



**2011/2012 to 2013/2014  
Business Plan**

*and*

**2011/2012  
Operating and Capital Budget**

Approved March 30, 2011

# 2011/2012 to 2013/2014 Sheridan College Business Plan

and

## 2011/2012 Sheridan College Operating and Capital Budget

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# ***SHINE BRIGHTER***

## 2011/2012 to 2013/2014 Sheridan College Business Plan

and

## 2011/2012 Sheridan College Operating and Capital Budget

### **BACKGROUND**

Building on the investments and operational imperatives approved by the Board of Governors as part of the 2010/2011 Budget, Sheridan College's 2011/2012 operating and capital budget reflects an ongoing commitment to:

- Help students to develop to their full potential;
- Be a destination of first choice for applicants, students, employees & industry; and
- Benefit our communities socially and economically.

More specifically, the budget sets a course for investments in strategic and operational imperatives for 2011/12 through 2013/14 consistent with Sheridan's Values and corporate goals.

#### Our Values

- Academic Excellence
- Commitment to lifelong learning
- Creativity & innovation
- Inclusiveness & diversity
- Service & accountability

#### Our Goals

- Curriculum renovation and Innovation
- Strategic Enrolment Management
- Campus Development and Expansion
- Expansion of International Activities
- New Canadian and re-skilling outreach
- Expanding digital learning environments
- Organizational Effectiveness

This course has been established through significant investments in full time faculty, e-learning, student services, technology, school capital equipment and new classrooms. As the 2011/2012 budget of the Ministry of Training Colleges and Universities is not expected to provide additional resources to the sector, considerable efforts have been made by staff to review existing expenditures in order to “harvest resources” to support strategic imperatives.

## **2011/2012 BUDGET CONTEXT**

The development of the 2011/2012 budget included significant consultation with Sheridan College’s academic and operational leaders.

In November 2010, Executive Council asked deans, associate deans, and department heads to consider operational resource requirements for 2011/2012 given an enrolment mix that would see overall growth at approximately 6.0 per cent based on enrolment from the previous year. More specifically, the growth target was set to increase international enrolment to a minimum of 15 per cent of total enrolment by 2013/14.

This growth target is consistent with the *Sheridan International Growth Plan* report received by the Board on October 28, 2009. In addition, the long term strategic imperatives of the college, with respect to program mix, indicate an imperative to maximize Sheridan’s degree programs. Consequently, when taken together, the 2011/12 through 2013/14 growth target was developed to meet three objectives:

- To take into consideration the increased capacity of the Hazel McCallion Campus in Mississauga;
- To provide additional pathways to higher education for Sheridan students - maximize enrolment in Sheridan degree programs; and
- To move international student enrolment to a minimum of 15 per cent of overall college enrolment by 2013/2014.

The latter two objectives are also consistent with the Ministry’s strategic direction to provide a seamless transition from college to university (MTCU recently announced \$73 million in funding to support this initiative) and to expand Ontario’s post secondary programs to international students.

The following charts (Table 1 and Table 2) show the growth in **term** enrolment and full time equivalent from 2009/2010 for both domestic and international students.

(Table 1)

Enrolment Type	Faculties	2009/10 Actual	2010/11 Jan 26	2011/12 Projection	Targeted 2012/13	Targeted 2013/14
<b>Domestic:</b>	FAAD*	7,317	7,396	7,459	TBD	TBD
	FB	8,034	8,120	7,964	TBD	TBD
	FAST	3,710	4,304	5,253	TBD	TBD
	FAHCS	8,576	9,569	9,132	TBD	TBD
	FLAA	1,201	1,359	1,264	TBD	TBD
<b>Term Enrolment</b>	<b>SUBTOTAL</b>	<b>28,838</b>	<b>30,748</b>	<b>31,072</b>	<b>31,693</b>	<b>32,327</b>
<b>FTE</b>	<b>SUBTOTAL</b>	<b>14,419</b>	<b>15,374</b>	<b>15,536</b>	<b>15,847</b>	<b>16,164</b>
<b>International:</b>	FAAD*	348	355	503	TBD	TBD
	FB	417	1,007	1,493	TBD	TBD
	FAST	398	1,183	1,991	TBD	TBD
	FAHCS	134	350	650	TBD	TBD
	FLAA	151	211	184	TBD	TBD
<b>Term Enrolment</b>	<b>SUBTOTAL</b>	<b>1,448</b>	<b>3,106</b>	<b>4,821</b>	<b>TBD</b>	<b>5,704</b>
<b>FTE</b>	<b>SUBTOTAL</b>	<b>724</b>	<b>1,553</b>	<b>2,411</b>	<b>TBD</b>	<b>2,852</b>
<b>Total:</b>	FAAD*	7,665	7,751	7,962	TBD	TBD
	FB	8,451	9,127	9,457	TBD	TBD
	FAST	4,108	5,487	7,244	TBD	TBD
	FAHCS	8,710	9,919	9,782	TBD	TBD
	FLAA	1,352	1,570	1,448	TBD	TBD
<b>Term Enrolment</b>	<b>TOTAL</b>	<b>30,286</b>	<b>33,854</b>	<b>35,893</b>	<b>TBD</b>	<b>38,031</b>
<b>FTE</b>	<b>TOTAL</b>	<b>15,143</b>	<b>16,927</b>	<b>17,947</b>	<b>TBD</b>	<b>19,016</b>
<b>Domestic to Total in %</b>		<b>95.2%</b>	<b>90.8%</b>	<b>86.6%</b>	<b>TBD</b>	<b>85.0%</b>
<b>International to Total in %</b>		<b>4.8%</b>	<b>9.2%</b>	<b>13.4%</b>	<b>TBD</b>	<b>15.0%</b>

\*FAAD excludes joint programs with the University of Toronto

(Table 2)

Enrolment Type	Faculties	2009/10 vs 2008/09 in %	2010/11 vs 2009/10 in %	2011/12 vs 2010/11 in %	Targeted 2012/13 vs 2011/12 In %	Targeted 2013/14 vs 2012/13 In %
<b>Domestic:</b>	FAAD*	4.22	1.08	0.85		
	FB	7.55	1.07	(1.92)		
	FAST	9.54	16.01	22.05		
	FAHCS	17.13	11.58	(4.57)		
	FLAA	11.62	13.16	(6.99)		
<b>Term Enrolment</b>	<b>SUBTOTAL</b>	<b>9.75</b>	<b>6.62</b>	<b>1.05</b>	<b>2.00</b>	<b>2.00</b>
<b>FTE</b>	<b>SUBTOTAL</b>	<b>9.75</b>	<b>6.62</b>	<b>1.05</b>		
<b>International:</b>	FAAD*	27.01	2.01	41.69		
	FB	59.77	141.49	48.26		
	FAST	99.00	197.24	68.30		
	FAHCS	91.43	161.19	85.71		
	FLAA	7.09	39.74	(12.80)		
<b>Term Enrolment</b>	<b>SUBTOTAL</b>	<b>53.07</b>	<b>114.50</b>	<b>55.22</b>	<b>TBD</b>	<b>TBD</b>
<b>FTE</b>	<b>SUBTOTAL</b>	<b>53.07</b>	<b>114.50</b>	<b>55.22</b>		
<b>Total:</b>	FAAD*	5.07	1.12	2.72		
	FB	9.31	8.00	3.62		
	FAST	14.52	33.57	32.02		
	FAHCS	17.83	13.88	(1.38)		
	FLAA	11.09	16.12	(7.77)		
<b>Term Enrolment</b>	<b>TOTAL</b>	<b>11.26</b>	<b>11.78</b>	<b>6.02</b>	<b>TBD</b>	<b>TBD</b>
<b>FTE</b>	<b>TOTAL</b>	<b>11.26</b>	<b>11.78</b>	<b>6.02</b>	<b>TBD</b>	<b>TBD</b>

Based on these amounts the total 2011/2012 domestic enrolment is forecast to be 86.6 per cent of total enrolment and international enrolment is forecast to be 13.4 per cent of total enrolment.

## **2011/12 – 2013/14 SHERIDIAN COLLEGE BUSINESS PLAN**

In the spring of 2010, the Ministry of Finance published an update to the **2006 Ontario Population Projections** <http://www.fin.gov.on.ca/en/economy/demographics/projections/> .

“This report presents updated population projections for Ontario and each of its 49 census divisions, by age and sex, from the new base year of 2009 to 2036. These projections are produced by the Ontario Ministry of Finance and are an update of the major revision to the projections released in November 2009 .....” The observations of this report include the following:

- Growth in Ontario over the next 27 years of 36.6 per cent, or nearly 4.8 million people;
- That 62.5 per cent of this growth would be in the Greater Toronto Area;
- That the population of 15 to 29 year olds in Halton/Peel is forecast to grow by 57,650 by 2020.

In addition to an evaluation of how Ontario’s changing demography would impact Sheridan, Executive Council, in determination of the 2011/12 – 2013/14 Business Plan imperatives, reviewed the current strategic plan to ensure alignment with existing goals and objectives of the college. The seven items articulated below represent significant investments for 2011/12 and beyond and are established in order to ensure Sheridan continues to meet the needs of post secondary students within Ontario as well as the Ministry of Training, Colleges and Universities.

### **Continued Enrolment Growth**

Consistent with the October 28, 2009, *International Growth Plan*, Sheridan’s strategic operational plan for 2011/12 through 2013/14, includes a focus on international growth. The core objective of this growth is to raise total international enrolment from the current 13.4 per cent to 15.0 per cent of total college enrolment.

In addition, the enrolment forecast includes 2011/2012 domestic growth at just over 1 per cent. Further expansion in 2012/13 and 2013/14 is forecast at 2.0 per cent (approximately 620 terms or 310 FTE students).

### **Expansion of Degree Programs at Sheridan**

As has been identified by the Government of Ontario, there is a serious shortage of seats for undergraduate degrees in Ontario, and most particularly in the Greater Toronto Area. Sheridan has determined that in order to satisfy this unmet demand, we will maximize our degree granting capacity. Sheridan’s present degree capacity as identified by MTCU is for 30 degree programs.

Presently, there are 10 degrees running or scheduled for launch by September 2011. Ten additional degrees are being prepared for submission to the Postsecondary Education Quality Assessment Board (PEQAB) or awaiting formal review and approval for a September 2012 or a September 2013 launch. Eight additional degrees are being planned for submission in 2012 pending labour market reviews and the preparation of formal documentation for PEQAB. It is anticipated that these eight additional degrees will launch in September 2014. If successful, Sheridan will have 28 degree programs by September 2014.

## **Hiring of Full Time Faculty**

Full-time faculty is critical to Sheridan's capacity to:

- Design and deliver academic programs;
- Support students in their studies; and
- Expand Sheridan's degree program offerings.

Accrediting bodies of academic institutions such as the Association of Universities and Colleges Canada (AUCC) have determined that the ideal staffing mix includes no less than 70% of teaching assigned to full-time faculty. In order for Sheridan to have 50% of teaching assigned to full-time professors, 76 new full-time faculty would need to be recruited and hired; to reach the 70% threshold we would require 219 new faculty.

President's Council voted unanimously to invest in the recruitment and hiring of new faculty to address our shortage. \$1,700,000 was earmarked for each of the next three years for this purpose. These funds will support the hiring of 30 new faculty. This recruitment will begin in April 2011, with the goal of completing the hiring process by September, 2011.

## **Implementation of Recommendations of Risk Assessment Report**

On February 16, 2011, the Board reviewed the recommendations of Audit and Risk Management report completed by Myers, Norris and Penny.

This report evaluated inherent and residual risk within the college sector in general and at Sheridan College in particular. It included 10 recommendations to Senior Administration and the Board with respect to continual risk mitigation.

For 2011/2012 the recommendations with respect to student safety, goal alignment, a Sheridan People Plan, information technology, policy development and privacy will be addressed specifically. The additional recommendations of the consultant will be part of the on-going annual review of departmental initiatives and risk management.

## **E-Learning**

Sheridan is in a period of transformative change as it embarks on a journey to implement its new *Academic Innovation Strategy –Sheridan: The Creative Campus*. A key element of the strategy is the reorientation of Sheridan's curriculum to meet the needs of a new generation of students. Teaching and learning experiences at Sheridan will be transformed with the inclusion of more experiential learning opportunities, interdisciplinary and inter-professional courses and programs, an internationalizing campus, applied research that is integrated into the learning experience for students and more e-learning.

Sheridan's e-learning strategy is based on an assessment of the generation of students currently attending elementary and secondary school. Research shows that these learners will use technology for social networking, but lack the skills to utilize technology for their learning or for professional purposes. Sheridan's hybrid and online courses will contribute to the development of these information technology skills as well as independent learning skills. The Conference Board of Canada has identified them as the key skills of the 21st Century.



The e-learning strategy has four key pillars:

- The conversion or creation of 100 hybrid or online courses per year for the next five years with a focus on hybrid learning opportunities. Sheridan will offer 20% of its courses using hybrid or online delivery modes;
- A review of the learning management system to ensure appropriate integrations, and a sustainable platform to support e-learning;
- The establishment of a team of highly skilled 3D artists, programmers, 3D researchers and e-learning designers led by the Associate Dean, Digital Learning with an extensive record for successful teaching and learning in hybrid and online; and
- Implementation of a revised faculty development program specific to the e-learning mode of delivery.

