



Corporate Plan 2019-2020



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1.0 Aurora College Overview

The Aurora College 2019-2020 Corporate Plan is produced annually by the College to support transparency and public accountability. It is a requirement of the Financial Administration Act and the Aurora College Act. The Corporate Plan outlines the objectives of the institution and lists actions that will be taken to meet them. It also outlines the projected budget for Aurora College's fiscal/academic year. This Corporate Plan covers the Aurora College Academic Year, from July 1, 2019 to June 30, 2020.

1.1 Mandate

Aurora College is the public college of the Northwest Territories established by the Aurora College Act. The College mandate is to deliver a broad spectrum of adult and post-secondary education programs to meet the needs of individuals, communities and the labour market. This includes the delivery of university-level programs and granting of prescribed university degrees and applied bachelor degrees by university partners. Through the Research Division - Aurora Research Institute (ARI), the College is also responsible for the licensing and monitoring of scientific research activity and innovation that responds to Northern priorities. Aurora College programs and services are delivered through three campus locations and 21 community-based learning centres.

1.2 Mission

Aurora College is focused on student success and is committed to supporting the development of our Northern society through excellence in education, training and research that are culturally sensitive and responsive to the people we serve.

1.3 Values

Together, we are creating a vibrant, Northern college that is committed to excellence in education and research and fosters understanding and respect among all Northern people. We will do this by:

- Serving students in the best way possible, offering a seamless transition between high school, work, college and university;
- Nurturing critical thinking skills and problem-solving abilities;
- Offering a full spectrum of post-secondary education, qualifying Northerners to work or go on to further education anywhere in Canada;
- Respecting and celebrating Indigenous cultures and linking modern and traditional lifestyles;
- Supporting innovation in education and research;
- Ensuring research and post-secondary education are well integrated, through strong partnerships with industry, communities, governments and other educational institutions;
- Recognizing our role in supporting the governance and economic development of Northern communities;

- Attracting and retaining highly qualified Northern staff and faculty; and
- Fostering an environment of excellence in which staff, faculty and students can work and learn.

1.4 Where the College is Headed – Significant Organizational Change

In 2017, the Minister of Education, Culture and Employment committed to completing an Aurora College Foundational Review, which was a comprehensive examination of five overarching areas of Aurora College: governance, operations, academic program processes, accountability, and student recruitment and retention. Release of the *Government Response to the Findings and Recommendations of the Aurora College Foundational Review* (Government Response to the Review) in October 2018 marked the end of the review process and the beginning of a new path forward for Aurora College to begin transformation into a polytechnic university that is responsive to changing labour market demands and student needs.

The transformation of Aurora College into a polytechnic university represents a significant organizational change that is anticipated to create a new range of opportunities for prospective students and the territory as a whole. Instruction at a polytechnic university is grounded in applied learning. Students start with a foundation in practical knowledge and then move beyond the theoretical to test what they have learned. The new institution will continue to focus mainly on applied and technical programs, as has been the case with Aurora College in the past, but with a broader range of credentials/qualifications available to students. At polytechnic institutions, students have the opportunity to bridge certificate and diploma credentials into bachelor's degrees, allowing for a great deal of flexibility within a defined range of academic programs. This laddering approach to education will address the learning needs of our prospective students and provide opportunities to enter and exit programs as necessary to support the Northern labour market. The College's instruction and research will be geared towards the evolving needs of regional, national and international employment markets.

Aurora College is working with the Department of Education, Culture and Employment (ECE) to develop a detailed implementation plan to guide the transformation. This plan will be released in spring 2020 and will cover the duration of the multi-year transformation process. Throughout all stages of the transformation, decisions regarding the pace of change will be considered to ensure implementation timelines remain appropriate and achievable.

1.5 Corporate Plan Structure

Typically, the Corporate Plan would be structured around Aurora College's strategic plan. However, Aurora College deferred completion of a strategic plan in 2017 pending the completion of the Aurora College Foundational Review process. Strategic planning is scheduled to start in the fall 2019.

Given that there is currently no strategic plan to guide development of the corporate plan, the current corporate plan incorporates commitments made in the *Government Response*. The 2019-20 Corporate Plan focuses on strengthening the College foundation and planning for change (Phase 1).

1.6 Interim Strategic Directions for 2019-2020

Aurora College recognizes there is an inherent contradiction in the development of a corporate plan for 2019-2020 without an existing strategic plan. In many ways, developing a corporate plan in the absence of a strategic plan is the proverbial “cart before the horse.” Nevertheless, the College recognizes it needs to develop a corporate plan for 2019-2020 to operationalize and action the strategic planning process which will become important to Aurora College’s next three years.

In the absence of a formal strategic plan (which will be developed in the fall/winter of 2019/2020), the following strategic directions will guide the development of the 2019-2020 Corporate Plan:

Interim Strategic Directions for 2019-2020

- Strategic Direction #1** Undertake the initial steps of the transformation as outlined in Phase 1 of the transformation journey – Strengthening the College and Planning for Change.
- Strategic Direction #2** Begin a Strategic Enrolment Management (SEM) process to serve students and boost enrolment numbers.
- Strategic Direction #3** Capacity at Aurora College will be built by ensuring that leadership roles and other key positions are filled.
- Strategic Direction #4** Undertake a comprehensive strategic planning process using an Appreciative Inquiry methodology.
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1.7 Summary of Corporate Plan Commitments for 2019-2020

These Corporate Plan initiatives are focused around the Government Response to the Aurora College Foundational Review. These initiatives are discussed in further detail later in this report and include the following:

i. Strategic Enrolment Management (SEM)

- Complete implementation of a new Student Information System (SIS) with PowerCampus
- Train staff on use of new SIS with PowerCampus
- Review the Registrar’s role and ensure students are properly assessed and have consistent prerequisites in the application process
- Start to develop a Strategic Enrolment Management (SEM) Plan
- Explore potential for “Student Recruitment Ambassadors”
- Develop annual student recruitment calendar aligned to the SEM Plan
- Develop Student Experience Model
- Review condition, safety and cultural appropriateness of student housing as part of the Student Experience Model

