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GRANT MACEWAN COLLEGE **ANNUAL REPORT**

“ I have tried
to leave things
in His vineyard
better than I
found them.”

Dr. J.W. Grant MacEwan, 1969

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About Grant MacEwan College

Since 1971, Grant MacEwan College has been committed to providing higher education for a 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 more than 60 bachelor degree, applied degree, university transfer, diploma and certificate 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 a full continuum of careers. Our commitment to providing access to quality post-secondary education extends from full- and part-time programming on four campuses to distance courses with students from across the globe.

Accountability Statement

The Grant MacEwan College Annual Report for the year ended June 30, 2008, was prepared under the Board of Governors' direction in accordance with the Government Accountability Act and ministerial guidelines established pursuant to the Government Accountability Act. All material economic, environmental, or fiscal implications of which we are aware have been considered in the preparation of this report.

A handwritten signature in black ink, appearing to read "Eric Young". The signature is fluid and cursive, with a long, sweeping tail that loops back under the name.

Eric Young, QC
Chair, Board of Governors

Message from the President

The past year was a transformational one for MacEwan, both as an educational institution and a learning community. After many years of planning and countless hours of hard work, we realized some of our greatest accomplishments to date. In the process we expanded our offerings to students, improved the quality of our facilities, recruited new faculty, and strengthened our role as one of Alberta's top post-secondary institutions.

We began the year by welcoming students of our new Bachelor of Science in Nursing into the Robbins Health Learning Centre – a state-of-the-art facility that provides learners with both theory and clinical experience – and ended it by celebrating the successes of our first Bachelor of Arts graduating class at our Spring Convocation. It was during that same convocation that we unveiled our new Coat of Arms which has been entered into the Public Register of Arms, Flags and Badges of Canada. The Coat of Arms is truly symbolic of where we've been and where we're heading.

Throughout the year MacEwan continued to expand our baccalaureate degree programs, receiving government approval to offer a full four-year Bachelor of Commerce. This past year, the college has also completed an approval process and is awaiting government funding for a Bachelor of Science degree and a Bachelor of Music degree, and has a Bachelor of Communication Studies degree waiting in the wings.

Although this year has seen many changes, our dedication and commitment to the students we serve remains unwavering. We've undertaken extensive renovations in our facilities and continued to recruit new credentialed faculty members, all with the ultimate goal of creating a teaching and learning environment that fosters student success and enhances the educational experience for everyone involved. We continually strive to improve access to education through unique partnerships and fund raising activities, such as our multi-year agreement with eCampusAlberta to provide hosting services for eCampusAlberta courses, and our popular Mad Hatters Gala, which raised more than \$1.5-million for student scholarships, awards and bursaries.

As we look toward the future, MacEwan plans to further strengthen its role as a leader in Alberta's post-secondary system, while ensuring that small class sizes and one-on-one interaction with first-rate instructors remain significant and enduring characteristics of our college.



A handwritten signature in black ink, appearing to be 'P. Byrne', written in a cursive style.

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



Mission Statement

Grant MacEwan College is a vibrant, innovative educational institution focused on student learning. MacEwan fosters student success and student contributions within local, national and international communities. Teaching and learning are central to the academic endeavour, which is informed and enriched by research and scholarly pursuits of highly engaged faculty and staff. MacEwan strives to exemplify the values of respect, integrity, citizenship and environmental stewardship through teaching, learning, scholarship, research and service.

Approved by the Grant MacEwan College Board of Governors,
June 12, 2008 (Motion 03-6-12-2007/08)

Over the past year administration engaged in an extensive consultation process involving faculty, staff, students and advisory committee members, to review and update the college's mission statement. This review was necessary to ensure that the mission accurately reflects MacEwan's expanded degree mandate and role in research and scholarly activity, and that it addresses the requirements of external accrediting bodies. The revised statement was approved by the Board of Governors in June 2008.

Rationale:

The content and order of each sentence was considered carefully to capture the following elements, and with an eye to brevity and plain language:

- The first sentence provides an overall description of the college from key three perspectives: the energy and vibrancy that we have sometimes called “the MacEwan spirit;” our innovative nature; and our student-centred ethos.
- The second sentence focuses on students and student success, and emphasizes the contributions our graduates make to their communities, whether locally or internationally.
- The third sentence focuses on MacEwan's faculty and staff, and on the centrality of the teaching/learning function, enriched by research and scholarly activity.
- The last sentence outlines the values we exemplify and practice, which are very much the values associated with our namesake, Dr. J.W. Grant MacEwan (1902-2000).

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.

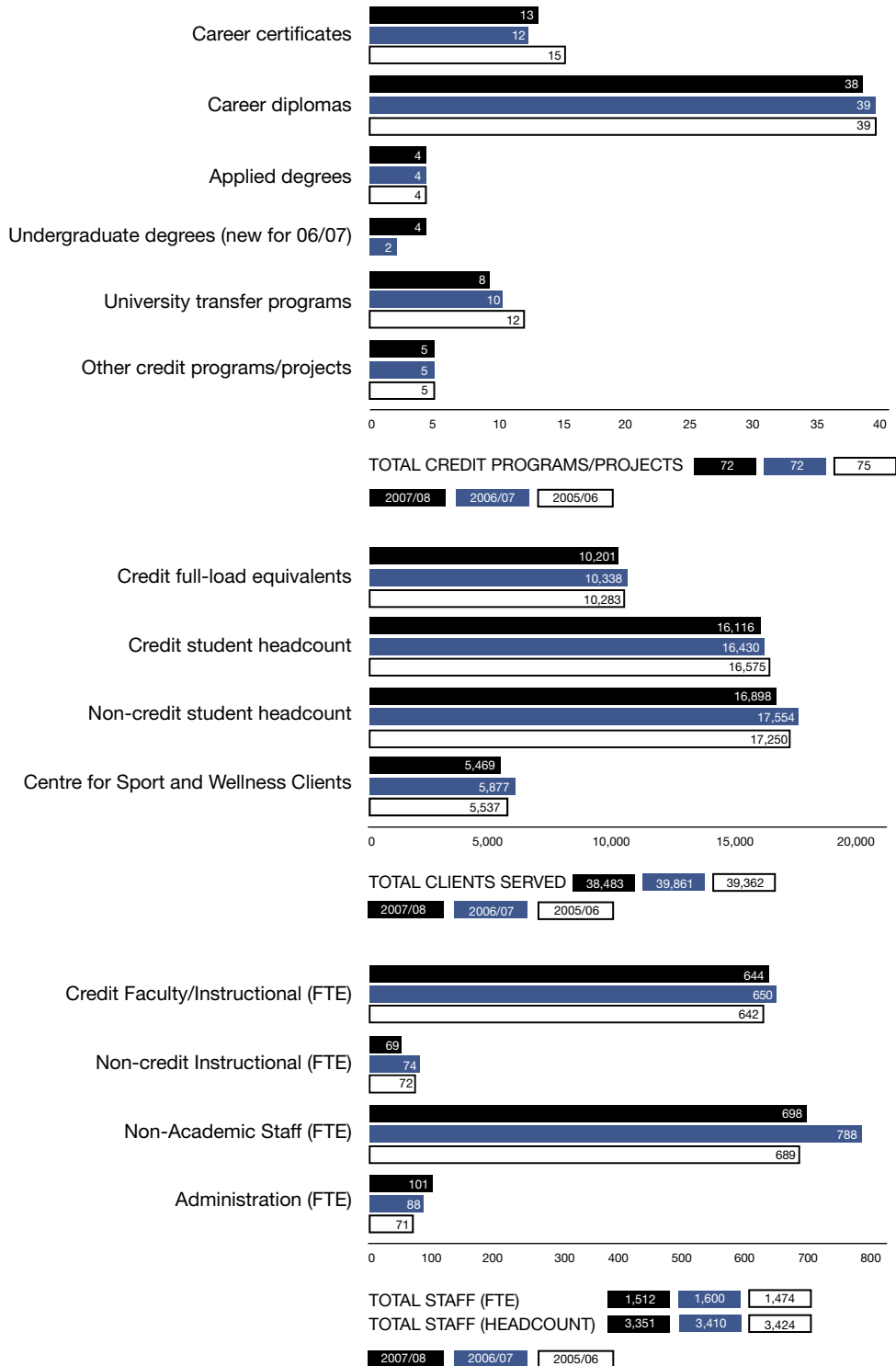
Grant MacEwan College serves primarily the greater Edmonton region through programming aimed at building a strong economy, and by providing a variety of resources to its communities. The college also offers courses and programs throughout Alberta, across Canada and internationally through eCampus Alberta and other distance delivery and brokerage arrangements. Grant MacEwan College offers credit and noncredit 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.)

