

# ANNUAL REPORT 2008 -2009





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*"It's nice to know that the College has their students' backs"*  
Brian Denham, pre-service firefighter student.





## LETTER FROM THE PRESIDENT

The 2008/2009 academic year was the first year of our new five-year Strategic Plan and one in which a significant number of positive changes occurred at the College. With a commitment to achieving the vision for the College for 2013, plans were implemented which targeted the challenges of student retention, improving access to the College and working with government on capital funds for expansion.

More and more students are applying to Algonquin College to get the crucial post-secondary education they need to be successful in the career of their choice. Almost 40,000 student applications are received each year for 160 programs; however, the College has reached its physical limits and has had to expand its evening programming from the current fifty-two full-time program choices so that more students could attend the College. A decision was taken to expand full-time program offerings in the evening, weekend and summer and to initiate the establishment of a virtual College which will allow students, without the limits of time and geography, to get all or part of a post-secondary accreditation on a timely basis.

Major capital plans for seven expansion projects were submitted to the government in areas of significant importance to the workforce of Ontario and to the future development of the College. The first major proposal was for an Environmental Demonstration Centre for Construction Trades and Building Sciences, a LEED certified building, that for the first time, integrates trades, building sciences and other programs related to those industries. This new centre was funded by the Ontario and Federal Governments for \$70 million and as well, is fully integrated with the new transit system for the City of Ottawa including a new pedestrian walkway across Woodroffe.

Expansion plans also continued at our Perth and Pembroke Campuses where new campus buildings will be built to accommodate the growth in our rural programming. In addition, concept plans are being developed for a new Student Commons at the Woodroffe Campus which will help to address some of the space complaints from students. This kind of facility would provide spaces where students could meet as well as an auditorium for movies and presentations. The College is also working on plans for a Healthy Communities initiative which will foster the integration of all of the health sciences in a state-of-the-art training centre linked with relevant retail and clinical opportunities. We have also shared with the provincial government the need for bridging space which would allow the College to increase its immediate physical capacity while utilizing to the fullest extent possible, alternative delivery models.

The College continues to foster its partnerships with the government, employers and academic institutions and during the past year, even more opportunities were created which allowed for new training and skills development initiatives to occur and to expand our presence in the community. The College was fortunate to be able host many events which allowed faculty, staff and students to showcase their expertise as well as to open the doors of the College to hundreds of high school students and members of the general public. One major event during the past year was the presentation by Dr. Jane Goodall, the famous primatologist, on her work over the last fifty years and her message of hope about the future.

The College is pleased to have prospered in a time of recession and fiscal restraint by our government and to have delivered a balanced budget to the Board of Governors while fully implementing year one of the Strategic Plan. The outstanding employees of this College combined with the support of our Board of Governors and external stakeholder partners, continue to make this institution the dynamic College that it is. We look forward to beginning the transformation which will position the College for the changing environment that lies ahead and for achieving the vision for 2013.

On behalf of the Board of Governors and myself, I extend our sincerest thanks to the entire dedicated employee team at Algonquin College, to the students for their confidence and dedication to the College and to all those groups and individuals who have contributed so much to the College.

Robert C. Gillett  
President



# STUDENT SUCCESS

## ALGONQUIN COLLEGE VISION STATEMENT

Algonquin College will be a leading Canadian college recognized for its unique programs, services and support systems which lead to student success.

**STUDENT SUCCESS: TWO SIMPLE WORDS THAT PROVIDE THE FOUNDATION FOR ALGONQUIN COLLEGE. THROUGHOUT 2008/09, ALGONQUIN STUDENTS DEMONSTRATED OUTSTANDING PERFORMANCE IN THEIR CHOSEN FIELDS.**

## STUDENT HONOURS

The excellence of Algonquin students was acknowledged widely last year, in the form of numerous awards and honours. Business Administration graduate Steve Barkhouse was named the 2008 Algonquin Alumnus of the Year. Joan Wright won the President Rosser Award, awarded annually to a graduating student in recognition of a combination of leadership and academic success. Scott Blair, an Algonquin College Carpentry Apprenticeship graduate and Stacey Dubois, an Algonquin College Office Administration-Legal graduate, both won medals at the National Skills Competition and will be competing at the World Competition in the fall of 2009. Tiffany Lester, a second year Interior Decorating student won a national Home and Garden Makeover contest. Jesse Schipilow, a second year Game Development student won a 'best beta design' prize from a leading visual computing technologies association. Lisa Beaton, a photography student won first prize and overall grand prize in the Bridgestone Photo Contest. Adam Jones, a Graphic Design student was chosen as one of ten winners in HOW magazine's poster contest. Ken Wright, a graduating student from the first class of the GAS - Aviation Management program was presented with the Outstanding Achievement Award from the Air Canada Pilots Association. Florist students won three of the six awards at the Ontario Flower Growers annual Design Competition for Ontario Colleges. Twenty-one students participated on the eleven teams taking part in the Ontario Colleges' Marketing Competition (OCMC) and Belinda Tessier won top prize for the Yahoo "Big Idea Chair" event and Sara Ormon won the Lydiatt Award for demonstrating exceptional spirit. Han Lin, a student in the Culinary Management program, finished 3rd in the provincial finals of the Junior Knorr Food Competition. Dental Assisting students achieved a 100% success rate in the National Dental Assisting Examining Board. Paramedic graduates achieved a 100% success rate on the A-EMCA for the seventh consecutive year. The Pembroke Campus' first Bachelor of Science in Nursing program graduates achieved a 100% success rate on the College of Nurses in Ontario provincial licensing exams.

## STUDENTS IN THE COMMUNITY

Again this year, Algonquin students supported the community and benefited from off-campus learning opportunities. First-year Public Relations students raised over \$30,000 for CHEO in their annual spring fundraiser. Event Management students raised \$51,000 for the Children's Wish Foundation. As part of a project with the Perth Business Improvement Association, Interior Decorating students spent a day redesigning storefront window displays for fifteen businesses in downtown Perth. Students from the Hairstylist and Esthetician program participated in the Museum of Civilization Gala Ball where they provided guests with hair-do's and make-up to coordinate with their 'period costumes'.



