



green

global

socially responsible



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executive summary

It's been five decades in the making. A cast of thousands contributed to its success. It's exciting. It's bold. It's Totally New'd. It's Lethbridge College and we're proud of it. The past year has seen us roll out a new name, a new brand and a new attitude. Our roots are firmly planted in our heritage. Our vision is clearly focused on wider horizons. We're proud of where we've been and we're excited about where we're going. Since opening our doors in 1957 our college has been a part of the community and a leader in Alberta's post-secondary system. We have a history of unique achievements and look forward to a future of outstanding contributions.

Our vision is bold: Our Faculty and Students will be known as global citizens and industry leaders who impact their professions through innovation, contribution to society, and the development of partnerships around the world. The College will continually pursue ecology initiatives across our curriculum, in our facilities, on our land and in partnership with our community and industry. Our institution will be recognized as Canada's Green College and our students, faculty, staff and graduates will hold sustainability and social responsibility as a fundamental value. The College will be a model that other institutions look to as an example of collaboration, passion, and culture. The College will be a place that supports its people and is looked upon as an employer of choice. Our vision embraces the opportunities and meets the challenges that exist within our community, province, nation, and the world. Through education, we truly are dedicated to solving the world's problems and making the world a better place for future generations.

It is with this vision that we continually strive for excellence, innovation, and cultural richness in the learning environments serving our learners and community members so they may achieve the capacity to learn, evolve and grow in their careers, lives, and become socially engaged citizens. We continue to be committed to the economic and social well-being of the communities we serve through our highly skilled and quality prepared learners and graduates, innovative programs, strategic linkages in applied research and regional planning, and philanthropic relationships.

The 2009 budget returns a surplus of \$0.5 million to the College's net assets. The budget incorporates a number of new initiatives and capital funding to support the achievement of institutional goals and strategies. We are forecasting flat enrolment over the next four years, which is due in part to the robust Alberta economy and declining numbers in the K-12 system. The focus will be on improving recruitment and retention rates, enhancing accessibility to our programs, and striving to achieve a 'College of Distinction' status through excellence and innovation.

The vision and direction set in 2008 are well underway. The 'Living Home' project, a collaborative initiative with the community and industry, exemplifies the value of implementing applied research that industry can put into practice. Social initiatives – water and sanitation projects in South Africa and on local reserves, are truly making a difference in addressing regional and world problems. Approval to deliver the BZEE certified wind-turbine training – the present world standard - and the acquisition of nine wind turbines, positions the College as a leader in the industry. Campus planning work is well underway and will incorporate our vision for The Centre of Innovation in Trades and Sustainable Technologies. National recognition in ESL programming, collaborations with post-secondary institutions in China, Japan, and other countries to deliver programming, and the focus on supporting successful outcomes for FNMI learners, immigrants, and those who are socio-economically disadvantaged, continue to contribute to the cultural richness of our campus.

Our vision is clearly focused on Wider Horizons - for our learners and the communities in which we serve.



message from the board chair

At Lethbridge College, we are confident in a strong future. This business plan reflects that confidence and outlines what we are doing to ensure our ongoing growth. I believe the Board of Governors encourages a bold approach in considering the direction we wish to take.

Sustainability cannot be achieved through timidity. Failing to make decisions as a result of fearfulness in venturing into uncharted waters does not maintain the status quo. It results in a slow slide to decay.

The Board's approach is to open doors to new opportunity. New opportunity fosters strong partnerships and growth that benefits our learners, the institution, our community and the world beyond our political boundaries.

We are already reaping the rewards through such initiatives as a wind-turbine technology program, growth in our international markets like Mexico and China, and plans to contribute to a healthier environment through The Living Home Project.

Our Business Plan 2008-2012 sets out our vision to ensure we're not just knocking on the door to opportunity, but we're stepping through with the goal of seeing Lethbridge College recognized for its commitment to quality in everything we do.

A stylized, handwritten signature in black ink.

Keith Dys
Chair, Board of Governors

message from the president

Lack of a clear vision limits the future to obscure speculation. At Lethbridge College, we have our sights set on the horizon and what lies beyond. We are clear on our direction and are moving forward with purpose.

This business plan charts our course. It outlines our recognition of the challenges post-secondary faces from such factors as a booming economy and societal shifts. We have a vision that addresses these concerns through meeting the needs of learners, business and industry, and the community. **We're thinking green, global and socially responsible.**

Our approach is reflected in every step we are taking. From the programs we offer to the partnerships we form to the plans we initiate, our focus is guided by our commitment to make the world a better place.

Through efforts discussed in this plan, we have goals for Lethbridge College to be recognized as one of Canada's colleges of distinction providing world-class education, and to be recognized as a 'green' college with a campus community that holds sustainability and social responsibility as fundamental values.

Living up to such high expectations requires thinking beyond provincial or national borders. Today high-speed communications through the Internet and other technologies is bringing everyone closer together, creating the sense of a shrinking world.

Lethbridge College is reaching out to embrace international partnerships and learning, taking our vision to others. We believe the secret to facilitating change lies in sharing ideas.

Being green, global and socially responsible means reaching out to others.

Lethbridge College has been an agent of change since first opening our doors in 1957. As this business plan demonstrates, we are continuing on this path to brighter and wider horizons.

A stylized, handwritten signature in black ink.

Dr. Tracy Edwards
President & CEO



strategic direction

Our vision

*To be recognized as one of Canada's finest comprehensive colleges providing world-class education and training through its commitment to **excellence** and **innovation**.*

Our mission

*Lethbridge College provides **high quality, innovative** programs and services, enabling learners to achieve their educational and career goals.*

Values

People

We value people by:

- ... promoting trust and respect among stakeholders
- ... supporting their professional development
- ... celebrating their accomplishments.

