

Meeting of the Board of Governors

MEETING NUMBER FOUR HUNDRED AND NINETY NINE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON TUESDAY, OCTOBER 11, 2016, FROM 4:00 – 6:00 PM, IN ROOM CA105 IN THE ACCE BUILDING, OTTAWA CAMPUS, OTTAWA.

AGENDA

Celebrating Success – Forum for International Trade Training Educational Award Winners		C. Brulé	10 min
1.	Constitution of the Board Meeting	K. Leroux	
2.	Declarations of Conflicts of Interest		5 m.
3.	Approval of the Consent Agenda	K. Leroux	20 m.
3.1	Minutes of the Board of Governors' meeting of June 13 th , August 10 th , and September 19 th , 2016		
3.2	Executive Committee Report	K. Leroux	
3.3	Academic & Student Affairs Committee Report	J. Brockbank	
3.4	Governance Committee Report	M. Tremblay	
3.5	Foundation Report	L. Clark	
3.6	First Quarter 2016/2017 Business Plan Update	D. Wotherspoon	
3.7	First Quarter 2016/2017 Financial Update	D. McNair	
4.	Business Arising from the Minutes		
5.	Decision Items & Reports		
5.1	Major Capital Project: Building F Renovation	D. McNair	10 m.
5.2	Post-Secondary Institutions Strategic Investment Fund	D. McNair	10 m.
5.3	International	D. Wotherspoon	10 m.
6.	Items for Information 6.1 Board of Governors Summer Key Messages 6.2 Strategic Plan 2017-2022 Communications Rollout 6.3 Report from the Board Chair 6.4 Report from the President 6.5 Management Summary Report	S. Anderson S. Anderson K. Leroux C. Jensen Executive Team	15 m.
7.	Upcoming Events • Ottawa Convocation Fall Ceremonies		

	<ul style="list-style-type: none"> ○ October 19, 20, 21, 22, 2016 • Colleges Ontario 2016 Higher Education Summit, November 20-21, 2016 • Board Christmas Dinner, December 5, 2016 • Applied Research Day, December 6, 2016 • Board Meeting, December 12, 2016 		
8.	In Camera		
9.	Meeting Adjournment		

Board of Governors Work Plan 2016-2017
(October 4, 2016 DRAFT)



ROLE OF THE BOARD	Board Retreat September 2016	Board Meeting October 11, 2016	Board Meeting December 12, 2016	Board Meeting February 13, 2017	Board Retreat March 2017	Board Meeting April 10, 2017	Board Meeting June 12, 2017
<p>STRATEGIC DIRECTION SETTING The Board develops and adopts a strategic plan consistent with its mission, vision and values, and enables the organization to realize its mission. The Board oversees major decisions, monitors progress on implementation of strategic directions and approves annual business plans. The Board annually reviews the Strategic Plan as part of the regular planning cycle.</p>	<ul style="list-style-type: none"> - Responsive and Innovative Program Design and Delivery - Healthy Living Education Initiative New Model 	<ul style="list-style-type: none"> - New/Suspended and Cancelled Academic Programs (ASAC Report) - Major Capital Project: Building F Renovation 	<ul style="list-style-type: none"> - New/Suspended and Cancelled Academic Programs (ASAC Report) - Healthy Living Education Initiative - Five Year Capital Investment Plan - International - Major Capital Project 	<ul style="list-style-type: none"> - New/Suspended and Cancelled Academic Programs (ASAC Report) - Approval of 2017/2018 Business Plan and Budget - Healthy Living Education Initiative - International - Students' Association's plans for new recreational facility - Major Capital Project 	<ul style="list-style-type: none"> - Review of International Strategic Plan and principles to drive strategy 	<ul style="list-style-type: none"> - New/Suspended and Cancelled Academic Programs (ASAC Report) - Healthy Living Education Initiative - International - Major Capital Project 	<ul style="list-style-type: none"> - New/Suspended and Cancelled Academic Programs (ASAC Report) - Healthy Living Education Initiative - Capital Projects Summary (for information) - Major Capital Project
<p>OVERSIGHT OF THE PRESIDENT The Board selects and supervises the President, including developing and approving the job description, recruiting and selecting the President, reviewing and approving annual performance goals, evaluating performance and determining compensation and ensuring a succession plan is in place.</p>		<ul style="list-style-type: none"> - Delegated to Executive Committee 	<ul style="list-style-type: none"> - Delegated to Executive Committee 	<ul style="list-style-type: none"> - Delegated to Executive Committee 		<ul style="list-style-type: none"> - Delegated to Executive Committee 	<ul style="list-style-type: none"> - Delegated to Executive Committee
<p>PERFORMANCE MONITORING The Board ensures that management has identified appropriate measures of performance, and has plans in place to address variances from expected/planned performance.</p>	<ul style="list-style-type: none"> - Strategic Plan Metrics 	<ul style="list-style-type: none"> - First Quarter 2016/2017 Business Plan Update - Program Advisory Committees' Annual Report (ASAC Report) 	<ul style="list-style-type: none"> - Second Quarter 2016/2017 Business Plan Update - Ontario Colleges Quality Assurance Board Report 	<ul style="list-style-type: none"> - Third Quarter 2016/2017 Business Plan Update 			<ul style="list-style-type: none"> - Fourth Quarter 2016/2017 Business Plan performance - Annual Report 2016/2017 and progress against Strategic Plan 2012-2017

Board of Governors Work Plan 2016-2017
(October 4, 2016 DRAFT)



ROLE OF THE BOARD	Board Retreat September 2016	Board Meeting October 11, 2016	Board Meeting December 12, 2016	Board Meeting February 13, 2017	Board Retreat March 2017	Board Meeting April 10, 2017	Board Meeting June 12, 2017
<p>FINANCIAL OVERSIGHT The Board is responsible for stewardship of financial resources, approves policies for financial planning, approves the annual operating and capital budgets, monitors financial performance against budget and compliance against investment policies, ensures the accuracy of financial information and approves the annual audited financial statements, and ensures management has put into place measures that ensure the integrity of internal controls.</p>		<ul style="list-style-type: none"> - First Quarter 2016/2017 Financial Report 	<ul style="list-style-type: none"> - Second Quarter 2016/2017 Financial Report - Enterprise Resource Planning (Project Fusion) Update - 2017/2018 Budget Assumptions and three-year pro forma - Five Year Capital Investment Plan 	<ul style="list-style-type: none"> - Third Quarter 2016/2017 Financial Report - Enterprise Resource Planning (Project Fusion) Update - 2017/2018 Tuition and Fees Schedule 		<ul style="list-style-type: none"> - Enterprise Resource Planning (Project Fusion) Update 	<ul style="list-style-type: none"> - Banking Officers' resolution - Fourth Quarter Financial Results and Audited Financial Statements - Endowment Fund Performance Report - Enterprise Resource Planning (Project Fusion) Update - Colleges of Applied Arts & Technology (CAAT) Retirement Compensation Annual Report to Sponsors
<p>RISK IDENTIFICATION AND OVERSIGHT The Board oversees management's risk management program, and identifies unusual risks in the organization and ensures plans are in place to manage and prevent such risks.</p>	<ul style="list-style-type: none"> - International 	<ul style="list-style-type: none"> - International 	<ul style="list-style-type: none"> - Enterprise Risk Management – Risk Appetite Statements - Policy SA16 Sexual Assault/Sexual Violence 				<ul style="list-style-type: none"> - Freedom of Information Annual Report

Board of Governors Work Plan 2016-2017
(October 4, 2016 DRAFT)



ROLE OF THE BOARD	Board Retreat September 2016	Board Meeting October 11, 2016	Board Meeting December 12, 2016	Board Meeting February 13, 2017	Board Retreat March 2017	Board Meeting April 10, 2017	Board Meeting June 12, 2017
<p>STAKEHOLDER COMMUNICATION AND ACCOUNTABILITY The Board ensures the organization appropriately communicates with government, contributes to strong stakeholder relationships, and advocates on behalf of College stakeholders in support of the mission, vision, values, and strategic directions.</p>	<ul style="list-style-type: none"> - Polytechnics Canada 	<ul style="list-style-type: none"> - Strategic Plan 2017-2022 Communications Roll-Out (for information) - Board of Governors' Summer Key Message (for information) 	<ul style="list-style-type: none"> - Board of Governors' Fall Key Message (for information) 	<ul style="list-style-type: none"> - Board of Governors' Winter Key Message (for information) 		<ul style="list-style-type: none"> - Board of Governors' Spring Key Message (for information) 	<ul style="list-style-type: none"> - Board of Governors' Summer Key Message (for information)
<p>GOVERNANCE The Board is responsible for the quality of its own governance, establishes by-laws and governance policies to facilitate the performance of the Board's role and performance.</p>	<ul style="list-style-type: none"> - Review and adoption of the Governors' Code of Ethical Conduct - Structure of Effective Board Meetings generative discussion 	<ul style="list-style-type: none"> - Board Committee Reports (Academic & Student Affairs; Audit & Risk Management; Governance) - Foundation Board Report 	<ul style="list-style-type: none"> - Board Committee Reports (Academic & Student Affairs; Audit & Risk Management; Governance) - Foundation Board Report 	<ul style="list-style-type: none"> - Board Committee Reports (Academic & Student Affairs; Audit & Risk Management; Governance) - Foundation Board Report 		<ul style="list-style-type: none"> - Board Committee Reports (Academic & Student Affairs; Audit & Risk Management; Governance) - Foundation Board Report - Board Evaluation Report - Appointment of new Governors for 2017/2018 - Board Officer and Board Committee Appointments - BGI-01 Responsibilities of the Board Report Card 	<ul style="list-style-type: none"> - Board Committee Reports (Academic & Student Affairs; Audit & Risk Management; Governance) - Foundation Board Report
<p>LEGAL COMPLIANCE The Board ensures that appropriate processes are in place to effect compliance with legal requirements.</p>		<ul style="list-style-type: none"> - Confirmation of mandatory Government remittances 		<ul style="list-style-type: none"> - Confirmation of mandatory Government remittances 		<ul style="list-style-type: none"> - Confirmation of mandatory Government remittances 	

MINUTES OF MEETING NUMBER FOUR HUNDRED AND NINETY EIGHT OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON **MONDAY, JUNE 13, 2016 AT 4:00 PM**, IN CA105 IN THE ACCE BUILDING, OTTAWA CAMPUS.

Present:	Kathyrn Leroux, Chair	Regrets:	Pam Auchterlonie
	Shubham Bawa		Sherryl Fraser
	Fred Blackstein		Michael Waters
	Jim Brockbank		
	Nancy Cheng	Senior Management:	Claude Brulé, Academic
	Lynne Clark		Mark Fares, Digital Technologies & Innovation
	Shellee Fournier		Cathy Frederick, Human Resources
	Stephen Heckbert		Duane McNair, Finance & Administration
	Cheryl Jensen, President		Laura Stanbra, Student Services
	Peter Nadeau		Scott Anderson, Communications, Marketing & External Relations
	Dr. Jim Robblee		Doug Wotherspoon, International & Strategic Planning
	Kelly Sample		Suzannah DiMarco
	Mark Sutcliffe	Recorder:	
	Michael Tremblay		

Observers: A list of observers is provided in Appendix A.

1. CONSTITUTION OF THE MEETING

Chair Leroux constituted the meeting at 4:05 pm. A moment of silence was held in memory of the victims of the Orlando, Florida tragedy. Members were introduced the Governor-Elect Jay McLaren, who will represent the Pembroke region as of September 1, 2016.

Celebrating Success – Entrepreneurial Award – Veterinary Technician Program

C. Brulé, Senior Vice President Academic, introduced Valerie Fenske, a graduate from the Veterinary Technician Program who presented on behalf of her colleagues Michelle Anne Olsen and Genevieve Champagne on an entrepreneurial proposal that won second place in a national competition. Members were briefed on the proposal that seeks to help students in need of affordable veterinary services for their pets, while providing a volunteer service to veterinary clinics offering the affordable service. Members congratulated the students on being finalists in the national competition and wished them every success in their innovative enterprise.

2. CONFLICT OF INTEREST DECLARATION

Members were asked to declare conflicts of interest with items on the agenda. No conflicts were declared.

3. APPROVAL OF THE CONSENT AGENDA

Chair Leroux asked whether any Governors wished to remove an item from the consent agenda. Governor Heckbert asked that the first item in the report under 3.3, Academic and Student Affairs Committee Report – Small Business Management – Trades, Ontario College Diploma, be removed from the consent agenda. This item will be addressed under item 5.6 of these minutes. With this change:

RESOLUTION

MOVED & SECONDED M. Tremblay & S. Fournier

THAT the Board of Governors approves the Consent Agenda as amended.

CARRIED.

3.1 Minutes of the April 11th and May 3rd, 2016 Board of Governors meetings

RESOLUTION

THAT the Board of Governors approves the Minutes of the meetings of April 11th and May 3rd, 2016.

3.2 Executive Committee Report

Chair Leroux provided a verbal update to members.

3.3 Academic & Student Affairs Committee Report

Governor Brockbank, Chair of the Academic & Student Affairs Committee provided a verbal report of the meeting that was held on May 19th, 2016. The program review process and the enrolment update report were highlighted.

Small Business Management – Trades, Ontario College Diploma

Please refer to item 5.6 of these minutes.

Motive Power Technician – Diesel/Truck Equipment, Ontario College Diploma

RESOLUTION

THAT the Board of Governors approves of the Motive Power Technician - Diesel Equipment/Truck, Ontario College Diploma program effective Fall 2017.

3.4 Audit and Risk Management Committee Report

Governor Cheng, Chair of the Audit and Risk Management Committee provided a verbal report of the meetings that were held on March 31st and June 2nd, 2016.

2015/2016 Revised DRAFT Audited Algonquin College Financial Statements

This item is addressed under item 5.3, “4th Quarter 2015/2016 Financial Report and Audited Financial Statements” of these minutes.

Appointment of the Auditors for 2016/2017

RESOLUTION

THAT the Board of Governors appoints Deloitte as the audit firm for Algonquin College and its controlled entities for the 2016/2017 fiscal year.

3.5 Governance Committee Report

Governor Nadeau, Chair of the Governance Committee provided a verbal report of the meeting that was held on May 31st, 2016.

Policy BGI-01 Responsibilities of the Board – Compliance Report

RESOLUTION

THAT the Board of Governors approves the revised Compliance Report for policy BGI-01 Responsibilities of the Board.

Board of Governors Officers and Committee Memberships

This item is addressed under item 5.1, “Board Officer & Committee Membership Appointments” of these minutes.

3.6 Foundation Board Report

Governor Clark, Foundation Board representative, provided members with an update on the Foundation Board activities.

3.7 4th Quarter 2015/2016 Business Plan Update

The Fourth Quarter 2015/2016 Business Plan Report was included in members’ materials for information.

3.8 Banking Officers Resolution

RESOLUTION

That for banking purposes, the following are the Officers of Algonquin College of Applied Arts and Technology, effective June 13, 2016:

THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE OF APPLIED ARTS AND TECHNOLOGY

POSITION

**Chair
Vice Chair
Secretary
Treasurer**

CURRENT INCUMBENT

**Kathryn Leroux
Mark Sutcliffe
Cheryl Jensen
Duane McNair**

SENIOR OFFICIALS OF THE COLLEGE

POSITION

CURRENT INCUMBENT

President	Cheryl Jensen
Senior Vice President, Academic	Claude Brulé
Vice President, Finance & Administration	Duane McNair
Vice President, Human Resources	Cathy Frederick
Vice President, Student Services	Laura Stanbra
Vice President, International & Strategic Planning	Doug Wotherspoon
Vice President, Digital Technologies & Innovation	Marc Fares
Director, Finance and Administrative Services	Cathy Dempsey
Manager, Financial Services	Grant Perry

4. BUSINESS ARISING

4.1 Algonquin College 2017-2022 Strategic Plan

President Jensen referred members to the draft Algonquin College Strategic Plan 2017-2022 entitled "50+5" included in their materials. Members were provided with an overview of the engagement process used to assemble the 2017-2022 Algonquin College Strategic Plan. The eighteen-month engagement process began in February, 2015, with the Board of Governors approving nine guiding principles aimed at directing the College in the development of its new strategic plan. In May 2015, individuals volunteered to serve on the Strategic Plan Advisory Team, consisting of cross-college representation. The Advisory Team was tasked with synthesizing the College's thoughts into a draft Strategic Plan, to be reviewed by the college community. Over the course of the engagement period, multiple methods were used to gather and share information, and qualitative research to delve deeper into the issues raised by stakeholders was completed. Gathering community feedback was integral to the process and occurred through various mechanisms such as imagination sessions, town hall sessions, personal emails, posts to the online strategic plan forum, and community round tables. The final draft of the 2017-2022 Strategic Plan aligns with the Board's request for a high level plan that inspires and directs future activity.

RESOLUTION

MOVED AND SECONDED F. Blackstein & N. Cheng

THAT the Board of Governors approves the 2017-2022 Algonquin College Strategic Plan.

CARRIED.

4.2 International Update

D. Wotherspoon briefed members on the current status of on-shore and off-shore operations. In onshore post-secondary education programs, International staff surpassed targets for 2015-16, enrolling 1,592 full time equivalent students this past year, a 17% overall increase, including a 24% increase in Level One students. Increases were obtained from the three targeted countries of India, China and Nigeria.

Members were briefed on President Jensen and D. Wotherspoon's recent visit to Kuwait and Jazan, which included visits to classes and laboratories, meetings with employees and community members and visits to other schools and local communities. At the Jazan campus, the Saudi Skills Standards

evaluators verbally indicated AC-Jazan will receive a “good” ranking. A financial update and annual business plan and budget, including a business case for a proposed female college will be provided to the Board in Fall 2016. Discussion occurred regarding the focus on data to better understand the recruitment process, and on supporting recruitment agents in the field. Members suggested that risk profiles associated with international ventures be updated and provided to the Board. The International Report was accepted for information.

4.3 Healthy Living Education Update

C. Brulé, Senior Vice President, Academic, provided an update on the Healthy Living Education initiative. Members were advised that the business case and advocacy strategy are being modified to reflect a phased-in approach, consistent with feedback from key stakeholders, with a focus on anticipated funding opportunities. The academic programming that aligns with a phased-in approach is being incorporated into next iteration of the business case. The Healthy Living Education project was presented to the College Foundation Board in May and was fully endorsed. A major donor announcement was made on May 25th, formally naming the Smart Apartment as the Garbarino Girard Centre for Innovation in Seniors Care.

President Jensen advised members that a small group comprised of hospital Chief Executive Officers was formed to advise the President on the development of a business proposal for the Healthy Living Education Initiative. Dr. Robblee noted that the group provided valuable input regarding the academic programming for the project and suggested that an aboriginal health leader in the region be asked to join the Healthy Living Education President’s Advisory Panel. The report was accepted for information.

5 DECISION ITEMS & REPORTS

5.1 Board Officer & Committee Membership Appointments

Governor Nadeau referred members to the materials in their packages that identifies the Governance Committee’s recommendations regarding the appointment of Board Officers and Board Committee memberships.

RESOLUTION

MOVED & SECONDED S. Fournier & J. Brockbank

THAT the Board of Governors approves the appointment of Officers of the Board and membership on Board Committees with terms beginning September 1, 2016 to August 31, 2017.

OFFICERS OF THE BOARD 2015/2016

Chair	Kathryn Leroux
Vice Chair	Peter Nadeau
Chair, Audit & Risk Management Committee	Nancy Cheng
Chair, Governance Committee	Michael Tremblay
Chair, Academic & Student Affairs Committee	Jim Brockbank

EXECUTIVE COMMITTEE

Chair
Vice Chair
Chair, Audit & Risk Management
Committee
Chair, Governance Committee
Chair, Academic & Student Affairs
Committee

Kathryn Leroux
Peter Nadeau
Nancy Cheng

Michael Tremblay
Jim Brockbank

AUDIT & RISK MANAGEMENT

COMMITTEE

Chair
Chair of the Board
President
External Members

Nancy Cheng
Kathryn Leroux
Cheryl Jensen
Michael Waters
Kelly Sample
Mark Sutcliffe

GOVERNANCE COMMITTEE

Chair
Chair of the Board
President
Governors

Michael Tremblay
Kathryn Leroux
Cheryl Jensen
Dr. Jim Robblee
Pam Auchterlonie
Lynne Clark
Shellee Fournier

ACADEMIC & STUDENT AFFAIRS

COMMITTEE

Chair
Chair of the Board
President
VP Academic
VP Student Services
Governors

Jim Brockbank
Kathryn Leroux
Cheryl Jensen
Claude Brulé
Laura Stanbra
Jay McLaren
Stephen Heckbert
Sherryl Fraser
Sara Grainger

FOUNDATION REPRESENTATIVE

Lynne Clark

CARRIED.

5.2 Algonquin College Bylaws One and Three

Governor Nadeau referred members to the report entitled Amendments to Bylaws One and Three, included in the Board package. The proposed amendments include a change to the length of term that a student governor can serve on the Board, and the addition of a definition of a student governor. Amendments to the Bylaws were reviewed by the Algonquin College Executive Team and submitted to the Board's Electoral Committee for endorsement of the amendments. C. Brulé answered questions regarding the definition of a student for the purposes of the Bylaws.

