



2024-2025

BUSINESS PLAN

mohawkcollege.ca

 **MOHAWK**
COLLEGE

Table of Contents

Section 1: Board of Governors	3
Section 2: Introduction	4
Section 3: Strategic Plan	5
Section 4: 2024-2025 Key Priorities	6
Section 5: Financial Positions and Operations	12
Section 6: Approved 2024-2025 Budget	13
Introduction	13
Financial Planning Framework	13
Operating Budget	14
Operating Plan Highlights.....	14
Enrolment Planning	14
Total Revenue Breakdown (\$359.9M).....	15
Revenue Highlights	16
Total Expenditures breakdown (\$359.9M).....	17
Expenditure Highlights	18
Investment and Information Technology Strategies.....	18
Fee Supported Budget	18
Capital Budget	19
2024-2025 Capital Additions and Funding Sources	19
Accumulated Surplus	21
Glossary of Terms	22

Land Acknowledgement

Mohawk College is situated on the traditional territory of the Haudenosaunee and Anishinaabeg nations, within the lands protected by the Dish with One Spoon wampum agreement, a region currently home to many Indigenous peoples from across Turtle Island.

Section 1: Board of Governors

Name
External Members
Anna Filice, Chair
Kathy Lerette, Vice Chair
Bill Chisholm, Past Chair
Brian Henry
Lisa Knap
Matthew MacLean
Shaun Padulo
Vickie Baird
Yvonne Maidment
Karen Belaire
Vacant, Appt
Vacant, Appt
Internal Members
Shantal Woolsey
Alan John (A.J.) Falconer
Hayley Hopkins
Gabriela Soraggi
Ron McKerlie, President and CEO

Above membership is as of May 13, 2024

Section 2: Introduction

The Mohawk College 2024-2025 Business Plan and business priorities are developed in collaboration with all areas of the college at all levels. This ensures the college community is able to contribute to fulfilling the aspirations and prioritizing the strategic directions.

This business plan outlines the annual priorities, tactics and institutional goals that will advance the strategic aspirations to meet the leadership outcomes found within the 2022-2025 Mohawk College Strategic Plan.

The priorities for 2024-2025 have been compiled, vetted and approved by the Mohawk Executive Group and reviewed by the Senior Leadership Team.

These priorities are aligned with the budgeting process and the Performance Management Planning (PMP) process of the college. The Business Plan is presented to the Board of Governors for final approval at the June 2024 meeting.

Section 3: Strategic Plan

Vision

Future Ready. Learning for Life.

Mission

We educate and prepare highly skilled graduates for success and contributions to the community, Canada and the world.

Values

- We are student focused.
- We are committed to excellence.
- We engage our community.
- We are inclusive.
- We are accountable.

Aspirations

- Meaningfully advance Truth and Reconciliation
- Enable Future Ready education, research, programs, services and experiences—for students, employees and our community
- Be a place that honours, values and celebrates the whole of every person
- Ensure access to education and reduce barriers for all
- Lead in workforce development
- Make a measurable impact on climate change

Section 4: 2024-2025 Key Priorities

The following priorities were developed by the Mohawk Executive Group using the 2024 - 2025 Budget Guiding Principles and the strategic priorities that were brought forward through the budget process.



Aspirations ***Meaningfully Advance Truth and Reconciliation***

The path towards Truth and Reconciliation is sharing and understanding the truth of Indigenous history and people, working towards decolonization and Indigenization, and building relationships in order to do good reconciliation work.

The following are the priorities identified for 2024-2025 to support reaching our leadership outcome.

