



Confederation
COLLEGE

A decorative graphic featuring several parallel diagonal lines in yellow, red, blue, and green. A purple banner is overlaid on these lines, containing the text '2013/2014' in large white font and 'ANNUAL REPORT' in smaller purple font below it.

2013/2014
ANNUAL REPORT

Mission

Confederation College inspires learners to succeed in their lives and careers in northwestern Ontario and beyond.

Vision

Confederation College will enrich lives through learning.

Wiicitaakewin

(Wii-ci-taa-ke-win) is an Anishinaabe word that describes the process of helping or assisting others. Confederation College provides education and work experience to improve the lives of others as well as describing our commitment to working with community members as true partners in community development through shared leadership.



Message from the Chair of the Board

Confederation College continues to make great progress in advancing the objectives set out in Wiicitaakewin, our three year strategic plan that will inspire learners to succeed in their lives and careers in Northwestern Ontario and beyond.

We have established the Centre for Policy in Aboriginal Learning which is focussing on collaboration among educators and institutions to address access and success for First Nation, Metis and Inuit (FNMI) learners. The Centre also provides a forum for rich, informed dialogue on developing the very best methods to offer education amongst FNMI people and communities that meets their unique needs.

A key example of this new direction is the Maternal Support Worker Certificate Program in Sioux Lookout. It is a pilot program partnered with Meno Ya Win Health Centre beginning this fall.

We are partnering with school boards, Lakehead University and the City of Thunder Bay to advance international education. More than 300 students are expected to enroll for the 2014-15 academic year. These students will provide a cultural richness to the College and communities in the Northwest, they will ensure we are able to offer a wider range of programs and many will seek to stay in Northwestern Ontario to add to the entrepreneurial and job skills that we need in the time of a growing, more diversified economy.

With school boards, too, we offer an expanding number of dual credit programs that will help high school students to choose to attend post-secondary education by showing that they can succeed in college courses while completing secondary school. This initiative is having great success.

Confederation College is playing a key role in the Study North consortium, established between Northern Colleges, to share programs, meet the needs of Northwestern Ontario communities in areas such as mining and extend our reach to Southern Ontario students who can access a wide range of programs that are attractive and difficult to access elsewhere. It will also help to make these students permanent residents of the region.

We have enhanced our distance learning programs to the point where we are leaders in technology and synchronous learning. Our reach now extends into southern Ontario with the prospect of further extension.

Confederation College continues to position itself as a leader in education with a firm connection to every community in our region.

The Board of Governors is proud to provide direction, financial stewardship and support.

Dennis Wallace
Chair

Message from the President

The 2013-14 academic year saw the completion of the first year of our three year strategic plan, Wiicitaakewin. The progress we have made has set a solid foundation for continued achievements over the next two years of the plan and has enriched the learning experience for our students, both current and future.

In the past year, 29 Work Groups made up of over 120 employees voluntarily participated in the implementation of initiatives in support of the strategic plan. The number of people who have stepped forward truly demonstrates the passion our faculty and staff have for the future of our college and its students. These Work Groups will continue to help guide the deliverables of our strategic directions as we enter year two of the plan.

Our collaborations continue to support the expansion of access to learning for our students. Enrolment in the Virtual College and in flexible delivery courses reinforced that we are on the right path to meeting the needs of students in our region. Following the successful completion of the first cohort, we are entering the second cohort of the regional based collaborative BScN program delivered through Technology Enabled Learning in partnership with Lakehead University. The six northern college alliance, of which we are a member, has commenced implementation of the Study North initiative as well as the collaborative development of programming. Finally, the K-12 School College Work Initiative continues to operate successfully, this year also introducing a new First Nations, Metis and Inuit program.

The Northwest Centre of Excellence in Health Simulation was launched in January 2014 to formalize existing agreements between several local organizations including Confederation College, Lakehead University, the Northern Ontario School of Medicine, the Thunder Bay Regional Health Sciences Centre, St. Joseph's Care Group and Superior North Emergency Medical Services. This partnership between key health educators in northwestern Ontario will pool resources, improve student learning opportunities and ultimately lead to better patient care.

The new Confederation Bound Early Acceptance program, designed to encourage grade 11 students to consider a future at Confederation College, provided early acceptance to 35 applicants, 14 of which were from the region. This represents the latest addition to the many programs Confederation College offers to students in elementary and secondary schools to assist with their transition into post-secondary education.

We were excited to enter Tiers 2 & 3 of the Ring of Fire Aboriginal Training Alliance initiative after the successful delivery of Mining Essentials/Mining Readiness programs to approximately 160 students from the nine Matawa First Nations communities and locally in Thunder Bay. These next phases will enable over 60 learners from those same communities to participate in one of five pre-trades programs among other opportunities. This partnership with Matawa First Nations Management's Kiikenomaga Kikenjigewen Employment and Training Services (KKETS) and Noront Resources Ltd. will see over 190 graduates of the program employed through the initiative.

Other highlights and successes in the first year, Wiicitaakewin; the beginning of our three-year strategic plan journey included:

- The co-location of our Confederation campus with Red Lake District High School.
- A business and development plan was established for the Student Village, which will include three major components: living space, fitness facilities and student success facilities that include multi-use space.
- Hydro One announced funding for new outreach and pre-trade programs with Confederation College that will be designed to provide training to students interested in applying to a trade in the electrical utility communities.
- Mi-Zone, a collaborative project between the Northwestern Ontario Innovation Centre, Kam Valley Industries and Confederation College was announced. Located on campus, the goal of the initiative is to provide the necessary resources to assist a niche manufacturer, an early stage innovator or an established business with a challenge.
- The Negahneewin Education Circle hosted its first professional development conference, Supporting and Advancing Aboriginal Learning, which welcomed over 300 faculty and staff participants.
- Our 2014 Convocation included the first graduating class from the Community Integration through Cooperative Education and the first graduating class from the Northern College Haileybury School of Mines Mining Engineering Technician program at Confederation College.
- Our convocation ceremony in Pikangikum recognised the first graduation for a two-year post-secondary program in a First Nation community (Forest Ecosystem Management Technician program).

I am proud to be serving as President during this exciting time of growth and change. I look forward to the promise of more great things to come as we move into the second year of our strategic plan.

Jim Madder
President

Previous Year's Goals and Supporting Metrics

1. IMPROVE ACCESS TO LEARNING AND SUPPORT THE SUCCESS OF LEARNERS

- 1.1 Implement the Confederation College Student Village, with learner success as a major theme and enhanced support for Aboriginal learners.
- 1.2 Implement the Virtual College including Technology Enabled Learning to expand access to programming and services throughout northwestern Ontario and beyond.
- 1.3 Develop and improve supportive learner resources through Flexible Learning
- 1.4 Expand support to employees and learners to facilitate learner success.
- 1.5 Implement Study North to recruit learners to Confederation College.
- 1.6 Expand International Education.

2. SUPPORT AND ADVANCE ABORIGINAL LEARNING

- 2.1 Realize the Negahneewin Vision for Learners
- 2.2 Increase and align the learner support and programming of Negahneewin throughout Confederation College.
- 2.3 Implement the Center for Policy in Aboriginal Learning.
- 2.4 Expand partnerships with K-12 education providers to support the success of high school learners and their transition to College, with a particular emphasis on the success and transition of Aboriginal learners.

3. SERVE NORTHWESTERN ONTARIO

- 3.1 Review, renew, and revise program mix in relation to the needs of northwestern Ontario and resources available; expand programming through partnerships with colleges and universities.
- 3.2 Support community development through implementation of an integrated employment services/training network.
- 3.3 Support community-based innovation through implementation of Innovation and Entrepreneurism Hubs and infusion of opportunities for entrepreneurship within programming.
- 3.4 Develop applied research activity within a context of experiential learning with a focus on natural resources, green energy, wellness and Aboriginal learning.

Ends Policy One Metrics - Diverse learners acquire knowledge, skills and attitudes for success Strategic Direction One - Improve Access to Learning and Support the Success of Learners		
NOTE - All information in this report is consistent with records from May 16, 2014. Numbers and percentages will vary when compared to other ministry reports.		
a	Number of learners	7813
b	Under represented post-secondary learners	2465 (58%)
	First Generation	1601 (38%)
	Aboriginal	739 (18%)
	International	274 (6%)
	Second Career	77 (2%)
	WSIB	20 (<1%)
	Identified disabilities	469 (11%)
c	Academic upgrading learners who ladder into full time:*	
	i. Post-secondary	i. 102 (8%)
	ii. Apprenticeship Studies*	ii. 1 (<1%)
d	Number of School College Work Initiative learners in 2013/14*	910
e	School College Work Initiative learners who ladder into full-time:	
	i. Post-secondary	i. 230 (7%)
	ii. Apprenticeship Studies*	ii. 6 (2%)
f	Number of Learners participating in the MTCU Credit Transfer System	
	i. In to Confederation College	i. 297
	ii. Out of Confederation College	ii. N/A
g	Male/female ratio of post-secondary learners	43/57
h	Post-secondary learners completing flexible courses	959 (23%)
i	Post-secondary learners accessing programming through the Virtual College	1280 (30%)
j	Learners in collaborative, multi institutional programs (Collaborative or community based BScN, Mining diploma, Medical Laboratory Assistant diploma, etc.)	391 (5%)
International Learners:		
k	International post-secondary learners	274 (6%)
l	International post-secondary graduates	133 (9%)
m	International non post-secondary learners	71 (4%)
Regional Learners:		
n	Number of Post-secondary programs delivered in regional locations	19
o	Post-secondary learners in regional locations	473 (11%)
p	Apprenticeship and upgrading learners in regional locations	Apprenticeship 1 (<1%) Upgrading = 143 (27%)
q	Contract training learners in regional locations	485 (29%)
Southern Ontario Learners:		
r	Learners outside of northwestern Ontario accessing programming through the Virtual college	266 (10%)
s	Learners relocating to northwestern Ontario from southern Ontario for their studies	439 (6%)
Graduates:		
t	Graduation rate from post-secondary programming exceeds the provincial average (KPI) = 65%	58%
u	Employed graduates exceeds the provincial average (KPI) = 83%	89%
v	Graduates indicating satisfaction with their College experience exceeds the provincial average (KPI) = 80%*	84%
w	Employers indicating that they are satisfied with the skills of their college graduate employee (KPI)=92%	92%

