



Fleming College

Business Plan

2011–2012



June 2011

LEARN | BELONG | BECOME

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APPROVED: by the Board of Governors, June 22, 2011 #9

Introduction

Our 2011-12 objectives have been formed using an interim report card identifying progress on our current business plan along with the core strategic themes contained in our new 5-year strategic plan:

- Excellence in student learning
- Superior services and facilities
- Leading in sustainability
- Growing with positive results
- Building community success
- Developing the Fleming working environment

We will work towards successful accomplishment of these strategies using innovation, continuous improvement and by executing our mission and abiding by our four values:

1. The student learning experience is our first priority
2. We value people and community
3. Fleming is committed to a sustainable future
4. We are inspired by Sir Sandford Fleming to innovate with vision and implement with excellence

We will also infuse our Core Promise to Students into our work because it represents why students and employees should choose Fleming.

Building on the achievements of last year's business plan, the year's plan marks another step in our journey to successfully achieving our new strategic plan. Continuing to prioritize our efforts over the next five years will be important. We have identified the critical strategies that will receive attention, reflected in the objectives contained in this plan. Other strategies require some foundational work before they can proceed to implementation stage and be captured in our Business Plan. This plan sets out a limited number of college priorities. The specific College priorities for this upcoming year can be found following our assumptions and connect directly to the general priorities introduced earlier this year.

The priorities and objectives have been carefully chosen and we believe that their accomplishment will be a critical next step in successfully achieving our new five-year strategic plan.

Vision, Mission & Core Promise From Strategic Plan

Vision

Students succeeding through personalized learning. Innovation and achievement powered by people.

Mission

Fleming champions personal and career success through applied learning. We contribute to community success and sustainability through programs, service and applied research.

Core Promise to Students

At Fleming College, you become part of a learning community. We engage you in personalized learning and provide personalized support. Set in welcoming communities, our smaller campuses provide a friendly environment where people know your name.

Close relationships, high expectations and a hands-on, minds-on learning experience help you develop the knowledge and skills, attitudes and values that lead to success at work and in life.

From here, you can go anywhere as you begin or change your career. Or, through well-developed educational pathways, you can pursue further educational opportunities.

You will experience first-hand our commitment to innovation in programs and practices and to building sustainable, healthy futures for our people, communities and environment.

For all of these reasons, 99% of Fleming Students agree they made the right choice coming to Fleming College.

Assumptions

1. While 2007 to 2011 have been good financial years for colleges, 2011 to 2015 will be more challenging. Some colleges will thrive because of winning circumstances and strategies; others won't.
2. We are in a period of financial constraint in Ontario as elsewhere. In addition, pressure will increase concerning funding levels and efficiency in the public sector generally. Our assumption of funding for growth but not for inflation remains valid.
3. There are four fundamental ways to address financial challenges: increase revenues; grow; achieve efficiencies and redesign through innovation. They must all be focuses in the next three years.
4. A balanced budget is an imperative in 2011/2012; we cannot afford to approach subsequent years with an unresolved deficit.
5. As noted in two (2) above, growth will remain a priority and a key means for addressing challenges and ensuring our vitality and success. We achieved exceptional growth in the last four years, beyond what many thought possible. The next four will be harder but the objective is achievable.
6. Investment in our future cannot be "at the expense" of employees. Rather our investment in a strong working environment and in the capabilities and engagement of our employees is ultimately an investment in the quality of our programs and services.
7. The College has been successful in securing \$29.3 million in provincial funding to build the Kawartha Skilled Trades Institute and will begin the necessary preparatory work.
8. In order to meet financial challenges and invest more in key aspects of students' education, we have to streamline and redesign our processes. This requires creative thinking and the discipline associated with a Lean or continuous improvement philosophy.
9. Educational expectations are now a "moving target". New technologies, new access to knowledge and skills, increased mobility, competition and choice – all of these now mean that staying in the same place in many respects means moving backwards.
10. Support for students and the college through bursaries, in-kind donations and other gifts will become increasingly important and must become part of financial and investment planning.
11. Applied research is gaining significant attention both federally and provincially. Fleming has already established credibility and profile; we can and should capitalize on that.
12. Although Fleming and other colleges will seek adjustments to funding allocations to recognize the circumstances of mid-sized colleges, we cannot count on receiving them.

Business Plan Priorities for 2011 – 2012

Priorities for 2011/2012 were identified generally under each of the strategic themes. Some of those priorities encompassed key projects and some core business.

