ALGONQUIN COLLEGE

2011 • 2012

ANNUAL REPORT

OTTAWA PERTH PEMBROKE

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Message from the Chair, Board of Governors

2011–2012 was another momentous year for Algonquin College. We completed the work of our 2008–2013 Strategic Plan a year ahead of schedule, and the Board of Governors was pleased to approve a new plan for the College to take Algonquin to 2017.

We opened the doors to our groundbreaking Centre for Construction Excellence, broke ground on a new Student Commons, completed the work on renewing our Perth Campus and continued the revitalization of our campus in Pembroke. We introduced new programs, struck new partnerships and continued to branch out internationally.

It was also last year that Algonquin's longstanding President, Robert Gillett, announced his plan to retire. Over the 17 years he has served the College, President Gillett has been a tireless driver of change, insistent on keeping the College focused on Student Success as its prime goal, and on ensuring its relevance to the needs of learners, employers and partners.

All of us on the Board are grateful for Robert Gillett's contributions to the College. His leadership has defined Algonquin as it is today, and provided a strong foundation for Algonquin going into the future.

That foundation will be indispensable. Demographics are shifting, funding for postsecondary education is subject to fiscal restraint, and the College — like all colleges in Ontario — is having to reinvent its business model. Robert Gillett has equipped Algonquin to address those challenges with an entrepreneurial mindset — to be adaptable, flexible and responsive to emerging opportunities and to embrace emerging technologies that enhance the learning experience of our students.

On behalf of the entire College, and particularly the Board, I want to wish Bob the very best, and as of August 20, 2012 to welcome into the President's office Kent MacDonald our former Vice President Academic and a worthy, capable successor to Mr. Gillett.

We look forward to working with Dr. MacDonald to take Algonquin forward on its journey to 2017.

Michael Dunlop
Chair, Board of Governors

Message from the President

The 2011-2012 academic year was one of significant change and transformation. The College prepared for an extended period of fiscal constraint while demand for its domestic and international programs and services continued to increase by three to four percent annually.

The need to provide increased access and greater support services was seen in the Multi-Year Accountability Agreement results as well as the College's Key Performance Indicator Performance Report. Although Algonquin made good progress on retention this past year, it is very clear there is a wide range of needs among the students the College currently serves. As well, those students come with expectations that the assistance they received in high school will be continued, yet colleges are not funded to provide that level of support. Algonquin is piloting new ways of reaching out to students to provide support using digital tools, which have the advantage of not being tied to time and geography and, in addition, are more in line with how the students connect with each other on a daily basis.

Having examined its existing Strategic Plan (2008-2013) and seeing the clouds of change on the horizon, the College engaged in a massive visioning exercise. Looking out as far as 2020, Algonquin sought to ascertain the expectations of the students, clients, employees and communities for this institution, as postsecondary education institutions around the world continued their transformation into the digital world and the world of connected students.

Having completed for the most part all of the goals set out in its 2008-2013 Strategic Plan, it was evident Algonquin needed a new Strategic Plan forged in recognition of the massive changes that have occurred over the past five years. The College embraced the trends evident in its environmental scan and set a course to embrace the significant challenges that lay ahead.

Over the past two years, Algonquin has been engaged in the most significant renewal of its capital infrastructure in its history, with a new campus opening in Perth and the new Algonquin Centre for Construction Excellence at the Woodroffe Campus opening in the fall of 2011. This coming fall, a new waterfront campus will open in Pembroke and a new Student Commons will open at the Woodroffe campus in Ottawa, concluding the College's four major renewal projects. Support from all levels of government as well as the outstanding fundraising contribution from the private sector and the three communities was most appreciated, and was a clear demonstration of the commitment of the stakeholder community to the ongoing work of the College.

Algonquin continued its digital journey with further expansion of its hybrid and online courses and programs and the introduction of some very innovative new digital services for students. The College's entire technical foundation has been strengthened and its wireless and Internet services enhanced to reflect an exponential increase in demand. The average student now carries 2.5 mobile devices. Learners expect the College to communicate with them through these devices, and to deliver the software and educational material and support services they need — when and where they need them.

Algonquin is firmly committed to being an educational leader in the digital world and will continue to leverage the digital tools of the 21st century as well as social media opportunities to enhance the educational choices and delivery modalities available to students, connecting in ways that are meaningful to them.

Algonquin expanded its international efforts with new offshore partnerships, increased recruitment and expanded language opportunities. It increased its corporate and contract training services and has entered into a number of new relationships with the business community involving applied research. This has provided opportunities for faculty and students to work on real-life problems using new equipment and facilities, and to engage in professional dialogue in ways they would not otherwise have been able.

In terms of the fiscal picture, Algonquin once again delivered a balanced budget to its Board of Governors. That budget embedded the realignment of Algonquin's funded and non-funded operations to reflect the challenges faced by the provincial government as well as the challenges that lie ahead in this constrained fiscal environment.

On behalf of the Board of Governors and the management team of Algonquin College, I want to thank the students, employees, partners and stakeholders for all that they have done to make the College successful. It has once again been a year of tremendous achievement of which we can all be proud. I also want to say a special thanks to our Students' Association, which has been a major contributor to the overall success of the College and a strong partner the College has always been able to count on.

Robert C. Gillett
President

STUDENT SUCCESS

The most important measure of Algonquin's performance is the success of its students — both while they are actively enrolled in College programs and after graduation as they make their way in the world.

A Foundation for the Future

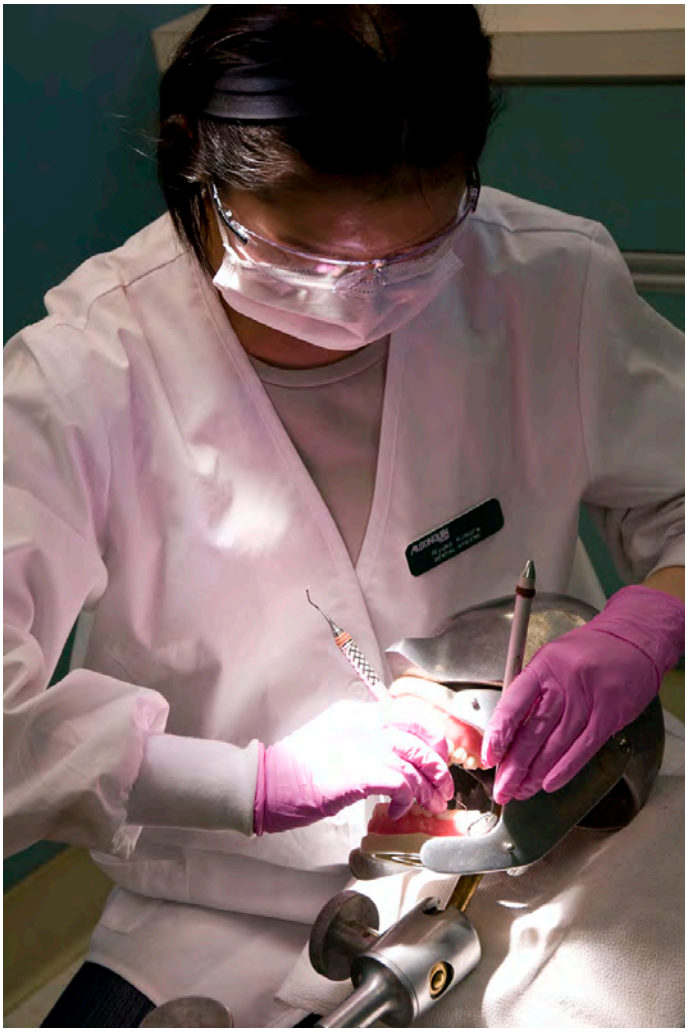
In 2012, Algonquin completed the work of its 2008–2013 Strategic Plan, achieving the objectives set out in it a full year ahead of schedule. That plan focused the activities of the College on four themes: Academic Leadership, Service Excellence, Employee Development and Resource Management. A new plan developed over the course of the past year builds on the momentum and puts forward a set of refined objectives for the next five years — with student success remaining the College's central focus.

The signs of success

Postsecondary enrolment at Algonquin exceeded 15,000 full-time students in 2011–2012, with overall full-time enrolment approaching 20,000. Term-to-term retention climbed to 84 percent from the fall of 2011 to winter 2012. Students performed extremely well on national exams — with a 98 percent success rate for those in Dental Hygiene and 100 percent for those in the College's Respiratory Therapy and Paramedic programs (marking the tenth year in a row for Paramedic students). More than 1000 learners were enrolled in Algonquin dual-credit/Level 1 Apprenticeship programs — with a collective success rate of 87 percent. And 96 percent of apprentices with disabilities passed their courses.

Achieving results like these demands active support of students and the creation of opportunities for them to excel. As an example, Algonquin peer tutors delivered more than 10,000 sessions last year. Further, the College co-hosted 2011's Make the CUT alongside Carleton University. CUT in this case stands for College University Transition and helps prepare Grade 12 students with learning disabilities or attention deficit/hyperactivity disorders for college or university.

