



NORTHERN COLLEGE

BUSINESS PLAN
2013 - 2014



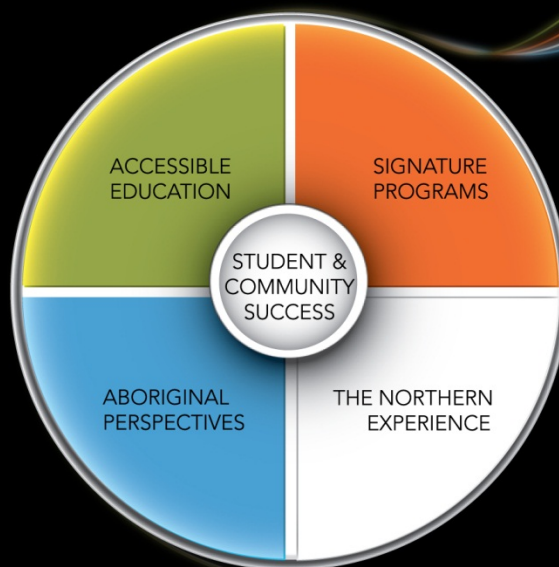
*Approved by the Northern College Board of Governors
May 1, 2013*

AN OVERVIEW OF THE STRATEGIC DIRECTIONS FOR 2013-2016

We are committed to maximizing educational access, engagement and choice for our communities.

We help our learners succeed by integrating innovative delivery methods with technology and a comprehensive suite of student support services.

We appreciate and respect the Aboriginal worldview and its contribution to contemporary thinking. We facilitate opportunities in which different perspectives are presented, valued and understood, so our learners are prepared for an increasingly diverse workplace.



We are building a reputation as a world-class provider of selected programs that leverage the strengths, partnerships and assets of each campus, while continuing to respond to the specific education and training needs of our northern communities.

Our goal is to help learners achieve their full potential by providing unique academic, social and real-world experiences. We are committed to providing an environment that embraces continuous improvement, innovation and ongoing quality management.

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1. STRATEGIC DIRECTION: ACCESSIBLE EDUCATION

We are committed to maximizing educational access, engagement and choice for our communities. We help our learners succeed by integrating innovative delivery methods with technology and a comprehensive suite of student support services.

ACCESSIBLE EDUCATION

Objective 1.1: Facilitate learner self-serve opportunities using information technology.

"We are investigating advances in technology that facilitate greater access – in terms of geography, distance and time – to post-secondary education."

Initiative		Measurement Tool/Standard	Target and Completion Date
1.1.1-13	Develop online tools, resources and self-serve options, providing greater access to services and information to all students	Phase One of online registration and payment for full-time post-secondary students completed Four online campus tours completed and uploaded to website and YouTube MyNorthern student portal http://www.mynorthern.ca/ and College website http://www.northern.on.ca/ developed further to provide a one-stop-shop for information and services for distance learners	Phase One completed and available for full-time post-secondary equivalent (PSE) students by June 2013 One online tour per campus completed by October 2013 Enhancements completed by March 2014
1.1.2-13	Implement and support a 'Bring Your Own Device' (BYOD) strategy	Strategy developed and implemented	Strategy developed and implemented by March 2014
1.1.3-13	Develop an archived collection of learning objects, for example, video demos for student accessibility and remediation	Archived collection completed	Ten learning objects for Tech and Trades archived by March 2014

Objective 1.2: Refine non-academic services that support program entry, retention and success.

"We are committed to providing a comprehensive suite of non-academic services in such areas as housing, student loans and bursaries, and other supports that increase accessibility and foster academic success. (i.e. student life cycle)"

Initiative		Measurement Tool/Standard	Target and Completion Date
1.2.1-13	Develop a plan to connect with applicants and students to increase awareness of non-academic services	Plan developed and implemented	Plan developed and implemented by November 2013
1.2.2-13	Investigate and, if feasible, provide student health services onsite at Haileybury Campus	Information obtained; feasibility determined	Health care services provided two hours/day, twice a week by September 2013
1.2.3-13	Identify after-hour activity and if deemed necessary, provide student support services in the evenings	Activity levels identified and reviewed Extended student support services implemented and communicated	September 2013
1.2.4-13	Facilitate construction of Haileybury residence	Residence built and opened	Residence built and opened by August 2013

ACCESSIBLE EDUCATION

Objective 1.3: Collect individual learner progress data to improve support services.

"By measuring baseline and outcome data for those accessing various student services, we can engage in continuous improvement that will allow us to better address learner needs."