- Implement and support the ongoing development, deployment and tracking of the Indigenous Knowledge Learning Outcomes (IKLOs) across academic programming including:
 - Identify opportunities for linking IKLOs to other commitments include the Indigenous Education Protocol
 - Implement learning opportunities within a cross-section of General Education electives to ensure the entire student body is accessing this content to develop and expand their Indigenous Ways of Knowing.
 - As programs engage in the Comprehensive Program Review process, opportunities to embed IKLOs across the curriculum will be reviewed and identified as a recommendation for the action plan in consultation with CIRKL, CTLI and Academic area.
 - As new programs are developed the IKLOs will be imbedded as curriculum is developed.
- Complete construction of the I-Wing Indigenous Gathering Space Kentyohkwa including a plan to program and utilize the space to engage learners, employees and the broader community.
- Develop and launch learning activities on Indigenous topics, professional development, micro-credentials and modules which contribute towards truth and reconciliation within the framework of the IKLOs for students and the People Strategy for employees.
- Continue to develop and refine content, experiences within the framework of the People strategy, that align to our commitments of truth and reconciliation, the Indigenous Education Protocol, and regional commitments, as part of the recruitment, onboarding, and retention for new and current employees and creating policies that support this.
- Building upon the success of the ESDC funded Community Workforce Development Program, explore new opportunities through the C2R2 secretariat to access funding and deploy projects that support sustainable energy and housing solutions for Indigenous communities.

- In partnership with CIRKL, develop a college-wide framework for engaging in research with Indigenous people, communities, topics, lands, and waters, utilizing appropriate Indigenous research modalities, accountability, and reciprocity.
- Through CIRKL, with support from Indigenous educators and researchers, integrate the principles of two eyed seeing into the development of programs and research projects within the School of Climate Action.
- Review and update partnership agreements with Indigenous institutions and to support the development of new programs, and research opportunities and a renewed focus on student supports and services and quality assurance guidance.



**Enable Future Ready Education, Research, Services, Experiences
– for Students, Employees and Our Community**

*We are transforming the way we deliver the educational experience.
We've redefined the meaning of campus to meet our students' needs
and to support the balance of school, work and family commitments.*

The following are the priorities identified for 2024-2025 to support reaching our leadership outcome.

- Develop and implement a renewed prior learning and assessment (PLAR) process for Mohawk College with a focus on ease of student transferability related to program entry and exit points.
- Continue to implement activities and supports to digitally transform teaching and learning processes through the Digital Learning Strategy
- Finalize the flexible work space principles and implement a capital project to complete the first pilot project to create flexible work space at the Fennell campus.
- Complete the next phase of academic space planning work to inform the future update to the Campus Master Plan.
- Launch and implement the Academic Plan including a degree strategy, credential mix and a research agenda including Research Chairs.
- Start the process, including consultation, to develop and build the Student Support and Experience Model.
- Review and renew college educational and program partnership agreements.

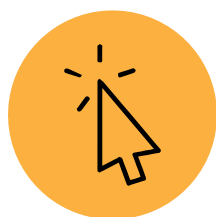


Be a Place That Honours, Values and Celebrates the Whole of Every Person

We are committed to nurturing an equitable, diverse and inclusive culture and environment for everyone who learns and works at Mohawk College.

The following are the priorities identified for 2024-2025 to support reaching our leadership outcome.

- Complete the process to update, report back and begin implementation of the next version of the EDI Action Plan.
- Expand the number of Global Learning opportunities available to students and employees in alignment with the Academic Plan.
- Implement all the new policies, procedures and processes to meet the new international admissions requirements implemented by both the federal and provincial governments.
- Conduct a review and update of the Board of Governors Skills Matrix to actively recruit a diverse Board with the skills and diversity representative of our College community



Ensure Access to Education and Reduce Barriers for All

We will ensure that Mohawk is the destination of choice for all learners by removing barriers encountered at various stages of the educational journey.

The following are the priorities identified for 2024-2025 to support reaching our leadership outcome.

- Implement the recommendations of a cross-college consultation on the Math Strategy to include structure, leadership and delivery.
- Implement, within the revised Canadian Colleges for Resilient Recovery (C2R2) terms of reference, a new Access and Barrier Reduction Sub-Committee that embraces and builds upon the success of the 4 College Alliance as that model integrates into the C2R2 coalition.
- Increase and explore other options for expanding housing options and supports for students.
- Finalize the Black and Racialized student success framework.
- Increase awards and financial supports available for international students.
- Increase scholarships and disbursements that are available to all students



Lead in Workforce Development

As a catalyst for community and economic resiliency, we are committed to developing and implementing transformative educational models to support workforce development, from small business through to large industry and sector partners.

