COMPREHENSIVE INSTITUTIONAL PLAN
2011/12 - 2013/14

CHAMPION STUDENT SUCCESS | PURSUE ACADEMIC EXCELLENCE | ADVANCE INSTITUTIONAL SUSTAINABILITY

An Institute of Technology Committed to Student Success
www.nait.ca

NAIT

TOWARD NAIT 20/21

Vision

To be globally valued for student success, applied research, and innovation

Mission

Educated, skilled, and successful learners

Key Directions

- Champion student success
- Pursue academic excellence
- Advance institutional sustainability

Guiding Principles

Student and Staff Success

- Embrace diversity and respect one another
- Recognize staff dedication
- Use technology as an enabling tool

Excellence

- Achieve program relevance through continuous improvement
- Commit to sustainable practices
- Foster innovation and applied research

Leadership

- Empower staff
- Promote open communication
- Exemplify corporate social responsibility and ethical practices

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EXECUTIVE SUMMARY

INTRODUCTION

The NAIT Comprehensive Institutional Plan 2011/12 to 2013/14 is presented in fulfillment of the requirements of Section 78 of the Post-secondary Learning Act, which reads as follows:

Accountability of Board - Business Plans

78 (1)   Each year a board must prepare and approve a business plan that includes:

a) the budget, and
b) any other information required by the Minister.

(2)   The business plan approved under subsection (1) must be submitted to the Minister on or before the date specified by the Minister.

(3)   The board may not submit a budget in which consolidated operating expense exceeds consolidated operating revenue unless the board has the approval of the Minister to do so.

(Source: Province of Alberta, Post-secondary Learning Act, Statutes of Alberta, 2003, Chapter P-19.5, Queens Printer)

In regards to paragraph (3) above, NAIT's 2011/12 Budget as reported on page 42 of the Comprehensive Institutional Plan indicates consolidated operating revenue of $294.9 million, consolidated operating expense of $299.9 million, for a budget deficit of $5.0 million.

During the life of this three year Plan, the Campus Alberta Grant is being held at the 2010/11 funding amount. There are modest increases in non-governmental sources of revenue over the three years, however expenses are forecasted to increase at a higher rate, resulting in budget challenges in each of the years.

Recognizing anticipated budget challenges for the 2010/11 to 2013/14 years, NAIT's Board of Governors appropriated $18 million from its Unrestricted Net Assets to Internally Restricted Net Assets, so that a measured approach could be taken to achieve a balanced budget over a four year time horizon. The excess of expense over revenue in each of the years is covered by the use of Internally Restricted Net Assets. Future years' figures are preliminary, and each year will need to be updated as it arises, through the finalization of government funding and other sources of revenue.

In accordance with 78(3) of the Post-secondary Learning Act, the Minister has approved the 2011/12 budget deficit of $5 million, with this amount to be drawn from Internally Restricted Net Assets.

INSTITUTIONAL CONTEXT

NAIT is one of two institutions within the Polytechnical Institutions sector of Campus Alberta. NAIT has embraced Campus Alberta, as reflected in its Mandate Statement, which was recently updated and approved in 2010/11 by the NAIT Board of Governors and the Deputy Premier and Minister of Advanced Education and Technology (pp. 10-11). NAIT's Vision, Mission, Key Directions, and Guiding Principles to the year 2020/21 were approved in 2009/10, following a broad internal and external consultative process. NAIT has a very well established planning cycle, to ensure that the priorities and activities undertaken in each year by all faculty and staff align with the long term vision, and in so doing, NAIT remains responsive to the needs of business and industry.

PLAN DEVELOPMENT

Effective with the 2011/12 fiscal year, three year Comprehensive Institutional Plans are required by the department of Advanced Education and Technology, replacing three individual documents that were prepared in previous years, namely an Academic Plan, Business Plan, and a Research Plan. NAIT uses a consultative, engagement approach to the development and implementation of all major initiatives and strategies, and in keeping with this approach, this Comprehensive Institutional Plan reflects the input of a broad range of internal and external stakeholders.

ENVIRONMENTAL SCAN

An environmental scan of people and demographics, the economy, post-secondary enrolment and student flows, demand and capacity, and research, (see pp. 18-19) all indicate that NAIT is well positioned to continue to meet the needs of the polytechnical institutes sector of Campus Alberta. While still feeling the effects of the recession, Alberta is emerging and entering a period of economic recovery. The largest anticipated labour market shortages are forecasted in the trades, health sciences, business, and physical, natural, and applied sciences. NAIT has the physical capacity to train approximately 15,000 apprentices per year, while the planned enrolment for 2011/12 is 12,300 apprentices, so NAIT can respond to changes in apprenticeship demand in certain trades relatively quickly, subject to funding. NAIT's proposed Centre for Applied Technologies aligns directly with the provincial growth that is anticipated in health sciences, business, and the physical, natural, and applied sciences programs.

GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES, AND PERFORMANCE MEASURES

Access and Enrolment Plan

To ensure that NAIT's programs continuously improve and remain relevant in a changing world, and that NAIT has a strategic, sustainable mix of programs, there is a very well established annual program review process in place, involving seven distinct internal steps, followed by approval by the Minister of Advanced Education and Technology.

For the 2011/12 fiscal year, the Program Review Process, as outlined on page 22, has led to the suspension of the following seven programs:

- Aircraft Skin and Structure Repair
- Avionics Engineering Technology
- Graphic Sign Arts
- Marine Service Technician
- Power Engineering – 3rd Class (full-time day program only)
- Records Management and Business Operations
- Telecommunications Engineering Technology

As well, the Board has recommended that the Cytotechnology program accept students in alternating years, with no intake in 2011/12, followed by an intake in 2012/13, with this cycle to repeat going forward.

There are two new programs that are being offered commencing in 2011/12, namely:

- Alternative Energy Technology
- Wireless Systems Engineering Technology

In addition, there are six diploma programs and four baccalaureate degree programs that are at various stages of approval for implementation in future years, subject to completion of the approval process, and the establishment of the appropriate budget and funding amounts.

Enrolment

The key points regarding enrolment for the 2011/12 year compared to 2010/11 are summarized as follows:

• A total of 12,300 Apprenticeship seats will be offered in 2011/12 in comparison to the 13,539 seats offered in 2010/11, a decrease of 1,239 seats or about 10%. This decrease is in accordance with the direction provided by the Alberta Apprenticeship and Industry Training Branch of Advanced Education and Technology.

• The total full-time student population will remain fairly constant, given the current financial and physical constraints.

Core Business, Outcomes, and Strategies

NAIT is strategically and operationally guided by three key directions: Champion Student Success, Pursue Academic Excellence, and Advance Institutional Sustainability. Within these key directions, there are ten expected outcomes, with 34 underlying strategies to be achieved over the next three years, in addition to meeting the requirements of our core business activities. These key directions, expected outcomes, and strategies are aligned at an individual level through NAIT's Performance Management Program. This Comprehensive Institutional Plan includes key performance measures that will be used in charting our progress in relation to each of the expected outcomes.

FINANCIAL AND BUDGET INFORMATION

2011/12 Year

The 2011/12 Financial Plan reports total revenue of $294.9 million, total expense of $299.9 million, resulting in a budget deficit of $5 million.

The percentage revenue by source is presented in Figure 1 based on the 2011/12 Budget. The key observations are as follows:

• A total of 50% of total revenue is derived from the Campus Alberta grant and an additional 6.7% is from conditional and one-time Alberta grants.

• Of the total revenue sources, only Continuing Education and Corporate & International Training revenue, Ancillary Services, and other revenue, or 21.9% of total revenue, is determined by NAIT subject to market factors, while the remaining 78.1% is determined through government grants and regulation.

The percentage of operating expense by type is presented in Figure 2 based on the 2011/12 Budget. The key observations are as follows:

• Two-thirds of the total operating expense relates to salaries and benefits, as determined through collective agreements with the NAIT Academic Staff Association for faculty, AUPE for support staff, and management and excluded terms and conditions of employment.

• Materials, supplies, and services comprise nearly 15% of total operating expense, which are needed for the provision of academic programs and service functions.

NAIT's average tuition for a full-time program was increased by 0.35% in 2011/12, in accordance with the Alberta Public Post-secondary Institutions' Tuition Fees Regulation, resulting in an amount of $3,906 per full load equivalent for most full-time programs. NAIT has the lowest average tuition fees amongst the urban colleges, technical institutes, and universities in Alberta.

PERCENTAGE REVENUE BY SOURCE, 2011/12   FIGURE 1

TOTAL REVENUE: $294.9 million

Campus Alberta grant 50.0%

Federal and
other grants 0.4%

Donations and other
contributions 0.6%

Investment
income 1.9%

Student tuition and related fees 23.9%

Sales, rentals,
and services 12.0%

Other Alberta
grants 6.7%

Amortization of
deferred capital
contributions 4.5%
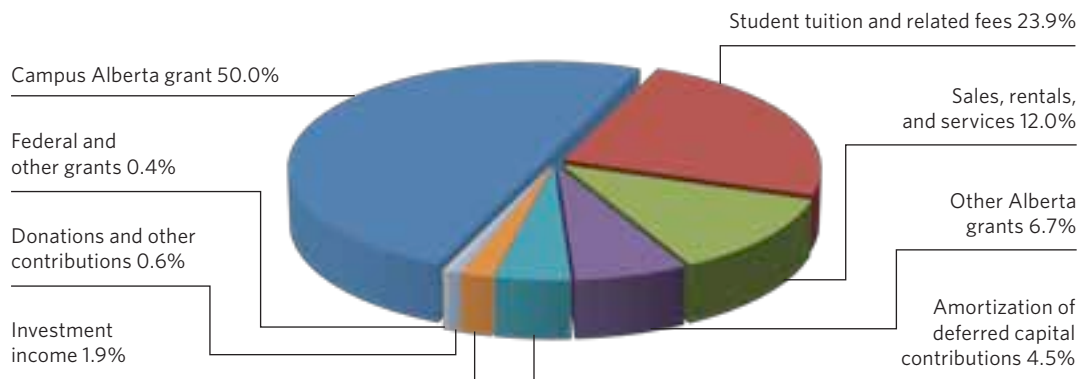
PERCENTAGE OPERATING EXPENSE BY TYPE, 2011/12   FIGURE 2

TOTAL EXPENSE: $299.9 million

Salary and employee
benefits 69.3%

Materials, supplies,
and services 14.9%

Amortization of
capital assets 7.3%

Maintenance and
repairs 5.6%

Scholarships, bursaries,
and prizes 0.6%

Utilities 2.3%
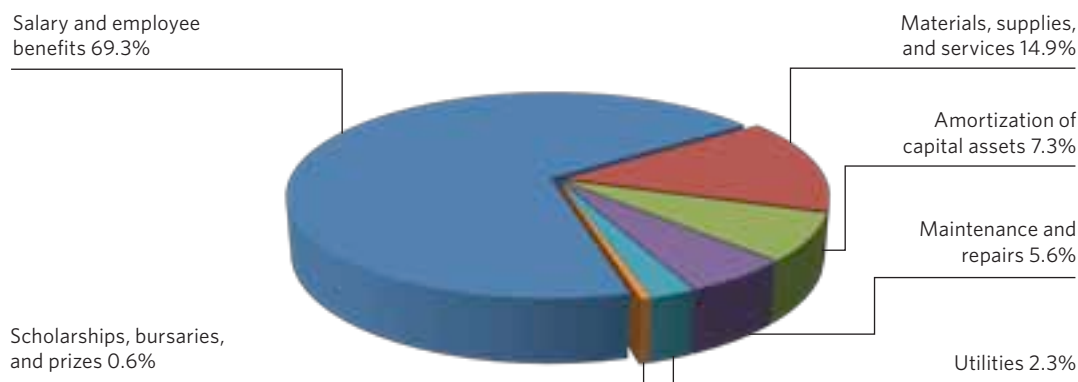
2012/13 and 2013/14 Years

The Consolidated Financial Plan presented on page 42 provides a forecast of future years'
budget challenges, based on government grants remaining constant. Budget strategies
resulting in increased revenue or reduced expenses will need to be identified and implemented
amounting to about $6.8 million in 2012/13 and an additional $5.1 million in 2013/14, in order
to achieve budgeted deficits of $7 million and $3 million respectively. The budgeted deficits in
each of the years are covered by Internally Restricted Net Assets.