- Ensure consistency in the services provided across all campuses
- Maintain a service-oriented, student-centric approach
- Ensure creation of marketing and communication plans that take a focused and organized approach to marketing programs to prospective students and lays foundation for communicating the SEM Plan
- Explore benefits of expanding student services desk hours over the lunch hours and after 4:00 pm
- Develop course calendar specific to trades, apprenticeships and industrial training that better aligns with the needs of employers
- Work with community and Indigenous governments to explore ways to promote and increase the accessibility of recreation facilities for students
- Examine options to establish new approach to management of student housing
- Update Policy E.01 Electronic Information Learning Environment
- Explore use of technology and social media platforms

ii. Policy Review and Development Framework

- Create new policies around program creation / termination / suspension
- Develop an enhanced program review process
- Undertake program reviews of Social Work Diploma and Bachelor of Education Programs
- Enhance Policy Development Framework
- Complete gap analysis of current policies

iii. Human Resources

- Staff vacant positions
- Rewrite application of GNWT Performance Development process
- Examine options for casual/seasonal faculty and staff to participate in Performance Development process
- Review the job description for the student counselor position
- Examine processes to ensure student, faculty and staff safety

iv. Community Learning Centres (CLCs)

- Undertake NWT-wide local needs assessment to determine the needs of each region and CLC
- Examine different models for community program delivery

v. Records Management

- Review policies related to records management
- Provide training for faculty and staff on the protection of privacy and sharing of personal information

Together, the five corporate plan initiatives and the four interim strategic directions guide the process that allows Aurora College to strengthen and plan for change and outlines some of the steps required to maintain and improve upon current operations in 2019-2020.

1.8 Challenges and Opportunities

1.8.1 Transformation to a Polytechnic University

As noted previously, the release of the *Government Response to the Findings and Recommendations of the Aurora College Foundational Review* (Government Response to the Review) in October 2018 marked the beginning of a new path forward for Aurora College: to begin transformation into a uniquely northern polytechnic university that is responsive to changing labour market demands and student needs. This new path represents both challenges and opportunities for Aurora College.

1.8.2 Adult Education Market Space for Aurora College

Like many community colleges across the country, Aurora College offers a comprehensive array of programming to meet the learning needs of students within the territory. As Aurora College transforms to a polytechnic university, programming options will increase, including an increase in certificate, diploma, and degree programs (and many of these will be determined through Aurora College's strategic planning process). As the College engages in strategic planning, new post-secondary programming options will need to be responsive to the NWT's labour market needs to close skill gaps for in-demand jobs and more effectively respond to employer and industry needs.

1.8.3 Transformation – Impacts on Stakeholders

The transformation of Aurora College into a polytechnic university represents a significant organizational change that is anticipated to create a new range of opportunities for prospective students and the territory as whole. However, at the same time, the transformation will have impacts on a variety of stakeholders associated with the College. These impacts are outlined below.

Students: The transformation of Aurora College to a polytechnic university will fundamentally and positively impact students. These positive impacts will include:

- Increased access to programs and opportunities (e.g., work terms, applied learning) that prepare learners for employment;
- Increased pathways between Aurora College programs and other university programs that increase learner transferability (e.g., 2+2 partnership agreements);
- Opportunities to engage in innovation and industry-based research through applied research that enhances learner critical thinking and problem-solving;
- Enhanced student services that better respond to the needs of students (e.g., online course registration); and
- Enhanced learning through focusing on faculty development and innovative pedagogy.

While it's possible the magnitude of change involved in a transformation from a college to a polytechnic university may impact students negatively, these negative impacts will be mitigated by developing a student-centred culture at Aurora College. Developing a student-centred culture involves Aurora College continually and consistently asking the

question, “How will the change impact students and how can we best serve students as we implement these changes?”

Faculty and Staff: As Aurora College begins its transformation to a polytechnic university, of all stakeholder groups, faculty and staff will likely be impacted to the greatest extent. These impacts will include changes to pedagogy, curricular changes, exploring increased program pathways for students, structural changes to how the College operates, and changes around academic program planning, program review and other academic initiatives. Faculty and staff will also need to support students through the transformation change process by being responsive to student needs and supporting student success.

Perhaps the greatest mitigating factor to the impacts of these changes is to ensure faculty and staff are involved in the *process* of change. This is highly consistent with collegial practices of shared leadership and creating a leaderful organization (Raelin, 2003). To this end, the College is creating “shared leadership” Action Teams composed of faculty, support staff and College administrators for most of the change management projects. These shared leadership Action Teams will help ensure Aurora College faculty and staff are involved in the substantive decisions around the transformation to a polytechnic university.

Communication about the transformation process is key to its success. To this end, several modes of ongoing transformation updates will be employed including monthly presentations by the President at each campus.

Communities: The transformation of Aurora College to a polytechnic university will positively impact communities of the NWT in five significant ways. In particular, the transformation will:

1. Increase the number of students in all three campus communities through additional programming;
2. Explore options to increase international student recruitment at all three campus communities;
3. Increase an entrepreneurial perspective and responsiveness to community education needs;
4. Enhance community strengths by focusing programming on Centres of Specialization; and
5. Allow community businesses, industries, and organizations to engage with the polytechnic around innovation through applied research.

Governments: The transformation of Aurora College will also positively impact governments – including municipal and Indigenous governments. Through having a responsive, entrepreneurial perspective, the polytechnic university will offer education to more directly meet the training needs of local governments.

The Government of the Northwest Territories (GNWT) will also benefit from the transformation. These benefits will include a more diverse range of programming for students in the north, greater options to attract students from outside of the territory (Canadian and international), greater options to retain students in the north (and reduce

the “brain drain” from the NWT) and opportunities to increase the Knowledge Economy by promoting innovation through applied research.

Third-Party Funders (non-research): Like most universities and polytechnic institutions, the NWT polytechnic will attract opportunities for third-party funding in a number of ways. These third-party funding opportunities will include a higher degree of federal government funding in post-secondary infrastructure and programming, corporate funding (e.g., through diamond mines and other businesses and industries) and philanthropic and foundation contributions. As well, the polytechnic will have an opportunity to increase its revenue through international student tuition revenues.

1.8.4 Research Division - Aurora Research Institute (ARI)

The Research Division - Aurora Research Institute (ARI) brings significant strength to Aurora College. This strength will continue to grow as the College transforms to a polytechnic university. Research supported through ARI will increase as the polytechnic integrates applied research into a variety of educational programs throughout the institution.

