ALGONQUIN COLLEGE

Strategic Plan 2012–2017

Connecting people, community, technology and careers

April 9, 2012

Contents

3 **Letter from the Chair, Board of Governors**

4 **President's message**

6 **The journey toward a new strategic plan**

7 **A mission accomplished: Review of the 2008–2013 Strategic Plan**

A summary of progress achieved under the four themes of Academic Leadership, Service Excellence, Employee Development and Resource Management.

9 **Environmental scan**

The context: external and internal factors that will have an impact on both students and the College, with detailed data points and an explanation of the assumptions behind strategic decisions and priorities.

12 **Mission, vision and values**

Newly articulated statements that capture the spirit of Algonquin: who we are, what we stand for, and why we do what we do.

13 **Executive Summary**

14 **The Connected College: Algonquin in 2017**

A picture of Algonquin tomorrow, outlining the four pillars on which the College's strategic directions rest.

15 **Strategic pillars and goals**

The twelve goals we understand as critical to our ability to deliver on our mission, vision and values.

20 **Implementation Strategy**

The milestones and measures to measure our success or to plan how we will adapt to environmental factors and our economic context.

21 **Conclusion**

22 **Appendix**

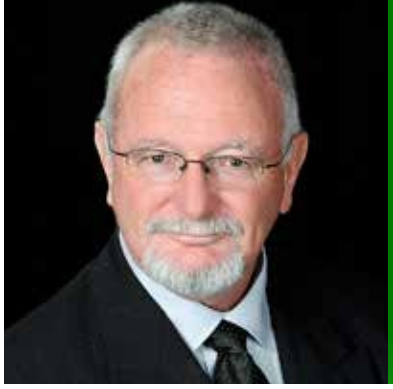
Board of Governors
Senior Management
Local Bargaining Unit Presidents
Students' Association Board of Directors
Other Partners

The Object of a College

"...to offer a comprehensive program of career-oriented, postsecondary education and training to assist individuals in finding and keeping employment, to meet the needs of employers and the changing work environment and to support the economic and social development of their local and diverse communities."

ONTARIO COLLEGES OF APPLIED ARTS AND TECHNOLOGY ACT, 2002

Letter from the Chair, Board of Governors



In 2008 Algonquin College adopted a strategic plan which set out a roadmap for our journey until 2013. By the end of 2011 it became clear that many of our goals had been achieved. It also became clear the plan would have to be updated to accommodate unforeseen circumstances.

The Board of Governors asked the President and the entire Algonquin community to revisit the plan, to evaluate which goals should be updated and which goals should be added. The result is a new strategic plan which will guide all we do between now and 2017.

Anyone familiar with Algonquin College should find this Plan both familiar and exciting. It abandons none of the values and principles that have helped us become a significant part of our community and the lives of our students. It does, however, take into account our new world — where the technologies available to our faculty and staff have the potential to transform education. The plan recognizes that members of the Algonquin Team expect to be empowered, to be challenged, and to be recognized for their leadership competencies and behaviours.

The plan encompasses the viewpoint that both our students and their future employers expect that we have not only delivered a unique set of programs and services but also ensured that each student has the opportunity to apply their knowledge in real life applications. Our changing realities may necessitate that the Algonquin Strategic Plan will be revisited prior to 2017. The College will continuously review its external environment and economic context, to adapt and adjust for the future.

This plan calls on us for tough decisions to make the College more sustainable on many fronts. It also calls on us to open our minds to the opportunities of this evolving world. It is not an operational plan — it is a truly strategic plan and as such it challenges each member of the Algonquin Community to work together and "to transform hopes and dreams into skills and knowledge, leading to lifelong career success."

On behalf of the Board of Governors I would like to thank the stakeholders who provided input to this strategic plan. Let us all move forward — turning dreams into reality!

Michael Dunlop | Chair, Board of Governors

President's Message

Giving Students the Greatest Flexibility of Programs and Service Choices in a Challenging Global Economy

You cannot lead from the present without your mind being fully ensconced in the future. In preparing this Strategic Plan, every effort was made to examine the impact of the directions, goals and commitments on the College, our clients and our communities, in both the short and long term, so that each innovation could serve as a building block for further innovation in the future.

As we adapt to the changing global economy, opportunities abound for colleges to explore new frontiers of learning without being tied to time and place, and to engage students in ways that were previously considered impossible. Students will be able to choose a campus experience, a hybrid experience, an online experience, or any combination depending on their life circumstances.

Today, professors are being freed from lecture podiums to become learning guides, engaging students in new ways and helping them navigate vast quantities of digital information so that they can extract the knowledge they are seeking and apply that knowledge in real or simulated experiences. We believe that technology can help enhance the learning experience regardless of which delivery modality the student should choose.

