MISSION
Learning for life in a dynamic world.

VISION
To be a leader in relevant applied learning in our provincial, national and international communities.

BOARD OF GOVERNORS
April 1, 2013 to March 31, 2014

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DR. BRIAN MCMILLAN
Ex-officio
President, Holland College

SUSAN MACKENZIE
Charlottetown

TODD GALLANT
Charlottetown
**PRESIDENT’S MESSAGE**

**This has been an exciting year** for the college. We celebrated many milestones, including the first graduation from our new Summerside Waterfront Campus, which is fast becoming a showcase for the college and for the City of Summerside. The Greater Summerside Chamber of Commerce presented us with a business excellence award for the impact that we have had on the community as a result of our commitment to provide students in Summerside and the surrounding area with meaningful, relevant training opportunities. One needs only to walk into the building to understand the profound change this campus and the approximately 200 full-time students and 250 part-time students who attend classes there have had on the city.

In November, we announced our intention to renovate the gymnasium at the Charlottetown Centre and create a performance hall for our School of Performing Arts students. Throughout the year, we conducted fundraising activities to support the project. Once the hall is completed, not only will students benefit from the venue, but local, regional and national groups will also be able to access this state-of-the-art facility.

Our students and alumni never fail to make us proud. Once again this year, several of them received recognition for their achievements from their peers and their communities. Congratulations to all of them. Additionally, many of our staff received awards for their professionalism. It is the high quality of the employees of Holland College that enables us to provide enriching and beneficial educational experiences to all of our students, and to extend the college’s presence in the greater Island community.

I would be remiss if I neglected to mention the generous support that we receive from donors, community volunteers, and members of the Holland College Board of Governors and Foundation Board of Directors. Their dedication to Holland College has been invaluable throughout the year.

Warmest regards,

Brian McMillan, PhD
President, Holland College
LEARNER EXPERIENCE

LEARNER SUCCESS, WHICH IS ACHIEVED THROUGH TEACHING EXCELLENCE, APPLIED LEARNING AND RESEARCH, AND FLEXIBLE DELIVERY MODELS, REMAINS HOLLAND COLLEGE’S PRIMARY FOCUS. THE LEARNER EXPERIENCE WILL BE RELEVANT AND ENGAGING, AND WILL BE OFFERED THROUGH SEAMLESS LEARNER PATHWAYS.

LEARNER SUCCESS

HOLLAND COLLEGE BELIEVES THAT CENTRAL TO LEARNER SUCCESS IS THE NEED TO:

- ENHANCE THE LEARNER EXPERIENCE BOTH ACADEMICALLY AND SOCIALLY FOR LEARNERS OF ALL AGES, IN ALL PLACES OF LEARNING;

- ENGAGE IN PROACTIVE RECRUITMENT THAT ASSISTS LEARNERS IN SELECTING PROGRAMS THAT MATCH THEIR INTERESTS AND ABILITIES; AND

- RESPOND TO THE NEEDS OF DIVERSE LEARNER POPULATIONS THROUGH THE PROVISION OF APPROPRIATE SERVICES.
Holland College School of Performing Arts Music Performance students had the opportunity to learn from, listen to, and perform with, the region’s best during East Coast Music Week in April.

The East Coast Music Association (ECMA) is an Atlantic Canadian collaboration of people in the music industry. Dedicated to the music of Atlantic Canada, members of ECMA include those working in any sector of the music industry and those who support the music industry, including musicians, artists, agents, managers, record companies, studios, media, related corporation and retailers.

Among the hundreds of acts that were featured during the week, SoPA students showcased their music several times. Holland College’s Outreach Music Ensemble was invited to perform on Radio ECMA’s Opportunity Stage, the ensemble played R&B, pop, jazz, and Latin music, and much more.

HOLLAND COLLEGE STUDENT RECEIVES CIPS AWARD

Adam Howatt, a student entering his final year in the two-year Computer Information Systems program at Holland College, was awarded the Canadian Information Processing Society PEI Scholarship Award in August at the ITAP gala awards night.

