

2025-2026

BUSINESS PLAN

mohawkcollege.ca



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Land Acknowledgement

Mohawk College is situated on the traditional territory of the Haudenosaunee and Anishinaabeg nations, within the lands protected by the Dish with One Spoon wampum agreement, a region currently home to many Indigenous peoples from across Turtle Island.

Section 1: Board of Governors

Name
External Members
Anna Filice, Chair
Kathy Lerette, Vice Chair
Brian Henry
Sean Chesney
Matthew MacLean
Shaun Padulo
Vickie Baird
Yvonne Maidment
Karen Belaire
Gail Burns
Dr. Rick Anderson
Vacant, LGIC
Internal Members
Shantal Woolsey
Claudia Novelo Fragoso
Hayley Hopkins
Gabriela Soraggi
Paul Armstrong, President

Above membership is as of May 14, 2025

Section 2: Introduction

The Mohawk College 2025-2026 Business Plan and business priorities are developed in collaboration with all divisions of the college. This ensures the college is aligned in the role each area has to contribute to fulfilling the aspirations and prioritizing the strategic directions.

This business plan outlines the annual priorities, tactics and institutional goals that will advance the strategic aspirations to meet the leadership outcomes found within the 2022-2027 Mohawk College Strategic Plan.

The priorities for 2025-2026 have been compiled, vetted and approved by the Mohawk Executive Group and reviewed by the Senior Leadership Team.

These priorities are aligned with the budgeting process and the Performance Management Planning (PMP) process of the college. The Business Plan is presented to the Board of Governors for final approval at the June 2025 meeting.

Section 3: Strategic Plan

Vision

Future Ready. Learning for Life.

Mission

We educate and prepare highly skilled graduates for success and contributions to the community, Canada and the world.

Values

- We are student focused.
- We are committed to excellence.
- We engage our community.
- We are inclusive.
- We are accountable.

Aspirations

- Meaningfully advance Truth and Reconciliation.
- Enable Future Ready education, research, programs, services and experiences—for students, employees and our community.
- Be a place that honours, values and celebrates the whole of every person.
- Ensure access to education and reduce barriers for all.
- Lead in workforce development.
- Make a measurable impact on climate change.

Section 4: Business Plan Priorities 2025-2026

The following priorities were developed by the Mohawk Executive Group using the 2025-2026 Budget Guiding Principles and the strategic priorities developed through the budget process.



Meaningfully Advance Truth and Reconciliation

The path towards Truth and Reconciliation is sharing and understanding the truth of Indigenous history and people, working towards decolonization and Indigenization, and building relationships in order to do good reconciliation work.

The following are the priorities identified for 2025-2026 to support reaching our leadership outcome.

- Continue the implementation of Indigenous Knowledge and Learning Outcomes (IKLOs) including benchmarking of other colleges and universities which will accelerate our effort to increase Indigenous knowledge in our programming. Through the formal new program development and program review processes, the Centre for Teaching and Learning Innovation (CTLI) and Centre for Indigenous Knowledge, Relations and Knowledge (CIRKL) will complete the IKLOs process for 15 to 20 current programs and all new programs being developed.
- Aligned to the goal of creating more visible Indigenous spaces on campus, permanently install the birch bark canoe (Canoa) project adjacent to the Kanakti:yo (pronounced Ga-nuck-dee-yo) gathering space.
- Develop and launch a speaker series (up to five sessions for the 2025-2026 year) to include both members of the college and external community on various Indigenous knowledge topics.
- As part of the planned new employee onboarding curriculum, develop and implement the following courses: Land Acknowledgements, A Journey to Self-Discovery PDF and video series, and Indigenous Terminology.
- Complete updates on the Indigenous micro-credential and relaunch as a professional development opportunity for employees.
- Led by CIRKL, identify resources and collaboration opportunities to develop an understanding of good research practices from an Indigenous perspective with a desired outcome of better supporting Indigenous researchers and research projects.
- Continue to apply and share First Nations Ownership, Control, Access and Possession (OCAP) principles and resources in collaboration with the Mohawk College Research Ethics Board (MCREB) to support researchers collaborating with Indigenous communities.

