NIAGARA COLLEGE
BOARD OF GOVERNORS

2006-2007 Annual Report

to the Minister of Training, Colleges and Universities

June 2007

Contents

"Excellence is never an accident. It is always the result of focused attention, sincere effort, and intelligent, skillful execution. It represents wise choices among many alternatives."

- Einstein

Message from the Chair of the Board

Common goals and a shared commitment are the key elements to the success of an organization.

In our case, the Board of Governors, management, faculty and staff share both the ambition to be the best mid sized College in Ontario and a commitment to student success that brings us closer and closer to reaching that goal.

Through the course of the last year, the Board worked closely with College management to ensure the strategies and direction were in place to ensure the College continued to meet and exceed the goals outlined in our main priorities.

As an organization, we put learning first in all our operations and worked to maintain our high performance team. These efforts are reflected in our third consecutive number-one ranking in student satisfaction among all Ontario colleges.

We worked to establish branding that is consistent with our vision of enriching lives and fulfilling dreams by preparing students to pursue and achieve career success. This work continues to bear fruit as more and more students choose Niagara College as their pathway to a better life.

We worked to maintain financial strength. Through prudent fiscal management the college has positioned itself well to meet future challenges.

As we move forward, we will rely on these core strengths as we take on the challenge of student retention. Current strategies in this regard have already shown positive results, and as an organization we will continue to focus our efforts to ensure our students succeed from day one to graduation.

On behalf of the Board I would like to take this opportunity to thank all staff and faculty for their hard work and constant commitment to our students' success. This is the foundation on which our achievements as an organization are built. I also thank my fellow governors for giving of their time and expertise and their many contributions as we pursue shared goals.

Jim Ryan
Chair, Board of Governors

President's Message

2006-07 was a year of numerous achievements and successes, a testimony to the determination of our students, the talents and commitment of our employees, and to the support of our industry and community partners. These attributes are reflected in the College's third-straight number-one ranking in student satisfaction among all Ontario Colleges. Niagara College has finished at or near the top of these rankings since the Key Performance Indicator Survey was introduced in 1999, and we continue to build on our role as a leader in student satisfaction in Ontario.

This spring we granted our first degrees to the inaugural class of our Bachelor of Applied Business – Hospitality Operations Management degree program. We also marked the opening of the Niagara Technology Centre, which allowed for the consolidation of all technology programs at the Welland Campus, creating opportunities for synergies and cross-disciplinary cooperation that mirrors industry.

Niagara College launched a number of new programs in 2006-07 in response to industry demand and local economic trends. In particular, our new Practical Nursing program is being offered through an innovative partnership with the Niagara Health System and was oversubscribed for its initial offering.

In the face of ongoing difficult budgetary pressures, Niagara College has emerged with a strong financial position as we continue to build for the future.

Enrolment

After years of steady growth, including record high enrolments in 2005-06, enrolment increases have leveled off in 2006-07. We continue to exceed enrolment targets, however, and are within 30 students of last year's total. The College has increased its efforts in retention and we've been successful in increasing the number of returning students. Our first year-to-second year retention rate is at 79.8 percent, which is significantly above our target of 75 percent.

In response to the province-wide challenges with technology enrolment we have introduced new laddered programming in certain areas and a number of new access programs that support enrolment in these fields.

Key Performance Indicators (KPIs)

As mentioned above, the most recent KPI results show that Niagara College continues to be among the top performing colleges. For the third year in a row, we have ranked number one in student satisfaction. The College continues to do well in other areas of the survey, with above-average results in graduate employment and employer satisfaction as well. The survey shows that 91 percent of our graduates are employed within six months of graduation and employer satisfaction is at 93.5 percent.

Financial Strength

Niagara College continues to build on its reputation as one of the best fiscally managed colleges in the system and is positioned to take advantage of the funding model for 2007 and beyond. Our ability to invest in quality education initiatives is a direct result of sound financial management. Despite financial pressures, we have finished 2006-2007 with strong financial results and have been able to put an additional $1.8 million in the restricted reserves, while maintaining $1.6 million in unrestricted reserves.

Continuous lobbying for additional funding, provincially and specifically for Niagara College, resulted in additional funding in a number of areas.

- Inclusion in the Small, Northern and Rural Grant for an additional $590,000
- Quality fund announcement of $343,000
- $1.5 million in capital funding in support of our wine and viticulture programs and the Wine Education Centre at the NOTL campus
- Additional $85,000 for 2006-2007 as part of a government announcement for Clinical Education funding, specifically for our nursing and dental programs. The added funding is expected to continue in 2007-2008 and beyond and will represent a larger amount for Niagara College as our Practical Nursing program grows
- $3.8 million for 2007-2008 of a $105 million one-time funding announcement for facilities renewal and repairs

Thanks to the efforts of the Niagara College Foundation Board of Directors and many volunteers and staff, we were able to raise an extraordinary amount of private sector funding to support the College. Our Advanced Technology campaign was successful in reaching its $1 million goal, drawing the support of industry, the City of Welland, Region of Niagara and Niagara College students in support of the $3.5 million expansion of the technology facilities at the Welland Campus.

The College surpassed its OTSS goal ($320,000) by January this year, ensuring the maximum matching funds from the provincial government, resulting in close to $1 million being added to our scholarship endowment funds. This year's Seafood Gala, "Puttin on the Ritz" was a record success with over 670 attendees and raised a record $300,000 in support of student scholarships and bursaries, including the matching provincial funds. This event is driven by an extremely dedicated group of volunteers.

Developing a High Performance Team

The Niagara College executive team was strengthened considerably with the addition of two new vice-presidents, Joyce Engel and Sean Kennedy. Both individuals have quickly developed strong working relationships with their staff and have established important community linkages, in particular with our local school boards and university. Other noteworthy additions to our management team are Gordon Hunchuk, Director of Marketing and Communications, John Levay, Director of Information Services, Terrence van Rooyen, winemaker and David Veres as Dean of Hospitality and Tourism.

Other highlights of the past year include:

- Successful launch of a School-College Linkages pilot project, in partnership with the local district school boards, aimed at creating new opportunities for students who left high school without a diploma
- Successful first year of the Centre for Advanced Visualization as a wholly-owned subsidiary of the College
- College Network for Industry Innovation (CNII): Niagara is one of 10 colleges in this new consortium, funded by the Ministry of Research and Innovation Ontario, to support applied research in the province to advance industry competitiveness
- Niagara College staff and students continued to make a significant contribution to our community: the Smile for a Child Program provided oral care to local children with no access to dental benefits; Construction Engineering Technology and Construction Techniques students participated in a Habitat for Humanity building project; Event Management students undertook a Wedding Planner project that involved organizing the weddings of two local couples; the College's Many Hands Project, which provides renovations for a local non-profit agency involved students of the Event Management and the Construction Engineering Technology programs
- Successful advocacy for ministry-funded international scholarship program to assist students to work and study abroad
- Outstanding achievement by our students and alumni on the provincial and national levels:
    - Kari Spry, a first-year student in our Bachelor of Applied Business – International Commerce and Global Development program received the Forum for International Trade Training's (FITT) first-ever National Achievement Award in recognition of her work with the College's sustainable development project in South Africa.
    - Alumni Mark Hardwick and Wes Beauchamp, both former student council presidents, along with current student Chidi Boma Opara were honoured for student leadership by Colleges Ontario.
    - Hairstylist Apprentice Kathy Luu captured the Gold medal at the Skills Canada – Ontario competition with a perfect score.
    - Kelly Felhaber, a second-year student in the Police Foundations program was honoured as the top Police Foundations student in Ontario.
- The introduction of *Start Right/For Parents Only*, a pre-college orientation program for first-year students and parents ran at both campuses
- Graduation of first class of the Niagara College-delivered Canadian Association for Professional Sommeliers (CAPS) program
- The College successfully underwent an external ISO audit of the contract training systems, ensuring our industry recognized ISO9001:2000 registration is maintained
- A number of new articulation agreements created new pathways for students, including: Niagara University (BA-Accounting to BBA/MBA Professional Accountancy); Dalhousie University (University level ESL to international students interested in Dalhousie undergraduate and graduate programs)
- The Niagara College Teaching Winery captured a number of wine awards, including one Gold, three Silver and three Bronze, Top Chardonnay at the 2006 Canadian Wine Awards and Best Chardonnay over $20 at the 2007 All Canadian Wine Championships for the

2004 Warren Classic as well as Best Meritage over $20; Winemaker Jim Warren was awarded the 2007 Tony Aspler Cuvee Award of Excellence

- The College established new relationships with Brock University that create new learning pathways for students

As you will see, Niagara College continues to distinguish itself within the college system while realizing its vision of enriching lives and preparing students to pursue and achieve career success.