**Ends Policy Two Metrics - Aboriginal learners experience success in their learning journeys
Strategic Direction Two - Support and Advance Aboriginal Learning**

NOTE - All information in this report is consistent with records from May 16, 2014. Numbers and percentages will vary when compared to other ministry reports.

a	Aboriginal post-secondary learners	739 (18%)
b	Aboriginal apprenticeship learners	7 (2%)
c	Aboriginal upgrading learners	149 (28%)
d	Aboriginal contract training learners	153 (9%)
e	Aboriginal post-secondary graduates	245 (16%)
f	Aboriginal apprenticeship graduates	N/A
g	Aboriginal upgrading graduates	76 (63%)
h	Aboriginal School College Work Initiative learners laddering into post-secondary programming	40 (5%)
i	Courses in post-secondary programming with Aboriginal learning outcomes	21 (37.5%)

Ends Policy Three Metrics - Diverse communities have access to a skilled and knowledgeable workforce Strategic Direction Three - Serve Northwestern Ontario		
NOTE - All information in this report is consistent with records from May 16, 2014. Numbers and percentages will vary when compared to other ministry reports.		
a	Number of learners served:	7813
	i. Post-secondary learners (includes full and part time)	4218 (54%)
	ii. Apprenticeship learners	357 (5%)
	iii. Upgrading learners	538 (7%)
	iv. Contract training learners (activity not funded by MTCU)	1659 (21%)
	v. General interest learners	1041 (13%)
b	Number of post-secondary full time equivalent (FTE) learners (2012/13)	3121
c	Post-secondary learners indicating that the "overall quality of their learning experience in their program" exceeds the provincial average (KPI) = 80%	86%
d	Post-secondary learners indicating that the "concern of people at this College for their success" exceeds the provincial average (KPI) = 63%	70%
e	Post-secondary learners indicating that the "quality of services at this College exceeds the provincial average (KPI) = 64%	65%
f	Post-secondary learners the indicate that their satisfaction with their "overall college experience" exceeds the provincial average (KPI) = 73%	79%
g	Learners leaving northwestern Ontario to attend programs at other Ontario Colleges	512 (20%)
h	Number of northwestern Ontario businesses and industries receiving training	39
i	Number of training agreements with northwestern Ontario communities and number of communities served through these agreements	Agreements = 48 Communities = 67
Integrated Employment Services		
j	Number of employment clients served*	2107
k	Percentage of employment clients placed*	67%
Applied Research/Entrepreneurism		
l	Number of applied research projects in partnership with government, community or business organizations*	18
m	Learners participating in experiential learning opportunities*	1429 (36%)
n	Learners participating in applied research projects	33 (<1%)
o	Learners participating in entrepreneurship activities*	48 (<1%)

* Indicates the metric is also reported in the 2014 - 17 Strategic Mandate Agreement

Analysis of Operational Performance

Analysis of the first year of Wiicitaakewin, our 2013-2016 Strategic Plan, demonstrates great success towards the achievement of improving each of our three pillars (Access and Success of Learners, Aboriginal Learning and Serving Northwestern Ontario). These pillars have been improved through utilization of an innovative model to implement our Strategic Plan led by our Strategic Leadership Team (SLT).

This model empowers employees to become engaged in topics and projects that they feel passionate about. This model was mobilized through an open invitation to employees to participate in one or more of twenty nine working groups. By engaging ambitious employees from all areas of the College, the formulation of ideas, implementation of work plans and utilization of performance measurement strategies became quite effective. An overview of our efforts showcase:

- 29 Work Groups dedicated to unique operational goals spread out throughout each pillar of the strategic plan;
- 122 volunteers participating in one or more Work Groups (45 faculty, 48 administrators, 25 support staff, 2 students and 2 external representatives); and
- \$519,800 in Strategic Initiatives included in the 2014-2015 budget for year two of the Strategic Plan

Major accomplishments for some of these working groups are highlighted below:

- **The Virtual College**
 - o 1304 or 33% of postsecondary learners at Confederation College accessed the virtual college in 2013/2014 through pathways such as Confederation Online, Ontario Learn, Distance Education, Blended Learning and from regional locations through our Integrated Plan (IP).
- **The Centre for Policy in Aboriginal Learning (CPAL)**
 - o Over the past year CPAL has developed research capacity and is moving various portfolios of funding forward including: PEFAL, TIF, ONCAT and SSHRC. The newly formed research team at CPAL is currently working on completing a research project titled, "Best Practices in Aboriginal Learning among Ontario's Northern Colleges".
- **The Negahneewin Council**
 - o The Negahneewin Council is an advisory board for the president that provides a voice for the aboriginal community. Its membership is strategic; made up of Aboriginal stakeholders in the community from organizations such as, Nishnawbe Ashki Legal Clinic, Fort William First Nations and Wasaya Airlines.

Analysis of Operational Performance continued

- **Aboriginal Learning Initiatives**

- o With the highest percentage of aboriginal students (25.9%) compared to all other Ontario Colleges, Confederation believes that integrating Aboriginal Learning Outcomes (ALO) into our curriculum is of extreme value for both the students and the community.
- o In 2013/2014 38% of college programs met our ALO standards and we have set a target of having 100% of eligible programs meeting this standard by the Fall 2016 semester.
- o The Negahneewin Education Circle hosted a 2 day conference during which 330 college staff participated in “Supporting and Advancing Aboriginal Learning”

- **K to 12 Partnerships**

- o The goal of this initiative is to increase awareness, programming, and learner supports to meet the needs of the Kindergarten to grade 12 (K to 12) community and the aboriginal community to ensure the success of their learners and motivate multiple pathways of access and transition to Confederation College.
- o 910 students enrolled in the School College Work Initiative (SCWI) completed dual credit programming in 2013/2014.

- **“Confederation Bound” Early Acceptance Program:**

- o The objective of this agreement is to establish a process whereby Confederation College bound graduates from partner high schools receive acceptance in grade 11; 35 students (14 from the region) are participating.

- **Study North Consortium**

- o The six northern Colleges have received 1.3 million/year for three years to market northern colleges to southern Ontario.

- **Integrated Employment Services / Training Network**

- o The Ring of Fire Aboriginal Training Alliance (RoFATA) has announced that it is receiving over \$5.9-million from the Government of Canada’s Skills and Partnership Fund to provide training for employment in the mining sector for the people of Matawa First Nations. Confederation College is a primary partner in RoFATA and will be organizing and delivering the training programs.
- o Nine specialized training and six pre-trade courses have been made available to Matawa First Nations members. Some of the courses are delivered in their First Nation communities and others are delivered in Thunder Bay.

Analysis of Operational Performance continued

Highlights of the Key Performance Indicator (KPI) data for Confederation College this year include:

- An increase in the graduate employment rate to 89.1% which is highest in the province above the provincial average of 83.4%.
- A stable graduate satisfaction rate of 84.4% compared to the provincial average of 80.1%
- An employer satisfaction rate of 91.7% which has decreased from the previous year to below the provincial average of 92.2%. This is assumed to be due to poor quality graduate contact information causing a very low response rate. We have started a review of our graduate contact information management process and will be implementing a long term solution.
- A stable student satisfaction rate of 79.3% which is above the provincial average of 76.3%.
- A graduation rate 58.2% compared to a provincial average of 65.4%. We believe this is because of the region's strong economy and low unemployment rate. The College continues to review retention and enrollment strategies.

From a human resource planning perspective we have developed a three year estimate of leadership turnover due to anticipated retirement, identified possible re-organization and organizational development opportunities, as well as the identification of internal successors who are being provided with experiential as well as educational support and professional development.

International Activities Report

The International Education Department continued to expand recruitment activities in key markets. A record number of students registered this academic year, with almost 280 international students enrolled in academic and language programs by year end. Students came from 22 different countries, with representation from around the globe.

The contribution that international students make is significant, and their presence and perspective is welcomed on campus. Several faculty members noted the contribution they make to class room diversity and perspectives. They repeatedly remark on the students' strong work ethic and dedication.

"My current group of students are "vitamins" for the teacher's soul! They are so extremely professional, respectful and positive . . .The students are engaged in their learning; they are prepared, informed and motivated; and lastly an absolute joy to teach and mentor. My only wish is that I could spend more time teaching this group of students because they are really an absolute joy!"

Prof. Michael Scarcello
RN, HBScN, MA(Nursing), CNS
Professor BScN, Critical Care and PN Programs

This past year also witnessed a record number of international students graduating from their programs. The diversity of our graduates was welcomed and noted by several who participated in our graduation ceremonies.

We also noted an increase in international student participation in college activities; an international student was awarded the SUCCI/OASA Student Leadership Graduate Award. This award is provided to one graduating student who demonstrates exceptional leadership skills, is a positive role model and has effected change with integrity, compassion and understanding. International students also became involved in student leadership opportunities; an international student was the Student Governor on the College's Board of Governors and another student was elected to the position of Senator of Health & Community Services on the SUCCI Board of Directors

Confederation expanded local partnerships to help attract more international students to Thunder Bay and to better support international students on campus, and after graduation. Various partnership activities and co-hosting of events took place with Lakehead University, Immigration Northwest and Citizen and Immigration Canada.