- Develop a standalone two-year Indigenous program to increase enrolment in the 2+2 pathway agreement between Mohawk, Laurier and McMaster.
- Develop two new educational partnerships to create more pathway opportunities for Indigenous students.



Enable Future Ready Education, Research, Services, Experiences – for Students, Employees and Our Community

*We are transforming the way we deliver the educational experience.
We've redefined the meaning of campus to meet our students' needs
and to support the balance of school, work and family commitments.*

The following are the priorities identified for 2025-2026 to support reaching our leadership outcome.

- Implement Year 1 of the Academic Plan.
- Complete a redesign of 10 programs to be delivered in a fully online format.
- Assess the potential to establish an Integrated Centre for Digital Technology, including a Digital Twinning Hub.
- Implement a governance structure to facilitate the safe use of Artificial Intelligence across academic schools and college service areas.
- Commence the process to consolidate course offerings and deliveries in communications, math, general education, electives and all pre-programs to improve operational efficiencies.
- Implement space utilization recommendations within available resources including the potential adoption of occupancy sensors to improve scheduling systems efficiencies.
- Stabilize, assess, refine and prioritize what will be included in the Student Support and Experience model.
- Update the Six Nations Polytechnic academic program partnerships Memorandum of Understanding.
- Advance five national and/or international partnerships for academic and research opportunities.

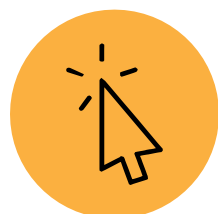


Be a Place That Honours, Values and Celebrates the Whole of Every Person

We are committed to nurturing an equitable, diverse and inclusive culture and environment for everyone who learns and works at Mohawk College.

The following are the priorities identified for 2025-2026 to support reaching our leadership outcome.

- Implement the next phase of the EDI Action Plan including a demographic survey.
- Revamp Global Learning Opportunities (GLO) and Virtual GLO programming to ensure sustainability and increased accessibility for more students.
- Develop a formalized mobility and global learning strategy.
- Continue to seek grant funding from governmental and non-governmental agencies, independently or in partnership, to support more opportunities for students and employees to develop their internationalization competencies through a global project.
- Continue to partner with Academics Without Borders (AWB) for projects to mobilize pedagogical and teaching and learning excellence globally.
- Implement the new Board of Governors skills matrix to recruit for upcoming Board vacancies.



Ensure Access to Education and Reduce Barriers for All

We will ensure that Mohawk is the destination of choice for all learners by removing barriers encountered at various stages of the educational journey.

The following are the priorities identified for 2025-2026 to support reaching our leadership outcome.

- Continue the planning process to launch a new campus in Burlington focused on healthcare programming. This campus will expand access to in-demand programs for learners who live in the Halton Region, allowing learners to stay and work in their community.
- Create opportunities for international student employment, aligning with the domestic campus student employment program.
- Develop and implement a structure to support an overall scholarship strategy that reduces barriers, enabling students not only to enter a program, but also to successfully complete it and graduate.
- Implement the new Brand Strategy to actively position Mohawk College as a recognized leader in excellence and the college of choice for learners.



Lead in Workforce Development

As a catalyst for community and economic resiliency, we are committed to developing and implementing transformative educational models to support workforce development, from small business through to large industry and sector partners.

The following are the priorities identified for 2025-2026 to support reaching our leadership outcome.

