1. RECRUITMENT: The College will increase the number of applications for programs outside of the top sixty high demand programs by 10%.

The Academic Area continues to participate in recruitment activities and to respond to requests for program information. As well, the Academic Area continues to host visiting groups such as the Upper Canada District School Board and the Ottawa-Carleton District School Board. Visits to external sites are accommodated to the extent possible.

On January 31, the Faculty Marketing Officer for the Algonquin Centre for Construction Excellence and the School of Advanced Technology participated as a judge in the Cardboard Boat Race competition hosted by Skills Canada – Ontario. Approximately 32 teams of 4 secondary school students each participated. These efforts are appreciated by the partner organizations, yet they also serve as a direct way to promote the College and its programs to potential students and their influencers (parents and teachers).

The Faculty Marketing Officer has worked closely with the Acting Dean, Perth Campus to revise and implement a renewed recruitment plan. To date, every program has had an increase in application activity. The results are tracked daily and shared weekly with faculty and staff. It must be noted that the faculty and staff at the Campus have all assumed ownership for attracting more students, including phone calls in the evening and personal contact with students. This team effort has shown to be very effective.

As in Perth, faculty and staff in Pembroke have committed to promoting their campus and their respective programs. This pan-campus effort from faculty and staff reflects an understanding that everyone is responsible for enrolment and therefore the health of the respective programs. Program Coordinators at Algonquin College in the Ottawa Valley have recorded congratulatory admissions offer videos, which have been embedded into the Campus Admissions email campaign. The emails were sent to all applicants who were made admission offers on February 5. The email campaign was complemented by a phone campaign by Student Services staff and faculty. As per Perth, this team effort has an effective way to promote the satellite campuses.

Algonquin College in the Ottawa Valley has partnered with Atomic Energy of Canada Limited (AECL) in Port Hope to establish a new scholarship program for the Radiation Safety program. AECL will be providing two $2500 scholarships to Port Hope area high school students to attend the program in September, 2012. It is important to note that Pembroke has developed academic programming that serve niche areas of the economy. These programs in turn, attract many students from outside Renfrew County. As the typical college demography is in decline in Renfrew County, these strategic approaches to enrolment management directly impact the health of the campus.

The School of Business is also developing videos to support recruitment to the Graduate Certificate programs. What faculty and staff have recognized is that more students are seeking these more fulsome information tools to inform their decision where to attend college. Where once a view book was used, now students seek web-enabled information including these informative videos.

The School of Health and Community Studies and the Police and Public Safety Institute is coordinating

with the Registrar's Office to provide initial welcoming messages to applicants. This friendly, more personal approach to welcoming new applicants is deemed very important in today's efforts to recruit students to the College.

In February, the School of Media and Design sent the first monthly e-Newsletter to all applicants. This is a conversion strategy that strives to promote the faculty and student activity by communicating the strengths of the programs.

Academic Referral Advisors in the Career and College Access Centre continue to meet one-on-one with applicants to provide guidance with respect to their upgrading requirements, as well as with unsuccessful applicants to postsecondary programs. The Academic Upgrading Department has just undergone a full review of its programming strategy. The faculty and staff are implementing changes that will strengthen the program and the financial status of these programs/courses. Once implemented, Academic Upgrading will be further strengthened to ensure the College continues to prepare students for success in postsecondary programs. Note: Over 600 students completed their studies in Academic Upgrading last year and thereafter, transferred into regular postsecondary programming. To that end, this is the most effective recruiting tool for Algonquin College in terms of overall student enrolments.

The Centre for Continuing and Online Learning has developed a new marketing strategy and action plan for the promotion of the Spring, 2012 semester specific to the marketing media mix, concepts, and social media elements. As traditional Continuing Education enrolments decline in most cases across the province of Ontario (and Canada for that matter), Algonquin's focus on the development of online programs and courses have resulted in a more than 40% increase in enrolment in this area. Algonquin's efforts to develop online learning solutions over the past few years have proven to be strategically prudent, as they appear to be a preferred choice of learning for certain students.

As part of the five-year renewal process for the delivery of Applied Degrees, the application for Renewal of Ministerial Consent for the Bachelor of Applied Business (e-Business Supply Chain Management) has been received by the Ministry of Training, Colleges and Universities and referred to Postsecondary Education Quality Assessment Board (PEQAB) for its review. The application included the report from the external program evaluation committee, which underscored the validity of the program. One area that was recommended for improvement was to increase the program's visibility and perception in the community at large. This is a necessity for this program, but also for applied degrees as a credential. As part of the renewal process, the Renewal Report is to be made available to the Board of Governors. Copies will be distributed at the March Board of Governors meeting. The Vice President, Academic is available to answer any questions that the Board of Governors may have about this program renewal.

2. ENROLMENT: The College will find unique ways to create more access to the top sixty high demand programs while also increasing enrolment in the middle ninety programs by 10%.

As part of the budget preparations for the next academic year, the Academic Area is identifying programs with increased student demand. Deans and Chairs address these as part of the Annual Curriculum Review and as part of the budget process. For example,

- A new weekend intake for the Welding and Fabrication Techniques program will be offered in

Winter, 2013.

- Enrolment projections for the Winter, 2013 intake for Heating, Refrigeration and Air Conditioning program will be increased by one section.
- Additional January, 2013 intakes for the health care programs at Algonquin College in the Ottawa Valley are under consideration.
- Enrolment projections for the Fall, 2012 intake have been increased for the Fitness and Health Promotion and the Paramedic programs.
- Additional sections of other high demand programs are under consideration and include a review of capital upgrade requirements and space utilization.

The Pembroke Campus' funding application to the Eastern Ontario Development Program to support the "Co-op Works" initiative has been successful. The funding will provide support to 30 College co-op students over the next two years by providing a 50% wage subsidy to employers who hire Algonquin co-op students to pay them a minimum of $14 per hour. The employer would also have to commit to hiring the students for a minimum of 450 hours to meet the students' required co-op hours. The "Co-op Works" program will be officially launched at an employer dinner to be held at the College on March 20. This is an excellent example of how the College leverages other public programs/tools to support post secondary activity (enrolment, marketing, recruitment, et al).

3. RETENTION: The College will increase its semester retention rate from 81.9% to 83%.

As of Monday, February 27, the Fall, 2011 to Winter, 2012 retention statistics show an increase in the retention rate to 83.5% from 81.9% for Fall, 2010 to Winter, 2011. This reflects a 1.6% increase over last year and .5% above the Business Plan target. Final data will be available following audit date.

