

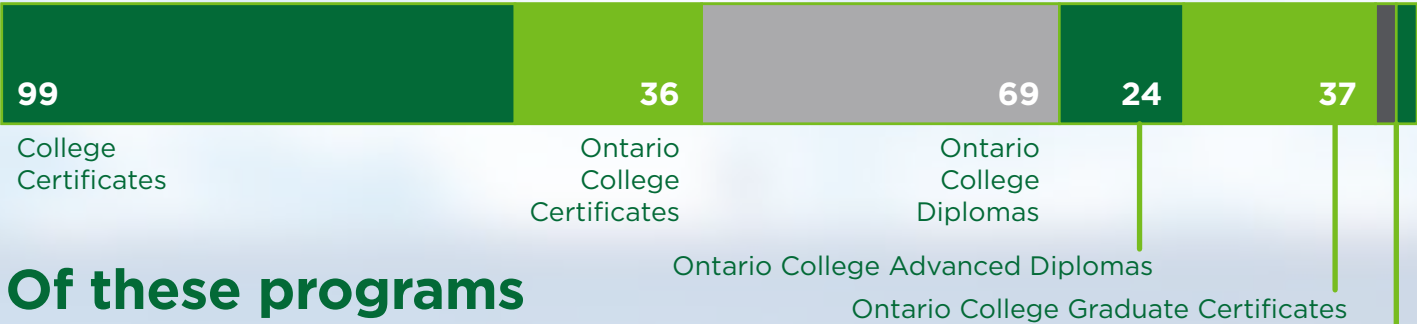


CARING  
LEARNING  
INTEGRITY  
RESPECT

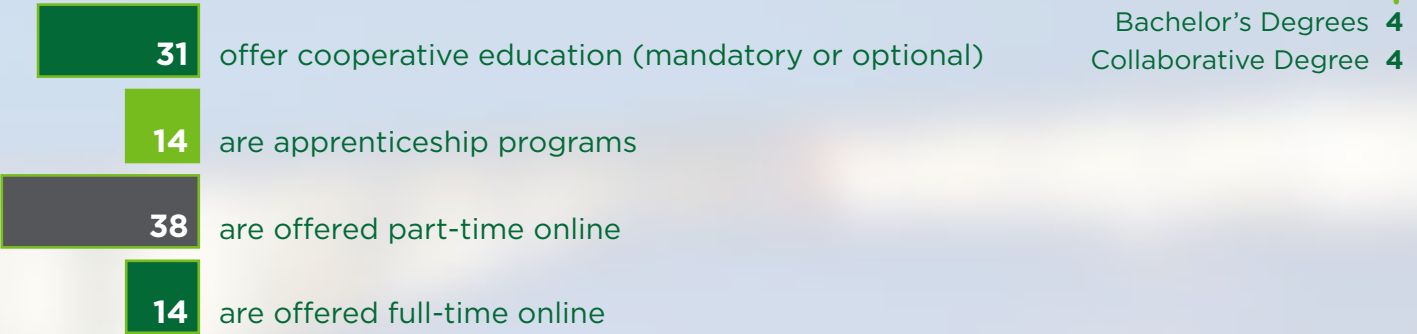
2015-2016 ANNUAL REPORT 

# COLLEGE AT A GLANCE

## 269 Programs



## Of these programs

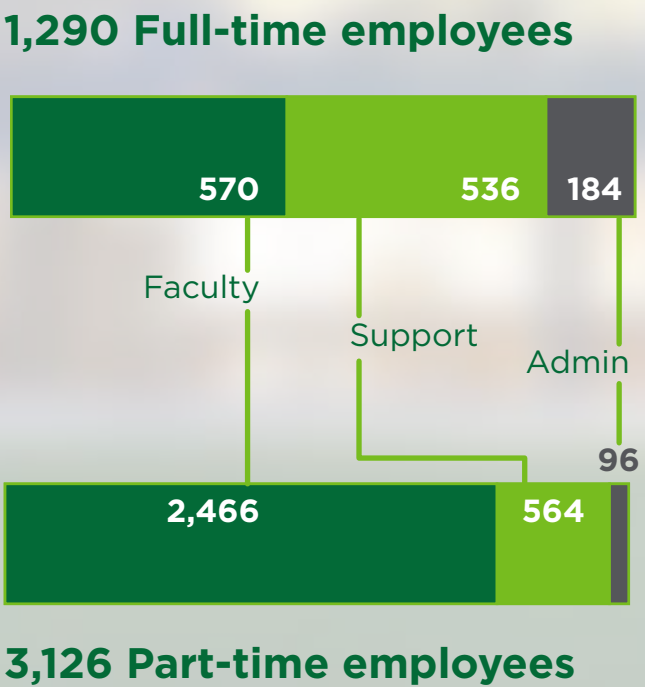


## Students

- 21,059** Full-time students
- 2,750** Part-time students
- 1,592** Post-secondary International Full-time Equivalents
- 1,378** English for Academic Purposes (EAP) International students
- 1,326** Academic Upgrading students
- 2,632** Apprentices
- 38,766** Continuing Education (CE) registrations\*
  - \* Includes 17,099 Distance Education (DE) registrations



## Employees





# COLLEGE AT A GLANCE



## Abroad

### International Partnerships

China, India, Montenegro, Kuwait, & Saudi Arabia

**116** research activities

**38** volunteer opportunities

**32** program end of year field trips

**2** conferences



## Campus Locations

Ottawa,  
Pembroke,  
Perth,  
Jazan,  
Kuwait City



## Our strategic pillars



### Applied Education and Training

We have a commitment to applied education and training, tailored for a digital world.

- Centre for Innovation and Entrepreneurship - IgniteAC
- Healthy Living Education Smart Apartment
- New branch campus in Kuwait



### Student and Client Success

We strive for the academic and career success of our students.

- Extensive College-wide orientation
- Increased dedication to academic advising and peer mentoring
- Volunteer Centre for student community involvement



### Empowered People

We deliver on our values providing opportunity for our employees to grow and develop.

- 3X Top Employer in the National Capital Region
- Faculty Performance Development Program
- New Employee Relations Plan



### Financial Sustainability

We make decisions that deliver on our commitments and position Algonquin College for long-term success.

- Two-megawatt generator with Siemens Canada
- Integrated College Development Framework and Five-year Master Plan
- Responsibility Center Management model

**80.4%**

Student Satisfaction

**78.9%**

Graduate Satisfaction

**92.0%**

Employer Satisfaction

**84.8%**

Graduate Employment

**65.9%**

Graduation Rate

## OUR MISSION

To transform hopes and dreams into skills and knowledge, leading to lifelong career success