### **Maximizing Capital Investments and Campus Expansion**

September 2011 will mark a significant new investment in capital for Sheridan with the opening of Phase One of the Hazel McCallion Campus in Mississauga. This campus will add 1,760 new student spaces to the capacity of Sheridan's "full-time programs". Planning for future expansion of the McCallion Campus will be part of a long term capital plan for Sheridan College to be presented to the Board in the fall of 2011.

September 2011 will also launch the delivery of hybrid "e-courses". Once fully implemented the hybrid model will meet students' desire for flexibility in their curriculum with the added bonus of adding as much as 11 per cent to the capacity of the college without bricks and mortar.

In addition, as has already been reported to the Board, the 2011/2012 school year will include:

- A significant capital investment at the Davis Campus;
- A new residence at the Trafalgar Campus; and
- A new sports facility at Trafalgar.

The sports facility is fully funded by Sheridan students. All three of these projects are scheduled to open by the 2012/2013 school year (subject to Municipal building cycles).

Finally in 2011/2012 pre-design work will commence in anticipation of new facilities at Davis, Mississauga and Trafalgar. To this point, Sheridan has already requested funding from the province for these projects. This pre-design work will ensure that architectural plans are available once funding is made available.

### **Continuing Education Programs**

Over time, there has been a growing demand for additional programs and credentials aimed at experienced learners who are interested in upgrading their skills, or obtaining additional certifications that will assist them in succeeding in their chosen professions. As a result, many colleges and other postsecondary institutions are considering the most effective ways to offer continuing education and corporate training programs.

A review of the Faculty of Continuing Education at Sheridan was completed in 2010 in order to:

- Identify highlights, challenges, and barriers associated with key functions relating to the delivery of continuing education and corporate training at Sheridan College (e.g., admissions/registration, program development, e-learning, marketing, staffing, IT, etc.).

and

- Obtain insights into additional attributes and leading practices specifically associated with offering continuing education and corporate training within a post secondary setting.

Over the course of the 2011/2012 fiscal year the recommendations of this review will be assessed and Sheridan's continuing education program will be strengthened. This change will:

- Formalize a mandate and vision for Continuing Education and Sheridan.

and

- Determine and document the specific roles, responsibilities, and accountabilities of each Academic Faculty, Continuing Education, Sheridan Corporate, and departments within Sheridan College with respect to the offering and support of continuing education and corporate training programs.

The above 2011/2012 to 2013/2014 Business Plan targeted seven specific imperatives for Sheridan College. These objectives will form the basis of operational plans and imperatives within all departments of Sheridan as we continue to strive and move from "great to greater".

### **2011/2012 REVENUE FORECAST**

Sheridan College revenue is made up of four distinct components including:

- Grants;
- Tuition and Fees;
- Ancillary Operations Fees
- Other Revenue including daycare and non diploma/degree funding program funding (Second Career)

### **2011/2012 General Purpose Operating Grants (Provincial funding)**

Sheridan's General Purpose Operating Grants (GPOG) total approximately \$82 million and make up just over 40 per cent of the colleges annual revenue.

Table 3 details the changes in Ministry grants from 2010/2011 to 2011/2012 and includes transfers from both the University of Toronto and York University.

The growth in GPOG is as a direct result of the elimination of the SCAET loan interest payment to the Ministry. Growth in the Extraordinary Growth Grant and funding for College Equipment and Renewal Fund (CERF) are forecasts based on historical funding of the Ministry. More specifically, the increase of \$1,827,923 is the result of enrolment growth in 2008/2009 and 2009/2010 based on the 2-year slip and 2-year average for growth grant under the Ministry's college funding model.

The funding per weighted funded (WFU) unit is expected to remain at \$4,358. The "average enrolment calculation" will be based on Sheridan's enrolment from 2007 to 2009. Enrolment growth from 2010 and 2011 will receive funding however in real terms the funding is declining on a per-student basis. At this point it is not expected that there will be any inflationary increases in the GPOG.

(Table 3)

Description	2010/2011 Final Budget (\$'s)	2011/2012 Proposed Budget (\$'s)	Variance (\$'s)
General Purpose Operating Grant (GPOG)	71,654,718	71,902,032	247,314
Enrolment Growth Envelope (EGE)	5,730,417	7,558,340	1,827,923
KPI (Performance) Funding	1,249,253	1,249,253	0
Report Entity Project	60,776	60,776	0
CCIT grant from University of Toronto	868,693	772,362	(96,331)
York's share of Bachelor of Design grant	(1,485,681)	(1,485,681)	0
Funding for Students with Disabilities	1,000,783	927,804	(72,979)
Student Apprentice with Disabilities (SAWD)	98,170	37,756	(60,414)
Women's Campus Safety	51,576	44,292	(7,284)
Summer Transition Program	46,307	46,397	90
College Equipment & Renewal Fund (CERF)	670,100	700,000	29,900
<b>Total All Grants</b>	79,945,112	81,813,331	1,868,219

In total grants are expected to increase by 2.34 per cent. However it should be noted that this growth includes an increase to the Enrolment Growth Envelope. If these funds are not received by the sector the Sheridan's grants will increase by less than \$41,000 (0.05 percent) for fiscal 2011/2012.

## **2011/2012 Student Tuition and Ancillary Fees**

On March 29, 2010, the Ministry announced a two year extension to the current tuition fee policy framework. For regulated programs, the framework allows an increase of up to the greater of \$100.00 or 4.5% for first year students and up to 4% for second or higher year students. For deregulated programs, the framework allows an increase up to 8% for first year students and up to 4% for second or higher year students. For international tuition for all programs, the policy allows a year over year increase not to exceed 20%.

With the exception of deregulated programs in the 2010/2011 school year, Sheridan has followed the Ministry's tuition fee policy framework each year.

### **2011/2012 Approved Tuition Fees:**

On January 26, 2011, the Board approved increases to the 2011/12 tuition fees as follows:

- Domestic students regulated programs: an increase of \$100.00 per year for first year new students and a 4% increase for second or higher year returning students.
- Domestic students deregulated programs: an increase of 8% for first year new students and a 4% increase for second or higher year returning students.
- Domestic and International part-time tuition: an increase of 4.5 percent.
- International students regulated programs an increase of 4.0 percent for all years.
- International Students deregulated programs 8 per cent for first year students and 4 percent increase for second or higher year returning students.

### **2011/2012 Approved Ancillary Student Activity Fees Proposal:**

On January 26, 2011, the Board approved increases to the 2011/12 Ancillary Student Activity fees as follows:

- (a) An increase of \$2.50 from \$179.00 per term to \$181.50 per term. The Student Union has withdrawn their membership from the College Student Alliance (CSA) and transfers the \$2.50 CSA membership fee to Sheridan general student membership plus an increase of \$2.50 2011/12. The 2011/12 Sheridan general student membership fee will be \$66.00.
- (b) The Student Union also recommended an increase of \$45.00 to the Mandatory Student Health and Dental Plan from \$180.00 to \$225.00 per year; this reflects the increase for the premium.
- (c) Parking: a rate increase of 1.91 %, 1.96% and 1.81% in annual, two-term, and single term parking passes respectively is proposed herein. The fee increase for other passes ranges from 1.38% to 2.56%. The daily rate remains unchanged at \$8.50 per day. This increase will also flow to staff.
- (d) Residence fee: an increase of \$75.00 per term for both Oakville and Davis residences from \$2,875.00 to \$2,950.00 per term.
- (e) Four new user fees will be introduced in 2011/12 include: \$75.00 for Diploma replacement cost, \$50.00 for Health Science Pre Admission (HOAE) test, \$10.00 for graduation status

verification, and \$50.00 for Admission Appeal fee.

- (f) Prior learning assessment fee: an increase of 4.5% from \$95.70 to \$100.00 as per the Ministry's Tuition and Ancillary Fee Policy.
- (g) Child Care Centre fees are to be increased within the range of 3.0% to 4.0%. These increases are competitive to similar child care centers in the regions.

It should be noted that the first two increases are "pass through" fees from the Student's Union and the other fee increases are meant to offset increased operating costs.

The combined total of the above changes will provide a net "real" per student increase in revenue to Sheridan of less than 1.9 per cent. More specifically given a domestic tuition increase of \$100 for first year new students and a 4 % tuition increase for second or higher year students, the total additional revenue domestic tuition fee revenue is forecast to be \$2.6m. Based on a total 2011/2012 "cash budget of \$208,858,242 (Appendix 5) the actual percentage revenue increase from domestic tuition is 1.24 per cent.

Combined with the known 2011/2012 expenditure pressures and the general infrastructure cost of the new Hazel McCallion campus, 2011/2012 will be a fiscally challenging year.

Details of the forecast revenue for 2011/2012 Tuition Fees (full time and part time) as well as Ancillary Fees and Other Revenue follow in Tables 4, 5 and 6.

(Table 4)

<b>Full-time Tuition</b>	<b>2010/2011 Final Budget (\$'s)</b>	<b>2011/2012 Proposed Budget (\$'s)</b>	<b>Variance (\$'s)</b>
Full time regulated tuition fee	29,392,618	30,165,211	772,593
Full time deregulated tuition fee	12,368,805	14,606,063	2,237,258
U. of Toronto	2,122,421	2,139,297	16,876
Full time international tuition fee	16,752,453	28,543,748	11,791,295
Co-op fee	925,000	961,275	36,275
Tuition Set-Aside (Tuition Reinvestment Fund)	(4,029,170)	(4,469,222)	(440,052)
<b>Total Full Time Tuition</b>	<b>57,532,127</b>	<b>71,946,372</b>	<b>14,414,245</b>

With respect to the “Tuition Set-Aside”, the Ministry mandates each college to set aside an amount, calculated per the Ministry’s directive, from the tuition fee revenue to provide bursaries/financial assistance to full time domestic students who require financial assistance. For 2011/2012, Sheridan has set aside a total of \$5,002,103, of which \$4,469,222 from full time tuition revenue and \$532,881 (Table 5) from part time tuition fee revenue, to provide financial assistance to qualified students.

(Table 5)

Description	2010/2011 Final Budget (\$'s)	2011/2012 Proposed Budget (\$s)	Variance (\$'s)
Part time “day”	750,000	750,000	0
Continuing Education tuition fee	7,812,177	8,206,722	394,545
Continuing Education material fee	335,920	303,415	(32,505)
Continuing Education ancillary fee	909,331	948,149	38,818
Continuing Education distance education revenues	264,356	263,648	(708)
Continuing Education tuition set aside	(532,881)	(532,881)	0
Continuing Education international tuition		200,000	200,000
<b>Total Part Time Tuition</b>	<b>9,538,903</b>	<b>10,139,053</b>	<b>600,150</b>

For 2011/2012 Continuing Education program revenue is forecast to rise modestly. In addition as outlined as part of the Business plan of the college, over the course of the 2011/2012 fiscal year, the recommendations of the continuing education review will be assessed and Sheridan’s continuation education program will be strengthened.

The following table (Table 6) details the net 2011/2012 revenue change as a result of the increased fees to students. These fees represent “flow through” costs for program materials and kit fees essential to the delivery of programs.

Table 6 also details funding from Tuition Set Aside, Sheridan Theatre, Prior Learning Assessment and Miscellaneous.

(Table 6)

<b>Description</b>	<b>2010/2011 Final Budget (\$'s)</b>	<b>2011/2012 Proposed Budget (\$s)</b>	<b>Variance (\$'s)</b>
Program kits and learning material fees	4,206,288	4,497,948	291,660
Graduation fee	866,740	872,950	6,210
Alumni fee	215,000	245,000	30,000
Transcript fee	229,925	256,750	26,825
Peer mentoring fee	275,111	255,000	(20,111)
Health services fee	801,242	614,300	(186,942)
"Split" Fees and International Processing Fee	1,072,800	1,273,529	200,729
International health insurance fee	788,150	1,170,560	382,410
Tuition set aside (TRF) administration fee	250,000	266,465	16,465
Theatre revenue	140,000	158,506	18,506
Portfolio assessment fee	100,000	120,000	20,000
Student life fee (Con Ed)	40,000	40,000	0
PLAR fee, late payment charge, library fines	351,200	340,814	(10,386)
Career Centre	343,264	161,465	(181,799)
High scope	225,000	260,000	35,000
Goods for Resale	95,073	43,000	(52,073)
Miscellaneous revenue	801,294	621,875	(179,419)
<b>Total Ancillary Fees</b>	<b>10,801,087</b>	<b>11,198,162</b>	<b>397,075</b>

## **2011/2012 Other Revenue Excluding Tuition and Fees**

As detailed in Table 7, for 2011/2012 it is expected that total “Other Revenue- Excluding Tuition and Fees will decline by 73 per cent. This reduction includes significant decreases to School College Work Initiatives, CIITE Advisory, Ontario Employee Assistance Services and Second Career.