Dan Patterson, Ph.D.
President
Niagara College

Our Vision:

Enriching lives and fulfilling dreams by
preparing students to pursue and achieve career success

Our Mission:

Providing outstanding applied education and
training for a changing world

Niagara College will build on its strengths striving to be the best post-secondary educational institution in Canada, recognized for:

- Innovative programs and services that:
  - emphasize and provide applied, “hands-on” learning and workplace experience opportunities;
  - Have an entrepreneurial focus;
  - Contain value-added international components, including exceptional opportunities for students to gain international work and education experiences;

- Unique campus learning environments, defined by distinctive geographic location, exceptional natural environments, and enhanced living labs and learning enterprises;

- Providing a variety of learning pathways for students, from access and preparatory programming to applied degrees and graduate education;

- Three distinctive areas of specialization in support of economic prosperity, including:
  - A globally recognized school of hospitality and tourism and institute of culinary arts, with program excellence in diploma, degree-level and professional studies;
  - Advanced technology education, applied research, and support for industry innovation that is a Canadian model of effective partnership;
  - A premier school of policing and public safety, distinguished by exemplary on and off-campus learning opportunities.

Our Commitments:

Valuing students, colleagues and partners by acting with respect, integrity and openness.

Supporting communities and industries by being enterprising, innovative and globally connected.

Report on 2006-07 College Goals

2006/07 PERFORMANCE GOALS	METRICS / MEASUREMENT	COMMENTS
Strategic Objective #1: Focus on student success by putting learning first in all college operations and ensuring that all our programs, services and learning environments are among the best.		
1. Meet or exceed targets for provincial KPI and College Performance Indicators (*Metric 1.1*) KPIs: Student Satisfaction, Graduate Satisfaction, Employment Rate, Employer Satisfaction, Graduation Rate CPIs: Retention Rate, Work Placement Rate, Service & Facility Quality	KPI & CPI results vs targets Student Satisfaction 80% Graduate Satisfaction 80% Employment Rate 85% Employer Satisfaction 90% Graduation Rate 60% Retention Rate (Y1 to Y2)[1] 75% Work Placement Rate 95% Service & Facility Quality 80%	 87.2% (#1) 80.7% 91.0% 93.5% 60.6% 79.8% 98.5% 84.1% (#1)
2. Where appropriate, infuse each of our certificate, diploma, graduate certificate and applied degree programs with value-added elements of international, entrepreneurial and practical experience and applied research. (*Metric 1.2*)	Table summary report re entrepreneurial, practical and international experience and applied research across programs	Completed
3. Complete a study on potential enrolment growth. The study should take into account the College obtaining ITAL status, increased applied degrees, increased post-secondary participation rate and other internal and external variables. The impact of moving to a corridor funding model and changes to capital infrastructure requirements will also be looked at. (*Metric 1.4*)	Table study and recommendations	Completed
4. Achieve domestic enrolment targets as follows: (*Metric 1.5*) a) Hospitality and Tourism: 2006F: 860; Headcount: 1,800 b) Advanced and Integrated Technology: 2006F: 750; Headcount: 1,500 c) Policing, Public Safety & Security: 2006F: 750; Headcount: 1,500	Enrolment results as of Day 10, 2006S, 2006F, 2007W	a) 2006F: 884; HC:1,876 b) 2006F:508; HC:1,018 c) 2006F:774; HC: 1,570

[1] There was a typographical error in the Board-approved goals which has been corrected (originally 60% indicated)

2006/07 PERFORMANCE GOALS	METRICS / MEASUREMENT	COMMENTS
5. Obtain KPI results well above the provincial norm in the three areas of specialization: (*Metric 1.5*) a) Hospitality & Tourism b) Advanced Technology c) Policing, Public Safety and Security	KPI results by cluster vs. provincial average	See Appendix A
6. Enhanced state-of-the-art learning environment for advanced technology programs through greater integration and synergy by consolidating programs at the Welland Campus (*Metric 1.5 & 1.8*)	Opening of new technology centre in Welland for Sept 06	Achieved
7. Meet or exceed enrolment targets for Access programming, including ESL and LBS (*Metric 1.6*) a) Postsecondary Access (domestic): 2006F: 575; Headcount: 1,100 b) English as a Second Language: 130 FTE c) LBS/OBS: 425 learners; 140,560 contact hours (per contract with Ministry)	Enrolment results as of Day 10, 2006S, 2006F, 2007W for PS and ESL LBS/OBS: Audit Results @ Mar 31, 2007	a) 2006F: 488; HC:1,014 b) ESL: 163 FTE c) LBS/OBS: Learners: 498 C/Hrs: 101,743
8. Grow Apprenticeship by 10% (*Metric 1.7*)	Official Audit Results @ Mar 31, 2007 vs. Mar 31, 2006	+35%
9. Ensure that our learning environments are distinguished by e-learning support and on-line services. *(Metric 1.8)*	All sections of daytime postsecondary courses active in Blackboard with the official CIS, announcements and grades entry as standard features during the fall, 2006	Achieved
Strategic Objective #2: Strengthen our organization by creating a climate that promotes and sustains a high performance team dedicated to student success		
1. Achieve consistently high performance on service and teaching ratings that place the College above the Ontario college average. (*Metric 2.3*)	KPI results on questions related to teaching & service 90%	90.3% (#1)
2. Support teaching excellence and curriculum development by meeting targets in activities that support teaching excellence and curriculum development. (1.8.2)	• # staff completing advanced education (graduate programs etc.) • staff who complete related training such as instructional design, Blackboard • # staff publications, texts, and related conference presentations • # programs that undergo major revision • # new programs developed From August 1st to July 31st	See Appendix A