MACEWAN AT-A-GLANCE

Ratio of tuition to net operating expenditures:

In accordance with the Government of Alberta tuition policy for 2007/08, MacEwan's tuition fee revenue was 31.6 per cent of the college's net operating expenditures in 2007/08.







Summary of key activities

MacEwan Opens State-of-the-Art Robbins Health Learning Centre

In September, students began classes in the new Robbins Health Learning Centre. Located at the corner of 109 Street and 104 Avenue, the five-storey, 27,000-square-metre facility in downtown Edmonton accommodates about 2000 students from a variety of MacEwan's health sciences programs, including holistic health, physical/occupational therapy and speech language pathology assistant, disability management in the workplace, psychiatric nursing, and the Bachelor of Science in Nursing degree. The Robbins Centre also provides continuing education opportunities for Alberta's 25,000 practicing nurses. Drawing from extensive healthcare experience, the architects designed the Robbins Centre to emulate a teaching hospital. Procedure rooms, patient care units, along with classrooms and simulation labs have been created to ensure maximum efficiency. Supporting MacEwan's sustainable environmental stewardship, the Robbins Centre has been designed to meet LEED® Silver Certification.

Four degrees – and counting

MacEwan continues to evolve in response to students' needs and the changing demands of the Canadian workforce. In addition to its array of over 60 diploma and certificate programs, MacEwan offers four baccalaureate degrees: a Bachelor of Arts, a Bachelor of Child and Youth Care, a Bachelor of Science in Nursing, and a Bachelor of Commerce. The college has also completed an approval process and is awaiting government funding for a Bachelor of Science and a Bachelor of Music, and has commenced development for a Bachelor of Communication Studies.

New four-year degrees in full swing

In September 2007, MacEwan began accepting students into its Bachelor of Science in Nursing (BScN) and Bachelor of Commerce (B.Com.) degrees. The BScN degree, located at MacEwan's new Robbins Health Learning Centre at its City Centre Campus, will provide learners with both theory and clinical experience, and will help supply the local and provincial demand for registered nurses caused by an aging population that includes a large number of nurses approaching retirement. The B.Com. degree will provide business students with more choice and fill a growing need for business degree graduates in the marketplace.

Faculty recruitment continues

Throughout the year, the college continued its recruitment efforts in support of the expanding degree programs, with 24 new faculty members joining the college in the fall of 2008. In the past three years, we have introduced a total of 87 new, full-time faculty members: 57 from across Canada, 12 from the United States, and 18 from other parts of the world, with the majority at the PhD level with teaching experience. This has enriched the fabric of our teaching and learning environment, provided new insights into our curriculum architecture and extended the reach of our scholarly activity.



Faculty Commons expands services

The Faculty Commons moved into its new space on City Centre Campus in Spring 2008. The facilities include an e-box, two training rooms with videoconferencing capability, a resource and reception area, as well as faculty and staff offices.

Coupled with an increased web presence, the Faculty Commons offered expanded services, resources and programming to new and continuing faculty members. Services were offered to individuals on a consultation basis, as well as to small program groups, and to large interdisciplinary groups. A new faculty orientation format was pilot tested, and educational technologists featured special interest sessions on Technology Tuesdays.

Extended hours were introduced to serve the needs of term faculty, and campus animateurs arranged workshops on all college campuses. Other innovations included collaborations between faculty development and faculty evaluation portfolios, and between curriculum and scholarly activity portfolios. The Faculty Commons supported the work of schools and faculties by sponsoring instructional skills workshops and research grant writing seminars, by developing handbooks, and by hosting webinars on topical educational issues.



Alumni Relations and Services becomes an official college department

Since opening its doors to students in 1971 MacEwan has prided itself on the college's student-first philosophy. As the college grows, so does the number of alumni. Now more than ever, finding ways to connect with MacEwan's growing alumni base has become increasingly important. For 22 years, MacEwan's Alumni Association ran as a not-for-profit organization. Last year, the Board of Directors of the Alumni Association put a formal request in to MacEwan to move alumni services to be a department within the college. The change in structure will help provide required resources to enhance existing benefits to alumni, as well as widen the scope of opportunities that the college's expanded mandate is bringing to the post-secondary sector. With the new structure, Alumni Relations and Services will also be working closely with both Fund Development and the Students' Association of Grant MacEwan College.

MacEwan is an international destination

MacEwan International had a successful year recruiting students from countries across the world including China, Korea, the Ukraine, India, as well as African and South American jurisdictions. International students comprised 4 per cent of our student population, enriched our college community and advanced internationalization of curriculum objectives.

MacEwan International restructured last year bringing staff into a centralized centre with stabilized funding. This model increased our success in recruiting, registering and retaining international students. We also expanded international partnerships with foreign institutions and developed student exchange opportunities. In partnership with the Faculty Commons, MacEwan International hosted a summer institute for faculty from Beijing Haidian Adults University, as the first phase of an articulation agreement.

MacEwan unveils Coat of Arms and celebrates first bachelor degree graduates

June 2008 marked a significant milestone in MacEwan's history. Not only did the first of MacEwan's Bachelor of Arts degree graduates cross the convocation stage at the Francis Winspear Centre for Music, the college also unveiled a new Coat of Arms. In September 2006, a formal letter of petition to grant armorial bearings to MacEwan was approved by the Canadian Heraldic Authority which is headed by Her Excellency the Governor General of Canada. Since late 2006, a committee representing students, staff, faculty, retired faculty, Board/President's Office and administration worked to determine appropriate symbolism and a motto that would represent the college's past, present and future, while paying tribute to the college's namesake, the Honourable Dr. J.W. Grant MacEwan (1902-2000). The MacEwan Coat of Arms has been entered into the Public Register of Arms, Flags and Badges of Canada on March 20, 2008.



COAT OF ARMS

Blue and white are the academic colours of the college. The rose refers to the wild rose, Alberta's floral emblem. The circle symbolizes the never-ending process of learning, and inclusiveness; it is also a component of the medicine wheel, a First Nations symbol.

CREST

The sparrow is mentioned in the personal creed of Dr. Grant MacEwan, the college's namesake and a former Lieutenant Governor of Alberta. Its outstretched wings indicate aspiration and striving. The walking stick represents an actual carving by Dr. MacEwan which is now used as the college mace.