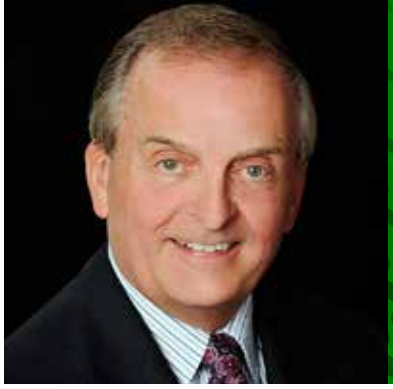
Postsecondary education is now on the leading edge of the digital revolution as technology shapes, reshapes, and transforms how learning and content are created and delivered, leveraging connections between people across cities and nations. Today's students are connected and we want to reach them in the ways that they want to be reached.

There is significant evidence that earning a postsecondary credential substantially increases one's opportunities for career and personal success. Over an individual's lifetime, the return — measured in economic and social terms — is enormous. Clearly, postsecondary education remains the single best investment an individual, government or society can make. Our Strategic Plan offers the opportunity for increased access and opens the doors for students, with increased choices, so that life and learning are integrated.

At the same time, the world is in the midst of difficult economic times. Governments are facing the reality of high deficits and debt loads. Even with the best fiscal recovery plans in place, the next five to seven years will see ongoing economic challenges as governments are forced to constrain their spending and limit many programs and services.

Despite these circumstances, it remains essential that Algonquin continue to grow its communities' pool of knowledge workers — giving learners the skills they need to contribute to and thrive in our rapidly changing society. Education and training are, and always will be, at the foundation of economic, social and environmental progress.

Educational institutions must adjust and align their programs, services and delivery modalities to the economic realities of the world around them, and to the possibilities offered by the digital age. They must act faster and be more flexible and responsive to the evolving profile of learners, making sure their internal pace of change keeps up with that of the external environment. The profile of our students is more complex than in the past and this requires unique new approaches to help address their learning and service needs.



As we adapt to the changing global economy, opportunities abound for colleges to explore new frontiers of learning without being tied to time and place, and to engage students in ways that were previously considered impossible.

In order to achieve our commitment of increasing programs and service choices for students over the next five years, this College will become more effective and efficient in its operations by leveraging technology and seeking innovative ways to change the way we do our work. We will take advantage of widespread mobile technologies, social networks, book readers and the like. We will use connectivity to increase student, faculty and staff access to new delivery modalities, online textbooks, learning management systems, captured lessons, digital curricula, programs and services.

Being connected also means increasing our interaction and collaboration with the community, our students, employees, alumni, international partners and employers, in ways that each of the stakeholders deems relevant and appropriate.

By offering four delivery modalities — on-campus, hybrid, online and mobile — the College will provide greater choice and flexibility, more effectively meeting the needs of the digital generation and the other learners we serve. These choices will ensure Algonquin is in a strong competitive position as it goes through this period of intense transformation in education — a time when boundaries are expanding from local to global, and when learners have increasing freedom to make course and program choices that will lead to accreditation based on a collection of recognized credits.

We believe the basis for government funding will slowly transition from enrolment to attainment, supporting differentiated institutions with centres of excellence with the ability to attract learners based on institutional reputation, record of student success, and graduate employment. Once the government provides more details about the directions set out in its *Putting Students First* document, and once the issues of differentiation, funding and tuition are clarified, this Strategic Plan will be refined accordingly.

In preparation for these expected changes and challenges, the College will work to realign its revenues and expenditures for postsecondary programs and services to match provincial funding provisions, and will ensure that revenues generated outside the provincial funding framework are available for investment in support of our strategic priorities. The College will also ensure that contingency funds are established so it can respond to unforeseen circumstances without crisis. These efforts will help ensure the long term success and sustainability of the College.

The directions recommended in this Strategic Plan set a course for achieving our objectives and implementing digitally enhanced changes that will, when completed, fundamentally enhance the perception of Algonquin as an educational institution on the cutting edge of applied education worldwide. Once the Board approves the Plan, implementation will begin immediately, starting with the budget and business plan for 2012–2013. These plans will focus on improving the fiscal viability of the College, which is foundational to all other plans.

Despite the financial difficulties that will be challenging, positive changes will be made to ensure our students, faculty and staff have the programs, services and tools they need to thrive in the 21st century and set the standard for applied education and training in this century.

Robert C. Gillett | President

The Journey Toward a New Strategic Plan

Strategic planning is the act of building a compelling vision for the future. It is about taking a wide look externally and a hard look internally to ensure an organization's ongoing relevance and effectiveness. It is about reaffirming our mission, vision and values, and establishing clear and concise goals that engage and inspire. In Algonquin's case, this direction has been and will continue to be rooted in our commitment to student success.