*Fraser Cameron, past president of the P.E.I. chapter of the Canadian Information Processing Society, left, congratulates Adam Howatt after awarding him the organization’s PEI Scholarship Award.*
2013–2014 ATHLETICS ANNUAL REPORT

This was a very successful year for Holland Hurricanes Athletics.

The men’s golf team took the regional title of Atlantic Collegiate Athletic Association Men’s Golf Champions. The women’s soccer team won a gold medal at the ACAA Soccer Championships, while the men's team secured a silver medal. The men’s basketball team won their second straight ACAA Championships, while the women walked away with their first ever ACAA silver medal. For the second year, the men’s football team hoisted the Atlantic Football League championship trophy, the Moosehead Cup. At the national level, the men’s and women’s basketball, women’s soccer and men's golf all made strong showings.

Holland College and the Hurricanes were pleased to host the 2013 ACAA Golf Championships, 2013 ACAA Soccer Championships, and the 2013 ACAA Men’s Volleyball Tip-Off Tournament. Holland College was selected to host the 2015 CCAA Men’s Volleyball National Championships.

Individually, Hurricanes players were recipients of many regional and national awards including seven ACAA 1st team All-Stars, eight ACAA 2nd team All-Stars and seven ACAA golf All-Conference. Two Hurricanes received the distinction of CCAA 2nd team All-Stars, four Hurricanes achieved the ranking of CCAA All-Canadians and four were CCAA Academic All-Canadians. Women’s basketball team member Jazlin Barker was named the ACAA Rookie of the Year.

PHOTOGRAPHY AND DIGITAL IMAGING ALUMNA WINS EMERGING ARTIST AWARD

Holland College Photography and Digital Imaging graduate Valerie LeClair won the regional BMO 1st Art! Award from BMO Financial Group. The awards are presented to emerging student artists across the country, with a $10,000 national award and twelve regional awards of $5,000 each. LeClair won the award for her image, Taking the Plunge, a colour photograph reminiscent of painter Alex Colville’s work.
We were proud to have 62 student athletes recognized for their academic and athletic achievement in the sports of golf, soccer, football, volleyball, basketball and hockey in the 2013–14 academic year. Forty-one students who participated in Canadian Collegiate Athletic Association (CCAA) sports were nominated for the national Scholar-Athlete Award. Twenty-one student athletes in football and hockey were recognized with Hurricanes Scholar awards. Student athletes must have an honours standing in order to be recognized. Five of these students competed in two sports.

Major award winners at the annual Athletic Awards Banquet included:

**Hurricanes Award**
Sports Centre Physiotherapy

**President’s Award**
Hurricanes Women’s Volleyball Team

**Leadership in Sport**
Alex Howling

**Bell Aliant Award**
Laura Younker

**Coach of the Year**
Mark MacDougall (Football)

**Female Rookie of the Year**
Kristin Hood

**Male Rookie of the Year**
Eugene McMinns

**Female Athlete of the Year**
Jazlin Barker

**Male Athlete of the Year**
Eric Locke

On the recreation side, the Hurricanes Fitness classes continued to refine their selection of classes. ’Canes Camps expanded, offering numerous camps for students during school professional development days throughout the year, as well as a March Break camp. The concept of a Hurricanes Academy, dedicated to sport development on P.E.I., continues to be developed.
STAFF IS INTEGRAL TO THE SUCCESS OF HOLLAND COLLEGE, OUR LEARNERS, AND OUR COMMUNITY. WE ARE DEDICATED TO STAFF SUCCESS, BOTH PERSONALLY AND PROFESSIONALLY, AND WILL:

- SUPPORT STAFF THROUGH ONGOING ENGAGEMENT AND PROFESSIONAL DEVELOPMENT;
- CELEBRATE CONTRIBUTIONS AND ACHIEVEMENTS;
- COMMIT TO CROSS-COLLEGE COLLABORATION; AND
- ENCOURAGE EXCELLENCE IN PERFORMANCE BY SUPPORTING STAFF TO SHARE NEW LEARNING.
HOLLAND COLLEGE STAFF PARTICIPATE IN SYMPOSIUM IN CHINA

Holland College staff participated in the fourth Educational Joint Venture Best Practice Symposium in Anyang, China in August, jointly hosted by Anyang Normal University and Holland College. The symposium is for post-secondary institutions in China that participate in Educational Joint Ventures with Holland College.

