

think **MacEwan**



Annual Report

July 05 - June 06

Grant MacEwan College



reflections

2005/06 was a remarkable year of activity and transformation for Grant MacEwan College. A new look. A new residence. A new era in educational excellence.

In August 2005, MacEwan became the first public college in Alberta to receive degree-granting status – and began preparing to accept students into baccalaureate programs in the fall of 2006. September 2005 also saw the MacEwan Residence open its doors to nearly 700 students. And, only a few months later, the college broke ground on the Robbins Health Learning Centre.

Significant changes. And, only the latest of the many innovations that have propelled MacEwan to its position as the largest institution of its kind in the province, dedicated to providing much-needed access to quality post-secondary education in Alberta.

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In the face of such transformation, image becomes even more important. We looked to the many changes that have taken place as inspiration for transforming our communications – and a new MacEwan brand was born. In February 2005, we challenged our audiences to “think MacEwan” – to re-affirm what they have always known about us, and to think about us in new ways.

We are proud of our history and of how we’ve grown. And, we are proud of where we’re headed. Our new brand is a creative approach to communications that reflects this pride in a new and contemporary way. Throughout these pages, you will find illustrations of our new creative approach – the cover images from our 2005/2006 corporate publications.





About Grant MacEwan College

Since 1971, Grant MacEwan College has been committed to providing a real education for a real and changing world. It is this commitment that has enabled us to continue to evolve and grow to become the largest college in western Canada, with over 3,000 full- and part-time faculty and staff, and serving nearly 40,000 learners each year in 80 certificate, diploma, applied degree, university transfer, and now...bachelor degree programs.

MacEwan has an international reputation for programs in the arts, communications, sciences, humanities, business, health care and the human services, and produces graduates who work in every career sector. Our commitment to providing access to quality post-secondary education extends from full- and part-time programming on four Edmonton campuses to distance courses with students from across the globe.





accountability *statement*

The Grant MacEwan College Annual Report for the year ended June 30, 2006 was prepared under the Board of Governors' direction in accordance with the Government Accountability Act and ministerial guidelines established pursuant to the Accountability Act. All material economic, environmental, or fiscal implications of which we are aware have been considered in the preparation of this report.

Eric Young, QC
Chair, Board of Governors



message from the *president*

During the 2005/06 fiscal year, MacEwan continued to look toward the future, while at the same time consolidating the growth of the past several years.

Most visibly, the impressive pace of construction of the Robbins Health Learning Centre rapidly transformed a once-empty lot into what is sure to be a landmark in downtown Edmonton. In September, the MacEwan Residence, already a visible presence on the landscape, came to life as hundreds of students moved the necessities of college life into the apartment-style rooms. And as classes commenced, so did the college's new Student Success program, a week of activities designed to ease the students' transition to college life. The program and the residence both stand as important examples of the college's commitment to providing the support and resources students need to thrive.

Less visibly, but equally as significant, teams across the college worked to expand MacEwan's degree offerings into the areas of Nursing and Commerce. At the same time, others prepared to welcome the first cohort of third-year students in our approved degree programs in Arts and Child and Youth Care. A major part of this preparation took the form of the largest faculty recruitment campaign in our history which resulted in the hiring of over 40 new faculty members from across Canada - and around the world.

As MacEwan moves forward, we remain firmly rooted in our tradition of providing access to education for our students. We are looking toward building on our successes and, above all, ensuring that we continue to evolve in response to the changing needs of our students and the community.

Paul J. Byrne, Ph. D.
President and CEO



2005/06 Think MacEwan: The Calendar

Educational Philosophy

At Grant MacEwan College, teaching and learning are our priorities. We value the legacy of Dr. Grant MacEwan and strive to emulate his example of service, stewardship, and life-long learning in our student-centred environment.

We believe that learning occurs through exploration and questioning, in an environment of mutual respect and collaboration. Learning is enriched by interactions among instructors and students whose diverse life experiences, cultures, ethnicities, religions, and abilities are acknowledged and respected.

We are committed to scholarship and the maintenance of high academic standards. We believe that learners benefit from their association with educators and staff who demonstrate integrity and purpose, leadership in their fields, and passion for their work.