(Table 7)

<b>Description</b>	<b>2010/2011 Final Budget (\$'s)</b>	<b>2011/2012 Proposed Budget (\$'s)</b>	<b>Variance (\$'s)</b>
<b>Other Revenue - Excluding Tuition and Fees</b>			
Day Care Operating	173,929	117,269	(56,660)
Premise Rental (including CHC interest)	556,665	472,262	(84,403)
Academic Upgrading	151,225	0	(151,225)
School College Work Initiatives (SCWI)	840,174	0	(840,174)
CIITE Advisory	257,500	0	(257,500)
Ontario Employment Assistance Services (OEAS)	343,890	0	(343,890)
Medical Clinical Education	91,767	0	(91,767)
Second Career - Social Service Workers	46,126	0	(46,126)
Second Career	1,407,650	446,255	(961,395)
<b>Total Other Revenue - Excluding Tuition and Fees</b>	<b>3,868,926</b>	<b>1,035,786</b>	<b>(2,833,140)</b>

It should also be noted that in the event that the college receives funding in 2011/2012 for SCWI, CIITE or OEAS this funding will be matched with a corresponding increase in expenditures.

## **2011/2012 STATUTORY/MANDATED OBLIGATIONS**

In order for the College’s budget to reflect the “real” operating circumstances, it must address enrolment changes (Table 1) as well as statutory and inflationary/mandated increases prior to addressing strategic investments. For 2011/2012 there are several increases to the budget required to meet these circumstances as follows:

### **Annualized Impact of the 2010/2011 Staffing Changes \$1,400,000**

As reported to the Board (November 2011) 2010/2011, enrolment exceeded initial forecasts by 628 students. While staff was adjusted to take the increased enrolment the salary portion of the adjustment did not include a twelve month (annualized) cost. This amount reflects the true costs of the mid-year enrolment growth.



**General Salary and Benefit Increases** **\$ 4,540,000**

In accordance with collective agreements the 2011/2012 budget includes an increase to all salary and benefit lines to take into consideration the impact of known increases. With specific reference to benefits, the changes in statutory benefits (EI, CPP, EHT) as well as an increase to dental, life and health benefit costs have also been included. The salary increase includes movement on employee salary grids as well as the impact of the annual performance evaluation.

**Fuel and Utility Cost Increases** **\$ 300,000**

In recognition of the increasing costs of electricity, natural gas and water the 2011/2012 budget for utilities has been increased.

**WSIB Surcharge** **\$ 150,000**

The WSIB rate for 2011 has increased from 0.34 to 0.36 per \$100 payroll. This amount has been reflected in the 2011/2012 budget.

**Opening the Hazel McCallion Campus** **\$ 2,590,000**

The opening of the Hazel McCallion Campus has required staffing increases with the Registrar's Office, Student Services, Facilities and Information Technology. In addition, the cost of security, utilities and waste removal has also increased.

**EFFICIENCY/COST REDUCTION SAVING MEASURES 2011/2012**

As part of the 2011/2012 budget development process, President's Council met over 4 days in December and January to assess individual school and college needs. As part of this discussion and in anticipation of a total revenue increase of less than 6.0 per cent (including grants, tuition fees and others), all VPs, Deans and Department Heads were asked to assess their historical expenditure in order to harvest savings which would then be applied to 2011/2012 – 2013/2014 college investments.

The following represent the result of the evaluation:

**Elimination of the acceptance of Credit Cards** **(\$ 500,000)**

One of the many student options to pay their tuition is via credit cards. This annually costs the college about \$1,000,000 in processing charges. For the 2011 fiscal year, credit as an option to pay day school tuition fees, residence fees or parking fees will be eliminated. To help offset the impact of the elimination of credit payments, additional "time" payment options will be provided to students.

**Elimination of budget contingency** **(\$ 500,000)**

Over the past several years the college's budget has included a \$500,000 contingency. However, this amount has not been accessed and in fact annual surpluses have been the norm. For the 2011/12 fiscal year the contingency will be eliminated.

**Adjustment of Day/Night Cleaning Schedule** **(\$ 70,000)**

The current cleaning schedule at both the Davis and Trafalgar campus includes work between day school and night school classes. As a result of the continuity of programming however this mid-day cleaning has been eliminated.

**Delay in staffing plan for Mississauga** (\$ 1,200,000)

The opening of the Hazel McCallion campus originally included a budget for a full complement of staff in all service areas (IT, Student Services, the Registrar, Library, Facilities). For 2011/2012 the campus will open with a staff more representative of the student population (approximately 1,000 FTE). It is expected that staffing at Mississauga will grow to reflect the population and needs of students in subsequent fiscal periods. In the interim staff will ensure that student needs are being addressed as they would have been addressed in any other campus.

**EFFICIENCY/COST REDUCTION SAVING MEASURES 2012 TO 2014**

Beyond the current fiscal year reductions and in order to meet an ongoing requirement to ensure operational efficiencies, during 2011/2012, staff will continue to review college expenditures as follows:

**Energy Management** (\$ 300,000 - \$ 500,000 potential savings)

Sheridan has recently hired a Director of Sustainability. As part of the 2011/2012 operational plan of the Sustainability Office, a request for proposal for an energy services company (ESCO) will be written. It is expected that at minimum a savings of 10 per cent of our total utility bill is achievable.

**Credit Payment situation** (\$ 200,000 - 500,000 potential savings)

In 2011 a further review of credit transactions will be completed. Even with the elimination of credit for day school tuition, residence and parking fees, credit is still accepted for continuing education. This review will look at the impact of the elimination of credit on continuing education programs.

**Review of Classroom Printing** (\$ 300,000 - 500,000 potential savings)

During 2011, a comprehensive review of duplicators, printers, photocopying, and faxing will be undertaken to develop an understanding of duplicating needs within Sheridan. It is anticipated that the review will assist the college to "right size" the fleet of printing products and minimize printing costs.

**Review of Software Licenses** (\$ 200,000 - 425,000 potential savings)

Our current IT infrastructure has continued to be refreshed annually to meet the growing needs of the staff, system and students. In 2011/12 software licenses and server configuration will be reviewed to ensure maximum efficiency is also maintained.

**Investment Policy for Cash Management** \$ 200,000 - \$500,000 potential revenue

The college does not currently have a short term cash flow investment policy. As a result short term funds are kept in overnight accounts that earn minimal interest. A new short term investment management policy will be brought forward to the Board with the intention of increasing short term investment income significantly.

## **2011/2012 - 2013/14 STRATEGIC PLANNING INVESTMENTS**

The 2011/2012 Budget demonstrates the continued commitment of Senior Administration to the 2009 - 2013 Strategic Plan. Founded on the concept of “great to greater” and the values of academic excellence, lifelong learning, creativity, innovation, diversity and accountability, the strategic plan and budget investments includes three main foci:

- An investment in Sheridan’s Students and Programs;
- An investment in Sheridan’s Staff; and
- An investment in Sheridan’s infrastructure.

(Table 8)

Project Description	INVESTMENT YEAR				Total Four Years Investment
	2010/11	2011/12	2012/13	2013/14	
First Year Orientation	\$116,000	\$110,000	\$120,000	N/A	\$346,000
Course-based Registration	420,000	120,000	N/A	N/A	540,000
Improved Online services	135,000	100,000	N/A	N/A	235,000
One-card system *	N/A	170,000	366,945	222,425	759,370
Integrated Library System*	N/A	250,000	N/A	N/A	250,000
Improve on-line collection in Library	100,000	100,000	100,000	N/A	300,000
Active Learning Centre Tutoring *	N/A	220,000	220,000	220,000	660,000
Increase full time faculty new hires*	N/A	1,700,000	1,700,000	1,700,000	5,100,000
Sheridan People Plan*	N/A	126,463	96,963	91,963	315,389
Leadership Development	130,000	90,000	90,000	N/A	310,000
New E-Learning Designer	N/A	28,000	90,900	90,900	209,800
E-Learning	472,000	1,263,326	2,068,900	N/A	3,804,226
Creative Campus*	N/A	250,000	250,000	250,000	750,000
Academic Innovation Strategy	1,323,100	632,000	829,500	N/A	2,784,600
Mobile Applications*	N/A	296,000	180,000	105,000	581,000
Colaboratory	212,000	212,000	212,000	N/A	636,000
Sustainability at Sheridan	77,750	225,000	225,000	N/A	527,750
Financial Data Management	78,000	87,000	N/A	N/A	165,000
Build the brand - Advertising Sheridan	230,000	230,000	N/A	N/A	460,000
Marketing for the Hazel McCallion Campus	347,204	227,884	N/A	N/A	575,088
Fundraising for the Hazel McCallion Campus	443,335	379,041	140,751	N/A	963,127
Electronic Signage for Davis and Trafalgar	N/A	375,000	N/A	N/A	375,000
<b>Total Strategic Investments by year</b>	<b>\$4,084,389</b>	<b>\$7,191,714</b>	<b>\$6,690,959</b>	<b>\$2,680,288</b>	<b>\$20,647,350</b>

\* These amounts are funded from the operating budget. All other amounts are funded from Sheridan's restricted reserve funds.

Table 8 details the investments proposed for 2011/2012 through 2013/2014 fiscal year in support of the operational plan of Sheridan College. In addition Table 8 also details the 2009/2010 investments approved by the Board. In total the 4-year strategic investment portfolio of Sheridan College will be \$20,647,350.

It should be noted that new strategic investments (denoted by a “\*”) are fully funded through college operating grants. As many of these investments will have an annualized impact it was imperative that funding be found on an on-going basis.

The following more comprehensively details investments for the 2011/2012 fiscal year.

### **Investments in Sheridan’s Students**

#### **First Year Orientation** **\$ 110,000**

For 2011 and beyond an enhanced new student orientation, preparation, first year transition program will be developed. This new program will see orientation:

- Move from an event based program to a comprehensive and integrated process that incorporates academic, technical, social and financial preparation and coordinates the efforts of all Sheridan units (Schools and Support Service units); and
- Build tailored student orientation and seamless support services for mature/re-careering students.

#### **Flexible Timetabling** **\$ 120,000**

These funds will be used to develop and modify the existing course-based registration process in order to provide one that allows students to choose (adds/drops/swaps), for any given term. Student timetabling is currently static with limited individual options. Beginning in 2011 students will be able to “swap” classes electronically. This change will provide an opportunity for students to find class times, where available, that meet their individual circumstance.

#### **Online Service Improvement:** **\$ 100,000**

In conjunction with Academic Schools this investment will enhance existing “face-to-face” services by extending services to students to include an “on-line mode”.

The Online Service Improvement Project is a three year multi-phased project as follows:

- Phase I - Analysis (all services), Planning (all services) and Implementation (essential services)
- Phase II – Implementation (second level services)
- Phase III – Implementation (third level services)

The services being review for potential introduction of On-line Services include: academic advising, academic counseling, admissions, assessment and testing, bookstore, career services, course/program catalog, disability services, student rights and responsibilities, faculty to student communications, faculty to staff communications financial aid, financial planning, communications (institution-to-student), library, orientation, personal counseling, placement services, registration, retention services, scheduling and timetabling, staff to faculty communications, student accounts, and student records.

**Student/ Staff One –Card System** **\$ 170,000**

Sheridan students currently may hold up to three cards including student identification, parking pass and a classroom entry key card. Sheridan students have also asked administration for an electronic solution to provide a student meal plan. The “one-card” initiative will bring together all forms of identification and e-commerce at Sheridan. It is expected that the “one-card” will be accepted as the official ID used by all Sheridan Citizens.

This card would include a payment capability, if the client chooses to activate it, that is accepted in all current and future locations on campus that collect fees and fines and offers goods and services on campus and at select off campus locations determined by the College. The card would be worn prominently by students and staff using a lanyard or a badge reel to improve safety and security at the College.

**Improving Student Space (Creative Campus)** **\$ 250,000**

With the opening of the Hazel McCallion Campus “creative spaces” will be developed to provide a more unique and student focus learning centre. The Mississauga campus prototypes, funded through the budget already approved for furniture and equipment will form the foundation for future changes at the Davis, Trafalgar and STC campuses.

**Improving our Libraries** **\$ 350,000**

The Library will continue to collaborate with the other Student Services departments, Academics and IT in order to best meet the information needs of our students. Through this continued collaboration, Library services and collections will become even more relevant and reflective of the unique demands of our students and faculty. These funds will be used to support and:

- Develop our digital / electronic collections and related staffing expertise
- Establish a liaison model to support degree programs, user education and the unique needs of FAST, FAAD, FB and FAHCS
- Professional development for Library staff: re: continuous information fluency skills’ training
- Restoring the print collection to appropriate level; and
- Promotion of Library and Learning Commons services and collections.

In addition, for 2011/2012 the Sheridan will be part of a sector wide initiative with the Colleges of Ontario Integrated Library System Group (COILS). COILS (The Colleges of Ontario Integrated Library System Group) is a consortium of the college libraries/learning resource centres working to collectively own and manage a shared integrated library system. COILS is in need of purchasing and implementing a new Integrated Library System. This \$250,000 represents the cost of a one-time purchase and includes installation of a new Ontario college wide library catalogue.

**Active Learning Centre Tutoring** **\$ 220,000**

Approximately ten years ago the students were asked to support a tutoring program to provide academic support when needed. The tutoring program was created and managed through the Career Center. It housed a combination of senior Sheridan students working as peer tutors and University of Waterloo Co-op students who were hired each semester specializing in English and Math.