RESOLUTION

MOVED & SECONDED P. Nadeau & N. Cheng

THAT the Board of Governors and the Algonquin College Corporation approves the amendments to Bylaws One and Three as presented.

CARRIED.

5.3 4TH Quarter 2015/2016 Financial Report & Audited Financial Statements

Governor Cheng briefed members on the audit of financial statements that occurred from April to June, 2016. The audited financial statements were prepared in compliance with the Ministry of Training, Colleges and Universities' reporting standards and the College submitted the financial information from the statements to the Ministry so that they could be consolidated into the Province of Ontario's financial statements. Deloitte LLP completed their audit of the College's financial statements for the fiscal year ending March 31, 2016.

In answer to a question regarding how large projects like Project Fusion are funded, members were advised that net contributions are directed to Strategic Investment Priority projects, in addition to federal and provincial grants and Foundation contributions. Of note, accounts receivables associated with student accounts appear to be higher than last year. The reasons for this are associated with higher enrolment, higher tuition fee rates, increases in eText fees and recent amendments to the Provincial tuition fee policy concerning the due dates for tuition fee deposits and due dates to pay outstanding balances. The Finance Department and Registrar's Office are reviewing policies and practices in an effort to mitigate these issues going forward.

RESOLUTION

MOVED & SECONDED K. Sample & M. Tremblay

THAT the Board of Governors approves the 2015-16 audited financial statements of Algonquin College, and

THAT the Board of Governors approves the transfer of \$8,696,808 from unrestricted net assets to internally restricted net assets, and

THAT the Board of Governors approves the 2015-16 audited financial statements for 2364193 Ontario Inc. as presented, and

THAT the Board of Governors approves the 2015-16 audited financial statements for the Algonquin College Foundation as presented.

CARRIED.

5.4 Major Capital Infrastructure and Facilities Projects

D. McNair introduced T. Schonewille, Director, Physical Resources who briefed members on three major capital projects: the Equipment Renewal and Electrical Lab Alterations Project in the Algonquin Construction Centre of Excellence; the new Welding Lab Project at the College's Transportation Technology Centre, ; and the Transformer Replacement Project at the Building Main Plant. The Board of Governors is required to approve all purchase, sale or encumbrance of college property or facility in excess of \$1,000,000, and all three projects exceed this threshold. In addition, members were briefed on the proposed execution and delivery of the Innovation, Entrepreneurship and Learning Center and Institute for Indigenous Entrepreneurship Project. Members discussed the potential risk related to the timing and substantial completion of the project by Spring 2018. Management is confident that the renovation and building schedule can be achieved in the time allotted.

RESOLUTION

MOVED & SECONDED M. Tremblay & S. Heckbert

THAT the Board of Governors approves the Equipment Renewal and Electrical Lab Alterations Project in the amount of \$2,329,440 with approved funding from the Ministry of Training Colleges and Universities' Apprenticeship Enhancement Fund; and

THAT the Board of Governors approves the New Welding Lab Project in the amount of \$2,298,000 with approved funding from the Ministry of Training Colleges and Universities' Apprenticeship Enhancement Fund; and

THAT the Board of Governors approves the Transformer Replacement Project in the amount of \$2,000,000 with funding from the College's internally restricted net assets, and

THAT the Board of Governors accepts an update on the Innovation, Entrepreneurship and Learning Center and Institute for Indigenous Entrepreneurship Project for information.

CARRIED.

5.5 2015/2016 Annual Report and Progress Against Strategic Plan 2012-2017

2015/2016 Algonquin College Annual Report

Governors were referred to the draft 2015-2016 Annual Report included in their packages. Some highlights include:

- The theme of innovation and entrepreneurship;
- An infographic that provides a summary of the year's accomplishments, with "College at a glance" and "About this Report" pages;
- Spotlight stories within the strategic pillars that provide greater depth on College achievements; and
- Within the Board Members and Senior Management section, two legal statements and a paragraph to comply with Board policy BGI-01.

Members provided feedback on the report and discussion occurred regarding suggested modifications. Management took these suggestions under advisement.

RESOLUTION

MOVED & SECONDED F. Blackstein & M. Sutcliffe

THAT the Board of Governors approves the 2015-2016 Algonquin College Annual Report.

CARRIED.

Progress Against Strategic Plan 2012-2017

Members were referred to the report entitled Strategic Plan Scorecard 2015-2016 handed out at the meeting. The report provides Algonquin College's progress against annual goals associated with the Strategic Plan 2012-2017. The report was accepted for information.

5.6 Academic & Student Affairs Committee Report

Program Approvals

Small Business Management – Trades, Ontario College Diploma

Governor Brockbank advised members of discussion that occurred at the May 2016 Academic and Student Affairs Committee meeting regarding the Small Business Management – Trades program proposal. The two-year Ontario College Diploma program providing qualified tradespersons with the opportunity to develop business-related skills necessary to plan and manage a business. A provincial task force was struck by Colleges Ontario to review the apprenticeship system to find ways to improve the system and its processes, and to strengthen the training in place for both apprentices and journeypersons. Algonquin College and Canadore College collaboratively developed a program on behalf of, and in consultation with the Ontario colleges. The program aligns with innovative and collaborative efforts that take advantage of existing OntarioLearn courses.

The program cash flow has been revised since the Academic and Student Affairs Committee meeting, and profitability is not materially changed. A concern was raised related to employing a facilitator rather than a professor to lead the online program.

RESOLUTION

MOVED & SECONDED J. Brockbank & Dr. Robblee

THAT the Board of Governors approves the Small Business Management – Trades, Ontario College Diploma program effective Fall 2017.

CARRIED.

Opposed: Governor Heckbert.

6 ITEMS FOR INFORMATION

Members were referred to the items for information included in their materials. Chair Leroux thanked the Committee Chairs for their hard work throughout the year. The Algonquin College Executive Team and Management were thanked for their efforts to advance the College's strategic directions and to prepare the new Strategic Plan 2017-2022. Chair Leroux took the opportunity to thank Governors Fred Blackstein and Shubham Bawa for their dedicated service to Algonquin College and the Board of Governors.

6.1 Board of Governors Summer 2016 Key Messages

6.2 Project Fusion Benefits Measurement Framework

6.3 Capital Projects Summary

- 6.4 Freedom of Information Annual Report
- 6.5 Colleges of Applied Arts and Technology Retirement Compensation Annual Report to Sponsors
- 6.6 Report from the Board Chair
- 6.7 Report from the President
- 6.8 Management Summary
- 6.9 Endowment Fund Performance Report as at March 31, 2016

7 IN CAMERA

An in camera session was held at the close of the regular meeting.

8 MEETING ADJOURNMENT

There being no further business, the regular meeting was adjourned at 6:30 pm.

IN CAMERA SESSION

RESOLUTION

MOVED & SECONDED

THAT the Board of Governors move to an in camera session.

CARRIED.

The in camera session ended at 6:50 pm.

MEETING ADJOURNMENT

There being no further business, the meeting was adjourned at 6:55 pm.

Kathryn Leroux, Chair

Suzannah DiMarco, Recorder

APPENDIX A

Observers:

Jeff Agate, Associate Director, Student Support Services
Wahab Almuhtadi, Professor, Faculty of Technology and Trades
Jo-Ann Aubut, Dean, Academic Development
Maggie Cusson, Chair, Academic Development
Wayne Dalrymple, Professor, Information and Communication Technology
Joanne DelDuca, Executive Assistant, Strategic Programs and Services Planning
Cathy Dempsey, Director Finance & Administration
Amy Desjardins, Executive Director, Algonquin College Foundation
Ruth Dunley, Internal Communications Officer, Public Relations
Barbara Foulds, Dean, Faculty of Health, Public Safety and Community Studies
Jean-Guy Fr chet, Associate Director, Government and Stakeholder Relations
Michael Gawargy, Director, Information Technology Services
Eric Hollebone, Director, Marketing and Recruitment
Christopher Janzen, Dean, Faculty of Technology & Trades
Daniel Kelly, Professor, Faculty of Technology
Mark Leduc, Executive Director, Academic Operations and Planning
Tracy McDougall, Executive Assistant to the President
Jacquie Millar, The Citizen reporter
Krista Pearson, Registrar
Todd Schonewille, Director, Physical Resources

MEMO

DATE: October 11, 2016

TO: Board of Governors

FROM: Governor Brockbank, Chair, Academic & Student Affairs Committee

SUBJECT: Academic & Student Affairs Committee meeting of September 15, 2016

For documentation in support of the agenda items, please visit the Board's SharePoint site; choose the ASAC meeting folder – September 15, 2016 meeting materials.

A. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL

PROGRAM REVIEW

Building Automation System Operations, Ontario College Graduate Certificate

RESOLUTION

MOVED & SECONDED S. Fraser & S. Heckbert

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Building Automation System Operations, Ontario College Graduate Certificate program effective Winter, 2018.

CARRIED.

Accounting and Financial Practices, Ontario College Graduate Certificate

RESOLUTION

MOVED & SECONDED S. Heckbert & S. Loyst

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Accounting and Financial Practices, Ontario College Graduate Certificate effective Fall 2017.

CARRIED.

Pre-Health Sciences Pathway to Certificates and Diplomas, Ontario College Certificate

RESOLUTION

MOVED & SECONDED S. Loyst & J. Brockbank

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Pre-Health Sciences Pathway to Certificates and Diplomas, Ontario College Certificate program, effective Fall 2017.

CARRIED.

ABSTENTION – S. Fraser

Pre-Health Sciences Pathway to Advanced Diplomas and Degrees, Ontario College Certificate

RESOLUTION

MOVED & SECONDED S. Loyst & J. Brockbank

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Pre-Health Sciences Pathway to Advanced Diplomas and Degrees, Ontario College Certificate program, effective Fall 2017.

CARRIED.

ABSTENTION – S. Fraser

B. ITEMS THE COMMITTEE HAS REVIEWED – FOR INFORMATION TO THE BOARD

a) Enrolment Update Report

Members reviewed the enrolment information for the spring and fall 2016 terms. The data are shown in Appendix A: Enrolment Update Report.

For spring 2016, as of the audit date of June 30, 2016, full time registrants (Post-Secondary and Graduate Certificates) were 3,055. This represents a positive variance of 34 students (+1.1%) greater than the budgeted enrolment.

For fall 2016, as of September 19th, enrolment for Level One and Returning Students (Post-Secondary and Graduate Certificates) of 17,940 is slightly above enrolments for last year at the same time (+ 59 registrants / +0.3%) however, is trending behind budget enrolment targets for this year. Based on current projections, the potential enrolment shortfall may be in the range of 150 to 200 students (-1%) less than the approved budget target of 17,729.

Significant efforts have taken place over the summer months to mitigate the situation including: coordinated calling campaigns to all returning students, targeted outreach to potential registrants, social media marketing, waitlist optimization, and additional program specific recruitment events. Focus will now turn to retention efforts in order to enhance student success and lower overall withdrawal rates. Additional winter intakes are also being considered to help offset the potential enrolment shortfall.

b) Academic and Student Affairs Committee Terms of Reference

Members reviewed the Committee Terms of Reference and accepted them as presented.

c) Students' Association Priorities 2016/2017

Members reviewed the list of eight priorities that the Students' Association presented as their key areas of focus for the coming year, to ensure alignment with the College's priorities. The Committee was provided with information regarding the Executive Team leads who have been

MEMO

assigned against each priority. The Executive Team will work with the Students' Association to support them in achieving their goals.

d) Program Advisory Committees' Annual Report

Members reviewed an annual report that provides an overview of the activities undertaken by the 119 Program Advisory Committees during the academic year 2015/2016. Recognizing the ongoing importance of the Program Advisory Committees in program life cycle planning, a review will be undertaken by Management of the Program Advisory Committees to assist the Board in ensuring their continuing effectiveness.

e) Academic and Student Affairs Committee work plan

Members reviewed the Committee work plan and discussed the development of a revised report format that better aligns to the responsibilities and duties of the Committee.

ALGONQUIN COLLEGE

ENROLMENT UPDATE

Academic and Student Affairs Committee (ASAC)
Academic Operations & Planning Registrar's Office

Enrolment Update – Spring 2016 (at June 30, 2016)

COLLEGE ENROLMENT - 2016 SPRING
(Post Secondary & Graduate Certificates)

	Actual (at June 30, 2016)	Approved Budget		Status	Previous Year (at June 30, 2015)		
		Over / (Under) #	Over / (Under) %		YoY #	YoY %	Status
Total Enrolment	3,055	34	1.1%	●	218	7.7%	●
Level 01 Student	333	(19)	(5.4%)	●	53	18.9%	●
Returning Student	2,722	53	2.0%	●	165	6.5%	●
Domestic	2,647	(74)	(2.7%)	●	125	5.0%	●
International	408	108	36.0%	●	93	29.5%	●
Withdrawals	239				55	29.9%	●
As % of Total Registered	7.3%					1.2%	●

Exceeded Budget enrolment targets

ALGONQUIN COLLEGE

FALL 2016 - AS AT SEP. 19, 2016 (DAY 10)

ALGONQUIN COLLEGE

Fall 2016 Highlights (Sep. 19, 2016 - Day 10)

Positive Trends

- #2 in Ontario system for confirmations
- Record number of Returning students
- Equal to last year's overall enrolment
- # of International students +22% year over year

Challenges

- Level 01 student enrolment trailing Fall 2015
- Withdrawals may trend slightly above last year
- Domestic enrolment lagging compared to last year
- Potential shortfall versus budget

ALGONQUIN COLLEGE

Enrolment Update – Fall 2016 (Day 10)

COLLEGE ENROLMENT - 2016 FALL
(Post Secondary & Graduate Certificates)

	Actual (as of Sep. 19, 2016)	Approved Budget		Status	Previous Year (as of Sep. 21, 2015)		
		Over / (Under) #	Over / (Under) %		Year #	YoY %	Status
Total Enrolment	17,940	211	1.2%	●	17,881	59	0.3%
As % of Budget / Audit	101.2%	Nov-1		●	102.0%	Nov-1	(0.8%)
Level 01 Student	9,849	21	0.2%	●	10,136	(287)	(2.8%)
As % of Budget / Audit	100.2%			●	103.0%		(2.8%)
Returning Student	8,091	190	2.4%	●	7,745	346	4.5%
As % of Budget / Audit	102.4%			●	100.9%		1.5%
Domestic	16,353	18	0.1%	●	16,578	(225)	(1.4%)
International	1,587	193	13.8%	●	1,303	284	21.8%
Withdrawals	720				730	(10)	(1.4%)
As % of Total Registered	3.9%			●	3.9%	(0.0%)	●

Note 1 (As % of Budget / Audit)
 • 2016 represents the current total registered students as a percentage of approved budget target
 • Previous Year represents actual registrations at the same point in time as a percentage of final Audit enrolments at Nov. 1

ALGONQUIN COLLEGE

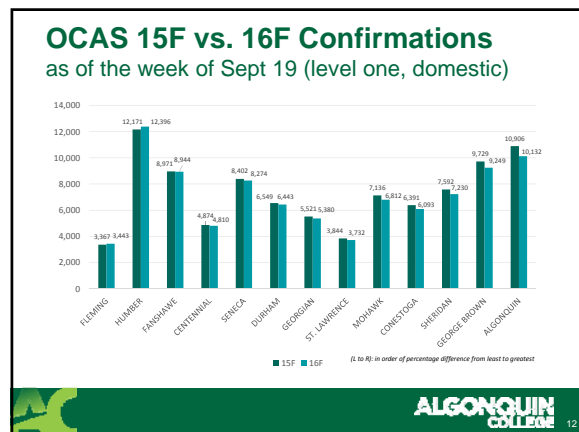
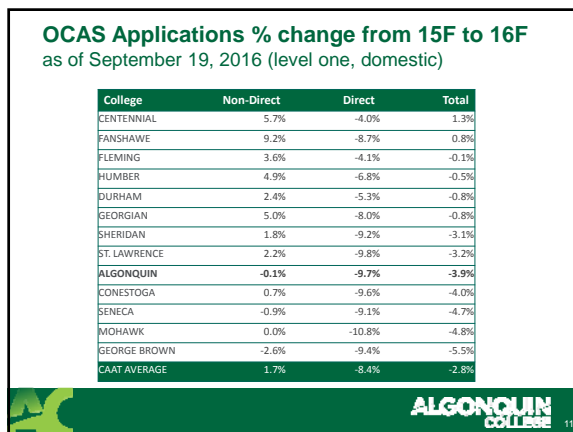
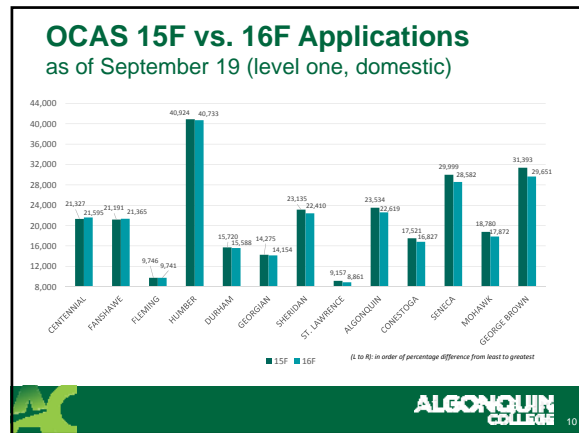
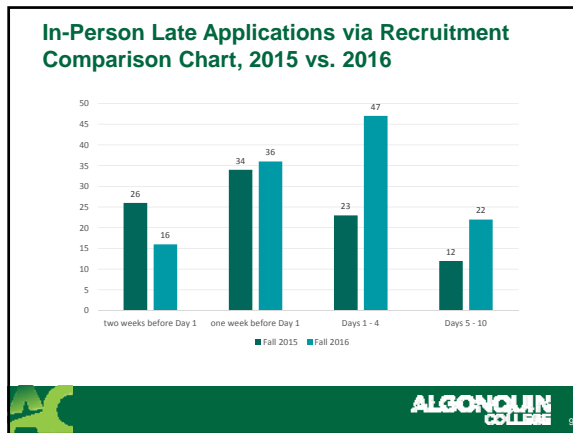
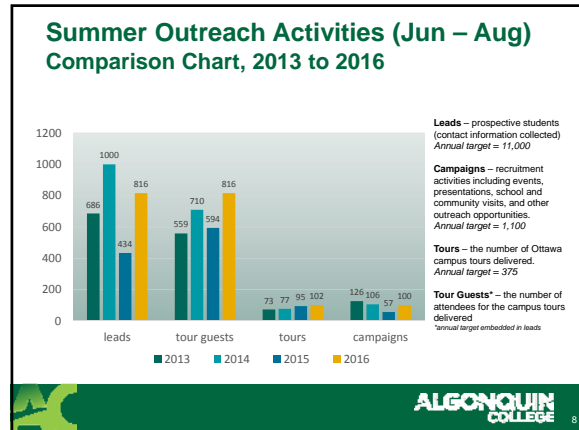
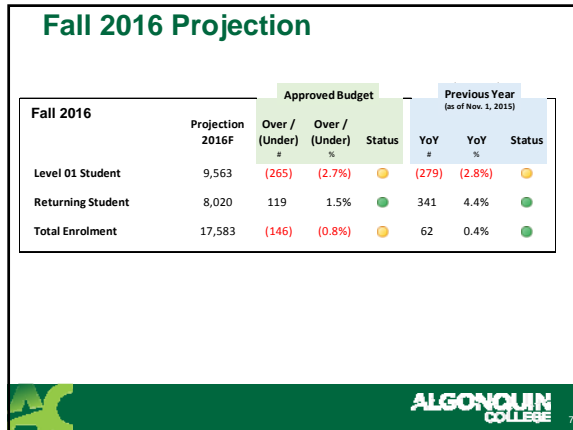
Enrolment Trends – Fall Term (at Sep. 19, 2016)

Registered as % of Audit Enrolment (Nov 1) / Budget

Category	2013	2014	2015	2016
Level 01	102.7%	103.0%	103.0%	100.2%
Returning	100.3%	100.9%	100.9%	102.4%
Total	101.7%	102.1%	102.0%	101.2%

• 2013 / 2014 / 2015 represents actual registrations at the same point in time as a percentage of final Audit enrolments at Nov. 1
 • 2016 represents the current total registered students as a percentage of approved budget target

ALGONQUIN COLLEGE



OCAS Confirmations % change from 15F to 16F
as of September 19, 2016 (level one, domestic)

College	Non-Direct	Direct	Total
FLEMING	4.9%	-1.1%	2.3%
HUMBER	6.9%	-5.7%	1.8%
FANSHAWE	7.5%	-11.9%	-0.3%
CENTENNIAL	0.0%	-3.3%	-1.3%
SENECA	2.6%	-7.3%	-1.5%
DURHAM	2.3%	-8.6%	-1.6%
GEORGIAN	-0.3%	-6.3%	-2.6%
ST. LAWRENCE	0.3%	-8.1%	-2.9%
MOHAWK	0.3%	-11.7%	-4.5%
CONESTOGA	1.0%	-13.7%	-4.7%
SHERIDAN	0.8%	-12.8%	-4.8%
GEORGE BROWN	-2.7%	-9.3%	-4.9%
ALGONQUIN	-3.9%	-12.9%	-7.1%
CAAT AVERAGE	0.9%	-8.6%	-2.8%



MEMO

DATE: October 11, 2016
TO: Board of Governors
FROM: Governance Committee
SUBJECT: Governance Committee meeting of October 3, 2016

For documentation in support of the agenda items, please visit the Board's SharePoint site; choose the Governance Committee meeting October 3, 2016 meeting folder.

A. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL

B. ITEMS THE COMMITTEE HAS REVIEWED AND ACTIONED – FOR INFORMATION TO THE BOARD

1) Board Governors' Terms of Office

The Governance Committee reviewed the Terms of Office to determine the vacancies that are anticipated as of August 31, 2017, and to discuss a recruitment strategy for Spring, 2017.

2) Lieutenant Governor in Council Applications Update

Members were provided with an update on the current Lieutenant Governor in Council (LGIC) applications that were submitted in Fall 2016, and discussed the new applications that would be submitted in the next several months.

3) Governance Committee Terms of Reference and Work Plan 2016/2017

Members reviewed the Committee's Terms of Reference to ensure the document was up to date and accurately reflects the Committee's role and responsibilities. The proposed work plan for the upcoming year was reviewed.

4) Governor Orientation 2016

Members reviewed the evaluation results from this year's governor orientation program and discussed opportunities for improvement.

5) September Board Retreat

Members reviewed the evaluation results from the Board Retreat and discussed follow up action and planning for the Spring, 2017 Retreat.

MEMO

6) Tools for accessing Board resource library

Members discussed the Board's Sharepoint site with regards to accessibility, navigation and ease of use. Potential opportunities for improvement were reviewed that would improve the user experience.

7) Professional Development Applications

Members reviewed the applications that have been submitted for the 2016 Higher Education Summit scheduled in November, 2017.

MEMO

DATE: October 11, 2016

TO: Board of Governors

FROM: Algonquin College Foundation Board of Directors

SUBJECT: **Foundation Update**

Welding Lab Funding

The Canadian Welding Foundation, through their Post-Secondary Institution Equipment and Project Program, have made a commitment to Algonquin College to provide \$75,000 towards the purchase of much needed welding equipment for the new welding lab. This is great news as the Canadian Welding Foundation becomes a major partner with the College and the Ontario Government, to provide a state of the art welding training facility for the next generation of welders.

AC Alumni and Employer Coffee Breaks

The Algonquin College Alumni and Friends Network has successfully launched the AC Employer Coffee Breaks, and to date, twelve companies and organizations have participated in the program reaching over 180 graduates. As part of the 50th Anniversary celebrations, the goal is to visit 50 organizations that hire Algonquin graduates to hear their stories, and thank the employers who hire them. One recent example was the Sun Life Financial Lifelong Financial Solutions offices in Pembroke. All five staff members in the office are AC Alumni — that's 100 per cent!

AC Alumni and New Student Orientation

The Alumni and Friends Network was pleased to engage proud AC Graduates, Mauler and Rush from Hot 89.9 in orientation this year. Mauler and Rush not only taped a video that was sent to all first year students to encourage them to attend orientation, but also acted as MC's for the

MEMO

Walk of the Earth concert that wrapped up the end of Day One orientation. Over 200 alumni came out to enjoy the free concert with students.

The Alumni and Friends Network also facilitated five alumni attending Algonquin Day One program orientation, to share their success stories with new students in their respective programs.

Community Conversations

Since February 2016, the Foundation has joined President Jensen in 12 community conversations with key community leaders and stakeholders to engage them in a dialogue regarding the vision and strategic plan for the College.

Foundation Staffing News

Sarah Robinson joined the Foundation team in August as the new Manager, Fundraising and Communications. Sarah is a proud alumna of Algonquin College, graduating with a Business Administration Diploma. Sarah comes to the College after spending nine years with United Way Ottawa in a variety of key event and communications roles, including most recently, Director of Strategic Partnerships. Prior to United Way, Sarah worked for the Canadian Dental Association and the Ottawa Senators Hockey Club in special events and marketing.

2016-2017 Business Plan Quarterly Update

First Quarter Dashboard Report

Goal 1: Deliver an exemplary applied education and training experience.

Graduation Rate

- 1 Develop a success improvement plan for courses where the failure rate exceeds 25%.

Retention Rate

- 2 Implement cross-College intervention initiatives focused on student retention for domestic and international markets.
- 3 Assess and validate College hybrid and online offerings against the Hybrid and Online Quality Assurance Standards (HOQAS).
- 4 Prepare for the institutional-level Program Quality Assurance Process Accreditation (PQAPA) in 2016.
- 5 Complete and begin implementation of the College's 2017-2022 Strategic Plan.

Legend

- In progress to reach target
- ▲ May be at risk of reaching target
- ◆ Not anticipated to reach target
- Completed

Goal 2: Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.

Enrolment (PSE) and other

- 6 Cross-College intervention initiatives for student enrolment growth implemented for domestic and international markets.
- 7 Healthy Living Education (HLE) initiative establishes a planned Centre of Excellence with learning enterprises that will enhance the health and wellness of the College community and National Capital Region through the provision of academic programming, products, services, training and graduates.

Enrolment (online - FTE equivalents)

- 8 Enhance the choice and flexibility of student learning options by increasing the availability of fully online offerings.

Enrolment (PSE International - FTE equivalents)

- ▲ 9 (1) Draft and pilot new sales and marketing plan for India and China.
(2) Draft and implement sales and marketing plan to increase the number of English for Academic Purpose (EAP) students applying to Algonquin post-secondary programs.

Students enrolled in applied degrees

- 10 Continue the development and marketing of new degree programs.

Students enrolled in graduate certificates

- 11 Launch four on-campus graduate certificates.
- 12 Deliver on the 50th Anniversary Plan.

Goal 3: Leverage technology to enhance the educational experience.

Online courses offered

- 13 Implement Curriculum Services hybrid and online program development plan.

Unique hybrid courses offered

- ▲ 14 Implement the 2016/2017 portion of the hybrid course development plan from Curriculum Services.
- 15 Continue to build on past experience to enhance and expand the Bring-Your-Own-Device initiative as a program delivery format.
- 16 Continue to build on past experience to enhance and expand the eText initiative to additional programs.

Goal 4: Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.




- 17 Implement Year-4 roll-out of the Work-Integrated Learning (WIL) program initiative.
- 18 Establish five new stand-alone and 18 new in-class applied research projects.

2016-2017 Business Plan Quarterly Update

First Quarter Dashboard Report

Goal 5: Deliver exceptional service to our diverse student and client populations.



Student Satisfaction

-  19 (1) Implement scheduling solution enhancements for all domestic campuses.
(2a) Enhance existing Library space and implement Phase 1 of the Library vision in summer 2016.
(2b) Implement Career Services Review recommendations.
-  20 Develop a student housing strategy that will help ensure students are accommodated on campus or in our community in environments that will aim to support student success.
-  21 Develop and implement an International Student Satisfaction Strategy.





Employer satisfaction

-  22 Establish an Algonquin College benchmark around Employer satisfaction.

Alumni satisfaction



-  23 Conduct an Alumni Satisfaction Survey after Alumni Awareness and Engagement Plan is implemented.
-  24 Develop the second Accessibility for Ontarians with Disabilities Act (AODA) multi-year plan 2016-2021.

Goal 6: Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.

-  25 (1) Continue delivery of process automation and optimization initiatives, as recommended by the Automation Task Force and prioritized by College Technology Committee and the Algonquin College Executive Team.
(2) Process optimization strategy and methodology developed, and prioritization framework in place.
-  26 Complete delivery of Project Fusion with upgraded software application platforms and business processes for the Human Resources, Payroll, Budgeting and Finance enterprise resource planning systems.
-  27 Request for Information (RFI) prepared for a Student Information System.
-  28 Continue applied research project Education Program Efficiency in collaboration with KPMG to review College services and identify opportunities to enhance student and client experience, improve efficiencies, implement service metrics and achieve sustainable efficiencies.



Goal 7: Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.

Employee Engagement


-  29 Implement the top three initiatives/priorities determined by the 2014/2015 Employee Engagement Survey.
-  30 Develop a College-wide multi-year People Plan/HR Strategy to support the strategic priorities of the College (2017-2022).

Goal 8: Create and foster an environment in which the College's model of leadership competencies and behaviours is supported.

Leadership training

-  31 Continue to offer modules focusing on leadership development and management practices as part of the Management Academy for all Administrators.
-  32 Implement second fiscal year framework of Responsibility Centre Management model, based on approved Responsibility Centre Management principles to encourage innovation and align academic authority with financial accountability.

Goal 9: Align our funded operational expenditures with provincial funding

-  Completed. Standard operating procedure.

2016-2017 Business Plan Quarterly Update

First Quarter Dashboard Report

Goal 10: Expand non-funded opportunities to increase revenue.

Number of organizations served through Corporate Training

- 33 Deploy an account management sales model, implement a suite of educational technology options for the corporate audience, and enhance self-service capacity to increase the number of Corporate Training client organizations served.

Alternative revenues

- 34 Review and update the International Education Strategic Plan.
- 35 Continue execution of College Ancillary Services roadmap to achieve strategic objectives that enhance services to students and employees, increase sales, improves productivity and provides more resources for strategic investment priorities.

Goal 11: Leverage strategic business partnerships to meet the capital needs of the College.

Cash, in-kind contributions and returns from alternative financing.

- 36 Complete Year 3 of the 5 Year Fundraising Plan.
- 37 Lead the implementation of the second Energy Savings Contract (ESCO2) facility improvement measures to achieve energy savings, reduce greenhouse gas emissions and encourage a culture of sustainability.

Goal 12: Create the technological foundation to align with the digital direction.

College data accessible through a common BI portal.

- 38 Complete the process of making College data accessible through a common BI portal, via the underlying Enterprise Data Warehouse.
- 39 (1) Internet infrastructure upgrades to improve capacity and reliability.
(2) Access and core network upgrades to improve redundancy and increase performance.
(3) Wireless network upgrades, leveraging 802.11ac technology, to improve capacity and performance.

Availability of College networks and internet access.

- 40 As part of a continued focus on Information Security, implement an Identity and Access Management solution on key systems.
- 41 Establish a framework to address IT deferred maintenance and guide investments in upgrading key elements of the technical infrastructure.

2016/17 BUSINESS PLAN

FIRST QUARTER EXCEPTION REPORT

2012-17 Strategic Goals	Metric	2016-17 Target	2016-17 Initiative/Leveraged Action	2016-17 Measures	Ref	Status	Comments for First Quarter
Goal 2: Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	Enrolment (PSE international – Full-Time Equivalents (FTE))	1,400	INTERNATIONAL & STRATEGIC PLANNING (1) Draft and pilot new sales and marketing plan for India and China. (2) Draft and implement sales and marketing plan to increase the number of English for Academic Purpose (EAP) students applying to Algonquin post-secondary programs.	INTERNATIONAL & STRATEGIC PLANNING (1) India applications increased by 5% and China applications increased by 3% by March, 2017. (2) Algonquin English for Academic Purpose (EAP) applying to Algonquin post-secondary programs increased by 3% by March, 2017.	9		INTERNATIONAL & STRATEGIC PLANNING (1) India and China strategies completed. Presentation to the Strategic Enrolment Committee to be scheduled. Applications ahead of target for India and on target for China. (2) Marketing campaign for English for Academic Purpose under development.
Goal 3: Leverage technology to enhance the educational experience	Unique hybrid courses offered	1,424	ACADEMIC Implement the 2016/2017 portion of the hybrid course development plan from Curriculum Services.	ACADEMIC 144 hybrid courses created in 2016/2017 by March, 2017.	14		ACADEMIC Fifty nine courses are in various stages of development as new hybrid offerings or conversions from existing face to face offerings At risk of not reaching target.
Goal 5: Deliver exceptional service to our diverse student and client populations.	Employer Satisfaction	94%	COMMUNICATIONS, MARKETING & EXTERNAL RELATIONS Establish an Algonquin College benchmark around Employer satisfaction.	COMMUNICATIONS, MARKETING & EXTERNAL RELATIONS Presented findings and recommendations from the Employer satisfaction survey to the Board of Governors by March, 2017.	22		COMMUNICATIONS, MARKETING & EXTERNAL RELATIONS The RFP is under review.

Report title:	First Quarter 2016/17 Financial Report
Report to:	Board of Governors
Date:	October 11, 2016
Author/Presenter:	Duane McNair, Vice President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors accepts the First Quarter 2016/17 Financial Report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present the First Quarter 2016/17 Financial Report, including a summary of funded positions, and to provide an updated compliance status of the Board policy BGII-02: Financial Management.

3. BACKGROUND:

When the budget is approved, some factors must be estimated because of unknown elements affecting the revenue and expenditure forecasts. The quarterly financial reporting process provides updated projections based on current information.

On February 8, 2016, the Board of Governors approved the 2016/17 Annual Budget. In compliance with both the Board of Governors' direction and Ministry of Advanced Education and Skills Development's operating directives, the 2016/17 Annual Budget returns a net surplus on Funded Activity/College Operations of \$10.2 million and maintains the College's commitment to balancing student tuition revenues and government funded activities with associated operating expenditures.

While the College has balanced its annual operating budget, the complete budget has an estimated net contribution of \$(6.7) million. This is due to several extraordinary capital expenditures, and these expenditures will be partly funded from Internally Restricted Net Assets accumulated from prior year surpluses.

This First Quarter 2016/17 Financial Report projects an \$8.9 million dollar increase to the net contribution of Algonquin College from the Approved Budget of \$(6.7) million, to the projected \$2.2 million as outlined in this report. This positive change has been achieved primarily as a result of the planned capitalization of expenditures related to the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship project. These accounting adjustments are recorded under the Non-Cash

Revenue and Non-Cash Expenditure Adjustments in order to align our projected net contribution with Public Sector Accounting Standards.

4. DISCUSSION:

As part of the First Quarter 2016/17 Financial Report review process, budget holders had the opportunity to identify moderate impacts on the financial results at the College Area reporting level. An impact was defined as being considered moderate if the net contribution of a College Area (Academic Services excluded) was projected to change by more than \$250,000 from the 2016/17 Approved Budget. For Academic Services, an impact was defined as being moderate if the net contribution was projected to change by more than \$500,000 from the 2016/17 Approved Budget.

Identified changes have been included in Appendix A: First Quarter 2016/17 Financial Report. Moderate changes that impact the projected net contribution of the College are discussed below in the sections titled: **Revenue Projection Adjustments** and **Expenditure Projections Adjustments**.

This First Quarter 2016/17 Financial Report projects an \$8.9 million dollar increase to the net contribution of Algonquin College from the Approved Budget of \$6.7 million, to the projected \$2.2 million as outlined in this report. The primary reason for this \$8.9 million dollar increase to the net contribution is related to the recently confirmed Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship project. This current year project resulted in a number of Strategic Investment Priorities projects being deferred. The funds from these projects will be used as the College's contribution to the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship project. The Strategic Investment Priorities projects would have been expenses in the current year, whereas the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship project will be capitalized on the balance sheet, and amortized over future years as required under Public Sector Accounting Standards. This accounting treatment will reduce current year recognized expenses and therefore increase the net contribution of the College. The increased capitalized expenditures are included under the "Non-Cash Revenue Adjustments" section of the First Quarter 2016/17 Financial Report on page 3.

The Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship project has also received partial funding from the Ministry of Advanced Education and Skills Development under the Post-Secondary Institutions Strategic Investment Fund. Under Public Sector Accounting Standards these funds must be recognized as a Deferred Capital Contribution liability and recognized into revenue to match the amortization expense of the capital project. The increased Deferred Capital Contribution liability is included under the "Non-Cash Expenditure Adjustments" section of the First Quarter 2016/17 Financial Report on page 3.

Revenue Projection Adjustments (moderate):

- A shortfall in enrolment of 1.29% (474 net registrants) from the 2016/17 Approved Budget in College Funded Activity equates to a revenue decline of \$812,000. This enrolment shortfall equates to a year over year decline of 139 net registrants, compared to the 2015/16 achieved enrolment.
- International Education Centre revenue has increased by \$1.2 million as a result of a 7.7% increase in enrolment over the 2016/17 Approved Budget. This is partially offset by an increase in related expenditures of \$659,000, which includes a transfer of \$466,000 of international premiums to Funded Activity.
- Revenue has increased in Strategic Investment Priorities by \$12.4 million primarily as a result of:
 - Funding of \$8.3 million to be recognized in 2016/17 under the Post-Secondary Institutions Strategic Investment Fund as contributions towards the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship projects. Total government funding committed for this project is \$24.8 million which will be recognized over the duration of the entire project cycle.
 - Apprenticeship Enhancement Fund Grant of \$3.2 million announced after the budget was prepared (offset by equivalent expenditures), and
 - Additional one-time Facilities Renewal Grant funding of \$1 million announced after the budget was prepared.

Expenditure Projection Adjustments (moderate):

- Contingencies have been reduced by \$500,000 to reflect adjusted requirements and to compensate for the projected domestic enrolment shortfall.
- Expenditures have increased in Strategic Investment Priorities by \$13.9 million primarily as a result of:
 - \$17 million increase in estimated expenditures to be recognized in the 2016/17 fiscal year as part of the total \$44.9 million dollar project cost in the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship project.
 - \$5 million increase in estimated expenditures in Strategic Investment Priorities projects across Initiatives and Opportunities, College Ancillary Services, and Apprenticeship Enhancement Fund projects.
 - \$3 million decrease of expenditures in Strategic Investment Priorities projects across Technologies, Space and Infrastructure, and New Program Initiatives projects.
 - \$5.5 million decrease of expenditures as an estimated underspend in Strategic Investment Priorities projects based on historical trend analysis.

Compliance

- The College is compliant with the Board policy BGII-02: Financial Management. Please see Appendix B: First Quarter 2016-17 Compliance Scorecard.

5. LINK TO STRATEGIC PLAN:

The 2016/17 Annual Budget and First Quarter 2016/17 Financial Report identify the resources required to execute on initiatives in the College’s Business Plan and Strategic Plan, and to fund approved Strategic Investment Priorities projects in support of the Business Plan and Strategic Plan.

STRATEGIC PLAN 2012-2017			
Goal 1 Deliver an exemplary applied education and training experience.	<input checked="" type="checkbox"/>	Goal 7 Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	<input checked="" type="checkbox"/>
Goal 2 Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	<input checked="" type="checkbox"/>	Goal 8 Create and foster an environment in which the College’s model of leadership competencies and behaviours is supported.	<input checked="" type="checkbox"/>
Goal 3 Leverage technology to enhance the educational experience.	<input checked="" type="checkbox"/>	Goal 9 Align our funded operational expenditures with provincial funding.	<input checked="" type="checkbox"/>
Goal 4 Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.	<input checked="" type="checkbox"/>	Goal 10 Expand non-funded opportunities to increase revenue.	<input checked="" type="checkbox"/>
Goal 5 Deliver exceptional service to our diverse student and client populations.	<input checked="" type="checkbox"/>	Goal 11 Leverage strategic business partnerships to meet the capital needs of the College.	<input checked="" type="checkbox"/>
Goal 6 Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	<input checked="" type="checkbox"/>	Goal 12 Create the technological foundation to align with the digital direction.	<input checked="" type="checkbox"/>

6. STUDENT IMPACT:

Students will benefit from additional investments in information technology infrastructure, renovations and adaptations to learning spaces, maintenance of existing learning spaces, investment in new program development, academic equipment, and new facilities funded partially through the Post-Secondary Institutions Strategic Investment Fund.

7. FINANCIAL IMPACT:

The 2016/17 Approved Budget returns a net surplus on Funded Activity/College Operations of \$10.2 million and maintains the College’s commitment to balancing student tuition revenue and government

funded activities with associated operating expenditures. The First Quarter 2016/17 Financial Report maintains the \$10.2 million net surplus on Funded Activity/College Operations.

8. HUMAN RESOURCES IMPACT:

The 2016/17 Approved Budget and the First Quarter 2016/17 Financial Report provides required funding for all existing full-time permanent staff complement positions and other than permanent positions (i.e. part-time, temporary employees). There are also provisions for professional development and training for College employees.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

In compliance with both the Board's Financial Management policy and the Ministry of Advanced Education and Skills Development's Business Plan Operating Procedure directive, the 2016/17 Annual Budget and the First Quarter 2016/17 Financial Report maintain a positive accumulated surplus position and the College's commitment to balancing government funded operating activities with expenditures.

10. COMMUNICATIONS:

Any required communications will be administered through the Executive Director, Communications Office.

11. CONCLUSION:

The Board of Governors endorses the attached First Quarter 2016/17 Financial Report which identifies resources supporting the Strategic Plan of the College.

