
MEETING NUMBER FOUR HUNDRED AND SEVENTY EIGHT OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WILL BE HELD ON MONDAY, FEBRUARY 11, 2013, BEGINNING AT 4:00 P.M. IN ROOMS **CA105 A-B-C, ACCE BUILDING, WOODROFFE CAMPUS**

AGENDA

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DRAFT

MINUTES OF MEETING NUMBER FOUR HUNDRED AND SEVENTY SEVEN OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WHICH WAS HELD ON MONDAY DECEMBER 10, 2012, AT 4:00 P.M. IN THE ROSSER BOARDROOM, WOODROFFE CAMPUS

Present	James McIntosh, Chair	Regrets	John Owens
	Denise Amyot		Shawn McBride
	Fred Blackstein		
	Nancy Cheng (via teleconference)		
	Lynne Clark	Vice	Gerry Barker, Human Resources
	Michael Dunlop	Presidents:	Claude Brulé, Academic
	Barbara Farber		Duane McNair, Finance & Administration
	Kathryn Leroux		Laura Stanbra, Student Services
	Kyrylo Kasyanenko	Recording	
	Kent MacDonald, President	Secretary	Miranda Wilson
	Andrew Pridham		
	Mark Sutcliffe		
	Jeanine Chiasson		
	Louis Lamontagne		
	Doug Orendorff		

Observers

- Chris Janzen, Acting Dean, Faculty of Technology and Trades
- Ernest Mulvey, Director, International Education Centre
- Silvia Garcia, Acting Chair, Language Institute
- Barbara Foulds, Acting Dean, Faculty of Health, Public Safety & Community Studies
- Jo-Ann Aubut, Acting Dean, Academic Development
- John Tattersall, Director, Physical Resources
- Allison Burnett, Project Coordinator, Strategic Programs and Services Planning
- Shelley Styles, Director, Student Support Services
- Doug Ouderkirk, Executive Director, Academic Operations & Planning
- Doug Wotherspoon, Executive Director, Advancement
- Mike Sparling, Director, Information, Institutional Research & Technology Services
- Jennifer Daly-Cyr, Acting Director, Strategic Programs and Services Planning
- Dave Donaldson, Dean, School of Business
- Michel Savard, Dean, School of Hospitality and Tourism
- Mark Hoddenbagh, Director, Applied Research and Innovation
- Cathy Dempsey, Director, Finance and Administrative Services
- Sherryl Fraser, Professor, Police and Public Safety Institute

The Chair called the meeting to order at 4:00 p.m. and welcomed M. Wilson as Acting Recording Secretary. He announced that they expect to have a replacement for A. Cobus in February, 2013.

12-52 CONFLICT OF INTEREST DECLARATION

None.

12-53 APPROVAL OF THE PREVIOUS MINUTES**RESOLUTION**

MOVED & SECONDED – Orendorff & Farber

That the minutes of November 12, 2012, be approved as amended.

12-54 BUSINESS ARISING

None.

12-55 DECISION ITEMS & REPORTS**PROGRAM PROPOSAL: (GENERAL ARTS AND SCIENCE – ENGLISH FOR ACADEMIC PURPOSES, OCC**

Claude Brulé, Vice President, Academic, provided Governors with an update on tuition short programs. He reported that MTCU sent a memorandum to the Presidents of Colleges of Applied Arts and Technology informing them of the reassignment of tuition short programs to be delivered as either Ontario College Credential programs or as local board certificate programs. Ernest Mulvey, Director, International Education Centre (IEC), reported that for the past four months they have been working on finding an alternative approach to program delivery and have proposed that the Language Institute's English Second Language Intensive program be reassigned to General Arts and Sciences. The proposal is to offer a one-year Ontario College Certificate program entitled General Arts and Science – English for Academic Purposes (GAS-EAP). The GAS-EAP program will utilize the facilities currently allocated to the Language Institute. Graduates of the EAP program will meet the English language requirements for admission into Algonquin College programs of study.

Questions/Comments:

- *Governor Dunlop: Does moving the program affect what we will charge for tuition? Yes. It will decrease and all levels of the program will have the same tuition.*
- *Governor Kasyanenko: This program does not make it as flexible as ESL, is this accurate? In terms of intake options, this is not as flexible, however, the General Arts and Science and Language Institute are trying to maintain flexibility of programs. They are also still trying to determine the offering of winter intakes. This is the sister program of International because the same resources are being utilized and it is continuing to run eight week intakes.*
- *Governor Kasyanenko: Will this affect flexibility for students? Yes, fewer students initially will be in the Program of Study. Students did have funding as part of the Ontario Special Bursaries Program (OSBP), which no longer exists. This is due to the difference between receiving a student loan that you will have to pay back and a bursary that you do not have to pay back.*

- Ernest Mulvey acknowledged Silvia Garcia, Acting Chair, Language Institute and Jo-Ann Aubut, Acting Dean, Academic Development for ensuring the GAS-EAP program progressed to this stage.
- *Governor McIntosh: When will this program be available?* The program will be available for intake in approximately five months. We are hopeful the Ministry will be able to respond in an appropriate timeframe.
- *Governor Dunlop: If part of our funding comes from the Ministry and immigrants to Canada receive this funding but do not continue at Algonquin, what happens to the funding?* The funding will remain the same. The College would like to assume that Algonquin will be an option for students who wish to continue their education, but must consider that they may be interested in pursuing a University Degree at another institution and need to prepare for this option.
- *Governor Pridham: The number of online hours is a fair bit lower than other programs that were approved recently. Is there a reason for this?* We are using and adapting curriculum from the pre-existing program. Although there are fewer online hours, one of the goals of the program is to integrate landed immigrants into academic life and this will be best served by having students on campus.
- *Governor Orendorff – Is this likely to receive approval from the Ministry for a May, 2013 intake?* We are hopeful. The Ministry is aware that this proposal is coming forward and because it was their decision to eliminate the tuition short category we anticipate they will approve in an expeditious manner.

RESOLUTION

MOVED & SECONDED – Amyot and Kasyanenko

That the Board of Governors approve the General Arts and Science – English for Academic Purposes Ontario College Certificate program effective Spring 2013 and seek validation of the program title and outcomes from the Credentials Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

CARRIED

STRATEGIC PROGRAMS AND SERVICES PLANNING (SPSP) SERVICES REVIEW REPORT

Claude Brulé thanked the Board for their vision, involvement and support with the Strategic Programs and Services Planning (SPSP) process. He also acknowledged the work of Jennifer Daly-Cyr, Acting Director, SPSP and Katie Miller, Administrative Assistant, SPSP as well as the addition of all other staff efforts. Claude Brulé introduced Jennifer Daly-Cyr, the lead for the SPSP project, who would present the SPSP Report.

J. Daly-Cyr expressed her thanks to the College community who worked tirelessly over the past three years. She noted that this is probably the first of its kind in Canada and a number of Universities and Colleges outside of Algonquin have been inquiring.

J. Daly-Cyr provided members with an overview of the presentation. This included a recap of the SPSP Project Phase 1: 2009/10 – initial recommendations; Phase 2: 2010/11 –

implementation of initial recommendations; and Phase 3: 2011/12 to date – operationalizing continuous improvement. J. Daly-Cyr acknowledged the Steering Committee who were instrumental in reviewing 250 programs, which was a tremendous effort made by staff and partners. All of the information presented was submitted to the Steering Committee for final review. J. Daly-Cyr reminded Governors that she provided the Board with an update in the Fall 2012 on the 2009/10 recommendations. She was pleased to report that over 59% of the 2009/10 programs and service recommendations are complete and feedback indicates that the balance of recommendations is on track (39% in progress and 4% other). J. Daly-Cyr mentioned the specific recommendations that have been implemented that were identified in the PowerPoint presentation. In June, 2012 it was identified that more work required review. J. Daly-Cyr reported that the measures without data decreased from a 12% gap to an 8% gap since the June 11, 2012 Board meeting. J. Daly-Cyr reported that the responsibility for Phase 3 findings will proceed under the guidance of the College Leadership Council (CLC). The principles of continuous improvement will be further embedded in Algonquin's day to day operation and quality assurance processes for program and services, through an ongoing commitment to professional development.

Questions/Comments:

- Governor McIntosh thanked J. Daly-Cyr for the presentation and acknowledged that this process puts Algonquin ahead of all other institutions.
- Governor Cheng joined the meeting via teleconference and confirmed that there is no conflict of interest. She continued that she was not familiar with this project, but acknowledged how progressive we are when compared to other initiatives.
- Governor Farber agreed that it is a fantastic report and mentioned that it is a mammoth undertaking that has always been well presented.
- *Governor Cheng: We have identified several College recommendations, what would come out of these recommendations be provided on a yearly basis?* The President responded that we intend to identify annually one or two areas of focus. This will be included within the 2013-14 Business Plan as well as during the quarterly updates. Progress on how we are meeting these initiatives will also be provided. *Governor Cheng agreed that CLC should focus on priorities, but suggested the recommendations be presented for Board approval.* Governor McIntosh clarified that the Board is required to accept the report and that approval of the recommendations would take place during the 2013-14 Business Plan review.
- *Governor Orendorff: 280 recommendations were identified at the June, 2012 Board meeting and of these there were 30 enhanced, 100 improved and 6 phase out recommendations. Does the data included in your PowerPoint presentation indicate that 59% have been completed?* Yes, this is a similar breakdown, but slightly higher than the 360 recommendations stemming from College review in 2012. It was felt that some findings required clarification following the June, 2012 update which resulted in a reduction from the original 360 recommendations.
- *Governor Orendorff: Initially there were over 500 recommendations?* Yes, initially.
- *Governor Orendorff: Is there too much effort going into this project for the value we are getting out of it?* The President advised that we have improved our internal processes so that they progress much more efficiently. The intangible benefit of this is that in three short years it has become a part of Algonquin College culture. We now have areas that are

working together and to change this internal culture in such a short time is of real benefit. The President appreciated the acknowledgement that the project has consumed considerable time and the College will be pleased that the project is coming to an end and continuous improvement will be embedded into College processes.

- Governor Orendorff concurred that this project has been an awesome achievement.
- Governor Dunlop asked for the Board to be kept advised with respect to coordinating outreach activity so that Governors may provide support when reinforcing these opportunities. This request was approved and Governors thanked for their advocacy.

RESOLUTION

MOVED & SECONDED – Orendorff and Farber

That the Board of Governors approve the SPSP final report as presented.

CARRIED

The President concluded that we are on the final edits and that Harvard University is wrapping up their case study of this work. He expects a lot more interest in SPSP going forward adding that Harvard is offering this case study through Graduate and Certificate programs.

ENERGY SERVICES COMPANY AGREEMENT UPDATE

D. McNair, Vice President, Finance and Administrative Services confirmed Goal 11 (leverage strategic business partnerships to meet the capital needs of the College) of the 2012-17 Strategic Plan reflected this project. Further, he advised there was a tender process scheduled for Spring, 2012 to identify an ESCO with which to enter into an agreement. J. Tattersall, Director, Physical Resources was identified as the Resource Director. The Letter of Intent (LOI) issued August 3, 2012 called for the completion of the Detailed Feasibility Study (DFS), which was received on Friday, December 7th allowing for the technical and legal review.

J. Tattersall confirmed that ESCO1 has been meeting stated targets. An update on ESCO2 was also provided. He noted that because of provincial authority actions that are beyond the College's or Siemens' control, conducting the ESCO2 DFS in phases and, therefore, the project in phases, would be required. The financial, technical and legal considerations were provided. J. Tattersall provided the Governors with an overview of the upgrades that would be provided to the B building in order to improve ventilation. J. Tattersall further provided details on an electrical co-generation plant. Finally, J. Tattersall spoke to educating the College community on best behavioral practices for a sustainable community, and proposed Siemens investments in Applied Research and Innovation.

J. Tattersall informed Governors that Phase 1 ESCO2 project includes investing nearly \$14M at the Woodroffe Campus, achieving over \$950K in annual savings to repay the project in 20 years or less, as well as to manage risks by locking in at a rate of 4.65% for 20 years and to be complimentary and fully expandable with Phases 2 and 3. Phase 2 of the project is to complete the remainder of Woodroffe Campus and co-generation plant. Phase 3 includes the Feed-in-Tariff (FIT)/photo-voltaic rooftop array.

J. Tattersall advised that they are not seeking approval at this time until technical, financial and legal considerations are satisfactorily addressed. Once more wholesome information is available they will request approval at that time prior to proceeding.

Questions/Comments:

- *Governor Blackstein: With reference to utilizing waste heat and the 4 to 6 megawatts of power, would this make use of a low grade heat sink? Would there be financing to lock the rate?* The biggest concern is a heat sink so there is no real answer on this yet. D. McNair added that the percentage drop is not yet known since we are just now reviewing the submission, but the goal is to lock this in.
- *Governor Lamontagne: Who would operate the plant? This would be determined in the future phase once the feasibility study is completed. Would this fall under TSSA and would there be a transition phase?* Under TSSA regulations, the system would be operational on a 24/7 basis.
- *Governor Amyot: Would it be the first in the world?* No, this is not the first in world. The College already completed one during ESCO1 with construction completed in February, 2008 and this is standard. However, this partnership would be unique.
- *Governor Amyot: Will we look at this for the two other campuses as well?* Yes, in due course. Fundamentally, what made us look at this is deferred maintenance liability and this would be a way to decrease this liability by tackling the remaining liabilities another way.
- *Governor Kasyanenko: The Phase 1 request is for \$15M, is this for entire project or just Phase 1?* Phase 1 only. The total project is \$51.6M.
- *Governor Dunlop: Do you intend to come back for approval in contract later in December?* D. McNair responded that they would potentially ask the Board of Governors Executive Committee to meet in early January should approval be required in advance to the next scheduled Board meeting.
- *Governor Amyot: Why is there such a big difference between the bids?* The two proponents' bids were similar in the technical component. The difference is with respect to their appetite for risk and their degree of innovation.
- *The Chair requested clarification from D. McNair and J. Tattersall whether or not they wish to request an Executive meeting in January?* Yes. If the work is complete, an Executive Committee meeting will be scheduled at the request of Duane McNair, Vice President, Finance and Administration and John Tattersall, Director of Physical Resources who will be seeking approval to award a contract to Siemens for phase 1 once technical, financial and legal considerations are satisfactorily addressed. The Chair asked for Governors to submit their names to the Board Office should they wish to attend, but were reminded that they would not be permitted to vote.

RESOLUTION

MOVED & SECONDED – Blackstein and Orendorff

That the Board of Governors approve the Energy Services Company Agreement report with the understanding that Board members have been extended an invitation to attend the January, 2013 Executive Committee meeting at which time they will be seeking approval to award a contract to Siemens for phase 1.

CARRIED

ENTERPRISE RISK MANAGEMENT AND BUSINESS CONTINUITY (ERM) PLAN

D. McNair provided an overview of the Enterprise Risk Management direction that was included in the Corporate Risk Profile. Surveys, interview and workshops took place to identify the College's top risks. In terms of establishing a Risk Governance Program, the Risk Governance structure was presented as follows: Board of Governors; Audit and Risk Management Committee; President; President's Council; Vice President, Finance and Administration (Executive Sponsor) followed by the College Risk Management Committee. Details surrounding managing, reporting and monitoring risks were also provided.

D. McNair presented the Business Continuity Plan (BCP) Program that was partially prepared by Sherryl Fraser, Professor, Police and Public Institute (PPSI). D. McNair advised that Sherryl Fraser has worked with College community to develop the BCP program document. The next step includes developing a functional department BCP as well as testing the departmental plans. It was noted that all of the documentation was circulated to Governors in advance of today's meeting.

Questions/Comments:

- *Governor Cheng: With respect to the BCP and the Executive Summary identified on page 4 where the highest level operations are identified, the one item not identified is the privacy of students. Sherryl Fraser responded that the challenge is there will be repository of information and certain people will be required access to this information when adding to a data repository. Governor Cheng asked that a line or phrase be added to look at protection of data with respect to privacy. It was agreed that this would be worked into the document.*
- *Governor Orendorff: When this was discussed at the Audit Committee meeting, there was a price tag included with the IT component, is there a significant cost component that attaches to the ERM? The most costly component will be establishing business continuity for our IT system, which is underway. The other components, working with departments and establishing their BCP and associated costs, are in progress and during this process they will determine if any additional investment is needed. Much of the work Information, Institutional Research & Technology Services has accomplished is enhancing infrastructure to allow the College to fulfill this requirement.*
- *Governor Amyot asked Duane McNair to go back to next steps and to flag identifying risks in risk management.*
- *Governor Leroux: Nowhere is it indicated that the Province has made this a requirement. Has the Province indicated that this is a requirement? With respect to risk management holistically Duane McNair has not seen anything; however, attached to some of the funding envelopes they are asking Algonquin to document a risk assessment and submit it to them.*

- *Governor Leroux: Are they not providing any guidance?* Not at this time. It was asked that management take into consideration that the Ministry may come out with their own template or process for Risk Management.
- *Governor Amyot: In the best practice, suggested by OAACT, are there specific sections that government should ensure that risks are identified and monitored, etc.* Governor McIntosh replied there is no overall plan or reporting style.
- *Governor Dunlop recommended that Applied Research and Corporate Training jointly build a curriculum around this.* Sherryl Fraser mentioned that a Bachelor of Security and Emergency Management program is in development, which includes a course on Business Continuity planning. She also mentioned some of the additional courses that are to be included in the Program of Study.

RESOLUTION

MOVED & SECONDED – Dunlop and Leroux

That the Board of Governors receive the Algonquin College Risk Management Profile report and Business Continuity Plan report.