Algonquin made many programs more accessible by developing more than 200 online and hybrid courses in 2011–2012. Students from 97 countries engaged in online learning. These examples point to the increasingly central role technology plays in the Algonquin environment as a college committed to digital technologies. Last year the College's wireless network carried 426,260,386,765,865 bits of information, the equivalent of nearly 85,000 music CDs. While in 1996 users of campus lab computers outnumbered devices by 50 to one, by 2011–2012, the ratio had flipped radically, with more than two devices per user at the College.



Meeting the needs of today's learners

In June 2011, the Ontario government announced $6.6 million in funding to support the Algonquin Digital College project, which aims to see significantly more Algonquin programs, particularly those in high demand, available and supported online.

Today, 51 Algonquin programs are offered online. Fifteen additional full-time programs — including three with high enrolments — were identified for online development last year. Through its curriculum-review process, Algonquin continues to identify new online program opportunities and convert theory courses into hybrid delivery formats. The College plans to further expand its hybrid and full online offerings, reviewing and adapting 20 percent of all courses and programs in each of the next five years.

Mobility is a particular priority for Algonquin as it seeks to provide learners greater access and flexibility. In September 2011, the College converted 27 traditional programs to its Mobile Learning Program format, enhancing the learning experience for 2,300 students. For fall 2012, the number of programs will climb to 71. Meetings were held over the winter of 2011–2012 to prepare staff for this expanded rollout, which will involve some 6,200 full-time students.

Algonquin will continue to support mobile access by ensuring all licensed software can be downloaded to mobile devices, and that new apps facilitate mobile access, learning and service acquisition.

Investing in online learning will increase Algonquin's capacity across all campuses and ensure physical space is available for applied learning facilities to support growing enrolment demands.

Putting knowledge into practice

Applied learning is a key ingredient in Algonquin's efforts to foster student success, requiring collaboration with industry and other partners. In April 2011, students, faculty, and local businesses showcased their leadership and innovation at the ninth annual Algonquin College Applied Research Day — hosted in partnership with the Ottawa Centre for Research and Innovation (OCRI) and the Ontario Centres of Excellence (OCE). The event attracted a crowd of more than 1,000 and featured 67 project displays from a variety of sectors including the environment, information technology and healthcare — a record for the College.

By March 2012, 517 Algonquin students had engaged in 90 in-class applied research projects. This included work by students in the Electrical Engineering Technology program that saw the delivery of a full-sized prototype scoreboard which interfaced with software developed to improve time and score keeping for hockey. In addition, 30 standalone projects were undertaken with various industry partners that resulted in the employment of over 100 students.

Last winter, Hydro One made a second $3-million commitment to educating and training its future workforce by funding bursaries, scholarships, curriculum development, diversity initiatives, applied research and equipment to educate the next generation of energy professionals at four colleges within its Hydro One College Consortium: Algonquin, Georgian, Mohawk and Northern.

Another key announcement related to applied learning at Algonquin came in February 2012 when the Honourable John Baird, Member of Parliament for Ottawa West–Nepean announced up to $750,000 in funding to support innovative partnerships between Algonquin College and 22 small and medium-sized businesses. The partnerships will focus on applied research, engineering design, technology development, product testing, and certification, and will bring growth and long-term economic benefits to southern Ontario.

Turning investments into innovations

By partnering with the local business community, Algonquin College's Office of Applied Research and Innovation has helped save local companies hundreds of thousands of dollars in research costs and bring ideas to market years faster. With $334,000 in funding from the Government of Canada for research equipment announced in 2011, the College will be able to continue to make those kinds of contributions. Equipment purchased with those funds included:

- A 3D printer to provide rapid prototyping for design and engineering for the Faculty of Technology and Trades, and the Faculty of Arts, Media and Design;
- A mobile science unit with on-board research instrumentation for environmental research by the Forestry Program at the Pembroke Campus;
- Upgrades and enhancements to the infrastructure needed by the Fibre Optical Networks Research component of the College's Photonics program;
- Lasers to rapidly prototype and test novel optics for the Faculty of Technology and Trades;
- IT equipment and applications including servers to support collaboration with partners.

This equipment funding for Algonquin College came as a part of the Natural Sciences and Engineering Research Council of Canada (NSERC) College and Community Innovation (CCI) Program's Applied Research Tools and Instruments (ARTI) Grants.

7,743

Students graduated in 2011 — the largest graduating class in Algonquin's history.

Making their mark

Algonquin students proved their mettle last year both in competition and in the community. Teams from the College took home a gold medal from the Ontario Colleges Marketing Competition (OCMC) in Sales Account Management and a silver medal in Retail. Justin Thompson, a BUAD-Accounting student, won a summer internship through the National Capital Leadership Challenge. Two Algonquin students medalled in the Ontario Skills Competition. Several students received International Education Centre (IEC) Student Awards: Mani Azeri (Turkey), School of Business (Business Marketing); Yoshikazu Kono (Japan), School of Media and Design – Florist program; Tanner Watnem (USA), School of Advanced Technology – Electrical Engineering Technician; and Meenakshi Mukherjee (India), School of Health and Community Studies — Social Service Worker. As well, Bachelor of Information Technology graduate Matthew Davis and Business Marketing grad Dave Hale were nominated for the FuEL Awards, which recognize Canada's top 20 entrepreneurs under the age of 30. Dave Hale became a recipient of the award.

In winter 2012, a team consisting of students from three Ontario institutions — including Algonquin College — became one of 20 to earn a place in the U.S. Department of Energy 2013 Solar Decathlon. The competition challenges groups from around the world to design, build and operate solar-powered houses that are cost-effective, energy-efficient and attractive. All teams are now in the midst of an 18-month process to refine and build their designs before carefully taking them apart and shipping them to the competition site in Irvine, California. The Algonquin contingent is drawn from programs housed in the new Algonquin Centre for Construction Excellence and from the Advanced Housing program at the Perth Campus.

In terms of giving back to the community, Algonquin students applied their skills and energy to supporting numerous social causes — volunteering, fundraising and boosting awareness of important issues. The Event Management program set a fundraising record raising over $105,000 for the Children's Wish Foundation and reaching more than $425,000 with their activities over the last five years. In May 2011, the College was honoured with the Education Division-Community Builder Award for its past campaigns. In 2011 the College raised $106,000 for the United Way, including $5,700 directly from students.

In October 2011, Algonquin welcomed Canadian Paralympian Rick Hansen to the Woodroffe Campus as he celebrated the 25th anniversary of his cross-Canada Man in Motion World Tour. Addressing a full house of students and staff, Hansen challenged all to become 'change makers'.

"Through applied research and the engagement of industry leaders, the College will take advantage of the most recent advances in bandwidth, storage technologies, Internet-delivered video, social networking and interactive tools to provide students with a rich multimedia learning experience that is designed to promote collaboration between students, faculty, and industry as they progress through their studies."

Robert C. Gillett
President, Algonquin College

ACADEMIC LEADERSHIP

Algonquin is committed to enhancing student success by providing an enriching and challenging learning experience delivered by engaged employees and supported by quality curriculum and resources.

For Algonquin, academic leadership is not only about meeting the needs of learners, employers and communities today but also anticipating those needs tomorrow — and developing programs and learning experiences to meet them. In the global context, that means thinking of the whole world as our community, and finding new ways of connecting students to it.

A process of continual enrichment

Algonquin worked actively over the course of the past year to enhance its academic offerings, continuing the activities associated with its Strategic Programs and Services Planning (SPSP) initiative, which was launched by the Board of Governors in 2009. Through the SPSP project, every program and service offered by Algonquin was assessed in 2010, with recommendations made to the Board for changes, additions and suspensions. Last year, as a follow-on to that work, the College reviewed the implementation status of those recommendations as well as the associated implementation plans, and gathered updated information to guide further enhancement decisions.

Related to its program review process, Algonquin introduced several new programs last year, including:

Ontario College Diplomas

- Office Administration – Medical
- Horticultural Industries
- Mobile Application Design and Development
- Mechanical Technician – Industrial Millwright

Ontario College Graduate Certificates

- International Business Management
- Business Intelligence System Analyst
- Nonprofit Sector Management
- Financial Services

The College put forward proposals for graduate certificates and degrees to further enrich its program offerings; one degree is now awaiting Ministry approval and consent, two degrees are in development for submission to the Postsecondary Education Quality Assessment Board (PEQAB), and there are 10 graduate certificates in various stages of development.

The College introduced two new accredited Certificate Programs for the corporate market — Project Management Essentials and Business Analysis Essentials. Overall, Algonquin delivered corporate training to 235 client organizations last year, up 23 percent from the previous year.

The College also added 270 dual credit seats — bringing the total to 1020. These are courses that allow high school students to earn, simultaneously, secondary and postsecondary academic credits. As such, they serve both as an academic preparation mechanism and as a recruiting tool.

