

# MANAGEMENT SUMMARY TO THE BOARD OF GOVERNORS June 2006

#### **VICE PRESIDENT, ACADEMIC**

### **School of Advanced Technology**

Negotiations are under way with the Vivekananda Institute of Biotechnology in Nimpith, the Padre Conceicao College of Engineering, and Goa University in India, to secure suitable study placement opportunities for up to sixteen Biotechnology students in the Winter 2008 semester under the Ontario International Education Opportunity Scholarship program.

### School of Media and Design

This year marks the first graduates of the articulation agreement between the College's Journalism program and the University of Ottawa's degree in Communications. Evan Potter of the University of Ottawa will be joining the stage party.

Algonquin College staff, including the President, will attend the Carleton University Convocation on June 14<sup>th</sup> to recognize the first graduates of the Bachelor of Information Technology program.

### **Police and Public Safety Institute**

The Ontario Provincial Police ran a two-day "Eastern Experience" at Algonquin College, May 7<sup>th</sup>-8<sup>th</sup>, hosting thirty potential police recruits from traditionally under-represented groups.

#### **School of Transportation and Building Trades**

The College and School played a key role in a special series by the CBC on the shortage of skilled trades workers in Canada. The "Trades Deficit" series provided the College with a significant boost in profile at a critical time in our Centre for Construction Trades and Building Sciences advocacy campaign. The series was topped off with an Open House highlighting the skilled trades training provided at Algonquin. It was emceed by the CBC's Adrian Harewood, host of 'All in a Day'. Meg Rufman was on hand to speak to an important contribution Algonquin has made to the Women's Build slated to begin this summer. Professors Michael Nauth and Daniel Brigham will be providing training for the prospective builders of this Habitat for Humanity home.

### Algonquin College in the Ottawa Valley

More than 2500 high school students attended the Options 2007 Skilled Trades Fair in Renfrew on April 20<sup>th</sup>. More than 160 students participated in the skills competition among senior high school students and more than \$2000 was raised for bursaries for high school students through the sale of sheds built during the team carpentry competition. The College received more than \$40K in government funding to organize the event which was further supported by the school boards, community organizations and local employers with significant financial and in-kind donations.

# **Learning and Teaching Services**

The annual Kaleidoscope Conference was held May 12<sup>th</sup>-16<sup>th</sup>. Attendance was good and all workshops and activities ran as scheduled. There were a total of 36 workshops in addition to the three plenary speakers that began each day. Although the online feedback forms have not yet been tabulated, word-of-mouth feedback has been very positive. The quality of the keynote speakers was particularly noteworthy and included Stephen Lewis. Such a successful event is a testament to the hard work and effort of the Kaleidoscope committee members, and all others involved.

The first Eastern Region Academic Coordinators' Conference was held in Picton, May 9<sup>th</sup>-11<sup>th</sup>. There were 55 participants from the five Eastern Region Colleges; sixteen from Algonquin. Initial feedback has been very positive and it is hoped that this event will run biannually.

Additional professional development activities offered this spring include: Leadership Management, Part-time Faculty Orientation, TALL program, Focus on Learning (Part 2), and Aligning and Bridging Curriculum (ABD) Part II Conference.

### Faculty/Staff Activity

Susan Haslip, Professor, Law Clerk program, was selected as one of five new Common Law Honour Society inductees for 2007. The Common Law Honour Society is the University of Ottawa Law School's most prestigious alumni distinction, bestowed on their most successful and supportive graduates. She will be formally celebrated on September 29th at the Fairmont Chateau Laurier during the gala alumni dinner.

Peter Larock, Coordinator, Public Relations, won the International Association of Business Communications (IABC) President's Award. This award is given for outstanding leadership in communications. Peter was lauded for "ethical communications and the highest professional standards".

Alan E. Fleming, Professor, Cook/Culinary Management Programs, School of Hospitality and Tourism, was presented the Capitol Educators Award 2007.