Respectfully submitted:

Approved for submission:



Vice President Finance and Administration

President

Appendices:

Appendix A: First Quarter 2016-17 Financial Report Appendix B: First Quarter 2016-17 Compliance Scorecard
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ALGONQUIN
COLLEGE

1st QUARTER FINANCIAL REPORT



2016
2017

Presentation to the Board of Governors
October 11, 2016



2016/2017 1st Quarter Financial Report

TABLE OF CONTENTS

Summary of 1st Quarter Financial Projections.....	3
Statement of Financial Position	4
Revenue Schedule	5
Revenue Schedule Variance Analysis.....	6
Expenditures Schedule.....	7
Expenditures Schedule Variance Analysis.....	8
Strategic Investment Priorities Schedule.....	9
Strategic Investment Priorities Schedule Variance Analysis.....	10
Internally Restricted Net Assets Schedule.....	11
Summary of Funded Positions	12
Financial Sustainability Metrics – Annual Surplus	14
Financial Sustainability Metrics – Liquidity	15
Financial Sustainability Metrics – Operating	16
Financial Sustainability Metrics – Debt	17
Financial Sustainability Metrics – Accumulated Surplus	18

	Approved Annual Budget	Q1 Year-End Projection	Q1 vs. Approved Variance Favourable/ (Unfavourable)	Variance as % of Budget
Funded Activity/College Operations				
Revenue	\$ 229,845	\$ 229,407	\$ (438)	0%
Expenditures	219,628	219,128	500	0%
Net Contribution	10,217	10,279	62	1%
Contracts & Other Non-Funded Activity				
Revenue	27,588	27,588	-	0%
Expenditures	26,628	26,628	-	0%
Net Contribution	960	960	-	0%
College Ancillary Services				
Revenue	43,601	43,601	-	0%
Expenditures	35,929	35,929	-	0%
Net Contribution	7,672	7,672	-	0%
International Education Centre				
Revenue	17,106	18,267	1,161	7%
Expenditures	14,004	14,663	(659)	-5%
Net Contribution	3,102	3,604	502	16%
Strategic Investment Priorities				
Revenue	1,757	14,225	12,468	710%
Expenditures	36,577	50,527	(13,950)	-38%
Net Contribution	(34,820)	(36,302)	(1,482)	-4%
Non-Cash Revenue Adjustments				
Capital Grants recorded as Deferred Capital Contributions	(2,000)	(12,213)	(10,213)	-511%
Amortization of Deferred Capital Contributions	8,000	8,000	-	0%
Non-Cash Expenditure Adjustments				
Expenditures to be Capitalized	16,000	36,202	20,202	126%
Amortization Expense	(16,500)	(16,500)	-	0%
Change in Vacation, Sick Leave & Post-Employment Benefits	650	540	(110)	-17%
Net Contribution as per Public Sector Accounting Standards (PSAS)	\$ (6,719)	\$ 2,242	\$ 8,961	

	Year-End Actual March 31, 2016	March 31, 2017 Approved Annual Budget	March 31, 2017 Q1 Projected	Q1 vs. Approved Variance
ASSETS				
Current Assets				
Cash	\$ 28,367	\$ 29,367	\$ 30,765	\$ 1,398
Accounts Receivable	22,982	16,500	21,000	4,500
Inventory	1,752	2,000	2,000	-
Prepaid Expenses	3,000	2,500	2,500	-
	<u>56,101</u>	<u>50,367</u>	<u>56,265</u>	<u>5,898</u>
Investments	75,349	54,540	57,134	2,594
Endowment Assets	22,796	25,908	23,396	(2,512)
Capital Assets	<u>256,799</u>	<u>255,678</u>	<u>276,501</u>	<u>20,823</u>
TOTAL ASSETS	\$ 411,045	\$ 386,493	\$ 413,296	\$ 26,803
LIABILITIES & NET ASSETS				
Current Liabilities				
Accounts Payable & Accrued Liabilities	\$ 19,562	\$ 16,500	\$ 18,500	\$ 2,000
Accrued Salaries & Employee Deductions Payable	7,969	7,700	7,700	-
Deferred Revenue	27,734	24,500	27,000	2,500
Current Portion of Long Term Debt	2,758	2,927	2,927	-
	<u>58,023</u>	<u>51,627</u>	<u>56,127</u>	<u>4,500</u>
Long Term Debt	51,202	48,275	48,275	-
Vacation, Sick Leave & Post-Employment Benefits	18,740	17,612	18,200	588
Deferred Capital Contributions	146,124	143,689	150,337	6,648
Interest Rate Swaps	10,611	8,898	8,898	-
Net Assets				
Unrestricted	1,000	1,000	1,000	-
Investment in Capital Assets	56,715	60,787	74,962	14,175
Vacation, Sick Leave & Post-Employment Benefits	(18,740)	(17,612)	(18,200)	(588)
Internally Restricted	75,744	55,207	59,199	3,992
Endowment Fund	22,796	25,908	23,396	(2,512)
	<u>137,515</u>	<u>125,290</u>	<u>140,357</u>	<u>15,067</u>
Accumulated Remeasurement Losses	(11,170)	(8,898)	(8,898)	-
	<u>126,345</u>	<u>116,392</u>	<u>131,459</u>	<u>15,067</u>
TOTAL LIABILITIES & NET ASSETS	\$ 411,045	\$ 386,493	\$ 413,296	\$ 26,803

	Approved Annual Budget	Q1 Year-End Projection	Q1 vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS			
Grants			
Post Secondary Activity	\$ 106,641	\$ 106,549	\$ (92)
Apprentice	5,099	5,099	-
Flow-Through Student Aid	1,658	1,658	-
TOTAL GRANTS	113,398	113,306	(92)
Tuition Fees			
Full-Time Post Secondary	69,643	68,831	(812)
Part-Time	9,413	9,413	-
Adult Training	1,177	1,177	-
Student IT & Mobile Computing Fees	7,716	7,716	-
TOTAL TUITION FEES	87,949	87,137	(812)
Contract Educational Services			
Corporate & Other Programs	4,033	4,033	-
TOTAL CONTRACT EDUCATIONAL SERVICES	4,033	4,033	-
Other			
Early Learning Centre	918	918	-
Student Ancillary Fees	5,669	5,669	-
Investment Income	1,500	1,500	-
Transfer from International Education Centre ¹	6,104	6,570	466
Miscellaneous	10,274	10,274	-
TOTAL OTHER	24,465	24,931	466
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	229,845	229,407	(438)
CONTRACTS & OTHER NON-FUNDED ACTIVITY	27,588	27,588	-
COLLEGE ANCILLARY SERVICES	43,601	43,601	-
INTERNATIONAL EDUCATION CENTRE	17,106	18,267	1,161
STRATEGIC INVESTMENT PRIORITIES	1,757	14,225	12,468
TOTAL REVENUE	\$ 319,897	\$ 333,088	\$ 13,191

¹ 35% of the International Fee Premium is shared with Academic Services (part of Funded Activity/College Operations).

Description	Variance Favourable/ (Unfavourable)	Comments
Full-Time Post Secondary Tuition Fees	\$ (812)	Projected shortfall of 1.29% (474 net registrants) in enrolment from the 2016/17 Approved Budget. Compared to actual enrolment achieved in the 2015/16 fiscal year, projections indicate a year over year decline of 139 net registrants.
Transfer from International Education Centre	\$ 466	A 7.7% unbudgeted increase in international student enrolment results in increased international fee premiums transferred to Funded Activity from the International Education Centre.
International Education Centre	\$ 1,161	A 7.7% unbudgeted increase in international student enrolment results in increased international fee premiums to the International Education Centre. Of this amount, \$466K is transferred to Funded Activity above.
Strategic Investment Priorities	\$ 12,468	<i>See Strategic Investment Priorities Variances page for details.</i>
Total Explained Variances	\$ 13,283	
Other Minor Variances	\$ (92)	
Total Variance	\$ 13,191	

	Approved Annual Budget	Q1 Year-End Projection	Q1 vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS			
TOTAL SALARIES & BENEFITS	\$ 154,550	\$ 154,550	\$ -
Other Operating Costs			
Mandated Student Aid	6,159	6,159	-
Contingencies	5,880	5,380	500
Long Term Debt Interest	849	849	-
Contract Services	9,400	9,400	-
Instructional Supplies & Equipment	4,335	4,335	-
Information Technology	7,294	7,294	-
Promotion	2,487	2,487	-
Building Maintenance & Utilities	11,574	11,574	-
Flow-Through Student Aid	1,658	1,658	-
Cost of Goods Sold	1,113	1,113	-
Other	14,329	14,329	-
TOTAL OTHER OPERATING	65,078	64,578	500
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	219,628	219,128	500
CONTRACTS & OTHER NON-FUNDED ACTIVITY	26,628	26,628	-
COLLEGE ANCILLARY SERVICES	35,929	35,929	-
INTERNATIONAL EDUCATION CENTRE	14,004	14,663	(659)
STRATEGIC INVESTMENT PRIORITIES	36,577	50,527	(13,950)
TOTAL EXPENDITURES	\$ 332,766	\$ 346,875	\$ (14,109)

Description	Variance Favourable/ (Unfavourable)	Comments
Contingencies	\$ 500	Contingency reduced to reflect adjusted requirements and to compensate for projected enrolment shortfall in domestic enrolment.
International Education Centre	\$ (659)	Increased expenditures required to support unbudgeted increased activity of 7.7% or \$1.16M in international enrolment revenue. This includes the transfer of \$466K to Funded Activity revenue.
Strategic Investment Priorities	\$ (13,950)	<i>See Strategic Investment Priorities Variances page for details.</i>
Total Explained Variances	\$ (14,109)	
Other Minor Variances	\$ -	
Total Variance	\$ (14,109)	

	Approved Annual Budget	Q1 Year-End Projection	Q1 vs. Approved Variance Favourable/ (Unfavourable)
Source of Funds			
Facilities Renewal Grant	\$ 980	\$ 1,934	\$ 954
College Equipment Renewal Fund Grant	560	560	-
Apprenticeship Enhancement Fund Grant	-	3,187	3,187
Capital Campaign	217	217	-
Post-Secondary Institutions Strategic Investment Fund (PSISIF) Grant	-	8,327	8,327
Miscellaneous	-	-	-
TOTAL SOURCE OF FUNDS	1,757	14,225	12,468
EXPENDITURES:			
College Technologies	14,528	13,552	976
College Space & Infrastructure	12,852	10,985	1,867
New Program Initiatives	1,160	1,133	27
Academic & Other Equipment	1,609	1,658	(49)
Initiatives & Opportunities	4,928	6,715	(1,787)
College Ancillary Services	1,400	1,708	(308)
Apprenticeship Enhancement Fund (AEF)	-	3,187	(3,187)
Appropriations	100	-	100
Innovation, Entrepreneurship and Learning Centre, and Institute for Indigenous Entrepreneurship Project (partially funded through PSISIF as above).	-	17,076	(17,076)
Adjustment for Anticipated Underspend	-	(5,487)	5,487
<i>Total Other</i>	<i>36,577</i>	<i>50,527</i>	<i>(13,950)</i>
TOTAL EXPENDITURES	36,577	50,527	(13,950)
TOTAL NET CONTRIBUTION	\$ (34,820)	\$ (36,302)	\$ (1,482)

Description	Variance Favourable/ (Unfavourable)	Comments
Facilities Renewal Grant	\$ 954	Additional one-time Facilities Renewal Grant funding announced after the budget was prepared.
Apprenticeship Enhancement Fund Grant	\$ 3,187	Apprenticeship Enhancement Fund Grant announced after the budget was prepared (offset by equivalent expenditures).
Post-Secondary Institutions Strategic Investment Fund (PSISIF) Grant	\$ 8,327	Total funds of \$24.8M will be received through the Post-Secondary Institutions Strategic Investment Fund as contributions towards the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship project. The \$8.327M represents the cash flow available based on the funding agreement for 2016-17. The total project cost is \$44.9M.
College Technologies	\$ 976	Reflects revised project costs, provision adjustments, and carry forward budgets from projects in progress at the end of fiscal year 2015-16.
College Space & Infrastructure	\$ 1,867	Reflects revised project costs, provision adjustments and carry forward budgets from projects in progress at the end of fiscal year 2015-16.
Initiatives & Opportunities	\$ (1,787)	Reflects revised project costs, provision adjustments and carry forward budgets from projects in progress at the end of fiscal year 2015-16, as well as Responsibility Centered Management carry forward budgets.
College Ancillary Services	\$ (308)	Renovations to Connections Bookstore (\$350K), plus carry forward budgets (\$393K) from projects in progress at the end of fiscal year 2015-16, offset by \$435K in delayed and/or adjusted project budgets.
Apprenticeship Enhancement Fund (AEF)	\$ (3,187)	Apprenticeship Enhancement Fund announced after the budget was prepared (offset by equivalent grant).
Appropriations	\$ 100	Reduction of unutilized appropriation budgets to support 2015-16 fiscal year expenses.
Innovation, Entrepreneurship and Learning Centre, and Institute for Indigenous Entrepreneurship Project (partially funded through PSISIF as above).	\$ (17,076)	Total funds of \$24.8M will be received through the Post-Secondary Institutions Strategic Investment Fund as contributions towards the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship project. The \$17.076M represents the estimated expenditures to be recognized in the 2016-17 fiscal year as part of the total \$44.9M project cost.
Adjustment for Anticipated Underspend	\$ 5,487	Based on historical trends, a 15% provision has been added to account for anticipated underspending in Strategic Investment Priorities projects.
Total Explained Variances	\$ (1,460)	
Other Minor Variances	\$ (22)	
Total Variance	\$ (1,482)	

	Year-End Actual March 31, 2016	Projected In-Year Use of Funds (2016/17)	Projected Year- End Adjustments (2016/17)	Projected March 31, 2017
Appropriations	\$ 250	\$ -	\$ (150)	\$ 100
Specific Reserves:				
Other Projects & Initiatives	29,841	18,552	3,638	14,927
Ancillary Services Reserve Fund	5,756	1,708	1,118	5,166
Employment Stabilization Funds	547	50	60	557
Other Student Aid	-	-	-	-
	36,144	20,310	4,816	20,650
Contingency Reserve Fund	8,127		173	8,300
Reserve Funds:				
Future Capital Expansion	31,223	3,600	2,526	30,149
	31,223	3,600	2,526	30,149
TOTAL INTERNALLY RESTRICTED NET ASSETS*	\$ 75,744	\$ 23,910	\$ 7,365	\$ 59,199
TOTAL UNRESTRICTED NET ASSETS	\$ 1,000			\$ 1,000
Investment in Capital Assets	56,715		18,247	74,962
Vacation, Sick Leave & Post-Employment Benefits	(18,740)		540	(18,200)
Interest Rate Swaps	(11,170)		2,272	(8,898)
Endowment Fund	22,796		600	23,396
TOTAL NET ASSETS	\$ 126,345	\$ 23,910	\$ 29,024	\$ 131,459

* Budgeted balances of Internally Restricted Net Assets and Unrestricted Net Assets includes the impact of budgeted expenditures from Appropriations, Specific Reserves and Reserve Funds, and contributions to Reserve Funds for the fiscal year 2016/2017. The Board of Governors Financial Management Policy requires that the Board of Governors approve any spending from Reserve Funds.

	Approved Annual Budget 2016/17				Position Changes			Full-Time Funded at Q1 2016/2017				Total Staffed at June 30/16	Total Vacant at June 30/16
	Admin	Support	Academic	Total	Positions Opened	Positions Closed	Positions Transferred	Admin	Support	Academic	Total		
President & Board of Governors													
President's Office	4	-	-	4				4	-	-	4	4	-
Human Resources													
Human Resources	22	2	1	25				22	2	1	25	24	1
Finance and Administration													
Vice-President's Office	2	-	-	2				2	-	-	2	2	-
College Ancillary Services	17	72	-	89	1			17	73	-	90	89	1
Finance & Administrative Services	9	28	-	37		(1)		9	27	-	36	35	1
Risk Management ¹	7	1	-	8	1			8	1	-	9	9	-
Physical Resources	9	40	-	49	4	(4)		9	40	-	49	41	8
Total	44	141	-	185	6	(5)	-	45	141	-	186	176	10
Student Services													
Vice-President's Office	2	-	-	2				2	-	-	2	2	-
Aboriginal Services & Partnerships	-	2	1	3	1			1	2	1	4	4	-
Student Support Services	10	45	18	73				10	45	18	73	72	1
Algonquin College Foundation	3	2	-	5				3	2	-	5	5	-
Registrar	11	67	-	78	3	(1)		11	69	-	80	79	1
Total	26	116	19	161	4	(1)	-	27	118	19	164	162	2
International and Strategic Planning													
Vice-President's Office	2	1	-	3	1	(2)		2	-	-	2	2	-
International & Strategic Planning	11	10	21	42				11	10	21	42	38	4
Total	13	11	21	45	1	(2)	-	13	10	21	44	40	4
Academic Services													
Vice-President's Office	3	-	9	12				3	-	9	12	3	9
Academic Operations and Planning ²	9	6	3	18	1		4	10	10	3	23	17	6
Faculty of Arts, Media & Design ³	9	34	115	158				9	34	115	158	149	9
School of Business	5	9	88	102				5	9	88	102	99	3
School of Hospitality & Tourism	3	10	41	54				3	10	41	54	49	5
Faculty of Technology & Trades	6	26	151	183				6	26	151	183	175	8
Algonquin College Heritage Institute	3	10	13	26	1			4	10	13	27	26	1
Faculty of Health, Public Safety & Community Studies	8	31	122	161				8	31	122	161	156	5
Mobile Learning & Teaching Services	2	5	-	7		(1)	(5)	-	1	-	1	1	-
Centre for Continuing and Online Learning	6	16	-	22				6	16	-	22	21	1
Personal Development Institute	-	1	-	1				-	1	-	1	1	-
Algonquin College in the Ottawa Valley	6	30	29	65				6	30	29	65	65	-
Total	60	178	571	809	2	(1)	(1)	60	178	571	809	762	47
Digital Technologies and Innovation													
Vice-President's Office	2	-	-	2				2	-	-	2	2	-
Applied Research & Development ⁴	3	2	-	5		(1)		2	2	-	4	3	1
Business Development & Corporate Training ⁵	4	7	-	11				4	7	-	11	10	1

	Approved Annual Budget 2016/17				Position Changes			Full-Time Funded at Q1 2016/2017				Total Staffed at June 30/16	Total Vacant at June 30/16
	Admin	Support	Academic	Total	Positions Opened	Positions Closed	Positions Transferred	Admin	Support	Academic	Total		
Digital Strategies & Solutions	3	3	-	6				3	3	-	6	5	1
Digital Adoption, Usage, Performance and Insights	1	4	-	5				1	4	-	5	5	-
Project Management & Business Administration	3	7		10				3	7	-	10	9	1
Information Technology Services	10	73	-	83			1	10	74	-	84	76	8
Total	26	96	-	122	-	(1)	1	25	97	-	122	110	12
Communications, Marketing, and External Relations													
Marketing ⁶	2	11	-	13		(1)		2	10	-	12	11	1
Communications	2	2	-	4	1			3	2	-	5	5	-
Total	4	13	-	17	1	(1)	-	5	12	-	17	16	1
COLLEGE TOTAL	199	557	612	1,368	14	(11)	-	201	558	612	1,371	1,294	77

The complement report represents the total number of positions for each of the College's major areas.

Not all positions are 100% funded in the budget as some positions are vacant at the start of the year and other positions have a start date projected for other than April 1st.

1 - Risk Management is a new sector for 2016-17. Previously included as a component of Physical Resources.

2 - Academic Operations and Planning is a new sector for 2016-17. Previously included as a component of Vice President, Academic.

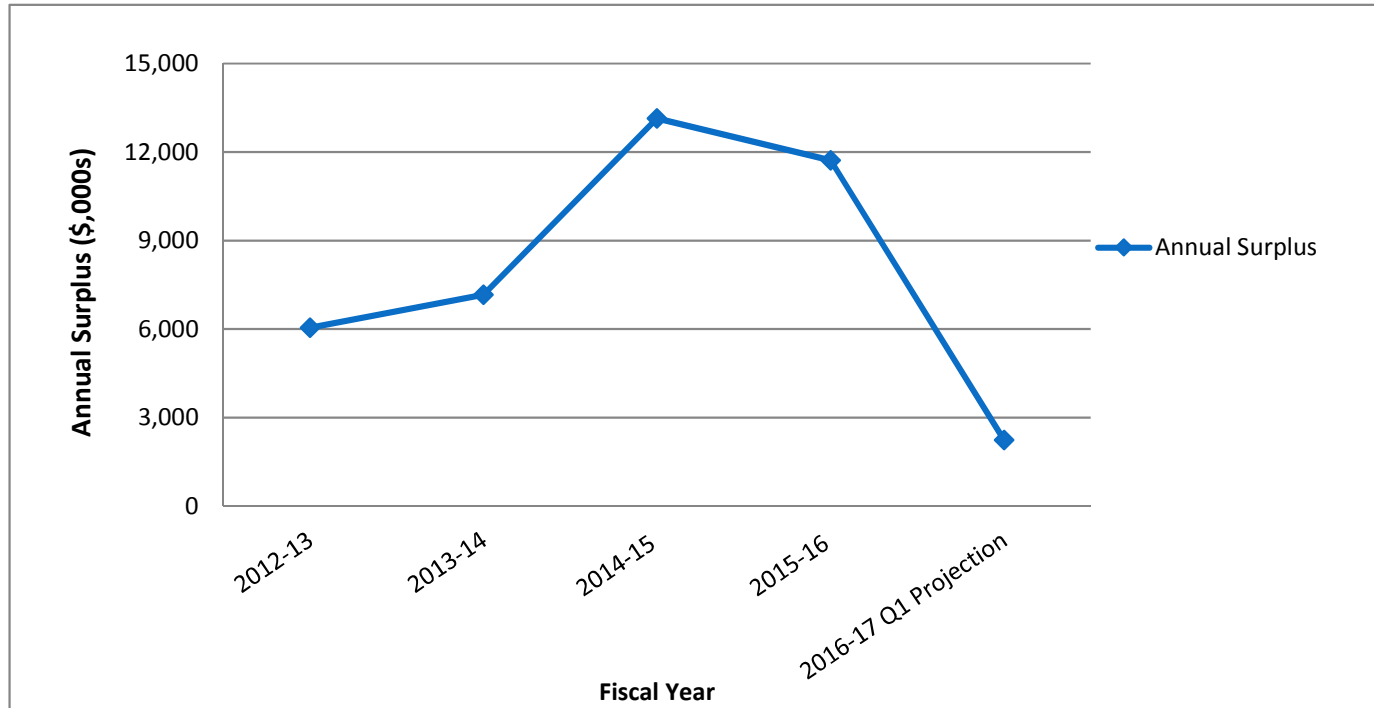
3 - School/College Work Initiative sector moved to Faculty of Arts, Media & Design in 2016-17 re-organization.