- Complete the consolidation of the Marinucci Family Centre for Professional Advancement (MFCPA) and Continuing Education (CE) into one co-located department, building capacity and realizing efficiencies.
- Redefine the Employer Engagement Process, including implementation of the Alumni Strategy.
- Implement the Career Strategy to maximize graduate success in transitioning to the workforce.
- Continue to coordinate work of the C2R2 coalition, including expansion and promotion of Quick Train Canada as a national training platform.
- Implement and operate the \$12M ESDC Sustainable Jobs Training Fund initiative, which maintains a specific focus on reaching underrepresented learners through intentional recruitment pathways; continue to pursue funding opportunities and partnerships.
- Explore strategies to increase research activity including consolidating competencies and processes through Mohawk Health Research, a proposed collaboration with the SJHH IRC to support a single point of contact for researchers, streamlining procedures related to research agreements and marketing outreach.
- Pursue Ministry of Health funding and approval to incorporate Computed Tomography (CT) into the Centre for Integrated and Advanced Medical Imaging (CIAMI), creating efficiencies to offset costs and provide clinical experiences for learners.



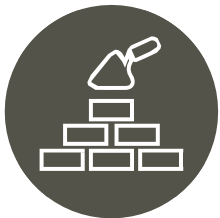
Make a Measurable Impact on Climate Change

Climate change continues to be the biggest challenge of our lifetime. Our decisions and actions impact future generations. We will continue to focus on climate action to protect our environment. It is a global priority.

The following are the priorities identified for 2025-2026 to support reaching our leadership outcome.

- Successfully launch the School of Climate Action, including the four-degree programs and consolidation of relevant programs into the school.

- Develop a MOU in partnership with Arizona State University for shared programming and pathways.
- Fully launch the School of Climate Action with an aligned brand marketing platform, building salience and consideration across target audiences, including all communications, recruitment and awards.
- Explore sources of external funding and partnerships to expand the capacity of the Centre for Climate Change Research which will enhance Mohawk College's commitment to enabling community partner sustainability and climate action planning.



Strong Foundations

Strong Foundations underpin our new Strategic Plan to ensure that we can progress toward our aspirations and ultimately achieve our leadership outcomes.

The following are the priorities identified for 2025-2026 to support reaching our leadership outcome.

People

- The implementation of the pillars of the People Strategy will resume with a focus on the following: employee engagement strategy, leadership competencies, talent acquisition program enhancements, health & safety program improvements, and applying an intentional EDI and Indigenous lens.
- Review and identify appropriate tools to measure employee engagement. Identify engagement metrics and develop and implement an engagement strategy.

Planning

- Complete the review of all corporate policies and develop new policies based on recommendations through the CQAAP audit and other college processes.

Reputation

- Execute, and ensure external and internal strategic alignment and areas of focus between all areas to elevate the brand and reputation of the college to ensure that Mohawk is speaking with one voice. This includes the following:
 - Launch a college brand campaign, including reintroduction and renewal of the Mohawk College brand.
 - Launch the 2027-2032 Strategic Plan engagement process.
 - Execute the Government Relations strategy.
 - Implement a new President's Dashboard and process.
 - Implement a Board governance assessment process.

- Update and implement the President's Advisory Council terms of reference.
- Coordinate recognition and awards, including employee milestone recognition in alignment with the People Strategy.

Technology

- Although the Banner Business Transformation (BBT) program extends through 2027, the following critical milestones are expected to be achieved within the 2025-2026 fiscal year:
 - Banner General and Banner Student configuration as well as data conversion/migration activities scheduled for May/June 2025.
 - Admissions functionality, along with third-party Application integrations are expected to be deployed into the TEST environment in late 2025 towards a deployment of Admissions functionality in June 2026.
 - Banner Student functionality related to Registrations + Scheduling + Accounts Receivable in addition to Banner Finance and HR components are expected to be delivered late 2025-2026 into the pre-production environment with a scheduled implementation target of April 2027.
- For Program Governance activities, a Benefits Realization Plan is underway with a target of Q3 2025.

Financial Health

- In response to the anticipated flat-line enrolment and revenue levels, management will continue to monitor enrolment trends, the multi-year financial outlook and in-year forecast updates to ensure the college's long-term financial stability.