Today the need is rising exponentially due to the increasing number of students, the diversity of academic backgrounds of students, and the integration of tutoring into curricular design, particularly in 1st year Business and Technology programs. Sheridan needs to respond and provide an active Learning Centre that will support this shift in educational delivery and provide academic assistance to

an increasingly diversified student body with different needs, abilities and aspirations. Faculty participation in this project will create a dynamic support for academic programming that is informed by the experience, and aligned with the teaching and learning goals, of each School and program.

Learning Centers will be established in a physical location in each Learning Commons at Davis, Trafalgar and Hazel McCallion campuses. These Centers will provide tutoring in specific discipline areas, such as math or computer programming, in which 1st year students tend to struggle. In addition each center will house a Sheridan Writing Center which will provide an organized tutoring service as well as non-credit writing workshops geared to assist with academic and professional writing, composition and grammar, academic research, and discipline-specific writing assignments. In support of Sheridan's Student Success model each Learning Center will be accessible to all students but will concentrate on the needs of first year students while they adjust to their college programs.

### **Investment in Sheridan Staff**

**Full-Time Faculty** **\$ 1,700,000**

Full-time faculty is critical to Sheridan's capacity to:

- Design and deliver academic programs;
- Support students in their studies; and
- Expand Sheridan's degree program offerings.

Accrediting bodies of academic institutions such as the Association of Universities and Colleges Canada (AUCC) have determined that the ideal staffing mix includes no less than 70% of teaching assigned to full-time faculty. In order for Sheridan to have 50% of teaching assigned to full-time professors, 76 new full-time faculty would need to be recruited and hired; to reach the 70% threshold we would require 219 new faculty. This investment represents year-one of a three year plan to move toward the 70 per cent teaching threshold.

**Sheridan People Plan** **\$ 126,463**

As part of the development of the Sheridan People Plan, the Human Resources Team will look at the current compensation strategy and practices at Sheridan. The comprehensive review will look at all aspects of compensation as it applies to the administrative staff and make recommendations for refining and, in some regards, redesigning the current strategies and practices.

The project will include strategies, practices and a system for identifying required performance expectations at the employee level and rewarding and recognizing achievement of performance goals that are aligned to achieving Sheridan's strategic goals. Once the project is completed and a refreshed strategy has been put in place, it is important to recognize that there will be an ongoing requirement to manage and administer the system at the job level and at the employee level so that the College maintains its compensation philosophy in its day to day practices and remains compliant with all legislative requirements.

**Leadership Development:** **\$ 90,000**

Great to greater cannot happen without time for staff to meet and reflect on strategic imperatives and college wide initiatives. This budget will provide a foundation for annual staff retreats to assess and develop the direction of Sheridan.

In addition, these funds will be used to support mandated training within the province. This will include but is not limited to, health and safety, the handling of workplace hazardous materials and first aid.

### **Investments in Sheridan's Infrastructure**

#### **E-Learning: \$ 1,291,326**

A hybrid curriculum model incorporates a mix of face-to-face and on-line learning to meet student needs for flexibility of time and place for their courses and to encourage multiple modes of learning. The goal cited in the Academic Innovation Strategy is to convert 100 courses into a hybrid mode of delivery (2 hours of face-to-face student-teacher interaction and 1 hour of on-line learning) to complement the almost 50 courses being completed in 2010-11. The identified funds support the development costs of each of these courses by subsidizing the Faculties for the hiring of part-time faculty to allow full-time professors the release from teaching to convert their courses. The funds also support the costs of the e-learning designers in NILES to support this curriculum work.

#### **Academic Innovation Strategy (AIS) Blueprint: \$ 632,000**

These funds have been identified to meet the staffing requirements of NILES to support faculty development, the learning management system (LMS), multimedia technologists to "build" the e-learning curriculum, and labour market researcher to determine the viability of new program proposals and programs undergoing program review.

#### **Cross-platform mobile applications to serve the Sheridan community \$ 296,000**

Mobile applications are quickly becoming part of the smart phone market. These funds will be used to develop applications which will give students access to grades, timetables, Sheridan news, events and sports, etc. Applications will also be created to support perspective students to learn about Sheridan. It is expected that this project will create learning for applied computing and interactive design faculty and therefore translates directly into responsive dynamic curriculum and learning for the students; create in-house capacity to develop further mobile applications within IT; create direct learning on the Agile development process; and creates a world-class set of applications that are production-ready.

#### **Colaboratories \$ 212,000**

E-Learning and AIS include the design and construction of innovative/instructional classrooms which are also known as "co-labs". These teaching classrooms will be used to model the implementation of existing and new technology in the classroom. In addition, the co-labs will be centres of innovation for hybrid class delivery and new technology assessment. For September 2011, it is expected that the co-lab at Mississauga will be in full operation and that the co-lab at Davis will be operational. The Trafalgar colab will be operational by the fall of 2012.

#### **Sheridan Sustainable Opportunities: \$ 225,000**

As part of the 2011 budget Sheridan will invest \$225,000 in a sustainable opportunities innovation centre. This centre under the management of Sheridan's new Director of Sustainability will build on the work of the last 18 months to create a more environmentally friendly footprint for the college. As part of the roll-out of this office, the Hazel McCollin campus will eliminate the sale of all beverages in plastic bottles. At the same time the drinking fountains at the campus will be fitted with bottle filling stations. In addition, in 2011 a request for proposal will be issued for an energy services company to assist Sheridan review its energy footprint.



Beyond the operational aspect of this office, the Director of Sustainability will also work with Deans and faculty to ensure that sustainability is part of program development at Sheridan. This added component to our curriculum will ensure that Sheridan students understand how to apply their knowledge to the advancement and betterment of our global environment.

**Improved Data Management:** **\$ 87,000**

The current financial management information system (FIMS) does not translate enrolment changes into revenue forecasts. In addition, our current system has limitations with respect to monthly forecasting. With the need to report the financial results and operational metrics of the College on a more frequent basis – including the implementation of strategic imperatives – these funds will be used to invest in a more comprehensive analysis system.

**Build the Brand:** **\$ 230,000**

These funds have been allocated to develop program specific marketing and recruitment process for new and existing programs with a focus on student success. This project will include the:

- Collection and analysis prospect information to gain market insight and to facilitate coordinated and targeted Marketing Programs;
- Development of a process for new the launch of programs with emphasize on degrees;
- Develop admission reporting tools to track the various target markets; and
- Implement print-on-demand customized viewbook available on website.

**Mississauga Fundraising and Marketing Mississauga:** **\$ 606,925**

These funds have been allocated within the 2011/2012 budget to support the marketing of the Hazel McCallion Campus (\$227,884) as well as to support the fundraising efforts of Sheridan (\$379,041). These activities are crucial in marketing the new campus and programs to prospective students and funders. Through the middle of February 2011 the marketing efforts had returned a more than 41 per cent in business school applications and the fundraising efforts had confirmed donations in the order of \$1.5 million.

**Electronic Signage (Davis and Trafalgar):** **\$ 375,000**

During the course of the 2011/2012 year signage at both the Davis and Trafalgar campus will be modernized to take advantage of new technologies and communication strategies.

**Capital Equipment/Lab Expansions** **\$ 2,501,366**

As part of the review of the 2011/2012 budget funding in the amount of \$2.5 million was targeted for school and departmental capital infrastructure investments. This amount includes (but is not limited to):

- \$60,000 for equipment within the faculty in the Faculty of Applied Health Care Services;
- \$50,000 for equipment within the faculty of Business;
- \$1,700,000 for the expansion of labs in the Faculty of Applied Science and Technology;
- \$175,000 for UPA battery replacement within Information Technologies Department;
- \$103,000 for the replacement of equipment within Student Services; and
- \$183,000 for Athletic Equipment (\$103,000 funded through student fees).



## **2011/2012 Capital Infrastructure Projects**

In addition to lab expansions and capital equipment purchases for the 2011/2012 college year several major capital infrastructure investments are planned including:

- **C-Wing Addition:** Approved by the Board in January 2011, a formal process to call for Architects and to develop plan is underway. Once tenders for construction have been received a comprehensive building plan as well as a funding program will be brought forwards through the Administrative Excellence Committee.
- **Trafalgar Athletic Field:** Approved and funded by student fees, design and construction bid are being received for the replacement of the athletic field with all weather turf as well as an expansion of the athletic facility (washrooms and bleachers). The tentative budget of this project is \$1,800,000.
- **Welcome Centres – Davis and Trafalgar:** Funding was received in 2009 to support the reconfiguration of both the Davis and Trafalgar welcome centres. These project are currently underway with plans being developed for construction this summer.
- **Cafeteria/Dining hall updating:** The cafeterias at both Davis and Trafalgar will be renewed this summer with an official re-opening in the fall (September). The Student spaces at both the Davis and Trafalgar Campus are also undergoing a facelift.
- **Design work appointment of architect for Mississauga Phase II:** Over the course of the next several months a request for proposal to hire an architect to work with college staff on the design of the phase two project in Mississauga will be issued.
- **Residence Expansion Trafalgar:** Negotiations continue with design/build firms with respect to the expansion of the Trafalgar residence. It is expected that the expansion will be completed for the 2013 school year (subject to Municipal building cycles).
- **Annex Removal:** The Annex building at the Davis Campus is no longer a suitable learning space. In addition, the building cannot be retrofitted without considerable expense. As a result, the Annex will be removed during the summer of 2011.
- **Parking:** As Sheridan grows our ability to accommodate the needs of our students is mitigated. As part of the 2009 budget funding in the amount of \$600,000 was set aside for additional parking spaces. Just over \$300,000 of this amount was spent to update and maintain spaces in 2010 as well as for the construction of additional space at Davis. The remainder of this budget will be used to support the parking expansion required as a result of the proposed Davis – C-wing addition.

## **QUARTERLY UPDATES TO THE BOARD – GOAL ALIGNMENT**

On a quarterly basis formal reports to the Board on each of the Business Plan Items as well as 2011/2012 investments and efficiency reviews will be presented.

These reports will detail the:

- Objectives/Metrics of the initiative/efficiency measure;
- Actions to date;
- Expenditure/savings to date;

and

- Future actions required to achieve the stated objectives.

Quarterly reports will also detail the status of the college's finances and any issues arising from a change in inputs or outputs (enrolment/grants/expenditures).

Revisions to quarterly reports will be provided on an "as needed" basis to ensure all stakeholders receive the information they require to understand the actions/expenditures of the college.

## **CONCLUSION**

The 2011/2012 operating and capital budget of Sheridan College reflects the priorities and objectives of the Executive Committee and the Board.

The budget's foundation has been Sheridan College's 2009 to 2014 Strategic Plan and it demonstrates a commitment to manage the issues that have resulted from a growing system and changing demography.

This multi-year financial plan supports our students in achieving their aspirations, leveraging the strengths of Sheridan's community and Ontario's need for people who can contribute with innovative thinking, integrative approaches to problem solving and analytical and social intelligence to produce advanced creative solutions. In addition, the strategic imperatives and financial commitments to hire full-time faculty, expand Sheridan's degree program and plan for our capital needs of the future also demonstrate our dedication to move from great to greater.

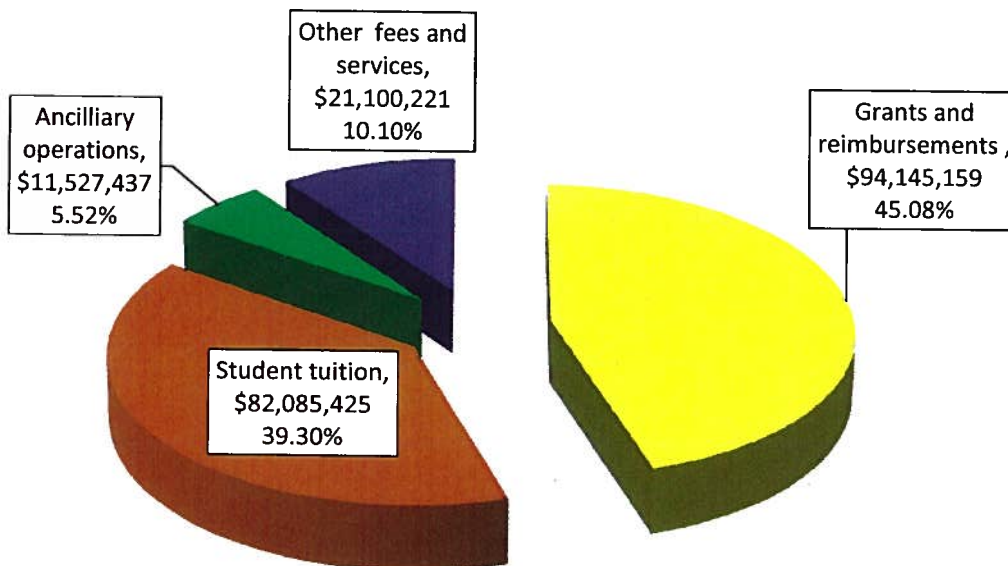
Of course our commitment to excellence will be constant. During the course of the 2011/2012 fiscal year, we will work with our stakeholders to ensure we continue to meet and exceed expectations.