Nine months of effort and over 1,200 participants

Over the course of nine months, Algonquin sought the advice and guidance of government leaders, employers, current students, prospective students, alumni, and employees to determine what it may look like by 2020 and define the steps needed to begin to turn that vision into reality.

Through this process the entire Algonquin community has been engaged. In workshops, focus groups and town hall meetings, more than 1,200 individuals and organizations shared their thoughts on important issues related to student success, student retention, funding, growth, access, attainment, demand, programs, facilities, technology, support, leadership and collaboration.

We discussed global economic forces, employer demands, and changing client expectations. We reviewed government policy, education trends, and community needs. Finally, we examined our core values, organizational strengths and weaknesses, and the opportunities technological advances are expected to offer.

Renewed mission, vision, strategic pillars and goals

Together, we shared frustrations, celebrated successes and, perhaps most importantly, learned from each other. That exchange, and the ideas emerging from it, form the basis of this Strategic Plan.

This effort has led the College to reconfirm its values, renew its mission and refocus its vision. This new Strategic Plan seeks to differentiate Algonquin locally, nationally and globally. Building on the foundation of past plans, the document identifies four strategic pillars and 12 supporting goals aimed at delivering on its vision.

Next steps

This plan will immediately begin to shape the College's annual budget and business planning. Departments will be asked to review and align operational plans and performance contracts. The College will also embark on a rebranding exercise and the development of an integrated campus development plan to ensure full alignment at all levels of the organization.

Ongoing effort

To be successful, this plan, and the work it facilitates, must remain open to our clients' constantly evolving realities. Strategic direction-setting is an ongoing effort requiring constant updating as our environment changes. Annual reporting on the Strategic Plan's identified performance measures will be matched by periodic updates as necessitated by today's fast changing world.

Mission Accomplished: Review Of The 2008–2013 Strategic Plan

To begin the process, the College completed a thorough review of the existing Strategic Plan. Focused on student success, the 2008–2013 Strategic Plan identified 21 goals under four themes: Academic Leadership, Service Excellence, Employee Development and Resource Management. Nineteen of the stated goals were achieved outright, one was partially achieved and one remains unattained. The fact that the majority of the goals have been achieved has necessitated bringing forward a new Strategic Plan for 2012–2017.

Academic Leadership

Algonquin College continues to respond to our community's learning needs. Between 2008 and 2011, Algonquin introduced 44 new programs and delivered on its commitment to provide an enriching and challenging learning environment. The College continues to provide a learning environment that is relevant and of high quality. Ontario's Program Quality Assurance Process Audit scored Algonquin's program quality as the highest ranked in the Province.

The College's leadership in the area of hybrid, mobile, and online delivery has received recognition from across the country and recently resulted in the Government of Ontario awarding Algonquin $6.6 million in financial funding for its $11.2 million Digital College initiative.

Over the course of the current strategic plan, the College continued to expand pathways, fostered inter-professional education, invested in professional and leadership development and supported faculty in their introduction of innovative classroom practices. The College also gained local and provincial recognition for its work supporting the education and training needs of Ontario's under-represented populations, increasing the number of programs and services available to recent immigrants, First Generation students, Aboriginal learners and Second Career clients.

Areas identified for continued investment include retention and enrolment management, business development, professional and leadership development, program and curriculum development, applied research, and the four modalities of delivery — on-campus, hybrid, online and mobile.

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Service Excellence

On the foundation of our core values and our client service standards, we have demonstrated our collective commitment to being "Here 2 Help". Ongoing efforts to expand access to services through emerging technologies have showcased this commitment to service excellence and to meeting the ever-increasing expectations of our diverse student and client groups.

Areas identified for continued investment include the integration of student support services into the Student Commons as well as expanding access to services online and via mobile devices.

Employee Development

Over the past five years, the College's commitment to employee professional development and training has led to an expansion of the College's Leadership Development Program, the creation of the Algonquin Leadership in Education Institute, and the establishment of core competencies which cover all levels of leadership positions within the College. Ongoing investments in employee orientation, mentorship, technology training, talent management and succession planning have positioned Algonquin as a leader in its field.

Areas for continued investment include professional development, leadership development, succession planning, and fostering employment relationships that lead to greater student success.

Resource Management

With the support of government, industry and the College's Students' Association, Algonquin has delivered on its commitment to significantly improve facilities on all of its campuses. Capital fundraising campaigns have reinvigorated our partnership model and renewed industry and community engagement. In addition to ensuring that all Algonquin students have access to a first-class learning environment, dramatic enhancements in Perth and Pembroke are serving as catalysts for regional economic development and prosperity. In Ottawa, the Algonquin Centre for Construction Excellence (ACCE) and the Student Commons projects, as well as investments in an enhanced technology environment and increased study space have improved the student quality of life. The College's first Sustainability Plan is poised to help with embedding sustainability best practices across Algonquin, including in all full-time academic programs.