CARRIED

The President acknowledged that Governors Leroux and Amyot have professional experience in this area of practice and asked them to consider sharing their best practices.

2013/14 BUDGET ASSUMPTIONS AND 5 YEAR PRO FORMA

D. McNair reported that the College has developed budget solutions to respond to the deficit. The College also continues to plan to present the 2013/14 Annual Budget to the Board in February, 2013.

Questions/Comments:

- *Governor Orendorff: Will we review what is in this plan, including partners, etc.? Yes.*
- *Governor Orendorff: Is this the target, where we want to be as an organization?* There are many unknowns; for example, our Tuition Framework is yet unknown. The framework will be presented to the Board in March, 2013. There will not be a detailed forecast of capital framework presented at the February, 2013 Board meeting, but rather, management seeking endorsement to move forward. The ICDP will help to inform us what we need for funding in certain areas.
- *Governor Cheng: How realistic is the pro forma, is this aggressive or not?* 3.1% confident we will achieve this rate of growth. With respect to the \$2.4M increase in Enrolment Growth, we are confident as long as the figure is accurate and the government does not change the funding formula.
- *Governor Cheng: In terms of a Digital Institute, if we were to head in that direction would this affect our financial targets?* D. McNair responded that at this time we are waiting for

feedback from the province who are assessing SMA's from all institutions. It needs to be determined if these initiatives will be funded by the province before we can commit to proceeding in that direction.

- *Governor Leroux: These numbers will be added as initial initiatives once we hear from the province? Yes.*
- *Governor Leroux: When we do budgets we have target budget and stretch budgets. Can we have high level ideas about "what if's" if money comes in? Algonquin has not done a formal analysis scenario in the past since we don't have the tools for this. However, we do anticipate getting this soon, perhaps in time for the February, 2013 Board meeting.*
- *Governor Amyot: What exactly is the growth? 3.1% is 2013/14 post-secondary enrolment growth. We are analyzing other growth opportunities.*
- *Governor Amyot: What is the capacity? John Tattersall replied that if Algonquin continues at 3% growth per year with no operational changes we will run out of space by 2017 if we continue using space in the same manner as we have in the past.*
- The President confirmed that because we decided to position 20% into hybrid learning, this made 25% student savings (which should reflect 25% more student space). The College's greatest enrolment growth is that we are completely online. The current state moving forward takes into account that we are at a much better position than we were a few years ago.
- *Governor Orendorff: Is the extension of term in keeping with Bylaw 01? Yes, will move for approval of Bylaw 1 during the Report of the Governance Committee.*

REPORT OF THE AUDIT COMMITTEE

Governor Blackstein reported that the Terms of Reference was circulated to Governors in advance of the meeting. The points to consider included the name change as well as identifying the risks. A proposal was introduced at the Board Retreat, an overview of the Enterprise Risk Management Profile and how the risks will be mitigated, and tabled with the Audit Committee to review a number of these risks in advance to the next Board meeting. Governor Blackstein spoke to the significance of the name change. Governor Blackstein advised that all members of the Audit Committee have approved the revised Terms of Reference with the exception of one addition that is to be added to the Term of Appointment section after the word "extended" to include "(for one year at a time)". He also asked Governors to refer to the Calling Meetings heading and highlighted the fact that all members of the Audit and Risk Management Committee (name change if approved) may convene the committee.

RESOLUTION

MOVED & SECONDED – Cheng and Blackstein

That the Board of Governors approve the Terms of Reference and that the Audit Committee be re-named the Audit and Risk Management Committee.

CARRIED

REPORT OF THE GOVERNANCE COMMITTEE

Governor Amyot reported that on a yearly basis the Governance Committee wishes to have a scorecard on how they are doing with respect to governance. She asked Governors to table Policy BG1 – 01 and highlighted the addition of best practices.

Questions/Comments:

- *Governor Cheng spoke to #6 under the section “The Board may perform best practices including the following suggested by the OCAAT Guidance on Appointments and Effective Governance”. She felt that this is not only best practices, but something that the committee should do. Governor McIntosh suggested removing the word “may” from the heading and replacing it with “must”, which received Board approval. Governor Amyot agreed to update this policy to reflect this change.*
- *Governor Blackstein: Where are bylaws specifically referred to? Is it the Governance Committee’s responsibility to revise the Bylaws? Could this be added on page 4, unless the Bylaw review is addressed by another committee? It was agreed that "Bylaw Review" will be added as an additional point (#1).*

RESOLUTION

MOVED & SECONDED – Cheng and Lamontagne

That the Board of Governors approve the Board Governance Policy BG I-01 as amended.

CARRIED

SKILLS MATRIX OF ALGONQUIN COLLEGE EXTERNAL BOARD GOVERNORS

Governor Amyot informed the Board that the Skills Matrix was included in the Board package. She confirmed that if approved the matrix would be circulated to each of the Governors for completion in order to assess on a go forward basis what skills are required when additional Governor nominations are required.

Questions/Comments:

- *Governor Blackstein: Why are there two columns on the right hand side? There will only be one column in the copy being circulated to Governors.*

RESOLUTION

MOVED & SECONDED – Farber and Chiasson

That the Board of Governors approve the Skills Matrix for circulation to all current external Governors for completion.

CARRIED

12-56 REPORT OF THE CHAIR

The Chair reported the following:

- The College held its United Way Touchdown event on Friday, November 30th. This year's campaign has raised almost \$90K including exceeding our goal at Pembroke and Perth; record involvement and fundraising in campus events resulted in the average donation of \$100 per employee.
- The Colleges Ontario Governor Orientation and Governance meetings were held in advance of the Colleges Ontario Higher Education Summit in Toronto during the weekend of November 24th-26th. Several other meetings, including a Board Chair's meeting were held. There was good Board representation at this conference. An information item has been added to the table that speaks to the 2012 Premier's Awards Nominees. The orientation sessions are not what they should be, but are better than in the past. Based on feedback received, the Algonquin Board of Governors is much more organized and functional than other Boards.
- All services at the College will be closed on Monday, December 24th and will re-open on Wednesday, January 2nd. However, since IT operations continue over the weekend the College will not be fully closed until Monday morning. The Board wished staff, faculty and students a wonderful break from what has been a very exciting and rewarding fall semester.
- Copies of the Remittance Declaration from the Financial Officers at the College have been provided as an information item on the table. Confirming that as of September 30th all applicable income tax source deductions and remittances have been submitted in accordance with CRA and Ministry of Revenue requirements.
- No correspondence received in the Board office this past month.
- There were five meeting evaluation forms submitted following our last meeting, all of which were positive.
- A reminder that the January Board meeting has been cancelled and that we will meet for a retreat, followed by a regular meeting on Monday, February 11th. The meeting location is being determined. Governors were asked to block off this time in their calendars.

Questions/Comments:

- Governor Leroux echoed that the Algonquin Board seems to have a much more aggressive agenda not only at Board level, but with respect to staff. This is a great experience. She felt that Colleges Ontario could do a better job with orientation and sessions adding that some sessions seemed a little light.
- Governor Kasyanenko thanked the Board for offering him an opportunity to attend the conference. He agreed that our Board does really well with respect to benchmarking and thanked everyone for the opportunity.

12-57 REPORT OF THE PRESIDENT

The President reported the following:

- The New Campus in Pembroke opened on November 29th. It was quite a celebration not only for the students, but taking into account what effect this will have on the community. Governor Blackstein thanked the Board for asking him to speak at this event and for his involvement in the opening of the campus.
- Nancy Naylor, Associate Deputy Minister, was invited to attend the December 12th President's Council meeting in order to explore the emerging changes to the Ministry and answer any questions, but had to cancel. They are hoping to reschedule soon since not a lot of information has been received from MTCU.
- As President, Dr. MacDonald joined the Board of Polytechniques Canada.
- One of the themes that continues to play out is "Jobs without People / People without Jobs". The President informed Governors that an article was provided on the table that mentioned some of the "preparing students for real work without the accompanying student loans." He added that more and more the work that we are doing is catching people's attention.
- Applied Research Day was on December 4th. Mark Hoddenbough informed Governors that the next Applied Research Day is April 12th as it was recommended that they attend. The President mentioned that one company that received funding at Dragons Den resulted from a lot of the work that was developed on campus. The President noted that an overview of this project will be provided at a future Board meeting.
- Final Assessment Week is underway, which is from Saturday, December 8th to Saturday, December 15th.

Mike Sparling, Director, Information, Institutional Research & Technology Services informed the Board that they can now connect to SharePoint from their iPads without connecting to the VPN. Governors were asked to let the Board Office know should they experience any issues. IT Support will also be available at the February Board meeting.

Michel Savard provided Governors with an overview of the Board Christmas dinner taking place immediately following today's meeting.

12-58 MANAGEMENT SUMMARY REPORT

The Chair observed that the format of the Management Summary report has changed which will allow the report to be easier to compile. Governors were asked if they had any comments.

The Management Summary report for December, 2012 was received and is available online at www3.algonquincollege.com/bog/.

Questions/Comments:

- Governor Cheng thanked management for the change in formatting.

12-59 OTHER BUSINESS

None.

There being no further business, the Board moved in camera for a discussion at 6:14 p.m.

James McIntosh, Chair

Miranda Wilson, Recording Secretary



Presentation to:	Board of Governors
Subject:	ESCO2 Phase 1 Update
Date:	February 11, 2013
Presenter(s):	D. McNair, VP Finance and Administration J. Tattersall, Director Physical Resources

Purpose:

To provide a recommendation for Phase 1 of the ESCO2 project.

Background:

Pursuant to a two-stage solicitation process for industry proposals to undertake a second Energy Performance Contract, with the necessary Board Executive approval, the College issued a Letter of Intent to Siemens in August 2012. Board members will recall that relevant background information was provided in support of the December 10, 2012 Board meeting.

Executive summary of the ESCO2 proposal. The Siemens bid proposed a \$51.6M investment in the College’s Woodroffe Campus infrastructure to achieve \$3.7M in annual energy-related savings and revenues. As an intended consequence of the investment, approximately 50% of the College’s \$41.9M deferred maintenance liability would be addressed. The investment costs plus interest, administration and profit would be paid back out of the actual savings/revenues over a maximum of 20 years, with Siemens guaranteeing their own performance. There are four main components of the bid:

- Overhaul and/or replacement of various Woodroffe Campus HVAC, electrical and water systems that are at or beyond their life expectancy;
- The installation of a natural-gas co-generation electricity plant in the current space occupied by the Central Heating Plant;
- The installation of an array of photo-voltaic panels on Woodroffe Campus rooftops to generate and sell electricity to the Ontario Power Authority (OPA) as part of the Feed-in-Tariff (FIT) program; and,
- Education: first, to improve the College community’s behaviour to be more sustainable in all environmental, social and economic aspects; and, second, to contribute to the College’s education mandate especially in Applied Research and Innovation and Sustainability.

A key point to note is that Siemens approach is one of partnership by investing in more than just facility improvement measures. As part of the fourth component above, they introduce a (Siemens employee, College tasked) Sustainability Coordinator for five years to assist in the creation of behavioural improvements, communications and executive reporting of green initiatives progress, and propose the inclusion of students, faculty and Applied Research and Innovation in the project development.

Upon receipt of the Letter of Intent, Siemens commenced a Detailed Feasibility Study (DFS), concentrating on the technically-challenging yet innovative Building B HVAC replacement as well various electrical and water system improvements throughout Woodroffe Campus. Early in the DFS, it became apparent that the OPA would not re-open the FIT program on October 1, 2012 as earlier projected, and were not processing new applications for natural gas co-generation plants. Accordingly, Siemens proposed and following Board of Governors approval in December 10, 2012, the College concurred with amending the proposal to be a single project, conducted in three phases:

- Phase 1 – replace Building B HVAC system along with additional improvement measures,
- Phase 2 – install the co-generation plant along with additional improvement measures, and
- Phase 3 – install the photo-voltaic array for the FIT program along with additional improvement measures.

In early December 2012, Siemens submitted their DFS for Phase 1, and are currently conducting the DFS for each of Phases 2 and 3. College staff has completed their technical review of the Phase 1 DFS, with final legal and financial reviews expected to be initiated by February 1, 2013.

Discussion/Considerations:

Technical Considerations. Physical Resources staff determined the proposed facility improvement measures are sound; that Siemens will undertake considerable steps not to disrupt the learning environment throughout the construction period; that the Building B new, exterior mechanical room is well situated; and, the new exterior mechanical room will be architecturally compatible with Building B's face along Woodroffe Avenue. However, the measurement and verification protocol for Phase 1 relies more on deemed and stipulated savings than was articulated in the RFP. We accept Siemens counter-argument that

when combined with Phases 2 and 3, the overall measurement and verification protocol will be RFP-compliant. Accordingly, Director, Physical Resources endorses the technical components of the DFS for Phase 1.

Legal Considerations. In their response to the RFP, Siemens accepted the draft Performance Contract that formed a part of the RFP. However, as noted above, the intended single-phased project has now become three-phased to mitigate the risks engendered by OPA actions. Accordingly, Siemens has drafted an amendment to the Performance Contract to reflect accurately the agreed nature of the project; subject to legal review, College staff concurs with the proposed amendments. Furthermore, compliant with the RFP, once construction of each phase of the project is completed, Siemens will sell the capital improvements to the financier and assign Algonquin's payments directly to the financier, all while guaranteeing their performance. Given the third-party nature of financing, a Tri-Party Agreement has been negotiated; although College staff believes the proposed Agreement is compliant with the intended nature of the ESCO2, we will seek legal review to confirm. At issue is the requirement to have both the Performance Contract and the Tri-Party Agreement jointly and severally provide the legal basis for the financier's need to have guaranteed payment, Algonquin's need to have the project compliant with generally accepted accounting principles of "off book" accounting, and Siemens' guarantee of performance.

Financial Considerations. There are two aspects of our financial review. First is the treatment of the tax implications for Phase 1 financing; during staff review, we noticed inequitable tax treatment that, once accounted for, either reduced the amount of financing for capital improvements or extended the amortization of the financing beyond 20 years. Neither case is acceptable to the College; accordingly, Siemens proposed to account for the taxes in Phases 2 and 3 of the project, which is an acceptable method. However, the risk is that should neither Phase 2 nor 3 be achievable, the College would be liable for the tax in two years. The probability of phases 2 and 3 not being achievable is zero (at issue is scale, not feasibility of the proposed measures); therefore, staff will recommend in favour of this approach. The second issue still requiring financial review is the accounting methodology. As our new auditors, in July 2012 Deloitte advised us that the Siemens bid met the generally-accepted accounting principles for "off book" accounting. This opinion must be re-confirmed in light of the proposed amended Performance Contract and the new Tri-Party Agreement. This review will be launched concurrent with the legal review.

Summary of Risks. As of January 31, 2013, the following risks are noted:

- a. Strategic Risk: at any time in the construction or 20-year pay-back period,

- Siemens becomes insolvent and under-performs in any of Phases 1, 2 or 3. As a consequence, Algonquin College would be liable to make whole any annual gap between actual savings/revenues and the schedule of payments to the financier. Mitigation: the College undertook a two stage (Request for Qualifications, Request for Proposals) process, and selected the winning proponent in part because of the bid, and in part noting that Siemens is the fifth largest global corporation, with 150-year history, and no indications of insolvency. The risk, therefore, is assessed as theoretical and improbable; thus, the risk should be accepted without further mitigation.
- b. Operational Risk: as noted in discussion above, Siemens incorrectly treated tax in their Phase 1 cash flow calculations; College staff concurs with their proposal to correct this error in Phases 2 and 3. The risk would only appear to the College should both Phase 2 and 3 prove infeasible, at which time the College would be liable to pay the tax on Phase 1. However, there is no technical concern with Phases 2 and 3; the only issue being addressed is the scale of Phases 2 and 3. We assess the risk, therefore, to be negligible; thus, the risk should be accepted without further mitigation.
- c. Operational Risk: this is a project that is ambitious, comprehensive and very much to the benefit of the College. However, given the disruptive nature of many of the Facility Improvement Measures, much work has been undertaken to schedule work so as not to disrupt the learning environment while respecting the RFP requirement to complete Phase 1 work within 18 months of signing the contracts; to wit, by Labour Day 2014. This necessitated contract approvals by mid-January 2013, a time now past. Siemens, at their sole risk, has initiated all design work for Phase 1 as if the contracts were signed in January 2013 such that timelines will be met once contracts are assigned. In other words, they have adopted the approach that we will sign a contract once technical, legal and financial factors are agreed and finalised.

Possible Recommendations. It is expected that all three reviews will be completed in time to bring one of three recommendations to the Board of Governors at the regularly-scheduled February 11, 2013 meeting:

- Yes – the proposal is technically, legally and financially recommended; or,
- No – Siemens has failed to comply with the RFP, and we should decline to sign the contract, noting Siemens is liable for the costs associated with the DFS; or,
- No – Siemens has complied with the RFP but the College no longer wishes to complete the contract and will reimburse Siemens for the costs associated with the DFS, only.

Prognosis. It is expected that once all technical, legal and financial criteria are

met, staff will recommend for the contract. However, an immediate, minor risk to the timing of that recommendation is that our legal and/or financial reviews may reveal that more time is needed to permit Siemens to “close the deal.”

Recommendation

That the Board of Governors note the current status of the ESCO2 project, and should legal and financial reviews be satisfactorily completed prior to the February 11, 2013 Board meeting, approve the recommendation then proffered.