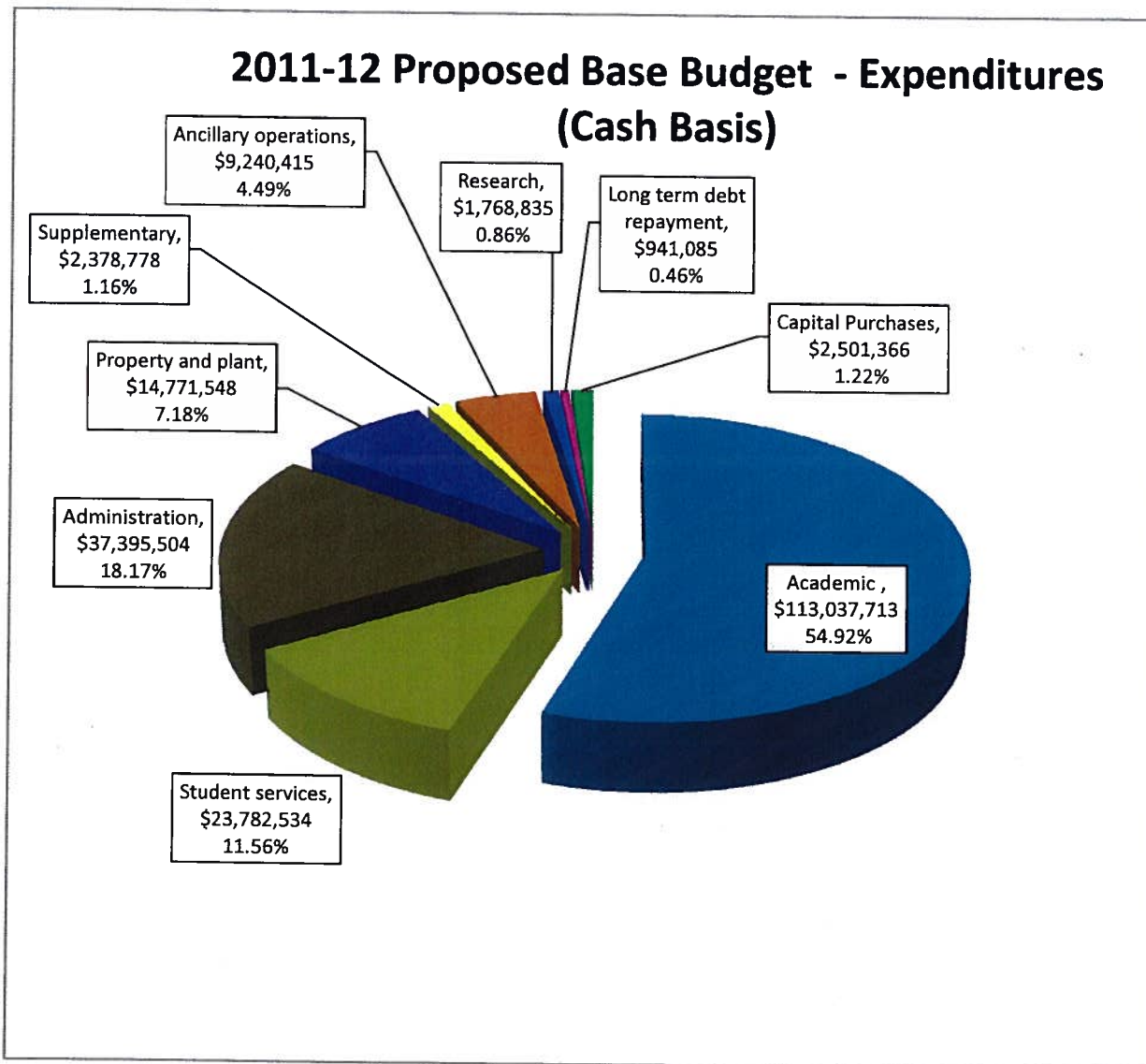
"We are energized by our prospects and embrace the challenges of the future. Together we will shine brighter."

Sheridan College Institute of Technology and Advanced Learning														Appendix 1			
Enrollment Statistics since 2005/06																	
Faculties	ENROLLMENT HISTORY												Targeted 2012/13	Targeted 2013/14			
	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14	2006/07 vs 2005/06	2007/08 vs 2006/07	2008/09 vs 2007/08			2009/10 vs 2008/09	2010/11 vs 2009/10	2011/12 vs 2010/11
Domestic:																	
FAAD excl U of T Joint prog	6,114	6,632	6,815	7,021	7,317	7,396	7,459										
FB	7,383	7,264	7,281	7,470	8,034	8,120	7,964										
FAST	3,088	2,868	2,996	3,387	3,710	4,304	5,253										
FAHCS	6,196	6,596	6,749	7,322	8,576	9,569	9,132										
FLAA	1,238	1,167	1,052	1,201	1,359	1,264											
Term Enrollment	24,019	24,527	24,893	26,276	28,838	30,748	31,072	31,693	32,327								
FTE	12,010	12,264	12,447	13,138	14,419	15,374	15,536	15,847	16,164								
International:																	
FAAD excl U of T Joint prog	288	291	267	274	348	355	503										
FB	174	217	219	261	417	1,007	1,493										
FAST	79	140	150	200	398	1,183	1,991										
FAHCS	24	23	38	70	134	350	650										
FLAA	181	176	141	141	151	211	184										
Term Enrollment	746	847	815	946	1,448	3,106	4,821	TBD	5,704								
FTE	373	424	408	473	724	1,553	2,411	TBD	2,852								
Total:																	
FAAD excl U of T Joint prog	6,402	6,923	7,082	7,295	7,665	7,751	7,962										
FB	7,557	7,481	7,500	7,731	8,451	9,127	9,457										
FAST	3,167	3,008	3,146	3,587	4,108	5,487	7,244										
FAHCS	6,220	6,619	6,787	7,392	8,710	9,919	9,782										
FLAA	1,419	1,343	1,193	1,217	1,352	1,570	1,448										
Term Enrollment	24,765	25,374	25,708	27,222	30,286	33,854	35,893	TBD	36,031								
FTE	12,383	12,687	12,854	13,611	15,143	16,927	17,947	TBD	19,016								
Domestic to Total In %	97.0%	96.7%	96.8%	96.5%	95.2%	90.8%	86.6%	TBD	85.0%								
International to Total In %	3.0%	3.3%	3.2%	3.5%	4.8%	9.2%	13.4%	TBD	15.0%								

Sheridan College Institute of Technology and Advanced Learning				Appendix 2		
Statement of Revenue and Expenditures (College Wide)						
Proposed 2011/2012 Budget for Year Ending March 31, 2012						
(CASH BASIS)						
Line		2011/2012 Proposed Base Budget	2011/2012 New Strategic Initiatives	2011/12 Proposed Base Plus New Strategic Initiatives	2011/12 Approved 2010/11 Strategic Initiatives Year 2 of 3	2011/2012 Proposed Budget Included Strategic Initiatives
		CASH BASIS		CASH BASIS		CASH BASIS
		A	B	C = (A+B)	D	E = (C+D)
1	<b>REVENUE</b>					
2	Grants and reimbursements	\$ 94,145,159		\$ 94,145,159		\$ 94,145,159
3	Amortization of deferred contributions related to:					
4	Capital assets					
5	Expenses of a future period					
6	Endowment fund interest					
6	Student tuition	82,085,425		82,085,425		82,085,425
7	Ancillary operations	11,527,437		11,527,437		11,527,437
8	Other fees and services	21,100,221		21,100,221		21,100,221
9	Gain (loss) on disposal of capital assets	-				
10	Subtotal	208,858,242	-	208,858,242		208,858,242
11	Transfer from restricted reserves	-		-	4,151,251	4,151,251
12						
13	(A) Total Revenue	208,858,242	-	208,858,242	4,151,251	213,009,493
14						
15	<b>EXPENDITURES</b>					
16	Academic	113,037,713	2,274,000	115,311,713	1,988,326	117,300,039
17	Student services	23,782,534	470,000	24,252,534	431,000	24,683,534
18	Administration	37,395,504	296,463	37,691,967	1,148,925	38,840,892
19	Property and plant	14,771,548		14,771,548		14,771,548
20	Supplementary	2,378,778		2,378,778		2,378,778
21	Ancillary operations	9,240,415		9,240,415		9,240,415
22	Research	1,768,835		1,768,835		1,768,835
23	Interest on capital leases					-
24	Vacation pay					-
25	Employee future benefits (recovery)					-
26	Sick leave benefit entitlements (recovery)					-
27	Amortization of capital assets					-
28	Subtotal	202,375,328	3,040,463	205,415,791	3,568,251	208,984,042
29						
30	Expenses of future periods:					
31	Awards and bursaries					-
32	Other					-
33						-
34	(B) Total Expenditures	202,375,328	3,040,463	205,415,791	3,568,251	208,984,042
35						
36	Excess of revenue over expenditures (before Repayment of Long Term Debt and Capital Purchases)	\$ 6,482,914	\$ (3,040,463)	\$ 3,442,451	\$ 583,000	\$ 4,025,451
37						
38						
39	<b>LONG TERM DEBT REPAYMENT AND CAPITAL PURCHASES</b>					
40	Long term debt repayment	941,085		941,085		941,085
41	Capital Purchases	2,501,366		2,501,366	583,000	3,084,366
42						
43	(C) Total LTD and Capital Purchases	\$ 3,442,451	\$ -	\$ 3,442,451	\$ 583,000	\$ 4,025,451
44	Total Expenditures, LTD and Capital Purchases	\$ 205,817,779	\$ 3,040,463	\$ 208,858,242	\$ 4,151,251	\$ 213,009,493
45						
46	(D) = (A) - (B) - (C)					
47	Net excess of revenue over expenditures (after Repayment of Long Term Debt and Capital Purchases)	\$ 3,040,463	\$ (3,040,463)	\$ (0)	\$ -	\$ (0)
48	<b>IN YEAR SAVING</b>					
49	Revised Budgeted Surplus/(Deficit) for 2011/12					

### 2011-12 Proposed Base Budget - Revenue (Cash Basis)





Sheridan College Institute of Technology and Advanced Learning						Appendix 3	
Statement of Revenue and Expenditures (College Wide)							
Proposed 2011/2012 Budget for Year Ending March 31, 2012							
(CASH Basis Converting to GAAP Basis)							
Line		2011/2012	2011/12	2011/12	2010/11	Year to Year	Year to Year
		Proposed Budget Included Strategic Initiatives	GAAP Required Adjustments	Proposed Budget April 1, 2011	GAAP Basis Budget Revised Forecast Dec 31, 2010	Budget Comparison	Budget Comparison
		CASH BASIS		GAAP BASIS	GAAP BASIS	Variance (\$)	Variance (%)
		E = (C+D)	F	G = (E + F)	I	X = (G - I)	Y = (X/I)
1	<b>REVENUE</b>						
2	Grants and reimbursements	\$ 94,145,159	\$ (576,500)	\$ 93,568,659	\$ 95,847,266	\$ (2,278,607)	(2.38%)
3	Amortization of deferred contributions related to:						
4	Capital assets		6,711,288	6,711,288	5,724,324	986,964	17.24%
5	Expenses of a future period		8,000,000	8,000,000	8,138,405	(138,405)	(1.70%)
	Endowment fund interest						
6	Student tuition	82,085,425		82,085,425	67,071,030	15,014,395	22.39%
7	Ancillary operations	11,527,437		11,527,437	12,704,207	(1,176,770)	(9.26%)
8	Other fees and services	21,100,221		21,100,221	20,551,413	548,808	2.67%
9	Gain (loss) on disposal of capital assets						
10	Subtotal	208,858,242	14,134,788	222,993,030	210,036,645	12,956,385	6.17%
11	Transfer from restricted reserves	4,151,251	(4,151,251)				
12							
13	(A) Total Revenue	213,009,493	9,983,537	222,993,030	210,036,645	12,956,385	6.17%
14							
15	<b>EXPENDITURES</b>						
16	Academic	117,300,039		117,300,039	108,188,417	9,111,622	8.42%
17	Student services	24,683,534		24,683,534	21,696,191	2,987,343	13.77%
18	Administration	38,840,892		38,840,892	37,038,668	1,802,224	4.87%
19	Property and plant	14,771,548		14,771,548	13,444,074	1,327,474	9.87%
20	Supplementary	2,378,778		2,378,778	3,316,442	(937,664)	(28.27%)
21	Ancillary operations	9,240,415		9,240,415	8,971,089	269,326	3.00%
22	Research	1,768,835		1,768,835	2,778,096	(1,009,261)	(36.33%)
23	Interest on capital leases	-	-	-	-	-	-
24	Vacation pay	-	272,032	272,032	247,302	24,730	10.00%
25	Employee future benefits (recovery)	-	24,043	24,043	22,470	1,573	7.00%
26	Sick leave benefit entitlements (recovery)	-	(50,000)	(50,000)	(350,000)	300,000	(85.71%)
27	Amortization of capital assets	-	12,006,404	12,006,404	12,261,281	(254,877)	(2.08%)
28	Subtotal	208,984,042	12,252,479	221,236,521	207,614,030	13,622,491	6.56%
29							
30	Expenses of future periods:						
31	Awards and bursaries	-	7,000,000	7,000,000	6,888,406	111,594	1.62%
32	Other	-	1,000,000	1,000,000	1,250,000	(250,000)	(20.00%)
33			8,000,000	8,000,000	8,138,406	(138,406)	(1.70%)
34	(B) Total Expenditures	208,984,042	20,252,479	229,236,521	215,752,436	13,484,085	6.25%
35							
36	Excess of revenue over expenditures (before Repayment of Long Term Debt and Capital Purchases)	\$ 4,025,451	\$ (10,268,942)	\$ (6,243,491)	\$ (5,715,791)	\$ (527,700)	9.23%
37							
38							
39	<b>LONG TERM DEBT REPAYMENT AND CAPITAL PURCHASES</b>						
40	Long term debt repayment	941,085	(941,085)				
41	Capital Purchases	3,084,366	(3,084,366)				
42							
43	(C) Total LTD and Capital Purchases	\$ 4,025,451	\$ (4,025,451)	\$ -	\$ -	\$ -	
44	Total Expenditures, LTD and Capital Purchases	\$ 213,009,493	\$ 16,227,028	\$ 229,236,521	\$ 215,752,436	\$ 13,484,085	6.25%
45							
46	(D) = (A) - (B) - (C)						
47	Net excess of revenue over expenditures (after Repayment of Long Term Debt and Capital Purchases)	\$ (0)	\$ (6,243,491)	\$ (6,243,491)	\$ (5,715,791)	\$ (527,700)	9.23%
48	<b>IN YEAR SAVING</b>						
49	Revised Budgeted Surplus/(Deficit) for 2011/12		\$ (6,243,491)	\$ (6,243,491)	\$ (5,715,791)	\$ (527,700)	9.23%