2.0 Corporate Management

The primary long-term goal of Aurora College is to successfully transform into a polytechnic university that is student-centered, accessible and accountable. We will continue to strive to provide high quality and relevant programming that matches the Northern environment and needs. Corporate Management is mandated to manage change and to oversee the daily operations of the College pursuant to its mission and values. This includes the development and implementation of the four 2019-20 strategic directions to ensure the long-term success of the College.

Corporate Management and daily College operations are handled by six divisions comprised of:

1. Office of the President
2. Finance
3. Education and Training
4. Community and Extensions
5. Student Services
6. Research Division – Aurora Research Institute

The corporate management section outlines the steps that will be taken to maintain and improve our current operations to strengthen the College and plan for change.

2.1 Office of the President

The Office of the President is responsible for providing both strategic and day-to-day direction and leadership for all areas of the College. The Office of the President Team supply services to support the entire organization including Information Systems and Technology, Policy, Finance and Communications. The Associate Deputy Minister, Post-Secondary Education Renewal at ECE was appointed to the role of President. This dual role creates new opportunities during this time of rapid change. However, it also comes with added complexities and burdens as well. The President works directly with the College Administrator on issues of governance, policy and long-term planning.

Objectives for the Office of the President for 2019-2020 are:

1. Maintain the effective and efficient operations of Aurora College pending changes resulting from the Government Response process;
2. Support the Senior Leadership Team members on projects and initiatives specific to their Divisions, including their assigned duties following the outcomes of the *Government Response*; and
3. Follow further direction from the Minister and the College Administrator, responding to the outcomes of all areas of the *Government Response*, including governance, accountability, academic program management, operations and student recruitment and retention.

2.1.1 Finance Division

Finance's role is to ensure the long-term financial viability of the College including the preparation and controls over budgets, financial reporting, implementation and oversight of financial controls and management of cash flows.

Objectives for the Division for 2019-2020 are:

1. Execute the 2019-2020 budget as presented, conduct quarterly variance exercises and uphold financial controls;
2. Finalize electronic approvals and implement the process College wide by working with the Office of the Auditor General; and
3. Participate in the implementation of the action plan in response to the *Government Response*.

2.1.2 Communications and College Relations

The role of Communications & College Relations is to plan, implement, monitor and evaluate all aspects of internal and external communications, media relations, reputation management, marketing and community relations; to provide strategic advice to the President, College Administrator and Senior Leadership; to take a leadership role in College recruitment strategies and activities; and to provide support where required to all levels and divisions of the College.

Objectives for Communications and College Relations for 2019-2020 are:

1. Support all aspects of communications and stakeholder outreach related to the Aurora College polytechnic transformation process (including the strategic planning and the Strategic Enrolment Management processes along with support for Senior Leadership Team members on projects and initiatives specific to their Divisions, including their assigned duties related to the transformation process);
2. Support development and implementation of Recommendation O-16 from the *Government Response*: "The College should develop a communication plan and marketing strategy aligned with the new vision and strategic plan"; and
3. Support the execution of all marketing and communications plans that take a focused and organized approach to marketing programs aligned with the five corporate plan initiatives.

2.2 Education and Training Division

With funding from multiple sources and in response to local needs, the Education and Training Division will provide a range of post-secondary programs leading to certificate, diploma and degree credentials on three campuses and in other NWT communities.

Objectives for the Division for 2019-2020 are:

1. Participate in the review of the program development process;
2. Participate in the development of an Academic Plan with a focus around the centres of specialization at each campus;
3. Contribute to the overall Strategic Enrolment Management plan for Aurora College to

increase student enrolments and focus on retention; and

4. Participate in the development of the Implementation Plan in response to the *Government Response*.

2.3 Community and Extensions Division

The Community and Extensions Division will continue with important academic and third-party projects started in previous years to better meet the needs of northern adult students. This includes work being done around wrapping up the third year of the Access Programs Redesign pilot and ongoing curriculum development. Renewal of multi-year initiatives including Northern Adult Basic Education (NABE) Program and Integration/Language Instruction for Newcomers to Canada (LINC) are top priorities.

Objectives for the Division for 2019-2020 are:

1. Participate in the Academic Advisory Council for the polytechnic university transformation;
2. Complete the final year of the three-year Access Program Redesign pilot report for 2018-19;
3. Obtain funding for ongoing Adult Literacy and Basic Education (ALBE) curriculum development work;
4. Explore options to renew Northern Adult Basic Education (NABE) Program with CanNor and integration services/LINC with Immigration, Refugee and Citizenship Canada (IRCC);
5. Contribute to the overall Strategic Enrolment Management plan for Aurora College to increase student enrolments and focus on retention; and
6. Participate in the development of the Implementation Plan in response to the *Government Response*.

2.4 Student Services Division

The Student Services Division will continue with the final stages of implementing the new PowerCampus Student Information System (SIS). As well, work will continue on the implementation and expansion of the Early Support Program pilot project.

Objectives for the Division for the 2019-2020 are:

1. Participate in the Academic Advisory Council for the polytechnic university transformation;
2. Complete the transition to the new PowerCampus Student Information System (SIS) and update business processes to match system requirements;
3. Contribute to the overall Strategic Enrolment Management plan for Aurora College to increase student enrolments and focus on retention;
4. Continue with the 2nd year of the pilot of the Early Support Program designed to inform the student support team when students are at risk mentally, emotionally, physically or spiritually; and
5. Participate in the development of the Implementation Plan in response to the *Government Response*.

2.5 Research Division – Aurora Research Institute

The Research Division - Aurora Research Institute (ARI) continues to focus on implementing the strategic actions identified in their strategic plan 2016-2026. This work is guided by four core strategies under the direction of the Research Advisory Council and focus on Partnership, Research, Outreach and Knowledge Management.

Objectives for the Division for the 2019-2020 are:

1. Participate in the Academic Advisory Council for the polytechnic university transformation;
2. Develop an Equity, Diversity and Inclusion strategy for Aurora College;
3. Implement a new research administration software system; and
4. Establish research capacity at the college in partnership with the ArcticNet Network Centres of Excellence North by North Program.