Increased business development initiatives have contributed significantly to Algonquin's bottom line. Today, Algonquin is the largest provider of corporate, contract and language training in Eastern Ontario and our unique partnerships with organizations such as the Canadian Forces, Hydro One, and industry sectors, such as the construction trades, have fostered deep business relationships which benefit all parties. Similarly, growth in applied research now provides 500 students the opportunity to delve even deeper into their respective fields of expertise, creating richer and more rewarding educational experiences. Further, 70% of all academic programs provide opportunities for students to learn in the community and in various industries.

Areas for continued investment include the expansion of business development, international education, automation, government advocacy, sustainability, technology and a range of digital innovations.

Environmental Scan

Today's changing world provides great opportunities while also posing significant operational and strategic challenges. The question is not if our communities are changing, but rather how should Algonquin take advantage of the growing appreciation for the value of applied education and training? We must also determine what action should be taken in the face of unprecedented government deficits, shifting demographics, growing competition and technological advances that have the power to dramatically alter the education landscape? In preparing this Strategic Plan, all of these factors were taken into consideration.

Economic forces

The current debt load carried by provincial and federal governments suggests there will be fewer opportunities for increased funding of postsecondary education. This provokes serious questions about the financial sustainability of Canada's postsecondary institutions. In 2011, expenses for Algonquin's core postsecondary operations significantly exceeded incoming cash flow. With the provincial government continuing to fund below the rate of inflation, it is prudent that postsecondary institutions plan for a continued decline in the share of revenue that comes from government grants. Algonquin and other colleges and universities will be forced to look at realigning their program and service delivery choices to reflect the reality of the funding framework.

By 2031, 77% of the workforce will require postsecondary credentials — significantly higher than the current rate of 60%.

Political trends

The political landscape in Ontario remains uncertain and the college must ensure it remains flexible to respond to the changing environment.

Anticipated changes include:

- The *Putting Students First* report, which proposed a number of recommendations, including modernizing the funding formula for colleges and universities; negotiating mandate agreements with institutions to align both provincial priorities and institutional aspirations; fostering deeper partnerships among colleges and universities; developing a province-wide credit transfer system, and placing more emphasis on programs that promote experiential learning.
- The *Open Ontario Plan*, which included a pledge to raise international student enrolments by 50% and, through additional funding and scholarships, provide further incentives for institutions to attract international students.
- The April 2011 report prepared by the Higher Education Quality Council of Ontario, entitled *The Benefits of Greater Differentiation of Ontario's University Sector*, which noted that "greater differentiation (in the) sector offers clearer choices from a larger number of higher quality programs, clarifies the institutions that best serve their career and personal aspirations, and facilitates mobility and transitions between institutions in Ontario's postsecondary system."

The Internet is quickly becoming the dominant infrastructure for information and knowledge exchange.

Technological shifts

The Internet is quickly becoming the dominant infrastructure for information and knowledge exchange. The next generation of students require a very different model of higher education — one that views online learning and digital services as integral to the college experience. A report sponsored by The Chronicle for Higher Education predicts the college student of 2020 will "...attend classes online, study part time, take courses from multiple universities, and jump in and out of colleges. Students will demand more options for taking courses to make it easier for them to do what they want, when they want to do it."

Recent studies continue to show growth in online enrolments exceeding traditional postsecondary growth at a rate of 10:1. Increasingly, colleges will need to offer greater choice in online and blended learning opportunities alongside traditional face-to-face, on-campus instruction.

The Internet is also shifting the role of faculty from 'sage on the stage' to 'guide by the side.' To reflect this change, progressive colleges will invest even more effort to embrace technology options in order to become what the American Council on Education calls "bricks and clicks institutions". These emerging organizations fuse conventional and e-learning methods to attract both on-campus students as well as off-campus populations such as adult learners and part-time students.

Social changes

The broad appeal of social technologies has created a culture of sharing information and knowledge at home, at school and in the workplace. Increasingly, organizations are expected to be open, transparent and collaborative — embracing distributed decision-making and the real-time, free flow of information and services. The New Media Consortium — an international not-for-profit body of learning-focused organizations — expects the concept of 'open education' to achieve broad adoption in the coming years. Characteristics of this new learning culture include sharing resources such as curricula and course content, social/ participatory learning, and the development of personal/professional learning.