We endeavour to enhance our students' capacity to live well-balanced, productive lives as citizens of our interconnected world. Our links with communities beyond the College—academic and professional, local and international—ensure the relevance of learning activities and enable students to move confidently into the workforce or on to further educational opportunities.

Approved by MacEwan Board of Governors on June 17, 2004

operational *overview*





Think Progress: Spring/Summer 2005
Continuing Education Guide

Mandate

In January 2004, MacEwan proposed changes to its mandate to recognize the college's commitment to expand access to post-secondary education by becoming a degree-granting institution.

Grant MacEwan College is a board-governed public college operating under the authority of The Post-Secondary Learning Act.

The college focuses on three primary types of programming:

- Undergraduate degrees and university transfer programs that prepare learners for employment and for graduate studies.
- Certificate, diploma and applied degree programs that prepare learners for entry to careers and employment.
- College and university entrance programming that prepares learners for success in further post-secondary studies.

Grant MacEwan College serves a diverse range of learners in the following major areas of study: liberal arts, business/commerce, communications, education, engineering, health and human services, performing and visual arts, physical education, and science. The college's innovative approaches to program delivery are designed to maximize graduates' opportunities to advance their careers and further their education.

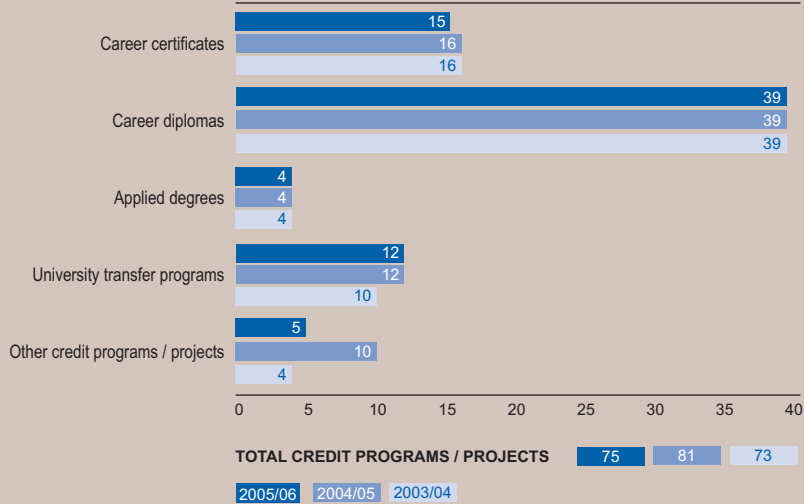
Grant MacEwan College emphasizes a learner-centred approach to the provision of its programs and services. The college encourages scholarly activity including applied research as contributors to teaching excellence and quality programming. As a learner-centred institution, Grant MacEwan College emphasizes small classes, high quality instruction and student support. By incorporating a global focus in its programming, serving a diverse range of Canadian and international students, and providing opportunities for study abroad, the college aims to provide all learners with opportunities to develop the skills and attitudes to function successfully in an interconnected world economy and society.

Grant MacEwan College serves primarily the greater Edmonton region through programming aimed at building a strong economy, and by providing a variety of resources to its communities. The college also offers courses and programs throughout Alberta, across Canada and internationally through eCampus Alberta and other distance delivery and brokerage arrangements. Grant MacEwan College offers credit and non-credit continuing education to meet learners' needs, and creates customized learning opportunities to address the needs of business, industry and government.

