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MEETING NUMBER FOUR HUNDRED AND SEVENTY NINE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE WILL BE HELD ON MONDAY, MARCH 11, 2013, BEGINNING AT **4:00 PM IN THE ROSSER BOARDROOM, C BUILDING, WOODROFFE CAMPUS**

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## AGENDA

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**DRAFT**

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

Present	James McIntosh, Chair	Regrets	Louis Lamontagne
	Denise Amyot		Barbara Farber
	Fred Blackstein		Kathryn Leroux
	Michael Dunlop (via teleconference)		Andrew Pridham
	Nancy Cheng		
	Lynne Clark	Vice	Gerry Barker, Human Resources
	Kyrylo Kasyanenko	Presidents:	Claude Brulé, Academic
	Kent MacDonald, President		Duane McNair, Finance & Administration
	Mark Sutcliffe		Laura Stanbra, Student Services
	Jeanine Chiasson		
	Doug Orendorff	Recording	
	John Owens	Secretary	Miranda Wilson
	Shawn McBride		
Observers	Doug Wotherspoon, Executive Director, Advancement		
	John Tattersall, Director, Physical Resources		
	Kathryn Moore, Registrar, Registrar's Office		
	Jennifer Daly-Cyr, Acting Director, Strategic Programs and Services Planning		
	Dave Donaldson, Dean, School of Business		
	Shelley Styles, Director, Student Support Services		
	David Corson, President, Students' Association		
	Chris Mines, Algonquin Times		
	Russ Mills, Dean, Faculty of Arts, Media and Design		
	Cathy Dempsey, Director, Finance and Administrative Services		
	Michel Savard, Dean, School of Hospitality and Tourism		
	Barbara Foulds, Acting Dean, Faculty of Health, Public Safety & Community Studies		
	Doug Ouderkirk, Executive Director, Academic Operations & Planning		
	Brenda Rothwell, Executive Director, Foundation		
	Peter Mackie, Director, Sales and Student Recruitment		
	Peter Larock, Chair, Design Studies		
	Joe Ranieri, Director, Business Development		
	Glenn MacDougall, Director, Learning and Teaching Services		
	Eric Hollebhone, Director, Marketing		
	Mark Hoddenbagh, Director, Applied Research and Innovation		
	Angela Clermont, Acting Director, Information, Institutional Research & Technology Services		
	Suzannah DiMarco, Executive Administrator to the President & Board of Governors		

The Chair called the meeting to order at 4:03 p.m.

**12-60 CONFLICT OF INTEREST DECLARATION**

Governor McBride declared a conflict of interest with respect to the Energy Services Company Agreement recommendations as a result of a relative working for Siemens. The Chair confirmed that this would not be a conflict of interest since it is not an immediate relative to Governor McBride.

**12-61 APPROVAL OF THE PREVIOUS MINUTES****RESOLUTION**

MOVED & SECONDED – Amyot and Clark

That the minutes of December 10, 2012, be approved as presented.

**12-62 BUSINESS ARISING****ENERGY SERVICES COMPANY AGREEMENT**

D. McNair, Vice President, Finance and Administration, reminded the Board that relevant background information was provided with respect to the ESCO agreement at the December Board meeting. Since that meeting, the College has continued to address the technical, financial and legal considerations. D. McNair invited J. Tattersall, Director Physical Resources to provide an update.

J. Tattersall confirmed that since February 1, 2013 legal and financial details have been undergoing further review. Deloitte supports two of the three legal requirements and once the legal considerations are finalized they will be seeking approval to award a contract to Siemens for Phase 1. Following a request from the President, J. Tattersall confirmed that Phase 1 for the ESCO2 project will concentrate on the B Building HVAC replacement, various electrical and water system improvements throughout the Woodroffe Campus, as well as the hiring of a Sustainability Coordinator for five years to assist in the creation of behavioural improvements, communications and executive reporting of green initiatives. J. Tattersall reported that Siemens has been meeting aggressive timelines and spoke to the extent of the overhaul and replacement required in the B Building (built in 1969). He continued that because we do not currently have a contract in place, Siemens, at their sole risk and own financial liability, has initiated all design work for Phase 1. The total value of the investment including deferred maintenance was reported at \$51.6M, 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. J. Tattersall added that even if the College does not proceed with Phases 2 and 3, the College is in a good position with completion of Phase 1.

The College will continue to operate throughout the entire infrastructure modifications (all three phases) for a 5 year period, at which point next steps will be discussed with Siemens. The intent is for Phase 2 to be presented to the Board at the May 13<sup>th</sup> meeting for approval.

Siemens submitted an application for a micro feed-in-tariff program. Due to the number of applications received for the program (800), it will not be decided until late July who has been

accepted into the program. Offers of acceptance will be based on merits of application and benefits of society. J. Tattersall pointed out that this is an opportunity for advocacy, although the province has not stated whether or not they wish to open the main feed-in-tariff program. He suggested that this will not only benefit the College, but the City and Province.

Questions/Comments:

- *Governor Blackstein: The Ontario Power Authority is looking at amalgamating all utilities within the Ottawa Valley to one utility and this may delay any approval. There is an estimated 600,000 customers per utility. There is currently a debate with regard to this amalgamation at Queens Park. If the fit program price per kwh is lower than anticipated are we at risk of not achieving a payback?* J. Tattersall advised that the rate in the application is sufficient to have the contractor upgrade roofs, install PV solar panel equipment and deliver a payback within a 20 year period.
- *Governor Owens: What happens if fit program does not move ahead?* Then the College would not proceed with Phase 3 and would make alternative arrangements to meet these targets.
- *Governor Owens: Refitting the mechanical in Building B will be a significant task, how will they maintain the function of the building during this time?* An exterior mechanical room that is architecturally compatible with B Building's face along Woodroffe Avenue will be constructed with piping extended underground and up through the building (during the last stage). Majority of work is also being completed at night and/or on the weekends.
- *Governor Cheng: What exactly are you seeking from the Board?* J. Tattersall responded that this report is being presented for information only until all legal considerations are complete. The Chair confirmed that the Executive Committee was provided with Board approval at the December meeting and that if all items were in order they may present to the Executive for approval in advance to the March 11<sup>th</sup> Board meeting.

## **12-63 DECISION ITEMS & REPORTS**

### **2012-2013 3<sup>rd</sup> QUARTER FINANCIAL REVIEW**

D. McNair asked Governors to refer to the 2012/2013 3<sup>rd</sup> Quarter Financial Report Summary on page 3 and highlighted the following items:

- Q3 Year-End Projection – The College is anticipating a net contribution as per GAAP of \$5.4M, which is a \$2.1M variance. This is due to net enrolment as well as the removal of contingency revisions that were included in the budget at the start of the year. There were also a couple of negative variances. The net contribution is lower than budgeted due to less than anticipated revenues (contracts, etc.) that were not realized.
- Strategic Investments are less than budgeted with an overall net variance of \$2.1M.

Questions/Comments:

- *Governor Orendorff: Could you provide more information on the Interest Rate Swaps on page 5 of the report?* D. McNair confirmed the updated evaluation of \$14.2M and that this is

based on market interest rates. It is merely a mark to market valuation that the College is required to report in the financial statements.

- *Governor Orendorff: Will you do this more going forward? We will attempt to bring this information forward more frequently throughout the year.*
- *Governor Dunlop: Included in the Contract Activity shortfalls is Applied Research, given this is such a strategic focus, should we be worried that this is under performing? No, there is no cause for concern since significant grants have been received. M. Hoddenbagh, Director Applied Research and Innovation manages the funding to be cost neutral. The volumes will fluctuate year-to-year, but with minimal net impact to the College.*
- *Governor Dunlop outlined a concern when strategic investments are less than planned. He felt that this information is important to the Board because when we don't spend this money it can be assumed that we are underachieving strategy. D. McNair noted this comment.*
- *The Chair asked for D. McNair to speak to the sale of the previous Pembroke Campus (315 Pembroke Street). D. McNair advised that the sale of this property will not occur within this fiscal year and proposed that additional internally restricted assets be utilized to replace this source of funds. Then, once the property has been sold at a future date, the net proceeds from the sale would be allocated back to internally net asset accounts.*

## RESOLUTION

MOVED & SECONDED – Blackstein and Owens

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 the sale of the former campus property and that the Board of Governors accepts the 2012-2013 3<sup>rd</sup> Quarter Financial report as presented.

**CARRIED**

## 2012-2013 3<sup>rd</sup> QUARTER BUSINESS PLAN UPDATE

D. Wotherspoon, Director, Advancement provided Governors with an overview of the process when preparing the 3<sup>rd</sup> Quarter Business Plan report and confirmed that this is being presented for information.

Questions/Comments:

- *Governor Cheng: Why is that status for AE2.2 (page 2) yellow? This is with respect to decreased revenues in International.*

The Board of Governors accepted the 2012-2013 3<sup>rd</sup> Quarter Business Plan as presented.

## 2013-2014 BUSINESS PLAN

D. Wotherspoon circulated a copy of the revised 2013-2014 Business Plan and provided an overview of the process when establishing this. He reminded Governors that this process began at the Board of Governors Retreat in September and aligned with the initiatives and measures

identified by the College Leadership Council and President's Council. D. Wotherspoon continued by highlighting the 4 strategic pillars and 12 supporting goals and spoke to how the measures that are reflected in next year's Business Plan are in support of these goals. Some highlights were shared with the Governors.

D. Wotherspoon identified the following changes that were included in the revised copy that was circulated at today's meeting:

- AE 2.7 Complete the development of the College's Health and Wellness vision now also includes the development of business framework.
- New measure AE 3.7 – Expand the availability and use of open educational resources (OER) has been added to ensure the system is being used as anticipated.
- FS 12.3 – Continued investment in the College's information (IT) network, including its monitoring, control and support systems, to ensure a consistent level of internet and wireless connectivity. Students identified an opportunity to investigate and control the IT network.
- Eliminated "the how" so it strictly reads, FS 12.4 – Reduce dependency on dedicated labs.

The revised 2013/2014 Business Plan was presented for Board approval. The Chair commended the College for preparing and presenting the Plan for approval earlier than in the past. He added that he also appreciated the manner in which the measurable outcomes were presented.

Questions/Comments:

- *Governor McBride: With respect to AE 3.7 and measuring faculties ability to internal OER, since we can now use global OER's that are already available I would encourage the use of internal resources.* D. Wotherspoon confirmed that he would modify the language to incorporate Governor McBride's suggestion.
- *Governor Blackstein: How far will we task for a partnership to offer a Master's Degree or similar graduate credential, will we go beyond Ottawa?* The President responded that one option would be to seek interest from local university colleagues. This was attempted a couple of years ago with no progress. One university in the east has also expressed their interest and are known to deliver programs off site. The President confirmed that this would likely be a Master's in Education.
- *Governor Cheng: Goal 11, initiative FS 11.1 Establish a new multi-year College-wide fundraising plan and the measure for a 5 year fundraising plan to be presented to the Foundation Board and Board of Governors, will this also include acceptance and approval from both Boards?* L. Stanbra accepted this request as presented and will action accordingly.
- *Governor Cheng: How doable are the particular numbers identified in the Business Plan (in general)?* D. Wotherspoon confirmed that these figures align with the Strategic Plan. The Strategic Plan is ambitious, but there is a belief within the Senior Leadership team that it is achievable, with College-wide support.

*Governor Orendorff: Looking at some of the measures, it looks like there are as many or more when compared to last year. How much to do think it is compared to last year?* D.

Wotherspoon responded that in previous years there have been a fair amount of initiatives that sit within department Performance Contracts. This year the College raised these to the surface; therefore, it is similar to previous years. The President noted when looking at the 23 measures identified in the Strategic Plan, it was felt that the 2013-2014 Business Plan will move the College towards these goals. Staff and faculty also worked quite diligently to associate financial resources with these. Overall the President advised that he is comfortable that the Business Plan will bring the College to where it should be by the end of the year relative to the 5 year plan.

- *Governor Orendorff: Measuring against 23 measures is great; however, I am concerned it might be too constraining, how will this evolve?* When referencing the Strategic Plan, it was noted that this is a dynamic document and that changes may be required due to changes in government, et cetera. Any required changes will be brought forward to the Board as they happen.

## **RESOLUTION**

MOVED & SECONDED – Sutcliffe and McBride

That the Board of Governors approve of the 2013/2014 Business Plan with the adoption of two amendments.

**CARRIED**

## 2013-2014 ANNUAL BUDGET

D. McNair shared the public funding challenges (environmental scan from Colleges Ontario), reviewed the operating grants as well as provided an overview of the financial health of Algonquin College. He reported that the Ontario College system is the lowest funded system in the country. He showed Governors a comparison chart reflecting the public funding received by Algonquin vs. other revenues noting that the 2014 proposed budget total grants and reimbursements has fallen to 36% of total revenues, which has been a steady decline.

D. McNair shared information on the College Funding Framework in Ontario (GPOG and Enrolment Grant) and noted that this is based on enrolment at each College. This funding per student is in decline and will continue to decline through 2015-2016 due to funding reductions implemented in 2013-2014 and 2014-2015. .

The Financial Health Ratio Analysis compiled by the Colleges Ontario Finance Officers, COFO's was presented.

D. McNair concluded that the College is in good financial health as indicated by the ratios developed by the Ministry of Training, Colleges and Universities and Colleges Ontario Financial Officers. The budget highlights were provided by D. McNair confirming that the College's funded activity and non-funded activities are balanced. There is a projected enrolment increase of 3.1%, expansions of Mobile Learning Programs, new faculty and staff positions to accommodate growth as well as a new budget format, revised to include historical data as well as closer alignment to new PSAS standards.

## Questions/Comments:

- *Governor Cheng: Are we similar to other institutions?* Algonquin is better than average when compared to all 24 colleges. Compared to the 8 large colleges we are not amongst the top performers in most categories, but still in good financial health.
- *Governor Dunlop: Is counting on more than \$6M in Ancillary Services a risk factor when comparing to last year's contribution?* Yes, it could be. It is not an overly ambitious budget target and will have to be monitored carefully throughout the year.
- *Governor Blackstein: The budget challenges slide, the second column, are these figures over and above 2014-2015, are we losing another \$923K or another \$600K?* 600.
- *Governor Orendorff: This budget does not have any money allocated for any of the additional projects identified in the June 2010 Capital Submission to MTCU. We have not identified provisions to move forward with these additional projects because we require additional external funding in order to proceed. We need to have additional capacity for these projects and require external support.*
- *Governor Orendorff: Will the College Integrated Development plan be presented to the Board in June?* Yes.
- *Governor Orendorff: Were each of these projects, for expansion, within budget?* Yes, they were all within budget. Perth was adjusted, but we stayed within the adjusted budget.

**RESOLUTION**

MOVED & SECONDED – Orendorff and Owens

That the Board of Governors approve the 2013-14 Budget.

**CARRIED**

The President advised the Board that the 2013-2014 Business Plan moves Algonquin closer to the objectives set in the 2012-2017 Strategic Plan and he is confident that the 2013-2014 budget will ensure that we are not only good stewards of public funds, but will also give the College the leverage to move forward on these initiatives. The President recognized the Board's input at the October Retreat. The Retreat provided the platform for the development of the 2013-2014 Business Plan. He acknowledged the efforts of staff over the past several months in order to finalize the draft Plan and thanked everyone on behalf of Senior Management for their support.