Section 5: Financial Positions and Operations

	2025-2026 BUDGET	2024-2025 ACTUALS
	\$	\$
FINANCIAL POSITION:		
Cash and Cash Equivalents	4,223,344	31,125,311
Accounts Receivable	20,017,901	24,384,815
Other Current Assets	180,634,406	178,543,653
Construction in Progress	16,209,154	4,508,971
Tangible Capital Assets	437,967,385	429,636,374
Tangible Capital Asset Accumulated Amortization	(255,537,732)	(238,784,435)
Long Term Receivable	21,711,737	23,026,906
Investments and Other Long-Term Assets	1,423,417	1,351,010
TOTAL ASSETS	426,649,612	453,792,605
Accounts Payable and Accrued Liabilities	45,275,200	55,566,668
Deferred Revenue	47,440,002	58,661,934
Restricted Contribution	18,765,514	19,856,532
Deferred Capital Contributions	112,419,809	114,671,276
Debt	31,990,248	35,376,422
Other Long-Term Liabilities	13,783,985	13,534,919
TOTAL LIABILITIES	269,674,758	297,667,751
Unrestricted Net Assets	2,685,589	(825,810)
Internally Restricted Net Assets	55,965,114	67,000,000
Investment in Capital Assets	74,837,303	67,313,816
Endowments	21,739,375	20,889,375
Accumulated Remeasurement Losses	1,747,473	1,747,473
TOTAL NET ASSETS	156,974,854	156,124,854
TOTAL LIABILITIES & NET ASSETS	426,649,612	453,792,605

OPERATIONS:

Grants	110,381,520	112,055,645
Student Fees	129,337,995	201,918,164
Ancillary	12,981,719	14,735,272
Amortization of Deferred Contributions	5,375,000	5,865,911
Amortization of Deferred Contributions - Capital	9,297,476	8,741,956
Other	11,918,176	16,770,581
TOTAL REVENUE	279,291,886	360,087,529
Salaries and Wages	135,432,984	170,789,697
Employee Benefits	33,593,894	39,520,073
Contracted Services & Professional Fees	32,931,542	60,612,565
Supplies & Other Expenses	24,088,925	24,324,969
Utilities, Maintenance, & Taxes	10,763,294	12,664,920
Instructional Supplies	7,441,750	9,074,401
Ancillary Services	11,292,522	14,343,243
Scholarship, Bursary & Award Payments	5,375,000	5,865,911
Amortization Expense	16,753,295	15,152,462
Interest on Long-term Liabilities	1,618,680	1,753,658
TOTAL EXPENSES	279,291,886	354,101,899
TOTAL OPERATIONS SURPLUS	-	5,985,630

Section 6: Approved 2025-2026 Budget

Introduction

The 2025-2026 budget has been developed in a comprehensive and collaborative approach amongst all college departments. The budget integrates enrolment planning, workforce planning, strategic and capital initiatives, and risk mitigation. Highlights of the budget are as follows:

- The 2025-2026 budget is balanced, whereby revenue and expenditures net to zero.
- The plan was developed around delivering educational programming to 28,253 postsecondary enrolments.
- Gross revenue is budgeted at \$279.3M, and expenditures are budgeted at \$279.3M.
- The full-time staffing complement for fiscal 2025-2026 is 1,027, representing 374 faculty, 383 support staff¹, and 270 administrative staff.

Financial Planning Framework

The Financial Plan is comprised of three main budget components:

- The **Operating Budget** represents the revenue and expenses associated with the day-to-day operations of academic, student, ancillary and corporate services. Primary sources of revenue are government grants, student tuition fees, contracted services, and ancillary business operations. These revenue sources support costs for salaries and benefits, supplies, utilities, commodities, and other non-salary-related expenses.
- The **Fee Supported Budget** represents the compulsory ancillary fees students pay for specific services, such as convocation, technology enhancement, academic support, career services, and athletics and recreation.
- The **Capital Budget** reflects the funding sources and uses for capital, including building projects, facility improvements, deferred maintenance, and academic equipment.