4. GRADUATION RATE: The College will increase its graduation rate from 62.9% to 64% by 2011.

N/A

5. MOBILE LEARNING: The College will continue to embrace the trend to mobile access by ensuring that all licensed software can be downloaded to mobile devices and that new apps are created to facilitate mobile access, learning and service acquisition.

The Mobile Learning Working Group continues to meet to address questions and issues for the implementation of mobile learning into academic programs in 2012-2013.

The implementation of mobile learning is less a technology solution and must be seen as a learning solution. Technically, the systems must simply work and the students, staff and faculty must have wireless access when they want it on campus regardless of their location. More challenging is the changes to the manner in which these tools can be used to enhance learning. The College will provide the Board of Governors with a high level overview of the history and the current thinking related to mobile (digital) learning at the March Board of Governors meeting. To that end, a variety of teaching and learning supports are being put into place to support faculty and staff in the transition to working and learning in a mobile environment. Examples of learning include a specific mobile learning functional team that has been established in the School of Health and Community Studies and the Police and Public Safety institute to plan professional development, to assist with informed choices in the selection of

mobile devices and to support mLearning in the programs.

6. ONLINE COLLEGE: The College will expand its online learning offerings through hybrid and full online modules by reviewing and adapting 20% of all courses and programs in each of the next five years.

The Technical Writer program, offered for the first time this year in a full-time, online format, has met all its targets. The part-time online program is underway. Of interest, the full-time program attracts students who are in the midst of a career change wanting to retool themselves as professional writers; while the part-time program is attracting a client-base who are still employed and want to upgrade their skills in technical communication. This is a good example of how eLearning will not supplant all academic programming, but rather provides access to students who would otherwise not likely attend Algonquin College simply due to their personal and professional situation.

The Academic Area does not expect every program to go online. Rather, it is being fiscally and practically prudent to identify programs that meet a variety of criteria for development. These include student demand and the practical aspect of what programs are likely to be successful in an online format. As an example, the following program are being developed for online delivery commencing Fall, 2012:

- Fitness and Health Promotion, Ontario College Diploma
- Community and Justice Services, Ontario College Diploma
- Office Administration – General, Ontario College Certificate
- General Arts and Science – Pre-Business, Ontario College Certificate

Note: The General Arts and Science – Defense and Security Ontario College Certificate program is a new online program that was launched in February.

7. EMPLOYEE DEVELOPMENT: The College will, through professional development, training, mentorship, and coaching, prepare its employees for new ways of delivering education and training and for leadership opportunities in the College.

The role of being an effective faculty member and staff member is becoming more complex. Student demography and changes in information communication technologies (ICT) all impact how teaching, learning and work are done at the College. Staff and faculty continue to participate in a variety of professional development activities at the College in order to perform their work most effectively and efficiently. These include the Leadership and Service Excellence programs offered by the Centre for Organizational Learning and in-school activities to support program delivery.

8. FINANCIAL SUSTAINABILITY: The College will target opportunities for increasing revenue, decreasing expenses and improving overall operating margins through new business opportunities, process automation, program and service efficiencies and productivity improvements.

As part of the budget preparation for 2012-2013, the Academic Area is reviewing a number of strategies to increase efficiencies and decrease expenses. The reality is that these challenges are the 'new normal' for postsecondary education in Ontario. The Vice President, Academic met with a variety of faculty to communicate directly with them regarding the financial challenges facing the College in the coming

years. The Commission on the Reform of Ontario's Public Services (aka. Drummond Report) has served as the backdrop for these discussions. To that end, the Vice President, Academic has agreed to host a faculty and staff symposium in May to collaboratively explore what approaches the College may take to more substantively prepare Algonquin for the obvious challenges facing the college in the coming years. As an example, while maintaining its long-standing commitment to quality, academic issues such as semester length and changes to curriculum will be addressed within smaller working groups and the results shared among staff and faculty. This will inform decisions made by the academic leadership team to prepare for the 2013 budget (and beyond).

9. STUDENT ACTIVITY

An Inter-professional Education (IPE) Competition was held on January 20-22, involving students from programs in the Heritage Institute and the Algonquin Centre for Construction Excellence. The students competed on the design of the next home to be built at the PerthWorks site. Team "Green" took first place and these students participants were Stephany Davila, Jesse Graham, Dana Robinson, Marwa Talal, and Benjamin Tolton. These kinds of learning activities highlight the talents of Algonquin students. However, they also reflect more authentic learning for the students and better prepare them for success post-graduation. The faculty and staff who organize these inter-professional learning opportunities are to be congratulated.

On February 1, the Mechanical Engineering Technician and Technologist Student Chapter (METT Chapter) attended a symposium on sustainable energy practices hosted by the Mechanical Contractors Association.

The 22nd annual Edible Architecture student competition was held on February 14. The winner was a student from the Cabinetmaking and Furniture Technician program who built a chocolate hutch with working doors. For those who were able to visit the competition, it is clear that creativity and innovation is alive within Algonquin College students. The architecture projects were very impressive.

Students from the Technical Writer program are assisting students from the Mechanical Engineering Technology with their Applied Research project. They are assisting with the presentations, as well as the background research, planning and editing of the project user manual and brochure. These applied research activities strengthen the learning process for many students. The faculty is instrumental to the success of this learning activity as is the support received from Mark Hoddenbagh, Director, Applied Research and his team.

The National Capital Leadership Challenge is a program created by members of the business community and operated in conjunction with the University of Ottawa, Carleton University and Algonquin College to develop and cultivate the next generation of the leaders for the emerging technology sector in Ottawa. The School of Business hosted the competition this year. Justin Thompson, student, Business Administration – Accounting program finished in first place in the College category, once again demonstrating the quality of these business students as well as the faculty who prepare them so effectively.

Recruiters were on campus to interview students in the second year of the Tourism and Travel program.

It is the desire of many of these students to obtain an internship at the Canadian Pavilion at the Epcot Theme Park in Orlando.

On February 4, Culinary Management students hosted the 17th annual Hot Food competition. With only three weeks to practice, the students stepped up to the challenge with an amazing display of personal commitment and talent. The Culinary Management program continues to prepare some of the best new chefs for the city, province and beyond.

10. FACULTY ACTIVITY

The application to the very competitive 2013 International Solar decathlon submitted by the three-institution consortium of Queens University, Carleton University, and Algonquin College was accepted. Over the next 18 months, an inter-disciplinary team of students, guided by faculty from each institution, will design and build a high performance, near net-zero, dwelling. The home will be built in a modular fashion in order that it can be dismantled and re-assembled at the competition site in California. Part of the competition includes a fundraising effort, which is being led by a sub-group of students from Queens University. At Algonquin, a bi-weekly coordination meeting of the Algonquin Centre for Construction Excellence programs involved has begun to plan and deliver on the Algonquin portion of the project. Students and faculty from the Perth Campus are also involved, in particular, those in the Construction Carpentry - Advanced Housing program. These projects simply cannot take place without the leadership and dedication of Algonquin College faculty and staff. Many are involved in supporting Algonquin students. Specifically, Professor Rick Briginshaw, Coordinator, Green Architecture program, is acting as the liaison with the representatives from Queen and Carleton.