**12-64 REPORT OF THE CHAIR**

The Chair reported the following:

- Congratulated Mark Sutcliffe who was appointed Chair of the Ottawa Chamber of Commerce effective January 22<sup>nd</sup>. Governor Sutcliffe succeeds Dave Donaldson, Dean, School of Business who was recently presented with the Queen's Diamond Jubilee Medal for his significant contributions to the Chamber and the City of Ottawa.



- Barber Farber will be presented with the Queen's Jubilee Medal by Pierre Poilievre, MP, Ottawa riding of Nepean-Carleton on March 11<sup>th</sup>. Barbara and Len Farber have extended an invitation for all Governors to join her and her family in the Restaurant International for this special event immediately following the March 11<sup>th</sup> Board meeting.
- Copies of the Bachelor of the Bachelor of Applied Arts (Interior Design) Renewal of Ministerial Consent documents – Program Evaluation Committee Report and Action Plan that were provided to the Ministry of Training, Colleges and Universities, are on the table and have been provided for information. This is a requirement of the renewal process for the delivery of Bachelor Degrees. Additional information on this topic is included on page 14 of the Management Summary report.
- Copies of the remittance declaration from the financial officers of the College are on the table confirming that as of December 31, 2012, all applicable income tax source deductions and remittances have been submitted in accordance with CRA and Ministry of Revenue requirements.
- A letter was received from Beckwith Township requesting the Board revisit the decision of not continuing to assist with a re-pointing project at Prospect Church. The request has been sent to the Academic Department for review and reply.
- There were five meeting evaluation forms submitted following our last meeting, all of which were positive. The only suggested area for improvement was that cell phones should be turned off. As highlighted at our last meeting, again a positive comment was made regarding the attendance of the faculty and staff who were present to address inquiries and provide additional information/support.
- Feedback was requested whether or not Governors wish to continue with the 4 p.m. start time. S. Dimarco will provide confirmation based on response.
- Governors were also asked to provide feedback on the cancellation of the January Board meeting.
- Governors were asked to make note in their calendars that the May 13<sup>th</sup> meeting will be held in Pembroke and will include a tour prior to the meeting. A bus will be reserved leaving the Woodroffe Campus at 1:30 p.m. and returning from Pembroke at 7 p.m. Governor Blackstein invited everyone to tour the new Pembroke Campus and thanked the Board for their support over the past few years. The President added that he visited the Pembroke Campus last week and was happy to report that the City of Pembroke is building the renaissance square as was hoped. Governor Blackstein shared the quote "The College will be great for the Community and the Community great for the College".

## **12-65 REPORT OF THE PRESIDENT**

The President reported the following:

- The President welcomed Suzannah DiMarco to the Board Office from the Queensway-Carleton Hospital.
- Applied Research Day is scheduled for April 12 hosted by M. Hoddenbagh, Director of Applied Research and Innovation. This event will highlight Applied Research being done

by the College as we showcase our internationally recognized research projects through displays and demonstrations. M. Hoddenbagh confirmed that currently over 80 projects are being showcased. The President invited all Governors to attend.

- In terms of staff, faculty and student engagement, one event currently in progress is the “Spread the Net”, a challenge that aims at getting academic institutions involved in fundraising for bed nets that will help families in Africa prevent the spread of malaria and save thousands of people overseas. Professor Lisa Roots initiated the challenge and since that moment staff, student, faculty and administrators have all offered their support. The target was to raise \$15K. Algonquin is currently on target and the challenge continues until the end of February. If Algonquin wins, Rick Mercer will complete his Rick Mercer Report on campus.
- Reputation of any postsecondary institution is correlated with the demand for the institution. D. McNair reported that Algonquin has exceeded the enrolment projections and achieved 6% enrolment growth. K. Moore, Registrar, works closely with the Deans and Chairs to review years of past data on the offers to acceptance ratios. This year the fact that many of our programs exceeded the offer ratio indicates that more people have a desire to come to Algonquin. Algonquin exceeded enrolment by 497 students, of these 132 were level 1 students; more importantly the College has focused on retaining our students and figures indicate returning students exceeded by 365 students at the end of December.
- For almost a decade the Canadian College system has been holding a National Business Case Competition (BDC case challenge). Algonquin has good history at this competition winning 2 silvers and 2 bronzes in the past. Business – Management and Entrepreneurship students Tara Sisson, Jenna Marie Collins and Andrew Thomson won gold at the 2013 Vanier College BDC Case Challenge on February 10<sup>th</sup>, the students were supported by professors, Cheryl Dowell, Bill Garbarino and Ian Anderson. The President asked D. Donaldson to convey the Board’s appreciation.

## **12-66 MANAGEMENT SUMMARY REPORT**

The Management Summary report for February, 2013 was received and is available online at [www3.algonquincollege.com/bog/](http://www3.algonquincollege.com/bog/).

Questions/Comments:

- *Governor McBride: What initiatives were included for the Microsoft Windows 8 training (page 5) completed in December 2012?* Angela Clermont, Acting Director, Information, Institutional Research and Technology Services (IIRTS) responded that there is a small revision, training will be offered, but IIRTS will improve the technical capabilities first. Training will be internal within IIRTS prior to expanding College-wide.
- D. McNair formally introduced Angela Clermont, Acting Director, IIRTS.
- Governor Blackstein asked Governors to refer to the Faculty/Staff Activities heading (page 15) and pointed out that Dr. Holly Fraser joined Student Services staff at the Pembroke Campus in late November 2012, he pointed out that the Pembroke Campus now has a physician on site.

**12-67 OTHER BUSINESS**

None.

There being no further business, the Board adjourned at 5:36 p.m.

**RESOLUTION**

MOVED & SECONDED – Owens and Kasyanenko

That the Board of Governors adjourn.

**CARRIED**

\_\_\_\_\_  
James McIntosh, Chair

\_\_\_\_\_  
Miranda Wilson, Recording Secretary



<b>Presentation to:</b>	Board of Governors
<b>Subject:</b>	Energy Service Company Agreement
<b>Date:</b>	March 11, 2013
<b>Presenter(s):</b>	D. McNair

### **Purpose**

Interim update for Board of Governors

### **Update**

Siemens, the Energy Service Company (ESCO) has incorporated changes to the tri-party financing contract as agreed by Algonquin College and Siemens. The changes requested are to provide clarity to the agreement, and to ensure that the ESCO contract meets the requirement of being treated as “off-book financing” in accordance with GAAP.

The modified tri-party agreement has been forwarded for review and approval by the lender’s Board (Canada Life Assurance Company) at its February 28 meeting. It is projected that barring any difficulties, the contracts will be recommended for signature by all parties in mid-March.

If new information or developments arise after this update, we will advise at the next Board of Governors meeting.



<b>Presentation to:</b>	Board of Governors
<b>Subject:</b>	Update on the Integrated College Development Planning
<b>Date:</b>	March 11, 2013
<b>Presenter(s):</b>	Duane McNair, Vice-President, Finance and Administration

### **Purpose**

To update the Board of Governors on:

1. The current effort and progress to date related to Integrated College Development Planning (ICDP)
2. Clarify the products to be briefed to the BOG in June 2013

### **Background**

#### **Attachments:**

Powerpoint "Integrated College Development Planning: Current Efforts / Progress To Date"

### **Recommendation**

**That the Board of Governors review the submitted presentation as an update in anticipation of a more detailed report at the June 2013 meeting.**



**INTEGRATED  
COLLEGE  
DEVELOPMENT  
PLANNING:  
CURRENT EFFORTS /  
PROGRESS TO DATE**

Update to Board of Governors  
March 2013

# Planning Horizon

## Framework

### Algonquin 2042 – Our 75<sup>th</sup> Anniversary

- Long term principles, vision, anticipated and projected change (not predictions)...
- Inputs: Futurist insights, internal / external experts, trends...

### Algonquin 2027 – Our 60<sup>th</sup> Anniversary

- Mid term trends and thinking...
- Inputs: SEM, City planning alignment...

### Algonquin 2017 – Our 50<sup>th</sup> Anniversary

- Short term goals, objectives, strategic initiatives...
- Inputs: Alignment with College Strategic Plan
- Woodroffe focus

### Algonquin Today

- Summarize our baseline

**THINK**  
*(Fluid)*

**PLAN**  
*(Flex)*

**DO**  
*(Fixed)*

**LEARN**



# What is the ICDP Framework?

The ICDP Framework is a flexible and agile process that guides change over time, ensuring Algonquin's academic mission drives the physical and digital environments.





The ICDP Framework answers the question  
“What will the College look like  
30 years from now?”



# What will it look like?

The ICDP Framework consists of an integrated set of principles, processes, scenarios and tools; aligned with college's academic and financial plans, to create a set of priorities that will guide the development of the College's physical and digital environments over the next 5, 15 and 30 years.



# Sample Guiding Principles

## Infrastructure

- Create innovative opportunities for sustainable infrastructure investment
- Make the College welcoming, navigable, and familiar
- Establish the College reputation and identity throughout all its environments

## Algonquin Connected

- Ensure the College vision, mission, values, and brand drive development planning
- Think globally while planning and acting locally
- Ensure development planning enhances learning

## Environments

- Think of College environments as a continuum of physical and digital space
- Optimize digital and existing physical space before building new physical space
- Assess the highest and best use of physical and digital space to accommodate activity

## Practice

- Engage and enable the College, the community, and industry
- Be socially, economically, and environmentally sustainable
- Enable agile, evidence-based decision making
- Embrace risk
- Master accelerating change to competitive advantage

## College Life

- Create a 24/7 college
- Recognize that learning can occur anywhere, anytime, and any way
- Create model learning, teaching, working, and social environments for a 21<sup>st</sup> century higher education institution

*(Modeled on the award-winning One Ohio State Framework for physical campus planning – See <http://fod.osu.edu/afp/index.htm>)*

# Current Efforts and Priorities

- ICDP Framework – Project Vision and Guiding Principles
- Ottawa Campus Development and Opportunities
  - Image, Brand and Beautification
- Learning and Teaching Environments
- Infrastructure
  - Transportation
  - Energy
  - Water
- Facilities Master Plans
  - Building A Facilities Master Plan
  - Building B Facilities Master Plan
  - Building C Facilities Master Plan



# Report to the Board – June 2013

- ICDP Framework
  - Draft Project Vision and Guiding Principles
  - Draft Snapshot of College Environments over Various Planning Horizons
- Ottawa Campus Development and Opportunities
  - Findings Regarding Priorities for Future New Construction
- Infrastructure
  - Transportation
    - Phase 1 –College Transportation Strategy - Final
    - Phase 2 – Woodroffe Campus Transportation Strategy and Short Term Plan - Initial Findings
  - Facility Master Plans
    - Building A
    - Building C
- Update on the Town and Gown Relationship with the City of Ottawa



Thank You

**QUESTIONS**





<b>Presentation to:</b>	Board of Governors
<b>Subject:</b>	Customer Relationship Management – Moving Toward Data-Driven Decision Making
<b>Date:</b>	March 11, 2013
<b>Presenter(s):</b>	Doug Wotherspoon

### **Purpose**

To provide the College Board of Governors with information covering the College's implementation of customer relationship management (CRM) practices and processes.

### **Background**

#### ***What is CRM?***

Customer relationship management (CRM) is a model for managing a company's interactions with current and future stakeholders. An enterprise-wide CRM effort seeks to take advantage of a 360-degree view of those interactions for the purpose of more efficiently anticipating and meeting stakeholder needs.

Most CRM implementations involve the use of technology to organize, automate, and synchronize sales, marketing, customer service, and technical support.

#### ***CRM @ Algonquin***

The first use of enterprise-level CRM platforms occurred in the spring of 2010, with Corporate Training and Advancement both selecting Salesforce.com as its preferred CRM platform through separate and independent procurement processes.

#### ***Salesforce.com***

Founded in 1999 by former Oracle executive Marc Benioff, Salesforce.com (Salesforce) was an early entrant in the cloude based, Software as a Service (SaaS) category. In its 14 years in business, the company has grown to be valued at \$24.9 billion dollars, with annual revenues of \$ 4 billion, and clients ranging from small business to the likes of Toyota, GE, and Burberry.

Company	Market Cap (Billions)	3-yr Returns	Quarterly Revenue Growth
Salesforce.com	24.17	165.8%	34.98%
SAP	96.57	84.5%	7.77%
Oracle	170.50	52.33%	3.43%
Microsoft	234.65	1.26%	2.73%

Named Forbes magazine's most innovative company in both 2011 and 2012, Salesforce was also an early advocate of embedding corporate social responsibility into its operating model. Since 2000, the Salesforce Foundation has donated 1% of the company's resources (defined as profit, equity and employee time) to support organizations that are working to "make the world a better place". This charitable effort has permitted non-profit higher education institutions, including Algonquin College, to acquire Salesforce's products at a 75% discount.

Today, the College has 57 licenses secured at an approximate price of \$300 per user, per year.

### ***CRM within Recruitment***

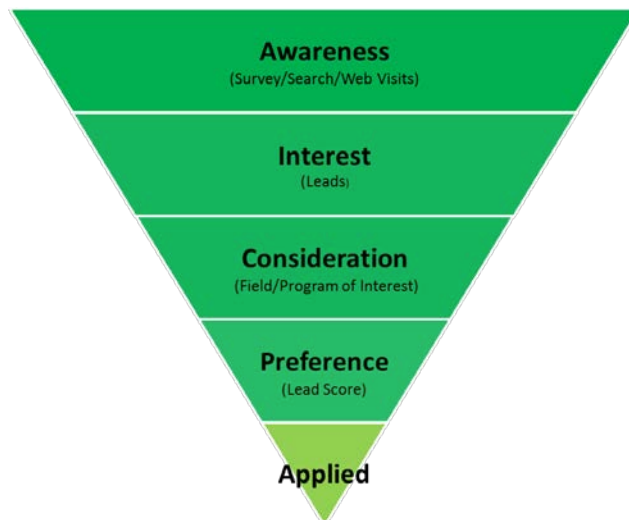
The implementation of the Recruitment CRM instance was based on two underlying beliefs;

1. That greater recruitment productivity was possible through the streamlining of existing processes and the regular measurement of results.
2. That most prospective students follow a relatively common path of discovery (diagram below) and that engagement by the College along that path can influence a student's decision to apply to, and ultimately attend Algonquin.

#### ***Recruitment's CRM Implementation***

For Recruitment, four initial processes were targeted;

- Capturing prospective student lead information consistently
- Streamlining brochure fulfilment
- Tracking recruitment staff productivity
- Automating email communication



Since these initial processes were enacted a number of additional processes have been re-engineered. These included the;

- Automation of classroom lead capture via an iPad app
- Automation of campus tour registration
- Capturing of event registration
- Development a prospective student lead score
- Improved lead information quality
- Integration with the College's Student Information System



To guide the ongoing development of the Recruitment instance a Recruitment CRM Roadmap document has been drafted.