Having now completed the business plan for this year, we have been able to further refine the priorities for the upcoming year based on the objectives contained in this business plan.

Below are the priorities:

Academic

1. Improve the efficiency and effectiveness of all applied learning experiences.
2. Expand and enhance the flexible delivery dimensions of teaching and learning.

Organizational

3. Implement aggressive improvement targets, including an overall 5% improvement in student satisfaction with academic, services and facilities in 2011 – 2012.
4. Redesign selected academic and service processes to achieve enhanced quality, growth, student and employee satisfaction and overall efficiencies.
5. Create and implement solutions that address communication and leadership gaps identified through the engagement survey.

Infrastructure

6. Fully complete the Food Services project.
7. Ensure Kawartha Skilled Trades Institute readiness in terms of an infrastructure project plan and relevant resources.

Growth

8. Achieve the 2011 – 2012 enrolment plan target of 1% and further grow by 1% as a result of achieving the international targets.

Key Business Plan Objectives 2011 – 2012

1.0 Achieving Excellence in Student Learning

Strategy 1.1

Ensure that Fleming's applied learning experience stands out, so that graduates are ready to make a difference in the workplace.

Objective

Improve the efficiency and effectiveness of all applied learning experiences. Success will be measured by adoption of our applied learning guidelines and standards framework across all programs that will lead to improved student satisfaction Key Performance Indicators (KPI).

Strategy 1.2

Design and deliver programs to emphasize high expectations, student engagement and high quality student/faculty interaction with results reflected in retention and Key Performance Indicators, particularly Student Satisfaction and Graduation Rates.

Objectives

Update our student success and retention strategy in conjunction with the development and implementation of targeted KPI improvement initiatives. Success will be measured by the adoption and implementation of the updated strategy and improved levels of student satisfaction and success.

Enhance/expand the flexible delivery dimensions of teaching and learning. Measurement will be the successful implementation of selected innovation projects and expanding the adoption of e-learning technologies and applications.

Strategy 1.4

Design all aspects of the student experience, within and beyond the classroom, to deliver learning that is consistent with the College's values and Core Promise to Students.

Objective

Redesign and implement a new Student Advising Program in collaboration with the academic area that supports student success through early identification of risk and timely, appropriate response. Target date for implementation is January, 2012. Success will be measured by implementation and the early identification of students at risk who will be referred to appropriate services.

2.0 Providing Superior Services & Facilities

Strategy 2.1

Provide superior service to students through plans and consequent improvements that increase student satisfaction. Our overall ratings and at least twelve (i.e. two-thirds) of our KPI-based specific service/facilities ratings will be in the top quartile in the province.

Objectives:

Within a short 6-month timeframe, fully complete the Food Services project, designed to enhance the student experience on campus. Success will be measured by completing the project on time and on budget.

Complete all renovations and space adjustments to support new programs. Success will be measured by on-time and on-budget completion, as well as ensuring that changes support program requirements.

Ensure the Kawartha Skilled Trades Institute (KSTI) readiness in terms of an infrastructure project plan and relevant resources so that ramp-up to begin execution can be made effectively and efficiently. Completion of the plan and the ability to get under way quickly and effectively will be the measure of success.

Become more responsive to student need/preference for services and student life opportunities by engaging students in social media communication. Measured by both an increase in social media use and the coordination/integration of information gained into the delivery of services (e.g. respond to needs/preferences of international students).

Identify, purchase and implement comprehensive Career Services management software. This objective was delayed in previous plan. Now planned for purchase and implementation by Fall, 2011.

Complete a comprehensive review of Information Technology services as part of the KPI Improvement Plan and, based on direct student feedback, focus on the services students depend on to ensure their success. Complete plans to upgrade the basic platform to Windows 7.0 by Fall, 2012. KPI results will increase by 5% in 2011-12.

Carried over from the last Business Plan, the point of service response card to evaluate programs in Health Services 2010-11 will now be implemented in Fall, 2011. Success will be measured by implementation and the effective use of student feedback.

With the core promise as the foundation, enhance delivery of Registrar's Office services with a focus on the quality of face-to-face interactions, add/drop/swap self-service, and front counter service. Success will be measured by the effective implementation of the redesigned/enhanced services, student feedback from internal student surveys and improved KPI student satisfaction ratings.