The following are the priorities identified for 2024-2025 to support reaching our leadership outcome.

- Develop and implement a renewed partnership framework with step one being a review of the Future Ready Premium Partners (FRRP) partnership goals and desired outcomes.
- Develop and implement a Career Services strategy.
- Implement and action the revised C2R2 terms of reference, submit a proposal to the ESDC Sustainable Jobs Training Fund and implement a revenue generation strategy to offset member contributions.
- Finalize clinical operating agreements with Hamilton Health Sciences and implement the clinical component of the Centre for Integrated and Advanced Medical Imaging (CIAMI) to expand opportunities for innovative new imaging programs, partnerships, discovery and health system solutions.
- Promote and grow the Centre for Professional Advancement.
- Review and explore strategic regional growth opportunities for in-demand programs.



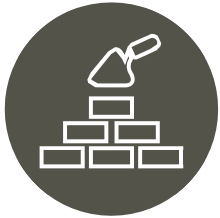
Make a Measurable Impact on Climate Change

Climate change continues to be the biggest challenge of our lifetime. Our decisions and actions impact future generations. We will continue to focus on climate action to protect our environment. It is a global priority.

The following are the priorities identified for 2024-2025 to support reaching our leadership outcome.

- Implement a more regular and formal internal communications strategy to keep college employees and students informed and engaged of the Climate Action Plan including our broader community
- Continue launch and implementation of the Climate Action Plan including.
 - Submit 4 new degree programs for PEQAB approval with a goal to launch in 2025/26
 - Complete the final 2 days of SLT Climate Change program.
 - Implement the Sustainable Futures program

- Continue with the design, implementation and communication plan to support the successful launch of the new School of Climate Action including national recognition.



Strong Foundations

Strong Foundations underpin our new Strategic Plan to ensure that we can progress toward our aspirations and ultimately achieve our leadership outcomes.

The following are the priorities identified for 2024-2025 to support reaching our leadership outcome.

People

- Implement strategies and tactics of the People Strategy as defined by the multi-year workplan.
- Integrate the operational elements of the Mohawk College Foundation into the college, inspiring greater collaboration among faculty, staff and students to increase scholarships and other financial support for college priorities.
- Implement a new Alumni strategy that enables the college to continue to provide relevant services and benefits that enrich alumni careers and personal lives, and empowering alumni to give back to college in ways that advance the college's strategy and support students in their pursuit of premier post-secondary education.

Planning

- Finalize the flexible work space principles and implement a capital project to complete the first project to create flexible work space at the Fennell campus.
- Complete the next phase of academic space planning work to inform the future update to the Campus Master Plan.

Reputation

- Develop a focused overall communication strategy that includes a media relations plan, storytelling, recognition, various mediums and publications, partnership alignment, community engagement to build the college's reputation in alignment with SEM and the Strategic Plan.
- Perform a brand review to inform future direction and evolution of the Mohawk College brand strategy.
- Review governance practices, clear decision-making processes and accountability mechanisms to foster trust and enhance the institution's reputation.

Technology

- Complete the required elements of the Banner reimplementation project as defined by the detailed integrated project plan.
- Complete the technology upgrades as approved in the 2024 – 2025 Budget.

Financial Health

- Implement the key priorities under Strong Foundations, to ensure optimal financial health for the college.
- Develop a multi-year strategic enrolment plan and financial simulation in response to the international enrolment cap to ensure sustainable financial health for the college.