### *Recruitment Results*

The re-imagining of recruitment processes and the implementation of the Recruitment CRM platform has led to the following results.

- Recruiter productivity has increased from 0.4 presentations/day in 2010-11, to 1.2 presentations/day in 2011-12, and 1.5 presentations/day in 2012-13.
- Lead generation has increased 23% in 2011-12 and 95% in 2012-13.
- Average information delivery time has shifted from days to minutes
- A student ambassador telephone call program is now averaging 1,000 calls per week, with an average direct contact rate of 30%.
- Since April 1<sup>st</sup>, 2012 the College has delivered in excess of 200,000 emails, with an average open rate of 35.5%, a click thru rate of 10% and an unsubscribe rate of 0.3%.

### *Data-Driven Decision Making*

Within Advancement, the implementation of the CRM model has provided the Division with a clear understanding of the impact of its strategies and tactics.

These insights include;

- What content is of greatest interest to prospective students
- What style of language (casual or formal) has the greater rate of conversion
- What web design style has the greater rate of conversion
- How many high school visits per year are optimal
- What recruiter presentation style has the greater rate of conversion
- What advertising delivers the greater rate of conversion
- What keywords deliver the greater rate of conversion

For a full understanding of the Recruitment CRM platform please review the following video presentation - [http://youtu.be/IQQtGUS5\\_zE](http://youtu.be/IQQtGUS5_zE)

### **Next Steps**

As part of the College's 2013-14 Business Plan, the "Customer Relationship Management (CRM) system pilot will be expanded across a minimum of four units to the satisfaction of the unit's Dean or Director." (SC 6.4)

The units to be given first priority are;

- Business Development
- Centre for Continuing and Online Learning
- Foundation
- International

Additional units expressing interest include;

- Applied Research
- Career and Academic Success
- IIRTS (Service Desk)

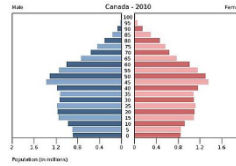
**Recommendation**

The Board of Governors accept the above report for information.

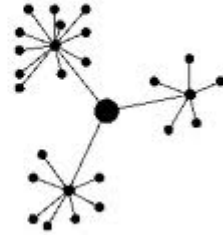
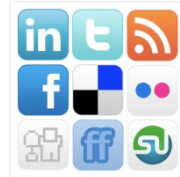
**CUSTOMER  
RELATIONSHIP  
MANAGEMENT (CRM)  
TOWARD THE  
CONNECTED  
COLLEGE**

Advancement Division

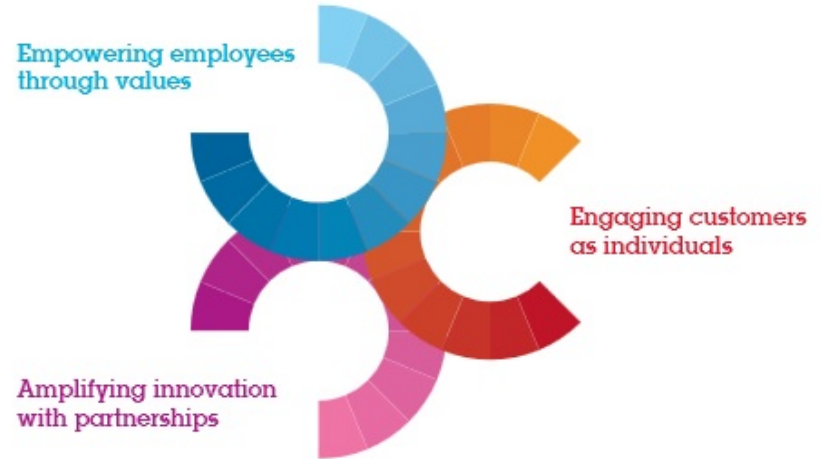
# Challenges and Opportunities



ACCOUNTABILITY

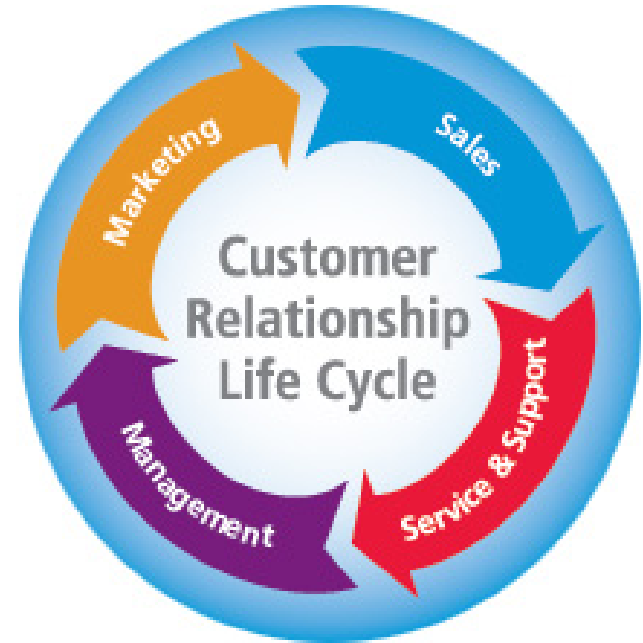


# IBM Global Study of CEOs

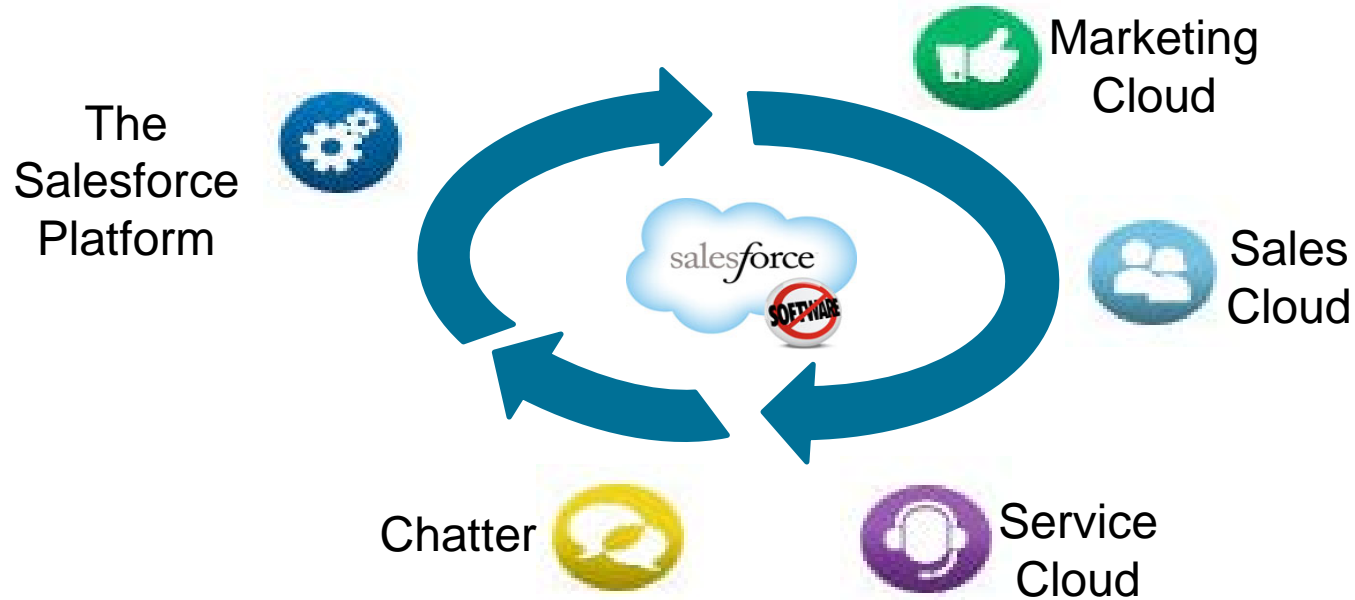


# What is CRM?

Customer relationship management (CRM) is a model for managing a company's interactions with current and future stakeholders.



# Salesforce.com Platform



# RECRUITMENT CRM



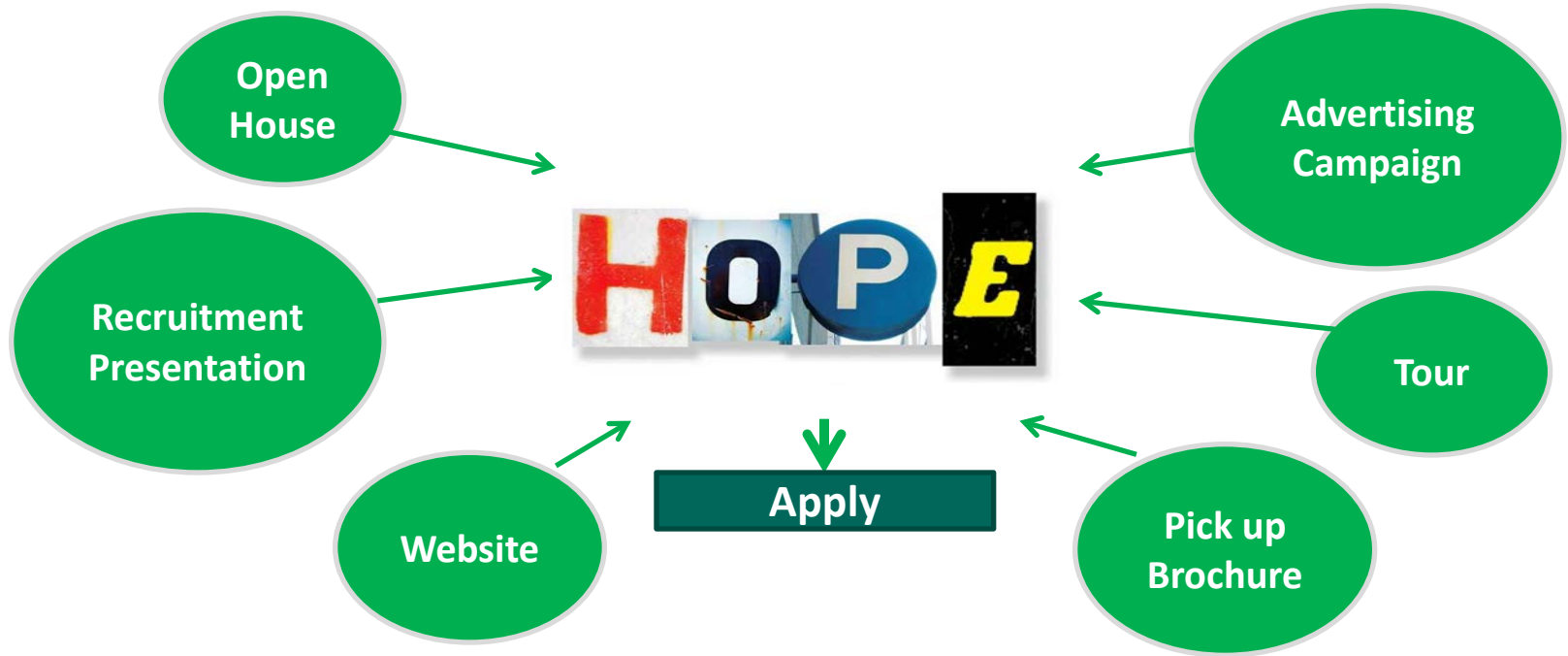


# Our goal

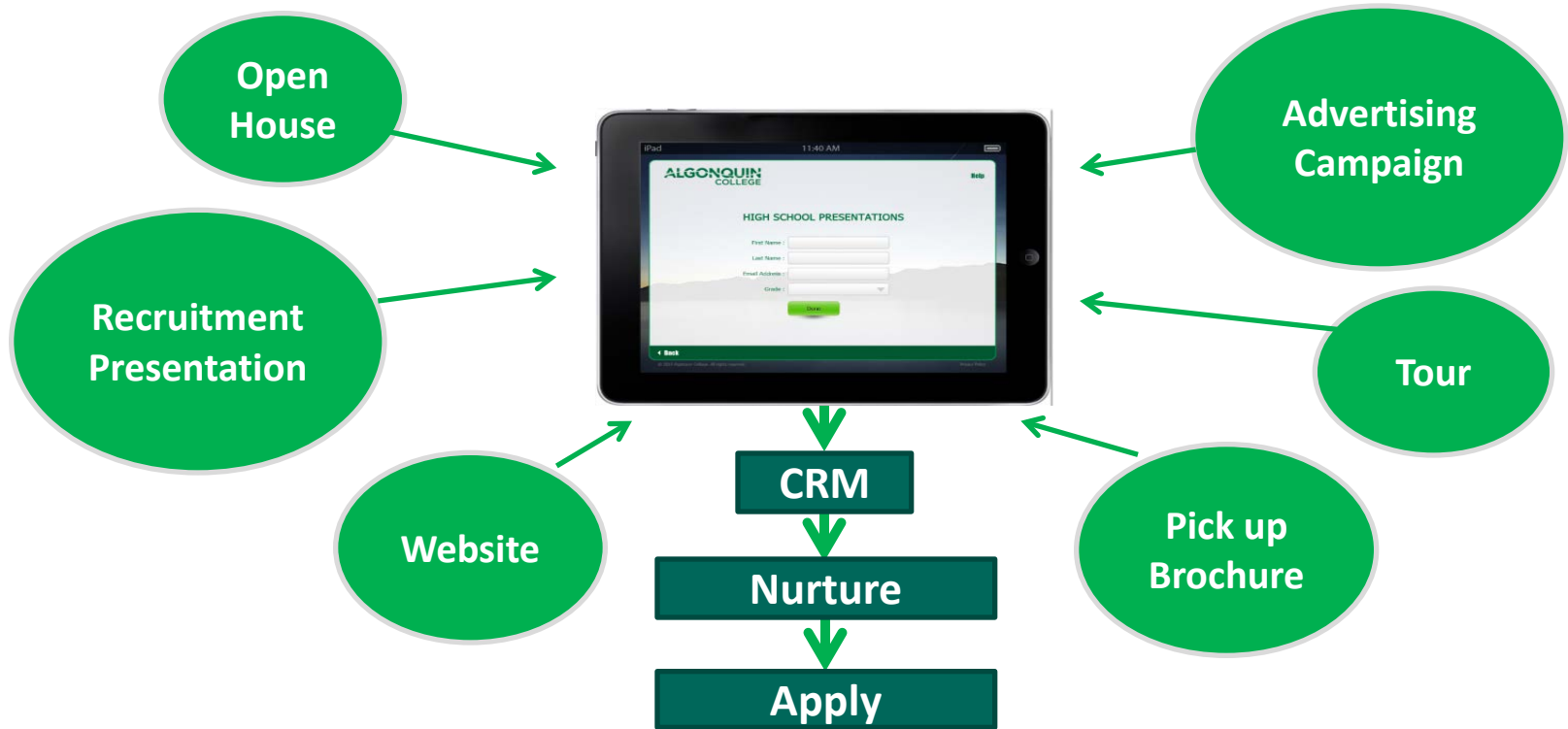
To build a recruitment system that delivers schools a steady supply of applicants.



