Report.

Yours sincerely,



David Chiang, CA.CIA, CMC
Chair, Board of Governors



David Ross, Ph.D.
President

Institutional Overview

Langara College, located in south Vancouver, was established as an independent public college on April 1, 1994, after offering programs as part of Vancouver Community College for over 29 years. On October 14, 2010 we will be celebrating 40 years of providing quality education services to the community at our 49th Avenue location. Langara College is focused on making the academic experience accessible, collegial, innovative and student-focused. To this end, we offer the most comprehensive Arts and Sciences university transfer program of any BC college, 3 baccalaureate programs, 28 outstanding Career programs, and 642 unique continuing studies courses. Students can pursue programs of study leading to a bachelor's degree, diploma, associate degree, certificate or citation. The College also provides a wide range of education experiences designed to enrich post secondary learning, including Co-operative Education and domestic and international field studies. Langara Continuing Studies offers a unique selection of intensive English and academic skills programs for students whose first language is not English, in addition to personal and professional development courses designed to meet the needs and schedules of our diverse community. The College served almost 21,000 students in the 2009/10 fiscal year.

To facilitate an accessible and rewarding learning experience, Langara is continuously expanding and updating its offerings while maintaining small class sizes and low tuition rates. Unlike the large lectures common in first and second year university, Langara has been offering undergraduate courses with an average class size of 32 students. This allows for more student interaction with and individual attention from our award-winning instructors. Student interaction fosters teamwork and communication skills and enhances the learning community. For years, Langara has been British Columbia's leading undergraduate institution, providing more successful transfer students to BC universities than any other college, regional university or institute¹. In light of the rising cost of post secondary education, attending Langara College makes excellent economic sense: Students who complete their first two years of at Langara can save about \$4,500 on the total cost of their university degree², while those who complete a baccalaureate at Langara could save up to \$10,500³.

Langara College's strategic priorities for the next five years are to create opportunities for education, employment and active citizenship for our students, to expand facilities and resources to better serve our students and to expand our reputation both nationally and internationally⁴.

¹ Student Transitions Project, 2007-08 Mobility of Transfer Students data.

² For a 120-credit degree, of which 60 credits are completed at Langara, calculation is based on the 2009/10 general cost per credit posted online by SFU and Langara (UBC differential is slightly smaller).

³ Based on the 2009/10 BBA tuition posted online by SFU and Langara (UBC differential is slightly smaller).

⁴ Langara College Strategic Plan 2009-2013, Strategic Priorities.

2009 – 2013 Strategic Plan

Vision

Langara is the leading undergraduate college in British Columbia. Well-known and well-recognized for academic excellence, innovation and quality undergraduate opportunities for students in the region, Langara College continues to provide all learners the opportunity to further their education and careers and is central to the growth of the community it serves.

The College's vision focuses on providing a wide spectrum of programs and services that are current, innovative and reflective of the knowledge economy:

- Program credentials ranging from citations to baccalaureate degrees. All of our students have the opportunity to complete a degree either at Langara College or a partner institution.
- A wide variety of university, career, and continuing studies programs that are innovative and fulfill the needs of a broad range of learners.
- A track record of student success in education completion and career advancement.
- Quality student services that are innovative and recognized for supporting learners with their educational and career goals.
- Experiences and activities that actively engage students and enhance their development and learning.

And finally, Langara College is a growing community where we value the dedication and commitment of all our employees and recognize our responsibility to actively contribute to fostering sustainable communities through education.

Mission

Langara College provides accessible undergraduate education opportunities that meet the needs of our diverse community. This means the offering of a variety of programs and services focused on university, career, and continuing studies at an undergraduate level.

Values

- **Student-Focused:** Decisions are made with learners in mind.
- **Collegial:** Open and inclusive discussion in a respectful environment.
- **Innovative:** New ideas are welcomed and integrated where possible.
- **Accessible:** Programs and services are accessible to learners across our community.

Strategic Priorities

The College will concentrate on the following strategic priorities to help achieve its vision:

- **Opportunities for Learners:** Learning is at the centre of what Langara College does. We create opportunities for learners that prepare them for meaningful careers, future education and active citizenship in our communities and beyond.
- **Institutional Capacity:** People, facilities and additional resources are all fundamental to better serving the Langara community.
- **Reputation:** Langara will be well-known regionally. The institution will also be known nationally and beyond, in circles that support the institution's vision and strategic priorities. The college will build on its local reputation with the goal of supporting fundraising, graduates, recruitment and attracting the required resources to build towards our vision.