Strategy 2.2

Ensure that both employees and students see our Fleming IT resources and support as clear assets for their work and learning.

Objective:

Based on the comprehensive review of services and the core promise focus only on those services that add value and that can be provided with excellence based on limited resources to students and employees. Success will be measured by improved KPIs. 80% of staff will rate Information Technology services as Excellent or Very Good on formal feedback surveys.

Strategy 2.3

Complete Campus Master Planning at our major campuses; prioritize and implement key improvements to the physical environment at all campuses.

Objective:

Secure funds to support college capital equipment priorities as identified by Executive Leadership Team and to support emerging infrastructure projects (i.e. KSTI, Pharmacy Technician lab). Successful achievement of the targets for both capital and infrastructure will be the measure of success.

Strategy 2.4

Provide training and services to employees to enable achievement of the Core Promise to Students.

Objective:

Design and implement institutional research activities with key areas of focus on research and reporting to enhance strategic enrolment management, meet Ministry reporting requirements and to address other research and evaluation needs that arise in both the academic and service areas. Success will be measured by the effective implementation of the various research initiatives and feedback from the college community.

3.0 Leading in Sustainability**Strategy 3.3**

Infuse sustainability across the curriculum and across the student experience so that graduates understand and address sustainability issues.

Objective:

Incorporate the sustainability theme across the entirety of our curriculum. This will be measured by updated course outlines reflecting the sustainability theme across all relevant courses and attainment of a Silver STARS rating.

4.0 Growing with Positive Results**Strategy 4.1**

Develop and implement campus-based growth plans to realize an overall annual college growth target of 3%. The College will attract students from growing markets including non-direct and underserved groups. The plan will protect market share in our region and identify targeted international opportunities.

Objectives:

Successfully implement the 2011-2012 Enrolment Plan and develop the Official Enrolment Plan for 2012/13. Success will be measured by fulfillment of the 2011/12 Enrolment Plan and approval of the 2012/13 Plan. In addition to the 1% targeted growth of domestic students in the 2011/12 plan, a further 1% growth is targeted to occur as a result of achievement of international growth targets.

Design and implement marketing strategies to further penetrate high-potential growth markets such as the Greater Toronto Area and non-direct student segments.

Implement an aggressive plan for new program development. Success will be measured through the approval and funding of sufficient new programming to account for at least 5% of intake enrolment in 2011/2012 and in the 2012/2013 intake enrolment projection.

Revise our International student marketing, recruiting and student support efforts significantly to increase our student intake in Fall, 2011 to 35 new students and 40 new international students in January, 2012.

Strategy 4.2

With the Core Promise as its foundation, implement an integrated growth plan that addresses the entire enrolment cycle, from marketing and admissions to retention and support.

Objective:

Leverage social media tools and new technologies to enhance the student experience from initial interest in attending Fleming through to graduation. Predetermined objectives for individual promotions will be the measures of success.

Redesign the college website to increase traffic and improve the user experience. Use of social media tools will be incorporated into all promotions and mobile marketing tools will be tested for effectiveness in our markets. Success will be measured by completion of the website project by September, 2011.

Complete the transition of International admissions service to the Registrar's Office including fully implementing redesigned admissions processes for all international students resulting in effective, streamlined service that delivers on our core promise. Success will be measured by completion of the transition, achievement of international targets and student feedback from internal surveys.

5.0 Building Community Success

Strategy 5.5

Enhance programs and services to Aboriginal students to improve access, participation and success of Aboriginal learners.

Objective:

Incorporate provincial recommendations regarding the self identification by Aboriginal Students into our current tracking system. This would enable more inclusive outcome measures (academic and satisfaction) to drive improvements to Aboriginal services.

6.0 Developing the Fleming Working Environment

Strategy 6.1

Through a College priority on continuous learning and professional development, enhance skills, professional capabilities and personal growth.

Objective:

Implement year one of an integrated, four-year professional development framework focused on enhancing teaching and learning, service learning, leadership learning and regulated learning. Implementation and completion of year one of the plan and thorough evaluation of the individual PD components will be the measures of success.

Strategies 6.2 & 6.3

Emphasize leaders' responsibilities and objectives to focus in a balanced way on both people and results.

Foster teamwork and strong relationships through a focus on effective communication, conflict resolution, critique, collaborative decision-making and accountability.

