Mission: *To transform hopes and dreams into lifelong success.*
Vision: *To be a global leader in personalized, digitally connected, experiential learning.*
Values: *Caring, Integrity, Learning, Respect*

MEETING OF THE BOARD OF GOVERNORS

MEETING NUMBER FIVE HUNDRED AND NINE OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE TO BE HELD ON MONDAY, OCTOBER 22, 2018, FROM 4:00 PM – 6:00 PM, IN T102 A&B, OTTAWA CAMPUS.

	AGENDA	Presenter	Time
0.	Celebrating Student Success – Changemaker Award: Veterinary Technician Students partner with the Grey Bruce Aboriginal Quimmiq Team	Claude Brulé	10 m.
1.	Constitution of the Meeting and Approval of the Agenda	Peter Nadeau	1 m.
2.	Declarations of Conflict of Interest	Peter Nadeau	1 m.
3.	**APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA**		
	3.1 Minutes of the Annual General Meeting and Board of Governors' meeting of June 11, 2018	Peter Nadeau	1 m.
	3.2 Board Executive Committee Report	Peter Nadeau	5 m.
	3.3 Academic and Student Affairs Committee Report	Jay McLaren	5 m.
	3.4 Audit and Risk Management Committee Report	Kelly Sample	5 m.
	3.5 Governance Committee Report	Gail Beck	5 m.
	3.6 Foundation Report	Jeff Darwin	5 m.
4.	**BUSINESS ARISING FROM THE MINUTES**		
	4.1 Learning Management System (LMS) Update	Claude Brule Patrick Devey	15 m.
	4.2 Student Central Update	Laura Stanbra Krista Pearson Todd Schonewille	10 m.
	4.3 Workday Enterprise Resource Planning System Implementation Update	Doug Wotherspoon Lois Pollock	15 m.
5.	**NEW BUSINESS**		
	There are no new business		
6.	**DECISION ITEMS AND REPORTS**		
	6.1 First Quarter 2018-2019 Financial Projection	Duane McNair Grant Perry	15 m.
7.	**ITEMS FOR INFORMATION**		
	7.1 First Quarter 2018-2019 Business Plan Update	Doug Wotherspoon	0

	7.2 Employee Engagement Update	Diane McCutcheon	10 m.
	7.3 Applied Research, Innovation & Entrepreneurship Annual Report	Doug Wotherspoon Cristina Holguin-Pando	10 m.
	7.4 Report from the Board Chair	Peter Nadeau	0
	7.5 Report from the President	Cheryl Jensen	0
	7.6 Board of Governors Management Summary Report	Executive Team	0
	7.7 2018-2019 Board of Governors Work Plan	Peter Nadeau	0
	7.8 Confirmation of Mandatory Government Remittances (hand-out)	Duane McNair	0
8.	**UPCOMING EVENTS**	**DATE**	
	• Ottawa Campus 2018 Fall Convocation	October 24 - 27, 2018	
	• Colleges Ontario 2018 Higher Education Summit	November 24 - 26, 2018	
	• Remembrance Day Ceremonies	November 9, 2018	
	• Board of Governors Holiday Dinner	December 03, 2018	
	• Board of Governors Meeting	December 10, 2018	
	• Future of Health and Wellness Speaker Series	January 25, 2019	
	• Board of Governors Meeting	February 25, 2019	
	• Future of Health and Wellness Speaker Series	March 22, 2019	
	• 2019 Spring Board Retreat	March 23, 2019	
	• Board of Governors Meeting	April 15, 2019	
	• Future of Health and Wellness Speaker Series	May 31, 2019	
	• President's BBQ	TBD	
	• Board of Governors Meeting	June 10, 2019	
	• 2019 Spring Convocation – Pembroke Campus	June 7, 2019	
	• 2019 Spring Convocation – Perth Campus	June 13, 2019	
	• 2019 Spring Convocation – Ottawa Campus	June 17, 18 & 19	
	• President's End of Year Dinner	June 25, 2019	
	• Board Executive Committee Retreat	July 9, 2019	
	• President's Breakfast	August 22, 2019 (TBC)	
	• 2019 New Board of Governors Orientation Part 1	August 22, 2019 (TBC)	

9.	**IN CAMERA Meeting**
10.	**MEETING WITHOUT MANAGEMENT**
11.	**MEETING ADJOURNMENT**

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ALGONQUIN COLLEGE

President/Board of Governors

DRAFT

BOARD OF GOVERNORS MEETING MINUTES

MINUTES OF THE MEETING NUMBER FIVE HUNDRED AND EIGHT OF THE BOARD OF GOVERNORS OF ALGONQUIN COLLEGE, HELD ON MONDAY, JUNE 11, 2018, AT 4:30 PM, IN ROOM T102 A&B, OTTAWA CAMPUS.

Present:	**Algonquin College Executive Team:**
Peter Nadeau, Board Chair	Cathy Frederick, Vice President, Human Resources
Jim Brockbank, Board Vice Chair	Claude Brulé, Senior Vice President, Academic
Cheryl Jensen, President	Doug Wotherspoon, Vice President, Innovation & Strategy
Audrey Claire Lawrence	Duane McNair, Vice President, Finance & Administration
Gail Beck	Laura Stanbra, Vice President, Student Services
Jay McLaren	Ron Deganadus McLester, Executive Director, Truth,
Jim Robblee	Reconciliation, Indigenization
Kelly Sample	Tracy McDougall, Director, President's Office
Naina Kansal	
Nancy Cheng	**Guests/Presenters:**
Shellee Fournier	Grant Perry, Acting Director, Finance and Administrative Services
Stephen Heckbert	Christopher Janzen, Dean, Faculty of Technology and Trades
Steve Barkhouse	Skills Ontario Competition – Students
Valerie Sayah	• Christina Khenmanisoth – Restaurant Service
	• Thomas Hawley - Horticulture
Regrets:	• Blaise Mombourquette - Horticulture
Cyril McKelvie	Jessica Abbott, Engagement Director, PwC
Krisha Stanton	Jon Krochmalnek, Senior Manager, Implementation Services, D2L
Michael Waters	Patrick Devey, Dean, Centre for Continuing and Online Learning
	Simon Miller, Director, Customer Success, Workday Canada
Recorder:	Todd Schonewille, Director, Physical Resources
Victoria Tiqui-Sanford, Board Assistant	

WELCOME REMARKS
Board Chair P. Nadeau welcomed members and guests to the meeting at 4:01 p.m. The Annual General Meeting was held from 4:01 p.m. to 4:17 p.m.

0. CELEBRATING STUDENT SUCCESS – Skills Competition Ontario
Board Chair P. Nadeau invited C. Brulé, Senior Vice President, Academic, to introduce C. Janzen, Dean, Faculty of Technology and Trades. Dr. Janzen provided members with an overview of the Skills Competition Ontario and the winners from the Algonquin College team:
   • Christina Khenmanisoth, Restaurant Service; and
   • Thomas Hawley and Blaise Mombourquette, both Horticulture students.

Each student presented their trade competition criteria to the members. The Skills Ontario Competition is Canada's largest skilled trade and technology competition. It took place this year from May 7 to 9. 2018 in Toronto, Ontario. This year, two individuals and one team from Algonquin College received gold medals in their respective trades.

Nick Denny, an Auto Collision Repair student, received a bronze medal. He was congratulated but was not present for his presentation.

Board Chair P. Nadeau congratulated the students for their achievements and presented them with the Changemaker Awards.

1. **CONSTITUTION OF THE MEETING & APPROVAL OF THE AGENDA**
   Board Chair P. Nadeau constituted the meeting at 4:31 p.m. and asked whether any Governors wished to remove or add an item to the agenda. No items were removed or added.

   RESOLUTION
   MOVED & SECONDED: N. Cheng & J. McLaren
   THAT the Board of Governors approves the meeting agenda of June 11, 2018.
   CARRIED.

2. **DECLARATION OF CONFLICT OF INTEREST**
   Board Chair, P. Nadeau asked members to declare any conflicts of interest with items on the agenda. There were no conflicts of interest declared.

3. **APPROVAL OF PREVIOUS MEETING MINUTES AND THE CONSENT AGENDA**

   3.1 Minutes of the Board of Governors' meeting of April 16, 2018
   Approval of the Board of Governors Meeting minutes of April 16, 2018.

   RESOLUTION
   MOVED & SECONDED: V. Sayah & S. Heckbert
   THAT the Board of Governors approves the meeting minutes of April 16, 2018.
   CARRIED.

   3.2 Board Executive Committee Report
   Board Chair P. Nadeau provided a verbal report from the Executive Committee meeting held on May 8, 2018.

   Members accepted this report for information.

   3.3 Academic and Student Affairs Committee Report
   Governor S. Fournier, Chair, Academic and Student Affairs Committee, provided members with information from the Academic and Student Affairs Committee meeting held on May 28, 2018. Enrolment updates were highlighted in the report.

   Members accepted this report for information. Board of Governors approvals are requested for the following:

Cooperative Education Option – Energy Management, Ontario College Graduate Certificate

RESOLUTION
MOVED & SECONDED: S. Fournier & S. Barkhouse
THAT the Board of Governors approves the cooperative education delivery option for the Energy Management, Ontario College Graduate Certificate program, effective Spring 2019.
CARRIED.

Cooperative Education Option – Environmental Management and Assessment, Ontario College Graduate Certificate

RESOLUTION
MOVED & SECONDED: S. Fournier & J. McLaren
THAT the Board of Governors approves the cooperative education delivery option for the Environmental Management and Assessment, Ontario College Graduate Certificate program, effective Spring 2019.
CARRIED.

Cooperative Education Option - Electrical Engineering Technician, Ontario College Diploma

RESOLUTION
MOVED & SECONDED: S. Fournier & G. Beck
THAT the Board of Governors approves the cooperative education delivery option for the Electrical Engineering Technician, Ontario College Diploma program, effective Fall 2018.
CARRIED.

Cooperative Education Option – Electrical Engineering Technology, Ontario College Advanced Diploma

RESOLUTION
MOVED & SECONDED: S. Fournier & S. Heckbert
THAT the Board of Governors approves the cooperative education delivery option for the Electrical Engineering Technology, Ontario College Advanced Diploma program, effective Fall 2018.
CARRIED.

Program Proposal: Addictions and Mental Health, Ontario College Graduate Certificate

RESOLUTION
MOVED & SECONDED: S. Fournier & J. McLaren
THAT the Board of Governors approves the Addictions and Mental Health, Ontario College Graduate Certificate program effective September 2018.
CARRIED.

Program Proposal: Cardiovascular Technology, Ontario College Diploma

RESOLUTION
MOVED & SECONDED: S. Fournier & S. Heckbert

THAT the Board of Governors approves the Cardiovascular Technology, Ontario College Diploma program, effective Fall 2019.
CARRIED.

Program Proposal: Therapeutic Recreation, Ontario College Graduate Certificate

RESOLUTION
MOVED & SECONDED: S. Fournier & N. Kansal
THAT the Board of Governors approves the Therapeutic Recreation, Ontario College Graduate Certificate program, effective Fall 2019.
CARRIED.

Program Proposal: Business Fundamentals, Ontario College Certificate

RESOLUTION
MOVED & SECONDED: S. Fournier & J. Robblee
THAT the Board of Governors approves the Business Fundamentals, Ontario College Certificate program, effective Fall 2019.
CARRIED.

Program Proposal: Business – Agriculture, Ontario College Diploma

RESOLUTION
MOVED & SECONDED: S. Fournier & J. McLaren
THAT the Board of Governors approves the Business-Agriculture, Ontario College Diploma program effective Fall 2019.
CARRIED.

Program Proposal: Interdisciplinary Studies in Human-Centred Design, Ontario College Graduate Certificate

RESOLUTION
MOVED & SECONDED: S. Fournier & S. Heckbert
THAT the Board of Governors approves the Interdisciplinary Studies in Human-Centred Design, Ontario College Graduate Certificate program, effective Fall 2019.
CARRIED.

3.4 Audit and Risk Management Committee Report
Governor N. Cheng, Chair of Audit and Risk Management Committee, provided members with information from the meeting held on May 24, 2018. Members accepted this report for information. Board of Governors approval is requested for the following:
Investment Policy for College Endowment Funds – Annual Review

RESOLUTION
MOVED & SECONDED: N. Cheng & K. Sample
THAT the Board of Governors approves the Investment Policy for College Endowment Funds as presented.
CARRIED.

3.5 Governance Committee Report

Governor J. Robblee, Chair of Governance Committee, provided members with information from the meeting held on May 14, 2018. Members accepted this report for information.

3.6 Foundation Report

Board Chair P. Nadeau provided the Foundation Report on behalf of Governor M. Waters, Governor Representative to the Foundation Board of Directors who was not in attendance. Members accepted this report for information.

4. BUSINESS ARISING FROM THE MINUTES

4.1 Learning Management System Update

C. Brulé, Senior Vice President, Academic introduced Patrick Devey, Dean, Centre for Continuing and Online Learning, to provide members with an update on the status of the Learning Management System implementation.

The Algonquin College Board of Governors approved the expenditure of up to $3.05 million over a five-year period for the adoption of the new Learning Management System at the February 26, 2018 Board of Governors meeting. The agreement with Desire2Learn was finalized on March 6, 2018. All course activity will be consolidated onto one system by the start of the Fall 2018 term. P. Devey provided members with the activities since the last Board of Governors meeting on April 16, 2018.

Questions from members were answered. Members accepted this report for information.

4.2 Workday Enterprise Resource Planning System Implementation - Update

D. Wotherspoon, Vice President, Innovation and Strategy presented the progress of the Workday Enterprise Resource Planning System Implementation. The report provided members with a project update since the last presentation to the Audit and Risk Management Committee on May 24, 2018 and an overview of key activities, deliverables and milestones required to deploy the Workday application. Through April, the team worked to develop a master implementation plan for the consolidation of the current tenants and development of the additional configuration. The project team also developed a number of sub-plans to ensure the overall success of the project. These include plans for communications and engagement, training, data migration, and the creation and implementation of the support model. The critical path was presented to Steering Committee on April 24, 2018. On May 1, 2018, the first key PwC contract milestone was delivered.

Questions from members were answered. Members accepted this update for information.

5. NEW BUSINESS

There are no agenda items under new business.

6. DECISION ITEMS & REPORTS

6.1 Fourth Quarter 2017-2018 Financial Report

G. Perry, Acting Director, Finance and Administrative Services presented the Fourth Quarter 2017-2018 Financial Report. On February 13, 2017, the Board of Governors approved the 2017-2018 Annual Budget with an overall net contribution of $5.6 million.

The 2017-2018 Approved Annual Budget is returning a net surplus on Funded Activity/College Operations of $11.6 million. This maintains the College's commitment to balancing student tuition revenues and government funded activities with associated operating expenditures. Details are summarized as follows:

- Salaries and Benefits expenditures came in $6.8 million below the 2017-2018 Approved Annual Budget.
- The five week work stoppage resulted in salary savings of $8.2 million.
- This was offset by an additional $2.1 million in additional labour costs resulting from the extension of the fall semester and the return to work payments.
- $681,000 in additional savings was realized as a result of ongoing vacancy savings.

The 2017-2018 financial results have a positive impact on the College's financial position, operations, cash flow and net assets. All financial health indicators remain better than benchmark.

Questions from members were answered. Members accepted this report for information.

Governor S. Barkhouse exited the meeting at 5:32 p.m.

6.2 Investment Case - Solar Photovoltaic Plan
D. McNair introduced T. Schonewille, Director, Physical Resources, who presented the Investment Case – Solar Photovoltaic Plan. T. Schonewille provided members with a brief presentation of the Investment Case and information on the College initiative regarding the construction and installation of the solar photovoltaic array and battery storage infrastructure. The array and battery storage will yield an estimated $200,000 per year of utility cost savings.

A total of $67.8M of funding was available to all Ontario Colleges and awards were determined through a competitive application process. In early December of 2017, Algonquin College submitted a "Moving to Net Zero – Solar Photovoltaic Plan" in response to the Ministry of Advanced Education and Skills Development's - Greenhouse Gas (GHG) Campus Retrofits Program. On March 9, 2018, Minister Chiarelli announced the awarding of a $6.8 million grant to fully fund the initiative. Updates on the status of the initiative will be provided through the Capital Projects report.

Questions from members were answered.

RESOLUTION
MOVED & SECONDED: A. Lawrence & G. Beck
THAT the Board of Governors approves an expenditure of $6.8 million, fully funded from the Ministry of Advanced Education and Skills Development – Greenhouse Gas Campus Retrofit Program, to implement a solar photovoltaic array and battery storage infrastructure on the Ottawa campus in 2018-2019.
CARRIED.
6.3 New Governors Appointment 2018-2019
Governor J. Robblee, Chair of Governance Committee provided members with an overview of the Governor Recruitment process and a brief biography of Governor-elect, Wayne Johnson.

RESOLUTION
MOVED & SECONDED: J. Robblee & J. McLaren

THAT the Board of Governors approves of the appointment of Wayne Johnson to the Board of Governors for a three year term of office, effective September 1, 2018.
CARRIED.

7. ITEMS FOR INFORMATION

7.1 Fourth Quarter 2017-2018 Business Plan Update
The report provided members with the Fourth Quarter 2017-2018 Business Plan Update. The annual business plan is a tool used by management to set the direction for the College to achieve annual goals and targets in the context of the Strategic Plan.

Questions from members were answered. Members accepted this report for information.

7.2 Annual Report 2017-2018 and progress against Strategic Plan 2017-2022
Members were referred to the Annual Report 2017-2018 and progress against the 2017-2022 Strategic Plan. The Annual Report creation and assembly provided members with a summary of the College's achievements and success for the past year. Staff from all areas of the College provide accountability on the business plan goals and highlight efforts supporting student and employee success.

Questions from members were answered.

RESOLUTION
MOVED & SECONDED: N. Cheng & A. Lawrence
THAT the Board of Governors approves the 2017-2018 Algonquin College Annual Report with amendments to the Letter from the President and CEO to include comments on the Fall 2017 Work Stoppage.
CARRIED.

7.3 Freedom of Information and Protection of Privacy Act 2017 Annual Report
The report provided the Board of Governors with a summary of the Freedom of Information activity for 2017 as well as the Year-End Statistical Report for the Information and Privacy Commissioner of Ontario - Statistical Report of Algonquin College.

Questions from members were answered. Members accepted this report for information.

7.4 Report from the Board Chair
Board Chair P. Nadeau thanked all Governors who have come to the end of their term of office. Highlights from the Chair's report included:
- the celebrations that took place on May 3, 2018
- the Grand Opening of the DARE District
- the College's 50th Anniversary Birthday Bash, and
- the 50th Anniversary Fundraising Gala.

The report also provided members with the Governors Elect and new Governors joining the Board on September 1, 2018.

Members accepted this report for information.

7.5 Report from the President
The report provided members with highlights on the Pre-budget submission. Highlights of the report include:

- As a result in the change of government from the June election, Colleges Ontario will prepare a submission to government for a possible provincial budget or economic update that could be tabled in the fall.
- Strategic mandate agreements for all Colleges and Universities have been submitted and accepted by the Ministry of Advanced Education and Skills Development. All four postsecondary institutions in Ottawa submitted agreements containing identical statements about Education City. Algonquin College, Carleton University, La Cité Collégiale, and the University of Ottawa will engage collaboratively to create the "Education City with a Capital Advantage" – a unique collaboration of colleges and universities in the Ottawa region.

Members accepted this report for information.

7.6 Management Summary Report
Members accepted this report for information.

8. **UPCOMING EVENTS**
   Board Chair P. Nadeau provided highlights of upcoming events.

   The regular meeting adjourned at 6:01 p.m. Observers exited the meeting.

9. **IN CAMERA**
   An In Camera session was held beginning at 6:08 p.m.

   RESOLUTION
   MOVED & SECONDED: Gail & Shellee
   THAT the Board of Governors moves into an In Camera session to discuss the following agenda items:

   9.1 March Road Property – Decision Required
   9.2 Succession Plan

   Governor S. Fournier exited the meeting at 6:18 p.m.

   RESOLUTION
   MOVED & SECONDED: N. Cheng & G. Beck
   THAT the Board of Governors moves out of the In Camera session. The In Camera session adjourned at 6:32 p.m.

   Management exited the meeting at 6:36 p.m.

10. **MEETING WITHOUT MANAGEMENT**

11. **MEETING ADJOURNMENT**
    There being no further business, the meeting was adjourned at 6:55 p.m.

_____   _____
Peter Nadeau, Chair   Victoria Tiqui-Sanford, Recorder

APPENDIX A: Observers:

Alanna McDonell, Director, Marketing
Brent Brownlee, Director, Ancillary Services
Carmen Hust, Professor
Chris Carroll, Communications
Chris Jansen, Dean, Faculty of Technology and Trades
Colin Bonang, Director, Risk Management
David Haley, Professor
Doreen Jans, Acting Manager, Corporate Budget
Elizabeth Tyrie, Executive Assistant, Innovation and Strategy
Emily Woods, Acting Associate Director, Financial Services, Finance & Administrative Services
Enrico DeFrancesco, Professor, School of Hospitality & Tourism
Gordon Warner, Associate Director, Procurement
Grant Perry, Acting Director, Finance and Administrative Services
Janet Hunter, Workday
Jeff Darwin, Incoming Board of Governor
Judy Puritt, Professor, Business Communications
Krista Pearson, Registrar
Lois Pollock, Chief Digital Officer
Maggie Cusson, Dean, Academic Development
Marina Spivak, Financial Analyst, Finance & Administrative Services
Mark Leduc, Executive Director, Academic Planning
Pat Kennedy, President, OPSEU 415
Patrick Devey, Dean, CCO:
Paul Gardner, Senior Finance Manager - Special Projects, V.P. Finance & Administration
Peggy Austen, Acting Director, Foundation
Richard Hagemeyer, Professor, Information and Communications Technology
Robyn Heaton, Dean, Faculty of Arts, Media and Design
Ruth Dunley, Communications Officer, Public Relation
Shelley Styles, Director, Student Support Services
Suzannah DiMarco, Process Improvement Consultant, the AC Way
Todd Schonewille, Director, Physical Resources
Wayne Dalrymple, Professor, Information and Communications Technology

MEMO

ALGONQUIN COLLEGE
President/Board of Governors

DATE: October 22, 2018

TO: Board of Governors

FROM: Governor Jay McLaren, Chair, Academic & Student Affairs Committee

SUBJECT: **Academic & Student Affairs Committee meeting of October 1, 2018**

For documentation in support of the agenda items, please visit the Board's SharePoint site; choose Academic and Student Affairs Committee, October 1, 2018 folder.

A. ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL

1) Program Proposal - Bachelor of Event, Sport, and Entertainment Management (Honours)
Members were referred to the Bachelor of Event, Sport, and Entertainment Management (Honours) program proposal. This four-year honours degree program is unique in Canada and will help prepare students for a career in event management at local, national, and international levels, involving entertainment, sport, corporate, tourism, travel, business, non-profit, politics, art, culture and fashion.

RESOLUTION
MOVED & SECONDED: E. DeFrancesco & S. Paudel
THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Bachelor of Event, Sport, and Entertainment Management (Honours) effective Fall 2020.
CARRIED.

2) Program Proposal: Bachelor of Business Administration (Trades Management) (Honours)
Members were referred to the Bachelor of Business Administration (Trades Management) (Honours) program proposal. This fully online, part-time degree-completion program originated as a result of successful 2016-2018 eCampusOntario funding for the first provincially collaborative online degree program in Trades Management with Mohawk, Algonquin, and George Brown Colleges, building online capacity in three key Ontario regions. The focus will be on business administration, managerial, accounting, project management, leadership, communication and applied research competencies required by people working in or with the skilled trades to grow their own businesses.

RESOLUTION
MOVED & SECONDED: W. Johnson & E. DeFrancesco

MEMO

THAT the Academic and Student Affairs Committee recommends to the Board of Governors the approval of the Bachelor of Business Administration (Trades Management) (Honours) effective Fall 2020.
CARRIED.

B. <u>**ITEMS THE COMMITTEE HAS REVIEWED – FOR INFORMATION TO THE BOARD**</u>

1) <u>Terms of Reference Academic and Student Affairs Committee Review (approved at the April 16, 2018 Board meeting)</u>
Members were referred to the Terms of Reference Academic and Student Affairs approved at the April 16, 2018 Board of Governors meeting. There were no changes required to be made to the Terms of Reference.

Members accepted this for information.

2) <u>Enrolment Update Report</u>
The report provided an update on current enrolment information for the Spring 2018 and Fall 2018 terms. Details of the Enrolment Update are provided in Appendix A: Enrolment Update. Members accepted this report for information.

3) <u>Academic Program Performance Review Dashboard 2017-18 Report</u>
Members reviewed the Academic Program Performance Review Dashboard 2017-18 Report. This annual report covered the 2017-2018 Fiscal Year, and identified the top and lower performing programs.

Members accepted this report for information.

4) <u>2018-2019 Students' Associations Annual Priorities</u>
D. Simon, President of Students' Association presented the 2018-2019 Students' Association Annual Priorities. This year's priority list includes seven items, and the report and presentation were accepted for information.

5) <u>2018-2019 ASAC Workplan</u>
Members were referred to 2018-2019 ASAC Workplan and accepted this for information.

Enrolment Update

Academic and Student Affairs Committee

October 1, 2018

Academic Operations and Planning
and the Registrar's Office

Enrolment Update – Spring 2018
(at June 30, 2018)

COLLEGE ENROLMENT - 2018 SPRING
(Post Secondary & Graduate Certificates)

	Actual (at June 30, '18)	Over / (Under) #	Over / (Under) %	Status	YoY #	YoY %	Status
Total Registered	4,399	691	18.6%	🟢	1,097	33.2%	🟢
Level 01	784	223	39.8%	🟢	301	62.3%	🟢
Returning	3,615	468	14.9%	🟢	796	28.2%	🟢
Domestic	3,409	453	15.3%	🟢	714	26.5%	🟢
International	990	238	31.6%	🟢	383	63.1%	🟢
Withdrawals	272				39	16.7%	🔶
As % of Total Registered	5.8%					(0.8%)	🟢

Previous Year (at June 30, '17)

Exceeded Budget enrolment targets

Enrolment Update – Fall 2018
(at September 28, 2018)

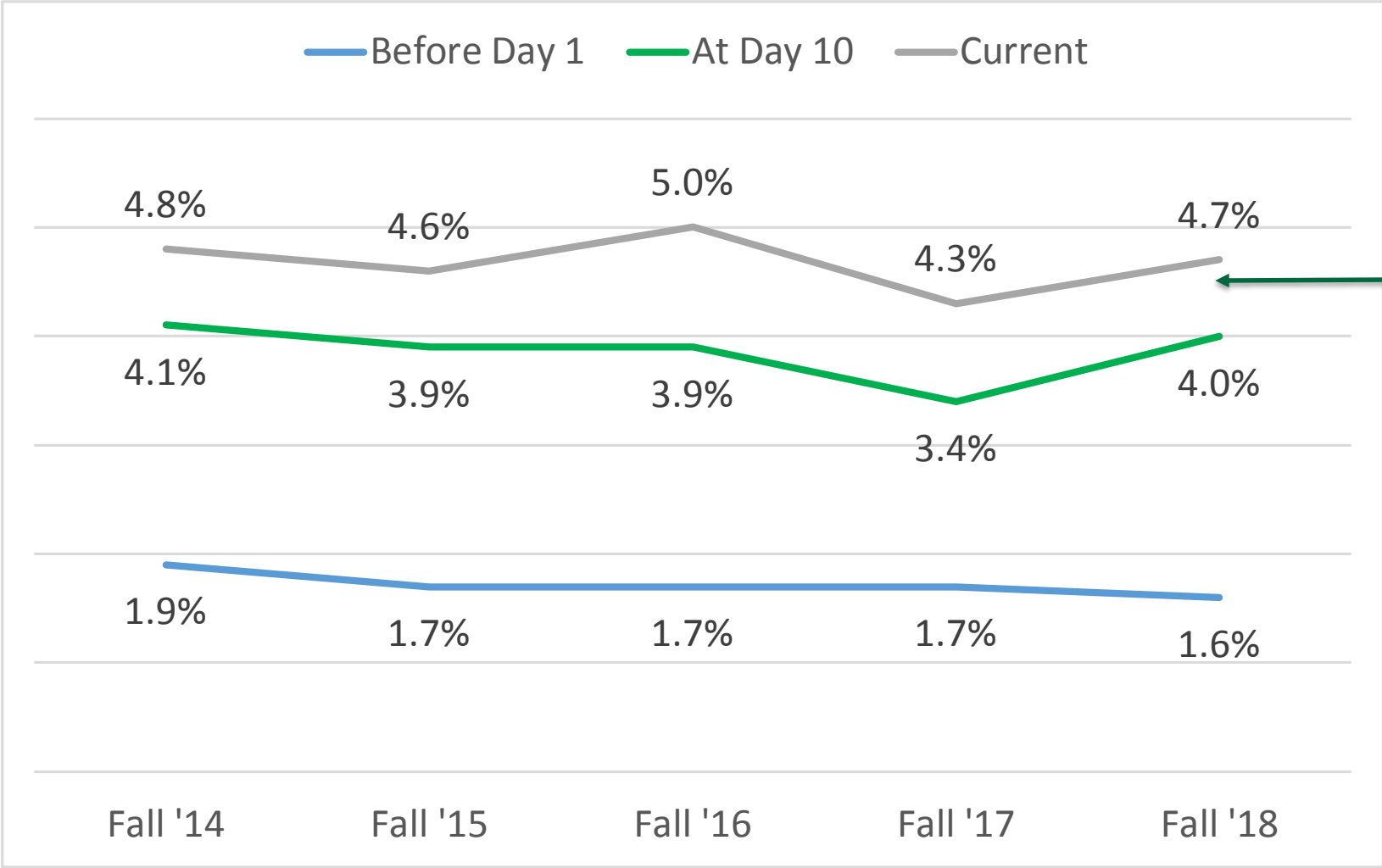| COLLEGE ENROLMENT - 2018 FALL (Post Secondary & Graduate Certificates)	Approved Budget				Previous Year (at Sep. 29, '17)		
	Actual (at Sep. 28, '18)	Over / (Under) #	Over / (Under) %	Status	YoY #	YoY %	Status
Total Registered	19,738	1,064	5.7%	🟢	1,239	6.7%	🟢
Level 01	10,865	616	6.0%	🟢	527	5.1%	🟢
Returning	8,873	448	5.3%	🟢	712	8.7%	🟢
Domestic	16,636	452	2.8%	🟢	324	2.0%	🟢
International	3,102	612	24.6%	🟢	915	41.8%	🟢
Withdrawals	966				133	16.0%	🔶
As % of Total Registered	4.7%					0.4%	🔺