Section 5: Financial Positions and Operations

	2024-2025 BUDGET	2023-2024 ACTUALS
	\$	\$
FINANCIAL POSITION:		
Cash and Cash Equivalents	18,534,884	58,675,106
Accounts Receivable	18,705,182	21,755,067
Other Current Assets	198,138,460	199,770,781
Construction in Progress	10,491,320	2,520,641
Tangible Capital Assets	436,960,389	413,848,998
Tangible Capital Asset Accumulated Amortization	(241,962,151)	(226,099,057)
Long Term Receivable	23,026,906	24,281,615
Investments and Other Long-Term Assets	1,425,768	1,319,885
TOTAL ASSETS	465,320,758	496,073,036
Accounts Payable and Accrued Liabilities	43,697,674	63,684,212
Deferred Revenue	94,726,207	99,858,661
Restricted Contribution	14,710,575	14,310,196
Deferred Capital Contributions	113,062,984	117,084,126
Capital Leases	25,847,013	25,353,061
Debt	35,376,423	38,625,256
Other Long-Term Liabilities	11,271,742	11,089,384
TOTAL LIABILITIES	338,692,618	370,004,896
Unrestricted Net Assets	(11,812,123)	(684,077)
Internally Restricted Net Assets	69,619,358	77,600,000
Investment in Capital Assets	51,618,845	32,510,157
Endowments	20,472,789	19,912,789
Accumulated Remeasurement Losses	(3,270,729)	(3,270,729)
TOTAL NET ASSETS	126,628,140	126,068,140
TOTAL LIABILITES & NET ASSETS	465,320,758	496,073,036
OPERATIONS:		
Grants	102,575,215	107,179,767
Student Fees	212,263,469	209,869,989
Ancillary	15,647,472	13,283,810
Amortization of Deferred Contributions	4,637,000	5,491,354
Amortization of Deferred Contributions - Capital	8,624,629	8,486,659
Other	16,149,740	19,892,675
TOTAL REVENUE	359,897,525	364,204,254
Salaries and Wages	163,428,137	157,211,684
Employee Benefits	40,321,181	36,132,416
Contracted Services & Professional Fees	60,378,869	76,828,822
Supplies & Other Expenses	33,892,951	23,575,522
Utilities, Maintenance, & Taxes	13,093,056	11,631,179
Instructional Supplies	8,011,623	9,748,600
Ancillary Services	15,983,132	11,359,645
Scholarship, Bursary & Award Payments	4,637,000	5,491,354
Amortization Expense	15,863,091	15,325,355
Interest on Long-term Liabilities	4,288,486	4,359,069
TOTAL EXPENSES	359,897,525	351,663,645
TOTAL OPERATIONS SURPLUS	-	12,540,609

Section 6: Approved 2024-2025 Budget

Introduction

The following guiding principles were developed to assist the college's decision-making process in developing the 2024-2025 budget. The budget will:

- align with the college's core business, the education of students and services required to support them;
- ensure investments in activities that will support the delivery of the enrolment plan and resources required to manage the changing dynamics of the international recruitment and admissions processes and the college's commitment to housing supports;
- ensure financial sustainability in the short term, but consideration will also be given to long-term opportunities; and
- ensure contractual obligations or legislative requirements continue to be fulfilled.

The 2024-2025 budget is comprised of total revenues of \$359.9M and total expenditures of \$359.9M, resulting in a balanced budget.

Financial Planning Framework

The Financial Plan is comprised of three main budget components:

- The **Operating Budget** represents the revenue and expenses associated with the day-to-day operations of academic, student, ancillary and corporate services. Primary sources of revenue are government grants, student tuition fees, contracted services and ancillary business operations. These revenue sources support costs for salaries and benefits, supplies, utilities, commodities, and other non-salary-related expenses.
- The **Fee Supported Budget** represents the compulsory ancillary fees students pay for specific services, such as convocation, technology enhancement, academic support, career services, and athletics and recreation.
- The **Capital Budget** reflects the funding sources and uses for capital, including building projects, facility improvements, deferred maintenance and academic equipment.