ALGONQUIN COLLEGE

Presentation to:	Board of Governors
Subject:	2012/13 3 rd Quarter Report
Date:	February 11, 2013
Presenter(s):	Duane McNair, Vice-President, Finance and Administration

Purpose

To provide the 3rd quarter financial report for the 2012/13 fiscal year.

Background

On April 9, 2012 the Board of Governors approved the 2012/13 Annual Budget with a net cash flow of \$1.0 million and a net contribution after Generally Accepted Accounting Principles (GAAP) adjustments and expenditures from internally restricted funds of \$3.3 million.

On June 11, 2012, the Board of Governors approved the 2011/12 Financial Statements which included authority to spend \$9.1 million from internally restricted funds. The Board approved using \$23 million of internally restricted funds to construct the new Pembroke campus rather than long term finance the project through the Ontario Financing Authority at the March 12th, 2012 Board meeting.

Discussion/Considerations

This financial report reflects the projected revenue and expenditures using the most current information available from deans, directors, chairs and managers throughout the College. This forecast shows a projected increase in the total net cash flow position from \$1.0 million to \$7.1 million before GAAP adjustments. The 3rd Quarter Financial report is attached and includes variance analyses compared to the approved budget.

Revenue Outlook

Overall enrollment has increased by 6% over 2011/12 actuals versus 3.5% increase projected in the approved budget, resulting in higher domestic tuition fees revenue. As reported in Q2, International student enrolment and the corresponding tuition fees are expected to be lower than projected.

Contract Activity revenues are projected \$3.5 million lower than approved budget. This decrease is due to adjustments to projected timing of activities (and related revenue recognition) for the School College Work Initiative, as well as decreases from the Corporate Training Centre, the Personal Development Institute, Applied Research and other Miscellaneous Contracts.

Expenditures Outlook

Reductions for in-year salaries and benefits related to the academic and administrative employee groups and staff vacancies have been reflected in this report showing an estimated savings of \$1.2 million. Other operating costs and provisions established for contingencies were reviewed and adjusted based on current information. Net contract activity expenditures have decreased by \$1.3 million due to decreased activity in several lines of business as stated above.

Strategic Investment Priorities Schedule

During the 1st Quarter of the year, the College was advised that it would receive Apprenticeship Enhancement funding of \$934,000 and College Equipment renewal funding of \$559,000.

The Strategic Investments Schedule includes estimated cash requirements for Campus Development such as the Student Commons and Pembroke projects, as well as various strategic projects. The College continues to maintain sufficient capacity to fund Strategic Investments from Non-Funded Activities, external funds and internally restricted net assets.

The new Pembroke Campus project budget included proceeds from sale of the former campus at 315 Pembroke St. E as a source of funds to pay for a portion of the project. The sale of this property will not occur within this fiscal year and it is proposed that additional internally restricted net assets be utilized to replace this source of funds. Then, once the property has been sold at a future date, the net proceeds from sale would be allocated back to internally restricted net asset accounts.

Recommendation

1. That Board of Governor's accepts the report as presented.
2. That the Board of Governors' approve the use of internally restricted net assets to finance the portion of the new Pembroke campus construction costs that were originally to be funded from the proceeds from sale of the former campus property.



3RD QUARTER FINANCIAL REPORT | 2012 - 2013



A Presentation to the Board of Governors
February 11, 2013

ALGONQUIN
COLLEGE



2012/2013 3rd Quarter Financial Report

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	Approved Annual Budget	Q2 Year-End Projection	Q3 Year-End Projection	Q3 vs. Approved Variance F/(U)
Funded Activity/College Operations				
Revenue	\$ 190,813	\$ 191,569	\$ 192,777	\$ 1,965
Expenditures	190,813	187,076	187,615	3,198
Net Cash Flow	-	4,493	5,162	5,162
Contract Activity				
Revenue	27,781	29,107	24,221	(3,560)
Expenditures	23,405	26,739	22,086	1,319
Net Cash Flow	4,376	2,368	2,135	(2,241)
College Ancillary Services				
Revenue	40,641	39,939	39,939	(703)
Expenditures	36,585	35,879	35,879	706
Net Cash Flow	4,057	4,060	4,060	3
International Education Centre				
Revenue	16,575	14,420	14,420	(2,155)
Expenditures	12,032	10,844	10,844	1,188
Net Cash Flow	4,543	3,576	3,576	(967)
Strategic Investment Priorities				
Revenue	48,795	32,842	29,459	(19,336)
Expenditures	60,771	43,123	37,241	23,530
Net Cash Flow	(11,976)	(10,281)	(7,782)	4,194
TOTAL REVENUE	324,605	307,878	300,816	(23,790)
TOTAL EXPENDITURES	323,606	303,662	293,665	29,941
NET CASH FLOW	1,000	4,216	7,151	6,151
Adjustments to Comply with Generally Accepted Accounting Principles (GAAP) ¹	7,072	17,588	18,471	11,399
NET CONTRIBUTION before Expenditures from Internally Restricted Funds	\$ 8,072	\$ 21,804	\$ 25,622	\$ 17,550
Expenditures from Internally Restricted Funds ²	(4,800)	(17,236)	(20,218)	(15,418)
NET CONTRIBUTION as per GAAP	\$ 3,272	\$ 4,568	\$ 5,404	\$ 2,132

¹ See Schedule of Adjustments for GAAP on Page 4 for details.

² See Strategic Investment Priorities Schedule on Page 16 for details.

	Approved Annual Budget	Q2 Year-End Projection	Q3 Year-End Projection	Q3 vs. Approved Variance F/(U)
Adjustments to Comply with Generally Accepted Accounting Principles (GAAP)				
Add: Capital Assets (net)	\$ 32,974	\$ 28,794	\$ 28,794	\$ (4,180)
Add: Principal Portion of Debt Payments Expensed	2,053	2,053	2,053	-
Add: Contributions to Internally Restricted Funds Expensed	2,580	2,569	2,569	(11)
Less: Loan Proceeds Recorded as Revenue ¹	(23,822)	(9,126)	(8,243)	15,579
Less: Amortization of Capital Assets	(7,230)	(7,219)	(7,219)	11
Less: Change in Vacation, Sick Leave & Post-Employment Benefits	517	517	517	-
TOTAL ADJUSTMENTS TO COMPLY WITH GAAP	\$ 7,072	\$ 17,588	\$ 18,471	\$ 11,399

Note: The College manages and reports its Annual Budget on a cash flow basis with a targeted \$1 million Net Cash Flow. Capital expenditures, the principal portion of debt servicing payments and budgeted contributions to Internally Restricted Funds are shown as expenditures. Capital grants, donations for capital buildings & equipment and loan proceeds are shown as revenue. The above adjustments are required to convert the College's net contribution from a Net Cash Flow basis to a GAAP basis.

¹ Loan for Pembroke Campus paid in full in July 2012.

	March 31, 2013 Approved Annual Budget	March 31, 2013 Q2 Projected	March 31, 2013 Q3 Projected	Q3 vs. Approved Variance F/(U)
ASSETS				
Current Assets				
Cash & Short Term Investments	\$ 23,616	\$ 22,922	\$ 27,227	\$ 3,611
Accounts Receivable	21,986	21,986	21,986	-
Inventory	2,154	1,644	1,644	(510)
Prepaid Expenses	907	1,200	1,200	293
	48,663	47,752	52,057	3,394
Investments	43,204	43,000	50,565	7,361
Endowment Assets	15,871	17,056	17,056	1,185
Capital Assets	284,214	283,799	283,799	(415)
TOTAL ASSETS	\$ 391,952	\$ 391,607	\$ 403,477	\$ 11,525
LIABILITIES & NET ASSETS				
Current Liabilities				
Accounts Payable & Accrued Liabilities	\$ 26,811	\$ 26,500	\$ 26,500	\$ (311)
Accrued Salaries & Employee Deductions Payable	10,431	10,000	10,000	(431)
Deferred Revenue	22,068	20,000	20,000	(2,068)
Current Portion of Long Term Debt	2,386	2,442	2,494	108
	61,696	58,942	58,994	(2,702)
Long Term Debt	62,986	62,930	62,365	(621)
Vacation, Sick Leave & Post-Employment Benefits	13,841	13,926	13,926	85
Deferred Capital Contributions	163,114	163,634	163,634	520
Interest Rate Swaps	8,744	8,744	14,200	5,456
Net Assets				
Unrestricted	1,000	1,000	1,000	-
Investment in Capital Assets	55,731	54,602	55,306	(425)
Vacation, Sick Leave & Post-Employment Benefits	(13,842)	(13,926)	(13,926)	(84)
Internally Restricted				
Appropriations	2,000	-	-	(2,000)
Specific Reserves	9,797	9,837	21,516	11,719
Contingency Reserve Fund	-	4,500	4,500	4,500
Reserve Funds	19,758	19,106	19,106	(652)
Interest Rate Swaps	(8,744)	(8,744)	(14,200)	(5,456)
Endowment Fund	15,871	17,056	17,056	1,185
	81,571	83,431	90,358	8,787
TOTAL LIABILITIES & NET ASSETS	\$ 391,952	\$ 391,607	\$ 403,477	\$ 11,525

	Approved Annual Budget	Q2 Year-End Projection	Q3 Year-End Projection	Q3 vs. Approved Variance F/(U)
FUNDED ACTIVITY/COLLEGE OPERATIONS				
Grants				
Post Secondary Activity	\$ 94,075	\$ 94,101	\$ 94,101	\$ 26
Apprentice	4,855	4,789	4,789	(65)
Flow-Through Student Aid	1,808	1,148	1,148	(660)
Collaborative Programs	3,404	3,228	3,228	(176)
TOTAL GRANTS	104,142	103,267	103,267	(875)
Tuition Fees				
Full-Time Post Secondary	50,823	52,174	53,395	2,572
Part-Time	9,684	9,862	9,862	178
Adult Training	1,643	1,583	1,583	(60)
Student IT & Mobile Computing Fees	4,513	4,622	4,622	109
TOTAL TUITION FEES	66,663	68,241	69,462	2,799
Other				
Early Learning Centre	938	938	938	-
Student Ancillary Fees	4,214	4,588	4,588	375
Student Services Grant	100	100	100	-
Investment Income	1,587	1,433	1,433	(154)
Transfer from International Education Centre ¹	6,362	5,202	5,202	(1,160)
Miscellaneous	6,808	7,800	7,788	979
TOTAL OTHER	20,008	20,061	20,049	40
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	190,813	191,569	192,777	1,965
CONTRACT ACTIVITY	27,781	29,107	24,221	(3,560)
COLLEGE ANCILLARY SERVICES	40,641	39,939	39,939	(703)
INTERNATIONAL EDUCATION CENTRE	16,575	14,420	14,420	(2,155)
STRATEGIC INVESTMENT PRIORITIES	48,795	32,842	29,459	(19,336)
TOTAL REVENUE	\$ 324,605	\$ 307,877	\$ 300,816	\$ (23,790)

¹ 50% of full-time tuition fees from International Students is shared with Academic Services (part of Funded Activity/College Operations).

Description	Variance F/(U)	Comments
Flow-Through Student Aid	\$ (660)	Ontario Ministry of Training, Colleges and Universities (MTCU) discontinued funding of the Ontario Special Bursary Program (OSBP) effective April 1, 2012 (announced after budget was prepared).
Full-Time Post Secondary	\$ 2,572	Overall enrollment has increased by 6% over 2011/12 actuals versus 3.5% increase projected in the approved budget.
Student Ancillary Fees	\$ 375	Higher online learning service fees due to higher enrolment.
Transfer from International Education Centre	\$ (1,160)	International student enrolment lower than expected (see International Education Centre Schedule).
Miscellaneous	\$ 979	Ontario College Application Service (OCAS) processing fees of \$384K not included in budget (processing through colleges introduced after the budget) (a flow-through revenue with a small amount retained by the College); additional hosting fees of \$227K received from other Colleges for their students participating in our on line courses; revision of HST recovery revenue by (\$492K); and included \$479K of Student Associations' chargeback for Student Commons operating costs from September 2012 to March 2013. Balance due to changes in internal revenues (offset by internal charges).
CONTRACT ACTIVITY	\$ (3,560)	Reduction in anticipated new contracts as well as revised cash flows on existing contracts (partially offset by reduced expenses).
COLLEGE ANCILLARY SERVICES	\$ (703)	Cadre - The Economic Cities (Saudi Arabia campus) no longer intending to purchase new textbooks.
INTERNATIONAL EDUCATION CENTRE	\$ (2,155)	15% lower than expected student enrolment.
STRATEGIC INVESTMENT PRIORITIES	\$ (19,336)	See <i>Strategic Investment Priorities Variances</i> .
Total Explained Variances	\$ (23,648)	
Other Minor Variances	\$ (142)	
Total Variance	\$ (23,790)	

	Approved Annual Budget	Q2 Year-End Projection	Q3 Year-End Projection	Q3 vs. Approved Variance F/(U)
FUNDED ACTIVITY/COLLEGE OPERATIONS				
TOTAL SALARIES & BENEFITS	\$ 134,969	\$ 133,396	\$ 133,722	\$ 1,246
Other Operating Costs				
Building Maintenance & Utilities	9,224	9,228	9,228	(4)
Contract Services	7,727	8,031	8,031	(304)
Contingencies	6,169	4,032	4,032	2,137
Mandated Student Aid	4,673	4,759	4,759	(86)
Information Technology *	3,968	4,409	4,409	(441)
Instructional Supplies & Equipment	3,157	3,456	3,669	(512)
Promotion	2,366	2,034	2,034	332
Debt Servicing	2,298	2,298	2,298	-
Flow-Through Student Aid	1,800	1,148	1,148	652
Other	14,463	14,285	14,285	178
TOTAL OTHER OPERATING	55,844	53,680	53,893	1,951
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	190,813	187,076	187,615	3,198
CONTRACT ACTIVITY	23,405	26,739	22,086	1,319
COLLEGE ANCILLARY SERVICES	36,585	35,879	35,879	706
INTERNATIONAL EDUCATION CENTRE	12,032	10,844	10,844	1,188
STRATEGIC INVESTMENT PRIORITIES	60,771	43,123	37,241	23,530
TOTAL EXPENDITURES	\$ 323,606	\$ 303,662	\$ 293,666	\$ 29,941

* Grouped under "Other" in 2012/13 Approved Budget.

Description	Variance F/(U)	Comments
Salaries & Benefits	\$ 1,246	Budget included 2% increase for full-time academic salaries. Anticipated settlement contains no increase. Partially offset by increased part-time academic salaries to accommodate increased enrolment. Vacancy savings have also been realized.
Contract Services	\$ (304)	Increase in contract teachers to serve higher than planned enrolment in Distance Education courses.
Contingencies	\$ 2,137	Provision for uncertainty of Ontario provincial budget reduction measures has been assessed and reduced accordingly.
Information Technology	\$ (441)	Purchase of new software for Institutional Research and increases in license fees offset by savings elsewhere.
Instructional Supplies & Equipment	\$ (512)	Increase due to higher enrolment.
Promotion	\$ 332	Business Development promotion plans scaled back from budget.
Flow-Through Student Aid	\$ 652	Flow-through funding for the Ontario Special Bursary Program (OSBP) was eliminated in the Ontario budget. OSBP bursary payments are anticipated to be approximately as budgeted but will be reported under Mandated Student Aid and Other Expenses. The estimated net impact on total expenses for this year is \$392k, which is offset by savings elsewhere.
CONTRACT ACTIVITY	\$ 1,319	Reduction in anticipated new contracts as well as revised cash flows on existing contracts.
COLLEGE ANCILLARY SERVICES	\$ 706	Cost of goods sold savings associated with the loss of revenue from intended textbook orders from Cadre - The Economic Cities contract.
INTERNATIONAL EDUCATION CENTRE	\$ 1,188	International student enrolment lower than expected resulting in a lower transfer to Funded Activity/College Operations.
STRATEGIC INVESTMENT PRIORITIES	\$ 23,530	<i>See Strategic Investment Priorities Variances.</i>
Total Explained Variances	\$ 29,854	
Other Minor Variances	\$ 87	
Total Variance	\$ 29,941	

	Approved Annual Budget (A)	Internally Restricted Funds Approved June 2012 ¹ (B)	Total Approved (C) = (A) + (B)	Q2 Year-End Projection (D)	Q3 Year-End Projection (E)	Q3 vs. Total Approved Variance F/(U) (F) = (E) - (C)
Campus Expansion						
Source of Funds						
Ontario Financing Authority (OFA) Loan Proceeds	\$ 23,822	\$ -	\$ 23,822	\$ 9,126	\$ 8,243	\$ (15,579)
Students' Association Contribution	16,389	-	16,389	14,117	14,117	(2,272)
Capital Campaign	1,300	-	1,300	1,427	1,427	127
Enabling Accessibility Fund	1,000	-	1,000	976	976	(24)
Other	2,500	-	2,500	2,500	-	(2,500)
Internally Restricted Funds ^{1,2,3}	-	-	-	10,562	13,945	13,945
	45,010	-	45,010	38,709	38,709	(6,301)
Expenditures						
Pembroke Campus	19,224	-	19,224	17,028	17,028	2,196
Student Commons	25,786	-	25,786	21,681	21,681	4,105
	45,010	-	45,010	38,709	38,709	6,301
NET CONTRIBUTION - CAMPUS EXPANSION	-	-	-	-	-	-
Other Projects						
Source of Funds						
Digital College Grant	3,200	-	3,200	2,602	2,602	(598)
Facilities Renewal	585	-	585	601	601	16
Apprenticeship Enhancement Fund	-	-	-	934	934	934
College Equipment Renewal Fund	-	-	-	559	559	559
Internally Restricted Funds ²	4,800	4,339	9,139	6,674	6,273	(2,866)
	8,585	4,339	12,924	11,369	10,968	(1,956)
Expenditures						
Digital College	3,200	879	4,079	4,166	3,806	273
College Technologies	2,000	184	2,184	1,803	1,323	861
College Space & Infrastructure	2,585	1,057	3,642	3,480	3,448	194
New Program Initiatives	250	-	250	250	200	50
Academic & Other Equipment	1,513	-	1,513	1,513	1,513	-
Business Plan Priorities	9,637	1,514	11,151	7,491	5,572	5,579
Apprenticeship Enhancement Fund	-	-	-	934	934	(934)
Ancillary Projects Funded by Internally Restricted Funds ²	-	705	705	705	646	59
Capital Campaign Bridge Financing Funded by Internally Restricted Funds ²	1,376	-	1,376	1,308	1,308	68
	20,561	4,339	24,900	21,650	18,750	6,150
NET CONTRIBUTION - OTHER PROJECTS	(11,976)	-	(11,976)	(10,280)	(7,781)	4,194
SOURCE OF FUNDS:						
Annual Budget	48,795	-	48,795	32,842	29,459	(19,336)
Internally Restricted Funds ²	4,800	4,339	9,139	17,236	20,218	11,079
TOTAL REVENUE	53,595	4,339	57,934	50,079	49,678	(8,257)
EXPENDITURES:						
Annual Budget	60,771	4,339	60,771	43,123	37,241	23,530
Internally Restricted Funds ^{1,2,3}	4,800	-	9,139	17,236	20,218	(11,079)
TOTAL EXPENDITURES	65,571	4,339	69,910	60,359	57,459	12,451
TOTAL NET CONTRIBUTION	\$ (11,976)	\$ -	\$ (11,976)	\$ (10,280)	\$ (7,781)	4,194

¹ Use of additional reserves approved by the Board of Governors in June 2012.