*"It was my first job in the IT field, so everything was good experience. For my first job, I thought it was nothing but awesome. I found that taking classes at Algonquin gave me knowledge to go out in the real world and use it."*

Tyler Copeland, BIT student and employee of BigBlueButton.



## STUDENT SUCCESS *CONTINUED*

Applied Museum students completed the treatment of two of the Number 2 Canadian Stationery Hospital flags flown in 1914 in LeTouquet, France following the outbreak of World War I. The Community and Justice Services program's annual "24 Hours of Homelessness" initiative raised \$10,480 for Operation Go Home. Justice Services students joined the Governor General for a Youth Dialogue to mark the inauguration of the 44th American President. Perth Campus students raised over \$11,000 for Salvaide and collected in-kind donations from 124 people.

The student-led, 4th Annual Sport Business Symposium held at Scotiabank Place, was a great success. Featured speakers included John Furlong, CEO of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Games; Charmain Crooks, International Olympic Committee Athletes Commission; Glen Hodgson, Senior VP and Chief Economist, Conference Board of Canada; Jane Roos, Founder and Executive Director of Canadian Athletes Now; Rick Traer, CEO of the Canadian Sport Tourism Alliance; Ian Bird, Senior Leader of Sport Matters Group; Peter Montopoli, General Secretary of the Canadian Soccer Association; and Cyril Leeder, COO of the Ottawa Senators Hockey Club.

### CORPORATE DONATIONS AND CHARITABLE FUNDRAISING

Student Success is also supported by the broader Algonquin Community. Algonquin's community partners showed their remarkable generosity once again in 2008/09. Including the matching funds from the Ontario Provincial Government, the Algonquin College Foundation raised \$2.5 million in new endowments in 2008/09.

The Foundation also established its first Capital Campaign Cabinet during the past year, with Honorary Chair, Roger Greenberg, President of Minto Group Inc. and Chair, Dwight Brown, Vice-President, Eastern Ontario, PCL stepping forward to lead the campaign.

The Capital Campaign for the new campus in Pembroke is also well underway with over \$5.5 million in pledges received including \$4 million from the Algonquin Students' Association. Work has begun on the campaign plan for the new Perth Campus and the Students' Association has already pledged \$400,000 towards that project.

### ATHLETICS

Algonquin athletes earned unprecedented success in 2008/09. The Algonquin Thunder Women's Volleyball team won bronze and the Women's soccer team won silver at the Ontario Championships. At the Canadian Championships, the men's soccer team won silver, the men's basketball team won bronze, and the men's volleyball team took fourth place. Men's Basketball player Charlie Spurr was named the "OCAA Athlete of the Year".



# EMPLOYEE DEVELOPMENT

## STRATEGIC OBJECTIVE:

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.

**THE SUREST WAY TO FACILITATE STUDENT SUCCESS IS BY ASSEMBLING A TEAM OF STAFF AND FACULTY THAT IS ENGAGED, INSPIRED AND COMMITTED. THAT HAS CERTAINLY PROVED TO BE TRUE FOR ALGONQUIN. THROUGHOUT 2008/09, THE COLLEGE CONTINUED TO RECRUIT AND DEVELOP EDUCATORS OF THE HIGHEST CALIBRE AND APPLAUD THEIR OUTSTANDING PERFORMANCE WITHIN THE COLLEGE AND IN THE COMMUNITY.**

## EMPLOYEE HONOURS

The excellence of Algonquin staff and faculty was acknowledged widely last year, in the form of numerous awards and honours. Public Relations professor Claudine Wilson was the first recipient of the CPRS Mentor of the Year Award. Theatre Arts professor Lynn Cox won the Best Design award at the annual Capital Critics Circle Awards. Alan Fleming, Professor - School of Hospitality & Tourism, won the Lifetime Achievement Award. Lisa Lamarre-O’Gorman, Manager, Early Learning Centre was awarded the Children’s Service Pin from the Association of Early Childhood Educators of Ontario. Professor Fadi Ayoub, Massage Therapy program, Game Development Coordinator Tony Davidson and Professor, Curtis Farrell, Paramedic program were recognized by the Students’ Association with Excellence in Teaching Awards. Social Service Worker coordinator, Lisa Shaw-Verhoek, was a finalist in the TVO Best Lecturer competition. Masonry program Professor and Coordinator, John Scott, received the Professional Dry Stone Wall prize at the Canadian Dryscaping Awards. Wayne McIntyre, acting Director of Student Services, was awarded the Paul Harris Fellow Award by the Rotary Club for his many years of commitment to helping students focus on education and success. Deborah Rowan-Legg, Vice President of Student Services, was awarded the provincial Committee of Registrars, Admissions and Liaison’s highest honour in recognition of her valuable service and many contributions.

## EMPLOYEES IN THE COMMUNITY

Students, faculty and staff raised the bar again this past year with charitable fundraising efforts. Most notably, they surpassed the College’s United Way campaign goal, raising more than \$117,000.

Algonquin employees participated in, or hosted, a number of events throughout the year. Professors Phil Jones and Adrienne Armstrong and 50 students participated in the Ottawa Chamber of Commerce “Business After Hours” event held at the College. Jim Kyte was Co-Director of the Volunteer Division for the 2009 IIHF World Junior Championships held in Ottawa in December. This was the largest sporting event Ottawa has ever hosted and required in excess of 1500 volunteers. Professor Kathlyn Bradshaw published her first novel “The Frankenstein Murders”. PPSI English Coordinator, Dianna McAleer, published her first book entitled “Report Writing for the Community Service”. Chef Scott Warrick facilitated two “Food for Thought” sessions in Restaurant International.

*“It was a great experience to be able to give back to the college that I learned so much from. It offered me a great perspective on the quality of programs that Algonquin offers.”*

Stephen Beckta, alumnus, owner of Beckta and Play restaurants and part-time instructor in the Sommelier program



# ACADEMIC LEADERSHIP

## STRATEGIC OBJECTIVE:

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.