Operating Budget

Operating Plan Highlights

The 2024-2025 budget has been developed in a comprehensive and collaborative approach amongst all college departments. The budget integrates enrolment planning, workforce planning, strategic and capital initiatives, and risk mitigation. Highlights of the budget are as follows:

- The 2024-2025 Budget is balanced, whereby revenue and expenditures net to zero.
- The plan was developed around delivering educational programming to 37,811 post-secondary enrolments.
- Gross revenue is budgeted at \$359.9M, and expenditures are budgeted at \$359.9M.
- The full-time staffing complement for fiscal 2024-2025 is 1,246, representing 462 faculty, 475 support staff¹, and 309 administrative staff.

Enrolment Planning

Enrolment Planning is the basis upon which the operating budget revenue is calculated for the college. Postsecondary enrolments drive expected revenue from grants, tuition and fees, and ancillary services, and correspondingly drive staffing requirements throughout the college.

On January 22, 2024, the federal government announced a two-year cap on international study permits in order to reduce international enrolments nationwide by 35%. The announcement also included the removal of access to post-graduate work permits for students studying at public college private partnership (PCPP) campuses effective for new registrations on or after May 15, 2024. Consequently, the 2024-2025 enrolment plan is budgeted to adhere to the designated cap for Semester 1 enrolments.

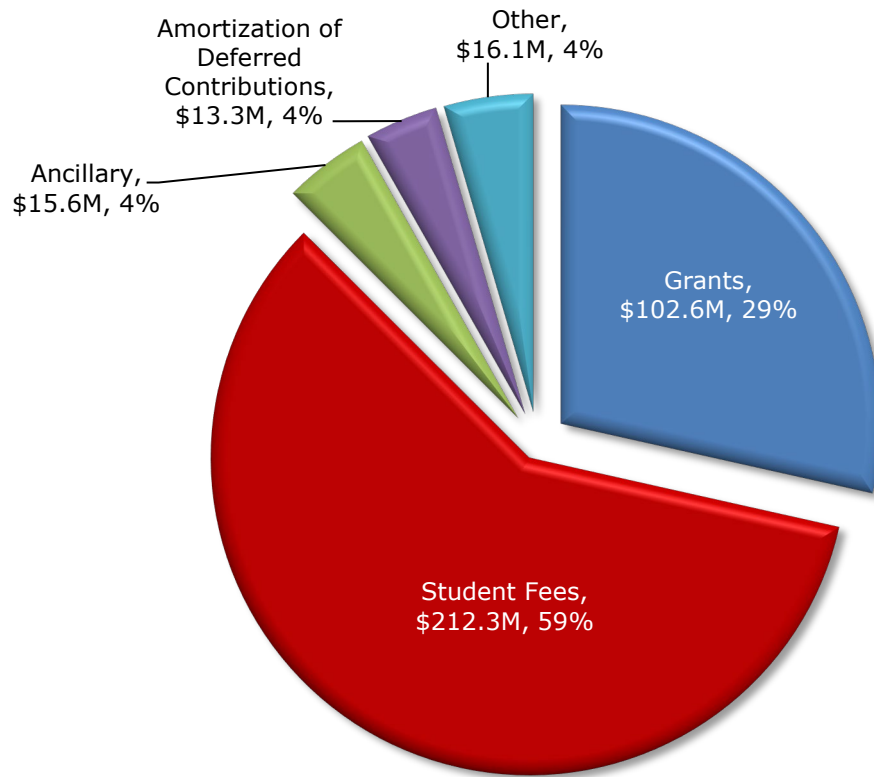
Full-Time Enrolments (Domestic & International)

	Spring	Fall	Winter	Total	% Increase over 2023-2024
2024-2025 Total Budgeted Enrolment Target	6,555	15,185	16,071	37,811	
2023-2024 Total Enrolments	5,704	15,220	16,746	37,670	
Year over Year Change	851	(35)	(675)	141	0.4%

¹ Faculty and Support staff are determined by those positions covered under the respective collective agreements.

Total Revenue Breakdown (\$359.9 Million)

The total revenue for fiscal 2024-2025 is \$359.9M and the following pie chart shows the funding sources of the approved revenue budget.