Bob Weeks, part-time faculty, Photonics programs, is working on a number of applied research projects sponsored by local companies (completing about $150K worth of projects and initiating about $200K in new projects for the next year), as well as commissioning new equipment.

Chef Shukri Carroll was featured on the Rick Mercer Show on February 14 at the Chateau Laurier.

11. COMMUNITY ACTIVITY AND DONATIONS

The Algonquin Centre for Construction Excellence building served as a backdrop for a visit from Mr. Bob Rae, Interim Leader, Liberal Party of Canada, and MP Toronto Centre, on January 16 as part of his two-week cross Canada college tour called “Skills Training and Jobs Tour” to show Canadians what is happening across Canada relative to postsecondary skills training available to prepare students for the workforce. Algonquin College was the first stop on the tour and the focus was on construction training.

The College hosted a special City of Ottawa function in the Transportation Centre on February 6 whereby the City officially donated a retired OC Transpo bus to Algonquin. His Worship, Mayor Jim Watson and the Transit Commission Chair, Diane Deans were joined by College Ward Councilor Chiarelli and Councilor Egli to make the donation to the College. This bus will be very helpful in preparing apprentice students and will be used most immediately in the Pre-Apprenticeship Truck and Coach program that commences on March 5.

A Bursary Coffee Break was held at the Perth Campus on February 8. Thirty-one bursaries totaling $16K

were given out, the most ever at the Campus.

The School of Hospitality and Tourism donated in-kind gifts to the Ottawa Gatineau Hotel Association for the Shepherds of Good Hope. The School also raised $620 for The Ottawa Mission.

1. RECRUITMENT: The College will increase the number of applications for programs outside of the top sixty high demand programs by 10%.
N/A
2. ENROLMENT: The College will find unique ways to create more access to the top sixty high demand programs while also increasing enrolment in the middle ninety programs by 10%.
N/A
3. RETENTION: The College will increase its semester retention rate from 81.9% to 83%.
N/A
4. GRADUATION RATE: The College will increase its graduation rate from 62.9% to 64% by 2011.
N/A
5. MOBILE LEARNING: The College will continue to embrace the trend to mobile access by ensuring that all licensed software can be downloaded to mobile devices and that new apps are created to facilitate mobile access, learning and service acquisition.
N/A
6. ONLINE COLLEGE: The College will expand its online learning offerings through hybrid and full online modules by reviewing and adapting 20% of all courses and programs in each of the next five years.
N/A
7. EMPLOYEE DEVELOPMENT: The College will, through professional development, training, mentorship, and coaching, prepare its employees for new ways of delivering education and training and for leadership opportunities in the College.
N/A
8. FINANCIAL SUSTAINABILITY: The College will target opportunities for increasing revenue, decreasing expenses and improving overall operating margins through new business opportunities, process automation, program and service efficiencies and productivity improvements.
N/A

9. OTHER

FINANCE AND ADMINISTRATIVE SERVICES:

Staff in Finance and Administrative Services continue to work with all areas of the College to update and refine assumptions and estimates in the preparation of the 2012/13 annual budget.

Request for Proposals (RFP's) for Audit Services have closed and the selection committee meetings have been scheduled.

Presentations have been made to the Audit Committee and the President's Executive Committee to outline the Enterprise Risk Management work plan and schedule.

Payroll year end process is in progress to meet the regulatory deadlines.

PHYSICAL RESOURCES:

Algonquin Centre for Construction Excellence (ACCE):

- Commissioning is ongoing. Expected completion date is August, 2012.
- Deficiencies and minor outstanding issues are being addressed. Expected completion date is April, 2012.

Perth Campus Renewal and Expansion:

- Deficiencies are being addressed. Expected completion date for landscape is June, 2012.
- Commissioning is ongoing. Expected completion date is August, 2012.

Pembroke Campus Relocation:

Despite delays in starting the project, and further delays incurred since the start, the project is on budget and schedule for completion and occupancy by start of the academic year in September, 2012.
As of February 22, 2012:

- Slab on grade is 25% complete.
- Concrete to second floor slab on deck is 60% complete.
- Masonry block work is approximately 25% complete.
- Second floor (Low Roof) is substantially complete.
- Exterior Metal Studs and Insulation boarding to the exterior walls is underway.
- Underground mechanical and electrical services are 90% complete.

Student Commons:

Despite initials delays in starting the project, the contractor has been able to advance the project in a timely manner. The project is on budget and scheduled for completion and occupancy by the start of the academic year in September, 2012.
As of February 22, 2012:

- 100% Design drawings are currently being reviewed for compliance.
- Slab on grade has been poured and is 70% complete.
- Concrete shear walls and beams and slab in the auditorium and atrium continue with a scheduled

completion by early March 2012.

- Erection of structural steel in the Commons third floor to roof is complete.
- Structural Steel to the Auditorium is underway with a scheduled completion by mid March 2012.
- Drywall steel studs are substantially complete on the ground and second floors have commenced on the third floor.
- Mechanical and electrical roughing is 70% complete on the ground and second floors.
- The Book Store has now moved into the temporary location in Building A.
- D & H demolition is under way and on schedule.

Facilities Planning and Development Team:

- Facilities Planning is working with CSIC to assist in the prioritization and budget estimates for the 2012-13 Renovation and Campus Development and Enhancement Requests. This work is being coordinated with teams examining Digital College and technology investments, leading to a future effort of completely integrating development planning. The Donor Recognition Solution Project is proceeding with the prequalification of 3 teams. The RFP will be issued to these teams by the end of February, 2012.
- The College brand and the Project Vision and Principles (PVP) for Wayfinding were approved at PEC on February 1, 2012. The College Wayfinding Working Group has reconvened and a Wayfinding Steering Group has been mobilized to advance the Wayfinding Design Guidelines to meet the signage milestones for the Student Commons and Pembroke Projects.

COLLEGE ANCILLARY SERVICES:

As of January 31, 2012, Ancillary Services is trending to meet current budget targets. Food Services has recovered from the strike impact largely due to the transitioning of vending services to a service provider. Parking Services has cleared all wait lists for parking permits.