Sheridan College Institute of Technology and Advanced Learning										Appendix 4
February 21, 2011	RESTRICTED OPERATING RESERVES									
	Restricted Reserves (Internally restricted net assets)	Estimated Usage in 2010/11	Estimated addition in 2010/11	Estimated Balance as at Year End 2010/11	Restricted for (2011/12 & 2012/13)	Estimated Balance as at Year End 2011/12				Unrestricted Reserves (Unrestricted Operating Net assets)
<b>Designated for:</b>										
1 Davis CHC Mural new strategic initiatives 09/10 (1930338 2 remaining)	64,000			64,000	(64,000)	-				
Reserves for 09/10 committed initiatives project expenses (IR 60k, ece 79K, SACES 427K 3 Davis 500K) plus misc PO encumbrance	1,633,190	(709,681)		923,509	(923,509)	-				
2010/11 Strategic initiatives with project brief including Mississauga fund raising (2010/11 4 portion)	1,408,063	(1,131,302)		276,761	-	276,761				
5 Campus renovation initiatives 2010/11 Strategic initiatives with project brief including Mississauga fund raising (2011/12 6 portion)	5,474,389	(2,000,000)		3,474,389	(2,999,389)	475,000				
1,679,589 (1,679,589)										
2010/11 Strategic initiatives with project brief including Mississauga fund raising (2011/12 7 portion)	4,516,454			4,516,454	(4,151,251)	365,203				
8 Mississauga campus extra less contingency 9 1m	3,878,586			3,878,586	(3,878,586)	-				
10 Mississauga campus project To be transferred to unrestricted in year end 11 2010/11	9,822,014			9,822,014	(9,822,014)	-				
12 Subtotal	1,455,538	(1,455,538)		-	(25,624,900)	1,116,964				5,000,000
	33,717,974	(6,976,110)		26,741,864						
Add estimated 2010/11 in year cash surplus 13 (Interim CFIS budget submission to MTCU)			4,144,802	4,144,802		4,144,802				
Additional surplus due to additional enrolment 14 over midyear estimates			1,500,000	1,500,000		1,500,000				5,000,000
Estimated 2010/11 year end surplus due to 15 further saving			TBD							
16 Davis C-wing expansion					(4,000,000)	(4,000,000)				
Total	33,717,974	(6,976,110)	5,644,802	32,386,666	(29,624,900)	2,761,766				5,000,000



Sheridan College Institute of Technology and Advanced Learning				Appendix 5		
Statement of Revenue and Expenditures (College Wide)						
Proposed 2011/2012 Budget						
(Cash Basis)						
Line		2010/2011	2010/2011	2011/2012	Year to Year	Year to Year
		Approved Budget	Base Forecast	Proposed Base Budget	Base Budget Comparison	Base Budget Comparison
		April 1, 2010	December 31st, 2010		Budget Variance (\$)	Budget Variance (%)
		A	D	E	X = (E-D)	Y = (X/D)
1	<b>REVENUE</b>					
2	Grants and reimbursements	\$ 93,282,791	\$ 97,003,415	\$ 94,145,159	\$ (2,858,256)	(2.95%)
3	Amortization of deferred contributions related to:					
4	Capital assets	N/A			-	
5	Expenses of a future period	N/A			-	
	Endowment fund interest	N/A			-	
6	Student tuition	62,836,010	67,071,030	82,085,425	15,014,395	22.39%
7	Ancillary operations	11,996,191	12,704,207	11,527,437	(1,176,770)	(9.26%)
8	Other fees and services	18,693,008	20,551,413	21,100,221	548,808	2.67%
9	Gain (loss) on disposal of capital assets			-		
10	Subtotal	186,808,000	197,330,065	208,858,242	11,528,177	5.84%
11	Transfer from restricted reserves	-	-	-	-	
12						
13	(A) Total Revenue	186,808,000	197,330,065	208,858,242	11,528,177	5.84%
14						
15	<b>EXPENDITURES</b>					
16	Academic	102,687,230	105,529,938	113,037,713	7,507,775	7.11%
17	Student services	20,178,120	20,182,893	23,782,534	3,599,640	17.84%
18	Administration	34,179,993	34,188,876	37,395,504	3,206,628	9.38%
19	Property and plant	12,862,209	13,444,075	14,771,548	1,327,474	9.87%
20	Supplementary	3,012,818	3,316,442	2,378,778	(937,664)	(28.27%)
21	Ancillary operations	9,143,880	8,971,088	9,240,415	269,327	3.00%
22	Research	2,658,127	2,771,588	1,768,835	(1,002,753)	(36.18%)
23	Interest on capital leases	N/A			-	
24	Vacation pay	N/A			-	
25	Employee future benefits (recovery)	N/A			-	
26	Sick leave benefit entitlements (recovery)	N/A			-	
27	Amortization of capital assets	N/A			-	
28	Subtotal	184,722,377	188,404,900	202,375,328	13,970,428	7.42%
29						
30	Expenses of future periods:					
31	Awards and bursaries	N/A			-	
32	Other	N/A			-	
33						
34	(B) Total Expenditures	184,722,377	188,404,900	202,375,328	13,970,428	7.42%
35						
36	Excess of revenue over expenditures (before Repayment of Long Term Debt and Capital Purchases)	\$ 2,085,623	\$ 8,925,165	\$ 6,482,914	\$ (2,442,251)	(27.36%)
37						
38						
39	<b>LONG TERM DEBT REPAYMENT AND CAPITAL PURCHASES</b>					
40	Long term debt repayment	881,553	881,553	941,085	59,532	6.75%
41	Capital Purchases	2,102,519	3,664,563	2,501,366	(1,163,197)	(31.74%)
42						
43	(C) Total LTD and Capital Purchases	\$ 2,984,072	\$ 4,546,116	\$ 3,442,451	\$ (1,103,665)	(24.28%)
44	Total Expenditures, LTD and Capital Purchases	\$ 187,706,449	\$ 192,951,016	\$ 205,817,779	\$ 12,866,763	6.67%
45						
46	(D) = (A) - (B) - (C)					
47	Net excess of revenue over expenditures (after Repayment of Long Term Debt and Capital Purchases)	\$ (898,449)	\$ 4,379,049	\$ 3,040,463	\$ (1,338,586)	(30.57%)
48	IN YEAR SAVING	\$ 898,449				
49	Revised Budgeted Surplus/(Deficit) for 2010/11	-				



Sheridan College Institute of Technology and Advanced Learning							
Schedule 3 - Academic Expenditures						Appendix 5	
Proposed 2011/2012 Budget							
(Cash Basis)							
			2010/2011	2010/2011	2011/2012	Year to Year	Year to Year
			Approved Budget	Base Forecast	Proposed Base Budget	Base Budget Comparison	Base Budget Comparison
Line			April 1, 2010	December 31st, 2010		Budget Variance (\$)	Budget Variance (%)
			A	D	E	X = (E-D)	Y = (X/D)
1	Salaries						
2	Administration		\$ 6,498,893	\$ 6,442,121	\$ 7,126,171	\$ 684,049	10.62%
3	Faculty		55,746,163	56,858,992	60,940,257	4,081,265	7.18%
4	Support		12,692,434	13,626,564	14,322,081	695,517	5.10%
5	Fringe benefits		14,108,210	14,320,775	15,428,209	1,107,433	7.73%
6	Subtotal		89,045,701	91,248,452	97,816,717	6,568,264	7.20%
7							
8	Instructional furniture, equipment and computer rental		2,949,373	3,084,431	3,446,609	362,178	11.74%
9	Instructional supplies		4,197,753	4,160,588	4,435,825	275,237	6.62%
10	Office supplies		1,217,089	1,285,276	1,531,714	246,439	19.17%
11	Instructional and EDP equipment maintenance		158,197	157,797	180,394	22,597	14.32%
12	Building and general maintenance		338,419	676,060	888,476	212,416	31.42%
13	Other contracted and professional services		1,717,225	1,954,496	1,592,312	(362,184)	(18.53%)
14	Miscellaneous		530,571	525,210	382,023	(143,187)	(27.26%)
15	Contingency/Strategic Initiatives		-	-	-	-	-
16	Promotion and public relations		319,544	308,208	365,774	57,566	18.68%
17	Sick leave gratuities		-	-	-	-	-
18	Non-instructional furniture, equipment		-	-	-	-	-
19	and computer rental		145,854	174,804	260,444	85,640	48.99%
20	Contract teaching		705,860	704,660	852,700	148,040	21.01%
21	Premises rent		363,421	258,932	280,820	21,888	8.45%
22	Interest on long-term debt		-	-	-	-	-
23	Travel and conference		369,204	412,872	463,365	50,493	12.23%
24	Professional development		499,334	420,356	368,058	(52,298)	(12.44%)
25	Telephone		55,461	80,071	87,937	7,866	9.82%
26	Memberships		74,224	77,724	84,545	6,821	8.78%
27	Subtotal		13,641,529	14,281,486	15,220,997	939,511	6.58%
28							
29							
30	Total Academic Expenditures		\$ 102,687,230	\$ 105,529,938	\$ 113,037,713	\$ 7,507,775	7.11%

Sheridan College Institute of Technology and Advanced Learning

Appendix 5

Schedule 3 - Academic Expenditures - Breakdowns by Faculties and Departments

Proposed 2011/2012 Budget  
(Cash Basis)

Line		2010/2011	2010/2011	2011/2012	Year to Year	Year to Year
		Approved Budget	Base Forecast	Proposed Base Budget	Base Budget Comparison	Base Budget Comparison
		April 1, 2010	December 31st, 2010		Budget Variance (\$)	Budget Variance (%)
		A	D	E	X = (E-D)	Y = (X/D)
1	Faculty of Arts, Animation & Design	\$ 28,127,550	\$ 28,510,754	\$ 30,487,397	\$ 1,976,643	6.93%
2	Faculty of Business	15,246,639	15,986,314	17,213,751	1,227,437	7.68%
3	Faculty of Applied Health and Community Studies	17,669,152	18,020,712	17,748,962	(271,750)	(1.51%)
4	Faculty of Applied Science and Technology	15,418,440	16,383,969	20,016,675	3,632,706	22.17%
5	Faculty of Liberal Arts & Access	13,548,021	15,801,833	15,812,057	10,224	0.06%
6	Associate VP Academic Research	238,753	238,753	281,226	42,473	17.79%
7	Academic Resource Planning	-	-	360,401	360,401	N/A
8	Corporate Training	552,536	540,965	560,243	19,278	3.56%
9	Corporate Training Project	171,748	214,473	-	(214,473)	(100.00%)
10	Continuing Education	7,366,762	7,455,153	7,948,238	493,085	6.61%
11	Network for Innovation and Leadership in Education at	1,994,659	2,096,437	2,040,393	(56,043)	(2.67%)
12	College Wide and Other Academic Expenses	2,352,971	280,576	568,370	287,794	102.57%
13						
14						
15						
16						
17						
18						
19						
20						
21						
22						
23						
24						
25						
26						
27						
28						
29						
30	<b>Total Academic Expenditures</b>	<b>\$ 102,687,230</b>	<b>\$ 105,529,938</b>	<b>\$ 113,037,713</b>	<b>\$ 7,507,775</b>	<b>7.11%</b>