3.0 Corporate Plan Initiatives for 2019-2020

3.1 Strengthening the College Foundation and Planning for Change

The Government Response to the Aurora College Foundational Review is structured around five themes:

- Governance (G and GB)
- Accountability (A)
- Academic Program Management (APM)
- Operations (O)
- Recruitment and Retention of Students (RR)

The following five tables identify Aurora College commitments that will be undertaken in 2019-2020 to strengthen Aurora College and plan for change. These actions are arranged here based on five key commitment themes. All commitments indicate the correlation to the Government Response, (e.g. (A5) or (RR3-1)). For a full list of commitments, please refer to the references section.

The 2019-2020 Aurora College Corporate Plan will address five key commitments particular to both the Aurora College operations and the transformation to a polytechnic university. These five commitments are:

1. Strategic Enrolment Management (SEM)
2. Policy Review and Development
3. Human Resources
4. Community Learning Centres (CLCs)
5. Records Management

3.1.1 Strategic Enrolment Management (SEM)

Commitments	Measurement Criteria and Critical Success Factors
Complete implementation of a new PowerCampus Student Information System (SIS) (O11)	<ul style="list-style-type: none"> • PowerCampus in place and operational by students and staff
Train staff on use of new SIS with PowerCampus (A5)	<ul style="list-style-type: none"> • Training workshops implemented and undertaken
Review the Registrar's role and ensure students are properly assessed and have consistent prerequisites in application process (RR5)	<ul style="list-style-type: none"> • Review Registrar's role and compare to Academic Advisory Council (AAC) institutions • Begin review of registration processes to ensure consistency across all campuses
Start to develop a Strategic Enrolment Management (SEM) Plan (RR1)	<ul style="list-style-type: none"> • Establish a SEM committee and begin to explore the SEM process in collaboration with Registrar and Communications and College Relations
Explore potential for "Student Recruitment Ambassadors" (RR3-2)	<ul style="list-style-type: none"> • Report and recommendations completed on • Student Recruitment Ambassador role and function
Develop annual student recruitment calendar aligned to the SEM Plan (RR4)	<ul style="list-style-type: none"> • Report and recommendations completed for best options for student recruitment calendar linked to SEM Plan
Develop Student Experience Model (RR7)	<ul style="list-style-type: none"> • Report and recommendations completed on Student

	Experience Model explored from other post-secondary education institutions
Review condition, safety and cultural appropriateness of student housing as part of the Student Experience Model (APM6-3)	<ul style="list-style-type: none"> Environmental scan completed identifying what is presently available for student housing at the three campuses
Ensure consistency in students services provided across all campuses (RR8-1)	<ul style="list-style-type: none"> Report and recommendations completed on student services review on all campuses around consistency of services
Maintain a service-oriented, student-centric approach (RR8-2)	<ul style="list-style-type: none"> Statement on student-first, student-centric approach developed and articulated in strategic plan
Ensure creation of marketing and communication plans that take a focused and organized approach to marketing programs to prospective students and lays foundation for communicating the SEM (RR2)	<ul style="list-style-type: none"> Draft template completed for communications and marketing plan for SEM in collaboration with Registrar and SEM committee All publications, media buys, marketing, student recruitment planning and communications vehicles reviewed and revised
Explore benefits of expanding Student Services desk hours over the lunch hours and after 4:00 pm (RR8-4)	<ul style="list-style-type: none"> Analysis of Student Services hours undertaken and recommendations made
Develop course calendar specific to Trades, Apprenticeships and Industrial Training (TAIT) that better aligns with the needs of employers (APM7)	<ul style="list-style-type: none"> Engagement process with employers, ECE and Aurora College undertaken to create a TAIT course calendar Design options reviewed for TAIT course calendar for publishing in various mediums
Work with community and Indigenous governments to explore ways to promote and increase the accessibility of recreation facilities for students (APM6)	<ul style="list-style-type: none"> Campus Directors to review campus recreation budget structure including new opportunities/ avenues to capitalize on all available local recreation resources
Examine options to establish new approach to management of student housing (O12)	<ul style="list-style-type: none"> Interim options reviewed for management of student housing for the next year along with draft recommendations made for a more sustainable long-term approach
Update Policy E.01 – Electronic Information Learning Environment (O10-3)	<ul style="list-style-type: none"> Policy E.01 reviewed and updated with concerns addressed with respect to internet access
Explore use of technology and social media platforms (RR8-2)	<ul style="list-style-type: none"> Review undertaken of technology and social media platforms and recommendations made to better meet the needs of students

3.1.2 Policy Review and Development

Initiative	Measurement Criteria and Critical Success Factors
Create new policies and program creation/ termination/suspension (APM2)	<ul style="list-style-type: none"> Program creation/termination/suspension policies in place
Develop an enhanced program review process (APM3)	<ul style="list-style-type: none"> Program review policies in place and review process utilized
Undertake program reviews of Social Work Diploma and Bachelor of Education Programs (APM4)	<ul style="list-style-type: none"> Social Work Diploma and B.Ed. program reviews begun (may not be completed)
Enhance Policy Development Framework (O1)	<ul style="list-style-type: none"> Policy Development Framework reviewed and updated
Complete gap analysis of current policies (O2)	<ul style="list-style-type: none"> Gap analysis complete and recommendations in place Equity, Diversity and Inclusion (EDI) plan is under development along with a review of the current

	Traditional Knowledge Policy (2 year project)
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3.1.3 Human Resources

Initiative	Measurement Criteria and Critical Success Factors
Staff vacant positions (05)	<ul style="list-style-type: none"> Key vacant positions reviewed and filled where required
Review application of GNWT Performance Development process (06-1)	<ul style="list-style-type: none"> GNWT Performance Development process reviewed
Examine options for casual/seasonal faculty and staff to participate in Performance Development process (06-2)	<ul style="list-style-type: none"> Options examined for casual/seasonal staff to participate in GNWT Performance Development process
Review the job description for the student counselor position (RR10)	<ul style="list-style-type: none"> Student counselor job description reviewed and updated
Examine processes to ensure student, faculty and staff safety (013)	<ul style="list-style-type: none"> Review of security requirements at each campus initiated including identification of security/safety training required by faculty and staff