2006/07 PERFORMANCE GOALS	METRICS / MEASUREMENT	COMMENTS
3. Rewrite, evaluate and classify position descriptions for all college support staff positions to comply with new support staff classification system.	All support staff position descriptions rewritten, evaluated and classified according to new system	Achieved
Strategic Objective #3: Establish a Market Position and Brand consistent with our vision and goals		
1. Redevelop marketing and promotion plan in light of branding study results (3.1.1)	College Marketing and Promotions Plan Presentation to Board	Achieved
2. Maintain out-of-region applications at 50% or more of total applications (*Metric 3.1*)	Total applications for 2006F intake (out-of-region versus in-region)	2006F: 63.9%
3. Achieve annual enrolment targets: (*Metric 3.2*) ➢ Domestic enrolment: 2006F: 5,700; Headcount: 11,700 ➢ International enrolment: 2006F: 300; Headcount: 600	Enrolment results as of Day 10, 2006S, 2006F, 2007W	Domestic: 2006F:5,938; HC:12,193 International: 2006F:297; HC: 634
Strategic Objective #4: Maintain Financial Strength		
1. Deliver balanced or positive 2005-2006 financial results and meet the provincial consolidation requirements (*Metric 4.1*)	Audited Financial Statements 2005-2006 draft financial results submitted to Ministry by May 30, 2006	Achieved
2. Board approved 2006-2007 Budget and Business Plan (*Metric 4.1*)	Annual Business Plan to Board for Approval	Achieved
3. Create and implement business plan for the Centre for Advanced Visualization (CFAV) Inc., the College's first subsidiary (*Metric 4.1*)	Creation April 1, 2006 CFAV Inc. 2006-2007 Annual Report (including audited financial statements)	Achieved
4. Achieve capital fundraising target of $250,000 and OTSS Endowment fundraising target of $320,000 (*Metric 4.2*)	Foundation Annual Report (including financial statements)	Capital campaign: $1M OTSS – reached in Jan 2007
5. Raise the understanding of the needs of Niagara College students with local municipal and business leaders and provincial elected and non-elected officials (*Metric 4.3*)	Updates on advocacy activities and changes to the Board-approved Advocacy Plan	Completed

APPENDIX A

2006-2007

PERFORMANCE REPORT

NIAGARA COLLEGE
PERFORMANCE REPORT
2006-2007

Part I – Quality Indicators

PROVINCIAL KPIs				
INDICATOR	**NIAGARA STANDARD**	**NIAGARA 2006/07**	**PROVINCE 2006/07**	**NIAGARA 2005/06**
Student Satisfaction	80%	**87.2%**	77.4%	86.4%
Graduate Employment	85%	**91.0%**	90.1%	90.4%
Graduate Satisfaction	80%	**80.7%**	82.0%	82.5%
Employer Satisfaction	90%	**93.5%**	92.6%	94.2%
Graduation Rate	60%	**60.6%**	63.3%	57.0%

COLLEGE PROGRAM CLUSTERS:PERFORMANCE INDICATORS HOSPITALITY AND TOURISM					
INDICATOR	**Province H&T Programs 2006/07**	**Niagara H&T Programs 2006/07**	**Niagara H&T Programs 2005/06***	**Niagara College 2006/07**	**Niagara College Standard**
Student Satisfaction	79.5%	**83.6%**	81.1%	87.2%	80%
Graduate Employment	92.3%	**93.5%**	88.3%	91.0%	85%
Graduate Satisfaction	81.9%	**75.0%**	87.7%	80.7%	80%
Employer Satisfaction	88.4%	**92.7%**	93.5%	93.5%	90%
Graduation Rate	Not available	**56.3%**	70.2%	60.6%	60%

COLLEGE PROGRAM CLUSTERS:PERFORMANCE INDICATORS ADVANCED AND INTEGRATED TECHNOLOGY					
INDICATOR	**Province Technology Programs 2006/07**	**Niagara Technology Programs 2006/07**	**Niagara Technology Programs 2005/06***	**Niagara College 2006/07**	**Niagara College Standard**
Student Satisfaction	73.5%	**81.8%**	85.5%	87.2%	80%
Graduate Employment	87.6%	**88.0%**	90.7%	91.0%	85%
Graduate Satisfaction	77.1%	**81.6%**	76.6%	80.7%	80%
Employer Satisfaction	93.3%	**87.8%**	96.4%	93.5%	90%
Graduation Rate	Not available	**60.1%**	40.0%	60.6%	60%

COLLEGE PROGRAM CLUSTERS:PERFORMANCE INDICATORS POLICING, PUBLIC SAFETY AND SECURITY					
INDICATOR	**Province PPSS Programs 2006/07**	**Niagara PPSS Programs 2006/07**	**Niagara PPSS Programs 2005/06***	**Niagara College 2006/07**	**Niagara College Standard**
Student Satisfaction	81.0%	**83.6%**	69.18%	87.2%	80%
Graduate Employment	93.0%	**91.8%**	89.0%	91.0%	85%
Graduate Satisfaction	83.1%	**81.6%**	80.4%	80.7%	80%
Employer Satisfaction	94.6%	**97.6%**	96.4%	93.5%	90%
Graduation Rate	Not available	**76.2%**	59.9%	60.6%	60%

COLLEGE PERFORMANCE INDICATORS			
INDICATOR	**NIAGARA STANDARD**	**NIAGARA 2006/07**	**NIAGARA 2005/06**
Retention Rate	75%	**79.8%**	N/A
Work Placement Rate	95%	**98.5%**	98.2%
Program and Learning Quality	90%	**90.3%**	89.3%
Service and Facility Quality	80%	**84.1%**	83.5%

* In 2005-2006 a straight average was used for the 3 program clusters. As of 2006-2007, a weighted average is used to avoid skewing of the results by relatively small programs.

Part II – Application and Enrolment Indicators

COLLEGE ENROLMENT REPORT					
INDICATOR	**NIAGARA TARGET**		**NIAGARA 2006/07**		**NIAGARA 2004/05**
	2006F	HC	**2006F**	**HC**	2005F
F/T domestic enrolment in post-secondary programs	5,700	11,700	**5,938**	**12,193**	5,968
International student enrolment	300	600	**297**	**634**	315
Enrolment in Hospitality and Tourism (D+I)	860	1,800	**884**	**1,876**	934
Enrolment in Advanced and Integrated Technology (D+I)	750	1,500	**508**	**1,018**	928
Enrolment in Policing and Public Safety (D+I)	750	1,500	**774**	**1,570**	798
Access student enrolment (PS domestic)	575	1,100	**488**	**1,014**	583
ESL enrolment (FTE)	130		**163**		137
LBS/OBS enrolment (Mar 31 audit results) (hours)	140,560 425 learners		**101,743 498 learners**		86,062
Apprentice student enrolment (Mar 31 audit results)	+10%		**+35%**		+13%
% out-of-region applications	> 50%		**63.9%**		69%

Part III – Teaching Excellence Indicators

Teaching Excellence and Curriculum Development		
INDICATOR	**Benchmark (2005-2006 results)**	**2006/07 Results**
# staff completing advanced education	15	**39**
staff who complete related training such as instructional design, Blackboard, etc. (# staff training days)	84	**142**
# staff publications, texts, and related conference presentations	N/A	**N/A****
# programs that undergo major revision	9	**7**
# new programs developed	6	**6**

** In trying to implement this indicator, it has been determined that establishing a process to collect and consistently report on staff publications, texts and related conference presentations is not cost effective. Given the potential subjectivity of the criteria (i.e. do publications need to be published, what conferences are eligible, etc.) it is not felt that the indicator will provide very meaningful measurement of teaching excellence.

APPENDIX B

CONSOLIDATED FINANCIAL STATEMENTS

Year ended March 31, 2007

Consolidated Financial Statements of

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Year ended March 31, 2007

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Financial Statements

Year ended March 31, 2007

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AUDITORS' REPORT TO THE GOVERNORS

We have audited the consolidated statement of financial position of Niagara College of Applied Arts and Technology as at March 31, 2007 and the consolidated statements of operations, changes in net assets and cash flows for the year then ended. These consolidated financial statements are the responsibility of the College's management. Our responsibility is to express an opinion on these consolidated financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the College as at March 31, 2007 and the results of its operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Our audit was made for the purpose of forming an opinion on the basic consolidated financial statements taken as a whole. The supplementary information included in Schedules 1 and 2 is presented for the purposes of additional analysis and is not a required part of the basic consolidated financial statements. Such supplementary information has been subjected to auditing procedures applied in the audit of the basic consolidated financial statements and, in our opinion, is fairly stated, in all material respects, in relation to the basic consolidated financial statements taken as a whole.