Confederation also continued its work with international partners and welcomed a number of international visitors and faculty. Four faculty members from one partner college in China visited Confederation for one semester, and in the process improved their language skills, expanded their teaching skills and increased their knowledge and understanding of core academic content.

Fundraising Report

The Confederation College Foundation raised \$730,784 in 2013-14. These funds were primarily dedicated to the Community Integration through Cooperative Education (CICE) program as well as scholarships and bursaries.

A number of events were held over the year that generated income to the Foundation. These included, but were not limited to, the annual Scholarship Golf Tournament (\$24,370 raised) as well as the annual Community Partner's evening (\$29,300 raised) both of which were dedicated to raising funds for financial awards and bursaries.

It is important to note that some funds raised or gifts in kind received may be reflected in the College's financial statements and not the Foundation's financial statements. The College was the direct recipient of some of the funds raised as a result of pre-existing agreements as well as operational efficiency if charitable tax receipts were not required.

In the fall of 2013, the Board of Directors of the Confederation College Foundation and the Board of Governors of Confederation College voted to dissolve the Foundation and to have the Department of Advancement at Confederation College assume the functions of Confederation College Foundation. This change took place on April 1, 2014. It is important to note that this transition is primarily a realignment of responsibilities within the College in order to function more effectively, which in turn assures the best use of donor dollars. Confederation College is a registered charity with the Canadian Revenue Agency and will issue all future tax receipts through its charitable registration number. All funds donated to the Confederation College Foundation remain strictly committed to the purposes for which they were intended. The Advancement Department of Confederation College will continue to work with donors and supporters to raise funds that support the students, programs and goals of the College as we "change lives through learning".

Appendix A: Multi-Year Accountability Agreement

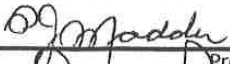
The 2013-14 MYAA Report Back will be submitted to the MTCU via the MYAA Webpace.

Appendix B: Audited Financial Statements

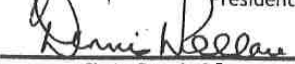
**The Confederation College of
Applied Arts and Technology
Statement of Financial Position**

As at	March 31, 2014	March 31, 2013
Assets		
Current		
Cash	\$ 4,511,593	\$ 494,209
Accounts receivable (Note 3)	6,082,524	7,488,342
Temporary investments (Note 2)	5,099,249	7,000,000
Inventory	727,178	569,060
Current portion of notes and long-term receivable	32,861	60,915
Grants receivables	756,245	710,402
Prepaid expenses	370,025	194,580
	<u>17,579,675</u>	<u>16,517,508</u>
Investment portfolio - endowments restricted (Note 4)	7,602,440	6,996,785
Notes and long-term receivable	7,030	16,440
Construction in progress (Note 5)	5,751,540	4,860,026
Capital assets (Note 6)	42,710,652	46,132,348
	<u>\$ 73,651,337</u>	<u>\$ 74,523,107</u>
Liabilities		
Current		
Accounts payable and accrued liabilities (Note 7)	\$ 6,457,410	\$ 4,688,574
Deferred revenue (Note 8)	3,098,944	3,771,866
Vacation pay	3,137,638	2,850,095
Current portion of long-term debt (Note 9)	398,172	379,131
	<u>13,092,164</u>	<u>11,689,666</u>
Post-employment benefits and compensated absences (Note 10)	2,715,000	2,880,000
Deferred capital contributions (Note 11)	37,535,925	40,851,003
Deferred capital contributions - construction in progress (Note 11)	5,751,539	4,860,231
Long-term debt (Note 9)	1,749,258	1,673,699
	<u>60,843,886</u>	<u>61,954,599</u>
Net Assets		
Unrestricted		
Operating	\$ 6,380,268	\$ 6,737,914
Post-employment benefits and compensated absences	(2,715,000)	(2,880,000)
Vacation Pay	(3,137,638)	(2,850,095)
	<u>527,630</u>	<u>1,007,819</u>
Invested in capital assets (Note 12)	3,166,158	3,246,816
Internally restricted (Note 13)	1,549,324	1,317,088
Endowments restricted (Note 14)	7,564,339	6,996,785
	<u>12,279,821</u>	<u>11,560,689</u>
	<u>12,807,451</u>	<u>12,568,508</u>
	<u>\$ 73,651,337</u>	<u>\$ 74,523,107</u>

On behalf of the Board:



President



Chair, Board of Governors

The accompanying notes are an integral part of these financial statements.

**Arts and Technology
Statement of Operations**

For the years ended March 31	2014	2013
Revenue		
Grants and reimbursements	\$ 45,303,614	\$ 43,259,532
Tuition revenue	14,239,825	13,478,593
Contract training	2,472,337	8,024,226
Amortization of deferred capital contributions (Note 11)	3,785,171	3,896,106
Other income	2,566,987	3,487,209
Donation revenue	378,521	
Income - restricted funds	145,082	164,694
Ancillary operations	3,640,928	3,619,048
	72,532,465	75,929,408
Expenses		
Salaries and benefits	\$ 47,361,959	\$ 48,735,120
Operating expenses	14,778,795	20,225,779
Plant and property maintenance	3,258,163	2,862,123
Amortization of capital assets	4,826,185	5,142,490
Bursaries and scholarships	788,360	920,016
Donations and fundraising	12,512	250
Ancillary operations	1,835,102	1,832,945
	72,861,076	79,718,723
Deficiency of revenue over expenses for the year	\$ (328,611)	\$ (3,789,315)

The accompanying notes are an integral part of these financial statements.

**The Confederation College of
 Applied Arts and Technology
 Statement of Changes in Net Financial Assets**

For the year ended March 31					2014	2013
	<u>Unrestricted</u>	<u>Capital</u>	<u>Internally Restricted</u>	<u>Endowments Restricted</u>	Total	Total
Balance, beginning of year	\$ 1,007,819	\$ 3,246,816	\$ 1,317,088	\$ 6,996,785	\$ 12,568,508	\$ 14,198,647
Reclassification of unrealized gain (loss)					-	1,240
Transfer from restricted to unrestricted - PSAB restatement					-	1,619,667
Change in endowments during the year (Note 14)				567,554	567,554	491,461
Change in tuition set aside for student assistance (Note 13)	12,512		(12,512)		-	46,808
Change in internally restricted net assets (Note 13)	(244,748)		244,748		-	-
Deficiency of revenue over expenses	(328,611)				(328,611)	(3,789,315)
Investment in capital assets (Note 12)	80,658	(80,658)			-	-
Balance, end of year	\$ 527,630	\$ 3,166,158	\$ 1,549,324	\$ 7,564,339	\$ 12,807,451	\$ 12,568,508

The accompanying notes are an integral part of these financial statements.

**Applied Arts and Technology
Statement of Remeasurement Gains and Losses**

	March 31, 2014	March 31, 2013
Accumulated remeasurement gains at beginning of year	\$ -	\$ 10,181
Realized fair value changes to sinking fund	-	(10,181)
Accumulated remeasurement gains at end of year	\$ -	\$ -

The accompanying notes are an integral part of these financial statements.

The Confederation College of Applied Arts and Technology Statement of Cash Flows		
For the year ended March 31	2014	2013
Net inflow (outflow) of cash related to the following		
Operating		
Deficiency of revenue over expenses	\$ (328,611)	\$ (3,789,315)
Items not involving cash:		
Amortization of deferred capital contributions	(3,785,171)	(3,896,106)
Amortization of capital assets	4,826,185	5,142,490
Other - PSAB restatement	-	1,619,667
Change in employee future benefits	(40,000)	(5,000)
Change in accrued sick leave liability	(125,000)	(189,000)
	547,403	(1,117,264)
Change in non-cash working capital balances (Note 17)	2,409,868	(2,278,977)
	2,957,271	(3,396,241)
Financing		
Long term debt advances	486,095	1,981,944
Repayment of long term debt	(391,495)	(3,702,569)
	94,600	(1,720,625)
Capital		
Deferred capital contributions	1,361,401	2,114,488
Construction in progress	(891,514)	(1,099,468)
Purchase of capital assets	(1,404,489)	(1,207,555)
	(934,602)	(192,535)
Investing		
(Increase) decrease in notes and long-term loans receivable	37,464	(23,860)
Increase in investment portfolio - Endowment Restricted	(605,654)	(593,814)
Proceeds from sinking fund investment	-	3,100,000
Increase (decrease) in tuition set aside for student assistance	-	46,808
Purchase of temporary investment	1,900,751	1,000,000
Increase in endowments, net awards	567,554	491,461
	1,900,115	4,020,595
Net cash inflow (outflow)	4,017,384	(1,288,806)
Cash, Beginning of year	494,209	1,783,015
Cash, End of year	4,511,593	494,209

The accompanying notes are an integral part of these financial statements.