On track to exceed Budget enrolment targets

Withdrawal Trends – Fall Term

Before Day 1   At Day 10   Current

4.8%
4.6%
5.0%
4.3%
4.7%

4.1%
3.9%
3.9%
3.4%
4.0%

1.9%
1.7%
1.7%
1.7%
1.6%

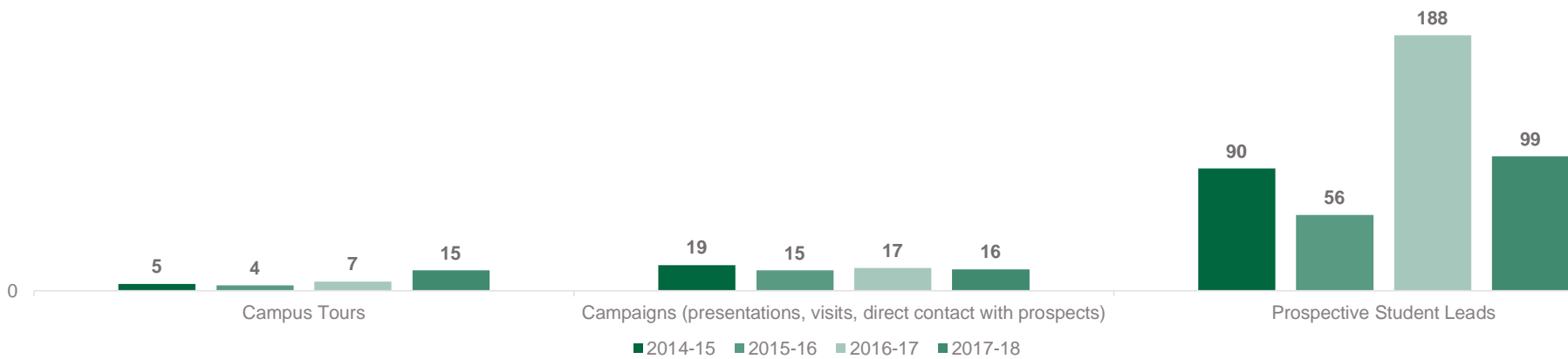Fall '14   Fall '15   Fall '16   Fall '17   Fall '18

4.4% with removal of Saudi sponsored student withdrawals

Recruitment Activity for 19F (Sept 1 to present) Four Year Comparison, as of September 17, 2018

	Campus Tours	Campaigns (presentations, visits, direct contact with prospects)	Prospective Student Leads
2014-15	5	19	90
2015-16	4	15	56
2016-17	7	17	188
2017-18	15	16	99

Marketing Activity for 19F (Sept 1 to August 31st) Four Year Comparison, as of September 18, 2018

Marketing Prospective Student Leads

Year	Value
2015-16	800
2016-17	1,600
2017-18	1,848
2018-19	1,591
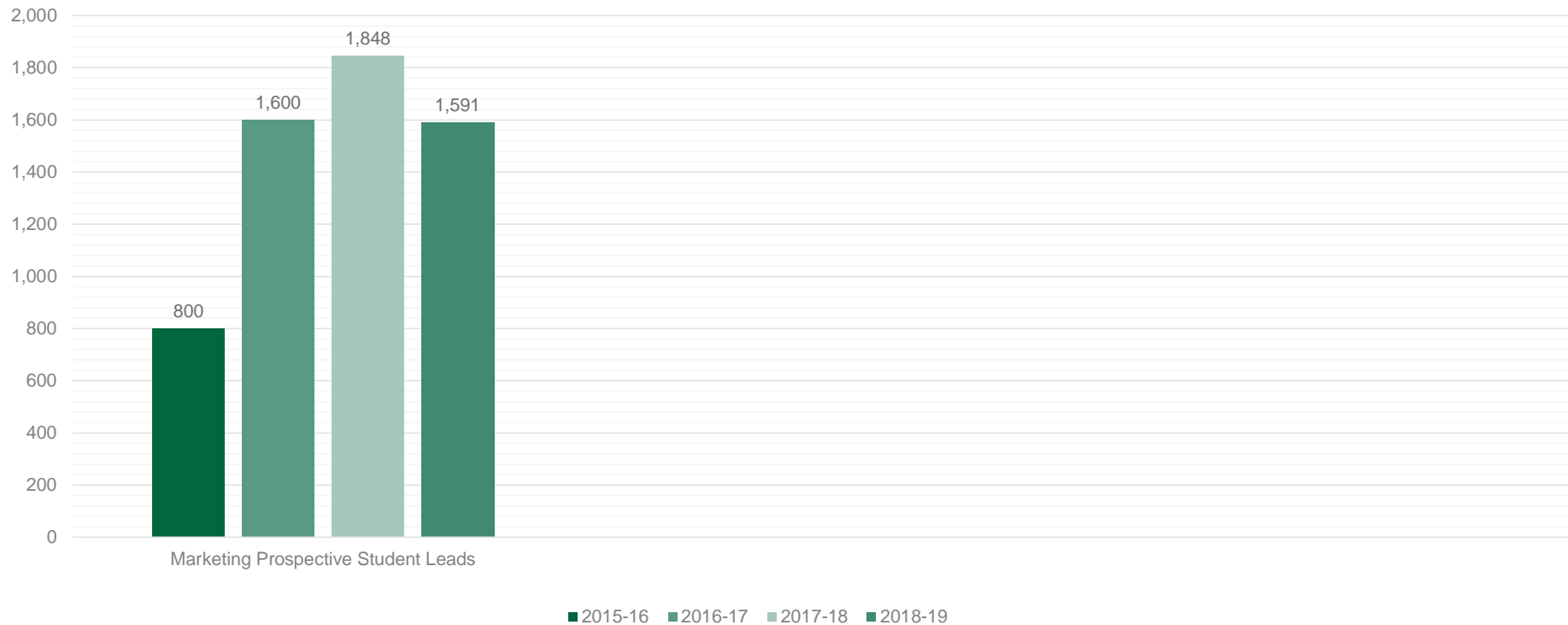
MEMO

DATE: October 22, 2018

TO: Board of Governors

FROM: Governor Kelly Sample, Chair, Audit & Risk Management Committee

SUBJECT: **Audit & Risk Management Committee meeting of September 26, 2018**

For documentation in support of the agenda items, please visit the Board's SharePoint site, choose the Audit & Risk Management Committee, September 26, 2018 meeting folder.

A. **ITEMS REQUIRING BOARD OF GOVERNORS' APPROVAL**
    There were no items that required Board Approval.

B. **ITEMS THE COMMITTEE HAS APPROVED – FOR INFORMATION TO THE BOARD**

    1) 2017-2018 Cyber Security Audit Update
    Members were provided with an update on the 2017-2018 Cyber Security Audit. The report provided members with an overview of the College's response to the cyber security incident dated May 16, 2018 when the College became aware that one of its servers had been compromised by malware. For the majority of those affected, the extent of information potentially accessible was at a low risk of any adverse impact from the potential disclosure of personal information. College management decided to provide direct notification of the incident to all who have been impacted by the incident. A list of mitigation actions were taken to ensure security of College servers and its environment.

    The Audit and Risk Management Committee requested to have increased Cyber Security reporting accompanied with a risk register identifying key corporate risks similar to the Enterprise Risk Management risk profile and mitigations report. An update will be provided at the November 19, 2018 Audit and Risk Management meeting.

    Members accepted this update for information.

    2) First Quarter 2018-2019 College Operating Funds Investment Report
    Members were referred to the First Quarter 2018-2019 College Operating Funds Investment Report's performance results for the quarter ended June 30, 2018. The fund produced a return of 0.40% for the first quarter, over performing the benchmark which returned 0.34%. The College Operating Funds one year return was 0.90% compared to the benchmark index of 0.72%. As at June 30, 2018, the market value of the fund was reported at $66.4 million, compared to $66.1 million at March 31, 2018. Details of the report are provided in Appendix A: First Quarter 2018-19 College Operating Funds Investment Report.

    Members accepted this report for information.

3) First Quarter 2018-2019 College Endowment Funds Investment Report
Members were referred to the First Quarter 2018-2019 College Endowment Funds Investment Report's performance results for the quarter ended June 30, 2018. Details of the report are provided in Appendix B: First Quarter 2018-19 Endowment Funds Investment Report.

Members accepted this report for information.

4) First Quarter 2018-2019 Financial Projection
Members were referred to the First Quarter 2018-2019 Financial Projection. The full report will be provided later in the agenda.

Members accepted this report for information.

5) First Quarter 2018-2019 Major Capital Projects Report
The report provided members with a financial overview and update on the progress of the College's major capital projects underway in 2018-2019. College management committed to reporting continuing progress on existing projects such as the DARE District, Enterprise Resource Planning Project Workday, and various infrastructure renewal projects. A summary of Major Capital Projects are provided in Appendix C: First Quarter 2018-2019 Major Capital Projects Report.

Members accepted this report for information.

6) First Quarter 2018-2019 Enterprise Risk Management Report
Members were presented with the First Quarter 2018-2019 Enterprise Risk Management Report. The report provided an update on the risk mitigation strategies undertaken to manage College risks identified in the Corporate Risk Profile, information on the incidents of fraud and a summary of insurance and legal cases.

Members accepted this report for information.

7) Workday Project Update
Members were provided with the Workday Project updates since the last presentation to the Audit and Risk Management Committee on May 24, 2018, and an overview of ongoing and upcoming key activities, deliverables, and milestones required to successfully deploy the Workday application.

Members accepted this update for information.

8) Annual Report: 2018-2019 Management's Response to Internal and External Auditor's Recommendation
Members were referred to the 2018-2019 Management's Response to Internal and External Auditor's Recommendation. The auditor recommendations typically lead to improved controls

and processes which mitigate risk of future losses and support the achievement of strategic objectives. Management will continue to monitor and follow up on actions undertaken to address outstanding recommendations presented in these reports.

Members accepted this update for information.

9) Audit and Risk Management Committee 2018-2019 Workplan
Members were referred to the 2018-2019 Workplan and accepted it for information.

First Quarter 2018-2019 College Operating Funds Investment Report

Period ended June 30, 2018

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Quarter Summary (04/01/2018 - 06/30/2018)

Fund Balance

		Book Value		Market Value*
Fund Balance March 31,2018	$	67,272,471	$	66,131,141
Accrued Interest from Buys/Sells		(6,039)		(6,039)
Fees		(16,839)		(16,839)
Investment Income (Loss)		491,238		491,238
Accrued Interest already reported in beginning Market Value		-		(313,707)
Realized Gain/Loss		(325,196)		-
Market Value Gain/Loss		-		80,789
Fund Balance as per Yorkville June 30, 2018	$	**67,415,635**	$	**66,366,584**

* includes accrued interest

Asset Allocation

Fund Balance June 30, 2018		Cost	% of Cost		Market & Accrued Interest	% of Market	Target	Min/Max
Cash	$	339,311	1%	$	339,311	1%	0%	n/a
Short Term (0 - 1 year)		32,202,381	48%		32,115,853	48%	50%	40% - 100%
Medium Term (1 - 5 year)		33,295,135	49%		32,336,011	49%	45%	0% - 50%
Long Term (5 - 10 year)		1,578,808	2%		1,575,409	2%	5%	0% - 10%
Total	$	**67,415,635**	**100%**	$	**66,366,584**	**100%**	**100%**	

Asset Allocation

	Cost	Percentage	Market & Accrued Interest	Percentage	Target	Min/Max
Cash	$ 339,311	1%	$ 339,311	1%	0%	n/a
Short Term (0 - 1 year)	32,202,381	48%	32,115,853	48%	50%	40% - 100%
Medium Term (1 - 5 year)	33,295,135	49%	32,336,011	49%	45%	0% - 50%
Long Term (5 - 10 year)	1,578,808	2%	1,575,409	2%	5%	0% - 10%
Total Portfolio	$ 67,415,635	100%	$ 66,366,584	100%	100%	

Asset Allocation - Cost

Long Term, 2%
Cash, 1%
Medium Term (1 - 5 year), 49%
Short Term (0 - 1 year), 48%
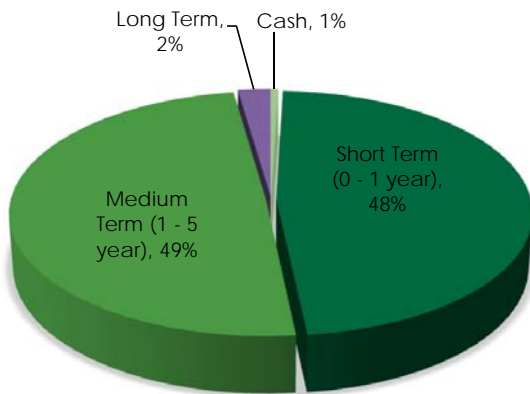
Asset Allocation - Market & Accrued Interest

Long Term, 2%
Cash, 1%
Medium Term (1 - 5 year), 49%
Short Term (0 - 1 year), 48%
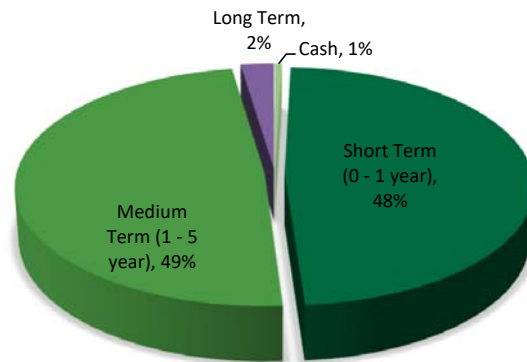
Performance Review

	Portfolio Performance	Benchmark *	Relative Performance
FY 2015	2.00%	2.50%	-0.50%
FY 2016	1.20%	0.86%	0.34%
FY 2017	0.90%	0.91%	-0.01%
FY 2018	-0.30%	-0.19%	-0.11%
Q1 FY 2019	0.40%	0.34%	0.06%
Annual Return **4.25-year Compounded Return**	**0.99%**	**1.04%**	**-0.05%**

Performance Review

Investment Returns vs. Benchmark

	3 Months		1 Year	
Portfolio	0.40%		0.90%	
Benchmark		0.34%		0.72%

☐ Portfolio ■ Benchmark

Investment Returns vs. Benchmark

	2 Year*		3 Year*	
Portfolio	0.60%		0.80%	
Benchmark		0.56%		0.56%

☐ Portfolio ■ Benchmark
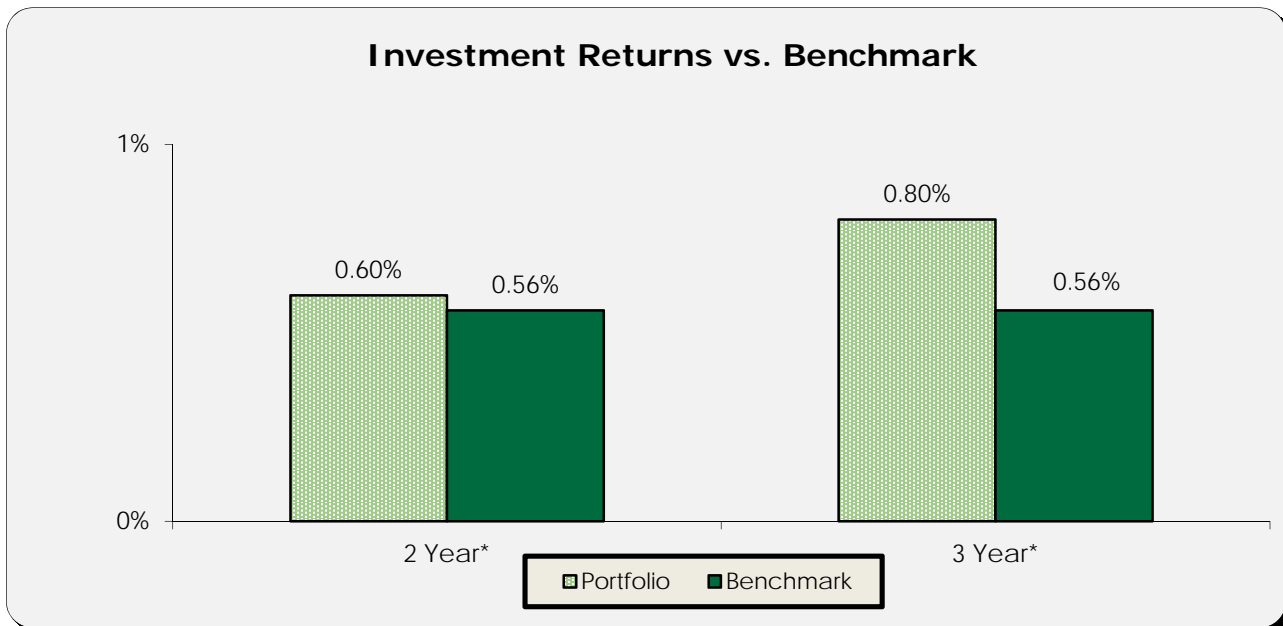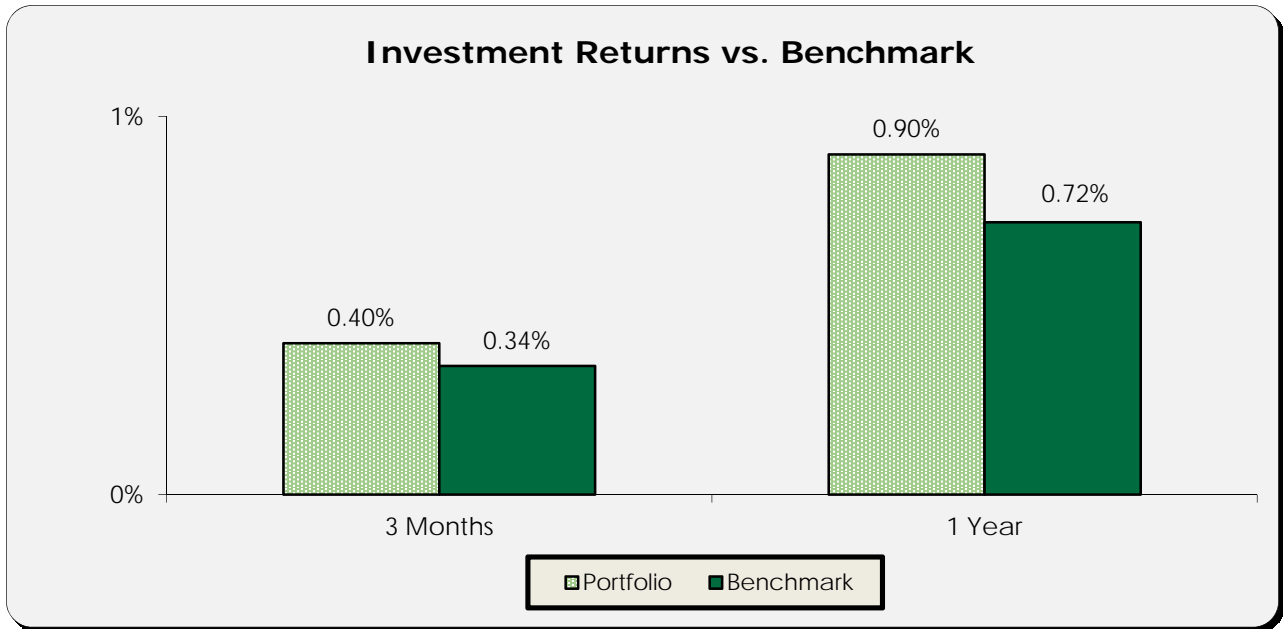
Investment Returns

	3 Months	1 Year	2 Year*	3 Year*
Portfolio	0.40%	0.90%	0.60%	0.80%
Benchmark	0.34%	0.72%	0.56%	0.56%

* Compounded Annual Return

Algonquin College Operating Fund 4 -Year Performance
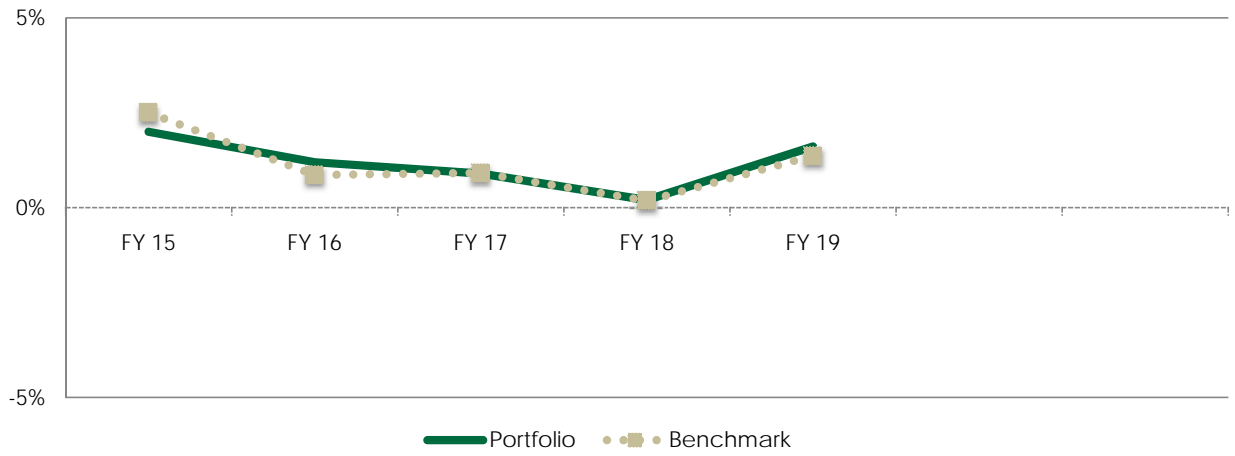
Legend: Portfolio ● ▪ ● Benchmark

x-axis: FY 15, FY 16, FY 17, FY 18, FY 19

y-axis: 5%, 0%, -5%

First Quarter 2018-2019 College Endowment Funds Investment Report

Period ended June 30, 2018

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Fund Balance

	Cost	Market*
Fund Balance March 31, 2018	$ 23,400,518	$ 25,519,749
Deposits	680,245	680,245
Withdrawals	(1,162,031)	(1,162,031)
Investment Fees	(24,204)	(24,204)
Investment Income (Loss) *Includes Market Value Gains (Loss) and FX*	(33,364)	1,110,322
Fund Balance as per Yorkville June 30, 2018	22,861,164	26,124,080
Deposits in Transit		-
Fund Balance as per College June 30, 2018	$ 22,861,164	$ 26,124,080

Fund Balance - Breakdown June 30, 2018	Cost	% of Cost	Market*	% of Market	Benchmark	Policy Range
Cash	$ 1,270,584	6%	$ 1,294,020	5%	3%	0-20%
Fixed Income	7,952,204	35%	7,902,532	30%	35%	25-45%
Canadian Equity	4,142,717	18%	4,837,110	19%	22%	12-32%
US Equity	$ 6,599,748	29%	$ 9,022,000	35%		
Other International Equity	2,895,910	13%	3,068,419	12%		
Total Global Equity	9,495,658	42%	12,090,419	46%	40%	30-50%
Total	$ 22,861,164	100%	$ 26,124,080	100%	100%	100%

* excludes accrued interest

Asset Allocation

		Cost	Percentage		Market	Percentage	Benchmark (effective 04/11/16)
Canadian Equity	$	4,142,717	18%	$	4,837,110	19%	22.0%
U.S. Equity	$	6,599,748	29%	$	9,022,000	35%	
Other International Equity	$	2,895,910	13%	$	3,068,419	12%	
Global Equity	$	9,495,658	42%	$	12,090,419	46%	40.0%
Total Equity	$	13,638,375	60%	$	16,927,529	65%	62.0%
Liquid Assets	$	1,270,584	6%	$	1,294,020	5%	3.0%
Fixed Income	$	7,952,204	35%	$	7,902,532	30%	35.0%
Total Portfolio	$	22,861,162	100.0%	$	26,124,080	100.0%	100.0%

Asset Allocation - Cost

Canadian Equity 18%
U.S. Equity 29%
Other International Equity 13%
Liquid Assets 6%
Fixed Income 35%

Asset Allocation - Market

Canadian Equity 19%
U.S. Equity 35%
Other International Equity 12%
Liquid Assets 5%
Fixed Income 30%
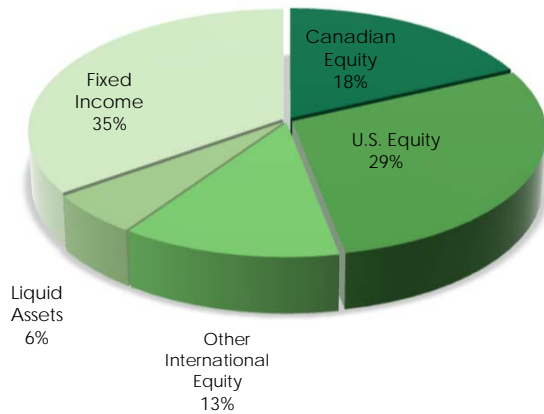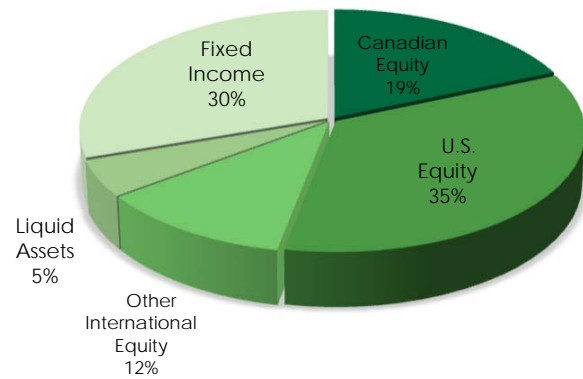
Performance Review

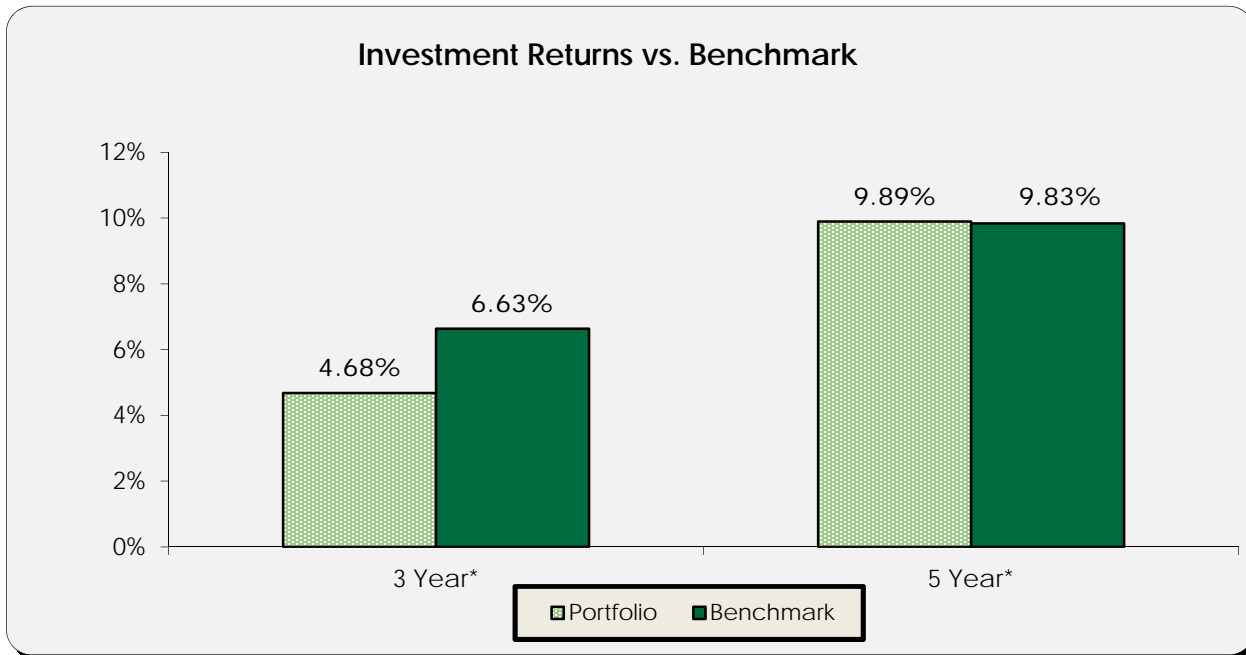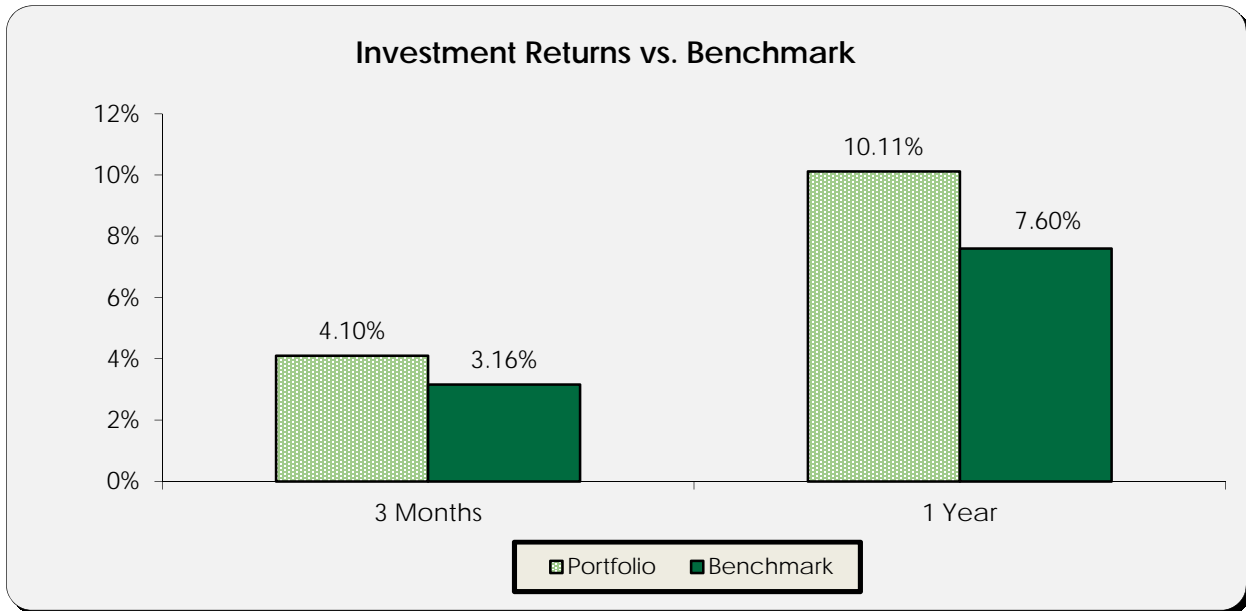|	Cash & Equivalents**	FTSE TMX 30-day T-bill	Relative Performance	Fixed Income	FTSE TMX Universe	Relative Performance	Canadian Equity	TSX Composite	Relative Performance	Global Equity	MSCI World (ex-Cda)	Relative Performance	Portfolio Totals	Benchmark Totals	Relative Performance
Fiscal 2000 (9 mths)				3.21%	3.21%	0.00%	1.89%	36.40%	-34.51%	0.06%	0.10%	-0.04%	1.92%	18.95%	-17.04%
Fiscal 2001				13.86%	8.70%	5.17%	19.97%	-18.60%	38.58%	10.42%	-17.14%	27.56%	13.18%	-9.18%	22.36%
Fiscal 2002				6.08%	5.09%	0.99%	14.90%	4.87%	10.03%	9.28%	-2.92%	12.20%	9.49%	3.07%	6.42%
Fiscal 2003				9.44%	9.14%	0.30%	-14.44%	-17.60%	3.16%	-27.60%	-29.81%	2.21%	-7.13%	-12.22%	5.09%
Fiscal 2004				10.67%	10.78%	-0.10%	42.25%	37.73%	4.52%	26.40%	30.95%	-4.54%	23.94%	26.10%	-2.16%
Fiscal 2005				4.73%	5.01%	-0.28%	21.28%	13.93%	7.35%	0.44%	2.04%	-1.60%	10.02%	7.51%	2.51%
Fiscal 2006				4.27%	4.86%	-0.59%	25.22%	28.42%	-3.20%	12.18%	13.86%	-1.68%	13.26%	15.91%	-2.64%
Fiscal 2007				5.63%	5.46%	0.18%	14.50%	11.42%	3.07%	15.99%	14.70%	1.28%	11.28%	9.99%	1.29%
Fiscal 2008				4.64%	5.79%	-1.16%	-1.64%	4.00%	-5.64%	-10.56%	-14.75%	4.20%	-1.99%	-0.38%	-1.61%
Fiscal 2009				4.29%	4.93%	-0.65%	-33.19%	-32.43%	-0.77%	-29.23%	-29.49%	0.26%	-20.33%	-20.19%	-0.14%
Fiscal 2010				8.44%	5.14%	3.31%	46.19%	42.15%	4.04%	21.84%	22.75%	-0.91%	27.64%	25.21%	2.43%
Fiscal 2011				5.25%	5.13%	0.12%	14.67%	20.42%	-5.74%	6.70%	8.26%	-1.57%	9.79%	13.20%	-3.40%
Fiscal 2012				8.16%	9.75%	-1.59%	-7.36%	-9.76%	2.40%	8.21%	4.88%	3.33%	0.03%	-0.82%	0.85%
Fiscal 2013*				5.17%	4.54%	0.63%	12.06%	6.12%	5.94%	14.48%	15.02%	-0.54%	10.69%	9.50%	1.19%
Fiscal 2014				0.55%	0.84%	-0.29%	19.74%	15.92%	3.82%	30.63%	31.12%	-0.49%	16.82%	16.68%	0.14%
Fiscal 2015				7.36%	9.86%	-2.50%	21.22%	6.92%	14.30%	34.60%	23.49%	11.11%	20.84%	15.01%	5.83%
Fiscal 2016				0.87%	0.72%	0.15%	3.06%	-6.58%	9.64%	-12.86%	-0.42%	-12.44%	-5.27%	-1.12%	-4.15%
Fiscal 2017	0.40%	0.54%	-0.14%	0.98%	1.48%	-0.50%	9.99%	18.60%	-8.61%	15.46%	18.34%	-2.88%	8.76%	11.78%	-3.02%
Fiscal 2018	0.20%	0.75%	-0.55%	1.68%	1.41%	0.27%	0.13%	1.69%	-1.56%	10.49%	10.12%	0.37%	6.51% ***	4.93%	1.58%
Fiscal 2019	1.70%	0.36%	1.34%	0.60%	0.51%	0.09%	5.10%	6.77%	-1.67%	6.60%	3.70%	2.90%	4.10%	3.16%	0.94%
Annual Return ** 1.25-year compounded	1.52%	0.89%	0.63%												
19 year compounded				5.52%	5.34%	0.17%	9.78%	7.13%	1.48%	6.08%	3.91%	1.75%	7.48%	6.52%	0.62%

Returns are before fees.
*New benchmark effective 08/31/12
** Cash & Equivalent target added on approved investment policy as of April 11, 2016. Cash & Equivalents compounded return for 1.25 years.
*** Fiscal 2018 total portfolio performance includes the Kivuto shares trade which increased total annual return by 1.45%. Excluding the Kivuto shares trade, the annual portfolio return would have been 5.06%.