## OUR VISION

To be a global leader in digitally connected applied education and training

## OUR CORE VALUES

### Caring

We have a sincere and compassionate interest in the well-being of the individual.

### Learning

We believe in the pursuit of knowledge, personal growth and development.

### Integrity

We believe in trust, honesty and fairness in all relationships and transactions.

### Respect

We value the dignity and uniqueness of the individual. We value equity and diversity in our community.



## TABLE OF CONTENTS

Message from the Chair, Board of Governors	6
Message from the President	8
About this Report	11
Applied Education & Training	13
Student and Client Success	18
Empowered People	22
Financial Sustainability	29
Algonquin College Foundation	33
Financial Report	35
Board Members and Senior Management	36
Summary of Advertising and Marketing Complaints	37
College Academic Council Report	41
Strategic Mandate Agreement Report Back	42
Key Performance Indicator (KPI) Performance Report	43





## MESSAGE FROM THE CHAIR

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One does not have to look far to see that innovation and entrepreneurship are part of the everyday fabric of life at Algonquin College. In 2015–2016, the College opened the Centre for Innovation and Entrepreneurship, launched the Smart Apartment adult care facility as part of its ongoing Healthy Living Education initiative, and progressed toward, what will be, massive operational efficiency gains through the technology-driven Project Fusion.

We on the Board of Governors are proud of the College's forward thinking — and are determined to carry that forward into our business of governance.

### Board engagement of the College community

Last year we continued to refine our approach to Board meetings. With focused subcommittees handling in-depth research and due diligence activities, our quarterly meetings have more freedom to address high-level, strategic issues. As part of our revised agenda, every meeting begins with students sharing success stories. We then explore critical areas of the College landscape, and conclude by opening the floor to questions and discussions. The entire College community is invited to attend these meetings, and it's not unusual to have as many as 40 student and employee observers in the room with us.