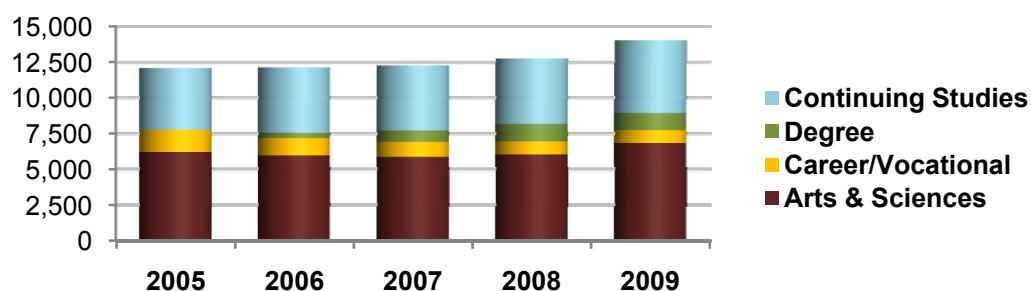
Planning and Operational Context

Student Demographics

Of all Langara's current Regular Studies students, approximately 74% are between the ages of 18 and 24, with an average age of 23, and three quarters are registered in Arts and Sciences programs. Female students account for 52% of Arts and Sciences, 61% of Career/Vocational and 70% of Degree students⁵.

Fall Enrolment by Year and Major Program Area

Major Program Area	2005	2006	2007	2008	2009
Arts & Sciences	6,217	5,983	5,888	6,052	6,847
Career/Vocational	1,560	1,213	1,041	903	901
Degree	n/a	337	787	1,226	1,193
Continuing Studies	4,275	4,568	4,521	4,579	5,074
Total⁶	11,975	12,018	12,152	12,689	13,932



The Province defines the Langara College service area as the combination of Vancouver, Richmond and Burnaby school districts⁷. For the last five years approximately 80% of Langara's Regular Studies Fall term students and 82% of Continuing Studies students have listed their residence within this region⁸.

Employee Demographics

Similar to other B.C. post secondary institutions, the retirement rate among Langara College employees is rising, a trend that is expected to escalate through 2015⁹. In 2008, 13 Langara employees retired, and between 2010 and 2016, 116 more employees will reach 65 years of age. By the end of 2010, approximately half of our current employees will be at least 50 years old. This industry-wide trend is expected to lead to increased competition to secure

⁵ Langara at a Glance, Fall 2009.

⁶ Total does not equal sum of parts, as students may attend both Continuing and Regular Studies programs.

⁷ Order of the Lieutenant Governor in Council; Order in Council No. 0077, approved Jan. 12, 1994.

⁸ Fall 2009 Regular Studies Postal Code Report.

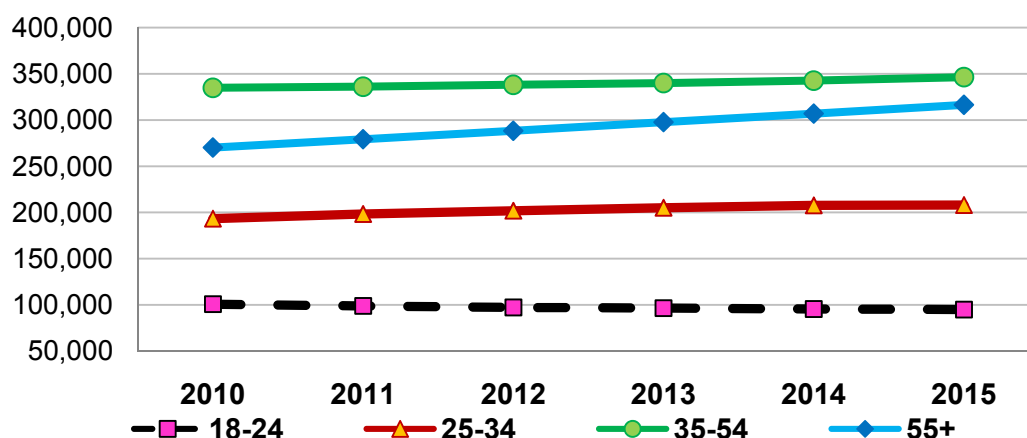
⁹ Peak retirement year

suitable replacements, although the stabilizing job market may bring more candidates to the table. Langara will pursue a variety of employee recruitment and retention strategies, in addition to succession planning, to ensure that instruction and service delivery for students will be maintained at the highest standard.