Performance Review

Investment Returns vs. Benchmark

	3 Months	1 Year
Portfolio	4.10%	10.11%
Benchmark	3.16%	7.60%

Investment Returns vs. Benchmark

	3 Year*	5 Year*
Portfolio	4.68%	9.89%
Benchmark	6.63%	9.83%

Investment Returns

	3 Months	1 Year	3 Year*	5 Year*
Portfolio	4.10%	10.11%	4.68%	9.89%
Benchmark	3.16%	7.60%	6.63%	9.83%

* Compounded Annual Return

Algonquin College Endowment Fund 10 Year Performance

Legend: Portfolio, Benchmark
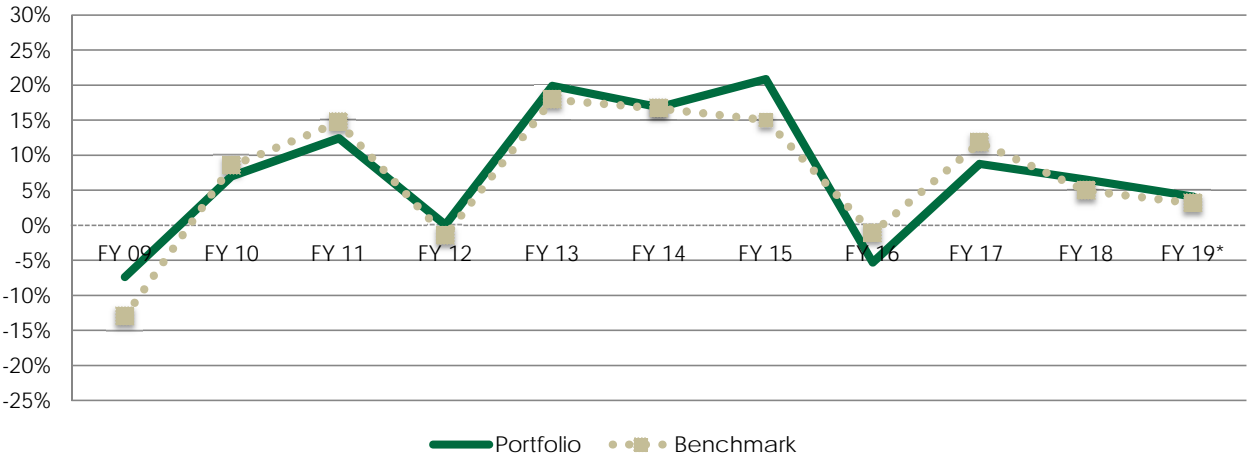
Schedule of Cumulative Realized Investment Income/(Loss) Available for Distribution

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019-Q1
Amount available for future distribution, beginning of year	$ 530,141	$ (383,968)	$ (470,851)	$ (430,400)	$ (798,352)	$ (528,091)	$ 2,067,205	$ 2,497,016	$ 2,699,434	$ 3,543,474	$ 4,213,486
Realized investment income/(loss)	$ (546,374)	$ 387,189	$ 594,826	$ 240,716	$ 966,012	$ 3,302,409	$ 1,363,388	$ 1,182,259	$ 1,830,019	$ 1,703,517	$ (33,364)
Investment fees	$ (32,735)	$ (37,072)	$ (46,260)	$ (51,690)	$ (56,572)	$ (49,974)	$ (80,721)	$ (97,448)	$ (87,257)	$ (100,539)	$ (24,204)
Amount distributed	$ (335,000)	$ (437,000)	$ (508,115)	$ (556,978)	$ (639,179)	$ (657,139)	$ (852,856)	$ (882,393)	$ (898,722)	$ (932,966)	$ (1,162,031)
Amount available for future distribution, end of year	$ (383,968)	$ (470,851)	$ (430,400)	$ (798,352)	$ (528,091)	$ 2,067,205	$ 2,497,016	$ 2,699,434	$ 3,543,474	$ 4,213,486	$ 2,993,887

Schedule of Unrealized Investment Income/ (Loss)

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019-Q1
Unrealized income/(loss)	$ (1,316,128)	$ 1,808,247	$ 660,041	$ (237,912)	$ 738,307	$ (318,027)	$ 2,869,617	$ (2,440,923)	$ 168,461	$ (136,038)	$ 1,143,686

Fund Balance as per Yorkville

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019-Q1
Cash	2%	6%	6%	6%	2%	5%	3%	6%	6%	9%	5%
Fixed Income	33%	29%	29%	30%	32%	39%	37%	38%	27%	29%	30%
Canadian Equity	51%	50%	50%	49%	22%	14%	16%	18%	23%	17%	19%
Global Equity*	14%	15%	15%	15%	44%	43%	44%	37%	44%	45%	46%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

* combined U.S. & international

Asset Mix - Market

	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019-Q1
Cash	$ 152,669	$ 734,213	$ 876,587	$ 923,830	$ 394,277	$ 933,791	$ 738,663	$ 1,396,853	$ 1,511,625	$ 2,240,828	$ 1,294,020
Fixed Income	$ 2,501,241	$ 3,378,620	$ 4,169,647	$ 4,509,659	$ 5,674,855	$ 8,069,566	$ 9,129,860	$ 8,747,242	$ 6,521,153	$ 7,458,927	$ 7,902,532
Canadian Equity	$ 3,902,505	$ 5,713,231	$ 7,085,974	$ 7,336,200	$ 3,900,716	$ 2,843,840	$ 3,844,897	$ 4,168,105	$ 5,681,573	$ 4,453,579	$ 4,837,110
Global Equity*	$ 1,077,435	$ 1,681,417	$ 2,133,033	$ 2,299,217	$ 7,841,598	$ 8,867,647	$ 10,830,127	$ 8,419,248	$ 10,644,332	$ 11,366,416	$ 12,090,419
Total	$ 7,633,850	$ 11,507,481	$ 14,265,241	$ 15,068,906	$ 17,811,446	$ 20,714,844	$ 24,543,547	$ 22,731,448	$ 24,358,683	$ 25,519,750	$ 26,124,080

* combined U.S. & international

Sharpe Ratio

Sharpe Ratio Endowment Funds Equity Portfolio vs Benchmark			
Period Ending	1 Year Equity Portfolio Sharpe Ratio	1 Year Equity Benchmark Sharpe Ratio	Relative Performance
30-Jun-17	8.79	7.78	1.00
30-Sep-17	5.98	5.82	0.16
31-Dec-17	4.78	5.66	-0.88
31-Mar-18	2.56	2.24	0.62
30-Jun-18	5.25	6.05	-0.80

The Sharpe Ratio is the average return earned in excess of the risk-free rate per unit of volatility or total risk. Generally, the greater the value of the Sharpe ratio, the more attractive the risk-asjusted return.

Formula for calculating the Sharpe ratio (for a rolling one year period)

[Equity Portfolio Return - Risk Free Rate (Blended US & Canada)] / Portfolio Standard Deviation

<u>Sample Calculation for June 30/2018:</u>

1 Year Equity Portfolio Shape Ratio

Equity Portfolio Return was 12.9%
Blended Risk Free Rate was 1.79%
Portfolio Standard Deviation was 2.12%
The Sharpe ratio is 5.25, using the formula above

1 Year Equity Portfolio Benchmark Shape Ratio

S&P/TSX Sharpe Ratio was 5.18
Global equity index Sharpe Ratio was 6.49
The weights of each geographic region are 22% and 43%, for Canada and Global, respectively.
The blended Sharpe ratio is 6.05 using the formula above (5.18*.34) + (6.49*.66) = 6.05

Summary of Major Capital Projects

Page	Project	Board of Governors Approved Project Value $M	Percentage of Current Major Capital Projects
2	Energy Service Company Project - (ESCO 2)	$51.1	27%
5	Enterprise Resource Planning (ERP) - Project Workday	18.8	10%
8	DARE District **(previously Innovation Centre)**	44.9	24%
10	Algonquin College Students' Association Athletics Recreation Complex	49.9	26%
12	Pedestrian Bridge to Bus Rapid Transit Station	3.1	2%
14	Student Central (previously Student One Stop Space)	7.2	4%
16	Indigenous Gathering Circle	1.6	1%
18	Learning Management System	3.0	2%
20	Net Tuition Project	0.9	1%
22	Solar Photovoltaic Plan	6.8	3%
	Total Approved <u>Current</u> Projects Value	$187.3	100%
24	**Summary of Projects <u>Completed</u> Since Fiscal 2011-2012**	$201.9	

Energy Service Company Project - (ESCO 2)

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair	
Algonquin College Leadership Team Project Dean/Director: T. Schonewille	
Project Manager: M. Levesque	

Board of Governors and Key Approval Dates	Dates
In response to a Request for Proposal issued by the College, Siemens Canada is awarded a letter of intent for energy improvement measures and reduction of the College's deferred maintenance liability.	August 2012
Meeting #477 – The Board of Governors approves a multi-phase approach to the Energy Service Company Project (ESCO 2).	December 2012
Meeting #481 - The Board of Governors approves phase two focusing on the design and Provincial approvals for the co-generation plant and other improvement measures, with a total projected investment of $3.6 million.	October 2013
Meeting #487 - The Board of Governors approves phase three. This phase focuses on the construction of the co-generation plant and other improvement measures. Total projected investment for this phase is $13.9 million.	June 2014
Meeting #492 - The Board of Governors approves phase four. This phase focuses on the finalization of the Energy Centre and the installation of the second co-generation plant, along with other plant and energy saving measures. Total projected investment for this phase is $20 million.	June 2015

Key Construction Highlight Dates	Dates
B-Building heating, ventilation and cooling substantial completion date	February 2015
Design of co-generation Plant	April 2015
Co-generation plant electrical generator substantial completion date (revised from December 2015)	April 2016
Second co-generator installed (revised date from original: Winter 2016-2017)	April 2018
Implementation of thermal pipeline network completed (revised date from original: Winter 2016-2017). Delays associated with the award of the prime contracts to complete this scope of work.	December 2018

Approved Project Funding	Gross Project Costs	Less Incentives & Contributions	Net Project Costs for Financing
ESCO 2 (Phase 1)	$14.0 million	$0.3 million	$13.7 million
ESCO 2 (Phase 2)	4.1 million	0.6 million	3.5 million
ESCO 2 (Phase 3)	14.2 million	0.3 million	13.9 million
ESCO 2 (Phase 4)	28.2 million	8.2 million	20 million
Total	**$60.5 million**	**$9.4 million**	**$51.1 million**

Energy Service Company Project (ESCO 2) - continued

Projected Annual Savings Phase (Post-Construction) per the Detailed Feasibility Study	Projected Value
Phase One	$1.0 million
Phase Two	0.2 million
Phase Three	1.0 million
Phase Four	1.1 million
Total	**$3.3 million**

Total Savings (Construction Still in Progress) Realized to Date/Projected	Value
Realized Savings to March 31, 2015	$0.6 million
Realized Savings in Fiscal Year 2015-2016	1.4 million
Realized Savings in Fiscal Year 2016-2017	2.9 million
Realized Savings in Fiscal Year 2017-2018	2.0 million
Projected Savings in Fiscal Year 2018-2019	3.8 million
Total	**$10.7 million**

Total Payments to Manulife (Construction Still in Progress)	Value
Actual Payments to March 31, 2015	$0 million
Actual Payments in Fiscal Year 2015-2016	1.5 million
Actual Payments in Fiscal Year 2016-2017	2.8 million
Actual Payments in Fiscal Year 2017-2018	3.2 million
Projected Payment in Fiscal Year 2018-2019	3.4 million
Total	**$10.9 million**

Energy Service Company Project (ESCO 2) - continued

Project Risk and Status Dashboard   *** Green Good, Red Trouble, Yellow Warning**

G	**Governance**	Appropriate Project Sponsorship and Governance is in place.
Y	**Scope Management**	All remaining scope changes have been identified and have been confirmed to fit within project budget and latest approved schedule.
Y	**Cost Management**	The College is actively working through the final scope changes and financial close out of the project with Siemens to ensure alignment with the original contract and containment of all change orders within the overall budget.
Y	**Schedule Management**	A combination of technical and intentional strategic delays associated with the installation of both cogeneration units and associated infrastructure and equipment has resulted in these last elements of the ESCO2 project to now be commissioned over the coming months with the final elements online by end of Q3 of 2018-2019. With the major contracts associated with the remaining scope of work now awarded and confirmation regarding the scheduling of testing required to be done by external parties now received, risk of further delays has been substantially mitigated.
G	**Project Resources**	No significant issue.
Y	**Risk Management**	All remaining scope changes have now been identified and associated costs have been confirmed through tendering of these remaining scopes of work. This serves to mitigate risks associated with both schedule and capital costs. While some project delays have impacted energy savings commitments, several electricity incentive programs have largely served to mitigate these short term losses until all elements of the ESCO2 project is fully operational.
G	**Stakeholder Engagement**	Active stakeholder engagement continues on a targeted basis in consideration of the impact of the outstanding construction activities.

Enterprise Resource Planning (ERP) - Project Workday

Project Workday is the ERP transformation of business processes and systems for Human Resources, Payroll and Finance, with the objective to improve efficiency, consistency and empower employees and managers throughout the college.

Reviewed and approved by Algonquin College Executive Team Sponsor: D. Wotherspoon
Algonquin College Leadership Team Project Dean/Director: L. Pollock
Project Manager: S. McKinnon (Algonquin) and J. Abbott (PWC)

Board of Governors Key Approval Dates	Dates
Meeting #485 – Board of Governors endorse the tender process for an Enterprise Resource Planning solution	February 2014
Meeting #493 - Board of Governors approve $1.36 million in funding to complete the planning and preparation phases of the Human Resources, Finance and Payroll portions of Project Fusion.	October 2015
Meeting #494 - Board of Governors approve $10.7 million in funding to complete the implementation phases of the Human Resources, Finance and Payroll portions of Project Fusion.	December 2015
Meeting #506 – Board of Governors approve $6.7 million in funding to complete the implementation phases of the Human Resources, Finance, and Payroll portions of Project Workday.	February 2018

Project Milestones	Dates
Issuance of Human Resources, Finance, and Payroll Solution Request For Proposals	June 2014
Evaluation determines no compliant bids	October 2014
Notice of Proposed Procurement Issued	May 2015
Re-issuance of Request for Proposals	June 2015
Finalization of Contract Negotiation	December 2015
Finalization of Contract Negotiation with New Implementation Partner	March 2018
Completion of Plan Phase	April 2018
Completion of Design Confirmation Phase 1	May 2018
Completion of Design Confirmation Phase 2 (Timelines will be re-evaluated and committed to upon completion of the Architect phases)	June 2018
Prototype Tenant (1 of 2)	July 2018
Prototype Tenant (2 of 2)	August 2018
End-to-End Testing	September 2018
Parallel Pay Cycle (1 of 2)	October 2018
Parallel Pay Cycle (2 of 2)	November 2018
Cutover to Production Tenant	December 2018

Enterprise Resource Planning (ERP) - Project Workday - continued

Approved Algonquin Project Funding	Approved Value
Algonquin College Funds – Planning and Preparation Phase – Approved October 2015	$1.4 million
Algonquin College Funds – Implementation Phase – Approved December 2015	10.7 million
Algonquin College Funds – Project Extension Phase – Approved February 2018	6.7 million
Total	**$18.8 million**

Project Contingency	Value
Approved project contingency	$712,000
Contingency balance as at June 30, 2018	$536,000

Actual/Projected Project Cost	Value
Expenditures in 2014-2015	$0.8 million
Expenditures in 2015-2016	1.9 million
Expenditures in 2016-2017	5.9 million
Expenditures in 2017-2018	3.2 million
Projected Expenditures in 2018-2019	7.0 million
Total	**$18.8 million**

Total Project Variance	$0.0

Enterprise Resource Planning (ERP) - Project Workday - continued

Project Risk and Status Dashboard   * Green Good, Red Trouble, Yellow Warning

G	Governance	Appropriate project sponsorship and governance has been established and meets regularly.
G	Scope Management	Project scope has been defined in the implementation partner contract. Requests to increase scope are discussed and approved by the Workday Project Steering Committee.
G	Cost Management	Board of Governors approved $6.7M in additional funding at the February 26, 2018 meeting. Contract with new implementation partner includes a milestone-based payment schedule. Project is currently on budget.
G	Schedule Management	Project is currently on schedule. All Q1 milestones were completed on time as per the approved project plan.
Y	Project Resources	Additional resources are being brought in to address critical gaps. By the end of Q1, 50% of the approved resources have been hired. Retention of project resources continues to be the highest risk for the project due to high market demand for Workday talent and the large number of temporary employees employed.
G	Risk Management	The project risk register has been updated to reflect the new project plan and mitigations have been developed. Risks are reported to key governance stakeholders including the Project Workday Steering Committee, ACET and the Audit and Risk Management Committee.
G	Stakeholder Engagement	A senior change management consultant joined the team in June to spearhead stakeholder engagement, communications and training activities. A strategic approach has been developed to engage stakeholders to help manage the implementation of Workday.
G	Operational Readiness	Operational readiness planning is underway. Detailed training, communications and engagement plans have been developed to support impacted stakeholders and the overall business transformation at the College. A Workday-led operational readiness assessment will be completed in September to identify additional needs. A post-implementation support model has been approved to ensure both the system and end-users are supported when Workday is operationalized.

DARE District

The DARE District project is a major renovation, expansion and modernization of the space in and around the current library. Here, students, researchers and entrepreneurs will come together to collaborate, expand the boundaries of knowledge, create the jobs of tomorrow and spark economic growth.

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Director: T. Schonewille
Project Manager: L. Smith (Colliers International)

Board of Governors Key Approval Dates	Dates
Meeting #497–Board of Governors approves in principle the development of a $44.9 million project pending confirmation of funding received from the Federal Post-Secondary Institution Strategic Investment Fund and the Ontario Government. The Board also approved the investment of up to $9.5 million for this project from the College's Internally Restricted Net Assets over the fiscal years 2016-17 and 2017-18, and approves a non-competitive procurement of services to develop and construct the Innovation Centre.	May 2016
Board of Governors approves the development of the Innovation Center by utilizing up to $9.5 million from the College's Internally Restricted Net Assets and up to $11.6 million from the College's Strategic Investment Priorities funds over the fiscal years 2016-2017 to 2018-2019.	August 2016
Foundation Board of Governors approves $2 million fundraising campaign.	October 2016

Project Milestones	Dates
Federal and provincial funding totaling $24.8 million confirmed	October 2016
Decanting / swing space moves substantially complete	December 2016
First design document package ready for tender	December 2016
Final design document package ready for tender	August 2017
Construction commences with hoarding, demolition and abatement	February 2017
Interior fit-up work commences	June 2017
Construction of single story addition and infill begins	July 2017
Substantial performance of all project components	April 2018
Grand opening celebrations	May 3, 2018
Move-in and operationalization	June 2018
Deficiencies close-out and final commissioning	September 2018

Approved Project Funding	Approved Value
Federal government funding	$21.9 million
Provincial government funding	2.9 million
Algonquin College reserve fund – future capital expansion	9.5 million
Capital fundraising campaign	2.0 million
Strategic Investment Priorities budget allocation	8.6 million
Total	**$44.9 million**

DARE District - continued

Project Contingency	Value
Approved project contingency	$5.7 million
Contingency balance as at March 31, 2018	$0 million

Actual/Projected Project Cost	Value
Expenditures in 2016-2017	$6.6 million
Expenditures in 2017-2018	29.3 million
Expenditures in 2018-2019 (April 1 to June 30, 2018)	8.2 million
Projected Expenditures remaining in 2018-2019	0.8 million
Total	**$44.9 million**

Total Project Variance	$0.0

Project Risk and Status Dashboard   * Green Good, Red Trouble, Yellow Warning

G	Governance	Appropriate Project Sponsorship and Governance completed.
G	Scope Management	Final project scope defined and executed upon.
G	Cost Management	Project delivered on budget.
G	Schedule Management	Project delivered on schedule.
G	Project Resources	No significant issue.
G	Risk Management	Project complete. No outstanding risks.
G	Stakeholder Engagement	Stakeholder engagement continues with respect to operationalization of the space.
G	Operational Readiness	Space is now occupied and serving its intended purpose.

Algonquin Students' Association Athletics Recreation Complex

The Algonquin Students' Association has entered into an agreement with Algonquin College to collaborate in the construction of a new Athletics Recreation Complex with an estimated size of 100,000 gross square feet. The proposed recreation complex will replace current recreation infrastructure in an area of the College constructed in the early 1960s and would significantly increase the physical capacity of student fitness, increase athletic opportunities, and offer students unlimited access to state-of-the-art recreational facilities. The current proposed location for this newest infrastructure build is on the north-west corner of the College's main parking (lot 8).

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Director: T. Schonewille
Project Manager: L. Smith (Colliers International)

Board of Governors Key Approval Dates	Dates
Meeting #503 – The Board of Governors approves the allocation of up to $5.5 million from College reserves to collaborate with the Algonquin Students' Association in the construction of a new Athletics Recreation Complex provided that the following conditions are met: • All regulatory and legislative requirements, including Section 28 of the Financial Administration Act, are met; and • A favourable operating agreement between the Algonquin Students' Association and Algonquin College has been reached, and • The Algonquin Students' Association acquires suitable loan financing.	June 2017

Project Milestones	Dates
Project start date	March 27, 2018
Substantial completion date	May 2021

Project Funding	Value
Algonquin College capital contribution	$5.5 million
Algonquin Students' Association reserves	$14.0 million
Algonquin Students' Association loan financing	$30.4 million
Total	**$49.9 million**

Project Contingency	Value
Approved project contingency	Not yet defined
Contingency balance as at March 31, 2018	Not applicable

Projected Project Cost	Value
Fiscal 2018-2019	$0.9 million
Fiscal 2019-2020	$12.6 million
Fiscal 2020-2021	$35.3 million
Fiscal 2021-2022	$1.1 million
Total	**$49.9 million**

Total Project Variance	$0 million

Algonquin College Students' Association Athletics Recreation Complex (ARC) - continued

Project Risk and Status Dashboard   *** Green Good, Red Trouble, Yellow Warning**

G	**Governance**	Steering Committee membership and Executive sponsors have been determined. Terms of reference for committee has been finalized and approved by the Steering Committee. Regular Steering Committee meetings are now underway.
G	**Scope Management**	Draft functional program has been developed. Project scope will be managed within allowed budget.
G	**Cost Management**	Final budget to be determined once design completed and financing is in place.
G	**Schedule Management**	A baseline schedule has been developed with consideration for due process and stakeholder engagement.
G	**Project Resources**	Campus Development Consortium of technical resources will be engaged to further develop functional program and ultimately develop design sufficient for procurement process.
G	**Risk Management**	A project risk register will be developed in the coming months.
G	**Stakeholder Engagement**	The Algonquin Students' Association has already had extensive engagement with key stakeholders, the students. Further consultation will take place during the development of the Project Vision Principles (PVP) and detailed design charrettes.
G	**Operational Readiness**	To be evaluated once project scope and design is further defined.

Pedestrian Bridge to Bus Rapid Transit Station

In partnership with the City of Ottawa, this investment seeks to construct an above-grade pedestrian bridge that would link the Algonquin Centre for Construction Excellence (ACCE) facility with a new OC Transpo rapid transit station being built as part of the Light Rapid Rail Transit Stage 2 project. This pedestrian bridge will provide a safe method for crossing College Avenue and an efficient link for transit riders to enter Algonquin College's Ottawa campus.

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair	
Algonquin College Leadership Team Project Dean/Director: T. Schonewille	
Project Manager: To be assigned	

Board of Governors Key Approval Dates	Dates
Meeting #503 – The Board of Governors approves an investment of up to $3.1 million from the College's Reserve Funds between 2018 and 2023 to support the construction of a pedestrian bridge, in collaboration with the City of Ottawa, between the new Baseline bus rapid transit station and the Algonquin Centre for Construction Excellence.	June 2017

Project Milestones	Dates
Anticipated project start date	2019
Substantial completion date	2023

Project Funding	Value
Algonquin College reserve funds	**$3.1 million**

Project Contingency	Value
Approved project contingency	Not yet defined
Contingency balance as at March 31, 2018	Not applicable

Projected Project Cost	Value
Financial close of the light rail contract – scheduled for January 2019	$0.78 million
Commencement of pedestrian bridge – projected for 2021	1.55 million
Substantial completion of the bridge – projected for 2023	0.77 million
Total	**$3.1 million**

Total Project Variance	$0.0

Pedestrian Bridge to Bus Rapid Transit Station - continued

Project Risk and Status Dashboard   * Green Good, Red Trouble, Yellow Warning

G	Governance	Project governance is being negotiated and defined through a formal agreement with the City of Ottawa.
G	Scope Management	Discussions underway to clearly define scope for each party and will be formalized in the agreement.
G	Cost Management	College contribution has been defined and will be captured in the cost share agreement with the city.
G	Schedule Management	Schedule management being presided over by the Light Rail Transit (LRT) Stage 2 team.
G	Project Resources	College resources required to support this project will be determined at a later date.
G	Risk Management	A project risk register will be developed once the project is further advanced.
G	Stakeholder Engagement	Stakeholder engagement will occur once detailed design activities commence.
G	Operational Readiness	To be evaluated once project scope and design is further defined.

Student Central (previously Student One Stop Space)

This initiative aims to significantly improve the accessibility and usability of student enrolment and retention services by creating a one-stop hub of services based in the lower-level of the DARE District with an estimated size of 24,000 gross square feet. It will incorporate larger and more comfortable waiting areas, service with assistance kiosks, sit-down in-person service desks, reimagined service delivery integration by the six areas identified for co-location in the space, as well as to encourage the increased use of the College's on-line registration and academic services. The focus of the space is to offer a learner-focused service experience that shifts from transaction to meaningful interactions based on what students want and need. The space will also support the College's learner driven goals by maximizing space utilization with 24-7 access to students of bright, inviting and comfortable lounge space, break-out rooms and other working areas.

Reviewed and approved by Algonquin College Executive Team Sponsor: L. Stanbra	
Algonquin College Leadership Team Project Dean/Director: T. Schonewille	
Project Manager: L. Smith (Colliers International)	

Board of Governors Key Approval Dates	Dates
Meeting #504 – The Board of Governors approves the allocation of up to $8 million from the College's reserve fund for future capital expansion to complete the renovation of the lower level of the Building C DARE District and create a learner driven space.	October 2017
Meeting #506 - The Board of Governors approves the budget of $7.2 million to complete the renovation of the lower level of the Building C DARE District, funded 50% from the Strategic Investment Priorities budget and 50% from the College's reserve fund for future capital expansion.	February 2018

Project Milestones	Dates
Project start date	November 2017
Construction start	January 2018
Design completion	April 2018
Substantial completion date	September 2018

Project Funding	Value
Algonquin College reserve funds	$3.6 million
Algonquin College Strategic Investment Priorities funds	3.6 million
Algonquin College reserve funds	**$7.2 million**

Project Contingency	Value
Approved project contingency	$0.6 million
Contingency balance as at March 31, 2018	$0.6 million

Actual/Projected Project Cost	Value
Expenditures in 2017-2018	$0.2 million
Expenditures in 2018-2019 (April 1 to June 30, 2018)	0.1 million
Projected Expenditures remaining in 2018-2019	6.9 million
Total	**$7.2 million**

Total Project Variance	$0.0

Student Central - continued

Project Risk and Status Dashboard   *** Green Good, Red Trouble, Yellow Warning**

G	Governance	Appropriate sponsorship and governance implemented.
G	Scope Management	Project scope clearly defined with minimal items remaining to be clarified.
G	Cost Management	Project expected to be completed on budget. Small number of items remain on the risk register, expected to be accommodated by the remaining project contingency.
G	Schedule Management	Critical schedule milestones identified and initial activities detailed to meet a tightly constrained project deadline. Actively managing design activities in a sequential manner to support critical path construction activities. Project being delivered on-time according to original schedule with move-in planned for end of September 2018.
G	Project Resources	Necessary resources secured or identified for inclusion as required in specific roles or to provide needed skills.
G	Risk Management	Few items remain open on the risk register to be clarified by end of September 2018.
G	Stakeholder Engagement	Stakeholder engagement focused on operationalizing of the space.
G	Operational Readiness	Operational planning is well advanced and further refinements are expected after the space is put into service.

Indigenous Gathering Circle

Located in the Building C inner courtyard, the Indigenous Gathering Circle will serve as a modern and respectful interpretation of a significant Indigenous cultural icon. It will create a welcoming venue that is culturally rich and a student experience that can benefit from Indigenous teachings, heritage and history. It will provide a space culturally appropriate and inclusive for the entire Algonquin College community.