That participation is proof of the high level of engagement at Algonquin College. We see it as well in the ways students embrace volunteering and fundraising. There are so many examples I could mention, but I am particularly proud of our fourth consecutive win in the Spread the Net Student Challenge: since 2012, our students have raised more than \$66,000 to buy bed nets for the fight against malaria in Africa.

### Top employer of the region

We on the Board are also proud that the College, once again for the third year in a row, is ranked on the list of top employers in the National Capital Region. Since her appointment as President two years ago, Cheryl Jensen has worked tirelessly to strengthen the engagement of our employees. The College's new Employee Relations Plan is a sign of commitment and progress on this front, and I look forward to seeing continued gains in the years to come.

Part of being entrepreneurial, of course, is venturing into unknown territory where there is a measure of risk involved. The College's experience in Saudi Arabia and Kuwait is a high-profile example of that, and of our resolve to face challenges when they arise.

**Innovation and entrepreneurship are part of the everyday fabric of life at Algonquin College.**



The reality is that our College, and all colleges, will have to take more risks as the post-secondary funding model continues to evolve. Our obligation is to do so in a considered way. That means being risk-aware rather than risk-averse: identifying potential impacts on a project-by-project basis. With robust tracking and measurement tools in place, we are confident in our ability to assess and manage risk for any new initiative.

One of the key drivers of our overseas initiatives is expanding access by International Students to an Algonquin College applied post-secondary education, directly in their home markets. This builds on the success we have enjoyed to date in attracting international students to our Canadian campuses and reflects the value of an Algonquin College education in these foreign markets. We will continue building on our overall success and carefully seek out and evaluate potential new or expanded markets to sustain and grow the Algonquin College brand.

## **Comprehensive consultation for Strategic Plan 2017-2022**

Looking ahead, the Board will continue to focus on student satisfaction, graduation rates, employee engagement, community engagement and the inclusion of Indigenous peoples.

In the coming year we will finalize a very important initiative: the College's next five-year strategic plan. In developing the plan, the Board hosted several open-space sessions, workshops and roundtables throughout 2015-2016, consulting extensively with people both inside and outside the College. I have been very impressed by the dedication of everyone who has volunteered to participate in this important process.

I extend my heartfelt thanks to all the great people who have committed their time and energy to serving on the Board of Governors last year. It was a privilege to be appointed Chair and I thank, too, my predecessor, James McIntosh, who was a passionate champion of this institution.

Our Board is focused on making Algonquin College one of the best colleges in all of Canada. We believe we are up there in that rarefied territory already — and we will do everything in our power to make sure we remain.

Kathryn Leroux  
Chair, Board of Governors





## MESSAGE FROM THE PRESIDENT

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**For half a century, Algonquin College has been turning heads. As we enter celebrations for the 50th anniversary of Algonquin College this year, it is a time to take stock of our accomplishments and acknowledge those instances where we have been leaders in our sector.**

The campus of 1967 and the campus of 2017 are very different places. This is true of the physical buildings that make up the campus. Today, we are leading the College sector by building state-of-the-art LEED Platinum buildings that serve as living labs for our students. We now share physical space with cyber-space with more than 130 programs online as part of our commitment to be the Digital College. In addition to this, the College started to produce its own power through an innovative partnership with Siemens Canada that reduces our annual production of greenhouse gas emissions by an impressive 1,400 metric tons.

### Our campus today

When you look at our campus today, it is a vibrant mix of people from different places, of different ages, cultural heritage and geography, all here to share experiences, perspectives and knowledge. They all share a common purpose, here at Algonquin College, that also gives them a common history and traditions, woven together by our shared dedication to learning and developing the skills to turn hopes and dreams into successful careers and entrepreneurial ventures.

Often, at educational institutions, it is the traditions and experiences that make people proud to call themselves alumnae. Algonquin College is a place of deep tradition where people feel a strong sense of belonging, of hope and of understanding that, together, we build communities.

We cannot take tradition and our people's commitment for granted. That is why we are fostering a new tradition of engagement with our union partners here at Algonquin College, a tradition that we will be working on every day, and one that has already shown a lot of promise.

As we mark our anniversary, we continue to look forward, to set the path and push the boundaries that will take us where we, our students, industry and our community needs us to go. And it is a path we have already started to forge, pushing boldly and leading with confidence, setting new goals for ourselves and new standards for post-secondary education that are turning heads.