Objectives:

Create and implement solutions that address the communication and leadership gaps as identified through our engagement survey. Success will be measured qualitatively through focus group sessions and leadership check-ins as well as quantitatively through administrative performance reviews and completion of the business plan objectives.

Enhance employee communications through work on an enhanced “news” tool in addition to the launch of the new Campus EAI portal. Traffic levels will be measured and feedback comments will be collected through the site.

Strategy 6.4

Continue to develop a welcoming working environment that supports inclusiveness, innovation and sustainability. This environment will be reflected in a high level of employee engagement.

Objective:

Ensure that our annual employee campaign incorporates events that both raise awareness about fundraising efforts and provide social engagement opportunities. Success will be measured by achieving the fundraising goal.

Strategy 6.5

Regularly seek feedback and evaluate the college’s progress in relation to our Core Promise values and strategic priorities.

Objective:

Redesign selected academic and service processes starting with the academic workload process. Success will be measured by the identification of efficiencies through a measurement process articulated by the design group. Results will identify significant efficiencies and continuous improvements to the workload process.

Conclusion

This year we will focus on achieving those objectives which will move us towards our long-term vision for the college.

A competitive environment, financial constraints and resource limitations require innovation, efficiencies, continuous improvement and the engagement of both students and employees.

Our work this year will be pivotal in bringing us closer to delivering personalized, quality learning to students and achieving the vision identified through our strategic plan.

Appendix A

ASSUMPTION DETAILS

Statement of Operations

Please state any assumptions made on the "Template S Op" tab

Revenue

Operating grant

Per ministry initial allocations

Capital grant

CERF same as last year. FRG per memo

Tuition fees

To maximum allowed by policy.

Other revenue

Sale of assets

None

Expenses

Salary and benefits

Admin salary freeze for the year. Support salary freeze effective Sept 1/11

Supplies and general admin

Furniture & Equipment

Utilities, Maintenance and Taxes

Ancillary Services - Expenditures

Other Expense

Any other assumptions made

Statement of Financial Position

Please state any assumptions made on the "Template St Fin Pos" tab

Other Statements/Tabs

Please state any assumption made on the remaining tabs

STATEMENT OF FINANCIAL POSITION (Original Budget Reporting)

FOR COLLEGE: Fleming College
FOR THE PERIOD: April 1, 2011 to March 31, 2012

PREPARED BY: Pat Blacker-Thomson, June 12, 2011, (705) 749-5530 Ext. 1398

Enter full dollar value

Totals which are formula driven
input out

Account Number/Cluster	Account Name	Account grouping	Ref. No. for Assumptions	GRE amount	Closing balance
1	Assets				112,807,199
11	Cash and Cash Equivalents				7,715,606
1101	Cash (including short term investments)	HK1100			1,630,851
1102	Cash in Trust	HK3100			76,435
1104	Short Term Investment - MTM Adj	HK1100			8,219
1120	Inventory and Assets Held for Sale	HK6100, HK1100			
12	Accounts Receivable				7,410,740
1201	Other Accounts Receivable	HK1100, HK1100			2,463,086
1202	Grants Receivable	HK2, HK3			5,007,654
	Non GRE			137,358	
	30 Ministry of Training, Colleges & Universities			3,959,357	
	10 School Work Initiative			510,928	
	Insert rows above for additional GRE's, copy row from above and update				
13	Other Current Assets				1,302,727
1303	Current portion of long Term Receivables	HK3			
1304	Current portion of Loans & Advances Receivable	HK4			728,000
1360	MTM Adjustments - MTM Adj	HK6, HK7			
1388	All other current assets, including inventory	HK4, HK5, HK6, HK7			574,727
14	Other Long Term Assets				18,867,343
1401	Other Long Term Assets	HK1, HK2			2,162,638
1402	Loans and Advances Receivable	HK1, HK2			
1403	Other Long Term Receivables & Assets	HK3, HK4, HK5			9
140	Investments				16,818,707
14010	Investments - Greater than 90 Days < 1 year	HK6			16,818,707
14015	Investments - Greater than 1 year	HK5			

STATEMENT OF FINANCIAL POSITION (Original Budget Reporting)
FOR COLLEGE: Fleming College
FOR THE PERIOD: April 1, 2011 to March 31, 2012