Reviewed and approved by Algonquin College Executive Team Sponsor: R. D. McLester	
Algonquin College Leadership Team Project Dean/Director: T. Schonewille	
Project Manager: L. Smith (Colliers International)	

Board of Governors Key Approval Dates	Dates
Meeting #504 – The Board of Governors approves an expenditure of up to $1.6 million from the College's Strategic Investment Priorities budget over the fiscal years 2017-2018 and 2018-2019 to fund the landscaping of the Building C inner courtyard with greenspace and native horticulture and to construct an Indigenous Gathering Circle.	October 2017

Project Milestones	Dates
Project start date	October 2017
Hard landscaping completed	June 2018
Gathering Circle structure started	August 2018
Substantial completion date	November 2018

Project Funding	Value
Algonquin College Strategic Investment Priorities funds	$0.6 million
Algonquin College Students' Association contribution	1.0 million
Total	**$1.6 million**

Project Contingency	Value
Approved project contingency	$0.4 million
Contingency balance as at March 31, 2018	$0 million

Actual/Projected Project Cost	Value
Expenditures in 2017-2018	$0.3 million
Expenditures in 2018-2019 (April 1 to June 30, 2018)	0.1 million
Projected Expenditures remaining in 2018-2019	1.36 million
Total	**$1.76 million**

Total Project Variance	$(160,000)

Indigenous Gathering Circle - continued

Project Risk and Status Dashboard   *** Green Good, Red Trouble, Yellow Warning**

G	**Governance**	Sponsorship and governance provided as part of DARE District oversight.
G	**Scope Management**	Scope defined in design documents. Remaining scope changes managed on case-by-case basis with consideration of budget and schedule.
R	**Cost Management**	Budget established based on initial costing with refinement during design development. Cost for hard landscaping and civil works exceeding initial estimates. Project remains over budget as reported in the Fourth Quarter 2017-2018 Major Capital Projects Report.
Y	**Schedule Management**	Scheduling of major elements performed around construction seasons. Challenges regarding fabrication and delivery of the feature element encountered and has resulted in new delivery date of weir structure in November 2018.
G	**Project Resources**	No issues identified or anticipated.
G	**Risk Management**	Risk Management Plan in development. Overall level of risk decreasing with design completion and construction activities.
G	**Stakeholder Engagement**	Extensive stakeholder engagement is reflected in current design and associated indigenous references.
G	**Operational Readiness**	Requirement to define operational readiness is limited in scope and scale due to the nature of the mandate.

Learning Management System

Algonquin College's main Learning Management System (formerly Blackboard Learn™) is a crucial online learning environment used by students and faculty. It serves as a portal for all digital materials associated with courses and programs of study. It fosters a community of learners through its communication and activity/engagement tools, provides a platform to perform assessments, and it allows faculty and management to assess the progress of learners to better serve their learning needs. The new Learning Management System (Brightspace™ by Desire2Learn (D2L)) will serve as a major upgrade and should provide the entire Algonquin College community with the necessary stability required to "transform hopes and dreams into lifelong success".

Reviewed and approved by Algonquin College Executive Team Sponsor: C. Brulé	
Algonquin College Leadership Team Project Dean/Director: P. Devey	
Project Manager: B. Baxter	

Board of Governors Key Approval Dates	Dates
Meeting #506 – Board of Governors approves the Learning Management System Project in the amount of $0.8 million with approved funding from Internally Restricted Net Assets and up to $2.2M from the base operating budget to adopt and support the new Learning Management System for a period of no less than five years.	February 2018

Major Milestones	Completion Date
Initiation Phase	
Establish LMS Steering Committee membership and core team	February 9, 2018
Define Migration and Implementation Strategy/Approach	February 9, 2018
Project Kick-Off meeting internally	February 20, 2018
Sign contract with selected vendor	February 27, 2018
Planning Phase	
Project Kick-off with Vendor	March 5, 2018
Complete Discovery Sessions/ Requirement Workshops	March 26, 2018
Develop and document Training Campaign	March 8, 2018

Determine Support model	March 15, 2018
Complete LMS Implementation/Migration Planning	March 30, 2018
Execution	
Complete LMS Configuration	April 20, 2018
Configure and Implement Integrations (SSO, SIS, BI, CCOL ePortal)	April 27, 2018
Complete Migration (May 1st launch)	April 27, 2018
Validate Course Migration (May 1st launch)	April 27, 2018
Execute Training Campaign	March 2018 – May 2019
Implement new LMS Support Model	April 2018
May 1 Go-live (early phase-in)	May 1, 2018
September Go-live	September 4, 2018
Close-out	
Decommission and Archive LMS Data	March 2019

Learning Management System - continued

Approved Project Funding	Approved Value
Strategic Investment Priorities Budget and Internally Restricted Net Assets	$0.8 million
Base Operating Budget – Operational and Support Costs	$2.2 million
Total	**$3.0 million**

Project Contingency	Value
Approved project contingency	$67,500
Contingency balance as at March 31, 2018	$67,500

Actual/Projected Funding	Value
Expenditures in 2018-2019	$0.8 million
Estimated Operating and Support Expenditures 2018-2019 through 2022-2023	$2.2 million
Total	**$3.0 million**

Total Project Variance	$0.0

Risk and Status Dashboard   *Green Good, Red Trouble, Yellow Warning

G	**Governance**	Project governance is being negotiated and defined.
G	**Scope Management**	Discussions underway to clearly define scope and will be finalized in the LMS Project Charter.
G	**Cost Management**	Project will be completed on budget.
G	**Schedule Management**	Project will be completed on schedule. College Senior Project Manager and Project Manager assigned to the project will manage the project schedule in conjunction with the successful vendor.
G	**Project Resources**	College resources needed to support this project are being identified along with external resources. No significant issues have been identified.
G	**Risk Management**	Risk register is being managed for the project within the Project and Portfolio Management tool Eclipse.
G	**Stakeholder Engagement**	Stakeholder engagement has been initiated and will continue throughout the life of the project.
G	**Operational Readiness**	Operational readiness planning ongoing.

Net Tuition Project

In spring 2016, the Government of Ontario announced a major redesign of the Ontario Student Assistance Program (OSAP) starting in 2017-2018. The major changes to OSAP will provide students with access to financial assistance through bursaries and grants at the start of the semester to reduce the upfront costs to students. As a result, the Ministry of Advanced Education and Skills Development introduced the OSAP Transformation and Net Tuition Project and requires the College to produce a "Net View" for students so that they can see the total cost of tuition and the potential funding options they may have.

Reviewed and approved by Algonquin College Executive Team Sponsor: L. Stanbra	
Algonquin College Leadership Team Project Dean/Director: K. Pearson	
Project Manager: K. Marsden/L. Campbell	

Board of Governors Key Approval Dates	Dates
Meeting #506 – Board of Governors approves the Net Tuition Project in the amount of $0.9 million with approved funding from the College's Strategic Investment Priorities budget.	February 2018

Project Milestones	Dates
Project start date	August 2016
Environmental Scan completed	April 2017
2017F OSAP Application Campaign launched	July 2018
AC Aid Entrance Bursaries and Scholarships launched	October 2017
Tuition and Fee Estimator launched	April 2018
Smart Money Plan (financial literacy campaign) launched	June 2017
2018F OSAP Application Campaign launched	July 2018
Projected substantial completion date	December 2018
Customer Relationship Management (CRM) system planning kick-off	August 2018
Customer Relationship Management deployment	March 2019

Approved Project Funding	Approved Value
Strategic Investment Priorities Budget allocation	$0.9 million

Project Contingency	Value
Approved project contingency	$0
Contingency balance as at March 31, 2018	**$0**

Actual/Projected Project Cost	Value
Expenditures in 2016-2017	$0.03 million
Expenditures in 2017-2018	0.30 million
Projected Expenditure in 2018-19	0.51 million
Total	**$0.84 million**

Total Project Variance	**$.06 million**

Net Tuition Project - continued

Risk and Status Dashboard   ***Green Good, Red Trouble, Yellow Warning**

G	**Governance**	Effective governance of the project was achieved.
G	**Scope Management**	Scope ladder was utilized throughout the project.
G	**Cost Management**	Project will be completed on budget. Although no project contingency exists, any change in project scope will be funded through the Ontario government.
G	**Schedule Management**	Project will be completed on schedule.
G	**Project Resources**	No significant issues have been identified.
G	**Risk Management**	No major risks have materialized.
G	**Stakeholder Engagement**	Stakeholder engagement was completed.
G	**Operational Readiness**	Operational readiness planning ongoing.

Solar Photovoltaic Plan

Algonquin College aims to become carbon neutral and be a leader in the education, research and in the adoption of environmentally sustainable practices. Algonquin College continuously adopts new sustainable business practices and work to retrofit and regenerate its physical infrastructure. Moving Algonquin College to Net Zero – Solar Photovoltaic Plan represents a behind-the-meter solar energy and power storage facility, and the targeted electrification of building infrastructure currently using natural gas as fuel that will be an integral part of the Algonquin College's energy management plan (in development since 2012). This development phase will integrate well into the College's District Energy System (cogeneration plant and Micro-grid controller).

Reviewed and approved by Algonquin College Executive Team Sponsor: D. McNair
Algonquin College Leadership Team Project Dean/Director: T. Schonewille
Project Manager: L. Smith (Colliers International)

Board of Governors Key Approval Dates	Dates
Meeting #508 – Board of Governors approves the Moving Algonquin College to Net Zero - Solar Photovoltaic Plan project in the amount of $6,825,060, fully funded from the Ministry of Advanced Education and Skills Development – Greenhouse Gas Campus Retrofit Program (GGCRP) to implement a solar photovoltaic array, battery storage infrastructure, and infrastructure upgrades on the Ottawa campus in 2018-2019.	June 11,2018

Major Milestones	Completion Date
Initiation Phase	
Establish Solar Photovoltaic Plan Steering Committee membership and core team	July 2018
Define Implementation Strategy/Approach	August 2018
Project Kick-Off meeting internally	July 2018
Sign contracts with selected vendors	Fall 2018
Planning Phase	
Project Kick-off with Vendors	Fall 2018

Execution	
Installation of Solar Panels Completed	December 2018
Building Upgrades Completed	February 2019
Battery System Installed	March 2019
Close-out	April 2019

Approved Project Funding	Approved Value
Greenhouse Gas Campus Retrofit Program (GGCRP)	$6.8 million
Total	**$6.8million**

Project Contingency	Value
Approved project contingency	To Be Determined
Contingency balance	Not Applicable

Solar Photovoltaic Plan - continued

Actual/Projected Funding	Value
Expenditures in 2018-2019 (April 1 to June 30, 2018)	$ 0.1 million
Projected Expenditures in 2018-2019	$6.7 million
Estimated Operating and Support Expenditures 2018-2019	
Total	**$6.8 million**

Total Project Variance	$0.0

Risk and Status Dashboard   ***Green Good, Red Trouble, Yellow Warning**

G	**Governance**	Appropriate sponsorship and governance implemented with refinement as required during project development.
G	**Scope Management**	Scope currently being defined in design documents. Remaining scope changes managed on case-by-case basis with consideration of budget and schedule.
G	**Cost Management**	Project will be completed on budget. Design review underway to determine any required enabling works and inclusion in the project.
R	**Schedule Management**	Schedule delivery strategy being developed to mitigate long lead times on critical components including solar panels, racking and battery systems.
G	**Project Resources**	College resources needed to support this project are being identified along with external resources. No significant issues have been identified.
G	**Risk Management**	Risk register will be managed when developed and confirmed.
G	**Stakeholder Engagement**	Limited stakeholder engagement has been initiated and will continue throughout the life of the project.
G	**Operational Readiness**	Operational readiness planning ongoing.

Summary of Projects Completed Since Fiscal 2011-2012

Project	Final Project Value $M	Fiscal Year Completed
Algonquin Centre for Construction Excellence (ACCE)	$77	2011-2012
Student Commons	51	2012-2013
Pembroke Campus	34	2012-2013
Perth Campus	12	2011-2012
Digital College	12	2014-2015
Healthy Living Education Phase 1A – Renovations	6	2014-2015
B Building Window Replacement	1.1	2016-2017
F Building Renovation	1.6	2016-2017
Equipment Renewal and Electrical Lab Alterations Project in ACCE	2.3	2017-2018
Welding Lab Project at the College's Transportation Technology Centre – Building S	2.8	2017-2018
Transformer Replacement Project	2.1	2017-2018
Total	**$201.9**	

MEMO

DATE: October 22, 2018

TO: Board of Governors

FROM: Governor Jim Robblee, Chair, Governance Committee

SUBJECT: **Governance Committee meeting September 20, 2018**

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For documentation in support of the agenda items, please visit the Board's SharePoint site; choose the Governance Committee meeting folder, September 20, 2018.

A. ITEMS REQUIRING BOARD OF GOVERNORS APPROVAL
There were no items requiring Board of Governors approval.

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

1) Lieutenant Governor in Council (LGIC) Nominations
Members were informed that due to the departure of Governor Fournier, there is an LGIC appointment vacancy. The Ministry of Training, Colleges, and Universities' Protocol for Board Nominations & Appointments states that one third (four) external governors shall be LGIC appointed. For every vacancy, three nominees are submitted to the Public Appointments Secretariat. The Governance Committee agreed with the following nominees for submission:
1. Gail Beck
2. Audrey Lawrence
3. Steve Barkhouse
4. Jeff Darwin (alternate)

2) Board of Governors' Terms of Office and planning for the recruitment of new Governors
Members were referred to the Board of Governors' Terms of Office and planning for the recruitment of new Governors for the 2019-2020 Academic Year. Board Chair Nadeau and Governor Waters' term of office end on August 31, 2019, and these vacancies will be filled following the recruitment process outlined in the workplan. The Board Office has received two applications to date. Candidates interviewed for the 2018-2019 campaign will be revisited and area of expertise reviewed against the Board of Governors Skills Matrix. Selected candidate names will be brought forward to the Board members for consideration.

Members accepted this report for information.

3) Terms of Reference Governance Committee Review (approved at the April 2018 Board meeting)
Members were referred to the Terms of Reference Governance Committee approved at the April 16, 2018 Board of Governors meeting. There were no changes required to be made to the Terms of Reference.

Members accepted this for information.

MEMO

ALGONQUIN COLLEGE

4) <u>Professional Development for Governors (Higher Education Summit)</u>
Members of the Governance Committee approved ten governor applicants to attend the 2018 Higher Education Summit in Toronto for November 24-26, 2018. Attendance at the Higher Education Summit continues to be a beneficial professional development networking opportunity for Board members and will also serve the requirement for all of our new Governors to attend Provincial level Board orientation. The members approved to attend are as follows:
1. Enrico DeFrancesco
2. Gail Beck
3. Jeff Darwin
4. Jim Brockbank
5. Krisha Stanton
6. Peter Nadeau
7. Shubham Paudel
8. Steve Barkhouse
9. Valerie Sayah
10. Wayne Johnson

5) <u>DRAFT Policy: Election of Internal Members to the Board of Governors</u>
Members were provided with a high-level overview and background of the DRAFT Election of Internal Members to the Board of Governors Policy. Members reviewed the policy and suggested changes/amendments. D. McNair, Vice President, Finance and Administration informed members that he will review Bylaw 3 to determine which areas of the Bylaw will require amendments to ensure that the draft policy and suggestions are aligned with the Bylaw. An updated version of the draft policy containing members' suggestions and changes to the Bylaw will be brought back to the November 22, 2018 Governance Committee meeting.

6) <u>2018-2019 Governance Committee Workplan</u>
Members reviewed the 2018-2019 Governance Committee Workplan. The review of Bylaw 3 will be added to the Workplan under the November 22, Governance Committee meeting.

Members accepted the workplan for information.

MEMO

ALGONQUIN COLLEGE Foundation

DATE: October 22, 2018

TO: Board of Governors

FROM: Jeff Darwin, Governor Representative, Algonquin College Foundation Board of Directors

SUBJECT: Foundation Report

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A. DONATIONS AND GIFTS IN KIND

1) As of June 30, 2018, the Foundation realized $1,434,984 from fundraising revenue and endowment contributions. This represents 36% of the 2018-19 revenue goal of $4,100,000.

B. ENDOWMENT AND DONATION HIGHLIGHTS

1) The Foundation established a new collaboration with the Egg Farmers of Ontario who have committed $250,000 over the next five years to support initiatives within the School of Hospitality and Tourism. This includes Algonquin College working with the Egg Farmers of Ontario to fulfill their mandate specifically in the areas of applied research, product promotion and ongoing marketing activities.

2) The Foundation confirmed a new endowed award for Paramedic students. Friends and family have created the "Jim Whittle Life Balance Award". Jim Whittle retired in 2017 as the Program Coordinator of the Paramedic Program where he taught for 34 years. Shortly after his retirement, Jim Whittle tragically passed away as result of a cycling accident while on tour in New Zealand.

3) The Lord Stanley Memorial Monument Inc., a non-profit organization created in 2010 to build the Lord Stanley memorial on Sparks Street, established a new $75,000 endowment fund entitled "The Lord Stanley Monument Inc. Scholarship," These scholarships will support students studying in the Sport Business Management program.

C. ALUMNI AND FRIENDS NETWORK

1) Alumni at Work Events
The following organizations participated in Alumni at Work events from mid-May to early September:

o Capital Game Hub
The Alumni & Friends Network visited Capital Game Hub, which is a collective of five Ottawa game development companies united within one space. Snowed In, the largest company in

MEMO

the collective, was founded in 2009, an independent video game and interactive media studio. Half of Snowed In's approximately 30 employees are graduates from the Algonquin College Game Development program.

o <u>Bonnechere Manor and Miramichi Lodge</u>
The Alumni & Friends Network went to Pembroke and Renfrew to visit Algonquin College alumni at two employers: Bonnechere Manor and Miramichi Lodge, both long-term care facilities, the Alumni & Friends Network reconnected with over 50 alumni at these two events. Many graduated from the Personal Support Worker and Practical Nursing programs and attribute Algonquin College as being the foundation to achieving their career goals today.

2) <u>Alumni Engagement at Convocations - Pembroke, Perth, and Ottawa</u>
The Alumni & Friends Network were proud to be at all three convocations to engage with newly graduated students. Engagement involved giving away pennants, providing information on how to stay connected with Algonquin College, and collecting graduate's stories of transforming their hopes and dreams into lifelong success.

3) <u>Paralegal Alumni Share Advice</u>
Five alumni from the Paralegal program took the time to visit current Paralegal students, sharing refreshments and practical advice. The students had the valuable opportunity to ask the alumni about the Paralegal licensing exam, and to conduct some first-hand research for their upcoming test. The students enjoyed the chance to speak one-on-one with alumni in their field. The graduates discussed their journeys, speaking about how to make a successful transition from college to careers in the field.

4) <u>Residence Move In and AC Day 1</u>
Algonquin College alumni returned to campus during the busy first week of September with 10 graduates helping new students move into their dorm rooms over the Labour Day weekend and over 20 alumni sharing their experiences within program orientations on AC Day 1.

D. ALGONQUIN COLLEGE FOUNDATION BOARD OF DIRECTOR NEWS

1) The Foundation welcomed two new Board members this past summer including Ed Keeley, retired Deputy Chief of the Ottawa Police Service and Karen Sterling, former Vice President of Marketing for Giant Tiger and currently a marketing consultant.

UPCOMING FOUNDATION EVENTS

Colleges Ontario Premier's Awards Gala (Toronto)	Monday, November 26, 2018
Algonquin College Alumni and Friends Network- Retirees Holiday Social	Tuesday, December 4, 2018

ALGONQUIN COLLEGE

President/Board of Governors

Report title:	Learning Management System Update
Report to:	Board of Governors
Date:	October 22, 2018
Authors/Presenters:	Claude Brulé, Senior Vice-President, Academic Patrick Devey, Dean, Centre for Continuing and Online Learning

1. RECOMMENDATION:

    THAT the Board of Governors accepts this update for information.

2. PURPOSE / EXECUTIVE SUMMARY:

    The purpose of this presentation is to provide a final report on the implementation of Brightspace, the new Learning Management System.

3. BACKGROUND:

    Following an iterative selection process overseen by the Procurement Office, the Learning Management System Steering Committee recommended the adoption of Brightspace by Desire2Learn as the new Learning Management System (LMS) for the College. Founded in 1999, Desire2Learn, also known as D2L (www.d2l.com), is a Canadian company with headquarters in Kitchener, Ontario, which employs over 750 people. It is the Learning Management System of choice for over half of the colleges in Ontario.

    On February 26, 2018, the Algonquin College Board of Governors approved the expenditure of up to $3.05 million over a five-year period for the adoption of the new Learning Management System. The agreement with Desire2Learn was finalized on March 6, 2018, and the kickoff of the implementation phase of the project followed soon thereafter.

    In accordance with a proclamation made in Fall 2017 by President Cheryl Jensen, and Students' Association President Victoria Ventura, the goal of the Learning Management System Renewal Project was to consolidate all course activity onto one Learning Management System by the start of the Fall 2018 term.

Agenda Item No: 4.1

4. DISCUSSION:

As a first foray with the new Learning Management System, 12 programs with Level 01 intakes in Spring 2018 volunteered to use Brightspace as part of the early adoption. This provided an opportunity to evaluate the results of the migration of course content and the training of faculty with a smaller group (Phase 1) prior to the larger migration and training plan that followed (Phase 2).

Phase 2 of the Learning Management System Renewal Project involved the migration of over 35,000 courses from six different Learning Management System platforms to a single, common, cloud-based instance of Brightspace for Algonquin College. This included all on-campus programs, online programs, and courses offered by Corporate Training and the Centre for Organizational Learning. All content that was not migrated to Brightspace was extracted from their original Learning Management System and archived on local servers in case it needed to be accessed in the future.

This phase of the project also involved the training of over 1,500 full-time and part-time faculty and staff on the use of Brightspace. The majority of the training sessions for faculty were held during the months of May and June. In addition to formal, face-to-face training sessions, employees could also opt to attend live online webinars or complete their training using the self-paced online modules. Since April 2018, the Brightspace training team held over 170 training sessions.

Although additional training sessions were offered on a daily basis in the weeks leading up to the start of the Fall 2018 term, particularly for part-time faculty, the focus of the training shifted to one-on-one coaching for faculty members who needed additional assistance to set up courses or who wanted to experiment with the new tools. Since August 20, 2018, the Learning Management System support team held over 1,000 personal coaching sessions in-person or virtually.

On September 4, 2018, all course activities were successfully migrated to Brightspace. As augmented coaching and support continued for faculty, the start of the Fall 2018 term signalled the start of student training via the Brightspace Student Ambassador program. The program involved over 100 student volunteers who provided assistance for students who needed guidance to use Brightspace. Since the start of the term, the ambassadors have assisted over 1,400 of their peers. Students were also provided access to self-guided online modules to help them learn about Brightspace's various tools, such as calendar, notifications, and communication. More than 2,000 students completed the training modules. The program has been extended in a reduced format for the rest of Fall 2018 due to its success.

Agenda Item No: 4.1

As the implementation phase of this project comes to an end and the focus shifts to regular operations, activities will turn to optimizing the archiving of older course content, decommissioning former servers, and augmenting student and faculty support to better leverage Brightspace. Figure 1 shows the timeline of the implementation of Brightspace.
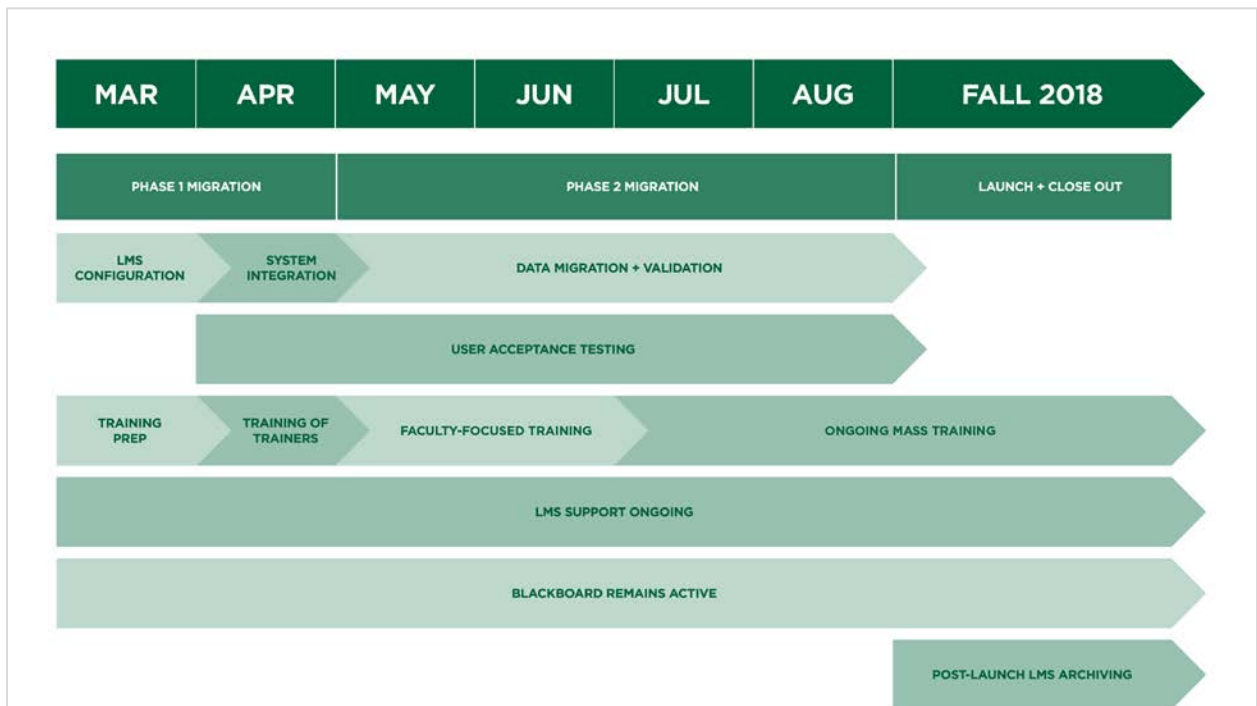
Figure 1: Brightspace Implementation Timeline

Up-to-date information about the progress of the new Learning Management System Renewal Project can be found on the website: http://algonquincollege.com/brightspace.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022				
LEARNER DRIVEN Goal One Establish Algonquin as the leader in personalized learning across all Ontario colleges.	☒	CONNECTED Goal Four Become an integral partner to our alumni and employers.		☒
QUALITY AND INNOVATION Goal Two Lead the college system in co-op and experiential learning.	☐	SUSTAINABLE Goal Five Enhance Algonquin's global impact and community social responsibility.		☐
Goal Three	☒	PEOPLE		☐

Attain national standing in quality, impact and innovation within each school and service.	Goal Six Be recognized by our employees and the community as an exceptional place to work.	

6. STUDENT IMPACT:

During the 2016-17 academic year, the college community experienced several unscheduled outages of the Blackboard Learn Learning Management System. Despite best efforts to resolve, this eroded stakeholder confidence in the system, and resulted in both students and faculty indicating clearly the existing system's inability to meet their teaching and learning needs. A renewal of the Learning Management System was of critical importance in ensuring continuing student success.

The results from a series of student focus groups, as well as a survey issued in Spring 2017, identified five key requests from students for the new Learning Management System (Figure 2):

STUDENTS	
Improved Communication and Tools	1
Improved Reliability	2
Streamlined Modern User Interface	3
Improved Gradebook	4
Streamlined Course Design and Access	5

Figure 2: Desired Features of a new Learning Management System

The criteria provided by the students, as well as by faculty and staff, figured prominently in the evaluation criteria of the responses to the request for proposal. Brightspace by Desire2Learn addressed all of these requests, including improved reliability by leveraging Desire2Learn's cloud-based hosting services.

It is important to note that the presence of the tools themselves will not necessarily guarantee an improved student experience. Rather, a successful implementation of the digital learning environment at the College will hinge on the knowledge, skills, and efforts of the employees using the system. Therefore, the ongoing operations plan will address continuous faculty training and support services, as well as a revised governance of the digital learning environment at the College, including a renewed policy for the Learning Management System – AA42, by the end of the Fall 2018 term.

7. FINANCIAL IMPACT:

The cost to implement the new Learning Management System is estimated to be $829,500 during the 2018-2019 fiscal year. The total five-year cost for operating the new Learning Management System (including the noted 2018-2019 migration cost) is estimated to be $3,050,641.

It is important to recognize that there is a pre-existing annual operating budget for the College Learning Management System, which over a five-year period is budgeted at approximately $3,820,000. When comparing this cost against the estimated annual budget for the new Learning Management System solution, over a five-year period, a benefit of $770,000 is realized.

8. HUMAN RESOURCES IMPACT:

There is a significant impact on human resources, given that several employees have been dedicated to this project from the various departments involved. In addition, this project also has a significant impact on all faculty and students, as well as key staff members who rely on the Learning Management System for reporting, tracking, and monitoring student success.

The majority of the budget that was allocated for the implementation portion of the project ($829,000) has been dedicated to back filling certain positions that were seconded to the project, hiring other-than-full-time faculty as trainers, hiring other specialists, and to compensate other-than-full-time faculty for training.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

This project does not have an impact on specific government or regulatory requirements.

10. COMMUNICATIONS:

A detailed project plan has been developed to ensure a successful implementation of Brightspace. In addition, a comprehensive communications plan have been developed that includes a dedicated website, weekly email and communication via social media, as well as digital signage across the College to ensure frequent and transparent communication with all stakeholders during the migration, training, and operational phases of the project.

11. CONCLUSION:

The success of the Learning Management System Renewal Project is considered vital to successfully and competitively deliver upon the College's academic mandate. College staff

believes strongly that ensuring a state-of-the-art, reliable Learning Management System is crucial for supporting teaching and learning, maintaining a strong institutional brand position, and delivering upon our enrolment and student success efforts.

Respectfully submitted: Approved for submission:

_____   _____
Claude Brulé   Cheryl Jensen
Senior Vice President, Academic   President and CEO

President/Board of Governors

Report title:	Student Central Report
Report to:	Board of Governors
Date:	October 22, 2018
Authors/Presenters:	Laura Stanbra, Vice President, Student Services Duane McNair, Vice President, Finance and Administration Krista Pearson, Registrar Todd Schonewille, Director, Physical Resources

1. RECOMMENDATION:

    THAT the Board of Governors accepts this report for information.

2. PURPOSE / EXECUTIVE SUMMARY:

    The purpose of this update is to report back to the Board of Governors on the status of the Learner Driven Student Space Investment approved at the October 16, 2017 Board of Governors meeting.

3. BACKGROUND:

    In June 2017, the Board received an initial report for information to provide awareness that an investment case was under development for a substantial capital project to support the learner experience at the College. Subsequently, the Learner Driven Student Space Investment Case was presented and approved by the Board on October 16, 2017. The $8.0 million proposal aimed to deliver a welcoming enrolment services model that co-locates essential services that assist students to get started and to stay at the College by summer 2018. The actual construction start and completion dates were not final at the time of the investment case presentation, but rather three scenarios for completion were later developed in keeping within the scope of the project timeline without disruption of current service delivery to students.

    There was a commitment to develop a space incorporating more self-serve with assistance and an ongoing commitment to ease the online experience for students in tandem with an in-person experience that creates a positive first impression and that is warm, bright and inviting.

    The proposal included incorporating real-time feedback from students to inform and support a service delivery model that is committed to continuous improvement, and nurture an environment where College employees are inspired to be learner driven.

The investment was to dramatically improve access and usability of services in a one-stop hub located in the lower level of the DARE District.