**We share a dedication to learning and developing  
the skills to turn hopes and dreams into successful  
careers and entrepreneurial ventures.**



**This year alone:**

- We received a \$4.6 million in Apprenticeship Enhancement Funding from the Ontario government, providing two new electrical labs, a new welding lab and multiple apprenticeship programs. This will allow us to take more students off the waitlist and welcome them to these in-demand programs, into state-of-the-art facilities;
- We also received nearly \$300,000 in pre-apprenticeship funding, helping us create the unique Indigenous Cook Pre-Apprenticeship program that lets our Indigenous students return to their communities and build businesses around traditional culture and foods;
- We strengthened our commitment to sustainability with the unveiling – on Earth Day – of a new high-efficiency co-generation plant, thanks to a \$52 million-dollar partnership with Siemens Canada that provides our students a “living lab” for the future of energy systems unparalleled in Ontario’s college system. The new co-generation plant and associated infrastructure are saving us more than \$3 million a year and reducing our carbon emissions by 1,400 metric tons annually;
- We opened IngiteAC, introducing our students to resources designed to help them turn their ideas and entrepreneurship dreams into reality;
- And, just this spring, we had the official opening of the Garbarino Girard Centre for Innovation in Seniors Care — truly, a “smart apartment” that helps our students learn while simultaneously giving back to the community we share. This Centre is also the recipient of the largest estate donation — \$1 million — in the College’s history.

For many institutions, these accomplishments might have been achieved over the course of two or three years, not terms — by any measure, it has been an incredible year for Algonquin College.

As we celebrate the traditions of the past and set our course for the future, it is also time to take stock of the present. For the third year in a row, Algonquin College has been named one of Ottawa’s top employers. And once again, we lead all large Ontario colleges in the student satisfaction metric, beating the provincial average by a wide margin. We stand, not just by our own calculation but also by robust external measures, on solid ground.

As you join me in celebrating this milestone in the history of the College, I hope you will also join me in reflecting on our story — past, present, and future, so far — for we can take pride in our past, feel confidence in our present, and have faith in our future. It is our common ground.

Cheryl Jensen  
President and CEO

To meet our potential as a country and a society, we need an entire workforce of entrepreneurs, of creative risk takers, able to drive change and new ideas in government, community service, education, health care and every aspect of business.

Cheryl Jensen, President and CEO



# ABOUT THIS REPORT

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**Innovation and entrepreneurship.** Two words that reflect our commitment to seek out new and better ways of delivering high-quality, applied post-secondary education — aided by digital technologies and the enterprising mindset of our people. As we enter the final year of our 2012–2017 strategic plan and prepare to unveil a new roadmap for Algonquin College, innovation and entrepreneurship will continue to guide us, drive us and inspire us.

## Our Strategy

Our 2012–2017 strategic plan was rooted in the conviction that students learn best when they have the opportunity to apply knowledge through experience. By using new concepts to make sense of complex, real-world situations, students acquire the personal and professional skills employers are looking for: self-direction, collaboration, teamwork, information gathering and communication. The resulting flexibility, adaptability and experience — enhanced by digital technologies — instils an entrepreneurial mindset and fuels the economic growth and prosperity of the communities we serve.

Our goal over the past five years has been to offer students rich applied learning experiences while remaining efficient and responsible in our stewardship of the public funds invested in us. We have sought to strengthen our financial foundation so we can continue to make the strategic investments necessary to drive student success.

## Looking Back: 50 Years of Algonquin College

Algonquin College turns 50 in 2017. In the lead-up to this significant milestone, last year we invited graduates from the past half-century to share their stories, and began developing a coat of arms symbolic of our long, successful history. Depicting our mission, vision and values as well as our Aboriginal roots, the coat of arms highlights our differentiators: our diverse student population, our focus on environmental sustainability, and our leadership in innovation and technology.

## Looking Forward: Envisioning our next Strategic Plan

Our 50th anniversary offers the opportunity to reflect on who we are and what we aspire to achieve as a post-secondary institution. All that is changing in the world around us — from technology and public policy to the nature of the workplace — is fuel for innovation, opening the path to new opportunities.