Excellence

We do things well by:

- ... providing exceptional instruction
- ... offering effective learner support services
- ... remaining responsive and innovative.

Success

We promote learner success by:

- ... offering current and relevant programs
- ... using instructional technology creatively
- ... employing flexible delivery systems.

Goals

Sustainability: To cultivate a College environment that is positive, collaborative and sustaining.

Accessibility: To create and maintain flexible learning pathways that enable students to achieve their educational and career goals.

Quality: To ensure the highest standards of performance and innovation in all areas of the institution, including programs, services, applied research and scholarly activity.

Diversity: To provide educational opportunities for a diverse population of learners, including Aboriginal and international students.

Collaboration: To develop strategic alliances with business, industry, government, agencies and other post-secondary institutions to enhance student learning, mobility and employment.

mandate • *Approved by the Minister, Advanced Education, October 4, 2006*

In response to the changing landscape and new directions, the College Board of Governors received Ministerial approval for a revised mandate statement:

Established in 1957, Lethbridge College is a board-governed public college operating under the authority of the Post-secondary Learning Act of Alberta. Its main campus is located in Lethbridge, and it maintains learning centres at other locations in southern Alberta to increase access for Aboriginal and rural learners.

Lethbridge College offers programs that lead to further education or to career employment through its apprenticeship, certificate, diploma, applied baccalaureate degree, and baccalaureate degree programs. Working collaboratively within Alberta's system of public post-secondary education, Lethbridge College provides a range of educational opportunities in a variety of academic program areas, including Business and Management, Design and Technology, Justice Studies, Health and Human Services, Agriculture and the Environment, Trades, Preparatory Studies and University Transfer. The integration of applied research into College programs enhances learning by providing faculty and learners with opportunities to address immediate real-world problems leading to innovative solutions that help improve productivity.

Lethbridge College uses various educational delivery methods including face-to-face, distributed, and blended learning to address diverse learning styles and increase access for students.

Lethbridge College offers a broad range of student support services that enhance learner success for both on- and off-campus students.

The College's program categories are:

- Certificates and Diplomas that prepare graduates for career employment and, in some areas, further study.
- Pre-employment and Apprenticeship Trades programs that provide graduates with education and training in specialized skill areas for the workplace.
- A University Transfer program which provides a pathway for students' completion of undergraduate degree programs.
- Applied Baccalaureate Degrees that prepare graduates for career employment.
- Collaborative Baccalaureate Degrees offered in co-operation with Alberta universities that offer students degree completion opportunities.
- Baccalaureate Degrees that prepare graduates for further study and employment and offer unique learning opportunities that complement, but do not compete with, opportunities already provided in the region.
- Preparatory Studies that assist students in making the transition to college certificate and diploma programs through a range of academic preparation and English as a Second Language programs.

Lethbridge College serves a diverse population of learners, predominantly located in southern Alberta, while also attracting students from other regions, provinces and countries.

Through formal partnership agreements with other institutions locally and internationally, the College helps students become global citizens, increasing their opportunity for economic prosperity. The diversity of student backgrounds also serves to enrich the educational experience of the entire student body.

The College is an important catalyst for economic, social and personal development for the city and the region by actively engaging with employers, the community and individual learners. Through contract training, applied research and scholarly activity, partnerships with business, industry, government and community are developed and strengthened. This contributes to the continuing economic growth of the area, supporting an innovative and competitive local economy.

The College is an important community resource that provides a range of educational, cultural and recreational opportunities to local residents. It provides non-credit and part-time credit courses for the community, and access to its facilities for educationally related community groups and organizations. The College's recreation facilities provide a venue for its athletics and intramural programs, and access to high school and other community sports teams.

Lethbridge College is a dynamic, innovative and progressive post-secondary institution and a proud member of Campus Alberta.

developments, opportunities and challenges

The Alberta Economy and Education

One of five priorities for the Alberta government is to “enhance value-added activities, increase innovation and build a skilled workforce to improve the long-run sustainability of Alberta’s economy.” This challenge, aimed primarily at the post-secondary education sector, will not be easily met. The number one competitor for the education system is the robust economy. Potential learners are putting their careers on hold in favour of higher paid entry-level jobs. While an available workforce is crucial in addressing the short-term needs of employers, an educated, highly skilled workforce is the key to long-term growth and prosperity. It is becoming increasingly important that the post-secondary education system take a leadership role in finding innovative and collaborative pathways to meet both the short- and long-term needs of its constituents and the business community.

According to the current Economic Outlook for 2008 to 2011 published with the Provincial budget, overall global economic growth is expected to be around 4%, driven primarily by emerging economies such as China, India and Russia. Alberta is expected to continue to see growth around the 3.2% mark, significantly lower than the recent highs. Inter-provincial migration is expected to slow down, partially offset by an increase in foreign migration aimed at filling the growing job market. Alberta’s unemployment rate is expected to rise slightly over the next four years to an average of 3.9%; a rate that is considered full employment.

The Alberta housing market is expected to be moderate due to higher prices and slower in-migration. A moderating housing market is not expected to diminish the need for skilled workers. According to the Construction Sector Council’s Labour Market Information program, retirement will drain 16 per cent of the construction labour force until 2014; the Province will require roughly 17,000 new workers to maintain 2004 levels. The Construction Owners Association of Alberta (COAA) says innovative education, in which Alberta becomes more creative, determined and flexible in promoting the educational success of young people and encourages under-represented segments of society to enter the construction trades, is vital to maintain growth.

Recognizing a significant training need, the Construction Sector Council recently signed a partnership agreement with the Association of Canadian Community Colleges (ACCC) to collaborate on the provision of appropriate training and development of the next generation of skilled trades people.