Revenue Highlights

Ministry grants represents \$102.6M or 29% of total revenue. Ministry grants are comprised of the core operating grant, special purpose grants, and apprenticeship funding.

The core operating grant (COG) is valued at \$67.4M, representing 19% of total revenue. The core operating grant is based on a combination of enrolment-based funding and performance-based metric results. Although the ministry had delayed the activation of performance-based funding for three years, it was activated in fiscal 2023-2024. In 2024-2025, 25% of funding will be dependent on performance-based metric results. The college has budgeted the grant value based on the enrolment corridor and performance-based metric results.

Tuition revenue was modelled directly from the enrolment plan and approved fees schedule. The enrolment plan projects the delivery of full-time postsecondary domestic and international education for 37,811 enrolments.

The tuition fees are aligned to the Ministry of Colleges and Universities (MCU) Tuition Fee Framework that went into effect starting in 2019-2020, which saw a decrease of 10% in tuition fees. For the fiscal year 2024-2025, students are to pay the same tuition fees that students in the same program and program year paid in 2019-2020 when the 10% decrease took effect. International tuition fees are not impacted by this framework and will increase by 2%.

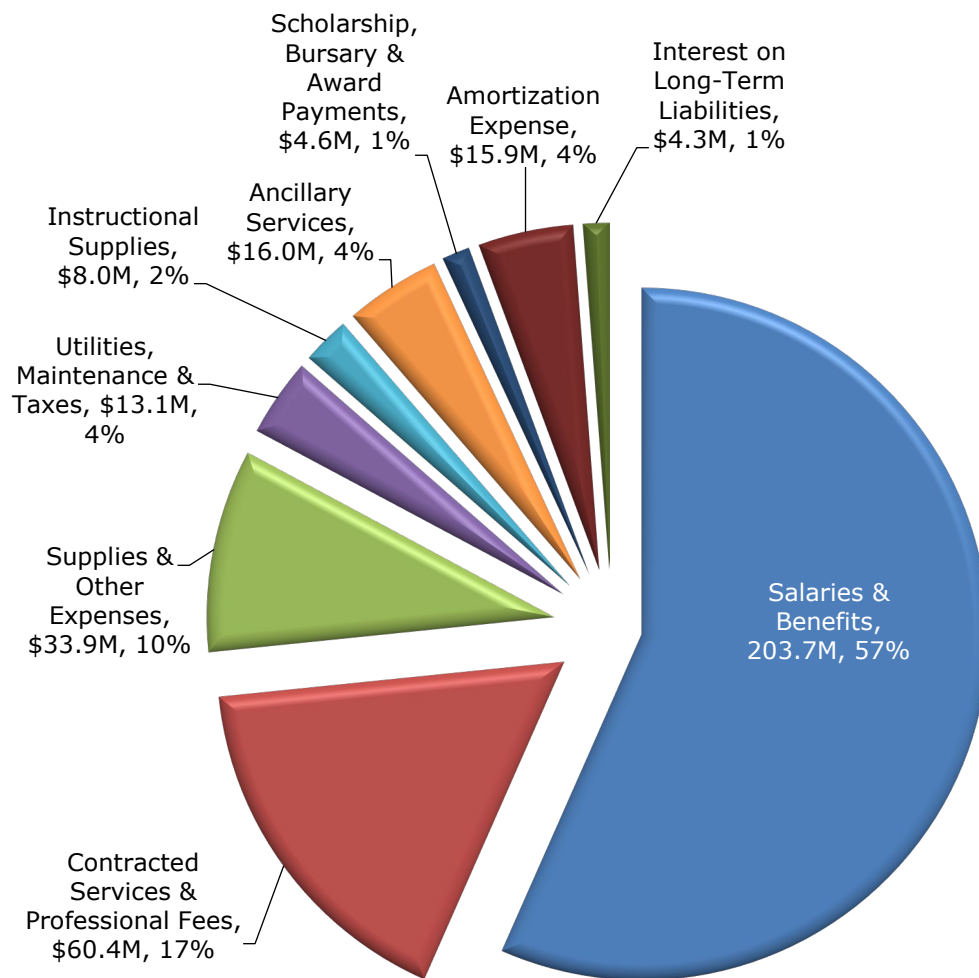
Enrolments at the PCPP Mississauga campus are forecasted at 4,959, representing gross tuition revenue of \$33.8M.