Population Dynamics

2010-2015 Population Projections for the Langara Catchment Area by Age Group

Age Group	2010	2011	2012	2013	2014	2015	5-year % Change
<18	172,229	173,464	174,935	176,350	178,110	180,188	4.6%
18-24	100,798	98,939	97,263	96,477	95,538	94,969	-5.8%
25-34	193,264	198,355	201,869	205,072	207,696	208,099	7.7%
35-44	167,980	167,256	168,152	168,725	169,718	171,893	2.3%
45-54	166,900	168,904	170,030	171,263	172,967	174,555	4.6%
55-64	127,734	133,858	138,208	142,427	146,032	149,388	17.0%
65+	142,467	145,427	150,123	155,283	160,904	167,097	17.3%
Total	1,071,372	1,086,203	1,100,580	1,115,597	1,130,965	1,146,189	7.0%



Between 2009 and 2010 the total population of the Langara College service area grew by 6.3%, with most growth attributable to the 55-64 age group. Total population growth in the service area is expected to be 7% between 2010 and 2015, with the majority of increases coming from the 55+ age cohorts. The College is working to provide offerings that will appeal to this cohort. The population of 18 to 24 year olds, the usual market for colleges, is projected to decrease by 5.8% in this same time period¹⁰. Grade 12 enrolment in the three school districts, another strong predictor of college enrolment, is projected to remain fairly stable through 2013, but decline by 3% by 2015¹¹.

¹⁰ P.E.O.P.L.E. 34, BC Stats, July 2009.

¹¹ Projection Report for Public School Headcount Enrolments 2008/09 (Report 1558A). Ministry of Education, Courtesy of SFU Office of Institutional Research and Planning.

Post-secondary enrolments have always been heavily driven by regional population variation. The stable Grade 12 enrolment and shrinking college-age youth cohort in Langara's catchment area has led to increased competition among the Lower Mainland post-secondary institutions for direct-entry high school graduates, a trend that is expected to continue. Given that direct-entry students are more likely to pursue university transfer curricula, which comprise more than two thirds of Langara's offerings, student recruitment remains the priority for the College over the coming years.

In response, Langara is exploring an increase in niche offerings and programs for students focused on a career credential. In addition, the development of new Baccalaureate programs directed toward high-demand fields will continue to enhance Langara's ability to recruit new students and retain existing students for extended periods. Langara will also work toward expanded offerings that serve the needs and interests of the over 55 age cohort. The flexibility and responsiveness that are inherent drivers of the Langara Continuing Studies division will facilitate delivery to a greater proportion of this educational market.

Regional Development and Economics

Between 2009 and 2010, the total employed labour force in the Metro Vancouver Region increased by 1% to 1,231,100. However, because the total labour force increased by 3.6% in that same time period, the unemployment rate rose 2 percentage points to 7.6%¹². In this rapidly changing economic market, it is very difficult to make any accurate enrolment projections. However, times of economic instability do tend to encourage the pursuit of higher education and retraining. Although the 2009/10 economic downturn resulted in more people returning to post secondary, the financial challenges Langara College faces will not be mitigated by the current enrolment trend unless government funding keeps pace with the increased post secondary education demand.

New Directions and Initiatives

Langara College has taken the last year to assess our strengths, address some of our largest challenges and establish a new direction. For the next several years, Langara will focus on being the leading undergraduate college in British Columbia, providing student-focused, collegial, innovative and accessible educational opportunities for our diverse community. The most significant challenge faced by Langara is related to enrolment management and the improvement of student services and student life while also continuing to be fiscally responsible. Despite a decreased maintenance budget and a Ministry of Advanced Education and Labour Market Development Operating Grant that will maintain 2009/10 funding levels for 2010/11, Langara remains committed to strengthening our academic capacity and accountability, improving technology and enhancing student life. The 2009 – 2013 Langara College Strategic Plan outlined the following priorities to be addressed:

- *To deliver a comprehensive mix of programming involving a range of credential levels, offered in ways that address a variety of student needs, including the desire to gain international perspective.*
- *To implement of a strategic enrolment management plan that focuses on student recruitment, retention, expanded student life and academic success.*

¹² Metro Vancouver Regional Development Indicators, March 2009

- *To enhance the quality of instruction and the quality of support provided to students and employees, including improving both facilities and technological resources, while meeting fiscal accountability requirements.*
- *To establish Langara as a nationally and internationally well-known institution through the enhancement of communications and marketing, community involvement, advocacy and sustainability.*

Progress on the implementation of the priorities identified in the 2009 – 2013 Strategic Plan is being monitored and will be reported on through the 2010/11 year.

Langara College continues, with considerable positive effect, to pursue various enrolment and retention initiatives. A number of our diploma programs, including Library and Information Technology, Criminal Justice, and Nutrition and Food Service Management, have introduced curriculum options that will allow graduates to ladder smoothly into the third year of our Bachelor of Business Administration degree program. Fall 2009 saw the extremely successful launch of our new Health Sciences program, a first and second year Arts and Sciences program that allows students to transfer easily into third year of either the BA or BSc program in Health Science at Simon Fraser University. Progress is being made towards the development of other new degree programs as well as additional areas of concentration in the BBA. In addition, the number of courses that are offered fully online continues to grow at an enormous rate, as does the number of courses that are offered in 'mixed mode' (half online and half in classroom), combining the best features of each of these modes of course delivery. These are major steps towards achieving the academic goals outlined in the Langara College Strategic Plan.