RESOURCE IMPLICATIONS

Access and Quality

As required, all new programs are being internally funded, with no expectation of funding from Advanced Education and Technology at this time. As a result, the Alternative Energy Technology and Wireless Systems Engineering Technology programs, which are being offered for the first time in the 2011/12 year, are being implemented through the reallocation of existing resources.

Research

NAIT's applied research activities in the immediate term are focused on four key areas, namely Boreal Reclamation, Green Chemistry and Engineering, Nanotechnology Prototyping, and Product Development. The resources for these activities are through a combination of research grants and support from industry.

NAIT is in the early stages of planning for a future Applied Research Centre to be located on Main Campus. This new Centre would accommodate the consolidation of applied research from the St. Albert Campus, Edmonton Research Park leased facility, and the Duncan McNeill Centre for Innovation (HP Centre). It would also provide the necessary wet and dry laboratory space and office facilities for the new Applied Research Chairs.

Information Technology

An Information Technology Plan is in place for the next three years, which is directly aligned with the priorities of the Comprehensive Institutional Plan. A primary focus is the implementation of the new academic model, together with the upgrade to the PeopleSoft Campus Solutions software.

Campus Development Plan

NAIT's top priority for campus expansion is the Centre for Applied Technologies (CAT) on Main Campus, which will accommodate about 5,000 full-time students learning in advanced simulation environments, an increase of 1,700 students or nearly 50% in Health Sciences, Business, Engineering Technologies, and Sustainable Building and Environmental Management programs. The expansion of these programs are in complete alignment with the projected labour market forecasts provided by Advanced Education and Technology. The detailed drawings for CAT are complete, and the project is ready to proceed to construction subject to government funding approval.

The second major capital priority is the construction of a new 1,000 vehicle Parkade on main campus, to be situated east of the Centre for Applied Technologies. The Parkade will be financed through a long-term debenture from the Alberta Capital Finance Authority, with interest and principal payments made from parking operations.

The Campus Development Plan also includes the planning for the extension of the LRT to the NAIT Main Campus, which is anticipated to be completed by 2014.

NAIT currently operates on 16 sites within the Capital Region. Long term planning will explore the potential of campus consolidation, should land become available adjacent to Main Campus.

NAIT's overall deferred maintenance is currently about $67.4 million, which has decreased significantly following the completion of a number of major projects during the 2010/11 year.

ACCOUNTABILITY STATEMENT

STATEMENT OF BOARD ACCOUNTABILITY

This Comprehensive Institutional Plan was prepared under the Board's direction in accordance with legislation and associated ministerial guidelines, and in consideration of all policy decisions and material, economic, or fiscal implications of which the Board is aware.

On behalf of the NAIT Board of Governors,

James Cumming
Chair, NAIT Board of Governors
May 2, 2011

INSTITUTIONAL CONTEXT

MANDATE STATEMENT

The Northern Alberta Institute of Technology (NAIT) is a public, board-governed technical institute operating as a Polytechnical Institution under the authority of the Post-secondary Learning Act of Alberta.

As a Polytechnical Institution, NAIT fulfills its role and mandate by offering educational programs and engaging in applied research opportunities that are designed to meet the needs of learners, the economy, and society in Alberta and beyond. NAIT is committed to accessibility, innovation, and responsiveness through collaboration within the Campus Alberta system, and uses new approaches and new technology to deliver educational programs and facilitate collaboration.

Through a practical, hands-on, outcomes-based approach to education, NAIT attracts a diverse group of learners who achieve success in their chosen field and who contribute to the economy and society of Alberta and other regions. NAIT primarily serves learners from Northern Alberta and attracts learners from other regions of the province, as well as nationally and internationally.

NAIT provides learners with options for career and credential progression by offering academic upgrading, apprenticeship, certificate, and diploma programs, as well as applied and baccalaureate degrees in specified areas. As part of the coordinated post-secondary system, NAIT delivers programs in a broad range of fields including biological sciences, business, construction, electrical, electronics, engineering technologies, health technologies, hospitality and tourism, manufacturing, mechanical, media and information technologies, natural resources, transportation, and trades.

NAIT is valued globally for its excellence in trades, technology, and business. NAIT's campuses include specialized facilities in alternative energy, building environment technology, business, chemical studies, culinary arts, health sciences, information and communications, instrumentation, machinist, manufacturing, millwright, power engineering, piping systems, steel technologies, transportation, and a number of other technologies and trades. NAIT provides significant business incubator support for those seeking to create and develop new products and services. NAIT cultivates public and private partnerships that enhance student-learning outcomes, create transfer opportunities, and serve communities in which NAIT operates.

NAIT engages in innovative applied research in areas such as boreal forest reclamation, oil sands sustainability, green chemistry and engineering, sustainable business practices, productivity enhancement, and others as identified by industry. Applied research is designed to provide solutions to business and industry through the development of new technologies and processes, while scholarly activity is conducted to enhance NAIT's curriculum and the educational experience of faculty and students.

NAIT offers an environment where student athletes can excel, and a robust recreation program that promotes health and wellness. Through its continuing education department, NAIT offers a large selection of courses and programs through a variety of delivery methods, creating flexible learning pathways. In addition, NAIT offers customized training and workforce development for domestic and international corporate clients in key business and industry sectors.

NAIT believes in and fosters holistic student success through an integrated approach to academic quality and excellence, including the use of leading-edge technology and customer focused student services. Services for students are available through face-to-face and virtual interactions. The Aboriginal and International Student Centres provide additional support to help meet the cultural needs of learners.

In order to be competitive in a global economy, business and industry require a workforce with the knowledge, skills, and attitudes to recognize and pursue opportunities, improve productivity, embrace change, and promote innovation. As an internationally recognized Polytechnical Institution, NAIT is a leader in equipping its graduates for success in the global economy.

Approved by the Northern Alberta Institute of Technology Board of Governors December 6, 2010
Approved by the Deputy Premier and Minister of Advanced Education and Technology January 5, 2011

TOWARD NAIT 20/21

A clear vision is critical to the planning, decision-making, and accountability processes in all organizations. The Planning Cycle (Figure 3) links NAIT 20/21 (Vision, Mission, and Guiding Principles) with the Institute's Key Directions, the Comprehensive Institutional Plan, the Performance Management Program, the Annual Audit, and the Annual and Community Reports.

Vision

To be globally valued for student success, applied research, and innovation

Mission

Educated, skilled, and successful learners

Key Directions

• Champion student success

• Pursue academic excellence

• Advance institutional sustainability

Guiding Principles

Student and Staff Success

• Embrace diversity and respect one another

• Recognize staff dedication

• Use technology as an enabling tool

Excellence

• Achieve program relevance through continuous improvement

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• Foster innovation and applied research

Leadership

• Empower staff

• Promote open communication

• Exemplify corporate social responsibility and ethical practices

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NAIT 20/21
States our Vision, Mission, and Guiding Principles.

Key Directions
Guides our priorities for the next three years.

NAIT PLANNING CYCLE   FIGURE 3

Annual and Community Reports
Reports actual performance for the past year and influences the next cycle of planning.

Annual Audit
Provides an independent assessment of accountability and financial reporting.

Comprehensive Institutional Plan
Integrates our Academic Plan, Applied Research Plan, Budget, and Financial Plan for the next three years.

Performance Management Program
Aligns all individual position descriptions, performance, and personal development with the Comprehensive Institutional Plan and budget.

PLAN DEVELOPMENT

PLAN DEVELOPMENT OVERVIEW

Consistent with the Campus Alberta Planning Framework (CAPF), and as part of its stewardship role, each institution responds to the needs of the community within its region as defined by its mandate or mission. Below is a brief discussion of the internal and external consultation, which has occurred in developing the 2011/12 to 2013/14 Comprehensive Institutional Plan (CIP).

NAIT uses a consultative, engagement approach to the development and implementation of all major initiatives and strategies. The Academic Plan, which is now entrenched within the CIP, was developed through a broad external and internal consultation process, and continues to provide strategic direction for NAIT.

NAIT began the process of developing its CIP by reviewing the Government of Alberta's Business Plan, the principles of Campus Alberta, the Roles and Mandate Policy Framework, the Alberta Campus Planning Framework, and our Academic Plan with the Academic Leadership Team (ALT). The ALT met in May of 2010 to begin the process of identifying the strategic priorities for the 2010/11 academic year, including the launch of new programs, the process for review and analysis of existing programs, and other NAIT priorities. In September of 2010, the ALT reviewed the accomplishments and outcomes of the 2009/10 year, and developed implementation plans for the strategic priorities of 2010/11. These reaffirmed strategies are integrated into the 2011/12 to 2013/14 Comprehensive Institutional Plan.

NAIT continues to use an inclusive process to engage internal stakeholders in the development and implementation of strategies, using cross functional teams for implementation of each strategy and regular communication from the Executive team regarding ongoing operations and new strategic initiatives.

NAIT's program review process is an ongoing major focus with an anticipated outcome of creating a strategic and sustainable mix of programs that meets the needs of learners, society, and the economy in Alberta. The process is inclusive of external stakeholders through program advisory committees and open stakeholder consultation sessions.

NAIT continues to seek collaborative education partners, for the purpose of increasing access for learners to a variety of different program offerings and credential laddering opportunities. A partnership with Northern Lakes College (NLC) will provide the Water and Waste Water (WWW) program in the NLC region in January to April 2012. Additionally, NAIT continues to develop courses in WWW for delivery of the certificate program through eCampus Alberta, and is determining what other programs can best be delivered in this format.

In subsequent years, we anticipate continuing with a collaborative process that appreciates the best of what is, and builds on these successes while looking out to the future of what is needed in Alberta. NAIT feels it is important that each institution seek to further develop its strengths with respect to program areas, to provide the greatest benefit to learners in Alberta.

The Program Advisory Committee Role

NAIT's programs are guided by the advice of more than 1,000 members across 100 Program Advisory Committees (PAC). The advice provided by the various Advisory Committees helps guide our decision-making on two primary fronts:

- Firstly, PAC's provide advice and guidance on NAIT programs, which helps us fulfill our role as an "instrument of economic development," as demonstrated by our practical, career-oriented technical education; responsiveness to the needs of industry; and strong links with the employment sectors that are served by our programs.