Ancillary revenue is derived from the ancillary business operations such as campus stores, parking, residence, food services and conferences.

Other revenue includes investment income, donations, research and contract training programs.

Total Expenditures breakdown (\$359.9 Million)

The following pie chart illustrates the college's 2024-2025 Approved Operating Budget expenditures by cost component.



Expenditure Highlights

Human Resources

The 2024-2025 plan projects 57% of budgeted expenditures for full-time and part-time salaries and related fringe benefits.

The full-time staffing plan consists of 1,246 permanent full-time positions across the faculty, support, and administrative groups. Salary rates are in accordance with respective collective agreements and legislation. Full-time salaries and benefits are calculated centrally on a position-by-position basis, while part-time budgets are calculated by departments. The distribution of salaries and benefits by employee group are noted in the following table.

2024-2025 Salaries & Benefits Budget

	Total (\$)
Faculty	93,696,776
Support	58,854,449
Administrative	51,198,093
Total	203,749,318

Academic Expenditures: The academic expenditure levels were based on the enrolment plan.

Non-Academic Expenditures: The base budgets for the non-academic areas are based on the operations and services of the departments.

Investment and Information Technology Strategies

Financial managers were given the opportunity to submit investment and information technology proposals requesting funding in support of strategic priorities. Investments of \$20.4M are included in the budget to support the key priorities of the college as identified in Section 4 of the business plan.

Fee Supported Budget

In addition to tuition fees, all students are required to pay compulsory ancillary fees. These fees generate approximately \$18.3M, which is 5% of total revenue. The fees have offsetting expenses and are critical in supporting services including athletics and recreation, career services, student buildings, academic support, etc.

Compulsory ancillary fees are governed by the MCU’s “Tuition and Ancillary Fees Reporting” operating procedure and mandates that the students’ governing body (i.e., Mohawk Students’ Association) be involved in decisions regarding compulsory ancillary fees and subsequent increases.

Capital Budget

The 2024-2025 financial plan aligns capital priorities with funding sources and financing strategies in a concerted effort to improve the learning environment with investments in teaching space and academic equipment, and to address priority deferred maintenance needs. Sources such as government grants, donations, funds from operations and strategic use of board reserves are carefully considered and employed in a fiscally prudent manner to yield the best result for our student body.

Financing decisions associated with each capital request were based on provincial capital grant programs, donations, and availability of operating and board reserve funding.

2024-2025 Capital Additions and Funding Sources

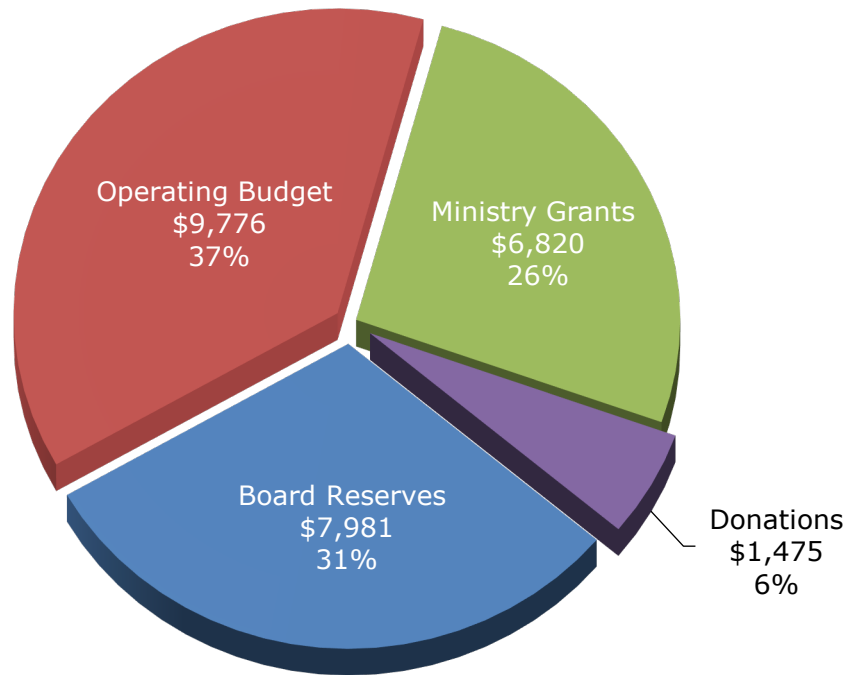
The total gross capital value of additions is \$26.1M and are summarized in the following table.