Chartered Accountants, Licensed Public Accountants

KPMG LLP

St. Catharines, Canada
May 18, 2007

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Financial Position

March 31, 2007, with comparative figures for 2006

	2007	2006
Assets		
Current assets:		
Cash	$ 24,404,381	$ 19,935,055
Post secondary and other grants recoverable (note 4)	3,286,997	2,792,330
Accounts receivable	1,554,419	1,654,141
Current portion of long-term receivables	860,229	1,203,028
Inventories	379,382	373,009
Prepaid expenses and other assets	595,974	524,889
	31,081,382	26,482,452
Restricted assets:		
Cash	1,558,007	1,613,765
Short-term investments - at cost which approximates market value	5,071,211	3,214,785
	6,629,218	4,828,550
Capital assets (note 5)	71,450,629	72,980,945
Long-term receivables:		
Pledges receivable	2,865,197	4,201,047
Less current portion	860,229	1,203,028
	2,004,968	2,998,019
	$111,166,197	$107,289,966

	2007	2006

Liabilities, Deferred Contributions and Net Assets

	2007	2006
Current liabilities:		
Accounts payable and accrued liabilities	$ 4,533,157	$ 4,994,421
Accrued payroll and employee deductions	3,514,598	2,488,111
Accrued vacation (note 3)	2,872,451	2,517,456
Deferred revenue:		
Specific purpose grants deferred and repayable	4,365,397	4,618,897
Tuition and related fees	4,663,028	4,459,391
Awards and bursaries	446,497	513,617
Other	721,628	728,173
Current portion of long-term debt (note 6)	460,763	433,753
	21,577,519	20,753,819
Long-term debt (note 6)	12,575,358	13,036,127
Future employee benefits (note 3)	2,128,637	2,233,794
Deferred capital contributions (note 7)	51,846,682	53,122,269
Net assets:		
Unrestricted	1,668,269	1,538,931
Vacation and future employment benefits (note 3)	(5,001,088)	(4,751,250)
Internally restricted for future expense (note 8)	14,121,750	10,522,000
Foundation	99,778	60,410
Centre for Advanced Visualization	26,044	-
	10,914,753	7,370,091
Endowments (note 9)	5,252,478	4,058,743
Investment in capital assets (note 10)	6,870,770	6,715,123
	23,038,001	18,143,957
Contingent liabilities (note 11)		
Pension plans (note 13)		
	$ 111,166,197	$ 107,289,966

See accompanying notes to financial statements.

Approved by the Board:

____________________________ Governor

____________________________ Governor

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Operations

Year ended March 31, 2007, with comparative figures for 2006

	2007	2006
Revenue:		
Grants and reimbursements	$ 44,116,310	$ 41,352,165
Student tuition and fees	24,481,183	23,363,683
Ancillary operations	7,037,251	6,441,635
Other	5,540,186	4,664,105
Amortization of deferred contributions related to capital assets	3,934,979	4,056,089
Total revenue	85,109,909	79,877,677
Expenses:		
Salaries and benefits	51,220,007	44,509,672
Non-salary expenditures	21,501,079	21,054,430
Flow through funds to third parties	3,608,797	3,824,150
Amortization of capital assets	5,079,717	5,414,106
Total expenses	81,409,600	74,802,358
Excess of revenue over expenses	$ 3,700,309	$ 5,075,319

See accompanying notes to financial statements.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Changes in Net Assets

Year ended March 31, 2007, with comparative figures for 2006

	Unrestricted	Vacation and future employee benefits	Internally restricted for future expense	Foundation	Centre for Advanced Visualization	Endowments	Investment in capital assets	2007	2006
			(note 8)			(note 10)			
Net assets, balance beginning of year	$1,538,931	$(4,751,250)	$10,522,000	$60,410	$ -	$4,058,743	$ 6,715,123	$18,143,957	$12,099,365
Excess of revenue over expenses (expenses over revenue)	1,429,723	(249,838)	3,599,750	39,368	26,044	-	(1,144,738)	3,700,309	5,075,319
Endowments	-	-	-	-	-	1,193,735	-	1,193,735	969,273
Net change in investment in capital assets	(1,300,385)	-	-	-	-	-	1,300,385	-	-
Balance, end of year	$1,668,269	$(5,001,088)	$14,121,750	$99,778	$26,044	$5,252,478	$ 6,870,770	$23,038,001	$18,143,957

See accompanying notes to financial statements.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Statement of Cash Flows

Year ended March 31, 2007, with comparative figures for 2006

	2007	2006
Cash provided by (used in):		
Operations:		
Excess of revenue over expenses	$ 3,700,309	$ 5,075,319
Items not involving cash:		
Amortization of deferred contributions related to capital assets	(3,934,979)	(4,056,089)
Amortization of capital assets	5,079,717	5,414,106
Change in future employee benefits	(105,157)	(1,155,554)
Vacation and sick leave	354,995	126,456
Change in non-cash operating working capital:		
Post secondary and other grants recoverable	(494,667)	3,080,959
Accounts receivable	442,521	762,074
Inventories	(6,373)	(74,571)
Prepaid expenses	(71,085)	(58,449)
Accounts payable and accrued liabilities	(461,264)	751,852
Accrued payroll and employee deductions	1,026,487	(153,464)
Deferred revenue	(123,528)	(1,709,025)
	5,406,976	8,003,614
Financing and investing activities:		
Short-term investments	(1,856,426)	(1,502,037)
Increase in endowments	1,193,735	969,273
Long-term receivables	993,051	233,199
Principal payments on long-term debt	(433,759)	(408,314)
Increase in deferred capital contributions	2,659,392	3,116,098
Purchase of capital assets	(3,549,401)	(4,001,315)
	(993,408)	(1,593,096)
Increase in cash	4,413,568	6,410,518
Cash, beginning of year	21,548,820	15,138,302
Cash, end of year	$25,962,388	$21,548,820
Cash is represented by:		
Cash - unrestricted	$24,404,381	$19,935,055
Cash - restricted	1,558,007	1,613,765
	$25,962,388	$21,548,820

See accompanying notes to financial statements.

1. Significant accounting policies and disclosure:

A. Basis of presentation:

These consolidated financial statements reflect the assets, liabilities, revenues and expenses of Niagara College of Applied Arts and Technology, its wholly owned subsidiaries, Centre for Advanced Visualization and Niagara College Foundation. All inter-organization assets, liabilities, revenues and expenditures have been eliminated.

B. Revenue recognition:

The College follows the deferral method of accounting for contributions which include donations and government grants. Externally restricted contributions are recognized as revenue in the year in which the related expenses are recognized. Contributions restricted for the purchase of capital assets are deferred and amortized into revenue on a straight-line basis at a rate corresponding with the depreciation rate for the related capital assets. Unrestricted contributions are recognized as revenue when received or receivable.

Donations of assets are recorded at fair value when a fair value can be reasonably estimated. Pledges receivable for capital assets are recorded as an asset in the accompanying financial statements when the amount to be received can be reasonably estimated and collection is reasonably assured. Pledges receivable include donations and a commitment from students for capital assets.

Restricted investment income is recognized as revenue in the year in which the related expenses are incurred. Unrestricted investment income is recognized as revenue when earned.

Endowment funds are for awards and bursaries. Endowment contributions are recognized as direct increased in endowment net assets.

C. Inventories:

Inventories are valued at the lower of cost, determined on the first-in, first-out basis, and net realizable value.

1. Significant accounting policies and disclosure (continued):

D. Capital assets:

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. Assets acquired under capital leases are amortized over the estimated life of the assets or over the lease term, as appropriate. Repairs and maintenance costs are charged to expense. Betterments which extend the estimated life of an asset are capitalized. When a capital asset no longer contributes to the College's ability to provide services, its carrying amount is written down to its residual value.