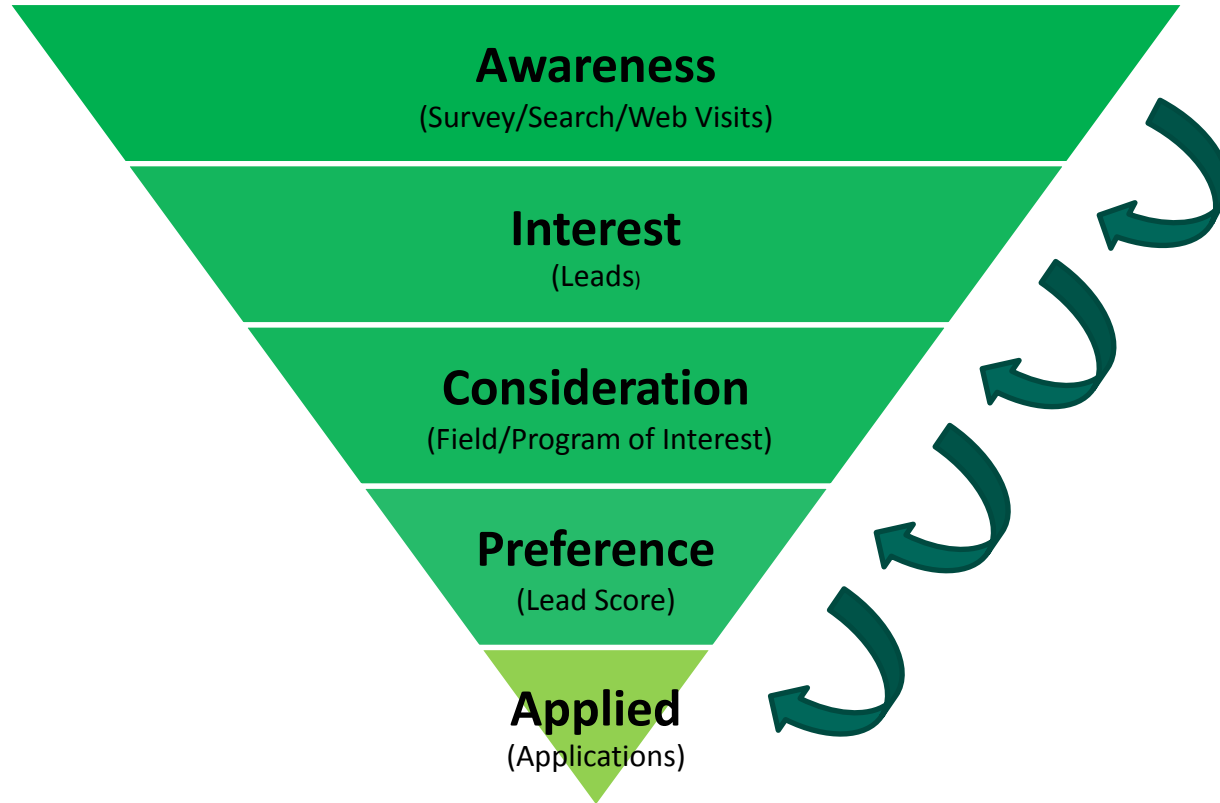
# Traditional Approach



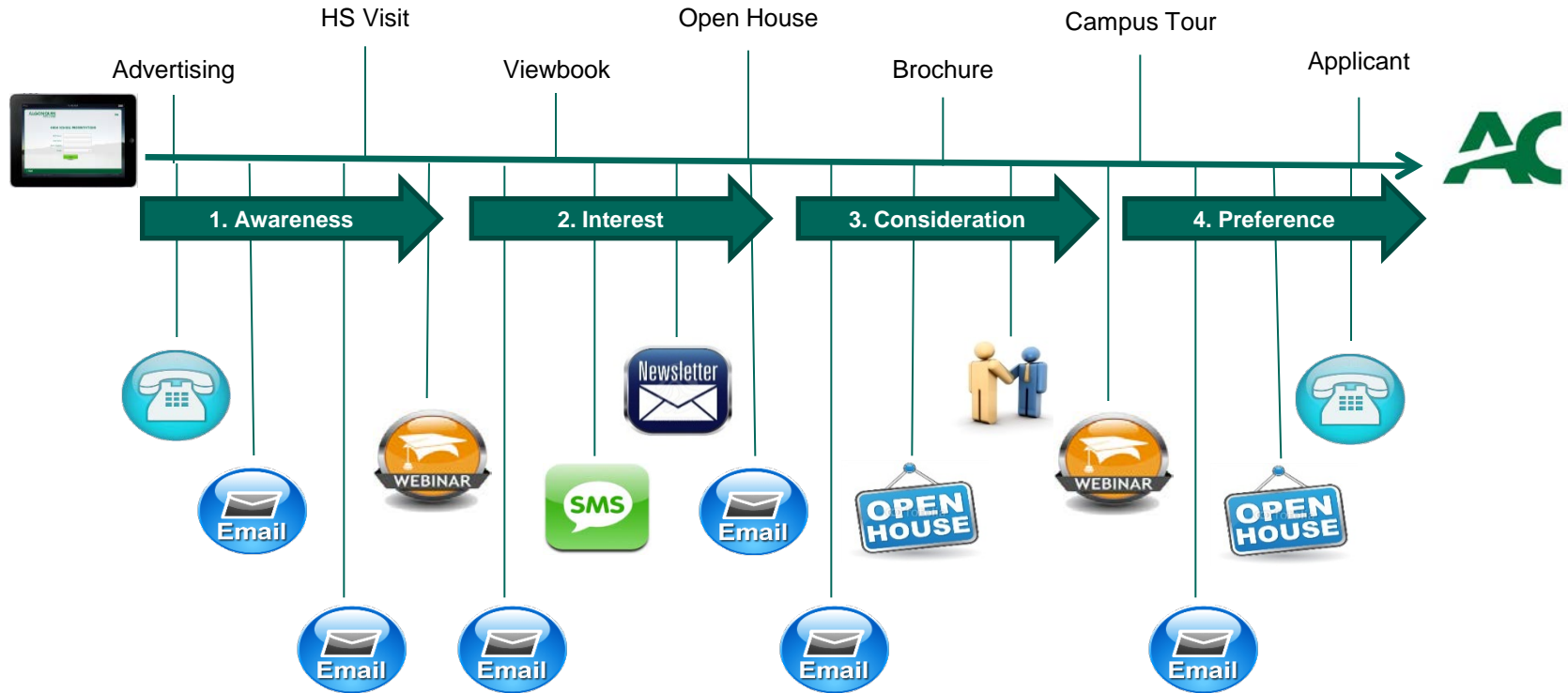
# Modern Approach



# Prospect Funnel



# Lead Nurturing



# Lead collection



**READY FOR A NEW CAREER?**

- Match my Interests to a Career
- Receive a Free Brochure
- Tour the Campus

Fill out the form to get answers based on your selection above!

First Name: \*    Last Name: \*

Your Email \*

Telephone \*

Anticipated Start Year: \*

Please Choose One

Questions & Comments

facebook

Algonquin College - Future Request Info

OTTAWA PATHS KNOWLEDGE ONLINE

ALGONQUIN COLLEGE

How can we help you?

Need program or student life information or help with admissions, financial aid, residence? All this and more can be found in our Viewbook.

Fill out the form below and we'll send you your very own electronic copy

\* First Name:

\* Last Name:

\* Email Address:

Anticipated Start Year:

\* Primary Area of Interest:

Secondary Area of Interest:

Questions and Comments:

**CAREER EXPLORER**

Enter your name & email address to get started

First name:

Last name:

Email Address:

**Get Answers Today!**

Fill out the form below to receive a FREE information kit. See how you can get a great paying professional career you'll love!

Turn your passion into a rewarding career

\* First Name

\* Last Name

\* Your Email

\* Telephone

\* Anticipated Start Year

Please Choose One...

Questions & Comments

At Algonquin College we respect your privacy. We do not disclose any of your information to third parties.



# Lead Nurturing

Algonquin College Recruitment - Theatre Arts Program

## Your Theatre Arts Career Kit

**ALGONQUIN COLLEGE**

Hello Jason,

My name is Diane Banks, Faculty Marketing Officer at Algonquin College. Congratulations on taking the first step toward a possible career in Theatre Arts.

I know there can be a lot to think about when you consider going to school. I'd like to help. Below you'll find an information sheet that will provide you with answers to some frequently asked questions about the program.

- [Theatre Arts Fact Sheet](#)
- [Theatre Faculty Bios](#)
- [Theatre Arts Program Guide](#)

**See It For Yourself...**  
The best way to explore if Career Training is right for you, and whether or not Algonquin College is a good fit, is to come in and visit the campus. See for yourself just what it's like to study and work in our professional theatre.

You can tour the facilities – including our theatre, costume facilities, studios, box offices and more – sit in on a class, speak with instructors who are all working professionals in their fields and have a one-on-one **career planning session** with one of our friendly and knowledgeable Algonquin Admissions Reps. We're happy to answer all your questions and help with everything from scheduling to Financial Aid.

**Career Quiz!**  
As you consider making possible changes in your life, now is a great time for some self-reflect

**ALGONQUIN COLLEGE** Connected.

## 10 Reasons you should attend Algonquin College

Jason

You notice we didn't say "Top" 10 Reasons? That's because everyone has different reasons for attending Algonquin College.

However, the one reason that all students agree on is 'employment'. How do you get the training you need for the job you want?

You can list your own reasons—we collected ten from Algonquin students:

### 10 Reasons You Should Attend Algonquin College

1. Get work – After you graduate and even while you attend school.
2. Affordable – Compare with university tuitions and costs.
3. Program Options – largest college in eastern Ontario.
4. Teaching – On-the-job experience and connected with their industries.
5. Great Facilities – From in-class equipment to sports equipment.
6. Degree Pathways – Transfer your Algonquin degree/certificate to another college.
7. Location – Canada's capital city. Ottawa has it all.
8. Class size – Great student/teacher ratios. You get the necessary attention.
9. Hands-on – Learn how to do it right on the best equipment with the best teachers.
10. Self-Improvement – Includes all of the above reasons. Let your confidence soar.

What's the next step? [Get help now with Career Explorer](#). It's an online tool that can help you explore your options.

Even benefits of an outstanding college education. [Check the Request Information deadline](#). Don't miss the opportunity for success.

Visit [algonquin.edu.com](#)



## WINTER OPEN HOUSE

Saturday, January 19, 2013

OTTAWA CAMPUS



# Demo

- Homepage
- Chatter
- Account (High school)
- Lead
  - Information
  - Marketo Insights/Lead Score
- Dashboards
  - Recruiter
  - Call Centre






**Fred Flintstone**

[Show Feed](#) [Follow](#)
[Activity History \(2\)](#) | [Program Interests \(1\)](#) | [Open Activities \(1\)](#) | [Literature Requests \(0\)](#) | [Campaign History \(5\)](#)
**Lead Detail**
    

Name	Fred Flintstone	Lead Score	32
Company	Fred Flintstone	Lead Status	Nurturing
School	<a href="#">A Y Jackson Secondary School</a>	Lead Owner	<a href="#">Shelley Teskey [Change]</a>
School Board	<a href="#">Ottawa-Carleton District School Board</a>	Applicant Type	Non Direct
Lead Source	Web	Anticipated Program Type	
Lead Source Detail	Tour Request	Anticipated Start Term	Fall
Primary Area of Interest	Health Studies	Anticipated Start Year	2013
Second Area of Interest			

 Revenue Stage **POI**

Description

**Communication**

 Email [fredrocks@hotmail.com](mailto:fredrocks@hotmail.com)

Phone (613) 883-7467

Mobile

 Email Opt Out 

ECO Reason

 Do Not Call 

DNC Reason

 Address 1 1385 Woodroffe Ave  
Ottawa, ON K2G 1B8  
CAN

**Marketing**
**REC Tools**

- Recruiting Calendar
- New Literature Request
- New Recruiter Card
- New Request
- New Tour Request

**INT Tools**

- International Calendar
- Recruiting Calendar

**CTC Tools**

- Training Centre Calendar
- GEDS

**Shortcut**

- [Calendar](#)
- [Unresolved Items](#)

**Recent Items**

- [Fred Flintstone](#)
- [A Y Jackson Secondary School](#)
- [Doug Witherspoon](#)
- [Wilma Flintstone](#)

-  [Wilma Flintstone](#)
-  [Business - Marketing](#)
-  [Animation](#)
-  [kanban](#)
-  [Campaign Guide - Lead Follow Up - V 5](#)
-  [Meeting Minutes Monday Dec 10](#)
-  [2013 HSV- Akwesasane Alternative High School](#)

Custom Links

[Activity Lists](#)

Messages and Warts


"You have to know where you've been to determine where you're going." Wes Butterfield

 [Recycle Bin](#)


Marketing

Communication Preference	Email	Facebook
Current Nurture Program	Prospect - Basic	
Campus of Interest	Ottawa	

Marketo

 **Marketo Sales Insight**

Priority:   

Actions: [Add to Watch List](#) 

[Interesting Moments](#) [Web Activity](#) **[Score](#)** [Email](#)

Score Name	Change	Total	Date	Campaign
Lead Score	+5	32	13/12/2012 1:05 PM	REC - Scoring - adds High School
Lead Score	+3	27	13/12/2012 8:58 AM	REC - Scoring - adds Anticipated Term
Lead Score	+3	24	13/12/2012 8:50 AM	Scoring - Demographic - Has Email
Lead Score	+5	21	13/12/2012 8:32 AM	REC - Scoring - adds AoI
Lead Score	+3	16	11/12/2012 10:41 AM	REC - Scoring - Visits mlearning web page
Lead Score	+1	13	10/12/2012 1:48 PM	REC - Scoring - Visits Health & Community Studies
Lead Score	+1	12	10/12/2012 1:48 PM	REC - Scoring - Visits Program web page
Lead Score	+1	11	10/12/2012 1:23 PM	Merge from anonymous lead
Lead Score	+1	1	10/12/2012 1:14 PM	REC - Scoring - Visits Future students web page
Lead Score	+3	10	28/11/2012 11:23 AM	Scoring - Email - Clicks Link

[Go to list \(11\) »](#)

Tour Details

Tour Date	21/12/2012
Tour Time	10:30 a.m.
Number of Guests (incl. yourself)	1





## REC Tools

Recruiting Calendar  
New Literature Request  
New Recruiter Card  
New Request  
New Tour Request

## INT Tools

International Calendar  
Recruiting Calendar

## CTC Tools

Training Centre Calendar  
GEDS

## Shortcut

Calendar  
 [Unresolved Items](#)

## Recent Items

[Fred Flintstone](#)  
 [A Y Jackson Secondary School](#)

Show Feed

## Dashboard

Refresh

As of 03/12/2012 10:29 PM. Displaying data as Site Dashboard.