	Initiative	Measurement Tool/Standard	Target and Completion Date
1.3.1-13	Investigate suitable software for a centralized database for Advising Services	Investigation complete	Investigation complete by December 2013
1.3.2-13	Implement Student Success policy and procedures	Student Success procedures implemented.	Student Success procedures implemented by December 2013
1.3.3-13	Pilot "Tutor.com" to provide on-demand tutoring services for students	Utilization reports from Tutor.com	September 2013
1.3.4-13	Administer student surveys to provide feedback on technology and services for distance learners	Surveys completed	Surveys completed by December 2013 and March 2014

Objective 1.4: Impact learner success through innovative program delivery.

"We will explore innovative processes to customize program delivery, so that we can accommodate a wider range of academic, personal or professional learner needs."

	Initiative	Measurement Tool/Standard	Target and Completion Date
1.4.1-13	Create pathways for learners to specific post-secondary programs by developing and delivering courses through a variety of delivery modes	Number and variety of courses developed and delivered in alternate format	Four courses developed and/or delivered by December 2013
1.4.2-13	Explore viability of distance learning articulation agreements with a university	Surveys implemented and viability established	Agreement with one university by September 2013
1.4.3-13	Create common first semester programming within technology program clusters to allow students to move between programs and to enable common retention initiatives	First semester programming 70% common within technology cluster	March 2014

2. STRATEGIC DIRECTION: SIGNATURE PROGRAMS

We are building a reputation as a world-class provider of selected programs that leverage the strengths, partnerships and assets of each campus, while continuing to respond to specific education and training needs in our northern communities.

SIGNATURE PROGRAMS

Objective 2.1: Leverage identified signature program advantages and identify niche opportunities.

"By building an inventory of strengths and assets at each campus, we are better positioned to understand which unique, hard-to-imitate advantages can be leveraged into best-in-class programs."

	Initiative	Measurement Tool/Standard	Target and Completion Date
2.1.1-13	Develop marketing strategies for each signature program	Marketing strategies completed	Strategies completed by November 2013
2.1.2-13	Leverage unique equipment and physical space in existing signature programs to offer a cluster of related courses/programs	New related courses/ programs developed	Two courses by September 2013 Two additional courses/programs by March 2014
2.1.3-13	Market Mining program at Porcupine campus as an expansion of the Mining signature program	Successful marketing strategy resulting in increased enrolment	Eight additional students registered for September 2013
2.1.4-13	Discussions initiated with Authorized National Body (ANB) to offer International Welding Technologist graduate certificate program by blended delivery	Permission for blended delivery obtained	Permission for blended delivery obtained by March 2014
2.1.5-13	Obtain CVS and MTCU approval to offer new post-secondary programs	Program proposals submitted Program approvals received	Two new post-secondary program proposals submitted by June 2013 Approvals received by September 2013

Objective 2.2: Enhance signature programs for each campus in alignment with the brand story.

"We recognize that each campus has a role to play in building and enhancing the Northern College brand, and will explore how each can contribute to the established signature programs."

	Initiative	Measurement Tool/Standard	Target and Completion Date
2.2.1-13	Develop brand stories for each signature program and host campus in alignment with the college brand story	Signature program brand stories completed	Signature program brand stories completed by November 2013
2.2.2-13	Gather testimonials and support from employers and alumni to enhance the signature program brand stories	Testimonials from employers and alumni completed	Three testimonials per campus completed by December 2013
2.2.3-13	Develop geographically targeted marketing campaigns to high schools with high concentrations of Specialist High Skills Major programs	Marketing campaigns developed	Marketing campaigns developed by November 2013

SIGNATURE PROGRAMS

Objective 2.3: Emphasize signature programs to highlight program relevance and brand.

"By aligning signature programs with industry requirements, we will generate greater recognition and legitimacy as both an education provider and a community partner."

	Initiative	Measurement Tool/Standard	Target and Completion Date
2.3.1-13	Develop and implement marketing initiatives that align with signature programs and promote campus strengths and industry requirements	Initiatives developed & implemented for each signature program	Four initiatives developed & implemented for each signature program by March 2014
2.3.2-13	Develop a campaign to communicate career prospects related to signature programs	Campaign developed	Campaign developed by January 2014
2.3.3-13	Develop partnerships linked to signature programs	New/expanded partnerships developed	Three new/expanded partnerships developed by March 2014

3. STRATEGIC DIRECTION: THE NORTHERN EXPERIENCE

Our goal is to help learners achieve their full potential by providing unique academic, social and real-world experiences. We are committed to providing an environment that embraces continuous improvement and ongoing quality management.

THE NORTHERN EXPERIENCE

Objective 3.1: Develop, launch and support a Northern College Brand and Identification Strategy.

“As part of our commitment to consider more entrepreneurial practices, we will explore the college brand’s impact on learner commitment and loyalty, and its implications for current and potential stakeholders.”