Capital assets are amortized on a straight-line basis using the following rates:

Site improvements	10 years
Buildings	40 years
Building betterments	10-20 years
Major equipment (value > $25,000)	10 years
Lease Assets	Evenly over the life of the lease or the asset
Furniture and equipment	5 years
Information Technology	3-5 years
Vehicles	5 years
Computer software	3-5 years

E. Vacation pay:

Vacation pay or sabbatical leave obligations are accrued in the financial statements.

F. Student organizations:

These financial statements do not reflect the assets, liabilities and results of operations of the Niagara College Student Administrative Council.

1. Significant accounting policies and disclosure (continued):

G. Employee future benefits:

The College is liable to pay 50% of an employee's accumulated sick leave credit on termination or retirement after ten years' service.

The College maintains defined benefit plans providing other retirement and post-employment benefits to most of its employees. These benefits include ongoing premiums for Basic Life Insurance, Extended Health care/Vision/Hearing care and Dental care provided they were in effect on the last working day prior to retirement. The maximum number of years of coverage under this plan is five years from the date of retirement. Canadian generally accepted accounting principles requires the liability related to these benefits to be recorded. The College has recorded this liability.

H. Derivative financial instrument and hedge accounting:

The College uses interest rate swaps to reduce interest rate risk on certain of its variable rate debt. The College does not enter into derivative financial instruments for trading or speculative purposes.

The swaps used by the College have been formally designated as hedges of specifically identified debt. The College believes the swaps are highly effective as hedges of its exposure to interest rate risk and are eligible for hedge accounting. As such, the College accounts for the swaps on an accrual basis as an adjustment to interest expense.

I. Measurement uncertainty:

The preparation of consolidated financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. In estimating accrued liabilities the College relies on assumptions regarding applicable industry performance and prospects, as well as general business and economic conditions that prevail and are expected to prevail. Actual results could differ from those estimates.

2. Accrued vacation and future employee benefits:

Accrued vacation and future employee benefits comprise the following:

	2007	2006
Vacation	$ 2,872,451	$ 2,517,456
Future employee benefits		
Sick leave	1,459,637	1,405,794
Other post-employment benefits	669,000	828,000
	2,128,637	2,233,794
	$ 5,001,088	$ 4,751,250

Vacation

The accrual for vacation represents the liability for earned but unpaid vacation entitlements.

Future employee benefits

Sick Leave

Under the accumulated sick leave benefit plan, unused sick leave can accumulate and employees may become entitled to a cash payment when they leave the College's employment.

Other future employee benefits

The College maintains defined benefit and defined contribution plans providing other retirement and future employee benefits to most of its employees.

3. Accrued vacation and future employee benefits (continued):

The costs of other post-employment benefits (including medical benefits, dental care, life insurance, and certain compensated absences) related to the employees' current service is charged to income annually. The cost is computed on an actuarial basis using the projected benefit method estimating the usage frequency and cost of services covered and management's best estimates of investment yields, salary escalation, and other factors. Plan assets are valued at fair value for purposes of calculating the expected return on plan assets.

The fair values of plan assets and accrued benefit obligations were determined by independent actuaries on behalf of the College System as a whole as at March 31, 2006 for the majority of the obligations set out below.

Information about the College's post employment benefits other than sick leave as at March 31, 2007 is as follows.

	2007	2006
Liability for future employee benefits	$ 794,000	$ 963,000
Fair value of plan asset	125,000	135,000
Funded status – plan deficit	$ 669,000	$ 828,000

The accrued benefit obligations accrued at March 31, 2007 amounted to $853,000 (2006 - $1,017,000). The net unamortized actuarial (loss) gain is ($59,000) (2006 - $54,000). Benefit plan interest and current service (costs) gain recorded in the year were $74,000 (2006 - $117,000) and the amortization of actuarial gain of $Nil (2006 - $Nil). The benefits paid out in the year were $86,000 (2006 - $101,000). These amounts represent the results of the actuarial valuation completed in April 2006.

The significant actuarial assumptions adopted in measuring the College's accrued benefit obligation include a discount rate of 4.85% (2006 - 5.0%). The average retirement age in the College System is assumed to be 61 and the liability has been recalculated as a result of a separation of the benefit pool for retirees and those on long-term disability from active employees.

3. Accrued vacation and future employee benefits (continued):

For measurement purpose, the annual rate of increase in the per capita cost of covered health care benefits was assumed as follows:

	Other benefit plans
Drug	9.0% (grading to 5%)
Hospital	5.0%
Other medical	5.0%
Dental	4.0%

4. Operating grants:

Operating grants may be subject to adjustment pending a final review by the Ministry of Training, Colleges and Universities of the various programs operated by the College for the year ended March 31, 2007. Any adjustment required would be expected to be accounted for as a charge or credit to revenue in the period in which adjustment occurs.

5. Capital assets:

	Cost	Accumulated Amortization	2007 Net Book Value	2006 Net Book Value
Land	$ 3,881,762	$ -	$ 3,881,762	$ 3,881,762
Site improvements	4,916,927	3,974,052	942,875	1,122,156
Buildings	84,737,969	26,134,311	58,603,658	58,862,123
Building betterments	9,265,673	5,578,112	3,687,561	3,932,595
Furniture and equipment	49,289,052	45,253,255	4,035,797	4,217,420
Equipment under capital leases	321,407	321,407	-	-
Resource centre	1,322,622	1,322,622	-	-
Construction in progress	298,976	-	298,976	845,307
Computer software	2,940,045	2,940,045	-	119,582
	$ 156,974,433	$ 85,523,804	$ 71,450,629	$ 72,980,945

6. Long-term debt:

	2007	2006
Swap loan for Glendale residence bearing interest at a variable rate, payable in monthly instalments of approximately $52,000 of principal and interest, with balance payable at maturity. The interest rate has been fixed at 6.99% through an interest rate swap contract which matures October 1, 2025	$ 6,571,668	$ 6,743,837
Swap loan for Welland residence bearing interest at a variable rate, payable in monthly instalments of approximately $43,000 principal and interest, with balance payable at maturity. The interest has been fixed at 6.17% through an interest rate swap contract which matures December 1, 2021	4,924,712	5,128,869
Swap loan for Glendale Vineyard bearing interest at a variable rate, payable in monthly instalments of approximately $11,000 principal and interest, with balance payable at maturity. The interest has been fixed at 4.70% through an interest rate swap contract which matures April 1, 2014	1,539,741	1,597,174
	13,036,121	13,469,880
Current portion of long-term debt	460,763	433,753
	$ 12,575,358	$ 13,036,127

The security for the loans includes a promissory note in the amount of the loan and an assignment of all risk insurance of the College.

Aggregate maturities of long-term debt for each of the five years subsequent to March 31, 2007, are as follows: 2008 - $460,763, 2009 - $489,468; 2010 - $519,983; 2011 - $552,423 and 2012 - $618,553.

7. Deferred contributions:

Deferred capital contributions related to capital assets represent the unamortized and unspent amounts of donations and grants received for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the statement of operations.

	2007	2006
Balance, beginning of year	$ 53,122,269	$ 54,062,260
Additional contributions received	2,659,392	3,116,098
Less amounts amortized to revenue	(3,934,979)	(4,056,089)
	$ 51,846,682	$ 53,122,269

The balance of unamortized capital contributions related to capital assets consists of the following:

	2007	2006
Unamortized capital contributions used to purchase assets	$ 51,543,738	$ 52,795,942
Unspent capital contributions	302,944	326,327
	$ 51,846,682	$ 53,122,269

8. Restrictions on net assets:

The Board has approved, a transfer of $3,599,750 (2006 - $3,100,000) restricted for capital expenditures and Workplace Safety and Insurance Board (WSIB) future costs. The balance of $14,121,750 (2006 - $10,522,000) has been presented as net assets internally restricted for future expenses relating to WSIB of $1,122,000 (2006 - $1,072,000), Peoplesoft Upgrade of $300,000 (2006 - $200,000), Utilities of $200,000, International of $380,320 and future capital expenditures of $12,119,430 (2006 - $9,250,000).