## 2012-13 Leads Advancement



Acquired since Apr. 1 2012

## Marketing Leads Y/Y



Acquired since Apr. 1 2011

## Recruitment Leads Y/Y



Acquired since Apr. 1 2011

## Items to Approve

Manage All

No records to display

## Calendar

New Event

New Meeting Request

Scheduled Meetings

Requested Meetings

[Go to Dashboard List](#)

## 2012-13 Student Recruitment

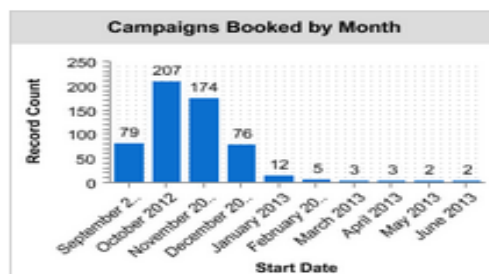




As of Today at 2:45 PM



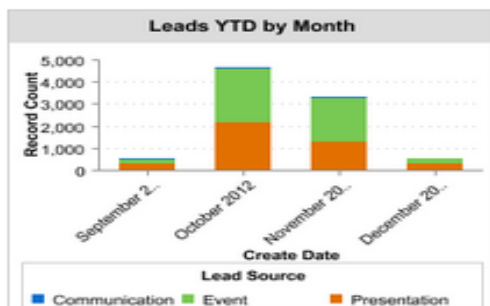
Sep 1 2012 - Aug 31 2013



Sep 1 2012 - Aug 31 2013



Sep 1 2012 - Aug 31 2013



Sep 1 2012 - Aug 31 2013



### Campaigns YTD by Recruiter

Owner	Record Count
Alicia George	82
Anne Kalil	7
Janice Pryce	73
Jody White	103
Jonathan Allsopp	142
Jonathan Holmes	136
Shelley Teskey	20



# RESULTS



# Results

2009-10  
Recruiter  
Productivity

0.4

presentations/day

2010-11  
Recruiter  
Productivity

1.1

presentations/day

2011-12  
Recruiter  
Productivity

1.5

presentations/day



# Results

2010-11  
Lead  
Generation

↑ 23%

2011-12  
Lead  
Generation

↑ 95%



**FUTURE**



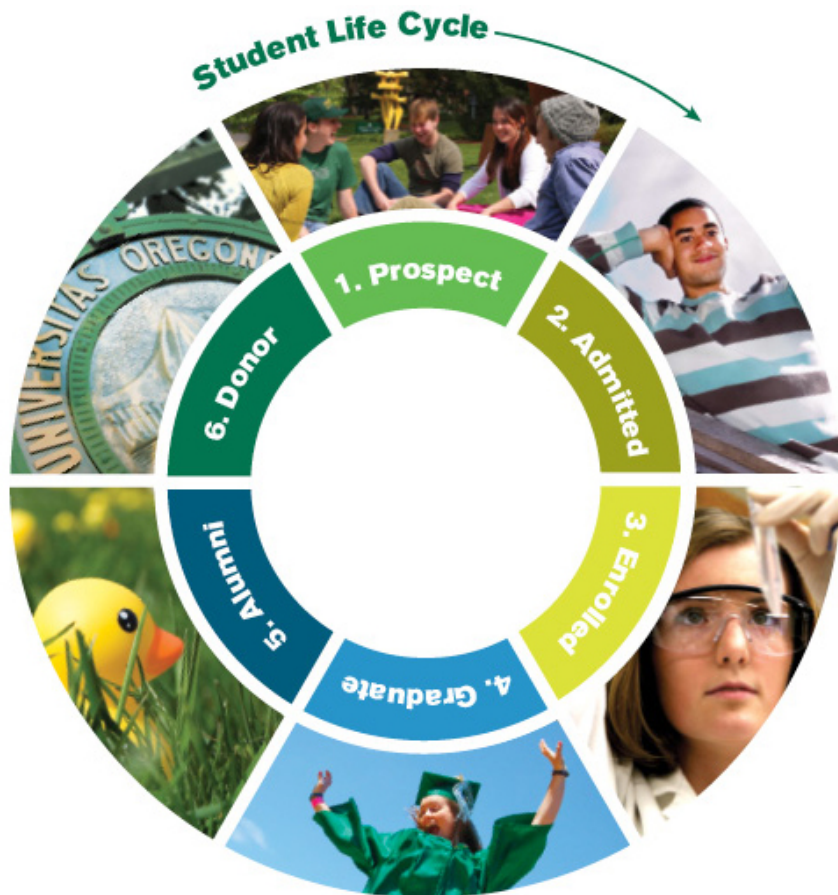
**ALGONQUIN**  
COLLEGE



# Our goal

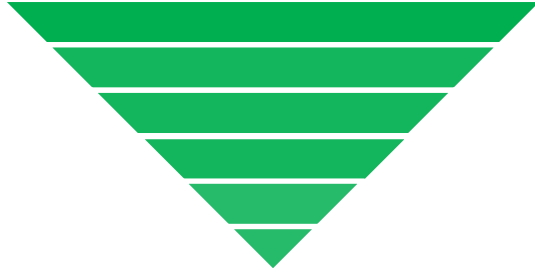
To build an **enrolment** system that delivers schools a steady supply of applicants, **students and graduates.**





# Enrolment Funnel

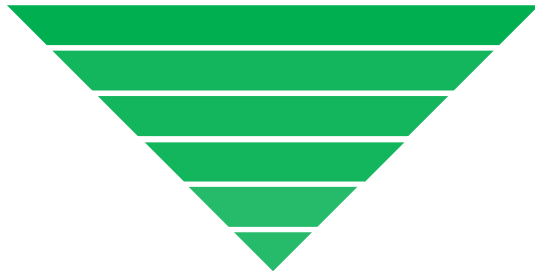
Recruitment Funnel



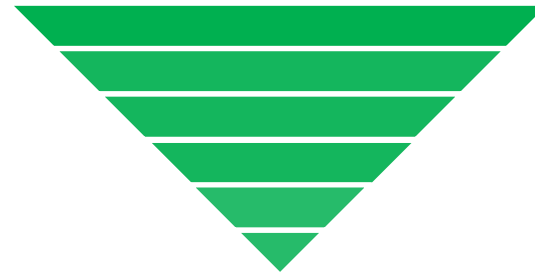
Retention Funnel



Admissions Funnel



Graduation Funnel



# Summary

- Technology at the service of the corporate strategy
- Empower the business unit to take control of its IT infrastructure without putting the College at risk
- Provides the ability to scale & internationalize
- Provides managers real time operation metrics & platform to improve its operations



# Salesforce Next Steps

## NEW

- Business Development
- CCOL
- International
- Foundation
- RO/Student Services
- Student Success

## MAINTAIN

- Advancement
- Corporate Training



# Our team



Thank You

**QUESTIONS**





<b>Presentation to:</b>	Board of Governors
<b>Subject:</b>	Reappointment of Governors
<b>Date:</b>	March 11, 2013
<b>Presenter(s):</b>	Denise Amyot, Chair, Governance Committee

**Purpose**

To ensure the Board of Governors has a clear and transparent process for reappointments, ensuring good succession planning and a well-balanced Board.

**Background**

Governance Committee began a review of Governors’ Terms of Office in the Fall and asked members who were eligible for re-election whether they were interested in remaining on the Board after August 31, 2013. All but one member eligible for re-election chose to remain on the Board.

**Recommended Resolution:**

**MOVED & SECONDED BY \_\_\_\_\_ & \_\_\_\_\_**

**That the following individuals be reappointed to the Board of Governors as indicated below:**

<b>Name</b>	<b>Term Length</b>
<b>Fred Blackstein</b>	<b>3 years</b>
<b>John Owens</b>	<b>1 year</b>
<b>Lynne Clark</b>	<b>2 years</b>
<b>James McIntosh</b>	<b>1 year</b>
<b>Barbara Farber</b>	<b>1 year</b>
<b>Denise Amyot</b>	<b>3 years</b>





<b>Presentation to:</b>	Board of Governors
<b>Subject:</b>	Policy BGI-02 Approval
<b>Date:</b>	March 11, 2013
<b>Presenter(s):</b>	Denise Amyot, Chair, Governance Committee

**Purpose**

To ensure that the Board of Governors has a process for the appointment and reappointment of members of the Board in compliance with Ontario Regulation 34/03 of the Lieutenant Governor in Council under the Ontario Colleges of Applied Arts and Technology Act, 2002.

**Background**

Governance Committee began a review of several governance policies, one of which is policy BGI-02, in the Spring of 2012. Over the course of the year the Committee made some revisions to the Appointments/Reappointments of External Governors policy and submit the final draft to the Board for approval.

**Recommended Resolution:**

**MOVED & SECONDED BY \_\_\_\_\_ & \_\_\_\_\_**

**That policy BGI-02 Appointment/Reappointment of External Governors by approved as submitted.**

## Board Governance Policy - DRAFT Approved Jan 11.13 Governance Committee

### BG I-02                      Appointment/ Reappointment Of External Governors

Policy Type:	Board Process		
Date First Approved:	2003.10.14	Date Last Reviewed:	2012.05.14
Board Meeting Number:	473	Mandatory Review Date:	2017.05.14

### PURPOSE

This policy establishes a process for the appointment or reappointment of external members of the Board of Governors (the “Board”) in compliance with Ontario Regulation 34/03 ( the “Regulation” ) of the Lieutenant Governor in Council (“LGIC”) under the Ontario Colleges of Applied Arts and Technology Act, 2002, the Minister’s Binding Policy Directive: *Protocol for Board Nominations and Appointments* (the “MTCU Directive - Board Nominations”) and Algonquin College Board of Governors By-law #1.

### POLICY

1. In the appointment of Board members, the College shall comply with the Regulation, MTCU Directive – Board Nominations and By-law #1. The Regulation stipulates in part that one third (4) of the external members are to be appointed by the LGIC and two thirds (8) directly by the Board.
  
2. The Board shall ask the Governance Committee to conduct annually a skills analysis of its members, referred to as a skills matrix, to identify any critical deficiencies in the skill sets necessary to complement the College’s strategic direction and to balance the overall composition of the Board.
  
3. When vacancies of external governors are to occur, the Board shall ask the Governance Committee to bring recommendations for appointments or reappointments of external governors for approval.
  
4. In making its recommendations regarding future appointments, the Governance Committee shall take into account: the skills and expertise required by the Board of Governors at any one time, the need to have a membership which reflects and represents the stakeholders of the local community, the overall strategic direction of the College, and the Board’s succession plans.

### PROCEDURE

This procedure defines the roles and responsibilities of the Governance Committee, the Board Office and the Board in the recruitment and recommendation for appointment or reappointment of external governors.

1.            **Database**

- 1.1 The Secretary to the Board will maintain a database of individuals interested in becoming a member of the Board through application. The database will be updated annually and those listed with the required skill sets identified by the skills matrix in any given year may be contacted in the event of a vacancy.

## **2. Skills Analysis**

- 2.1 In the event of a vacancy on the Board, the Governance Committee will refer to the latest skills matrix to identify any skills shortage on the Board.

## **3. Selection Process**

- 3.1 When a vacancy on the Board is to occur, or when additional names are required to replenish the database of individuals interested in becoming future Board members, the Governance Committee will initiate a recruitment campaign including internal and external communications. Current Board members may also introduce potential candidates.
- 3.2 In making its recommendations regarding future appointments, the Governance Committee will take into account the skills and expertise required by the Board, the need to have a membership which reflects and represents the stakeholders of the local communities and the overall strategic direction of the College.
- 3.3 Interested individuals will complete a nomination form and provide their curriculum vitae together with the requisite forms required for LGIC appointments, if applicable.
- 3.4 For interested applicants or nominees, the Board Office will make available a range of College governance information, including the Ontario Colleges of Applied Arts and Technology Act, the Ontario Regulation 34/03 the College by-laws, and Board policies.
- 3.5 The Board Office will provide all potential candidates with documentation clearly setting out the roles and responsibilities of a Board member. The documentation may include reference to specific background required as highlighted in the latest Skills Matrix.
- 3.6 The Governance Committee will invite potential new members to a meeting to explore their skills and expertise. At that meeting, the Governance Committee will highlight the need to be able to devote sufficient time to the duties of a Board member.

## **4. Member Reappointment**

- 4.1 The Governance Committee will review the performance of Board members opting to put their names forward for renewal of membership and will bring forward a recommendation to the Board to accept or reject the Board member request for renewal.
- 4.2 The Chair of the Governance Committee will notify Board members of the recommendation on their request to renew their membership going forward to the Board and indicate the rationale if denied.
- 4.3 A board member cannot vote on the renewal or extension of his or her own term.

**5. Short Listing and Governance Committee Recommendation**

5.1 The Governance Committee will develop a short list of up to a maximum of three candidates per vacancy. These three candidates will be interviewed by the Governance Committee giving consideration to the principles of merit, diversity, and support for the College strategic directions.

The Governance Committee will then make a recommendation for approval to the Board: one nominee for each Board appointed external member, and up to a maximum of three nominees for each LGIC-appointed external member. These Governance Committee recommendations will include a term duration for non-LGIC external members which is set to strive for a balanced turnover of external members, such that a maximum of four external Board members are scheduled to come off the Board in any given year.

5.2 The Board Office will submit the documentation and forms of the LGIC nominees as required by the MTCU Directive - Board Nominations to the Public Appointment Secretariat. Members of the public may also nominate candidates for consideration directly through the Public Appointments Secretariat

5.3 Nominees for LGIC-appointed external member will be informed that if selected for appointment their name, qualifications and/or application form will be submitted to the Standing Committee on Government Agencies for review and may result in an appearance before that Committee. If selected for appointment, an LGIC-appointed external member may be required to take an Oath of Office and Oath of Allegiance in accordance with the *Public Service of Ontario Act, 2006*.

**6. Board Recommendation**

6.1 Where the Board accepts the recommendation(s) of the Governance Committee for appointments or reappointment of members, the Board will recommend these appointments as detailed in the MTCU Directive - Board Nominations.

6.2 Once appointed, the candidate will receive a letter of appointment from the College. The letter will include an orientation package and a request to sign the Code of Ethical Conduct and Governors' Agreement (By-law#1, Attachment 1). New members will also be required to participate in the Colleges Ontario orientation sessions. Applicants who are not selected for appointment are notified by the College unless they are nominees submitted directly to the Public Appointments Secretariat.

**MONITORING**

The Board will monitor its compliance with this policy after a Board vacancy has been filled as part of the Board Evaluation. The success of the Board in appointing members consistent with this policy and procedure will be a performance measure.