In response to the growing needs of the health care sector, institutions have been encouraged to increase access in the health sciences. Based on the 2008 Alberta budget, we expect to see this trend continue. Although opportunities to expand and contribute to the local economy are welcomed, they do come at a significant cost, especially to institutions in rural communities. Health programs are very expensive to deliver with overall lower student/instructor ratios and more expensive lab requirements.

Rural communities are further challenged in having to compete in an already tight market for qualified quality instructors, and due to the size constraints of the health sector partners they have significantly lower clinical student/instructor ratios than their urban counterparts; all adding to the cost of an already expensive program.

To meet the needs of the growing economy, government is looking to increase participation rates among all Albertans, including First Nations, Metis, Inuit (FNMI) learners...



To meet the needs of the growing economy, government is looking to increase participation rates among all Albertans, including First Nations, Metis, Inuit (FNMI) learners, rural Albertans, immigrants, and those who are socio-economically disadvantaged. Lethbridge College's ability to expand capacity will come at a cost to ensure we have appropriate supports in place to promote success, especially in the under represented population, including FNMI, immigrants, and persons with disabilities.

Increased Attention to Security

Post-911, the attention and concentration on cross-border security, terrorism and Internet crime is having a significant impact on the importance of security to governments and society as a whole.

The increase in spending and focus on technology as a solution to combat the sophistication of this

new generation of criminal intelligence will become a focus for law enforcement agencies locally, regionally, nationally and internationally. Although this new focus presents opportunities for Colleges providing Justice Studies, the increasing need in policing across the province presents challenges for learners wanting to enhance their education and tap into the hot labour market. Colleges will need to provide innovative solutions allowing students to learn, evolve and grow within their chosen career paths.

In the wake of recent incidents at Dawson College in Montreal and Virginia Tech., J. Kevin Cameron, a leading expert in the field of Threat Assessment and Trauma Response, sees a possible pattern in the spread of violent reaction from high school to colleges and universities. "Many of the troubled students in post-secondary institutions today were 13 to 16 when Columbine occurred," he says.

"They're now attending colleges. We predicted this would happen." Following the Taber shootings and his subsequent study for the provincial government, Cameron established the Canadian Centre for Threat Assessment and Trauma Response, partnering with Lethbridge College to create and offer unique training for the nation's school districts to prepare them to deal with similar situations. Now, Lethbridge College and Cameron are extending their partnership to develop training for the post-secondary level.

The need for this type of training extends beyond our nation and could transfer into the United States where a greater population equals a greater risk. On the flip side of this opportunity, as a post-secondary institution, we acknowledge the potential risk for this type of violence within our own institution and the need to take the necessary steps to mitigate these risks.

developments, opportunities and challenges

Globalization and Technology

Increased globalization, fueled by rapidly advancing technology, requires innovative solutions and collaborative approaches within the education sector. Thomas L. Friedman, in his book *The World is Flat*, sums up the challenge for learners and educators. "Every young American today would be wise to think of himself or herself as competing against every young Chinese, Indian, and Brazilian. Because the companies that are adjusting best to the flat world are not just making minor changes, they are changing the whole model of the work they do..... What this means is that students also have to fundamentally reorient what they are learning and educators how they are teaching it." We are only starting to see the impact on post-secondary education of the new generation of learners, the Millennials. This generation is the first to grow up surrounded by digital media; and are adapt with computers, creative with technology and, above all highly skilled at multitasking in a world where ubiquitous connections are taken for granted. No doubt this environment will have profound impacts on their intellectual and cognitive learning skills and their need for a more socially interactive learning environment. Today's learners are no longer the people traditional educational systems were designed to teach.

The Southern Alberta Advantage

As Albertans and the world turn their attention to the long-term sustainability of our environment, we have the opportunity in Southern Alberta to play a key role in impacting our future sustainability. Alberta is well positioned to begin taking a lead role in the development of alternative energies and the promotion of a "greener society". Long seen as Canada's oil-rich province, often to its detriment politically, Alberta – and its southern region – have the unique opportunity of leading the nation in creating new and innovative sources of energy.

Lethbridge – and southern Alberta – lies in the heart of the province best suited to developing renewable energy. Lethbridge College serves the Lethbridge community which encompasses 82,000 people, while situated in a much larger economic rural zone of 250,000 across Southern Alberta. The region receives one of Canada's highest rates of sunshine per year, making it an ideal locale for solar energy, while its famous winds are already being harnessed to provide electrical power for the provincial grid. Lethbridge College has been training wind turbine technicians for more than three years in partnership with turbine manufacturers, and is now positioned as a leader in the industry being the only post-secondary institution in North America certified to deliver the BZEE internationally recognized program. BZEE trains instructors to teach the German specifications, the present world standard. The College has recently acquired nine turbines to support its training program and through collaborative partnerships with other post-secondary institutions hopes to become a leader, sharing its program and turbines to meet the forecast demand within the industry.

Lethbridge College has been training wind turbine technicians for more than three years, in partnership with turbine manufacturer...



The Southern Alberta Alternative Energy Partnership, comprised of Economic Development Lethbridge, SouthGrow Regional Initiative and Alberta SouthWest Regional Alliance, and representing 36 municipalities in the central south, was formed to promote the area as “a global leader in alternative energy production and manufacturing” including solar, wind and bio-energy, all based on available natural resources. Many of the group’s stated outcomes for its first investigation phase would be strengthened through involvement with Lethbridge College; an even greater enhancement would be realized in the second implementation phase allowing the College to function as a clearinghouse for knowledge gleaned by both organizations.