Facilities Renewal and Academic Equipment represent \$13.6M or 52% of the plan, and include renovations throughout the college to support enrolment growth, improvements to lab and classroom space, and the purchase of new equipment. Campus Renewal activities represent \$8.0M or 31% of the plan and include activities such as the LED lighting conversion project and funds set aside for future growth opportunities. The college’s continued commitment to essential deferred maintenance of \$4.5M or 17% of the plan includes activities such as low voltage electrical upgrades and replacement of air handlers.

2024-2025 Capital Plan Additions by Major Category

	Gross costs (\$000s)	% of Total
Facilities Renewal & Academic Equipment	13,571	52
Campus Renewal	7,981	31
Essential Deferred Maintenance	4,500	17
Total	26,052	100

The funding sources for the capital plan are shown in the following graph. Board reserve funding is \$8.0M or 31% of the plan and include investments for campus renewal activities. Operating funds support \$9.8M or 37% of the total capital additions. Ministry grants of \$6.8M represent 26% of the capital plan’s funding source and include grants to support essential deferred maintenance, apprenticeship renewal and academic equipment. Donations support \$1.5M or 6% of total capital additions.



Accumulated Surplus

Based on ministry directives, colleges are expected to report a positive accumulated surplus balance. Accumulated surplus is comprised of four components:

- Investments in capital assets – represents the unamortized portion of college funds that have been invested in capital assets. This is net of any external funding such as grants, donations, and debt.
- Internally restricted net assets – funds held aside for capital projects, strategic initiatives, and future operating expenses. Expenditures require approval by the Board of Governors.
- Unrestricted operating net assets – represents undesignated reserves and is a safety cash threshold for the college’s operating activity. The ending balance is held at approximately 3% - 5% of total revenue.
- Vacation pay and post-employment benefits and compensated absences—represents liabilities that will always be present as long as the college is a going concern.

The forecasted accumulated surplus balance at March 31, 2025 is \$109.4M, thereby meeting Ministry requirements.

Glossary of Terms

Base Budget

In simple terms, a reflection of the budget resources (financial, human and other) that are required to maintain service levels at the level of ongoing service delivery provided in the previous year's Operating Budget.

Budget

A plan of financial operation containing an estimate of proposed expenditures for a given period (usually a fiscal year) and the proposed means of financing them. Since the budget process includes many "budgets", it is necessary to specify whether the budget being discussed is projected, recommended, final (approved by the board) or current.

Expenditure

The disbursement of funds to purchase goods and/or services. Expenditures include current operating expenses that require the current or future use of net current assets, debt service and capital outlays.

Fiscal Year

Any period of 12 consecutive months designated as the budget year. The college's budget year begins April 1 and ends March 31.

Grant

A monetary contribution, typically from one level of government to another, as a means to lend support to a specific service, program or function.

Revenue

Funds earned from all sources (with exception of fund balances) that will be used to fund expenditures in a fiscal year.

Strategic Plan

A document outlining long-term goals, critical issues and action plans, which will increase the organization's effectiveness in attaining its mission, priorities, goals and objectives. Strategic planning starts with examining the present, envisioning the future, choosing how to get there, and making it happen.