Sheridan College Institute of Technology and Advanced Learning				Appendix 5		
Schedule 4 - Student Services Expenditures						
Proposed 2011/2012 Budget						
(Cash Basis)						
		2010/2011	2010/2011	2011/2012	Year to Year	Year to Year
		Approved Budget	Base Forecast	Proposed Base Budget	Base Budget Comparison	Base Budget Comparison
Line		April 1, 2010	December 31st, 2010		Budget Variance (\$)	Budget Variance (%)
		A	D	E	X = (E-D)	Y = (X/D)
1	Salaries					
2	Administration	\$ 2,568,501	\$ 2,389,687	\$ 2,831,973	\$ 442,286	18.51%
3	Faculty	1,179,958	1,194,576	1,400,288	205,712	17.22%
4	Support	9,940,998	9,798,880	11,085,573	1,286,693	13.13%
5	Fringe benefits	2,932,090	2,875,810	3,322,172	446,362	15.52%
6	Subtotal	16,621,547	16,258,953	18,640,006	2,381,053	14.64%
7						
8	Promotion, public relations and brochures	835,958	847,236	872,485	25,249	2.98%
9	Office supplies	835,039	863,346	736,310	(127,036)	(14.71%)
10	Miscellaneous	216,747	314,522	219,370	(95,152)	(30.25%)
11	Contingency/Strategic Initiatives		-		-	
12	Memberships and dues	348,386	355,048	478,250	123,202	34.70%
13	Travel and conference	312,101	353,954	499,245	145,291	41.05%
14	Non-instructional furniture, equipment		-		-	
15	and computer rental	153,157	178,757	242,362	63,605	35.58%
16	Contracted services	641,603	782,134	1,838,821	1,056,687	135.10%
17	Instructional supplies	75,997	70,172	97,245	27,073	38.58%
18	Telephone	28,151	32,950	42,907	9,957	30.22%
19	Equipment maintenance	5,000	5,000	6,010	1,010	20.20%
20	Professional development	104,433	120,823	109,523	(11,300)	(9.35%)
21	Subtotal	3,556,572	3,923,941	5,142,528	1,218,587	31.06%
22						
23	Total Student Services Expenditures	\$ 20,178,120	\$ 20,182,894	\$ 23,782,534	\$ 3,599,640	17.84%

Sheridan College Institute of Technology and Advanced Learning						Appendix 5	
Schedule 4 - Student Services Expenditures Breakdown by Departments							
Proposed 2011/2012 Budget							
(Cash Basis)							
		2010/2011	2010/2011	2011/2012	Year to Year	Year to Year	
		Approved Budget	Base Forecast	Proposed Base Budget	Base Budget Comparison	Base Budget Comparison	
Line		April 1, 2010	December 31st, 2010		Budget Variance (\$)	Budget Variance (%)	
		A	D	E	X = (E-D)	Y = (X/D)	
1	Student Services, excluding Athletics	\$ 8,246,387	\$ 8,322,439	\$ 8,528,661	\$ 206,222	2.48%	
2	Registrar	8,031,034	8,012,223	8,617,987	605,764	7.56%	
3	Alumni	634,112	635,485	444,000	(191,485)	(30.13%)	
4	International	2,224,089	2,314,850	3,950,613	1,635,763	70.66%	
5	Mississauga Campus Services and Library Learning Common	-	-	1,041,235	1,041,235	N/A	
6	Enrolment Management	488,000	393,000	394,915	1,915	0.49%	
7	College Wide - Student Service	194,694	139,058	440,907	301,849	217.07%	
8	Calendar	198,400	198,400	193,473	(4,927)	(2.48%)	
9	Convocation	161,404	161,404	170,743	9,339	5.79%	
10	Siggraph Project	-	6,035	-	(6,035)	(100.00%)	
11							
12							
13							
14							
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20							
21							
22							
23							
24							
25							
26							
27							
28							
29							
30	<b>Total Student Services Expenditures</b>	<b>\$ 20,178,120</b>	<b>\$ 20,182,894</b>	<b>\$ 23,782,534</b>	<b>\$ 3,599,640</b>	<b>17.84%</b>	



Sheridan College Institute of Technology and Advanced Learning					Appendix 5	
Schedule 5 - Administration Expenditures Breakdown by Departments						
Proposed 2011/2012 Budget						
(Cash Basis)						
		2010/2011	2010/2011	2011/2012	Year to Year	Year to Year
		Approved Budget	Base Forecast	Proposed Base Budget	Base Budget Comparison	Base Budget Comparison
Line		April 1, 2010	December 31st, 2010		Budget Variance (\$)	Budget Variance (%)
		A	D	E	X = (E-D)	Y = (X/D)
1	President	\$ 843,535	\$ 826,136	\$ 968,036	\$ 141,900	17.18%
2	Human Resources	3,146,234	3,209,695	3,593,644	383,949	11.96%
3	Marketing & Communications	3,941,540	3,941,306	4,006,084	64,778	1.64%
4	Development	1,292,544	1,267,720	1,351,143	83,423	6.58%
5	Finance	2,568,663	2,693,646	2,631,301	(62,345)	(2.31%)
6	College Wide	3,987,440	4,357,437	4,429,259	71,822	1.65%
7	College Wide Unallocated	1,665,912	1,061,482	1,323,197	261,715	24.66%
8	Information Technology	14,887,742	14,878,084	16,813,072	1,934,988	13.01%
9	Office of the VP, Student Services and Information Technology	407,573	402,573	426,989	24,416	6.06%
10	Office of the Vice-President Academics	550,584	565,378	735,170	169,792	30.03%
11	Institutional Research	564,900	564,900	510,612	(54,288)	(9.61%)
12	Management Information System	87,000	87,000	148,750	61,750	70.98%
13	International Partnership	68,441	130,634	181,417	50,783	38.87%
14	Virox Symposium	9,785	34,785	25,000	(9,785)	(28.13%)
15	Board of Governors	93,100	93,100	96,000	2,900	3.11%
16	Emergency Preparedness	-	10,000	-	(10,000)	(100.00%)
17	Sheridan Production House	65,000	65,000	155,830	90,830	139.74%
18						
19						
20						
21						
22						
23						
24						
25						
26						
27						
28						
29						
30	<b>Total Administration Expenditures</b>	<b>\$ 34,179,993</b>	<b>\$ 34,188,876</b>	<b>\$ 37,395,504</b>	<b>\$ 3,206,628</b>	<b>9.38%</b>



Sheridan College Institute of Technology and Advanced Learning						Appendix 5	
Schedule 6 - Property and Plant Expenditures							
Proposed 2011/2012 Budget							
(Cash Basis)							
			2010/2011	2010/2011	2011/2012	Year to Year	Year to Year
			Approved Budget	Base Forecast	Proposed Base Budget	Base Budget Comparison	Base Budget Comparison
Line			April 1, 2010	December 31st, 2010		Budget Variance (\$)	Budget Variance (%)
			A	D	E	X = (E-D)	Y = (X/D)
1	Salaries						
2	Administration	\$	485,450	\$ 442,772	\$ 403,356	\$ (39,416)	(8.90%)
3	Support		1,633,503	1,633,503	1,772,618	139,115	8.52%
4	Fringe benefits		481,776	472,429	498,436	26,007	5.50%
5	Subtotal		2,600,729	2,548,705	2,674,410	125,706	4.93%
6							
7	Building and equipment maintenance		2,172,963	2,342,554	2,124,464	(218,090)	(9.31%)
8	Premises rent		5,000	5,000	-	(5,000)	(100.00%)
9	Contract cleaning services		1,854,631	1,854,631	2,148,295	293,664	15.83%
10	Security services		1,247,208	1,297,208	1,404,740	107,532	8.29%
11	Utilities and services:						
13	Electric		2,390,404	2,832,393	3,404,600	572,208	20.20%
14	Heating		1,018,663	1,018,663	1,105,709	87,047	8.55%
15	Refuse removal		149,390	149,390	210,010	60,620	40.58%
16	Water		164,069	164,069	205,888	41,818	25.49%
18	Office supplies/Maintenance supplies		407,671	400,071	454,543	54,472	13.62%
19	Miscellaneous		806,964	786,873	962,945	176,072	22.38%
20	Professional fees		5,000	5,000	10,341	5,341	106.82%
21	Vehicle		5,800	5,800	19,441	13,641	235.19%
22	Travel and conference		12,820	12,820	13,640	820	6.40%
23	Memberships and dues		4,700	4,700	4,860	160	3.41%
24	Professional development		5,000	5,000	6,722	1,722	34.43%
25	Non-instructional furniture, equipment						
26	and computer rental		11,198	11,198	20,941	9,742	87.00%
27							
28	Subtotal		10,261,481	10,895,370	12,097,138	1,201,768	11.03%
29							
30	Total Property and Plant Expenditures	\$	12,862,209	\$ 13,444,075	\$ 14,771,548	\$ 1,327,474	9.87%

Sheridan College Institute of Technology and Advanced Learning						Appendix 5	
Schedule 7 - Supplementary Expenditures							
Proposed 2011/2012 Budget							
(Cash Basis)							
Line		2010/2011 Approved Budget April 1, 2010 A	2010/2011 Base Forecast December 31st, 2010 D	2011/2012 Proposed Base E	Year to Year Base Budget Comparision Budget Variance (\$) X = (E-D)	Year to Year Base Budget Comparision Budget Variance (%) Y = (X/D)	
1	Training stipends:						
2	Reimbursements	\$ 1,829,755	\$ 1,829,755	\$ 837,778	\$ (991,977)	(54.21%)	
3	Allowances	170,377	322,033	371,000	48,967	15.21%	
4	Municipal taxes	980,550	1,061,775	1,100,000	38,225	3.60%	
5	Premises rent	28,136	98,879	70,000	(28,879)	(29.21%)	
6	Audit and professional fees	4,000	4,000	-	(4,000)	(100.00%)	
7							
8	<b>Total Supplementary Expenditures</b>	<b>\$ 3,012,818</b>	<b>\$ 3,316,442</b>	<b>\$ 2,378,778</b>	<b>\$ (937,664)</b>	<b>(28.27%)</b>	

Sheridan College Institute of Technology and Advanced Learning					Appendix 5	
Schedule 8 - Ancillary Operations Expenditures						
Proposed 2011/2012 Budget						
(Cash Basis)						
		2010/2011	2010/2011	2011/2012	Year to Year	Year to Year
		Approved Budget	Base Forecast	Proposed Base Budget	Base Budget Comparison	Base Budget Comparison
Line		April 1, 2010	December 31st, 2010		Budget Variance (\$)	Budget Variance (%)
		A	D	E	X = (E-D)	Y = (X/D)
1	Salaries					
2	Administration	\$ 206,805	\$ 198,715	\$ 168,385	\$ (30,330)	(15.26%)
3	Faculty	2,500	2,500	2,500	-	-
4	Support	1,748,435	1,706,524	1,711,193	4,669	0.27%
5	Fringe benefits	412,717	407,495	408,761	1,266	0.31%
6	Subtotal	2,370,457	2,315,234	2,290,839	(24,395)	(1.05%)
7						
8	Bank charges and long-term debt interest	1,561,675	1,561,675	1,515,643	(46,032)	(2.95%)
9	Building and general maintenance	779,692	744,436	1,199,603	455,167	61.14%
10	Professional fees	1,222,308	1,222,308	1,384,535	162,227	13.27%
11	Utilities	588,948	588,948	624,400	35,452	6.02%
12	Contract services	789,733	778,817	772,556	(6,262)	(0.80%)
13	Non-instructional furniture, equipment and computer rental	192,733	192,775	99,521	(93,254)	(48.37%)
14	Promotion and public relations	305,199	288,315	171,630	(116,685)	(40.47%)
15	Office supplies	446,022	544,019	364,555	(179,465)	(32.99%)
16	Miscellaneous	508,443	380,434	459,380	78,946	20.75%
17						
18	Telephone	68,500	68,500	63,100	(5,400)	(7.88%)
19	Travel	140,377	129,426	115,176	(14,250)	(11.01%)
20	Vehicle	50,400	45,400	52,167	6,767	14.91%
21	Premises rent	26,200	26,200	31,371	5,171	19.73%
22	Refuse removal	35,000	35,000	40,000	5,000	14.29%
23	Equipment maintenance	24,000	24,000	30,341	6,341	26.42%
24	Membership and dues	17,100	17,600	17,600	-	-
25	Insurance	17,093	8,000	8,000	-	-
26						
27						
28	Subtotal	6,773,423	6,655,854	6,949,577	293,722	4.41%
29						
30	Total Ancillary Operations Expenditures	\$ 9,143,880	\$ 8,971,088	\$ 9,240,415	\$ 269,327	3.00%

Sheridan College Institute of Technology and Advanced Learning					Appendix 5	
Schedule 8 - Ancillary Operations Expenditures Breakdown by Departments						
Proposed 2011/2012 Budget						
(Cash Basis)						
		2010/2011	2010/2011	2011/2012	Year to Year	Year to Year
		Approved Budget	Base Forecast	Proposed Base Budget	Base Budget Comparison	Base Budget Comparison
Line		April 1, 2010	December 31st, 2010		Budget Variance (\$)	Budget Variance (%)
		A	D	E	X = (E-D)	Y = (X/D)
1	Gala	\$ 288,600	\$ 288,600	\$ -	\$ (288,600)	(100.00%)
2	Conference	356,443	296,443	341,443	45,000	15.18%
3	Residence	4,759,424	4,759,424	4,903,252	143,828	3.02%
4	Daycare	1,442,639	1,454,238	1,455,368	1,130	0.08%
5	Parking	696,038	648,038	750,986	102,948	15.89%
6	Athletics	1,547,736	1,483,421	1,320,224	(163,197)	(11.00%)
7	College Wide - Ancillary	53,000	40,924	469,142	428,218	1,046.37%
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29						
30	<b>Total Ancillary Operations Expenditures</b>	<b>\$ 9,143,880</b>	<b>\$ 8,971,088</b>	<b>\$ 9,240,415</b>	<b>\$ 269,327</b>	<b>3.00%</b>