The Bookstore and the New Technology Store have moved to a temporary location in room A150 while the renovations on D-H building are undertaken as part of the Student Commons project. Impacts of the relocation are unknown at this time. As such, the two units have been combined into one storefront to reduce operational expenses.

1. RECRUITMENT: ***The College will increase the number of applications for programs outside of the top sixty high demand programs by 10%.***

Recruitment Activities

High School presentations and visits to-date:

- September 37 (2010 – 45)
- October 193 (2010 – 85)
- November 126 (2010 – 105)
- December 75 (2010 – 11)
- January 72 (2011 – 14)
- February 104 (2011 – 36)

January's recruitment activity focused on local grade 10 Career Classes, with follow-up visits to the Career Classes and Parent Nights in February. March recruitment activities will focus on March Break and Open House activities.

Year-to-date Recruitment and Marketing have generated 11,530 leads, 55% were generated by Recruitment, 45% were generated by Marketing.

Recruitment Marketing Activities

After 6 weeks, the online recruitment advertising campaign (ie. display ads, banners) has generated over 8,600 direct visits to the Future Students website.

In January, Google Search Engine Marketing (pay-per-click) generated over 30,000 visits to the Future Students website.

Launched a Future Student Facebook video contest resulting in 100% increase in Facebook impressions and Likes.

Media Relations

February 1 – The Orleans Star and Metro Ottawa featured stories about MPP Bob Chiarelli and Minister of Training, Colleges and Universities, Glen Murray visiting the College to encourage students to apply for the 30% Off Ontario Tuition grant. The stories feature quotations from Algonquin students and how many of them have already applied.

February 1 – 580 CFRA, Academia Group, and Higher Education Marketing featured stories about Algonquin's "I LIKE Algonquin" video contest.

February 2 – 580 CFRA featured a short story about postsecondary institutions eagerly awaiting construction of light rail transit in Ottawa. Chris Hahn, Chair of Construction and Trades, says it could create hundreds of extra co-op and apprenticeship positions.

February 2 – The Perth EMC featured a story about Olympian Nick Tritton and Perth's Olympic House, a co-operative project between Algonquin College and Lan-Arc Design/Build Group. It is a fundraiser for

Tritton and several local charities.

February 2 – The Ottawa Citizen, Metro Ottawa, and National Soccer Wire featured stories announcing the 2012 W-League finals, the most important women's soccer championship in North America, are coming to Ottawa and will be held at the Algonquin College Soccer Complex.

February 3 and 13 – The Ottawa Citizen featured articles focusing on the strained relations between College management and the executive of the faculty union.

February 4 – Many media outlets including the The Whig-Standard (Feb. 4), Queen's Journal (Feb. 7), Kingston this Week (Feb. 8), The Perth EMC (Feb. 16), the Ottawa Citizen (Feb. 18), and Daily Commercial News (Feb. 21) featured stories about Team Ontario (Algonquin College, Carleton University and Queens University) students earning a place in the U.S. Department of Energy's 2013 Solar Decathlon Competition.

February 6 – Ottawa Start and 580 CFRA featured stories about OC Transpo's bus donation to Algonquin College.

February 6 – Autos.ca featured a small story about Nissan's donation of an Altima Hybrid to the automotive programs at the Woodroffe Campus.

February 8 – The Ottawa Citizen featured a story in the Omnivores Ottawa blog about Algonquin's 17th annual hot food competition.

February 9 – The Ottawa Citizen featured positive reviews of the Christopher Durang play at Algonquin College on Feb. 9 and Feb. 13, calling it "a must-see performance by some very talented students" and an "interesting and rewarding production."

February 14 – Metro Ottawa featured a story about Algonquin's Edible Architecture competition and a photo of the winner.

February 15 – Your Ottawa Region featured a story about Algonquin event management students raising money for the Children's Wish Foundation with a country-themed fundraiser.

February 16 – The Daily Observer and Arnprior Today featured stories about Molson Coors Canada donating $10,000 to Pembroke Campus' capital campaign for the new Renaissance Square.

February 17 – The Ottawa Citizen published a story about the Drummond report's recommendation to bar Ontario community colleges from launching new degree programs.

February 22 – The Ottawa Business Journal mentioned Foreign Affairs Minister John Baird's announcement of partnerships between Algonquin College and 22 small and medium-sized enterprises under the Applied Research and Commercialization Initiative.

2. ENROLMENT: ***The College will find unique ways to create more access to the top sixty high demand programs while also increasing enrolment in the middle ninety programs by 10%.***

N/A

3. RETENTION: ***The College will increase its semester retention rate from 81.9% to 83%.***

N/A

4. GRADUATION RATE: ***The College will increase its graduation rate from 62.9% to 64% by 2011.***

N/A

5. MOBILE LEARNING: ***The College will continue to embrace the trend to mobile access by ensuring that all licensed software can be downloaded to mobile devices and that new apps are created to facilitate mobile access, learning and service acquisition.***

N/A

6. ONLINE COLLEGE: ***The College will expand its online learning offerings through hybrid and full online modules by reviewing and adapting 20% of all courses and programs in each of the next five years.***

N/A

7. EMPLOYEE DEVELOPMENT: ***The College will, through professional development, training, mentorship, and coaching, prepare its employees for new ways of delivering education and training and for leadership opportunities in the College.***

Coffee Break with the President Series

- Faculty and staff chatted informally with President Gillett at the February 10th *President's Coffee Break* held in the Transportation Technology Centre and showcased the Truck and Coach Apprenticeship program.
- Staff and students joined President Gillett for informal coffee breaks at the Perth campus on February 16th.

Breakfast with the President Series

New Staff Breakfast

Fourteen new employees were invited to join President Gillett for breakfast in the Staff Dining Lounge on February 17th to discuss their experiences as our newest staff members and to share any suggestions they may have to enhance the programs and services we provide to the College community.

President's Star Award

The Department worked collaboratively with the President's Office to present three awards to Algonquin staff members. Recipients were Scott Warrick and Chef David Fairbanks of the School of Hospitality and Tourism, and Pat Balon from the Registrar's Office.

8. FINANCIAL SUSTAINABILITY: ***The College will target opportunities for increasing revenue, decreasing expenses and improving overall operating margins through new business opportunities, process automation, program and service efficiencies and productivity improvements.***
N/A

1. RECRUITMENT: ***The College will increase the number of applications for programs outside of the top sixty high demand programs by 10%.***

Workforce and Personal Development (WPD)

The Experienced Worker Center has seen 61 new contacts as of February 17. For Second Career clients, the following programs are proving to be of particular interest: Biotechnology, Culinary Management, Home Inspection, Heating, Ventilation and Air Conditioning, Outdoor Adventure and Technical Writer.