To support the College's pursuit of an annual enrolment growth rate of 3.5 percent, Algonquin reinstituted its Strategic Enrolment Management Committee (SEMC). Building off previous enrolment management efforts, the committee met regularly over the course of the year, to develop a shared vision, mandate and coordinating framework that will ensure SEMC objectives and plans are aligned with the College's new Strategic Plan, and support institution-wide efforts in the areas of retention, recruitment, program planning, business intelligence, and student success.

Delivering unique learning opportunities

Throughout 2011–2012, Algonquin earned recognition for the distinctive strengths of many of its programs. More than 100 attendees gathered for the launch of its Hospitality and Tourism Management Degree program in May 2011 — a four-year program and one of just a few in Canada designed to prepare graduates for management careers in international hospitality and tourism.

The College's Developmental Services Worker program received a $100,000 Commemorative Bursary from the Rideau Regional Centre Association to support financially challenged students in their studies — recognition of the continued importance of that program to the community — and Algonquin's business programs received $200,000 from the Scotiabank Bright Future Community Giving Program to establish a similar bursary for their students.

Several programs participated in innovative learning exercises over the course of the year: students in the School of Health and Community Studies participated in simulation scenarios between Cork, Ireland, the Algonquin Simulation Lab and McGill University; Mechanical Technician students in the School of Advanced Technology manufactured parts for a Carleton University crash test dummy design project; six students from the School of Hospitality and Tourism participated in exchanges with Tanzania and Montenegro; and a group from the School of Media and Design captured on video a 'flash mob' involving Darth Vader and the Ottawa Youth Choir that went viral over social media at Christmas.

Partnerships have always been important to the success of Algonquin programs. A number of partnerships developed last year are producing new opportunities for students — and faculty — to develop their skills and explore their fields. Several examples of these partnerships include:

- Nursing Studies partnering with Laerdal Canada to develop a series of simulation applications that will be available on the new Laerdal simulation application site — making Algonquin's team the first at the postsecondary level in Canada to develop such applications.
- The College's Library and Information Technician program partnering with Knowledge Ontario to provide students with an internship for AskOn, a virtual reference service. AskOn allows students to gain real-life experience helping clients in public or academic libraries find research material — all via a chat software package.

Exercising our powers of attraction

Algonquin engaged in a number of recruitment activities over the course of the year. Its Future Students website drew 1.1 million visits in 2011–12, an increase of 4.6% from the year before. Algonquin representatives made 878 presentations to prospective students and their influencers, generating more than 43,641 program applications.

Following recruitment events like these, as well as campus tours and training sessions, the College collected 200 client surveys to help hone its approach. To improve efficiency, Algonquin integrated its recruitment customer relationship management (CRM) and email marketing automation systems.

The College completed six best-practice reports last year on recruitment, marketing and communications, covering recruitment events, websites, social media, blogging and webinars. Algonquin launched a phase 1 virtual tour microsite in July 2011 and its Facebook campaign generated 900,000 impressions — doubling 'likes' to 3,839 and increasing Facebook lead generation by 345 percent.

As a result of efforts like these, fall term applications from students whose first choice is Algonquin have increased by 2.5 percent year over year to reach 38.5 percent of total applications. While demographics are shifting, reducing the numbers of potential entrants from high school, Algonquin continues to outperform the system average — last year by roughly 3.7 percent.

Going forward, the College is developing a new marketing plan to inform its retention strategy, conducting student surveys related to retention and using business intelligence software to integrate databases related to enrolment.

6,000

The number of students, teachers and administrators from K–12 that visited the College in the 20 activities hosted by the Academic Development, Academic Partnerships Department in 2011–2012.

Engaging with the world

A critical focus for recruitment and enrolment is the vast body of international learners seeking postsecondary education. Algonquin unveiled a plan in June 2011 to grow international student enrolment and become the fourth-largest Ontario College by 2013. As of the end of the 2011–2012 fiscal year, Algonquin had enrolled 1,032 full-time students and 2,770 English-as-a-Second-Language (ESL) learners.

The International Marketing and Recruitment Team attended fairs and participated in recruitment events in Russia, Colombia, Brazil, Saudi Arabia, and India. In addition, the College received a delegation representing the Caribbean Community and Common Market's Education for Employment initiative — along with a representative from the Trinidad and Tobago National Training Authority — to visit its Nursing, Media and Hospitality labs.

Algonquin carried out numerous projects through international agreements last year. It launched English-as-a-Second-Language (ESL) Electrical Technician and Mechanical Technician–Industrial Millwright programs at the Jazan Economic City Polytechnic College in Saudi Arabia and conducted an ESL assessment of 435 students at the institute. Six Algonquin faculty members made a three-week trip to China to conduct ESL student evaluations at Jiangsu Maritime Institute (JMI), with five JMI faculty coming to Ottawa for ESL upgrading and mentoring.

The Keeping it Current (KIC) bridging program for internationally trained nurses began in April with 15 students in its full-time Language Essentials for Internationally Educated Nurses course. Hybrid development of six Teachers of English as a Second Language (TESL) courses was completed, along with hybrid development of French as a Second Language Intermediate I, II, and III courses and a new International English Language Testing System (IELTS) course.

By March 2012, Algonquin had finalized agreements for additional programs to be offered in partnership with offshore institutions, including an International Business Management Graduate Certificate with the Belgrade Business School and a joint hospitality program with Liaoning Forestry Vocational-Technical College in China.

The Aboriginal community at Algonquin

Algonquin continued to actively reach out to Aboriginal learners last year, and to increase the supports available to Aboriginal students enrolled at the College. Between 2010–2011 and 2011–2012, the retention rate for Aboriginal students rose by five percent.

"The curriculum in the new Bachelor of Hospitality and Tourism Management program is driven and supported by the industry. It's pegged to produce job-ready graduates who can smoothly make the transition from the classroom to management roles in the hospitality and tourism sector."

Michael Tarnowski,
Coordinator
Bachelor of Hospitality and Tourism Management program

SERVICE EXCELLENCE

Algonquin is committed to continually reviewing and improving services to meet the changing needs of our students.

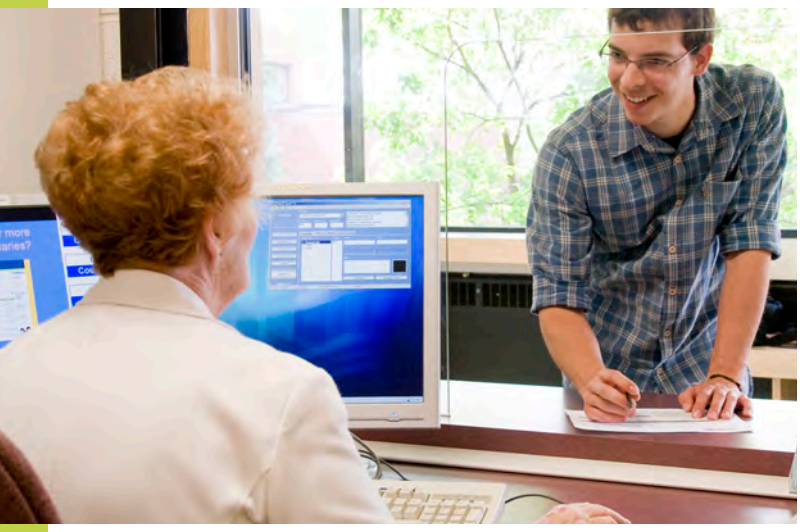
Algonquin considers its students, partners, staff and faculty to be clients of the College. Its approach to service delivery reflects that perspective, grounded in a commitment to meet the needs of all stakeholders as efficiently as possible, with a distinct 'Algonquin difference'.

Pursuing continuous improvement

Algonquin's Strategic Programs and Services Planning (SPSP) project looks not only at the College's academic offerings but also the services it provides. Some 250 services were reviewed as part of the process last year. Full improvement plans were developed for all relevant services over the course of 2011–2012, and changes were made to realize process improvements, revenue increases, cost reductions, and client service enhancements.

As part of the College Services Review conducted through SPSP last year, Algonquin implemented Service Performance Metrics through its Service Performance Metrics Task Group. The group will issue a report on its progress to the Board of Governors at the end of June 2012.

Over the coming years, implementation of SPSP recommendations will be completed and integrated into College operations, contributing to the development of a culture of continuous improvement.



Here 2 Help our students

Algonquin continued last year to implement student support programs aimed at giving learners the best chances of success during their time at the College. *Here 2 Help*, an orientation to available support services, was launched in January 2012 and will be repeated with the start of the fall term.

The Registrar's Office Contact Centre helped improve term-to-term retention by reaching out to at-risk students through a telephone campaign conducted in collaboration with interactive voice response solution provider Vocantas. Throughout the year, the College saw a marked increase in the number of students helping students. By December 2011, the number of volunteer orientation leaders had risen from 25 to 50.

Supporting a diverse student body

The College's Employment Services division held its first-ever *Life After Algonquin: Stepping into the Canadian Workforce* events last year — one for international students planning to stay and work in Canada after graduation, and one for Aboriginal students about to transition out of College into the world of work.