² Internally Restricted Funds were not included on this schedule in the 2012/13 Approved Budget. They have been added to the revised budget and projection to provide a complete picture of Strategic Investments.

³ \$23M drawdown of reserve funds for Pembroke Campus approved by Board of Governors in March 2012.

Description	Variance F/(U)	Comments
Ontario Financing Authority (OFA) Loan Proceeds	\$ (15,579)	Reflects revised cash flows for Student Commons and Pembroke Campus construction as well as the repayment of loan for Pembroke campus in July. Pembroke Campus construction will be financed from reserves as approved by the Board of Governors.
Students' Association Contribution	\$ (2,272)	Reflects revised cash flow for Pembroke and Student Commons buildings (no change to overall cost).
Internally Restricted Funds (Campus Expansion)	\$ 13,945	Use of reserves in place of loan to finance construction of Pembroke Campus.
Pembroke Campus	\$ 2,196	Reflects revised cash flow for Pembroke campus (no change to overall cost).
Student Commons	\$ 4,105	Reflects revised cash flow for Student Commons building (no change to overall cost).
Digital College Grant	\$ (598)	Approved budget reflects preliminary list of qualifying projects to be completed in the current fiscal year. Final list is lower due to timing of work; MTCU grant adjusted accordingly.
Apprenticeship Enhancement Fund	\$ 934	Apprenticeship Enhancement Fund grant announced after budget was prepared (offset by equivalent expenditures).
College Equipment Renewal Fund	\$ 559	College Equipment Renewal Fund grant announced after budget was prepared. Grant will be used to fund budgeted projects.
Internally Restricted Funds (Other Projects)	\$ (2,866)	In-year allocation of (\$2,034) to address provincial budget risk contingency no longer required. Reflects revised project costs and provision adjustments (\$832K).
College Technologies	\$ 861	Reflects revised project costs and provision adjustments.
Business Plan Priorities	\$ 5,579	In-year allocation of \$2,034 to address provincial budget risk contingency no longer required. Reflects revised project costs and provision adjustments (\$3,545).
Apprenticeship Enhancement Fund Expenditures	\$ (934)	Apprenticeship Enhancement Fund grant announced after budget was prepared (offset by equivalent grant).
Total Explained Variances	\$ 5,931	
Other Minor Variances	\$ 1,737	
Total Variance	\$ 4,194	

	Year-Ended March 31, 2012 (Audited) ¹	Projected In Year Use of Funds (Q3)	Projected Year End Adjustments (Q3)	Projected March 31, 2013
Appropriations	\$ 1,077	\$ 939	\$ (138)	-
Specific Reserves:				
Other Projects & Initiatives	7,357	6,743	14,645	15,259
Ancillary Services Reserve Fund	5,391	646	998	5,743
Employment Stabilization Funds	452	10	55	497
Other Student Aid	22	10	5	17
	<u>13,222</u>	<u>7,409</u>	<u>15,703</u>	<u>21,516</u>
Contingency Reserve Fund	1,750	-	2,750	4,500
Reserve Funds:				
Future Capital Expansion - Sale of Rideau Campus	6,562	6,562	-	-
Future Capital Expansion	32,729	15,578	1,955	19,106
Rural Campus Reserve Fund	2,168	2,168	-	-
	<u>41,459</u>	<u>24,308</u>	<u>1,955</u>	<u>19,106</u>
TOTAL INTERNALLY RESTRICTED NET ASSETS	\$ 57,507	\$ 32,656	\$ 20,270	\$ 45,122

	Approved Annual Budget 2012/13				Position Changes			Full-Time Funded at Q3 Projection 2012/13			
	Admin	Support	Academic	Total	Positions Opened	Positions Closed	Positions Transferred	Admin	Support	Academic	Total
President & Board of Governors											
President's Office	3	-	-	3	-	-	-	3	-	-	3
Human Resources											
Human Resources	22	2	1	25	-	(1)	-	21	2	1	24
Administration											
Vice-President's Office	2	-	-	2	-	-	-	2	-	-	2
College Ancillary Services	18	70	-	88	-	-	-	18	70	-	88
Finance & Administrative Services	7	29	-	36	-	(2)	-	7	27	-	34
Information, Institutional Research and Technology Services ²	10	66	-	76	-	(1)	2	9	68	-	77
Physical Resources	14	39	-	53	-	-	-	14	39	-	53
Total	51	204	-	255	-	(3)	2	50	204	-	254
Student Services											
Vice-President's Office	2	-	-	2	-	-	-	2	-	-	2
Student Support Services	7	23	17	47	3	(1)	-	9	24	16	49
Algonquin College Foundation ²	3	2	-	5	-	(1)	-	3	1	-	4
Registrar	10	59	-	69	-	(1)	-	10	58	-	68
Total	22	84	17	123	3	(3)	-	24	83	16	123
Academic Services											
Vice-President's Office	12	2	12	26	-	-	(9)	13	2	2	17
School/College Work Initiative	-	1	-	1	-	-	-	-	1	-	1
Faculty of Arts, Media & Design	7	28	107	142	2	(4)	5	7	27	111	145
School of Business	5	9	81	95	2	(1)	2	5	8	85	98
School of Hospitality & Tourism	3	9	37	49	-	-	2	3	9	39	51
Faculty of Technology & Trades	6	25	137	168	3	-	2	6	25	142	173
Algonquin College Heritage Institute	2	11	11	24	-	-	-	2	11	11	24
Faculty of Health, Public Safety & Community Studies	8	31	125	164	-	(2)	-	8	31	123	162
Learning & Teaching Services	5	21	4	30	-	-	(4)	4	19	3	26
Mobile Computing	-	1	-	1	-	-	-	-	1	-	1
Centre for Continuing and Online Learning	4	17	-	21	-	-	-	4	17	-	21
Personal Development Institute	-	3	-	3	-	-	-	-	3	-	3
Applied Research & Development	2	-	-	2	-	-	-	2	-	-	2
Business Development & Corporate Training ¹	5	1	-	6	1	(1)	4	6	4	-	10
International & Corporate Business Development	9	11	21	41	-	-	(4)	7	9	21	37
Algonquin College in the Ottawa Valley	6	27	25	58	1	-	-	6	27	26	59
Total	74	197	560	831	9	(8)	(2)	73	194	563	830
Advancement											
Executive Director's Office	3	2	-	5	-	-	-	3	2	-	5
Recruitment	2	6	-	8	-	(1)	-	2	5	-	7
College Marketing	2	8	-	10	1	(1)	-	1	9	-	10
Total	7	16	-	23	1	(2)	-	6	16	-	22
SUBTOTAL	179	503	578	1,260	13	(17)	-	177	499	580	1,256
Positions to be Closed in Future ³	-	-	-	(19)	-	-	-	-	-	-	-
COLLEGE TOTAL				1,241	13	(17)	-				1,256

The complement report represents the total number of positions for each of the College's major areas assuming the proposed budget is accepted.
Not all positions are 100% funded in the budget as some positions are vacant at the start of the year and other positions have a start date projected for other than April 1st.

¹ Formerly named Workforce & Personal Development

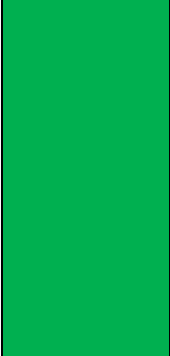
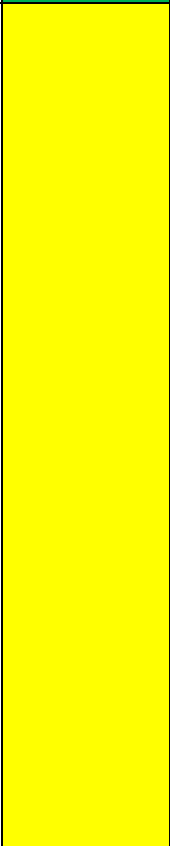
² Formerly part of Business Development

³ During the year 15 of the 19 positions budgeted to be closed were closed and a re-examination of business requirements has resulted in the decision not to close

**Business Plan Update to the Board of Governors
February 11, 2013**

2012-2017 Strategic Directions	2012/2013 Initiatives	2012/2013 Measures	Q3 Update February 11, 2013	AREA & STATUS: RED YELLOW GREEN
Applied Education and Training				
AE1. Deliver an exemplary applied education and training experience.	AE1.1 Engage students, faculty and clients to deliver more applied research projects.	AE1.1 700 students, 60 faculty and 120 employers engaged in applied research projects	<p>To date, the following has been achieved:</p> <ul style="list-style-type: none"> • 530 students • 42 faculty • 85 companies <p>Applied Research projects include:</p> <ul style="list-style-type: none"> • ~90 In-Class Projects; and • ~30 Stand-Alone Projects <p>On track to meet or exceed targets for the academic year.</p>	
	AE1.2 Embrace digital education, creating a more flexible, engaging, effective and efficient learning environment.	AE1.2.1 Open Education Resource and Etext strategy developed.	<p>W2013 intakes for six programs are piloting the use of etexts for all courses in the programs. Textbook Publishers provided resources at no cost to the college and students. Work continues on establishing the business model to support the strategy.</p> <p>Implementation plans for the launch of the ATHENS project (Algonquin's open education digital resource bank) are being developed.</p>	
		AE1.2.2. 46 programs converted to mobile (6000 FTE students).	Completed.	
		AE1.2.3. Online enrolment increased by 200 FTE students.	Online enrolment, to date, has exceeded original target by 110 FTEs.	

G = On Target for Completion
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<p>AE2. Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.</p>	<p>AE2.1 Lead and support Ottawa's Regional Labour Market Planning and Talent Management initiative in collaboration with Employment Ontario, industry and community partners.</p>	<p>AE2.1 Labour Market Planning and Talent Management activities and report completed.</p>	<p>Labour Market Planning and Talent Management activities and report are on track for completion by end March 2013.</p>	
	<p>AE2.2 Create new offerings and services and enhance existing offerings and services which address non post-secondary client needs.</p>	<p>AE2.2 New/enhanced offerings and services launched including:</p> <ul style="list-style-type: none"> • Twelve new corporate training offerings, (including four new technology-enabled offerings) • New Language Institute hybrid courses and online placement test • Fifteen new PDI offerings 	<p>Algonquin College Corporate Training (ACCT) has completed delivery of a minimum of twelve corporate training offerings across five targeted economic sectors.</p> <p>Language Institute efforts focused on development of the GAS EAP program to replace the ESL Canadian program following decision by MTCU to phase out Tuition-Short programs. Online placement test is on track to be completed in 2012-13.</p> <p>A minimum of 15 new PDI offerings launched with limited enrollment. A full review has been conducted and adjustments made as part of the 2013-14 budget process.</p>	

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	<p>AE2.3 Increase the number of students in applied degree and graduate certificate programs.</p>	<p>AE2.3 Applied degrees subject to decisions regarding the Drummond Report. At least one new graduate certificate developed by each school. 10 new Ontario College Graduate Certificate (OCGC) programs approved.</p>	<p>The Bachelor of Building Science received Ministerial Consent on September 14 and notification of MTCU funding approval December 12, 2012.</p> <p>The Bachelor of Early Learning and Community Development application for Ministerial Consent in final editing stages for submission to Ministry by January 31, 2013.</p> <p>The Bachelor of Security and Emergency Management program is being revisited to facilitate a bridge for Police Foundation, in addition to Corporate Security and Risk Management graduates. Tracking to a March 2013 Board approval and application completion in late Spring 2013.</p> <p>A total of 7 OCGCs will have received all approvals by fiscal year-end with 3 additional OCGCs likely to be approved by June 2013. These include:</p> <ol style="list-style-type: none"> 1. Human Resources Management; 2. Marketing Management; 3. Environmental Management and Assessment; 4. Early Childhood Administration; 5. Mobile and Social Media Management; 6. Medical Diagnostic Ultrasonography; 7. Medical Device Reprocessing; 8. Project Management program; 9. Retirement Home Management; 10. eHealth Administration 	
<p>AE3. Leverage technology to enhance the educational experience.</p>	<p>AE3.1 Convert College Website to WordPress</p>	<p>AE3.1 100% conversion of College websites to WordPress completed.</p>	<p>Held RFP competition, vendor selected: Soshal Group. The first third of existing websites will be converted to WordPress by the end of January</p>	

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	AE3.2 Provide access to the learning management system to local and international users on a 7 day, 24 hr/day basis.	AE3.2 LM System available on a 99.9% basis.	The Blackboard™ LMS was upgraded over Christmas and a new load balancer put in place. Students will now be seamlessly moved over to a new server if a front-end web server defaults.	
AE4. Provide opportunities for every full-time student to have a work experience outside of the classroom.	AE4.1 Launch the co-curricular record and increase availability of volunteer opportunities.	AE4.1 Co-Curricular Project Coordinator hired. Plan developed for implementation of Orbis software and promotion within College.	<p>Policies and procedures, outlines of eligibility criteria, learning outcomes and an Advisory Committee have been established.</p> <p>Work continues with Orbis Communications and Algonquin College's IIRTS department to prepare the online portal and related content.</p> <p>Launch is anticipated by March 2013.</p>	
	AE4.2 Embrace experiential learning as a cornerstone of the college programming strategy as evidenced by living laboratories, simulated work experiences and on site work experiences that connect research and practice.	AE4.2 Plan developed to have all full-time programs embed industry and/or community work experiences.	<p>Inventory of work experience activities in all programs conducted in December 2012. Survey result compilation and gap analysis in process.</p> <p>A Work-Integrated Learning Management Working Group established to guide plan development.</p>	
Students and Clients				
SC1. Deliver exceptional service to our diverse student and client populations.	SC1.1 Implement new service delivery model in the Student Commons, including "triage" processes through Student Success Centre (new name TBD).	SC1.1 Service delivery model, with supporting processes and software, in place for Fall, 2012, start-up.	Completed: The new supervisor of the Student Commons Welcome Desk was hired in late July. The Welcome Centre has been operational since the start of semester in September. Client Service statistics are being gathered.	
	SC1.2 Provide additional online service applications and tools to increase overall efficiency and improve service to clients, and in support of the digital college.	SC1.2 New functionality tested and in production, including implementation of ACSIS redesign, automation of bursaries, and participation in MTCU-funded Pathways Project.	<p>1. ACSIS Redesign: Completed</p> <p>2. Automation of Bursaries The Registrar's Office has scoped 70% of the requirements for the automation on ACSIS.</p> <p>3. MTCU Pathways Project Ministry funding has been received.</p>	
	SC1.3 Implement interim	SC1.3 Health Services Manager	The manager of Health	

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	service delivery model for Health Services, operationalizing the recommendations of the Operational Review conducted in January, 2012.	(contract) hired and timelines established and met re: actioning Phase 1 recommendations during 2012/2013.	Services was hired (September, 2012). 40% of the Phase 1 report recommendations are complete and the remaining 60% are underway.	
	SC1.4 Define long-term service delivery model for Health Services.	SC1.4 Presentation delivered to PEC on recommended long-term service delivery model.	Completed: The long-term service delivery model was presented and approved by PEC in June 2012.	
	SC1.5 Increase the number of Prospective Student Leads collected.	SC1.5 20% increase year-over-year achieved.	Year-to-date 23,577 leads have been generated, a 95% increase over the same period last year, when 12,057 leads were generated.	
	SC1.6 Increase Algonquin's brand awareness as a leading provider of digitally connected applied education and training.	SC1.6 Unaided Brand Awareness increased from 36% to 40% in annual brand survey.	Plans in progress to procure external firm to execute brand survey.	
	SC1.7 Launch bi-annual website & mobile customer satisfaction survey.	SC1.7 Satisfaction benchmark established.	Website satisfaction survey completed with 75% satisfaction rate. Mobile survey scheduled for Q4.	
SC.2 Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	SC2.1 Implement new online functionality to facilitate admission and graduation processes.	SC2.1 New functionality tested and in production.	New online functionality has been implemented and graduate validation programming is complete and in the final test phase.	
	SC2.2 Undertake the review and re-engineering of HR business processes with the aim to identify, analyze and re-design the way work is completed in our current HRIS to improve our customer service and increase the value add.	SC2.2 Analysis of the processes completed and reported to PEC.	Initial process has been completed and report shared with HR management team. PC approval and develop a process action plan for 2013 using People Soft and HR consultant.	
	SC2.3 Automate business processes to enhance productivity, efficiency and auditability.	SC2.3.1 Ten College-wide business processes automated, complete with workflow and interface to systems.	To date, ten business processes have been automated and another 13 processes are currently under development to be automated.	
		SC2.3.2 Participation in MTCU projects, specifically, modernization of OSAP, Ontario	1. OSAP Modernization Project Complete: Phase I has	

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		Education Number project, Data Warehouse Full Enrolment project.	<p>been finalized with the implementation of electronic confirmation for Algonquin College OSAP students effective Fall 2012.</p> <p>2. Ministry of Training, Colleges and Universities – Ontario Education Number (OEN) Extension Project The College completed an OEN Batch file extraction in XML format and submitted to the Registry. GeneSIS has been updated to include the OEN data field. OEN validation and assignment continues.</p> <p>3. Data Warehouse Full Enrolment (DWFE) The Registrar serves as a member of the Data Warehouse Full Enrolment (DWFE) provincial committee. Progress is proceeding well.</p>	
Empowered People				
EP1. Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	EP1.1 Administer a detailed Employee Engagement Survey.	EP1.1 Survey completed and reviewed by PEC.	PC has reviewed and is in the process of completing the communication strategy to the college community. Implement the top 3 areas of concern from the Employee Engagement Survey to align with strategic direction.	
	EP1.2 Develop and implement a new faculty performance support plan.	EP1.2 Faculty performance support plan established and pilot launched.	<p>Faculty performance assessment framework and draft manual completed. Review of documents by faculty and administrators in planning stages.</p> <p>On track to launch pilot in 2012-13.</p>	
EP2. Create and foster an environment in which our	EP2.1 Implement the revised Administrative Performance Appraisal system utilizing Algonquin's Leadership	EP2.1 Administrative appraisals and documented professional growth and development plans for each Administrative position	Performance Appraisal is online with Halogen with full implementation in place.	