MOTTO

DISCENDO FLOREMUS: "Through learning we flourish."

SUPPORTERS

The griffin is the symbol of the MacEwan Griffins sports teams, and symbolizes courage, swiftness and excellence. The prairie grass and wild roses they stand on represent Alberta.



MacEwan “neighbourhood” renovations and office moves

Accommodating MacEwan’s changing academic requirements necessitated changes to the college’s physical space. With the recent addition of baccalaureate degrees to our array of programs, more academic and student space is needed. To achieve this and accommodate the college’s enrolment strategy, the college embarked on an ambitious plan to enhance the functionality and utilization of existing facilities. In addition to the completion of the Robbins Health Learning Centre, the MacEwan Library received extensive renovations to accommodate an expand collection that will support the new degree programs, as well as to provide increased seating, study, and computer space. The college also began space re-allocations, primarily at the City Centre Campus, in order to create new “neighbourhoods” that bring related programs and services together in a rational, organized, student-focused way. This plan is geared toward making the City Centre Campus a dedicated learning and teaching environment.

MacEwan continues to provide leadership and support for eCampusAlberta

In 2007/2008, MacEwan further solidified its commitment to and support of eCampusAlberta. In addition to collaborating with SAIT Polytechnic in Calgary to offer the first online joint credential in the province, MacEwan entered into a multi-year agreement with eCampusAlberta to provide hosting services for eCampusAlberta courses. MacEwan hosts the learning management systems – Blackboard CE6 and WebCT 4.1 – to support course delivery for the majority of the consortium’s member institutions, and the MacEwan technical team works closely with eCampusAlberta to ensure a consistent online teaching and learning environment for students, instructors and administrators. eCampusAlberta is a consortium of 15 colleges and technical institutes that currently offer 26 online programs, ranging from certificates to applied degrees.



Providing access a MacEwan priority

MacEwan is committed to ensuring all Albertans are able to access quality post-secondary education. Through creative partnerships and donor support – such as BMO Financial Group’s \$100,000 donation to fund the BMO Financial Group Bachelor of Commerce Degree Leadership Awards, and a one million dollar contribution from the Métis Nation of Alberta’s (MNA) Métis Education Foundation MacEwan – is able to help students achieve their goal of earning a post-secondary certificate, diploma or degree. Both donations were matched by funds from the Alberta Advanced Learning Access to the Future Fund bringing the total endowments over \$2,000,000.

New academic governance model received ministerial approval

A significant piece of MacEwan’s transformation into a truly comprehensive college fell into place with news that the Advanced Education and Technology Minister had approved the college’s new academic governance model. That ministerial approval, received on April 14, 2008, completes a two-year project to create a new model for academic decision-making at MacEwan. The new Academic Governance Council, which replaces the college’s Academic Council, will consist of 43 members, with 60 per cent of that membership made up of faculty representation. Among the council’s roles are: determining programs of study and program requirements; admission standards and policies; rules for academic awards; and student withdrawal policies. The council will also consider other matters as required and establish a process to hear and determine academic appeals. The new model is expected to come into effect in January 2009.

MacEwan’s Mad Hatter’s Gala raises \$1.5 Million for student scholarships

The 2008 edition of MacEwan’s signature fundraising event, the Mad Hatter’s Gala raised more than \$1.5 million, doubling the \$750,000 that was raised last year. All money raised at the gala goes towards student scholarships, awards and bursaries. This year’s gala was held on April 26 at the Shaw Conference Centre and was sold out. During the 2007 / 08 academic year MacEwan students were able to access more than \$1.9 million in scholarships, awards and bursaries.

Golden Griffins take Alberta by storm

Two Griffins athletics teams scored top provincial honours. Women’s Hockey made history by capturing their first Alberta Colleges Athletics Conference (ACAC) title, defending the University of Calgary Dinos. The Men’s Basketball team also secured top ACAC honours, beating Mount Royal College.







Strategic Directions and Supporting Objectives, 2007/08 – 2011/12

STRATEGIC DIRECTION:

DEVELOP AND IMPLEMENT HIGH QUALITY UNDERGRADUATE DEGREE PROGRAMS TO ENHANCE ALBERTANS' ACCESS TO AND PARTICIPATION IN DEGREE-LEVEL EDUCATION

- **Develop and implement baccalaureate programs in accordance with funding commitments and the college's five-year program plan**

The Bachelor of Commerce with three majors and the Bachelor of Science in Nursing (year one) were both launched in the fall of 2007. The first baccalaureate degrees from the Bachelor of Arts and the Bachelor of Child and Youth Care programs were conferred at the June 2008 Convocation ceremonies.

- **Achieve enrolment targets for degree programs through effective student recruitment and retention strategies**

MacEwan experienced some challenges in achieving the total planned enrolment for 2007/08 in its four baccalaureate degree programs in their first (Commerce, Nursing) and second (Arts, Child & Youth Care) years of implementation. The strong Provincial economy was likely a significant factor in this regard, pulling many prospective students into the job market. Nevertheless, nearly 4,100 students (2,776 FLE) were enrolled in the four degree programs.

- **Develop core digital, print and audiovisual collections and expand information literacy programming to support degree programs and meet accreditation requirements**

In 2007/08 the Library expanded collections substantially to support the Child and Youth Care, Arts, Nursing and Commerce degrees. Over 15,725 books and audiovisual items were acquired as well as subscriptions to over 20 new specialized electronic products. Information literacy programs expanded for third and fourth year students. Instructional sessions in library research methodology were provided by library faculty for 26 third and fourth year classes.

- **Develop a faculty complement profile for recruitment, credential audit and professional development planning**

MacEwan is currently tracking faculty credentials using an ancillary application maintained by the Human Resources department. During 2007/08, the HR department conducted business process planning and analysis including processes for upgrading faculty and staff complement profiling. The HR department is also an active partner in the college's ERP replacement initiative, for which significant HR information system enhancements are anticipated.

- **Increase scholarship and bursary support for all students through an enhanced annual campaign. Target: Increase annual awards to \$1.8 million by 2010/11**

In 2007/08, MacEwan students received \$1.9 million in bursaries, awards and scholarships thanks to fundraising efforts, the work of Faculties and Schools, and the Access to the Future Fund. As of June 30, 2008, the college campaign has raised \$18 million for student awards, scholarships and bursaries. This represents 45 per cent of a five-year campaign target of \$40 million at the conclusion of the campaign's second year.

- **Develop frameworks and infrastructure to support faculty professional development and scholarship, and to promote teaching improvement**

The MacEwan Research Council funded 32 faculty research and scholarly activity proposals. Eighteen faculty presentations and nine post sessions were conducted at the Annual Research Showcase. The Faculty Commons launched an integrated professional development website with a variety of just-in-time resources, handbooks and references to promote excellent teaching and effective technology integration.

- **Develop and implement a new academic governance model that embodies the shared academic governance philosophy appropriate to a degree-granting institution**

A bicameral model of academic governance was approved by the MacEwan Board of Governors and the Ministry of Advanced Education. Development of by-laws for the new Academic Governance Council was undertaken, and plans made to dissolve the existing Academic Council and inaugurate the AGC in 2008/09.