4 - Applied Research & Development moved to Digital Technologies and Innovation in the 2016-17 re-organization. Previously with Academic Services.

5 - Business Development & Corporate Training moved to Digital Technologies & Innovation in the 2016-17 re-organization. Previously with Academic Services.

6 - Marketing moved to Communications, Marketing and External Relations in the 2016-17 re-organization. Previously included with Recruitment in Student Services.

Operating Results: Annual Surplus



Objective:

Measures the excess of revenues over expenses in a given year.

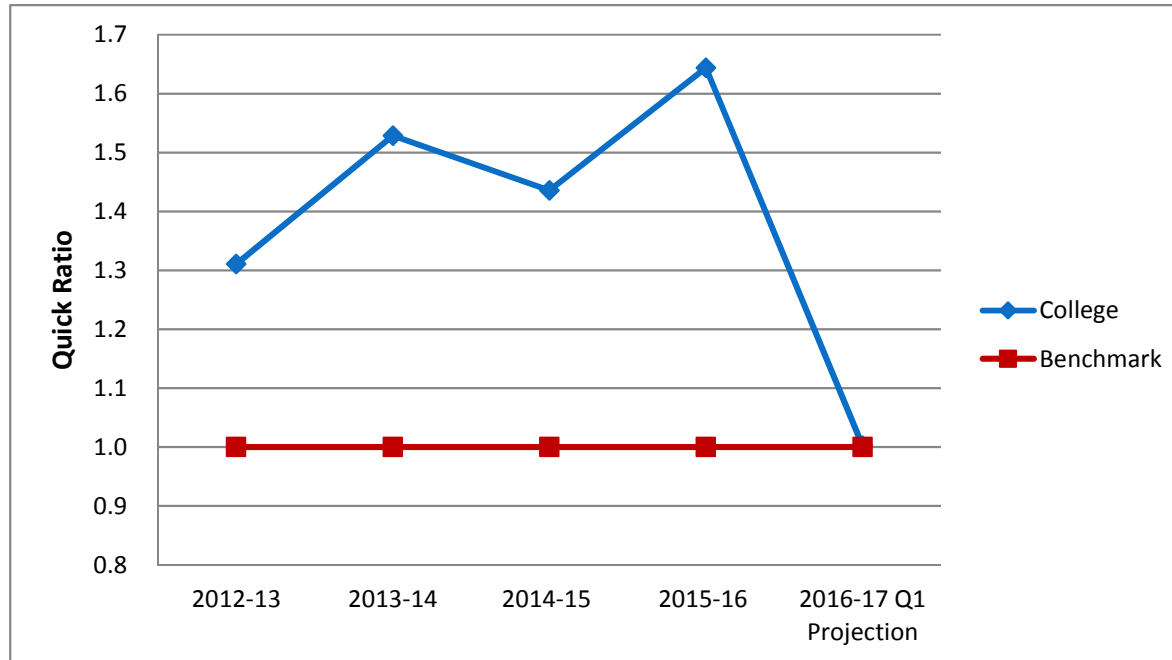
Benchmark:

Must be greater than \$0.

Rationale:

An annual deficit or declining surpluses may indicate a decline in an institution's financial health.

Measuring Liquidity: Quick Ratio



Objective:

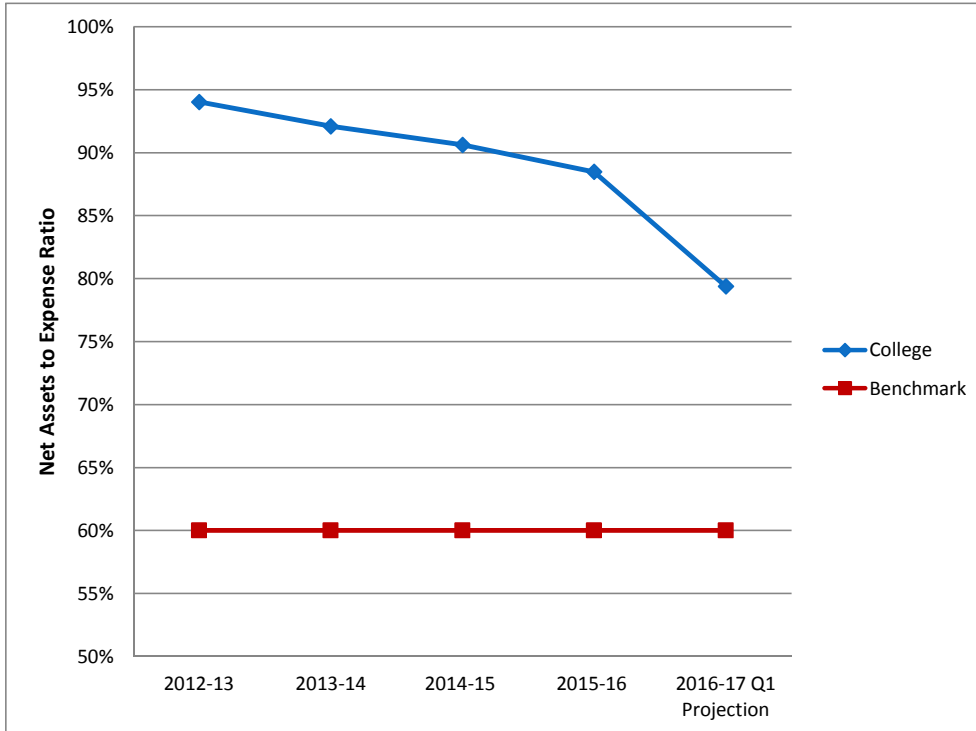
Fiscal performance indicator testing the college's ability to pay its short term maturing obligations (e.g. biweekly payroll payments).

Benchmark:

A ratio of 1 or higher indicates that a college should be able to meet its short term obligations.

Rationale: A ratio of 1 is a typical business standard. Less than 1 may indicate that a college is not able to meet its short term obligations. When including surplus cash invested in longer term investments (greater than 1 year) Algonquin's Quick Ratio was at 2.02 for Q1 2016/17.

Operating Results: Net Assets to Expense Ratio



Objective:

A traditional indicator to ascertain the ability of a college to continue operations in the event there is a delay in revenue streams.

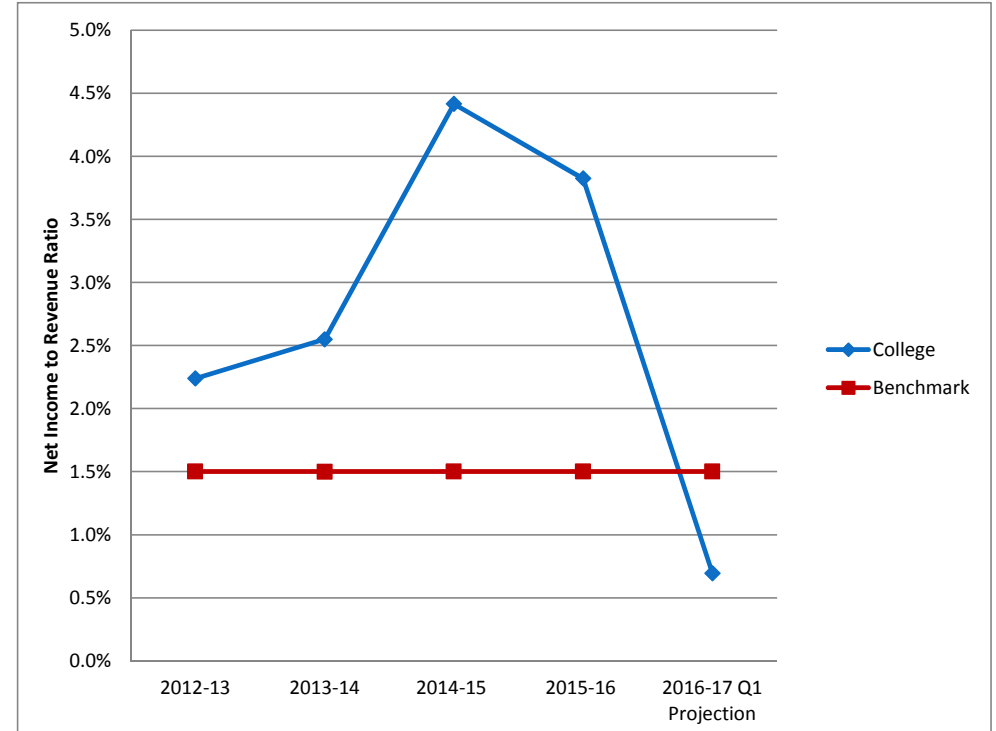
Benchmark:

60% or higher.

Rationale:

A net balance that is less than 60% of annual expenses may indicate a lower tolerance for variable or volatile revenues.

Operating Results: Net Income to Revenue Ratio



Objective:

This ratio measures the return an institution generates on each dollar of revenue.

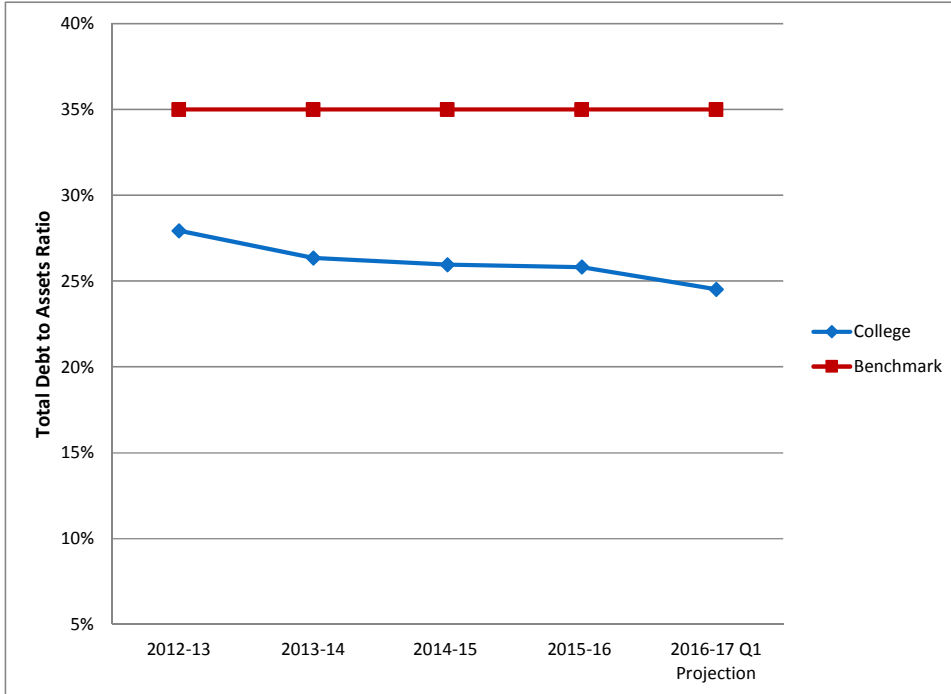
Benchmark:

Less than 1.5% may be a concern because it may indicate that the college may not be able to recover from a deficit position in a reasonable period of time.

Rationale:

A surplus less than 1.5% of revenues indicates that small changes in expenses or revenues may result in annual deficits for the institution.

Managing Debt: Total Debt to Assets Ratio



Objective:

Measures the proportion of total assets that are financed by debt. A high or increasing value may be predictive of future liquidity problems or a reduced ability to borrow money in the future.

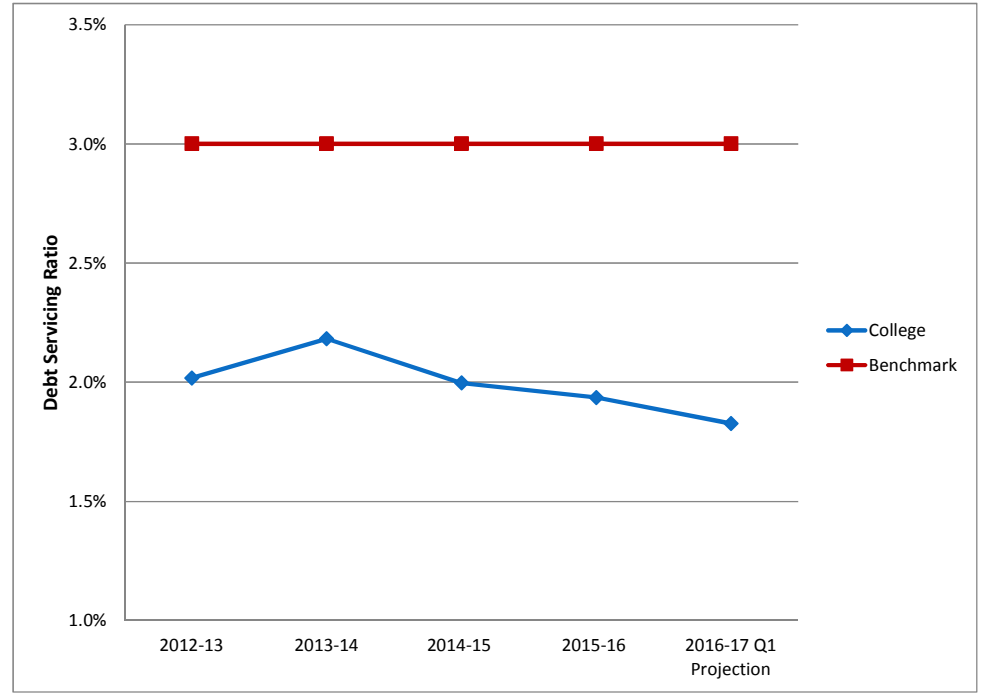
Benchmark:

Greater than 35% leads to a concern as this may indicate that a college will not be able to finance their ongoing operations due to the debt burden.

Rationale:

A high debt burden may indicate that the institution is vulnerable to its creditors, or will have reduced liquidity or a reduced ability to borrow in the future.

Managing Debt: Debt Servicing Ratio



Objective:

This ratio measures the College's spending on servicing the debt portfolio.

Benchmark:

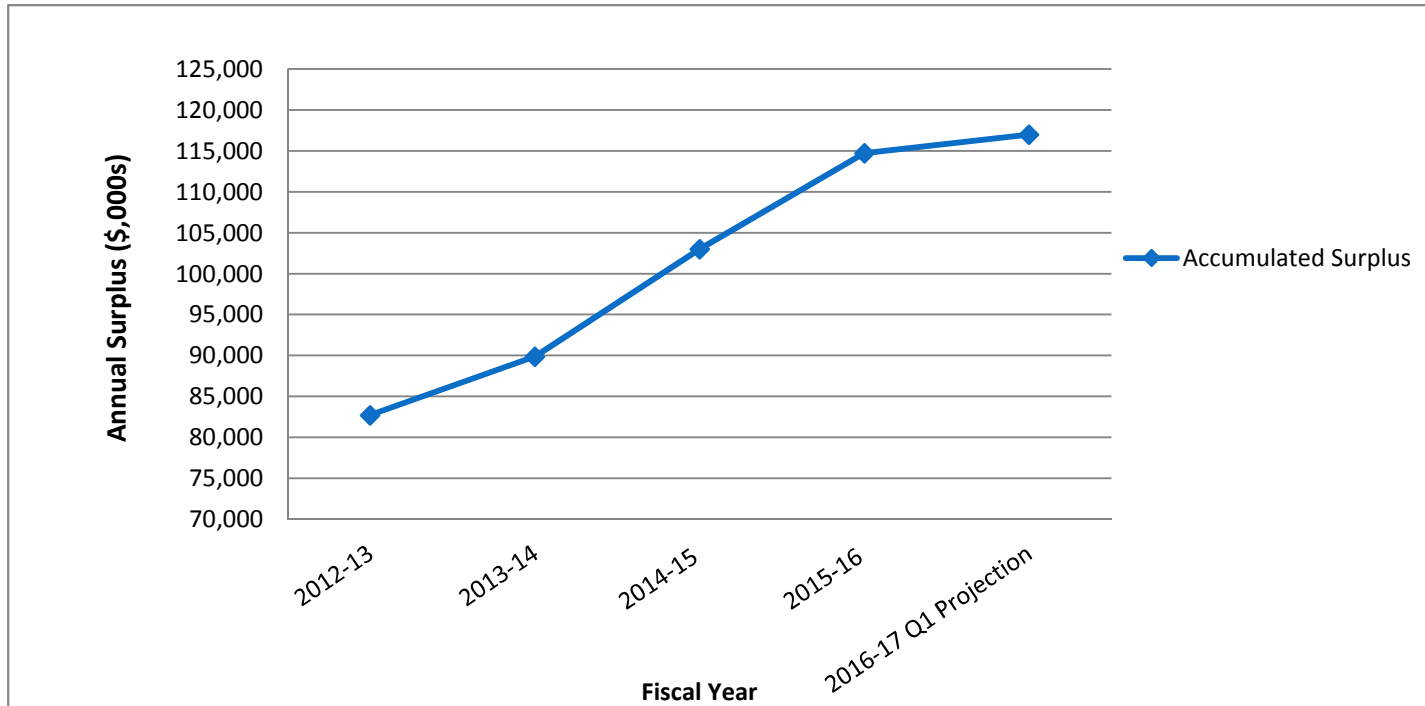
A ratio of 3% or lower, based on historical trend analysis and industry standard.

Rationale:

A ratio of greater than 3% may indicate a reduced or restricted cash flow as the College is spending less than 97% of revenues on core services.

Note: Compare with 2003-04 Debt Servicing Ratio of 2.7%.

Accumulated Surplus/(Deficit)



Objective:

Represents the cumulative wealth that an institution has under its own control to assist with ongoing operations.

Benchmark:

Must be greater than \$0.

Rationale:

An accumulated deficit indicates that the College may have borrowed to support its past operations and will have to make up this difference in the future.

ANNUAL BUDGET AND QUARTERLY FINANCIAL PROJECTIONS COMPLIANCE SCORECARD			
	Source	Budget/Projection Requirement	Compliant (Y/N)
1	BGII-02 Board Financial Management Policy	1.2 The annual budget [and Quarterly Projections] ... shall: 1.2.2 Have expenditures not exceeding revenues unless the Board has approved ... to spend from reserve funds;	Y
2	BGII-02 Board Financial Management Policy	1.2 The annual budget [and Quarterly Projections] ... shall: 1.2.3 Have ancillary expenditures not exceeding ancillary revenues unless the Board has specifically directed otherwise.	Y
3	BGII-02 Board Financial Management Policy	2.3 Quarterly projections of the annual budget shall be presented to the Board, ensuring the College's projected surplus or deficit are at least equal to or better than the Approved Budget.	Y
4	BGII-02 Board Financial Management Policy	4.2 The President may not approve an unbudgeted expenditure or commitment that will result in the College's fiscal year-end total balance of unrestricted net assets plus internally restricted net assets being lower than budgeted without the approval of the Board.	Y
5	Strategic Plan 2012-2017	'Goal 9 - Align our funded operational expenditures with provincial funding' - we must ensure we budget and project 'Funded Activity' with balanced or surplus results	Y
6	President's Budget Overview - Annual Budget	President's Overview: 'We will be aggressively pursuing further opportunities in the non-funded area which will provide funds for investment in all of the things that are currently not funded through government sources such as technology upgrades, infrastructure improvements, equipment for faculty and staff etc.' we must ensure that our SIP expenditures (budgeted and projected) do not exceed the sum of: - Non-Funded Activities net contributions; - Specific grants and contributions; and - Allocations from Internally Restricted Net Assets such that the ending balance of Internally Restricted Net Assets is at least equal to or greater than the balance approved by the Board in the Annual Budget (see #4 above).	Y

Report title:	Major Capital Project: Building F Renovation
Report to:	Board of Governors
Date:	October 11, 2016
Author/Presenter:	Duane McNair, Vice-President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors approves an investment of \$1.63 million from the Strategic Investment Priorities fund to renovate Building F and extend its useful life to support College operations.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to provide information on the Major Capital Project: Building F Renovation. Algonquin College regularly undertakes renovation projects to update spaces for programs and services. With constrained space resources, these projects require the re-location of College employees and the programs and services that they deliver. The Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship project requires that a large section of Building C be vacated so that renovations may be completed and an additional floor constructed.