Initiative		Measurement Tool/Standard	Target and Completion Date
3.1.1-13	Explore best practices for real-time, online relationships with prospective and current students and distance learners through the use of technology and open-source software	Report identifying best practices	Report identifying best practices by September 2013
3.1.2-13	Develop the branding identification strategy	Strategy developed	Strategy developed by August 2013
3.1.3-13	Develop a highly visual social media marketing strategy based on the new brand story	Social media influencers identified and social media marketing strategy completed	January 2014

Objective 3.2: Develop comprehensive learner recruitment strategy.

Initiative		Measurement Tool/Standard	Target and Completion Date
3.2.1-13	Develop and implement a pilot applicant relationship cultivation strategy	Strategy developed and implemented	Strategy developed and implemented by March 2014
3.2.2-13	Pursue funding for the ‘Study North’ initiative to recruit from the Greater Toronto Area (GTA)	Funding received	Funding received by September 1, 2013
3.2.3-13	Investigate and recruit from geographic areas where students are waitlisted for programs offered at Northern	Report identifying recruitment areas with potential Recruitment plan developed and implemented	Report completed by August 2013 November 2013
3.2.4-13	Investigate best practices throughout the college system that will support the development of a marketing and recruitment plan	Report completed	Report completed by January 2014

THE NORTHERN EXPERIENCE

Objective 3.3: Implement Quality Management Program

"Quality management is an essential component of continuous improvement, and we will investigate and initiate processes to improve upon our program and service delivery performance."

	Initiative	Measurement Tool/Standard	Target and Completion Date
3.3.1-13	Develop an action plan to implement and monitor recommendations from results of data provided from various data collection methodologies	Action plan developed Formative and summative reviews completed	Action plan developed and implemented by February 2014 Formative and summative reviews completed as scheduled
3.3.2-13	Investigate and initiate continuous quality improvement initiatives to improve technical services for students and employees	Continuous improvement initiatives investigated and initiated	Five continuous improvement initiatives investigated and initiated by March 2014
3.3.3-13	Investigate and initiate continuous quality improvement processes in the area of capital resources	Board approved capital improvements completed	Board approved capital improvements completed by March 2014
3.3.4-13	Investigate and initiate continuous quality improvement initiatives to support employees in their achievement of professional and personal success	Quality improvement initiatives completed	Two quality improvement initiatives completed by September 2013
3.3.5-13	Develop a plan to increase student satisfaction (KPI rate) to provincial average by 2017-18	Plan developed	Plan developed and implemented by Oct. 31, 2013 Student Satisfaction increased by 3%, by April 2014

Objective 3.4: Integrate more placement and applied research opportunities.

"We are increasing our efforts to build applied research capacity throughout our campus system. We will continue to build relationships and partnerships with local industry to facilitate more opportunities in this area."

	Initiative	Measurement Tool/Standard	Target and Completion Date
3.4.1-13	Integrate Applied Research projects into programs	Applied Research projects integrated into programs	Six projects integrated into programs by March 2014
3.4.2-13	Develop marketing materials to promote Applied Research opportunities	Marketing materials developed	Marketing materials developed by October 2013
3.4.3-13	Integrate more placement opportunities into programs	Additional placement opportunities integrated	One additional placement opportunity integrated by September 2013

THE NORTHERN EXPERIENCE

Objective 3.5: Build more social interaction and engagement opportunities for learners.

"Research suggests that learners' educational outcomes are better when institutions also provide opportunities for social, personal and career development. We are working towards ensuring that such opportunities are an integral part of The Northern Experience."

Initiative		Measurement Tool/Standard	Target and Completion Date
3.5.1-13	Develop a student life strategy in partnership with Northern College Student Association (NCSA) at all campuses	Student life strategy developed	Student life strategy developed by November 2013
3.5.2-13	Develop a communication plan to build and nurture rapport with and between students	Communication plan developed	Communication plan developed by September 2014
3.5.3-13	Explore and develop more athletic/club opportunities for students on and off campus	Additional athletic/clubs developed	One additional athletic/clubs developed by December 2013

4. STRATEGIC DIRECTION: ABORIGINAL PERSPECTIVES

We appreciate and respect the Aboriginal worldview and its contribution to contemporary thinking. We facilitate opportunities in which different perspectives are presented, valued and understood, so our learners are prepared for an increasingly diverse workplace.

ABORIGINAL PERSPECTIVES

Objective 4.1: Investigate best practices for building and enhancing Aboriginal relations.

"We will continue to engage in consistent, meaningful and mutually beneficial relationships with Aboriginal peoples, communities, and organizations. We recognize, respect and appreciate the importance of incorporating Aboriginal knowledge and worldviews in our programming."