For more than a decade, Chinese technical schools and universities have participated in Educational Joint Ventures with the college. The primary objective of these ventures is to share educational methodology and to create educational and career opportunities for students both in China and in Canada.

Sixty administrators and faculty from Chengdu Technological University, Zhenjiang College, Changzhou Institute of Technology, Hainan College of Vocation and Technique, Xuchang University, Anyang Normal University, Jiangxi Institute of Science & Technology and Shangrao Normal University, and five staff from Holland College participated in the symposium.

The event, which takes place every two years, provides the participants with the opportunity to network and collaborate with other institutions involved in EJV initiatives. One of the highlights of this year’s symposium was a presentation by Ms. Yang Xinxin, Vice President of Anyang Normal University, who shared her results on the Chinese Provincial Competency-Based Education Research Project. The research project demonstrated her understanding of the importance of applying CBE in vocational training, as well as her leadership and commitment to the EJV partnership with Holland College.

PRESIDENT MCMILLAN NAMED TO TOP 50 CEO LIST

Holland College president Dr. Brian McMillan was named one of Atlantic Canada’s Top 50 CEOs by Atlantic Business Magazine for the fourth consecutive year.

Nominations for Atlantic Business Magazine’s annual Top 50 CEOs are judged according to their corporate, community and industry involvement; their company’s growth in recent years; and their responses to various managerial challenges. All 50 award winners are profiled annually in the magazine’s May/June issue.
THREE CHEFS FROM THE CIC RECEIVE REGIONAL AND NATIONAL AWARDS

In June, three chefs from The Culinary Institute of Canada were recognized for their achievements by regional and national organizations. Chef Blair Zinck was named Atlantic Chef of the Year by the Atlantic Chefs Association, Chef Austin Clement received a Leadership Excellence Award from the Association of Canadian Community Colleges (ACCC), and Chef Hans Anderegg received a Lifetime Achievement Award from the Canadian Culinary Federation.

HC WELLNESS COMMITTEE

This year the 12 members of the Holland College staff wellness committee executed events and activities that embodied mind, body, and spirit. Integrating a variety of experiential approaches spanning from meditation, nutrition, nature, lunch and learns, skiing, physical activity challenges, a personalized dietician, ergonomic workstation assessments, and flu vaccinations to celebrating International Day of Happiness. These events engaged 814 participants on five campuses.

Additional promotion and supports included health journal subscriptions, a new Wellness Facebook page, funding for staff weight loss groups, smoking cessation support; and a partnership with the college’s student union to share costs, build the college’s wellness community, and encourage team spirit. The committee also delivered a presentation on workplace wellness programs to UPEI Business students, advised Sport and Leisure Management students as they developed the program for a wellness conference, and presented positive psychology and healthy eating sessions.
HOLLAND COLLEGE HONOURS EXCEPTIONAL EMPLOYEES

Each year, Holland College honours exceptional employees and service milestones during Staff Appreciation Day in June. This year, two employees were honoured: the Staff Excellence Award was presented to Joy Coulson, who works in the Admissions Office of the Atlantic Police Academy; and the Facilities Excellence Award was presented to Marjorie Atkins, part of the team at The Culinary Institute of Canada.

Joy Coulson receives her Staff Excellence Award from nominator Andrew Dobson, left, and Grant Canvin, VP of Corporate Services.

INSTRUCTIONAL DEVELOPMENT

The office of Instructional Development is responsible for managing the Certificate of Adult Education (CAE) program and providing support for educational training as it relates to teaching and learning at Holland College.

In the 2013–14 year, 85 students were registered in the CAE program; 30 of whom came from external organizations. In the fall of 2013, 18 students graduated. A cross-section of Holland College employees is involved in the program; full- and part-time instructors, lab assistants and administrative staff.

In response to implementing the new academic model, workshops have been developed and delivered to faculty as they move through the change. These sessions are specific to the needs of each program.

Policies and procedures defining the processes involved in course-based Prior Learning Assessment and Recognition (PLAR) were developed by a committee comprised of representative members of Holland College staff.