		Ending Balance	Net Book Value
15	Capital Assets		
151	Land	140,371,408	83,466,735
152	Site Improvements	2,359,937	2,359,937
153	Building	3,726,370	1,371,519
154	Furniture and Equipment	10,239,791,031	8,774,919
155	IT	20,287,478	4,659,965
156	Construction in Progress (CIP)	13,862,977	2,735,002
156	Other Capital Assets	2,103,050	2,103,050
		3,259,367	2,492,343
16	Accumulated Amortization		
162	Accum Amort - Site Improv	-65,117,673	
163	Accum Amort - Bldg	-2,354,851	
164	Accum Amort - Furniture & Equipment	-35,233,115	
165	Accum Amort - Info. Tech	-19,629,511	
166	Accum Amort - Other Asset	-11,127,979	
		-167,227	
2	Liabilities		
21	Bank Indebtedness	101,369,837	
2101	Bank overdrafts	0	
22	Accounts Payable and Accrued Liabilities	17,980,419	
2201	Accounts Payable, Payroll & Vacation Pay	15,924,697	
2204	Accrued Interest on Debt	0	
2205	Current portion of Long Term Public Debt	0	
2206	Current portion of Capital Leases	0	
2207	Current portion of Long Term NonPublic Debt	1,636,718	
2208	Grants Payable and Repayable (GRR)	0	
	Non GRR	0	
2210	All Other AP & Accrued Payables	0	

STATEMENT OF FINANCIAL POSITION (Original Budget Reporting)
FOR COLLEGE: Fleming College
FOR THE PERIOD: April 1, 2011 to March 31, 2012

		26100	26103	26104	26105	26106	26101
		Additions / Receipts	Interest	Transfers to Statement of Operations	Depreciation Adjustment	Operating Balance As per Audited statement	
25	Restricted Contributions						
2506	Non-GRE (Other than MTM in year Adj.)						
	30 Ministry of Training, Colleges & Universities	1,407,420	1,036,690	-7,036,660		1,407,420	73,210
261	Deferred Capital Contributions						
26106	Non-GRE (Other than MTM in year Adj.)						
	30 Ministry of Training, Colleges & Universities	48,369,336	302,115	-2,907,254	-431,914	51,004,475	48,369,336
	9 Ministry of Economic Development and Trade	711,273		-23,892		735,166	711,273
	43 Research and Innovation	1,454		-291		2,045	1,454
26107	DCC - MTM Adjustments						
262	Deferred Capital Contributions-Unspent-Third Parties						
26201	Non-GRE						
		486,216					
271	Capital Leases						
27101	Capital Leases-Opening Balance (less current portion)						
		0	27,100	27,101			

STATEMENT OF OPERATIONS (Budget & Interim Reporting)

FOR COLLEGE: Fleming College
FOR THE PERIOD: April 1, 2011 to March 31, 2012

PREPARED BY: Pat Blacker-Thomson, June 12, 2011, (705) 749-5530 Ext. 1398

Enter full Dollar value

Account Number	Account Name	Account grouping	Ref. No. for Assumptions	GRE Amount	Account Total	Sub-Class Total	Class Total
Revenues							
4	Revenues						93,406,026
41	Grant Revenue					53,632,638	
41105	Grants - Operating	41104, 41105			53,150,535		
	Non GRE			993,569			
	30 Ministry of Training, Colleges & Universities			49,707,928			
	10 School Work Initiative			2,458,038			
41105	Grants - Capital	41106			473,103		
	30 Ministry of Training, Colleges & Universities			473,103			
42	Tuition and Other Student Fees					24,471,458	
42101	Tuition summary	42101 TO 42301			24,471,458		
43	Ancillary Revenue					7,246,071	
43101	Ancillary Revenue summary	43101 to 43200			7,246,071		
49	Other Revenue (Sub-Class)					8,055,859	
49101	Service Fees summary	49101 to 49103			2,760,686		
49201	Donations summary	49201 to 49250			127,767		
49301	Gain/Loss on Sale of Assets/Inventory	49301 to 49504			0		
49902	Investment/Interest Income	49902, 49906			150,000		
49903	Revenues Transferred from Restricted Funds	49903			0		
49904	Amortization of Deferred Capital Contributions	49904			3,747,923		
	Non GRE			3,747,923			
49905	Unrealized gain/loss - MTM Adjustment	49905			680,000		
49999	Other Revenue (general) summary	49901, 49907, 49908, 49909			589,483		