- Secondly, PAC's provide advice and guidance on ensuring that we maintain and strengthen the special-purpose nature of NAIT programs, which focus primarily on technical education in the career fields of health sciences, business, information and communications technology, engineering technologies, industrial technologies, and trades.

Additionally, PAC's help us in:

- The identification of the number of new employees industry requires;

- The competencies graduates should possess – the skills, knowledge, and abilities;

- The industry trends that affect technical education; and

- The extent to which NAIT education is fulfilling employers' needs.

Further, in support of these and other activities of importance to the Program and the Institute, the Advisory Committee provides a key advocacy role to the Institute, by acting as a planning, communications, promotion, and support link between the Institute and the specific sector represented by the Committee.

Committee Composition

Committees are composed of members who represent business, industry, government, and non-government organizations (NGO) that are served by NAIT's instructional programs. Members of the Advisory Committee are generally managers, supervisors, and senior "practitioner-level" employees of the small, medium, and large companies and organizations who hire our graduates.

Term Appointments

Members are appointed by the Dean in consultation with the Program Chair and the Chairperson of the Committee for a limited term, subject to reappointment. Members normally serve a three-year term and may be reappointed.

Chairperson

A Chairperson is elected by the Committee's members and normally serves a three-year term.

NAIT Faculty Representation

Selected NAIT faculty serve on the Advisory Committee as resource persons.

Committee Operation

The Committee meets annually at the invitation of the Dean and the Advisory Committee Chairperson, or more frequently as deemed necessary. Committee members from business and industry are active participants with voting privileges. NAIT staff and guests at meetings do not have voting privileges.

External Partners and Customers

The President's Advisory Council consists of senior executives and corporate leaders representing a broad cross-section of business and industry. The mandate of this committee is to create a forum for effective communication between NAIT's executive team and key decision-makers who are responsible for Alberta's private sector growth and development. The external stakeholder members serving on the President's Advisory Council provide NAIT with high-level strategic insight into current and future economic conditions, industrial development, productivity improvements, and innovation, and also provide direction as to the workforce requirements needed to support the growth and development of Alberta's economy.

NAIT also maintains Partnership Committees with the Institute's leading investors, donors, and corporate training customers. Each committee is customized to steward and manage the relationship between NAIT and one external partner, to ensure that contractual commitments are successfully delivered and completed. Partnership Committees provide enhanced dialogue, collaboration, and customer service between NAIT and its most significant external partners, who have a vested interest in the Institute's ability to continue developing educated, skilled, and successful learners.

ENVIRONMENTAL SCAN

PEOPLE AND DEMOGRAPHICS

Alberta's population is aging, with declining numbers of youth and working age people to participate in post-secondary learning, meet labour market needs, and support growing numbers of older, retired Albertans. While the province has strong levels of educational attainment, the Provincial economy is increasingly reliant on attracting educated individuals from elsewhere in Canada and the world. In the meantime, Alberta has the lowest high school completion rate and the lowest post-secondary participation rate in Canada. Further, those segments of Alberta's population showing the strongest population growth are also those with the lowest levels of educational attainment and labour market participation[i] (Alberta Advanced Education and Technology Environmental Scan).

Nevertheless, NAIT has reached unparalleled levels of application pressure – in the 2010 academic year NAIT had over 11,000 distinct applicants[ii] compared to 8,500 in 2007; an increase of 30% in just 4 years. During this time, NAIT's capacity to accommodate new students in technology programs has remained essentially fixed at 4,300. Although economic downturn positively affects application pressure, NAIT has always had application pressure that well exceeds capacity.

The challenge for NAIT, and indeed the entire post-secondary system in Alberta, is to increase capacity and accessibility, especially in economically strategic program areas, in an environment of capped funding and budgetary shortfall. NAIT will respond to these challenges with strategic enrolment management and continuous reassessment of the program mix.

THE ECONOMY

While still feeling the effects of the recession, Alberta is emerging and entering a period of economic recovery. A return to a more stable period of economic growth is expected. In Alberta, post-secondary participation and economic strength are linked. The largest anticipated labour market shortages are forecasted in the trades, health sciences, business, and physical, natural, and applied sciences program bands. While increasing access in these priority program areas is important, Alberta does not have the population base to meet projected labour market demand.

Whether boom times or bust, full time enrolment at NAIT has been relatively stable over the past ten years. Labour market shortages are predicted in areas that match much of the core programming at NAIT. NAIT is a crucial instrument of labour market supply. Despite the economic downturn, the graduating class of 2010 experienced an overall employment rate of 91% and a labour force participation rate of 98%[iii]. Within the parameters of its mandate, NAIT will continue to optimize access to labour force relevant learning opportunities leading to certificate, diploma, and baccalaureate degrees.

POST-SECONDARY ENROLMENT AND STUDENT FLOWS

Alberta's post-secondary enrolment has increased steadily over the past decade, with notable increases in demand during the recent period of economic downturn. Linked in part to the availability of labour market opportunities, Alberta has the lowest post-secondary participation rate in Canada, with variation among regions of the province.

While enrolment in apprenticeship training at NAIT has been variable in accordance with economic cycles, enrolment in technology programs has been stable and dependable, while graduate employment has remained strong.[iv] Continuous assessment of program mix will enable NAIT to remain relevant in a dynamic social and economic milieu.

The majority of Albertans do not transition directly to post-secondary education upon completing high school, and tend to delay post-secondary education. This is especially true at NAIT, where the average age of entering students is 23 and nearly half claim previous

post-secondary enrolment.[v] There is strong movement around the province, as learners choose to take advantage of opportunities – educational and otherwise – outside their home region. While students are increasingly mobile, some are more mobile than others. There is a need to balance the alignment of capacity and demand for educational opportunities while ensuring that learners who are unable to relocate can access learning opportunities where they live – either in person or through distance education. NAIT is strategically developing online learning, not only to create blended learning opportunities for resident students, but also to create access for those students who would choose not to attend in person.

Today's "millennial" student is more mobile, more selective, and has greater expectations and needs in pursuit of academic goals. To better facilitate student success in a contemporary environment, NAIT is actively re-engineering its model for academic program delivery. Over the course of this Comprehensive Institutional Plan, NAIT intends to introduce a new model of program delivery that will facilitate more flexible pathways for students to complete programs, including incorporation of Prior Learning Assessment Recognition (PLAR), and program transferability. NAIT will also move to greater standardization of program length and course credits, which will allow better transferability for students, whether coming to the Institute or leaving it.

DEMAND AND CAPACITY

Alberta's advanced education system can expect peak enrolment growth of approximately 14,445 full load equivalents (FLEs) over the 2009-19 forecast period.[vi] Varying levels of enrolment growth are expected across programs, institutions, and regions. At the system level, peak demand over capacity forecasts estimate a shortfall for NAIT of greater than 2,000 FLE by 2019. This is the greatest shortfall estimate in the system. Overall, only five colleges or universities in the Alberta system are attributed an estimated shortfall on demand/capacity.

The demand for training in NAIT's apprenticeship programs is the largest in Alberta, with a capacity to train approximately 15,000 apprentices per year across 34 trades. However, apprenticeship demand reflects economic activity, and so NAIT is vulnerable to economic cycles and the retention of its faculty and staff in times of economic recession. NAIT will continue to work with the department of Advanced Education and Technology, to fund "bridging programs" that can be provided during a time of softening apprenticeship enrolment, to retain as many apprenticeship instructors as possible, and be in a position to respond quickly to increased enrolment when the economy recovers.

RESEARCH

Over the past year, a number of changes to Alberta's research and innovation system have been implemented in order to streamline activities and increase the ease of navigating the application process. Work on strengthening the ties between Campus Alberta and Alberta Innovates is progressing. The Alberta Research Capacity Planning Framework (ARCPF) is the means by which the Government of Alberta will seek to manage the "Alberta sponsored" research agenda. NAIT is only beginning to identify its strong research and innovation capacity, and has attracted significant sponsorship of its research abilities from external agencies such as the Natural Sciences and Engineering Research Council (NSERC) of Canada and others. Over the life of this Comprehensive Institutional Plan, NAIT will make purposeful strides to further incorporate a culture of research into the daily fabric.

[i] *Campus Alberta Planning Framework, 2010. "Profiling Alberta's Post-Secondary System". Alberta Advanced Education and Technology.*
[ii] *Northern Alberta Institute of Technology, Office of Institutional Research*
[iii] *Ibid*
[iv] *NAIT Program Summary, Office of Institutional Research*
https://www.nait.ca/portal/server.pt?open=space&name=Dir&id=6&psname=Opener&psid=5&cached=true&in_hi_userid=80973&control=DirRepost&rangeFrom=41&rangeTo=80
[v] *Entering Student Survey, 2008; NAIT Office of Institutional Research*
[vi] *Campus Alberta Planning Framework 2010, pp. 64-65*

GOALS, PRIORITY INITIATIVES, EXPECTED OUTCOMES, AND PERFORMANCE MEASURES

ACCESS AND ENROLMENT PLAN

We believe students are successful when they realize their academic, career, and personal goals and therefore strategy Champion Student Success (CSS) 1.1 is to "Integrate and enhance all aspects of the student experience, defined by a philosophy of holistic student success." We have developed a process to engage all our stakeholders in helping us to define this more fully. Academic excellence is achieved through relevant curriculum, quality instruction, innovative delivery, and opportunities to pursue applied research.

Over the next few years, NAIT will transform its relationship with our student body with the implementation of a new academic model. This academic model sets the stage to help NAIT meet the emerging needs of students and provide choices with respect to full-time and part-time studies, alternative delivery methods, and flexible pathways.

As a result, the system descriptors used within the new academic model accommodate components such as flexible learning pathways, outcomes based education, standardization of credit, a focus on the whole student and her/his development, strategic enrolment management, integration of administrative, virtual, and physical services, and flexible options for credential and career progression. Furthermore, collaborative partnerships between academic units and programs are encouraged to facilitate progression and career pathways for students.

At NAIT, we want the programs we offer to:

• provide students with opportunities for career and credential progression;

• meet Alberta's need for a skilled workforce; and

• build on NAIT's fundamental strengths and expertise.

As the economy and technologies evolve, so too must our programs. To ensure our programs continuously improve and remain relevant in a changing world, and that we have a strategic, sustainable mix of programs, we have formalized an annual program review, involving seven distinct internal steps, followed by approval by the Minister of Advanced Education and Technology.

FIGURE 4   **PROGRAM REVIEW PROCESS**

Provost and Vice President Academic	Executive Committee	Sunrise/ Sunset Committee	ALT [1]	Program Excellence Sub Committee	Academic Council	NAIT Board of Governors	Minister of AET [2]

(1) Academic Leadership Team (ALT)
(2) Advanced Education and Technology (AET)

Included in the first step, under the Office of the Provost and Vice President Academic, are three key activities in regards to existing programs:

Program Self Assessment

This annual process, led by the Chair, begins with program faculty and staff examining and reflecting on practices in a thoughtful and objective manner using feedback from a variety of sources. The process is guided by the *Academic Program Self-Study: A Guide for Program Self Assessment.*

School Report

The Dean then reviews and evaluates each program report, using the five criteria (relevance, demand, quality, resource utilization, and opportunities) outlined in the School Report Outline. The Dean reflects on each program's fit within the academic organization, its sustainability over time, the capacity to offer the program, and the proficiency in offering the program.