4. DISCUSSION:

On Monday, October 1, 2018, Student Central officially opened, on time and under budget, as the new space to deliver seven essential services to students. Student Central has achieved the articulated goals of the project – and more. Student Central is home to the Registrar's Office, the International Education Centre, Information Technology Services Support for students, the Academic Success Centre for academic advising, prior learning assessment and recognition and transfer pathways support, the Test Centre, and the Students' Association Food Cupboard.

Home to over 120 employees, Student Central provides larger and more comfortable waiting areas that double as study and gathering spaces for students, and has delivered on the promises made for self-service kiosks, sit-down in-person service desks, and a service model to support more self-service. The project also supports the capacity for greater interdepartmental knowledge and cross-training through co-location.

Space for international students has grown and location adjacent to the open student lounge maximizes opportunities for gathering and community building. This is critical given the increase in international enrolment.

The stakeholders of Student Central have also committed to a new work environment with more collaborative spaces, including service work spaces that double as study spaces for students in a 24/7 access model. The frontline employees in Student Central are also the first to use the Virtual Desktop Interface environment, which enables the work station computers to double as computers for students in the evenings and on the weekends. Efficiency has also been achieved with shared manager offices, shared meeting rooms, and the use of "hoteling" work spaces that enable managers to be more mobile, visible and accessible.

Student Central has delivered on all commitments in the investment case and remains committed to enhancing the service delivery model, working toward greater service integration as well as improved communications and online experiences for students.

As Student Central operationalizes, there remains an active post-project governance structure to ensure the ongoing commitment to continuous improvement of service to students. The project developed a three-phase approach to facilitate this post-project structure that commits to the refinement of the service through regular use of metrics including daily student real-time feedback.

The space also continues essential themes and elements of the DARE District including Indigenous design elements; flexible, accessible spaces that are open to students 24/7; and use of space to intentionally foster transparency and collaboration between employees and students.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN **Goal One** **Establish Algonquin as the leader in personalized learning across all Ontario colleges.**	☒	**CONNECTED** **Goal Four** **Become an integral partner to our alumni and employers.**	☐
QUALITY AND INNOVATION **Goal Two** **Lead the college system in co-op and experiential learning.**	☒	**SUSTAINABLE** **Goal Five** **Enhance Algonquin's global impact and community social responsibility.**	☒
Goal Three **Attain national standing in quality, impact and innovation within each school and service.**	☒	**PEOPLE** **Goal Six** **Be recognized by our employees and the community as an exceptional place to work.**	☒

6. STUDENT IMPACT:

The creation of Student Central has provided Ottawa campus students with an additional 24,000 square feet dedicated to student service provision. Student Central hosts seven student services. The investment has also positively contributed to student requests for additional study space by leveraging the main service spaces to function as evening and weekend study spaces. Students now have access to twenty additional technology-enabled work spaces, seven meeting and collaboration spaces, five additional multi-user spaces for students to work, gather and study, and a spacious student lounge that can comfortably host fifty or more students.

7. FINANCIAL IMPACT:

The Student Central project budget was approved at $7.23 million. While final expenses are still being processed and recorded it is anticipated that the project will conclude under budget.

8. HUMAN RESOURCES IMPACT:

A Change Management resource was identified to work closely with the managers and core stakeholders throughout the project. An established, human resources best practice approach to change management was applied.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

This report and does not identify a material impact on specific government or regulatory requirements.

10. COMMUNICATIONS:

As a part of the early project governance, a communications resource was allocated to support the project. A communications plan was developed and implemented. The project facilitated monthly employee information sessions, twice-monthly informational project newsletters and a dedicated webpage (www.algonquincollege.com/studentcentral).

There was substantive stakeholder consultation and engagement throughout the project and the Steering Committee met weekly. In addition to student representation included on the committee, student feedback was incorporated at every stage of design, development and deployment. To facilitate all the communications, the construction project team and service integration project team collaborated from the beginning to the end of the project.

11. CONCLUSION:

The Student Central project achieved articulated goals, came in under the initial projected and approved budget, and was completed on schedule. Continuous monitoring and quality assessment improvements will occur on an ongoing basis.

Respectfully submitted: Respectfully submitted:

_____   _____
Laura Stanbra   Duane McNair
Vice President, Student Services   Vice President, Finance and Administration

ALGONQUIN COLLEGE

President/Board of Governors

Approved for submission:

_____

Cheryl Jensen
President and CEO

ALGONQUIN COLLEGE

President/Board of Governors

Report title:	Workday Project Update
Report to:	Board of Governors
Date:	October 22, 2018
Authors/Presenters:	Doug Wotherspoon, Vice President, Innovation and Strategy Lois Pollock, Chief Digital Officer, Information Technology Services

1. RECOMMENDATION:

   THAT the Board of Governors accepts this update for information.

2. PURPOSE / EXECUTIVE SUMMARY:

   The Workday implementation is a major business transformation initiative for Algonquin College's Human Resources, Finance, and Payroll functions. The catalyst for this transformation is the replacement of the existing enterprise systems with an integrated enterprise resource planning solution, using a software-as-a service approach.

   This report provides a project update since the last presentation to the Board of Governors on July 10, 2018 and an overview of key activities, deliverables and milestones required to deploy the Workday application.

3. BACKGROUND:

   On February 26, 2018, the Board of Governors approved additional funding for the Workday Enterprise Resource Planning implementation. This decision paved the way for the project team to move forward with the recommended approach to engage with a new implementation partner. Following the completion of procurement activities, a new contract was established as scheduled on April 2, 2018 with PricewaterhouseCoopers LLP (PwC).

   On March 29, 2018, Algonquin College entered into a contract with Ottawa-based PwC to complete the Workday implementation.

   On April 4, 2018, the Algonquin Workday Project Team, Steering Committee and the President along with representatives from PwC and Workday met to re-launch the implementation effort.

4. DISCUSSION:

   The Workday project has made significant progress since the last report to the Board of

Governors in July 2018. The team's experience with PwC has been very positive, resulting in a renewed confidence in the ability to successfully deliver Workday to Algonquin College.

The first consolidated Workday tenant was developed and successfully validated in July. The second tenant was received on August 15, 2018 and end-to-end system testing was completed on September 6, 2018. The third tenant was delivered on schedule on September 26, 2018 and the team is half way through the six weeks of payroll parallel testing. To date, there have been no blocker issues unresolved.

An announcement regarding the deployment of Workday was distributed across the College on July 12, 2018. Employees were informed that Workday will be rolled out to users in two phases. On December 17, 2018 for Human Resources, Payroll, and Finance operations and on January 7, 2019 for all employees and managers. This approach will ensure that the College is able to successfully support Workday users once they have access to the system.

Over the course of July and August, the change management approach was refreshed to better align with stakeholder needs. Activities kicked off in September 2018 with the completion of three focus groups, results of which have informed Workday training activities including the Workday Workshops that are underway and will run until October 29, 2018. These workshops will provide over 300 People Managers, HR-support employees, and Finance-support employees with an overview of what will be different in their jobs when Workday goes live.

Table 1: Workday Workshop Registration Status by Session Type

Session Type	No. of Employees Invited	No. of Employee Registered	% Registered
Dual Role*	67	48	72%
Field Accountant	47	32	68%
Manager	157	122	78%
Timekeeper	33	19	58%
Grand Total	**304**	**221**	**73%**

* Dual role represents employees who support both HR and Finance related activities within a department/faculty

Broader communication activities will take place in October to increase employee awareness of Workday implementation timelines and how employees will benefit from the tool. In November 2018, hands-on training will begin for our high and medium impacted users to ensure they are prepared for launch.

The project remains on track to meet the critical path milestones and is on target to achieve

the go-live date of December 14, 2018.

<u>Project Risks</u>

The reset of the project provided an opportunity for the project team to review and revise the Workday risk register. Project risks are discussed weekly with the Workday Steering Committee and reported to the Audit and Risk Management Committee. The top three risks identified below were presented at the September 26, 2018 Audit and Risk Management Committee meeting.

Risk	Description	Risk Level	Mitigation Strategies
Human Resources (Access to Talent)	Composition of project team creates risk for a number of resource gaps that could delay project timelines due to the inability to complete project deliverables on time.	High	• Reduced pressure on project team by supplementing with 7 new hires and pulling in operational staff to support project activities during critical periods (system testing and data validation) • Renewed focus on team communications to improve engagement and morale • Cross-train team members
Data Conversion/ Payroll Accuracy	Data quality in existing legacy systems may result in issues with data conversion and payroll accuracy.	High	• Hired an additional data conversion specialist to support data extraction activities • Corrected legacy data wherever possible • Secured payroll resources to assist in testing activities and HR resource to support data validation • High threshold required to pass payroll testing stage • Implemented a multi-step validation process for each data validation and conversion cycle • All data load errors are documented by PwC during each load cycle and communicated to Algonquin to ensure issues are addressed for future cycles

Change Readiness of Employees	Competing operational or academic priorities may limit employee ability to participate in change management activities (training, engagement, communications) that are required to ensure a successful implementation.	Medium	• Hired a senior change management consultant and two training specialists • Developed a revised change management approach that focuses on the needs of stakeholder groups and aligns training, communications and engagement activities accordingly • Aligned timing of activities to avoid conflicts with Brightspace deployment • Use of multiple channels for communications and employee self-service resources. • Continuation of change management activities beyond deployment of Workday to provide on-going support.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022				
LEARNER DRIVEN **Goal One** **Establish Algonquin as the leader in personalized learning across all Ontario colleges.**	☐	**CONNECTED** **Goal Four** **Become an integral partner to our alumni and employers.**	☐
QUALITY AND INNOVATION **Goal Two** **Lead the college system in co-op and experiential learning.**	☐	**SUSTAINABLE** **Goal Five** **Enhance Algonquin's global impact and community social responsibility.**	☒
Goal Three **Attain national standing in quality, impact and innovation within each school and service.**	☐	**PEOPLE** **Goal Six** **Be recognized by our employees and the community as an exceptional place to work.**	☒

6. STUDENT IMPACT:

Employees at the College will experience efficiencies in time devoted to completing many administrative activities. These efficiencies will enable a redirection of effort towards value-added services that focus on the student experience at the College.

7. FINANCIAL IMPACT:

On February 26, 2018, the Board of Governors approved $6.7 million in additional funding for the Workday project to reflect the increased funding and contract with PwC. These additional costs will be funded from the College's specific reserves for enterprise resource planning upgrades. The reset project is on scope and on budget.

8. HUMAN RESOURCES IMPACT:

The delay in the project has resulted in lengthened secondments of staff to the Workday project. Additional resources from Operations were allocated to the project during system testing to support the volume of work during August 16 to September 6, 2018).

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

The delay has provided the College with an opportunity to increase the scope of the project to include the implementation of the amended Employment Standards Act (Bill 148). A plan to address changes resulting from the impending collective agreement for part-time support staff is under development.

10. COMMUNICATIONS:

An announcement regarding the deployment of Workday was distributed across the College on July 12, 2018. Targeted communications to Workday users began in September 2018 and will continue through to January 2019. Ongoing communications with College oversight committees continues to be managed through the Workday Steering Committee.

11. CONCLUSION:

The Workday implementation is a major transformational initiative for Algonquin College, leveraging technology and best practices to enhance employee experience, engagement and productivity. Management continues to closely monitor the implementation of Workday and regularly reports project status and risks to the Algonquin College Executive Team, Audit and Risk Management Committee and the Board of Governors.

President/Board of Governors

Respectfully submitted:

_____
Doug Wotherspoon
Vice President, Innovation and Strategy

Approved for submission:

_____
Cheryl Jensen
President and CEO

ALGONQUIN
COLLEGE

President/Board of Governors

Report title:	First Quarter 2018-2019 Financial Projection
Report to:	Board of Governors
Date:	October 22, 2018
Author/Presenter:	Grant Perry, Acting Director, Finance and Administrative Services

1. RECOMMENDATION:

THAT the Board of Governors accepts the First Quarter 2018-2019 Financial Projection for information.

2. PURPOSE / EXECUTIVE SUMMARY:

The purpose of this report is to present the First Quarter 2018-2019 Financial Projection, 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 annual 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 26, 2018, the Board of Governors approved the 2018-2019 Annual Budget with an overall net contribution of $(5.5) million. In compliance with both the Board of Governors' direction and Ministry of Training, Colleges and Universities Operating Directive, the 2018-2019 Approved Annual Budget returns a net surplus on Funded Activity/College Operations of $2.5 million and maintains the College's commitment to balancing student tuition revenues and government funded activities with associated operating expenditures.

4. DISCUSSION:

The First Quarter 2018-2019 Financial Projection reports a $12.8 million increase to the net contribution of Algonquin College. This is reflected in an increase to the Approved Annual Budget net contribution of $(5.5) million, to a revised net contribution projection of $7.3 million as outlined in this report. While there are a number of minor adjustments identified

during the quarterly review process, the majority of the $12.8 million increase in net contribution is achieved through strong 23% International student enrolment growth above the Approved Annual Budget in International. This is in addition to a modest 1.6% increase in domestic student enrolment above the Approved Annual Budget. Also contributing to the increase is a one-time Provincial grant of $4 million under the Supporting Quality Programs and Student Outcomes Program.

As part of the First Quarter 2018-2019 Financial Projection 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 moderate if either revenues or expenses of a College Area was projected to change by more than $250,000 from the 2018-2019 Approved Annual Budget.

Both the impacts and the mitigation strategies that the College estimated in response to the changes to the Employment Standards Act continue to be monitored closely. To date, no significant changes have been identified from the values included in the 2018-2019 Approved Annual Budget. Re-evaluation is ongoing as new information becomes available, and any material variances will be included in future quarterly projections.

Identified changes have been included in Appendix A: First Quarter 2018-2019 Financial Projection. Moderate changes that impact the projected net contribution of the College are discussed below in the sections titled: **Revenue Projection Adjustments** and **Expenditure Projection Adjustments**.

Revenue Projection Adjustments (moderate):
- International Education Centre has increased revenue by $6.9 million as a result of an estimated 23% increase in enrolment over the 2018-2019 Approved Annual Budget. This is partially offset by an increase in related expenditures of $3.8 million, which includes a transfer of an additional $2.6 million of international premiums to Funded Activity.
- Full-time tuition fees have increased by $3.8 million as a result of the total enrolment growth above the Approved Annual Budget.
- Revenue has increased in Strategic Investment Priorities by $17.6 million primarily as a result of:
  - Receipt of Greenhouse Gases Campus Retrofit grants of $9.3 million announced by the Province after the budget was prepared (offset by equivalent expenditures);
  - Receipt of a Supporting Quality Programs and Student Outcomes one-time grant of $4 million announced by the Province after the budget was prepared; and
  - Funding of $4.1 million to be recognized in 2018-2019 under the Post-Secondary Institutions Strategic Investment Fund as contributions to the DARE District. This is an adjustment from the 2017-2018 fiscal year as actual construction costs were lower

than projected resulting in a carryforward of these revenues to the 2018-2019 fiscal year.

Expenditure Projection Adjustments (moderate):
- Contingencies have been reduced by $500,000 to reflect adjusted requirements.
- As a result of the First Quarter Strategic Investment Priorities Review process, net expenditure increases have been approved in Strategic Investment Priorities projects by $19.1 million primarily as a result of:
  o $6.8 million increase to reflect the approval of the Solar Photovoltaic Project;
  o $2.4 million increase in other greenhouse gases reduction projects fully funded from Provincial grants;
  o $6.9 million increase in estimated expenditures in the DARE District project. This is due to timing of construction related expenditures from 2017-2018 to the 2018-2019 fiscal year;
  o $2.0 million increase in estimated expenditures in the Student Central Project. This is due to timing of construction related expenditures from 2017-2018 to the 2018-2019 fiscal year; and
  o $1.2 million approved increases in other estimated expenditures across a number of Strategic Investment Projects.

Compliance:
- The College is compliant with the Board of Governors' Policy BGII-02: Financial Management. This information is given in Appendix B: First Quarter 2018-2019 Compliance Schedule.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN **Goal One** **Establish Algonquin as the leader in personalized learning across all Ontario colleges.**	☒	**CONNECTED** **Goal Four** **Become an integral partner to our alumni and employers.**	☒
QUALITY AND INNOVATION **Goal Two** **Lead the college system in co-op and experiential learning.**	☒	**SUSTAINABLE** **Goal Five** **Enhance Algonquin's global impact and community social responsibility.**	☒
Goal Three **Attain national standing in quality, impact and innovation within each school and service.**	☒	**PEOPLE** **Goal Six**	☒

	Be recognized by our employees and the community as an exceptional place to work.	

6. STUDENT IMPACT:

Students will benefit from additional investments in technology infrastructure, renovations and adaptations to learning spaces, maintenance of existing learning spaces, and investment in new program development, academic equipment, and new facilities.

7. FINANCIAL IMPACT:

The 2018-2019 First Quarter Financial Projection indicates a positive impact on the College's financial position, operations, cash flow, and net assets.

8. HUMAN RESOURCES IMPACT:

The 2018-2019 Approved Annual Budget and the First Quarter 2018-2019 Financial Projection provide required funding for all existing full-time permanent staff complement positions and other than permanent positions.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

In compliance with both the Board of Governors' Financial Management Policy and the Ministry of Training, Colleges and Universities' Business Plan Operating Procedure Directive, the 2018-2019 Approved Annual Budget and the First Quarter 2018-2019 Financial Projection maintain a positive accumulated surplus position and the College's commitment to balancing government funded operating activities with expenditures.

10. COMMUNICATIONS:

All communications will be administered through the Communications, Marketing and External Relations Office.

11. CONCLUSION:

The Algonquin College First Quarter 2018-2019 Financial Projection identifies resources supporting the Strategic Plan and Business Plan of the College while complying with Provincial government directives.

Respectfully submitted: Approved for submission:

_____   _____
Duane McNair   Cheryl Jensen
Vice President Finance and Administration   President and CEO

Appendices:

Appendix A: First Quarter 2018-2019 Financial Projection
Appendix B: First Quarter 2018-2019 Compliance Schedule

FIRST QUARTER 2018-2019

FINANCIAL PROJECTION

Presentation to the Board of Governors
October 22, 2018

ALGONQUIN COLLEGE

First Quarter 2018-2019 Financial Projection

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ALGONQUIN COLLEGE

	Approved Annual Budget	Q1 Year-End Projection	Q1 vs. Approved Variance Favourable/ (Unfavourable)	Variance as % of Budget
Funded Activity/College Operations				
Revenue	$ 251,673	$ 259,048	$ 7,375	3%
Expenditures	249,157	249,589	(432)	0%
Net Contribution	2,516	9,459	6,943	276%
Contracts & Other Non-Funded Activity				
Revenue	29,549	29,917	368	1%
Expenditures	28,612	28,980	(368)	-1%
Net Contribution	937	937	-	0%
Campus Services				
Revenue	44,407	44,407	-	0%
Expenditures	36,342	36,192	150	0%
Net Contribution	8,065	8,215	150	2%
International Education Centre				
Revenue	36,437	43,319	6,882	19%
Expenditures	25,708	29,461	(3,753)	-15%
Net Contribution	10,729	13,858	3,129	29%
Strategic Investment Priorities				
Revenue	5,410	22,974	17,564	325%
Expenditures	42,932	62,034	(19,102)	-44%
Net Contribution	(37,522)	(39,060)	(1,538)	-4%
Non-Cash Revenue Adjustments				
Capital Grants recorded as Deferred Capital Contributions	(4,700)	(11,400)	(6,700)	-143%
Amortization of Deferred Capital Contributions	8,500	7,600	(900)	-11%
Non-Cash Expenditure Adjustments				
Expenditures to be Capitalized	22,200	32,400	10,200	46%
Amortization Expense	(16,400)	(14,900)	1,500	9%
Change in Vacation, Sick Leave & Post-Employment Benefits	150	150	-	0%
Net Contribution as per				
Public Sector Accounting Standards (PSAS)	$ (5,525)	$ 7,259	$ 12,784	231%

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ALGONQUIN COLLEGE

	Year-End Actual March 31, 2018	March 31, 2019 Approved Annual Budget	March 31, 2019 Q1 Projected	Q1 vs. Approved Variance
ASSETS				
Current Assets				
Cash	$ 55,204	$ 37,245	$ 37,047	$ (198)
Accounts Receivable	25,803	19,000	22,000	3,000
Inventory	1,544	1,600	1,550	(50)
Prepaid Expenses	2,807	2,300	2,500	200
	85,358	60,145	63,097	2,952
Investments	66,505	55,868	68,806	12,938
Endowment Assets	26,020	25,895	26,620	725
Capital Assets	288,608	299,859	306,108	6,249
TOTAL ASSETS	$ 466,491	$ 441,767	$ 464,631	$ 22,864
LIABILITIES & NET ASSETS				
Current Liabilities				
Accounts Payable & Accrued Liabilities	$ 29,544	$ 27,000	$ 27,000	$ -
Accrued Salaries & Employee Deductions Payable	10,009	8,900	10,000	1,100
Deferred Revenue	39,709	31,000	32,000	1,000
Current Portion of Long Term Debt	3,107	3,298	3,298	-
	82,369	70,198	72,298	2,100
Long Term Debt	45,168	41,870	41,870	-
Vacation, Sick Leave & Post-Employment Benefits	18,979	18,613	18,829	216
Deferred Capital Contributions	161,728	160,960	165,528	4,568
Interest Rate Swaps	5,732	5,108	5,732	624
Net Assets				
Unrestricted	1,000	1,000	1,000	-
Investment in Capital Assets	78,606	93,731	95,412	1,681
Vacation, Sick Leave & Post-Employment Benefits	(18,979)	(18,613)	(18,829)	(216)
Internally Restricted	73,186	49,767	63,489	13,722
Endowment Fund	26,020	25,895	26,620	725
	159,833	151,780	167,692	15,912
Accumulated Remeasurement Losses	(7,318)	(6,762)	(7,318)	(556)
	152,515	145,018	160,374	15,356
TOTAL LIABILITIES & NET ASSETS	$ 466,491	$ 441,767	$ 464,631	$ 22,864

	Approved Annual Budget	Q1 Year-End Projection	Q1 vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS			
Grants			
Post Secondary Activity	$ 107,558	$ 107,582	$ 24
Apprentice	5,148	5,148	-
Flow-Through Student Aid	1,659	1,659	-
TOTAL GRANTS	**114,365**	**114,389**	**24**
Tuition Fees			
Full-Time Post Secondary	79,922	83,384	3,462
Part-Time	10,257	10,257	-
Adult Training	1,026	1,026	-
Student IT & Mobile Computing Fees	7,629	7,975	346
TOTAL TUITION FEES	**98,834**	**102,642**	**3,808**
Contract Educational Services			
Corporate & Other Programs	4,853	4,891	38
TOTAL CONTRACT EDUCATIONAL SERVICES	**4,853**	**4,891**	**38**
Other			
Early Learning Centre	1,029	1,029	-
Student Ancillary Fees	6,283	6,409	126
Investment Income	1,285	1,285	-
Transfer from International Education Centre [1]	12,332	14,891	2,559
Miscellaneous	12,692	13,512	820
TOTAL OTHER	**33,621**	**37,126**	**3,505**
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	**251,673**	**259,048**	**7,375**
CONTRACTS & OTHER NON-FUNDED ACTIVITY	**29,549**	**29,917**	**368**
CAMPUS SERVICES	**44,407**	**44,407**	**-**
INTERNATIONAL EDUCATION CENTRE	**36,437**	**43,319**	**6,882**
STRATEGIC INVESTMENT PRIORITIES	**5,410**	**22,974**	**17,564**
TOTAL REVENUE	**$ 367,476**	**$ 399,665**	**$ 32,189**

[1] 40% of the International Fee Premium is shared with Academic Services (part of Funded Activity/College Operations).

ALGONQUIN COLLEGE

First Quarter 2018-2019 Financial Projection
REVENUE SCHEDULE
Variance Analysis (all figures in $ 000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Full-Time Post Secondary Tuition Fees	$ 3,462	Increased Full-Time Post Secondary Tuition Fees as a result of the estimated enrolment increases of 23% for international enrolment and 1.6% for domestic enrolment over the Approved Annual Budget.
Student IT & Mobile Computing Fees	$ 346	Increased Student IT and Mobile Computing Fees as a result of the estimated enrolment increases of 23% for international enrolment and 1.6% for domestic enrolment over the Approved Annual Budget.
Transfer from International Education Centre	$ 2,559	Increased International Fee Premiums allocated to Funded Activity as a result of an estimated 23% increase in International Student enrolment over the Approved Annual Budget.
Miscellaneous	$ 820	Increased miscellaneous revenue due to unbudgeted flow-through revenue supporting student initiatives (offset by additional expenses).
Contract and Other Non-Funded Activity	$ 368	A net favourable variance due to new unbudgeted contract revenue (offset by additional costs) for the Local Employment Planning Council program.
International Education Centre	$ 6,882	An estimated 23% unbudgeted increase in international student enrolment results in increased international fee premiums to the International Education Centre. Of this amount, $2.6 million is transferred to Funded Activity as identified above.
Strategic Investment Priorities	$ 17,564	*See Strategic Investment Priorities Variances page for details.*
Total Explained Variances	$ 32,001	
Other Minor Variances	$ 188	
Total Variance	$ 32,189	

ALGONQUIN COLLEGE

First Quarter 2018-2019 Financial Projection
EXPENDITURES SCHEDULE

(all figures in $ 000's)

	Approved Annual Budget	Q1 Year-End Projection	Q1 vs. Approved Variance Favourable/ (Unfavourable)
FUNDED ACTIVITY/COLLEGE OPERATIONS			
TOTAL SALARIES & BENEFITS	$ 179,220	$ 179,220	$ -
Other Operating Costs			
Mandated Student Aid	6,892	6,892	-
Contingencies	7,630	7,130	500
Long Term Debt Interest	774	774	-
Contract Services	10,511	10,611	(100)
Instructional Supplies & Equipment	4,573	4,673	(100)
Information Technology	7,920	7,920	-
Promotion	2,168	2,328	(160)
Building Maintenance & Utilities	13,854	13,854	-
Flow-Through Student Aid	1,659	1,659	-
Cost of Goods Sold	1,078	1,078	-
Other	12,878	13,450	(572)
TOTAL OTHER OPERATING	69,937	70,369	(432)
TOTAL FUNDED ACTIVITY/COLLEGE OPERATIONS	249,157	249,589	(432)
CONTRACTS & OTHER NON-FUNDED ACTIVITY	28,612	28,980	(368)
CAMPUS SERVICES	36,342	36,192	150
INTERNATIONAL EDUCATION CENTRE	25,708	29,461	(3,753)
STRATEGIC INVESTMENT PRIORITIES	42,932	62,034	(19,102)
TOTAL EXPENDITURES	$ 382,751	$ 406,256	$ (23,505)

First Quarter 2018-2019 Financial Projection
EXPENDITURES SCHEDULE
Variance Analysis (all figures in $ 000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Contingencies	$ 500	Contingency has been reduced to reflect estimated requirements.
Other	$ (572)	Net unfavourable variance is due to the following: ($112K) Increase in legal fees related to arbitration costs within the Labour Relations Department, ($460K) Increase in other expenses related to student intiatives and special projects (offset by additional revenue).
Contract and Other Non-Funded Activity	$ (368)	A net unfavourable variance due to additional unbudgeted expenses (offset by additional revenue) for the new Local Employment Planning Council program contract.
Campus Services	$ 150	$150K Reduction in utilities and contract service costs related to the Residence.
International Education Centre	$ (3,753)	Increased expenditures required to support an estimated 23% unbudgeted increase in international student enrolment. The variance amount includes the transfer of $2.6M to Funded Activity revenue.
Strategic Investment Priorities	$ (19,102)	*See Strategic Investment Priorities Variances page for details.*
Total Explained Variances	$ (23,145)	
Other Minor Variances	$ (360)	
Total Variance	$ (23,505)	

	Approved Annual Budget	Q1 Year-End Projection	Q1 vs. Approved Variance Favourable/ (Unfavourable)
Source of Funds			
Facilities Renewal Grant	$ 980	$ 980	$ -
College Equipment Renewal Fund Grant	560	560	-
Greenhouse Gas Campus Retrofit Grant	-	9,294	9,294
Apprenticeship Enhancement Fund Grant	1,000	1,000	-
Supporting Quality Programs and Student Outcomes Grant	-	4,000	4,000
Post-Secondary Institutions Strategic Investment Fund (PSISIF) Grant	-	4,092	4,092
Students' Association Contribution	2,870	3,048	178
TOTAL SOURCE OF FUNDS	**5,410**	**22,974**	**17,564**
EXPENDITURES:			
Campus Expansion			
DARE District	2,123	8,994	(6,871)
Indigenous Gathering Circle	1,105	1,279	(174)
Student Central	5,000	7,009	(2,009)
Pedestrian Bridge to Bus Rapid Transit Station	646	646	-
Solar Photovoltaic Plan	-	6,825	(6,825)
Athletics and Recreation Complex	3,000	3,200	(200)
Total Campus Expansion	11,874	27,952	(16,079)
Other			
College Technologies	8,490	9,541	(1,051)
College Space & Infrastructure	3,292	7,091	(3,799)
Initiatives & Opportunities	5,583	6,806	(1,223)
Campus Services	448	498	(50)
Appropriations	100	-	100
Apprenticeship Enhancement Fund (AEF)	1,000	1,000	-
Recurring Annual Investments	8,745	8,911	(166)
Employment Standards Act	3,000	3,000	-
Net Contribution Surplus Carryover	400	300	100
Adjustment for Anticipated Underspend	-	(3,065)	3,065
Total Other	31,058	34,082	(3,024)
TOTAL EXPENDITURES	**42,932**	**62,034**	**(19,103)**
TOTAL NET CONTRIBUTION	$ (37,522)	$ (39,060)	$ (1,539)

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ALGONQUIN COLLEGE

First Quarter 2018-2019 Financial Projection
STRATEGIC INVESTMENT PRIORITIES SCHEDULE
Variance Analysis (all figures in $000's)

Description	Variance Favourable/ (Unfavourable)	Comments
Greenhouse Gas Campus Retrofit Grant	$ 9,294	New grant funding secured after the 2018-2019 Approved Annual Budget had been finalized.
Supporting Quality Programs and Student Outcomes Grant	$ 4,000	Additional one-time funding announced by the Ministry of Training, Colleges and Universities after the 2018-2019 Approved Annual Budget had been finalized.
Post-Secondary Institutions Strategic Investment Fund (PSISIF) Grant	$ 4,092	Grant funding adjusted to reflect changes to 2018-2019 estimated spending for the DARE District project, due to changes in the timing of construction costs.
Students' Association Contribution	$ 178	Variance due to timing of construction and design costs deferred from 2017-2018.
DARE District	$ (6,871)	Variance due to timing of construction costs deferred from 2017-2018.
Indigenous Gathering Circle	$ (174)	Variance due to timing of construction costs deferred from 2017-2018.
Student Central	$ (2,009)	Variance due to timing of construction costs deferred from 2017-2018.
Solar Photovoltaic Plan	$ (6,825)	Variance due to new program to implement a solar energy and power storage facility funded from the new Greenhouse Gas Campus Retrofit Grant identified above.
Athletics and Recreation Complex	$ (200)	Variance due to timing of construction and design costs deferred from 2017-2018.