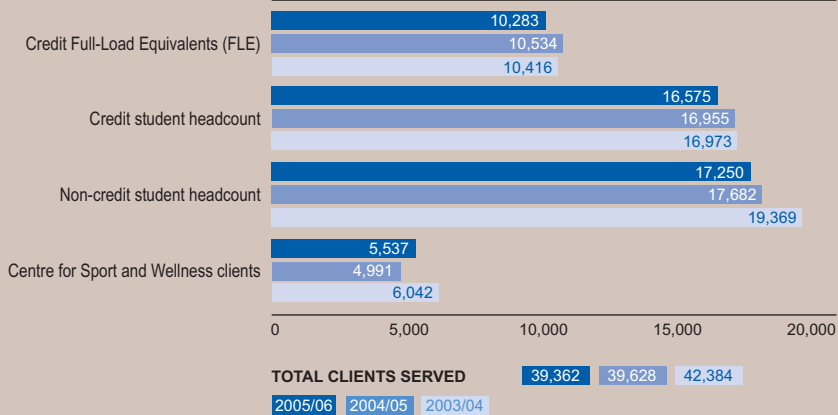
(Revised Edition approved by Board of Governors: August 30, 2004. Approved by the Minister of Learning: October 13, 2004.)



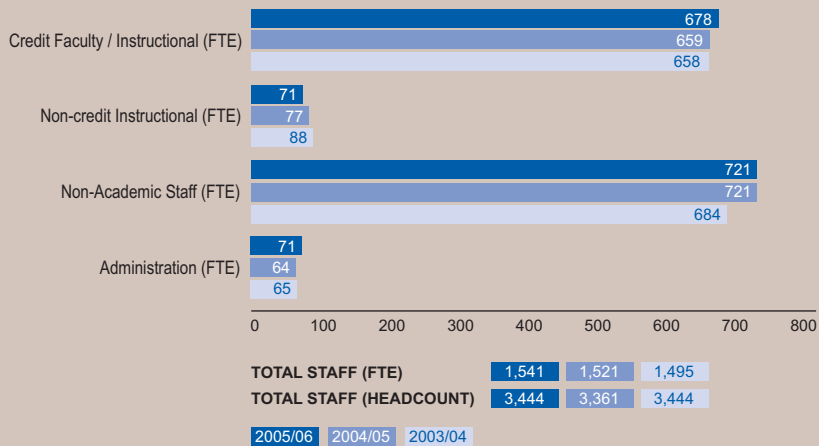
PROGRAMS



ENROLMENT



STAFF



2005 Think Differently: Online and print-based distance guide

MacEwan *at-a-glance*



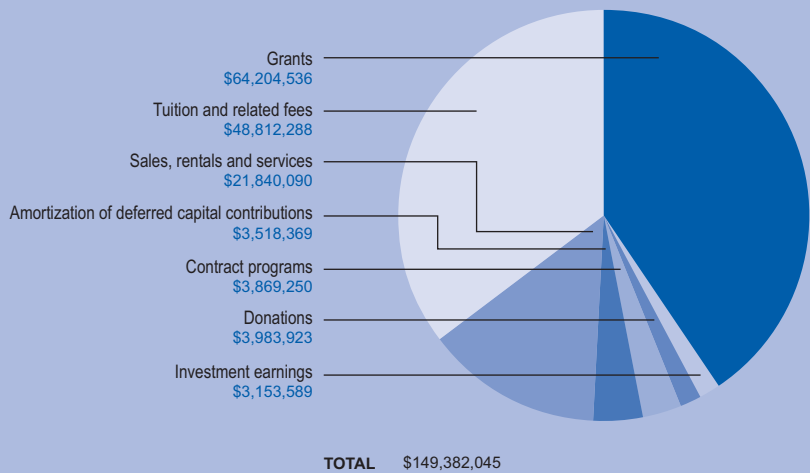


Think Progress: Fall 2005 Continuing Education Guide

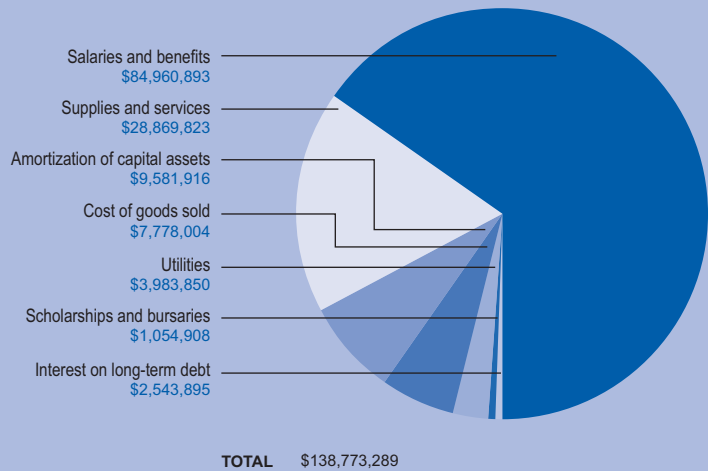
financial *highlights*

For the year ended June 30, 2006

REVENUE

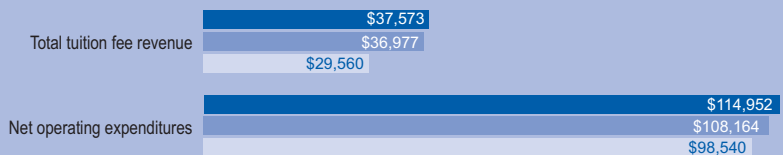


EXPENSES

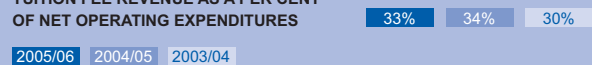


TUITION FEE POLICY COMPLIANCE

Numbers have been rounded to the nearest hundred thousand.



TUITION FEE REVENUE AS A PER CENT OF NET OPERATING EXPENDITURES





2005/06 Think MacEwan: Scholarships, Bursaries & Awards

Robbins Health Learning Centre construction update

Construction on the Robbins Health Learning Centre commenced in 2005/06, following an official sod-turning ceremony in October. The 27,000-square-metre facility will house MacEwan's health science programs, including the college's renowned nursing program—one of the largest in western Canada. Providing classroom and laboratory space for up to 2,000 students, the building will also include a centre for continuing nursing education to serve the 25,000 practicing registered nurses in Alberta. The Robbins Health Learning Centre is set to open in September 2007.

MacEwan seeks to offer baccalaureate degrees

Thanks to a provincial government decision made in August 2005, MacEwan was granted approval to offer a Bachelor of Arts and a Bachelor of Child and Youth Care, which started in September 2006. Throughout 2005/06, the college continued to seek more baccalaureate degree opportunities for MacEwan students, including ones in nursing, commerce, music, and science.

Student Success Program launched

In September 2005, MacEwan launched the Student Success Program, a pilot program created based on college research that identified certain factors which contribute to student success and retention. The program consists of a week-long orientation prior to the September intake. Activities include large group icebreakers, team building exercises and college tours. There are also roundtable discussions, tips and tricks for taking notes, and time management advice. These kinds of support services continue throughout the year, ensuring students have the resources they need to be successful—inside and outside the classroom.