Congratulations go out to the winners of the College Staff Awards as follows:

Administrative Staff Award: Linda Cooke, Chair, Design Studies Support Staff Award: Monique Bergeron, Design Studies

Laurent Isabelle Award: Lisa Shaw-Verhoek, Social Service Worker, Heritage

Institute

Part-time Faculty Award: Sylvia Wieser-Picciano, Crisis Management/ Human

Psychology, School of Part-time Studies

Lifetime Achievement Award: Merlyn Gamble, Office Administration, School of

Business

Team Staff Award: Student Services Department, Algonquin College in the

Ottawa Valley

Each year, the National Institute for Staff and Organizational Development (NISOD) member institutions are asked to submit candidates for the NISOD Excellence Awards

in recognition of organizational and leadership excellence. This year's recipients are Maryanne Mask, Robert Weeks, Helene Gilhooly, Elizabeth Taylor, Diane McCutcheon, Alain Paradis, John Harrison, and Glenn Robertson.

On May 7<sup>th</sup>, Barb Foulds, Chair, Nursing Studies participated in a CFRA interview discussing nursing issues at the start of Nursing Week in Canada. As well, she attended two days of Board meetings for the Canadian Association of Schools of Nursing. As the sole college representative, she championed the notion of a community of nurses which includes Registered Practical Nurses.

### **Student Activity**

Two students from the Office Administration program competed in the Skills Canada competition for Ontario. Stacey Dubois, a first-year Office Administration – General student, and Jennifer Paul, a second-year Office Administration – Legal and Executive student, received the Gold medal and Bronze medal, respectively. Stacey will be traveling to Saskatoon in early June to compete in the Canadian finals. Professor Christine Doody acted as coach for the team.

Lindsay Fair, a third year Interior Design student, is going to NEOCON in Chicago, June 10<sup>th</sup>-12<sup>th</sup>, with Professor Al Baucom, courtesy of Hayworth Furniture of Toronto. Hayworth selected two colleges for a presentation on their product lines (Algonquin and Humber) and administered an on-line test after the sessions. Lindsay had the highest score.

The Walnut Separator project of Mechanical Engineering Technology students, Eric Bottreil and Nathan Fowler, was the only college project selected to compete at the provincial level. They placed third overall in the face of strong competition from all the major Ontario Universities.

Two students in the School of Transportation and Building Trades won one Silver medal in Carpentry and one Bronze medal in Automotive at the Provincial Skills Competition.

#### **Donations**

Michelle Valberg of Valberg Imaging donated studio background worth \$3000 to the Photograph program.

A father of a Theatre Arts graduate donated approximately \$4000 to the College which is being set up with matching funds to establish an annual bursary of \$500 for a Theatre Arts student.

The Computer Studies Department received a number of donations, either in cash or in kind, in support of its annual School of Advanced Technology Computer Programming Olympics. The donations were:

- IBM: cash donation of \$4000
- Algonquin College Marketing Department: Trophy, medals, jackets

- Toshiba Canada: five \$50 gift certificates for use at the Algonquin College New Technology Store
- Pearson Education Canada: books
- Algonquin College New Technology Store: Belking computer interface switch and USB cable.

On March 20<sup>th</sup>, the College officially recognized the donation of a highway tractor (truck) valued at \$38K made by Triple K Trucking.

On March 20<sup>th</sup>, Bytech Motors received official recognition of their donation of \$25K. John Mierns was on hand to receive a plaque recognizing his contribution to the Transportation Technology Centre.

### **VICE PRESIDENT, ADMINISTRATION**

# **College Ancillary Services (CAS)**

The Bookstore is participating in one of the Value Stream projects relating to the alignment of course loading and faculty scheduling, which should also assist in the timely receipt of textbook orders from both full-time and part-time faculty members. In addition, a separate project is underway to 'value stream' the text adoption process overall.

Algonquin's Conference Services Department was highlighted in a most positive manner in the May 2007 newsletter of the Greater Ottawa area chapter of the *Meeting Professionals International* organization.

#### **Finance Services**

The deadline of May 22, 2007 for preparing draft financial statements, grant reconciliation and submission was achieved.

Operational Accounting and Payroll provided remittances and reports to the various Governments and Agencies on time. All sections assisted with the Annual Audit.

# **Human Resources Services**

The spring recruitment drive is in full swing with 13 Academic, 1 Administrative and 14 Support job competitions posted and completed for the month. All paperwork for full-time Academic hiring for Fall 2007 has been submitted and competitions launched. A new advertisement was developed for the *Ottawa Citizen* newspaper for Academic vacancies.