**PREPARING STUDENTS FOR THE WORKFORCE OF TOMORROW REQUIRES A MIX OF SKILLS TRAINING, KNOWLEDGE TRANSFER AND PERSONAL INSPIRATION. IN 2008/09, ALGONQUIN STAFF AND FACULTY WORKED TOGETHER TO FACILITATE STUDENT SUCCESS BY PROVIDING THEM WITH THE RIGHT BALANCE OF ALL THREE.**

## LEADING LARGE COLLEGE IN KPI RANKING

Although Algonquin ranked first among large colleges in Ontario based on a composite average of key performance indicators (KPIs) and third for student satisfaction among all of the Ontario Colleges, there is still room for improvement and further efforts are underway to improve results.

## PRESENTATION OF HONOURS

Over 6,000 Algonquin graduates received diplomas or degrees during 2008. At the June 2008 Convocation, Algonquin granted its first honorary diplomas to Jacquelin Holzman, former Mayor of Ottawa and Sean Conway, one of the Ottawa Valley's longest serving politicians. At the October 2008 Convocation, Algonquin granted its first honorary degree to Geoff Strotmann Manager, Supply Chain Management at General Dynamics Canada.

## NEW PROGRAMS OF STUDY/ACREDITATION/AWARDS

Algonquin introduced several new programs in 2008/09, responding directly to the training needs of the local community. The General Arts and Sciences program launched the Environmental Studies and Introduction to Fine Art. The Bachelor of Applied Arts – Interior Design was accredited by the Council for Interior Design. The Professional Illustration Graduate Certificate was launched. The new Paralegal program received final approval and received accreditation by the Law Society of Upper Canada. The MBA program at Carleton University, has officially confirmed that Carleton will accept our Bachelor of Applied Business in eBusiness Supply Chain Management degree for admission to its MBA program. A Junior Kindergarten program was launched at the Early Learning Centre in collaboration with Ottawa-Carleton District School Board. The Pre-Service Firefighter Education and Training program received its five-year re-endorsement from the Endorsement Review Board of the Ontario Fire Marshall. The Practical Nursing program received the highest level of program approval from the College of Nurses of Ontario. The School of Part-time Studies received a CONNY award for exemplary service from the Provincial Association of Continuing Education. Algonquin College in the Ottawa Valley received the Community Living Upper Canada Valley Executive Award in recognition of outstanding achievement in advancing the goal and vision of Community Living in the Upper Ottawa Valley. The School of Part-time Studies introduced seven new programs including Small Business Accounting, Emergency Management and Conflict Management.





## HIGH SCHOOL OUTREACH

Algonquin continued to welcome high school students, inviting them to explore all the College has to offer in post-secondary education. Algonquin assumed a leadership role for the Eastern Ontario School-College-Work-Initiative program. Twenty-five hundred students were involved in School-College-Work initiatives in 2008/09 based on the implementation of forty-five projects, an increase of 50% over the previous year. An additional, seventy-six secondary school students were enrolled in dual credit offerings. Three hundred and fifty secondary school staff were also engaged in dialogue with College staff.

## COMMUNITY CONNECTIONS

Algonquin has always relied on the support of government and industry partners to provide its students with the highest quality learning experiences and future employment opportunities. This past year many of those affiliations bore fruit. The Ontario Government announced \$1.25 million in funding for Co-op Diploma Apprenticeship programs at the Woodroffe and Pembroke Campuses. The Hydro One Project kicked into high gear with the addition of a new Electrical Engineering Technology Utility stream supported by \$255,000 in funding from Hydro One. Algonquin became the first College in Canada to pilot Electronics and Wireless/Mobility Telecommunications Engineering programs under the Department of National Defence's Canadian Colleges Opportunities Program.

Algonquin also provides a point of connection for students and the broader community to interact and host events. The Stars of the City dinner took place at the College for which the School of Hospitality and Tourism prepared and served 600 guests. The School of Hospitality and Tourism Career Fair was held with close to thirty major corporate partners participating. Jack MacDonald, CEO of Compass Canada spoke to staff and students from the Hospitality and Culinary Arts programs. Police Chief Vern White addressed students, staff and representatives of the local Chambers of Commerce. Conference Services hosted the Canadian Unitarian Council with over 560 delegates and the 2008 Ontario Summer Games, with the Residence providing accommodation for all of the Ontario Summer Games Athletes. Algonquin hosted a banquet for 100 Research Administrators and faculty from across Canada as part of the ACCC Research Symposium and the Applied Research Day brought in over eighty external visitors to hear the keynote speakers and review the great projects conducted by our students, faculty and staff. In December, Algonquin hosted the Corporate Social Responsibility Conference featuring the Honourable Paul Martin.



*"Algonquin College plays a real role in helping put a shot in the economy each and every year when its graduates are out building a better Canada and a better Ottawa."*

The Honourable John Baird,  
MP Ottawa West-Nepean, Minister of Transport,  
Infrastructure and Communities



# SERVICE EXCELLENCE

## STRATEGIC OBJECTIVE:

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

**ALGONQUIN PRIDES ITSELF IN THE CARING, RESPECTFUL CULTURE IT HAS ESTABLISHED, ITS ACTIVE COMMUNICATION WITH STUDENTS, AND ITS OPEN INTERACTION WITH ITS MANY PARTNERS. THE STUDENT POPULATION IS BECOMING INCREASINGLY DIVERSE. WITH THAT DIVERSITY, COMES A NEED TO CONSTANTLY UPDATE PROCESSES AND STUDENT SUPPORT MECHANISMS.**

## ENHANCED STUDENT SUPPORT

In 2008/09, the College continued to improve student services to attract and retain thousands of new and repeat registrants. The College upgraded the Syllabus Scheduling System software to enhance scheduling and timetabling processes. Health Services implemented an electronic medical record system to provide more efficient and effective service for patients. Karen Coffey, a counsellor with the Centre for Students with Disabilities, is leading a provincial project to develop an e-learning training module to meet the Accessibility for Ontarians with Disabilities Act Customer Service Standard. Employment Services opened an on-campus interview room, and extended its virtual services to include a program that allows students to develop résumés online and prepare for job interviews through online video recording available 24/7. Since January 2009, Student Services has extended most of its service hours to include four hours on Saturdays to help support our students in weekend program offerings.