ATHLETIC DIRECTOR RECEIVES NATIONAL HONOUR

Hurricanes Athletic Director Albert Roche was named Canadian Collegiate Athletic Association’s Athletic Director of the Year in recognition of his tireless work promoting and recruiting for the college’s teams since the inception of the athletics program in 2004.

SERVICE AWARDS

40 Years Debbie King
35 Years Joy Coulson, David MacKinnon, Alan Richards, Doris MacIsaac
30 Years Brenda Perry, Diane Richard, Brian Lambert
25 Years Gerald Caissy, Susan Ashley, June Harper, Georgene Smith
HOLLAND COLLEGE IS COMMITTED TO ITS SUSTAINABILITY AND WILL:

- Value and promote diversity in learners and staff;
- Continue to identify and foster strategic partnerships;
- Effectively use and adapt new technologies;
- Continually evaluate and improve our business processes;
- Expand our reach through recruitment across the province and outside of Prince Edward Island;
- Pursue and invest in new revenue development;
- Identify and action internal efficiencies and cost reductions;
- Model environmental stewardship;
- Cultivate and enhance relationships with alumni; and
- Undertake problem-based applied research to support innovation in product development and commercialization in Prince Edward Island.
HOLLAND COLLEGE SOUND INVESTMENT FOR TAXPAYERS AND STUDENTS

In 2012–13, Holland College’s total impact on Prince Edward Island’s economy was $220.7 million in added income, equal to 3.6 per cent of the province’s Gross Domestic Product, according to a study commissioned by the Atlantic Provinces Community College Consortium and conducted by Economic Modeling Specialists International (EMSI).

In the year 2012–13, the college employed 617 full-time equivalent staff, amounting to a payroll of $34.9 million. The college spent another $24.2 million to support its day to day operations.

In any given year, upwards of 35 per cent of Holland College post-secondary students come from off-Island. In 2012–13, gross sales generated by off-Island students on items such as food, accommodations, and transportation was $12.2 million, resulting in approximately $3.4 million in new income for the local economy.

In addition to showing the impact the college has on the province’s economy, the EMSI study provides information on the return on investment for students and taxpayers. On average, Holland College’s 2012–13 students will receive a cumulative $4.10 in higher future earnings for every dollar they invested in their education, the equivalent of a 22 per cent rate of return.

Approximately 72 per cent of Holland College’s students remain in Prince Edward Island after completing their education. With their Holland College credential, students enjoy an increase in their earning potential. As students earn more, they pay higher taxes. Over the students’ working lives, the provincial government will collect an additional $43.5 million in higher tax receipts. Society will also benefit from $6.4 million in savings related to a reduced crime rate, less demand for income assistance, and increased health and well-being across the province.

Economic Modeling Specialists International is a leading provider of socioeconomic impact and strategic planning tools to community and technical colleges throughout Canada and the United States.

HOLLAND COLLEGE RECEIVES AWARD FROM CHINESE CANADIAN ASSOCIATION

Holland College was presented with a Welcoming Community Award by the Chinese Canadian Association of PEI at the Chinese New Year Celebrations for its work with new Canadians.

The Community Service department of Holland College has served hundreds of new Chinese Canadians through the Language Instruction for Newcomers to Canada (LINC) program. The main purpose of the LINC program is to develop communication through reading, speaking, listening and writing so that each student is able to integrate into Canadian society with ease and is able to become a self-sufficient member of his or her community.
ISLAND FLAVOURS CULINARY BOOT CAMP REPRESENTS PRINCE EDWARD ISLAND IN CANADIAN SIGNATURE EXPERIENCES COLLECTION

The Island Flavours Culinary Boot Camp was selected to be part of the Canadian Signature Experiences Collection for 2013–14. The CSE program was launched in 2011 to help change perceptions of Canada in the minds of international travelers by boosting awareness of the depth and uniqueness offered in so many diverse experiences here in Canada.