The Aboriginal Portfolio team within the ACAP program met with the Diversity Committee from the Paramedic headquarters and the Diversity Committee of the City of Ottawa to establish an Advisory Committee for the purposes of developing a three to five year strategy to increase Aboriginal participation in the Paramedic program at Algonquin College.

The Canadian Immigrant Integration Program (CIIP) has provided Algonquin College program information to 15 potential students as of February 17. This program provides information to newcomers while they are still in their home country.

It has been confirmed that WPD will receive $150K for recruitment and retention projects to engage crown ward applicants and students. The money will be evenly divided between the Perth and Woodroffe campuses. WPD has also received confirmation that the same amount of bursary funding for Aboriginal students will be available for one more year.

The PDI is expanding its offering of career samplers for youth (12 – 17 yrs) in July and August. The career samplers bring future potential students to the College and showcase possible career tracks available to them.

Final plans are in place for WPD to implement a CRM tool with the purpose of ensuring effective client relationship management.

International Education Centre

In February, recruitment managers attended Canadian education events organized by the Canadian Embassies in Nigeria, Kenya, and Zambia. Recruiters also visited several cities within Russian and the Ukraine.

High school presentations were conducted in Zambia and in the Copper Belt region. Recruitment is also underway in Zimbabwe through one of our key partners. The India Office representative participated in recruitment activities in key cities throughout India. A China representative has been hired and will begin recruitment activities in March.

2. ENROLMENT: ***The College will find unique ways to create more access to the top sixty high demand programs while also increasing enrolment in the middle ninety programs by 10%.***

International Education Centre

The International Education Centre presented to the Technical Vocation Training Corporation (TVTC) of

Saudi Arbia on a potential partnership to participate in the roll-out of up to 180 new English language colleges in Saudi Arabia and to convert existing colleges to an English language model.

Language Institute

The February 2012 enrolment for the Language Institute was as follows:

LANGUAGE INSTITUTE ENROLMENT	
Program	**Enrolment Number**
ESL International	256
ESL Canadian	158
CE Winter (excluding ENL)	858
Teaching English As A Second Language	33

Workforce and Personal Development (WPD)
As of February 15, over 600 students were registered for Personal Development Institute (PDI) course offerings. To increase recruitment, the department has developed over 63 new courses to be offered in the coming year.

By the end of February, a total of 81 students funded by the Workplace Safety and Insurance Board (WSIB) were enrolled across all three campuses.

Algonquin College Corporate Training (ACCT)
Bt the end of February, 3273 employees from 234 public and private sector organizations have enrolled and been re-skilled in ACCT public and customized workshops in 2011-12.

Information, Institutional Research & Technology Services (IIRTS)
Implementation of the Ontario Education Number (OEN) automation support and reporting has been completed.

The initial installation and base training with the Cognos Express business intelligence platform has completed. The evaluation pilot, comparing to the QlikView pilot conducted in December, will proceed through March.

HR, program and enrollment data has been compiled to assist Polytechnics Canada in their advocacy efforts on behalf of Algonquin College and the other eight institutes involved in the association.

3. RETENTION: ***The College will increase its semester retention rate from 81.9% to 83%.***

Algonquin College Foundation
A new annual award was established by Gamma Dynacare for students enrolled in the Journalism program.

An endowment fund is being established by the Ontario Association of Technicians and Technologists to support students enrolled in technology programs.

Workforce and Personal Development (WPD)
WPD has developed an online learning resource to support the retention of first generation students. The system will be tested and validated with over 450 students in March.

WPD has just received confirmation that it will receive $570K for one year to continue the retention work that has been initiated with First Generation students over the past three years. Confirmation has also been received that Algonquin College will receive $333K for one year to continue to work on the retention of Aboriginal students.

Applied Research and Innovation
Three applied research projects driven by student entrepreneurs have been funded through the Ottawa Young Entrepreneurs program. Eight Algonquin students are involved across the three projects.

Algonquin hosted a FedDev media event in which the College's 22 partners in the FedDev Applied Research and Commercialization program were featured. Minister Baird attended the event and five projects were displayed for the attendees.

The College's first international research project was finalized. Professor Chris Melmoth of Pembroke brought a local travel agency and its Costa Rican counterpart together for a study on using mobile digital technology to research and collect data to produce digital marketing media and educational materials to create awareness and advertise sustainable tourism learning opportunities for students.

Information, Institutional Research & Technology Services (IIRTS)
IR continues to work with the University of Ottawa and the Education Policy Research Initiative to identify magnitude and patterns of student transfer between the two institutional settings in terms of persistence and eventual completion of studies. This research is externally funded by the College-University Consortium Council.

4. GRADUATION RATE: ***The College will increase its graduation rate from 62.9% to 64% by 2011.***

Workforce and Personal Development (WPD)
As of January, 2012, 1,848 students self- identified as First Generation students. As of February, 2012, 1,503 first generation students have remained in school.

Information, Institutional Research & Technology Services (IIRTS)
The KPI Student Satisfaction Survey of 13,000 students enrolled in FTPS programs was completed on February 17. With an expected response rate of 65%, the results will be released by the MTCU in early-April, 2012

Preparations are nearly completed to undertake an online survey related to work-integrated learning (WIL) of Algonquin students in their final term of program studies. This is the final survey phase after

two years of participation in the HEQCO WIL project held in conjunction with six community colleges and eight universities in Ontario.

5. MOBILE LEARNING: ***The College will continue to embrace the trend to mobile access by ensuring that all licensed software can be downloaded to mobile devices and that new apps are created to facilitate mobile access, learning and service acquisition.***

Information, Institutional Research & Technology Services (IIRTS)

The interface technology connecting the College to its internet service providers was replaced to enhance security, throughput and ability to better manage internet requests. Through the next five months, additional technology will be installed to improve security (firewalls and detection systems) and to prioritize learning and teaching traffic (packet shaping). These initiatives resolve audit and ICT risk elements.

6. ONLINE COLLEGE: ***The College will expand its online learning offerings through hybrid and full online modules by reviewing and adapting 20% of all courses and programs in each of the next five years.***

Information, Institutional Research & Technology Services (IIRTS)

The BlackBoard learning management system (LMS) continues to be tuned for high availability. Based on an assessment conducted by BlackBoard Inc. in December, a stabilization and performance tuning program is taking place that are aligned with their findings and recommendations.

7. EMPLOYEE DEVELOPMENT: ***The College will, through professional development, training, mentorship, and coaching, prepare its employees for new ways of delivering education and training and for leadership opportunities in the College.***

Workforce and Personal Development (WPD)

All PDI and ACAP staff completed WHMIS training by the end of February, 2012.