While working to enhance our course and program offerings, Langara is also pursuing optimum enrolment through strategic enrolment management planning. The College's Strategic Enrolment Management Committee is actively engaged in a series of consultations and working sessions to establish a mission and goals for strategic enrolment management. The plan calls for developing 5 to 10-year targets for overall enrolment growth as well as establishing enrolment targets in all key segments.

Langara's strategic enrolment management plan is driven by data-based decisions which call for maximizing the rates of application, yield from applications, retention and program completion/graduation. To that end, online reports have been produced and dashboard reporting with online analytic capabilities is being developed. This dashboard will provide timely support for the increased demand for analytics that track enrolment status across multiple key dimensions.

The College is targeting improved student engagement on campus as a means of enhancing student retention. To establish baseline measurements for student engagement, in Spring 2010 Langara joined 242 other colleges across Canada and the United States to participate in the Community College Survey of Student Engagement. In addition, the College is in the process of reorganizing Student and Enrolment Services, reengineering admissions, registration and scheduling processes, establishing a student leadership development program, and developing and implementing a Co-curricular Transcript. All of these activities are part of a long-term, coordinated process to enhance our students' learning experience and to further strengthen student retention at Langara.

Technological support for both students and employees is growing steadily. The activation of campus-wide wireless access is ahead of schedule and expected to be complete in September. An increasing number of classrooms are enhanced by built-in computer and visual technology. Internet-assisted instruction is increasing, with growth in web and mixed-mode

classes, as well as increased use of blogs and other social software for instructional purposes. Enrolment management initiatives, admissions and registration processes and human resources management are being supported by extensive new software installations. In the coming year, Langara will further increase wireless access, enhanced classrooms and software support for College operations and in-class, web and mobile instruction.

Langara is fully supportive of sustainability initiatives as they relate to education and an urban college setting. In Fall 2009, Langara opened the renovated C Building and a new Langara Students' Union building, both heated and cooled using a geo-exchange and innovative exhaust heat recovery system. In 2010, Langara became a signatory of the Pan-Canadian Protocol for Sustainability, pledging to develop a plan that incorporates sustainability practices and principals in our campus operations, academic curricula and college life. Langara has also hired an Energy Manager through the BC Hydro incentives program and has begun the process of participation in BC Hydro's Continuous Optimization program, which will assist in monitoring and optimizing the energy consumption of Langara's buildings.

In support of the College's goal of developing the facilities required for delivery of our current programs and services, continuing growth, the shortfall of instructional and service spaces that were not fully addressed by the library/classroom building plus the aging Building A, it has become paramount for the College to carry on with its Facilities Master Plan and supporting business plans to resolve our chronic space shortage.

The College has begun the process of schematic design for the three buildings identified and approved by the City of Vancouver for the College's Master Plan build out over the next 20 years. The completion of schematic work is expected by September 2010 followed by business plans and establishment of priorities.

To support our goal of an excellent regional, national and international reputation, Langara continues to build a leading Communications and Marketing department that is integrated across the institution and is focused on supporting the strategic priorities of the College. In 2009, Langara completed a review of our official website, including surveys and focus groups to better understand how users interact with the current website. This information will be used to design a new, dynamic and interactive Langara College website that supports the needs of our students, employees and greater community. An extensive brand renewal process launched in 2009 will result in the unveiling of a new Langara College brand in Fall 2010. This year will also see a redesign of the Continuing Studies calendar and the design of a new web page to communicate Langara's sustainability achievements. In the coming years, upgrades in technology and collateral material are planned to improve user interactivity, connectivity, and accessibility and to further strengthen the College brand.

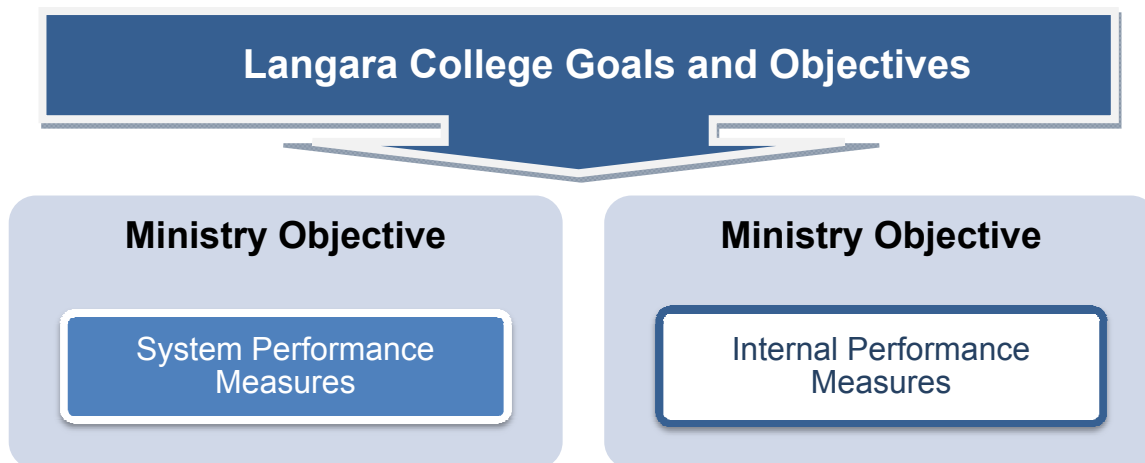
Goals, Objectives, Performance Measures, Targets and Results