Over the next 10 years, it is anticipated that other major capital projects will be undertaken requiring additional space to act as ‘flex’ space and accommodate temporary and permanent relocations. College management proposes that Building F be recommissioned for service with an investment of \$1.63 million. This investment would be funded from the Strategic Investment Priorities fund within the College’s 2016-17 Annual Budget.

3. BACKGROUND:

Algonquin College is a leader in higher education space management practices. The College consistently achieves one of the lowest space utilization rates (gross square feet per student) in the Ontario college system. Effective space management practices result in lower operating and capital costs for the College.

Every year the College is required to renovate and adapt existing spaces and facilities to accommodate necessary changes to College programs and services. These space adaptations require annual recurring investments of College funds and provincial grants in order to keep College offerings current.

When space adaptations and renovations are undertaken, the current occupants of these spaces must be relocated to alternate sites on a temporary or permanent basis. There is limited excess space that may readily accommodate displaced programs and services. The current major capital project, the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship, is an example of a time when occupants of College spaces must be relocated. Future potential projects, such as the Healthy Living Education initiative, will also require space on campus to accommodate relocations.

4. DISCUSSION:

The federal government's Post-Secondary Institutions Strategic Investment Fund was announced on April 6, 2016 for eligible construction, repair and maintenance activities. Algonquin College submitted a proposal to the federal government on May 9, 2016. The Post-Secondary Institutions Strategic Investment Fund stipulated that the project must be substantially complete by April 30, 2018.

The Board of Governors granted College management approval to commence the development of the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship on August 10, 2016. This project and associated funding presents the College with tremendous opportunity to upgrade one of the original Woodroffe campus buildings, Building C, including renovating the library and other classroom, lab and service spaces.

Relocation of the library and other affected occupants of Building C is underway. All existing vacant spaces on campus have been reviewed to assess suitability to accommodate Building C occupants displaced for this project. Many creative solutions have been developed, and decisions on relocation have been guided by the need to ensure quality student timetables, appropriate learning and service spaces, and achieving the best overall value for College funds invested. The installation of College portables was considered. However, College staff has historically attempted to minimize the use of portables as much as possible given the generally poor perception of these structures on campus.

Building F is a stand-alone structure situated on the west side of the Residence, providing 13,000 interior square feet of space. It was originally constructed to accommodate classrooms and labs for trades programs. It has been de-commissioned for a number of years and utilized for storage purposes only. After assessing re-location needs for this current major capital project and potential future capital projects, it is proposed that the College invest its own funds to renovate Building F and put it back in service for an anticipated term of 10 years, subject to further campus expansion opportunities.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2012-2017			
Goal 1 Deliver an exemplary applied education and training experience.	<input checked="" type="checkbox"/>	Goal 7 Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	<input type="checkbox"/>
Goal 2 Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	<input type="checkbox"/>	Goal 8 Create and foster an environment in which the College's model of leadership competencies and behaviours is supported.	<input type="checkbox"/>
Goal 3 Leverage technology to enhance the educational experience.	<input type="checkbox"/>	Goal 9 Align our funded operational expenditures with provincial funding.	<input type="checkbox"/>
Goal 4 Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.	<input type="checkbox"/>	Goal 10 Expand non-funded opportunities to increase revenue.	<input type="checkbox"/>
Goal 5 Deliver exceptional service to our diverse student and client populations.	<input checked="" type="checkbox"/>	Goal 11 Leverage strategic business partnerships to meet the capital needs of the College.	<input type="checkbox"/>
Goal 6 Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	<input type="checkbox"/>	Goal 12 Create the technological foundation to align with the digital direction.	<input type="checkbox"/>

6. STUDENT IMPACT:

The investment in Building F will allow the College to keep classrooms and labs within the main cluster of physically connected academic buildings, thus preserving quality timetables and close proximity to student services.

7. FINANCIAL IMPACT:

The project has a total capital cost of \$1.63 million. The project's proposed source of funds is the Strategic Investment Priorities fund which is within the current 2016-17 Annual Budget. During the first quarter of the fiscal year, College management reviewed, adjusted and deferred various projects planned at the start of the year to accommodate the capital needs of the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship project and the Building F renovation.

8. HUMAN RESOURCES IMPACT:

Several College departments and their respective teams will be impacted by the re-location moves associated with the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous

Entrepreneurship project. Every effort is being undertaken to ensure that the impact on employees is minimal and ensure that they are engaged and informed of the process.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

This project is compliant with government, regulatory and legal requirements pertaining to Ontario publicly funded colleges.

10. COMMUNICATIONS:


The Algonquin College Communications, Marketing and External Relations department is actively engaged with this project and the associated the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship project. A communications strategy and website has been developed to inform the College community of all moves.

11. CONCLUSION:

This investment to renovate Building F and commission it for service for a period of 10 years will provide the College with much needed capacity and flex space. Future initiatives to upgrade existing and build new facilities will be able to leverage this space and minimize disruption of programs and services to students.

Respectfully submitted:

Approved for submission:



Vice President, Finance and Administration

President

Report title:	Post-Secondary Institutions Strategic Investment Fund
Report to:	Board of Governors
Date:	October 11, 2016
Author/Presenter:	Duane McNair, Vice-President, Finance and Administration

1. RECOMMENDATION:

THAT the Board of Governors approves the development of the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship using the following funds:

- up to \$9.5 million from the College’s Internally Restricted Net Assets,
- up to \$11.6 million from the College’s Strategic Investment Priorities funds, and
- \$21.9 million from the Federal Post-Secondary Institutions Strategic Investment Fund and \$1.9 million from the Provincial Facilities Renewal Program grant funding over the fiscal years 2016/17, 2017/18 and 2018/19.

2. PURPOSE / EXECUTIVE SUMMARY:

Algonquin College has received approval for federal funding of \$21.9 million to build the Centre for Innovation and Entrepreneurship and the Institute for Aboriginal Entrepreneurship . Federal funds will be administered by the Provincial Ministry of Advanced Education and Skills Development. A funding agreement has been signed by President Jensen and the first instalment of the grant funding is due at the time of writing this report.

The project will create new Applied Research Centres of Excellence focused on areas such as Cyber Security, Energy Innovation (with Siemens Canada), and Business Intelligence, as well as flexible learning spaces that will allow the College to accept an additional 120 Full time Equivalent students and 600 continuing education students in the field of Cyber Security.

The enhanced space will feature Makerspace and prototyping areas and accompanying Incubation and Acceleration space will give up to 60 new student entrepreneurs the space and support to allow their business ideas to take flight.

The Institute for Indigenous Entrepreneurship will be the only space of its kind in Ontario and will support Indigenous students, alumni and community partners through access to incubator space, financial and business mentors and support to develop innovative solutions and business development that is grounded in both Indigenous and Western business principles.

The capital cost of this development project is \$44.9 million. Over a three year funding period, the sources of funds for this project will be a combination of funds from the federal government (\$21.9 million), provincial government (\$2.9 million less \$1 million already committed to other College commitments for a net \$1.9 million), Algonquin College reserves (\$9.5 million), and the College Strategic Investment Priorities budget allocation (\$11.6 million).

3. BACKGROUND:

The federal government's Post-Secondary Institutions Strategic Investment Fund was announced on April 6, 2016 for eligible construction, repair and maintenance activities. Algonquin College submitted a proposal to the federal government on May 9, 2016. The Post-Secondary Institutions Strategic Investment Fund stipulated that the project must be substantially complete by April 30, 2018. The College's proposal aligns with Ontario's infrastructure priorities within the following three categories:

1. Improve the scale and quality of facilities for research and innovation, including commercialization spaces;
2. Improve the scale or quality of specialized training facilities at colleges focused on industry needs; and
3. Improve the environmental sustainability of research and innovation related infrastructure at post-secondary institutions and college training infrastructure.

As at March 31, 2016, the College holds a reserve fund for future capital expansion totaling \$31.2 million.

4. DISCUSSION:

With confirmation of federal funding, College management now seeks Board of Governors approval to develop and complete the project as submitted..

College management is confident that the project proposal meets all five of the federal assessment criteria for funding and will:

1. Generate direct economic activity including any evidence that the project is accelerated or expanded relative to what would have occurred in the absence of Strategic Investment Fund support;
2. Promote innovation and long-term economic growth by improving the use or functionality and efficacy of research and innovation or commercialization space;
3. Advance Canada's climate change and sustainability goals by increasing energy efficiency and reducing energy use in a research, innovation and training context;
4. Increase capacity and functionality of specialized training facilities at colleges focused on meeting industry needs; and
5. Benefit Aboriginal populations.

5. LINK TO STRATEGIC PLAN:

This initiative is linked to the current Strategic Plan 2012-2017 and the new Strategic Plan 2017-2022 in several ways. The new and newly renovated learning spaces will support several components of the AC Personal Success System identified in the new Strategic Plan under Goal One: Establish Algonquin as the leader in personalized learning. In addition, Goal Three: Attain national standing in quality, impact and innovation will be supported in a significant manner when these new Centres open in 2018.

STRATEGIC PLAN 2012-2017			
Goal 1 Deliver an exemplary applied education and training experience.	<input checked="" type="checkbox"/>	Goal 7 Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	<input type="checkbox"/>
Goal 2 Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	<input checked="" type="checkbox"/>	Goal 8 Create and foster an environment in which the College's model of leadership competencies and behaviours is supported.	<input type="checkbox"/>
Goal 3 Leverage technology to enhance the educational experience.	<input checked="" type="checkbox"/>	Goal 9 Align our funded operational expenditures with provincial funding.	<input type="checkbox"/>
Goal 4 Provide opportunities for every full-time student in Ontario College Credentialed programs to have a work-integrated learning experience.	<input type="checkbox"/>	Goal 10 Expand non-funded opportunities to increase revenue.	<input checked="" type="checkbox"/>
Goal 5 Deliver exceptional service to our diverse student and client populations.	<input type="checkbox"/>	Goal 11 Leverage strategic business partnerships to meet the capital needs of the College.	<input type="checkbox"/>
Goal 6 Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	<input checked="" type="checkbox"/>	Goal 12 Create the technological foundation to align with the digital direction.	<input type="checkbox"/>

6. STUDENT IMPACT:

This project will facilitate experiential learning with increased linkages to the community and business partners. The new Institute for Indigenous Entrepreneurship aligns with the College's focus to improve outcomes for Indigenous youth.

The project features a Technology Corner that lends and supports technology for students, such as laptops, projectors, tablets and tools to assist with innovative projects and learning. It builds on the success of the College's existing services, such as IgniteAC, the use of eTexts and Bring Your Own Device technology in classrooms, and therefore further expands the College's learning and research facilities.

The new Centre will feature several spaces that will allow students to experiment with the technologies of tomorrow, including 3D printing, facilities for the development of media enriched content creation and virtual and augmented reality tools which can be used to develop prototypes. This will provide students with access to resources that wouldn't otherwise be readily available to them, empowering them to experiment with new ideas and turn them into reality.

7. FINANCIAL IMPACT:

The project has a total capital cost of \$44.9 million. The project proposal's sources of funds are identified below:

Federal Funding	\$21,910,000
Provincial Funding – Facilities Renewal Program (\$2.9 million less \$1 million already committed)	1,920,000
Algonquin College Reserve Funds for Future Capital Expansion	9,540,000
Other Funding Sources To Be Determined (Fundraising, additional Provincial funding, Algonquin College Strategic Investment Priorities budget allocation)	11,570,000
Total Sources of Funds	\$44,940,000

This strategic capital investment will accommodate anticipated additional full-time and part-time enrolments and thereby drive increased grant and tuition revenues, and increase opportunities for applied research projects and associated grant funding. In addition, the Institute for Indigenous Entrepreneurship will lead to increased engagement with indigenous students, alumni and community partners leading to more opportunities for program funding.

8. HUMAN RESOURCES IMPACT:

Several College departments and their respective teams will be engaged in delivering the programming and infrastructure enhancements associated with this project including Academic Services, Digital Technologies and Innovation, Student Services, Communications, Marketing & External Relations and Finance and Administration.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

This project aligns with Algonquin College's Strategic Mandate Agreement with the Province of Ontario. It aligns with a focus on jobs, innovation and economic development by fostering innovation, and with growing Algonquin's applied research and commercialization activities.

Ontario college sector finance officers have worked with Ministry of Advanced Education and Skills Development staff and received confirmation that eligible projects approved under this federal capital

funding program have also received approval from the Minister of Finance under Section 28 of the Ontario Financial Administration Act.

10. COMMUNICATIONS:

The Algonquin College Communications, Marketing and External Relations department is actively engaged with the project and leading advocacy efforts. The Algonquin College Foundation is also actively engaged in developing a strategy to secure donations.

11. CONCLUSION:

The Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship will strengthen Algonquin College's ability to deliver on its strategic objectives, aligned with the priorities of the provincial and federal governments. College management is confident that implementing this project will enhance the College's competitive advantage and improve its social, economic and environmental sustainability.

Respectfully submitted:

Approved for submission:



Vice-President Finance and Administration

President

Report title:	International Update
Report to:	Board of Governors
Date:	October 11, 2016
Author/Presenter:	Doug Wotherspoon, Vice President, International and Strategic Planning

1. RECOMMENDATION:

THAT the Board of Governors accepts the International Update for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The Board of Governors has asked to be kept informed of the College’s international activities on a regular basis, highlighting both successes and challenges, with a focus on risk mitigation.

3. BACKGROUND:

Algonquin College’s international work is comprised of two segments – its onshore and offshore activities. Onshore efforts include post-secondary program recruitment, language training, international study and work abroad programs, and international student support services. Offshore work includes international campuses and partnerships, program licensing and pathways, and contract training.

4. DISCUSSION:

Onshore Post-secondary Education Programs

International’s fall enrolment surpassed its targets for 2016-17 increasing 21.8% year-over year as of the Day 10 audit date, 13.8% above budget. The largest growth came from India, with most other countries, including China, remaining flat. Attendance at International Fall Orientation saw an increase of seven percent, rising from 33% in 2015-16 to 40% in 2016-17.

Onshore - Language Training

Enrolment declines over the past two years have stabilized with only small declines realized in the first quarter of 2016-17. The Language Institute Visioning Exercise kicked off on Tuesday, August 23, with 50 participants taking part in the “Open Space” launch event. A further 60 participants attended a second information sharing session on Friday, August 26th. Following the College’s Strategic Plan engagement process, the Visioning Exercise’s aim is the development of a clear strategic direction for the department. The Language Institute’s Visioning Exercise will answer five key questions;

1. What is our winning aspiration?
2. In what markets will we play?
3. How will we win in the chosen markets?
4. What capabilities must be in place to win?
5. What management systems are required?

Onshore - Contract Training

- The International Education Centre was successful in winning three proposals to host 68 Mexican students for summer study programs as part of the Mexican government’s Proyecto 10,000 program.
- Algonquin welcomed from China 28 students from Shaoxing University and 19 students from Shanghai Jianqiao University to a new four-week Communications for International Students summer sampler program at Algonquin’s Ottawa campus.
- The Partnerships Team completed a three-day Kaizen (Rapid Improvement) event as part of its lean transformation efforts, developing a partnership tracking tool aimed at improving response time for international contacts interested in partnering with the College.

Offshore - Campuses and Partnerships

Jazan:

- Following the Board of Governors meeting on August 10, 2016, AC– Saudi Arabia informed Colleges of Excellence of AC-Canada’s unwillingness to continue to fund operational losses in the Kingdom, asking to begin discussions on the transfer of operational control of its Jazan campus back to the Colleges of Excellence.
- Good faith negotiations on both sides began in earnest to find common agreement on a way forward. On September 6th, Colleges of Excellence informed the AC-Saudi Arabia of its decision to terminate its contract and hand over operation to a new provider, identified a few days later as UK-based Interserve Learning and Employment .
- AC-Saudi Arabia staff immediately offered its full support to the new provider and has worked since then to ensure a continuity of study and work for students and employees.

6. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2012-2017			
Goal 1 Deliver an exemplary applied education and training experience.	<input checked="" type="checkbox"/>	Goal 7 Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	<input type="checkbox"/>
Goal 2 Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students.	<input type="checkbox"/>	Goal 8 Create and foster an environment in which the College’s model of leadership competencies and behaviours is supported.	<input type="checkbox"/>

Goal 3 Leverage technology to enhance the educational experience.	<input type="checkbox"/>	Goal 9 Align our funded operational expenditures with provincial funding.	<input type="checkbox"/>
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Goal 6 Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	<input type="checkbox"/>	Goal 12 Create the technological foundation to align with the digital direction.	<input type="checkbox"/>

7. STUDENT IMPACT:

Jazan: As of the writing of this report, it is management’s understanding that all students are able to continue their studies with the new operator, without interruption.

8. FINANCIAL IMPACT:

- Net contributions from all international activities, currently budgeted to raise \$3.1 million, are 24% ahead of target at the end of the first quarter.
- Costs related to the winding down of operations in Saudi Arabia are on target, with \$3.2 million expended to date of the \$4.3 million budget. All funds used to complete the wind-down are being funded from International and Ancillary reserve funds, with no funds coming from college operations.

9. HUMAN RESOURCES IMPACT:

International Education

- International managers have now completed eight days of lean management training, including participating in two Kaizen (Rapid Improvement) events.

Saudi Arabia Campus

- Employee settlements offers, in accordance with Saudi labour practices and College values, were presented to employees on Sunday, September 24. To date 96% of employees have accepted the AC-Saudi Arabia’s settlement offers; which included two or three months of salary depending on the employee, all vacation allowances, costs associated with departing the country, and end of service awards if applicable.

10. GOVERNMENT / REGULATORY / LEGAL IMPACT:

- The College continues to provide regular updates on its international activities to senior leaders in the Federal, Provincial and Municipal governments.

11. COMMUNICATIONS:

- A Working Group has been established to support the Language Institute Visioning Exercise, including communication of major milestones and events.
- AC-Saudi Arabia senior management hosted an employee town hall on Sunday, September 18, and sent a follow up letter confirming the changes and answering questions concerning the transfer of operations to a new operator.

12. CONCLUSION:

Overall, international enrolment continues to grow at a rate faster than planned. The Language Institute activity has stabilized and development of a new vision for the unit is under development. Offshore, the winding down of operations in Jazan are proceeding as expected.

Respectfully submitted:

Approved for submission:



Vice President, International and Strategic Planning

President

Board Key Messages

An update to the Board of Governors on recent College news.

Recent Success Stories



Ottawa Life magazine highlighted the Perth campus. The [story](#) focused on how and why the program is “an integral part of the nation’s capital region.” The students and employees also helped celebrate the town’s 200th anniversary and built a legacy [dry stone bridge](#) that should stand beyond 200 years.

Three Algonquin Sommelier program graduates are connected to two of the three Ottawa restaurants that made the [Open Table 100 Best Restaurants in Canada list](#).

[Ignite AC](#) hosted an open house welcoming 175 students to learn about the offerings available to them and open up discussions on innovation and entrepreneurship at the College. The open house featured [Summit 2016](#) graduates who shared their personal experiences.

More than 1,000 employees attended the [President’s Barbecue and Employee Awards](#). The barbecue was a chance for the College community to recognize outstanding contributions made by many employees over the course of the year. Also, the 50th Anniversary Logo was revealed at the event.



In the Community



Smokey Thomas, President of the Ontario Public Service Employees Union, was a guest speaker at the [President’s Breakfast](#). More than 1,000 employees attended the breakfast to kick off the academic year.

The Birdies for Bursaries Golf Tournament hosted by the Algonquin College Foundation [raised almost \\$60,000](#). The tournament was followed by a reception and dinner at Restaurant International. Since its inception in 1994, this tournament has raised more than \$1.1 million to support more than 550 students who were at risk of leaving school due to financial hardships.

The [Pembroke campus](#) teamed up with the Sixth Floor Museum in Dallas, Texas, for a series of live webinars on the JFK assassination.

[Food Services](#) officially launched a partnership with the [Ottawa Bagelshop](#), which is now the exclusive supplier of all bagels on campus.

Pant-a-thon for culinary and baking students raised \$2,000 for the [Algonquin Food Cupboard](#). Volunteers, led by two retired Culinary alumni, helped ensure students look their best and stay safe in the kitchens by hemming the pants of their new uniforms.

[AC Day 1](#) was a great success to start off the school year on the Ottawa campus. Students took part in Program Orientation, plus a range of social and academic activities. Employees and upper level students played an important role in creating a positive experience.



In the News

Algonquin and Nipissing University signed a [Letter of Intent](#) that supports opportunities for indigenous students. The story was featured on the daily Top 10 news stories list compiled by [Academica](#), one of North America’s leading in higher education market research and consulting firms.