International Education Centre

Three full-time faculty and staff participated in professional development courses in February, 2012.

Language Institute

Seven full-time faculty and staff participated in professional development courses in February, 2012.

Applied Research and Innovation

Three office staff attended the Hydro One-College Consortium Steering Committee meeting in Toronto. A presentation was made to the Committee by the four Colleges. A planning session for the Hydro One Applied Research Consortium was also held and progress on the first two projects on Plugged-In Hybrid Electric Vehicles was reported. Hydro One is very pleased with the progress on the projects.

Algonquin College Corporate Training (ACCT)

One ACCT Senior Learning Consultant attended a presentation on the Customer Experience by Forrester Research at OCRI to help inform two new corporate customer service workshops ACCT is developing to launch in 2012-13.

Information, Institutional Research & Technology Services (IIRTS)
A number of staff have attended ALEI Leadership training in all three levels.

8. FINANCIAL SUSTAINABILITY: ***The College will target opportunities for increasing revenue, decreasing expenses and improving overall operating margins through new business opportunities, process automation, program and service efficiencies and productivity improvements.***

Algonquin College Foundation
To date, the Constructing OUR Future Campaign has raised $7,600,501 exceeding its $7M goal. The Pembroke Campaign has reached $1,927,406.72 and the Perth Campaign has reached $456,570.82.

The Algonquin Centre for Construction Excellence was profiled at the Algonquin Construction Sens Night was held on Tuesday, February 7. The event hosted approximately 150 construction donors and industry leaders.

The Algonquin Alumni Association has pledged $30K to the College, with $10K being donated to each campus' Capital Campaign. A new donation was received from Molson Coors for $10K for the Pembroke Campaign.

Workforce and Personal Development (WPD)
The Biotechnology bridge program has been approved by the Ministry of Citizenship and Immigration (MCI) for an August, 2012 launch with an intake of 24 students. WPD was able to secure $ 1M in funding from MCI to support this program.

WPD also secured $ 300K in funding from the Ministry of Citizenship and Immigration for the support of an Internationally-educated Professionals Conference for over 250 internationally-educated newcomers.

Applied Research and Innovation
The College has been invited to submit an application to the NSERC College and Community Innovation (CCI) - Innovation Enhancement program for its Health and Wellness Research Centre which focuses on medical devices. The application for this $2.3 million grant is due April 20, 2012.

Algonquin College Corporate Training (ACCT)
By the end of February, ACCT has secured **$2M** in revenue in 2011-12.

Information, Institutional Research & Technology Services (IIRTS)
A number of automation projects have been completed including student business card requests as well as design and architectural assistance with the SPSP data capture process automation program.

1. RECRUITMENT: ***The College will increase the number of applications for programs outside of the top sixty high demand programs by 10%.***

During the month of February, there were 11 job competition postings: four Academic, one Administrative, and six Support Staff postings.

In addition, two Human Resources Interns were recruited from the Human Resources Management program. One intern is working with Recruiting and the other intern is working with Compensation, Pension & Benefits.

Work is ongoing for the upgrading of the Applicant Tracking System with ITS. In our performance management area, a Self Appraisal Template process and form has been created in Halogen in preparation for our Annual administrative performance evaluation process.

2. ENROLMENT: ***The College will find unique ways to create more access to the top sixty high demand programs while also increasing enrolment in the middle ninety programs by 10%.***

N/A

3. RETENTION: ***The College will increase its semester retention rate from 81.9% to 83%.***

N/A

4. GRADUATION RATE: ***The College will increase its graduation rate from 62.9% to 64% by 2011.***

N/A

5. MOBILE LEARNING: ***The College will continue to embrace the trend to mobile access by ensuring that all licensed software can be downloaded to mobile devices and that new apps are created to facilitate mobile access, learning and service acquisition.***

N/A

6. ONLINE COLLEGE: ***The College will expand its online learning offerings through hybrid and full online modules by reviewing and adapting 20% of all courses and programs in each of the next five years.***

HR Website

The HR website received a total of 56,565 visits from January 1 to February 24, 2012 inclusive. This number is significant when compared with the 209,689 visits recorded from the College prospective students' pages during the same time period. Demographics also show Ottawa has the highest number of visitors at 34,487 (60%).

The top navigation page on the HR website is the career opportunities page. These numbers create unique opportunities which can be explored further from a strategic marketing perspective. HR will explore entering into a partnership with the Sales/Marketing team to place rich interactive contents on our top landing pages for branding purposes to assist in attracting more businesses and customers to the College.

7. EMPLOYEE DEVELOPMENT: ***The College will, through professional development, training, mentorship, and coaching, prepare its employees for new ways of delivering education and training and for leadership opportunities in the College.***

Kaleidoscope 2012
Kaleidoscope will be held from May 7 to 9, 2012. Forty-seven workshop proposals have been submitted and three keynote presenters are confirmed. The website is active.

Teaching Adult Lifelong Learners (TALL) Certificate Program
These sessions are ongoing.

Winter 2012 – Woodroffe
TTA5501: Teaching Adults: Getting Started (Jan 17-Feb 21) with 10 participants.
TTA5502: Learning Theory and Managing the Learning Environment (Mar 6-Apr 24) with 8 participants.
TTA5506: Teaching Practicum (Mar 8-Apr 26) with 6 participants.
TTA5507: Strategies for Effective E-Learning (Jan 18-Mar 14) with 7 participants.
TTA5509: Presentation Skills (Jan 16-Mar 26) with 6 participants.

Pembroke
TTA5501: Teaching Adults: Getting Started (Jan 17-Feb 21) with 7 participants.

Service Excellence Program
Twenty-one Algonquin employees are registered in Winter, 2012 sessions (Feb 15/29, Mar 7/21)

Faculty Professional Development
A professional development plan is being developed in conjunction with LTS and CIS. The plan will be comprised of 3 streams:

1. Educational Technology Knowledge & Skill
2. Mobile Learning Programs
3. Learning and teaching best practices across the four learning modes

Support continues for online initiatives as well as encouraging the use of K-Alliance and Lynda.com

New Hires Orientation
A New Hires Orientation session was held for 7 new hires.

Faculty Cyber Connections
Two sessions are starting in March, 2012.

Support Staff Training Needs Survey
The 2nd Annual Support Staff professional development needs survey was administered with a return of 110 responses.

Eastern Region Support Staff "Getting Connected" Conference
Staff participated in the 2011 "Getting Connected" Conference debrief meeting including a review of program evaluations, confirming dates and possible locations for the 2012 Conference.