This section includes the Langara College goals¹³ and their associated performance measures. All of the goals presented are linked to performance measures through the Ministry's Accountability Framework Key Criteria. Interested readers can find the complete *Langara College Strategic Plan 2009 – 2013* at <http://langara.bc.ca/strategic-plan/index.html>.

The flowcharts provide a visual breakdown of each goal and objective, the associated Ministry strategic objectives, and the performance measures used to gauge progress toward the goal and objectives. The tables that follow provide the baseline, annual targets, and results for those performance measures.

One of the goals set by the Ministry of Advanced Education and Labour Market Development is applicable to British Columbia's post-secondary education system:

- **Goal: BC's dynamic and integrated post secondary education system meets the needs of a knowledge-driven economy and society**
 - **Objective: British Columbians are able to fulfill their potential through access to quality educational and training opportunities.**
 - **Objective: BC's post secondary education sector fosters creativity, innovation and knowledge development.**

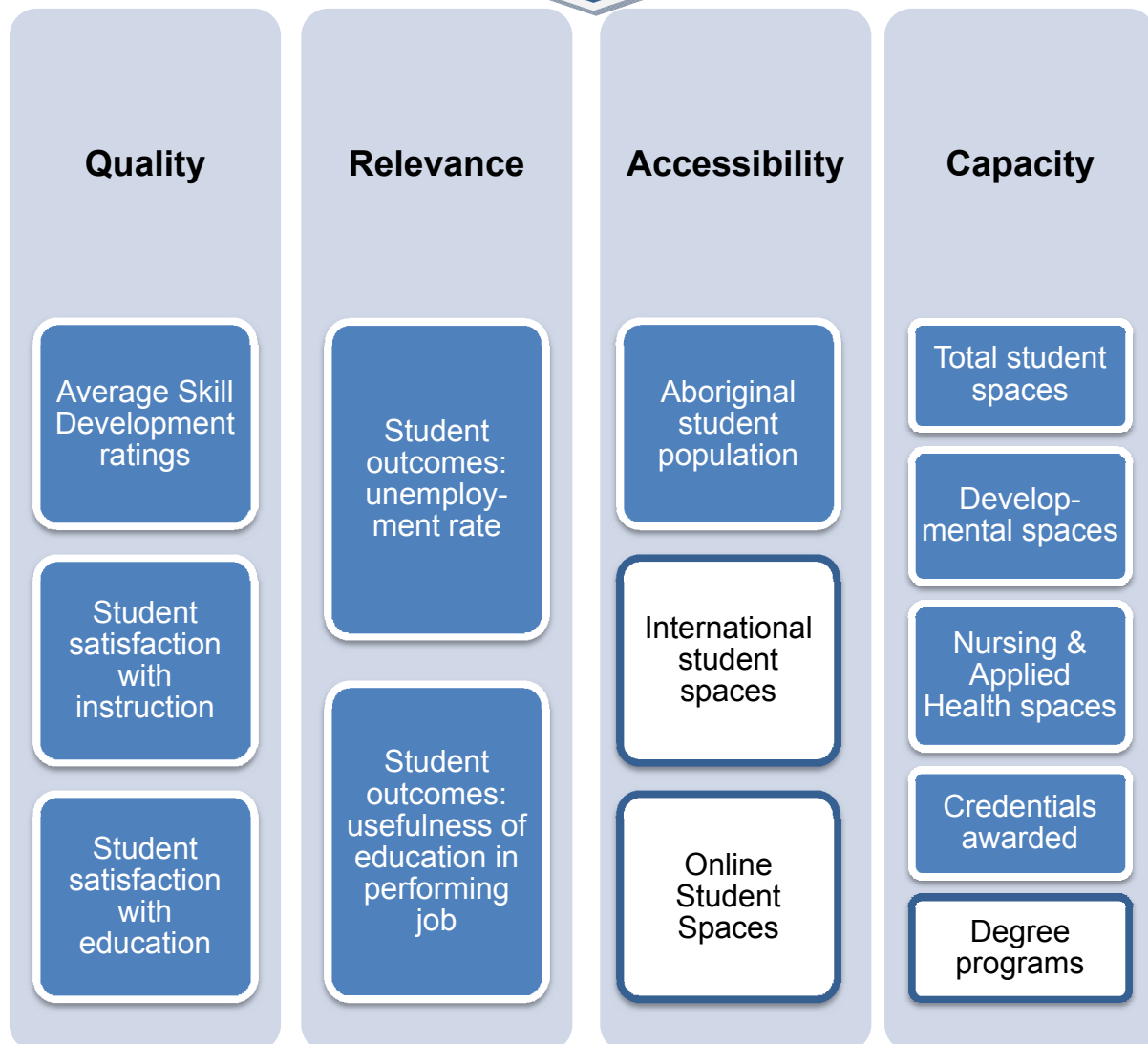


¹³ Some objectives have been merged for succinctness.