During the period December 2008 to February 2009, there was a transit strike in the City of Ottawa and Algonquin College and the Algonquin Students' Association worked with Carleton University, La Cité collégiale and the University of Ottawa to assist students in getting to their classes by offering a shuttle service to and from Kanata, Bells Corners, Barrhaven, Orleans and South Keys. Over 33,000 rides were provided to students who took advantage of the daily shuttle service.

## TECHNICAL UPGRADES

Algonquin continues to be a leader in the use of technology to add value for students. The College installed twenty-five new eClassrooms in 2008/09 and deployed over 300 new high-speed wireless internet access points as part of the transition to a new wireless network infrastructure. The College also upgraded 2,500 student lab computers with new software and upgraded the telephone system at all three campuses. The Publishing Centre improved operations to enable students to submit their files electronically onsite and introduced new services including the production of banners and wide-format printing. The Food and Beverage Operations department upgraded its point-of-sale system increasing the speed at which transactions are processed as well as improving refund processes. from the Conference Board of Canada on the critical need for skilled workers in Eastern Ontario.



# RESOURCE MANAGEMENT

## STRATEGIC OBJECTIVE:

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.

## FACILITIES EXPANSION

Algonquin College is in an enviable situation. In 2008/09, there were 40,000 applications from 27,000 individuals received for admission representing approximately five applications for each available spot. Although the College is increasing space by expanding into the weekends, summer, evenings, and by creating a virtual college, there is still a desperate need for additional facilities in Ottawa, Perth and Pembroke. Fortunately, in 2008/09 both the Provincial and Federal Governments each granted the College \$35 million to help finance the construction of the Environmental Demonstration Centre for the Construction Trades and Building Sciences to be built on the Centrepointe site across from the current Woodroffe Campus. In addition, proposals for funding were submitted to the Provincial and Federal Governments to support the Board of Governors' approved expansion of the Perth and Pembroke Campuses. The new Perth Campus is expected to open in the Fall of 2011 and Pembroke in the Fall of 2012.

In addition to the seven proposed building projects, there were eighty renovation and renewal projects completed in 2008/09 including the construction of a Biotechnology/Anatomy/Biology /Chemistry lab cluster; new facilities to allow barrier-free accessibility to the Woodroffe Campus main courtyard; classroom and lab construction projects; an extensive brick repair and re-pointing project, and construction of a new elevator to allow direct barrier-free access to the second floor of A building, Woodroffe Campus.

## SUSTAINABILITY

Algonquin continues to demonstrate environmental leadership through numerous 'green' initiatives. In 2008/09, Algonquin became the first college in Canada to sign the Talloires Declaration, a ten-point international agreement designed to incorporate sustainability and environmental literacy in teaching, research, operations and outreach. Both signing ceremonies are symbolic of the work of the Sustainable Algonquin Steering Committee, a group of employees from every corner of the College who, along with the Students' Association, has been working tirelessly to promote sustainability. The College has already taken a number of steps to reduce its environmental footprint from holding a series of World Cafés to defining a vision of a sustainable campus, to working to reduce waste in its food operations and working with private sector firms to increase the efficiency of its cooling plant.



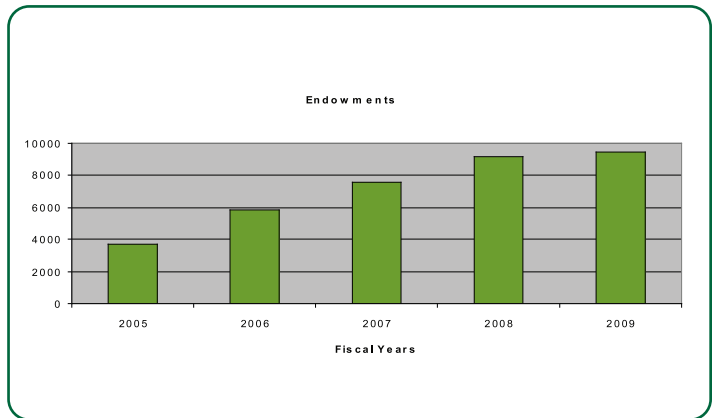
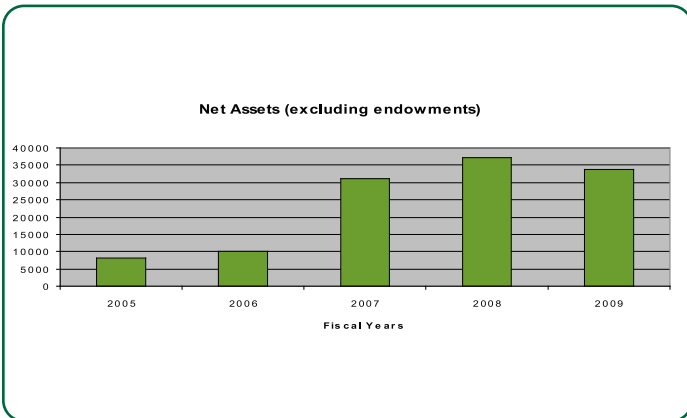
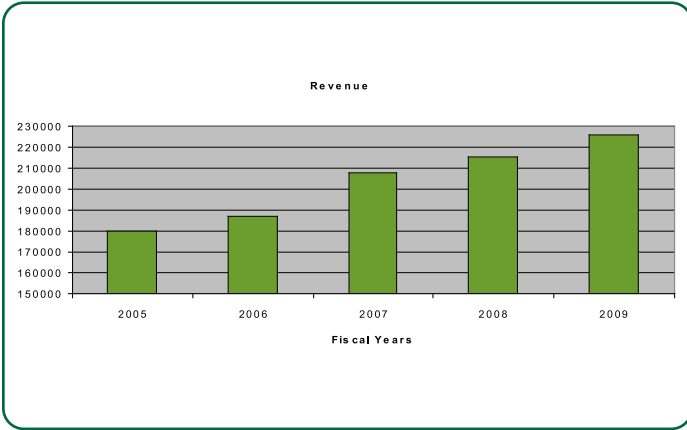
*"We are investing \$35 million in Algonquin's state-of-the-art Centre for Construction Trades and Building Sciences. The Centre will add 600 new construction trades spaces, so that more students can learn the latest in technology, research, innovation and green building practices. This is the single largest investment Ontarians have made in Algonquin College, and we're proud to do so."*