The Aboriginal *Life After Algonquin* event was complemented by the Workforce and Personal Development division's Develop*mentor* program, a partnership with local employers that provided employment coaching and part-time work experience to First Nations, Métis and Inuit students.

Algonquin's International Education Centre (IEC) changed its approach last year, hosting recreational outings to give international students greater exposure to the Canadian experience. The year's activities included two sold-out trips: one to La Ronde in Montreal and the other to Camp Fortune in Chelsea for skiing. IEC's Language Institute Student Retention Workshop Series drew 391 international students — an increase over the year before, and including 22 students who received a Statement of Achievement for participating in all six workshops held.

The College's Mamidosewin Centre hosted 300 students and 10 community organizations at its 2011–2012 Aboriginal Cultural Celebration, and put on a DreamQuest summer camp for 30 Eastern Ontario Aboriginal Youth.

Better process, one innovation at a time

The College's Registrar's Office worked hard last year to propel Algonquin along the path to becoming a Digital College. It introduced many improvements and innovations to streamline processes and improve client service, ensuring that all automation projects complied with Accessibility for Ontarians with Disabilities Act (AODA).

370 The number of Service Review Reports completed across the College in 2011–2012 including 242 service self-analysis reports, 99 business unit reports, and 29 Dean/Director reports as part of the Strategic Programs and Services Planning Committee (SPSP) Services Review Process.

In partnership with Information Technology Services (ITS), the Registrar's Office completely re-designed the Algonquin College Student Information System (ACSIS). Introducing a wide range of new functionality has resulted in the creation of a one-stop digital service shop.

All Student Services websites were updated and streamlined to assist clients in taking the steps required to move from application to graduation — and beyond. A global master calendar on this site has served to improve communications by helping students keep track of important information and dates. Algonquin student timetables have also improved. Now available in a colour-coded grid format, they include hyperlinks to faculty email addresses, course outlines and final assessment details. An interactive map was added to help students locate their classrooms.

Today, the College's Student Support Services website features Live Chat functionality, giving visitors immediate access to Student Success Specialists. Algonquin introduced a mobile application last year, ASK Algonquin, to improve students' access to information about the College. The app was based on careful tracking of questions asked at Student Success Centre and through Live Chat sessions.

To accelerate client service response times, Algonquin activated voice recognition technology on its main phone line. It enriched its mobile website and 'mobilized' the Ontario Student Assistance Program (OSAP) — making it available to students anywhere, anytime, anyway.

Late applicant processing was transitioned from a hard-copy, manual process to an automated process; this automated and streamlined system expedites registration, has increased late applicant processing by more than 100 percent and has ensured that late applicants are in class at the start-of term.

Setting a new standard

Algonquin defined a set of client service standards last year, supported by daily and weekly service performance reports. With the launch of integrated student services web presence, every department in Student Support Services now offers a Live Chat option.

Value stream mapping using LEAN Value Stream methodology for establishing an in-person One-Stop Service model in the Student Commons continued through the winter term in preparation for launch in this exciting new facility currently under construction. Plans will integrate several support services that are located in different areas of the College to bring them together in the new commons facility. The process has used feedback from students as well as working sessions with employees in order to identify the best way to implement this integrated service delivery model in the Commons.

In 2011, the College's Business Systems Team began implementing a new Computerized Maintenance Management System (CMMS) for Physical Resources to replace its legacy system, with the first priority being work order management and preventive maintenance management modules. This system will improve client access to the work order system thanks to a web-based interface and will provide more comprehensive and up-to-date information for maintenance planning and decision making.

"Each year, we initiate 12 to 15 new value streams and push forward on past initiatives ready for the next stage … Educational institutions across Ontario and abroad have taken an interest in Algonquin's Value Stream efforts that are streamlining our processes while maximizing value to our clientele."

Chuck Doyle
Manager Business Process Review

EMPLOYEE DEVELOPMENT

Algonquin is committed to being a leading Canadian college in the ongoing professional training and development of employees to ensure the best possible learning experience for its students.

Engaged, well-supported staff and faculty are essential to achieving the goal of student success. Algonquin is committed to providing the professional development opportunities and tools employees need to keep their skills and knowledge on the leading edge — so they can deliver a high-quality, connected 21st-century College experience.

Building internal capacity

Through professional development, training, mentorship and coaching, Algonquin prepares its employees for new ways of delivering education and training and for leadership opportunities in the College. Last year, new training was developed to meet the needs of digital programming and mobile learning initiatives — with courses on the procurement of accessible goods and services, accessibility and organizational change, removing employment barriers and web accessibility. Human Resources also produced an online tool to support self- and manager appraisal processes, and introduced new faculty hiring guidelines.

A key deliverer of professional development at Algonquin is the College's Centre for Organizational Learning. As annual events, the Centre held its ninth Kaleidoscope Conference — drawing more than 450 employees to three plenary sessions and 25 workshops — as well as a third Faculty Retreat and second Support Staff retreat. Through the Centre, 18 Academic Coordinators completed the Eastern Region Leadership Excellence in Academic Programming program, 24 employees completed the Service Excellence Program, and 48 completed Leadership Development and the Advanced Leadership Development programs. The Centre also provided orientations to 50 new full-time faculty and more than 600 part-time faculty.

Building Algonquin's future leadership capacity, the Centre for Organizational Learning launched the Algonquin Leadership in Education Institute's (ALEI) Level III Leadership Program, an initiative that attracted an inaugural cohort of 12 leaders from across the College.

For its commitment to promoting education and employment opportunities for immigrants who work at the College, Algonquin received an Employer Excellence Award from Hire Immigrants Ottawa and the Employer Council of Champions in 2012. This is its second such award; the first was presented in 2008.

To measure employee engagement, Algonquin completed the development of an engagement survey in January 2012 — with the first survey to be conducted in October of the coming year. Also in 2012–2013, Algonquin will launch a pilot mentoring program that will pair new, full-time support staff with a mentor for six months.

Fulfilling our commitment to accessibility

To ensure all employees are prepared to carry out the province-wide requirements associated with the *Accessibility for Ontarians with Disabilities Act* (AODA), Algonquin continued its AODA training program last year. All full-time staff have now completed this training through an initiative that also provided orientation to the Workplace Hazardous Materials Information System (WHMIS) — a health and safety-related program. Today, 91 percent of full-time academic, 88 percent of full-time support and 75 percent of full-time administrative personnel are WHMIS certified.

Also on the accessibility front, in 2011–2012, Algonquin's Centre for Students with Disabilities introduced the position of Learning Strategist for Apprentices with Disabilities and as a result we have seen a passing rate of 96 percent for the different levels. The Centre also continued to provide e-counselling services to students with disabilities as an alternative to traditional face-to-face appointments: through e-mail, students set up academic accommodations and access disability support services.

External recognition of Algonquin faculty and staff

For their dedication and contributions both to their fields and their communities, Algonquin staff and students were acknowledged with awards last year including:

- *Lorenzo Bruno* and *Sam Chang* (Physical Resources): completed LEED Green Building Strategies and Green Associate exam preparation courses
- *Centre for Continuous and Online Learning*: Two Heads of Continuing Education awards
- *Toni Connolly* (Centre for Students with Disabilities): College Committee on Disability Issues (CCDI) Disability Services Award of Excellence
- *Leslie Kopf-Johnson* (Early Childhood Education): Andrew Fleck Child Care Services Difference Maker award for her contribution to children and families
- *John Dalziel* (Physical Resources): Leadership in Energy and Environmental Design (LEED) Green Associate, certified by the United States Green Building Council (USGBC)
- *Lisa Lamarre* (Early Learning Centre): Prime Minister's Award for Directors in Early Learning and Care
- *Jeremy McQuigge* (Student Transition Coordinator): Association of Canadian Community Colleges (ACCC) Gold Staff Excellence Award
- *Phil Rouble* (Physical Resources): President's Award at the Ontario Colleges Facilities Management Association (OCFMA) Conference in recognition of his exceptional achievement in Facilities Management and outstanding contributions to the association
- *Mike Wieser* and *Ralph Gethings* (Physical Resources): completed LEED Professional Development course
- *Paulette Young* (School of Health & Community Studies): Prime Minister's Early Childhood Educator Award of Excellence

1,000

The number of people who attended Canada's largest Corporate and Community Social Responsibility Conference (CCSR), held at Algonquin last year.

"The full array of Algonquin staff is committed to understanding and respecting diversity at the College. From our Strategic Plan to our Workforce and Personal Development group to mandatory training and development for all managers and staff in cultural competency, the College demonstrates leadership and promotes understanding about the importance of skilled immigrants to the success and growth of the institution."