Currently the College is moving in that direction through its partnership in the Living Home project; with the community and industry implementing applied research the home building industry can put into practice. The College’s Aquaculture Centre of Excellence, one of the country’s foremost applied research facilities, is leading the way in finding practical and environmentally friendly applications to address control of water weeds, water quality improvement, and disease control in fish. Ultimately, this convergence of initiatives and information funneled through Lethbridge College as the point of learning would create a critical mass, involving increasing numbers of partners and players and placing sustainability at the top of the region’s agenda.

Vision, Strategies and Objectives

As a public institution, we exist to serve the needs of our learners and stakeholders. The 2007-08 Business Plan sets the vision and direction:

To be recognized as one of Canada's finest comprehensive colleges providing world-class education and training through its commitment to excellence and innovation.

- Our Faculty and Students will be known as global citizens and industry leaders who impact their professions through innovation, contribution to society, and the development of partnerships around the world.
- The College will continually pursue ecology initiatives across our curriculum, in our facilities, on our land and in partnership with our community and industry. Our institution will be recognized as Canada's Green College and our students, faculty, staff and graduates will hold sustainability and social responsibility as a fundamental value.
- The College will be a model that other institutions look to as an example of collaboration, passion, and culture. The College will be a place that supports its people and is looked upon as an employer of choice.

This plan continues the alignment process in setting our course towards that vision. In service to our Learners and Stakeholders, we define our success in meeting the following three outcomes of our Mission:

S1. PREPARING OUR LEARNERS FOR CAREER AND LIFE SUCCESS:

- Learners are prepared to learn, evolve, and grow through the creation of learning environments focused on excellence, innovation, applied learning, social and environmental responsibility.
- The College is further committed to providing learning pathways to position the learner for lifelong learning.

S2. CONTRIBUTING TO THE ECONOMIC AND SOCIAL WELL-BEING OF OUR COMMUNITY:

- Supporting the employment needs of the community with highly skilled, quality prepared graduates.
- Developing and enhancing knowledge capacity within the business community through leadership development programs.
- Forming a catalyst and incubator for key initiatives and knowledge commercialization through applied research programs.
- Facilitating Strategic linkages to the community through Lethbridge College partnerships.
- Enhancing the quality of life for community members through lifelong learning opportunities.

S3. CULTIVATING AN ENVIRONMENT THAT IS SUSTAINABLE AND POSITIONED FOR LONG TERM SUCCESS:

- Effectively and efficiently manage resources.
- Maintaining high standards in training and service infrastructure.
- 'Greening' our environment.
- Growing our fiscal resources.
- Managing our profile so that it is held in high regard in all communities we serve.

Four key areas of focus have been defined in support of our vision and mission: These areas of focus and their key objectives will guide our future direction and be crucial in meeting our goals of **Sustainability, Diversity, Quality, Accessibility, and Collaboration.**

1. GROW OR CREATE STRATEGIC PARTNERSHIPS:

Linkages to strategy – S1, S2, S3

Strategic partnerships are the nucleus for achieving all our mission objectives. For most learners, college is the beginning of their lifelong journey in advanced education. Developing programs and partnership agreements that provide the ability to transfer to other reputable post-secondary institutions, obtain advanced standing in professional associations, or be recognized with international certification is key to supporting their journeys. Partnerships and collaboration agreements enable us to support our community by providing innovative programming, leadership through applied research, and support in regional planning. Philanthropic relationships provide opportunities for the community, alumni and industry to be a key part of our success in the service of our mission. Our key objectives will focus on:

- Expanding articulation and collaborative agreements with other post-secondary institutions.
- Developing or expanding relationships with government and industry in areas such as applied research, program development and regional planning.
- Growing philanthropic relationships in support of ongoing student learning and success.

2. MANAGE ENROLMENTS:

Linkages to Strategy – S1, S2, S3

We concur with Alberta Advanced Education and Technology when they state "The key to Alberta's future prosperity, economic growth, and healthy communities is a robust, diverse economy based on knowledge and research and driven by Albertans with a desire to learn and innovate throughout their lives."

Advancing education in a time of economic prosperity and high employment is a challenge for post-secondary institutions. Maintaining efficient levels of enrolments is critical to the sustainability and quality of our programs. Our strategy continues to be built on diversity; meeting the needs of a diverse population such as FNMI, immigrants, and international learners enables a culturally rich learning environment for all learners. Our key objectives will focus on:

- Review and enhancement of the recruitment and admission processes.
- Improve learner retention and completion rates.
- Increase learner housing accommodation.
- Expand off-shore enrolments.
- Expand alternative delivery options to better meet learner needs.
- Review, renew, and develop programs to meet the needs of learners and the workforce.
- Manage the Brand so that it exemplifies the high quality of programs and the learning experience.

3. ENHANCE THE STUDENT EXPERIENCE:

Linkages to Strategy – S1

Research supports the link between student engagement and student success. Engaged students feel connected, involved, and important. According to Student Horizons, Inc. an organization in the US that researches and recognizes 'Colleges of Distinction', "Students who learn to be engaged are learning the most basic skills they need to succeed in life. In today's careers, workers need to be able to think flexibly and address problems hands-on – not just memorize facts and follow orders." Our own research tells us we are doing some good things; we also recognize this to be fundamental to learners' success and so we strive to go from "Good to Great". We are focused on empowering a diverse learner population to achieve success, in an inclusive environment, through the strategic application of resources and collaboration.

Our key objectives are:

- Understanding student needs and expectations.
- Enhancing the student communication flight plan.
- Developing a 'Learner Centered' service model.
- Increasing applied learning opportunities through research and work experience.
- Expanding opportunities for green, global, and socially responsive activities both on and off campus.