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leadership model of competencies and behaviours is supported.	competencies and the creation of development and professional growth plans to support the College's strategic direction.	developed.		
	EP2.2. Establish a mentoring program and identify specific career development pathways for those employees in the talent pool for the "High-Risk" roles and critical positions.	EP2.2 Mentorship program piloted and tracking of career development opportunities for those employees in the talent pool implemented.	Pilot proceeding. Mentorship to be part of ALEI III for next cohort in 2013.	
	EP2.3 Establish a "Leadership Speaker Series" offered to those in the ALEI programs and other leaders within the College.	EP2.3 Speaker series established and delivered.	Senator Vern White was the guest at the 1 st Speakers Series held on November 23 rd . The title of his speech was "Authentic Leadership in the Future".	
Financial Sustainability				
FS1. Align our funded operational expenditures with provincial funding.	FS1.1 Research best practices, consult with internal stakeholders and draft a plan to implement a Responsibility Centered Management Model that encourages innovation and provides greater autonomy and decision making.	FS1.1 Planning completed to implement an RCM budget model for the 14/15 budget.	University of Toronto RCM implementation process has been reviewed. An invitation to bid has been issued to 3 consulting firms to assist the College with preparing an RCM implementation plan.	
	FS1.2 Complete the implementation of self-sufficiency models for the Algonquin College Foundation and Applied Research and Innovation.	FS1.2 Self-sufficiency models implemented.	Implementing first iteration of model in Applied Research and Innovation, and College Foundation.	
	FS1.3 Develop a 5 year strategic enrolment pro-forma.	FS1.3 5 year strategic enrolment pro-forma developed and approved.	The 5-year strategic enrolment pro-forma will be finalized by end February 2013.	
	FS1.4 Coordinated curriculum and program development capacity in place to enable the College to move forward with high quality program initiatives in a timely manner.	FS1.4 Coordinated curriculum and program development strategy developed and implementation of the plan executed.	Consultant report received in December 2012. Report findings are guiding the development of the 5-Year College Programming Strategy, which in turn will guide the 5-year Strategic Enrolment Plan, and help achieve the Strategic Plan goals of 800 degree program enrolment and 1000 graduate certificate enrolments by 2017.	
	FS1.5 Achieve a 85% term-to-term retention rate.	FS1.5 85% term-to-term retention rate achieved.	Winter 2012 to Fall 2012 retention has increased by 1.1%. Results for Fall 2012 to Winter 2013 available after	

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			the March 1, 2013 Audit date.	
	FS1.6 Achieve a 65% student graduation rate.	FS1.6 65% graduation rate achieved.	Nothing to report at Q3 as this measure will be determined at year-end.	
FS2. Expand non-funded opportunities to increase revenue.	FS2.1 Increase revenue from international activities.	<p>FS2.1</p> <ul style="list-style-type: none"> • 1136 FTE international post-secondary students enrolled • 1200 international students enrolled in overseas campus offerings • International contract activity revenue increased to \$677K. 	<p>The 1,136 FTE international post-secondary students enrolment target is at risk. It was adjusted to 960 FTEs at Q2, and at present, enrolment is approximately 987 FTEs.</p> <p>Overseas enrolment to date adjusted down to 611 to reflect program delivery decisions of partner institutions.</p> <p>International contract activity revenue tracking to achieve the \$667K revenue target.</p>	
	FS2.2 Increase revenue from personal development offerings, corporate training and contract activity	<p>FS2.2</p> <ul style="list-style-type: none"> • \$4 M secured in corporate training revenue • \$1.5M secured in revenue from government funded contract activity • \$1M secured in Second Career Strategy revenue • \$1.8 M in revenue secured from PDI offerings. 	<p>Algonquin College Corporate Training (ACCT) has secured \$2M year-to-date in revenue. Adjustments made at Q2 to reduce ACCT revenues to \$2.725M.</p> <p>Government contracts revenue year-to-date is \$1.2M. On track to achieve target.</p> <p>Second Career strategy revenue year-to-date is \$1.2M. Target exceeded.</p> <p>PDI revenue short approximately \$800K or \$148K in net contribution. Adjustments made at Q2.</p>	
FS3. Leverage strategic business partnerships to meet the capital needs of the College.	FS3.1 Host and facilitate an event which brings together potential partners in the private and public sector with the objective to initiate development of an effective shared services model.	FS3.1 Event hosted resulting in opportunities identified and plans initiated to establish shared services resulting in operating efficiencies.	Having engaged key industry leaders from January to September 2012 to gain broad support, as co-host, the Ottawa Construction Association agreed to make the Chairman's Reception on November 6 the event for owners, builders, engineers,	

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			architects and project managers to discuss "Current Construction Delivery Models - What is working - what is not?" to identify better practices.	
	FS3.2 Investigate opportunities to develop strategic partnerships and identify alternative sources of capital.	FS3.2 Market scan and feasibility analysis completed identifying the most beneficial strategic partnership opportunities.	The detailed feasibility study for ESCO-II was presented to the College in December and a detailed review of the finding is ongoing. The ESCO initiative will provide capital improvements for our facilities which will be funded through energy savings. This project will also forge a strategic partnership with the vendor, Siemens Building Technologies.	
	FS3.3 Build new strategic business partnerships and steward existing relationships to generate revenue and in-kind contributions.	FS3.3 Additional \$670K raised for the Perth capital campaign and \$900K raised for the Pembroke capital campaign to achieve targets. \$1M in gift-in-kind donations raised.	\$233K raised towards the \$670K remaining goal for Perth Campaign. \$482K raised towards the remaining \$900K Pembroke Campaign. \$1.2M raised surpassing the \$1M gift-in-kind donations goal.	
FS4. Create the technological foundation to align with the digital direction.	FS4.1 Establish an Integrated College Development Plan established through a process that considers physical and technological infrastructure needs together.	FS4.1 Integrated College Development Plan completed, providing a roadmap of capital needs to pursue the Digital College objectives.	Progress with advancing the ICDP plan. Completion of the ICDP is delayed until June 2013. Initiated a transportation study with the City of Ottawa and OC Transpo.	
	FS4.2 Develop a multi-year implementation plan for Enterprise Resource Planning system(s), (HRIS, Finance, CRM and Student Information)	FS4.2 Multi-year plan to implement ERP system(s) completed and approved by PEC.	Direction for Finance and HRIS ERP multi-year plan has been received from President's Council. In February, a submission on CRM and Student Information ERP will be presented to PC for review and approval. On track to complete multi-year plan for ERP systems by end of March.	
	FS4.3 Deliver business intelligence and analysis solutions to College stakeholders.	FS4.3 Analysis services implemented for BI end users. Business user BI/Analysis environment implemented. BI analysis models implemented	Cognos environment has been deployed. Technical and Business User training has been completed. Some models have been implemented. The development of the data	

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		to assist the College with labour analysis, risk assessment and Strategic Enrollment Management.	repository and addition of reports and models will remain an ongoing activity during the next fiscal. Strategic Enrollment Management model will be deployed in 2013-14.	
	FS4.4 Improve the College's connection to the internet including enhanced security, appropriate volume prioritization technology, and capacity management strategy.	FS4.4 Network configuration and improvements completed. Through remainder of academic year, core network operating at 99.9% availability.	Internet has been upgraded from 500 Mb/s to 950 Mb/s. Bandwidth Management Solution has been implemented to prioritize Internet traffic. Core and Wireless networks have been significantly upgraded. Some components remain to be integrated and are scheduled for early 2013-14.	

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**Board of Governors
Management Summary Report
February 11, 2013**

Area 1	HUMAN RESOURCES
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Accessibility for Ontarians with Disability Act (AODA)

The 2013 - 2015 Accessibility for Ontarians with Disability Act (AODA) Multiyear Plan was presented and approved by President's Council. It is available on the College website.

ORGANIZATIONAL EFFECTIVENESS

Academic: The Faculty Evaluation Committee is reviewing a draft Resource Manual for the Evaluation of Professors at Algonquin College. Faculty Evaluation will be aligned to "The Professor of the 21st Century". Data Sources for Faculty Evaluation include self-assessment, class-room visits, and structured interviews are being considered and finalized. The recommendation will be for faculty to be evaluated every three years. This project has had excellent input from faculty, volunteers and a pilot is being planned for 2013.

Recruitment

- New open job competition postings for December and January include:
 - 9 Support Staff positions
 - 1 Academic position
 - 4 Administrative positions
- Ottawa Job Match Network presentation - December 11, 2012
 - Conducted a presentation for Internationally trained and skilled immigrants on how to apply to Algonquin.
- Centre for Organizational Learning conducted various Lunch and Learn sessions for all employees. An example of a topic was 'How to Prepare for an Interview'.

Information Systems

Human Resources SharePoint site has been developed providing all H.R. business units with dedicated sites to facilitate collaboration amongst staff within and outside the department. Further, the automation of forms and key processes will increase efficiency.

The Human Resources website was visited by 17,912 people between the period December 1, 2012 and January 22, 2013. The website pages recorded a total of 47,273 visits. The current-opportunities page attracted 49,041 of the page views (68%). A total of 4,338 mobile devices visited the site which is 9.18% of total visits(47,273).

COMPENSATION, PENSION & BENEFITS (CP&B)

Employee Professional Development

CAAT Pension's "Securing Your Retirement" was presented by Derek Dobson, CEO, CAAT Pension. The event was also live streamed and is available on the Human Resources website for future reference.

A Healthy Active Living session was provided by Human Resources and Shepell.fgi for employees.

Pension Changes

The annualization project for pension premiums was successfully implemented for January 1, 2013.

Vacation Management

Vacation liability has been reduced by more than \$400,000 despite salary increases. This reduction

in liability continues to be a priority.

CENTER FOR ORGANIZATIONAL LEARNING (COL)

- Part-time Faculty Orientation program provided 18 sessions from December 3, 2012 to January 8, 2013. 604 Part-time faculty attended.
- Theme for 2013 Kaleidoscope Conference (May 13-15, 2013) is **Explore. Experiment. Engage.** through **Collaboration.**
- The Teaching Adult Lifelong Learners (TALL) program is offering 7 courses throughout Winter 2013 (5 at Ottawa campus, 2 at Pembroke campus).
- *Monday Morning Minute* will be rolled out on MyAlgonquin to provide a “bite-sized” teaching and learning tip for faculty. Goals are to (1) support faculty’s personal learning plans; (2) build knowledge and skills related to the Professor 21st Century competencies; (3) provide opportunities within the Monday Morning Minute environment for faculty to connect and collaborate about their interests in learning and teaching issues and (4) promote College resources related to strategies and methods for teaching and learning in-class and online.
- COL continues to provide customized support of faculty and staff in ACCE.
- COL supports between 35 to 40 new full-time faculty hires during monthly seminar sessions.

LABOUR RELATIONS

As of January 23, 2012 there are 16 active Support Staff grievances and 13 active Academic grievances which are ongoing through the Step process.

Area 2 | FINANCE AND ADMINISTRATION

FINANCE AND ADMINISTRATIVE SERVICES

Projects currently in progress:

- Payment Card Industry-Data Security Standards (PCI) project to ensure that the College is in compliance with the PCI standards.
- Implementation of a new service delivery model in the Student Commons, including “triage” processes through Student Success Centre.
- Automation of bursaries process.
- Expansion of the Purchasing Card Program.
- Value stream review of part-time pay process, i.e. automate timesheet process.
- Review of the paper ordering and delivery process.
- Review of three Chairs’ administrative processes with SPSP.
- RFP for Banking Services in collaboration with Ontario Education Collaboration Marketplace (OECM).
- Transition to new Insurance Broker based on joint College RFP in collaboration with OECM.

Completed

1. AODA procurement activities to ensure compliance to January 1, 2013 deadline.
2. Elimination of credit card acceptance for tuition fees.

PHYSICAL RESOURCES

Major Capital Projects

- The majority of the major intrusive project deficiencies were carried out during the “Holiday period” on both the Student Commons and Pembroke Projects. The balance of the minor issues continue to be addressed.

Facility Operations and Maintenance Services (FOMS)

ESCO 2 Status Update

- ESCO2 Phase 1 technical review has been completed; however, as of January 25th, both the

legal and financial due diligence reviews have yet to be initiated. Initial draft contracts failed to adhere to the conditions stipulated in the Letter of Intent, and the proponent has been negotiating with the financial backer to amend proposed contracts such that the College's essential criteria, as outlined in our RFP, are respected. Work continues to permit a full brief and recommendation to the Board in time for the Feb 11th monthly meeting.

Facilities Planning & Sustainability

- The team commenced work on the Algonquin College Transportation Strategy, a major component of the Integrated College Development Planning framework.
 - Phase 1
 - Workplan prepared and PO issued.
 - Anticipated delivery of Phase 1 - March 31, 2013.
 - Phase 2
 - Workplan prepared anticipate start April 1, 2013.
- The team commenced work on the Algonquin College Water Strategy, a second major component of the Integrated College Development Planning framework.
 - Workplan prepared.
 - Next Steps - Seeking approval and funding in next financial year.

Facilities Planning & Development

- Construction work continued for the "Expansion of Health Services" project, and "Digital College Video Production" project was completed.
- Design documents were completed and the work tendered for the ITS/LTS Customer Support project. Construction is estimated to be completed by mid-March 2013.
- Preliminary list of potential Facilities Renewal Projects for the Fiscal Year 2012-2013 was developed.

INFORMATION, INSTITUTIONAL RESEARCH & TECHNOLOGY SERVICES

For the month of January f2012-13, Information, Institutional Research and Technology Services (IIRTS) highlight the following accomplishments.

Institutional Research

- Preparation, coordination, communication and training underway for the KPI Student Satisfaction Survey being conducted from February 4-15, 2013.
- Continued participation in two provincial committees overseeing content revision to the KPI Student Satisfaction Survey questionnaire and advising OCAS as they build a Cognos Business Intelligence application to report all KPI metrics for the college system.
- Provided core technical BI staff with training for Cognos Data Modelling (Framework Manager) and Cognos Report Building (Report Studio). A wider Cognos user group was trained using demonstration data in the use of Cognos Connection, Query Studio and Advisor Tool.
- Preliminary data models were constructed for Financial Reporting and Program Costing. Initial requirements were gathered for SEM, SWF monitoring and COFSI mandatory reporting with the intention of developing data models in these areas.
- Requirements for a Data Standards committee were outlined and initial steps have been taken to form a committee that will define college data measures and prioritize incoming Business Intelligence requests with strategic priorities.