¹ Faculty and Support staff are determined by those positions covered under the respective collective agreements.

Operating Budget

Enrolment Planning

Enrolment Planning is the foundation upon which the college’s operating budget revenue is calculated. Postsecondary enrolments drive expected revenue from grants, tuition and fees, and ancillary services, while also driving staffing requirements across the college.

Since December 2023, there have been continuous legislated changes impacting international student enrolments in Canada. In January 2024, Immigration, Refugees and Citizenship Canada (IRCC) announced a cap on international study permits with the intent of decreasing international study permits by 35% across Canada. The announcement also removed access to post-graduate work permits (PGWP) for students studying at public college-private partnership (PCPP) campuses, effective for new registrations on or after May 15, 2024.

In the fall of 2024, further measures were introduced, the most significant being a further reduction to the study permit application cap, and changes to the PGWP limiting eligibility only to graduates from public colleges in fields related to labour shortages, with the focus on healthcare, science, technology, engineering and math, trade, transport, and agriculture.

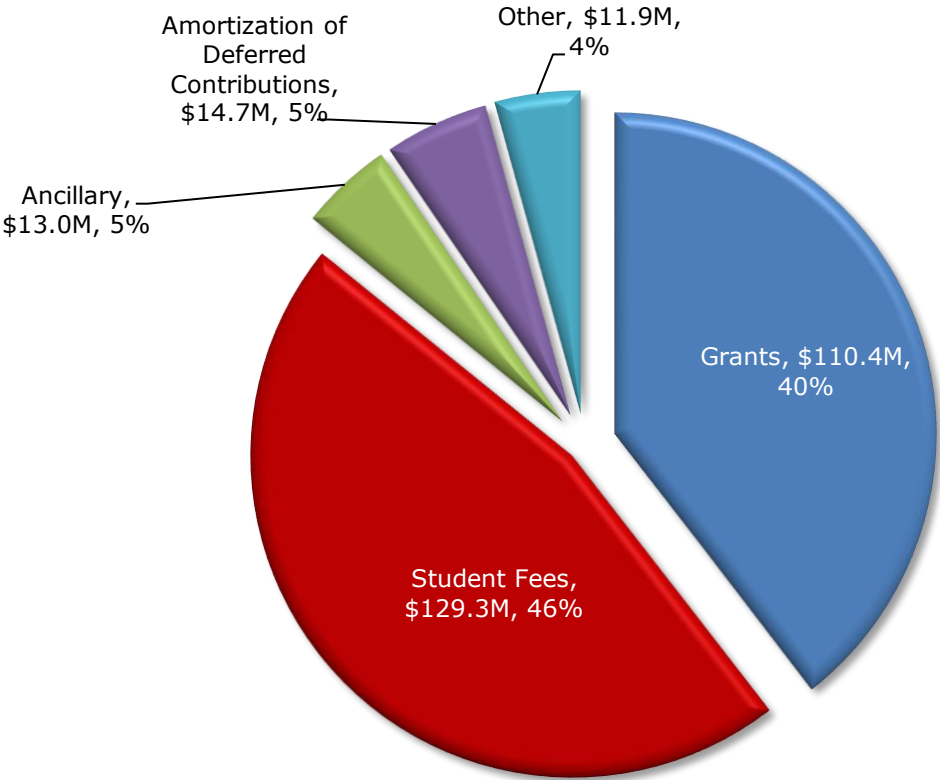
The 2025-2026 enrolment plan has been budgeted to align with the college’s designated study permit cap and PGWP eligible courses.

Full-Time Enrolments (Domestic & International)

	Spring	Fall	Winter	Total	% Decrease over 2024- 2025
2025-2026 Total Budgeted Enrolments	4,626	11,890	11,737	28,253	
2024-2025 Total Enrolments	6,680	14,575	14,522	35,777	
Year over Year Change	(2,054)	(2,685)	(2,785)	(7,524)	(21.0%)

Total Revenue Breakdown (\$279.3 Million)

The total revenue for fiscal 2025-2026 is \$279.3M and the following pie chart shows the funding sources of the approved revenue budget.