4. ACHIEVE OPERATIONAL EXCELLENCE:

Linkages to Strategy S1, S2, S3

The foundation that supports the long-term sustainability of the institution is how we manage our operations. Fiscal health, growth planning, management of resources, and good risk management practices are key to cultivating an environment of sustainability. We are entrusted with resources from many sources including the taxpayers of Alberta, our donors, and our learners. We are charged to be good stewards of these resources, maximizing their use in the service of our mission. For our people – our greatest resource - we aim high to be an employer of choice. Our vision as an institution is to be – world-class, green, a College of Distinction. Our key objectives will focus on:

- Enhance environmental stewardship.
- Recognize and reward innovation.
- Facilitate succession planning.
- Review and update decision making frameworks.
- Maintain fiscal health through increased revenues, and efficient use of resources.
- Promote good risk management practices.
- Continue to build and promote the profile of the institution.
- Develop and maintain acceptable standards in training and service infrastructure.

Lethbridge College is adopting a Balanced Scorecard approach to guide and evaluate our journey in creating value to our learners and stakeholders through our investments in our people, systems, processes, innovation, and relationships. The scorecard is in the initial stages of development and is expected to evolve and grow over the next year.

PERFORMANCE SCORECARD

			Actual Results					Strategic Linkages
	Objective	Measure	04/05	05/06	06/07	07/08 Forecast	08/09 Target	
	Stakeholder/Learner							
S1	Learners are prepared for career and life success through high quality, innovative, learning environments.	Graduate satisfaction rates with overall quality of the educational experience.	95.2%	*95.2%	93%	*93%	94%	S1, S2, S3
S2	Learners have the skills, knowledge, & opportunities to obtain jobs related to their career.	Percentage of graduates that obtain jobs in their chosen career.	96.2%	*96.2%	95.5%	*95.5%	96%	S1
S3	Learners have opportunities to transition into higher learning.	The percentage of graduates that are currently in higher education. (AET Survey)	15.4%	*15.4%	30.2%	*30.2%	30.2%	S1
S4	Enhance applied learning opportunities through research initiatives.	Research revenue (in thousands)	\$232	\$322	\$197	\$300	\$340	S1, S2
S5	Meet the needs of employers through partnerships with the College.	Survey – in development.						S2
S6	Provide quality lifelong learning opportunities for community members.	Number of non-credit course registrations	7074	8330	9749	10,000	10,000	S2
S7	Cultivate a culturally rich learning environment for all learners.	Number of international learners & YOY percentage change.	345	397 15%	288 27%	319 11%	460 44%	S1, S2, S3
		Percentage of FNMI learners (TBD)						
S8	Target growth to meet the educational needs of the community and maintain sustainability.	Percentage change in FLES	-3.4% 4104	-4.2% 3953	-8.1% 3726	-2.0% 3650	1.0% 3685	S1, S3
	Fiscal Health and Growth							
F1	Maintain a healthy Net Asset position	Net assets (UNA and NAIR) as percentage of total assets.	7.2%	11.8%	11.4%	15.1%	16.7%	S3
F2	Maximize revenue opportunities to support non-funded programming and fiscal sustainability.	Enterprise revenue as % of government grants. (AET KPI)		24.5%	21.8%	21.8%	21.8%	S3
F3	Raise the profile of the LC brand nationally.	Percentage of applicants from outside catchment area. (TBD)						S1, S2, S3
	Internal Process Perspective							
P1	Target growth by meeting the needs of learners throughout their programs	Retention rates. (TBD)						S1, S3
P2	Target growth by enhancing the student communication flight plan.	Application conversion rates – Percentage of attending to admission offers. (ASI Data – Fall)			73%	79%	79%	S3
P3	Identify and support 'at risk' learners.	Percentage of probationary learners that move into good standing. (TBD)						S1
P4	Enhance ladder opportunities for Learners (in and out of the institution.)	The number of new articulation agreements.				3	4	S1
	Learning & Growth							
L1	Enhance the level of leadership training across the organization.	The number of participants in the Leadership Academy.				75	75	S3
		The number of participants in the Chair Academy.			4	4	8	
L2	Engage employees, students, and the community in cultivating an environment of volunteerism.	The number of volunteer hours logged through the TLC program.				1,680	1,800	S1, S2, S3

*denotes Bi-annual reporting

Strategic Alignment to Advanced Education & Technology Goals

AET Goals	LETHBRIDGE COLLEGE MISSION OBJECTIVES		
	Preparing our learners for career and life success: <ul style="list-style-type: none"> • Learning environments focused on excellence, innovation, applied learning, social and environmental responsibility. 	Contribute to the economic and social wellbeing of our community: <ul style="list-style-type: none"> • Highly qualified graduates. • Increase industry knowledge capacity. • Applied Research innovation and commercialization initiatives. • Strategic linkages through college partnerships. • Lifelong learning opportunities. 	Sustainable Environment positioned for long term success: <ul style="list-style-type: none"> • Effective and efficient use of resources. • Maintain high standards in training and service infrastructure. • Good stewards of our environment. • Growing our fiscal resources. • Managing our brand.
1. Learning and Research capacity aligns with learner and labour demand and serves the needs of a knowledge-intensive society.	✓	✓	
2. Albertans are able to participate in lifelong learning.	✓	✓	
3. Alberta has an affordable advanced learning system.			✓
4. Alberta's research capacity supports enhanced excellence in research innovation in strategic areas.	✓	✓	
5. Value is captured from research and innovation.		✓	

Advanced Education and Technology Business Plan 2008-11, April 4, 2008, Page 20-27.

Budget Assumptions

2009 Assumptions:

Revenue and Expenditures:

- Enrolment consistent with 2007/08 actual forecast.
- Fees that fall under the tuition fee policy will increase an average of 4.6%.
- Residence rental rates to increase by 8%.
- The base operating grant from Alberta Learning will increase by 6%.
- One time apprenticeship expansion \$1.9M – 628 seats - a 98% increase to our base program.
- Increases for faculty and support staff as per the collective agreements in effect or pending ratification.
- Administration and excluded staff increases consistent with collective agreements.
- Early retirement plan - year two of a three-year plan, financial benefits expected to materialize in 2009 and subsequent years.
- Hot economy impacting availability of hourly instructors in trade programs, expansion covered with continuing positions.
- Expansion in nursing programs impacting support requirements (labs, practicum placement, etc.).