STRATEGIC DIRECTION:
DEVELOP FLEXIBLE CURRICULUM FRAMEWORKS TO PROVIDE ACCESS, TRANSFERABILITY AND ALTERNATIVE DELIVERY OPTIONS FOR LEARNERS

- **Develop curriculum laddering models**

The Centre for the Arts and Communications developed a proposal for the Arts and Cultural Management certificate to ladder into a new diploma offering on-campus and online delivery. The School of Business is increasing access opportunities for business diploma graduates from MacEwan and other post-secondary institutions to enter the third year of the Bachelor of Commerce degree.

- **Develop an overall strategy for online/distance delivery and support this strategy with the necessary operating and capital investment**

The college's Distance and Distributed Education Committee worked on creating an eLearning Strategic Plan for MacEwan in 2007/08. Extensive consultation occurred with college stakeholders, including focus groups and online survey of distance and distributed education (DDE) faculty and chairs; online survey of DDE students; and interviews with senior administrators and key staff. The eLearning Strategic Plan will be completed in fall of 2008. In addition, the college completed the technical implementation of Blackboard CE6 as a primary learning management system. This includes redundant server architecture to ensure availability and performance for distributed learners.

- **Resource and develop full credentials for online delivery**

From July 2007 until June 2008, 43 courses in eight different program areas: Bachelor of Child and Youth Care, Bachelor of Commerce, Human Resources Management, Management Studies, Disability Studies: Leadership and Community, Special Needs Educational Assistant, Therapist Assistant and university transfer. In addition, 35 courses had maintenance work applied which supported six credentials.



STRATEGIC DIRECTION:
ENHANCE STUDENT AND COLLEGE SERVICES, BASED ON BENCHMARKED STANDARDS OF EXCELLENCE, TO ENHANCE STUDENTS' TOTAL EXPERIENCE AT MACEWAN AND ENSURE SUSTAINABLE COLLEGE OPERATION

• Implement systems to benchmark college performance against appropriate comparators

An accountability framework was developed which provides the basis for external benchmarking by identifying key indicators of performance for comparison. Potential comparator institutions were identified for collection of benchmarking data in 2008/09.

• Develop an evaluation system for administrative and service departments, including action planning mechanisms

Building on the approval of Board Policy D9000 – Evaluation of Service and Academic Support Departments – in 2007, evaluation projects for several college service and academic support departments were initiated in 2007/08, and preliminary work for several more service evaluations began. The policy requires evaluation of all service and academic support departments on a five to seven year cycle.



• Develop student services and systems to meet the needs of part-time and distance students

Services to support part-time and distance learners were extended through both in person and online opportunities. Student Resource Centre advising was extended using online chat functionality as well as evening hours at South Campus. Writing and Learning Services enhanced their support through telephone and e-mail services and also provided extended hours. The development and ongoing maintenance of an online student orientation video facility through the student portal enables students to understand how to access a wide range of services. Given the challenges inherent in providing personal counselling to students online, counsellors have established specific protocols and referral opportunities to appropriate community resources. The Office of the Registrar continues to enhance the functionality of the student portal, accessible by part-time and distance learners, by extending business processes from admission inquiries to fees payments.

• Develop succession plans for senior administrative positions

Senior leadership credential enhancement continues to be a priority. In 2007/08 MacEwan designated a senior executive position to focus on human resources planning issues including succession planning. Planning activities include analysis of leadership age demographics to inform future potential leadership retirements and talent requirements, and identification of internal candidates to fill short term leadership vacancies. Talent management is a long term and ongoing activity of the board and executive leadership of the college.

• Develop and implement program-specific and college-wide initiatives to support student success

The college Student Success Committee has established four sub-committees to undertake major initiatives to promote student success: Retention Research, Orientation, Academic Advising and Aboriginal Learners.

- **Develop and implement admission systems, processes and policy that support and encourage retention of prospective students and applicants from inquiry through registration**

The college's admission policy was revised to address the needs of students with previous post-secondary experience including transfer credit from other institutions and those bridging or laddering from one MacEwan program to another. Processes for international admissions were improved, including decreasing processing time for application and transfer credit evaluation. Registration options for continuing education learners were enhanced through "instant enrolment" via the web. Ten internal transfer agreements for laddering opportunities from one MacEwan program to another were formalized for publication in the college calendar. MacEwan also played a leadership role within the Alberta system on the ApplyAlberta project.

- **Improve ERP systems to enhance functionality, analytical and reporting tools**

MacEwan completed a comprehensive Enterprise Resource Planning (ERP) architecture needs analysis and review, and is moving forward, with the endorsement of the Board of Governors, on a project to replace the current ERP system. A procurement process for a new ERP solution is scheduled to conclude by March 2009 with an implementation project to begin in the summer of 2009. An automated Enrolment Reporting system was designed and tested for a scheduled deployment in September 2009. Enrolment reporting is a first step in a longer-term business intelligence development strategy. The college will continue to invest in the development of business intelligence tools based on an enterprise data strategy.

- **Enhance financial management systems, processes and structures to add value through improved decision support and efficiency/effectiveness of financial services**

Finance has implemented a first phase of organizational structure and process review and is continuing in the development of a second phase. Additional process work is being done in conjunction with the ERP project to streamline and improve processes.

- **Implement enhanced web applications and portal technology, in support of college business process changes, that enable access for students, faculty and staff to online services and information**

Web-based applications and portal functionality continue to be enhanced at MacEwan. An application to facilitate the collection and compilation of student feedback toward faculty evaluation has been integrated into the student portal. The college has fully automated a web-based application for admission process, and the development of web-based interfaces for the APAS project has progressed positively. In addition, self-directed applications for transactions with the college have been developed and deployed for student use. Student portal log-ins now number 80,000 per week during the academic year. Portal development will continue as more applications are integrated and transnational services enhanced for staff and students at MacEwan.

CONSOLIDATE COLLEGE OPERATIONS ONTO TWO MAJOR CAMPUSES BY 2017 TO PROVIDE HIGH QUALITY FACILITIES FOR PROGRAMS AND SERVICES

In 2007/08 the Board of Governors reaffirmed its long-term strategic goal of consolidating college operations onto two major campuses, the City Centre Campus and a new campus to be developed in south Edmonton.



- **Acquire property and begin infrastructure development for a new south campus**

A preferred site for the new South Campus was identified and discussions on land acquisition and development continued with the current land owner, the Government of Alberta.

- **Develop and implement plans for: transition of Centre for the Arts and Communications programming to the City Centre Campus, disposition of the Centre for the Arts and Communications campus, and for the future of the Alberta College campus**

During 2007/08 the college developed and submitted plans to Advanced Education and Technology for the completion of the City Centre Campus, including the transition of the Centre for the Arts and Communications, with the goal of obtaining the funding necessary to proceed with more detailed campus development planning. While such funding had not been received by the end of the reporting year, discussions continued with the Ministry toward this end. As noted below, fundraising activities also commenced to support development of the new Centre for the Arts and Communications facility.

- **Conduct capital campaigns to support major campus development projects**

Fundraising work was initiated to identify and cultivate potential major donors for the new Centre for the Arts and Communications facility planned for the City Centre Campus. Input was solicited from donors on potential South Campus Development, and prospect identification was undertaken. Note: this is a long-term, multi-year objective.

- **Enhance the functionality and utilization of existing facilities through scheduling efficiencies and facility planning processes**

Completion of the Robbins Health Learning Centre provided valuable new space and an opportunity to enhance space utilization across all MacEwan campuses. A broader instructional space inventory has enabled more efficient classroom and lab scheduling. The new space has also provided opportunities to develop synergistic academic and student neighbourhoods.