Each program is placed into one of four categories:

• enhance or expand (including new programs);

• maintain with minor modification;

• revise, reorganize, or consolidate (major revision); or

• further analysis and consideration for suspension.

Institute Report

The Academic Affairs Portfolio – Program Review Working Committee, which includes Deans, Associate Deans, and the Directors of Institutional Research, and Degree Development and Academic Planning, review the School Reports, and make recommendations in the Institute Report.

For new programs, the Office of the Provost and Vice President Academic, working together with the Academic Leadership Team and the Director of Degree Development and Academic Planning, identify and develop new program proposals, which then enter the established Program Review Process, to ensure that the appropriate due diligence is completed. For degree programs, following submission to the department of Advanced Education and Technology, there is an additional step involving a review and recommendation by the Campus Alberta Quality Council.

The goal of NAIT's annual review process is to ensure our programs remain accountable, sustainable, and viable, while at the same time ensuring alignment with the Campus Alberta vision to foster collaboration and coordination, where possible. This process encourages program excellence, and engages program faculty, staff, students, advisory councils, and industry partners in reviewing qualitative and quantitative data on program performance. It also allows us to identify potential new programs, such as the following:

New Diploma Programs

• Educational Technology

• Robotics, Automation, and Control

• Respiratory Medical Team Assistant

• Post-diploma in Advanced Respiratory

• Millwright Technology

• Water and Waste Water

New Baccalaureate Degree Programs

• Bachelor of Health Informatics

• Bachelor of Technology in Construction Project Management

• Bachelor of Technology in Applied Research Analyst

• Bachelor of Technology in Digital Media and IT

As a result of the program review completed and NAIT's current physical capacity, NAIT will have a slight decrease in Certificate enrolment, which will be offset by an increase in enrolment in Degree programs over the next three years, as follows:

TABLE 1   FULL LOAD EQUIVALENT

	2011/12	2012/13	2013/14
Certificate Programs and Courses	1,950	1,925	1,900
Diploma Programs and Courses	6,800	6,800	6,800
Degree Programs and Courses	1,200	1,225	1,250
Apprenticeship Programs	2,800	2,800	2,800
Total	**12,750**	**12,750**	**12,750**

TABLE 2   DISTRIBUTION OF FULL LOAD EQUIVALENT

	2011/12	2012/13	2013/14
Certificate Programs and Courses	15.3%	15.1%	14.9%
Diploma Programs and Courses	53.3%	53.3%	53.3%
Degree Programs and Courses	9.4%	9.6%	9.8%
Apprenticeship Programs	22.0%	22.0%	22.0%
Total	**100.0%**	**100.0%**	**100.0%**

TABLE 3   ENROLMENT ESTIMATES (STUDENTS SERVED AND REGISTRATIONS), 2011/12 TO 2013/14

Students Served and Registrations	2011/12	2012/13	2013/14
Students in full time programs	8,650	8,650	8,650
Continuing Education registrations	20,000	20,000	20,000
Corporate and International Training registrations	2,300	2,550	2,900
Students in apprenticeship programs	12,300	12,300	12,300
Total Credit Programs	43,250	43,500	43,850
Continuing Education registrations	16,000	16,000	16,000
Corporate and International Training registrations	14,000	16,500	18,250
Summer recreation and sport camp registrations	1,500	1,500	1,500
Total Non-Credit	31,500	34,000	35,750
Total	**74,750**	**77,500**	**79,600**

The volume of apprenticeship training in programs and courses is based on requests from the Apprenticeship and Industry Training Branch of Advanced Education and Technology. NAIT's peak enrolment for apprenticeship training was in 2008/09 when the number of scheduled seats was 15,049 (excludes training in Fairview and Grande Prairie, which have been transferred to Grande Prairie Regional College).

For 2011/12, NAIT will schedule 12,300 apprenticeship training seats, which is 1,239 less than 2010/11 and 2,749 seats fewer than the peak of 2008/09. NAIT has 20 trades where the number of seats scheduled is in excess of the base funded trade commitment level. As a result, 33% of the seats offered (4,059 seats, $13.977 million) are on the basis of one-time funding that is subject to annual review. This continues to place a high degree of risk on NAIT when the demand for apprenticeship training decreases.

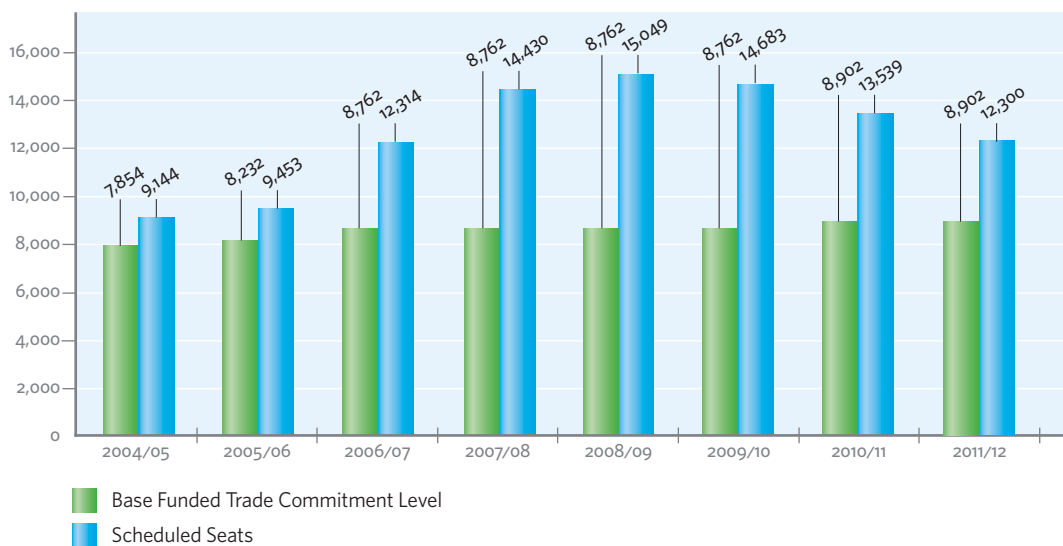**APPRENTICESHIP TRAINING SEATS**   **FIGURE 5**

Base Funded Trade Commitment Level
Scheduled Seats

TABLE 4   **PROJECTED APPRENTICESHIP ENROLMENT, 2011/12**

Projected Apprenticeship Enrolment	2010/11	Change	2011/12	Trade Commitment Level	Trades in excess	Trades less than
Trades with decrease						
Welder	1,400	(260)	1,140	1,410	-	270
Electrician	2,556	(204)	2,352	1,050	1,302	-
Heavy Equipment Technician	1,056	(168)	888	600	288	-
Millwright	640	(140)	500	420	80	-
Automotive Service Technician	784	(120)	664	630	34	-
Machinist	380	(100)	280	330	-	50
Parts Technician	289	(78)	211	170	41	-
Plumber	1,128	(72)	1,056	600	456	-
Communication Technician	160	(48)	112	96	16	-
Instrument Technician	544	(48)	496	450	46	-
Steamfitter - Pipefitter	744	(24)	720	320	400	-
Power Lineman	336	(14)	322	70	252	-
Floorcovering Installer	36	(12)	24	48	-	24
Outdoor Power Equipment Technician	48	(12)	36	-	36	-
Cabinetmaker	129	(3)	126	150	-	24
	10,230	**(1,303)**	**8,927**	**6,344**	**2,951**	**368**
Trades with increase						
Boilermaker	192	12	204	108	96	-
Cook	156	24	180	230	-	50
Power Systems Electrician	112	28	140	28	112	-
	460	**64**	**524**	**366**	**208**	**50**
Trades with no change						
Auto Body Technician	165	-	165	240	-	75
Baker	48	-	48	96	-	48
Carpenter	900	-	900	500	400	-
Crane and Hoist - Boom Truck	96	-	96	96	-	-
Crane and Hoist - Mobile Crane	108	-	108	108	-	-
Electronic Technician	-	-	-	84	-	84
Gasfitter	72	-	72	72	-	-
Insulator	288	-	288	144	144	-
Ironworker	324	-	324	216	108	-
Lather - Interior Systems Mechanic	72	-	72	60	12	-
Painter & Decorator	36	-	36	48	-	12
Refrigeration Mechanic	140	-	140	140	-	-
Rig Technician	144	-	144	-	144	-
Roofer	96	-	96	60	36	-
Sheet Metal Worker	288	-	288	232	56	-
Structural Steel & Platefitter	72	-	72	96	-	24
	2,849	**-**	**2,849**	**2,192**	**900**	**243**
	13,539	**(1,239)**	**12,300**	**8,902**	**4,059**	**661**

RESEARCH

NAIT's mandate statement regarding applied research, the Government of Alberta research priorities, and Advanced Education and Technology goals regarding research guide our decision making with respect to institutional research priorities. Our mandate statement reads in part, "NAIT engages in innovative applied research in areas such as boreal forest reclamation, oil sands sustainability, green chemistry and engineering, sustainable business practices, productivity enhancement, and others as identified by industry." As such, in addition to alignment with government priorities and goals, our research focus must also be industry based. Further, our research focus must enhance the educational experience of our students and build knowledge and skills within our faculty.

NAIT's Research Priorities for 2011/12 to 2013/14 are listed below.

NAIT's Research Priorities (2011/12 to 2013/14)   TABLE 5

Established	Emerging
Boreal Reclamation	Corporate Social Responsibility
Green Chemistry and Engineering	Health Simulation Technology
Green Roof Technology	Local Economic Development
Nanotechnology	Occupational Fitness
Product Development	Robotics, Automation, and Autonomous Vehicles
	Scholarship of Teaching and Learning
	Watershed Habitat Management and Improvement

SUSTAINABILITY

Of NAIT's total 2011/12 revenue of $294.9 million, only Continuing Education and Corporate & International Training revenue, Ancillary Services, and other revenue, or 21.9% of total revenue, is determined by NAIT subject to market factors, while the remaining 78.1% is determined through government grants and regulation. NAIT will continue to grow the revenue streams under its control where possible, based on appropriate business plans and analysis.

NAIT's average tuition for a full-time program was increased by 0.35% in 2011/12, in accordance with the Alberta Post-secondary Institutions' Tuition Fees Regulation, resulting in an amount of $3,906 per full load equivalent for most full-time programs. NAIT has the lowest average tuition fees amongst the urban colleges, technical institutes, and universities in Alberta, which covers only 20% of the cost of delivering credit programs. In the case of Apprenticeship programs, the 2011/12 tuition fee is $95 per week ($760 for 8 weeks of technical training), which covers only 10% of the cost of delivering these programs. Revenue generated from regulated tuition fees for credit and apprenticeship programs will need to be reconsidered by Advanced Education and Technology, to assist in providing the appropriate resources for long term sustainability.