Scoping has begun on a joint project between Occupational Health & Safety, Learning & Teaching Services, ITS, and Human Resources Services. The project will deliver an on-line training module for College employees who must complete WHMIS safety

training. In the future, job-specific training programs will be developed, which will then be expanded to be delivered online.

# <u>Information Technology Services (ITS)</u>

ITS has commenced work on the capital projects prioritized by the College Technologies Committee. Projects include upgrading over 600 student lab computers, updating network infrastructure components, and the upgrade of the College's Emergency Paging system.

ITS continued with the transformation of the College's Student Information System, GeneSIS, to a newer platform. The first phase has been successfully completed and will be introduced to the College community in June.

### **Physical Resources**

### Algonquin College Continuous Improvement (Value Stream)

On May 8<sup>th</sup>, Lean Advisors Inc. published an article on their website entitled, "<u>Algonquin College – Focused on Student Success"</u>. The article outlines the success of the Algonquin College Value Stream Initiative and can be accessed at www.leanadvisors.com under the heading "Lean articles".

The Value Stream Office has agreed to collaborate with the School of Business, e-Business Supply Chain Management final degree program, course ESC 4800, to support student success and contribute to the learning experience by serving in the capacity of business advisor.

Facilities Planning and Development continued to mobilize delivery teams, develop planning solutions and begin implementing projects for various Fall 2007 renovations and approved projects for the 2007-08 College Facilities Infrastructure Program of \$8.2M in funding.

Safety and Security Services began the coordination of project work with ITS related to the expedited implementation of the Emergency Broadcast System. Full testing of the Emergency Broadcast System was conducted College wide. They also planned, coordinated and executed a limited simulation exercise utilizing the Emergency Broadcast System in T Building.

## Centre for Construction Trades and Building Sciences

Activities associated with this project include a visit to the Ministry of Training, Colleges and Universities to discuss the merits of the proposal and a funding framework; as well as the presentation of a draft resolution to the City of Ottawa to gain support for the project.

#### STUDENT SERVICES AND DEVELOPMENT DIVISION

# **Registrar's Office**

#### Admissions Statistics, 2007 Fall

In addition to the development of a comprehensive marketing plan, Algonquin has launched many innovative initiatives (PASS, Project Africa, Triple Play/Dual Credit, First Generation Students, Newcomer projects et als) over the past three years for the purpose of developing deeper relationships with potential students and those who 'influence' these individuals (e.g. teachers, parents, peers). While it is not possible to confirm the exact impact of these efforts, it can be assumed that the outcomes below can be at least partly attributable to the commitment and support of College faculty and staff towards these initiatives.

At the provincial level, Algonquin continues to reflect higher than average results with respect to College Choices (number of applicants), Program Choices and in Confirmations (acceptances of offers of admission). As an example, compared to May 2006, Algonquin has a 13.1% increase in confirmations by Non-Secondary School applicants, a15.4% increase in confirmations of Secondary School applicants and 14.2% overall. These numbers are over 60% higher than province-wide results where variances are 8.7%, 9.9% and 9.3% respectively.

### Registration Statistics, 2007 Spring

• Post-Secondary/Post-Diploma Registrations: As of May 18, Net Registered students stood at 1,385, or 104.0% of projected enrolment.

### Institutional Research and Planning (IRP)

- IRP has updated Algonquin's first-year historical enrolment patterns (Fall 2001 to 2006) based on the recently released OCAS Market Share Report (college and university enrolments by catchment area). If Algonquin had maintained its share as reflected in 2001, Algonquin would have had 350 more students entering the College in 2006. La Cité and Carleton University are also demonstrating minimal growth while the University of Ottawa continues to grow entry-level enrolment. This reinforces the College's efforts to connect with influencers such as school boards et als.
- IRP Director Brian Burns continues to lead the development of the College's Pandemic Plan.
- IRP Manager Wayne Lewrey attended a meeting of the Colleges Ontario's OCAS
   Application project group that is attempting to determine applicants' level of
   satisfaction with respect to transfer practices between Colleges.

### **Algonquin Foundation**

# <u>Transportation Technology Centre Campaign</u>

• GM Ottawa Dealers have generously pledged \$275,000 to the Transportation Technology Centre Campaign, raising the total pledged to over \$1 million

(\$1,067,000). The Foundation thanks all members of the College community for their ongoing support.