Opportunities for Learners

Learning is at the centre of what Langara College does. We create opportunities for learners that prepare them for meaningful careers, future education and active citizenship in our communities and beyond.

Langara College will deliver a comprehensive and flexible mix of programming addressing a range of credential levels, learning styles and life goals. Langara will promote student success through retention, global citizenship and student life initiatives.



Performance Measures	2008/09 Actual	2009/10 Targets	2010/11 Targets	2011/12 Targets	2012/13 Targets	2009/10 Results
Total student spaces	6,664 FTEs	7,046 FTEs	7,056 FTEs	7,056 FTEs	7,056 FTEs	7,128 Target achieved ¹⁴
Number of student spaces in developmental programs	229 FTEs	252 FTEs	252 FTEs	252 FTEs	252 FTEs	213 FTE Target not achieved
Student spaces in Nursing and other allied health programs	643 FTEs	660 FTEs	670 FTEs	670 FTEs	670 FTEs	695 FTE Target achieved
Number & % of student population that are Aboriginal	292 ¹⁵ (1.7%)	≥ previous year				286 (1.6%) Target substantially achieved
Total credentials awarded	863	TBD (target formulation under review)				866
Average skill development	73.2% (+/-1.8%)	Meet or exceed benchmark (85%)				75% (+/-1.8%) Target substantially achieved
-Written communication	71.5% (+/-1.8%)	N/A				72.7% (+/-1.9%)
-Oral communication	63.9% (+/-2.1%)	N/A				67.2% (+/-2%)
-Group collaboration	74.3% (+/-1.8%)	N/A				77.1% (+/-1.8%)
-Critical analysis	79.3% (+/-1.6%)	N/A				78.7% (+/-1.7%)
-Problem resolution	70.2% (+/-1.9%)	N/A				71.2% (+/-1.9%)
-Learn on your own	76.1% (+/-1.7%)	N/A				77.1% (+/-1.7%)
-Reading & comprehension	77.4% (+/-1.6%)	N/A				81.1% (+/-1.6%)

¹⁴ FTE target assessment criteria are defined by the Ministry as follows: "Exceeded" (> 110% of the target); "Achieved" (100-109.99% of the target); "Substantially achieved" (90 – 99.99% of the target); and "Not achieved" (<90% of the target).

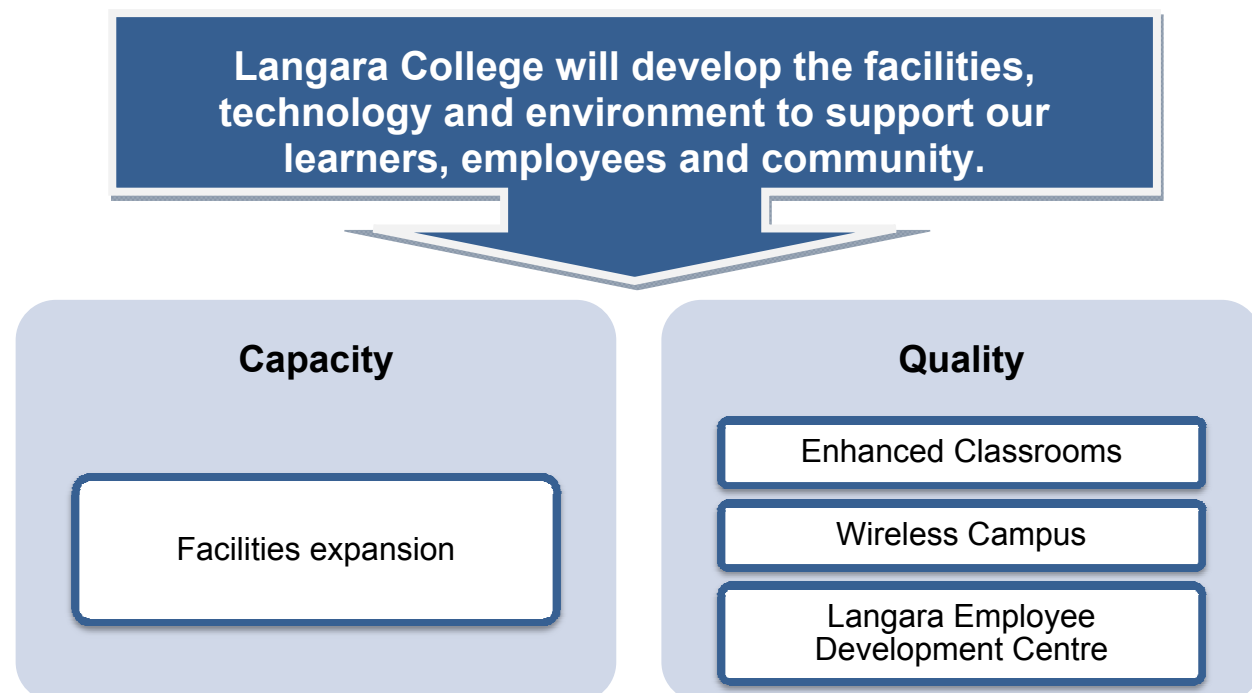
¹⁵ This differs from the number reported in 2008/09 because use of the Central Data Warehouse has allowed the definition to change from 'students identified by Langara and K-12 data' to 'students identified by any CDW institution and K-12 data'.