NAIT understands the current provincial financial challenges, and is doing its part in managing through this period taking a measured approach, to achieve a balanced budget over the next four years. The budget gap that arises from government grants and regulated tuition revenue remaining flat while expenses continue to increase is approximately $20.6 million. Under this scenario, budget strategies resulting in increased revenue and/or reduced expenses are needed in the following amounts in the years as noted:

TABLE 6   ESTIMATED AMOUNT OF BUDGET STRATEGIES REQUIRED BY YEAR

	(in millions)
Included within the 2011/12 Budget	$ 5.7
Future Year's Budget Strategies to be Identified and Implemented	
2012/13	6.8
2013/14	5.1
2014/15	3.0
Subtotal – Future Year's Budget Strategies	14.9
Total	**$ 20.6**

In each successive year, it will become progressively more difficult to identify and implement budget strategies to achieve the financial plan, and the impact to NAIT's programs and services will become greater. To ensure long term sustainability, appropriate increases to government grants in the upcoming fiscal years should be reconsidered as a high priority by the government.

NAIT will continue to examine program and service areas for operating efficiencies, and implement changes as appropriate.

COMMUNITY

NAIT is proactive in engaging its communities on many levels:

• Local (Edmonton and area) – through ongoing stakeholder consultations, Board of Governors' perspectives, Program Advisory Committees, President's Advisory Council, and interaction with the municipal government.

• Provincial – through active participation and support of Campus Alberta, membership in the Association of Alberta Colleges and Technical Institutes, and ongoing consultation with provincial government representatives.

• National - through active participation in Polytechnics Canada and the Association of Canadian Community Colleges, and ongoing dialogue with federal government representatives.

• International – through relationships with various foreign governments or companies operating in foreign jurisdictions, for the purposes of providing technical education or undertaking applied research.

NAIT's expected outcomes and strategies, including applicable measures, are organized around its three directions of Champion Student Success, Pursue Academic Excellence, and Advance Institutional Sustainability, which are presented on pages 30 to 40, and therefore are not repeated in this section. A number of the expected outcomes and strategies are related to the community.

COMPETITIVENESS

NAIT's role in enhancing Alberta's competitiveness and global marketability is reflected in our Mandate Statement, which states the following:

"In order to be competitive in a global economy, business and industry require a workforce with the knowledge, skills, and attitudes to recognize and pursue opportunities, improve productivity, embrace change, and promote innovation. As an internationally recognized Polytechnical Institution, NAIT is a leader in equipping its graduates for success in the global economy."

There are a number of strategies that are directly related to enhancing Alberta's competitiveness and global marketability:

• Strategy PAE1.1 – Provide a mix of programs and applied research opportunities that meet the needs and expectations of learners, the economy, and society, as defined by the Roles and Mandates Framework.

• Strategy PAE2.2 – Pursue applied research opportunities that deliver relevant solutions and enhance student and staff success.

• Strategy PAE3.1 – Develop opportunities for faculty and students to explore and use new and emerging technologies.

• Strategy AIS1.1 – Pursue opportunities to further establish NAIT's role as a globally valued solutions provider.

• Strategy AIS1.4 – Build brand awareness and appreciation for NAIT's educational programs, value-added services, and applied research among current and prospective stakeholders.

• Strategy AIS2.2 – Develop, enhance, and steward partnerships with corporations, governmental, and non-governmental organizations and individuals.

Some examples of NAIT's contribution to Alberta's competitive edge are:

• Technical education

  – Introduction of the Alternative Energy Technology diploma program in the 2011/12 year, the first of its kind in Alberta, to be provided in the new Alternative Energy Centre containing a broad range of alternative energy technologies, including geothermal, solar, wind, fuel cell, micro-hydro, and co-generation.

  – Introduction of the Nanotechnology Systems diploma program in the 2010/11 year, the first of its kind in Canada.

  – Included in the plans for the Centre for Applied Technologies, is an on-site Water and Waste Water Treatment Plant, which is a first for a Canadian post-secondary institution. The plant will not only service the water and waste water requirements of the Centre, but also be the laboratory for the Water and Waste Water academic program.

• Applied Research - NAIT's applied research capabilities have the ability to turn practical ideas into profitable ventures. Applied research capabilities at NAIT include prototype development, beta testing, systems design, new business ventures, and problem-solving in specified areas of expertise, as presented in the Research section on pages 50 and 51.

CORE BUSINESS, OUTCOMES, AND STRATEGIES

In developing this three-year Comprehensive Institutional Plan, expected outcomes and strategies from the 2010/11 – 2013/14 Business Plan were assessed and updated to reflect NAIT's Academic Plan and emerging priorities.

The following outcomes and strategies are to be achieved over the life of the 2011/12 to 2013/14 NAIT Comprehensive Institutional Plan. The preamble that accompanies each key direction identifies important ongoing core business activities at NAIT that, in addition to the expected outcomes and strategies, support NAIT 20/21.

Key Direction: Champion Student Success (CSS)

Core Business

NAIT's vision is to be globally valued for student success, applied research, and innovation. Students are successful when they realize their academic, career, and personal goals. Their individual accomplishments define NAIT's success as an organization.

Fostering student success begins with informed activities that engage potential students who are equally committed to success. It includes all activities that support accessibility, such as student awards and bursaries, academic achievement, enrichment of campus life, development of social responsibility, and the future goals of graduates. A major component of this is NAIT's website, which is maintained so as to be an engaging and effective means of communication for prospective students.

NAIT will provide students with opportunities to blend personal growth with academic achievement. Student involvement and persistence are promoted through extracurricular activities, student organizations, and events that sustain an active and vibrant campus life.

Core performance measures for this Key Direction include the employment of graduates from the Institute's full-time programs and apprenticeship programs within a specified time, and the graduates' satisfaction with their educational experience while at NAIT.

Expected outcomes, strategies, and business measures associated with this Key Direction are presented on the following pages.

Core Performance Indicators

Employment of Full-Time Program Graduates

Description:
The percentage of program graduates employed within nine months of completing their studies

Target: 90%
Benchmark: 90%

Data Source: NAIT annual Graduate Employment and Satisfaction Survey

Employment of Apprenticeship Program Graduates

Description:
The percentage of apprentice graduates employed two years after program completion

Target: 90%
Benchmark: 94% (2003/04)

Data Source: Alberta Apprenticeship and Industry Training Board

Key Direction: Champion Student Success (CSS)

Graduate Satisfaction with Educational Experience

Description:
The percentage of program graduates expressing overall satisfaction with their educational experience

Target: 95%
Benchmark: 95%

Data Source: NAIT annual Graduate Employment and Satisfaction Survey

Student Scholarship and Bursary Funds Available

Description:
The overall value of funds available for disbursement on an annual basis

Target: An increase of 4% over the previous year
Benchmark: Rolling average of the dollar amount over the previous three years

Data Source: NAIT Student Awards Office

Expected Outcome CSS1

NAIT is accessible and appealing to prospective students.

Strategy CSS1.1 – Integrate and enhance all aspects of the student experience, defined by a philosophy of holistic student success.

Strategy CSS1.2 – Provide flexible learning pathways for students.

Strategy CSS1.3 – Employ effective and efficient recruitment methods and admissions practices.

Performance Indicators for Outcome CSS1

Proportion of Graduates Who Would Recommend NAIT

Description:
The percentage of program graduates who would recommend NAIT to others

Target: 95%
Benchmark: 95%

Data Source: NAIT annual Graduate Employment and Satisfaction Survey

Ratio of Qualified Applicants Over Quota

Description:
The number of qualified applicants in an academic year as a ratio of the number of Semester 1 seats offered in the same year

Target: Ratio of 2.5:1
Benchmark: Ratio of 2.5:1

Data Source: NAIT Student Information Systems

Key Direction: Champion Student Success (CSS)

Expected Outcome CSS2

NAIT actively supports students in their pursuit of success.

Strategy CSS2.1 – Provide comprehensive customer-focused student services that integrate academic, administrative, virtual, and physical services.

Strategy CSS2.2 – Provide a healthy, respectful, safe, and inclusive learning environment that supports the development and expression of professional values, attitudes, and behaviours.

Strategy CSS2.3 – Implement a strategic enrolment plan.

Performance Indicators for Outcome CSS2

Graduate Satisfaction with Quality of Student Services

Description:
The percentage of program graduates who are satisfied with the quality of services provided

Target: 90%
Benchmark: 90%

Data Source: NAIT annual Graduate Employment and Satisfaction Survey

Student Retention

Description:
Graduate-to-quota ratio (the number of graduates in the year as a ratio of the sum of all program quotas)

Target: 75%
Benchmark: 75%

Data Source: NAIT Student Information Systems

Key Direction: Champion Student Success (CSS)

Expected Outcome CSS3

NAIT's academic initiatives enhance the career and future learning goals of students and employees.

Strategy CSS3.1 – Offer collaborative programming within and between our schools as well as other post-secondary institutions.

Strategy CSS3.2 – Pursue additional transfer agreements.

Strategy CSS3.3 – Provide students with options for credential and career progression.

Strategy CSS3.4 – Create market demand continuing education opportunities.

Performance Indicator for Outcome CSS3

Graduate Satisfaction with Benefits Acquired

Description:
Percentage of program graduates expressing satisfaction with skills, knowledge, and opportunities acquired

Target: 95%
Benchmark: 90%

Data Source: NAIT annual Graduate Employment and Satisfaction Survey

Key Direction: Pursue Academic Excellence (PAE)

Core Business

All faculty and staff have a primary responsibility to contribute to this key direction. Our commitment is to facilitate learning for each individual student.

Faculty and students recognize that each partner must actively participate to optimize learning. Academic excellence is achieved through relevant curriculum, quality instruction, innovative delivery, and opportunities to pursue applied research. NAIT will continue to maintain and promote provincial and national accreditation in all relevant programs.

While using sound business case practices, NAIT will increase learning and applied research opportunities to meet industry demand, ensuring program excellence and sustainable program and enrolment mix.

The core performance measure for this Key Direction is employer satisfaction. Expected outcomes, strategies, and business measures associated with this Key Direction are presented on the following pages.

Core Performance Indicator

Employer Satisfaction

Description:
The percentage of employers satisfied with the technical skills and knowledge of NAIT graduates

Target: 95%
Benchmark: 90%

Data Source: NAIT Employer Satisfaction Survey

Key Direction: Pursue Academic Excellence (PAE)

Expected Outcome PAE1

NAIT has the highest quality and effectiveness of instructional delivery and programming.

Strategy PAE1.1 – Provide a mix of programs and applied research opportunities that meet the needs and expectations of learners, the economy, and society, as defined by the Roles and Mandates Framework.

Strategy PAE1.2 – Implement a process of program evaluation that drives all aspects of academic excellence.

Strategy PAE1.3 – Incorporate an Outcomes-Based Learning approach in all NAIT programs.

Strategy PAE1.4 – Implement the use of e-learning for course and program delivery in all NAIT programs.

Strategy PAE1.5 – Incorporate innovation and technology in the design, development, and delivery of curriculum and applied research.