**RELATED MATERIALS**

Ontario Colleges of Applied Arts and Technology Act, 2002, Ontario Regulation 34/03  
[http://www.e-laws.gov.on.ca/html/source/regs/english/2003/elaws\\_src\\_regs\\_r03034\\_e.htm](http://www.e-laws.gov.on.ca/html/source/regs/english/2003/elaws_src_regs_r03034_e.htm)

Algonquin College Bylaw #1  
<http://www.algonquincollege.com/board/documents/Bylaw1APPROVED.June.11.2012.pdf>

Ministry of Training, Colleges and Universities, *Protocol for Board Nominations and Appointments.*  
Revised January 2011

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

<b>Area 1</b>	<b>HUMAN RESOURCES</b>
<b><u>ORGANIZATIONAL EFFECTIVENESS</u></b>	
<b>Recruitment</b>	
Newly opened job competition postings for February include:	
<ul style="list-style-type: none"> <li>• 6 Support Staff positions</li> <li>• 2 Academic positions</li> <li>• 2 Administrative positions</li> </ul>	
<b>Performance Management</b>	
Timeline for Performance Contracts and Evaluations within Halogen for all Administrative staff is finalized.	
<b>Business Intelligence – Standard Workload Form (SWF) and Part Time data</b>	
A new SWF monitoring tool is being developed with phase 1 to be completed by March 31, 2013. Documentation and communication to be developed by March 31, 2013.	
<b><u>COMPENSATION, PENSION &amp; BENEFITS (CP&amp;B)</u></b>	
<b>Successful Transition to Retirement</b>	
Human Resources provided an employee retirement session. Due to demand, another session will be offered later in the Spring of 2013.	
HR received 89 applications for the Tuition Reimbursement for Dependents of Full-Time Employees (HR17) for the Winter Semester (College has 1259 full time employees). This is a positive outcome as more children and spouses of Algonquin employees are studying at the College.	
<b><u>CENTER FOR ORGANIZATIONAL LEARNING (COL)</u></b>	
<ul style="list-style-type: none"> <li>• The Administrative Mentorship program was launched in early February. All new administrative hires will be paired with their mentee during the first week of hire.</li> <li>• Performance Institute began January 22 with 12 participants. This program has been operating for over 10 years and greatly helps staff and faculty to enhance teaching and presentation skills.</li> <li>• Leadership Development (ALEI I) began January 31 with 16 participants.</li> <li>• Advanced Leadership Development (ALEI II) began February 7 with 15 participants.</li> <li>• Service Excellence will begin on February 25 with 20 participants.</li> <li>• Annual support staff survey of PD/learning needs for support staff conducted.</li> <li>• February edition of the <i>Live Laugh Learn</i> employee e-Newsletter was released with an introductory article from Claude Brulé, VPA <a href="http://www3.algonquincollege.com/livelaughlearn/">http://www3.algonquincollege.com/livelaughlearn/</a>.</li> <li>• Workshops developed and delivered for support staff in February break week included "Explore Lynda.com to boost your PC software technology skills online" and "Discover Camtasia Relay to capture your work processes and to liven up your presentations".</li> </ul>	
<b><u>LABOUR RELATIONS</u></b>	
As of February 20, 2013 there are 20 active Support Staff grievances and 13 active Academic grievances which are ongoing through the Step process.	

<b>Area 2</b>	<b>FINANCE AND ADMINISTRATION</b>
<b><u>FINANCE AND ADMINISTRATIVE SERVICES</u></b>	
<b>Projects currently in progress:</b>	
<ul style="list-style-type: none"> <li>• Payment Card Industry-Data Security Standards (PCI) project to ensure that the College is in compliance with the PCI standards.</li> <li>• Implementation of a new service delivery model in the Student Commons, including “triage” processes through Student Success Centre.</li> <li>• Automation of bursaries process.</li> <li>• Expansion of the Purchasing Card Program – rebate cash back of \$21,441.58 for 2012.</li> <li>• Value stream review of Part time Pay process currently being piloted, i.e. automate timesheet process.</li> <li>• Business Process Review of the paper ordering and delivery process.</li> <li>• RFP for Banking Services in collaboration with Ontario Education Collaborative Marketplace (OECM).</li> <li>• RFP for Investment Services to be issued by March.</li> <li>• Offer co-op or applied learning opportunities to College Students.</li> </ul>	
<b>Completed</b>	
<ol style="list-style-type: none"> <li>1. Accessibility for Ontarians with Disabilities Act (AODA) procurement activities to ensure compliance by January 1, 2013 deadline</li> <li>2. Purchasing Policy includes the new AODA clause – approved by President’s Council December 2012.</li> <li>3. Elimination of credit card acceptance for full-time tuition fees paid by domestic students.</li> <li>4. Updating Request For Quote and Request For Proposal (RFP) templates.</li> <li>5. Transition to new Insurance Broker, Aon Canada, resulting from Ontario Colleges RFP in collaboration with Ontario Education Collaborative Marketplace.</li> <li>6. 2013/14 Annual Budget completed two months earlier than previous years.</li> <li>7. T4’s prepared and issued to employees in advance of deadline.</li> </ol>	
<b><u>PHYSICAL RESOURCES</u></b>	
<b>Facility Operations And Maintenance Services (FOMS)</b>	
<p><b>ESCO 2 Phase 1</b> – Siemens have accepted all College comments. We expect final drafts of the contracts on Friday, February 22, 2013.</p> <p><b>ESCO 2 Phase 2</b> – Design is proceeding, assuming no government incentives for a co-generation plant.</p>	
<b>Facilities Planning &amp; Sustainability</b>	
<p>An update was provided to the President’s Council on Integrated College Development Planning. The budgeting support and approved list of College Space and Infrastructure Committee (CSIC) projects for 2013-14 was completed.</p> <p>The preliminary shortlist of space and renovation requests for 2014-15 was presented at CSIC.</p>	
<p>A sustainability consultant was retained to support the work of Sustainable Algonquin Steering Committee. Tasks include: renewal of the Sustainable Algonquin website; development of a sustainability primer for managers and employees; and support to organize a Sustainability Day for the Woodroffe Campus.</p>	

### **Major Capital Projects**

Algonquin Perth Campus Renewal project has achieved it's targeted LEED-Gold certification.

### **Safety, Security And Emergency Management**

Planning for the May 22, 2013 exercise (LiveEx-2013) is well underway. The scope and Master Events List have been prepared. The exercise is being developed with the support and assistance of the School of Health & Community Studies and will be designed as an opportunity for experiential learning for students from the Police Foundations, Firefighter and Paramedic programs. Additionally, efforts are underway to incorporate the necessary planning to exercise the College Business Continuity Plan in coordination with the exercise.

The Mass Notification System implementation project is underway with the support of Information Institutional Research and Technology Services. There is a significant amount of work necessary to integrate the Blackboard Connect system with existing College systems. A target of September 2013 has been set for implementation of the student portion of this system.

### **INFORMATION, INSTITUTIONAL RESEARCH & TECHNOLOGY SERVICES**

For the month of January 2013, Information, Institutional Research and Technology Services (IIRTS) highlights the following accomplishments.

#### **Institutional Research**

- The KPI Student Satisfaction Survey was completed from Feb. 4 to 15, 2013, yielding 9,500 responses from students enrolled in FTSP programs. Results will be released by the MTCU in early-April.
- Completed activity for 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.
- Pierre Mercier, Associate VP, Institutional Research at the University of Ottawa, will be presenting Transfer Students at Algonquin College and the University of Ottawa: A Collaborative Project at the ONCAT Student Pathways in Higher Education Conference, February 27 – March 1, 2013, at the Westin Harbour Castle Hotel in Toronto.
- Final phase of HEQCO Work Integrated Learning project launched by teleconference among the 18 participating universities and colleges on Feb 14. Final phase involves an on-line survey of graduates assessing employment outcomes after participating in a WIL program.
- Presented 'From Data to Decision-Making' at Advanced Leadership Development session.

#### **PCI Compliance**

- Planning for iPark, Food Services, One Card and Book Store cutover under way.
- GeneSIS and International hosted checkout solutions rollout scheduled for week of February 25, 2013.
- Draft Incidence Response Plan complete.
- Penetration testing and vulnerability assessment vendor engaged.
- Status report to President's Council on February 5 yielded decision to have PCI Compliance maintenance responsibility reside in Finance and Administration.

#### **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.

- Work continues on improving the performance and enhanced connectivity of the College's wireless network for Mandatory Laptop Program classrooms by upgrading an additional 30 wireless access points.
- Work is underway to deploy and configure new platforms for the College's Ingres based applications.
- There were no issues with the College's Internet connectivity over the period. Internet access met the 99.9% availability Service Level Agreement (SLA).
- The College's wireless network experienced no outages over the period meeting the 99.9% availability SLA.
- In January, the College's core network met the 99.9% availability SLA.

### **Learning Management Systems and Solutions Automation**

#### **Information Security**

- Provided cyber security risk briefings to VP Finance and Administration, and to Applied Research.
- Initiated IT security review of Health Clinic computing environment.
- Held first meeting with InfoSec counterparts at Carleton University and University of Ottawa to discuss sharing and partnerships.
- Developed Blackboard security consultancy RFP to assist with SSL architectural requirements.
- Developed Statement of Work for network security scanning in support of PCI security, and hired security contractor.

#### **Client Care - Tickets:**

Tickets Generated: 2,151

Tickets Closed: 2,166 (includes tickets from previous month)

#### **Top Categories:**

- eClassroom Maintenance
- Wireless Configuration
- Printer – Paper / Toner Required
- Call Transfer
- Hardware Support
- Diagnose Software Issue
- Mobile Computing Software Support
- Student Email
- Network Password Reset

#### **Initiatives:**

- Health Services WC141 Phase 2 move has been completed.
- Finance has provided agreement to upgrade PeopleSoft, including the SQL Server 2008 and PeopleTools, the last week of February. Upgrade is on track to complete.
- 2011/2012 PSIS data submitted to Stats Canada February 2013.
- Server set-up for development environment is complete, staging & production are in progress. Requirements for code changes have been documented. Test planning for both HRIS and GeneSIS are almost complete. Meeting with business owners / stakeholders will be scheduled to facilitate planning of functional and user test. Additionally, an overall Operational Support Framework is being defined to ensure continuous stability of the platform through rigorous and standardized operational practices and maintenance schedules.

- Expecting sign-off from the finance group regarding the 2 remaining workflows and training documentation has been developed and is ready to deploy into the production environment
- Deployed a tool to assist the Client Care group to automate answering questions regarding site ownership. This reduces the steps the service desk requires to be able to resolve support issues.
- SharePoint training delivered to Faculty and staff in Perth
- Scheduling SharePoint training to Office Administration Executive students in Perth
- Facilitated training for over 40 staff and faculty at Woodroffe and are planning 2 more sessions before the end of March for another 80. This will increase the number of faculty and staff who have received SharePoint training to over 250 since the launch in August.
- In February, continued to operate the Blackboard environment on a 7/24 basis, with no system failures or performance issues and we continue to exceed our 99.9% target.

### **COLLEGE ANCILLARY SERVICES**

Ancillary Services enjoyed a strong January with revenues in a number of business units showing increases over the last fiscal year including textbook sales in Retail Services, overall sales in Food Services and Parking Services. All business units successfully implemented the Federal Government's 'Eliminate the Penny' initiative.

Working with Advancement and contracted firm Soshal Group, Ancillary Services has commenced the migration of websites over to the WordPress platform. All business units will migrate with the exception of Retail Services due to the e-commerce portion of their operation.

Retail Services and The Print Shop continue to support the e-text initiative launched at the beginning of the winter semester. The development and planning for a larger rollout in September 2013 is underway.

<b>Area 3</b>	<b>STUDENT SERVICES</b>
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### **REGISTRAR'S OFFICE**

#### **Registration Statistics - Full-time Registration in Post-Secondary/Post-Diploma Programs**

For the 2013 Winter Term, as at February 12, 2013, the net registered students numbered 15,506 or 104% of the projected enrolment. Please see Appendix 1 – Area 3: Student Services, at the end of the report, for additional information.

#### **Continuing Education Registrations**

For the 2013 Winter Term as at February 8, 2013, registrations were 12,386 as compared to 11,552 for the same time last year. The term registrations to February 8, 2013 represent 150% of the projected enrolment. Continuing Education registrations have increased substantially as a result of high demand for mobile programs and restructuring. Registration continues throughout the term.

#### **Admission Statistics - 2013 Spring Term**

As at February 11, 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 39.2% from last year, Secondary School applicants are up 31.7%, with an overall increase in applicants of 36.8%. Province wide, the variances are 4.4%, 2.2% and 2.8% respectively. High percentage variances are the result of early early data.

As at February 11, 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 40.5% from last year, Secondary School applicants are up 31.4%, and overall we show an increase of 37.6%. Province wide, the respective variances are 4.4%, 1.3% and 3.5% respectively.

As at February 11, 2013, for Confirmations, our Non-Secondary School confirmations are up 85.4% from last year, Secondary School confirmations are 36.4%, and overall, we show an increase of 68.3%. Province wide, the respective variances are 32.0%, 14.5% and 27.8% respectively.

### **2013 Fall Term**

As at February 11, 2013, OCAS statistics for the 2013 Fall Term indicate that, for College Choices (i.e. number of individual applicants to Algonquin College), our Non-Secondary School applicants are up 6.0% from last year, Secondary School applicants are up 3.9%, with an overall increase in applicants of 4.9%. Province wide, the variances are -2.5%, 2.5% and 0.4% respectively.

As at February 11, 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 7.0% from last year, Secondary School applicants are up 5.2%, and overall we show an increase of 6.0%. Province wide, the respective variances are -2.4%, 3.1% and 0.7% respectively.

As at February 11, 2013, for Confirmations, our Non-Secondary School confirmations are up 70.3% from last year, Secondary School confirmations are up 83.4%, and overall, we show an increase of 76.7%. Province wide, the respective variances are 11.8%, 13.5% and 12.7% respectively.

### **Spring Convocation**

The 2013 Spring Convocation Ceremonies (Ottawa Schools) will be held at Scotiabank Place on June 24 - 26, 2013.

The 2013 Spring Convocation Ceremonies (Perth Campus) are scheduled for June 6, 2013 in Perth.

The 2013 Spring Convocation Ceremonies (Pembroke Campus) are scheduled for June 13, 2013 in Pembroke.

### **Official Tuition Tax Receipts (T2202A)**

Official Tuition Tax Receipts (T2202A) have been posted on the Algonquin College Information System (ACSIS). This information has been communicated to Algonquin College students using a variety of electronic notification formats.

### **2013-2014 Admission Processing**

Application processing for upcoming academic cycles continues. Fall 2013 offers of admission were extended to all open program applicants effective the equal consideration date, February 1, 2013.

The Fall 2013 Offer of Admission package and envelope incorporated the new college branding and offer packages included a new mobile learning program information insert outlining the advantages of mobile learning and programs.

### **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.

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.

## **FOUNDATION**

### **Endowment Funds:**

- Confirmed endowment Fund Pledges of \$392,524 against goal of \$600,000
- Endowment Funds Received: April 1, 2012 to February 11, 2013: \$325,348
- Endowment Funds Received: April 1, 2011 to February 11, 2012: \$288,732  
(12% increase over 2011-2012)

### **Confirmed non-endowed annual awards**

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

- Annual Funds Received: April 1, 2012 to February 11, 2013: \$333,806
- Annual Funds Received: April 1, 2011 to February 11, 2012: \$258,989  
(23% increase over 2011-2012)

### **Bursary, Scholarship and Award Disbursements**

- Disbursements April 1, 2012 to February 11, 2013: \$680,778
- Disbursements April 1, 2011 to February 11, 2012: \$590,635  
(14% increase over 2011-2012)

### **Alumni Relations**

- \$153,608 transferred from former Alumni Association to Algonquin College Alumni account.
- Alumni electronic newsletter (Alumnet) sent out January 21, 2013.