President Jensen was featured in [Ottawa Life](#) magazine on its 2016 [list](#) of Top 25 People in the Capital. The magazine called Cheryl “a transformational force” at the College, and credited her with raising the College’s profile in the community.

CBC Radio [interviewed](#) mature students who have pursued their passions and turned their careers in new directions by choosing the trades. Instructor Rick McParland says that, “due to the economy, many white-collar workers have faced uncertainty in their jobs, and for some, the trades provide a stable lifestyle with challenging work and a level of independence, too.”

CBC [Radio](#) and [Television](#) published a story about our [Syrian refugee dental clinics](#). The tone of the stories was extremely positive, emphasizing Algonquin giving back to the community. [Ottawa Magazine](#) also featured the story in its social media feeds, tweeting to almost 31,000 followers on [Twitter](#) and 8,500 followers on [Instagram](#).

CBC [Radio](#) featured Algonquin’s ambitious [Umbrella Project](#). Reporter Hallie Cotnam sat down with Polly Leonard, AC’s Harm-Reduction Project Manager, Amanda Neilson, AC’s Harm-Reduction Consultant, and students to find out how the project was helping students navigate life on campus.



Report title:	Strategic Plan 2017-22 Communications Rollout
Report to:	Board of Governors
Date:	October 11, 2016
Author/Presenter:	Scott Anderson, Executive Director, Communications, Marketing and External Relations

1. RECOMMENDATION:

THAT the Board of Governors accepts this update as information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this update is to provide the Board of Governors information on how we are rolling out the Strategic Plan 2017-2022 to the college and broader community.

3. BACKGROUND:

In June 2016, the Board of Governors approved 50+5, Algonquin College’s Strategic Plan 2017-2022.

4. DISCUSSION:

In order to ensure that the College community and key stakeholders are aware of and engaged in the implementation of the 2017-2022 Strategic Plan, the Communications, Marketing and External Relations Department will undertake numerous activities, including, but not limited to, the following in the first year of the new Strategic Plan:

- Community Town Hall with Councillor Rick Chiarelli (Late Fall, 2016)
- Renewal of Campus-wide (all three campuses) environmental graphics focusing on the Strategic Plan
- Creation of five videos focusing on the five Core Beliefs (Learner Driven; Innovation and Quality; Connected; People)
- Inclusion of Strategic Plan elements in College community
- Upon finalization of metrics, print or distribute electronic copies of the Strategic Plan to all employees
- Upon finalization of metrics, print or distribute electronic copies of the Strategic Plan to key external stakeholders including political leaders, chief executive officers, boards of directors, donors, alumni, media, etc.
- Upon finalization of metrics, print and distribute desktop tent cards/pocket cards highlighting key aspects of the Strategic Plan

- Presentations to key internal and community stakeholders as required
- Engagement of media around the Strategic Plan (particularly Personalized Learning)
- Strategic Plan updates at quarterly Town Hall meetings with employees
- Regular Strategic Plan updates on MyAC and College-wide digital screens
- Inclusion of Strategic Plan narrative in President’s speeches, College Marketing materials, etc.
- Review of communication strategies at end of year one of the Strategic Plan

5. LINK TO STRATEGIC PLAN:

The new Strategic Plan will build on the successes of Strategic Plan 2012-2017:

STRATEGIC PLAN 2012-2017			
Goal 1 Deliver an exemplary applied education and training experience.	<input type="checkbox"/>	Goal 7 Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College.	<input type="checkbox"/>
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Goal 6 Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement.	<input type="checkbox"/>	Goal 12 Create the technological foundation to align with the digital direction.	<input type="checkbox"/>

6. STUDENT IMPACT:

The new strategic plan is learner driven and is intended to focus College efforts on lifelong learner success.

7. FINANCIAL IMPACT:

N/A

8. HUMAN RESOURCES IMPACT:

Successful rollout of the new Strategic Plan is intended to increase employee engagement.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

This plan will help Algonquin College tell a compelling story to key government stakeholders and funders.

10. COMMUNICATIONS:

See above.

11. CONCLUSION:

Communications, Marketing and External Relations will provide support to the College to ensure the successful rollout and implementation of the new Strategic Plan.

Respectfully submitted:



Executive Director,
Communications, Marketing and External Relations

Approved for submission:



President

**Report from the Chair
Board of Governors Meeting
October 11, 2016**

Orientation of New Governors

Members of Executive Committee and management presented the Orientation program to the new Governors Sara Loyst and Jay McLaren. Sara is the new student representative and is completing her Bachelor's degree in Hospitality and Tourism Management. Jay McLaren is the new representative from Pembroke. Jay is a retired professor in the Business, Outdoor Adventure Naturalist, Environmental Technician and Forestry Technician departments at Algonquin College. Sara and Jay joined the Board on September 1st and were participants in the Board Retreat in Perth, in mid-September.

Board of Governors' Fall 2016 Retreat

Thank you to Governors for attending the Board's Fall Retreat in Perth. Governors' engagement in discussions and active participation in activities ensured that the session was successful and rewarding for all. Special thanks are offered to the Perth campus staff and to Chris Hahn, Dean of the Perth campus. The Retreat program included topics such as: the structure of effective board meetings; the Healthy Living Education Initiative; Responsive and Innovative Program Design and Delivery; and special guest speaker Nobina Robinson, President and CEO of Polytechnics Canada. Governors enjoyed a site visit to the dry stone bridge in Stewart Park, where Darrin MacDonald, Masonry Coordinator, was on hand to speak to the techniques used in the Masonry program, and student Alex Goodfellow spoke about working on the project earlier this year. Thank you to the Algonquin management team for helping to make the retreat a success.

Algonquin College- Jazan Campus

Following the announcement last month that Algonquin's wholly-owned subsidiary, Algonquin College – Saudi Arabia LLC, was investigating the return of its Jazan campus, on September 6, 2016, Colleges of Excellence requested Algonquin work to transfer oversight to the UK-based private-sector provider Interserve Education and Employment. Since being notified, Algonquin College – Saudi Arabia LLC has worked diligently to ensure a smooth transition of operations to the new provider. The College will maintain a small presence in Jazan through the end of October to complete the transition process.

On behalf of all members of the Board of Governors, I would like to thank Doug Wotherspoon, Vice President International and Strategic Planning, and the entire management team for their work on this process.

Colleges Ontario 2016 Higher Education Summit

As reported in June, the 2016 Higher Education Summit will be held in Toronto at the Sheraton Centre Hotel from November 20th to 21st, 2016. Keynote speakers include Olympian Clara Hughes, political economist Robert B. Reich, environmentalist Bill McKibben and outdoor adventure athlete Will Gadd. The College Centre of Board Excellence will be hosting their Governor Orientation Session prior to the conference on November 19th and 20th, 2016. The

Board's Governance Committee is currently reviewing applications for professional development opportunities, including the Higher Education Summit.

Fall Convocation Ceremonies at the Ottawa Campus

Members are reminded of the Fall Convocation Ceremonies that will, for the first time, be held at the Ottawa campus in the Student Commons Theatre. Appreciation and thanks to Governors who have made time in their schedules to attend.

2016/2017 Board Meeting and Schedule

The Board meetings from September 2016 to June 2017 are posted on the Board's public website and on SharePoint. They are as follows:

Tuesday, October 11, 2016 Board meeting
Monday, December 5, 2016 Board Christmas Dinner
Monday, December 12, 2016, Board meeting
Monday, February 13, 2017
March Board Meeting - date to be determined
Monday, April 10, 2017 Board meeting
Monday, June 12, 2017 Board meeting and Annual General Meeting
Monday, June 15, 2017 President's Board Dinner

Board Christmas Dinner

Members are reminded of the Board Christmas Dinner to be held the evening of Monday, December 12, 2016. A formal invitation will be sent to members in November.

**Report from the President
Board of Governors Meeting
October 11, 2016**

Advocacy of College Degrees

Linda Franklin, President and Chief Executive Officer of Colleges Ontario wrote to the Honourable Deb Matthews, Minister of Advanced Education and Skills Development on August 23rd to advocate for the current ceiling on college degrees to be raised in order to respond to industry needs. The letter can be found in Appendix A: L. Franklin to Hon. Deb Matthews.

Committee of Presidents' Fall Retreat September 25-27, 2016

The Committee of President's Fall Retreat began with several overarching discussion questions that referenced the presentations and to surface current themes emerging from Ontario's post-secondary education environment. Examples were:

- How can colleges shift the structure of credentials to more experiential learning, work experience, and research opportunities?
- As knowledge grows at a fast pace, what role should institutions play in the lifelong learning of their graduates?
- What can university/college collaboration look like in a world of declining enrolment and differentiation?
- These questions align well with Algonquin's new strategic plan.

A view of the future: What does it mean to Colleges?

Jeff Selingo, author and Washington Post journalist presented "2026, The Decade Ahead: the seismic shifts transforming the future of higher education". J. Selingo's presentation outlined the current era of teaching and pedagogy, the push for return on investment of degrees, the new learning economy that consists of just-in-time learning, where industry is expanding and contracting at a fast pace, the idea of the college or university for life, and the concept of stackable credentials.

Time for a change: the future of higher education in Ontario

Alastair Summerlee, Chair of the Higher Education Quality Council of Ontario (HEQCO) and former President of the University of Guelph, presented on the future of higher education in Ontario. A. Summerlee summarized the challenges and opportunities facing higher education, such as the requirement for open access and just in time learning, a shift in government direction for increased innovation and experiential learning, greater differentiation between post-secondary organizations and changes to government funding. The Ontario government released the report, "Building the Workforce of Tomorrow: A Shared Responsibility" on June 23rd, to help address the challenges and opportunities that lie ahead for the province's colleges and universities.

Aboriginal Institutes Policy Development

Deputy Minister Sheldon Levy briefed members on progress to date on the Aboriginal Institutes policy development work, and opened the floor for dialogue with college presidents. In June 2015, the Ministry committed to a stand-alone policy that will recognize Aboriginal Institutes as part of Ontario's post-secondary education system, which has led to the development of an Aboriginal Institutes policy. Work has begun with the Minister of Indigenous Relations and

**Report from the President
Board of Governors Meeting
October 11, 2016**

Reconciliation, the Minister of Education and other partners to increase participation in post-secondary education for Indigenous students, and to provide more opportunities for all students to learn about Indigenous cultures. Aboriginal Institutes are First Nation owned and controlled, community-based education institutes that develop and deliver culturally enriched post-secondary programs to Indigenous learners, primarily in partnership with colleges and universities. In December 2014, the Aboriginal Institutes Consortium developed a Roadmap to Recognition for Aboriginal Institutes in Ontario Position Paper, that described several short-term and long-term goals. Members participated in discussions around the topic of Aboriginal Institutes and the unique contributions they make to the post-secondary landscape in Ontario.

One Young World in Ottawa

One Young World was founded in 2009. It is a UK-based charity that gathers together the brightest young leaders from around the world, empowering them to make lasting connections to create positive change. Six Algonquin College students, including the Students' Association President Egor Evseev, were sponsored by the College to attend the One Young World Conference in Ottawa from September 28th to October 1st. One Young World delegates visited Algonquin College on Friday, September 30th. After the welcome, 27 delegates went to the "Indigenous Perceptions Buster" workshop, which was opened and closed by the prayers of an elder. Another 18 delegates went to the energy and sustainability workshop put on by Siemens staff. After the workshops, the delegates were treated to an indigenous-themed meal prepared under the direction of Chef Jerome Brassier, executive chef at Ottawa's Wabano Centre and a teacher in the college's indigenous cook pre-apprenticeship program. Thanks to the many staff who were involved in the conference planning and events at the College.

August 23, 2016

The Honourable Deb Matthews, MPP
Minister of Advanced Education and Skills Development
3rd Floor, Mowat Block
900 Bay Street
Toronto Ontario
M7A 1L2

Dear Minister Matthews:

I am writing on behalf of the publicly funded colleges to request that the current ceilings on college degree programs be raised in order for colleges to respond appropriately to the needs of the labour market.

When the publicly funded colleges were given the authority to offer baccalaureate degrees in 2000, each college was subject to a restriction on the percentage of total programs that they could offer at the degree level. Five of the 24 publicly funded colleges that have the designation of *Institute of Technology and Advanced Learning (ITAL)* – Conestoga, Humber, George Brown, Seneca, and Sheridan -- are not permitted to offer more than 15 per cent of their total program offerings as baccalaureate programs, and the 19 remaining colleges are not permitted to offer more than five percent as baccalaureate programs.

Both the five per cent limit and, for ITAL colleges, the 15 per cent limit have been in place for more than a decade. Over this period of time, there has been an increased demand from employers for college graduates with degree level knowledge and skills, as well as an increase in student demand for these programs. To respond to the demand, some colleges are providing a greater proportion of degree-level programming, particularly the five colleges with the ITAL designation. As a result, some report being very close to the 15 per cent limit on degree programming and require a higher limit in order to remain responsive to employer needs.

To support the college sector's commitment to meet employer demand and prepare college students for successful careers, our sector is requesting that:

- the 15 per cent ceiling on degree programming for the five ITAL colleges be increased to 25 per cent; and
- the 5 per cent ceiling for 19 colleges be raised to 10 per cent.

It is equally important to emphasize that the colleges remain committed to ensuring that they offer programs at a variety of credential levels to meet a breadth of student and employer needs.

On behalf of our sector, I urge you to raise the current caps on degree programs so that colleges can continue to address those needs.

If you have any questions or would like further information, please do not hesitate to contact me. I look forward to your reply.

Sincerely,

A handwritten signature in cursive script that reads "Linda".

Linda Franklin
President and CEO

Encl.

Increasing the Ceilings for College Degree Programs

Increasing the limits on degree programming would allow those colleges close to the maximum to continue to respond to their markets and at the same time ensure that future students of these colleges would continue have access to programs at a breadth of credential levels. It would also allow the colleges at the five per cent limit enough flexibility to offer a higher proportion of degree programs should the employer demand in their areas increase. The advantages of implementing an across-the board change are that the change will be perceived as fair treatment for all colleges, there will be no need to address any limits issues on a case-by-case basis, and the ITAL colleges will be able to continue to offer degree programming where warranted. Further, there will be no impact on colleges that choose not to offer degree programs.

College degree programs are well received by employers, as indicated by three separate sources:

- An independent evaluation of college degrees was carried out in 2010 by R.A. Malatest and Associates for the Ministry of Training Colleges and Universities (MTCU). Malatest reported that “college degree programs are filling a gap in the labour market by offering training in areas that are not normally offered by universities, and where, in some cases, entry to practice requirements will soon require a degree.” A significant majority of these employers confirmed that: degree graduates from the colleges were hired for jobs that were “very” related to their education; the graduates possessed job ready skills needed in their workplace; and they possessed a blend of theoretical knowledge and applied skills.
- In an independent poll of over 1000 employers conducted by Navigator Limited in 2013 for Colleges Ontario, the majority of employers said that, in evaluating job applicants, they regarded a degree from a college as being equivalent to one from a university, citing the practical orientation of the college graduates as an attractive qualification.
- The 2015 report to the ministry by the Social Research and Demonstration Corporation indicated that, over the period of 2009-2013, employer demand was greater for degree graduates than for graduates of any other type of college program.

College degree programs are in demand by students as well:

- In the period between 2006 and 2014 alone, enrolment in these baccalaureate programs more than tripled. Today, enrolment in these types of programs, which number about 100 in total, constitutes over six per cent of total college enrolment.

Further, annual key performance indicator surveys (KPIs) indicate that these programs are successful. The most recent KPI results indicated an 86% employment rate as well as a high level of employer and graduate satisfaction.

For Algonquin College to deliver on its Mission and Vision we have 4 Strategic Pillars and 12 supporting goals. These commitments guide our strategic priorities and budget process.

Strategic Pillars

Reporting Timeframe: May 8, 2016 to September 11, 2016

APPLIED LEARNING & TRAINING

Goal 1: Deliver an exemplary applied education and training experience

Goal 2: Create a unique suite of programs, products and services geared to meet the needs and expectations of our clients and students

Goal 3: Leverage technology to enhance the educational experience

Goal 4: Provide opportunities for every full-time student to have a work experience outside of the classroom

Summary Report from:

- Academic
- Communications, Marketing & External Relations
- Digital Technologies & Innovation
- International & Strategic Planning
- Finance & Administration

Activity:

- The School of Media and Design was granted approval as a Training Delivery Agent for delivery of the Horticulture Apprenticeship program.
- Two new degree programs offered by the School of Health and Community Studies successfully launched this fall: Bachelor of Early Learning and Community Development, and Bachelor of Information Technology - Information Resource Management (a collaborative program with Carleton University).
- The Paralegal Ontario College Diploma program is being phased out and changed to a Graduate Certificate program as a result of Certification changes in the Province. Current students elected to fast track their program by completing their third level over the summer, allowing the group to graduate early.
- The Pre-Apprenticeship Indigenous Cook program launched May 8th, and was subsequently featured by the Food Network, the Ottawa Citizen and CBC.
- The Culinary program has been involved in bee keeping at an off-site location for several years. The bees have now arrived at the Ottawa Campus and are located behind the Veterinary Building. This is a great learning opportunity for all students.
- The Faculty of Technology and Trades developed the College's first General Education Entrepreneurial course for delivery this fall.
- The Perth Campus signed a Memorandum of Understanding with Habitat for Humanity of Greater Ottawa to participate on a Habitat Build in Perth. This work includes helping to create the Habitat for Humanity Perth Chapter that is in charge of the build.
- The Perth Campus successfully completed the building of a Log Cabin and installed it at Last Duel Park in Perth as a gift to the town for its 200th anniversary celebrations. The cost of the cabin was shared with the Town of Perth.

- Testing and preliminary designs for the AC Brand Campaign were completed. Concepts are now moving into market with a launch of October 2016.
- Within the Centre for Continuing and Online Learning, 24 new courses were developed, 49 courses were revised, and 132 Hybrid and Online Quality Assurance Standards reviews were successfully completed.
- The College has upgraded the Algonquin College Student Advising System with functionality to better enable advisors to assist students.
- The Salesforce platform has been used to automate the process of generating International student admission letters.
- The College has renovated an additional 13 classrooms to support Bring Your Own Device programs.
- The Co-op department increased total co-op placements in the summer semester to 475, surpassing the highest previous number of placements of 395 in the summer of 2015.
- International Orientation activities participation increased to 40% this fall, up from 33% the previous year. Included in the effort is the training of 22 senior year students who served as International Orientation student learners and peer mentors.
- Two hundred English for Academic Purposes International students participated in Ottawa's first annual World Student Day, sponsored by Languages Canada.
- The Language Institute joined an Ontario college degree pathway program which permits graduates of English for Academic Purposes programs to be admitted into Ontario degree programs.
- The International Education Centre was successful in winning three proposals to host 68 Mexican students for summer study programs. These students had the opportunity to participate in a town hall forum with Mexican President Peña Nieto and Canadian Prime Minister Justin Trudeau during the 'Three Amigos Summit' in Ottawa on June 28th.
- On August 9th Mexican Vice-Minister of Education, Dr. Salvador Jara Guerrero signed a Letter of Intent between Algonquin College and the Secretariat of Public Education in Mexico.
- Through the summer, Algonquin welcomed 28 students from Shaoxing University and 19 students from Shanghai Jianqiao University in China to a new four-week Communications for International Students summer sampler program at Algonquin's Ottawa campus.
- The construction of the physical space for a new electrical lab in the Algonquin Centre for Construction Excellence building was completed. Outfitting of the lab will take place in the coming months.
- The Fall 2016 Strategic Investment Priorities Renovation projects have been completed in time for the start of the Fall term.