**The Confederation College of Applied Arts
and Technology**
Notes to Financial Statements

March 31, 2014

1. Significant Accounting Policies

Description of Organization	<p>The Confederation College of Applied Arts and Technology established in 1967, is an Ontario college of applied arts and technology duly established pursuant to Ontario regulation 34/03 made under the Ontario Colleges of Applied Arts and Technology Act, 2002. The College is an agency of the Crown and offers a full range of programs and educational services including full-time post-secondary programs, part-time credit and non-credit courses, specialty programs for business and industry, pre-employment and skills training programs, apprenticeship and cooperative/workplace training programs.</p> <p>The College is a not-for-profit organization and, as such, is exempt from income taxes under Section 149 of the Income Tax Act (Canada).</p>
Basis of Presentation	<p>The financial statements of the College have been prepared in accordance with Canadian public sector accounting standards for government not-for-profit organizations, including the 4200 series of standards, as issued by the Public Sector Accounting Board ("PSAB for Government NPOs").</p>
Revenue Recognition	<p>The College follows the deferral method of accounting for contributions, which include donations and government grants.</p> <p>Tuition fees and contract training revenues are recognized as income to the extent that the related courses and services are provided within the fiscal year of the College.</p> <p>Operating grants from the Ministry of Training, Colleges and Universities and other government agencies are recorded as revenue in the year to which they relate. Grants approved but not received at the end of the fiscal year are accrued. Where a portion of a grant relates to a future year it is deferred and recognized in the subsequent year.</p> <p>Ancillary revenues including parking, bookstore, residence and other sundry revenues are recognized when products are delivered or services are provided to the student or client, the sales price is fixed and determinable, and collection is reasonably assured.</p> <p>Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.</p> <p>Externally restricted contributions and restricted investment income are recognized as revenue in the year in which the related expenses are incurred.</p> <p>Capital grants and restricted contributions for the purchase of capital assets are deferred and amortized into revenue at a rate corresponding with the amortization rate for the related capital assets.</p> <p>Endowment contributions and investment earnings are recognized as direct increases in endowed net assets.</p>

The Confederation College of Applied Arts
and Technology
Notes to Financial Statements

March 31, 2014

1. Significant Accounting Policies (cont'd)

Cash and Cash Equivalents	Cash is defined as cash and short-term investments with maturity dates of less than 90 days.
Inventory	Inventories are valued at the lower of cost and net realizable value. Cost is determined on the first-in, first-out basis.
Capital Assets	Purchased capital assets are recorded at cost less accumulated amortization. Contributed capital assets are recorded at fair value at the date of contribution. Repairs and maintenance costs are charged to expense. Betterments that extend the estimated life of an asset are capitalized. When a capital asset no longer contributes to the College's ability to provide services or the value of future economic benefits associated with the capital asset is less than book value, the carrying value of the capital asset is reduced to reflect the decline in the asset's value.

Capital assets are capitalized on acquisition and amortized on a straight-line basis over their useful lives, which has been estimated to be as follows:

Buildings	-	40 years
Major equipment	-	10 years
Leasehold improvements	-	10 years
Site improvements	-	5 years
Furniture and equipment	-	5 years
Library books	-	5 years

Construction in progress relates to capital projects that are incomplete and not in service as at March 31, 2014. Amortization will commence upon substantial completion at the applicable rates noted above.

Retirement and Post-Employment Benefits and Compensated Benefits	The College provides defined retirement and post employment benefits and compensated absences to certain employee groups. These benefits include pension, health and dental, vesting sick leave and non-vesting sick leave. The College has adopted the following policies with respect to accounting for these employee benefits:
---	--

- (i) The cost of post-employment future benefits are actuarially determined using management's best estimate of health care costs, disability recovery rates and discount rates. Adjustments to these costs arising from changes in estimates and experience gains and losses are amortized to income over the estimated average remaining service life of the employee groups on a straight-line basis.

The Confederation College of Applied Arts
and Technology
Notes to Financial Statements

March 31, 2014

1. Significant Accounting Policies (cont'd)

**Retirement and Post-
Employment
Benefits and
Compensated
Benefits (Cont'd)**

- (ii) The costs of the multi-employer defined benefit pension are the employer's contributions due to the plan in the period.
- (iii) The cost of vesting and non-vesting sick leave benefits are actuarially determined using management's best estimate of salary escalation, employees' use of entitlement and discount rates. Adjustments to these costs arising from changes in actuarial assumption and/or experience are recognized over the estimated average remaining service life of the employees.
- (iv) The discount used in the determination of the above-mentioned liabilities is equal to the College's internal rate of borrowing.

**Financial
Instruments**

The College classifies its financial instruments at either fair value or amortized cost. The College's accounting policy for each category is as follows:

Fair Value

This category includes cash, temporary investments and equity instruments quoted in an active market. The College has designated its bond portfolio that would otherwise be classified into the amortized cost category at fair value as the College manages and reports performance of it on a fair value basis.

Equity instruments and bonds are initially recognized at cost and subsequently carried at fair value. Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses until they are realized, when they are transferred to the statement of operations.

Transaction costs related to financial instruments in the fair value category are expensed as incurred.

Where a decline in fair value is determined to be other than temporary, the amount of the loss is removed from accumulated remeasurement gains and losses and recognized in the statement of operations. On sale, the amount held in accumulated remeasurement gains and losses associated with that instrument is removed from net assets and recognized in the statement of operations.

The Confederation College of Applied Arts
and Technology
Notes to Financial Statements

March 31, 2014

1. Significant Accounting Policies (cont'd)

Amortized Costs

This category includes accounts receivable, notes and long-term receivables, accounts payable and accrued liabilities and long-term debt. They are initially recognized at cost and subsequently carried at amortized cost using the effective interest rate method, less any impairment losses on financial assets.

Transaction costs related to financial instruments in the amortized cost category are added to the carrying value of the instrument.

Writedowns on financial assets in the amortized cost category are recognized when the amount of a loss is known with sufficient precision and there is no realistic prospect of recovery. Financial assets are then written down to net recoverable value with the writedown being recognized in the statement of operations.

**Management
Estimates**

The preparation of financial statements in conformity with PSAB for Government NPOs requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the period. Actual results could differ from these estimates. Areas of key estimation include determination of fair value for long-term investments, allowance for doubtful accounts, amortization of capital assets and actuarial estimation of post-employment benefits and compensated absences liabilities.

**The Confederation College of Applied Arts
 and Technology**
Notes to Financial Statements

March 31, 2014

2. Financial Instrument Classification

The following table provides cost and fair value information of financial instruments by category. The maximum exposure to credit risk would be the carrying value as shown below.

	2014		
	Fair Value	Amortized Cost	Total
Cash	\$ 4,511,593	\$ -	\$ 4,511,593
Accounts receivable	-	6,082,524	6,082,524
Temporary investments	5,099,249	-	5,099,249
Investment portfolio	7,602,440	-	7,602,440
Notes and long-term receivable	-	39,891	39,891
Accounts payable and accrued liabilities	-	6,457,410	6,457,410
	\$ 17,213,282	\$ 12,579,825	\$ 29,793,107

	2013		
	Fair Value	Amortized Cost	Total
Cash	\$ 494,209	\$ -	\$ 494,209
Accounts receivable	-	7,488,342	7,488,342
Temporary investments	7,000,000	-	7,000,000
Investment portfolio	6,996,785	-	6,996,785
Notes and long-term receivable	-	77,355	77,355
Accounts payable and accrued liabilities	-	4,688,574	4,688,574
	\$ 14,490,994	\$ 12,254,271	\$ 26,745,265

The College's bank accounts are held at one chartered bank and as a result is exposed to the credit risk arising from this concentration to the extent that the account balances exceed the federally insured limits. The bank accounts earn interest at prime less 1.75%.

The College's credit facilities include an approved operating line of credit with the Royal Bank of \$1,500,000 with interest at bank prime less 0.6% (2.4% at March 31, 2014). At year end the outstanding balance under this credit facility agreement was \$nil (2013 - \$nil).

In addition, the College, has an approved revolving credit facility with the Royal Bank in the amount of \$1,650,000. Of this amount, \$685,497 (2013 - \$366,986) was outstanding with respect to the Royal Bank loans described in Note 9.

**The Confederation College of Applied Arts
and Technology**

Notes to Financial Statements

March 31, 2014

2. Financial Instrument Classification (cont'd)

Temporary investments consist of Guaranteed Investment Certificates with a Trust Company, comprised of one GIC investment for \$5,082,274 bearing interest at 1.48%, maturing April 10, 2014. Included in the investment portfolio are Canadian Bonds with a maturity profile as indicated below.

	2014				
	Within 1 year	2 to 5 years	6 to 10 years	Over 10 years	Total
Carrying Value: GIC	\$ 5,099,249	\$ -	\$ -	\$ -	\$ 5,099,249
Carrying Value: Bonds	73,399	2,359,616	1,300,679	-	3,733,694
Total	\$ 5,172,648	\$ 2,359,616	\$ 1,300,679	\$ -	\$ 8,832,943
Percent of total	59%	27%	15%	0%	

	2013				
	Within 1 year	2 to 5 years	6 to 10 years	Over 10 years	Total
Carrying Value: GIC	\$ 7,000,000	\$ -	\$ -	\$ -	\$ 7,000,000
Carrying Value: Bonds	98,761	2,096,021	1,339,023	22,011	3,555,816
Total	\$ 7,098,761	\$ 2,096,021	\$ 1,339,023	\$ 22,011	\$ 10,555,816
Percent of total	67%	20%	13%	0%	

The following table provides an analysis of financial instruments that are measured at fair value subsequent to initial recognition, grouped into Levels 1 to 3 based on the degree to which the fair value is observable:

- Level 1 fair value measurements are those derived from quoted prices (unadjusted) in active markets for identical assets or liabilities using the last bid price;
- Level 2 fair value measurements are those derived from inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3 fair value measurements are those derived from valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

**The Confederation College of Applied Arts
 and Technology**
Notes to Financial Statements

March 31, 2014

2. Financial Instrument Classification (cont'd)

	2014			
	Level 1	Level 2	Level 3	Total
Cash	\$ 4,511,593	\$ -	\$ -	\$ 4,511,593
Temporary investments	5,099,249	-	-	5,099,249
Investment portfolio	3,868,746	3,733,694		7,602,440
	\$ 13,479,588	\$ 3,733,694	\$ -	\$ 17,213,282
	2013			
	Level 1	Level 2	Level 3	Total
Cash	\$ 494,209	\$ -	\$ -	\$ 494,209
Temporary investments	7,000,000	-	-	7,000,000
Investment portfolio	3,440,969	3,555,816		6,996,785
	\$ 10,935,178	\$ 3,555,816	\$ -	\$ 14,490,994

There were no transfers between Level 1 and Level 2 for the years ended March 31, 2014 and 2013. There were also no transfers in or out of Level 3.