The Island Flavours Culinary Boot Camp is an authentic learning experience that is a feast for all the senses. The day starts with a trip to the local market with the boot camp chef. There, participants learn more about the island’s world famous seafood and locally produced meat and vegetables and select ingredients for the recipes they will prepare later in the day in the kitchens of The Culinary Institute of Canada. At the end of the day, participants celebrate their culinary accomplishments in the elegant Lucy Maud Dining Room overlooking the Charlottetown Harbour. The Island Flavours boot camp is one of many offered by The Culinary Institute of Canada throughout the summer and fall. Customized camps can be developed for groups of 10 or more.
HOLLAND COLLEGE HOSTS NATIONAL CONFERENCE FOR PHOTOGRAPHY EDUCATORS

Holland College hosted the Canadian Conference of Photo-Educators in May, on the Prince of Wales Campus in Charlottetown.

The goal of the conference is to help photography educators from all across Canada connect with each other in order to share ideas and trade best practice strategies. Through roundtable discussions, speakers, workshops and personal connections, participants come away recharged, inspired and with plenty of new ideas. This year’s theme was “The Next Step”. The main focus is for instructors to discuss and exchange concepts and strategies to better help students find and achieve their goals within the field of photography.

The keynote speakers were Larry Frank and Rita Leistner. Approximately 25 photography instructors from high schools and post-secondary institutions across the country attended.

CUSTOMIZED TRAINING

The Customized Training department provided project leadership and administrative support for a government funded online learning initiative, eForcePEI.ca. This was the first year of a two-year project focusing on helping small business owners provide training to their employees through online learning.

The Customized Training department continued its partnership with the Alberta Construction Safety Association to deliver Construction Safety Training Systems (CSTS) online for people planning to work in Alberta.

The department represented the college as a member of the Aboriginal Transitions Task Group, a collective working with K-12 education initiatives on P.E.I. The Pathways summer camp initiative delivered to the Mi’kmaq Confederacy of PEI was held again in July and August for youth in Grades 8 to 10 to explore various programs offered at Holland College. This year, the department also partnered with the Atlantic Policy Congress Aboriginal Health Initiative program to focus on careers in the health industry.

The department continued to train government and industry in Microsoft products using the computer labs at the college and in the clients’ workplaces. Clients included Vector Aerospace and the Canada Food Inspection Agency.

A new five-year contract with the Prince Edward Island Department of Agriculture (Agri-Skills), which offers skills training to farmers, was signed. The department provides full administrative support for program delivery, servicing 100 farmers.
Eighteen new scholarships, bursaries, and awards were established during the 2013–14 year with an annual combined value of $58,000, benefiting upwards of 50 students every year. In all, more than 300 scholarships, bursaries, and awards were distributed during the 2013–14 academic year, made possible through the generosity of individual donors, businesses, community organizations, and foundations.

Three Holland College alumni were honoured with 2014 Distinguished Alumni Awards at the Holland College Foundation’s sixth annual Distinguished Alumni Event in January: the late John Ledwell, Culinary Arts Class of 1988, Former Executive Chef of Le 357c in Montreal, Quebec; Paul Livingston, Business Class of 1976, co-owner, Livingston Steel Inc. and Eastern Fabricators, P.E.I.; and Robert Webster, Electrical Construction Class of 1994, General Manager, Electrical and Instrumentation, Strike Group Inc., Calgary, Alberta.

In January, the Holland College Foundation unveiled its first ever donor wall. Located in the Centre for Community Engagement, a location where students, staff, and the community come together for wellness, special events, and functions, the wall recognizes donors who have made gifts of $10,000 or more between the dates May 15, 2007 and December 31, 2013.

The 2013 Holland College Golf Classic was held at Belvedere Golf & Country Club in September under the leadership of honorary co-chairs Jamie Hill, Blair MacLauchlan, and Ed Babineau. The event was sold out, with a full roster of 36 teams and 18 sponsors for holes and hole-in-one competitions. Signature auction items included a week-long stay at the Fairmont Banff Springs with airfare from Charlottetown, a three-night stay at the Waldorf Astoria in New York, and a week in an executive cottage with golf and theatre tickets. A highlight of the day was when a participant recorded a hole-in-one, earning him a 2014 Toyota Corolla. Net proceeds topped $40,000, supporting entrance awards, varsity athletics, and alumni initiatives.