summary of *key activities*





Think Progress: Winter 2006 Continuing Education Guide

Student residence opens its doors to summer guests

Open to students in September 2005, MacEwan Residence offers students more than just a place to live. It's a place where they can interact with other students, a place to learn and excel in a supportive environment, and a place for nearly 700 students to call home.

As the downtown core continues to pull in new faces and new businesses, MacEwan Residence has found it is in the unique position to supply more than just student accommodations. Operating with a reduced resident population in the summer months, it is an ideal location for many conference attendees and community groups seeking affordable, central accommodation.

Technology updates shape MacEwan's future for success

During 2005/06, Information Technology Services (ITS) continued to develop the portal environment for students and staff and were in the planning process for a significant upgrade to the college's enterprise resource planning application: Datatel Colleague. Planning was also underway to pilot an online student feedback system toward faculty evaluation. The pilot project will be run over the Fall and Winter terms and will be integrated into the MacEwan student portal.

Detailed planning work continued on the technology infrastructure and institutional technology for the Robbins Health Learning Centre, set to open September 2007. Planning continued to move more college transactions to the student e-mail system, and a major project to provide automated enrolment capability began. Finally, in December 2005, a major project to renew the college's core network infrastructure was completed, resulting in improved performance and Supernet connectivity.





2006/07 Think MacEwan: Programs

Grant MacEwan College Foundation

Thanks to the generous support of its donors, the Grant MacEwan College Fund Development Department was able to raise approximately \$6 million for the MacEwan Foundation. These monies were used to fund the new Robbins Health Learning Centre, scholarships and bursaries for MacEwan students, and other college projects.