Our new strategic plan will set the College's direction for the next five years, outlining how we intend to meet the needs of our learners, employers and communities. It is the product of our most consultative strategic planning process ever, with the goal of ensuring the new plan reflects the needs of all our stakeholders and clients. From March to September 2015, we hosted numerous town hall sessions, workshops, focus groups and roundtables with current and prospective





students, alumni, faculty, support staff, employers and civic and industry leaders. We also invited online feedback from the entire College community on our ideas, concerns and goals for the future.

Taking into account the findings of these consultations, our team set about preparing a first draft of the new plan, which was released for community feedback in March 2016. In 2016–2017, that draft will be validated and further refined through online surveys and in-person sessions, including facilitated roundtable discussions. The final version is planned for publication in 2017.

## Reaching our goals

This annual report describes our progress toward the goals of our 2012–2017 strategic plan and annual business plans between April 1, 2015 and March 31, 2016 — linked to the four strategic pillars of applied education and training, student and client success, empowered people, and financial sustainability.



A man with a beard and safety glasses, wearing a tan shirt and a black apron, is smiling at the camera. He is holding a blue pencil in his right hand, positioned over a piece of light-colored wood. His left hand is resting on the wood. In the foreground, there is a brass-colored tool, possibly a drill bit or a part of a machine, and some other wooden pieces. The background shows a workshop environment with various tools and equipment.

# APPLIED EDUCATION AND TRAINING

Algonquin College is committed to delivering an applied education and training experience tailored to the evolving needs and expectations of students and the community. We offer programs and services that support innovation and foster entrepreneurial spirit. We recruit faculty with extensive, up-to-date industry experience. We use the latest technologies to enhance the learning experience, combining classroom activity with real-world work experience.

## Igniting students' passion for innovation

We formalized our commitment to embed entrepreneurship and innovation within the culture of Algonquin College last October by becoming the first Ontario college to sign the National Association of Community College Entrepreneurship (NACCE) Pledge. The Pledge affirms our dedication to building up our internal entrepreneurial ecosystem and to strengthening ties to the external entrepreneurial community.

Evidence of that culture was on full display during SUMMIT 2015, a three-month summer bootcamp that gave 17 young entrepreneurs hands-on experience and guidance to advance their start-up businesses. With 94 percent of participants selling or making plans to sell their ideas, SUMMIT will return in 2016 with even more workshops and funding opportunities.

Our new Centre for Innovation and Entrepreneurship will be a hub of these kinds of activities going forward. Better known as IgniteAC, it gives students and employees the services and resources they need to get ideas off the ground: office and meeting space, hands-on guidance from an Executive-in-Residence, and access to entrepreneurship-focused events and programming.

To champion our culture of innovation, we created a first-of-its-kind executive position among Ontario colleges, Vice President of Digital Technologies and Innovation. The College was proud to welcome Marc Fares to inaugurate that role last year.



## Hands-on experience in healthy living

As Canada's population ages, community health represents an increasingly important area for learning and skills development. Our Healthy Living Education initiative is improving health outcomes across the Ottawa region by offering on-site learning enterprises such as dental, massage and physiotherapy clinics and creating authentic practice environments for our students.

The Garbarino Girard Centre for Innovation in Seniors Care serves as both a simulation learning environment as well as a fully functioning adult day program for seniors with dementia, operated in partnership with the Western Ottawa Community Resource Centre. The Smart Apartment gives students in different programs — personal support workers, physiotherapy assistants, aestheticians and culinary students — the opportunity to support this vulnerable population in a setting that fosters interprofessional learning and collaboration since its opening in January 2016.



**co-operative education placements  
with partners including Amazon, Nokia  
and Shopify — our most successful  
co-op year ever.**



## Connecting students to employers

Understanding workforce requirements is essential to ensuring our programs align with the needs of local industry. Last year, we were chosen to host and manage the Ottawa Employment Hub, an 18-month pilot project funded by Employment Ontario. Launched in March 2016, the pilot connects job seekers to employers and, just as importantly, facilitates collaboration with the business community to identify the challenges and opportunities in the local labour market.

## More pathways to success

From certificates to degrees, Algonquin College offers the full range of credentials to ensure more students can access the pathways they need to meet their academic and career aspirations. We expanded our offering by launching 6 new programs last year. Among those were a Retirement Communities Management graduate certificate and an Entrepreneurship Acceleration graduate certificate that helps students turn ideas into market-ready business plans.