Demographic differences

Across Canada and Ontario, changing demographics will have a significant influence on the college landscape:

- In Ontario, the number of 19–24 year olds — 85% of current Algonquin postsecondary students — is expected to fall 9% by 2016, from a high of 874,200 to a low of 815,700;
- Between 2001 and 2006, Canada's visible minority population increased by 27% — five times faster than the growth rate of the overall population;
- Between 1996 and 2006, the Canadian Aboriginal population increased from 799,010 to 1,172,785, or by 46.8%. Comparatively, the non-Aboriginal population grew by 8.4% over the same period. Population projections estimate that the Aboriginal population will continue to grow faster than the general Canadian population;
- One in seven people in Ontario has a disability — a number expected to rise as the population ages in the decades to come. In 2005, the Government of Ontario introduced the Accessibility for Ontarians with Disabilities Act to develop, implement and enforce a range of accessibility standards by 2025.

Supply and demand

The educational requirements for most jobs are increasing. According to the Human Resources and Skills Development Canada report, Looking Ahead: A 10-Year Outlook for the Canadian Labour Market (2006–2015), future employment growth will be most significant in occupations requiring university education and least significant in occupations that usually require on-the-job training. In addition, the Colleges Ontario report entitled, Jobs Without People, People Without Jobs, concluded that, by 2031, 77% of the workforce will require postsecondary credentials (apprenticeship, university, college, industry, professional) — significantly higher levels than the current rate of 60%.

While College diplomas remain the most popular credential within the College system, trends indicate a fast growing market for applied degrees. Rising interest also exists for both graduate certificates and credentials requiring a year or less for completion. Further evidence of the attraction of increasingly higher levels of postsecondary education can be seen in the rate of growth for university offerings (43.4%) over those from college (22.8%) over the past eight years.

Evolving expectations

For postsecondary institutions, competition and the generational shifting of the talent pool have — and will continue to — make it difficult to find and retain the quantity and quality of skilled employees needed to ensure success. This is especially prevalent at the leadership level, making employee engagement, professional development, talent management and succession planning increasingly important. As students demand new kinds of educational experiences and professors take on the role of facilitators rather than lecturers, institutions will increasingly face the require ment to provide professional development support to staff and faculty.

Level of Study	2002–2003	2010–2011	Growth % from 2002–2003
Total College	142,177	174,565*	22.8%
1-year Ontario College Certificate (OCC)	13,498	21,577	59.9%
2-year Ontario College Diploma (OCD)	69,310	89,368	28.9%
3-year Ontario College Advanced Diploma (OCAD)	55,354	51,163	-7.6%
1-year Ontario College Graduate Certificate (OCGC)	3,912	5,801	48.3%
4-year Baccalaureate Degree in Applied Areas of Study	103	6,656**	546.2%
Total University	247,901	355,447	43.4%
Total College and University	390,078	530,012	35.9%

* Source: MTCU, 2010–11 Full-time, Headcount (FT HC), Eligible for funding.
* Excludes nursing, tuition short, part-time students and international students ineligible for operating funding.
** Applied degrees started to be offered in 2002–03.

Mission, Vision And Values

Algonquin's organizational philosophy is defined by its mission, vision and core values. Through the course of this strategic planning process, stakeholders paid tribute to the current set of College values believing they accurately reflect the principles and beliefs shared by the community. At the same time, they encouraged the College to revise the current mission and vision statements to more accurately reflect our aspirations for the future.

The following are intended to serve as points of inspiration and provide clear differentiation from other colleges, carefully articulating our purpose.

Our mission

To transform hopes and dreams into skills and knowledge, leading to lifelong career success.

Our vision

To be a global leader in digitally-connected applied education and training.

Caring

We have a sincere and compassionate interest in the well-being of the individual.

Learning

We believe in the pursuit of knowledge, personal growth and development.

Integrity

We believe in trust, honesty and fairness in all relationships and transactions.

Respect

We value the dignity and uniqueness of the individual. We value equity and diversity in our community.

Executive Summary

"We learn by doing. That is the thing. For though you think you know it, you have no certainty until you try."

Sophocles 2/0 BC

At Algonquin, we believe students learn best by applying knowledge through experience. We believe that understanding is not a destination but rather the product of a lifelong 'knowledge journey', made richer and more compelling when mixed with the power of technology. Experiential education is about being able to utilize new concepts in non-textbook contexts; to conceptually make sense of complex, real-world situations and to express such concepts meaningfully to others. Such learning also gives students the opportunity to improve their life skills — self-direction, collaboration and teamwork, information gathering, and clear communication.

These are the traits today's employers seek in their employees. This kind of technologically enhanced, experiential knowledge fuels economic growth and community prosperity. It is the fundamental speciality of Algonquin College and the foundation of our aspiration to be The Connected College offering the greatest range of choices for all students.

Today's economic realities make delivering on this mission increasingly more challenging. This Strategic Plan addresses the current fiscal realities head on, seeking to be efficient stewards of public funds while building a strong financial foundation from which to make strategic investments which will enhance the overall experience of our students.