**The Confederation College of Applied Arts
and Technology
Notes to Financial Statements**

March 31, 2014

3. Accounts Receivable

Accounts receivable are comprised of balances receivable from students, Sponsoring agencies and Corporate clients for contract training. Credit risk is mitigated to some extent by requiring that payment be received before a student is allowed to register, unless they have certain pre-qualified conditions, such as funding through the Ontario Student Assistance Program, sponsorship funding, or split fee tuition fee option.

	2014	2013
Students and sponsors	\$ 1,291,918	\$ 1,538,590
Due from The Confederation College Foundation	-	244,456
General	4,790,606	5,705,296
	\$ 6,082,524	\$ 7,488,342

4. Investment Portfolio - Endowments Restricted

The College's investment portfolio is comprised of a number of different securities carrying a variety of terms and conditions. Investments consist of the following:

	2014		2013	
	Market	Cost	Market	Cost
Endowed				
Canadian equities	\$ 2,446,332	\$ 2,270,961	\$ 1,534,858	\$ 1,396,022
Canadian bonds	3,733,694	3,674,879	3,555,816	3,438,692
Foreign equities	1,156,839	1,017,925	635,341	575,609
Cash and equivalents account	265,575	265,575	1,270,770	1,269,705
	\$ 7,602,440	\$ 7,229,340	\$ 6,996,785	\$ 6,680,028

The cash and equivalents account does not earn interest. Canadian and foreign bonds are comprised of a number of different bonds, with maturity dates ranging from 2014 to 2023, and yield an average of 7.1% (2013 - 3.7%) over the term of the investments.

**The Confederation College of Applied Arts
 and Technology**
Notes to Financial Statements

 March 31, 2014

5. Construction in Progress

Construction in progress represents costs incurred to date on the construction of a renewable energy solution project, the Bio-Energy Learning and Research Centre Project, on which \$5,751,540 (2013 - \$4,860,026) has been spent to date. This \$5,751,540 project has been undertaken to design and install a biomass wood waste burning heat system combined with the use of other green technologies, such as, thermal energy capture and a green roof. This project, funded by various federal and provincial grants, donations and financing is scheduled for completion and commissioning in the next fiscal year.

6. Capital Assets

	2014		2013	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Land	\$ 295,057	\$ -	\$ 295,057	\$ -
Site improvements	2,014,986	2,014,986	2,014,986	2,014,986
Buildings	73,780,198	36,535,394	73,780,196	34,938,868
Leasehold improvements	333,188	333,188	333,188	333,188
Furniture and equipment	73,696,864	68,773,862	72,306,398	66,046,354
Library books	20,000	20,000	20,000	20,000
Major equipment	5,246,117	4,998,328	5,232,096	4,496,177
	\$ 155,386,410	\$ 112,675,758	\$ 153,981,921	\$ 107,849,573
Capital Assets Net book value		\$ 42,710,652		\$ 46,132,348

The Confederation College of Applied Arts
and Technology

Notes to Financial Statements

March 31, 2014

7. Accounts Payable and Accrued Liabilities

	2014	2013
Trade	\$ 3,597,490	\$ 2,559,050
Accrued liabilities	378,602	345,929
Accrued salaries and employees' deductions	2,481,318	1,783,595
	\$ 6,457,410	\$ 4,688,574

8. Deferred Revenue

	2014	2013
Ontario Ministry of Training, Colleges and Universities		
Aboriginal Educational and Training Strategy	\$ 39,390	\$ 106,940
Apprentice training	78,050	77,370
Campus safety	4,723	32,406
Capital BioEnergy Project	146,148	349,396
Collaborative nursing	749,188	749,188
Employment programs	170,850	149,622
Other MTCU	165,502	56,974
Ontario MTCU bursaries	84,662	114,987
Second career	293,510	233,610
Special needs and tutoring	59,611	47,139
CODE SCWI	592,577	479,845
College service fee	66,666	86,610
Contract training	16,500	430,537
IT residence infrastructure	41,892	27,145
Miscellaneous contracts and projects	236,281	552,946
Resource Development Fee (SUCCI)	161,600	-
Student IT fee	18,592	48,304
Student tech fee	173,202	228,847
	\$ 3,098,944	\$ 3,771,866

**The Confederation College of Applied Arts
 and Technology**
Notes to Financial Statements

March 31, 2014

9. Long-term Debt

	2014	2013
Royal Bank Loan for Ryan Hall renovations, repayable at \$5,786 + Prime -1% monthly (2% at year-end), due 2021	486,095	-
Ontario Financing Authority loan for Residence retrofit repayable at \$131,559 semi-annually at 2.405%, due 2020	1,461,933	1,685,844
Royal Bank loan for aircraft and fuel tank, repayable at \$6,433 monthly including interest at 2.76%, due 2015	147,973	220,000
Royal Bank loan for camera repayable at \$2,205 monthly including interest at 2.76%, due 2015	51,429	76,100
Royal Bank loan for Fitness Centre flooring, repaid during the year	-	6,045
Royal Bank loan for welding equipment, repaid during the year	-	19,309
Royal Bank loan for garbage compactor, repaid during the year	-	8,027
Royal Bank loan for region cars, repaid during the year	-	37,505
Total	2,147,430	2,052,830
Current portion	398,172	379,131
	\$ 1,749,258	\$ 1,673,699

The scheduled principal amounts repayable within the next five years and thereafter are as follows:

Date	Amount
2015	\$ 398,172
2016	404,321
2017	310,002
2018	315,822
2019	321,784
Thereafter	397,329
	\$ 2,147,430

**The Confederation College of Applied Arts
 and Technology**
Notes to Financial Statements

March 31, 2014

10. Post-employment Benefits and Compensated Absences Liability

The following tables outline the components of the College's post-employment benefits and compensated absences liabilities and the related expenses.

	2014			
	Post-employee Benefits		Non-vesting sick leave	Vesting sick leave
Accrued employee future benefits obligations	\$ 608,000	\$ 1,448,000	\$ 261,000	\$ 2,317,000
Value of plan assets	(96,000)		-	(96,000)
Unamortized actuarial gains	106,000	285,000	103,000	494,000
	<u>\$ 618,000</u>	<u>\$ 1,733,000</u>	<u>\$ 364,000</u>	<u>\$ 2,715,000</u>

	2013			
	Post-employee Benefits		Non-vesting sick leave	Vesting sick leave
Accrued employee future benefits obligations	\$ 774,000	\$ 1,825,000	\$ 416,000	\$ 3,015,000
Value of plan assets	(95,000)	-	-	(95,000)
Unamortized actuarial losses	(21,000)	(21,000)	2,000	(40,000)
	<u>\$ 658,000</u>	<u>\$ 1,804,000</u>	<u>\$ 418,000</u>	<u>\$ 2,880,000</u>

	2014			
	Post-employee Benefits		Non-vesting sick leave	Vesting sick leave
Current year benefit cost	\$ (22,000)	\$ 109,000	\$ 13,000	\$ 100,000
Interest on accrued benefit obligation	4,000	41,000	5,000	50,000
Amortized actuarial losses	2,000	3,000	-	5,000
	<u>\$ (16,000)</u>	<u>\$ 153,000</u>	<u>\$ 18,000</u>	<u>\$ 155,000</u>

	2013			
	Post-employee Benefits		Non-vesting sick leave	Vesting sick leave
Current year benefit cost	\$ 22,000	\$ 102,000	\$ 22,000	\$ 146,000
Interest on accrued benefit obligation	5,000	44,000	11,000	60,000
Amortized actuarial losses	2,000	10,000	4,000	16,000
	<u>\$ 29,000</u>	<u>\$ 156,000</u>	<u>\$ 37,000</u>	<u>\$ 222,000</u>

Above amounts exclude pension contributions to the Colleges of Applied Arts and Technology pension plan, a multi-employer plan, described below.

The Confederation College of Applied Arts
and Technology
Notes to Financial Statements

March 31, 2014

10. Post-Employment Benefits and Compensated Absences Liability (cont'd.)

Retirement Benefits

CAAT Pension Plan

Employees of the College are members of the Colleges of Applied Arts and Technology Pension Plan (the "Plan"), which is a multi-employer jointly-sponsored defined benefit plan for eligible employees public colleges and related employers in Ontario. The College makes contributions to the Plan equal to those of the employees. Contribution rates are set by the Plan's governors to ensure the long-term viability of the Plan. Any pension surplus or deficit is a joint responsibility of the members and employers and may affect future contribution rates. The College does not recognize any share of the Plan's pension surplus or deficit as insufficient information is available to identify the College's share of the underlying pension assets and liabilities. The most recent actuarial valuation filed with pension regulators as at January 1, 2014 indicated an actuarial surplus of \$525 million. The College made contributions to the Plan and its associated retirement compensation arrangement of \$4,011,041 in 2014 (\$3,931,138 in 2013), which has been included in the statement of operations.