Performance Indicators for Outcome PAE1

Graduate Satisfaction with Overall Quality of Their Program

Description:
Percentage of graduates expressing satisfaction with the overall quality of their program

Target: 90%
Benchmark: 88%

Data Source: NAIT annual Graduate Employment and Satisfaction Survey

Proportion of Graduates Who Would Recommend Their Program to Others

Description:
Percentage of graduates who would recommend their program to others

Target: 91%
Benchmark: 90%

Data Source: NAIT annual Graduate Employment and Satisfaction Survey

Graduate Satisfaction with Quality of Instruction

Description:
Percentage of program graduates who are satisfied with the quality of instruction

Target: 90%
Benchmark: 88%

Data Source: NAIT annual Graduate Employment and Satisfaction Survey

Satisfaction with Quality of Instruction Among Contract Learners

Description:
The percentage of learners in non-credit courses who express satisfaction with the quality of instruction received

Target: 90%
Benchmark: 88%

Data Source: NAIT student satisfaction surveys

Graduate Achievement

Description:
The percentage of NAIT apprentices who are successful on Provincial examinations

Target: 93%
Benchmark: 91%

Data Source: Alberta Apprenticeship and Industry Training Board

Satisfaction with Quality of Educational Experience Among Contract Learners

Description:
The percentage of learners in non-credit courses who express satisfaction with the quality of their overall educational experience

Target: 95%
Benchmark: 95%

Data Source: NAIT student satisfaction surveys

Key Direction: Pursue Academic Excellence (PAE)

Expected Outcome PAE2

Applied research and scholarly activity at NAIT is industry relevant and supports academic achievement.

Strategy PAE2.1 – Explore a flexible and adaptive workload model incorporating teaching, professional development, applied research, and scholarly activity.

Strategy PAE2.2 – Pursue applied research opportunities that deliver relevant solutions and enhance student and staff success.

Strategy PAE2.3 – Develop sustainable applied research programs.

Performance Indicators for Outcome PAE2

Proportion of Active Applied Research Projects that Engage External Partners.

Description:
Count of active applied research projects with identified external partners as a ratio of all active research projects identified in core business performance indicator

Target: 60%
Benchmark: A rolling average of the previous three years

Data Source: novaNAIT

Number of Staff Members Engaged in Active Applied Research Projects

Description:
Count of individuals who are NAIT staff and are identified in all active applied research projects identified in core business performance indicator

Target: TBD
Benchmark: A rolling average of the previous three years

Data Source: novaNAIT, NAIT Human Resource Management System

Proportion of Active Applied Research Projects that Engage Students

Description:
Count of active applied research projects with identified student involvement as a ratio of all active applied research projects identified in core business performance indicator

Target: TBD
Benchmark: A rolling average of the previous three years

Data Source: novaNAIT, NAIT Student Administration System

Number of Applied Research Projects

Description:
Number of Applied Research Projects that are active in the academic year

Target: 30 per year
Benchmark: Rolling average (count) of active applied research projects over the previous three years

Data Source: novaNAIT, NAIT Financial Systems

Expected Outcome PAE3

NAIT is a leader in new technology initiatives.

Strategy PAE3.1 – Develop opportunities for faculty and students to explore and use new and emerging technologies.

Strategy PAE3.2 – Develop and implement a comprehensive plan that encompasses teaching, learning, and administrative technologies.

Key Direction: Advance Institutional Sustainability (AIS)

Core Business

NAIT is a leader in technical training, applied education, and applied research. Ensuring that NAIT's programs, technology, infrastructure, and equipment match the education, training, and applied research needs of students, business, and industry is vitally important to the continued success of the organization.

The sustainability of the Institute is supported by partnerships with individuals, corporations, and public organizations that benefit NAIT through sponsorships, endowments, and donations. Business development activities in local, national, and international markets are core to the generation of enterprise revenue. Communication of NAIT's uniqueness, value, brand, and image is central to the enhancement of NAIT's reputation.

Accurate, comprehensive, and timely information serves NAIT's business functions, supports student success, and guides strategic decision-making. NAIT optimizes the use of technology in all activities related to capturing business transactions and meeting data retrieval requirements in the various forms required by individuals or business units.

Organizational effectiveness and learning is the sum of individual efforts. As a learning and applied research organization committed to sustainability, NAIT seeks to recruit outstanding staff and provide development opportunities for current staff.

Core performance measures for this Key Direction include graduates' satisfaction with the relevancy of their courses and the annual count of graduates from credit programs.

Expected outcomes, strategies, and business measures associated with this Key Direction are presented on the following pages.

Core Performance Indicators

Graduate Satisfaction with Relevancy of Courses

Description:
The proportion of program graduates who are satisfied with the relevancy of their courses

Target: 95%
Benchmark: 92%

Data Source: NAIT annual Graduate Placement and Satisfaction Survey

Total Number of Graduates

Description:
Total number of graduates from apprenticeship, certificate, diploma, applied degree, and baccalaureate degree programs

Target: 7,900
Benchmark: 7,895 (2009/10)

Data Source: NAIT Student Information Systems

Key Direction: Advance Institutional Sustainability (AIS)

Expected Outcome AIS1

NAIT is recognized as a world-class provider of hands-on technical education and skills training.

Strategy AIS1.1 – Pursue opportunities to further establish NAIT's role as a globally valued solutions provider.

Strategy AIS1.2 – Develop and implement a comprehensive strategy for International Education.

Strategy AIS1.3 – Support NAIT's academic initiatives with integrated student recruitment, communications, marketing, and web development.

Strategy AIS1.4 – Build brand awareness and appreciation for NAIT's educational programs, value-added services, and applied research among current and prospective stakeholders.

Strategy AIS1.5 – Align with the Campus Alberta visual identity brand.

Performance Indicators for Outcome AIS1

Credit Enrolment

Description:
Total credit FLE

Target: 12,750
Benchmark: 13,185 (2009/10)

Data Source: Advanced Education and Technology

Non-Credit Enrolment

Description:
Total non-credit registrations

Target: 31,500
Benchmark: 34,890 (2008/09)

Data Source: NAIT Student Information Systems

Net Revenue from Continuing Education and Contract Training

Description:
Sum of qualifying net revenues during the academic year as a percentage of budget target

Target: 100%
Benchmark: 100%

Data Source: NAIT Financial Systems

Key Direction: Advance Institutional Sustainability (AIS)

Expected Outcome AIS2

NAIT's relationships with partners are strategic, symbiotic, synergistic, and sustainable.

Strategy AIS2.1 – Embrace economic, environmental, and social responsibility.

Strategy AIS2.2 – Develop, enhance, and steward partnerships with corporations, governmental, and non-governmental organizations and individuals.

Strategy AIS2.3 – Strive to meet the resource requirements necessary to achieve NAIT's strategic priorities.

Performance Indicator for Outcome AIS2

NAIT's Economic Impact

Description:
The annual and cumulative direct and indirect economic impact of NAIT on the Edmonton Region

Target: $500M

Benchmark: $500M in 2008/09

Data Source: Institutional Research annual estimate of economic impact (data from NAIT Financial Systems, NAIT Student Information Systems, Alberta Students Finance Board, Advanced Education and Technology)

Expected Outcome AIS3

NAIT is recognized as an employer of choice.

Strategy AIS3.1 – Implement a comprehensive employee development and recruitment plan.

Strategy AIS3.2 – Acknowledge and celebrate the accomplishments of NAIT employees.

Key Direction: Advance Institutional Sustainability (AIS)

Expected Outcome AIS4

The technology, infrastructure, facilities, and equipment at NAIT support the learning, applied research, and work environment.

Strategy AIS4.1 – Optimize all processes to meet core business needs of NAIT.

Strategy AIS4.2 – Pursue development of NAIT's campuses in accordance with NAIT's Academic Plan, applied research activities, and emerging priorities.

Strategy AIS4.3 – Reduce the deferred maintenance on NAIT facilities, on a priority basis, within Provincial funding parameters.

Strategy AIS4.4 – Pursue financial resources, within funding and regulatory constraints, to renew capital equipment and reduce deferred maintenance.

Performance Indicators for Outcome AIS4

Graduate Satisfaction with Quality of Facilities

Description: Percentage of program graduates who are satisfied with the quality of campus facilities

Target: 85%
Benchmark: 83% (2005/06)

Data Source: NAIT annual Graduate Placement and Satisfaction Survey

Space per FLE

Description: Ratio of total space to total FLE

Target: 25m²/FLE
Benchmark: 25m²/ FLE

Data Source: NAIT Information Systems (recommended gross areas for technical institutes as per North American standard)

Infrastructure and Deferred Maintenance

Description: The monetary value of required maintenance that has been postponed due to financial constraints

Target: under $50 million
Benchmark: $98.8 million

Data Source: Alberta Infrastructure

Capital Asset Renewal

Description: The value of capital equipment purchased or donated, expressed as a percentage of recorded cost

Target: 6.5%
Benchmark: 4%

Data Source: NAIT Financial Systems

FINANCIAL AND BUDGET INFORMATION

TABLE 7   CONSOLIDATED STATEMENT OF OPERATIONS 2011/12 TO 2013/14
(In thousands of dollars)

	Note	2011/12 Budget	2012/13 Forecast	2013/14 Forecast
Revenue:				
Government of Alberta grants	1	$ 167,124	$ 166,999	$ 167,019
Federal and other grants	2	1,145	1,101	1,559
Student tuition and related fees				
Certificate, diploma, and degree programs	3	33,789	33,773	33,881
Apprenticeship training	4	9,178	9,178	9,178
Continuing Education and other programs	5	21,881	22,661	24,158
International student surcharge	6	5,573	5,573	5,573
Sales, rentals, services				
Ancillary operations	7	18,911	19,757	20,017
Training and Continuing Education contracts	8	11,855	14,729	18,680
Other	9	4,730	4,777	4,825
Donations and other contributions	10	1,880	1,880	1,880
Investment income	11	5,571	6,064	6,937
Amortization of deferred capital contributions	12	13,235	13,235	13,235
Total Revenue	13	294,872	299,727	306,942
Expense:				
Salary and employee benefits	14	207,740	218,931	225,556
Materials, supplies, and services				
Costs of goods sold	15	11,304	11,601	11,879
Purchased labour and services	15	11,731	12,040	12,328
Classroom, lab, and general supplies	15	9,410	9,657	9,889
Other	15	12,097	12,415	12,713
Maintenance and repairs	15	16,908	17,354	17,768
Utilities	15	7,024	7,024	7,024
Scholarships, bursaries, and prizes	16	1,686	1,686	1,686
Amortization of capital assets	17	21,972	22,810	22,977
Total Expense	18	**299,872**	**313,518**	**321,820**
Excess of expense over revenue	19	**(5,000)**	**(13,791)**	**(14,878)**
Budget Strategies to be identified and implemented	20			
2012/13		–	6,791	6,791
2013/14		–	–	5,087
Excess of expense over revenue, after further budget strategies	21	**$ (5,000)**	**$ (7,000)**	**$ (3,000)**

CONSOLIDATED STATEMENT OF CASH FLOW

TABLE 8

(In thousands of dollars)

	Note	2011/12 Budget
Cash provided from (used in) operating activities		
Excess (deficit) of revenue over expense	19	$ (5,000)
Add (deduct) non-cash items		
Amortization of capital assets	17	21,972
Amortization of deferred capital contributions	12	(13,235)
Provisions for other than temporary decline in market value of investments		1,000
Gain on disposal of capital assets		(110)
Change in employee future benefit liabilities		350
		4,977
Net change in non-cash working capital		2,500
		7,477
Cash provided from (used in) investing activities		
Purchases of capital assets	22	(30,990)
Net proceeds on disposal of capital assets		110
Purchases of long-term investments, net of sales		(1,000)
		(31,880)
Cash provided from (used in) financing activities		
Endowment contributions		500
Capital contributions		4,000
Long-term debt (Parkade)	23	20,000
		24,500
Increase in cash and cash equivalent		**97**
Cash and cash equivalent, beginning of year		5,000
Cash and cash equivalent, end of year		**$ 5,097**

Reference	Explanation

1 **Grants**

	Note	2011/12 Budget	2012/13 Forecast	2013/14 Forecast
Campus Alberta Grant	1.1	$ 147,422	$ 147,422	$ 147,422
Enrolment Planning Envelope – Health Sciences	1.2	208	208	208
Enrolment Planning Envelope – Apprenticeship	1.3	14,292	14,312	14,332
Infrastructure Renewal (repairs component only)	1.4	4,831	4,831	4,831
Conditional Grants	1.5	371	226	226
Total Government of Alberta Grants		**$ 167,124**	**$ 166,999**	**$ 167,019**

1.1 **Campus Alberta Grant** – Grant funding from Advanced Education and Technology has been confirmed for the 2011/12 fiscal year, which is estimated to remain at the same amount for the following two years.