To deliver on our mission and vision we have identified 4 strategic pillars and 12 supporting goals. These commitments guide our strategic priorities and budget process.

Applied Education and Training

Goal 1: Deliver an exemplary applied education and training experience.

Goal 2: Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.

Goal 3: Leverage technology to enhance the educational experience

Goal 4: Provide opportunities for every full-time student to have a work experience outside of the classroom.

Student and Client Success

Goal 5: Deliver exceptional service to our diverse student and client populations.

Goal 6: Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.

Empowered People

Goal 7: Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.

Goal 8: Create and foster an environment in which the College's model of leadership competencies and behaviours is supported.

Financial Sustainability

Goal 9: Align our funded operational expenditures with provincial funding

Goal 10: Expand non-funded opportunities to increase revenue.

Goal 11: Leverage strategic business partnerships to meet the capital needs of the College.

Goal 12: Create the technological foundation to align with the digital direction.

The Connected College: Algonquin In 2017

Interact with Algonquin in 2017, as we celebrate our 50th anniversary, and you will be struck instantly by a feeling of connection among students, employees and alumni, and between the College, industry and the communities we serve — locally, nationally and globally. Smart, sustainable, and connected, Algonquin College serves as a compelling example of the power people and technology have to create a compelling educational experience that continually responds to the changing needs of our economy.

Connectedness is at the heart of Algonquin's commitment to applied education and training, which the College proudly promotes. Applied learning connects students to peers, professional contacts and the broader community. It is experiential and technologically advanced. It gives learners hands-on exposure to the subjects they are passionate about and links them to career opportunities. The evidence is clear that applied learning enhances student engagement, strengthens knowledge acquisition and provides value-added graduates. In addition, applied learning allows students to explore the educational pathways best suited to their dreams, abilities and aspirations. It is not a 'one-time-only' proposition; it is the foundation for lifelong learning.

Complementing our commitment to applied learning, Algonquin's passion for technology-enhanced programs and services has transformed its academic and research delivery models, support services and physical and IT infrastructure — and has made it a Canadian leader in the creation, use and sharing of Open Educational Resources. Digital teaching and learning at Algonquin is a highly flexible, engaging and effective experience built on smart investments in technology, pedagogy and professional development. It is immersive and personal, a hybrid that delivers the best of face-to-face, online and mobile modalities. Technology benefits not only the educational experience but also College operations, simplifying and streamlining access to support services and yielding invaluable business intelligence.

Strategic Pillars

At its core, Algonquin's point of differentiation lies in its commitment to applied education and training, tailored for a digital world.

Applied Education and Training

At its core, Algonquin's point of differentiation lies in its commitment to applied education and training, tailored for a digital world. Algonquin has an enviable record of evolving to meet the needs of students, clients, communities and employers we serve. Changing demographics and global competition will require the College to remain fast, flexible and responsive offering a comprehensive mix of programs and training offerings that respond directly to the demands and expectations of both students and employers. This Strategic Plan deepens our commitment to applied education and training, setting us on a course to become a leading polytechnic institution by turning what we already do well into a point of greatness.

Goal 1: Deliver an exemplary applied education and training experience.

By 2017, Algonquin will have expanded its commitment to both on-campus and on-line applied education and training. Investments in program and curriculum development, simulation technologies, open digital teaching and learning resources, and flexible mobile tools will have positioned the College as a global leader in the effective alignment of experiential education and digital learning.

In addition to innovative postsecondary programs, the College has extended its learning options to support the lifelong educational needs of the communities it serves. By 2017, Algonquin will have enhanced its position as Eastern Ontario's largest provider of corporate training, apprenticeship programs, and continuing and online learning. The College will successfully serve the growing interests of the senior and workforce development markets, as well have expanded its academic programming to meet the needs of students in search of international experiences.

Goal 2: Create a unique suite of programs, products and services geared to meet the needs and expectations of our students and clients.

By 2017, the talents and resources of staff, faculty and partners will have contributed to the establishment of recognized centres of excellence that take advantage of our regional strengths. Further, the College will have expanded its degree offerings, graduate programs, corporate and language training, continuing and online offerings, as well as its personal development options, recognizing society's need for increased levels of expertise to compete in the global economy.

Goal 3: Leverage technology to enhance the educational experience.

By 2017, Algonquin will have continued its embrace of digital education, creating a more flexible, engaging, effective and efficient learning environment. Technological investments will have enabled the College to deliver on its "anywhere, anytime and anyway" commitment, creating an engaging educational experience essential to ensuring our students and clients are well prepared to enter the workforce.

The Strategic Plan builds on the College's history of creating a community that is both technologically advanced and 'Here 2 Help'.

Goal 4: Provide opportunities for every full-time student to have a work experience outside of the classroom.