Initiative		Measurement Tool/Standard	Target and Completion Date
4.1.1-13	Develop Aboriginal-specific recruitment tools	Tools developed	Three recruitment tools developed by September 2013
4.1.2-13	Embed Aboriginal content and culture into curriculum inclusive of Elder participation and develop additional Aboriginal general education courses	Percentage of programs with Aboriginal content and culture	90% of programs by March 2014
4.1.3-13	Host a Trades Aboriginal Youth Summer Camp at Porcupine campus	Summer Camp hosted	75% satisfaction rate as measured with evaluation tool

Objective 4.2: Develop and implement a campus plan for Moosonee.

"We are committed to exploring new program concepts that leverage the unique cultural and geographic assets at the Moosonee campus."

Initiative		Measurement Tool/Standard	Target and Completion Date
4.2.1-13	Establish an internal steering committee to identify goals, deliverables and timelines for the campus plan	Committees established and deliverables written	Committees established and deliverables written by May 2013
4.2.2-13	Conduct community meetings in identified communities to garner support, commitment and involvement in the development of the campus plan	Community meetings conducted in identified communities. Results tabulated and preliminary action plans developed	Community meetings conducted in identified communities. Results tabulated and preliminary action plans developed by December 2013

ABORIGINAL PERSPECTIVES

Objective 4.3: Continue to refine cross-cultural understanding opportunities.

"More than ever before, the contemporary workplace is characterized by diversity. One of our goals is to help learners understand how cultural differences can be mobilized for the benefit of the individual, the workplace, and society as a whole."

	Initiative	Measurement Tool/Standard	Target and Completion Date
4.3.1-13	Implement strategies to promote cultural competence at all campuses of Northern College	Strategies implemented	Two strategies implemented by March 2014
4.3.2-13	Develop partnerships with local agencies that serve Aboriginal people to address unique needs	Partnerships in place and needs identified	Partnerships in place and needs identified by March 2014
4.3.3-13	Expand Elder program at all campuses	Elder program expanded at all campuses	Elder program expanded at all campuses by March 2014

STATEMENT OF FINANCIAL POSITION

Northern College

	Actuals 2012-13	Budget 2013-14
1 Assets	42,665,556	41,113,538
11 Cash and Cash Equivalents	3,030,450	3,300,000
111 Cash and Cash Equivalents	3,030,450	3,300,000
112 Cash in Trust - Endowments	-	-
12 Accounts Receivable	3,100,644	3,300,000
121 Accounts Receivable	3,100,644	3,300,000
GRE	1,831,480	1,800,000
Non-GRE	1,269,164	1,500,000
14 Other Current Assets	4,088,937	4,350,000
141 Assets for Sale	35,379	50,000
142 Inventory for Consumption	-	-
149 Other Current Assets	4,053,558	4,300,000
14910 Current Portion of Loans and Advances Receivable	-	-
GRE	-	-
Non-GRE	-	-
14920 Current portion of Other Long Term Receivables	-	-
GRE	-	-
Non-GRE	-	-
14930 Prepaid Expenses	83,149	100,000
14940 Investments Greater than 90 Days & Less than 1 Year	3,970,409	4,200,000
14947 Investments Greater than 90 Days & Less than 1 Year - MTM OB	-	-
14948 Investments Greater than 90 Days & Less than 1 Year - MTM CY	-	-
14990 Other Current Assets	-	-
15 CIP	-	-
151 CIP	-	-
16 Tangible Capital Assets	70,373,766	70,663,766
161 Land	369,570	369,570
162 Site Improvements	310,892	310,892
163 Building	50,030,990	50,030,990
164 Furniture and Equipment	19,662,314	19,952,314
165 IT	-	-
166 Aircraft	-	-
169 Other TCA	-	-
17 Tangible Capital Asset Accumulated Amortization	- 38,769,346	- 41,350,228
172 AA Site Improvements	- 305,729	- 310,011
173 AA Building	- 22,975,785	- 23,979,965
174 AA Furniture and Equipment	- 15,487,832	- 17,060,252
175 AA IT	-	-
176 AA Aircraft	-	-
179 AA Other TCA	-	-
18 Long Term Receivable	-	-
181 Long Term Receivable	-	-
GRE	-	-
Non-GRE	-	-
19 Investments and Other Long term Assets	841,105	850,000
191 Long term Investments	841,105	850,000
19110 Investments Greater than 1 Year	841,105	850,000
19117 Investments Greater than 1 Year - MTM OB	-	-
19118 Investments Greater than 1 Year - MTM CY	-	-
199 Other Long term Assets	-	-
19990 Other Long Term Assets	-	-
19997 Other Financial Assets - MTM OB	-	-
19998 Other Financial Assets - MTM CY	-	-