Revenue Highlights

Grants represent \$110.4M or 40% of total revenue. These grants are comprised of operating grants, special purpose grants, and apprenticeship funding.

The Core Operating Grant (COG) is valued at \$68.3M, representing 25% of total revenue. Additionally, in February 2024, the Ministry of Colleges, Universities, Research Excellence and Security (MCU) introduced the Postsecondary Education Sustainability Fund (PSESF). As part of this initiative, the college will receive \$5.8M in PSESF funding for 2025-2026, bringing total operating grants for 2025-2026 to \$74.1M.

Tuition revenue was modelled directly from the enrolment plan and approved fees schedule. The 2025-2026 enrolment plan projects 28,253 full-time postsecondary domestic and international enrolments.

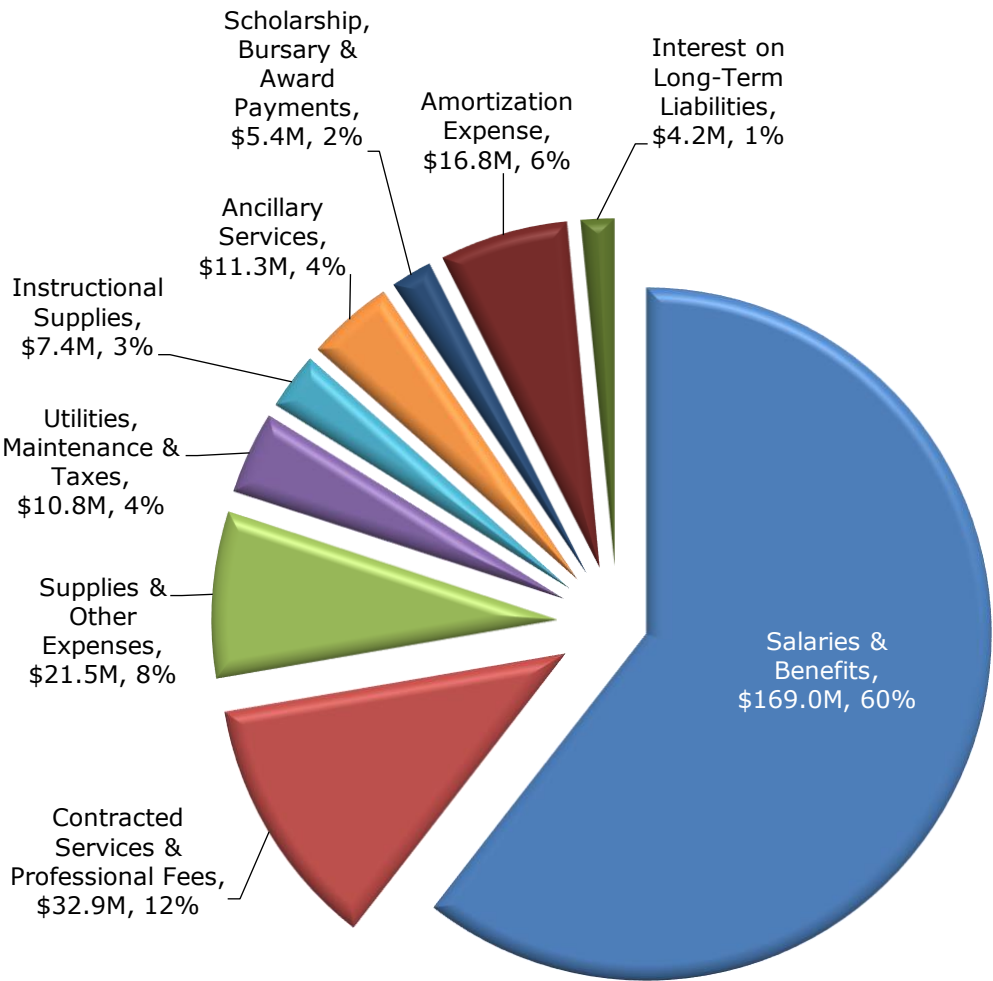
Tuition fees are aligned to the MCU Tuition Fee Framework, which has been in effect since 2019-2020, when tuition fees were reduced by 10%. For 2025-2026, domestic students will continue to pay the same tuition fees as students in the same program and program year in 2019-2020 when the 10% reduction took effect. International tuition fees are not subject to this framework and will increase by 3%.