Denyce Diakun, Director
Workforce and Personal Development

National Institute for Staff and Organizational Development Excellence Awards

The National Institute for Staff and Organizational Development (NISOD) Awards honour the outstanding individuals who teach and exhibit leadership that enriches the postsecondary learning experience. In 2011–2012 Algonquin College recognized:

- Richard Briginshaw, Professor/Coordinator, Green Architecture
- Jason Machinski, Professor, Photography
- Helena Merriam, Professor, Library and Information Technician
- Steve Price, Professor/Cook, Culinary Management
- Gerald Samson, Building Services Coordinator, Algonquin College in the Ottawa Valley
- Noni Stukel, Professor/ Coordinator, Business Administration – Marketing
- David Thibodeau, Professor, Mechanical and Engineering Technology
- Sylvia Wieser-Picciano, Coordinator, Crisis Management/Human Psychology Certificate Program

Capital Educators' Awards

The Capital Educators' Awards recognize the achievements of outstanding educators and celebrates public education in our community. All educators who have classroom teaching responsibilities at one of ten partner institutions in Ottawa are eligible to be nominated for a Capital Educators' Award. Anyone can submit a nomination. Finalists are selected by participating institutions and a community panel of judges selects award recipients. The 2011–2012 Capital Educators' Awards Finalists included:

- Kurt Espersen-Peters, Internal Coordinator/Professor, Bachelor of Applied Arts, Interior Design Program
- Deborah McConkey, Professor, Social Service Worker Program
- Eleanor Riesen, Professor, Bachelor of Science in Nursing Program
- Carl Toole, Professor, Developmental Services Worker Program
- Scott Warrick, Professor, Culinary Arts Program

The 2011–2012 Capital Educators' Awards recipients were:

- Bill Roberts, Coordinator/ Professor, Sheet Metal Program
- Sandy Schlieman, Professor, General Arts and Science

Recognitions and awards within the College

Faculty and Staff Awards

Faculty and Staff Awards recognize the individuals and teams who make a valuable and much-appreciated contribution to the Algonquin experience. College faculty and staff who demonstrate excellence and live the College values of Caring, Learning, Integrity and Respect to foster student success are honoured with these awards. Recipients in 2011–2012 were:

Support Staff Award

Chris McMahon	Senior Sales Associate, New Technology Store

Part-time Support Staff Award

Rob McLellan	Technician, Carpentry and Millwork, Perth Campus

Team Award

Event Management Faculty	School of Hospitality and Tourism

Administrative Staff Award

Jeffrey Agate	Manager, Counselling and Assessment Services

Dianne Bloor Part-time Faculty Award

Stephany Castilla	Professor, School of Media and Design
Adam Jarvis	Professor, School of Media and Design

Laurent Isabelle Award

Pam Fitch	Professor, School of Health and Community Studies

Lifetime Achievement Award

Colette Petschke	Business Administrator, Advancement

President's Star Award

The President's Star Award is presented to employees who demonstrate a commitment to excellence in their role within the College community; regularly and consistently demonstrate outstanding service; and perform acts of significant merit. The award is open to all current employees of the College. Candidates are nominated by fellow employees. Recipients in 2011–2012 were:

- Theresa Radmore, Physical Resources
- Marilyn Gallant, Registrar's Office
- Danielle Puchantyj, Student Support Services – Residence Life
- Event Management Team, School of Hospitality and Tourism
- Calvin Climie, Professor, General Arts and Science
- Liane Amos, Registrar's Office – Financial Aid
- Rosemary Ianni, School of Hospitality and Tourism
- Patricia Balon, Registrar's Office
- Chris Brennan, Public Relations and Communications
- Jaynie Brown, Learning Resource Centre
- Deborah Buck, School of Media and Design
- Marie Castellana, School of Hospitality and Tourism
- Dave Donaldson, Dean, School of Business
- David Fairbanks, Professor, School of Hospitality and Tourism
- Pam Fitch, Professor, School of Health and Community Studies
- The First Cup Team, Ancillary Services
- Karen Gendron, Faculty of Health, Public Safety and Community Studies
- Information Technology Services Event Team
- Chris McFarlane, Marketing
- Helena Ngou, Food and Beverage Operations
- Tracy Norris, Academic Partnerships
- Rick Racine, Center for Continuing and Online Learning
- Stephen Robinson, Information Technology Services (ITS)
- Emma Slater, Veterinary Technician Program
- Darlene Tierney-Goebel, General Arts and Science
- Scott Warrick, School of Hospitality and Tourism
- Claude Brulé, Dean, Faculty of Technology and Trades

RESOURCE MANAGEMENT

Algonquin is committed to improving facilities and services and investing in educational equipment and learning resources to support student success. These improvements will be supported by the creation of new sources of revenue, execution of innovative practices, enhanced greening of campus operations and improved operational efficiencies.

Successful learning depends on great teaching — and the right environment. Algonquin is determined to provide the best possible facilities and amenities for its students and faculty, while upholding the highest standards of environmental sustainability and innovation.

Breaking ground, building out

More than 150 students, staff, alumni and members of the Algonquin community celebrated the official groundbreaking of the new Student Commons on April 5, 2011. Scheduled to open in the fall of 2012, the new $52 million, 110,000-square-foot facility will become the campus hub for students to access student support services, attend lectures and performances in a 700-seat theatre, use club and activity space, study and relax.

The uniquely green facility will be built to exacting standards of the Canada Green Building Council. College teams will soon submit an application for the Student Commons Building's LEED Gold certification The College's Board of Governors and Students' Association jointly announced in December of last year that the new building would be named the Robert C. Gillett Student Commons in recognition of outgoing President Robert Gillett's contribution to student success.

While work on the new Commons got underway, the eagerly anticipated Algonquin Centre for Construction Excellence opened its doors officially last year, providing space for 600 new students to study construction and related disciplines. The Centre is also a flagship green building; an application has been submitted for the ACCE building's LEED Platinum certification. President Gillett was joined by John Baird, Minister of Foreign Affairs and MP for Ottawa West — Nepean, Bob Chiarelli, Minister of Infrastructure, Minister of Transportation and MPP for Ottawa West — Nepean and Steve Desroches, Deputy Mayor of the City of Ottawa, for a formal ribbon-cutting ceremony to inaugurate the building.

The Centre for Construction Excellence marked the most successful fundraising campaign in the history of the College, raising over $7.5 million dollars in support — exceeding the $7 million campaign goal. The surplus has been used to establish the Algonquin Centre for Construction Excellence Endowed Bursary, which will provide financial support for upwards of 40 students each year.

$63 million

The amount Algonquin invested last year in new construction and renewal projects to improve its facilities and the student experience they deliver

Renewal in Perth and Pembroke

The enhancement and expansion of Algonquin's Perth Campus wrapped up in August 2011, for the start of fall classes. A new 41,500 square-foot building with expanded classroom space to accommodate 350 full-time students replaces the original 40 year-old main building. The Perth Campus provides improved facilities for student services including added space for test-taking, support services, group meetings, student-teacher meetings and reconfigured faculty offices. Like its cousins in Ottawa, the Perth building reflects Algonquin's commitment to build LEED-certified, efficient, flexible-use structures. An application has been submitted for Heritage Institute's LEED Gold certification.

Relocation of the Pembroke Campus continued over the course of the year, with a targeted completion date of September 2012. Designs for the new Pembroke Campus were unveiled in April 2011, with notable features including Renaissance Hall — a focal point that will include a student commons, cafeteria, and access to student services — and the Kathleen and F. Allan Huckabone Library, a two-storey learning environment that will face the Ottawa River. The campus will include 16 classrooms and nine labs, including three nursing labs, a science lab, and an automotive shop — all built to meet the expectations of students in today's technologically driven learning environment. Once completed, an application will be submitted for Renaissance Hall's LEED Gold certification.

Algonquin College in the Ottawa Valley was awarded a $104,000 NSERC grant last year for a mobile science lab that will support applied research across several existing programs and be used as part of the school's proposed Environmental Technician program.

"Investments in education are investments in our economy, our children's quality of life, and our future workforce. Algonquin's Centre for Construction Excellence has created 778 jobs and is a great example of what we can achieve when we work together. It's a stunning building on a thriving campus, and will make a real difference for students here in the west end and across Ottawa."

Bob Chiarelli
Minister of Infrastructure, Minister of Transportation and MPP for Ottawa-West Nepean

Algonquin College Foundation

The Algonquin College Foundation is the College's chief fundraising body. In 2011–12, thanks to the continued generosity of the communities served by Algonquin, the Foundation raised significant funds to support student bursaries, scholarships and awards and to support vital projects to enhance the learning experience offered by the College contributing to its students' success.

Donations, pledges, disbursements — annual highlights

- $1.9 million pledged toward the Ottawa Valley (Pembroke) Campus Expansion
- $456,000 pledged toward the Heritage Institute (Perth) Campus Expansion
- $7.5 million pledged toward the Algonquin Centre for Construction Excellence (ACCE) — Constructing Our Future Campaign
- 1,125 student bursaries, scholarships and awards disbursed
- $750,000 pledge from Hydro One to support a wide range of College/electrical sector initiatives

Endowment campaign

A total of $1,075,135 in endowment funds was raised for 2011–2012. The Ontario Trust for Student Support will match yearly funds raised, bringing the total of funds raised to $2,057,667. 30 new endowment funds were established to provide bursaries to students enrolled in a wide range of programs across all three campuses.