Expenses							
5	Expenses						92,726,026
51	Salaries & Wages					51,195,289	
51201	Salaries & Wages	51101 to 51300			51,195,289		
52	Employee Benefits					10,222,489	
52201	Employee Benefits	52101 to 52300 (Exclude 52131, 52231, 52331)			6,035,330		
52231	Benefits - CAAT Pension contributions	52131, 52231, 52331			4,187,159		
52901	Employee Future Benefits	52901 to 52905					
53	Supplies & General Admin					7,943,902	
53101	Supplies & General Admin summary	53101 to 53109 (except 53111)			7,943,902		
53111	Interest on other than debt	53111			0		
55	Utilities, Maintenance and Taxes					6,147,058	
55101	Utilities summary	55101 to 55114			3,491,401		
55201	Maintenance summary	55201 to 55231			2,613,771		
55301	Taxes summary	55301 to 55303			41,886		
56	Furniture & Equipment					1,889,545	
56101	Furniture/Equipment Purchases	56101 to 56109			1,590,545		
56201	Furniture/Equipment Rentals	56201 to 56209			278,900		
59	Other Expense					15,347,743	
59203	Flow-Through Expenditures summary	59201 to 59204			1,101,774		
59301	Amortization - Long Term Assets	59301, 59302			6,209,757		
59401	Other Contract Services summary	59401 to 59403			3,782,422		
59902	Student Assistance summary	59902, 59903, 59904			3,109,648		
59905	Long Term Debt Interest	59905			1,144,142		
	(Surplus)/Deficit						-680,000
							Class totals (5 - 4)

END OF STATEMENT OF OPERATIONS

Capital Asset (Budget & Interim Reporting)

FOR COLLEGE: Fleming College
 FOR THE PERIOD: April 1, 2011 to March 31, 2012
 PREPARED BY: Pat Blacker-Thomson, June 12, 2011, (705) 749-5530 Ext. 1398
 Enter full dollar value

Construction in Progress- All Other (Gross Value)						
Fiscal Year	Opening Balance of Asset (Gross Value) As of April-01 (15601 - not Bldgs > 30)	Added during the fiscal year (15602 - not Bldgs > 30)	Transfers out to In-Service Asset (15603 - not Bldgs > 30)	Disposal or Adjustment (15604 + 15605 - not Bldgs > 30)	Interest Capitalized (15606 - not Bldgs > 30)	Closing Balance of Asset (Gross Value) As of March-31 (not Bldgs > 30)
2010-11 (act)	1,970,075	568,242	-435,267			2,103,050
2011-12	2,103,050					2,103,050
2012-13	2,103,050					2,103,050
2013-14	2,103,050					2,103,050
2014-15	2,103,050					2,103,050
2015-16	2,103,050					2,103,050

Land					
Fiscal Year	Opening Balance of Asset (Gross Value) As of April-01 (15101)	Added during the fiscal year (15102)	Retirement or disposal (15104 + 15105)	Transfers from CIP (15106)	Closing Balance of Asset (Gross Value) As of March-31
2010-11 (act)	2,359,937				2,359,937
2011-12	2,359,937				2,359,937
2012-13	2,359,937				2,359,937
2013-14	2,359,937				2,359,937
2014-15	2,359,937				2,359,937
2015-16	2,359,937				2,359,937

Buildings (Gross Value)					
Fiscal Year	Opening Balance of Asset (Gross Value) As of April-01 (15301)	Transfer from CIP (15303)	Added during the fiscal year (15302)	Retirement or disposal (15304 + 15305)	Closing Balance of Asset (Gross Value) As of March-31
2010-11 (act)	93,005,743	214,197	5,196,555		98,416,495
2011-12	98,416,495	0	4,562,536		102,979,031
2012-13	102,979,031	0	0		102,979,031
2013-14	102,979,031	0	0		102,979,031
2014-15	102,979,031	0	0		102,979,031
2015-16	102,979,031	0	0		102,979,031

Site Improvements (Gross Value)					
Fiscal Year	Opening Balance of Asset (Gross Value) As of April-01 (15201)	Transfer from CIP (15203)	Added during the fiscal year (15202)	Retirement or disposal (15204 + 15205)	Closing Balance of Asset (Gross Value) As of March-31
2010-11 (act)	3,522,306		377,748	-173,664	3,726,370
2011-12	3,726,370				3,726,370
2012-13	3,726,370				3,726,370
2013-14	3,726,370				3,726,370
2014-15	3,726,370				3,726,370
2015-16	3,726,370				3,726,370