Performance Measures

MacEwan's Strategic Plan and Budget Strategies for 2007/08 – 2011/12 identified four key performance measures for the 2007/08 academic year. These measures, the targets established for 2007/08, and actual achievement on each measure are outlined in the table below. As required, three years of performance data are provided, but it should be noted that major college surveys, such as the Student Satisfaction and Graduate Surveys, are conducted bi-annually, and that the three data years are not necessarily the last three calendar years.

Performance History

Measure	Year 1	Year 2	Year 3	Target	Comments
Access/Enrolment	2005/06 10,283 FLE (99% of plan)	2006/07 10,338 FLE 95% of plan)	2007/08 10,201 FLE (96% of plan)	100% of planned FLE	College enrolment fell slightly short of plan in 2007/08 due to a variety of demographic and economic factors (Alberta's strong economy, declining 18-24 population, etc.)
Student Satisfaction with Overall Quality of Educational Experience	94% (2002/03 Satisfaction Survey)	96% (2004/05 Satisfaction Survey)%	95% (2006/07 Satisfaction Survey)	90-95% fully/somewhat satisfied	Most recent bi-annual Satisfaction Survey shows that the college achieved its goal of 95% overall student satisfaction.
Graduate Employment Rate (total employment)	94% (2002/03 Graduate Survey)	97% (2004/05 Graduate Survey)	97% (2006/07 Graduate Survey)	95% employment	Most recent bi-annual Graduate Survey shows that the college exceeded its goal of 95% total graduate employment.
% expenditure on administration*	2005/06 8.4%	2006/07 9.3%	2007/08 8.6%	8.0%	MacEwan continues to pursue efficiencies to optimize its proportionate administrative expenditures.

* using Ministry KPI/FIRS definition



106th
Street
Building



Grant MacEwan College Consolidated Financial Statements

June 30, 2008

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Auditor's Report

To the Board of Governors of
Grant MacEwan College



I have audited the consolidated statement of financial position of Grant MacEwan College as at June 30, 2008 and the consolidated statements of revenue and expense, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the College's management. My responsibility is to express an opinion on these financial statements based on my audit.

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

In my opinion, these consolidated financial statements present fairly, in all material respects, the financial position of Grant MacEwan College as at June 30, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Original Signed by Fred J. Dunn, FCA
Auditor General

Edmonton, Alberta
September 5, 2008

Grant MacEwan College

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

at June 30, 2008

(thousands of dollars)

	<u>2008</u>	<u>2007</u>
ASSETS		
Current:		
Cash and cash equivalents	\$ 89,844	\$ 92,388
Accounts receivable	3,894	5,083
Inventories (Note 3)	1,538	1,896
Prepaid expenses	669	1,060
	<u>95,945</u>	<u>100,427</u>
Investments (Note 4)	34,857	31,477
Capital assets (Note 5)	249,152	236,421
	<u>\$ 379,954</u>	<u>\$ 368,325</u>
LIABILITIES AND NET ASSETS		
Current Liabilities:		
Accounts payable and accrued liabilities	\$ 13,497	\$ 17,534
Accrued vacation pay	6,097	5,725
Unearned revenue	5,711	5,324
Deferred contributions (Note 6)	19,137	27,663
Current portion of long term debt (Note 8)	1,633	1,307
	<u>46,075</u>	<u>57,553</u>
Deferred capital contributions (Note 6)	1,523	12,233
Unamortized deferred capital contributions (Note 7)	145,202	134,213
Long term debt (Note 8)	51,106	50,118
	<u>243,906</u>	<u>254,117</u>
Net Assets:		
Endowments (Note 9)	21,886	16,837
Investment in capital assets	51,210	50,784
Internally restricted net assets (Note 11)	61,753	35,116
Unrestricted net assets	1,199	11,471
	<u>136,048</u>	<u>114,208</u>
	<u>\$ 379,954</u>	<u>\$ 368,325</u>

The accompanying notes are part of these consolidated financial statements.

Grant MacEwan College

CONSOLIDATED STATEMENT OF REVENUE AND EXPENSE

For the year ended June 30, 2008

(thousands of dollars)

	<u>2008</u>	<u>2007</u>
Revenue		
Grants	\$ 89,653	\$ 75,628
Tuition and related fees	53,147	51,398
Sales, rentals and services	26,437	23,469
Amortization of deferred capital contributions (Note 7)	5,952	3,840
Contract programs	4,586	4,102
Donations	1,460	1,834
Investment income (Note 10)	3,419	5,166
	<u>184,654</u>	<u>165,437</u>
Expense		
Salaries and benefits	102,543	94,207
Supplies and services	35,671	30,598
Amortization of capital assets	12,327	10,182
Cost of goods sold	8,694	8,462
Utilities	4,176	3,732
Scholarships and bursaries	1,899	1,226
Interest on long term debt	2,953	2,946
	<u>168,263</u>	<u>151,353</u>
Excess of revenue over expense	<u>\$ 16,391</u>	<u>\$ 14,084</u>

The accompanying notes are part of these consolidated financial statements.

Grant MacEwan College
CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS
 For the year ended June 30, 2008
 (thousands of dollars)

	2008				2007	
	Endowments (Note 9)	Investment in Capital Assets	Internally Restricted (Note 11)	Unrestricted	Total	Total
Excess of revenue over expense	\$ -	\$ -	\$ -	\$ 16,391	\$ 16,391	\$ 14,084
Endowment contributions	4,941				4,941	2,716
Transfers for:						
(Encroachment)/Repayment	(989)			989	-	366
Acquisition of internally funded capital assets		6,258		(6,258)	-	-
Repayment of debt related to capital assets		1,366		(1,366)	-	-
Amortization of internally funded capital assets		(6,516)		6,516	-	-
Disposal of internally funded assets		(682)		682	-	-
Net appropriations to restricted funds	766		26,637	(27,403)	-	-
Increase (decrease) in net assets	4,718	426	26,637	(10,449)	21,332	17,166
Net assets at beginning of year	16,837	50,784	35,116	11,471	114,208	97,043
Adjustment due to change in accounting policy (Note 2)	331			177	508	-
Net assets at end of year	\$ 21,886	\$ 51,210	\$ 61,753	\$ 1,199	\$ 136,048	\$ 114,209

The accompanying notes are part of these consolidated financial statements.

Grant MacEwan College
CONSOLIDATED STATEMENT OF CASH FLOWS
For the year ended June 30, 2008
(thousands of dollars)

	<u>2008</u>	<u>2007</u>
Cash provided from (used in) operating activities:		
Excess of revenue over expense	\$ 16,391	\$ 14,084
Add (deduct) non-cash transactions:		
Amortization of capital assets	12,327	10,182
Loss on disposal of capital assets	380	1,049
Amortization of deferred capital contributions	(5,952)	(3,840)
Unrealized loss on investments	2,778	-
	<u>25,924</u>	<u>21,475</u>
Net change in non-cash working capital (*)	<u>(6,595)</u>	<u>22,161</u>
	<u>19,329</u>	<u>43,636</u>
Cash provided from (used in) investing activities:		
Acquisition of capital assets:		
Internally funded	(6,258)	(4,389)
Externally funded	(16,941)	(37,747)
Debt funded	(2,681)	(474)
Proceeds on disposal of capital assets	442	14
Acquisition of long term investments (net)	(5,651)	(1,819)
	<u>(31,089)</u>	<u>(44,415)</u>
Cash provided from (used in) Financing activities:		
Endowment contributions	4,941	2,716
Capital asset contributions (Note 6)	6,231	38,522
Construction payables	(3,270)	4,620
Long-term debt	1,314	(802)
	<u>9,216</u>	<u>45,056</u>
Increase (Decrease) in cash and cash equivalents	(2,544)	44,277
Cash and cash equivalents, beginning of year	<u>92,388</u>	<u>48,111</u>
Cash and cash equivalents, end of year	<u>\$ 89,844</u>	<u>\$ 92,388</u>
(*) Net Change in non-cash working capital:	\$ 1,189	\$ (1,786)
Accounts receivable	358	79
Inventories	391	(369)
Prepaid expenses	(766)	4,298
Accounts payable and accrued liabilities	372	958
Accrued vacation pay	387	941
Unearned revenue	(8,526)	18,040
Deferred contributions	<u>(6,595)</u>	<u>\$ 22,161</u>

The accompanying notes are part of these consolidated financial statements.