STATEMENT OF FINANCIAL POSITION

Northern College

	Actuals 2012-13	Budget 2013-14
2 Liabilities	33,309,875	32,920,717
21 Bank Indebtedness	-	-
211 Bank Indebtedness	-	-
22 Accounts Payable and Accrued Liabilities	4,825,678	4,700,000
221 Accounts Payable and Accrued Liabilities	4,825,678	4,700,000
GRE	77,329	
Non-GRE	4,748,349	4,700,000
222 Accrued Interest	-	
223 Current Portion of Long term liabilities	-	-
22310 Current Portion of Long Term Debt	-	-
GRE	-	
Non-GRE	-	
22320 Current Portion of Capital Leases	-	
224 Demand Loans	-	-
22401 Demand Loans - OB	-	-
22402 Demand Loans - Newly acquired	-	
22403 Demand Loans - Repayments	-	
23 Deferred Revenue	1,402,480	1,250,000
231 Deferred Revenue	876,821	750,000
GRE	649,918	650,000
Non-GRE	226,903	100,000
232 Deferred Tuition Revenue	525,659	500,000
24 Restricted Contribution	-	-
241 Restricted Contribution	-	-
GRE	-	
Non-GRE	-	
24107 Restricted Contribution - MTM OB	-	-
24108 Restricted Contribution - MTM CY	-	
25 Deferred Capital Contributions	25,420,717	25,420,717
251 DCC	25,420,717	25,420,717
GRE	18,531,080	18,531,080
Non-GRE	6,889,637	6,889,637
25102 DCC - Additions	453,223	290,000
GRE	339,204	250,000
Non-GRE	114,019	40,000
25103 DCC - Amortized to Revenue	- 2,120,198	- 2,068,756
GRE	- 1,761,963	- 1,715,521
Non-GRE	- 358,235	- 353,235
25107 DCC - MTM OB	-	-
25108 DCC - MTM CY	-	
252 DCC Unspent - Third Parties	-	
25202 DCC Unspent - Additions	-	
25207 DCC Unspent - MTM OB	-	-
25208 DCC Unspent - MTM CY	-	
26 Capital Lease	-	-
261 Capital Lease	-	
26103 Capital Lease - Payments	-	
27 Debt	-	-
271 Debt	-	-
GRE	-	
Non-GRE	-	
27102 Debt - Acquired	-	-
GRE	-	
Non-GRE	-	
27103 Debt Retired/Paid in the Year	-	-
GRE	-	
Non-GRE	-	
29 Other Long Term Liabilities	1,661,000	1,550,000
291 Obligation for Pension Plan Benefits	-	
292 Obligation for Postemployment Benefit & Compensated Absences	1,661,000	1,550,000
293 Obligation under AFP	-	
299 Derivatives and Other Long term Liabilities	-	-
GRE	-	
Non-GRE	-	
29917 Derivatives MTM - OB	-	-
29918 Derivatives MTM - CY	-	

STATEMENT OF FINANCIAL POSITION

Northern College

	Actuals 2012-13	Budget 2013-14
3 Net Assets	9,355,681	8,192,821
31 Unrestricted Net Assets	- 2,360,594	- 3,080,475
311 <i>Unrestricted Net Assets</i>	- 2,360,594	- 3,080,475
32 Internally Restricted Net Assets	870,728	675,990
321 <i>Internally Restricted Net Assets</i>	870,728	675,990
33 Investment in Capital Assets	6,183,702	5,980,151
331 <i>Investment in Capital Assets</i>	6,183,702	5,980,151
36 Restricted Contributions	344,690	300,000
361 <i>Restricted Contributions</i>	344,690	300,000
GRE	-	-
Non-GRE	344,690	300,000
37 Endowments	4,317,155	4,317,155
371 <i>Endowments</i>	4,317,155	4,317,155
GRE	2,198,035	2,198,035
Non-GRE	2,119,120	2,119,120
37107 Endowments MTM - OB	-	-
37108 Endowments MTM - CY	-	-
38 Accumulated Remeasurement Gain & Losses	-	-
381 <i>Accumulated Remeasurement Gain & Losses</i>	-	-
38107 Accumulated Remeasurement Gain & Losses - OB	-	-
38108 Unrealised Remeasurement - CY Gains/Losses	-	-
38109 Remeasurement Reclassified to Statement of Operation	-	-