### **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 February 13, 2013: \$788,690.

Woodroffe Campaign Cash/Pledges to date: \$7,605,501 of a \$7M 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**

Cash/Pledge payments from April 1, 2012 to February 13, 2013: \$182,813.

Perth Campaign Cash/Pledges to date: \$566,874 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 February 13, 2013: \$1,141,728.

TOTAL Partnership Major Gifts and GIK to date: \$1,235,478 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**

From January 14, 2013 to February 15, 2013, the Aboriginal Counsellor completed 73 counselling appointments with 46 separate students. Students presented with a range of issues including academic performance, academic planning and financial distress. During this same period, the Aboriginal Student Success Specialist provided academic, career, and financial aid support to 65 Aboriginal/First Generation students.

The Aboriginal services team has partnered with Aboriginal community organizations to host events relevant to the current needs and interests of students. These events typically draw over of 25 students. Some of the events held included:

- January 16th: Student Employment workshops hosted by the City of Ottawa;
- January 29th: Federal Student Work Experience Program (FSWEP) workshop hosted by the Treasury Board;
- February 4th: Open Meeting of the Algonquin College Aboriginal Education Council (AEC);
- February 5th: Monthly Feast with Elder Joanne Dellaire.

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. For example, staff have lead weekly Lunch & Learn workshops on topics such as study skills, bursary access and employment skills. The Mamidosewin Centre also hosted a historical exploration series titled, "Idle no More: Teach in Film", where students reviewed a CBC 8 Fire documentary on current Aboriginal Affairs, and then participated in a facilitated discussion. These events are designed for smaller discussion groups and drew between 5 and 15 students to each event.

#### **Centre for Students with Disabilities (CSD)**

An Interactive Whiteboard (IWB) Smartboard has been installed in the CSD Assistive Technology Lab meeting room. Students are using the tool with its LED screen and projection capability for small group work. As well, there is now a height adjustable meeting table in the room that has both cabled and wireless access.

The Assistive Technologists are working with the Academic area to pilot the option of ebooks with some programs, since eBooks can be more accessible than paper books. A meeting was recently held to further explore this pilot project.

#### **Counselling Services**

##### **Launch of Intake Triage Assessment Process**

Beginning January 7th, Counselling Services launched an Intake Triage Assessment process using three trained mental health workers. This intake process was designed to identify those students who most urgently needed to meet with a counsellor for an initial appointment and schedule an immediate appointment between January 14th and February 15th.

This indicates that Counselling Services has now increased its capacity to serve students trying to access the service for an initial appointment. This further translated into 88% of students requesting service from Counselling Services are being provided with either an Intake or Counselling appointment,

usually on the same day of their request.

### **Counselling Services for Registered Students**

For the period of January 14th to February 15th, Counselling Services completed a total of 496 counselling appointments with 291 separate students; a 12% increase over the same period in 2012.

### **Services for Prospective Students**

Counselling Services also provided information services for 192 “prospective” students seeking assistance in selecting a program between January 14th to February 15th; filling 87% of all available 30 minute appointment slots. The demand for this service remains high and represents a 21% increase in service delivery over the same period in the previous year.

### **Outreach Services**

Counselling Services facilitated two SafeTALK workshops for students on suicide risk assessment and first aid. The workshops were full and 54 students completed the training. Two additional workshops are planned for the coming month to meet the demand.

### **University of Ottawa Counselling Interns**

Counselling Services is currently hosting two interns from the University of Ottawa Doctoral and Masters Graduate Programs in Counselling Psychology. The interns received an orientation to Counselling Services and began by shadowing counsellors during select counselling appointments. Interns are now completing counselling sessions with select students under the supervision of an experienced counsellor on staff.

### **Employment Support Centre, Student Affairs and Orientation, Student Success Service**

At this year’s Career Networking Fair, (the largest on-campus recruitment event for graduates and students) held on Tuesday, February 12, 66 employer exhibitors were on campus, representing more than a dozen industry areas of the labour market including PCL Constructors, Shopify, the Ontario Provincial Police, Abbott Point of Care, Atomic Energy, the Canadian Revenue Agency, Hydro One, and Prairiefyre Software. An enthusiastic group of Marketing students (approximately 30) were trained to assist the day of the event. Approximately 2,200 job seekers visited the Career Networking Fair [an increase of 229 job seekers, compared to 1,971 in 2012, reflecting an increase of 11.6 percent].

### **Student Affairs and Orientation (SAO)**

As of Monday, February 4th, the SAO has been actively canvassing for Student Leaders for the 2013-2014 academic year. Students may apply online or in person at the SAO office. The Student Leader Program provides leadership and volunteer opportunities for students.

### **Student Success Service**

Live Chat made 172 new connections versus 158 for the same period in 2012.

### **Student Information Desk**

From mid-January to mid-February, the number of questions fielded by the Main Desk was 655 and 1,146 at the Mobile Desk.

As these areas have recently changed the mechanism in which statistics at the Student Information Desks are collected, there are currently no reliable comparative statistics available.

### **Health Services**

Two new physicians will be joining the Health Services team for half days on Monday afternoons and Wednesday mornings commencing the last week of February. Dr. Mariana Herskovitz comes to Algonquin with experience in a community health centre, the Healthy Sexuality Program and the Smoking Cessation program (Ottawa Heart Institute). Dr. Anne Marie Allart also works at the University of Ottawa Health Services.

### **Peer Tutoring**

The demand for Peer Tutoring continues to grow. For the period of January 14th to February 15th, Peer Tutoring booked 1,165 tutoring sessions; a 7% increase over the same period in 2012.

A full-time Peer Tutoring and Academic Skills Officer Centre Officer position was approved and has been posted. The intention of this position is to be responsible for the effective planning, coordination and daily operations of the Peer Tutoring Centre and Academic Skills Centre.

### **Residence Life**

The SAO and Residence Life staff and students participated in the 'Alternative Spring Break – the Dominican Experience' were pleased by the generosity expressed by the College community through the many useful items donated for the community, made up of educational, household and food items. The group departed for the Dominican Republic on Saturday, February 16th, for their week-long experience. Students maintained a blog during their journey, which was accessed through the SAO website.

### **Test Centre (TC)**

Three part-time proctors were hired and trained and have been instrumental in meeting the annual spike in service volumes coinciding with the opening of the application period from mid-January to May 2013.

Services were offered to 1,238 clients from January 22nd to February 18th, compared to 1,053 candidates in the comparable time period in 2012. This marks a 17.5% increase in volume in testing services offered to clients.

Revenues YTD [April 1, 2012 to February 15, 2013] are \$277,316.00, which is an increase of 14% over the comparable YTD reporting period for the previous year [i.e., 243,956.00 for April 1, 2011 to February 15, 2012]. The Test Centre is on target to meet its revenue target for 2012-2013 of \$330,000.

### **Welcome Centre**

During the time period encompassing Tuesday, January 22 to Friday, February 15, the Welcome Centre provided service to 4,525 clients.

### **Learning Resource Centre (LRC)**

A new LRC AODA committee was formed to support and guide the LRC to AODA compliancy. The group will periodically meet with the academic AODA group, as well as Ontario College Library AODA Group. The Ontario College Library group has hired a consultant to advise the LRC on how they may become compliant with AODA as a group.

To coincide with Earth Day, the LRC will display a paper waste exhibit beginning Saturday, March 30 to

Monday, April 22 (Earth Day). Since January 1, all printed pages from recycle bins are being saved and stored in paper boxes. The intent is to showcase environmental facts, paper saving tips and exhibit the waste of paper collected over the term.

### **Business Operations**

The Business Operations team has been completing all necessary documents for the 2013-2014 budget process, finalizing the list of deficiencies relating to the move to the Student Commons, and submitted the Interpreters Annual Report was submitted to the Ministry of Training, Colleges and Universities.

<b>Area 5</b>	<b>ACADEMIC</b>
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### **Algonquin College in the Ottawa Valley**

Video admission offers were made to all applicants who received an offer of admission to programs at the Pembroke Campus for Fall 2013. These video messages from the program coordinators were embedded into an email sent to each applicant. Several staff and faculty also participated in a phone campaign, calling applicants to congratulate them on being accepted. This strategy appears to have had a positive impact on acceptances. In the first week of February, 90 applicants confirmed their acceptance versus 29 at the same time last year.

### **Algonquin Centre for Construction Excellence**

As the July 2013 WorldSkills Competition in Leipzig, Germany, draws closer, the delegation of 35 Canadian competitors are in the final stages of their preparation. In conjunction with the final meeting of the WorldSkills Team Canada 2013 Competitors, representatives of the Algonquin Centre for Construction Excellence joined Cody Malloch, Team Canada member for Carpentry and an Algonquin College student/apprentice, to attend the celebration breakfast with team members and supporting partners. The event, held on January 25, 2013 at the Westin Hotel in Ottawa, brought increased profile to the importance of Skills Trades and Technology careers in Canada.

### **School of Business**

The Business Administration – Materials and Operations Management major is delivered at the Jiangsu Maritime Institute in Nanjing, China, and Algonquin delivers 30% of the curriculum. On February 5, 2013, Peter Fortura, Chair and Ernest Mulvey, Director, International Education hosted a faculty recruitment session for professors interested in teaching in China during the May-June 2013 period. It was well attended.

### **School of Health and Community Studies**

Seventeen (17) of twenty (20) Medical Radiation Technology graduates passed their national exam (85% success rate). This is the first graduating class for this program.

### **School of Media and Design**

Laddering agreements continue to be a strength in attracting the right candidates for programs. Students who met the articulation requirements from General Arts and Science (GAS) preparatory programs and the University of Ottawa (UofO) have been accepted for Fall 2013. A total of 72 GAS and 13 UofO students were sent offers for a number of programs including Music Industry Arts, Journalism, Public Relations, Television, Professional Writing, and Advertising and Marketing Communications Management.

The Media and Design e-newsletter proved a powerful recruitment tool last year resulting in a higher than average conversion rate from offer to acceptance. This year's e-newsletter has been finalized and



distributed to all applicants for Fall 2013.

### **Centre for Continuing and Online Learning**

The Online Learning enrolment and revenue targets for the Winter 2013 term have been exceeded. To-date, there are 7,292 course level enrolments against a target of 4,605 which represents a 58.4% increase over projections. The revenue projections have been exceeded by \$493,952 for the term. Overall, enrolments have increased 46.0% over the previous year (6,167 course level enrolments) and revenue has increased \$1,775,481 over the previous year.

### **International Education Centre**

College representatives participated in the International Conference on Community Colleges held in New Delhi February 6-7, 2013. It was hosted by the Ministry of Human Resources and Development of India and provided an opportunity to explore potential partnerships with some of the 200 colleges and polytechnics in India looking to make their institutions more industry responsive and entrepreneurial. They are looking for assistance in the areas of governance, teacher training and curriculum development.

### **Workforce and Personal Development**

Algonquin College partnered with La Cité collégiale and Ottawa Integrated Local Labour Market Planning (OILLMP) to bring Mike Holmes to a Construction Employer Event/Career Fair held on February 26, 2013. Over 250 job seekers and 75 employers were in attendance. The event focuses on marketing for aboriginal, youth and immigrant employment service providers.

### **Student/Alumni Activity**

The annual Pembroke student-staff women's and men's hockey games took place on January 31, 2013. The women's student team won 6-0 while the men's staff team won 7-6. The games were followed by a well-attended reception in the Pembroke Commons.

Algonquin College in the Ottawa Valley's Loggersports team had a very strong showing at a varsity competition at McGill University in Montreal. The showing included a first place finish in the axe throwing competition.

Outdoor Adventure Naturalist students assisted with the delivery of an elementary school field trip at the Shaw Woods Outdoor Education Centre involving 60 children.

Mayor Jim Watson, spoke to Broadcasting – Radio students about his career path and the role of the media at City Hall. The students participated in a scrum as an in-class assignment which resulted in an audio clip and a radio news story that was broadcasted on the program's College instructional radio station, CKDJ. For more information about the radio station, go to: <http://www.ckdj.net/>

On the last stop of his most recent tour, George Stroumboulopoulos stopped at Algonquin College where he spent a night conversing with a crowd that included over 200 Media Studies students about how the world looks outside of the college community. Ten lucky students were invited to a "meet and greet" with George prior to the show.

Jennamarie Collins, Tara Sisson, and Andrew Thomson, Business – Management and Entrepreneurship students, won the Gold medal at the Vanier College BDC Case Competition on February 9 and 10, 2013 in Montreal. Every province in Canada was represented, except for Saskatchewan, as 28 colleges

competed in the 8<sup>th</sup> annual event. Professors Bill Garbarino and Ian Anderson coached the team.

The Massage Therapy Foundation (MTF) announced the winner of the 2012 Practitioner Case Report contest. This year's Grand Prize Gold Award has been awarded to Emilie McKay, a 2012 Algonquin graduate. Her winning case report was titled "Assessing the Effectiveness of Massage Therapy for Bilateral Cleft Lip Reconstruction Scars." She received a \$2,500 cash award contingent upon undergoing the peer review process with a scientific publication. She will present her paper at the 2013 International Massage Therapy Research Conference in Boston from April 25-27, 2013. Congratulations to Emilie and her mentors, Professors Pam Fitch, Marvin Mohring, and Farbod Karimi.

The Restaurant International has partnered with the General Arts and Science – Fine Arts program to showcase portraits painted by the students.

Chris Pierce, a graduate of the Hospitality Management – Hotel and Restaurant program, was recently recognized for 15 years of service with the Westmont Hospitality Group, the world's largest hotel management company. Chris has the pleasure of leading a great team at Les Suite Hotel in Ottawa, which was recently awarded the Star Property of the Year by Ottawa Tourism.

Tim Wasylo, alumnus of the Cook apprenticeship program, is the Executive Chef of the Official Residence of the Prime Minister of Canada. On January 20, 2013, he was a judge for the World Chocolate Masters in Toronto.

On February 9, 2013, the 18<sup>th</sup> Annual Hot Food Competition took place. Twenty students from the Culinary programs participated. Two of the competitors will be selected to represent the College at the Skills Canada Ontario Competition taking place in May in Kitchener, Ontario.

Pembroke students from the Social Service Worker (SSW), Police Foundations and Bachelor of Science in Nursing, in conjunction with Women's Sexual Assault Centre of Renfrew County (WSAC-RC) participated in a one-day event, called One Billion Rising, on February 14, 2013. As part of the international movement, the event included video information, flash mob-style dancing and invitations for all to participate in a renewed community of respect and gender equality at home and abroad. The WSAC-RC Public Education Coordinator, Jancy Brown, worked with the College to create the event. She is an award-winning graduate of the Pembroke SSW program.

Nora Valcourt, student, Electrical Engineering Technology program has won the William Peyton Hubbard Award. In 1992, Ontario Hydro established educational awards for black university and college students in recognition of William Peyton Hubbard. Since May 2000, the successor company Hydro One has continued to support black students through scholarships honouring the achievements of William Peyton Hubbard. The award includes a scholarship and a summer co-op term with Hydro One. Nora will be a very positive ambassador for our program and the College.

#### **Faculty/Staff Activities**

Myriam Thanasse, Coordinator, Pre-Health General Arts and Science program, presented the findings from the College to College Pre-Health alignment project at the Students Pathways in Higher Education Conference held in Toronto February 27 to March 1, 2013.