3.1.4 Community Learning Centres (CLCs)

Initiative	Measurement Criteria and Critical Success Factors
Undertake NWT-wide local needs assessment to determine the needs of each region and CLC (APM15)	<ul style="list-style-type: none"> Request for Proposals (RFP) for CLC needs assessment complete CLC needs assessment begun
Examine different models for community program delivery (APM16-3)	<ul style="list-style-type: none"> CLC delivery model explored and recommendations made Options explored to begin development of Comprehensive Centre Plans (CCPs) for Community Learning Centres (CLCs)

3.1.5 Records Management

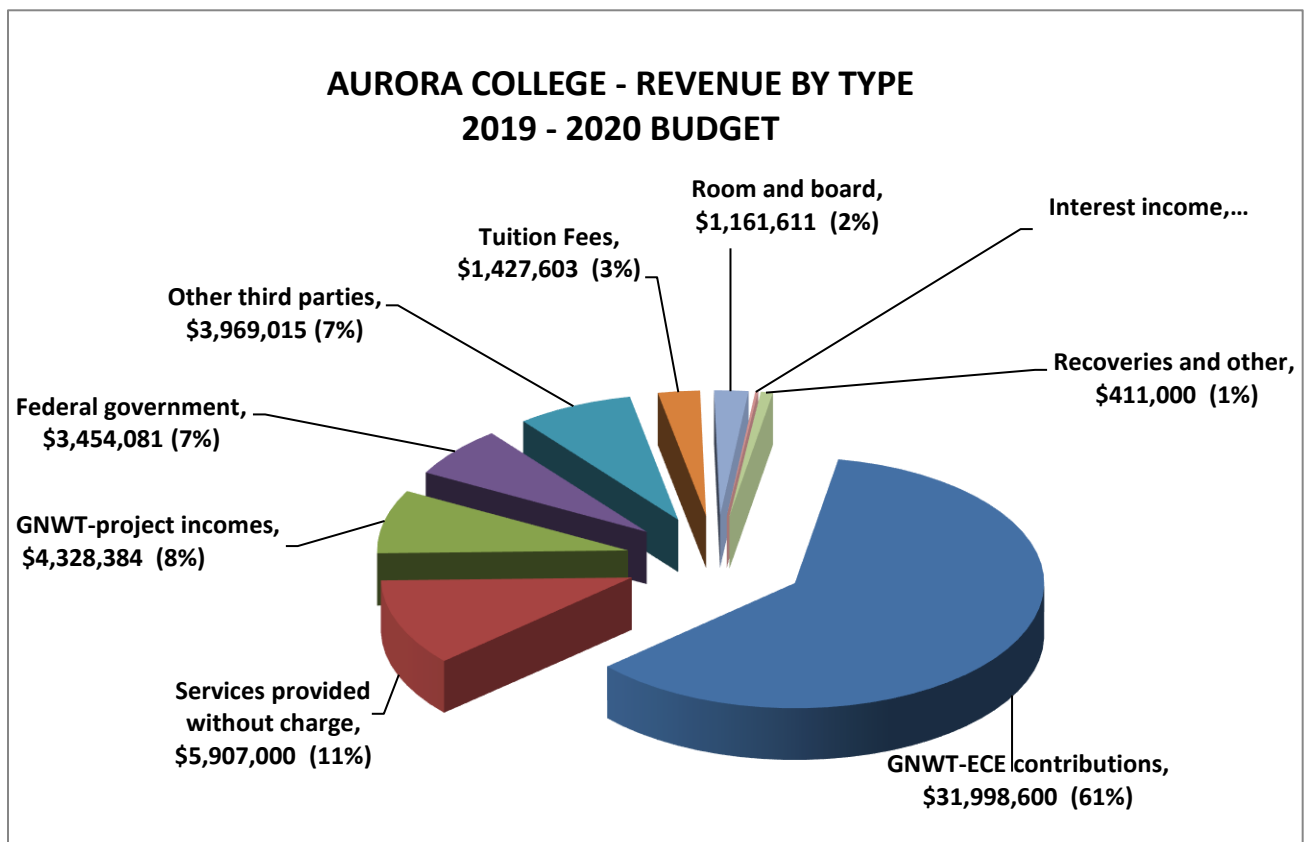
Initiative	Measurement Criteria and Critical Success Factors
Review policies related to records management (RR9-1)	<ul style="list-style-type: none"> Records management policies prioritized for review Establish college-wide working group to create records management policy and process
Provide training for faculty and staff on the protection of privacy and sharing of personal information (RR9-2)	<ul style="list-style-type: none"> Completed three campus-wide sessions on Access to Information and Privacy (ATIP) training for all faculty and staff

4.0 2019-20 Budget Overview

Aurora College will work with the Department of Education, Culture and Employment (ECE) to develop a detailed Implementation Plan to guide the transformation to a polytechnic university. The Operating Surplus portion of accumulated surpluses will cover expenditures related to the Aurora College transformation for 2019-2020. These expenditures are segregated in the budget to keep consistency with previous years. Therefore, other than incremental transformation costs, this is a status-quo budget.

4.1 Revenue Sources

The total budgeted revenue for 2019-2020 is \$52,752,794.



4.1.1 Contributions

The Government of the Northwest Territories (GNWT) Department of Education, Culture and Employment provides approximately 61% of Aurora College's revenue for general operations. ECE contributions (base) for the 2019/20 fiscal year – \$31,998,600 – includes funding for the following areas:

- Finance and Accounting
- Pooled Services
- Student Services
- Education and Training