### Lucky Payday Staff Lottery

- Ticket sales are going well with estimates that we will meet the year's target (with one month left of sales).
- Incoming Foundation Director Charles Bordeleau presented David Wallace, Chair Board of Governors with a cheque for \$ 68,572.11 from 2006 Staff Lottery proceeds for student bursaries.

### New Bursary/Award Initiatives

- Annual award for Early Childhood Education.
- Annual bursary for Photography program established by Michelle Valberg.
- Two new awards for Interior Decorating
- CPI Interiors
- Kravet Canada

#### **International Education Centre**

#### **Enrolment**

• Post Secondary applications for 2007 are 925 as opposed to 709 for the academic year 2006-2007. This represents a 30% increase in applications.

## Recruitment

 Susan Hodgins, International Marketing and Recruitment, is attending an International Agents' Fair/Partnership Workshop in Niagara Falls. Susan will also attend an international recruitment fair in Kazakhstan from June 2-9.

#### India

 Faculty member Rebecca Volk and Maria Schnurr from the International Office provided technical assistance as part of the Rural Health Education, ACCC supported program in Goa, India. The visit was related to the provision of teacher training and to the coordination of the program.

#### Nigeria

 Maria Schnurr, Manager, International Projects, visited Nigeria to meet with different organizations interested in partnerships with Algonquin College.

#### Zambia

• The Ontario Colleges' group led by Algonquin College (Dr. R. Rowland), completed the needs assessment visit to Zambia. During the visit, they were able to meet with governmental and non-governmental organizations, United Nations' representatives, and officials from schools and hospitals. They gathered information related to putting together an Ontario Colleges' proposal to help combat the HIV epidemic in Zambia. The report on the mission will be submitted to all of the eleven colleges involved in the initiative.

### Visiting Delegations

• The United Nations University of Macao visited the college on May 15<sup>th</sup>. The visit was organized by the Canadian e-Policy Resource Centre (CePRC). The delegates' interests were in the area of e-health and Distance Education.

#### **Financial Aid**

• The Financial Aid Office is conducting a series of Information Workshops for local graduating high school students related to the Ontario Student Assistance Program (OSAP).

#### **Student Services**

- Wayne McIntyre has joined the list of Algonquin staff who have agreed to be a mentor as part of the Mentorship Program for Internationally Educated Professionals and Skilled Workers (COMP).
- A Program Orientation Toolkit was developed to assist faculty (particularly new professors) with classroom orientation which will help in the College's retention efforts. The Tool kit was made available at the Kaleidoscope Luncheon and College Services Fair.
- E-Orientation, the on-line orientation site, debuted at the Kaleidoscope luncheon. This interactive, one-stop information centre for incoming students is also new for this fall.
- The name change for the fall orientation activities, Orientation Days (formerly known as Campus Preview) and Welcome Weeks (formerly known as Orientation week) was promoted through posters, email and My Algonquin.

#### Counselling Services

- Counselling Services staff were active at Kaleidoscope with several individuals participating on various panels and workshops related to stress management, academic advising and reaching today's "digital" student.
- The Coordinator of the Tragic Events Response Team (TERT) participated in a critical incident simulation organized by Security Services.
- For the past academic year, 5771 Peer Tutoring sessions were held from September 2006 April 2007.
- At the Mamidosewin Centre, transition plans continue as our Aboriginal Counsellor prepares for her sabbatical leave.

#### Student Employment Services

- Student Employment Services hosted several employers on campus in the month of May including Club Med and Dell Computers.
- Student Employment Services processed 384 jobs in April 2007.

# **Strategic Partnerships**

 Finalized the Phase 11 proposal for PASS (this provides the funding for a variety of initiatives including Algonquin Connections, Triple Play / Dual Credit, ROAD Ambassador Program, Specialist High Skills Major et als.

#### **ADVANCEMENT**

#### **Public Relations**

### Today's Family

Algonquin College is being featured on ABC's national television series "Today's Family" as part of their annual "The Importance of Choosing the Right College" segment. The segment is currently being aired in designated markets throughout the United States on ABC TV and into Canada on the Learning Channel and locally on the A Channel. The local airdates are yet to be confirmed. Algonquin is one of the first Colleges in Canada to be showcased on this high-profile American network.