The General Arts and Science programs annual fundraiser, the Big Hit Bursary Dance, was held on February 9, 2013 at Greenfields Pub and Eatery. Close to \$4K was raised to support student bursaries.

Stephen Heckbert, Professor, Public Relations was a speaker at the Wallace McCain Leadership Institute in New Brunswick where he spoke about "Crisis Management in a Social Media World."

Congratulations to Natasha Mazurka and Amy Schissel, Professors, General Arts and Science, who have been nominated for the Council for the Arts in Ottawa RBC Emerging Artist Award.

Terry Quinlan, Professor, Applied Museum Studies, has been appointed to the Ottawa Arts, Culture, Heritage, and Recreation advisory committee.

Helena Merriam, Coordinator, Library and Information Technician program attended the annual Ontario Library Association Conference from January 30 to February 2, 2013 in Toronto. Helena promoted the program through an information booth and participated in the provincial Coordinators meeting.

School of Hospitality and Tourism faculty participated in the annual Kiwanis Bed Race Fundraiser on February 2, 2013. Mary Elizabeth Davies, Rachel Murphy, Margrit Werner, Bob Gelanis, David Fairbanks, and Jun Xia competed against the College's Welders, and Paramedics, amongst others.

Richard Briginshaw, Coordinator, Green Architecture program and Professor in the Architecture programs has been awarded the 2012 CMHC Excellence in Education Award. Richard has been the catalyst for the participation of students in many competitions across the province. He is currently the overseeing the participation of Algonquin students in the International Solar Decathlon 2013 competition.

### **Community Activity**

The Algonquin Section of the Canadian Institute of Forestry held its Annual General Meeting, winter seminar and dinner at the Pembroke Campus on February 6, 2013. Approximately 60 members and students were in attendance.

Broadcasting – Radio students highlighted the "community" in community college when they broadcasted a local hockey game live in order for the coach to hear it while he recuperated from heart surgery.

Students from the International Business Management program, accompanied by Professors Norman Lomow and Carol Ann Samhaber, visited the Embassy of the Russian Federation on Friday, January 25, 2013 to celebrate Russian Student Day. The event was hosted by Ambassador Georgiy Marnedov.

On January 17, 2013, Bill Robert, Professor, and Kayla O'Brien, student, Sheet Metal Apprenticeship program were featured on a segment of the Rogers Daytime television show to promote the Sheet Metal Apprenticeship programs, women in trades, as well as Kayla's participation in the upcoming Ontario Skills Competition.

### **Donations**

Charlie Butler, Butler GM in Pembroke announced a \$100K commitment to the College to create a bursary program that will support 40 students who study at the Pembroke Campus over the next ten years. Four bursaries, worth \$1,500 each, will be awarded annually.

On January 25, 2013, the Mechanical and Transportation Technology Department received a 2013 Impala LT donation from General Motors. The vehicle is valued at approximately \$8,500.

**Area 7 | ADVANCEMENT**

**SALES AND STUDENT RECRUITMENT**

**Presentations and Events**

Thirty day period ending January 31, 2013 – 108 campaigns

Thirty day period ending January 31, 2012 – 75 campaigns

- Year-over-year increase of 119% above previous year

**Recruitment Generated New Leads Collected:**

Thirty day period ending January 31, 2013 – 627 Leads

Thirty day period ending January 31, 2012 – 926 Leads

- Year-over-year increase of 57% above previous year

**Significant Accomplishments:**

**Winter Open House:** (This was the College’s first Winter Open House)

Saturday, January 19th, from 10 am to 2 pm

Pre-registered guests 884

Estimated attendees 500 to 600

**Inside Sales:**

- Launched Student Ambassador Inside Sales team to call prospects between 4 pm and 8 pm - Mon to Fri
  - 4 work stations – goal of 750 calls per week, averaging over 1,000 per week
  - 2,981 Call were made to Leads
  - 903 Prospective students were spoken to and assisted
- In February the team will begin to call applicants who have been sent offers in programs at risk of not currently filled to their Registration Maximum.

**MARKETING**

Marketing activities supported efforts of recruitment for 2013 spring and fall intakes. We continue to execute marketing campaigns and other activities to promote our brand awareness/understanding and lead generation/nurturing efforts to acquire and convert visitors into applicants. Program marketing continues to promote a set of 20 targeted programs to the non-direct audience.

Additionally, and for the first time, Marketing and the Registrar’s Office collaborated to send some of the application information electronically to be able to directly measure the impact of the message and save on printing and production costs. Furthering other college-wide efforts, Marketing designed and executed a KPI communication plan at the request of Student Services in efforts to promote KPI awareness and the investment benefits the College has made to the end of improving student satisfaction rates.

**Lead Generation**

- Marketing Leads Collected Y/Y:

January 2013	2,636	2013 YTD	11,972
January 2012	502	2012 YTD	6,982

- Year-over-year increase of 71.5% above previous year

#### **Winter Open House**

- Executed a Marketo campaign for Winter Open House, emailing 4,754 Applicants, 8,986 Leads, and 263 Guidance contacts.
- Updated graphics for Spring Open House campaign (which included: campaign banners, Facebook page banners, and landing page/site on our website).

#### **Spring intake**

- Provided art direction/generated graphics and implemented design and information architecture (IA) for Spring Intake campaign.

#### **Program specific campaigns**

- Continues running a Pay-Per-Click (PPC) campaign throughout January for original 20 programs targeted.
- Planned a re-targeting advertising effort for those programs and 30 additional programs.

#### **KPI – Key Performance Indicators**

- Live radio broadcast and engagement on all 3 campuses.

#### **Recruitment campaign**

- Busboards and billboards continue to run in Ottawa and Kingston.
- Transit shelter posters continue to run in Ottawa and Kingston.
- Digital mail posters ran throughout January.
- Radio (Hot 89.9 and Live 88.5) ran throughout January.
- Cineplex ads ran throughout January.
- Provided art direction, storyboards and graphics for our Recruitment campaign with Articulation Agreement and Degrees website design, implemented and populated landing page and site for the content.
- Designed online and print materials for iPad Giveaway campaign held in March.

#### **Email Marketing (Marketo)**

- Worked with Marketo and the Registrar's Office to send emails to applicants. We've seen positive results: 83.7% open rate and a 60.5% open rate.
- Provided graphics and landing page design for some social tools from Marketo. Including the Recruitment Newsletter template for high school guidance counselors.

#### **Prospect Nurture Program**

- Launched two new nurture emails, one focusing on Campus Life and the other focusing on Success Stories. A total of 59,709 emails in the nurture program have been sent out to-date. The program now has an average open rate of 28.5% and an average click rate of 4.49%.
- The regular nurture email program was paused during the last week of January for prospective students with an anticipated start year of 2013 and term of Fall in order to send out a nurture email talking about the equal consideration deadline and urging them to apply. This email was sent to 7,569 leads and had an open rate of 37.5%, and a click rate of 6.7%.

### **Video Production**

The production of sixteen Lead Generation videos is currently in progress. The first seven are scheduled to be available in February:

- Forensic Accounting and Fraud Investigations
- General Arts & Science
- English as a Second Language
- Computer Engineering Technology
- Bachelor of Hospitality & Tourism Management
- Bachelor of Building Science
- Victimology

Pre-production of three prototype “Welcome” videos to accompany Allied Health applicant e-mails is in development. The videos will form the basis for a proposed College wide applicant email library available to Faculty Marketing Officers.

- Massage Theory Program
- Respiratory Therapy Program
- Fitness and Health Promotion Program

### **Website Conversion**

Parts of the website conversion project are moving ahead of schedule and others are on schedule.

Many of the www3 sites have been converted to the development environment. Sites on www are in the process of being moved.

Stakeholders have been engaged and are up-to-date with the timelines and process.

### **Website Development and Support of Marketing Efforts**

Successfully launched the Profile Centre – a user friendly way for marketing leads to manage their personal contact information in our Marketo lead database. This is now available to them from every email we send out.

Supported launch of 9 new websites in WordPress.

### **EVENTS**

#### **President’s Coffee Break Series**

The President’s first 2013 Coffee Break was held on Thursday, February 14th in room T102. Approximately 215 employees stopped by for a chat with President MacDonald and colleagues, and to experience the great talent showcased in the Faculty Art and Design Show put on by the faculty of the School of Media and Design.

#### **New Staff Breakfast**

On February 14, 2013, a total of 15 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: Diane Banks and Andrea Emery (School of Media and Design), and Angela Clermont (IIRTS).

## **INTERNAL AND EXTERNAL COMMUNICATIONS**

### **Social Media**

Algonquin has had significant increases in our Twitter engagement and Facebook followers in 2013.

More than 924 tweets were sent from the @AlgonquinColleg account in January and the first part of February. This represents a 47% outgoing tweet increase compared to November and December, which can be attributed to the proactive engagement with prospective students who tweeted about their Offers of Acceptance to Algonquin College. The @AlgonquinColleg account has attracted more than 700 new followers—a 5.5% increase over November/December—which brings the new total to 10,300+ followers.

The number of Algonquin College Facebook page 'Likes' has grown by 168%, from 2,280 Likes in mid-January to 6,100+ by mid-February. This success is due to an ongoing Facebook advertising campaign that targets Facebook users who have listed 'Algonquin College' in their profile. The page's engagement is growing steadily as more and more users get connected to the AC community. Other new Facebook page activities include a photo contest with the Students' Association, a campaign to increase awareness about KPI surveys, and continued support of AC's Spread The Net fundraising.

Between the College's main Twitter and Facebook accounts, there were more than 7,300 interactions (Twitter mentions, Retweets and Facebook stories) by 5,800 unique users in January and the first part of February. Interactions have increased by 103% and unique users are up 190% compared to November/December, which can again be attributed to increased engagement surrounding Offers of Admission and the Facebook advertising campaign.

Algonquin College leads as the most influential Canadian college on social media with a Klout score of 66. The next closest college is Humber, with a score of 65. 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.

The Social Media Community Officer (SMCO) hosted another Social Media Lunch + Learn session in January, focusing on advanced Twitter usage. More group training sessions are planned for February and March, however the SMCO continues to coach social media champions and departments on their social media strategies and activities.

### **Media Relations**

The Public Relations and Communications Office sent four press releases and advisories during the month of January:

Algonquin College Health and Wellness Research Centre Official Launch

Health and Wellness Research Receives Major Boost in Ottawa

Algonquin College Spread the Net Student Challenge Launch Event

Algonquin College Welding Students and Professors Build Beds for Kiwanis Bed Race

### **Media Coverage Highlights:**

January 4 – The Perth EMC wrote a story about Social Service Worker students volunteering at several local agencies before the holidays.

January 10 – 580 CFRA and the Nepean/Barrhaven EMC wrote stories about the launch of the Algonquin College Spread the Net Student Challenge campaign.

January 16 – OnPath’s Blog wrote a story about Doug Wotherspoon’s presentation regarding use of Salesforce to accelerate student recruitment.

January 17 – Talk Ottawa’s Mark Sutcliffe interviewed Andy Pridham, Academic Chair, Information and Communications Technology, and Dr. Mark Hoddenbagh, Director, Applied Research and Innovation in regards to the new Chinese Technology Incubation Centre recently announced by Invest Ottawa.

January 17 – Daytime Ottawa (Rogers TV) interviewed Bill Roberts, Coordinator, Sheet Metal Worker and his student Kayla O’Brien regarding a career in sheet metal work.

January 24, 25 – Metro News Ottawa and CTV Ottawa Morning Live features a story about Cody Malloch, a Carpentry (Apprenticeship) student representing Algonquin College, and Canada, at WorldSkills 2013.

January 25 – The Ottawa Citizen and Ottawa Sun featured photos of welding students making beds for the 2013 Kiwanis Bed Race as part of Winterlude.

January 28 – Daytime Ottawa (Rogers TV) interviewed Dr. Mark Hoddenbagh and Kevin Holmes about the official launch of the Algonquin College Health and Wellness Research Centre.

January 30 – The Ottawa Citizen, The Vancouver Sun, The Nepean/Barrhaven EMC, and Palomino Inc’s blog reported on the official opening of the College’s Health and Wellness Research Centre. A Canadian Press photographer visited to take photos for NSERC.

January 31 – 580 CFRA and the Nepean/Barrhaven EMC features stories about the Algonquin College Spread the Net Student Challenge.



## 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				12W	13W		
SCHOOL OF BUSINESS	2,819	380	2,791	3,171	3,324	31	81	112	120	414	2,798	3,212	2,843	80	231	311	0	101.3%	100.9%	197	186	49	48
SCHOOL OF HOSPITALITY & TOURISM	1,024	328	986	1,312	1,362	19	19	38	45	310	1,014	1,324	1,131	59	123	182	0	100.9%	110.4%	65	78	0	0
FACULTY OF ARTS & MEDIA DESIGN	2,954	208	2,900	3,106	3,426	12	169	181	80	204	3,041	3,245	3,142	16	76	92	0	104.5%	106.4%	220	189	0	0
FACULTY OF TECHNOLOGY & TRADES	2,532	474	2,548	3,022	3,264	43	112	155	126	456	2,653	3,109	2,744	67	212	279	0	102.9%	108.4%	324	350	98	97
FACULTY OF HLTH, PUBLIC SAFETY/COMM STUDIES	3,120	290	2,989	3,279	3,474	18	173	191	50	284	2,999	3,283	3,147	17	55	72	0	100.1%	100.9%	162	158	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	507	0	0	0	68	222	285	507	486	1	2	3	0	220.4%	243.0%	12	26	0	0
ALGONQUIN COLLEGE HERITAGE INSTITUTE	207	0	241	241	236	0	11	11	7	0	225	225	196	0	0	0	0	93.4%	94.7%	5	4	0	0
ALGONQUIN COLLEGE IN THE OTTAWA VALLEY	522	0	586	586	575	0	6	6	9	0	569	569	546	0	4	4	0	97.1%	104.6%	18	29	0	0
<b>COLLEGE TOTAL</b>	<b>13,408</b>	<b>1,769</b>	<b>13,208</b>	<b>14,977</b>	<b>16,200</b>	<b>123</b>	<b>571</b>	<b>694</b>	<b>505</b>	<b>1,890</b>	<b>13,616</b>	<b>15,506</b>	<b>14,264</b>	<b>240</b>	<b>706</b>	<b>946</b>	<b>0</b>	<b>103.5%</b>	<b>106.4%</b>	<b>1,005</b>	<b>1,021</b>	<b>147</b>	<b>145</b>

FOR COMPARISON ONLY

College Total at Feb 14, 2012 08:12 PM 36 Days After Term Start	12,782	1,777	13,060	14,837	15,321	106	518	624	267	1,680	13,017	14,697	13,498	202	754	956	0	99.1%	105.6%	927	976	161	147
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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://inraweb.ottawa.ad.algonquincollege.com/departments/registrar/statistics/registration\\_stat/Summary/2013W/2013-02-12.pdf](http://inraweb.ottawa.ad.algonquincollege.com/departments/registrar/statistics/registration_stat/Summary/2013W/2013-02-12.pdf)