Post-Employment Benefits

The College extends post employment life insurance, health and dental benefits to certain employee groups subsequent to their retirement. The College recognizes these benefits as they are earned during the employees' tenure of service. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The major actuarial assumptions employed for the valuations are as follows:

a) Discount rate

The present value as at March 31, 2014 of the future benefits was determined using a discount rate of 2.70% (2013 - 2.10%)

b) Drug costs

Drug costs were assumed to increase at a 9.0% rate for 2014 (2013 - 10.5%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2034 for fiscal 2014 (2013 - 4.0% in 2026).

c) Hospital and other medical

Hospital and other medical costs were assumed to increase at 4.0% per annum (2013 - 4.0%). Medical premium increases were assumed to increase at 7.5% per annum in 2014 (2013 - 8.0%) and decrease proportionately thereafter to an ultimate rate of 4.0% in 2014 for the fiscal 2014 (2013 - 4.0% in 2026).

The Confederation College of Applied Arts
and Technology

Notes to Financial Statements

March 31, 2013

10. Post-Employment Benefits and Compensated Absences Liability (Cont'd.)

Post-Employment Benefits (Cont'd)

d) Dental costs

Dental costs were assumed to increase at 4.0% per annum (2013 - 4.0%).

Compensated Absences

Vesting Sick Leave

The College has provided for vesting sick leave benefits during the year. Eligible employees, after 10 years of service, are entitled to receive payment for their accumulated sick days at 50% of their accumulated sick leave credit on termination or retirement to a maximum of 6 months' salary. The program to accumulate sick leave credits ceased for employees hired after March 31, 1991. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

Non-Vesting Sick Leave

The College allocates to certain employee groups a specified number of days each year for use as paid absences in the event of illness or injury. These days do not vest and are available immediately. Employees are permitted to accumulate their unused allocation each year, up to the allowable maximum provided in their employment agreements. Accumulated days may be used in future years to the extent that the employees' illness or injury exceeds the current year's allocation of days. Sick days are paid out at the salary in effect at the time of usage. The related benefit liability was determined by an actuarial valuation study commissioned by the College Employer Council.

The assumptions used in the valuation of vesting and non-vesting sick leave are the College's best estimates of expected rates of:

	2014	2013
Wage and salary escalation	0.00%	1.95%
Discount rate	2.70%	2.10%

The probability that the employee will use more sick days than the annual accrual and the excess number of sick days used are within ranges of 0% to 38.7% and 0 to 18.8 days respectively for age groups ranging from 20 and under to 65 and over in bands of 5 years.

**The Confederation College of Applied Arts
and Technology
Notes to Financial Statements**

March 31, 2013

11. Deferred Capital Contributions

Deferred capital contributions represent the unamortized amount and unspent amount of donations and grants received for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the statement of operations and is calculated on the same basis as the amortization expense related to the acquired/constructed capital assets. The changes in the deferred capital contributions balances are as follows:

	2014	2013
Balance, beginning of year	\$ 45,711,234	\$ 47,482,671
Add contributions for capital purposes	1,361,401	2,114,488
Add realized sinking fund investment income	-	10,181
Less amortization of deferred capital contributions	(3,785,171)	(3,896,106)
Balance, end of year	43,287,464	45,711,234
Deferred capital contributions relating to construction in progress, end of year	5,751,539	4,860,231
Deferred capital contributions balance, end of year	\$ 37,535,925	\$ 40,851,003

12. Net Assets - Investment in Capital Assets

	2014	2013
Capital assets, net book value	\$ 48,462,192	\$ 50,992,374
Less amounts financed by:		
Working capital	138,860	18,504
Long-term debt (Note 10)	(2,147,430)	(2,052,830)
Deferred capital contributions (Note 12)	(43,287,464)	(45,711,232)
Add Sinking fund investments	-	-
Invested in capital assets, end of year	\$ 3,166,158	\$ 3,246,816

The Confederation College of Applied Arts
and Technology

Notes to Financial Statements

March 31, 2014

13. Net Assets - Internally Restricted

Internally restricted net assets represents money set aside by College senior management for various strategic initiatives and committed for specific purposes as identified below. During the year, \$278,885 was spent on these strategic initiatives.

	2014	2013
Tuition set aside for student assistance	\$ 340,700	\$ 353,212
Scholarships and bursaries	200,439	86,203
Contributions for capital expenditures	367,822	336,976
Donations	378,521	-
Applied Research	5,307	250,000
Employee professional development	170,838	205,000
Phase 2: Bio-Energy research project	85,697	85,697
	<u>\$ 1,549,324</u>	<u>\$ 1,317,088</u>

The Ministry of Training, Colleges and Universities requires a certain portion of the additional tuition fee revenue generated by announced fee increases to be set aside for student assistance.

14. Net Assets - Endowments Restricted

Externally restricted net assets include restricted donations received by the College where the endowment principal is required to be maintained intact. The investment income generated from these endowments must be used in accordance with the various purposes established by donors. The College ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided.

**The Confederation College of Applied Arts
and Technology**

Notes to Financial Statements

March 31, 2014

14. Net Assets - Endowments Restricted (Cont'd)

Externally restricted endowment funds include grants provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund ("OSOTF") Phase I and II, and the Ontario Trust for Student Support ("OTSS") programs and other such restricted contributions that were not matched. Under these government programs, the government matches funds raised by the College. The purpose of the programs is to assist academically qualified individuals who, for financial reasons, would not otherwise be able to attend College. The investment income generated from endowments must be used in accordance with the OSOTF and the OTSS guidelines.

The College has recorded the following amounts under the programs:

OSOTF I

	2014	2013
Schedule of changes in Endowment Fund Balance		
Fund balance, beginning of year	\$ 3,663,155	\$ 3,663,155
Unrealized gain (unrealized loss)	-	-
Cash donations received	-	-
Fund balance, end of year	3,663,155	3,663,155
Schedule of changes in Expendable Funds Available for Awards		
Fund balance, beginning of year	168,491	93,106
Realized gain	-	62,843
Unrealized investment gain (loss) net of direct investment-related expenses and preservation of capital contributions	331,673	121,057
Bursaries awarded (2014 = 246, 2013 = 277)	(87,275)	(108,515)
Expendable fund balance, end of year	412,889	168,491
Total endowment fund balance, end of year	\$ 4,076,044	\$ 3,831,646
Market value of fund, end of year	\$ 4,076,044	\$ 3,831,646

**The Confederation College of Applied Arts
and Technology
Notes to Financial Statements**

March 31, 2014

14. Net Assets - Endowments Restricted (Cont'd)

OSOTF II Second Phase

	2014	2013
Schedule of changes in Endowment Fund Balance		
Fund balance, beginning of year	\$ 252,078	\$ 252,078
Eligible cash donations received	-	-
	252,078	252,078
Schedule of changes in Expendable Funds Available for Awards		
Fund balance, beginning of year	49,977	38,072
Realized gain	-	4,854
Unrealized investment gain (loss) net of direct investment- related expenses and preservation of capital contributions	26,146	9,351
Bursaries awarded (2014 = 6, 2013 = 7)	(2,075)	(2,300)
	74,048	49,977
Expendable fund balance, end of year	\$ 326,126	\$ 302,055
Total endowment fund balance, end of year	\$ 326,126	\$ 302,055
Market value of fund, end of year	\$ 326,126	\$ 302,055

OTSS

	2014	2013
Schedule of changes in Endowment Fund Balance		
Fund balance, beginning of year	\$ 2,846,651	\$ 2,508,628
Eligible cash donations received	82,226	338,023
Matching funds from MTCU	-	-
	2,928,877	2,846,651
Schedule of changes in Expendable Funds Available for Awards		
Fund balance, beginning of year	16,433	(49,715)
Realized gain	-	40,700
Unrealized investment gain (loss) net of direct investment- related expenses and preservation of capital contributions	247,834	79,723
Bursaries awarded (2014 = 60, 2013 = 98)	(30,975)	(54,275)
	233,292	16,433
Expendable fund balance, end of year	\$ 3,162,169	\$ 2,863,084
Total endowment fund balance, end of year	\$ 3,162,169	\$ 2,863,084
Market value of fund, end of year	\$ 3,162,169	\$ 2,863,084

**The Confederation College of Applied Arts
and Technology
Notes to Financial Statements**

March 31, 2014

14. Net Assets - Endowments Restricted (Cont'd)

Reports of OTSS awards issued for the period of April 1, 2013 to March 31, 2014:

Status of Recipients	OSAP Number	Recipients Amount	Non-OSAP Number	Recipients Amount	Number	Total Amount
Full-time	142	\$ 56,154	170	\$ 109,898	312	\$ 166,052
Part-time	n/a	n/a	n/a	n/a	n/a	n/a
Total	142	\$ 56,154	170	\$ 109,898	312	\$ 166,052
				2014		2013
Grand total of endowment funds, end of year			\$	7,564,339	\$	6,996,785

15. Commitments

The College has leased realty for the Aviation Centre of Excellence at an annual rental of approximately \$77,000, with annual increases of 2.5%, and an expiry date of 2053.

16. Contingencies

In the normal course of operations, the College is involved in a number of grievances and disputes. As of the date of this financial statement preparation, the likelihood and impact of these matters on the College's financial statements is unknown. Should any costs be incurred as a result of these matters, they will be expensed in the year of settlement.