9. Endowments:

Total investment income, in the amount of $225,038 (2006 - $150,029), was received on endowment funds (including NON-OSOTF; OTSS) during the year. Cumulative unspent investment income for endowment funds amounted to $323,198 (2006 - $184,120) which has been included in deferred revenue – awards and bursaries as the use of this income is restricted for awards and bursaries.

10. Investment in capital assets:

(a) Investment in capital assets is calculated as follows:

	2007	2006
Capital assets	$ 71,450,629	$ 72,980,945
Amounts financed by:		
Deferred contributions	(51,543,738)	(52,795,942)
Long-term debt	(13,036,121)	(13,469,880)
	$ 6,870,770	$ 6,715,123

(b) Change in net assets invested in capital assets is calculated as follows:

	2007	2006
Excess of expenses over revenue:		
Amortization of deferred contributions related to capital assets	$ 3,934,979	$ 4,056,089
Amortization of capital assets	(5,079,717)	(5,414,106)
	$ (1,144,738)	$ (1,358,017)

	2007	2006
Net change in investment in capital assets:		
Purchase of capital assets	$ 3,549,401	$ 4,001,315
Amounts funded by:		
Deferred contributions	(2,682,775)	(2,989,771)
Repayment of long-term debt on residence	376,326	353,513
Repayment of long-term debt on Vineyard	57,433	54,801
	$ 1,300,385	$ 1,419,858

11. Contingent liabilities:

The nature of the College's activities are such that there may be litigation pending or in prospect at any time. With respect to claims at March 31, 2007, administration believes that the College has valid defenses and appropriate insurance coverage in place. In the event any claims are successful, administration believes that such claims are not expected to have a material effect on the College's financial position. No provision has been accrued in these financial statements in respect of the above litigation.

12. Financial instruments:

Risk management activities:

The College has entered into interest rate swaps as described in note 6 to reduce its exposure to fluctuations in interest expense.

Fair values:

The carrying values of cash, post secondary and other grants recoverable, accounts receivable, pledges receivable, accounts payable and accrued liabilities and accrued payroll and employee deductions approximate their fair value due to the relating short periods to maturity of the instruments.

The fair value of the long-term debt amounts to approximately $14.7 million (2006 - $14.7 million) as compared to its carrying amount of $13.036 million (2006 - $13.470 million). The fair value of the mortgage instrument was calculated using the future cash flows (principal and interest) of the actual outstanding debt instrument, discounted at current market rates available to the College for a similar instrument.

13. Pension plans:

Employees are participants in the contributory retirement pension plans administered by the Colleges of Applied Arts and Technology pension plan and the Ontario Teachers' Superannuation Fund. Under this arrangement, the College makes contributions to these plans equal to those of the employees. There is no liability for past service and provision has been made for any actuarial deficiencies of the plan. Pension expense for 2007 is $2,790,332 (2006 - $2,277,709).

14. Ontario Student Opportunity Trust Fund (OSOTF):

The Ontario Student Opportunity Trust Fund program was created to provide financial assistance to qualifying students from the investment income earned on these funds. Contributions to OSOTF ended on March 31, 2007. A new fund was created on April 1, 2007 called Ontario Trust for Student Support.

	Endowment Fund	Expendable Funds
Phase 1		
Fund balance, beginning of year	$ 988,010	$ 64,623
Cash donations received	-	-
Funds receivable from the Ministry	-	-
Funds received from the Ministry	-	-
Investment income	-	47,382
Bursaries awarded (71 awards)	-	(29,227)
Fund balance, end of year	$ 988,010	$ 82,778

	Endowment Fund	Expendable Funds
Phase 2		
Fund balance, beginning of year	$ 1,542,196	$ 86,858
Unmatched donations transferred to OTSS for matching	-	-
Cash donations received	-	-
Funds receivable from the Ministry	-	-
Funds received from the Ministry	-	-
Investment income	-	73,959
Bursaries awarded (61 awards)	-	(51,033)
Fund balance, end of year	$ 1,542,196	$ 109,784

15. Ontario Trust for Student Support:

Externally restricted endowments include grants provided by the Government of Ontario from the Ontario Trust for Student Support ("OTSS") matching program, to award student aid as a result of raising an equal amount of endowed donations. The following information relates to the Trust fund for the period from April 1, 2006 to April 30, 2007.

Schedule of Changes in Endowment Balance:

Endowment balance, beginning of year	$ 855,548
Cash donations received	353,145
Funds receivable from the Ministry	631,533
Endowment balance, end of year	$ 1,840,226

Schedule of Changes in Expendable Funds Available for Awards:

Expendable funds available for awards, beginning of year	$ 564
Investment income eligible for expenditures	79,123
Bursaries awarded	-
Expendable funds available for awards, end of year	$ 79,687
Cash donations matched between April 1, 2006 and March 31, 2007	$ 353,103
Number of bursaries awarded	0

16. Comparative figures:

Certain 2006 comparative figures have been reclassified to confirm with the financial presentation adopted in the current year.

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Analysis of Revenue

Year ended March 31, 2007, with comparative figures for 2006

	2007	2006
Grants and reimbursements:		
General Purpose Operating Grant (GPOG)	$ 32,212,636	$ 29,850,600
Special purpose grants	2,602,305	3,064,125
Services Canada	690,844	824,338
Apprenticeship training	3,242,064	1,699,342
Job Connect and Summer Jobs Service	2,315,966	2,317,287
Literacy and Basic Skills	1,175,031	998,749
Provincial bursaries	641,463	569,218
Niagara Region day care grant	606,012	591,805
Other provincial and federal funding	1,547,593	1,194,970
	45,033,914	41,110,434
Capital grants	1,383,492	3,518,570
Less: Contributions related to capital	(2,301,096)	(3,276,839)
	44,116,310	41,352,165
Student tuition and fees:		
Full-time domestic	17,916,471	16,782,994
Part-time domestic	2,569,560	2,562,874
International post secondary	3,110,531	3,072,380
International ESL	884,621	945,435
	24,481,183	23,363,683
Ancillary operations:		
Residence	2,960,425	2,912,680
Parking	728,155	674,202
Athletics	440,480	313,853
Campus store	422,936	391,882
Facilities rentals	346,874	278,058
Tourism Industry Development Centre	377,139	384,703
Day care fees	136,749	135,040
Restaurant	728,055	682,171
Greenhouse	210,440	174,337
Winery	586,041	412,214
Commissions	99,957	82,495
	7,037,251	6,441,635
Other:		
Contract training	1,619,363	1,407,215
Sale of course materials and service charges	1,367,908	1,280,097
International special projects	968,236	950,628
Investment income	1,015,038	528,541
Other revenue	212,197	156,313
Donations – awards and bursaries	160,632	194,225
Foundation	196,812	147,086
	5,540,186	4,664,105
Amortization of deferred contributions related to capital assets	3,934,979	4,056,089
	$ 85,109,909	$ 79,877,677