Grant MacEwan College

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2008

(thousands of dollars)

Note 1 Authority and Purpose

Grant MacEwan College (the "College") operates under the authority of *the Post Secondary Learning Act*. The College Offers undergraduate degree programs, applied degrees, diplomas, certificates and degree transfer programs in business, health and community studies, arts and science; and performing visual and communication arts. The College also offers continuing education programs, corporate training, on-line credentials, and rural consortium programs. Internationally, the College provides diploma programs in the Ukraine and Russia as well as course delivery in several countries.

The College is a registered charity, and under Section 149 of the *Income Tax Act* is exempt from payment of income tax.

Note 2 Significant Accounting Policies and Reporting Practices

(a) **General**

These consolidated financial statements have been prepared in accordance with Canadian generally accepted accounting principles. The measurement of certain assets and liabilities is contingent upon future events; therefore, the preparation of these statements requires the use of estimates, which may vary significantly from actual results. The following accounting policies and reporting practices are considered significant.

(b) **Consolidated Financial Statements**

These consolidated financial statements include the accounts of the Grant MacEwan College Foundation, which operates under part 9 of the *Companies Act* of Alberta for the support and advancement of the College. The Foundation is a registered charity and is exempt from payment of income taxes.

(c) **Capital Assets**

Capital asset acquisitions are recorded at cost, except donated assets, which are recorded at fair market value, when a fair value can be reasonably determined. Land and art collections are not amortized.

Capital assets are amortized on a straight-line basis over the following average useful lives:

Buildings and site improvements	10 to 40 years
Furniture, equipment and vehicles	10 years
Library materials	10 years
Computers and telecommunications equipment	5 years
Equipment under capital lease	period of the lease

(d) **Revenue Recognition**

The financial statements record the following items as revenue – at the following times:

- Tuition fees – when the instruction is delivered.
- Revenues received for services and products – when the services or products are provided.
- Unrestricted contributions – when received.
- Unrestricted investment income – when earned.
- Endowment contributions – when received, as direct increases in net assets.
- Restricted non-capital contributions – recorded as deferred contributions when received and recognized as revenue when the conditions of the restriction are met.
- Restricted non-capital investment income – recorded as deferred contributions when earned and recognized as revenue when the conditions of the restriction are met.
- Restricted capital contributions (including investment income on the contributions) – recorded as deferred capital contributions when received, transferred to unamortized deferred capital contributions when expended, and amortized to revenue over the useful life of the related assets.

Investment income includes interest income and realized and unrealized investments gains and losses.

(e) **Pension Obligation and Expense**

The College and its eligible employees participate in the Local Authorities Pension Plan, which is a multi-employer defined benefit plan. The College records an expense for pension benefits equivalent to the annual contributions payable during the year. Accounting treatment for multi-employer pension plans is the same as for defined contribution plans and, therefore, no plan deficits or surplus' are recorded in the College accounts.

(f) **Financial Instruments**

The value of the College's financial instruments are recognized on their settlement date. Transaction costs related to all financial instruments are expensed as incurred.

As permitted, the College has elected to exclude from the scope of Section 3855: *Financial Instruments, Recognition and Measurement*, non-financial contracts or derivatives embedded in non-financial contracts, leases and insurance contracts.

(g) **Cash and Cash Equivalents**

Cash and cash equivalents is comprised of cash on deposit, including deposits in the Consolidated Cash Investment Trust Fund which is managed with the objective of providing competitive interest income to the depositors while maintaining maximum security and liquidity of depositors' capital.

The portfolio is comprised of high-quality short-term and mid-term fixed-income securities with a maximum term-to-maturity of three years. As at June 30, 2008, securities held by the Fund have an average effective market yield of 3.39% per annum.

Grant MacEwan College

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2008

(thousands of dollars)

(h) **Change in Accounting Policy**

On July 1, 2007, the College adopted the provisions of CICA Handbook Section 3855: *Financial Instruments – Recognition and Measurement* and Section 3861: *Financial Instrument – Disclosure and Presentation*. The College does not use hedge accounting, therefore, it is not impacted by the requirement of CICA Handbook Section 3875: *Hedges*.

In accordance with the new standards, the College's financial assets and liabilities are generally classified and measured as follows:

<u>Financial statement category</u>	<u>Classification</u>	<u>Measurement</u>
Cash and cash equivalents	Held-for-trading	Fair value
Accounts Receivable	Loans and receivables	Amortized cost
Investments	Head-for-trading	Fair value
Accounts Payable and Accrued Liabilities	Other financial liabilities	Amortized cost
Accrued Vacation Pay	Other financial liabilities	Amortized cost
Long-term debt	Other financial liabilities	Amortized cost

Financial instruments classified as held-for-trading are measured at fair value with changes in fair value recognized in the Statement of Revenue and Expense. Financial instruments classified as loans and receivables and classified as other financial liabilities are measured at amortized cost with gains and losses recognized in the Statement of Revenue and Expense when the asset or liability is derecognized.

The new standards have been applied retrospectively without restatement of prior periods. A transitional adjustment of \$508 has been recorded in the consolidated statement of net assets relating to the unrealized appreciation on investments at July 1, 2007 of \$776 net of amounts that have been reflected as deferred contributions of \$268.

(i) **Future Accounting Policy Changes**

In October 2006, the CICA issued new accounting standards, CICA 3872: *Financial Instruments – Disclosures* and CICA 3863: *Financial Instruments – Presentation*, which enhance the abilities of users of financial statements to evaluate the significance of financial instruments to an entity, related exposures and the management of risks. These standards will effectively replace the existing CICA 3861: *Financial Instruments – Disclosure and Presentation*.

Also in October 2006, the CICA has issued new accounting standard, CICA 1535: *Capital Disclosures*, which requires the disclosure of qualitative and quantitative information related to external restrictions that enables users of financial statements to evaluate the entity's objectives, policies and processes for managing capital.

These new standards will be adopted by the College effective July 1, 2008. The College anticipates the impact of adoption will only require additional disclosures in the financial statements.

Grant MacEwan College

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2008

(thousands of dollars)

Note 3 Inventories

Inventories for resale are valued at the lower of cost or net realizable value, with cost determined on a moving average basis. Inventories held for consumption are valued at cost.