The next few years will prove to be both exciting and challenging. With the introduction of new four-year bachelor degrees and the opening of the Robbins facility in 2007, access to education for students at MacEwan is increasing, and so is the demand for financial assistance. Currently, approximately seven students apply for each available award and bursary; MacEwan wants to improve this ratio and ensure that even more of its students have access to financial resources – and we will be looking to the community to support a substantial increase in the amount of bursaries, awards and scholarships.





Outcomes Report on College Strategic Directions for 2005/06

This report provides data on the outcome measures for college strategic directions identified in Grant MacEwan College's Strategic Plan for the 2005/06 - 2009/10 period. Where possible, quantitative information is provided, with comparison to the previous year's data. However, outcomes in several strategy areas have not been defined in quantitative terms, and for these, qualitative outcomes statements are provided.

Access

PLANNED OUTCOME

Implement programs as outlined in the enrolment plan, subject to the necessary resources being available

Develop supporting structures necessary to offer quality degree programs (Jan. 2006)

Develop strategies and structures to facilitate the expansion of distance-delivery courses and full program credentials (June 2006)

OUTCOME ACHIEVED

- Advanced Education approval received to implement Bachelor of Arts (8 majors) and Bachelor of Child & Youth Care degree programs in fall 2006, and implementation plans fully developed. Detailed proposals for Bachelor of Nursing and Bachelor of Commerce degrees submitted to Advanced Education and Quality Council.

- Comprehensive faculty evaluation policy was approved following extensive research and consultation. Eligibility process to administer SSHRC grants successfully completed; academic integrity policy approved; syllabus approval process streamlined.

- A Coordinator of eLearning and Instructional Technology was appointed. A plan was developed to establish a curriculum development and maintenance plan for online delivery. In 2005/06, 77 courses were approved for development, with 65 complete/nearly complete.

COMMENTS During 2005/06, MacEwan completed planning and preparation to implement its first two baccalaureate degree programs in fall 2006, and continued development of several more degree initiatives. Policies and structures to support degree programming were put into place, and significant progress was made in developing online course offerings.

GOAL

Achieve enrolment levels outlined in the Enrolment Plan

	Planned FLE	Actual FLE	% of Target
University Studies	4598	4630	100.7%
Career Studies	4856	4748	97.8%
Preparatory Studies	924	905	97.9%
Total	10378	10283	99.1%

COMMENTS Overall enrolment was marginally below target, due primarily to softening of demand in a variety of career program areas. This is likely attributable to the strength of Alberta's economy, which provides potential students with strong economic incentives to enter the labour market rather than pursue post-secondary education.

Outcomes Report on College Strategic Directions for 2005/06

continued...

Quality

PLANNED OUTCOME	OUTCOME ACHIEVED
Establish retention benchmarks and develop processes to gather data to inform student retention initiatives (June 2006)	<ul style="list-style-type: none"> • Baseline retention data for all programs were established during 2005/06. Student Experience and Early Leaver Surveys were revised to provide richer data to inform retention initiatives.
Develop and implement program-specific and college-wide initiatives to support student success (June 2007)	<ul style="list-style-type: none"> • Enhanced program and college advising through Advisors Extraordinaire network and professional development initiative • Completed first year of Student Success program • Revamped college-wide student orientation • Expanded interaction with parents, high school counselors, school superintendents and principals • Offered faculty-led Student Success Development workshops for college faculty

COMMENTS Through the work of the college-wide Student Success Committee, MacEwan made considerable progress in research on retention issues, and in developing program-specific and college-level initiatives to improve retention and enhance student success.