Capital

- General capital investment to come from operating dollars and support the strategic direction.
- Capital funds unspent in 2007/08 will be carried forward to 2008/09.
- Continued funding of the Technology Infrastructure Project (year seven of a seven-year plan).

Program Changes

The following program proposal is approved for July 1, 2008:

- Natural Resource Compliance (Diploma)

2010-2012 Revenue & Expense Assumptions:

1. Growth in enrolment flat.
2. Alberta Learning grant increase of 6% for 2010, 3% 2011-2012.
3. Apprenticeship expansion of 628 seats.
4. Estimated 4% tuition increase (AB_CPI).
5. Sales, rentals, and services estimated to be flat and constant margin percentage.
6. Contract revenue estimated to be flat.
7. Salary and grid cost estimated at 5.5% per year.
8. General inflationary increase 2.5%.
9. Facilities and equipment 3% inflationary increase.
10. Utilities and taxes 6% inflationary increase.
11. Debenture interest as per repayment schedule.

Lethbridge College
Statement Of Budgeted Revenue And Expenses
For the Year ended June 30, 2009 Vs. 2008

	2009	2008	Variance	% Change
Anticipated FLE Enrolments	3650	3,900	(250)	-6.4%
Revenue				
Grants	\$ 42,708,772	\$ 39,550,006	\$ 3,158,766	8.0%
Tuition and related fees	16,519,909	16,634,664	(114,755)	-0.7%
Sales, rentals, and services	7,546,406	7,120,221	426,185	6.0%
Contract programs	2,024,065	1,765,115	258,950	14.7%
Investment income	1,245,527	1,368,273	(122,746)	-9.0%
Donations	231,400	274,000	(42,600)	-15.5%
Amortization of external capital contributions	3,172,707	2,700,864	471,843	17.5%
Total Revenue	73,448,786	69,413,143	4,035,653	5.8%
Expense				
Salaries and benefits	46,936,960	43,818,559	(3,118,401)	-7.1%
Supplies and services	14,590,527	13,315,180	(1,275,347)	-10.2%
Cost of sales, rentals and services	3,058,172	2,916,384	(141,788)	-4.9%
Utilities	1,717,950	1,662,950	(55,000)	-3.3%
Scholarships & bursaries	261,650	226,000	(35,650)	13.1%
Debenture interest	340,879	351,473	10,594	3.0%
Amortization of capital assets	6,005,448	5,316,056	(689,392)	-13.0%
Total Expenses	72,911,586	67,606,602	(5,304,984)	-7.8%
Excess (Deficiency) of Revenue over Expense from operations	\$ 537,200	\$ 1,806,541	\$ (1,269,341)	-70.3%

Lethbridge College

Statement of Budgeted Revenue and Expenses For the Year Ended June 30, 2009 Through 2012

		2009	2010	2011	2012
Anticipated FLE Enrolments	1	3,650	3,650	3,650	3,650
Revenue					
Grants	2,3,8	\$ 42,708,772	\$ 44,483,875	\$ 45,436,152	\$ 46,416,878
Tuition and related fees	4	16,519,909	17,263,305	18,040,154	18,851,961
Sales, rentals, and services	5	7,546,406	7,546,406	7,546,406	7,546,406
Contract programs	6	2,024,065	2,024,065	2,024,065	2,024,065
Investment income		1,245,527	1,245,527	1,245,527	1,245,527
Donations	8	231,400	237,185	243,115	249,192
Amortization of external capital contributions		3,172,707	3,172,707	3,172,707	3,172,707
Total Revenue		73,448,786	75,973,070	77,708,125	79,506,736
Expense					
Salaries and benefits	7	46,936,960	49,518,493	52,242,010	55,115,320
Supplies and services	8,9,10	14,590,527	15,021,851	15,467,268	15,927,311
Cost of sales, rentals and services	5	3,058,172	3,058,172	3,058,172	3,058,172
Utilities	10	1,717,950	1,821,027	1,930,289	2,046,106
Scholarships & bursaries	8	261,650	268,191	274,896	281,768
Debenture interest	11	340,879	329,637	317,706	305,045
Amortization of capital assets		6,005,448	6,005,448	6,005,448	6,005,448
Total Expenses		72,911,586	76,022,818	79,295,789	82,739,170
Excess (Deficiency) of Revenue over Expense from Operations		\$ 537,200	\$ (49,748)	\$ (1,587,664)	\$ (3,232,435)

Lethbridge College

Budgeted Statement of Change in Net Assets For the Year Ended June 30, 2009

			2009	Restricted for Endowment Purposes	Total	Pro-Forma 2008 Actuals Total
	Unrestricted Net Assets	Internally Restricted Net Assets	Investment in Capital Assets			
Balance at Beginning of Year	\$11,410,095	\$3,355,946	\$10,315,091	\$6,232,792	\$31,313,924	\$26,781,979
Excess of revenue over expense	537,200				537,200	4,231,945
Funds appropriated from UNA(early retirement)	(742,000)	742,000				
Funds appropriated from UNA (regular operations)	29,904	(29,904)				
Capital assets acquired from internal funds	(2,000,000)		2,000,000		-	-
Amortization of internally funded capital assets	2,832,741		(2,832,741)		-	-
Repayment of debenture related to capital assets	(179,872)		179,872		-	-
Transfer to endowments				50,000	50,000	-
Endowment contributions received				250,000	250,000	300,000
Balance at end of year	<u>11,888,068</u>	<u>4,068,042</u>	<u>9,662,222</u>	<u>6,532,792</u>	<u>32,151,124</u>	<u>31,313,924</u>
Change in Net Assets by Class	<u>\$477,973</u>	<u>\$712,096</u>	<u>\$(652,869)</u>	<u>\$300,000</u>	<u>\$837,200</u>	<u>\$4,531,945</u>