Furniture and Equipment (Gross Value)					
Fiscal Year	Opening Balance of Asset (Gross Value) As of April-01 (15401)	Transfer from CIP (15403)	Added during the fiscal year (15402)	Retirement or disposal (15404 + 15405)	Closing Balance of Asset (Gross Value) As of March-31
2010-11 (act)	21,604,371	221,070	1,244,379	-4,669,060	18,380,760
2011-12	18,380,760		1,906,716		20,287,476
2012-13	20,287,476		388,500		20,675,976
2013-14	20,675,976		388,500		21,064,476
2014-15	21,064,476		388,500		21,452,976
2015-16	21,452,976		388,500		21,841,476

Information Technology (Gross Value)					
Fiscal Year	Opening Balance of Asset (Gross Value) As of April-01 (15501)	Transfer from CIP (15503)	Added during the fiscal year (15502)	Retirement or disposal (15504 + 15505)	Closing Balance of Asset (Gross Value) As of March-31
2010-11 (act)	16,761,039		670,987	-3,904,717	13,527,309
2011-12	13,527,309		315,668		13,842,977
2012-13	13,842,977		466,718		14,309,695
2013-14	14,309,695		466,718		14,796,413
2014-15	14,796,413		466,718		15,263,131
2015-16	15,263,131		466,718		15,729,849

Other TCA (Gross Value)					
Fiscal Year	Opening Balance of Asset (Gross Value) As of April-01 (15901)	Transfer from CIP (15903)	Added during the fiscal year (15902)	Retirement or disposal (15904 + 15905)	Closing Balance of Asset (Gross Value) As of March-31
2010-11 (act)	2,740,146		524,449	-5,028	3,259,567
2011-12	3,259,567		0		3,259,567
2012-13	3,259,567				3,259,567
2013-14	3,259,567				3,259,567
2014-15	3,259,567				3,259,567
2015-16	3,259,567				3,259,567

END OF CAPITAL ASSET SCHEDULE

STATEMENT OF TCA AMORTIZATION (Budget & Interim Reporting)

FOR COLLEGE: Fleming College
FOR THE PERIOD: April 1, 2011 to March 31, 2012

PREPARED BY: Pat Blacker-Thomson, June 12, 2011, (705) 749-5530 Ext. 1398

Buildings- Amortized >30 Years

58,901,916

Fiscal Year	Accumulated Amortization			
	Opening Balance accumulated amortization As of April-01 (16301) Accumulated Amortization	Expensed for the fiscal year (16302) B = (Z)	Retirement or disposal (16303 + 16304) C (negative)	Closing Balance accumulated amortization As of March-31 D=A+B+C
2010-11 (actual)	29,980,155	2,549,376		32,529,531
2011-12	32,529,531	2,703,581		35,233,112
2012-13	35,233,112	2,890,994		37,924,106
2013-14	37,924,106	2,618,807		40,542,913
2014-15	40,542,913	2,598,973		43,141,886
2015-16	43,141,886	2,598,973		45,740,859

Calculation of In-Year Amortization			
Amortization on opening Book Value	Amortization on Addition (1/2 year rule)	Amortization on Disposal (1/2 year rule)	Amortization For the year
W	X	Y (negative)	Z=W+X+Y
2,601,347	102,234		2,703,581
2,890,994			2,890,994
2,618,807			2,618,807
2,598,973			2,598,973
2,598,973			2,598,973

Site Improvements

Fiscal Year	Accumulated Amortization			
	Opening Balance accumulated amortization As of April-01 (16201) Accumulated Amortization	Expensed for the fiscal year (16202) B = (Z)	Retirement or disposal (16203 + 16204) C (negative)	Closing Balance accumulated amortization As of March-31 D=A+B+C
2010-11 (actual)	1,894,617	312,540	-173,684	2,033,473
2011-12	2,033,473	321,378		2,354,851
2012-13	2,354,851	299,152		2,654,003
2013-14	2,654,003	263,274		2,917,277
2014-15	2,917,277	199,131		3,116,408
2015-16	3,116,408	141,598		3,258,006

Calculation of In-Year Amortization			
Amortization on opening Book Value	Amortization on Addition (1/2 year rule)	Amortization on Disposal (1/2 year rule)	Amortization For the year
W	X	Y (negative)	Z=W+X+Y
321,378			321,378
299,152			299,152
263,274			263,274
199,131			199,131
141,598			141,598