PCI Compliance

- Credit Card Data Network segmentation and new servers required for financial transaction isolation nearing completion.
- Hosted Checkout Solutions for internal applications:
 - Test Center – In Production
 - International Application Fees – In Testing Phase
 - GeneSIS/GeneSIS.Net – In Testing Phase
 - ACSIS – Coding

- Employee Awareness Program in Progress
- PCI Compliance Policy ready for review by CLC/PC

Infrastructure Services

- In order to meet the College's PCI obligations, several new network segments have been deployed with the appropriate level of isolation for financial systems and card holder data. Work continues to relocate services and systems into these monitored and isolated network segments.
- Several important updates were made to the College's wireless network to provide improved performance and enhanced connectivity for Mandatory Laptop Program classrooms
- The College core network underwent several significant upgrades and has resulted in improved performance of the College's emergency broadcast system.
- Over 20 network edge switches were upgraded at the Woodroffe campus providing improved connectivity and performance. This upgrade was part of the College's ongoing technology refresh program.
- Databases systems were updated with the latest releases and patches.
- Several key systems (Blackboard, Genesis/ACSIS, and shared network storage) were migrated from the College's older storage infrastructure to a newer storage system which provides improved performance and stability as well as expansion capability.
- The College's wireless network had a failure of the network address system which resulted in partial availability of the service over a 4 hours period in December. Changes in the wireless network address management have been made to address the risk of reoccurrence. The 99.9% availability SLA was not met during December, with an SLA compliance of 99.2%.

Learning Management Systems and Solutions Automation

- BlackBoard availability:
November 28th –December 20th = 99.1%
January 2013= 100%
- Several SharePoint training sessions have been provided to faculty and staff to date and this will continue throughout the year.
- Automation in the planning/requirements gathering stage:
 - HRIS/ BUS account request
- Using the newly developed and implemented release cadence delivery methodology we have successfully delivered the Coop Portal, and are in the final development stage of the Student Advisory System. Both project and process have been successfully received.

Information Security

- Presented on "Information Security" to College Technology Committee (CTC), to create senior level awareness of current cyber security threats and recommended safeguards.
- Developed new Privacy Impact Assessment (PIA) tool to be used by system business owners and IT staff to help protect data privacy during new system development.
- Conducted a security review and participated in audit of Board of Governors Electoral e-Voting System.
- Conducted research and developed strategy for enterprise encryption, to better protect sensitive personal, health and other data.
- Researched and selected enterprise solution for network security (PCI, vulnerability and compliance) scanning.
- Conducted a review of College relevant legislation, regulation and policy and identified changes to strengthen information security policy.
- Launched 2013 College awareness campaign including new InfoSec web pages, blogging and security posters. (<http://www2.algonquincollege.com/iirts/infosec/>).
- Wrote cyber security awareness articles on Holiday Shopping Scams, Password Security, and Mobile Device Security.

Client Care

Tickets Generated: 7,284

Tickets Closed: 7,119

Top Categories:

- eClassroom Maintenance
- Wireless Configuration
- Network Account – Password Expired
- Network Account – Password Reset
- Printer – Paper / Toner Required
- ACSIS Password Reset
- Blackboard (Student) Assistance

Call Centre Performance Summary:

Calls Presented: 4,646

Calls Handled: 3,371

Calls Abandoned: 957

Calls Handled within SL: 2,085

Calls Abandoned within SL: 376

*SL (Service Level) of 40sec

INITIATIVES:

- As of Jan 2nd, 2013 we have recruited a resource to work onsite at the Perth campus to provide IT technical support to faculty, staff and students.
- Phase 2 (C102 / C101 Renovation Project) planning / design phase is complete. Execution phase has started with renovations starting Jan 28th, 2013. Temporary location for services have been secured and temporary moves will be completed by end of week (Jan 25th, 2013).
- Microsoft Windows 8 (deployment and technical) training completed in December 2012.
- Move Health Services workstations and all computer equipment from C141 to new location C142, phase 1 - completed Jan 11.
- New Clockwork software deployment to all CSD and student services workstation – completed.

COLLEGE ANCILLARY SERVICES

College Ancillary Services is trending to meet forecasted targets in the aggregate. Retail Services had a very strong performance in December 2012 finishing 37% ahead of December 2011 revenues. Food Services has experienced some difficulties in meeting forecasted revenues. The Print Shop's Student Commons kiosk is performing well with an overall increase in walk in traffic of 17% year-to-date over last year's year-to-date revenues.

There currently are no waitlists for red or green parking permits for the winter semester. Parking Services, in conjunction with Food Services and Retail Services, are planning for the elimination of the penny.

The One Card Program continues to be adopted by the student community with a 7% increase in usage. Food Services and laundry have the highest activity in card usage.

Area 3 | STUDENT SERVICES**REGISTRAR'S OFFICE****Registration Statistics****Full-time Registration in Post-Secondary/Post-Diploma Programs**

For the 2013 Winter Term, as at January 18, 2012, the net registered students numbered 15,583 or 104% of the projected enrolment.

Please see Appendix 1 – Area 3: Student Services, at the end of the report, for more information.

Continuing Education Registrations

For the 2013 Winter Term as at January 18, 2013, registrations stood at 11,653 as compared to 10,675 at the same time last year. The term registrations to January 18, 2013 represent 141.1% of the projected enrolment. Continuing Education registrations have increased substantially as a result of high demand mobile programs and restructuring. Registration continues throughout the term.

Admission Statistics

2013 Winter Term

- As at January 14, 2013, OCAS statistics for the 2013 Winter Term indicate that, for College Choices (i.e. number of individual applicants to Algonquin College), our Non-Secondary School applicants are up 13.1% from last year, Secondary School applicants are up 1.4%, with an overall increase in applicants of 9.9%. Province wide, the variances are 2.5%, 6.1% and 3.6% respectively.
- As at January 14, 2013, 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 up 16.1% from last year, Secondary School applicants are up 3.4%, and overall we show an increase of 12.6%. Province wide, the respective variances are 1.8%, 6.0% and 3.1% respectively.
- As at January 14, 2013, for Confirmations, our Non-Secondary School confirmations are up 14.5% from last year, Secondary School confirmations are 6.0%, and overall, we show an increase of 12.4%. Province wide, the respective variances are 6.8%, 7.8% and 7.1% respectively.

2013 Spring Term

As at January 21, 2013, OCAS statistics for the 2013 Spring Term indicate that, for College Choices (i.e. number of individual applicants to Algonquin College), our Non-Secondary School applicants are up 42.2% from last year, Secondary School applicants are up 31.8%, with an overall increase in applicants of 39.2%. Province wide, the variances are 8.4%, 22.0% and 11.6% respectively.

As at January 21, 2013, 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 up 52.3% from last year, Secondary School applicants are up 40.3%, and overall we show an increase of 49.0%. Province wide, the respective variances are 8.3%, 23.6% and 11.9% respectively.

As at January 21, 2013, for Confirmations, our Non-Secondary School confirmations are up 115.2% from last year, Secondary School confirmations are 3.4%, and overall, we show an increase of 81.1%. Province wide, the respective variances are 17.6%, 19.8% and 18.0% respectively.

Spring Convocation

The 2013 Spring Convocation Ceremonies (Ottawa Schools) will be held at Scotiabank Place on June 24 - 26, 2013. Board of Governors will receive additional information with the hope several may join this important event.

Convocation ceremonies are scheduled for Thursday, June 6, 2013 in Pembroke and Thursday, June 13, 2013 in Perth.

2013-2014 Admission Processing

Applications processing for the upcoming academic cycle is well underway in preparation of mailing offer letters to qualified applicants effective the equal consideration date.

2013-2014 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). The MTCU operating procedures apply to all Colleges of Applied Arts and Technology and pertain to the establishment of tuition fees and related requirements for activity eligible and reported for funding through the college general purpose

operating grant.

Initial preparations for the 2013-2014 fees are typically underway for presentation to the Board of Governors in the December / January time-frame. Tuition fees are traditionally finalized during this time-frame to ensure that the fees are available for inclusion in our February Offers of Admission; however, at this time, this is not possible given that the current tuition fee framework has expired. The delay in the provision of an updated policy also occurred last year; however, given that this information must be communicated to applicants prior to the confirmation date, it is expected that the Ministry will provide an updated policy in advance of this requirement.

Ottawa Tourism – Stars of the City

The Ottawa Tourism Stars of the City program recognizes excellence in customer service.

The Registrar's Office Fees Coordinator, Carol Chambers, received this award from the City of Ottawa in recognition of service excellence. Carol was nominated by the parents of an Algonquin College graduate for her role as Head Marshall at the Algonquin College convocation ceremonies.

FOUNDATION

Endowment Funds:

Confirmed endowment Fund Pledges of \$345,524 against goal of \$600,000

Endowment Funds Received: April 1, 2012 to January 18, 2013: \$273,050

Endowment Funds Received: April 1, 2011 to January 18, 2012: \$288,689
(6% decrease over 2011-2012)

Confirmed non-endowed annual awards

The following non-endowed awards, scholarships and bursaries established:

Annual Funds Received: April 1, 2012 to January 18, 2013: \$320,726

Annual Funds Received: April 1, 2011 to January 18, 2012: \$244,829
(24% increase over 2011-2012)

Bursary, Scholarship and Award Disbursements

Disbursements April 1, 2012 to January 18, 2013: \$594,078

Disbursements April 1, 2011 to January 18, 2012: \$537,891
(10% increase over 2011-2012)

Alumni Relations

- Second Algonquin College Alumni Advisory Committee meeting held December 4, 2012.
- Alumni Retiree Holiday Social took place December 3, 2012. In excess of 115 Algonquin College Retirees attended and 40 retirees took part in post lunch tours of ACCE and the Student Commons.
- Welcome letter sent to 1900 Fall graduates welcoming them as proud Alumni.

Capital Campaigns

Most gifts are pledged over five years. Confirming and receiving each annual donation requires effective donor relations and ongoing stewardship.

(i) Completed Constructing OUR Future Pledge Payments:

Cash/Pledge payments from April 1, 2012 to January 21, 2013: \$724,107

Woodroffe Campaign Cash/Pledges to date: \$7,601,530 of a \$7.5M goal

Note: \$250,000 from this campaign was used to establish the ACCE Endowment Fund.

(ii) Ongoing Building Our College Our Community Our Future Campaign-Perth

Announcement of leadership donation on November 22, 2012 from The Dave and Ann Trick Family Foundation in the amount of \$100K. This gift represents the largest Perth campaign

donation and the largest Alumni donation to date.

Cash/Pledge payments from April 1, 2012 to January 21, 2013: \$178,813

Perth Campaign Cash/Pledges to date: \$566,325 of a \$1M goal.

(iii) Major Gifts and Partnerships / Gifts-in-Kind (GIK) Program

Major Gifts and/or GIK Confirmed to date:

Hydro One: \$93,750 (cash)

GIK Processed: April 1, 2012 to January 21, 2013: \$1,120,828

TOTAL Partnership Major Gifts and GIK to date: \$1,214,578 of a \$1M goal.

GIK Confirmed connected to new partnerships but not yet delivered / processed:

- Magor
- ToonBoom

Note: GIK included in Research Funding Submissions have not been included here.

Student Support Services

Aboriginal Student Services/Mamidosewin Centre

The Mamidosewin Centre strives to be an inclusive place for students representing a broad range of First Nation, Métis, and Inuit cultures. To help accomplish this, the Aboriginal services team has partnered with Aboriginal community organizations to host cultural events for students. For example:

- Métis Feast, November 1, 2012. This event was co-hosted by Chris Paci of the Métis Nation of Ontario.
- Inuit Cultural Day, January 10, 2013. This event was co-hosted by Barb Sevigny of Tungasuvvingat Inuit, the Ottawa Inuit Centre, who is a member of Algonquin's Aboriginal Education Council.

As well, the Mamidosewin Centre continues to host a series of regular events designed to provide academic and social support to students in a manner supportive of Aboriginal cultures.

The number of students utilizing the gathering areas of the Mamidosewin Centre (i.e., social area, kitchen, and computer lab) remains high during weekdays with between 55 and 65 students visiting the Centre each weekday.

From November 12, 2012, to January 11, 2013, Aboriginal Counsellor Jackie Tenute completed 46 counselling appointments with 33 separate students. Students presented with a range of issues including academic performance, academic planning and financial distress.

On January 7th, Tony Mendes joined the team as the interim First Generation/Aboriginal Student Success Specialist. Tony is a former part-time faculty member at Algonquin College and will provide a temporary replacement for the outgoing Aboriginal Student Success Specialist, Miranda Huron, who has accepted a position as the Program Manager of the ChNook Aboriginal Business Program at the University of British Columbia. The position of Aboriginal Student Success Specialist will be posted for replacement for the 2013-2014 academic year after April, 2013; pending First Generation funding approval.

Centre For Students with Disabilities (CSD)

A new faculty module "Starting the Conversation" to raise awareness of student mental health is now up and running. It can be found on the Algonquin College Staff and Faculty Portal, under Student Mental Health Awareness. In addition to the training module, there is a helpful resource section providing College and community resources, case studies and referral guidelines. Within the first eight days of the launch, 99 Algonquin staff members had taken part in this training. Promotion of this platform will continue in the coming months.

In January, 2013, the CSD launched a new online test/exam booking system for its Test Room. The new platform, provided by the integrated Clockwork software, is being introduced to students, staff and academic departments.

The Apprenticeship Disabilities Counsellor and Learning Strategist are continuing their outreach to Apprenticeship students and several presentations have been well-received by both apprentices and faculty. These intake presentations consist of an overview of CSD services, Assistive Technology and Learning Strategies. This increased support and awareness of Apprenticeship Support Services has set the stage for Apprentices to efficiently access CSD services.

Counselling Services

For the period of November 12, 2012, to January 11, 2013, Counselling Services completed a total of 781 counselling appointments with 516 separate students; which is comparable to the same period in 2011. Counselling Services also provided information services for 260 prospective students seeking assistance in selecting a program, between November 12, 2012, to January 11, 2013. This is a 14% increase over the same period in 2011.

The period encompassing the end of the Fall Term and beginning of the Winter Term is typically a period when Counselling Services struggles to meet the high demand for support required by students. During this time, the rate of requests for an appointment traditionally increases from 25 requests per day to 33. This year represents an improvement in Counselling Service's ability to meet that surge in demand. For the period of November 12, 2012, to January 11, 2013, The Welcome Centre reported that they were able to accommodate 79% of student requests for an appointment with a Counsellor; as compared to 71% over the same period in 2011.

Commencing January 7th, Counselling Services instituted an intake assessment process wherein students wishing to meet with a counsellor for the first time complete a brief information session and triage interview. This new process is designed to provide greater access to Counselling Services with 18 intake appointments available on a daily basis. As well, this process ensures that those students in crisis are routed to a counsellor for immediate intervention.

Seventy-six (or 10%) of the total counselling appointments completed during this period were designated as "urgent" sessions; which is a comparable ratio to the October/November period. (Note: The rate of "urgent" sessions was not tracked in 2011).

Academic/career planning (44% of all students receiving counselling services; compared to 29% in October/November) and stress/anxiety (13% of all students receiving counselling services; compared to 21% in October/November), were the most commonly reported presenting issues among students completing their initial appointment with a counsellor during this period. The increase in prevalence of issues related to career and academic planning likely coincides with the November 9th, deadline to withdraw from courses without academic penalty.

On December 6th, Counselling Services hosted a day of Action for Violence Against Women on the anniversary of the 1989 shooting deaths of 14 women at the École Polytechnique in Montreal. Approximately 200 students and staff attended.

The Tragic Event Response Team (TERT) of Counselling Services coordinated a death notification and debrief session to the Police Foundations program classmates of Sheldon O'Grady, the 18 year-old former Algonquin student who died tragically on January 5th.

Employment Support Centre, Student Affairs And Orientation, Student Success Service

Employment Support Centre (ESC)

The Health Care Job Fair was held on Thursday, January 10th. This year the Employment Support Centre hosted 22 exhibitors (5 internal College departments and 17 external employers) representing the Ottawa Hospital, the Royal Ottawa Hospital, the City of Ottawa, the Hawkesbury Hospital, the

Montfort Hospital and Alternacare to name a few.

From mid-November to mid-January *MyCareerZone*, the College's career software solution (powered by Orbis Communications) saw the following utilization:

- Total log-ins (hits): 10,611
- New employer accounts created: 194
- New job postings: 410
- Number of times individual job postings were viewed: 15,601
- Number of emails sent to graduates: 7,999

NOTE: This Career Services application was implemented on January 18, 2012. The Employment Support Centre will be able to begin presenting a small amount of comparative data from this point forward.

[Optimalrésumé.com](#) had a total of 11,190 hits to the website dating back to its implementation as of February 23, 2011. The Employment Support Team is currently working on a new project where specific outreach is occurring with faculty involved in delivering a component of job search and/or career-related instruction to share some of the Employment Support Centre's resources, expertise, and access to useful online modules within [Optimalrésumé.com](#) such as the Mock Interview module with their students.

Co-Curricular Record Update

Many partnerships are currently being developed with faculties and other areas of the College, such as the Students' Association Clubs and Communities area and the Varsity Athletics area. Advisory Committee members have been recruited cross-College and the committee's mandate has been developed and approved.

The committee hosted its first meeting in December 2012, and the development of a co-curricular website has begun. Learning outcomes and achievement statements have been finalized and incorporated into the co-curricular record application module. A student has been hired to develop a design to use on a variety of promotional materials in preparation for the launch of the program on campus. The tagline, "Get Involved. Get Recognized." has been developed to promote and market the program on campus.

Student Affairs And Orientation (SAO)

The College's 2013 Winter Term Orientation was held on January 4th in the Algonquin Commons Theatre. A selection of College representatives opened the event and gave presentations, including: the Vice President, Student Services, Student Affairs & Orientation and the Students' Association. This was the first time Orientation was hosted in the new Theatre, and 578 students attended Winter Orientation (compared to 506 students for Winter Orientation 2012.) Twenty-five Student Leaders provided assistance to the orientation event (compared to 15 volunteers during Winter Orientation 2012). Dan Levy, former co-host of MTV Canada's program *The After Show*, was the keynote speaker and emcee.