Eastern Region Support Staff "Job Shadowing" Program
COL is taking the lead in planning Pilot #2 with 4 ER participating Colleges for Spring, 2012: La Cité collégiale partnering with Algonquin College and Durham partnering with Fleming with up to five participants in each exchange.

Live Laugh Learn Employee E-Magazine
COL continues to support this initiative in support of employee engagement. Two new volunteers including Chief Editor from Innovation & Special Projects and from Marketing have been recruited and a Marketing/Recruitment Strategy developed.

Live Laugh Learn Faculty Retreat
The retreat is tentatively scheduled for June 6-8, 2012.

Support for other departments
Assisting Counseling Services with Positive Space and Purchasing with PeopleSoft training.

The Recruitment/Performance Management Officer is enrolled in the Leadership 1 program and our new Recruitment/Succession Planning Officer has attended the first day of the Service Excellence program.

Leadership 1 & 2 / Service Excellence
The Recruitment/Performance Management Officer is enrolled in the Leadership 1 program and our new Recruitment/Succession Planning Officer has attended the first day of the Service Excellence program. Our AODA Advisor is enrolled in the Leadership 2 program.

Shepell.fgi Workshops
Human Resources coordinated 6 Shepell.fgi workshops which will be held in March, 2012 with total registrations of 193. The workshops consist of 3 sessions for managers and 3 sessions for employees entitled "Professionalism", "Dealing with Difficult Behaviours", "Getting Along with Change" and "Leading Through Change".

External Professional Development
Two HR employees took the Mental Health First Aid Workshop which spoke to mood, anxiety, substance use disorders, psychosis and mental health crisis situations such as; suicidal behavior, overdoses, panic attacks, reactions to traumatic events and psychotic episodes. The AODA Advisor is enrolled in Leadership 2 training.

8. FINANCIAL SUSTAINABILITY: ***The College will target opportunities for increasing revenue, decreasing expenses and improving overall operating margins through new business opportunities, process automation, program and service efficiencies and productivity improvements.***
Human Resources continue to monitor the vacation liability and will provide an update at year end. Human Resources now have in place two automation processes. One facilitates monitoring of excessive absenteeism 'Attendance Management Strategy' and the other monitors the Safety Footwear allowance. **<u>Labour Relations</u>** Conducted a round table with Academic Chairs and Deans on March 5 to discuss key issues/concerns for bargaining that Algonquin representatives will table at the Plenary Session. We are preparing for the next round of Academic Bargaining and will be hosting the Eastern Region Plenary Session with Council and the College Bargaining Team on March 7.

1. RECRUITMENT: ***The College will increase the number of applications for programs outside of the top sixty high demand programs by 10%.***

REGISTRAR'S OFFICE

Health Occupations Aptitude Exam (HOAE)

The Registrar's Office is assisting the Faculty of Health and Community Studies to initiate outreach for those applicants scoring highly on the Health Occupations Aptitude Exam (HOAE). These applicants are being contacted by the Department, congratulated on their scores, and are being encouraged to register at Algonquin College for their studies. Programs include: Dental Hygiene, Respiratory Therapy and Practical Nursing.

2. ENROLMENT: ***The College will find unique ways to create more access to the top sixty high demand programs while also increasing enrolment in the middle ninety programs by 10%.***

REGISTRAR'S OFFICE

Registration Statistics

Full-time Registration in Post-Secondary/Post-Diploma Programs

For the 2012 Winter Term, as of February 17, 2012, net registered students numbered 14,683 or 99.0% of the projected enrolment.

The breakdown of the 14,683 registered, as of February 17, is as follows:

Faculty/School	Approved Projected		Net Registered	
	Entry Level	Returning	Entry Level	Returning
School of Business	420	2,852	346	2,844
School of Hospitality & Tourism	327	971	291	947
Faculty of Arts & Media Design	239	2,992	200	2,886
Faculty of Technology and Trades	443	2,589	427	2,686
Faculty of Health, Public Safety/Community Studies	263	3,002	297	2,966
International and Corporate Business Development	0	28	0	31
Centre for Continuing & Online Learning	85	69	96	117

Algonquin College in the Ottawa Valley	0	557	19	530
College Totals	**1,777**	**13,060**	**1,676**	**13,007**

Continuing Education Registrations
For the 2012 Winter Term as at February 17, 2012, registrations stood at 11,772 as compared to 11,538 at the same time last year. The term registrations to February 17, 2012 represent 98.6% of the projected enrolment. Registration continues throughout the term.

Admissions Statistics
2012 Fall Term
As of February 21, 2012, OCAS statistics for the 2012 Fall Term indicate that, for College Choices (i.e. number of individual applicants to Algonquin College), our Non-Secondary School applicants are up 2.0% from last year, Secondary School applicants are down -1.8%, with an overall decrease in applicants of -0.1%. Province wide, the variances are -2.5%, - 4.8% and -3.8% respectively.

As of February 21, 2012, for Program Choices (applicants are allowed a maximum of 5 program choices, with up to 3 at any one College), our Non-Secondary School applicants are down -0.5% from last year, Secondary School applicants are down -2.8%, and overall we show an decrease of -1.8%. Province wide, the respective variances are - 4.0%, -5.9% and -5.1% respectively.

3. RETENTION: ***The College will increase its semester retention rate from 81.9% to 83%.***

REGISTRAR'S OFFICE

Data Warehouse Full Enrolment (DWFE) – Provincial Committee
The Ministry of Training, Colleges and Universities (MTCU) in collaboration with the Ontario Colleges Application System (OCAS) and Ontario Colleges are changing the way they collect data. In an effort to harmonize with the MTCU's impending changes, OCAS and Ontario Colleges have taken a collaborative approach to develop a single, XML-format file capable of satisfying the needs of all parties – this will also streamline the data collection process. The Registrar is currently serving as a member of the Data Warehouse Full Enrolment (DWFE) provincial committee.

This project also includes:
- Enhancements to the OCAS data warehouse;
- Creating a solution that aligns the efforts of the College, MTCU and OCAS;
- Providing integrated enrolment data and streamlining the collection and distribution of data to all stakeholders including PSIS;
- Enhancements to reporting; and,
- The integration of student retention calculations and reporting.

STUDENT SUPPORT SERVICES

Office of the Director
The Director, Student Support Services, and the Management Team members who will be moving with their areas to the new Student Commons, have met several times with Chuck Doyle, Manager of Business Process Review, to review, plan and discuss the front desk triage process to be used in the new building, and to also look at ways to integrate the information and booking systems. Two of the meetings were full day working sessions.