Performance Measures	2008/09 Actual	2009/10 Targets	2010/11 Targets	2011/12 Targets	2012/13 Targets	2009/10 Results
Satisfaction with quality of education	96% (+/-0.8%)	Meet or exceed benchmark (90%)				96% (+/-0.8%) Target achieved
Student assessment of quality of instruction	85.8% (+/-1.3%)	Meet or exceed benchmark (90%)				99% (+/-0.9%) Target exceeded
Student outcomes: Usefulness of knowledge & skills in performing job	63.4% (+/-2.7%)	Meet or exceed benchmark (90%)				78.3% (+/-4.3%) Target substantially achieved
Student outcomes: Unemployment rate	8.8% (+/-1.5%)	Maintain unemployment rate of former Langara students below rate for persons with high school credentials or less:				8.8% (+/-2.8%) Target exceeded
		≤12.5%	TBD	TBD	TBD	
Online student spaces	269 FTEs	≥ previous year				411FTEs
International student spaces	795 FTEs	≥ previous year				968 FTEs
Number of Applied Baccalaureate programs.	3	Maintain or expand				3

Langara's Developmental education is focused on pre-college Math and English plus our English Proficiency/Academic Purposes programs. However, domestic demand for developmental education is not strong. The College indicated that the target was optimistic at the time it was set.

Institutional Capacity

People, facilities and additional resources are all fundamental to better serving the Langara community.