Health Services

Elizabeth Pryer began work at the College on December 10th, as the new Mental Health nurse in Health Services. The Mental Health nurse is actively involved with CSD, Counselling, as well as within Health Services, and is coordinating an eating disorder group (supported by Hopewell Eating Disorder Support Group), and an anxiety support group (supported by Living Healthy Champlain, an organization funded by the Champlain Local Health Integration Network).

Health Promotion

Student Health 101, a digital online health promotion magazine that was purchased in November 2012, is now active and online for students of all three campuses. The magazine features several of our health promotion activities. It is now being emailed to all students, and added to both the Health Services webpage and Health Services Facebook page with the assistance of the College's social

media officer. The online magazine offers monthly health and wellness topics to all of Algonquin's student population across the campuses and online.

ECheckUp has been purchased and has been deployed on the Health Services website as of January 18th. This website educates and assists students in evaluating their use of alcohol and marijuana, and provides health management options for students. The online service is the result of a study at the University of San Diego and is being utilized by many universities and colleges across Canada.

The new Health Services waiting room opened in the newly renovated space on January 14th. Seating space has increased from ten to thirty chairs and there are study tables provided for students to use while waiting. Two display TVs have been installed and will be operational once the wiring has been completed. Phase 2 of the project is ongoing and includes an expansion to the clinical area. Renovations are expected to be complete by the end of February.

Learning Resource Centre (LRC)

To improve alignment and integration of services cross-college, the Learning Resource Centre was transferred from the Academic area to Student Support Services. This move is in keeping with the College's commitment to enhance student services as outlined under the Student and Client Success pillar to "Deliver exceptional service to our diverse student and client populations" of the College Strategic Plan. Additionally, Peer Tutoring has joined the service offerings of the Learning Resource Centre.

The Learning Resource Centre continues to work with the Ontario Colleges Library Service (OCLS) consortium in conjunction with the 24 Ontario Colleges on multiple activities such as: Video and Streaming of Educational Materials, eBooks Consortium Project, The AODA Library Committee, Acquisition & Cataloguing Services and Resource Description & Access (RDA), a new cataloguing standard designed for the digital environment which will replace the current standard in March 2013.

LRC Statistics for December, 2012:

Reserves are faculty driven. The number of users depends on number of items placed by faculty on reserve, the size of their classes and if the item on reserve need to be used for an assignment or is a popular textbook. There is an ebb and flow to reserves. Some terms are more reserve heavy than others.

As we all transition to the electronic environment faculty are making more use of our database content for video and journal content within Blackboard. This gives them 24/7 online access to the items needed to support their education rather than being tied to library hours and print items.

Woodroffe Circulation numbers are indeed slowly showing a decline. This is not unexpected and does not indicate lack of library use. The users are simply using the library in a different manner. It is yet another step in our change of medium from print to electronic. This is in keeping with our desire to provide all students with 24/7 access to library resources and the investment is paying off.

In 2012 one of our largest and most popular ejournal databases, Academic Search, was searched 18,515 times. In 2009 it was searched 15,644 times. The LRC is seeing a dramatic growth in the acceptance and need for online materials.

Woodroffe Campus:

Gate: 56,459, increase of 6% from 2011 (53,106)
Circulation: 2,507, a decrease of 20% from 2011 (3,163)
Reserves: 1,657, increase of 9% from 2011 (1,039)
Instruction: 36 sessions, increase of 16% from 2011 (31)

Perth Campus:

Circulation: 450, increase of 1% increase from 2011

Reserves: 363, increase of 62% from 2011 (224)

Pembroke Campus:

Circulation: 306, a decrease of 29% from 2011

Reserves: 140, a decrease 62% from 2011(371)

Peer Tutoring

The demand for Peer Tutoring continues to grow. For the period of November 12, 2012, to January 11, 2013, Peer Tutoring booked 1,937 tutoring sessions; a 9% increase over the same period in 2011. Students from the following programs were the heaviest consumers of Peer Tutoring through this period:

- Business Administration
- English as a Second Language
- Construction Engineering Technician
- Office Administration
- Electrical Engineering Technician

After November 1, 2012, the Peer Tutoring service only accepted payments through the Smart Card function of the student card. This shift from primarily cash deposits to cash-free caused no significant disruption in service.

As of January 1, 2013, the Peer Tutoring service is aligned with the Learning Resource Centre (LRC) managed by Tammy Thorton.

Residence Life

On January 3rd and 4th, Residence Life and Residence Services hosted Winter Term Training for staff, which included a three-hour workshop on street drugs presented by Sergeant Pat Potvin of the Drug and Organized Crime Awareness Service of the RCMP. Students and professional staff attended this training to learn more about how to recognize and be aware of current drugs, and the impact they can have on the student in relation to Algonquin's Residence Life policies.

There are 45 new students to the Residence as of January 2013, nine of whom are International students. Each student received an orientation package upon their arrival which included a welcome letter, important contact and emergency information, and orientation information.

Test Centre (TC)

Test Centre renovations are now complete and the new testing room (C223) is in use. This new room has added considerable flexibility to the testing services being offered, as concurrent testing sessions can now be run, and large sessions of up to 49 candidates (compared to 29 candidates previously) are now possible. In addition, audio systems were added to the rooms so more consistent and reliable assessment instructions can be delivered to candidates, which will improve the Test Centre's overall service substantially.

Services were offered to 1,418 clients from November 20th to January 21st, compared to 1,245 candidates in the comparable time period in 2011-2012. This marks a 13% increase in volume in testing services offered to clients.

Year-to-date (April 1, 2012 to January 21, 2013), revenues are \$228,151, which is an increase of 12% over the comparable reporting period for the previous year (\$204,499). The Test Centre is on target to meet its revenue target for the 2012-2013 fiscal year of \$330,000.

Welcome Centre

Beginning the week of December 10th, the Welcome Centre expanded its service hours by opening at 8:00 a.m., rather than the previous opening time of 8:30 a.m. This earlier opening time has been seen as an added value to students, based on the utilization statistics and client feedback. This

enhancement to service delivery has had a net zero effect on the College's budget as it was achieved by adjusting and staggering the working hours of the existing Student Service Representatives. Service at the Welcome Centre is now being provided to clients from 8:00 a.m. - 6:00 p.m. Monday to Thursday, and 8:00 a.m. - 4:00 p.m. on Friday.

The Welcome Centre introduced its new telephone service to clients in January. Much of the efficiencies gained by these efforts are transparent to those clients accessing service by telephone; however, feedback is already reflective of an increase in service satisfaction, and a lesser need for the "transferring" of calls.

During the time period encompassing Tuesday, November 20th to Monday, January 21st, the Welcome Centre provided service to 3,796 clients.

Business Operations

The Business Operations Team have dedicated numerous hours in December and January to planning and producing the 2013-2014 budget for all Student Support Services areas. All cost centres were closely reviewed by the Business Operations Team and the Managers in order to optimize targets both for revenue and expenditures. The Welcome Centre being new to Student Support Services now has a cost centre and a budget has been allocated to support this area. The Manager of Business Operations continues to be involved and oversee all move related issues pertaining to Student Commons: deficiencies, warranty agreements, communiques to project staff and Student Support Services staff to keep all groups informed.

Area 5 | ACADEMIC

Algonquin College in the Ottawa Valley

The grand opening ceremony of the new Waterfront Campus in Pembroke was held on November 29, 2012. The event was televised by Cogeco Community Television and included a special guest performance by Pembroke Campus Business graduate, Jason Blaine, who performed one of his hit songs. There were 250 people in attendance.

The Pembroke Campus will take over administration of the Labour Market Partnerships agreement for Lanark and Renfrew Counties, effective April 1, 2013. This is a labour market planning contract funded by the Ministry of Training, Colleges and Universities.

Algonquin Centre for Construction Excellence

Algonquin College has received Ministerial Consent and funding approval from the Ministry of Training, Colleges and Universities to offer the Bachelor of Building Science program. The program is scheduled to launch in Fall 2013.

School of Health and Community Studies

The official launch of the Health and Wellness Research Centre was held on January 30, 2013. Representative from Natural Sciences and Engineering Research of Canada (NSERC), industry and academia were in attendance.

School of Hospitality and Tourism

An agreement with Parks Canada to develop and retest historical recipes has been renewed for two years. A line of preserves and ketchups are being produced.

A market research project is underway with the Ottawa Convention Centre under the mentorship of Pat Kelly, President. Twenty-five students and five professors are involved.

Career and College Access Centre

On December 6, 2012, Academic Upgrading held its semi-annual Achievement Awards ceremony. Thirty students were awarded Academic and Career Entrance (ACE) certificates, and numerous individual class awards were presented. As well, on December 13, 2012, the graduation ceremony for

the Preparation for Health Sciences program was held. Forty-four students completed the program with many already enrolled in postsecondary programs for January 2013.

Applied Research and Innovation

Applied Research Day (ARD) was held on December 6, 2012 with 18 projects on display. Most of these projects were In-Class Projects that ended in December, and some were Stand-Alone Projects. Several teams from the Pembroke Campus were present. As the inaugural December ARD, the event was a great success.

School of Media & Design and Academic Development

As part of the renewal process for the delivery of Bachelor's Degrees, the application for Renewal of Ministerial Consent for the Bachelor of Applied Arts (Interior Design) was received by the Ministry of Training, Colleges and Universities in October 2012, and has since been referred to the Postsecondary Education Quality Assessment Board (PEQAB) for its review. The application included the report from the external Program Evaluation Committee, which commended the quality of the staff and faculty, its facilities that are co-located with other building programs providing opportunities for interdisciplinary activities, and the strong studio component of the program. Affirmations were noted concurring with the program's Self-Study findings. Further, recommendations were brought forward for program enhancements to which the program has responded with an Action Plan. As part of the renewal process, the full Program Evaluation Committee Report and Action Plan are to be made available to the Board of Governors. Copies of these documents will be distributed at the February 2013 Board of Governors meeting. Program representatives will be available to answer any questions that the Board of Governors may have concerning the Renewal of Ministerial Consent process.

Learning and Teaching Services

The eTextbook Pilot was successfully launched this semester. It includes 6 programs with over 700 students participating. It involves the first level of the programs, 27 full- and part-time faculty and 2400+ eTextbooks. In an effort to provide a seamless integration of eTextbooks with Blackboard, a College platform has been established which provides students with three ways to read their texts: online, off-line and print-on-demand.

Workforce and Personal Development

The Ottawa Integrated Labour Market Planning (OILMP) group hosted by Algonquin College submitted their 2013-2014 business plan to Employment Ontario. The group has identified five projects for the next fiscal year, all of which have been confirmed by the community committees. A partnership agreement has been signed with the Literacy Network to assist with a service coordination project.

A partnership has been established with the Leacross Foundation in support of the Hydro One program for Women in Technology.

The WSIB contract has been extended until April 2014.

The Ministry of Training, Colleges and Universities has approved funding (\$90K) for the delivery of Aboriginal English as a Second Language and foundational training.

Student/Alumni Activity

The Students' Association at the Perth Campus hosted a Christmas movie night for students and their families on November 27, 2012. Seventeen children and their parents enjoyed movies featuring Rudolph and Frosty as well as a visit from Santa and one of his elves.

In November 2012, Academic Upgrading held its annual Great Gift Giveaway. Students enjoyed pizza and refreshments and exchanged gifts to celebrate the holiday season. The event generated a lot of interest with a healthy turnout and participation.

Curtis Burd, graduate of the General Arts and Science – Pre-Technology program, was the recipient of a McGraw-Hill Ryerson student scholarship. Curtis was nominated by his GAS professors and is currently enrolled in the Powerline Technician program at the College.

Sean Stranks, alumnus, Television – Broadcasting program, was part of the team nominated for an Oscar (VFX) for Snow White and the Huntsman this year. Sean was also the VFX onset supervisor for the movies including Skyfall, three of the Harry Potter films and a host of others. He is based in London, England.

On November 24, 2012, the School of Hospitality and Tourism held their annual Battle of the Knives competition for students in the Culinary, Hotel and Tourism Management, and Bachelor of Hospitality and Tourism Management students. The competition provides students an opportunity to participate in a culinary/restaurant team competition that encourages them to develop their communication, culinary and serving skills. Details and pictures can be viewed at the Ottawa Citizen: <http://blogs.ottawavitizen.com/2012/11/26/battle-of-the-knives-among-algonquin-students-is-about-reality-with-a-capital-r/>.

Faculty/Staff Activities

Barb LeBlanc, Professor, Bachelor of Science in Nursing, Pembroke Campus has been granted joint appointment as an Academic Consultant – Level 1 with the University of Ottawa School of Nursing.

Dr. Holly Fraser joined the Student Services staff at the Pembroke Campus in late November 2012. This is the first time in the 45 year history of the campus that students have had access to a family physician on campus.

Bruce Lazenby, President & CEO, Invest Ottawa, Mark Hoddenbagh, Director, Applied Research and Innovation, and Andrew Pridham, Chair, Information and Communication Technology Department were interviewed for Rogers TV's Talk Ottawa, a local politics and current affairs television show hosted by Mark Sutcliffe on January 15, 2013. The subject was the importance of the Technology Incubation Centre recently announced by Invest Ottawa.

Andrew Pamerter, Professor, Heritage Carpentry program, was the featured speaker at the Milbrook and Cavan Historical Society's November meeting. Andrew spoke to a sizeable audience about heritage woodworking and the many benefits of restoring historical building.

John Scott, Professor, Masonry program, has returned from a successful sabbatical which included working in the United Kingdom, Central America, the United States, and Canada. He completed a Degree in Applied Studies majoring in Heritage Resource Management.

An article entitled 'The Perceived EAs of Use on Virtual Team Performance' was published in Ubiquitous Learning: An International Journal: <http://ijq.cgpublisher.com/product/pub.186/prod.195>. The authors include Nuket Nowlan, Ali Arya, Eleanor Riesen, and Michelle Riesen, Professors, Nursing Studies.

Mark Quirie, Professor, General Arts and Science has authored an "Instructor Solutions Manual for Basic Chemistry 4/E" and co-authored a "Study Guide and Selected Solutions Manual for Basic Chemistry". Both books were published by Pearson and released in late December.

Nadine McInnis, Professor, Professional Writing, received positive review for her new book "Blood Secrets". The review can be found at: <http://www.winnipegreview.com/wp/20113/01/blood-secrets-by-nadine-mcinnis/>.

Chef Margrit Werner and Chef Harsh Singh, professors in the Baking and Pastry Arts program were on Rogers TV Daytime Ottawa (Cable 22) on December 21, 2012 to discuss Christmas cookie recipes.

Community Activity

The Perth Campus participated in three Christmas parades in December; one each in Perth, Carleton Place and Smith Falls. Students from the Police Foundations program helped build the float and provided crowd control duties.

“Spread the Net” activity college-wide is spearheaded by Lisa Roots, Professor, Police and Public Safety Institute. The campaign has engaged staff and students from across the College to support the purchasing of malaria nets. The post-secondary institution that contributes the most funds will be featured on the Rick Mercer Report this spring.

On December 23, 2012, 40 volunteers gathered at kitchens of the School of Hospitality and Tourism to cook a full turkey dinner from scratch, including gravy, stuffing, veggies, spuds and cranberry sauce. All the cooking was done under the careful supervision of Chef Scott Warrick. A group of faculty members and other volunteers including students and the general public helped prepare over 74 turkeys. The turkeys were shipped on December 24 to four community centres across Ottawa.

On January 21, 2013, the Restaurant International hosted the Amyotrophic Lateral Sclerosis (ALS) fundraiser.

Students in the General Arts and Science – Community Studies program raised \$300 from the “Community Has Heart” project. These funds were donated to St. Mark’s Orphanage in Haiti and will be used to purchase goats, a sustainable food source for the children.

The Students’ Association (SA) at Perth Campus donated \$240 to the Lanark Animal Welfare Society earned from the sale of SA t-shirts.

Donations

A \$50K donation was received by the Pembroke Campus from a local business owner who wishes to remain anonymous at this time.

As noted earlier, the Algonquin College Heritage Institute received a \$100K donation from the Dave and Ann Trick Family Foundation to the “Building Our College Our Community Our Future Campaign.” This is the largest alumnus gift to and Algonquin College capital campaign.

Algonquin Health Services donated a standing scale to the Nursing labs.

On January 11, 2013, the School of Hospitality and Tourism received a generous donation for scholarship funding from the Ottawa Gatineau Hotel Association. A \$500 bursary will be awarded to a student this year.

On January 2013, General Motors donated a 2013 Camaro RS to the College. The vehicle is valued at approximately \$9,500.

On November 30, 2012, Michael Lamoreau from Emerson delivered approximately \$9K worth of supplies to the Heating, Refrigeration and Air Conditioning program.

Area 7 | ADVANCEMENT

SALES AND STUDENT RECRUITMENT

Presentations and Events

- Sixty day period ending December 31, 2012 – 271 campaigns
- Sixty day period ending December 31, 2011 – 236 campaigns

Recruitment Generated New Leads Collected

- Sixty day period ending December 31, 2012 – 3,634 leads

- Sixty day period ending December 31, 2011 – 4,147 leads

Our lead numbers the past 60 days appear to be lower than last year but in fact are not. Last year we had a significant amount of manual data entry resulting from Fall Open House lead data being entered in December 2011 rather than October 2011. This year, year-to-date, we have generated 10,441 leads, an increase of 74% over the same period last year.