Under the direction of the Algonquin College Foundation Board of Directors, the Foundation has raised close to $27 million in cash and pledges since 2003 when the Foundation was established.

"At Scotiabank, we strongly believe in equipping students with the tools, skills and experiences to realize their full potential. Pursuing postsecondary education is an investment in the future, but this investment can also present financial challenges. Through Scotiabank Bright Future, our global philanthropic program, we are pleased to help more students attain access to education."

Peggy Williams
Scotiabank Community Banking Manager for Ottawa Valley

Algonquin College Foundation Board 2011–2012

Sal Iacono, Chair	Senior Vice President, Bell Canada (Retired)
Dwight Brown, Vice Chair	Vice President & District Manager, PCL Constructors Canada Inc.(Retired)
Krista Kealey, Secretary	Vice President, Communications and Public Affairs, Macdonald-Cartier International Airport Authority
Carolyn Booth, Director	District Vice President, Retail & Commercial Banking Eastern Ontario, BMO
Leslie Coates, Director	President, Highlight Travel & Cruises
Wayne French, Director	Director of Public Affairs, Waste Management of Canada Corporation
Steve Georgopoulos, Director	Community Builder
Eric Kalbfleisch, Director	Manager, Category/Classified Advertising, Ottawa Citizen
Max Keeping, Director	CTV Ottawa Community Ambassador (Retired)
John Owens, Director	Board of Governors Designate, Branch Manager, Revay & Associates Limited
Deneen Perrin, Director	Director, Public Relations, Fairmont Chateau Laurier
Vasilios (Bill) Sioulas, Director	Regional Director, Commercial Property, Conundrum Capital Corporation
Michael Tremblay, Director	Vice President Public Services, Microsoft Canada
Michelle Valberg, Past Chair	President, Valberg Imaging Inc.

Alumni Association Board of Directors 2011–2012

Rena Bowen, President	Director of Special Services, Almonte General Hospital / Fairview Manor
Barbara Carrol, Vice President	Executive Director, Debra Dynes Centre
George Bouris	Distinguished Alumnus, Police Foundations
Kerry Durant	Distinguished Alumna, Nursing Assistant & Practical Nursing
Colette Garvin	Professor, Academic Upgrading, Algonquin College
Michel Gauthier	President, MGB Tourfest Inc.
Alex Hosselet	Marketing Manager, Momentous Advertising & Design
Rob Nettleton	Marketing Assistant, Government of Canada
Kathy Prescott	Application Support Specialist, Renfrew County District School Board
Laura Spragge	Web & Communications Manager, Volunteer Ottawa
Kelly Rusk	Consultant, Thornley Fallis Communications
Pat Whalen	President & CEO, Ottawa 67's Hockey Club

Algonquin Centre for Construction Excellence (ACCE) — Constructing Our Future Campaign Cabinet 2011–2012

Roger Greenberg, Honorary Chair	Chairman & CEO, The Minto Group
Dwight Brown, Chair	Vice President & District Manager, PCL Constructors Canada Inc.
Steve Barkhouse	President, Amsted Construction Ltd.
Carolyn Booth	Vice President, Eastern Ontario, BMO Bank of Montreal
Dale Craig	Chairman & Past President, J.L. Richards & Associates Limited
John McAninch	CEO (Retired), Modern Niagara Group Inc.
Robert Merkley	President, Merkley Supply Limited
John Owens	Branch Manager, Revay & Associates Limited
Alex Rankin	Founding Partner, Emeritus grc architects
Richard Raymond	CEO (Retired), Raymond Rebar Inc.
John Ruddy	President, Trinity Development Group Inc.
Mike Sharp	Vice President, Black & McDonald Limited
Ron Tomlinson	President, R.W. Tomlinson Limited
Jeff Westeinde	CEO (Former), Quantum Murray LP
Robert Gillett	President, Algonquin College
Joy McKinnon	Vice President Business Development, Algonquin College
Claude Brulé	Dean, Faculty of Technology and Trades, Algonquin College
Peter O'Leary	Past Chair, Algonquin College Foundation, Board of Directors
Brenda Rothwell	Executive Director, Algonquin College Foundation

Ottawa Valley (Pembroke) Campus Expansion — Campaign Cabinet 2011–2012

Fred Blackstein, Honorary Chair	Past Algonquin College Board of Governors Member
Mark Huckabone, Chair	Huckabone-O'Brien-Instance-Bradley-Lyle Counsel
Chris Kelly	Kelly & Kelly Lawyers Professional Corporation
C.B Pappin	Communications Advisor, Ministry of Aboriginal Affairs
Lisa Edmonds	CEO, EMG Insurance Brokers
Lieutenant Colonel Chris Moyle	Base Commander CFB/ASU Petawawa Base HQ
Dawn Dube	Practitioner (Retired) Public Relations, Algonquin College
Colonel Simon Hetherington	Brigade Group Commander CFB Petawawa I BFC Petawawa
Marie Mask	Capital Campaign Administrator, Algonquin College

Heritage Institute (Perth) Campus Expansion — Campaign Cabinet 2011–2012

James Bartleman, Honorary Chair	Former Lieutenant Governor of Ontario
Lana March, Chair	Past Algonquin College Board of Governor Member, Former Mayor of Perth
John Clement	Perth BIA Chair, owner Clement Printing
Richard Ellard	Owner of Perth Home Hardware Building Centre
Doug James	30 years as partner with Barker Willson
Dave Osborne	Retired Perth Campus professor
John Wilson	Q.C., 42 years as partner with Barker Willson
Robert Gillett	President, Algonquin College
Peter O'Leary	Past Chair, Algonquin College Foundation
Joy McKinnon	Vice President, Business Development, Algonquin College
Claude Brulé	Dean, Faculty of Technology and Trades, Algonquin College
Brenda Rothwell	Executive Director, Algonquin College Foundation

Financial Report

Year ended March 31, 2012

The Audited Financial Statements are part of the public record and made available on the College website at **www.algonquincollege.com/reports/**

Revenue

Grants and reimbursements	$101.8
Student tuition fees	78.0
Contract educational services	25.4
Ancillary services	39.6
Other	15.9
Amortization and write-off of deferred capital contributions	6.3
	$267

Expenditures

Salaries and benefits	$143.6
Building maintenance and utilities	10.7
Instructional supplies and equipment	5.8
Bursaries and other student aid	7.1
Interest	0.6
Amortization and write-off of capital assets	12.7
Ancillary services	33.9
Other	41.8
	256
Change in vacation, sick leave and post employment benefits liabilities	(1.0)
	$255

*expressed in millions of dollars

A Lasting Legacy

Last year, Algonquin President Robert Gillett officially announced his plan to retire in 2012. He has held the role since 1996 — a year when the College had 11,000 full-time students, Nokia had just introduced the world's first mobile phone, and the only way to connect to the Internet was via low-speed dial-up modem.

Today Algonquin's full-time student population numbers 20,000 and courses are delivered using high speed broadband technology. The College has campuses in Perth and Pembroke and is more than 370,340 square meters in size on its Woodroffe Campus in Ottawa. Algonquin College stands out for a deep commitment to Applied Research, has dramatically grown its numbers of international students and achieved financial sustainability.

The changes realized at Algonquin over the past 17 years have been driven by President Gillett's clear sense of what the world expects of college graduates — and what students have expected of this College.

With resolve, tireless energy and a true, unshakeable passion for education, President Gillett has led Algonquin's evolution into a connected Digital College of the 21st century. Today, the College's 'community' spans the globe. Its partnerships are stronger, its students more diverse, its facilities more sophisticated and its programs more relevant and compelling than ever before. Most importantly, Algonquin has the orientation, the vision and the strategy in place to continue to grow, diversify and adapt — sustainably, over the long term.

Robert Gillett's contributions to the College have been profound. They will be enduring. And the College, its faculty and staff, its students and stakeholders all continue to benefit from the vision he has brought.

Milestones in brief

Since 1996, Algonquin has seen:

- A near-doubling of its full-time student population
- A 100 percent increase in international student enrolment
- The opening of campuses in China, India, Montenegro and Saudi Arabia
- The establishment of an Algonquin College Foundation to fund student bursaries and endowments
- The opening of the School of Advanced Technology with its leading-edge photonics laboratory
- An increasing focus on applied research
- Partnership with Ottawa Police and development of a state-of-the-art Police and Public Safety Institute
- The opening of the groundbreaking Algonquin Centre for Construction Excellence
- The opening of a new Perth Campus in 2011 and construction of a new Pembroke Campus for 2012
- Construction of the Student Commons on the Woodroffe Campus

Robert Gillett has more than 40 years' experience in education in Ontario. Beginning his career as a high school teacher, Mr. Gillett moved on to the Ottawa Board of Education to serve both as Secretary/Treasurer and also as Director of Education. He began his work with Algonquin as a member of its Board of Governors and chose to extend his service to the Algonquin College community for the next 17 years. His achievements of the past two decades are shared by a great many. It is with gratitude for Mr. Gillett's vision and dedication to Algonquin that our course ahead is clear. We look forward to the evolution of the College in the years to come.