## A world of opportunities

Algonquin College continued to welcome a growing number of international students last year, with international admissions to our Canadian campuses 16 percent higher

than in 2014-2015. For Canadian students looking to study or work abroad, the International Education Centre hosted its first-ever Degree Pathways and International Opportunities Fair last year. More than 450 students took part, meeting representatives from 25 universities, colleges, embassies and international offices.

Recognition of and respect for the Algonquin College brand continues to grow around the world as we bring high-quality, applied post-secondary education to places such as Kuwait. Our branch campus there held its first day of classes in September 2015: 76 students were registered across four business and computer-focused programs. As well, we expanded our offerings in Jazan, Saudi Arabia,

# Top 50

**For the third year in a row,  
Algonquin College was named  
by Research Infospace as one of  
Canada's Top 50 Research Colleges.**



launching a new Small Business Management program with input from local businesses, and opening an approved Qiyas testing centre for students of both genders. Last year, our Jazan campus increased its success rate for English training programs from 10 percent to 58 percent, allowing more students to stream into vocational training programs. A pilot project provided 100 students in Jazan with tablets pre-loaded with course materials, including plenty of audio and video to keep students engaged in the curriculum.

## Extending partnerships abroad

In the past year, Algonquin College signed letters of intent with post-secondary institutions in India and Mexico to explore and facilitate opportunities for faculty and student mobility, training and program delivery. We also struck a collaborative education agreement to bring allied health training and credential programs to the Basle Health Institute in Dubai. These kinds of international partnerships not only make high-quality Canadian education available abroad but



1,497 

**students involved in applied research  
at Algonquin College**

also increase the professional development opportunities available to College employees. Last year, 16 Algonquin College faculty delivered courses to business and hospitality students at our partner institutes in Nanjing and Shenyang, China.

## Applied research in living labs

Hands-on experience in true-to-life settings is a core element of any applied research program. Last year, Algonquin College developed a pair of 'living labs' to provide these kinds of spaces to our students.

The Residential Living Lab we are building at our Perth campus will serve as a hub where students, faculty and industry partners can conduct applied research and drive innovation in the construction sector. Already, it has provided opportunities for experiential learning: students in our Advanced Housing program are using innovative construction materials, technologies and techniques to increase the building's energy efficiency. Data collected throughout the build will be provided to local construction partners so they can make more evidence-informed decisions in their own sustainable design choices. Slated for completion by mid-2016, the Residential Living Lab will become the new home the Perth campus' Office of Applied Research and Innovation.

The Guaranteed Energy Savings Contract (ESCO 2) with Siemens Canada at our Ottawa Campus has not only provided energy efficiency upgrades and retrofits but also spawned a new Energy Innovation Centre. Installed and commissioned over the past year and unveiled officially in April 2016, the Centre includes a two-megawatt co-generation plant where students will conduct applied research on the future of distributed energy systems.



## RESEARCH IN THE SOCIAL SCIENCES



Last year, Algonquin College's Victimology graduate certificate program received its first-ever grant from the Social Sciences and Humanities Research Council (SSHRC). This expansion into social sciences research will allow students to study how victims of crime navigate the criminal justice system and are served by the support systems designed to help them. Totalling \$207,210, the grant-funded research will ultimately lead to the creation of innovative training materials and contribute a Canadian perspective to international victimology literature.

### Measuring our performance

Algonquin College has instituted a balanced scorecard approach to measure strategic performance. Highlights for Applied Education and Training include:

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Target
Graduation rate	64.0%	64.2%	64.5%	65.9%	70.0%
Retention rate	86.5%	86.9%	87.3%	87.5%	89.0%
Enrolment (PSE and others)	19,517	19,853	21,106	21,059	21,107
Enrolment (Online - FTE equivalents)	2,613	3,086	3,120	3,309	3,320
Enrolment (PSE international - FTE equivalents)	976	1,138	1,373	1,592	1,400
Students enrolled in applied degrees	367	375	469	500	800
Students enrolled in graduate certificates	633	812	723	826	1,000
Online courses offered	106	120	133	149	150
Unique hybrid courses offered	880	999	1,083	1183	1,424
Enrolment (PSE - mobile)	38.0%	82.0%	97.0%	97.0%	100%
Programs with work opportunities	75.0%	86.1%	86.3%	96.3%	100%
Students engaged in applied research	629	754	1,035	1,497	950



STUDENT AND  
CLIENT SUCCESS

Algonquin College is committed to students' academic and career success: it is part of our responsibility to ensure employers in our community have the talent they need to contribute economically to the National Capital Region — and to Canada as a whole. To deliver exceptional service to students and clients, we are taking advantage of the latest technologies to automate and streamline our business processes, creating an environment where students can innovate and thrive.