Furniture and Equipment

Fiscal Year	Opening Balance accumulated amortization As of April-01 (16401) Accumulated Amortization	Expensed for the fiscal year B = (Z)	Retirement or disposal C (negative)	Closing Balance accumulated amortization As of March-31 D=A+B+C
2010-11 (actual)	17,335,301	1,411,773	-4,688,080	14,057,994
2011-12	14,057,994	1,570,557		15,628,511
2012-13	15,628,511	1,665,682		17,194,093
2013-14	17,194,093	1,452,943		18,647,036
2014-15	18,647,036	1,274,271		19,921,307
2015-16	19,921,307	877,081		20,798,388

Amortization on opening Book Value	Amortization on Addition (1/2 year rule)	Amortization on Disposal (1/2 year rule)	Amortization For the year
W	X	Y (negative)	Z=W+X+Y
1,260,524	310,033		1,570,557
1,526,730	38,850		1,565,582
1,414,083	38,850		1,452,943
1,235,421	38,850		1,274,271
838,231	38,850		877,081

Information Technology

Fiscal Year	Opening Balance accumulated amortization As of April-01 (16501) Accumulated Amortization	Expensed for the fiscal year (16502) B = (Z)	Retirement or disposal (16503 + 16504) C (negative)	Closing Balance accumulated amortization As of March-31 D=A+B+C
2010-11 (actual)	12,122,770	1,464,830	-3,904,714	9,682,886
2011-12	9,682,886	1,445,089		11,127,975
2012-13	11,127,975	1,417,569		12,545,544
2013-14	12,545,544	703,882		13,249,426
2014-15	13,249,426	514,314		13,763,740
2015-16	13,763,740	559,027		14,322,767

Amortization on opening Book Value	Amortization on Addition (1/2 year rule)	Amortization on Disposal (1/2 year rule)	Amortization For the year
W	X	Y (negative)	Z=W+X+Y
1,402,702	42,387		1,445,089
1,338,783	77,786		1,417,569
626,086	77,786		703,882
436,528	77,786		514,314
481,241	77,786		559,027

Other TCA

Fiscal Year	Accumulated Amortization				Calculation of In-Year Amortization			
	Opening Balance accumulated amortization As of April-01 (16901) Accumulated Amortization	Expensed for the fiscal year (16902) B = (Z)	Retirement or disposal (16903) +16904) C. (negative)	Closing Balance accumulated amortization As of March-31 D=A+B+C	Amortization on opening Book Value	Amortization on Addition (1/2 year rule) X	Amortization on Disposal (1/2 year rule) Y (negative)	Amortization For the year Z=W+X+Y
2010-11 (actual)	519,271	83,829	-5,028	598,072	169,152			169,152
2011-12	598,072	169,152		767,224	169,152			169,152
2012-13	767,224	169,152		936,376	133,565			133,565
2013-14	936,376	133,565		1,069,941	126,448			126,448
2014-15	1,069,941	126,448		1,196,389	126,448			126,448
2015-16	1,196,389	126,448		1,322,837				126,448

2011-12 ALL TCA

Asset Class	Accumulated Amortization				Calculation of In-Year Amortization			
	Opening Balance accumulated amortization As of April-01 (16901) Accumulated Amortization	Expensed for the fiscal year (16902) B = (Z)	Retirement or disposal (16903) +16904) C. (negative)	Closing Balance accumulated amortization As of March-31 D=A+B+C	Amortization on opening Book Value	Amortization on Addition (1/2 year rule) X	Amortization on Disposal (1/2 year rule) Y (negative)	Amortization For the year Z=W+X+Y
Buildings > 30 years	32,829,531	2,703,981	0	35,233,112	2,601,347	102,234	0	2,703,581
SI Improvements	2,033,473	321,378	0	2,354,851	321,378	0	0	321,378
Furniture and Equipment	14,057,954	1,570,557	0	15,628,511	1,260,524	310,033	0	1,570,557
Information Technology	9,682,896	1,445,089	0	11,127,975	1,402,702	42,387	0	1,445,089
Other TCA	598,072	169,152	0	767,224	169,152	0	0	169,152
TCA TOTAL	58,901,916	6,209,757	0	65,111,673	5,755,103	454,654	0	6,209,757

END OF STATEMENT OF TCA AMORTIZATION