#### Advocacy

The following student achievements were acknowledged with Advocacy Announcements in *The Ottawa Citizen*:

- Casey Schlegal, Business student, winner of the International Marketing Plan Award, presented by the Forum for International Trade Training (FITT) at a ceremony in Vancouver, British Columbia. This national award is given to the student who has earned the highest grade for a marketing plan in the FITT Skills Course – International Marketing.
- Robert Walker, Journalism student, winner of the grand-prize in the Robert Stewart Essay Competition. The topic of the winning essay was "The Value of Honour in Journalism". The Robert Stewart Essay Competition, organized by the Montreal Press Club to honour the memory of Robert Stewart, is open to full-time undergraduate students in journalism, public relations or communications at an accredited Canadian university or community college.
- Aedan Helmer and Kris Schumacher, first place winners in the Canadian Community Newspapers Association's 2007 Better Newspapers Competition. Congratulations also went to graduating Journalism student Lisa Abel Simard, who won second and third place respectively in the Ontario Community Newspapers Association' Best Student Feature and Best News Story categories.

#### **Events**

### Capital Educators' Awards

Professor Alan Fleming from the School of Hospitality and Tourism was presented with a 2007 Capital Educators' Award at this year's *EduGala* awards dinner held at Algonquin College on May 24<sup>th</sup>.

### Staff BBQ

The year-end Staff BBQ took place on Thursday, May 17<sup>th</sup> in the Marketplace Food Court. More than 900 faculty and staff from all three campuses, as well as representatives from the various College Boards attended the event which included entertainment by Algonquin's *Divided Highway*, an overview of the highlights from the past year, and a presentation on the 2008-2011 Strategic Plan. The following College staff awards were presented:

- Support Staff Award: Monique Bergeron, Support Services Officer, School of Media and Design
- Part-time Support Staff Award: Jeanine Chiasson, Conference Services Account Representative, Ancillary Services
- Team Award: Student Services Algonquin College in the Ottawa Valley
- Part-time Faculty Award: Sylvia Wieser-Picciano, Professor/Coordinator, Crisis Management/Human Psychology, School of Part-time studies
- Laurent Isabelle Award: Lisa Shaw-Verhoek, Professor, Social Service Worker Program, Algonquin College Heritage Institute
- Administrative Staff Award: Linda Cooke, Chair, Design Studies, School of Media and Design
- Lifetime Achievement Award: Merlyn Gamble, Professor/Coordinator/CE Business, Office Administration Program, School of Business

#### Make the C.U.T.

Provided consultation services to the Centre for Students with Disabilities as they planned and hosted the annual *Make the Cut* event held on May 9<sup>th</sup>. This event is a joint initiative between Algonquin and Carleton University designed to assist students with learning disabilities make the transition from high school to post-secondary education.

#### Computer Programming Olympics

Assisted the School of Advanced Technology with their annual Computer Programming Olympics held on Saturday, May 12<sup>th</sup>.

#### Convocation

Assisted in the set design for the Perth Campus Convocation which took place May 31<sup>st</sup> at the Perth and District Collegiate Institute ensuring that all convocation ceremonies maintain a consistent corporate image.

Also worked in partnership with the Registrar's Office in the preparation of this year's Spring Convocation ceremonies held June 7<sup>th</sup> and 8<sup>th</sup> at Scotiabank Place. Coordinated all aspects related to the set design and technical production of the events, as well as

the selection and coordination of the emcees, graduate announcers, and the following four guest speakers:

- His Worship Larry O'Brien, Mayor of the City of Ottawa
- Kerry Smith, Director, Ottawa Cornea Retrieval Program and Ontario Regional Coordinator, Eye Bank of Canada
- Pat Kelly, President, Ottawa Congress Centre
- Jon Cassar, Director and Executive Producer of the television series "24"

# 40<sup>th</sup> Anniversary

Organized the College-wide 40<sup>th</sup> anniversary committee meeting to begin planning activities and celebrations, including Homecoming Weekend, which is scheduled for November 2<sup>nd</sup> and 3<sup>rd</sup>.

### President's Breakfast

The annual President's Breakfast to mark the beginning of another academic year is planned for Wednesday, August 22<sup>nd</sup>. All full- and part-time staff, and the members of the various College Boards have been invited to attend.