## The continued leader in student satisfaction

Our students have spoken — and for the sixth year in a row, Algonquin College ranked first in student satisfaction among large Ontario colleges. Every year, Colleges Ontario surveys full-time students to determine their satisfaction with program outcomes, learning experiences, service quality and resources among other metrics. Our score of 80.4 percent once again exceeded the provincial average of 76.8 percent and represents an increase over last year's score of 80.2 percent.



**in student satisfaction among large colleges in Ontario for the sixth consecutive year. All college metrics are included with the KPI Performance Report.**

## Simplifying systems to improve student life

In February 2016, the Registrar's Office launched its new automated queuing system, Q-nomy. Students can now have their needs assessed at a digital kiosk by responding to a series of short questions. This allows them to be matched faster and more efficiently to specific services within the Registrar's Office, reducing wait times while providing a more personalized service experience.

We implemented the first phase of our automated bursary application process last year, which allows students to use a single online application form for all bursaries. This simplifies the application process and eliminates the need for multiple paper-based submissions. By leveraging existing student data held by the Financial Aid and Student Awards Office, the new form also speeds up applications. In total, 6,273

students received fall semester bursaries; another 3,292 received winter semester bursaries last year.

As automation can make many processes simpler and more streamlined, the Information Technology Services Applications team worked throughout the year to deliver a number of automation projects — for example, embedding automation into the Universal Bus Pass (U-Pass) program. Since launching in August 2015, some 19,000 U-Passes have been issued, discounting public transit for students. Another automation success story last year involved enhancements to the online dual credit application and consent forms on the Academic Partnerships website. Automating the dual credit application system provides a better connection between Algonquin College and its District School Board partners and helps high school students get an early start at college.



## Extending orientation beyond day one

A positive introduction to our campus, services and resources has always been key to student success. For Fall 2015 Orientation, we changed our approach, treating onboarding as an ongoing process rather than any one single event. With the addition of Accepted Students Day in June, four pre-Orientation sessions and a Summer Carnival, College employees made it easy for students to acquaint themselves with the College and College services well before the first day of classes. These multiple occasions built to a hugely successful 'main event', and resulted in a 25 percent increase in student and guest registrations for the whole-day Fall 2015 College Orientation session compared to the previous year.



# A COLLEGE FOR ABORIGINAL LEARNERS



Algonquin College continues to deliver high-quality education respectful of the culture and values of our 1,059 First Nations, Métis and Inuit students. We are proud to report that enrolment of sponsored Indigenous students has increased 43 percent since 2012. In addition, the DevelopMENTOR program, which provides employment skills coaching to help Aboriginal students prepare for the workforce, once again achieved a 100-percent completion rate in 2015–2016. In January, the Mamidosewin Centre hosted its third annual powwow, a celebration of all Indigenous cultures that was attended by hundreds of students.

## Guidance and support when it's needed most

Our support of students continues well after Orientation. Last year, we focused on providing academic advising to every first-year student, dedicating faculty hours to meeting new students individually and in groups to guide them as they embarked on their College experience. We also expanded the outreach of our peer-mentoring program by having mentors participate with groups of students both on and off campus, including visiting high schools throughout the Ottawa region. Over the past year, Counselling Services supported 2,161 students individually and hosted more than 48 workshops on topics such as mental health awareness.

Recognizing that not everyone follows the same path to higher education, our Academic Upgrading program helps people who have been out of school for many years or have not completed high school earn the requirements needed for post-secondary admission. Our Academic Access Centre Advisors met with 1,200 prospective students in 2015–2016 — preparing 1,326 students for the leap to post-secondary and helping 59 students receive an Academic and Career Entrance Certificate.