By 2017, our commitment to 'The Algonquin Experience' has led the College to make learning experiences outside of the classroom a core element of its offering. Through the expansion of Co-op, placements, internships, applied research and volunteer options, all full-time students will be provided an opportunity to gain work and community experience.

In addition, connections with industry exist at every level of the College: among students, faculty, staff and the institution corporately. The College's expanded Applied Research program delivers the full value of these interactions — creating opportunities for students to gain experience and job prospects, allowing faculty to maintain and enhance their practical expertise, and providing companies' access to low-cost research they can convert into commercial advantage.

Performance Measures	2011–2012	2016–2017
Graduation Rates	62.4%	70%
Students enrolled in applied degrees	324	800
Students enrolled in graduate certificates	541	1,000
Online courses offered	71	150
Unique hybrid courses offered	824	1,424
Programs with work experience opportunities	70%	100%
Students engaged in applied research and development	500	950

Student and Client Success

At Algonquin, we are committed to the academic and career success of our students. This commitment extends beyond a learner time at Algonquin to include their ongoing engagement as alumni. In addition, we bear a responsibility to the employers and communities we serve, working to ensure they have the talent they require to build our economy.

In every aspect of its operations, Algonquin will maintain and continually strengthen its student and client focus. This Strategic Plan builds on the College's history of creating a community that is both technologically advanced and 'Here 2 Help'. Service is the organization's governing keyword, delivering personalized support on-campus and online. This plan seeks to leverage technology and deliver on our commitment to become a leader in digital education and services.

Goal 5: Deliver exceptional service to our diverse student and client populations.

By 2017, our commitment to exceptional service has increased interest in our programs and courses and has broadened the diversity of the clients we serve. As part of our client-centred approach, we have expanded online services and have made good on our promise to deliver one-stop service, ensuring that those seeking information and support receive it quickly, efficiently and successfully. In collaboration with academic units and external partners, investment in health and wellness services has led to the creation of a regional health hub and the development of a living laboratory environment, contributing to the physical and mental health of our students and employees.

We believe that great colleges are about empowered people, and that empowered people are the key to an empowered organization.

Goal 6: Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.

By 2017, technological advances will enable the College to operate more efficiently and responsively, communicating with our students and client groups in the medium they prefer. Investments in the Strategic Programs and Services Planning Project, value stream analysis, and automation have led to a re-engineering of college business processes. These efforts have increased access and choice, improved productivity, contained costs, and increased student and employee satisfaction.

Performance Measures	2011–2012	2016–2017
Student satisfaction	79.8%	83.5%
Employer satisfaction	92.1%	94%
Alumni satisfaction	Baseline to be established	Baseline to be established

Empowered People

Algonquin is committed to creating an environment that delivers on its values of Caring, Learning, Integrity and Respect. We believe that great colleges are about empowered people, and that empowered people are the key to an empowered organization. We will therefore strive to provide them with the opportunity to grow and develop — academically, professionally and personally.

Goal 7: Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.

By 2017, we will set in place formal processes that ensure the recruitment of faculty, staff and administrators who have the passion, credentials, skills and experience to deliver on the College's mission and strategic directions. To support the development of current employees, we will enhance professional development ensuring they have the skills and training required to thrive in the fast-changing college environment.

Goal 8: Create and foster an environment in which the College's model of leadership competencies and behaviours is supported.

By 2017, the College will have fostered a culture of innovation, accountability and entrepreneurism, including the investigation of a new Responsibility Centered Management Model aimed at providing innovative College leaders with greater decision-making and budget authority. Evaluation and performance appraisal systems will be improved, mentorship programs introduced and succession planning processes implemented to ensure the College has the workforce and leadership required to deliver a 21st-century education experience.

Performance Measures	2011–2012	2016–2017
Employee engagement	Baseline to be established	Baseline to be established
Leadership training	Baseline to be established	Baseline to be established

Financial Sustainability

In the face of economic uncertainty, financial sustainability remains critical to Algonquin's ability to deliver on its commitments. The College will confront the current fiscal realities facing publicly funded postsecondary education head-on, making decisions that position it for long-term success. Our need for financial sustainability does not negate our commitment to social and environmental factors, as noted in the College's Sustainability Strategy Framework.

Goal 9: Align our funded operational expenditures with provincial funding.

By 2017, in the face of continued government restraint and rising inflationary pressures, Algonquin will have completed the realignment of the College's operating expenditures and revenues within the provincial funding and tuition fee framework. Supporting our commitment to 'anywhere, anytime, anyway' education, Algonquin will increase access to academic programs and services using alternate delivery models that optimize College resources. By 2017, through the collaborative efforts of faculty, staff and administrators, our combined focus on student retention has begun to pay dividends with steady and deliberate improvement each year helping the College meet government graduation targets of 70%.