**The Confederation College of Applied Arts
and Technology**

Notes to Financial Statements

March 31, 2014

17. Statement of Cash Flows

The change in non-cash working capital balances consists of the following:

	2014	2013
Grants receivable	\$ (45,843)	\$ 2,613,002
Accounts receivable	1,405,817	(1,195,183)
Inventory	(158,118)	(36,423)
Prepaid expenses	(175,445)	139,934
Accounts payable and accrued liabilities	1,768,836	(1,379,138)
Vacation pay	287,543	(141,135)
Deferred revenue and contributions	(672,922)	(2,280,034)
	\$ 2,409,868	\$ (2,278,977)

18. Liability for Contaminated Sites

The Confederation College of Applied Arts and Technology estimates a future liability of \$270,000 for remediation of soil and groundwater contamination. The nature of the liability involves the complete removal of a fuel pump and single underground storage tank along with the associated removal of both soil and groundwater contamination due to gasoline impacts over time within an approximate area of 650 sq. m. The amount of estimated recoveries from the Facilities renewal program is \$210,000. This expense will be recognized when incurred.

19. Capital Disclosures

The College considers its capital to be the balance retained in net assets, which is generally the difference between its assets and liabilities as reported on the statement of financial position and includes unrestricted net assets, internally restricted net assets, externally restricted net assets, investment in capital assets and restricted endowment net assets. The College receives funding from the provincial government for the delivery of its programs. These funds are maintained and disbursed under the terms of the funding agreements and management is responsible for adhering to the provisions of these agreements.

The College's objectives when managing capital are to safeguard its ability to continue as a going concern so that it can continue to provide delivery of its programs to the public. Colleges are required, under the current Ministry guidelines, to balance their budgets each year through a combination of managing expenses and utilizing reserves. Any in-year deficit not covered by reserves (accumulated deficits) must be recovered within two successive years under the Ministry's deficit recovery procedures.

The Confederation College of Applied Arts
and Technology

Notes to Financial Statements

March 31, 2014

19. Capital Disclosures (Cont'd)

Management maintains its capital by ensuring that annual operating and capital budgets are developed and approved by the Board of Governors based on both known and estimated sources of funding and financing available each year. These budgets are shared with all management to ensure that the capital of the College is maintained and are also published on the College's website or distributed to the public in hard copy upon request.

20. Financial Instrument Risk Management

Credit Risk

Credit risk is the risk of financial loss to the College if a debtor fails to make payments of interest and principal when due. The College is exposed to this risk relating to its cash, debt holdings in its investment portfolio, notes and long-term receivable and accounts receivable. The College holds its cash accounts with federally regulated chartered banks who are insured by the Canadian Deposit Insurance Corporation. In the event of default, the College's cash accounts are insured up to \$300,000 (2013 - \$300,000).

The College's investment policy operates within the constraints of the investment guidelines issued by the MTCU and puts limits on the bond portfolio including portfolio composition limits, issuer type limits, bond quality limits, aggregate issuer limits, corporate sector limits and general guidelines for geographic exposure. All fixed income portfolios are measured for performance on a quarterly basis and monitored by management on a monthly basis. The guidelines permit the College's funds to be invested in bonds issued by the Government of Canada, a Canadian province or a Canadian municipality having a rating of A or better, or corporate investments having a rating of A (R-1) or better.

The maximum exposure to investment credit risk is outlined in Note 2.

Accounts receivable are ultimately due from students, sponsors or corporate agencies. Credit risk is mitigated by financial approval processes before a student is enrolled and the highly diversified nature of the student population, and other internal controls built into the registration process.

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate as a result of market factors. Market factors include three types of risk: currency risk, interest rate risk, and equity risk.

The College's investment policy operates within the constraints of the investment guidelines issued by the MTCU. The policy's application is monitored by management, the investment managers and the Board of Governors. Diversification techniques are utilized to minimize risk. The Policy limits the investment in any one corporate issuer to a maximum of 10% of the College's total fixed income bonds.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

The Confederation College of Applied Arts
and Technology

Notes to Financial Statements

March 31, 2014

20. Financial Instrument Risk Management (Cont'd)

Currency risk

Currency risk relates to the College operating in different currencies and converting non-Canadian earnings at different points in time at different foreign College levels when adverse changes in foreign currency College rates occur. The college does not have any material transactions or financial instruments denominated in foreign currencies.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

Interest rate risk

Interest rate risk is the potential for financial loss caused by fluctuations in fair value or future cash flows of financial instruments because of changes in market interest rates.

The College is exposed to this risk through its interest bearing investments and long-term debt.

The College mitigates interest rate on investments by limiting them to short terms and long-term debt is at fixed interest rates.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk

Equity risk

Equity risk is the uncertainty associated with the valuation of assets arising from changes in equity markets. The College is exposed to this risk through its equity holdings within its investment portfolio. At March 31, 2014, a 10% movement in the stock markets with all other variables held constant would have an estimated effect on the fair values of the College's equities of \$150,000. Equities represent approximately 22% of the College's endowed investments, which is held for long-term investment gains, which mitigates the impact to market fluctuations on the value of the equities.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

**The Confederation College of Applied Arts
and Technology**

Notes to Financial Statements

March 31, 2014

20. Financial Instrument Risk Management (Cont'd)

Liquidity risk

Liquidity risk is the risk that the College will not be able to meet all cash outflow obligations as they come due. The College mitigates this risk by monitoring cash activities and expected outflows through extensive budgeting and maintaining guaranteed investment certificate investments that may be converted to cash in the near-term if unexpected cash outflows arise.

There have been no significant changes from the previous year in the exposure to risk or policies, procedures and methods used to measure the risk.

21. Comparative Figures

Certain comparative figures have been reclassified to conform to the current year's presentation.

Appendix C: KPI Performance Report
Graduate Employment Rate

Survey of 2012-13 graduates six months after graduation	Employed %
Algonquin	85.1
Boréal	85.9
Cambrian	85.4
Canadore	86.8
Centennial	73.1
La Cité collégiale	86.3
Conestoga	87.7
Confederation	89.1
Durham	85.5
Fanshawe	86.4
Fleming	82.8
George Brown	82.5
Georgian	86.9
Humber	81.8
Lambton	86.4
Loyalist	88.1
Mohawk	85.5
Niagara	85.4
Northern	87.3
St. Clair	81.4
St. Lawrence	88.2
Sault	82.8
Seneca	78.0
Sheridan	80.0
Province	83.4

Graduate Satisfaction Rate

Survey of 2012-13 graduates six months after graduation	Very Satisfied / Satisfied %	Neither Satisfied / Nor Dissatisfied %	Very Dissatisfied / Dissatisfied %
Algonquin	80.2	12.1	7.7
Boréal	85.6	7.3	7.1
Cambrian	82.3	10.6	7.1
Canadore	82.2	10.5	7.3
Centennial	76.9	12.5	10.6
La Cité collégiale	84.5	7.1	8.4
Conestoga	82.4	10.3	7.3
Confederation	84.4	9.5	6.1
Durham	78.2	12.1	9.7
Fanshawe	81.4	11.3	7.3
Fleming	79.1	10.2	10.7
George Brown	77.6	12.6	9.9
Georgian	81.6	9.6	8.8
Humber	78.4	12.5	9.1
Lambton	82.5	9.6	7.9
Loyalist	82.2	10.2	7.6
Mohawk	80.1	10.7	9.2
Niagara	79.7	11.6	8.8
Northern	80.9	10.6	8.4
St. Clair	79.7	10.9	9.4
St. Lawrence	82.7	9.5	7.7
Sault	82.9	9.1	7.9
Seneca	79.1	12.3	8.6
Sheridan	79.9	11.8	8.3
Province	80.1	11.3	8.6

PLEASE NOTE: College-to-college comparisons (ranking) could produce misleading results, because of college size, local employment conditions, program mix and graduate demographics. The data from each college should be considered on its own.

Employer Satisfaction Rate			
Survey of employers who have hired 2012-13 college graduates	Very Satisfied / Satisfied %	Neither Satisfied / Nor Dissatisfied %	Very Dissatisfied / Dissatisfied %
Algonquin	93.9	3.2	2.9
Boréal	86.6	7.3	6.1
Cambrian	91.3	5.2	3.5
Canadore	93.5	4.3	2.2
Centennial	92.1	3.7	4.1
La Cité collégiale	93.4	5.5	1.1
Conestoga	92.1	4.3	3.5
Confederation	91.7	6.3	2.1
Durham	92.2	6.7	1.2
Fanshawe	90.8	5.5	3.7
Fleming	92.6	4.4	3.0
George Brown	92.9	4.7	2.4
Georgian	91.5	5.6	2.9
Humber	92.7	5.1	2.1
Lambton	93.5	4.6	1.9
Loyalist	90.4	7.0	2.6
Mohawk	90.7	6.1	3.2
Niagara	89.8	6.2	4.0
Northern	86.4	11.9	1.7
St. Clair	92.5	3.4	4.1
St. Lawrence	94.6	4.0	1.3
Sault	86.9	8.2	4.9
Seneca	94.7	3.8	1.5
Sheridan	94.0	4.0	2.0
Province	92.2	5.0	2.8

PLEASE NOTE: College-to-college comparisons (ranking) could produce misleading results, because of college size, local employment conditions, program mix and graduate demographics. The data from each college should be considered on its own.