1.2 **Enrolment Planning Envelope – Health Sciences** – Funding for Diagnostic Imaging Sonography program.

1.3 **Enrolment Planning Envelope – Apprenticeship**

	2011/12 Budget	2012/13 Forecast	2013/14 Forecast
Additional apprenticeship seats	4,059	4,059	4,059
Funding for additional seats	$ 13,977	$ 13,977	$ 13,977
Funding for Crane and Hoist program site costs	315	335	355
Total apprenticeship funding	**$ 14,292**	**$ 14,312**	**$ 14,332**

1.4 **Infrastructure Renewal (repairs component only)** – Under generally accepted accounting principles, projects that are considered to be facility repairs are recorded as an expense. Under the current funding arrangements for infrastructure renewal, NAIT will receive $4.83 million.

1.5 **Conditional Grants**

	2011/12 Budget	2012/13 Forecast	2013/14 Forecast
Boreal Forest Research Centre	$ 145	–	–
Health Care Program Resources	133	133	133
Inmate Program	51	51	51
Highspeed Network	42	42	42
Total conditional grant funding	**$ 371**	**$ 226**	**$ 226**

Reference	Explanation
2	**Federal and other grants**

	Note	2011/12 Budget	2012/13 Forecast	2013/14 Forecast
Other Government	2.1	$ 727	$ 669	$ 569
Non-Government	2.2	418	432	990
Total federal and other grants		**$ 1,145**	**$ 1,101**	**$ 1,559**

2.1   **Other Government** – in 2011/12, the $727 thousand is comprised of $558 thousand from the Natural Sciences and Engineering Research Council of Canada (NSERC) in support of Boreal Forest Research, plus $169 thousand from the Government of Saskatchewan for instructional delivery to students enrolled in the Magnetic Resonance Imaging Technology and Denturist Technology programs. For the 2012/13 and 2013/14 years, the budget from NSERC in support of Boreal Forest Research is estimated to be $500 thousand and $400 thousand respectively.

2.2   **Non-Government** – Funding received for the delivery of specific continuing education and part time studies.

3   **Student tuition and related fees: Certificate, diploma, and degree programs** – As required under the Alberta Post-secondary Institutions' Tuition Fees Regulations issued pursuant to the *Post-Secondary Learning Act*, NAIT has completed its consultation with the Students' Association. Tuition fee increases are based on the annual average change in the Alberta consumer price index. Applying the 0.35% increase permitted for the 2011/12 year, the estimated tuition fees for the 2011/12 to 2013/14 years under this scenario are presented below.

	2011/12 Budget	2012/13 Forecast	2013/14 Forecast
All full time programs except the following	$ 3,906	$ 3,920	$ 3,934
Alternative Energy Technology (new in 2011/12)	5,356	5,374	5,390
Hospitality Management	5,118	5,136	5,154
Occupational Health and Safety	8,680	8,680	8,680
Personal Fitness Trainer	4,146	4,160	4,176
Wireless Systems Engineering Technology (new in 2011/12)	5,356	5,374	5,390

Tuition revenue for programs covered by the Tuition Fee Regulation as a percentage of net operating expenditures is estimated to be about 20%.

Related fees are non-regulated, and are for services such as application processing, the service charge for payment of tuition by semester, and late payment fees. Effective July 1, 2011, NAIT is introducing a Recreation and Athletic fee of $140 per full time student (two terms) consistent with other comparable post-secondary institutions in Alberta, and the NAIT Students' Association is reducing their fee by $43 per full time student, resulting in a net increase of $97 per full time student.

As outlined in the Access and Enrolment Plan section on page 22, NAIT will be introducing a new academic model over the next few years. NAIT's tuition fee model will be changed to reflect the needs of the new academic model. The impact of this change will be communicated in future years.

Reference	Explanation
4	**Student tuition and related fees : Apprenticeship training** – Apprenticeship tuition revenue is based on the anticipated enrolment and the apprenticeship tuition fees, as established by Advanced Education and Technology. The 2011/12 tuition fee for apprenticeship training is $95 per week ($760 for 8 weeks of technical training). Subsequent year's tuition fees for apprentices will be adjusted by the annual average change in the Alberta consumer price index. Tuition revenue for Apprenticeship programs as a percentage of net operating expenditures is estimated to be about 10%.
5	**Student tuition and related fees: Continuing Education and other programs** – Tuition revenue from credit and non-credit students enrolled in continuing education and part time studies, corporate and international training contracts, recreational courses, and summer sports camp.
6	**Student tuition and related fees: International student surcharge** – Revenue from International students who are required to pay a surcharge to study at NAIT.
7	**Sales, rentals, and services: Ancillary operations** – Based on estimated revenue from parking, food services, and bookstore operations. This revenue includes an increase in monthly parking rates of $10 per stall in each of the 2011/12 to 2013/14 years, consistent with the parking rates charged at comparable institutions.
8	**Sales, rentals, and services: Training and Continuing Education contracts** – Revenue from corporate training contracts.
9	**Sales, rentals, and services: Other** – Other revenue from various sources not listed elsewhere.
10	**Donations and other contributions** – Includes the amount of revenue that is necessary to cover the costs of projects and prizes for Advancement Services' activities. The net proceeds from such activities are recorded as deferred contributions, deferred capital contributions, or endowments on NAIT's Consolidated Statement of Financial Position.
11	**Investment earnings** – Based on estimated earnings on investments.
12	**Amortization of deferred capital contributions** – Unamortized deferred capital contributions are recognized as revenue in the year in which the related capital assets are amortized.
13	**Total revenue** – Based on all of the planning parameters as stated above, total revenue is estimated to increase by $4.9 million (1.6%) in 2012/13 and $7.2 million (2.4%) in 2013/14.

Reference	Explanation
14	**Salary and benefits** – Takes into account the following:

- Changes in direct alignment with funding adjustments from various envelopes.
- Growth in faculty and staff directly related to increased sales, rentals, and services.
- Merit increases in accordance with collective agreements and the terms and conditions of employment. The current collective agreements expire at the end of the 2012/13 fiscal year, and the figures include estimated provisions for the 2011/12 and 2012/13 fiscal years.

15	**Materials, supplies, and services; Maintenance and repairs; Utilities** – Reflects anticipated non-staff expenses required to support the business operation of NAIT.
16	**Scholarships, bursaries, and prizes** – Funds raised by Advancement Services, including interest earnings on certain endowments, to be awarded as scholarships, bursaries, and prizes.
17	**Amortization of capital assets** – Capital assets are amortized on a straight line basis over their estimated useful life as follows:

Buildings and renovations	40 years
Site improvements	10 years
Leasehold improvements	Lease term
Furnishings, equipment, and vehicles	2 to 10 years
Software	2 to 5 years
Library holdings	10 years

A portion of NAIT's capital will be renewed corresponding to the net amortization expense of internally funded capital assets, as follows:

	2011/12 Budget	2012/13 Forecast	2013/14 Forecast
Amortization of total capital assets	$ 21,972	$ 22,810	$ 22,977
Amortization of deferred capital contributions (i.e. relates to externally funded capital assets)	(13,235)	(13,235)	(13,235)
Net amortization expense of internally funded capital assets	8,737	9,575	9,742
Purchase of capital equipment	6,490	6,490	6,490
Appropriation to campus development and equipment	2,247	3,085	3,252
Capital renewal funded by annual operations	8,737	9,575	9,742
Change in Unrestricted Net Assets	$ –	$ –	$ –

18	**Total operating expense** – Based on all of the planning parameters as stated above, total operating expense is estimated to increase by $13.6 million (4.5%) in 2012/13 and $8.3 million (2.6%) in 2013/14.

Reference	Explanation
19	**Excess of expense over revenue** – for the 2011/12 fiscal year, budget strategies resulting in increased revenue and or/reductions of expenditures totaling about $5.7 million are included in the figures, to arrive at a budgeted excess of expense over revenue of $5 million.
	In accordance with Section 78(3) of the Post-secondary Learning Act, the Minister of Advanced Education and Technology has provided approval for NAIT to submit a 2011/12 Budget with a maximum operating budget deficit of $5 million, with this amount to be covered by drawing on Internally Restricted Net Assets (see Note 21 below).
20	**Budget strategies to be identified and implemented** – the forecasted expense over revenue for the 2012/13 and 2013/14 years is preliminary, and each year will need to be updated based on information available at the time the budget is prepared, with budget strategies being identified and implemented to achieve the targeted excess expense over revenue in each year.
21	**Excess of expense over revenue, after further budget strategies** – recognizing anticipated budget challenges for the 2010/11 to 2013/14 years, NAIT's Board of Governors appropriated $18 million from its Unrestricted Net Assets to Internally Restricted Net Assets at its May 31, 2010 meeting, so that a measured approach could be taken to achieve a balanced budget over a four year time horizon. The excess of expense over revenue in each of the years is covered by the use of Internally Restricted Net Assets.

22 **Consolidated statement of cash flow – Purchase of capital assets**

Capital assets purchased with internal funds – see note 17	$	6,490
Capital assets purchased from capital renewal appropriation		2,000
Capital expenditures funded from external funding		2,500
Parkade construction		20,000
	$	**30,990**

23 **Consolidated statement of cash flow – Long-term debt (Parkade)** – as outlined on page 54, NAIT's campus development plan includes the construction of a parkade financed from the Alberta Capital Finance Authority.

RESOURCE IMPLICATIONS

ACCESS AND QUALITY

As required, all new programs are presently being internally funded, with no expectation of funding from Advanced Education and Technology at this time. As a result, the Alternative Energy Technology and Wireless Systems Engineering Technology programs, which are being offered for the first time in the 2011/12 year, are being implemented through the reallocation of existing resources.