The Honourable Dalton McGuinty  
Premier of Ontario



# ALGONQUIN COLLEGE FINANCIAL ANALYSIS

FOR THE PERIOD ENDED MARCH 31, 2009 (ALL FIGURES IN \$000'S)



Audited Financial Statements

 [algonquincollege.com/FinanceAdmin/financial.htm](http://algonquincollege.com/FinanceAdmin/financial.htm)





## AUDITORS' REPORT TO THE BOARD OF GOVERNORS

The accompanying summarized statement of financial position and summarized statement of operations are derived from the complete financial statements of The Algonquin College of Applied Arts and Technology as at March 31, 2009 and for the year then ended on which we expressed an opinion without reservation in our report dated May 29, 2009. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the College's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

*KPMG LLP*

**Chartered Accountants, Licensed Public Accountants**

**Ottawa, Canada**

**May 29, 2009**

# THE ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## SUMMARIZED STATEMENT OF FINANCIAL POSITION

MARCH 31, 2009, WITH COMPARATIVE FIGURES FOR 2008 AND 2007

	2009	2008	2007
<b>ASSETS</b>			
Current assets:			
Cash and short-term investments .....	\$72,576,296	\$52,345,166	\$ 34,693,477
Accounts receivable .....	\$13,459,370	\$15,643,669	\$ 11,162,625
Inventory.....	\$ 2,074,983	\$ 2,040,474	\$ 1,692,111
Prepaid expenses .....	\$ 384,541	\$ 522,325	\$ 501,139
	<b>\$88,495,190</b>	<b>\$70,551,634</b>	<b>\$48,049,352</b>
Endowment assets .....	\$ 9,478,596	\$ 9,162,697	\$ 7,543,976
Long-term receivable.....	-----	-----	\$ 6,406,204
Capital assets .....	\$134,133,988	\$136,322,285	\$137,368,363
	<b>\$232,107,774</b>	<b>\$216,036,616</b>	<b>\$199,367,895</b>
<b>LIABILITIES AND NET ASSETS</b>			
Current liabilities			
Accounts payable and accrued liabilities .....	\$15,182,443	\$ 9,978,427	\$ 8,131,082
Accrued salaries and employee deductions payable ..	\$ 7,273,969	\$ 4,513,917	\$ 3,734,063
Deferred revenue .....	\$14,834,320	\$17,570,998	\$ 10,931,454
Current portion of obligations under capital leases ....	-----	\$ 128,149	\$ 274,081
Current portion of long-term debt .....	\$ 1,533,528	\$ 1,437,552	\$ 1,347,599
	<b>\$38,824,260</b>	<b>\$33,629,043</b>	<b>\$24,418,279</b>
Obligations under capital leases .....	-----	\$ 50,592	\$ 178,741
Long-term debt .....	\$48,807,217	\$50,339,745	\$ 51,777,296
Vacation, sick leave and post-employment benefits ....	\$15,350,342	\$15,382,569	\$ 14,798,080
Deferred capital contributions .....	\$68,723,173	\$60,434,803	\$ 60,924,241
Interest rate swaps.....	\$17,067,635	\$ 9,859,452	\$ 8,669,685
Net assets (deficiency):			
Unrestricted .....	\$ 1,000,000	\$ 1,000,000	\$ 521,205
Investment in capital assets .....	\$22,816,524	\$24,252,202	\$23,063,314
Vacation, sick leave and post-employment benefits ...	(\$15,350,342)	(\$15,382,569)	(\$14,798,080)
Interest rate swaps.....	(\$17,067,635)	(\$9,859,452)	(\$8,669,685)
Internally restricted .....	\$42,458,004	\$37,167,534	\$30,940,843
Endowment fund .....	\$ 9,478,596	\$ 9,162,697	\$ 7,543,976
	<b>\$43,335,147</b>	<b>\$46,340,412</b>	<b>\$38,601,573</b>
	<b>\$232,107,774</b>	<b>\$216,036,616</b>	<b>\$199,367,895</b>