Lethbridge College
Budgeted Statement of Cash Flows
For the Year Ended June 30, 2009

	2009
Cash Flows generated from operating activities:	
Excess of revenue over expense	\$ 537,200
Amortization of capital assets	6,005,448
Amortization of external capital contributions	(3,172,707)
	3,369,941
Change in non-cash working capital:	-
	3,369,941
Cash Flows from investing activities:	
Acquisition of capital assets	
From internal funds	(2,000,000)
From external contributions	(2,700,000)
	(4,700,000)
Cash Flows generated from financing activities:	
Debenture principal repayment	(179,872)
Capital contributions received	-
Capital campaign contributions received	50,000
Endowment contributions received	250,000
	120,128
Increase (Decrease) in current cash and investments	(1,209,931)
Current cash and investments, beginning of year	4,689,355
Current cash and investments, end of year	\$ 3,479,424



Capital Plan

The Capital plan for 2008-09 includes both externally and internally funded capital projects. In addition to new projects, the budget incorporates continued funding for the Technology Infrastructure Project which is in year seven of a seven-year plan. As with 2008's plan, this plan reflects a larger investment of unrestricted funds to address projects deferred in past years due to a lack of funding. The following capital projects and provisions are included in the 2009 plan:

Project	External Funded \$(000)	Internal Funded \$(000)
Andrews building renovation	\$2,000	
Fire system upgrade	700	
General capital provision (includes IIS project)		\$2,000
Total Capital	\$2,700	\$2,000

Priority Capital Projects

Lethbridge College has an ongoing facility evaluation program that monitors the condition of its facilities, identifies maintenance issues and identifies the cost of doing remedial work. Deferred maintenance and project priorities are established annually.

Expansion Projects:

Project Title: Trades and Sustainable Technology Centre

Project Priority: 1

Project Budget: \$42,800,000 (est)

Project Description and Justification: This project is in the planning stage. We are working with consultants on a strategy for renewal of the existing Trades Building.

Project Title: Library Expansion, Student Services Centre

Project Priority: 2

Project Budget: \$9,207,900

Project Description and Justification: The library is heavily used for various academic program needs, compromising the library's ability to offer effective library services. This portion of the project includes the addition of a second floor. The library is heavily used for various academic program needs, compromising the library's ability to offer effective library services. This portion of the project includes the addition of a second floor. The increase to library space is 1,400 square metres. Other areas of the library will be renovated to improve functionality. Shipping and Receiving will be moved to a more compatible area of campus. In addition to the above scope of work, the College plans to renovate other areas of the College Centre building and the Paterson building to create a centre for student services. Some of these services are registration, assessment, counseling, bookstore, and aboriginal services.

Project Title: Residence

Project Priority: 3

Project Budget: \$10,500,000

Project Description and Justification: Lethbridge's low rental vacancy rate (0.4% - Jan/08) is driving the need for affordable housing for College students. The rental market is seeing a reduction of units as apartment buildings are being turned into condos; and the high demand is significantly increasing rents. The College is currently developing plans for 201 bed self contained units to meet the growing student demand.

Renewal Projects:

Project Title: Roof Replacement

Project Priority: 1

Project Budget: \$2,361,314

Project Description and Justification: The College has a significant inventory of build up asphalt roofs that are in poor condition and require replacement. The roofs, most of which are 36 years old, are brittle and therefore split during temperature changes. Roof replacement is required to prevent interruption to instruction, prevent mold, improve energy efficiency, and to prevent damage to equipment and interior building finishes.

Project Title: Technology Building Renewal

Project Priority: 2

Project Budget: \$4,589,100

Project Description and Justification: The Technology Building requires an upgrade of the mechanical and emergency power. These are infrastructure upgrades that have been identified as required to mitigate risks associated with shutdowns. The Technology Building houses the majority of the IT infrastructure such as servers and networks. A shutdown would be catastrophic to the College's operations.

Project Title: Renewal of High Voltage Electrical Grid

Project Priority: 3

Project Budget: \$1,631,680

Project Description and Justification: Due to the age of the electrical system and capacity limitations, it is recommended that the high voltage system be renewed to prevent an electrical failure and provide capacity for campus expansion.

Accessibility/Enrolment and Tuition Plan

As in the past, this Business Plan continues to be focused on improving enrolment management practices and improving student retention and success. Key objectives are:

- Review and enhance recruitment and admission processes.
- Improve learner retention and completion rates.
- Increase learner housing accommodation.
- Expand off-shore enrolments.
- Expand alternative delivery options to better meet learner needs.
- Review, renew, and develop programs to meet the needs of learners and the workforce.
- Manage the Brand so that it exemplifies the high quality of programs and the learning experience.

New and continuing initiatives to increase accessibility, meet the needs of the community, and support learner success are:

- Continual focus on identifying 'at risk' learners.
- Programs designed to promote success for 'at risk' learners, especially in the under-represented population, including FNMI, immigrants, and persons with disabilities.
- Comprehensive renewal of the 'Student Communication Flight Plan.'
- Development of flexible learning options for learners.
- Promote and cultivate brand awareness.
- Develop a business plan for the addition of new residences.

As the new business plan cycle begins, enrolment targets are flat to actual forecast for budgeting purposes and a modest one percent increase for target purposes. The projected enrollment target for 2008/09 is 3650 FLEs.