College at a Glance

Programs Offered

Programs	287
Ontario College Certificates (Includes 18 Apprenticeship Certificates)	60
Ontario College Diplomas	63
Ontario College Advanced Diplomas	25
Bachelor's Degrees	3
* 30 of the above programs also have a co-operative education option	
Collaborative Degrees	3
Ontario College Graduate Certificates (Includes 14 part-time programs)	37
Centre for Continuing and Online Learning (58 part-time programs and 17 full-time programs are also offered online)	96

Students

Full-time Students	19,000
Full-time Equivalents	15,000
International Students	1,032
English-as-a-Second Language Students	2,770
Apprentices	3,218
Continuing Education Registrations (Includes 13,730 Distance Education Registrations)	36,000

College Staff

Full-time Staff	1,241
Faculty	565
Support Staff	501
Administrative Staff	175

Part-time Staff	2,145
Faculty	1,654
Support Staff	442
Administrative Staff	49

Board Members and Senior Management

Board of Governors Appointment Process

As of October 1, 2010, in accordance with amendments to Ontario Regulation 34/03, one third of the College's external members of the Board of Governors are to be appointed by the Lieutenant Governor in Council (LGIC) and two thirds by the College Board. Colleges forward requests to the Colleges Unit of the Ministry of Training, Colleges and Universities (MTCU) with three nominees for each vacant position to be filled as an appointee.

Across Ontario, nominees are put forward to MTCU according to a matrix of needs (e.g., skills, diversity, gender representation) and assessment including qualifying interviews to evaluate skills, willingness to serve and to review role expectations and responsibilities. Members of the public interested in serving on a college board may submit their names directly to the Public Appointment Secretariat (PAS) or by contacting Ontario colleges directly for their consideration.

Governors	Title	Term Start	Term Expire
Michael Dunlop	Chair	September 1, 2008	August 31, 2013
Doug Orendorff	Vice Chair	September 1, 2008	August 31, 2013
Doreen Hume	Chair, Audit Committee	September 1, 2010	August 31, 2012
James McIntosh	Chair, Governance Committee	September 1, 2010	August 31, 2013
Denise Amyot	Governor	September 1, 2010	August 31, 2013
Jeanine Chiasson	Support Staff Representative	September 1, 2011	August 31, 2014
Lynne Clark	Governor	September 1, 2011	August 31, 2013
Pauline Edmonds	Faculty Representative	September 1, 2009	August 31, 2012
Barbara Farber	Governor	September 1, 2010	August 31, 2013
Yusuf Khan	Student Representative	September 1, 2009	August 31, 2011
Louis Lamontagne	Governor	September 1, 2010	August 31, 2012
Kathyrn Leroux	Governor	September 1, 2011	August 31, 2013
John Owens	Governor	September 1, 2008	August 31, 2013
Andrew Pridham	Administrative Representative	September 1, 2011	August 31, 2014
Debbie Robinson	Governor	September 1, 2010	August 31, 2013
Mark Sutcliffe	Governor	September 1, 2011	August 31, 2013
Robert C. Gillett	President		

Executive Officers 2011-2012

President and CEO	Robert Gillett
Vice President, Academic	Kent MacDonald
Vice President, Administration	Duane McNair
Vice President, Business Development	Joy McKinnon
Vice President, Human Resources	Gerry Barker
Vice President, Student Services	Deborah Rowan-Legg

College Executive Directors and Directors 2011-2012

Academic Development	Jo-Ann Aubut, Acting
Academic Operations and Planning	Doug Ouderkirk
Advancement	Doug Wotherspoon
Algonquin College Foundation & Alumni Association	Brenda Rothwell
Applied Research and Innovation	Mark Hoddenbagh
College Ancillary Services	Karen Foster
Finance and Administrative Services	Cathy Dempsey
Information, Institutional Research and Technology Services	Michael Sparling
International and Corporate Business Development	Ernest Mulvey
Labour Relations	Kevin Latimer
Learning and Teaching Services	Glenn MacDougall
Marketing	Christine Brennan, Acting
Physical Resources	John Tattersall
Registrar	Kathryn Moore
Strategic Programs and Services Planning	Jennifer Daly-Cyr, Acting
Sales and Student Recruitment	Peter MacKie
Student Support Services	Laura Stanbra
Workforce and Personal Development	Denyce Diakun

College Deans 2011-2012

Faculty of Technology and Trades	Claude Brulé
Faculty of Health, Public Safety and Community Studies	Kim Tysick
Faculty of Arts, Media and Design	Russell Mills
School of Business	Dave Donaldson
School of Hospitality and Tourism	Michel Savard
Algonquin College Heritage Institute	Murray Kyte, Acting
Algonquin College in the Ottawa Valley	Karen Davies
Centre for Continuing and Online Learning	Linda Rees

College Academic Council Report

It has been a pleasure working with College Academic Council. The members all volunteered their time to create a better learning and working environment at Algonquin College. Each and every member of this Council represents our college's four core values of Caring, Learning, Integrity and Respect.

The first meeting welcomed our continuing and new members and elected an Executive Committee made up of Ruth Campbell, Past Chair, Sherryl Fraser, Academic representative, Catherine Sidorenko, Administrative representative, Jacob Sancartier, Student representative and President of the Students' Association and myself.

We welcomed the President of Algonquin College, Robert C. Gillett who reminded us of our obligation to create a forum to provide advice to the President on matters of importance to students and staff. He encouraged the Council to provide input to the development of the Strategic Plan 2012-2017.

Kent MacDonald, Vice President, Academic provided Council with extemporaneous guidance for establishing priorities and preparing a response to the President's request. The Vice President's thought provoking insights and overview of postsecondary education past, present and future provided inspiration, as well as rich subject matter for priority setting. Council was asked for further input and the Executive followed up with a report which was vetted and then submitted to the President's Office.

An interactive priority setting meeting provided the basis for the three themes that formed the foundation of our committee work this year:

- student success
- curriculum: developing a framework based on success in collaboration
- faculty success in collaborative, sustainable and digital learning.

Some of the highlights of our meetings are provided under the heading of each of our selected themes. Please note that many of the items bridge one or more themes.

Student Success

Student Success was identified as our number one priority. Education is the pillar to profound change in our society. Our students' success is reflected in our society by the fundamental changes that occur during their time with us, be it face-to-face and/or online. We embrace positive changes for our students and seek to define student success, improve retention, help our students stay in school and address student financial difficulties and workload management.

Applied Learning: Applied learning is embedded in our program delivery. It is a source of pride here at Algonquin College and has been for decades. As educators, we think about how best to prepare students for the work environment. Council welcomed Barbara Foulds, Acting Dean, Faculty of Health, Public Safety and Community Studies, who provided members with a definition and overview of ongoing applied learning at the College.

Applied Research and Innovation: Mark Hoddenbagh, Director, Applied Research and Innovation (ARI) informed Council that applied research is the highest level of applied learning. ARI's goal is to give students the opportunity of experiencing real-life work. ARI works with faculty to help find opportunities to bring into the classroom and to help identify what industry wants from our graduates. Applied research stimulates social and economic growth in the region by developing a product that is put into the market place.

The Right Fit — "Living Library": Improvement in helping students to select the best program will require a connected, interdisciplinary and interdepartmental approach. Working with all areas of the college and community to ensure students are best served in our new and existing environments is our goal. Council selected the concept of the "Living Library" as an opportunity for potential students to receive experienced counsel in order to make the best possible selection in their educational choice.

Susan Bottiglia from the Learning Resource Centre introduced Council to the concept of the "Living Library". The "Human Library" originated in Copenhagen in 2000 with more than 45 countries now participating. Members were invited to attend the workshop on this topic offered at Kaleidoscope 2012.

It was determined that this concept could be adapted with a focus on alumni. Following a lengthy discussion that touched on the challenge to keep the information up-to-date, Skype, testimonials, face-to-face meetings, and common questions (FAQs), next steps were agreed to. A working group consisting of Alison West-Armstrong and Andy Cockburn agreed to create a pilot at the Heritage Institute. This item will be brought back to Council at their request.

Confidentiality of Student Records: Leslie Manion spoke to a discussion on Algonquin's Yammer regarding Policy AA35, Confidentiality of Student Records. Vice President Academic K. MacDonald noted that security is something we need to be concerned about and need to stay focused on.

Mobile learning: Mobile Learning has been embraced by the college and is the focus of major change and adaptation. This initiative has been undertaken in response to the way students learn in light of the communication revolution which has created a digital revolution in education.