# THE ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

## SUMMARIZED STATEMENT OF OPERATIONS

YEAR ENDED MARCH 31, 2009, WITH COMPARATIVE FIGURES FOR 2008 AND 2007

	2008	2007	2006
<b>REVENUE</b>			
Grants and reimbursements .....	\$ 96,652,683	\$ 96,095,230	\$91,082,379
Student tuition fees .....	\$ 56,193,058	\$ 51,649,016	\$48,575,610
Contract educational services .....	\$ 17,750,877	\$ 14,715,869	\$14,495,783
Ancillary operations .....	\$ 36,525,136	\$ 34,181,443	\$33,638,874
Other .....	\$ 13,111,286	\$ 12,902,691	\$14,444,457
Amortization of deferred capital contributions .....	\$ 5,620,690	\$ 5,631,524	\$ 5,553,623
	<b>\$225,853,730</b>	<b>\$215,175,773</b>	<b>\$207,790,726</b>
<b>EXPENDITURES</b>			
Operating:			
Academic .....	\$106,288,054	\$ 97,521,107	\$89,752,681
Educational resources .....	\$ 1,638,532	\$ 1,892,009	\$ 2,294,503
Student services .....	\$ 28,527,769	\$ 25,989,939	\$25,076,947
Administrative .....	\$ 22,534,288	\$ 20,736,430	\$18,467,608
Plant .....	\$ 17,619,112	\$ 19,315,197	\$15,901,135
Special projects .....	\$ 2,746,190	\$ 2,013,442	\$ 2,144,912
Ancillary operations .....	\$ 30,766,646	\$ 28,838,577	\$28,007,436
	<b>\$210,120,591</b>	<b>\$195,229,880</b>	<b>\$180,506,016</b>
Vacation, sick leave and post-employment benefits ...	(\$32,227)	\$ 584,489	\$ 384,594
Amortization and write-off of capital assets .....	\$ 11,878,347	\$ 12,051,519	\$11,746,677
<b>Total expenditures</b>	<b>\$221,966,711</b>	<b>\$207,865,888</b>	<b>\$192,637,287</b>
Excess of revenue over expenditures from continuing operations	\$ 3,887,019	\$ 7,309,885	\$15,153,439
Gain on sale of Rideau Campus .....	-----	-----	\$ 5,924,523
<b>Excess of revenue over expenditures</b>	<b>\$3,887,019</b>	<b>\$7,309,885</b>	<b>\$21,077,962</b>

Note: Complete audited financial statements are available from the College upon request.

# BOARD MEMBERS AND SENIOR MANAGEMENT

## BOARD OF GOVERNORS

James Robblee, Chair  
William Johnson, Vice Chair  
Shirley Westeinde, Past Chair  
Robert Gillett, President  
Stephen Abraham  
Abayomi Anifowoshe  
Amelita Armit  
Fred Blackstein  
Michael Dunlop  
Veronica Engelberts  
Sterling Hartley  
Carman Joynt  
J.P. Lamarche  
Lana March  
Doug Orendorff  
John Owens  
Valerie Sayah  
Michael Tremblay

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# APPENDIX 1

## ALGONQUIN COLLEGE REPORT TO THE MINISTRY OF TRAINING, COLLEGES AND UNIVERSITIES RE: MULTI-YEAR ACCOUNTABILITY AGREEMENT FOR FISCAL YEAR 2008/09

### A. ACCESS

#### Increased Participation of Under-Represented Students — Measurement

Measurement Methodology (including description)	Student Groups in Your Student Population				Total Number Self-Identifying as Member of Under-represented Group	Francophone Students	Total Number of Students Surveyed, if applicable
	Aboriginal	First Generation	Students with Disabilities	Mature Students			
	#	#	#	#			
Number of students estimated using results of Fall 2008 OCSES applied to total student population of 13198.	1320 (10%)	2508 (19%)	1452 (11%)	396 (3%)	4751 (36%)	792 (6%)	1849
Centre for Students with Disabilities Measurement Methodology – electronic database has been developed for tracking self identification.			1436		n/a		n/a
Mature Students Measurement Methodology – self identification through the application process.				734	n/a		n/a

Mature students are defined as any student 19 years of age or older without an Ontario School Diploma.

Goal: Increased participation of Under-Represented Students			
Strategies/Program	Indicators	Contracted Results	Actual Results
Continue to build pathways to reach early-leavers including Algonquin Achievement Centre by working with District School Board partners and by supporting the governments initiatives such as Learning to 18.	Improvement in statistics on early-leavers from high school enrolling in College studies in place.  ACE program provides high school equivalencies to appropriate students. Academic Referral Centre supports identified student groups to access post secondary education.	Increased participation in Post Secondary Education of "at risk" groups (10%).  Growth of GAS programs number by 200 students.	2500 students involved in School/College/Work Initiatives based on the implementation of 45 projects, an increase of 50% over the previous year.  Enrolment in GAS programs increased by 206 students in the current year for a total of 1189.
Advocate for more appropriate OSAP arrangements specifically geared to those students currently disadvantaged under the program (e.g. married students, OSBP students).	Disadvantaged students are more able to access and utilize the financial aid system.	Improved access to financial aid for disadvantaged students by utilizing technology to increase response time.	Full review of Financial Aid options was undertaken including a client survey and dialogue with Students' Association.  Results include changes to start-of-term processes in Financial Aid implementation targeted for Fall 2009 and suggestions made to Ministry to amend certain government procedures to improve College Financial Aid operations.
The Algonquin College/ Ottawa Carleton Catholic District School Board Achievement Centre has been created to allow early high school leavers to earn high school credits; however, continued use of this option will be dependent on support from the school boards via the Learning to 18 initiative.	Enriched relationship with Ottawa area district school boards are created for at risk students and youth; post-secondary access barriers for at risk students and youth removed.  Target efforts on under-represented groups.	Growth of 100 students in first generation population and under represented groups.  Support services and program modifications in place to meet special needs of these students.	Dual credit options and participation growing with School/College/Work Initiatives fully embraced and strong positive response from school boards.  Seventy-six secondary school students are enrolled in dual credit offerings.  350 secondary school staff engaged in discussions.
Examine mobile technology for disabled students.	Plan brought forward for implementation.	New initiative in place for Fall 2009.	Examination underway with implementation expected in Fall 2009.
Review progress with Aboriginal Council on research results, targets and initiatives.	Modify initiatives to continue growth strategy.	Target 10% increase in aboriginal student population.  Improved satisfaction rates in aboriginal services.	Increase of 101 aboriginal students over the previous year  Initiative underway to establish closer ties with national Aboriginal Association (AFOA).  Functional space study of aboriginal centre commissioned.  Aboriginal focus group held to share information.
Analyze research results to data of first generation projects and begin targeted initiatives works with School Boards on dual credit opportunities for first generation students.	Initiative in place with good metrics.  Agreement reached on appropriate programs.	Target 10% increase in first generation population.  Improve first generation retention results by 5%.  Ten first generation students enrolled in dual credits.	Total First Generation Student population of 2508 representing 19% of the student population  Sixty first generation students enrolled in Dual Credit Programs during 2008/09.