Employee Recruitment, Retention and Development

PLANNED OUTCOME	OUTCOME ACHIEVED
Ensure that recruitment and retention activities are in place to address priority areas (June 2006)	<ul style="list-style-type: none"> • Additional HR Advisor, with expertise in faculty recruitment and post-secondary education, assigned to Faculty of Arts and Science to support degree granting and other HR priorities • College website enhanced to attract potential candidates for new faculty opportunities in degree programs • College Policy on Relocation revised to attract highly-qualified candidates to faculty positions
Develop and implement Health & Safety processes (June 2006 and ongoing)	<ul style="list-style-type: none"> • Initiatives included ergonomics training and on-site problem-solving, hazard assessment analysis, employee training on workplace inspection, and a partnership with Capital Health Authority to provide needle-stick protocol and follow-through
Develop management training modules for management and supervisory employees	<ul style="list-style-type: none"> • Short courses covering recruitment techniques, performance management, strategic planning, administering the MSA Collective Agreement, fundamentals of supervision, facilitation skills and managing change were offered through the "Front Runners" Learning Development Program for college supervisors, managers and administrative staff
Improve collaborative processes to enhance relationships with Faculty and Staff Associations	<ul style="list-style-type: none"> • Joint faculty/college committee set up to inform Faculty Association executive about emerging and ongoing issues • Regular meetings with college executive committee as an information forum • Ongoing interaction between Human Resources department and association executives

COMMENTS Employee-focused strategies tend to be ongoing in nature, and not easily measurable. In qualitative terms, MacEwan made significant progress on these strategies, in particular, supporting the implementation of degree programs.

Facilities Development

PLANNED OUTCOME	OUTCOME ACHIEVED
Maintain and implement a five-year facilities plan that reflects the long-term directions of the Facilities Master Plan	<ul style="list-style-type: none"> A Mid-Range Plan has been developed to establish a space planning framework and strategy for the allocation and utilization of the City Centre Campus facilities between 2005/06 and 2010/11. The recommendations for 2005/06 have been completed.
Complete expansion of the City Centre Campus parkade by 2006	<ul style="list-style-type: none"> Completed fall 2005
Secure a location for the new South Campus by 2006	<ul style="list-style-type: none"> A preferred location has been identified based on developed criteria. A request to acquire the site has been made to the Government of Alberta, owner of the preferred site. Discussions are on going between college and government representatives.
Plan and construct a Health Care Learning Centre on the City Centre Campus by fall 2007 to accommodate new programming and student access	<ul style="list-style-type: none"> Construction of the Robbins Health Learning Centre began in November 2005, with completion targeted for fall 2007. This new facility will expand the college's student capacity by over 2,000 FLEs.
Plan for the development of additional learning facilities on the City Centre Campus to accommodate long-term demand and campus consolidation (inc. the Centre for the Arts)	<ul style="list-style-type: none"> Work began on a Project Charter identifying project goals and organization. As well, development of a Preliminary Business Case was started.
Full occupancy of the MacEwan student residence by fall 2006	<ul style="list-style-type: none"> Student demographics resulted in occupancy at only a 70% level. Experience shows that residence students come primarily from the City Centre Campus. Plans have been revised with full occupancy targeted to coincide with expansion of the campus to include the new City Centre for the Arts facility.
Complete City Centre Campus development feasibility plan and planning criteria by June 2006	<ul style="list-style-type: none"> As noted above, a Mid-Range Plan (MRP) has been developed for the allocation and utilization of City Centre facilities, and recommendations for 2005/06 were completed. The plan will be updated annually to respond to new initiatives, demands and changed circumstances.

COMMENTS Facilities development continued at a rapid pace, highlighted by the opening of the MacEwan Residence, completion of the parkade expansion, and initiation of construction on the Robbins Health Learning Centre. Planning for future facilities development continued concurrently with these major achievements.

Utilizing Technology

PLANNED OUTCOME	OUTCOME ACHIEVED
Establish new corporate web presence to: <ul style="list-style-type: none"> support college internal and external processes and communications provide increased responsiveness in a self-service model enhance program marketing and channels for service delivery expand distance and distributed learning opportunities (September 2005-ongoing) 	<ul style="list-style-type: none"> The myMacEwan student portal has been established as the single-source for a variety of student services and academic resources. A number of self-directed applications have been introduced or are in development that will enable students to transact online with the college. A first-phase of a staff portal has been introduced and the public website is under review with a redesign planned in the next year MacEwan continues to be active with eCampusAlberta with a number of new courses and credentials in development. MacEwan is also now the provincial hosting site for eCampusAlberta WebCT services.