The $1.3 million fundraising goal set to transform the former Prince of Wales College auditorium into a performance hall was achieved during this year.
GREEN MACHINE

The Green Machine is a volunteer group of staff and students working together to raise awareness about sustainability in the college and community. Since 2012, the committee has worked with all areas of the college to reduce, reuse and recycle as much as possible. Through the efforts of the Green Machine, filtered water stations were installed in the Tourism and Culinary Centre and the Charlottetown Centre, printed paystubs have been eliminated, and, with the assistance of the staff of computer services, energy efficiency was increased in all areas.

The Green Machine produced two public service videos this year, both of which took a light-hearted approach to sustainability. The first explained how the Waste Watch system worked, and the second, a zombie video, promoted conservation of energy and water. Both videos can be viewed on the Green Machine’s web site at www.hollandcollege.com/greenmachine.

The Green Machine also has several well-established activities which continue to build momentum. These include:

- Hosted our second annual Earth Day Celebration and Electronics Round-up in April;
- Participated in several local Environmental Tradeshows (ECOPEI, Dandelion Festival);
- Catered to the Student Orientation barbeque, featuring a healthy lunch where we featured using either compostable or recyclable packaging and a combination of local/organic food to send a clear message to incoming students that we are striving to be a sustainable college;
- Hosted a series of lunch and learns where we invited students and community for engaging and timely sessions on issues of the day;
- The Holland College Green Machine looks forward to continued growth with all kinds of plans for making the coming year greener than ever!
The Applied Research Office supports economic development in Prince Edward Island by solving technical and business problems for industry and community clients using the college’s expertise, equipment and facilities. Applied research projects enhance the quality of college programs and services and provide unique hands-on learning opportunities for students.

Holland College provides subject matter expertise, lab and workshop space, assistance in the preparation of research funding proposals, linkages to outside expertise and resources, and project management support, while industry partners provide guidance, expertise, and financial support.

Applied research projects are mutually beneficial. Students gain invaluable hands-on experience and interact with industry partners, and college instructors remain connected to industry trends, improving communications and providing professional development opportunities. Industry partners are able to develop new products and services in a cost-effective way, while protecting their intellectual property. As a member of Springboard Atlantic Inc., Holland College is part of an Atlantic network of 18 research institutions focused on accelerating innovation.

The college’s applied research activities grew by 13 per cent over last year in its four key performance metrics: revenue, industry engagements, faculty involvement, and student involvement.

The Applied Research Office signed a Contributions to Organizations agreement with the National Research Council of Canada to deliver technological support through its Industrial Research Assistance Program. With this agreement in place, various programs, faculty and students across the college participated in small research projects aimed at helping industrial partners solve technical problems within their business.

The office was also successful in their application for an Applied Research Tools and Instruments grant for the Bioscience Technology program to increase the program’s research capabilities.

The Applied Research Office also received a level 1 applied research and development grant to allow Canada’s Smartest Kitchen to work with Nova Scotia’s Valley Flax Flour to create gluten free products.

Under the Social Innovation Pillar of the Applied Research department, a project involving the Early Childhood faculty and partnership with Dr. Beverlie Deitz of Mt. St. Vincent University in Halifax, Nova Scotia was continued this year. The project examines the effects of outdoor play on the development of children.
SUMMARY OF ENROLMENT

COMMUNITY EDUCATION STATISTICS
Students served from April 1, 2013 to March 31, 2014

- LINC = 590
  Language Instruction for Newcomers to Canada
- EEELS = 42
  Enhanced Employability Essential Language Skills
- EAP = 17
  English for Academic Purposes
- SUMMER = 95
- EAL NIGHT = 32
  English as an Additional Language
TOTAL = 776

ADULT EDUCATION STATISTICS
Students Served from August 1, 2013 to July 31, 2014

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CONTINUING EDUCATION STATISTICS
Students served from August 1, 2013 to July 31, 2014