STATEMENT OF OPERATIONS

Northern College

	Actuals 2012-13	Budget 2013-14
4 Revenue	42,211,221	40,802,451
41 Grant Revenue	31,219,599	30,189,443
411 Grant Revenue	29,099,401	28,120,687
41110 Grant revenue Operating	28,951,119	27,976,887
GRE	28,020,050	27,121,887
Non-GRE	931,069	855,000
41120 Grant revenue Capital	148,282	143,800
GRE	133,800	133,800
Non-GRE	14,482	10,000
41130 Recognition of Deferred Revenue & Restricted Funds	-	-
GRE	-	-
Non-GRE	-	-
412 Flow Through Grants	-	-
GRE	-	-
Non-GRE	-	-
413 Provincial Grants Repayment of Prior Year	-	-
414 Amortization of Deferred Capital Contributions	2,120,198	2,068,756
GRE	1,761,963	1,715,521
Non-GRE	358,235	353,235
43 Tuition Fees	6,651,930	5,988,591
431 Tuition Fee - Regulated	4,675,616	4,487,694
432 Tuition Fee - Unfunded	498,930	700,897
439 Tuition Fee - Other	1,477,384	800,000
44 Other Student Fees	902,055	864,794
449 Other Student Fees	902,055	864,794
45 Contractual and other fee-for-services	1,343,729	1,922,000
451 Contractual Services	1,343,729	1,922,000
452 Other fee-for-services	-	-
46 Ancillary Revenue	1,073,463	873,603
461 Ancillary Revenue	1,073,463	873,603
49 Other Revenue	1,020,445	844,020
491 Reimbursement of Expenses	-	-
492 Donations	262,292	-
493 Gain/Loss on Sale of Assets	-	-
494 Gain/Loss on Sale of Inventory and other Assets	-	-
499 Other Revenue	758,153	844,020
49920 Investment Income	318,032	120,000
GRE	-	-
Non-GRE	318,032	120,000
49940 Interest Income	-	-
GRE	-	-
Non-GRE	-	-
49989 Realized MTM Gain/Loss	-	-

STATEMENT OF OPERATIONS

Northern College

	Actuals 2012-13	Budget 2013-14
5 Expenses	44,510,160	41,722,332
51 Salaries & Wages	23,545,815	22,761,734
511 Salaries - Full Time & Partial Load Academic	8,928,215	8,645,936
512 Salaries - Part Time & Sessional Academic	2,106,950	2,069,422
513 Salaries - Support Staff	8,905,149	8,813,777
514 Salaries - Administrative Staff	3,308,984	3,138,899
515 Other Salary Costs - Full Time & Partial Load Academic	262,234	61,700
516 Other Salary Costs - Part Time & Sessional Academic	-	-
517 Other Salary Costs - Support Staff	34,283	32,000
518 Other Salary Costs - Administrative Staff	-	-
52 Employee Benefits	4,939,343	5,119,694
521 Benefits - Full Time & Partial Load Academic	916,666	730,620
522 Benefits - Part Time & Sessional Academic	176,343	176,936
523 Benefits - Support Staff	1,332,234	1,383,594
524 Benefits - Administrative Staff	340,805	341,900
525 Pension Plans	2,270,295	2,486,643
526 Postemployment Benefits & Compensated Absences	- 97,000	-
53 Transportation & Communication	894,169	752,792
531 Transportation & Communication	894,169	752,792
54 Services	8,609,931	6,989,247
541 Services	3,011,479	3,871,176
542 Utilities & Maintenance	4,880,447	2,637,443
543 Rental Expenditures	718,005	480,628
55 Supplies & Minor Equipment	1,986,760	2,194,558
551 Supplies & Minor Equipment	1,986,760	2,194,558
56 Ancillary Services - Expenditures	-	-
561 Ancillary Expenditures	-	-
57 Amortization Expense	2,611,540	2,580,882
571 Amortization Expense	2,611,540	2,580,882
59 Other Expenditures	1,922,602	1,323,425
591 Interest & Insurance Expenses	501,575	375,339
59110 Interest on Capital Leases	-	-
59120 Interest on Long Term Debt & Demand Loans	98,140	-
GRE	98,140	-
Non-GRE	-	-
59130 Interest Expense on Line of Credit	-	-
599 Other Expenses	1,421,027	948,086
SURPLUS/(DEFICIT)	- 2,298,939	- 919,881

CAPITAL ASSETS

Northern College

LAND

16101 Land - OB
16105 Land - Transfers from CIP ¹
16102 Land - Additions
16103 Land - Disposals
16104 Land - Valuation and Other Adjustments
TOTAL LAND - CLOSING

Actual	Forecast				
2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
369,570	369,570	369,570	369,570	369,570	369,570
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
369,570	369,570	369,570	369,570	369,570	369,570

BUILDING

16301 Building - OB
16305 Building - Transfers from CIP ¹
16302 Building - Additions
16303 Building - Disposals
16304 Building - Valuation and Other Adjustments
Closing balance

49,345,021	50,030,990	50,030,990	50,030,990	51,130,990	51,130,990
-	-	-	-	-	-
685,969	-	-	1,100,000	-	-
-	-	-	-	-	-
-	-	-	-	-	-
50,030,990	50,030,990	50,030,990	51,130,990	51,130,990	51,130,990