Issues identified by Council were: ensuring the mobile/digital infrastructure can adequately support academics, mobile program improvements, improvement to WI-FI, addressing associated safety and security issues, and training for delivery of digital college programs in order to facilitate a successful transition to the how we teach and learn in the future.

College Academic Council met with Glenn McDougall, Director, Teaching and Learning Services who presented the vision for mobile learning. He engaged Council in an ongoing dialogue in order to ensure a smooth transition for all stakeholders as we continue the journey the mobile college.

At another meeting, Glenn reviewed SA 13 — Use of Electronic Devices in the Classroom. Feedback was elicited and Glenn and Allison West- Armstrong made revisions based on members' suggestions.

"Edutone"- A Client-Centered Approach to Mobile Learning: Michael Sparling, Director, Information, Institutional Research and Technology Services presented "Edutone". This forward thinking, client-centered initiative is geared toward mobile learning programs but applies to all faculty and students. Council was presented with an explanation of how services have improved through proactive changes in the service of e-classrooms and the scheduled increase in wireless accessibility. These changes also resulted in improvements in the reliability of our Learning Management System. This benefits all stakeholders at the college and in particular, students and faculty.

Social Media: In the spirit of collaboration and recognizing the need for a Social Media guideline for the college, Council struck a working group made up of Council members. It also reached out to David Hall and Karen Kavanagh, faculty who teach in the School of Media and Design who have expertise in this area. This initiative is not limited to student guidance and development; it will also examine a means whereby all members of the college community will be better prepared for Social Media and its influence. This working group will update council in the fall regarding the progress made.

Curriculum: Developing a Framework for Delivery based in Collaboration

Algonquin College delivers applied learning in labs, hands-on and online. Resource supports for programs require an integrated, collaborative and continuous model wherein every service is included. Course development, student research, applied research, digital, print, space and tools require input from an interdisciplinary perspective. College Academic Council has identified collaboration of all departments to be a high priority goal as we move forward.

Curriculum Alignment Working Group: Consistent delivery and course quality is a priority. Subsequent to the Council meeting of November 28, 2011, an invitation from the Curriculum Alignment Working Group to attend one of three scheduled focus groups on this topic was received. This working group continues and ongoing feedback will be brought to Council.

Renewal Process Report: Jo-Ann Aubut, Acting Dean, Academic Development and Dave Donaldson, Dean, School of Business spoke to the guidelines for offering a bachelor degree program and the five year renewal process. The application for Renewal of Ministerial Consent for the Bachelor of Applied Business (e-Business Supply Chain Management) has been received by the Ministry of Training, Colleges and Universities and referred to Postsecondary Education Quality Assessment Board (PEQAB) for its review. The application included the report from the external program evaluation committee, which underscored the validity of the program, but recommended that proactive measures be taken to increase the program's visibility and perception in the community at large. As part of the renewal process, the report was presented to the College Academic Council.

Faculty Success in Collaborative, Sustainable and Digital Learning

The College Academic Council identified the need for a well developed plan that fosters and supports faculty through change. Faculty embraces support through relevant and timely professional development in order to remain motivated, current and engaged. As we drive technological, interdisciplinary and connectivity changes in our classrooms that link with communities, there is a requirement for ongoing training for new and seasoned, internal and external faculty.

Promoting Continuous Professional and Personal Learning for Faculty: In keeping with this objective, under the leadership of Rebecca Volk, Manager, Centre of Organizational Learning, a new faculty development working group was established. A document entitled "Promoting Continuous Professional and Personal Learning for Faculty" was distributed. It summarizes the discussion previously undertaken at Council and the work that has been done to date by the working group. Using the framework of the Professor of the 21st Century, updated by College Academic Council last year, the group will continue to develop a plan for continuous learning for faculty premised on respectful, holistic and outcome based, learner-centered principles matched to the organization's vision of learning as hands-on, digital and flexible. Rebecca gave a presentation to Council of a model for this framework, which was embraced. The working group will continue to meet to move this initiative forward and will report back to Council.

Kaleidoscope Conference 2012: Rebecca Volk also presented this year's Kaleidoscope Conference offerings. This in-house conference is an opportunity for all stakeholders to come together to celebrate our successes as well as pursue professional development opportunities facilitated by those demonstrating best practices within our college.

Ongoing Professional Development for Faculty: Council was encouraged to remind faculty that when Kaleidoscope concludes, there are 4 weeks of continuous professional development activities organized by Gail Allan, Centre of Organizational Learning. Mobile learning, curriculum development and implementation of blended, hybrid, face-to-face and online courses, branding, Learning Management System enhancements, delivering large lectures, classroom strategies and learning techniques, and library resources are just some of the workshops available. The Centre of Organizational Learning has reached out to all available resources in the College in order to deliver timely and critical learning for faculty.

Thank you. Thank you to my fellow members of Council for the opportunity and privilege of learning and collaborating with my esteemed colleagues. Each member brought a distinct skill set, remarkable insights and openness that allowed for true collaboration and progress. It was a joy "sharing the chair" with my colleagues, Roger Davey and Enrico de Francesco. A huge thank you goes to Nancy Makila who steadfastly supports this committee and is considered co-chair. There are many congratulations to be extended to my colleagues for their contributions this year and over a life time. A heartfelt thank you and acknowledgement of the loss the college will feel as we see Deborah Rowan-Legg retire. Thank you for the tremendous legacy you leave and the college will forever miss your generosity of spirit and dedication. Our congratulation is extended to one of our Student Association representatives, David Corson, who was elected President of the Student's Association. Council was inspired by and is truly appreciative of the updates and insights provided by our Vice President Academic, Kent MacDonald throughout our time together this year, as well as for his indefatigable work on our behalf. Congratulations to Dr. Kent MacDonald who received his Ph.D. this year and was awarded the Chris Warburton Student's Association Award of Excellence.

The best is yet to come: We are thrilled that Dr. Kent MacDonald has been announced as our 7th President of Algonquin College. A standing ovation and thunderous applause occurred at the time of the announcement and spontaneously erupted throughout the ceremony. We look forward to inviting him to our next meeting and continuing ongoing dialogue under his authentic and inspirational leadership. We know that our future is bright and full of promise.

Catherine Kenney, May 17, 2012

Key Performance Indicator Report

In September 1998, the Ministry of Training and Ontario's 24 community colleges joined forces to develop and implement a confidential standardized client satisfaction survey process. This initiative allows each college to obtain valuable feedback from students, graduates and employers.

Ontario colleges collect and report performance data in five key areas — student satisfaction, graduate employment, graduate satisfaction, employer satisfaction, and graduation rate. Find out more about key performance indicators tracked by Ontario Colleges.

For consistency and reliability, a common methodology is used by all Ontario community colleges to compile the survey and administrative data and calculate the results. The data is updated annually.

Student Satisfaction 80.3%

The percentage of overall student satisfaction reflecting the student experience at Algonquin College by summarizing, and giving equal weighting to, student responses that measure the:

- Usefulness of the knowledge and skills they acquire in their College programs for their future careers,
- Quality of College program learning experiences,
- Quality of College facilities and resources, and
- Quality of College services.

Employer Satisfaction 91.1%

The percentage overall reflecting employer satisfaction with the employee's college preparation for the work the employee was hired to undertake.

Graduate Employment 85.7%

The percentage of Algonquin College graduates who are in the labour force, and who are working during a standard reference week, six months after graduation.

Graduate Satisfaction 80.1%

The percentage overall of Algonquin College graduate satisfaction summarizing graduate responses to the question of the usefulness of their college education, six months after graduation.

Graduation Rate 64.2%

The percentage of students who graduated from Algonquin College programs within twice the normal duration in comparison to the number that started programs. The extended period for graduation accommodates those students who take periodic absences from their studies, complete their program on a part-time basis or have to repeat courses, thereby delaying their date of graduation.

Advertising and Marketing Complaints

For the period April 1, 2011 – March 31, 2012, as specified in the Minister's Binding Policy Directive on the Framework for Programs of Instruction which sets out college program advertising and marketing guidelines, Algonquin College has received no complaints regarding advertising and marketing of College programs.

Nature of Complaint	Date Received	How Resolved/Addressed	Date Resolution Communicated to Student	Number of Working Days to Resolve
NIL	NIL	NIL	NIL	NIL

Multi-Year Accountability Agreement Report Back

The Ministry of Training Colleges and Universities (MTCU) annual Multi-Year Accountability Agreement (MYAA) Report Back continues to provide the government with a tool for publicly reporting on the performance of Ontario postsecondary institutions on the principles of access, quality and accountability which were articulated under *Reaching Higher*. The 2011–2012 MYAA Report Back will constitute part of the public record, and as such, with governance approval, will be made available in full on the College website at **www.algonquincollege.com/reports/**

ALGONQUIN COLLEGE

Info for future students
www.algonquincollege.com/prospective/index.htm

Info for parents
www.algonquincollege.com/prospective/info_parents.htm

Info for counsellors
www.algonquincollege.com/prospective/info_counselors_teachers.htm