Sheridan College Institute of Technology and Advanced Learning						Appendix 5	
Schedule 9 - Research Expenditures							
Proposed 2011/2012 Budget							
(Cash Basis)							
		2010/2011	2010/2011	2011/2012	Year to Year	Year to Year	
		Approved Budget	Base Forecast	Proposed Base Budget	Base Budget Comparison	Base Budget Comparison	
Line		April 1, 2010	December 31st, 2010		Budget Variance (\$)	Budget Variance (%)	
		A	D	E	X = (E-D)	Y = (X/D)	
1	Salaries						
2	Administration	\$ 447,209	\$ 501,175	\$ 351,685	\$ (149,490)	(29.83%)	
3	Faculty	433,137	387,506	149,672	(237,834)	(61.38%)	
4	Support	327,644	560,513	385,839	(174,674)	(31.16%)	
5	Fringe benefits	217,522	229,243	124,942	(104,300)	(45.50%)	
6	Subtotal	1,425,512	1,678,437	1,012,138	(666,299)	(39.70%)	
7							
8	Contract services	322,151	332,449	392,811	60,362	18.16%	
9	Miscellaneous	75,766	88,527	34,000	(54,527)	(61.59%)	
10	Office supplies	112,121	137,603	48,000	(89,603)	(65.12%)	
11	Premise rent	284,116	190,441	187,386	(3,055)	(1.60%)	
12	Travel	24,865	22,511	27,000	4,489	19.94%	
13	Promotion	118,254	81,456	49,500	(31,956)	(39.23%)	
14	Building and general maintenance				-		
15	Professional development	2,700	2,700	3,000	300	11.11%	
16	Professional fees	286,437	228,754		(228,754)	(100.00%)	
17	Memberships and dues	610	5,610	7,000	1,390	24.78%	
18	Telephone	3,100	3,100	4,500	1,400	45.16%	
19	Non-instructional furniture, equipment	2,494		3,500	3,500		
20	and computer rental						
21	Subtotal	1,232,615	1,093,151	756,697	(336,454)	(30.78%)	
22							
23	Total Research Expenditures	\$ 2,658,127	\$ 2,771,588	\$ 1,768,835	\$ (1,002,753)	(36.18%)	

Sheridan College Institute of Technology and Advanced Learning							Appendix 5	
Schedule 10 - Long Term Debt Repayment and Capital Purchases								
Proposed 2011/2012 Budget								
(Cash Basis)								
Line			2010/2011 Approved Budget April 1, 2010 A	2010/2011 Base Forecast December 31st, 2010 D	2011/2012 Proposed Base Budget E	Year to Year Base Budget Comparision Budget Variance (\$) X = (E-D)	Year to Year Base Budget Comparision Budget Variance (%) Y = (X/D)	
1	Long Term Debt Repayment							
2		SCAET Loan						
3		Davis Residence Loan	\$ 420,892	\$ 420,892	\$ 450,421	\$ 29,529	7.02%	
4		Tafalgar Residence Loan	460,661	460,661	490,664	30,003	6.51%	
5		Capital Lease						
6		<b>Total</b>	<b>\$ 881,553</b>	<b>\$ 881,553</b>	<b>\$ 941,085</b>	<b>\$ 59,532</b>	<b>6.75%</b>	
7								
8	Capital Purchases							
9								
10		Academic	1,371,142	2,589,219	2,103,691	(485,528)	(18.75%)	
11		Administration	356,602	406,000	149,602	(256,398)	(63.15%)	
12		Property & Plant	-	169,600	-	(169,600)	(100.00%)	
13		Ancillary Operations	47,000	170,100	124,750	(45,350)	(26.66%)	
14		Student Services	129,800	190,161	66,040	(124,121)	(65.27%)	
15		Research	197,975	139,483	57,283	(82,200)	(58.93%)	
16								
17								
18		<b>Total</b>	<b>\$ 2,102,519</b>	<b>\$ 3,664,563</b>	<b>\$ 2,501,366</b>	<b>\$ (1,163,197)</b>	<b>(31.74%)</b>	

## Memorandum

DATE: March 28, 2011

TO: Board of Governors

FROM: Administrative Excellence Committee  
Steven Parfeniuk

RE: Business Plan 2011/12 to 2013/14 and Budget 2011/12

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Be it resolved that the Board of Governors approval of the Business Plan 2011/12 to 2013/14 and the Operating and Capital Budget for 2011/12 as proposed in the attached "*Shine Brighter*": *Sheridan College Business Plan 2011/12 to 2013/14 and Operating and Capital Budget for 2011/12*.

Be it resolved that the Board of Governors approve a reduction in the Health Insurance premium for International Students from \$590.00 to \$550.00 per year.

Be it resolved that the Board of Governors approve the capital investment of \$3.7 million for renovations to the cafeterias of both the Davis Campus and the Trafalgar Campus.

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### Background

Each year the College Board must approve and submit to the Ministry of Training Colleges and Universities a Business Plan and Operating and Capital Budget. In addition, the Ministry requires a "Statement of Financial Position" which includes the previous year's actual financial results.

On March 10, 2011, the Administrative Excellence Committee met to discuss the draft operational and capital budget. The committee discussion focused on the business plan as well as the strategic imperatives and college investments for the period 2011/12 through 2013/14. While the committee made no changes to the draft budget, as a result of their review the following information is provided in response to questions raised by the committee.

#### Statement of Investment in Full-Time Faculty

The draft budget described a three year investment in new staff of \$5.1 million (\$1.7 million a year for each of three years). This amount however does not include the annualized impact of the staffing changes. This impact, in the form of additional costs, is the difference between the salary and benefits of full-time vs part time faculty as well as the difference between an 8 month employee (assuming a start date of August 1, 2011 for new faculty) and a 12 month employee.

In total, based on present salaries and benefits, the investment over the three year period will be \$12.2 million (\$1.7 in year one, \$4.0 million in year two and \$6.5 million in year three). Based on the

assumptions with respect to enrolment, this increase can be managed under the current Ministry and tuition funding structure.

Proposed Increase for the International Student Health Premium - Eliminated

The college has been informed by the carrier that the original tuition fee proposal, approved by the Board on January 26, 2011, is no longer required.

\$3.7 million investment in the Cafeterias of Both the Davis and Trafalgar Campus

The final draft budget also includes the provision for a \$3.7 million investment to improve the dining experience in both the Davis and Trafalgar Campus cafeterias. These funds are to be allocated from the College's restricted reserve.

Over the past several months staff has been working with Chartwells to determine how to improve campus food services. As part of this review, a comprehensive assessment of the current cafeteria spaces was undertaken. In addition to this review, college staff and students were consulted. Through both of these exercises it became clear that renewal of the cafeterias and menu items was critical to the future success of the cafeteria operations. The proposed \$3.7 million capital renewal project will include a marché style of service as well as new food offerings – including healthier and sustainable choices.

Through this investment, college revenue from the cafeterias is forecast to grow from just over \$600,000 per year to a \$1.3 million per year. This revenue will be used to continue to support the annual college budget (\$600,000). In addition, all funds received above the \$600,000 amount will be placed in the restricted reserve fund.

**Situation**

The Business Plan and Operating and Capital Budget are appended to this report. This document *Shine Brighter*: *Sheridan College Business Plan 2011/12 to 2013/14 and Operating and Capital Budget for 2011/12* includes a discussion on seven strategic imperatives for 2011/2012 to 2013/2014 as follows:

- Continued Enrolment Growth
- Expansion of Degree Programs at Sheridan
- Hiring of Full Time Faculty
- Implementation of Recommendations of Risk Assessment Report
- E-Learning
- Maximizing Capital Investments and Campus Expansion
- Continuing Education Programs

To support the above imperatives, significant investments have been made over the three-year period 2011/2012 to 2013/14. These investments are detailed in the "*Shine Brighter*" report.

It should also be noted that the 2011/2012 budget includes continued Ministry support for both CERF Funding and Growth Funding. Combined, these two funding envelopes total just under \$3.0 million. If these revenues have not materialized by the first quarterly report to the



Committee (June 2011), a revised budget will be developed to offset the potential revenue shortfall.

### **Conclusion**

The 2011/2012 operating and capital budget of Sheridan College reflects the priorities and objectives of Sheridan's Board of Governors, President's Council and Executive Council.

The budget's foundation has been Sheridan College's 2009 to 2014 Strategic Plan and it demonstrates a commitment to manage the issues that have resulted from a growing system and changing demography.

This multi-year financial plan supports our students in achieving their aspirations, leveraging the strengths of Sheridan's community and Ontario's need for people who can contribute with innovative thinking, integrative approaches to problem solving and analytical and social intelligence to produce advanced creative solutions. In addition, the strategic imperatives and financial commitments to hire full-time faculty, expand Sheridan's degree program and plan for our capital needs of the future also demonstrate our dedication to move from great to greater.

Of course our commitment to excellence will be constant. During the course of the 2011/2012 fiscal year, we will work with our stakeholders to ensure we continue to meet and exceed expectations. As part of the quarterly review, administration will present a 3 year pro-forma schedule of revenue and expenditures. It is expected that this document will provide the basis for the aforementioned long terms capital needs.

"We are energized by our prospects and embrace the challenges of the future. Together we will shine brighter."

*Respectfully submitted,*

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*Steven Parfeniuk*  
*Vice President of Finance and Administration*

## Memorandum

**DATE:** March 25, 2011  
**TO:** Board of Governors  
**FROM:** Steven Parfeniuk  
**RE:** \$3.7 million investment in Cafeteria of Davis and Trafalgar

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**Please note that this proposal is being brought to the Board for discussion on March 30 and that the Administrative Excellence Committee did not have an opportunity to discuss this proposal prior to the Board Retreat.**

“that the Board of Governors approve the transfer of \$3.7M in restricted funds, previously allocated to the Mississauga campus contingency fund, to support the Davis and Trafalgar cafeteria renovations.”

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### **Background**

The draft Sheridan College Business Plan for 2011/12 to 2013/14 and the Operating and Capital Budget for 2011/12 was approved by the Administrative Excellence Committee on March 10, 2011. Included within the 2011/2012 Capital Budget (page 24 of the report) was the provision for the renewal of Sheridan’s cafeteria space at both the Davis and Trafalgar campus.

Over the past several months staff has been working with Chartwells to determine how to improve campus food services. As part of this review, a comprehensive assessment of the current cafeteria spaces was undertaken.

In addition to this review, college staff and students were consulted. Through this consultative process it became clear that renewal of the cafeterias and menu items was critical to the future success of the cafeteria operations. The proposed \$3.7 million capital renewal project will include a marché style of service as well as new food offerings – including healthier and sustainable choices.

### **Situation**

Subsequent to the Administrative Excellence Committee’s approval of the final draft budget, and based on stakeholder input, a proposed budget amount for the cafeteria capital project was received by the Vice President, Finance and Administration. This amount \$3.7 million as follows:

- \$1.8 million in capital renovations for the Trafalgar campus;
- \$1.6 million in capital renovation for the Davis campus; and
- \$0.3 million contingency.

Through this investment, college revenue from the cafeterias is forecast to grow from just over \$600,000 per year in 2011/2012 to \$1.3 million per year in 2021/2022. Revenue received in excess of \$600,000 will be transferred to the restricted reserve fund. Based on the present revenue forecast the return will total 5.3 million or 6.75 per cent.

The investment was discussed with the Chair of the Administrative Excellence Committee on March 24, 2011 and is presented to the full committee for their information prior to the approval of the 2011/2012 Operating and Capital Budget by the Board on March 30, 2011.

#### **Capital Project Financing/Investment**

The \$3.7 million investment required for this capital project will be transferred from the College's restricted reserve fund. As part of the 2010/2011 budget, \$3,878,586 was set aside as a funding "contingency" for the Mississauga capital project. The total contingency for the Mississauga project is \$13,700,600.

As fund raising for Mississauga is well underway, it has been determined that the \$3.8 million may be transferred without impeding the fiscal health or financial health indicators of Sheridan College. Further in accordance with the direction of the college to look for higher yielding investments, this investment will return 6.75 per cent. This amount is 5.45 per cent greater than current short term yield rates.

#### **Conclusion**

Sheridan cafeterias have not had a capital investment (with the exception of stoves, ovens and chairs) in more than 20 years. This investment will:

- revitalize the space;
- provide an infrastructure to allow for a more diverse menu; and
- provide a projected return to the college of 6.75 per cent

In addition to the above, this investment is complementary to the student centre renovations which are also to be completed in the Davis campus in 2011 and the Trafalgar Campus in 2012.

Respectfully Submitted

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Steven Parfeniuk  
Vice President of Finance and Administration