Health Services
In January, the volume of Health Services visits was 3,505 compared to 3,592 the previous year. This represents a decrease of approximately 1%, and can be explained by the fact that Health Services had no physician coverage on January 2 or 3, 2012. Of these total visits, 848 were to see a physician, which represents 24% of total visits. There were two accident/incident reports generated for on-campus injuries.

Residence Life
The Residence Orientation for new students was held on February 1, and invitations were extended to the 30 new students in Residence. The orientation focused on helpful subjects such as: getting connected to others in the building, services offered in Residence, community living standards, and the roles of both the Students' Association and the Student Success Centre. Additional features of the event included food, games, and prizes.

Residence Life is constantly working in a variety of ways to meet the students' needs, and one event used for this purpose is the Residence Section meetings, which are held twice per month. These meetings allow for students in all twenty sections of the Residence to meet with their section's Residence Advisor. The Residence Section meetings were held on January 29 and February 12.

Centre for Students with Disabilities
The CSD "Voice of Our Students" survey was launched on January 25. The survey is conducted annually to request feedback from Algonquin College students registered with the CSD. The survey is available in paper copy, online (using the Fluid Surveys platform), and a QR code (Quick Response Code – a two-dimensional code similar to a bar code) was also created to facilitate the use of mobile devices in completing the survey. The survey will close in mid-February and the data collected will be used to analyze service performance at the CSD and to provide staff members with feedback on service delivery. The CSD staff will review the suggestions for improvements, recommended by students, in order to enhance the services provided by the CSD and to improve the retention of students with disabilities at the College.

An information session on Second Career was put on by Northern Lights, for all Disabilities Counsellors in January. The purpose of this joint meeting was to understand eligibility for Second Career, and how the funding can best support the students with disabilities who are entering College programs.

The A/Manager, CSD has been involved with the College Wayfinding Committee Working Group. As the College moves towards one standard signage model, CSD is providing feedback on accessibility of the signage as per AODA legislation.

4. GRADUATION RATE: ***The College will increase its graduation rate from 62.9% to 64% by 2011.***

STUDENT SUPPORT SERVICES

Centre for Students with Disabilities

A counsellor in CSD is registered in the Autism and Behavioural Science program, intending to learn more about how to support students on the Autism Spectrum and increase their graduation rates.

Additionally, a CSD employee is currently working on a project with Applied Research and Innovation entitled "Enhancing Employment Services for Youth with Asperger's Syndrome". This project is twofold in nature – the first goal is to create an awareness campaign targeted toward human resources professionals on the benefits of hiring youth with Asperger's. The second goal is to test new software developed for youth with Asperger's to determine how prepared they are for the workforce after graduation.

5. MOBILE LEARNING: ***The College will continue to embrace the trend to mobile access by ensuring that all licensed software can be downloaded to mobile devices and that new apps are created to facilitate mobile access, learning and service acquisition.***

REGISTRAR'S OFFICE

Algonquin College Student Information System (ACSIS)

The Registrar's Office is currently testing a newly re-designed Algonquin College Student Information System (ACSIS) with improved functionality. The re-designed student information system will be ready for implementation, in the production environment, in the new fiscal year.

6. ONLINE COLLEGE: ***The College will expand its online learning offerings through hybrid and full online modules by reviewing and adapting 20% of all courses and programs in each of the next five years.***

STUDENT SUPPORT SERVICES

Centre for Students with Disabilities

The CSD Test Room Facilitator and the A/Manager, CSD, met with the faculty from the School of Business to provide information on the new online testing procedures for students using the CSD Test Room. At this time, the School of Business, Bachelor of Science in Nursing and Veterinary Technician programs are utilizing the online booking system.

The Bursary for Students with Disabilities (BSWD) is now completely online for counsellors and support staff, as well as for students who are using the system. With the support of ITS, this system continues to improve each week. Far less paper is needed in this fully electronic process, and staff and students are very pleased with its ease of use.

The CSD is currently working on the "CSD Up Close" part two. Our partners in this project, iPal, are working on a second e-module for the College at no cost. This section will focus on Dual Credit students

and learning strategies for students with learning disabilities.

7. EMPLOYEE DEVELOPMENT: ***The College will, through professional development, training, mentorship, and coaching prepare its employees for new ways of delivering education and training and for leadership opportunities in the College.***

REGISTRAR'S OFFICE

Five Registrar's Office staff members are currently employed in Acting roles in more senior positions within the Department. These actions assist in building skills, provide job enrichment, serve to increase capacity and meet strategic succession planning goals.

STUDENT SUPPORT SERVICES

Residence Life

On January 27, six Residence Life staff attended the Residence Life Conference at Trent University in Peterborough. As last year's reigning Spirit Champion, the Algonquin Residence Life staff represented the department with pride. RA Derek Desroches and SRA Brittany Butler presented their concurrent session to a packed house (well over 50 students), and RA Shannen Trudeau and RA Josh Driscoll were presented with the "Most Outstanding Passive Program Display". This was the first time Algonquin College has won a programming award at the Residence Life Conference.

8. FINANCIAL SUSTAINABILITY: ***The College will target opportunities for increasing revenue, decreasing expenses and improving overall operating margins through new business opportunities, process automation, program and service efficiencies and productivity improvements.***

REGISTRAR'S OFFICE

Tuition and Ancillary Fees

Algonquin College continues to await an updated Tuition and Ancillary Fees policy from the Ministry of Training, Colleges and Universities (MTCU). As reported last month, and in the absence of an approved MTCU framework, comprehensive fees schedules for 2012-2013 are not yet available for presentation to the Board of Governors for approval.

Offers of Admission packages have been distributed as of the February 1, 2012 Equal Consideration Date. Revisions to the text of all Offers of Admission letters for the 2012-2013 academic year have been made to indicate that the fees for 2012-2013 are not yet available, and that the College will provide the new fees schedules as soon as possible. A separate communication will be sent to offer recipients once fees have been approved.

9. Other

REGISTRAR'S OFFICE

Official Tuition Tax Receipts (T2202A)

Official Tuition Tax Receipts (T2202As) have been posted to the Algonquin College Student Information System (ACSIS). Information has been communicated to Algonquin College students using a variety of electronic notification formats.

Ontario Education Number (OEN) Extension Project
Funding has been requested and received from the Ministry of Training, Colleges and Universities (MTCU) to proceed with the development work required to implement elements of the Ministry Ontario Education Number (OEN) extension project.

STUDENT SUPPORT SERVICES

Residence Life
On January 27, Residence Life closed their application process for Residence Life staff for the 2012-2013 academic year. Over 44 applications were received for this first phase of the hiring process.