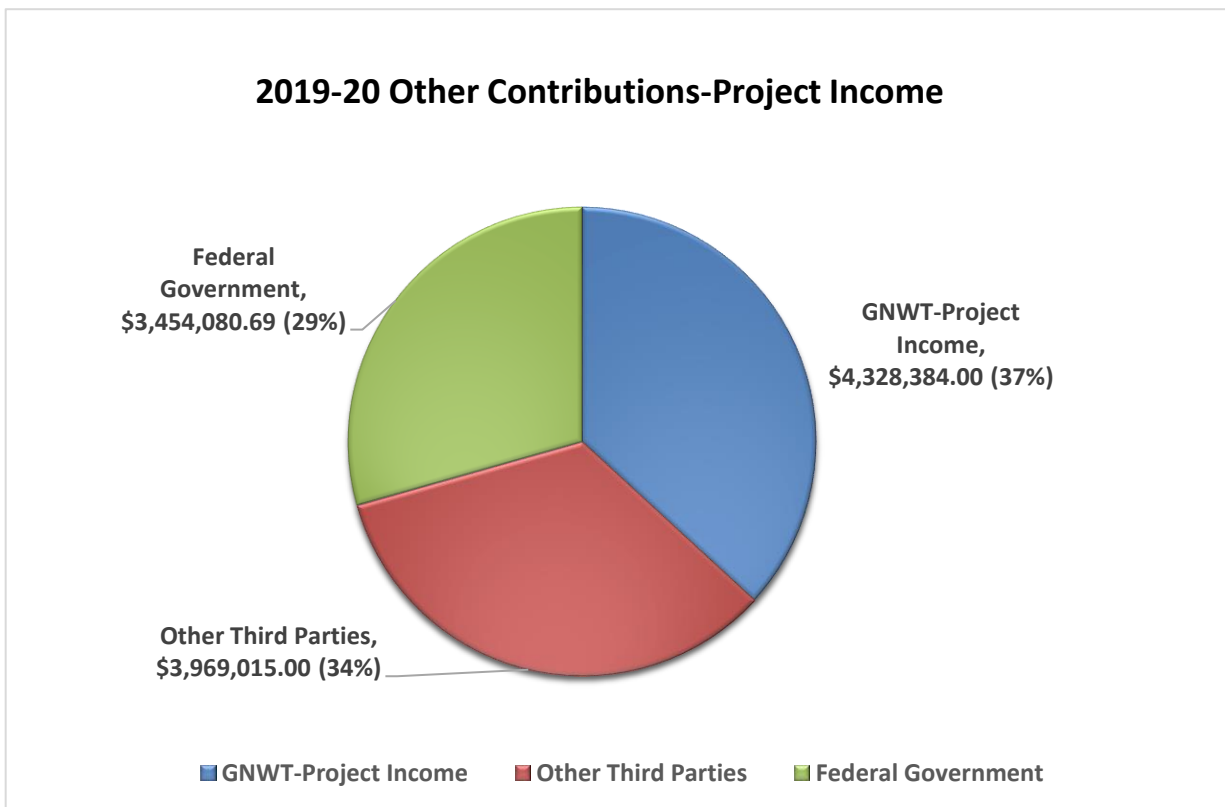
- Community and Extensions
- Research - Aurora Research Institute

4.1.2 Government Contributions – Services Without Charge

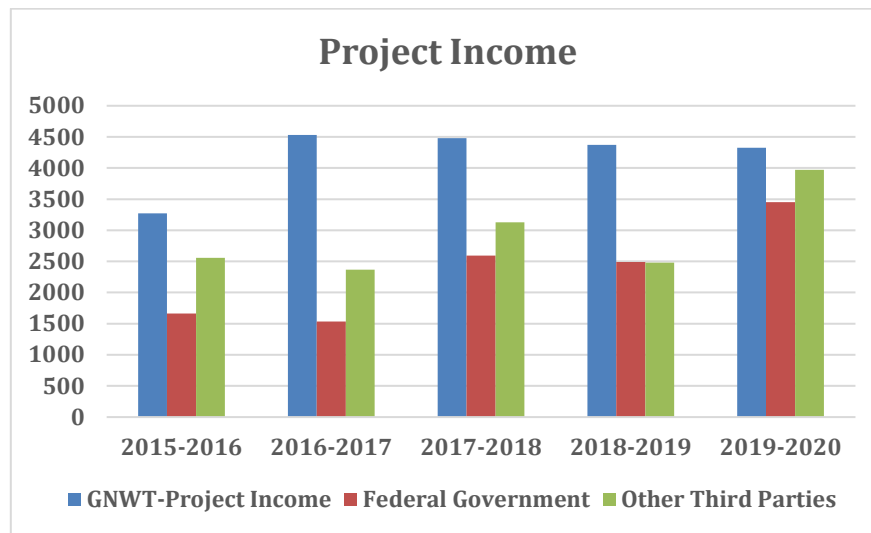
The GNWT provides certain services without charge to Aurora College such as utilities for the Community Learning Centres, human resources, pay roll, rent, etc. The estimated value of these services is projected at \$5,907,000. These services are recognized as expenses with an offsetting credit to revenues to reflect the full cost of Aurora College’s operations.

4.1.3 Other Contributions – Project Income

The College provides education and research services to private companies, federal and GNWT departments, agencies, and corporations through contractual arrangements. The estimated revenue of these contractual arrangements (Project Income) is \$11,751,480 or 22% of total revenues.



Project income represents an important source of funding for the College, especially third parties and federal government which significantly increased in the last few years and should increase again in 2019-2020.



4.1.4 Own Source Revenue

Aurora College generates own source revenue from tuition fees, room and board, interest incomes and other incomes.

Other sources of revenue include:

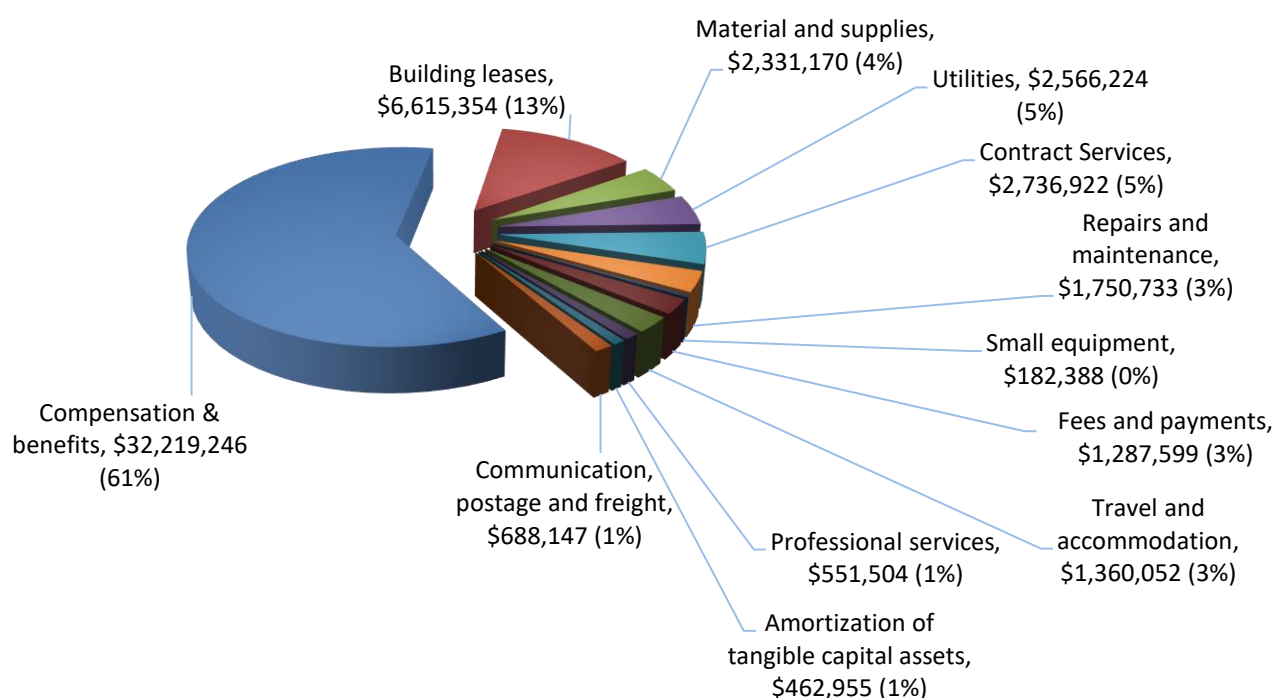
Services Provided without Charge		\$5,907,000
Other Contributions - Project Income		
GNWT	37%	\$4,328,384
Other Third Parties	34%	\$3,969,015
Federal Government	29%	\$3,454,081
Tuition fees		\$1,427,603
Recoveries and other		\$411,000
Room and board		\$1,161,611
Interest income		\$95,000

4.2 Expenditures

Expenditures are grouped into twelve objects of expenditures as the following:

- Compensation and benefits
- Building leases
- Materials and supplies
- Utilities
- Contract services
- Repairs and maintenance
- Small equipment
- Fees and payments
- Travel and accommodation
- Professional services
- Amortization of tangible capital assets
- Communication, postage, and freight

AURORA COLLEGE - EXPENDITURES BY TYPE 2019 - 2020 BUDGET



The total budgeted expenditures for 2019-2020 is \$55,652,294.

It is important to note that this chart excludes expenditures related to the transformation. The following table shows planned spending related to the transformation.

4.2.1 Budget Expenditures Related to the Transformation into a Polytechnic University

Transformational Items	Budget
ECE Transformation Team	\$ 1,775,000
Strategic Planning	\$ 300,000
Social Work and B.Ed. Review	\$ 400,000
Community Learning Centres (CLC) Needs Assessment	\$ 450,000
Strategic Enrolment Management (SEM) Life Cycle Plan Year 1	\$ 25,000
Total	\$2,900,000

The expenditures presented in the table above are related to the transformation to a polytechnic university. They will be funded from the accumulated surpluses. Most of the costs of the ECE Transformation Team are for salary and travel. Consultants will be hired to help with the development of the strategic plan. At the moment, it is expected that the

transition will last 5-6 years but the total costs over that period are unknown at the moment. These will be forecasted following the strategic planning and decisions on programs reviews, program additions and the CLC needs assessment.

4.3 Budget Summary

4.3.1 Budget Summary by Function

	<u>2018/19</u>		<u>2019/20</u>
	<u>Approved Budget</u>	<u>Projected Actual</u>	<u>Budget</u>
<u>Revenues</u>			
Government contributions	\$30,709,500	\$31,618,000	\$31,998,600
<u>Other Contributions</u>			
GNWT	3,844,264	4,373,000	4,328,384
Other 3 rd party contributions	2,778,970	2,479,000	3,969,015
Federal government	2,688,884	2,491,000	3,454,081
<u>Own Source Revenue</u>			
Tuition fees	1,345,174	2,070,000	1,427,603
Room and board	1,161,611	1,306,000	1,161,611
Interest Income	95,000	397,000	95,000
Recoveries and other	411,000	857,000	411,000
Services provided without Charge	5,214,000	5,992,000	5,907,000
<u>Total Other Revenues</u>	\$17,538,903	\$19,965,000	\$20,753,694
<u>Total Revenues</u>	\$48,248,403	\$51,583,000	\$52,752,294
<u>Expenditures</u>			
Financial and accounting	\$1,971,895	\$1,938,000	\$2,131,421
Pooled services	2,818,152	5,199,000	4,867,374
Student services	10,244,454	11,199,000	10,282,239
Education and training	20,263,838	17,982,000	19,794,614
Community & extensions	10,859,790	9,933,000	11,150,136
Aurora Research Institute	3,076,040	3,647,000	4,526,510
Expenditures related to transformation			2,900,000
<u>Total Expenditures</u>	\$49,234,169	\$49,898,000	\$55,652,294
<u>Surplus/(Deficit)</u>	(\$985,766)	\$1,685,000	(\$2,900,000)
<u>Opening Accumulated Surpluses</u>	13,488,000	13,488,000	\$15,173,000
<u>Closing Accumulated Surpluses</u>	\$12,502,234¹	\$15,173,000²	\$12,273,000

The GNWT increase to contributions reflects funding increases for the Inuvik Family Housing Lease and to provide for the increases as per the GNWT-UNW collective agreement.