Accumulated Amortization:

17301 AA Building - OB
17302 AA Building - Current Year Amortization
17303 AA Building - Disposals
17304 AA Building - Valuation and Other Adjustments
Closing balance

-	21,952,572	-	22,975,785	-	23,979,965	-	24,950,971	-	25,914,168	-	26,849,145
-	1,023,213	-	1,004,180	-	971,006	-	963,197	-	934,977	-	926,040
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	22,975,785	-	23,979,965	-	24,950,971	-	25,914,168	-	26,849,145	-	27,775,185

BUILDINGS - NET BOOK VALUE

27,055,205	26,051,025	25,080,019	25,216,822	24,281,845	23,355,805
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SITE IMPROVEMENTS

16201 Site Improvement - OB
16205 Site Improvement - Transfers from CIP ¹
16202 Site Improvement - Additions
16203 Site Improvement - Disposals
16204 Site Improvement - Valuation and Other Adjustments
Closing balance

310,892	310,892	310,892	860,892	860,892	860,892
-	-	-	-	-	-
-	-	550,000	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
310,892	310,892	860,892	860,892	860,892	860,892

Accumulated Amortization:

17201 AA Site Improvement - OB
17202 AA Site Improvement - Current Year Amortization
17203 AA Site Improvement - Disposals
17204 AA Site Improvement - Valuation and Other Adjustments
Closing balance

-	297,744	-	305,729	-	310,011	-	310,609	-	282,814	-	255,314
-	7,985	-	4,282	-	598	-	27,795	-	27,500	-	27,500
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	305,729	-	310,011	-	310,609	-	282,814	-	255,314	-	227,814

SITE IMPROVEMENT - NET BOOK VALUE

5,163	881	550,283	578,078	605,578	633,078
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FURNITURE & EQUIPMENT

16401 Furniture & Equipment - OB
16405 Furniture & Equipment - Transfers from CIP ¹
16402 Furniture & Equipment - Additions
16403 Furniture & Equipment - Disposals
16404 Furniture & Equipment - Valuation and Other Adjustments
Closing balance

18,931,774	19,662,314	19,952,314	20,202,314	20,552,314	20,802,314
-	-	-	-	-	-
730,540	290,000	250,000	350,000	250,000	250,000
-	-	-	-	-	-
-	-	-	-	-	-
19,662,314	19,952,314	20,202,314	20,552,314	20,802,314	21,052,314

Accumulated Amortization:

17401 AA Furniture & Equipment - OB
17402 AA Furniture & Equipment - Current Year Amortization
17403 AA Furniture & Equipment - Disposals
17404 AA Furniture & Equipment - Valuation and Other Adjustments
Closing balance

-	13,907,490	-	15,487,832	-	17,060,252	-	18,513,354	-	19,535,600	-	19,020,040
-	1,580,342	-	1,572,420	-	1,453,102	-	1,022,246	-	515,560	-	350,054
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	15,487,832	-	17,060,252	-	18,513,354	-	19,535,600	-	19,020,040	-	18,669,986

FURNITURE & EQUIPMENT - NET BOOK VALUE

4,174,482	2,892,062	1,688,960	1,016,714	1,782,274	2,382,328
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INFORMATION TECHNOLOGY

16501 IT - OB
16505 IT - Transfers from CIP ¹
16502 IT - Additions
16503 IT - Disposals
16504 IT - Valuation and Other Adjustments
Closing balance

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Accumulated Amortization:

17501 AA IT - OB
17502 AA IT - Current Year Amortization
17503 AA IT - Disposals
17504 AA IT - Valuation and Other Adjustments
Closing balance

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INFORMATION TECHNOLOGY - NET BOOK VALUE

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Northern College

16601 Aircraft - OB
16605 Aircraft - Transfers from CIP¹
16602 Aircraft - Additions
16603 Aircraft - Disposals
16604 Aircraft - Valuation and Other Adjustments
Closing balance

17601 AA Aircraft - OB
17602 AA Aircraft - Current Year Amortization
17603 AA Aircraft - Disposals
17604 AA Aircraft - Valuation and Other Adjustments
Closing balance

AIRCRAFT - NET BOOK VALUE

16901 Other TCA - OB
16905 Other TCA - Transfers from CIP¹
16902 Other TCA - Additions
16903 Other TCA - Disposals
16904 Other TCA - Valuation and Other Adjustments
Closing balance

17901 AA Other TCA - OB
17902 AA Other TCA - Current Year Amortization
17903 AA Other TCA - Disposals
17904 AA Other TCA - Valuation and Other Adjustments
Closing balance