Outcomes Report on College Strategic Directions for 2005/06

continued...

Utilizing Technology *(continued)*

PLANNED OUTCOME	OUTCOME ACHIEVED
Establish a project management office to advise, coordinate and monitor technology projects and ensure that technology activities effectively support student, faculty, financial and administrative priorities (Fall 2005)	<ul style="list-style-type: none"> ITS has established a number of formal project management processes. Three staff have been reallocated and trained resulting in a structured project management function in IT. A steering committee has been formed and best practice has been applied to project initiation and management in ITS. These changes combine to form a project management function/office for IT at MacEwan.
Leverage the Technology Partnership to provide managed operations and services to: <ul style="list-style-type: none"> Address Auditor General requirements for security, risk assessment, change control and consolidated reporting Move IT operations from capital-intensive to utility expense model (Sept 2005-ongoing) 	<ul style="list-style-type: none"> A project was formed to systematically respond to OAG concerns. Each issue was addressed and actions documented. Ongoing consultations with the OAG resulted in a much more positive report in the current IT audit cycle. The remaining issues identified by the OAG will be resolved in the coming year. The Technology Partnership with EDS was formally ended by the college. MacEwan is now reviewing its relationship with the primary technology vendors who supply and support the college

COMMENTS The opening of the myMacEwan portal as a single online access point for students was a highlight of college technology initiatives during 2005/06. Significant developments also took place in expanding online delivery and addressing administrative technology requirements.

Communications and External Relations

PLANNED OUTCOME	OUTCOME ACHIEVED					
Continued strength of measured market share across College offerings	99/00	00/01	01/02	02/03	03/04	
	MacEwan Enrolment (FLE)	7,851	8,100	8,740	10,586	10,409
	Total System Enrolment (FLE)	119,305	121,994	127,210	135,316	135,555
	MacEwan's "market share"	6.6%	6.6%	6.9%	7.8%	7.7%

COMMENTS MacEwan's share of Alberta's post-secondary "market" grew significantly between 2000/01 & 2002/03, in part due to the integration of Alberta College. The college's market share essentially stabilized in 2003/04.

PLANNED OUTCOME	OUTCOME ACHIEVED
Renewed consistency of external and internal communications across operating units at the college	Activities in this area included: launch of new college logo and visual identity; strengthened role of college-wide marketing committee to increase consistency of messaging; enhanced internal communications activities to increase awareness of visual identity
Marked increase in employee satisfaction with communications from college leadership and opportunities for dialogue	Surveyed readership of staff newsletter to assess satisfaction with content and format; revitalized the President's Forums program; launched proactive internal communications plans to disseminate information from management on new campus policies and procedures (e.g., smoking, parking, and fitness centre programming)
Research and analysis of the educational implications of government initiatives (e.g. health care, social services, law enforcement, etc.)	Activity in this area is ongoing across academic faculties and schools as part of program planning and development. Additional resources approved for Strategic Planning for 2006/07 to enhance research capacity.

Outcomes Report on College Strategic Directions for 2005/06

continued...

Communications and External Relations *(continued)*

PLANNED OUTCOME

Annual plan for communicating college priorities to MLAs, Standing Policy Committees, Advisory Committees and other stakeholders

OUTCOME ACHIEVED

Updated government relations plan, emphasizing one-to-one, two-way communications, and focused on demonstrating MacEwan's contribution to provincial goals for post-secondary education. Stakeholder relations were enhanced through increased emphasis on recruitment to, and involvement of, new members for community-outreach partnerships (e.g. Colleagues of MacEwan, and information luncheons with high school principals and board superintendents).

COMMENTS Key priorities for Communications and External Relations included initiatives to support the launching of MacEwan's first two baccalaureate degrees, and raising awareness of the evolving scope of MacEwan and its place in the larger community. The department developed new communications products to keep key stakeholders regularly informed of developments and trends at the college.

MacEwan's 2005/06 Consolidated Financial Statements are available on the MacEwan web site at www.MacEwan.ca/annualreport.

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South Campus
7319 29 Avenue

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