NIAGARA COLLEGE OF APPLIED ARTS AND TECHNOLOGY

Consolidated Analysis of Expenditures

Year ended March 31, 2007, with comparative figures for 2006

	2007	2006
Salaries and benefits:		
Academic salaries and benefits	$ 22,480,839	$ 19,688,798
Support salaries and benefits	11,570,326	10,934,358
Administration salaries and benefits	7,605,847	7,210,685
Part-time teaching, sessional and partial load salaries and benefits	4,576,706	3,624,690
Part-time support salaries & benefits	4,736,451	4,080,239
Post employment, vacation and sick leave	249,838	(1,029,098)
	51,220,007	44,509,672
Non-salary expenditures:		
Instructional supplies and field work	3,068,781	2,513,520
Supplies	2,907,015	3,130,531
Office expense and insurance	1,386,549	1,015,071
Professional development	639,730	682,024
Travel	1,029,099	1,013,206
Marketing and promotions	1,307,783	1,401,335
Equipment maintenance and rentals	835,109	795,233
Debt charges and banking fees	1,137,814	1,066,973
Contracted services and professional fees	3,967,243	3,871,659
Building and grounds maintenance	2,506,302	2,894,085
Utilities and telecommunications	2,397,577	2,340,204
Disbursements – awards and bursaries	160,632	194,225
Foundation	157,445	136,364
	21,501,079	21,054,430
Flow through funds to third parties:		
Provincial bursaries	1,967,031	2,078,328
Participant stipends and allowances	1,178,299	1,298,277
Municipal taxes-in-lieu	463,467	447,545
	3,608,797	3,824,150
Amortization of capital assets	5,079,717	5,414,106
	$ 81,409,600	$ 74,802,358

APPENDIX C

REPORT ON MULTI-YEAR ACCOUNTABILITY AGREEMENT

Annual Report Addendum: Multi-Year Accountability Agreement Report Back

Please note that, as was outlined on page one of Appendix B: Multi-Year Agreement Action Plan for Colleges of the Multi-Year Accountability Agreement for Colleges for 2006-07 to 2008-09, the release of the full amount of your 2007-08 and 2008-09 allocations will be conditional on your institution confirming that it is on track for meeting its commitments, or the approval of an improvement plan by the ministry. The ministry will review your Action Plan annually, using this **Annual Report Addendum: Multi-Year Accountability Agreement Report Back**, and if required, discuss progress made on the commitments outlined in your Action Plan. Based on this review, you may be required to submit an improvement plan to the Ministry.

Also as outlined on page one of the Multi-Year Accountability Agreement for Colleges for 2006-07 to 2008-09, implementing the 2006-07 MYAA and future agreements will be part of an evolutionary process. As the Ministry and postsecondary institutions work in collaborative partnership to continuously increase access and improve quality, the results in your report back will inform the development of best practices and the creation of measures of system-wide results. These measures may be incorporated in revised requirements in future years to demonstrate system-wide improvements. Advice from and research undertaken by the Higher Education Quality Council of Ontario (HEQCO) will inform this process.

College:	Niagara College	Fiscal Year:	2006-2007

A. ACCESS

Increased Participation of Under-Represented Students — Measurement

As stated in the MYAA, the Ministry is committed to working with the institutions and HEQCO to develop a system measure that will track the participation of under-represented students in a manner that is sensitive to privacy concerns.

Measurement Methodologies at Your College

Instructions: Referring to your approved MYAA Action Plan, list the measurement methodologies your college uses to determine the presence of under-represented groups (Aboriginal students, first generation students, students with disabilities, and mature students) and Francophone students in its student population. Describe the instrument being used and the categories of students being surveyed. Particularly valuable are methodologies and results that complement those of the Ontario College Student Engagement Survey (OCSES) – for instance, those that address participation in part-time, transition or apprenticeship programs.

Individual students may belong to more than one group. In the cells counting respondents for each under-represented group, do not adjust for this potential double-counting. Eliminate any double-counting in the column, “Total Number Self-Identifying as Member of Under-represented Group”.

Measurement Methodology (including description)	Student Groups in Your Student Population: Aboriginal #	First Generation #	Students with Disabilities #	Mature Students #	Total Number Self-Identifying as Member of Under-represented Group	Francophone Students	Total Number of Students Surveyed, if applicable
Question in KPI Student Satisfaction survey – all years	50	688	155		*959**	57	3,735
# of 1st year students not enrolling directly from secondary school				2,021			3,614

* Includes 130 self-identifying as “New Canadians” and 57 self-identifying as “Francophone.”

Increased Participation of Under-Represented Students — Programs/Strategies

Instructions: Referring to your approved MYAA Action Plan, list: each access improvement strategy/program planned for the fiscal year being reported; whether the strategy/program was executed; the result achieved; any variance from the targeted result; an explanation of the variance; and, planned remedial action.

Access Strategy/Program	Indicator	Target	Implemented?		Actual Result	Target Achieved?		Explain Variance between Actual and Expected Results and Any Remedial Action You Expect to Take
			Yes	No		Yes	No	
Enrolment Growth	% increase in 1st year students	1%	X		3%	X		
Outreach Program								
Targeted outreach sessions for identified groups	# targeted outreach sessions held annually	25	X		31	X		
1st Generation Campaign	# 1st Generation bursary awards granted annually	6	X		6	X		
Enhanced Counseling/Transition program Increase in counseling/transition sessions, coordinating programs for under-represented groups as identification methods are developed	# counseling sessions conducted annually	4,900	X		5,442	X		5,252 during day + 190 in the evenings 20 student success workshops to approx 100 students
Dual Credit program – General Arts and Science	# GAS program students enrolling in post-secondary programs	20	X		N/A			Data was not available at time of report.
"Step-out/Step-in" program	# LBS level 4 graduates entering post-secondary	5	X		31	X		
Enhanced Language Training (ELT) program	# New Canadians tested and interviewed for ELT program	20	X		22	X		92 tested
	# New Canadians enrolled in ELT program	15	X		19	X		

College Small, Northern and Rural

This table applies only to institutions that receive funding through the Small, Northern and Rural (SNR) Grant.

Instructions: Referring to your approved MYAA Action Plan, list: each SNR strategy/program planned for the fiscal year being reported; whether the strategy/program was executed; the result achieved; any variance from the targeted result; an explanation of the variance; and, planned remedial action.

College Small Northern & Rural Strategy/Program	Indicator	Implemented?		Actual Result	Target Achieved?		Explain Variance between Actual and Expected Results and Any Remedial Action You Expect to Take
		Yes	No		Yes	No	
Transportation	Investigation of universal bus pass	X		Universal Bus Pass implemented in Fall 2007	X		
	Financial review of extended bus service option		X	Not applicable	N/A		Not required with additional service under universal bus pass
General Arts and Science program on two campuses	General Arts and Science program is implemented on Niagara-on-the-Lake campus	X		4 General Arts and Science programs implemented at the Niagara-on-the-Lake campus	X		
Learning Supports	Additional courses supported through Blackboard	X		97% of all postsecondary courses offered at Niagara College, Course Information Sheets, announcements and grades are available to students through Blackboard	X		

Transportation

During 2006-2007, the College continued to fund transit service to its NOTL campus from Niagara Falls and St. Catharines and to the Welland Campus from St. Catharines.

In November 2006, the Niagara College Student Administrative Council (SAC) were successful in passing through referendum the introduction of a new Universal Bus Pass (U-Pass) Service. Starting September 2007, the U-Pass will provide students with unlimited ridership on all local transit services in the Niagara Region from September to April. Within the Niagara Region, Brock University provides its students with U-passes and within the province, only 2-3 other colleges have moved in this direction.

During the past year SAC negotiated routes, schedules and pricing with the three local transit commission authorities, resulting in a first-ever direct bus route between Niagara Falls and the Welland Campus that will see 8 runs daily. Service to both campuses from St. Catharines as well as to the NOTL Campus from Niagara Falls was also increased.