<b>Goal: Increased participation of Under-Represented Students</b>			
<b>Strategies/Program</b>	<b>Indicators</b>	<b>Contracted Results</b>	<b>Actual Results</b>
Improve opportunities for under achieving students.	Increase marketing to this group and add additional General Arts and Science options.	Target fifty additional under-achieving students.	Growth in GAS is an indicator of success. CCP continues to offer a bridge into College for under achieving students. Enrolments in GAS programs increased by 206 over previous year.  Dialogues with the school boards underway for transfer of information regarding supports provided in high school.  New call system is revealing students needing extra assistance.

<b>College Small, Northern and Rural</b>			
<b>Strategies/Program</b>	<b>Indicators</b>	<b>Contracted Results</b>	<b>Actual Results</b>
Through use of technology; provide rural residents increased access to College resources and programs.	Additional learning opportunities through Algonquin College Distance Education will be provided.  Increased number of new programs and courses offered online and via Distance Education marketed to rural residents.	Increased participation rates in Distance Educations by residents outside of Ottawa by 10%.  Increased number of programs and courses offered online via Distance Education by 5%.	Course registrations from rural communities increased by 11% during 2008/09.  Course registrations from long distance education activities increased by 14% during 2008/09. Total registrations in distance education courses now represent 26% of total CE registrations.
Continue the plan for program and campus enhancement at the two rural campuses.	Further initiatives in place to move both campuses towards the goal.	Initiatives successful. 10% growth in first year student numbers.	Board of Governors approved plans for Pembroke and Perth Campuses renewal.  Academic plan under development, along with proposals for funding from Federal and Provincial governments. Plans address obsolete facilities.
Develop two new programs specific to the rural communities.	Programs successfully launched.	Forty new first year students added.	Radiation Safety and Golf/Ski programs launched successfully to meet rural demand.  Radiation Safety over-subscribed on first offering of program. Golf and Ski enrolments less than hoped for, but good response from the twelve students enrolled, who all completed their first co-op in the ski industry.
Continue to add more compressed programs.	All programs examined for compression possibility.	More compressed program offerings.	Fifteen NSDP and five intensive programs now being offered by the College.

Quality of Learning Environment			
Strategies/Program	Indicators	Contracted Results	Actual Results
Continue with the comprehensive retention plan.	Retention plan linked to Client Service Standards.	Increase the student success rate by 200 students each year on the 2005/06 baseline.	Review of additional credit recovery activities underway for targeted programs. Implemented in-depth review of KPI results at the program level to reach 70% grad rate.
Implement an electronic cataloguing and classification system for the loaning library of e-texts, adaptive technology and assistive devices to assist access.  On an annual basis, administer questionnaire to students' with disabilities for input which guides administrative action.	Continued improvements to College infrastructure for the students with disabilities are part of the budget process.  Progress under Accessibility for Ontarians with Disabilities Act tracked according to plan and client service standards.	All facilities will be fully accessible to students with disabilities by June 2011.  Disabled students survey annually by June 2008.  Plan implemented and satisfaction rate rises; recommendations implemented as quickly as funding is available.	Examination of e-texts is underway.  New web strategies being developed to foster the use of new technologies to assist all students.
College fully engaged in the Ontario College Student Engagement Survey.	OCSES fully implemented and linked with other survey data.	Significant additional data produced which will foster targeted initiatives.	Full participation in student engagement survey.  More than 3000 responses were received to Student Engagement surveys.
Algonquin fully participates in all KPI initiatives.	Programs and services adjusted to new results.	Survey fully implemented.	Full participation.  Algonquin was 3 <sup>rd</sup> in Student Satisfaction for the Province and the best of the large Colleges. Improvements were made in all funded KPI's and new initiatives are planned for 2009/2010.
Mobile computing initiative fully implemented.	All students, except exempted programs, have mobile technology access.	Instruction and delivery methodologies adjusted to realities of mobile environment.	Initiative has been linked to the development of the Virtual College strategy which is ongoing. .  Over 1000 students involved in mandatory laptop programs.
Business Process Review applied to cross College client services.	All processes will be fully documented and realigned by September 2009.	Improved efficiency and effectiveness in all client services. Target 10% improvements.	Strategy for Academic and Administrative review has been developed and will be completed by November, 2009.
Integration of all data sources.	Examination of all data sources to determine model for full integration.	Data sources integrated and all software and hardware can fully communicate by September 2009.  Improved ability to utilize College data by September 2008. Faster client response times.	President Chairing provincial committee on data warehousing.  In addition to collaborative effort with OCAS, work is underway in-house to determine the appropriate data warehouse/data modeling/data integration structure.  Algonquin is working with other Eastern Ontario Colleges to provide a comprehensive labour market analysis of the region.
Centre of Excellence for Trades and Technologies for Eastern Ontario. Proposal to be submitted to the MTCU for funding support with a focus on going green.	Partnership with MTCU achieved for the creation of the new Centre.  Funding help sought from other sources.	Exemplary services to students and the Trades Community.  The first College to go green in Trades education.  Algonquin will become the trainer	Board of Governors confirmed location of EDC-CTBS on Centrepointe site which was donated by the City of Ottawa.  Provincial and Federal governments each provided \$35 million funding for the projects plus \$7 million from fundraising.  The transit relocation and infrastructure design are progressing with an opening date set for



Quality of Learning Environment			
Strategies/Program	Indicators	Contracted Results	Actual Results
		of choice in Eastern Ontario for trades training if this facility comes on stream.	September 6, 2011. New building will be LEED Gold certified.
New academic advising model in place.	Model monitored and adjusted as required. At risk students identified and served.	Positive student feedback.  Improved retention.	Academic Advising Pilot fully operational supported by Student Success Specialists in all Faculties.
Structural improvements implemented.	Trades centre under construction.  Work underway on both rural campuses.  Internal enhancements continued at Woodroffe Campus.  Review of use of vacated space completed.	Funding commitments all in place.	All renovation projects on target.  EDC-CTBS plans proceeding.  Perth interim structural reinforcement plan in place.  Capital discussion with Board of Governors held. Perth and Pembroke projects approved for 2011 and 2012 implementation respectively and work has begun to complete necessary background work.  Perth structural reinforcement completed. Winter roof snow management in place. The College has a 36-month extension to establish a new building.