Tuition fees are expected to increase by the percentage annual change in the Alberta Consumer Price Index (CPI) consistent with section 4(3) of the Public Post-secondary Institutions' Tuition Fee Regulation.



Appendix A – Institutional Goals and Alignment to Ministry Goals

The relationship of Lethbridge College Institutional Goals to Ministry Goals is as follows:

College Goals:	Accessibility	Quality	Diversity	Collaboration	Sustainability
Alberta Advanced Education and Technology Goals:	<ol style="list-style-type: none"> 1. Learning & research capacity aligns with learner and labour market demand and serves the needs of a knowledge-intensive society. 2. Foster a culture of learning that develops highly skilled and qualified people. 3. An affordable advanced learning system. 	<ol style="list-style-type: none"> 2. Foster a culture of learning that develops highly skilled and qualified people. 4. Research capacity supports enhanced excellence in research and innovation in strategic areas. 5. Capturing value through research and innovation. 	<ol style="list-style-type: none"> 1. Learning & research capacity aligns with learner and labour market demand and serves the needs of a knowledge-intensive society. 2. Foster a culture of learning that develops highly skilled and qualified people. 	<ol style="list-style-type: none"> 2. Foster a culture of learning that develops highly skilled and qualified people. 	<ol style="list-style-type: none"> 3. An affordable advanced learning system.
Alberta Employment and Immigration Goals:	<ol style="list-style-type: none"> 1. Alberta is able to meet its labour force requirements. 3. All Albertans share in and contribute to the economic prosperity of Alberta. 	<ol style="list-style-type: none"> 4. Alberta has a fair, safe and healthy work environment. 	<ol style="list-style-type: none"> 1. Alberta is able to meet its labour force requirements. 2. Alberta is able to attract and retain workers to the province. 	<ol style="list-style-type: none"> 1. Alberta is able to meet its labour force requirements. 	<ol style="list-style-type: none"> 5. Alberta has a fair, equitable and stable labour relations environment.
Alberta Infrastructure Goals:		<ol style="list-style-type: none"> 1. Safe, innovative and cost-effective health and education infrastructure. 4. Strategic accommodation and support services for Albertans. 			<ol style="list-style-type: none"> 1. Safe, innovative and cost-effective health and education infrastructure. 3. Environmental sustainability of public infrastructure. 4. Strategic accommodation and support services for Albertans.
Alberta Health and Wellness Goals:	<ol style="list-style-type: none"> 5. Health service quality and innovation. 	<ol style="list-style-type: none"> 3. Healthy people in healthy communities. 5. Health service quality and innovation. 		<ol style="list-style-type: none"> 3. Healthy people in healthy communities. 4. Reduce harm from alcohol, other drug and gambling problems. 6. Public Confidence 	

College Goals:	Accessibility	Quality	Diversity	Collaboration	Sustainability
Alberta Agriculture and Rural Development Goals:	4. Support strengthened rural communities.	2. Continued excellence in food safety.		4. Support strengthened rural communities. 3. Competitive capacity is advanced through stewardship initiatives and systems. 5. Effective Risk Management.	1. Sustainable growth of the food and non-food agriculture industry.
Alberta Solicitor General and Public Security Goals:	4. Offenders will have the opportunity to access rehabilitative services and programs.			1. Leadership for effective and innovative law enforcement. 2. Crime prevention and safety programs support safe Alberta communities.	
International and Intergovernmental Relations			4. Facilitate exports of Alberta's value-added goods and services and attract investment to Alberta.	4. Facilitate exports of Alberta's value-added goods and services and attract investment to Alberta.	
Alberta Environment Goals:		1. Effective risk management, preparation and responses to events and emerging and complex issues. 2. Have the required policies and programs to achieve the GOA environmental outcomes.		3. Albertans are aware of and understand existing and emerging environmental threats and opportunities. 4. Communities, governments and industry implement stewardship of the environment through innovative initiatives.	4. Communities, governments and industry implement stewardship of the environment through innovative initiatives. 5. Environmental infrastructure is developed and sustained to meet the Government of Alberta desired outcomes.

Appendix B – Institutional Goals and Alignment to AET Principles

Advanced Education and Technology Principles	Lethbridge College Goals
Accessibility: Anyone who wants to pursue advanced learning in Alberta should be able to do so.	Accessibility: To create and maintain flexible learning pathways that enable students to achieve their educational and career goals.
Global Excellence and Competitiveness: Alberta's advanced learning system's research, technology and knowledge transfer capacities and capabilities must be world class for Alberta to achieve excellence and be globally competitive.	Quality: To ensure the highest standards of performance and innovation in all areas of the institution, including programs, services, applied research and scholarly activities.
Diversity: Alberta's advanced learning and innovation system must respect a rich diversity of communities, cultures, traditions, learner aspirations and abilities.	Diversity: To provide educational opportunities for a diverse population of learners, including Aboriginal and international learners.
Collaboration and Alignment: A resilient, responsive and adaptable learning system as well as Alberta's ability to capture value through innovation must be built on a strong foundation of partnerships, coalitions and networks so that efforts are aligned with desired outcomes.	Collaboration: To develop strategic alliances with business, industry, government, agencies and other post-secondary institutions to enhance student learning, mobility and employment.
Affordability: Education must be affordable if it is to be an accessible life long pursuit for Albertans.	With Advanced Education releasing a new policy framework on tuition and affordability in fall 2006, this goal will be met inherently.
Sustainability: Alberta's advanced learning system and innovation framework must focus on sustainability of its investments to ensure the province's long-term success in a knowledge-based global economy.	Sustainability: To cultivate a College environment that is positive, collaborative and sustaining.

ADVANCED EDUCATION AND TECHNOLOGY. Business Plan 2008-11. April 4, 2008.



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