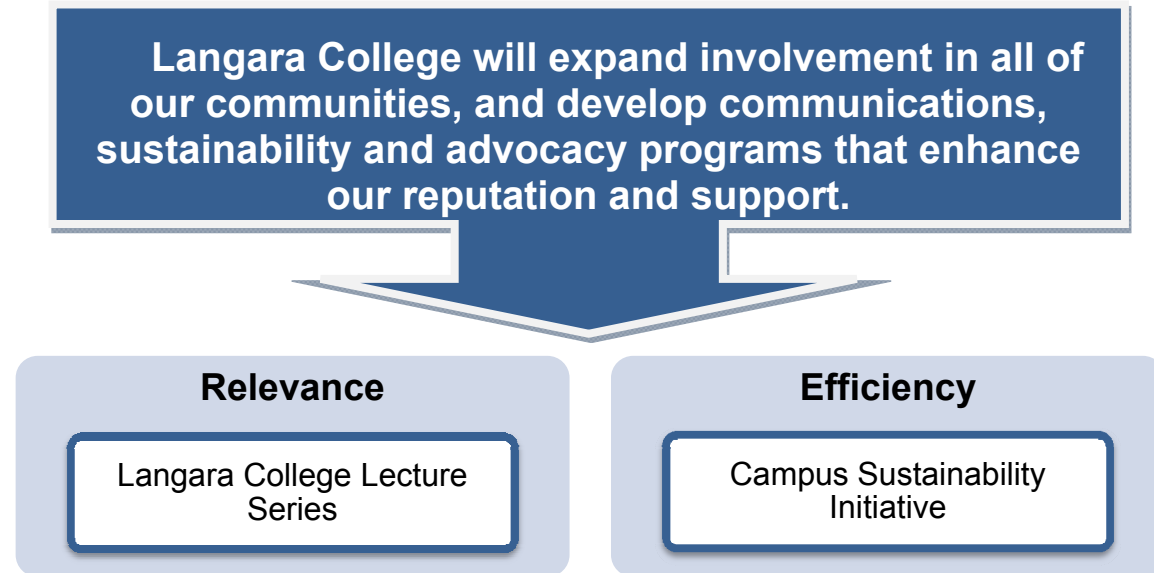


Performance Measures	2008/09 Actual	2009/10 Targets	2010/11 Targets	2011/12 Targets	2012/13 Targets	2009/10 Results
Facilities expansion	C building seismically upgraded. A and B building Renovations Begun.	Complete Knowledge Infrastructure Project (KIP)-funded remediation, re-cladding and upgrade of B building	Complete KIP-funded renovations to A and B buildings to improve classroom, study and office space. Develop master plan build out schematic, costing and business plan(s).	TBA	TBA	All 2009/10 projects complete
Enhanced classrooms	46% of appropriate ¹⁷ classrooms enhanced	60% of appropriate classrooms enhanced	100% of appropriate classrooms enhanced	Maintain 100%	Maintain 100%	74% of appropriate classrooms enhanced
Wireless Campus	7% wireless	75% wireless	100% wireless	Maintain 100%	Maintain 100%	88% wireless
LEDC professional development courses	5,017 course hours	Maintain or expand				5,323 hours

¹⁷ Does not include special purpose classrooms and labs.

Reputation

Langara will be well-known regionally. The institution will also be known nationally and beyond, in circles that support the institution's vision and strategic priorities. The college will build on its local reputation with the goal of supporting fundraising, graduates, recruitment, and attracting the required resources to build towards our vision.



Performance Measures	2008/09 Actual	2009/10 Targets	2010/11 Targets	2011/12 Targets	2012/13 Targets	2009/10 Results
Langara College Lecture Series	24 lectures	Maintain or increase number of lectures				24 lectures
Campus Sustainability Initiative		Initiated 2010, no targets set for 2009/10	Contribute annually to the goal of 15% energy reduction by 2013			No targets set for 2009/10

Financial Report, Financial Outlook

Maintaining a balanced budget has been the College's goal since 1994 and the College continues to demonstrate fiscal health. Compared to the last fiscal year, revenue and expenditure in 2009/10 grew by 6.1% and 6.8% respectively. Variables in the College budget are enrolment and cost of provision of instruction which, to some extent, self regulate. The following tables present the College's actual financial performance in 2009/10 and budgets for 2010/11 through 2012/13.

Summary Financial Report 2009/10

	2009/10 Budget	2009/10 Actual	2008/09 Actual
Revenue	\$000's	\$000's	\$000's
Ministry Grant	44,115	44,188	42,027
Domestic Tuition	15,497	15,774	14,449
Continuing Studies	10,954	11,056	9,820
Contracts/ Ancillary/Capital	9,970	13,330	13,896
International Tuition	7,704	8,824	6,995
Other	3,025	3,498	3,939
Total Revenue	91,266	96,670	91,124
Expenditure			
Instruction	59,056	57,981	53,100
Student Support	5,221	4,844	4,584
Administrative Support	5,739	5,304	4,893
Logistics & Facilities	7,286	7,304	6,722
Contracts/Ancillary/Capital	11,176	8,340	13,824
Other	2,788	7,677	2,489
Total Expenditures	91,266	91,450	85,612
Net Results		5,221	5,512
Net Assets		56,362	50,893

Note: Net Results are presented before transfers for endowments, reserves and capital acquisitions.

Financial Outlook 2010/11 - 2012/13

Revenue	2010/11 Budget		2011/12 Forecast		2012/13 Forecast	
	\$	%	\$	%	\$	%
Ministry Grant	44,235,575	47.5%	44,235,575	47.5%	44,235,575	47.5%
Domestic Tuition	16,112,650	17.3%	16,112,650	17.3%	16,112,650	17.3%
Continuing Studies	11,567,380	12.4%	11,567,380	12.4%	11,567,380	12.4%
Contracts/ Ancillary	7,325,997	7.9%	7,325,997	7.9%	7,325,997	7.9%
International Tuition	9,514,238	10.2%	9,514,238	10.2%	9,514,238	10.2%
Capital	1,128,718	1.2%	1,128,718	1.2%	1,128,718	1.2%
Other	3,312,812	3.6%	3,312,812	3.6%	3,312,812	3.6%
Total Revenue	93,197,369	100.0%	93,197,369	100.0%	93,197,369	100.0%
Expenditure						
Instruction	60,998,651	65.5%	61,345,371	65.4%	61,516,378	65.3%
Student Support	5,350,223	5.7%	5,397,717	5.8%	5,392,857	5.7%
Administrative Support	6,249,379	6.7%	6,256,365	6.7%	6,248,853	6.6%
Logistics & Facilities	7,568,252	8.1%	7,572,842	8.1%	7,576,322	8.0%
Contracts/ Ancillary	6,416,304	6.9%	6,416,943	6.8%	6,414,863	6.8%
Capital	3,388,095	3.6%	3,388,095	3.6%	3,388,095	3.6%
Other	3,226,465	3.5%	3,394,343	3.6%	3,607,098	3.8%
Total Expenditures	93,197,369	100.0%	93,771,677	100.0%	94,144,466	100.0%