NAIT's planning processes are highly integrated, and begin by identifying the forecasted labour market demand and needs of business and industry. Plans for physical capacity, equipment, information technology, financial and human resources, and other requirements are then prepared and implemented. Using this proven methodology, NAIT has created eleven new or redeveloped Centres of Excellence in the last decade, on time and on budget. This same integrated methodology will continue to be applied, whether in the annual Program Review Process, or in the execution of the Capital Plan presented on pages 53 to 57.

RESEARCH

The immediate research priorities of NAIT, together with the related capital and operating requirements and potential sources of funding are presented below:

TABLE 9   IMMEDIATE PROGRAM SPECIFIC RESEARCH CAPACITY REQUIREMENTS

Research Program	Capital	Operating
Boreal Reclamation	$500,000 Small lab and header room. Greenhouse. Germination chamber from Canada Foundation for Innovation (CFI), Industry, and Alberta Innovates – Bio-Solutions (AIBS)	$250,000 per year from Alberta Innovates-Bio; new funds for 5-years $3.0 million in industry endowed Applied Research Chairs from industry
Green Chemistry and Engineering	$150,000 equipment $500,000 pilot facilities from CFI, Province, Industry	$800,000 per year from Natural Sciences and Engineering Research Council (NSERC), Industry, Alberta Innovates – Energy and Environment Solutions (AIEE)
Nanotechnology Prototyping	$1,000,000 (capital equipment)	$350,000 per year (NSERC College and Community Innovation (Program) – Technology Access Centre (CCI-TAC))
Product Development	$1.5 million from industry sources and Province (to be determined)	Alberta Innovates Technology Futures (AITF) funding of $300,000 annually in addition to the $282,500 per year, for a total grant of $682,500 Industry matching funding of $682,500 per year

Non-Program Specific Capacity Requirements

Capacity development and enhancement funding (currently allocated through Alberta Association of Colleges and Technical Institutes (AACTI): $100,000/year.

This includes:

- Technology Broker Program
- Faculty Mentored Student Innovation Program

Faculty and Staff Applied Research Assignments (Source: Alberta Innovates Technology Futures): $500,000/year

- NAIT's applied research programming is predicated on faculty, staff, and student engagement. This requires funding for temporary assignments of faculty to engage in NAIT's applied research programming.

- The establishment of a Provincial Fellowship Program for "releasing" Institute faculty to engage in applied research activities would provide significant impact on the Institute's ability to deliver on its applied research mandate, and support industry driven project work.

Future Capacity Requirements

NAIT is in the early stages of the development of the Functional Program as part of the overall planning and design for a future Applied Research Centre to be located on Main Campus. The campus development plan on page 54 identifies this Centre as a priority, to accommodate the consolidation of applied research from the St. Albert Campus, Edmonton Research Park leased facility, and the Duncan McNeill Centre for Innovation (HP Centre). It would also provide the necessary wet and dry laboratory space and office facilities for the new Applied Research Chairs. Given the early stage of planning for the Applied Research Centre, it is premature to provide estimates for the research space, capital equipment, and operational funding requirements.

INFORMATION TECHNOLOGY

The Department of Information Services has a NAIT approved rolling plan for Information Technology (IT) Services. This plan is tied directly to the NAIT Comprehensive Institutional Plan.

The plan update for 2011/12 through 2013/14 highlights eleven strategic directions as follows:

• Application Services

• Business Continuity Planning

• Business Intelligence

• Communications

• Core Systems

• Faculty and Student IT Support

• Green Computing

• IT Project and Portfolio Management

• IT Security

• Infrastructure

• Learning Environment

Highlights for 2011/12 will include:

• Start the upgrade of PeopleSoft Campus Solutions Software

• Enhance PeopleSoft Campus Solutions to accommodate the new Academic Model of flexible learning pathways

• Enhance and increase customer self-service including an upgrade to the student portal

• New off-site Data Centre planning

• Implement a more adaptive and flexible model of desktop support for NAIT

• Enhancement of NAIT's Business Intelligence

• Complete the last phase of NAIT's migration to IP Telephony

• Improved IT governance control framework to address security and identity management

• Implement an IT portfolio management system

• Infrastructure renewal

Highlights for 2012/13 and 2013/14:

• Complete the upgrade to PeopleSoft Campus Solutions

• Continue projects to enhance and increase customer self-service

• Move to a new Data Centre model

• Implement final recommendations from the ITM Control Framework project

• Implement PeopleSoft Campus Solutions enhancements for Communications and Advisement

• Common Contract management System for NAIT

• Implement an one-card system for NAIT

• Infrastructure renewal

The budget for these projects is within the existing NAIT Operating and Capital budgets.

CAPITAL PLAN

NAIT MAIN CAMPUS DEVELOPMENT PLAN – 2011/12 TO 2013/14   FIGURE 6

1   Centre for Applied Technologies   2   Parkade
3   Applied Research Centre and U Building Renovation   4   Student Village

CENTRE FOR APPLIED TECHNOLOGIES   FIGURE 7

Project Priorities – 2011/12 to 2013/14

1 Centre for Applied Technologies

The Centre for Applied Technologies (CAT) remains NAIT's top campus expansion priority, and will accommodate about 5,000 full time students learning in advanced simulation environments, an increase of 1,700 students or nearly 50% in Health Sciences, Business, Engineering Technologies, and Sustainable Building and Environmental Management.

The detailed plans for CAT have been completed, and proceeding to the construction stage of the project is subject to government approval.

The key components include 72 classrooms, a 135-seat lecture theatre, 27 simulation labs across the Health Sciences, Business, Engineering Technologies and Sustainable Building and Environmental Management programs, a consolidated "one-stop" student services area, a student commons, a computer commons, a health clinic, a faculty commons, faculty and support offices, conference and administration facilities, and a café. A total area of about 45,000 m^2 of program space is required to accommodate these components. The Centre's flexible design and interdisciplinary approach to simulation-based learning will ensure NAIT responds effectively to current and future enrolment demands.

This Centre will also be NAIT's new front door, and provide space for the consolidation of student services. CAT will be the central hub of main campus, integrated at the second level by the following pedway system:

- Between CAT and the HP Centre to the south, to take advantage of the 56 computer labs in the HP Centre.

- A provision for a future pedway connection to the west, across 106 Street, which will provide efficient and safe access across a busy street to the proposed future Applied Research Centre, as well as to the adjacent Learning Resources Centre and Fresh Express cafeteria.

- A provision for a future pedway connection to the east, across 103 Street, to the future Parkade.

The CAT plan includes about 130 stalls of underground parking and 65 stalls of surface parking at the north end of the building, along 118 Avenue.

2 Parkade

There are presently 8.6 acres of land occupied by parking on Main Campus that are required for future development, of which 1.3 acres will accommodate the new Parkade, and the remaining 7.3 acres are for the Centre for Applied Technologies, the Applied Research Centre, and the Student Village. The new Parkade will have a capacity of nearly 1,000 vehicles, and will be situated east of the Centre for Applied Technologies, with a pedway connection across 103rd street for convenient and safe access. The Parkade will be financed through a long- term debenture from the Alberta Capital Finance Authority, with interest and principal payments made from parking operations.

In order for the construction of the Parkade to proceed, the occupants of the "M" building will need to be relocated, and this building will then be demolished.

3 Applied Research Centre and U Building Renovations for Learning Resources Centre and Food Services Access

The proposed Applied Research Centre would accommodate the consolidation of applied research activities from the St. Albert Campus, Edmonton Research Park leased facility, and the Duncan McNeill Centre for Innovation (HP Centre). It would also provide the necessary lab and office facilities for the new Applied Research Chairs. The Applied Research Centre would also be the location of the pedway connection across 106th street to the Centre for Applied Technologies.

At the time that the Applied Research Centre is being constructed, renovations of the adjacent U Building will need to occur, to integrate with the Learning Resources Centre and to expand the Fresh Express cafeteria, thereby avoiding duplication of resources.

4 Student Village

Following the opening of the Centre for Applied Technologies, the "L" building will be demolished, which will provide the land to construct a Student Village.

Sequential Main Campus Development Plan

A key aspect of the Main Campus Development Plan is the demolition of about 22,000 m2 of time-expired facilities, all of which are about 60 years old and were originally constructed as a shopping centre, a grocery store, and a gas station (all buildings east of 103 Street, south of 118 Avenue) as shown in the aerial view on the preceding page.

Deferred maintenance in the amount of $43 million is eliminated by the demolition of these three buildings, which is a decrease of 64% of NAIT's total deferred maintenance of about $67.4 million.

Following the completion of CAT and the related building demolitions, the net gain in space inventory (excluding the underground parkade) would be as shown in Table 10 below:

The net increase in space equates to about 13.4 m2 per FLE based on 1,700 additional FLEs (22,756 m2 net increase/1,700 FLE), which is well below the current 25 m2 per FLE for NAIT as a whole (327,522 m2/12,925 FLE).

Following the above-noted development sequence, the long-term plan is to redevelop the vacated Tower Building to become the Centre for Electrical Technologies, to receive electrical programs from the H and J Wings.

After the Centre for Electrical Technologies is completed, and the electrical programs have vacated the H and J Wings, the E, F, G, H, and J Wings are to be redeveloped, which will further expand health technology programming capacity.

TABLE 10   NET GAIN IN SPACE INVENTORY

Description	Action	m²
Centre for Applied Technologies - program space	New construction	44,764
Engineering Technologies Annex (L Building)	Demolition	(16,772)
K Building	Demolition	(3,743)
M Building	Demolition	(1,493)
Net gain in space inventory		22,756

Main Campus LRT Station

NAIT has been working closely with the City of Edmonton in the planning for the extension of the LRT to the NAIT Main Campus. The completion of this extension, which is anticipated to occur in 2014, will link the Main Campus to Edmonton's transportation network, and will provide NAIT's students and staff with efficient and cost-effective access to the Campus and other areas throughout the City.

Long Term Planning – Consolidation of Campuses

NAIT currently operates on 16 sites within the Capital Region. Long term planning will explore the potential of campus consolidation, should land become available adjacent to Main Campus.

Infrastructure Maintenance Program

NAIT receives approximately $4.8 million annually on a formula basis, derived from the condition of its facilities and amount of space. These funds are directed to projects such as the following:

- Mechanical and electrical system upgrades
- Various renovations to labs, classrooms, student and support services
- Upgrades to heating, ventilation, and air conditioning systems (HVAC)
- Upgrades to fire alarm, security, and lighting systems
- Repairs to floors, curbs, sidewalks, roofing, entrances, ceilings, and waterproofing
- Code and safety upgrades
- Asbestos abatement

Capital Equipment

Keeping pace with current technology is a challenge for NAIT. As at June 30, 2010, NAIT's total investment in equipment had an accumulated amortization of about 65%. Ensuring that students, faculty, and support staff have access to current technology is a high priority, and so the plan is to maintain the equipment budget at the current level of $6.49 million per year during the three years of this Comprehensive Institutional Plan. In addition, NAIT will continue to work with its partners in business and industry to provide gifts-in-kind of equipment.

MAIN CAMPUS LRT STATION FIGURE 9

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