- APPRENTICESHIP TRAINING 353
- BUSINESS STUDIES 115
- CERTIFICATE IN ADULT EDUCATION 70
- COMPUTER STUDIES 112
- HEALTH & COMMUNITY SERVICES 283
- JUSTICE IN-SERVICE TRAINING 268
- MARINE TRAINING 1103
- MEDIA & COMMUNICATIONS 9
- TRADES & ENGINEERING TECHNOLOGY 87
- TRANSITIONS 85
- TOURISM & HOSPITALITY 1411
- SCHOOL OF PERFORMING ARTS 4
- CONTRACT TRAINING 77
TOTAL 3977

LINC = 590
Language Instruction for Newcomers to Canada
EEELS = 42
Enhanced Employability Essential Language Skills
EAP = 17
English for Academic Purposes
SUMMER = 95
EAL NIGHT = 32
English as an Additional Language
TOTAL = 776
## POST-SECONDARY STATISTICS 2013–2014

Students Served from August 1, 2013 to July 31, 2014

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<td>Part Time</td>
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<td>Practical Nursing</td>
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<td>Steamfitting/PIPEFITTING</td>
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<td>Theatre Performance</td>
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<td>Video Game Art and Animation</td>
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<td>Welding Fabrication</td>
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<td><strong>Total</strong></td>
<td><strong>2323</strong></td>
<td><strong>253</strong></td>
<td><strong>965</strong></td>
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## CONSOLIDATED STATEMENT OF OPERATIONS

*Year ended March 31, 2014, with comparative figures for 2013*

### REVENUE

<table>
<thead>
<tr>
<th>Description</th>
<th>2014</th>
<th>2013</th>
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<tbody>
<tr>
<td>Grants</td>
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<tr>
<td>Province of Prince Edward Island</td>
<td>$19,123,200</td>
<td>$18,786,047</td>
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<td>Other Grants</td>
<td>3,876,148</td>
<td>3,685,894</td>
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<td>Contract Training</td>
<td>10,689,056</td>
<td>10,366,853</td>
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<tr>
<td>Sales, Recoveries and Incidentals</td>
<td>4,431,948</td>
<td>5,196,607</td>
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<tr>
<td>Student Fees</td>
<td>18,366,868</td>
<td>17,876,717</td>
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<td>Amortization of Deferred Contributions</td>
<td>3,278,303</td>
<td>3,548,130</td>
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<td><strong>Total</strong></td>
<td><strong>59,765,523</strong></td>
<td><strong>59,460,248</strong></td>
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### EXPENSES

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<td>Salaries and Benefits</td>
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<td>33,069,900</td>
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<td>Texts, Materials and Supplies</td>
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<td>2,794,261</td>
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<td>Utilities</td>
<td>2,988,104</td>
<td>2,763,184</td>
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<tr>
<td>Maintenance, Insurance and Property Taxes</td>
<td>1,405,267</td>
<td>1,340,049</td>
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<td>Rentals</td>
<td>1,634,729</td>
<td>1,824,083</td>
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<td>Travel</td>
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<td>Purchases for Resale</td>
<td>2,267,998</td>
<td>2,447,114</td>
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<td>Other Operating Costs</td>
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<td>6,659,743</td>
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<td>Amortization of Capital Assets and Program Development</td>
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<td>Pension Expense</td>
<td>2,680,700</td>
<td>1,488,483</td>
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<td><strong>Total</strong></td>
<td><strong>60,415,639</strong></td>
<td><strong>58,775,753</strong></td>
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### Excess of Revenues Over Expenses

(650,116)  
684,495

### Investment Income - Equity Method

76,449

### Add Back Non Cash Expenses

- Amortization of Capital Assets and Program Development  
  4,734,301  
  5,292,744

### Deduct Non Cash Revenue

- Amortization of Deferred Contributions  
  (3,278,303)  
  (3,548,130)
- Amortization of Lease Inducement  
  (70,000)  
  (70,000)

812,331  
2,359,109

### College Operating Funds Required For:

- Debt Servicing  
  (2,372,718)  
  (2,381,307)
- Capital Assets Purchased from Operations  
  781,048  
  (394,058)

### Surplus for the Year

(779,339)  
(416,256)

### Operating Surplus, Beginning of the Year

1,982,968  
2,399,224

### Operating Surplus, End of the Year

$1,203,629  
$1,982,968
You’ll make it here.