Description	Variance Favourable/ (Unfavourable)	Comments
College Technologies	$ (1,051)	Reflects revised project costs and carry forward budgets from projects in progress at the end of fiscal year 2017-2018.
College Space & Infrastructure	$ (3,799)	$(2.4M) increase reflects project costs related to Greenhouse Gas Campus Retrofit projects. Balance of increase due to carry forward budgets from projects in progress at the end of fiscal year 2017-2018.
Initiatives & Opportunities	$ (1,223)	Reflects revised project costs and carry forward budgets from projects in progress at the end of fiscal year 2017-2018.
Campus Services	$ (50)	Reflects carry forward budgets from projects in progress at the end of fiscal year 2017-2018.
Appropriations	$ 100	Reduction of unutilized appropriation budgets.
Recurring Annual Investments	$ (166)	Additional funding for the Human Resources Program Envelope.
Net Contribution Surplus Carryover	$ 100	Reflects revised anticipated project costs.
Adjustment for Anticipated Underspend	$ 3,065	Based on historical trends, a 15% provision has been added to account for anticipated underspending in Strategic Investment Priorities projects.
Total Explained Variances	$ (1,539)	
Other Minor Variances	$ -	
Total Variance	$ (1,539)	

First Quarter 2018-2019 Financial Projection
INTERNALLY RESTRICTED NET ASSETS SCHEDULE
(all figures in $ 000's)

	Year-End Actual March 31, 2018	Projected In-Year Use of Funds (2018-2019)	Projected Year-End Adjustments (2018-2019)	Projected March 31,2019
Appropriations	$ 100	$ 100	$ 100	$ 100
Specific Reserves:				
Other Projects & Initiatives	27,760	11,586	7,486	23,660
Campus Services Reserve Fund	4,664	498	1,134	5,300
Employment Stabilization Funds	570	-	5	575
	32,994	12,084	8,625	29,535
Contingency Reserve Fund	8,890	-	872	9,762
Reserve Funds:				
Future Capital Expansion	31,202	9,405	2,295	24,092
TOTAL INTERNALLY RESTRICTED NET ASSETS*	$ 73,186	$ 21,589	$ 11,892	$ 63,489

TOTAL UNRESTRICTED NET ASSETS	$ 1,000			$ 1,000

Investment in Capital Assets	78,606		16,806	95,412
Vacation, Sick Leave & Post-Employment Benefits	(18,979)		150	(18,829)
Interest Rate Swaps	(7,318)		-	(7,318)
Endowment Fund	26,020		600	26,620

TOTAL NET ASSETS	$ 152,515	$ 21,589	$ 29,448	$ 160,374

* 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 2018-2019.
The Board of Governors Financial Management Policy requires that the Board of Governors approve any spending from Reserve Funds.

	Approved Annual Budget 2018-2019				Position Changes			Full-Time Funded at Q1 2018-2019				Total Staffed at Jun 30, 2018	Total Vacant at Jun 30, 2018
	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	-
Indigenous Initiatives [1]	1	2	1	4				1	2	1	4	4	-
Total	5	2	1	8	-	-	-	5	2	1	8	8	-
Human Resources													
Vice-President's Office [2]	17			17			(15)	2	-	-	2	2	-
Labour Relations [2]	4			4				4	-	-	4	4	-
Talent Management & Organizational Development [2]	2	2	1	5	1	(1)	7	9	2	1	12	12	-
Wellness, Compensation & Benefits [2]	-	-	-	-			8	8	-	-	8	8	-
Total	23	2	1	26	1	(1)	-	23	2	1	26	26	-
Finance and Administration													
Vice-President's Office	2	-	-	2				2	-	-	2	2	-
Campus Services	17	74	-	91	2	(3)		16	74	-	90	87	3
Finance & Administrative Services	10	27	-	37				10	27	-	37	36	1
Risk Management	9	1	-	10				9	1	-	10	9	1
Physical Resources	11	38	-	49		(3)		10	36	-	46	40	6
Total	49	140	-	189	2	(6)	-	47	138	-	185	174	11
Student Services													
Vice-President's Office	2	-	-	2				2	-	-	2	2	-
Student Support Services	10	45	18	73				10	45	18	73	70	3
Algonquin College Foundation	3	3	-	6				3	3	-	6	5	1
Registrar	11	66	-	77		(2)		9	66	-	75	73	2
Total	26	114	18	158	-	(2)	-	24	114	18	156	150	6
Innovation and Strategy													
Vice-President's Office	3	-	-	3				3	-	-	3	3	-
International & Strategic Planning	12	11	20	43		(1)		12	10	20	42	36	6
Applied Research & Development	2	2	-	4		(1)		1	2	-	3	3	-
Business Development & Corporate Training	4	7	-	11				4	7	-	11	11	-
Information Technology Services	17	87	-	104	3	(4)		15	88	-	103	89	14
Total	38	107	20	165	3	(6)	-	35	107	20	162	142	20

First Quarter 2018-2019 Financial Projection
SUMMARY OF FUNDED POSITIONS

	Approved Annual Budget 2018-2019				Position Changes			Full-Time Funded at Q1 2018-2019				Total Staffed at Jun 30, 2018	Total Vacant at Jun 30, 2018
	Admin	Support	Academic	Total	Positions Opened	Positions Closed	Positions Transferred	Admin	Support	Academic	Total		
Academic Services													
Vice-President's Office	3	-	-	3	1			3	-	1	4	3	1
Academic Operations and Planning	10	12	5	27		(1)	(19)	3	4	-	7	7	-
Academic Development [3]				-	3	(2)	18	5	9	5	19	16	3
Faculty of Arts, Media & Design	8	32	112	152	1			8	32	113	153	147	6
School of Business	5	8	88	101				5	8	88	101	95	6
School of Hospitality & Tourism	3	9	44	56				3	9	44	56	50	6
Faculty of Technology & Trades	6	27	160	193	1		1	6	27	162	195	178	17
Algonquin College Heritage Institute	4	11	12	27		(1)	(1)	4	11	10	25	24	1
Faculty of Health, Public Safety & Community Studies	8	30	122	160				8	30	122	160	141	19
Centre for Continuing and Online Learning	8	17	-	25				8	17	-	25	24	1
Personal Development Institute	-	1	-	1				-	1	-	1	1	-
Algonquin College in the Ottawa Valley	7	32	29	68	2		1	7	34	30	71	66	5
Total	62	179	572	813	8	(4)	-	60	182	575	817	752	65
Communications, Marketing, and External Relations													
Marketing	2	20	-	22	1	(2)		1	20	-	21	20	1
Communications	4	3	-	7	1	(1)		4	3	-	7	6	1
Total	6	23	-	29	2	(3)	-	5	23	-	28	26	2
COLLEGE TOTAL	209	567	612	1,388	16	(22)	-	199	568	615	1,382	1,278	104

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 - Aboriginal Services & Partnerships moved from Student Services to President and Board of Governors area and re-named Indigenous Initiatives.

2 - New sectors Vice-President's Office and Wellness, Compensation & Benefits were created under the Human Resources Area.

3 - New sector Academic Development was created under the Academic Services Area.

Operating Results: Annual Surplus
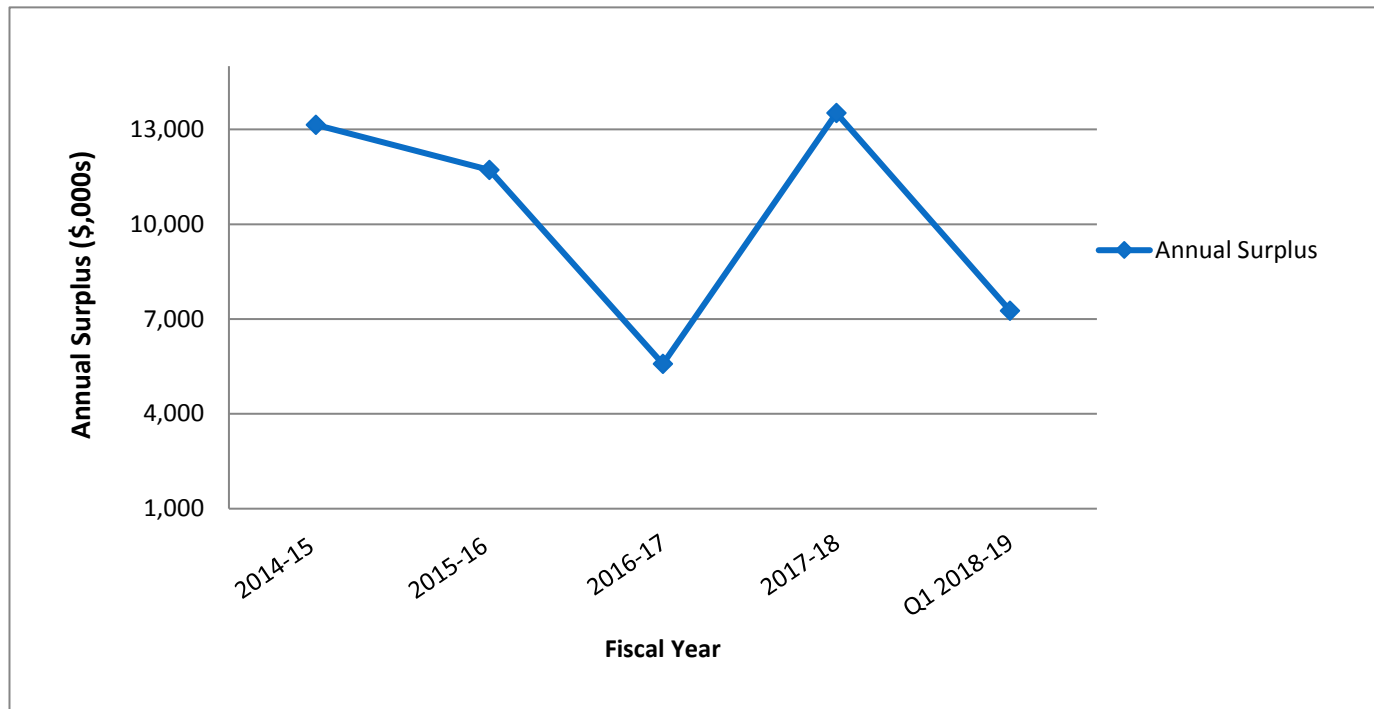
Objective:
Measures the excess of revenues over expenses in a given year.
Benchmark:
Must be greater than $0.
Rationale:
An annual deficit or declining surpluses may indicate a decline in an institution's financial health.

ALGONQUIN COLLEGE

Measuring Liquidity: Quick Ratio
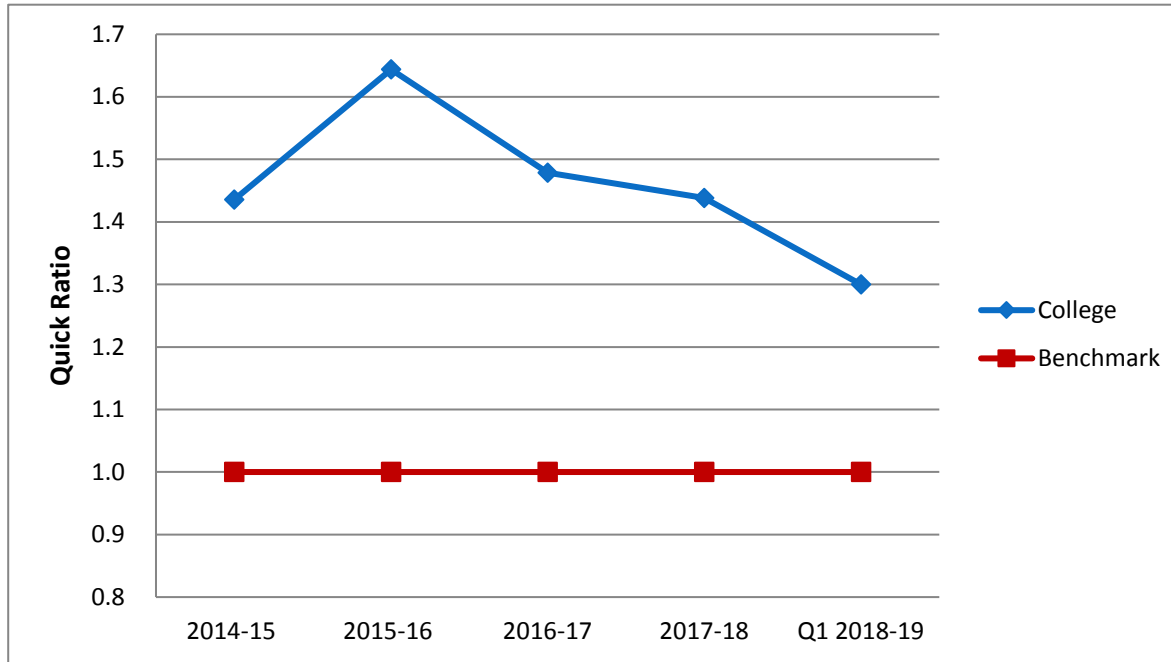
Objective:
Fiscal performance indicator testing the college's ability to pay its short-term maturing obligations (e.g. biweekly payroll payments).
Benchmark:
A ratio of 1 or higher indicates that a college should be able to meet its short-term obligations.
Rationale: A ratio of 1 is a typical business 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 1.77 for Q1 2018-2019.

Operating Results: Net Assets to Expense Ratio

Operating Results: Net Income to Revenue Ratio
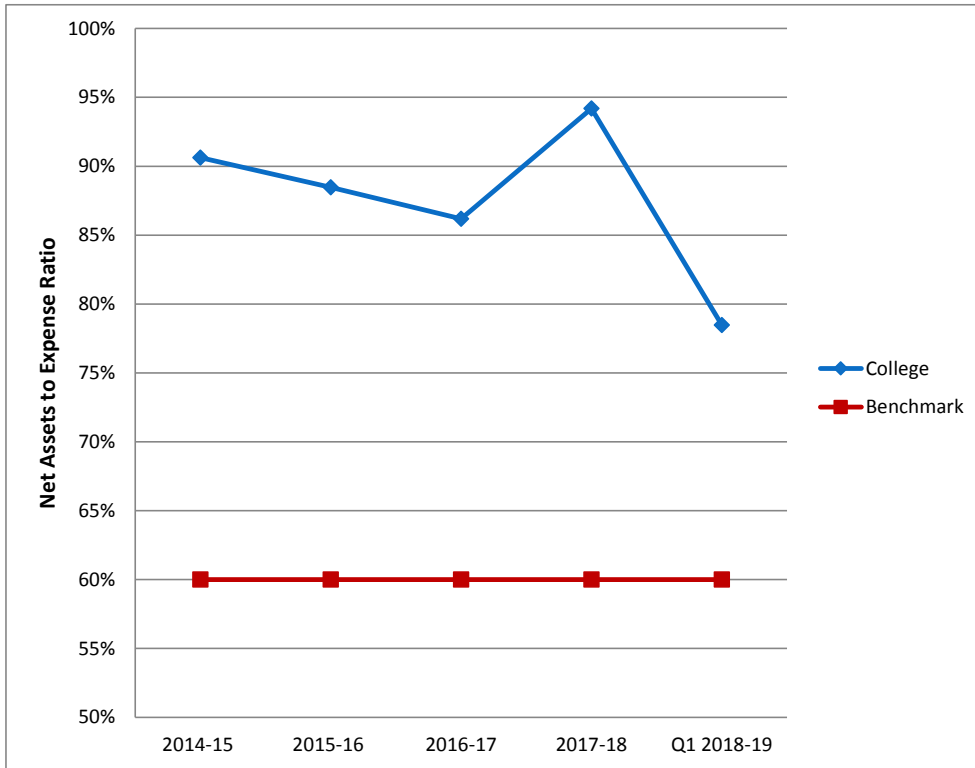
Objective:
A traditional indicator to ascertain the ability of a college to continue operations in the event there is a delay in revenue streams.
Benchmark:
60% or higher.
Rationale:
A net balance that is less than 60% of annual expenses may indicate a lower tolerance for variable or volatile revenues.
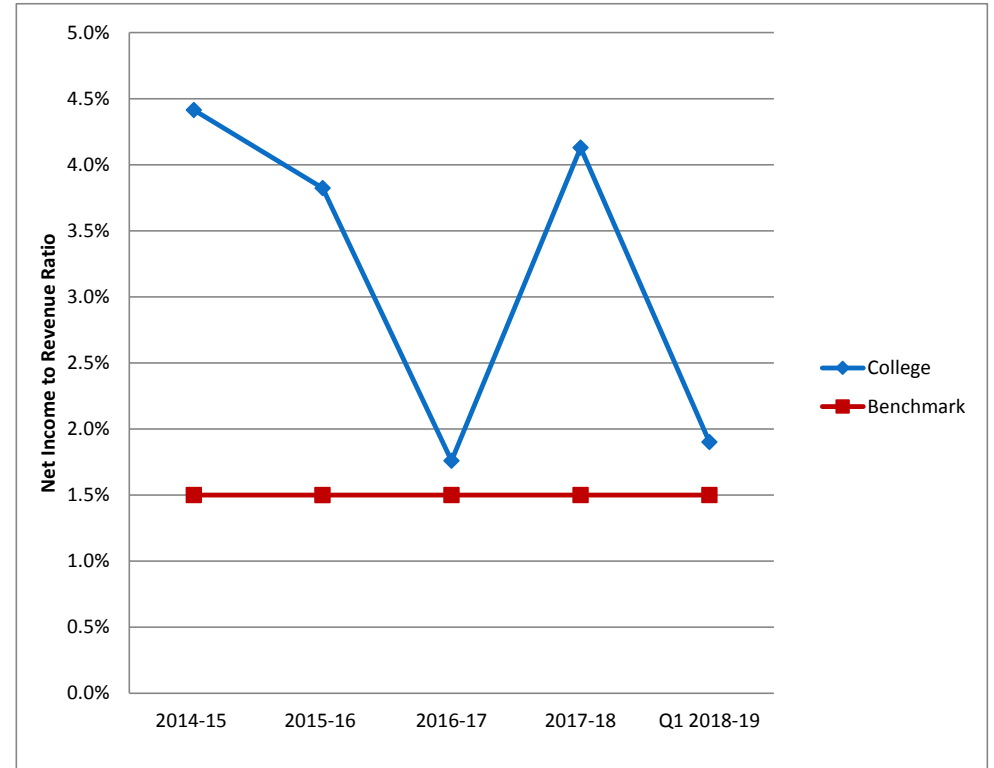
Objective:
This ratio measures the return an institution generates on each dollar of revenue.
Benchmark:
Less than 1.5% may be a concern because it may indicate that the college may not be able to recover from a deficit position in a reasonable period of time.
Rationale:
A surplus less than 1.5% of revenues indicates that small changes in expenses or revenues may result in annual deficits for the institution.

Managing Debt: Total Debt to Assets Ratio

Managing Debt: Debt Servicing Ratio
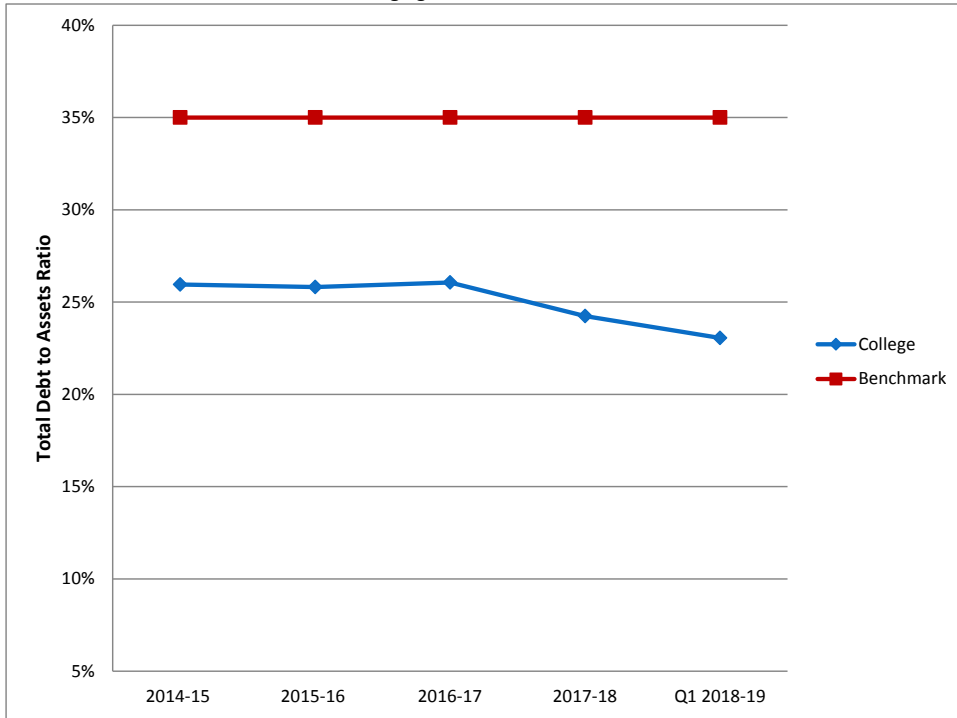
Objective:
Measures the proportion of total assets that are financed by debt. A high or increasing value may be predictive of future liquidity problems or a reduced ability to borrow money in the future.
Benchmark:
Greater than 35% leads to a concern as this may indicate that a college will not be able 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.

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.

ALGONQUIN COLLEGE

Accumulated Surplus/(Deficit)
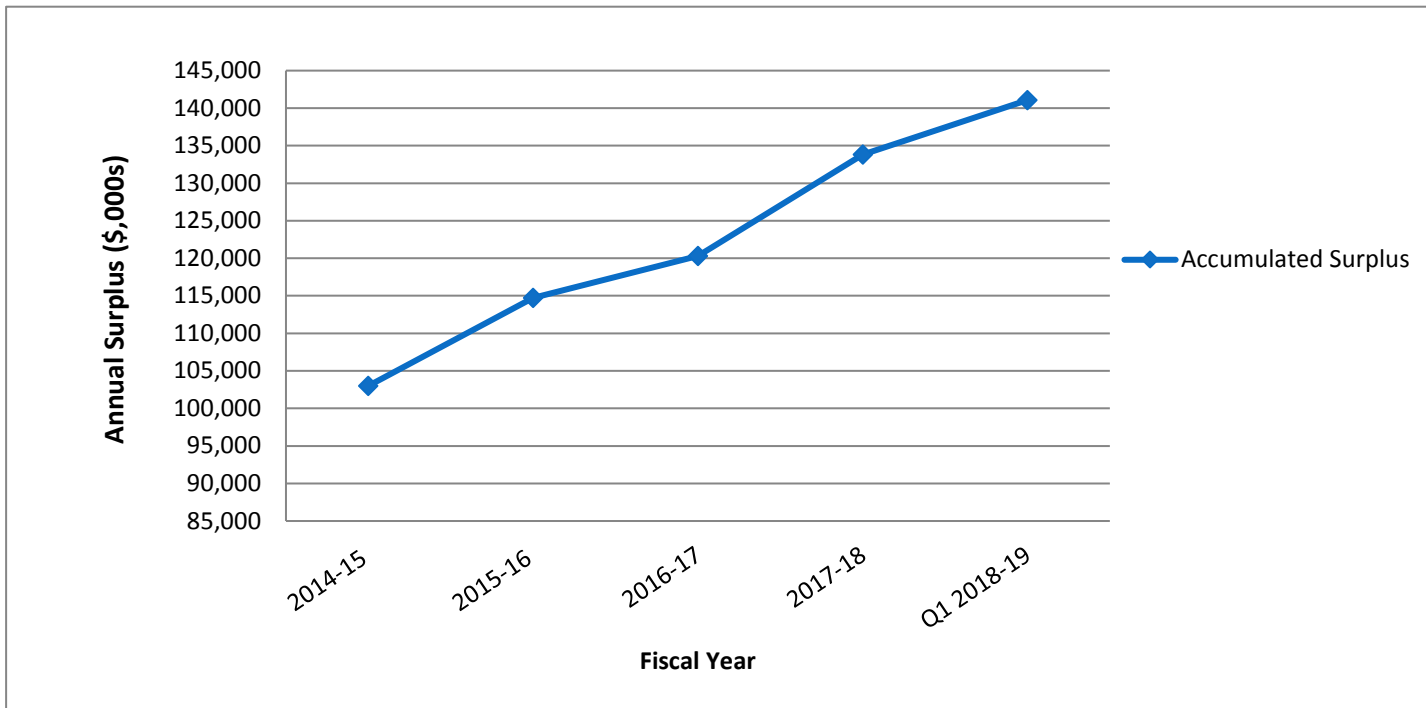
Objective:
Represents the cumulative wealth that an institution has under its own control to assist with ongoing operations.
Benchmark:
Must be greater than $0.
Rationale:
An accumulated deficit indicates that the College may have borrowed to support its past operations and will have to make up this difference in the future.

ANNUAL BUDGET AND QUARTERLY FINANCIAL PROJECTIONS COMPLIANCE SCHEDULE

	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 2017-2022	'Goal 5 - Enhance Algonquin's global impact and community social responsibility' -we must ensure we maintain strong financial health indicators	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; 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

Agenda Item No: 7.1

Report title:	First Quarter 2018-2019 Business Plan Update
Report to:	Board of Governors
Date:	October 22, 2018
Author/Presenter:	Doug Wotherspoon, Vice President, Innovation and Strategy

1. RECOMMENDATION:

   THAT the Board of Governors accepts this update for information.

2. PURPOSE / EXECUTIVE SUMMARY:

   The Board of Governors is responsible for monitoring the College's progress against key metrics and performance outcomes related to the institution's strategic directions. The annual business plan is a tool used by management to set the direction for the College to achieve annual goals and targets in the context of the Strategic Plan.

3. BACKGROUND:

   The Board of Governors is provided with quarterly updates on progress being made against the annual Business Plan using a Business Plan Dashboard and Exceptions Report. The Business Plan Dashboard for the First Quarter covers the period April 1 through to June 30, 2018, provided in Appendix A: First Quarter 2018-2019 Business Plan Dashboard.

   Dashboard

   The legend for the dashboard reads as follows:
   - *Green – Completed/In Progress*: Identifies targets or initiatives completed or on-track to be completed within the originally established quarter of the fiscal year.
   - *Yellow – Delayed*: Identifies targets or initiatives that are delayed in being reached, but are on track to be completed within the fiscal year.
   - *Orange – At Risk*: Identifies targets or initiatives that may be at risk of being completed within the fiscal year.
   - *Red – Not Completed*: Identifies targets or initiatives that will not be completed within the fiscal year.

Exceptions Report

The Exceptions Report for the First Quarter covers the period April 1 through to June 30, 2018, is provided in Appendix B: First Quarter 2018-2019 Exception Report.

4. DISCUSSION:

Contingency action plans are implemented for all targets and initiatives that have a yellow, orange, or red status.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN **Goal One** **Establish Algonquin as the leader in personalized learning across all Ontario colleges.**	☒	**CONNECTED** **Goal Four** **Become an integral partner to our alumni and employers.**	☒
QUALITY AND INNOVATION **Goal Two** **Lead the college system in co-op and experiential learning.**	☒	**SUSTAINABLE** **Goal Five** **Enhance Algonquin's global impact and community social responsibility.**	☒
Goal Three **Attain national standing in quality, impact and innovation within each school and service.**	☒	**PEOPLE** **Goal Six** **Be recognized by our employees and the community as an exceptional place to work.**	☒

6. STUDENT IMPACT:

There is no negative student impact identified at this time. Students will ultimately benefit from the achievement of the targets of the annual Business Plan.

7. FINANCIAL IMPACT:

There is no current financial impact identified at this time.

8. HUMAN RESOURCES IMPACT:

There is no current human resources impact identified at this time.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

    There is no current government/regulatory/legal impact identified at this time.

10. COMMUNICATIONS:

    The first quarter update is made available to the public on the Board of Governors website prior to the Board of Governors October 22, 2018 meeting.

11. CONCLUSION:

    The first quarter Dashboard and Exceptions Reports are presented for information. Targets and initiatives identified in yellow indicate they are delayed, in orange that they may be at risk, and in red that they are not expected to be completed. In each exception, the responsible Executive Team member has been asked to provide additional detail, including proposed new timelines or mitigation strategies expected to be implemented to return the item to green.

Respectfully submitted: Approved for submission:

_____   _____
Doug Wotherspoon   Cheryl Jensen
Vice President, Innovation and Strategy   President and CEO

Appendices:

Appendix A: First Quarter 2018-2019 Business Plan Dashboard
Appendix B: First Quarter 2018-2019 Exception Report

Goal 1: Establish Algonquin as the leader in personalized learning across all Ontario colleges. (Customer)

Improve Student Retention

🟢	AS/SS	1.0	a) New Learning Management System launched by Q2.
🟢	AS	1.0	b) Learning Management System employee training developed and 100% of employee users trained by Q2.
🟢	AS	1.0	c) Learning Management System student and faculty satisfaction measured, with a goal of 83% satisfaction achieved by Q4.
🟢	AS	1.0	d) Learning Management System adoption and use monitored, with a goal of 85% weekly log-in for students and 90% daily log-ins for faculty by Q4.
🟢	AS	1.0	e) Retention A3-Plan Do Study Adjust plan updated, with Entering Student Survey and Intercept program countermeasures refined and scaled up by Q4.

Secure employee participation & support in the development of the Learner Driven Plan
Secure student participation & support in the development of the Learner Driven Plan

🟢	AS	1.1	a) Feedback methods developed for different modalities (in person, online) and varied topics within the Learner Driven Plan by Q1.
🟢	AS/SS	1.1	b) Learner Driven plan that defines and measures personalized learning and other college experience developed in a peer-led and cross-college collaborative model involving all categories of employees and students delivered to the Board of Governors by Q4.
🟢	AS/SS	1.1	c) Quarterly town halls held for stakeholder consultation and input.
🟢	AS/SS	1.1	d) Student and employee satisfaction with the process of the development of the plan measured by Q4.

Increase student and employee awareness of mental health as measured by sessions using web-based tools

🟢	SS	1.2	a) Awareness campaign, specifically targeting the 28 online web-based mental health tools, launched for employees by Q1 and students by Q2.
🟢	SS	1.2	b) Student, employees and class representatives awareness sessions held by Q2.

Grow student & employee participation in Discovery, Applied Research and Entrepreneurship

🔺	IS	1.3	a) Student and Employee Entrepreneurship Mindset survey completed by Q1.
🔺	IS	1.3	b) Applied Research and Innovation Strategy presented to Algonquin Executive Team by Q2.
🔺	IS	1.3	c) Draft Faculty engagement plan presented to Deans Council by Q3, increasing number of faculty engaged in applied research from 70 to 100 by Q4.
🟢	IS	1.3	d) Employee Innovation Fund operationalized and five employee projects supported by Q4.
🟢	IS	1.3	e) 75 IgniteAC events hosted by Q4.
🟢	TRI	1.3	f) Algonquin College Centre for Indigenization (formerly known as Institute for Indigenous Entrepreneurship) launched by Q2.
🟢	TRI	1.3	g) Inaugural Global Conference on Indigenizing Entrepreneurship held with 250 delegates by Q3.

Improve student and employee satisfaction of critical Learner Driven platforms

🔺	IS	1.4	a) Customer Relationship Management Plan updated and presented to Strategic Enrolment Management (SEM) Committee by Q1.
🟢	IS	1.4	b) Information Technology Modernization Plan presented to Algonquin College Executive Team by Q2.
🟢	IS	1.4	c) Workday Enterprise Resource Planning launched by Q3.
🟢	IS	1.4	d) All employees trained on Workday by Q3.
🟢	IS	1.4	e) Student Information System readiness reaches 80% by Q4.
🟢	IS	1.4	f) Data governance, analysis, scoping and infrastructure documentation reached final stages of readiness by Q4.
🟢	IS	1.4	g) Options analysis for conversion to a new student Information System presented to the Algonquin College Executive team by Q4.