Student Satisfaction Rate *

Student Satisfaction Survey, June 2013, November 2013 & February 2014	Very Satisfied / Satisfied %	Neither Satisfied / Nor Dissatisfied %	Very Dissatisfied / Dissatisfied %
Algonquin	80.7	13.8	5.5
Boréal	84.5	12.3	3.2
Cambrian	76.3	18.0	5.7
Canadore	75.6	19.0	5.4
Centennial	73.9	18.5	7.6
La Cité collégiale	84.6	9.6	5.9
Conestoga	73.5	20.8	5.7
Confederation	79.3	16.7	3.9
Durham	74.3	19.6	6.0
Fanshawe	77.7	17.4	4.9
Fleming	77.2	17.4	5.4
George Brown	71.5	21.4	7.1
Georgian	77.2	17.8	5.0
Humber	74.0	19.8	6.2
Lambton	74.6	18.5	6.9
Loyalist	78.4	16.9	4.6
Mohawk	77.0	17.2	5.8
Niagara	81.7	13.4	4.9
Northern	73.0	20.2	6.8
St. Clair	77.9	16.7	5.4
St. Lawrence	80.6	15.3	4.1
Sault	85.0	9.3	5.8
Seneca	73.0	20.3	6.6
Sheridan	74.8	19.0	6.2
Province	76.3	17.8	5.9

*This table represents the average of the four capstone questions (13, 24, 39 & 49), the results for which are provided in the following tables. Comparison to previous years' results should be made with caution as questions leading up to the four capstone questions were revised in 2013-14.

PLEASE NOTE: College-to-college comparisons (ranking) could produce misleading results, because of college size, local employment conditions, program mix and graduate demographics. The data from each college should be considered on its own.

Capstone Question 13

Overall, your program is giving you knowledge and skills that will be useful in your future career

Student Satisfaction Survey, June 2013, November 2013 & February 2014	Very Satisfied / Satisfied %	Neither Satisfied / Nor Dissatisfied %	Very Dissatisfied / Dissatisfied %
Algonquin	88.4	7.1	4.5
Boréal	91.9	5.7	2.4
Cambrian	88.5	7.9	3.6
Canadore	88.5	8.3	3.2
Centennial	85.5	10.1	4.4
La Cité collégiale	92.9	3.7	3.3
Conestoga	87.3	9.3	3.4
Confederation	90.6	7.2	2.1
Durham	86.7	9.7	3.6
Fanshawe	86.7	9.5	3.8
Fleming	86.8	9.4	3.8
George Brown	84.6	11.1	4.3
Georgian	87.1	9.1	3.8
Humber	86.9	9.3	3.8
Lambton	87.0	7.9	5.1
Loyalist	88.2	8.2	3.6
Mohawk	86.5	9.5	4.0
Niagara	88.1	7.8	4.1
Northern	87.3	7.8	4.9
St. Clair	90.0	7.1	2.9
St. Lawrence	89.6	7.9	2.6
Sault	90.1	4.5	5.3
Seneca	85.5	10.6	3.9
Sheridan	86.3	10.2	3.5
Province	87.2	9.0	3.8

PLEASE NOTE: College-to-college comparisons (ranking) could produce misleading results, because of college size, local employment conditions, program mix and graduate demographics. The data from each college should be considered on its own.

Capstone Question 24
The overall quality of the learning experiences in this program

Student Satisfaction Survey, June 2013, November 2013 & February 2014	Very Satisfied / Satisfied %	Neither Satisfied / Nor Dissatisfied %	Very Dissatisfied / Dissatisfied %
Algonquin	80.9	12.6	6.5
Boréal	85.0	11.0	3.9
Cambrian	82.5	11.6	5.9
Canadore	81.9	13.5	4.6
Centennial	77.3	16.0	6.7
La Cité collégiale	86.4	7.7	5.9
Conestoga	78.6	16.4	5.0
Confederation	86.1	11.1	2.8
Durham	78.7	15.7	5.5
Fanshawe	80.5	14.5	5.0
Fleming	79.4	14.1	6.5
George Brown	75.5	18.1	6.4
Georgian	80.3	14.7	5.0
Humber	79.8	15.1	5.1
Lambton	80.3	13.5	6.2
Loyalist	83.7	11.8	4.5
Mohawk	77.9	15.7	6.4
Niagara	82.3	11.9	5.8
Northern	78.7	14.8	6.5
St. Clair	83.3	12.3	4.4
St. Lawrence	84.2	12.1	3.7
Sault	87.7	6.4	5.9
Seneca	76.8	17.5	5.7
Sheridan	81.6	13.7	4.7
Province	80.0	14.5	5.5

*Comparison to previous years' results should be made with caution as questions leading up to the four capstone questions were revised in 2013-14.

PLEASE NOTE: College-to-college comparisons (ranking) could produce misleading results, because of college size, local employment conditions, program mix and graduate demographics. The data from each college should be considered on its own.

Capstone Question 39
The overall quality of the services in the college

Student Satisfaction Survey, June 2013, November 2013 & February 2014	Very Satisfied / Satisfied %	Neither Satisfied / Nor Dissatisfied %	Very Dissatisfied / Dissatisfied %
Algonquin	71.9	21.4	6.7
Boréal	81.4	14.7	3.9
Cambrian	64.0	28.7	7.3
Canadore	65.1	27.8	7.1
Centennial	61.3	27.1	11.6
La Cité collégiale	77.4	14.2	8.4
Conestoga	57.4	34.2	8.5
Confederation	65.3	28.2	6.6
Durham	60.6	30.6	8.8
Fanshawe	68.7	25.2	6.1
Fleming	65.3	27.3	8.1
George Brown	58.2	32.4	9.4
Georgian	65.8	27.0	7.2
Humber	59.1	32.1	8.7
Lambton	62.4	28.2	9.4
Loyalist	68.0	27.0	5.0
Mohawk	65.8	26.5	7.8
Niagara	73.4	20.7	5.9
Northern	59.7	30.6	9.7
St. Clair	64.4	27.1	8.5
St. Lawrence	70.2	23.5	6.3
Sault	77.4	15.2	7.4
Seneca	59.1	31.2	9.7
Sheridan	61.1	30.2	8.7
Province	64.2	27.6	8.1

PLEASE NOTE: College-to-college comparisons (ranking) could produce misleading results, because of college size, local employment conditions, program mix and graduate demographics. The data from each college should be considered on its own.

Capstone Question 49
The overall quality of the facilities / resources in the college

Student Satisfaction Survey, June 2013, November 2013 & February 2014	Very Satisfied / Satisfied %	Neither Satisfied / Nor Dissatisfied %	Very Dissatisfied / Dissatisfied %
Algonquin	81.5	14.2	4.3
Boréal	79.5	17.8	2.7
Cambrian	70.4	23.9	5.7
Canadore	66.8	26.5	6.7
Centennial	71.5	20.8	7.7
La Cité collégiale	81.5	12.8	5.8
Conestoga	70.8	23.2	6.0
Confederation	75.3	20.5	4.3
Durham	71.3	22.5	6.2
Fanshawe	74.7	20.4	4.9
Fleming	77.3	18.6	4.0
George Brown	67.9	23.9	8.2
Georgian	75.5	20.3	4.2
Humber	70.2	22.5	7.3
Lambton	68.9	24.2	7.0
Loyalist	73.9	20.8	5.3
Mohawk	78.0	16.9	5.0
Niagara	83.1	13.3	3.6
Northern	66.2	27.6	6.2
St. Clair	73.9	20.5	5.7
St. Lawrence	78.5	17.7	3.8
Sault	84.6	10.9	4.4
Seneca	70.8	22.0	7.1
Sheridan	70.2	18.6	4.0
Province	73.8	20.2	6.0

*Comparison to previous years' results should be made with caution as questions leading up to the four capstone questions were revised in 2013-14.

PLEASE NOTE: College-to-college comparisons (ranking) could produce misleading results, because of college size, local employment conditions, program mix and graduate demographics. The data from each college should be considered on its own.

Graduation Rate *

2013-14 KPI (2012-13 Graduates)

Algonquin	64.2%
Boréal	77.0%
Cambrian	66.7%
Canadore	74.5%
Centennial	62.3%
La Cité collégiale	64.9%
Conestoga	67.5%
Confederation	58.2%
Durham	66.7%
Fanshawe	70.7%
Fleming	65.4%
George Brown	67.7%
Georgian	62.5%
Humber	63.1%
Lambton	66.4%
Loyalist	55.9%
Mohawk	63.6%
Niagara	66.0%
Northern	64.2%
St. Clair	61.8%
St. Lawrence	70.2%
Sault	67.5%
Seneca	60.5%
Sheridan	71.1%

Province 65.4%

* The 2013-14 KPI Graduation Rate is based on students who started one-year programs in 2011-12, two-year programs in 2009-10, three-year programs in 2007-08, and four-year programs in 2006-07, and who had graduated by 2011-12.

PLEASE NOTE: College-to-college comparisons (ranking) could produce misleading results, because of college size, local employment conditions, program mix and graduate demographics. The data from each college should be considered on its own.

Appendix D: Summary of Advertising and Marketing Complaints Received

There have been no advertising or marketing complaints in 2013-2014.

Appendix E: List of 2013/2014 Board of Governors

1) Dennis Wallace, Chair	Kenora
2) Chris Fralick, Vice-Chair	Thunder Bay
3) Leona Scanlon, Vice-Chair	Thunder Bay
4) Doris Rossi, Member-at-Large	Thunder Bay
5) Riley Burton (Administrative Representative)	Thunder Bay
6) Don Campbell	Thunder Bay
7) Rodney Dyce (Support Staff Representative)	Thunder Bay
8) Darlene Furlong	Dryden/RedLake/SiouxLookout
9) Priyank Karkar (Student Representative)	Thunder Bay
10) Jean-Paul (J.P.) Levesque	Thunder Bay
11) Jim Madder (President)	Thunder Bay
12) Paul Noonan	Rainy River District
13) Eric Rutherford	Geraldton/Marathon/Wawa
14) Paula Sdao	Thunder Bay
15) Cheryl L. Vaccher (Academic Staff Representative)	Thunder Bay

Mailing Address:

Office of the Board of Governors
 Confederation College
 P.O. Box 398
 Thunder Bay, ON P7C 4W1
 Tel: (807) 475-6351/ Fax: (807) 473-3727