	2008	2007
Bookstores	\$ 1,358	\$ 1,795
Other inventories	180	101
	<u>\$ 1,538</u>	<u>\$ 1,896</u>

Note 4 Investments

	2008		2007
	Market Value	Cost	Cost
Pooled Funds			
Common stocks and equivalents	\$ 16,220	\$ 17,728	\$ 13,360
Fixed income securities	15,633	16,128	15,964
Cash and equivalents	1,852	1,852	1,071
Cash surrender value of planned gifts (life insurance policies)	696	696	666
Other	456	456	416
	<u>\$ 34,857</u>	<u>\$ 36,860</u>	<u>\$ 31,477</u>

As at June 30, 2008, the average annualized effective yields and the terms to maturity are as follows:

- Cash and equivalents: 4.52% (2007 – 4.28%); term to maturity average 108 days.
- Fixed income securities: 6.28% (2007 – 5.19%) terms to maturity average 5.86 years.

Investments in pooled funds are valued at their net asset value per unit.

The College's Investment Policy specifies that the Investments are to be managed by an expert external fund manager using a specified range of asset mix in pooled funds for endowed and non endowed investments to achieve an acceptable return and risk appropriate for a publicly funded post-secondary educational institution.

The operating fund specifies a strategic asset mix of 20% for Canadian Equities, 20% for Global Equities and 60% for Bonds and Fixed income and with tactical maximum and minimum tolerances.

The endowment fund specifies a strategic asset mix of 30% for Canadian Equities, 30% for Global Equities, 35% for Bonds and Fixed income and 5% for cash and short term with tactical maximum and minimum tolerances.

On a quarterly basis, the College's investment portfolio performance is presented to the Board of Governors, Audit and Finance Committee.

Grant MacEwan College

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2008

(thousands of dollars)

Note 5 **Capital Assets**

	2008			2007
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	\$ 22,961	\$ -	\$ 22,961	\$ 22,961
Building and site improvements	257,800	(63,413)	194,387	142,274
Furniture, equipment and vehicles	24,786	(10,719)	14,067	9,938
Library materials	11,614	(6,257)	5,357	4,135
Computers and telecommunications equipment	22,689	(13,634)	9,055	7,077
Equipment under capital lease	2,047	(661)	1,386	764
Art collection	285	-	285	285
Work in process	1,654	-	1,654	48,987
	<u>\$ 343,836</u>	<u>\$ (94,684)</u>	<u>\$ 249,152</u>	<u>\$ 236,421</u>

Note 6 **Deferred Contributions**

Deferred contributions represent unspent externally restricted grants and donations. Changes in the deferred contributions balances are as follows:

	2008			2007
	Capital	Program Delivery and Other	Total	Total
Balance, beginning of the year	\$ 12,233	\$ 27,663	\$ 39,896	\$ 21,081
Adjustment due to change in accounting policy	-	268	268	-
Adjusted Balance, beginning of the year	12,233	27,931	40,164	21,081
Grants and donations received	2,524	15,219	17,743	70,317
Recognized as revenue	-	(19,765)	(19,765)	(13,720)
Transferred:				
• from (to) investment income (Note 10)	-	(268)	(268)	-
• from (to) endowments	-	(273)	(273)	(35)
• from (to) Capital and Program Delivery	3,707	(3,707)	-	-
• to Unamortized deferred capital contributions (Note 7)	(16,941)	-	(16,941)	(37,747)
Balance, end of the year	<u>\$ 1,523</u>	<u>\$ 19,137</u>	<u>\$ 20,660</u>	<u>\$ 39,896</u>

Grant MacEwan College

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2008

(thousands of dollars)

Note 7 **Unamortized Deferred Capital Contribution (UDCC)**

UDCC represents the unamortized grants and donations received to fund capital acquisitions. The amortization of UDCC is recorded as revenue in the statement of operations. The changes in the UDCC balance is as follows:

	<u>2008</u>	<u>2007</u>
Balance at beginning of year	\$ 134,213	\$ 100,306
Transferred from deferred capital contributions (Note 6)	16,941	37,747
Less amount amortized to revenue	<u>(5,952)</u>	<u>(3,840)</u>
Balance at end of year	<u>\$ 145,202</u>	<u>\$ 134,213</u>

Note 8 **Long-term Debt**

	<u>Collateral</u>	<u>Maturity Date</u>	<u>Interest Rate %</u>	<u>Amount Outstanding 2008</u>	<u>2007</u>
Parkade debenture	Parkade revenue	April 2025	6.25	\$ 5,276	\$ 5,448
Student residence debenture	Student residence revenue	June 2030	5.85	38,600	39,447
West parkade debenture	Parkade revenue	Sept.2030	4.39	5,649	5,794
Robbins Health Learning Centre Parkade debenture	Parkade revenue	Sept.2032	4.89	<u>1,781</u>	<u>-</u>
				51,306	50,689
Obligations under capital leases				<u>1,433</u>	<u>736</u>
				52,739	51,425
				<u>1,633</u>	<u>1,307</u>
Less current portion				<u>\$ 51,106</u>	<u>\$ 50,118</u>

The principal portion of long-term debt repayments required over the next five years are as follows:

2009	\$ 1,633
2010	1,726
2011	1,734
2012	1,662
2013	1,673
Subsequent years	<u>44,311</u>
	<u>\$ 52,739</u>

Grant MacEwan College

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2008

(thousands of dollars)

Note 9 Endowments

	2008	2007
Endowments consist of funds held to provide scholarships and support College programs:		
Externally funded	\$ 19,823	\$ 14,882
Internally funded	3,052	2,286
	<u>22,875</u>	<u>17,168</u>
	(989)	(331)
Transfers for Encroachment	<u>\$ 21,886</u>	<u>\$ 16,837</u>

Note 10 Investment Income

	2008	2007
Gain/(Loss) on restricted investments	\$ (589)	\$ 943
Gain on unrestricted investments	3,761	4,604
Total investment income for the year	<u>3,172</u>	<u>5,547</u>
(Gain) loss to restricted endowments	-	(367)
Transfers from/(to):		
• deferred contributions	268	-
• endowments	(21)	(14)
Total investment income recognized as revenue	<u>\$ 3,419</u>	<u>\$ 5,166</u>

Note 11 Internally Restricted Net Assets

The Board has committed unrestricted net assets as follows:

	2008	2007
Operations		
Program and Services Enhancement	\$ 1,872	\$ 1,181
Residence start up	1,000	1,000
Contingency	1,000	1,000
Scholarships and bursaries	507	808
	<u>4,379</u>	<u>3,989</u>
Capital		
Capital Renewal	8,926	7,600
ERP Renewal/Tech. Enhancement	15,506	6,432
Space Enhancement	31,942	17,095
MacEwan Centre for Sports & Wellness reconfiguration	1,000	-
	<u>57,374</u>	<u>31,127</u>
Total	<u>\$ 61,753</u>	<u>\$ 35,116</u>

Grant MacEwan College

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2008

(thousands of dollars)

Note 12 Salary & Benefits Disclosure

- (a) The College contributed \$5,259 (2007: \$4,728) to the Local Authorities' Pension Plan on behalf of employees. This amount has been recognized as a benefit expense in the College accounts in the year the contributions were made.

(b)

	2008			2007	
	Base Salary (1)	Other Cash Benefits (2)	Other Non-Cash Benefits (3)	Total	Total
Chairman of the Board	\$ -	\$ 6	\$ -	\$ 6	\$ 6
Board Members	-	37	-	37	39
President (4)	247	1	71	319	285
Provost and Executive Vice-President, Academic (5)	205	1	49	255	248
Vice-President, Corporate Services and CFO (5)	189	22	42	253	210
Vice-President, Student Services (5)	159	1	29	189	173
Executive Director, Human Resources (6)	141	1	23	165	164
Executive Director, Strategic Planning (6)	133	1	23	157	143

(1) Base salary includes pensionable base pay.