#### Alumni

The Alumni Association welcomed Barbara Carroll, Executive Director, Debra Dynes Family House, Kerry Smith, Director, Ottawa Cornea Retrieval Program, and Ontario Regional Coordinator, Eye Bank of Canada, Joanne Walker, Vice President, Business Operations, EMS Technologies' Satcome Division and Patrick Whelan, President and CEO, Ottawa 67's to its Board of Directors.

The Alumni Association Board of Directors have agreed to become the title sponsor at the College's 40<sup>th</sup> Anniversary Gala taking place October 24<sup>th</sup>.

#### **Media Relations**

There were approximately 60 media hits between April 24<sup>th</sup> and May 24<sup>th</sup>.

# Media Coverage Highlights

April 24 – *Nepean This Week* featured a story about a student from the College's International Business Program who won a national marketing award.

April 26 – *The Ottawa Sun* and 24 *Hours* featured stories about the Photography Program's Year-End Grad Show.

April 28 – *The Ottawa Citizen* featured a front-page feature article in the Homes section regarding unique table settings, featuring the College's Interior Decorating Program.

May 1 – *Ottawa Metro* newspaper featured an article about the Tulip Festival with an interview with a professor from the Horticulture Program.

May 3 – *Nepean This Week* featured a story about the Photography Program's Year-End Grad Show.

- May 16 *The Ottawa Sun* featured a story regarding the College's proposal for the Centre for Construction Trades and Building Sciences with an interview featuring the Director of Physical Resources.
- May 18 Roger's Day Time featured an interview and demonstration with the Coordinator and a Professor of the School of Part-time Studies' new Summer Academy of the Arts.
- May 22 Nepean This Week featured a story about an Algonquin Thunder soccer player who won the Ontario College's Athletic Association's Male Athlete of the Year Award.
- May 22 Nepean This Week featured a photo and cut line of the Manager of the College's Centre for Students with Disabilities during the Make the C.U.T. event.
- May 23 *The Toronto Sun* featured a profile of Algonquin's second of two Premier's Award winners as part of its series of stories regarding all of the Province's Premier's Award winners.
- May 25 *The Ottawa Citizen* featured an article about this year's Capital Educators' Award winners, one of which is an Algonquin College Culinary Management Professor.
- May 25 The Daily Commercial News trade magazine featured a story about the College's Green Architecture Program.
- May 28 *The A Channel* featured an interview and demonstration with the Coordinator and a Professor of the School of Part-time Studies' new Summer Academy of the Arts.
- May 23 *The Ottawa Sun* featured a profile of Algonquin's second of two Premier's Award winners as part of its series of stories regarding all of the Province's Premier's Award winners.

# **College Marketing and Enrolment**

# Marketing

The online version of the fall issue of *onCourse* is scheduled to go live on June 27<sup>th</sup> with the printed copies available as of July 20<sup>th</sup>.

The Creative Services Team has designed and developed a 40<sup>th</sup> Anniversary logo that will be unveiled at the President's Breakfast in August along with a schedule of 40<sup>th</sup> anniversary celebration activities.

Advertising initiatives for May included:

- video ads in the Ottawa International Airport
- students, staff and alumni testimonial radio ads
- interior and exterior bus ads to promote under-subscribed programs

- print ads in community newspapers to promote new and graduate certificate programs
- a banner ad on the Ottawa Senators' website

#### Recruitment

During the month of May, the Recruitment Team provided 21 individual tours and 11 group tours to approximately 200 prospective students. The Team also gave 7 presentations to local area high schools and represented Algonquin at 12 career fairs, including the Skills Canada Fair in Kitchener, Ontario that was attended by 8,000 grade 8 and 9 students.

#### **Academic Partnerships**

In collaboration with Student Services and Development, coordinated and hosted the annual Algonquin Connections held at the Woodroffe Campus from May 7 to 10. The event was attended by more than 450 grade 8 students from five Eastern Ontario school boards, and over 800 grade 10 and 11 students. The grade 8 students' agenda for the day included a presentation by Job Connect, a general campus tour, and a trade show of programs available at Algonquin, and the grade 10 and 11 students had the opportunity to choose one of 16 areas of study and spent the day in that particular learning environment at the College.

The Department also organized a professional development day for 26 art teachers from the Ottawa Catholic School Board. The session focussed on pre-media, media and design programs, and Algonquin faculty and staff from the School of Media and Design offered presentations and provided tours of their various programs and facilities.