Beginning September 2007, the mandatory student fees assessed by SAC will include a $120.00 U-pass fee. For students who ride the bus to school, the new service will result in a 50-90% savings to transportation costs. The new federal tax credit for bus pass users is an added bonus. Currently, only approximately 15% of the student population uses transit; with the new service this is expected to increase to 30% or greater. The College will continue to subsidize the additional service; the total cost of which will depend on the fees generated which is based on actual enrolments.

The new service complements the U-Pass service established by Brock University 6 years ago, and results in improved services for both institutions' students, and represents an important step in the Niagara Region's efforts to introduce a general regionalized transit system.

General Arts and Science

Niagara College now offers General Studies programming at both the Welland and NOTL campuses. Effective September 2006, the following programs were available at NOTL:

Enrolment @ Day 10	2006-2007		2007W		2007S	
	FT	PT	FT	PT	FT	PT
General Arts and Science (1 & 2 year)	82	9	86	6	9	11
General Arts and Science - University Transfer (2 year)	130	1	156	--	--	3
Pre-Health Sciences - College stream (1 year certificate)	66	--	46	--	--	--
Pre-Health Sciences - University stream (1 year certificate) - new for 2006Fall	38	--	31	--	--	--

With the introduction of General Studies programs at the NOTL Campus, the number of students who transferred into these programs (both campuses combined) from other programs has doubled from 50 to 100.

The College will be introducing the one-year General Arts and Science - University stream at NOTL for September 2007.

Blackboard

For 97% of all postsecondary courses offered at Niagara College, Course Information Sheets, announcements and grades are available to students through Blackboard. A number of faculty are also using Blackboard to post links, class notes, and power point presentations, as well as more interactive dimensions such as posting/receiving assignments, conducting quizzes, and hosting discussions. Training sessions continue to be an integral component of Blackboard rollout. A fall training session to learn about Blackboard structure and features and how to implement Blackboard in course delivery was attended by 140 College faculty. Training sessions have also been offered this winter to address identified training needs for part-time faculty.

Student Access Guarantee and Commitment

Instructions for 2006-07:
In your signed MYAA, you committed to take into consideration the Ministry's student tuition/book shortfall calculation in allocating financial aid, as set out in the 2006-2007 Student Access Guarantee Guidelines.

	Yes	No
The college took into consideration the Ministry's student tuition/book shortfall calculation in allocating financial aid, as set out in the 2006-2007 Student Access Guarantee Guidelines	X	

MYA Action Plan – 2007-08 Revision: Student Access Guarantee

Pursuant to Section 2.1 of the Multi-Year Agreements, your institution will participate in the Student Access Guarantee (including the new Access Window which allows Ontario students to identify costs and sources of financial aid).

The detailed requirements for participation in the student access guarantee are outlined in the 2007-08 Student Access Guarantee Guidelines. Please complete the following template to update the strategies and programs that your institution will use in 2007-08 to participate in the Student Access Guarantee initiative.

Describe how your institution will meet students' tuition/book shortfalls. As part of your description identify whether aid towards tuition/book shortfalls will be: (a) provided to those students who apply for institutional financial aid; or (b) automatically issued to students based on their OSAP information.	Niagara College will draw on the tuition set aside fund, OTSS and OSOTF programs to meet students' tuition/book shortfalls Students will be able to apply online or by paper application for a student assistance bursary. The Financial Aid department will use the Ministry's student tuition/book calculation in allocating the funds.
Identify whether your institution plans to provide loan assistance to meet tuition/book shortfalls of students in any of your High-Demand (formerly fee-deregulated) college post-diploma Programs. If so: (a) identify the programs by name and by OSAP cost code; (b) describe how you determine how much loan aid to provide.	Niagara College will provide loan assistance to meet tuition/book shortfalls. The differential of the tuition fee of the High-Demand programs will be reflected in the calculation of the tuition/book shortfall. Students in any of our High-Demand programs will be able to apply online or by paper application for a student assistance bursary. The Financial Aid department will use the Ministry's student tuition/book calculation in allocating the funds.
If your institution has a process in place to collect statistics on the socio-economic accessibility of High Demand programs that you offer, please describe the data that you collect.	Niagara College does not collect data
Describe other financial support programs and strategies that your institution will use to assist college students facing financial barriers to access, including identification of programs that provide case-by-case flexibility to respond to emergency situations that arise for students.	Entrance bursary: Entrance bursaries will be made available for students entering in to their first year of college of a Full Time Post Secondary Program. Entrance Renewable Bursary: Entrance bursary recipients who maintain an GAP of 80% and over will be eligible. Post Graduate Certificate Bursary: Post Graduate bursaries (High-Demand) will be available to students entering in to a post-diploma program. Laptop Bursary: Laptop bursaries will be made available to students in Full Time programs which require mandatory lease of a laptop. Student Assistance Bursary: Student Assistance bursaries are made available throughout the academic year fro students in difficult financial situations (hardship).
Briefly describe your review process for students who dispute the amount of institutional student financial assistance that is provided as part of the Student Access Guarantee.	Students will meet with a Financial Aid Advisors or Manager to review individual circumstances.

B. QUALITY

Quality of the Learning Environment

Instructions: Referring to your approved MYAA Action Plan, list: each quality improvement strategy/program planned for the fiscal year being reported; whether the strategy/program was executed; the result achieved; any variance from the targeted result; an explanation of the variance; and, planned remedial action.

Quality Strategy/Program	Indicator	Target	Implemented?		Actual Result	Target Achieved?		Explain Variance between Actual and Expected Results and Any Remedial Action You Expect to Take
			Yes	No		Yes	No	
Faculty Support	% new faculty attending faculty development program	70%	X		95%	X		Full-time faculty only – part-time data not available
Equipment Renewal	$/student on equipment funding	$100/student	X		$135.64	X		
Technology Innovations	% of post-secondary courses that are active in the Blackboard course management system	75%	X		97%	X		
Library resources	Satisfaction rate from Student Satisfaction Survey with library services (question 27)	75%	X		77%	X		
Program and Curriculum Reviews								
Curriculum Committees	% programs for which Curriculum Committees are held per academic year	90%	X		75%		X	This was not previously tracked so target was high. Process is in place to increase proportion of curriculum committees being held.
Program Reports	# program reports completed each year as per Board –approved schedule	9	X		9	X		
Program Reviews	# program reviews completed each year as per Board-approved schedule	8	X		8	X		

Student Engagement and Satisfaction: Student Retention Rates

Instructions: Referring to your approved MYAA Action Plan, list: the retention rates achieved; any variance from the targeted rate; an explanation of the variance; and, planned remedial action.

NOTE: The report-back on retention rates will lag one year. For example, the retention rates from 2005-06 to 2006-07 will be reported in the fiscal 2006-07 report back.

	Actual Retention Rate	Target Achieved?		Explain Variance between Actual and Expected Results and Any Remedial Action You Expect to Take
		Yes	No	
1st to 2nd Year	72.4%		X	It was anticipated that the system wide work stoppage would affect retention rates and this would explain the variance from the target of 75%. Retention is the number 1 priority for the College's enrolment management initiatives in the coming year.
2nd to 3rd Year	77%	X		Target 75%
3rd to 4th Year*	91.4%	X		Target 76%

* Applicable only to applied degree programs.

C. ACCOUNTABILITY

Multi-Year Agreement Action Plan

Instructions: This report-back constitutes part of the public record, and as such, should also be made available on your institution's web site. Please ensure that this portion of your Annual Report is posted at the same location as your Multi-Year Agreement Action Plan.

Action Plan Posted?		If posted, provide the current link. If not posted, when will it be posted?
Yes	No	
X		http://www.niagaracollege.ca/corporate/annual_report_and_financial_2006_2007.pdf