(2) Other cash benefits includes overtime, lump sum payments, honoraria and vacation payouts.

(3) Employer's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, out-of-country medical benefits, group life insurance, long and short-term disability plan, professional memberships and tuition. Other non-cash benefits figure also includes the employer's share of the cost of additional benefits including sabbaticals or other special leave with pay, financial planning services, retirement planning services, concessionary loans, travel allowances, car allowances, and club memberships.

(4) The College provides an automobile, the value of which is not included in other non-cash benefit figures. Other non-cash benefits figure includes the employer share of the cost of the Supplemental Executive Retirement Plan.

(5) Vice President receives a car allowance, the value of which is included in non-cash benefit. Other non-cash benefits figure includes the employer share of the cost of the Supplemental Executive Retirement Plan.

(6) Other non-cash benefits figure includes the employer share of the cost of the Supplemental Executive Retirement Plan

- (c) Under the terms of the Supplemental Executive Retirement Plan (SERP), executive officers may receive supplemental retirement payments. Retirement arrangement costs as detailed below are not cash payments in the period but are period expense for rights to future compensation. Costs shown reflect the total estimated cost to provide annual pension income over an actuarially determined post employment period. The SERP provides future pension benefits to participants based on years of service and earnings. The cost of these benefits is actuarially determined using the projected benefit method pro-rated on services, a market interest rate, and management's best estimate of expected costs and the period of benefit coverage. Net actuarial gains and losses of the benefit obligations are amortized over the average remaining service life of the employee group. Current service cost is the actuarial present value of the benefits earned in the current year, including amortization of past service costs on plan initiation, amortization or actuarial gains and losses, and interest accruing on the actuarial liability.

Grant MacEwan College

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2008

(thousands of dollars)

The accrued obligation for each executive under the SERP is outlined in the following table:

Executive	<u>Accrued obligation June 30, 2007</u>	<u>Changes in accrued obligation</u>	<u>Accrued obligation June 30, 2008</u>
President	\$ 68	\$ 42	\$ 110
Provost and Executive Vice President, Academic	17	17	34
Vice Presidents:			
Corporate Services and CFO	10	12	22
Student Services	6	6	12
Executive Directors			
Human Resources	-	2	2
Strategic Planning	-	1	1

Grant MacEwan College

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2008

(thousands of dollars)

Note 13 Related Party Transactions

The College is a Provincial Corporation as all of the members of the Board of Governors are appointed either by the *Post Secondary Learning Act* or by a combination of orders by the Lieutenant Governor in Council and the Minister of Advanced Education and Technology.

The College received the following grants directly from the Province of Alberta or indirectly through related entities:

	2008			
	Deferred contributions	Deferred Capital contributions	Grant Revenue	Total
Alberta Advanced Education and Technology				
Regular Operating	\$ -	\$ -	\$ 70,268	\$ 70,268
Performance Envelope funding	-	-	581	581
Enrolment Planning Envelope funding	12,921	-	-	12,921
Conditional	440	1,324	-	1,764
Access to the Future Fund	463	-	-	463
Robbins Health Learning Centre	-	199	-	199
Other provincial departments and agencies	22	-	-	22
	<u>13,846</u>	<u>1,523</u>	<u>70,849</u>	<u>86,218</u>
Deferred contributions recognized as grant revenue	<u>(18,622)</u>	<u>(55)</u>	<u>18,677</u>	<u>-</u>
	<u>(4,776)</u>	<u>1,468</u>	<u>89,526</u>	<u>86,218</u>
	2007			
	Deferred contributions	Deferred Capital contributions	Grant Revenue	Total
Alberta Advanced Education and Technology				
Regular Operating	\$ -	\$ -	\$ 62,411	\$ 62,411
Performance Envelope funding	-	-	407	407
Enrolment Planning Envelope funding	12,823	-	-	12,823
Conditional	15,626	-	-	15,626
Access to the Future Fund	1,443	-	-	1,443
Infrastructure Maintenance Program	2,378	-	-	2,378
Robbins Health Learning Centre	-	36,000	-	36,000
Other provincial departments and agencies	6	-	-	6
	<u>32,276</u>	<u>36,000</u>	<u>62,818</u>	<u>131,094</u>
Deferred contributions recognized as grant revenue	<u>(12,718)</u>	<u>-</u>	<u>12,718</u>	<u>-</u>
	<u>19,558</u>	<u>36,000</u>	<u>75,536</u>	<u>131,094</u>

Grant MacEwan College

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2008

(thousands of dollars)

The College has accounts receivable from the Province of Alberta of \$1,306 (2007 - \$900) and accounts payable to the Province of Alberta of \$68 (2007 - \$849).

The Province of Alberta has provided \$2,775 (2007 - \$1,557) in matching grants for externally restricted endowment contributions during the year, which is included in endowment net assets.

The College has long-term obligations with Alberta Capital Finance Authority as described in Note 8 Long Term Debt.

The College provided courses to provincial government departments and participated in offering certain courses with other post-secondary institutions. The revenues and expenses incurred for these courses have been included in the consolidated statement of revenue and expense but have not been separately quantified. These transactions were entered into on the same business terms as with non-related parties and are recorded at these fair value amounts.

Note 14 Budget

The Board of Governors approved the following budget relating to the College's operating revenue and expenses for the fiscal period ending June 30, 2008:

Revenue		
Grants	\$	88,490
Tuition and related fees		54,404
Sales, rentals and services		24,893
Amortization of deferred capital contributions		5,192
Contract Programs		4,363
Donations		1,838
Investment income		3,003
Total Revenue	\$	<u>182,183</u>
Expenses		
Salaries and benefits	\$	108,342
Supplies and services		43,654
Amortization of capital assets		12,214
Cost of goods sold		8,706
Utilities		5,151
Scholarships and bursaries		1,215
Interest on long term debt		2,901
Total Expense	\$	<u>182,183</u>
Excess of Revenue over Expense	\$	<u>-</u>

Grant MacEwan College

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

June 30, 2008

(thousands of dollars)

Note 15 Contractual Obligations

The College is committed to several operating lease and service contracts. The minimum operating lease and service contract payments required for the next five years are as follows:

2009	\$	1,097
2010		885
2011		382
2012		174
2013		94
Total	\$	<u>2,602</u>

Note 16 Contingent Liabilities

The College is a defendant in a number of legal proceedings. Claims against the College in these proceedings have not been reflected in these financial statements. While the ultimate outcome and liability of these proceedings cannot be reasonably estimated at this time, the College believes that any settlement will not have a material adverse effect on the financial position or the results of operations of the College.

Note 17 Funds Held on Behalf of Others

The College holds the following funds on behalf of others over which the Board has no power of appropriation. Accordingly, these funds are not included in the consolidated financial statements.

	<u>2008</u>	<u>2007</u>
Yellowhead Region Educational Consortium	\$ 998	\$ 903
Yellowhead Region Educational Society	99	97
Pembina Educational Consortium	320	342
Grant MacEwan College Faculty Association	1,305	1,258
Other	12	19
Total	<u>2,734</u>	<u>2,619</u>

Note 18 Approval of Financial Statements

These financial statements were approved by the Board of Governors on October 9, 2008.

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City Centre
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South Campus
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