1 Closing Accumulated Surplus includes estimated Tangible Capital Assets of (\$4,538,000) and Reserves of (\$1,141,000).

2 Ibid.

4.3.2 Budget Summary by Expense Category

	<u>2018/19</u>		<u>2019/20 Budget</u>
	<u>Approved Budget</u>	<u>Projected actuals</u>	
<u>Revenues</u>			
Government contributions	\$30,709,500	\$31,618,000	\$31,998,600
Project income			
Government of the Northwest Territories	3,844,264	4,373,000	4,328,384
Other third party contributions	2,688,884	2,480,000	3,969,015
Federal government	2,778,970	2,491,000	3,454,081
Tuition Fees	1,345,174	2,070,000	1,427,603
Recoveries and other	411,000	857,000	411,000
Room and Board	1,161,611	1,305,000	1,161,611
Interest Income	95,000	397,000	95,000
Services provided not charged	5,214,000	5,992,000	5,907,000
Total Revenues	\$48,248,403	\$51,583,000	\$52,752,294
<u>Expenses</u>			
Compensation and benefits	\$29,852,088	\$28,452,000	\$32,219,246
Building leases	6,697,624	7,050,000	6,615,354
Materials and supplies	1,947,778	2,013,000	2,331,170
Utilities	2,095,724	2,536,000	2,566,224
Contract services	2,409,870	1,908,000	2,736,922
Repairs and maintenance	1,620,733	2,054,000	1,750,733
Small equipment	845,533	1,295,000	182,388
Fees and payments	1,186,240	1,088,000	1,287,599
Travel and accommodation	1,323,192	997,000	1,360,052
Professional services	91,920	670,000	551,504
Amortization of tangible capital assets	450,488	883,000	462,955
Communication, postage and freight	712,979	952,000	688,147
Expenditures related to transformation			2,900,000
Total Expenditures	\$49,234,169	\$49,898,000	\$55,652,294
Surplus/(Deficit)	(\$985,766)	\$1,685,000	(\$2,900,000)

4.3.3 Budget Aurora College Segmented

Aurora College Segmented	Financial and Accounting	Pooled services **	Student Services	Education and Training	Community and Extensions	Aurora Research Institute	2019-20 Total
Revenues							
Government contributions	2,036,421	2,863,374	8,989,951	9,951,552	5,940,257	2,217,045	31,998,600
Project income							
Government of the NWT	0	0	0	2,535,470	1,667,914	125,000	4,328,384
Other third party contributions	0	0	0	1,832,446	1,987,765	148,804	3,969,015
Federal government	0	0	0	226,420	1,250,000	1,977,661	3,454,081
Tuition fees	0	0	62,677	1,060,726	304,200	0	1,427,603
Recoveries and other	0	285,000	68,000	0	0	0	353,000
Room and board	0	0	1,161,611	0	0	58,000	1,219,611
Interest Income	95,000	0	0	0	0	0	95,000
Services Provided without charge	0	1,719,000	0	4,188,000	0	0	5,907,000
	2,131,421	4,867,374	10,282,239	19,794,614	11,150,136	4,526,510	52,752,294
Expenses							
Compensation & benefits	1,979,958	1,350,874	4,266,260	11,914,162	9,413,773	3,294,219	32,219,246
Building leases	0	0	4,618,083	1,930,730	64,541	2,000	6,615,354
Material and supplies	28,608	293,423	182,206	943,674	395,400	487,859	2,331,170
Utilities	0	0	250,724	2,305,000	0	10,500	2,566,224
Contract Services	38,100	191,304	447,914	966,168	781,970	311,466	2,736,922
Repairs and maintenance	0	1,556,000	128,237	66,000	0	496	1,750,733
Small equipment	0	0	10,000	169,388	0	3,000	182,388
Fees and payments	30,000	714,092	46,766	415,800	50,641	30,300	1,287,599
Travel and accommodation	35,305	101,563	15,000	519,750	363,777	324,657	1,360,052
Professional services	0	0	0	502,385	0	49,119	551,504
Amortization of tangible capital assets	0	450,488	0	12,467	0	0	462,955
Communication, postage & freight	19,450	209,630	317,049	49,090	80,034	12,894	688,147
Expenditures related to transformation		2,900,000					2,900,000
	2,131,421	7,767,374	10,282,239	19,794,614	11,150,136	4,526,510	55,652,294
Annual surplus (deficit)	-	(2,900,000)	-	-	-	-	(2,900,000)

** Pooled Services includes the revenues and expenses for the President's Office

4.3.4 Budget Funded Positions

This table lists the Aurora College base-funded positions not active positions through the GNWT ECE contributions.

	2019-20
	Total Positions
Total Office Of The President	3.00
Total Finance	16.50
Vice President, Student Services	1.50
Student Services, Thebacha Campus	17.00
Student Services, Yellowknife North Slave Campus	5.00
Student Services, Aurora Campus	7.50
Office of the Registrar	5.80
Total Student Services	36.80
Vice President, Education & Training	3.00
Information Systems & Technology	9.00
Library Services	4.50
School of Trades, Apprenticeship & Industrial Training	14.90
School of Education	1.85
School of Health & Human Services	13.20
School of Business & Leadership	9.00
School of Arts & Science	5.00
Total Education & Training	58.45
Vice President, Community & Extensions	2.90
School of Developmental Studies	13.75
Beaufort Delta Region	6.65
Sahtu Region	4.72
Tlicho & Yellowknife Regions	5.30
Dehcho Region	3.80
Akaiicho & South Slave Regions	5.30
Total Community & Extensions	42.42
Total Research - Aurora Research Institute	15.00
Total Aurora College	172.17

Total active positions for Aurora College would also include GNWT base-funded positions, third party funded positions and unfunded positions. As of June 1, 2019, the GNWT Human Resources Establishment Report indicated the College had 248 active position, 191 of which are base-funded in the GNWT-ECE main estimates.

5.0 Summary

The Aurora College 2019-2020 Corporate Plan outlines an ambitious plan to begin the transformation to a polytechnic university. While the college will undertake a comprehensive strategic planning process in the Fall of 2019, the College will also undertake four important strategic directions in the forthcoming academic year. These strategic directions include (1) to undertake the initial steps of the polytechnic university transformation (“Strengthening the College and Planning for Change”), (2) to begin a Strategic Enrolment Management (SEM) process, (3) to fill key leadership roles and other key College positions and (4) to undertake a comprehensive strategic planning process.

This is indeed an exciting time for Aurora College. It’s a time of transformation and a time of new opportunity for the College. The 2019-2020 Corporate Plan outlines the initial steps to this transformation and these new opportunities.

6.0 References

Aurora College Transformation

<https://www.ece.gov.nt.ca/en/services/adult-and-post-secondary-education/aurora-college-transformation>

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