	<ul style="list-style-type: none"> • College Ancillary Services has entered in an agreement for a pilot project with MindBridge Analytics Inc. which is a privately held company that brings years of industry experience and the latest in artificial intelligence and machine learning models to change the way organizations protect themselves against fraudulent activities. • The student residence staff facilitated the largest single day move-in of almost 700 students on September 3rd. • Retail Services and Print Services have amalgamated operations within Connections, the campus store. This move is designed to improve and enhance one stop services focused on staff and student success. • Print Services, Information Technology Services and Konica Minolta have deployed 200 multifunctional devices throughout all three campus sites as part of the print strategy to reduce paper and energy usage while modernizing our print infrastructure. • The Occupational Health and Safety team launched a partnership with a local internet based training (YOW Canada) firm to host legislated safety training through an Algonquin College portal. The training was developed to respond to recent health and safety legislation that obliges employers to train students as they would employees. The purpose of the initiative was to proactively eliminate hurdles for the employer community to offer students a Work Integrated Learning experience.
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<p>STUDENT & CLIENT SUCCESS</p> <p>Goal 5: Deliver exceptional service to our diverse student and client populations</p> <p>Goal 6: Leverage technology to automate and modernize our business processes, fostering an environment of continuous improvement</p>	
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<p>Summary Report from:</p> <ul style="list-style-type: none"> • Student Services • Academic • Communications, Marketing & External Relations • Digital Technologies & Innovation • International & Strategic Planning 	<p>Activity:</p> <ul style="list-style-type: none"> • Indigenous student registration is currently up 13% in comparison to the same time period last year. For Algonquin College, this is the seventh straight year of increased Aboriginal sponsored student registration for the Fall term. • The annual Connections event that welcomes students from grades 8, 10 and 11 to visit the Ottawa campus took place on May 4th and 5th. Both days reached the maximum event attendance, which is consistent with the 2015 event attendance of 1,050 students. • The Refugee Education Fund has disbursed almost \$60,000 to nine students in total. This fund was created in response to the Syrian Refugee crisis, but is open to all students with a refugee status. Additional funding from private donors will be sought to continue to support students. • A total of 3,036 graduates attended Spring 2016 Convocation ceremonies for the Pembroke, Perth and Ottawa campuses, compared to 2,937 graduates in Spring 2015. This represents a 3.4% increase in attendance from the previous year. • Indigenous Support Services expanded support of Indigenous learners at the Pembroke campus with an Indigenous Student Counsellor on site twice a month.
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- In conjunction with staff and students from across the College, the Umbrella Project team has developed a harm reduction based application called 'Rainy Daze' which contains harm reduction tips and advice. The application was featured during the Applied Research Day that was held in August 2016.
- A new career resource for students was launched on August 10th. The AC Career Platform is an online, always accessible centre for career readiness resources including videos and tip sheets.
- The Student Learning Centre showed an overall increase of 113% regarding appointments in 2016 compared to 2015 during the requested timeframe. The total number of appointments for the Student Learning Centre in the reported timeline in 2016 was 258, compared to 121 from the same time period in 2015. The increase in appointments can be attributed to the set weekly hours that were offered in 2016.
- On June 14th Student Services hosted a welcome event for the incoming Students' Association Board of Directors to connect them to resources, employees and the College's vision.
- College Orientation for the Ottawa Campus featured two equally important elements for the 2016 Fall Term. During the month of August, seven different AC Start sessions were held, one for each Faculty/School at the Ottawa Campus, and a generic/overflow session. These "pre-orientation" sessions, are designed to assist incoming students to prepare prior to the start of the term. A total of 1,799 attendees were present at these AC Start sessions, an increase of 46% over the 977 attendees who attended last year's Pre-Orientation Sessions.
- The second element of College Orientation for the Ottawa Campus, AC Day 1, saw classes suspended on September 6th to allow new students to attend Program Orientation, success workshops, services overview and many social activities. Returning students participated in the day as volunteers and/or upper-level peer contributors. A total of 6,599 entry level students registered to attend AC Day 1, an increase of 15% compared to 5,723 registered for 2015 Fall Term Orientation. The 6,599 students registered for AC Day 1 represents 75% of the projected level one enrolment of the 2016 Fall Term for Ottawa Campus Schools. At the Pembroke Campus, approximately 75% of all registered first year students attended "Algonquin Advantage Days" before the start of Fall classes. The activities were both academic and social, allowing students to make connections and feel prepared for the start of classes.
- Academic Access Advisors met with 387 prospective (mature) students inquiring about their college eligibility and opportunities. The School of Health and Community Studies received representatives from Nunavut Arctic College to explore opportunities for collaboration.
- The 2017 50th Anniversary Viewbook and supporting Degrees, Graduate, Professional Studies and International booklets were completed. 50,000 Viewbooks, 15,000 Degrees booklets and 10,000 Graduate and Professional Studies booklets were printed. International booklets are printed-on-demand.
- The Ottawa Business Journal highlighted Algonquin's August 19th Applied Research Day publishing an article entitled "Algonquin's Applied Research Day a 'win-win' for students, industry".

	<ul style="list-style-type: none"> • The Co-op department has revised, in collaboration with Algonquin’s Academic Development, new co-op work term assignments, rubrics for faculty consistent feedback, tools for the co-op team to assist students prepare their employment documents and interview readiness, and a work-term course outline template. • The Co-op team made a presentation to the new faculty orientation, academic advisor’s orientation, student success specialist orientation, and all student orientation activities related to Fall 2016 start-up for the first time in an effort to create co-op education awareness across the College. • The Manager of the Local Employment Planning Council Program interviewed 15 Ontario Local Employment Planning Councils and Local Board Executive Directors for a Knowledge-Sharing Report. This report will be shared across the province. • The Local Employment Planning Council Program sponsored and co-organized a Refugee 613 career event at City Hall where more than 170 refugees were provided the opportunity to engage with 41 employers and 26 service providers. • The International team held the first of two Kaizen events improving its process for scheduling recruitment counselling sessions and the intake process for new partnership leads. Employees ranked the effectiveness of the events at 9.1 out of 10. • The online English placement test registration process in the Language Institute was transitioned from a standalone web process to an integrated Customer Relationship Management solution, providing clients with automated responses and full lead and opportunity tracking.
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EMPOWERED PEOPLE
 Goal 7: Attract, develop and retain employees who have the knowledge and skills to be fully contributing members of the College
 Goal 8: Create and foster an environment in which the College’s model of leadership competencies and behaviours is supported

<p>Summary Report from:</p> <ul style="list-style-type: none"> • Student Services • Human Resources • Academic • Communications, Marketing & External Relations • Digital Technologies & Innovation • International & Strategic Planning 	<p>Activity:</p> <ul style="list-style-type: none"> • Over the past month, Algonquin College staff has increased Indigenous community engagement. There have been three unique initiatives. These are: an executive community visit to Akwesasne (Mohawk) territory focused on potential partnerships; hosting Joe Kunuk, President of Nunavut Arctic College, also with a focus on partnerships; and hosting Dr. Mike DeGagné, President of Nipissing University, who shared his perspective on the impact of the Truth and Reconciliation Commission recommendations on the health and wellness of Indigenous people. • The New Employee Orientation welcomed 18 faculty, 18 support staff and 19 administrators to Algonquin College. • The Part-Time Faculty Orientation Program had 30 face-to-face and two online offerings that supported the orientation of 890 part-time faculty registrants.
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- The Live Laugh Learn Employee Retreat hosted 86 full and part-time colleagues from all employee groups. The online feedback survey results indicated that 90% strongly agreed/agreed that: “Overall, I was satisfied with the quality of the Retreat and would readily recommend to colleagues”.
- Human Resources staff offered 51 professional development workshops to all employees, and supported 677 registrants.
- Sixteen employees successfully completed the Algonquin Leadership in Education Institute level one (ALEI).
- The Management Academy held five sessions that were offered to 52 employees.
- Thirty-nine part-time faculty successfully completed three courses in the Teaching Adult Lifelong Learners program. Nine part-time faculty successfully completed the full Teaching Adult Lifelong Learners program and accepted their certificates at the June Convocation.
- Algonquin College participated in two Eastern Region activities hosted with other colleges.
 - Twelve Algonquin College faculty participated along with 22 faculty from other colleges in the Celebrating Great Teaching Retreat.
 - Twenty-one Algonquin College faculty completed Part One of the Focus on Learning Program and 27 Algonquin College faculty completed Part Two of the Focus on Learning Program.
- During the first quarter of 2016-17 there was significant work accomplished on the goals and initiatives within the Employee Relations Plan. The development and delivery of a seven-module training program was rolled out to all College managers.
 - Module One – Standard Workload Form - 86% completion rate; Module Two – Salary calculations - 65% completion rate; Module Three – Classification - 85% completion rate and Module Four to Seven – Working better together - 93% completion rate.
- The Standard Workload Form training has been followed up with a discussion at Chairs Council Retreat on June 23rd and June 24th on best practices, as well as a Workload Monitoring Group update. The creation of an accountability framework for Standard Workload Form assignments flowed well in May and June as Deans reviewed overall workload assignments.
- A request for a Union College Committee was issued by the College. The College Employment Stability committee met twice in the month of June on issues that were centered on employment stability as well as other themes.
- The Employee Relations Collaborative Space was identified and refitted. The first meeting with union partners was held on September 6th.
- An approach to the People Plan development that engages stakeholder engagement has been endorsed and the initial stakeholder consultations are underway. The environmental scan and risk/gap assessment are in process and an Advisory Committee has been established.

	<ul style="list-style-type: none"> • Dr. Todd Zakrajsek, Associate Professor and Associate Director of the Fellowship Programs at the University of North Carolina presented a workshop on “Teaching for Learning: What Aspects of How Our Brains Learn Naturally Can be Brought into the Classroom” to 65 employees of the School of Business on September 1st. • More than 90 representatives from business attended the Spring Business Leadership Conference at the Pembroke Campus on May 26th. • In response to the KPMG Report, effective September 1st, six faculty marketing resources were integrated into College Marketing with the goal of aligning marketing efforts college-wide. The key objective is to leverage resources to enhance marketing support to the Faculties in alignment with the College Marketing Plan. • Patrick Brown, Progressive Conservative Leader, visited the Pembroke campus on May 6th, highlighting the success of programs in rural campuses. • Sheldon Levy, Deputy Minister of Advanced Education and Skills, visited on May 9th and kicked off the Kaleidoscope College Conference. Deputy Levy also attended the announcement event for the Indigenous Cook – Pre-apprenticeship program. • Marie-Lison Fougère, Deputy Minister of Francophone Affairs, attended the unveiling of the Garbarino Girard Centre for Innovation in Seniors Care on May 25th. CBC featured the innovative Centre on Monday, May 30th edition of Ottawa Morning. This gift represents the largest estate gift received in the College’s history. • The Language Institute Visioning Exercise was launched with two sessions attracting over 100 employees. An eight-month process was approved by Language Institute employees which mirrors the College’s Strategic Plan process. A draft Findings Report has been published and additional education and knowledge sharing sessions have been set for the fall.
<p>FINANCIAL SUSTAINABILITY</p> <p>Goal 9: Align our funded operational expenditures with provincial funding</p> <p>Goal 10: Expand non-funded opportunities to increase revenue</p> <p>Goal 11: Leverage strategic business partnerships to meet the capital needs of the College</p> <p>Goal 12: Create the technological foundation to align with the digital direction</p>	
<p>Summary Report from:</p> <ul style="list-style-type: none"> • Student Services • Academic • Communications, Marketing & External Relations • Digital Technologies & Innovation • International & Strategic Planning • Finance & Administration 	<p>Activity:</p> <ul style="list-style-type: none"> • On May 24th the Foundation hosted the Birdies for Bursaries Golf Tournament at Loch March followed by a reception and dinner at the Restaurant International. This year’s tournament raised almost \$60,000. Since its inception in 1994, this tournament has raised more than \$1.1 million to support more than 500 students who were at risk of leaving school due to financial hardship. • On September 8th the Perth Campus hosted a celebration event to thank its capital campaign donors on the fifth anniversary of the opening of the reconstructed campus. Eighty guests attended the event and received the gratitude of College leadership and students.

- The Nursing Studies Department won a Request For Proposal from Western Ottawa Community Resource Centre, New Horizons Curriculum Development project to develop eight modules to train community-based volunteers called Community Helpers. The Community Helpers will work directly with seniors in their homes in rural western Ottawa to increase seniors’ feelings of connectedness and value which are linked to positive health outcomes.
- The Community Studies Department secured funds of \$95,291, over two years, from the Ontario Ministry of Community and Social Services for a research project entitled “Developmental Services Worker Cooperative Development Project”. This was one of six provincially funded projects.
- The Memorandum of Understanding with the Bruyère Centre for Learning Research and Innovation has been extended for another year.
- The Pembroke Campus received \$70,000 from the Ontario Ministry of Agriculture, Food and Rural Affairs and further funding through the Muskrat Watershed Council for a two-year applied research project that will benefit students, faculty and community partners.
- The first phase of the Apprenticeship Enhancement Fund project to construct a mezzanine level above the existing Welding Lab in the Algonquin Centre for Construction Excellence was completed on time and on budget.
- The Construction Trades and Building Systems Department was awarded \$75,000 for new welding equipment from the Canadian Welding Bureau. These funds will be used to help outfit the new welding lab that is being built as an extension to the S-Building.
- The Perth Campus successfully completed a contract in May/June 2016 with the National Capital Commission to complete an assessment of the barns on National Capital Commission lands. The assessment was completed in partnership with Applied Research as a work integrated learning opportunity for students.
- The Perth Campus, for the second year in a row, completed a contract with Parks Canada that included sending students and a teacher to Cape Merry in Northern Manitoba in July 2016, to work on the Prince of Wales Fort.
- Recruitment strategies continue to be refined and improved. Year over year, for the months of the reporting timeframe, the overall cost per lead was reduced, on Pay Per Click ads by 48.74% (\$30.81/lead) and quantity of leads was increased by 108.41% (348 leads). This success was realized through adjustments to the design of the ads and targeted keywords.
- The Ontario Centres of Excellence awarded funding to the Algonquin College Entrepreneurship Office in the amount of \$176K over two years through the Campus Linked Accelerator Program. This will support the AC Ignite Centre.
- The Ontario Housing Task Force announced funding for six projects across the Province. Algonquin College received \$95K over two years for the Developmental Service Worker Co-operative Development Project.

	<ul style="list-style-type: none"> • The Information Technology infrastructure throughout the College was upgraded to improve performance and reliability. Service availability metrics for key services exceeded 99.5% availability over this reporting period, for Networking, Wireless, Internet access, and the Blackboard Learning Management System. • The College successfully recertified its payment card environment for 2016 in accordance with the Payment Card Industry Data Security Standards. • Corporate Training, in collaboration with the School of Advanced Technology, secured a new two-year contract for \$837,290 with the Department of National Defense for Geomatics Technician training from August 2016 to July 2018. A five-year supply arrangement (2016-2021) was secured with Royal Canadian Mint for training delivery for \$700,000 over five years. • Training services were delivered to the following Indigenous client organizations and communities: Cree Nations of Ouje-Bougoumou and Chisasibi; Minwaashin Lodge, Tawich Construction Inc., First Nation Information Governance Centre, Nunavut Tunngavik Incorporated. Training sessions included: Lean Principles, Project Management, Leadership and Supervision, Leadership for Women, Quality Client Experience, Dealing with Difficult Situations and People. • Corporate Training provided services to 221 client organizations and to 1,335 working professionals in client-dedicated engagements and open enrolment classes. • The Teaching English as a Second Foreign Language program enrolled 36 students in Fall 2016; an increase of nine students over Fall 2015. • The General Arts & Science English for Academic Purposes Canadian program enrolled 211 students in Fall 2016; an increase of 37 students over Fall 2016. • The English for Academic Purposes International program enrolled 219 students in Fall 2016; a decrease of 37 students over Fall 2016. • The International English Language Testing System completed 1,066 individual tests from April 1st to August 31st; an increase of 27 individual tests over the same period last year. • As of September 6th, the Fall 2016 International enrolment totaled 1,571 students, representing a 21% increase overall (new students: 24%, returning students: 18%). • The replacement of Main College Primary 44KVa Electrical Transformers were completed on schedule, without issues.
<p>Student & Employee Successes:</p> <ul style="list-style-type: none"> • Academic • Communications, Marketing & External Relations 	<ul style="list-style-type: none"> • Samantha Tam and Emily Schuler, recent Public Relations graduates, made “PR in Canada’s 2016 Top 30 Under 30” list. They both work for High Road, a communications company with offices in cities across the continent whose employees took ten of the spots on the list.

<ul style="list-style-type: none"> • Digital Technologies & Innovation 	<ul style="list-style-type: none"> • Public Relations students continue to enjoy a unique Work Integrated Learning experience with their annual fundraising campaign, #SeeHearSpeak, raising an outstanding \$20,000 for the Royal Ottawa Mental Health Centre. • Former Akwesansé resident, and graduate of the Theatre Arts program, Will Lafrance, has been nominated for a Best Actor Award at the World Music International Film Festival for his part in a short film. • Graphic Design graduate, Marissa Godwin, won the Cinnamon Toast New Media Inc. Award for Eastern Ontario at the Association of Registered Graphic Designers 2016 Student Awards. • A documentary, “Weightless”, produced by Broadcasting – Television student Hayley Berketa, aired on “Absolutely Ottawa” on CBC Ottawa TV in July. “Absolutely Ottawa” is a series of one-hour episodes aired over the summer featuring musical performances, short films, and documentaries produced locally. • Students in the part-time Social Service Worker program, offered through Continuing Education, raised \$2,273.30 in their Community Development course which was donated to Centre 454 and Michelle Heights Community House. • Dental faculty from Algonquin College and La Cité collégiale worked with the Ottawa Public Health Unit to provide free clinics for 51 Syrian refugees. Dental faculty, graduates, and current students volunteered their time. Several community businesses provided free supplies and food. • The School of Business fundraising initiatives for students to attend the Ontario Colleges Marketing Competition in November have raised \$3,000 to date. These events included a Silent Auction and Golf Tournament. • On August 2nd students from the Hairstyling and Esthetician programs collaborated in the first “AC Makeup and Hair Fusion Competition”. Hair styling first place: Julia McCanna; Makeup first place: Vanessa Mameanskum; Makeup and Hair Fusion: Tamara Shen-Pastuchenko and Morgan Richards. • Professors Sylvia Densmore, Caron Fitzpatrick, and Celine Perrier and six Event Management students travelled to Wanli University in Ningbo, China to teach and promote the opportunity of coming to Algonquin College under the 3+1 agreement. • Chef Mario Ramsay, Professor Marc Brennan, Professor Jun Xia, and Professor Anuj Miglani travelled to Liaoning College in Shenyang, China to teach courses during May/June 2016. • The Event Management Team received recognition and thanks for their contribution at the Children’s Wish National Awards Gala on June 11th. During 2015-2016, \$105,000 was raised towards the \$1 million target. • Restaurant International staff and students recently hosted a dinner for Quota International of Ottawa, a non-profit service club whose mandate is to empower "women, children, the deaf, hard-of-hearing, and speech-impaired in local communities around the world." • Culinary alumnus, Chef Jon Svazas, known for his earlier Ottawa restaurant, Fauna, is now ready to impress the capital again with the opening of Bar Laurel in Hintonburg, Ontario.
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- Jamie Bramburger, Manager, Community and Student Affairs at Pembroke Campus, was awarded the Colleges and Institutes Canada Leadership Excellence Silver Award for his years of dedicated work and his leadership role in the Pembroke Campus' capital campaign.
- Another successful Evening with the Stars and Jason Blaine Charity Golf Tournament was held on June 14th and 15th. Now into its third year, the charity has brought in \$205,000, money that has supported great local causes such as the Pembroke and Area Boys and Girls Club, the capital campaign for Algonquin College's Pembroke Campus, and Mental Health First Aid training for not-for-profit organizations.
- The College's Apprentice Success Team won the Employment Ontario Award for Excellence in Client Service and was presented with the award in Toronto.
- Jordan Berard, Professor, Communications, Faculty of Technology and Trades completed his Doctorate of Philosophy in English Literature from the University of Ottawa, May 2016.
- Robert Willbond, Professor, Communications, Faculty of Technology and Trades completed his Master of Education specializing in Distance Education from the University of Athabasca, August 2016.
- Martin Restoule, Professor, Mechanical and Transportation Technology, has been voted as the Chief Expert for the 2016 World-Skills Automotive Service Competition in Abu Dhabi.
- Angelo Rigakis, part-time Professor, Mechanical and Transportation Technology, and the College's Auto Body program are featured in the Collision Repair magazine.
- Warner Brothers Studios invited 30 Aviation Management students to the première of the new Tom Hanks movie, "Sully".
- This summer, students in the Building Construction Technician program constructed a garden center for a local community, as well as a warm-up shed for Edelweiss Ski Hill.
- Jack Hollinger won the prestigious Laurent Isabelle award at the May 2016 President's BBQ. However, he was unable to receive the award at that time since he was in Norway participating in the six-week International Course on Wood Conservation Technology organized by the Directorate for Cultural Heritage of the Ministry of Climate and Environment of Norway which was held in cooperation with the International Centre for the Study of the Preservation and Restoration of Cultural Property and the Norwegian University of Science and Technology. This impressive international professional development opportunity was only granted to 20 people from around the world.
- Fifty-four Academic Upgrading - Preparation for Health Science students graduated in May at a ceremony held at the Restaurant International. Forty-three of the graduates started in Practical Nursing at Algonquin College in Fall 2016.

	<ul style="list-style-type: none">• Jean-Guy Fréchette and Scott Anderson hosted a session on “Working together: Synergies between Government Relations and Communications Teams” at the Colleges and Institutes Canada Government Relations Network meeting on May 17th.• Three Algonquin professors were honoured with Capital Educators’ Awards and four were finalists at the EduGala on May 19th.• On June 2nd more than 1,000 employees attended the 2016 President’s BBQ and Employee Awards. The 50th Anniversary Logo was revealed at the event. The logo designer, Sarah Dowling, is a second-year Graphic Design student from Algonquin College. The winners of the 2016 Employee Awards can be viewed at http://www.algonquincollege.com/employeeawards/2016-employee-award-recipients/• An alumni love story of a couple celebrating their 40th anniversary on campus was featured in the Ottawa Citizen and on Live 88.5’s morning show on June 26th.• On August 25th more than 1,000 employees attended the 2016 President’s Breakfast. Special guests attended including Ottawa Mayor Jim Watson, Perth Mayor John Fenik, College Ward Councillor Rick Chiarelli, and President of OPSEU Warren “Smokey” Thomas.• David Hall, Manager, Cooperative Education recently received his Master of Education Degree specializing in Administration and Policy.
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