Significant Accomplishments

School Of Business

The Faculty Level Marketing Officer for the School of Business (SOB) pilot continues and accomplishments include:

- The launch of a Blog for the SOB.
- The launch of a SOB Information Sessions series, hosted at the College from 5 to 7 pm monthly, the first session was held in December, 4.
- New program pages and associated Google Ad Word campaigns were completed for 4 SOB programs (the 4 programs the Dean feels are most critical to the SOB's success and growth).
- All planning and preparation for the Winter Open House on January 19th.

Inside Sales

Last spring Sales and Student Recruitment launched an Inside Sales function with one Inside Sales Officer. After 7 months of success and learning we have expanded the team to include Student Ambassadors (as many colleges and universities are already doing). The Student Ambassadors will call prospective students in selected programs at risk of not filling between the hours of 4pm to 8pm. The team's goal is 500 calls per week, accomplishments to date include:

- Hiring 10 Student Ambassadors.
- Providing Salesforce.com, Privacy and Outbound Call training.
- Implementing an afterhours Answering Service to ensure prospect student calls are answered.

Salesforce.com

We continue to expand and refine our use of Salesforce.com to manage our daily operations more efficiently, accomplishments include:

- Significant work on the integration between Genesis (our student information system) and Salesforce.com, the project is now 50% completed. When complete we will have real time applications and admission data allowing us to proactively manage our marketing and recruitment efforts to achieve as close to 100% enrolment (to the Registration Maximum level) across all programs.
- Designing and implementing data fields, processes and Dashboard reports in Salesforce.com to accommodate and manage the Inside Sales team.

An overview of our CRM efforts including Salesforce.com is being planned to be provided to the BOG in March, 2013.

MARKETING

Lead Generation

Marketing Leads Collected Y/Y:

- November 2012: 1,247
- November 2011: 852

- December 2012: 1,800
- December 2011: 502

Executed awareness and lead generation campaigns including Cineplex ads, digital ads (outdoor and shopping mall), king boards on busses, bus shelters near high schools and campaign banners,

facebook page banners, and landing page/site on our website for Ottawa and Kingston markets for the following campaigns:

- Fall Open House
- Winter Intake
 - Extra effort applied to the School of Business programs as a highlighted need.
- Program specific marketing via Google Adwords
 - 16 of 20 college programs targeted using Google Adwords
- CCOL Winter Campaign

Communications and Lead Nurturing

Ramped up the lead nurturing programs (intelligent email drip campaigns) through the Marketo/Salesforce platform.

- November: 5,985
- December: 25,681

Performed an A/B split test on the nurturing messaging, proving that an informal approach and message tone received a higher open and click-through rates.

Worked with the Registrar's Office (RO) to automate the delivery of their Critical Information Sheet to an initial batch of 5000 applicants. Open rate of 83.4% with a click rate of 59.2%. We will be continuing to send these out every Tuesday and Friday when the RO sends us an updated list with plans to fully automate this process in the next quarter. This initiative is saving a significant amount of postage and labour for the RO.

Graphic Design

Rebranding efforts continue in:

- Designed nurture email templates.
- Designed landing page/campaign site design (Winter Intake, Open House – AC site, FB).
- Designed landing pages on FB (general help form page, Winter Intake page, Finance Help Page).
- Designed Profile Centre site pages.
- Designed ongoing requested Home Page banners for all areas of the College.

Events:

- Student Commons Opening wayfinding maps and signage.
- Convocation ad designed and run in the Ottawa Citizen.
- Open House signage and event document.
- OCMC event display.

Website Design and Services

Soshal, a webservices company was selected for WordPress conversion project to move the remaining websites from Contribute to WordPress and consolidate the website infrastructure onto a single server, framework and branded theme.

Web activities

- Supported launch of 8 new websites in WordPress.
- Resolved 63 support tickets.

EVENTS

Winter Open House

Working in collaboration with Student Recruitment, the execution of the College's first Winter Open House which was held on Saturday, January 19th. The event was targeted towards direct and non-direct prospective students, influencers and applicants. Attendance was estimated at approximately 500 to 600 prospective students and their guests.

The event ran from 10:00 a.m. to 2:00 p.m. and guests were encouraged to attend an opening information session either at 10:00 a.m. or Noon which provided a brief welcome, an explanation of the February 1st equal consideration date, and an overview of the event itself. All programs, campuses and services had an information table or display in the foyer of the new Student Commons, and further displays were set up in the ACCE foyer (construction-related programs), T building foyer (Public Safety and Veterinary), H building foyer (Culinary); A building (Nursing and Allied Health); and N building (Media and Design programs).

President's Coffee Break Series

The President's Christmas Coffee Break was held on Thursday, December 14th in the Students' Association Observatory Lounge at the Woodroffe Campus where approximately 350 faculty and staff chatted informally with President MacDonald. A wonderful turnout and another example of the positive engagement of employees.

New Staff Breakfast

On Dec. 7, 2012 and January 14, 2013, a total of 26 new employees were invited to join President MacDonald for a breakfast in the Staff Dining Lounge 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 Awards

Awards were presented to the following Algonquin staff members: Karen Charron (Student Support Services); Susan Legault (Faculty of Technology and Trades); Lorraine McLinton (Registrar's Office); Andrew Edmondson (Perth Campus); and Amandah Selvey (ACCE).

GOVERNMENT RELATIONS

Visit by MTCU Parliamentary Assistant Kevin Flynn

On Tuesday, December 4th, the College hosted a tour of the ACCE building, followed by a Q&A session with apprenticeship and construction students for Mr. Kevin Flynn, Parliamentary Assistant to the Minister of Training, Colleges and Universities. The purpose of the tour and session was to meet with students in the construction trades to discuss Ontario's apprenticeship and skilled trades system.

Visit by MPP Lisa MacLeod and Garfield Dunlop, MPP Simcoe North and PC Critic for Skilled Trades and Apprenticeship Reform

The College hosted a tour of the ACCE building for MPP Lisa MacLeod and visiting MPP Garfield Dunlop. Following the tour, President MacDonald held a short round table discussion in the ACCE boardroom with MPPs MacLeod and Dunlop, as well as MPP Jack MacLaren (Carleton-Mississippi Mills, and Deputy Critic for Infrastructure and Transportation) and Randell Denley (PC Candidate, Ottawa-West Nepean).

INTERNAL AND EXTERNAL COMMUNICATIONS

Social Media

The Social Media Community Officer (SMCO) hosted three Social Media Lunch + Learn sessions for College employees, focusing on 'Account Management', 'Facebook Basics', and 'Social Media Strategy and Best Practices'. 50 individuals attended the training including two Deans, multiple Directors, Managers, faculty, Recruiters and Faculty Marketing Officers. More group training sessions are planned for January and February. The SMCO continues to coach social media champions and departments on their social media strategies and activities and also provides one-on-one training as requested.

Algonquin College is tied with NAIT as the most influential Canadian college on social media with a Klout score of 64. The next closest college is SAIT Polytechnic, with a score of 62. Algonquin College

is tied for eighth place among all Canadian postsecondary institutions. Klout score is calculated based on engagement, output, number of followers, and the quality of interactions via social media. It is ranked from 1-100.

More than 630 tweets were sent from the @AlgonquinColleg account in November and December 2012. That account has also attracted more than 700 new followers, bringing the new total to approximately 9,760 followers.

The Algonquin College Facebook page has grown to 2,280 Likes. A Facebook strategy will soon be implemented to encourage more current students to 'Like' our Facebook page and grow our community.

Between the College's main Twitter and Facebook accounts, there were more than 3,600 interactions (Twitter mentions, Retweets and Facebook stories) by 2,000 unique users in November and December.

Media Relations

The Public Relations and Communications department sent 12 press releases and advisories during the month of November and four during the month of December.

November 1 – The Ottawa Citizen interviewed Professor Sandra Gibbons for an article on kitchen and bath design.

November 1 – The Nepean/Barrhaven EMC wrote a story about the Event Management program's goal of \$1 million for Children's Wish Foundation.

November 1 – Ottawa Construction Comment Magazine wrote a story about the completed Robert C. Gillett Student Commons building.

November 1 – Gangnam Style News reported on an Algonquin College Radio Broadcasting program "Gangnam Style" flash mob in B Building.

November 1-8 – 580 CFRA, 1310 News, The Ottawa Sun, CTV Ottawa, CBC Ottawa, EMC News, CKDJ 107.9, and the Algonquin Times created stories about the Southwest Transitway Extension announced at Algonquin College.

November 3-7 –The Pembroke Daily Observer and the Valley Gazette wrote stories about the Pembroke campus open house.

November 4 - 580 CFRA (Sunday Morning Blend) interviewed David Coletto, a keynote speaker at Algonquin's Corporate & Community Social Responsibility Conference.

November 6 – 580 CFRA (Madely in the Morning) interviewed David Pell and Dr. Alice Aiken, two keynote speakers at Algonquin's Corporate & Community Social Responsibility Conference.

November 6-7 – CBC Radio One's Alan Neal interviewed three recipients of Algonquin's Corporate & Community Social Responsibility Awards.

November 7 – The Ottawa Business Journal wrote a story listing the recipients of the Corporate & Community Social Responsibility Awards. The Ottawa Business Journal's Editor, Peter Kovessy, discussed the Corporate & Community Social Responsibility Awards on 580 CFRA's Business at Night.

November 8 – myFM Pembroke reported on a \$100,000 donation to Algonquin College's Pembroke Campus.

November 6-11 – CTV Ottawa Morning Live, CBC Radio One Ottawa, and the Ottawa Citizen interviewed Executive Chef Russell Weir about the Ottawa Food and Wine Show.

November 8 – The Ciena Insights blog published a story written by President Kent MacDonald about their recent donation to the College.

November 9 – 580 CFRA interviewed Algonquin College student James Dormer, who set up a display in Residence in honour of the Canadian soldiers killed in Afghanistan.

November 13-22 – DesignBuild Source and Canadian Interiors wrote stories about the ACCE building receiving its LEED Platinum certification. DesignBuild Source also profiled the building.

November 13-22 – The Ottawa Sun and EMC News wrote stories about a \$2.3 million funding announcement regarding Applied Research and Innovation's Health & Wellness Research Centre.

November 15-22 – The Ottawa Citizen, CTV Ottawa, Metro News Ottawa, 580 CFRA, and 1310 News wrote stories about the Order of Ottawa awards presented to Past President Robert C. Gillett and Dean Russ Mills. 1310 News interviewed Russ Mills. 580 CFRA interviewed Robert C. Gillett.

November 20 – CBC Radio One interviewed Professor Maria Belanger, Coordinator of the Non-profit Sector Management graduate certificate, about responsible and accountable management of a not-for-profit in the wake of the issues at the Salvation Army Booth Centre.

November 20 – Daytime Ottawa (Rogers TV) interviewed Professor Stan Wierzbowski and student Trevor Smith about the automotive trades. The segment is available on the College's YouTube page. This segment is the first part of a monthly recurring segment on Daytime Ottawa centred around trades and Algonquin College.

November 22-23 and November 29 - 580 CFRA, 92.3 Jack FM and EMC wrote stories about a \$100,000 donation to the Heritage Institute from the Dave and Ann Trick Family Foundation.

November 23 – Metro News Ottawa wrote a story about CyberJAR, an upcoming cyber warfare competition at Algonquin College.

November 26 – Omnivore Ottawa (Ottawa Citizen) wrote a story about the "Battle of the Blades" cooking competition between Culinary Arts and Hospitality Management students.

November 27 – Photonics.com wrote a story about an optophotonics equipment donation from Ciena to Algonquin College.

November 27 – The Ottawa Business Journal wrote a story about three new graduate certificates starting at Algonquin College next year.

November 27-29 – 1310 News and Daytime Ottawa (Rogers TV) interviewed Dr. Anne Downes about winter pet safety tips.

November 28 and December 3 – CBC's Dragon's Den examined Impakt Protective, a project developed through Algonquin College's Applied Research and Innovation department. Dragons decided to fund the project. December 3 – the EMC also wrote a story on the Impakt Protective's recent success.

November 29-December 3 – The Pembroke Daily Observer, Star 96, 580 CFRA, 1310 News, The Ottawa Citizen, Cogeco TV Pembroke, and CTV Ottawa reported on the opening of the Pembroke Waterfront campus opening.

November 29 – 105.3 KISS FM mentioned an app called “Outside the Mall” being developed in partnership through the Applied Research and Innovation office in advance of an interview to be set up upon completion. They highlighted the Algonquin College connection throughout the short discussion about the app.

November 29 – The Ottawa Business Journal wrote a story about the Fall 2012 radio ratings and interviewed Radio Broadcasting Professor Dan Mellon.

November 29 – EMC Stittsville interviewed dual credit student Sacred Heart Catholic High School student Johanna Lazaro regarding her use of the dual credit program.

November 30 – Muslim Link, an Ottawa community newspaper, wrote a story about the opening of the All Faith spirituality centre in the Robert C. Gillett Student Commons.

December 1 – Ottawa Construction Comment Magazine wrote a story about an Algonquin College student receiving an Ottawa Construction Association bursary.

December 2 – The Ottawa Citizen wrote a story about the opening of the new Pembroke Waterfront campus. They also took 36 photos for their website and created a two minute video in which they interviewed Dean Karen Davies.

December 11 – CBC Radio's Ontario Today, and 580 CFRA's Rick Gibbons interviewed Radio Broadcasting Professor Dan Mellon regarding the Australian radio controversy.

December 16-24 – CTV Ottawa, CBC Ottawa Television, CBC Ottawa Radio, 1310 News, 580 CFRA, EMC News, the Ottawa Sun, the Vancouver Sun, and the Ottawa Citizen wrote stories about “Operation Big Turkey”, an annual campaign in which faculty, students, and other volunteers cook Christmas dinners for the less fortunate.

December 17-20 – CTV's Canada AM, CBC News Now, CTV Ottawa's News at Noon, Canada.com, Yahoo! News' Y Daily Buzz, and Metro Ottawa reported on the TV Broadcasting program's video “The Most Wonderful Memes of the Year”.

December 18 – CBC Radio interviewed Jim Kyte, Chair, Marketing and Management Studies about the economic impact of the upcoming 100th edition of the National Figure Skating Championships.

December 27 – The Ottawa Citizen's Matthew Pearson interviewed President Kent MacDonald about Algonquin College's 2012 achievements.

APPENDIX 1
Area 3: Student Services

REGISTRAR'S OFFICE
Registration Statistics
Full-time Registration in Post-Secondary/Post-Diploma Programs

Faculty/School	2012W	2013W																	Part-Time		Co-Op		
	Audited	Approved/Projected			Total Registered Cumulative	College Withdrawal			Rtning Not Paid	Net Registered			Audit Eligible	International			Contract	Net Registered (Total) as % of Projected	Audit as % of Audited	12W	13W	12W	13W
		A01	Rtning	Total		A01	Rtning	Total		A01	Rtning	Total		A01	Rtning	Total							
SCHOOL OF BUSINESS	2,819	380	2,791	3,171	3,321	28	72	100	131	416	2,805	3,221	2,855	80	230	310	0	101.6%	101.3%	197	173	49	46
SCHOOL OF HOSPITALITY & TOURISM	1,024	326	986	1,312	1,367	18	15	33	48	314	1,020	1,334	1,137	63	124	167	0	101.7%	111.0%	65	73	0	0
FACULTY OF ARTS & MEDIA DESIGN	2,954	206	2,900	3,106	3,409	9	161	170	96	208	3,031	3,239	3,141	17	71	88	0	104.3%	106.3%	220	188	0	0
FACULTY OF TECHNOLOGY & TRADES	2,532	474	2,548	3,022	3,269	32	107	139	144	467	2,663	3,130	2,768	70	208	278	0	103.6%	109.3%	324	328	98	93
FACULTY OF HLTH, PUBLIC SAFETY/COMM STUDIES	3,120	290	2,989	3,279	3,487	14	166	180	65	290	3,017	3,307	3,171	18	55	73	0	100.9%	101.6%	162	140	0	0
INTERNATIONAL & CORPORATE BUS DEV	30	0	30	30	32	0	0	0	0	0	32	32	29	0	3	3	0	106.7%	96.7%	2	1	0	0
CENTRE FOR CONTINUING & ONLINE LEARNING	200	93	137	230	527	0	0	0	65	234	293	527	505	1	2	3	0	229.1%	252.5%	12	20	0	0
ALGONQUIN COLLEGE HERITAGE INSTITUTE	207	0	241	241	234	0	9	9	8	0	225	225	196	0	0	0	0	93.4%	94.7%	5	4	0	0
ALGONQUIN COLLEGE IN THE OTTAWA VALLEY	522	0	588	588	573	0	5	5	15	0	568	568	545	0	4	4	0	98.9%	104.4%	18	24	0	0
COLLEGE TOTAL	13,408	1,769	13,208	14,977	16,219	101	535	636	572	1,929	13,654	15,583	14,347	249	697	946	0	104.0%	107.0%	1,005	951	147	139

FOR COMPARISON ONLY

College Total at Jan 20, 2012 08:13 PM 11 Days After Term Start	12,782	1,777	13,060	14,837	15,313	95	464	559	308	1,701	13,053	14,754	13,594	199	754	953	0	99.4%	106.4%	927	921	161	143
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NOTES:

- (1) Calculated days are calendar days including weekends
- (2) A projected 5 student(s) in late start programs are not yet registered

Link to chart

http://intraweb.ottawa.ad.algonquincollege.com/departments/registrar/statistics/registration_stat/Summary/2013W/2013-01-18.pdf