Ancillary revenue is derived from campus stores, parking, residence, food services, and conferences.

Other revenue includes investment income, donations, research funding, and contract training programs.

Total Expenditures breakdown (\$279.3 Million)

The following pie chart illustrates the college’s 2025-2026 Approved Operating Budget expenditures by cost component.



Expenditure Highlights

Human Resources

The 2025-2026 plan projects 60% of budgeted expenditures for full-time and part-time salaries and related fringe benefits.

The full-time staffing plan consists of 1,027 permanent full-time positions across the faculty, support, and administrative groups. Salary rates are in accordance with respective collective agreements and legislation. The distribution of salaries and benefits by employee group are noted in the following table.

2025-2026 Salaries & Benefits Budget

	Total (\$)
Faculty	79,148,675
Support	46,204,979
Administrative	43,673,224
Total	169,026,878

Academic Expenditures: The academic expenditure levels were based on the enrolment plan.

Non-Academic Expenditures: The budgets for the non-academic areas are based on the operations and services of the departments.

Fee Supported Budget

In addition to tuition fees, all students are required to pay compulsory ancillary fees. These fees generate approximately \$14.1M, which is 5% of total revenue. The fees have offsetting expenses and are critical in supporting services including athletics and recreation, career services, student buildings, academic support, etc.

Compulsory ancillary fees are governed by the MCU's Tuition and Ancillary Fees Reporting operating procedure and mandates that the students' governing body (i.e., Mohawk Students' Association – MSA) be involved in decisions regarding compulsory ancillary fees and subsequent increases.

Capital Budget

The 2025-2026 financial plan aligns capital priorities with funding sources and financing strategies in a concerted effort to improve the learning environment with investments in teaching space and academic equipment, and to address priority deferred maintenance needs. Sources such as government grants, donations, funds from operations, and strategic use of board reserves are carefully considered and employed in a fiscally prudent manner to yield the best result for our student body.

Financing decisions associated with each capital request were based on provincial capital grant programs, donations, and availability of operating and board reserve funding.

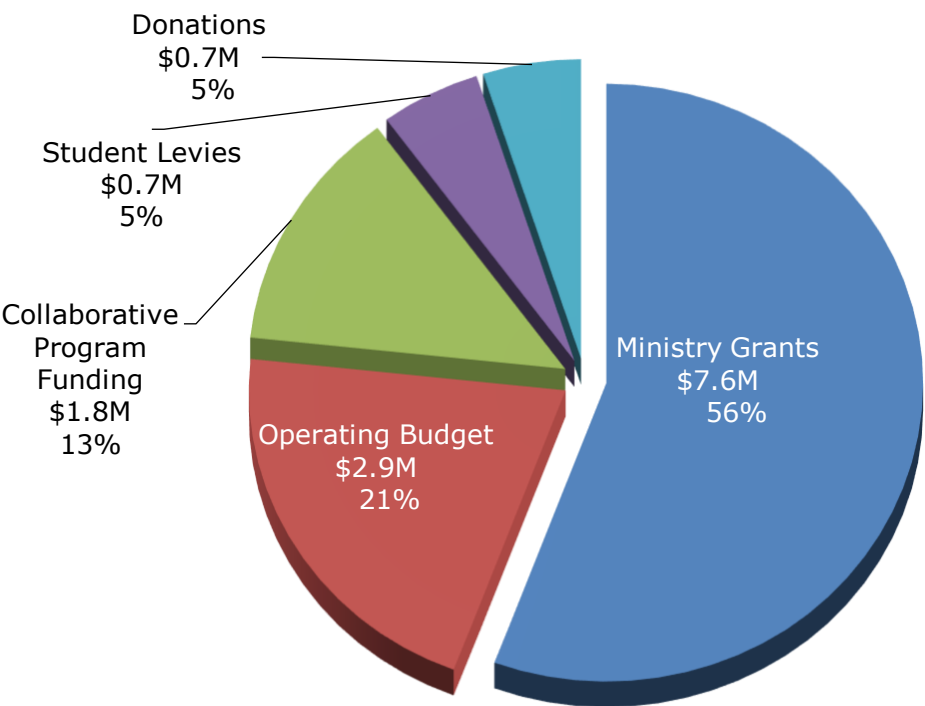
2025-2026 Capital Additions and Funding Sources