Additional quality funding of \$1,425,112 was received from the Provincial Government in 2008/09. These funds were used to support MYAA initiatives including the upgrading of academic equipment, professional development for faculty, planning for more online and virtual program delivery and support for improving student retention and graduation rates.

### Student Access Guarantee and Commitment

Per the MYAA, Algonquin committed to participate in the student access guarantee. For 2008-09, this meant meeting students' tuition/book shortfalls in allocating financial aid, as set out in the [2008-2009 Student Access Guarantee Guidelines](#).

	Yes	No
The college met students' tuition/book shortfalls in allocating financial aid, as set out in the <a href="#">2008-2009 Student Access Guarantee Guidelines</a>	X	

2008-09 TUITION/BOOK SHORTFALL AID:		
	TOTAL \$	# ACCOUNTS
Expenditures for Tuition/book SAG Amount	Woodroffe: \$320,509 Pembroke: <u>64,931</u> \$385,440	Woodroffe: 352 Pembroke: <u>56</u> 408
Other SAG Expenditure to Supplement OSAP	Woodroffe: \$1143,566 Pembroke: <u>63,901</u> \$1,207,467	Woodroffe: 1,733 Pembroke: <u>91</u> 1,829
Total	\$1,592,096	2,237

# MYA ACTION PLAN – 2008-09 Revision: Student Access Guarantee

<p>1. Describe how your institution will meet students' tuition/book shortfalls. As part of your description identify whether aid towards tuition/book shortfalls will be:</p> <p>(a) provided to those students who apply for institutional financial aid; or</p> <p>(b) automatically issued to students based on their OSAP information.</p>	<p>Algonquin met all tuition/book shortfalls in compliance with the <b>2008-09</b> Student Access Guidelines.</p> <p>The Financial Aid Office focused on ensuring that students are able to obtain enough financial aid to cover their costs for tuition, books, compulsory fees, equipment and supplies, where these are above the usual range of costs covered by OSAP.</p> <p>The Financial Aid Office regularly updated the OSAP files of award recipients. A manual calculation was completed to determine if there is any additional unmet need to be addressed after a student has been awarded assistance from any other aid program.</p> <p>The Financial Aid Office regularly updated the Ministry's Bursary Recording System to reflect the financial assistance provided to students.</p> <p>Any student's concerns about this issue were addressed through the student bursary process. Students completed and submitted either an online or manual bursary application. Eligibility for bursary assistance was determined through an adjudication process and was based upon the information which the student provided on their individual bursary applications.</p>
<p>2. If your answer to the above question was 'a,' please identify what specific internet portal(s) or program(s) students at your institution apply through to be considered for tuition/book assistance provided as part of your participation in the student access guarantee.</p> <p>Identify any applicable deadlines.</p>	<p>The Financial Aid Office at Algonquin College offers our online Student Assistance Bursary program once a term. This online bursary is available through our Algonquin College Student Information System.</p> <p>In addition, the Financial Aid Office web-site: <a href="http://www.algonquincollege.com/financialaid">www.algonquincollege.com/financialaid</a> provides students with an alphabetically list of all available non-TSA bursaries with application method and deadline dates supplied. This list includes bursary information from external donors.</p> <p>Algonquin College students are also supplied with a paper copy of the above bursary information through the Student Handbook.</p> <p>Finally, on an on-going basis, Student Access Guarantee students are given manual paper bursary applications throughout the year whenever it is determined through a meeting with a FAO Officer that they have specific budget concerns which need to be addressed.</p>
<p>3. Identify whether your institution plans to provide loan assistance in values greater than \$1,000 to meet tuition/book shortfalls of students in any of your High-Demand (formerly fee-deregulated) college post-diploma Programs. If so:</p> <p>(a) identify the programs by name and by OSAP cost code;</p> <p>(b) describe how you determine how much loan aid to provide.</p>	<p>Algonquin College does not provide loan assistance.</p>
<p>4. Describe other financial support programs and strategies that your institution will use to assist college students facing financial barriers to access, including identification of programs that provide</p>	<p>All bursary programs administered by the Financial Aid Office provide case-by-case flexibility to respond to emergency situations.</p> <p>As part of our normal financial aid release process, Financial Aid</p>



<p>case-by-case flexibility to respond to emergency situations that arise for students.</p>	<p>staff offer students the option of receiving a cash advance from their financial aid funding. This cash advance is available to students within 48 hours.</p> <p>Financial Aid staff also provided students with information about other financial aid options, e.g. bank lines of credit.</p> <p>In addition, students at their request could be referred to the FAO Officer assigned to their file for a more extensive examination or review of their financial aid concerns. This review has the potential to address concerns which the student may have about barriers to access.</p>
<p>5. Briefly describe your review process for students who dispute the amount of institutional student financial assistance that is provided as part of the Student Access Guarantee.</p>	<p>Students who disputed the amount of institutional student financial assistance through the Student Access Guarantee were given the opportunity to request an interview with the Financial Aid Bursary staff. As part of the interview, the students were part of an in-depth discussion about the decision and were provided with an opportunity to provide additional information to the Bursary staff.</p>

## STUDENT RETENTION RATES

	Contracted Results	Actual Results
1 <sup>st</sup> to 2 <sup>nd</sup> Year	86%	87.2%
2 <sup>nd</sup> to 3 <sup>rd</sup> Year	91%	89.5%
3 <sup>rd</sup> to 4 <sup>th</sup> Year*	95.7%	95.2%

\* applicable only to applied degree programs

## GRADUATION RATES

Algonquin contracted to Increase graduation rate to 68% by June 2009 using 2005-06 as the baseline. Actual results were 62.4% for graduation rates to June 2008 (the latest available). Graduation rates have been integrated into academic performance management system to support achievement of 70% graduation rate by 2013.