OTHER TCA - NET BOOK VALUE

15101	CIP - OB	
15102	CIP - Additions	
	Additions - AFP projects ²	
15106	CIP - Capitalized Interest	
15105	CIP - Transfers to Tangible Capital Asset ¹	
15103	CIP - Disposals	
15104	CIP - Valuation and Other Adjustments	
	Closing balance	

TOTAL ACQUISITIONS (incl. AFP)

TOTAL AMORTIZATION

Actual	Forecast				
2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
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CAPITAL PROJECT STATUS AND SOURCES OF FINANCING

Project Status						Tangible Capital Assets Category								Sources of Financing										Additions including Construction in Progress					
No	Project Name	Project Type (drop down list)	Project Description	Planned Start Date (MM/YYYY)	Planned Completion Date (MM/YYYY)	Total Project Cost	Land	Building	Site Improvement s	Furniture & Equipment	Information Technology	Aircraft	Other TCA	TCU Capital Grant	TCU Operating Grant used for Capital	Other Provincial Funding	Internal Reserve	OFA Financing	Third Party Funding - Federal	Third Party Funding - Municipalities	Student Bodies	Other Third Party Funding	2012-13 and Before	2013-14	2014-15	2015-16	2016-17	2017-18	
1	The Coleman Project	Major Capital Project	Coleman Centre for Wildlife & the Environment	09/2014	03/2016	1,750,000		1,100,000	550,000	100,000				100,000	75,000	875,000				500,000			200,000			550,000	1,200,000		
2	Instructional equipment	Capital Renewal	Capitalization of AEF, CERF equip purchases	04/2013	03/2018	1,290,000				1,290,000					1,290,000										290,000	290,000	250,000	250,000	250,000
3						-																							
4						-																							
5						-																							
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18						-																							
19						-																							
20						-																							
21	Other Projects					-																							
Total						3,040,000	-	1,100,000	550,000	1,390,000	-	-	-	100,000	1,365,000	875,000	-	-	500,000			200,000	-	290,000	800,000	1,450,000	250,000	250,000	

Ministry of Training, Colleges and Universities
Annual Borrowing Plan for Section 28 of FAA Approval
Northern College

	Loan Requirements for the Year	Purpose of the Borrowing	Month in Which Financing Will Be Required (mm-yyyy)	Term of the Proposed Loan	Notes
2012-13 and Before					No borrowing
2013-14					No borrowing anticipated
2014-15					No borrowing anticipated
2015-16					No borrowing anticipated
2016-17					No borrowing anticipated
2017-18 and After					No borrowing anticipated
Total	-				

Detailed Assumptions

Northern College

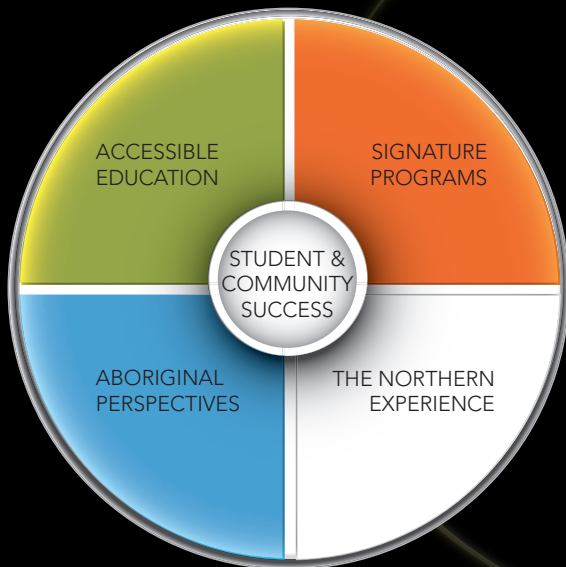
Please input detailed assumptions used for all tabs including statement of operations, statement of financial positions, capital assets, and amortization.

- 1) 2% growth in enrolment
- 2) 3% increase in tuition fees
- 3) 3% decrease in GPOG & Enrolment Growth funding
- 4) All other MTCU funding assumed 0% increase
- 5) Expenses other than salaries & benefits 0% increase
- 6) Academic salaries reduced by retirements

ORGANIZATIONAL CULTURE ASPIRATIONAL STATEMENT

Northern College upholds the principles of trust, respect and collaboration by providing the necessary tools and support to facilitate professional and personal success. Our caring, open and trusting environment fosters creativity, innovation and collaboration, resulting in a strong sense of belonging and pride. Proactive participation is encouraged, individual opinions and beliefs are valued, hard work is rewarded, and we all take personal ownership for our experience at Northern College.

INSTITUTIONAL ASPIRATIONS



- 2020 by 2020
- Barrier-free learning
- College of Choice for Aboriginal People
- Employees are our most valued assets