The total gross capital value of additions is \$13.7M and is summarized in the table below. Facilities Renewal and Academic Equipment represent \$9.2M or 67% of the plan, and include improvements to lab and classroom space, and the purchase of new academic equipment. The college's continued commitment to essential deferred maintenance of \$4.5M or 33% of the plan includes activities such as low voltage electrical upgrades, roof replacements, building repairs and replacement of curbs and sidewalks.

2025-2026 Capital Plan Additions by Major Category

	Gross costs (\$)	% of Total
Facilities Renewal & Academic Equipment	9,218,683	67
Essential Deferred Maintenance	4,500,000	33
Total	13,718,683	100

The funding sources for the capital plan are shown in the graph below. Ministry grants of \$7.6M represent 56% of the capital plan's funding source and include grants to support essential deferred maintenance, apprenticeship renewal, and academic equipment. Operating funds support \$2.9M or 21% of total capital additions. Collaborate program funding of \$1.8M or 13% of the capital plan includes capital facilities improvements as part of the collaborative program the college operates with McMaster University. Student levies for \$0.7M or 5% come from the student building fee. Donations support \$0.7M or 5% of total capital additions.



Accumulated Surplus

Based on ministry directives, colleges are expected to report a positive accumulated surplus balance. Accumulated surplus is comprised of four components:

- Investments in capital assets – represents the unamortized portion of college funds that have been invested in capital assets. This is net of any external funding such as grants, donations, and debt.
- Internally restricted net assets – funds held aside for capital projects, strategic initiatives, and future operating expenses. Expenditures require approval by the Board of Governors.
- Unrestricted operating net assets – represents undesignated reserves and is a safety cash threshold for the college's operating activity. The college strives to maintain an ending balance that is approximately 3% - 5% of total revenue.
- Vacation pay and post-employment benefits and compensated absences – represents liabilities that will always be present as long as the college is a going concern.

The forecasted accumulated surplus balance at March 31, 2026 is \$111.5M, thereby meeting Ministry requirements.

Glossary of Terms

Budget

A plan of financial operation containing an estimate of proposed revenues and expenditures for a given period (typically a fiscal year) and the proposed means of financing them.

Expenditure

The disbursement of funds to purchase goods and/or services. Expenditures include current operating expenses that require the current or future use of net current assets, debt service, and capital outlays.

Fiscal Year

Any period of 12 consecutive months designated as the budget year. The college's fiscal year begins April 1 and ends March 31.

Grant

A monetary contribution, typically from one level of government to another, to support a specific service, program, or function.

Revenue

Funds earned from all sources (excluding fund balances) that are used to fund expenditures within a fiscal year.

Abbreviations and Acronyms

C2R2	Canadian Colleges for a Resilient Recovery
CIAMI	Centre for Integrated and Advanced Medical Imaging
CE	Continuing Education
EDI	Equity, Diversity and Inclusion
ESDC	Employment and Social Development Canada
MCU	Ministry of Colleges and Universities
MSA	Mohawk Students' Association
PCPP	Public College Private Partnership