Goal 10: Expand non-funded opportunities to increase revenue.

By 2017, Algonquin will have attracted and generated alternative sources of revenue through corporate, contract, personal development and ancillary activities to invest in future strategic directions. The College will expand its international offerings; attracting more international students, working with partners to develop offshore campuses, providing opportunities for Canadian students to study abroad and 'exporting' Canadian applied education.

Goal 11: Leverage strategic business partnerships to meet the capital needs of the College.

By 2017, Algonquin's rich partnerships with government, industry, community agencies, alumni and individuals has increased support for the College's academic programs, endowments, scholarships, bursaries, and capital infrastructure. This strategic partnership model will also have resulted in the College exploring shared services and alternative financing opportunities in its bid to serve the ongoing needs of learners in a financially responsible manner. Cash, in-kind contributions and returns from alternative financing arrangements will help the College acquire the necessary resources to meet the needs of our students and clients.

Goal 12: Create the technological foundation to align with the digital direction.

By 2017, integrated development planning will serve as the College's capital infrastructure roadmap. In addition, the College has a stable data management platform in place, viable and supportive of the future, with data integration between client/student, employee and administration that enables informed management decisions at a cost and functional mix that is aligned with the fiscal reality faced by the College. Employees have secure access to College program and performance data through familiar tools as well as more capable business intelligence specific tools. By the end of 2017, the full set of College operating data has been successfully mapped into the data management platform. These investments in business intelligence and resource planning infrastructure have further improved the College's ability to make insightful, data-driven decisions.

Performance Measures	2011–2012	2016–2017
Retention rate	84%	89%
Enrolment (PSE) and others	18,207	21,107
Enrolment (online — FTE equivalents)	2,300	3,500
Enrolment (PSE international — FTE equivalents)	1,000	1,400
Enrolment (PSE — mobile)	14.5%	100%
Number of organizations served through Corporate Training	230	425
Alternative revenues	29%	32%
Cash, in-kind contributions, and returns from alternative financing	To be confirmed	$2M
College data accessible through a common BI portal	10%	100%
Availability of wireless network to all stakeholders	85%	99.9%
Availability of College networks and internet access	78%	99.9%

Implementation Strategy

Implementation of the Algonquin College Strategic Plan is accomplished through the development and implementation of annual business plans.

Each year, the Algonquin College Business Plan focuses on strategic areas that are mission critical for the College to achieve its overall goals and objectives as described in the Strategic Plan and Multi-Year Accountability Agreement.

Development begins at the departmental level with unit specific business plans being prepared with the full engagement of faculty, staff and community stakeholders. Departmental plans are presented to their respective Vice Presidents for review and deliberation. These divisional plans are merged to form the overarching College Business Plan, which is submitted along with the Annual Budget to the Board of Governors for consideration and approval.

Throughout the year, business intelligence data is collected to measure the College's progress against its identified goals and objectives. Year-end results are presented alongside the corporation's audited financial statements in the Annual Report.

Conclusion

While conditions are becoming increasingly challenging for postsecondary institutions, the need for applied, experiential learning has never been greater. Algonquin has anticipated many of the social, technological and demographic trends now unfolding: it has given sound strategic consideration to the requirements and expectations of both digital learners and 21st-century global economy employers.

This 2012–2017 Strategic Plan reflects and builds on that foundational thinking and redefines the educational experience — putting a face to online and hybrid learning, delivering practical, applied experiences in novel, cost-effective and nimble ways.

By championing applied education and training, enabling student and client success, empowering our people, and ensuring financial sustainability, we will deliver on our mission:

To transform hopes and dreams into skills and knowledge, leading to lifelong career success.

Appendix

Board of Governors

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
Eric Agyemang	Student Representative	September 1, 2010	August 31, 2012
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
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		

Senior Management

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 Service	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

Local Bargaining Unit Presidents

Jan Strickland, Local 416 (Support Staff)
Patrick Kennedy, Local 415 (Academic)

Students' Association Board of Directors

Students' Association Board of Directors 2011–2012

Jacob Sancartier, President
Kayla Cseh, Vice President
David Corson
Foster Hilt
Alexandra Harness
Ryan Haskins
Corey Andrews
Michael Gurnham
Kyrylo Kasyanenko

Students' Association Board of Directors 2012–2013

David Corson, President
Jennifer Courville, Vice President
Bryn Ansell
Taylor Baxter
Kristie Bredfeldt
Eli El-Chantiry
Natalie Dixon
Melanie Goyer-Kenny
Rylan Vroom

Advisory Board Members	More than 1000 Members serving over 100 Committees
Applied Research Partners	80
Co-operative Education Partners	313
Student Employment Services Partners with Postings in 2011-2012	2005

ALGONQUIN COLLEGE