Goal 2: Lead the college system in Co-op and experiential learning. (Internal Business Process)

Grow the percentage of students registered in Co-op

Legend

🟢	Completed and in progress to reach target
🔺	Measures that may be delayed in reaching target
🟠	Measures that may be at risk in reaching target
🔶	Measures that will not reach target by March 31, 2019

ACET Sponsor

AS	Academic Services
SS	Student Services
IS	Innovation and Strategy
FA	Finance and Administration
HR	Human Resources
TRI	Truth Reconciliation and Indigenization
CME	Communications, Marketing & External Relations
OHS	Occupational, Health & Safety

2018-19 Business Plan Quarterly Update

First Quarter Dashboard Report

- ● IS 2.0 a) Co-op A3-Plan Do Study Adjust Plan updated, with 1-2 countermeasures put in place by Q1.
- ● IS 2.0 b) Strategic Enrolment Management Committee & Academic area engaged in discussion of A3 findings and countermeasures by Q1.

Increase the number of co-op streams for programs of study

- ● AS 2.1 a) Five new co-op streams for existing programs of study presented to Board for approval with one by Q2, two by Q3, and two by Q4.

Goal 3: Attain national standing in quality, impact, and innovation by each school and service. (Internal Business Process)

Increase student and employee willingness to recommend Algonquin College as a place to study and work

- ● IS 3.0 a) Lean/Continuous Improvement A3-Plan Do Study Adjust Plan updated, with two countermeasures identified for implementation by Q2.
- ● IS 3.0 b) Two new departments (Registrar's Office and Indigenous Initiatives) on boarded into the Lean Continuous Improvement program by Q3.
- ● IS 3.0 c) 1,000 employees certified at Lean white belt level and 200 at yellow belt level by Q4.

Improve the overall quality of the Learning Experience (KPI - Student Satisfaction and Engagement Survey Q#24)

- ● AS 3.1 a) Key Performance Indicators (KPI) student attributes analysis report and recommendations completed by Q3.
- ● AS 3.1 b) Student focus groups conducted to improve student engagement and success with report and recommendations provided to the Algonquin College Executive Team by Q3.

Improve the overall quality of the Student Experience (KPI - Student Satisfaction and Engagement Q#39)

Student One Stop Space Project

- ● SS 3.2 a) Communication campaign creating College-wide awareness of the new space and services launched by Q2 and carried through by Q4.
- ● SS 3.2 b) New service model developed and implemented through process improvement evaluation by Q3.
- ● SS 3.2 c) Measure student satisfaction (pulse surveys) in Q3 and Q4 and report to the Academic and Student Affairs Committee by Q4.

Library Services

- ● SS 3.2 d) New Presentation Studio, with the technical tools and space for students to practice and record their work, operational by Q1.
- ● SS 3.2 e) New self-serve book check out/borrowing solution implemented by Q2.
- ● SS 3.2 f) Communication campaign building College-wide awareness of the new Library and services launches by Q1 and carried through to Q4.

Improve the cleanliness and general condition of College buildings (KPI Student Satisfaction and Engagement Survey Q#47 and Q#48)

- ● FA 3.3 a) DARE District construction substantially completed by Q1.
- ⚠ FA 3.3 b) Clean Buildings A3-Plan Do Study Adjust Plan completed, with top tow countermeasures selected for implementation, completed by Q2.
- ● FA 3.3 c) Athletics Recreation Complex milestones (project vision and principles, loan financing, and Students' Association operating agreement) achieved by Q4.

Improve the National Capital Region's Willingness to Recommend Algonquin College

- ● CME 3.4 a) Communications strategy to improve internal brand culture supporting living the brand from the inside-out defined and implemented by Q1.
- ● CME 3.4 b) Process for onboarding and leveraging Brand Ambassadors developed by Q3.
- ● CME 3.4 c) Brand campaign effectively executed into market in adherence with Brand Application Matrix by Q4.

Goal 4: Become an integral partner to our alumni and employers

Improve Alumni Engagement

- ● SS 4.0 a) Alumni Engagement A3-Plan Do Study Adjust Plan updated, with 1-2 countermeasures put in place by Q4.
- ● SS 4.0 b) Number of alumni engaged on social media network increased from 7,360 to 8,500 through the development and implementation of an annual social media plan by Q4.
- ● SS 4.0 c) Interactions with alumni champions, partners and stakeholders increased from 930 to 1,200 through an increase in alumni engagement initiatives by Q4.

● SS 4.0 d) Number of alumni events hosted by College departments increased from 10 to 20 by Q4.

Alumni leads passed to the Algonquin College Foundation

⚠ SS 4.1 a) Process, toolkit and training implemented to capture, document and pass along leads to the Algonquin College Foundation
by Q1.

● SS 4.1 b) Alumni identification incorporated in employee onboarding process in Human Resources by Q2.

● SS 4.1 c) Campaign for current employees who are alumni to self-report to the Alumni Office launched by Q2.

Goal 5: Enhance Algonquin's financial sustainability

Net Contribution % Net Contribution $

● FA 5.0 a) Plan to monetize the Ottawa campus residence facility and pay off the residence long term debt presented to Board of Governors by Q2.

● FA 5.0 b) New budget planning module, integrated with Workday financial information system, implemented by Q4. (Separate from primary Workday pla

Grow international activity and enrolments

● IS 5.1 a) International Education Strategic Plan Refresh completed by Q2.

● IS 5.1 b) International net contribution increased from $6.1 M to $10.7 M by Q4.

● IS 5.1 c) International Enrolment A3-Plan Do Study Adjust Plan updated, with 1-2 countermeasures put in place by Q4, and merged with College
Strategic Enrolment Management Committee enrolment plan.

Increase applications to the Ontario Student Assistance Program (OSAP)

● SS 5.2 a) Entrance Bursary and Scholarship program launched by Q1.

● SS 5.2 b) Personalized Smart Money financial plans articulating value and available aid created and distributed by Q2.
the guidance of Strategic Enrolment Management (SEM) by Q4.

Grow Algonquin Foundation revenue

● SS 5.3 a) New 3-year fundraising strategic plan developed and presented to the Foundation Board of Directors by Q4.

● SS 5.3 b) First year of donor stewardship plan implemented by Q4.

● SS 5.3 c) Donor satisfaction benchmark established by Q4.

● SS 5.3 d) Existing annual fund donor renewals increased from 96% to 98% by Q4.

Goal 6: Improve Algonquin's stewardshp of the environment

Reduce Algonquin's greenhouse gas emissions

● FA 6.0 a) Algonquin College "Moving Towards Net Zero" plan completed and submitted to Ministry of Advanced Education and Skills
Development (MAESD) by Q2.

⚠ FA 6.0 b) Storm Water Management Pond completed on time and on budget by Q2.

● FA 6.0 c) Greenhouse Gas Emission Reduction A3-Plan Do Study Adjust Plan exercise, to determine the College's most effective behavioural initiative to
achieve reductions, completed by Q3.

Goal 7: Advance Algonquin's journey toward truth and reconciliation

Grow student, employee and community member participation in Indigenization initiatives

● TRI 7.0 a) Aboriginal Education Council (AEC) governance model retreat, informed by the "Seven Grandfathers" teachings resulting in updated Terms of
Reference and membership list by Q2

● TRI 7.0 b) Transforming Indigenization initiatives presented to Algonquin College Executive Team by Q3..

● TRI 7.0 c) Indigenous pedagogy concepts tested with 35 volunteer faculty and student service leads with results presented to Algonquin College
Executive Team by Q4

● TRI 7.0 d) 10 professional development sessions (Blanket Exercise and Exploration of Truth) hosted by Q4.

Goal 8: Be recognized by our employees and the community as an exceptional place to work

Raise Employee Engagement

2018-19 Business Plan Quarterly Update

First Quarter Dashboard Report

Second year of the People Plan implemented by Q4, including:

🟢	HR	8.0	a) All Algonquin College Leadership Team members trained to complete and report on weekly frontline employee visits by Q2.
🟢	HR	8.0	b) Pulse Survey tool for departments to measure progress of employee engagement plans (drivers of Employee Engagement) implemented by
🟢	HR	8.0	c) Employee Performance Management A3-Plan Do Study Adjust Plan updated, with 1-2 countermeasures put in place by Q2.
🟢	HR	8.0	d) Process for matching internal candidates with short-term (<4 months) assignments developed and implemented by Q3.
🟢	HR	8.0	e) Succession and strategic Workforce Planning framework designed and implemented by Q3.
🔴	HR	8.0	f) Performance Feedback tool for Part Time Administrators and Support Staff developed by Q4.
🟢	HR	8.0	g) 75 leaders trained in use of standardized change management methodology and tools by Q4.
🔴	HR	8.0	h) Adjustments tested and implemented to improve career conversations and employee performance development process by Q4.

Increase the number of Employees who have completed training for policy SA16 Sexual Assault/Sexual Violence Policy

🟢	SS/HR/ OHS	8.1	a) Web-based training module developed and delivered by Q2.
🟢	SS/HR/O HS	8.1	b) Training module for employees promoted and launched by Q3.

2018-19 Business Plan

	2017-22 Strategic Goals	2018-19 Metric	2018-19 Target	2018-19 Initiative/Leveraged Action	ACET Member	Status	Comments for First Quarter
1.3	**Learner Driven** Goal #1: Establish Algonquin as the leader in personalized learning across all Ontario colleges	Grow student & employee participation in Discovery, Applied Research and Entrepreneurship	5,000	a) Student and Employee Entrepreneurship Mindset survey completed by Q1.	D. Wotherspoon		a) Delayed. A mindset literature research to help develop the Student and Employee Mindset survey is underway. A final report will be presented to ACET by Q4.
1.3	**Learner Driven** Goal #1: Establish Algonquin as the leader in personalized learning across all Ontario colleges	Grow student & employee participation in Discovery, Applied Research and Entrepreneurship	5,000	b) Applied Research and Innovation Strategy presented to Algonquin College Executive Team by Q2.	D. Wotherspoon		b) Delayed. The DARE Visioning strategy development is at the stage of developing options and possibilities. The DARE Visioning Plan will be presnted to ACET by Q4.
1.4	**Learner Driven** Goal #1: Establish Algonquin as the leader in personalized learning across all Ontario colleges	Grow student & employee participation in Discovery, Applied Research and Entrepreneurship	Benchmark to be established	a) Customer Relationship Management Plan updated and presented to Strategic Enrolment Management Committee by Q1.	D. Wotherspoon		a) Delayed. Customer Relationship Management presentation to Strategic Enrolment Management Committee was deferred to Q3.
4.1	**Connected** Goal #4: Become an integral partner to our alumni and employers	Alumni leads passed to the Algonquin College Foundation	845	a) Process, toolkit and training implemented to capture, document and pass along leads to the Algonquin College Foundation by Q1.	L. Stanbra		a) Delayed to Q2 due to a delay in staffing changes and research challenges in finding existing tools from other Ontario Colleges. Training will be ongoing to inform staff how to pass on leads. A toolkit will also be available on the Algonquin College Foundation website and marketed through internal communication channels.
5.0	**Sustainable** Goal #5: Enhance Algonquin's financial sustainability	Net contribution % Net contribution $	1.9% -$5.5M	b) New budget planning module, integrated with Workday financial information system, implemented by Q4	D. McNair		b) At risk. New budget planning module will be selected and implementation will begin by Q4; however full "go-live" is delayed to Q1/Q2 2019-2020.
6.0	**Sustainable** Goal #6: Improve Algonquin's stewardship of the environment	Reduce Algonquin's greenhouse gas emissions	5.0%	b) Storm Water Management Pond completed on time and on budget by Q2.	D. McNair		b) In progress but delayed to Q3. Final landscaping to be completed in November 2018.
8.0	**People** Goal #8: Be recognized by our employees and the community as an exceptional place to work	Raise Employee Engagement	59%	f) Performance Feedback tool for Part Time Administrators and Support Staff developed by Q4.	D. McCutcheon		f) This initiative has been deferred to 2019-2020 fiscal year. The technology support for performance feedback for part-time administrators and support staff will be added as increased functionality into Workday post launch and stabilization period.
8.0	**People** Goal #8: Be recognized by our employees and the community as an exceptional place to work	Raise Employee Engagement	59%	h) Adjustments tested and implemented to improve career conversations and employee performance development process by Q4.	D. McCutcheon		h) This initiative has been deferred to 2019/20. The technology support for performance management will be available in Workday post launch and stabilization period.

#	Goal	Metric	Definition	Cadence	Data System and Field Source	ACET Responsibility	Manager Responsibility
1.0	Goal #1: Learner Driven	Student Retention	Percentage of eligible Post-Secondary Education students enrolled at the College Day 10 of the Fall term who remain enrolled Day 10 in the following term across all levels. Eligible students are domestic and international full-time and part-time students registered in certificate, diploma, advanced diploma, degree and graduate certificate programs.	Term	GeneSIS, Term_ Comp Report from RO	Sr. VP Academic	ED Academic Operations and Planning
1.1	Goal #1: Learner Driven	At-risk Learners Supported	Percentage of unique at-risk students who are supported over the total number of at-risk students identified. ● At-risk learner is defined as a level 01 (first term) student who self-identifies or whose administrator and/or faculty identifies as more likely than typical students to withdraw from Algonquin during their first term. ● Supporting - defined as an interaction in which an institutional representative gives insight, advice, or direction to a student about an academic or professional development matter. The nature of this interaction may be to inform, counsel, coach or mentor.	Weekly	A. At-risk learner attributes may include (but not limited to): a) High school English and math grades (OCAS-Cognos) b) Program choice (OCAS - Cognos) c) AC Start and AC Day 1 orientation attendance (data system / source TBD) d) Class attendance (Learning Management System - attend value) e) Learning Management System login activity (LMS - last login) f) Grades for assignments (Learning Management System - grade) g) Fees outstanding or financial encumbrance (GeneSIS) C. Reporting of counselling events (TBD - currently there is no system to track and report counselling events. Possible options are Salesforce or a future student success and retention system).	Sr. VP Academic	ED Academic Operations and Planning
1.2	Goal #1: Learner Driven	Learning Management System (LMS) Logins	The ratio of students who entered their user name and password to login to the Learning Management System as a whole (not just to access the Learning Management System for a particular class / course) compared to the total number of students, expressed as a percentage.	Weekly	Learning Management System (for faculty), COGNOS (for Administrators) Fact_Students_LMS_user_access	Sr. VP Academic	ED Academic Operations and Planning
1.3	Goal #1: Learner Driven	Class Attendance	The sum of the individual percentage of class attendance divided by the total classes for the day. ● A Class is a scheduled activity or event (irrespective of length of time) for a course section. ● Class registrations are the number of FT & PT students registered in a course section. ● Attendance is the percentage of FT & PT students who attended a class compared to the total class registration.	Daily	Learning Management System (Fact_Student_Attendance via BlackBoard) Syllabus (Software used by RO for timetabling)	Sr. VP Academic	ED Academic Operations and Planning

2.0	Goal #2: Quality and Innovation	Students Enrolled in Co-op	Percentage of all Full-time students who are registered in certificates, diplomas, advanced diplomas, degrees and graduate certificates with a co-op option.	Monthly	Cognos Business Intelligence Tools / Genesis	VP Innovation and Strategy	Manager Co-op Education
2.1	Goal #2: Quality and Innovation	Programs with a Co-op stream	Number of post-secondary vocational programs that have one or more co-operative education semester(s) as part of, or a stream of the program of study.	Term	GeneSIS, Field "03" in Program Code (e.g. 0150X03FWO)	Sr. VP Academic	Dean Academic Development
2.2	Goal #2: Quality and Innovation	Enrolled Co-op Students Completing a Work Term within the Year	Percentage of all Full-time students registered in certificates, diplomas, advanced diplomas, degrees and graduate students with a co-op option who completed a minimum of one co-op work term within the year.	Monthly	Cognos Business Intelligence Tools / Genesis	VP Innovation and Strategy	Manager Co-op Education
2.3	Goal #2: Quality and Innovation	Employer Leads Passed on to the Co-op Office by College Employees	Number of Co-op leads passed on to Co-op Office by College employees.	Monthly	Cognos Business Intelligence Tools. ITS to support creation of tracking tool for use in 2017/18.	VP Innovation and Strategy	Manager Co-op Education
3.0	Goal #3: Innovation & Quality	Willingness to Recommend (Net Promoter Score)	Recorded annually as part of the Colleges Ontario Key Performance Indicators (KPI) survey.	Annually	COGNOS, Report KPI0001	Sr. VP Academic	ED Academic Operations and Planning
3.1	Goal #3: Innovation & Quality	Process Improvements Implemented	Number of process improvements submitted as implemented to the Lean Office	Daily	ITS to support creation of tracking tool for use in 2017/18.	VP Innovation and Strategy	Manager Business Process Review
3.2	Goal #3: Innovation & Quality	Value Stream Maps Completed	Number of Value Stream Maps submitted to the Lean Office	Daily	ITS to support creation of tracking tool for use in 2017/18.	VP Innovation and Strategy	Manager Business Process Review
4.0	Goal #4: Connected	Alumni Engagement	Percentage of Alumni with contactable data with whom the College interacts, including; ● On-campus (meetings, visits, committees, lectures/panels, events) ● Off-campus (meetings, events, activities, ad hoc discussion) ● Donations, pledges or sponsorship ● College initiated outreach (feature story, award nomination, etc.) ● Alumni Customer Service –interaction from alumni through web, twitter, LinkedIn, phone, drop in when they are looking for information or support	Daily	1) Raiser's Edge is possible 2) Raiser's Edge is possible 3) Raiser's Edge 4) Raiser's Edge, Marketo, Outlook, Phone 5) Excel, Raiser's Edge	VP Student Services	Manager Alumni Relations
4.1	Goal #4: Connected	Alumni Contacts Passed on to the Alumni Office by College Employees	Number of Alumni contacts passed on to Alumni Office - A combination of: Names, year of graduation, email, work address etc. ● Self-declaration (contact us to provide their information) ● College initiated information (a department or an employee provides found information)	Daily	1) Raiser's Edge 2) Raiser's Edge	VP Student Services	Manager Alumni Relations

5.0	Goal #5: Sustainable	Net Contribution	Operating revenues less operating expenditures on a modified cash flow basis. *Under a modified cash flow basis the following cash outflows are treated as expenditures: - principal portion of debt service payments - contributions to reserves - purchases of assets that will be capitalized on the balance sheet The following cash inflows are treated as revenues: - capital grants that will be recorded as deferred capital contribution on the balance sheet The following items are excluded from the calculation: - depreciation expense, amortization of deferred capital contributions, change in vacation liability, impact of capitalizing assets and capital grants *NOTE: this portion of the definition is required for Finance Dept. staff only - applies at the College roll-up level, not required knowledge for other administrators	Monthly	Cognos Business Intelligence Financial Reporting Tool: - Funded Activity - College Ancillary Services - International Education Centre - Contract and Other Non-Funded Activity	VP Finance and Administration	Director Finance and Administrative Services
5.1	Goal #5: Sustainable	Domestic Post Secondary Education Enrolments	Full-Time students registered in certificates, diplomas, advanced diplomas, degrees and graduate certificates, whose status in Canada is Citizen, Landed Immigrant, Diplomat, or any other status requiring Canadian fees assessment. This excludes part-time, apprenticeship, tuition short (or equivalent) and joint collaborative degree program student registrations.	Daily	GeneSIS, RO Report Reg001	Sr. VP Academic	ED Academic Operations and Planning
5.2	Goal #5: Sustainable	Aboriginal Post Secondary Education Enrolments	Full-Time students registered in certificates, diplomas, advanced diplomas, degrees and graduate certificates, who self identify as Aboriginal. This excludes part-time, apprenticeship, tuition short (or equivalent) and joint collaborative degree program student registrations.	Daily	GeneSIS, RO Report	ED Indigenous Initiatives	Manager, Indigenous Initiatives
5.3	Goal #5: Sustainable	International Post Secondary Education Enrolments	Full-Time students registered in certificates, diplomas, advanced diplomas, degrees and graduate certificates whose status in Canada is International Student, Temporary Visitor, or any other status requiring Non-Canadian fees assessment. This excludes part-time, apprenticeship, tuition short (or equivalent) and joint collaborative degree program student registrations.	Daily	GeneSIS, RO Report Reg001	VP Innovation and Strategy	Director International Education Centre
5.4	Goal #5: Sustainable	Revenues	Operating revenues associated with: - Funded Activity - College Ancillary Services - International Education Centre - Contract and Other Non-Funded Activity	Daily	Cognos Business Intelligence Financial Reporting Tool: - Funded Activity - College Ancillary Services - International Education Centre - Contract and Other Non-Funded Activity	VP Finance and Administration	Acting Director Finance and Administration

5.5	Goal #5: Sustainable	Foundation Revenue	Funds received from: - cash donations - fair market value of in-kind donations - endowment revenues - sponsorship revenues from Foundation events - affinity partner revenue	Daily	Raiser's Edge	VP Student Services	Executive Director, Algonquin College Foundation
6.0	Goal #6: People	Employees Engagement	Percentage of engaged employees as measured in the employee engagement survey (AON Hewitt)	Every 2 years (Annually being explored)	Engaged employees are those whose average response to the six specific questions (which assess "Say, Stay, Strive") in AON Hewitt survey is 4.5 or more (i.e., on average, they agree or strongly agree with the six questions).	VP Human Resources	Manager Organizational Effectiveness
6.1	Goal #6: People	Annual Performance Reviews Completed On-time, Including the Development of Professional Development Plans	Percentage of all eligible Administrative employees who have an annual performance review completed on-time, including the development of professional development plans (Note: In the first year the focus will be on Administrative employees, expanding to Support Staff and Faculty in future years).	Quarterly	Tracking of Admin employees in Halogen for first half of 2017-18,transitioning to all employees in Workday in Q3 2017/18.	VP Human Resources	Manager Organizational Effectiveness
6.2	Goal #6: People	Employee Communication Matrix	Matrix measure combining number of MyAC posts & time on posts	Monthly	The number of myAC posts submitted by employees as tracked through Salesforce Communities	ED Communications, Marketing and External Relations	ED Communications, Marketing and External Relations
		Metrics for future consideration ● Case response time ● Productivity ● Time saved ● Daily Huddles held ● Daily Huddles employee satisfaction					

ALGONQUIN COLLEGE

President/Board of Governors

Report title:	Employee Engagement Update
Report to:	Board of Governors
Date:	October 22, 2018
Author/Presenter:	Diane McCutcheon, Acting Vice President, Human Resources

1. RECOMMENDATION:

   THAT the Board of Governors accepts this update for information.

2. PURPOSE / EXECUTIVE SUMMARY:

   The purpose of this report is to update the Board of Governors on actions taken to address the 2017 employee engagement survey results.

3. BACKGROUND:

   In February 2017, the College's third Employee Engagement survey was conducted. The previous surveys were conducted in 2012 and 2015. The latter two surveys were conducted utilizing the AON Hewitt survey thus providing continuity, more robust data and trend analysis.

   The overall participation rate in 2017 was 57%, representing an increase of eleven points In comparison to the 2015 participation rate. The overall employee engagement score decreased by four points to 56%.

   The results of the 2017 survey indicate that employees are proud to work at the College and are proud of the role they play in contributing to the lifelong success of our learners. The results confirmed the need to continue to focus on:

   - Providing information and resources to help employees manage their careers with the College;
   - Holding people accountable for performance and results and recognizing contributions; and
   - Providing performance feedback to enhance performance and career growth.

Agenda Item No: 7.2

The People Plan 2017-2022 was accepted by the Board of Governors for information on June 12, 2017. The Plan is, in part, a response of the College leadership to the Employee Engagement Survey results.

The three priority focus areas are:

a) Attract, develop, value, support and celebrate an exceptional learner-driven workforce.
b) Increase the capacity and capability of our learning organization through innovation and continuous improvement.
c) Build a learning workplace that is respectful, diverse, inclusive and healthy.

4. DISCUSSION:

The following are some of the actions undertaken as a result of the survey:

- Mandate letters for each member of the executive team were created for 2017-2018 and 2018-2019 and published in response to employees asking for more transparency, and greater clarity around the actions and responsibilities of the Executive Team.
- 360-degree performance feedback surveys were conducted for all Executive Team members. Coaching was provided to assist with the interpretation of the feedback and the creation of development plans for personal growth.
- Templates for onboarding were created and programmed into Workday to automate much of the onboarding process, such as forms and required training. Automated reminders for completion and enhanced reporting capabilities will elevate accountability and ensure required forms and training are completed.
- Onboarding for Chairs has been identified as a high priority, and a group is currently working on developing and implementing the program.
- The Algonquin College Employee Career Hub website has been created to support employees with managing their career and promoting employment mobility. Tools and resources designed to assist employees with writing their resume and preparing for interviews have been posted. Several abbreviated job descriptions were posted to allow employees to determine the skills and education required for various roles employees may be interested in pursuing. With this knowledge, employees will be able to plan for and prepare for future openings.
- Employee Performance development programs and processes for all three employee groups have been programmed into Workday which will be live for the 2018-2019 administrative performance appraisal cycle. The goal is to elevate the completion of performance appraisals and promote performance feedback conversations.

  In 2016-2017, there was a 21% completion rate and with some focus, this increased to 33% in 2017-2018. With increased reporting capability, including Manager access to reports

and automated reminders, the completion rates should achieve the targeted 70+%.

- The Management Academy was refreshed to include updated courses including Coaching and Courageous Conversations to assist leaders with performance conversations with their teams. Work is underway to convert several of the Management Academy modules to an online format.
- Leaders in each department shared their departmental results with the team and were asked to create a departmental action plan. Action plans are currently being reviewed for completion and a process to highlight and share some of the initiatives undertaken in departments to elevate engagement will be incorporated into future Leadership team meetings and the communication plan.
- As a result of feedback from a session held with the Leadership Team, the next survey will be conducted in the Fall of 2019.

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN **Goal One** **Establish Algonquin as the leader in personalized learning across all Ontario colleges.**	☐	**CONNECTED** **Goal Four** **Become an integral partner to our alumni and employers.**	☐
QUALITY AND INNOVATION **Goal Two** **Lead the college system in co-op and experiential learning.**	☐	**SUSTAINABLE** **Goal Five** **Enhance Algonquin's global impact and community social responsibility.**	☐
Goal Three **Attain national standing in quality, impact and innovation within each school and service.**	☐	**PEOPLE** **Goal Six** **Be recognized by our employees and the community as an exceptional place to work.**	☒

6. STUDENT IMPACT:

The objective of the action plans and People Plan is to foster an engaged, competent and capable workforce. Engaged employees, who are supported to be successful in their roles and have their contributions valued, will have a positive impact on the student experience.

7. FINANCIAL IMPACT:

Any additional financial resources needed for initiatives will be planned for during the annual budgeting process and the Strategic Investment Priorities Project Funding and Position Request Process.

8. HUMAN RESOURCES IMPACT:

The objective of the action plans within the People Plan is to increase the level of employee engagement. This is measured by employees' willingness to:

- Recommend Algonquin College as an employer,
- Stay with the organization, and
- Strive to contribute to the success of our students.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

This initiative does not have a material impact on specific government or regulatory requirements.

10. COMMUNICATIONS:

A communication plan to highlight initiatives undertaken as a result of the survey is under development with the objective of keeping employees informed on the progress of various initiatives.

11. CONCLUSION:

In response to the 2017 Employee Engagement Survey, several initiatives have been undertaken both at a departmental and College wide level. The People Plan has been developed, after comprehensive consultation, to enable Goal Six of the Strategic Plan, "be recognized by our employees and the community as an exceptional place to work" and as a direct result of employee feedback. With continued efforts to complete the initiatives identified to increase engagement both at the departmental and College level, management will be well positioned heading into the next survey in the Fall of 2019.

Respectfully submitted: Approved for submission:

_____   _____
Diane McCutcheon   Cheryl Jensen
Acting Vice President, Human Resources   President and CEO

Agenda Item No: 7.3

Report title:	Applied Research, Innovation and Entrepreneurship Annual Report 2017-2018
Report to:	Board of Governors
Date:	October 22, 2018
Authors/Presenters:	Cristina Holguin-Pando, Director, Applied Research, Innovation and Entrepreneurship

1. RECOMMENDATION:

   THAT the Board of Governors accepts the inaugural Algonquin College Applied Research, Innovation and Entrepreneurship Annual Report 2017-2018 for information

2. PURPOSE / EXECUTIVE SUMMARY:

   The purpose of this inaugural document is to act as a comprehensive report on Applied Research, Innovation and Entrepreneurship activities and financial performance over the 2017-2018 fiscal year, compared against the 2016-2017 fiscal year, to standardize annual reporting on the performance of the area.

3. BACKGROUND:

   This effort is part of a multi-pronged effort to increase accountability internally and increase awareness for the area's activities externally. Additionally, this effort sets a baseline for reporting to internal College stakeholders about Applied Research, Innovation and Entrepreneurship's operations. The Applied Research, Innovation and Entrepreneurship Annual Report 2017-2018 aligns with the ongoing efforts to define and deploy the Discovery, Applied Research, and Entrepreneurship (DARE) Visioning, moving towards embedding an Innovation and Entrepreneurship mindset in all our learners enhanced by Indigenous knowledge.

4. DISCUSSION:

   The proposed final version of the Annual Report is included for information and discussion.

Agenda Item No: 7.3

5. LINK TO STRATEGIC PLAN:

STRATEGIC PLAN 2017-2022			
LEARNER DRIVEN **Goal One** **Establish Algonquin as the leader in personalized learning across all Ontario colleges.**	☒	**CONNECTED** **Goal Four** **Become an integral partner to our alumni and employers.**	☒
QUALITY AND INNOVATION **Goal Two** **Lead the college system in co-op and experiential learning.**	☒	**SUSTAINABLE** **Goal Five** **Enhance Algonquin's global impact and community social responsibility.**	☒
Goal Three **Attain national standing in quality, impact and innovation within each school and service.**	☒	**PEOPLE** **Goal Six** **Be recognized by our employees and the community as an exceptional place to work.**	☒

6. STUDENT IMPACT:

The advantage of Algonquin College's focus on innovation, applied research and entrepreneurship is that it offers students both work-integrated and experiential learning opportunities. Students put learning into action in actual workplaces, bolstering their skills and building connections. In addition, more local businesses come to view Algonquin as a valuable resource for advancing enterprises.

7. FINANCIAL IMPACT:

Applied Research and Innovation funds can be leveraged from governmental sectors other than the Ministry of Training Colleges and Universities. This allows diversification of funding for experiential learning and capital expenses.

8. HUMAN RESOURCES IMPACT:

There is no human resources impact to the College.

9. GOVERNMENT / REGULATORY / LEGAL IMPACT:

A strong reputation in innovation, applied research and entrepreneurship builds credibility and thought leadership with many sectors of provincial and federal governments.

10. COMMUNICATIONS:

The Applied Research, Innovation and Entrepreneurship office will liaise with the Communications team to develop a plan for the release of the Applied Research, Innovation and Entrepreneurship Annual Report 2017-2018 to the wider College community.

11. CONCLUSION:

This report is the next logical step in the evolution of the applied research, innovation and entrepreneurship activities at the College, to ensure that meaningful metrics are determined and measured. Future reports will develop from the feedback received from the college and external communities.

Respectfully submitted: Approved for submission:

_____   _____
Doug Wotherspoon   Cheryl Jensen
Vice President, Innovation and Strategy   President and CEO

Orientation of New Governors

Members of the Algonquin College Executive Team, the Acting Director, Foundation, and the President and Vice President of the Students' Association presented an overview of the College to new Governors Enrico DeFrancesco, Jeff Darwin, Shubham Paudel, Wayne Johnson, and to new Foundation Board of Directors, Rich Lee, and Ed Keeley at the Board of Governors Orientation Part 1 session on August 22. Four current Board members also participated in this session.

On September 16, Board Committee Chairs Jay McLaren, Chair, Academic and Student Affairs Committee, Kelly Sample, Chair, Audit and Risk Management Committee, and James Robblee, Chair, Governance Committee presented their committee's responsibilities at the Board of Governors Orientation Part 2 session held at the Strathmere Lodge. Duane McNair, Vice President, Finance and Administration provided a presentation on Board Monitoring and Oversight.

2018 Fall Board of Governors Retreat (September 16 & 17)

Thank you to Governors, Foundation Acting Director, and Foundation Board of Directors Vice Chair for attending the Board's Fall Retreat at the Strathmere Lodge. Governors' engagement in discussions and active participation in activities ensured that the session was successful and rewarding for all. The Retreat agenda included topics such as: *"The realities of June 7th – where we are and where we might be going"* presented by special guest speaker Linda Franklin, President and CEO Colleges Ontario. Thank you to the following Algonquin College team: Maggie Cusson, Dean, Academic Development and Mark Leduc for taking us through the path of the Program Life Cycle. Chris Hahn, Dean, Perth Campus for providing us with insights for the Strategy for the Perth Campus, and to the Algonquin College Executive team, for helping to make the retreat a success.

Colleges Ontario 2018 Higher Education Summit

As reported in June, the 2018 Higher Education Summit will be held in Toronto at the Sheraton Centre Hotel from November 24 to 26. The College Centre for Board Excellence will be hosting the Governor Orientation Sessions prior to the conference on November 24 and 25.

Speakers at the conference include Van Jones, President and Founder of the non-profit justice incubator Dream Corps, author of three New York Times Bestsellers, advisor to the Obama White House and correspondent for CNN, the Right Honourable Beverley Mclachlin, former Chief Justice of the Supreme Court of Canada, the first woman in Canada to hold this position, Chantal Hébert, National Affairs columnist, Toronto Star, and Jonathan Jansen, distinguished professor of education at Stellenbosch University, South Africa.

The Board's Governance Committee has approved 10 governors to attend the 2018 Higher Education Summit.

Fall Convocation Ceremonies at the Ottawa Campus

Members are reminded of the 2018 Fall Convocation Ceremonies, to be held at the Ottawa campus in the Student Commons Theatre, are scheduled from October 24 to 27, 2018.

2018-2019 Board Meeting Dates
The Board meeting dates from September 2018 to June 2019 are posted on the Board's public website and on SharePoint. They are as follows:

Monday, October 22, 2018 Board meeting
Monday, December 10, 2018, Board meeting
Monday, February 25, 2019, Board meeting
Monday, April 15, 2019 Board meeting
Monday, June 10, 2019 Board meeting and Annual General Meeting

2018-2019 Board Dinners and 2019 Spring Board Retreat
Board Holiday Dinner: Monday, December 3, 2018. A formal invitation will be sent to members in October.
Spring Board Retreat: Saturday, March 23, 2019.
Board of Governors End of Year Dinner - Tuesday, June 25, 2019.

Power Interruption – July 2018

The Ottawa campus suffered a catastrophic power failure in July. Through the outstanding efforts of the Physical Resources staff, generators were brought in and implemented for all buildings over the weekend. This allowed the College to be open and operational for Monday. By Tuesday evening the situation was resolved and power was restored.

Tornado Damage

The power failures caused by the tornadoes in September affected the Ottawa campus. Our cogeneration plants allowed the College to be open over the weekend. In turn, this allowed College facilities to be open and available to the neighbouring communities. College staff and students donated their time to help with free coffee and other services. The Physical Resources staff, once again, worked all weekend to ensure that the lights were on and classes could resume on the Monday. Communications staff also worked through the weekend to ensure that all staff were informed.

Smoke Free Campus

In late September, the Provincial Government announced that smoking cannabis would be permitted anywhere smoking tobacco was allowed. On Friday, October 5, an announcement was released stating that all campuses would be smoke free starting on October 15. This is a soft launch of the smoking ban, with a full implementation of the policy effective January 1, 2019. Within the first week of the announcement, six media interviews were conducted.

St. Lawrence College announced a full smoking ban effective October 15, on Wednesday October 10.
The issue will be discussed at the Committee of Presidents meeting on October 17.

Speaking Engagements

The President was asked to speak on two panels:

1. KPMG panel on Educational Partnerships. This event was held in Montreal on Thursday September 27. The attendees were non-academic leaders in the postsecondary sector.

2. National Association for Community College Entrepreneurship. This event was held in Fort Worth Texas on Tuesday October 9. The panel was on the role of Diversity and Equity in Entrepreneurship leading to Student Success. The attendees were College presidents from across the United States.

President/Board of Governors

For Algonquin College to deliver on its Mission and Vision we have five Strategic Directions and six supporting goals. These commitments guide our strategic priorities and budget process.
Strategic Direction
Reporting Timeframe: May 8, 2018 to September 10, 2018
LEARNER DRIVEN Goal 1: Establish Algonquin as the leader in personalized learning across all Ontario colleges.

Summary Report from:	Activity
Academic	• The first Women in Technology Coffee session was held on September 11, 2018, sponsored by the School of Advanced Technology. Future sessions will include informal conversations with women in leadership positions from the technology sector. • The Faculty of Technology and Trades Retention Task Force implemented an orientation initiative where Deans, Chairs, Associate Chairs, Coordinators, Academic Advisors and Student Success Specialists wore high visability branded vests during the first two weeks of class. This helped Technology and Trades students identify individuals who could help them during the start of the term. • The Manager of Retention and the Studencont Success Specialist team provided the Intercept initiative and Entering Student Survey pesentations at the 5ᵗʰ Annual Student Success Provicial Conference held at Canadore College in North Bay on May 14 to 16 , 2018. • Pembroke Campus staff enrolled approximately 1,000 full-time and part-time students this Fall term. Algonquin Advantage Days were compressed to two days to enable more students attend without having to take time off work. • The Pembroke Professional Firefighters Association sponsored the well attended "Move in Day" BBQ. • Perth Campus staff held a successful Program Prep Day on Wednesday, August 29, 2018. Students were able to purchase their textbooks, parking passes, complete their Information Technology set-up, and received training in Brightspace. • 624 former Academic Upgrading students entered postsecondary programs at Algonquin College this Fall 2018. This is parallel to the highest results of 625 in 2014, a 5% increase from the previous year.
Communications, Marketing and External Relations	• Communications, Marketing, and External Relations staff coordinated and submitted the 2017-2018 Annual Report to the Ministry of Training, Colleges, and Universities on July 31, 2018. • Fall 2018 Communication plans have been created and approved by their respectve Areas and are active for the Employee Learning Exchange, Brightspace, and the Learner Driven Plan.

ALGONQUIN COLLEGE

President/Board of Governors

	• To support the 2019 marketing campaign, creative channels have been crafted to build on their existing College brand campaign. • The return of the Tuition Contest created marketing collateral for the launch with new cluster landing pages design, an updated Change campaign website was published, and the new design for program pages went live. • The 2019 Viewbook was distributed for circulation. • After community consultation and research, the Marketing department staff assisted in naming the Employee Learning Exchange and Student Central.
Indigenous Initiatives	• The Mamidosewin Centre staff launched the new Mamidosewin Learner Engagement Program for Fall 2018. The goal of the program is to increase activity and event engagement amongst first year Indigenous learners and help build confidence in their ability to succeed at Algonquin College. • The Indigenous Initiative team held a staff retreat on July 23, 2018. This retreat focused on the research and recommendations to be included in the Algonquin College Indigenization Plan.
Innovation and Strategy	• Corporate training staff developed and delivered customized workplace training for 300 clients from five indigenous and Inuit organizations: First Nations Market Housing Fund; First Nations Information Governance Centre; Cree Nation of Wemindji; Tungasuvvingat Inuit and the Cree Nation of Mistissini. • Ninety-five English for Academic Purposes students participated in World Student Day on July 20, 2018, which included taking a boat cruise on the Ottawa River and trip to Jacques Cartier Park. • Six student researchers received job offers by the companies they worked with: Fanshare Sports, Lytica Inc., Sonoptic and Contextere.
Student Services	• Recruiters completed 151 presentations, 115 tours, and collected 1,400 prospective student leads compared to 177 presentations, 129 tours and 1,101 prospective student leads for this reporting period in 2017. There was a 13.1% (26) decrease in recruitment presentations and a 27.2% increase in leads due to a combination of variables, primarily a reduction in access to summer school career classes, and earlier communications to ensure higher rates of participation. There were 50,184 applications processed for Fall 2018 compared to 48,895 for Fall 2017, a 2.6% increase year-over-year in applications. • There were 2,879 total international student applications processed compared to 1,769 in 2017, an increase of 62.7% in applications. The average processing time between a completed application and admission review for this period was 2.93 days. The exact comparison for 2017 is not available as the process and reporting capabilities have changed. The estimated application processing time was four to five weeks at the same time last year.

President/Board of Governors

	• Classes were suspended at the Ottawa Campus for AC Day 1 on September 4 to allow new students to attend program orientation, success workshops, services overview, and many social activities. Returning students participated in the day as volunteers. A total of 8,518 entry level students registered to attend AC Day 1, an increase of 8% compared to 7,852 registered for 2017 Fall Term Orientation. Of the 8,518 students registered for AC Day 1, 88% were first time new students in the Fall 2018 term for Ottawa Campus programs. • On June 11, 2018, the Ottawa campus Library moved to its new location on the second and third floor of the DARE District. Summer activity for the Ottawa campus Library included moving, unpacking, and settling into the new area. The new Ottawa campus Library includes a multitude of technology-enhanced learning spaces, which are open 24 hours a day. The new library offers an increased quiet and collaborative study space, and new silent study space. The Library in-house collection is divided into two areas; one area includes the main Library collection of approximately 35,000 books; and the second area offers a smaller collection and multiple quiet seating areas for users. The Library developed new programming in digital literacy instruction in order to help students prepare for an increasingly digital society.
INNOVATION AND QUALITY Goal 2: Lead the college system in co-op and experiential learning. Goal 3: Attain national standing in quality, impact and innovation within each school and service.	
Summary Report from:	**Activity**
Academic	• The Mechanical Engineering Technology program implemented a co-operative education option effective Fall 2018. The first students in this stream are currently on their placements. • The Paralegal program qualified under the co-operative education umbrella of the Treasury Board of Canada. All of the Federal Government work placements for this program are now paid positions. • The Pembroke Campus staff signed a contract with Brose Farm to promote experiential learning opportunities for students in the Action Sports Park Development program. • The Pembroke Campus' Tree Climbing competition was recognized in the Ontario Arborist magazine. • The Perth Campus and the National Capital Commission signed a Letter of Intent to partner on projects and collaborate on future programming related to the built heritage. • The Faculty of Technology and Trades hosted a Skilled Trades Camp in collaboration with Skills Ontario for Grades 6-8 youth. Two groups of 16 campers explored the Skilled Trades through four different hands-on workshops and other mentoring sessions.

President/Board of Governors

	• The School of Hospitality and Tourism successfully delivered four week-long career samples for youth ages 12-17 in baking, culinary, event management, and esthetics during July and August, 2018.
Communications, Marketing and External Relations	• Marketing staff continued to enhance the College website and refreshed the International website to improve usability and user experience. The Current Students page was also refreshed to increase functionality, to include the new Tuition and Fees Estimator tool, and work integrated learning for each program. • The Web Team created a master calendar of events, pulling in events from different webpages across the College site. • Marketing staff built a web tool to enable the Co-op Department to add information specific to each program page including when students are available for hire. This tool is linked to the program pages and will auto-generate a link to the Co-op website for details.
Finance and Administration	• The Physical Resources facilities development team hired an interior design student in support of the co-op program, and developed a co-op student awareness strategy with its prequalified consultants and contractors. • The Course Material Service team reorganized to improve the book and e-Text readiness for Fall. The team processed 3374 course adoptions, representing just over 59,000 pieces of course material (print and digital textbooks). • Parking Services staff implemented paid parking after 5:00 pm. The goal of this project was to develop, implement, and communicate a fair parking fee solution for both day and evening activities.
Innovation and Strategy	• Thirteen new collaborative research projects received funding from the National Science and Engineering Research Council and Ontario Centres of Excellence allowing 30 students the opportunity to receive valuable work-integrated experience. • A record number of 785 co-op work-terms were implemented over the summer semester, representing a 40% increase over the same period last year. • In collaboration with the Centre for Continuous and Online Learning, the Lean AC Way White Belt training migrated to Brightspace permitting employees to complete their modules from any device, at any time.
Student Services	• Automated creation of international student applicant profiles through an automated data transfer has eliminated approximately 400 hours of manual data entry per year. • The production of international student fee payment receipts as an automated self-serve function has eliminated approximately 150 hours of manual work per year. • The UPass Bus Pass refund automation project was completed resulting in the elimination of approximately 300 hours of manual processing time per year.

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	• The second module of the scheduling system (Infosilem) was launched in June 2018. This module, called Enterprise, facilitates non-academic bookings. • The Registrar's office staff implemented a successful software enabling graduate name display on screens during Spring 2018 Convocation Ceremonies held in Ottawa. • Ben Bridgstock, Director, Student Support Services presented at the National Mental Health on Campus Conference in Toronto on May 24th on the topic of Opioids and Cannabis and implications for post-secondary institutions. • Project Lighthouse presented at Kaleidoscope, and at the Canadian Association of College and University Student Services conference and provided the keynote address at an Acadia University conference on the topic of sexual violence in a post-secondary environment. • The Student Support Services website was given a refresh, and a soft launch occurred on June 1, 2018. The new layout made it easier for students and employees to identify services and resources on topics. The rotating banner at the top of the page highlights events and services and is regularly updated to reflect the student lifecycle. • The Ottawa campus Library staff implemented a new Radio-Frequency Identification (RFID) solution, providing an easy and convenient self-serve check out method. This solution is more efficient for the circulation of resources and allows employees more time to spend with students on other Library services such as research and information.
CONNECTED Goal 4: Become an integral partner to our alumni and employers.	
Summary Report from:	**Activity**
Academic	• Employers have expressed appreciation for the changes in scheduled offerings of the Gas Technician, Continuing Education courses. A more regular schedule has made it easier for participants to complete the series of courses. • On July 1, 2018, Mazen Kassis, President of Milano Pizza, donated $10,000 to support students in the School of Hospitality and Tourism. This gesture was done to honour his family of eight's immigration to Canada from Lebanon 50 years ago. Mazen created the Carolina Kassis Award in his mother's name. Mr. Kassis has been a long time supporter of Algonquin College.
Communications, Marketing and External Relations	• The Convocation ad highlighting our honorary degree recipents was published in the *Globe and Mail* on June 13, 2018. • Using the outcomes from the Employer Reputation Study, Marketing staff established benchmarks for reputation among employers and scanned the marketplace for opportunities to identify drivers that would encourage employers to engage and hire Algonquin College graduates.

Innovation and Strategy	• On May 9, 2018, the International Edcuation Cenre staff hosted the first Alumni Speaker Series, welcoming over 40 current students to meet successful international Algonquin College graduates. • On June 7-8, 2018, Algonquin College and Carleton Univeristy collaborated to host over 150 participants at the annual Ontario Association for International Education Conference, " Visioning for the future – The next 150 years of International Education in Ontario". • Fifteen new or improved software and/or electro-mechanical prototypes were developed by Applied Research students and delivered to the partnering companies at the end of the summer campaign on Aug. 25, 2018.

SUSTAINABLE Goal 5: Enhance Algonquin's global impact and community social responsibility.	
Summary Report from:	**Activity**
Academic	• In partnership with the International Education Centre, Entrepreneurship faculty from the School of Business delivered a compressed course in July 2018 to a group of Chinese students who were looking to gain exposure to the Canadian postsecondary system. • The Pembroke Campus has its highest enrolment of international students in its history with 27 international students registered for the Fall 2018 term. The campus staff held several social activities to help integrate these students into Pembroke and has worked closely with the International Office to provide additional supports to the students. • Community Employment Services staff at the Perth Campus participated in a social enterprise partnership project with Mississippi Mills Youth Centre, the United Way and the township that saw local at-risk students trained and employed to operate the canteen at Gemmill Park in Almonte. • The Centre for Continuing and Online Learning reports that online course level enrolments for Spring 2018 increased 23.8% over last year and that registration for Fall 2018 has already surpassed Fall 2017 numbers.
Communications, Marketing and External Relations	• Algonquin College and the Champlain Local Health Integration Network hosted the fifteenth Future of Health and Wellness Speaker Series event on May 25 and presented Stéphane Giguère, Chief Executive Officer, Ottawa Community Housing. • New leads generated through the website have increased by 42% (from 8,057 to 11,416) year-over-year. New leads generated through marketing campaigns also increased by 60% (from 751 to 1,202) year-over-year. In addition to seeing positive return on our lead generation efforts, the increased leads can also be attributed to our efforts to improve tracking processes.

	• Year-over-year, the Marketing Officer Team has reduced the cost per click by 63% ($0.96 to $0.36/click). The campaign increased leads by 22% (802 to 1028) while reducing the cost per lead by 57% ($37.73 to $24.05). • The Perth Campus lead generation campaign, supported Perth's enrolment for the Early Childhood Education, Police Foundations, and Personal Support Worker was a focus during this reporting period. Effort was to drive interest to a Discovery Evening and boost enrolment. Channels included, print ads (including an eight page insert), digital ads, radio, collateral, and the creation of Facebook lead form campaign.
Finance and Administration	• The College Executive Team approved its first Energy and Emissions Strategy in June 2018 which established a planning vision and principles for energy and emissions at the College as well as targets and metrics for energy use and greenhouse gas (GHG) emissions. This is the third green infrastructure strategy approved by the College following on the College Transportation Strategy (June 2017) and the College Water Strategy (June 2017).
Innovation and Strategy	• The 2018 summer edition of RE/ACTION took place in the newly minted DARE District engaging over 37% more students and projects over the same period last year. • Algonquin College saw its Fall 2018 International student enrolment rise 41% year-over year, with the College now being home to 3,159 international students, including 1,650 Level 1 students. • The Language Institute's Fall 2018 enrolment in its English for Academic Purposes Canadian Program increased to 316 students, an 81% increase from Fall 2017. The Language Institute's Teaching English as Second/Foreign Language program enrolment increased to 37 students, a 12% increase from Fall 2017.
Student Services	• Online Tuition and Fees Estimator went live on the Algonquin College website that provided students with easier access to fees and cost information. • As reported in the June 11, 2018 Management Summary Report, on May 7, 2018, confirmation was received from the Ministry of Training, Colleges and Universities policy branch in Toronto that Algonquin College was successful in securing the full amount requested ($500 thousand for the first year with the possibility of extension for the second and third year for a total of $1.5 million, which was the full amount requested within this proposal). This is within the proposal for the Ontario Post-Secondary Access and Inclusion Program initiative, which repurposes former First Generation Program Funding. Over the summer months, work was completed to transition from the former First Generation demographic to encompass the new equity and inclusion areas of Ontario Post-Secondary Access and Inclusion Program. Aspire AC was branded as the new face of the Ontario Post-Secondary Access and Inclusion Program at Algonquin College which is designed to assist students, who without direct intervention and support, would be unlikely to access, transition and persist at a post-secondary institution.

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	• On August 10, 2018, Aspire AC formalized a partnership with the Pathways to Education Program, a program funded under the Ministry of Education that resides, and is offered, in pre-determined areas of cities with low socio-economic status at the Pinecrest Queensway Community Health Centre. This allows Aspire AC staff to conduct outreach (and transition activities to the youth supported in the Pathways to Education Program and other Pinecrest Queensway youth initiatives and programs.

PEOPLE
Goal 6: Be recognized by our employees and the community as an exceptional place to work.

Summary Report from:	Activity:
Academic	• The Pembroke Campus annual Spring Business Leadership Conference attracted approximately 100 local business people for a day of professional development in May of 2018. The Keynote Speaker was Doug Griffiths of 13 Ways to Kill Your Community.
Human Resources	The following programs were offered: • New Employee Orientation & Mentoring - Welcomed and paired with mentors for 63 new employees: 13 full-time and one part-time support staff, plus six full-time, and 12 part-time administrative staff, and 29 full-time, and two part-time faculty. • Part-Time Faculty Orientation Program - Registered 99 part-time faculty for the Spring 2018 program, offering six face-to-face sessions. Registered 173 part-time faculty for the Fall 2018 program, offering eight face-to-face sessions. • Faculty Learning Program welcomed 35 new full-time faculty members. • Professional Development workshops offered 23 workshops made available to all employees and supported 176 employee registrants. These workshops were offered in collaboration with Learning & Teaching Services, Centre for Accessible Learning, Course Material Services, Human Resources (Employee Assistance Program) and Risk Management. • Department Specific Training - Ongoing Computer software training with 11 Physical Resources employees in the TSEC Team. • Algonquin Leadership in Education Institute - 20 employees successfully completed the Leadership Development program. • Fifteen employees successfully completed the Service Excellence program.

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	- Management Academy offered three workshops (Change Management-A Practical Approach Using a New Framework; Risk Management and Rocket Science- What They Have in Common – NEW; Coaching Conversations – NEW; Strategic Priorities) to 52 registrants. - There were 571 employees registered for 2 days of keynote speakers and learning sessions for Kaleidoscope. - Eight employees successfully completed their Teaching Adult Lifelong Learners Assessment and Evaluation Techniques. Fourteen employees successfully completed their Professional Standards of Practice. 5 employees graduated from the TALL program and attended the June 2018 Convocation Ceremony - Eastern Region Collaboration: twelve employees successfully completed their Aligning and Building Curriculum, 16 faculty successfully completed their Focus on Learning Program (Part 2), and 13 faculty successfully completed their Celebrating Great Teaching program. - First Quarter Recruitment activity: - Full-time Postings - Academic: 37 posted, 31 Filled. Support Staff: 11 posted, ten filled. Administration: four posted, three filled. - Part-time Postings: Academic: 9 posted, Administration: 12 posted, Support Staff: 12 posted. - Total positions posted was 85 - Total view of postings for this quarter was 178,535 - Total applications: 9,051 - Diversity & Inclusion: - May 2018 - Launched the Diversity & Inclusion Circle. - June 2018 – Hosted Hire Immigrants Ottawa (HIO) connecting employers (Algonquin College, City of Ottawa, House of Commons, Ottawa Police Service, Province of Ontario) with more than 40 job-seeking skilled immigrants.
Innovation and Strategy	- Applied Research, Innovation and Entrepreneurship staff integrated bi- weekly employee huddles as part of their implementation of the AC Way and DARE Visioning Exercise. - Information Technology Services department staff completed specialized management training and launched Respectful Workplace workshops with employees as part of their employee engagement plan. - Information Technology Services staff deployed advanced malicious software protection to 4,000 employee computers to help protect against malware and ransomware - Nadia Ramseier, Marketing Manager, International Education, completed the AC Lean Management Certificate.

Student Services	• Counselling Services staff hosted six Executive Directors/Directors from McGill University who spent the day learning about Counselling Services, the Centre for Accessible Learning and Health Services, and completed a tour of the Ottawa campus facilitates. • Mental Health First Aid training was offered in both May and August with 45 staff attending. • Recognize, Respond and Refer, and Safe Talk training was offered with 24 employees attending. • Positive Space training was offered in August with 12 employees attending. • Library staff participated in two days of professional development on June 12 and 13, 2018 in preparation for the new research services available in the DARE District Library
STUDENT & EMPLOYEE SUCCESSES:	**Activity**
Academic	• Jane Trakalo, Chair, Community Studies and James Wang, Manager, International Partnerships visited Shanghai Zinlu Vocation School and Changzhou School of Early Childhood Education in China on May 28 – June 5, 2018. The trip focused on developing partnerships and placements for students in the Early Childhood Education and Bachelor of Early Learning and Community Development programs. • Professor Clayton Fox, Architecture/Civil/Building Sciences completed his Masters or of Applied Science, Mechanical Engineering program. • Jamie Bramburger, Manager of Community & Student Affairs, Pembroke Campus has been named Honourary Chair of Renfrew County United Way Campaign. • Pembroke Campus Social Service Worker graduate Naomi Fong has been named to Canada's group of athletes who will compete at the Invictus Games this fall in Australia. • Pembroke Campus Personal Support Worker graduate, Alma Keuhl, will represent Canada at the World Women's Arm Wrestling competition this fall in Turkey. • Cameron Dubé, Coordinator, Action Sports Park Development program, completed the Tour Divide 2018, a grueling 25-day, 2745 mile ultra-cycling solo challenge. • Stephane Gunner, graduate of the Outdoor Adventure program, and Jeff Jackson, Coordinator, were featured in a video released by the Cree Outfitter & Tourism Association and the Province of Quebec. • Perth Campus Police Foundations students, staff and faculty donated a cheque in the amount of $4,150 to the Canadian Cancer Society on May 31, 2018; the proceeds from their very successful Battle in the Saddle event held that day.

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	• The Pembroke Campus Police Foundations students launched a bike patrol program in partnership with the City of Pembroke, the Pembroke Business Improvement Area and the Ontario Provincial Police. • The Perth Campus welcomed runners from the Special Olympics Torch Run on June 7, 2018. The Office Administration Executive students presented the Special Olympics with a cheque for $2181.00; the proceeds from their annual fundraising event. • The Perth Campus was the site of the Rideau Lakes Artists' Association Art Show from July 13 – 15, 2018. The show was a resounding success with close to one thousand visitors to the campus. • Stephanie Lee, Professor in the Personal Support Worker program, in partnership with the Perth Campus Community Employment Services Office, hosted a Health Care Career Fair on May 9, 2018. • Prime Minister Justin Trudeau and Minister Kirsty Duncan met with Game Development faculty and students to review their virtual reality simulation at the Canada Aviation/Space museum. • Cristi Wilkinson, Academic Upgrading (Smiths Falls Centre) was awarded the Helen Creighton Education Award from the Perth chapter of the Canadian Federation of University Women. The award of $1000 is given to a mature woman returning to school to pursue postsecondary education. • The Event Management students raised a total $27,976.99 over the summer for the Children's Wish Foundation. • The Development Service Worker Cooperative project was awarded a bronze medal in the Best Student and/or Alumni Initiative category from the Canadian Council for the Adancement of Education at their conference in Halifax on June 6, 2018.
Innovation and Strategy	• Funded through Social Sciences and Humanities Research Council of Canada, a Social Innovation lab launched in the DARE District that ultimately matches student talent to social sector organizations enhancing their utilization of emerging digital technology.
Student Services	• The AC Hub Volunteer Centre facilitated 12 different Community Projects which included 156 participants, and a total of 726 hours of service given back to the community.

2018-19 BOG Work Plan

ROLE OF THE BOARD	RESPONSIBLE AREA /PERSON	MEETING DATES				
		22-Oct 2018	10-Dec 2018	25-Feb 2019	15-Apr 2019	10-Jun 2019
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.						
ASAC Report to BOG (New/ Suspended and Cancelled Academic Programs)	J. McLaren, C. Brulé	X	X	X	X	X
ARM Report to BOG (Major Capital Projects, Workday)	D. McNair	X	X		X	X
Healthy Living Education Initiative	C. Brulé		TBC		TBC	
Five Year Capital Investment Plan	D. McNair		X			
International Education Strategy Refresh	D. Wotherspoon	X	X			
Major Capital Projects (included in ARM Report)	D. McNair	X	X		X	X
People Plan	D. McCutcheon	X				
Executive Compensation Framework	C. Jensen, D. McCutcheon		X			
Executive compensation	C. Jensen			X	X	
Framework of 2019-2020 Business Plan (For information Dec. 10 board, for approval Feb 25 Board)	L. Stanbra		X			
Approval of 2019-2020 Business Plan and Budget	D. Wotherspoon D. McNair			TBC		
Lean Management Plan (defer to Feb 26, 2018)	D. Wotherspoon			X		
IT Modernization Plan	D. Wotherspoon				X	
Applied Research Plan *(Deferred from June 11, 2018 to October 22, 2018)*	D. Wotherspoon	X				X
Innovation and Entrepreneurship Plan	D. Wotherspoon				X	
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.						
Delegated to Executive Committee	Algonquin College Executive team	X	X	X	X	X
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.						
Annual Report 2018-19 and progress against Strategic Plan 2017-2022	S. Anderson					X
Quarterly 2018-2019 Business Plan Update	D. Wotherspoon	Q1	Q2	Q3		
Fourth Quarter 2018-2019 Business Plan performance	D. Wotherspoon					Q4
Program Advisory Committee's Annual Report (ASAC Report)	C. Brulé		X			
Employee Engagement Update (presentation for Information)	D. McCutcheon	X				

ROLE OF THE BOARD	RESPONSIBLE AREA /PERSON	22-Oct 2018	10-Dec 2018	25-Feb 2019	15-Apr 2019	10-Jun 2019
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.						
2019-2020 Budget Assumptions and three-year pro forma	D. McNair		X			
2019-2020 Tuition and Fees Schedules	L. Stanbra		X			
Banking Officers' resolution	D. McNair					X
Colleges of Applied Arts & technology (CAAT) Retirement Compensation Annual Report to Sponsors *(distribute separately to BOG)*	C. Jensen					X
Endowment Fund Performance Report (ARM Report) AND Operating Fund Performance Report	D. McNair					X
Quarterly 2018-2019 Financial Projection	D. McNair	Q1	Q2	Q3		
Fourth Quarter Financial Results and Audited Financial Statements	D. McNair					Q4
RISK INDENTIFICATION AND OVERSIGHT – The Board oversees management's risks program, and identifies unusual risks in the organization and ensures plans are in place to manage and prevent such risks.						
Corporate Risk Profile (only present every 2-3 years when updated)	D. McNair					
Freedom of Information Annual Report	D. McNair					X
Cybersecurity Audit	D. Wotherspoon					X
STAKEHOLDER COMMUNICATION AND ACCOUNTABILITY – The Board ensures the organization appropriately contributes to strong stakeholder relationships, and advocates on behalf of College stakeholders in support of the mission, vision, values and strategic directions.						
YourAC - included in Board Management Summary	S. Anderson	X	X	X	X	X
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.						
Review and adoption of the Governors' Code of Ethical Conduct (Discussed at Fall Board Retreat)	P. Nadeau					
Structure of Effective Board Meetings generative discussion (Discussed at Orientation Part 1)	P. Nadeau					
Board Committee reports (Academic &Student Affairs; Audit & Risk Management; Governance)	V. Tiqui-Sanford	X	X	X	X	X
Foundation Board Report	L. Stanbra	X	X	X	X	X
Appointment of new Governors for 2019-2020	P. Nadeau				X	
Governance Committee Report to include Board Officer and Committee Appointments; BGI-01 Report Card; Governor Reappointments	J. Robblee				X	
Governance Committee report to include BOG Officer & Committee Memberships, Board Evaluation Report	J. Robblee					X
Approval of previous year AGM Minutes	P. Nadeau					X
LEGAL COMPLIANCE – The Board ensures that appropriate processes are in place to effect compliance with legal requirements.						
Confirmation of mandatory Government remittances	D. McNair	X	X	X	X	X