## A hub of activity

The AC Hub in the Student Commons — an open-concept student engagement space — hosted more than 50 events, activities and workshops in 2015–2016, on topics ranging from exam preparation to women's self-defence. Highlights from the year include:

- WE Day 2015, which featured an inspirational keynote address from Spencer West
- TEDx talks on our Healthy Living Education initiative
- The 18th Annual Career Networking Fair, which attracted a record 72 employers and 2,150 students/alumni
- A new Student Leadership Program, a series of four experiential workshops that helped 42 nominated students explore and enhance the skills needed to lead on campus and in their communities
- Consent Fest, which included a speaker series featuring sex-education experts, as part of the province's #ItsNeverOkay campaign to address sexual assault

# 9,565



**students were awarded bursaries  
last year boosted by streamlined  
employee processes and automation  
to accelerate applications.**





**Rex Murphy, brought his Cross-Country Checkup radio show to our Pembroke campus discussing the state of post-secondary education on-air with Canadians.**

## Proud of our volunteers

Volunteering enhances students' academic experience beyond the classroom. In 2015, we launched the Volunteer Centre, a dedicated space where students can speak one-on-one with our Co-Curricular and Volunteerism Coordinator — providing an easy entry point for getting involved in the local and global community. Last year, this included opportunities ranging from teaching English in the Dominican Republic and delivering furniture to refugee claimant families — to connecting with local partners like Ronald McDonald House, Habitat for Humanity, the Ottawa Food Bank, the Children's Hospital of Eastern Ontario (CHEO) and the Ottawa Mission. By the end of 2015-2016, Algonquin College students had a total of 1,164 validated volunteer activities on their co-curricular records — an increase of 84 percent over the year before.

## Measuring our performance

Algonquin College has instituted a balanced scorecard approach to measure strategic performance. Highlights for Student and Client Success include:

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Target
Student satisfaction	81.5%	80.7%	80.2%	80.4%	83.5%
Employer satisfaction	94.1%	93.9%	88.7%	92.0%	93.9%
Alumni satisfaction	NA	86.0%	88.1%	80.0%	90.0%
Business processes developed	10	33	37	50	50

Annually, Student Support Services, the AC Hub and Algonquin College Alumni Relations recognize student volunteers who devote their time and effort to the local community. The students are formally recognized at our Annual Volunteer Appreciation Gala. This year's award recipients were:

### Community Impact Award

For the Algonquin College student active off-campus, in their local community  
Nathan Groves, Police Foundations

### Dedication and Involvement Award

For the student who has volunteered on campus to better the College community  
Harmanjyot Singh, Construction Engineer Technician

### Outstanding Leadership Award

For the student who has contributed on campus to enhance the College community  
Merissa Reed, Bachelor of Interior Design

### Volunteer of the Year Award

For the student who has contributed to the community, both on and off campus  
Ben Fontaine, Police Foundations



**EMPOWERED  
PEOPLE**

Instilling a spirit of innovation and entrepreneurship in everything we do begins with our employees. We place a strong focus on attracting and retaining the right people to our organization — and on helping them develop the knowledge and skills they need to be leaders within the College and our community.

## One of Ottawa's top employers

At a special employee engagement event on teamwork, former Ottawa Senators captain Laurie Boschman announced that Algonquin College had been recognized as one of the Top Employers in the National Capital Region for the third year in a row last year. Only 30 employers across the Ottawa area receive this honour, which considers criteria such as work and social atmosphere, employee communications, training and skills development, and community involvement.



**educational technology workshops  
delivered to more than 350  
faculty members**

## Placing a priority on employee engagement

According to the College's 2015 Employee Engagement Survey, 60 percent of employees consider themselves to be engaged with the College. Looking to increase that figure going forward, we re-established our Employee Engagement Tiger Team — which included eight members of the original 2012 Tiger Team. It met throughout the summer to identify the top three cross-College priorities for improvement and recommend specific initiatives to address those priorities. The team's recommendations were shared with the College community at a public event in late September. As well, departmental action plans were developed and a summary of focus areas was shared with the organization in December.

One of the main concerns of survey respondents was performance management. As a result, we rolled out a Faculty Performance Development Program for the Fall 2015 semester. Following a successful pilot the previous year, this initiative allows us to better recognize excellent professional performance by faculty, provide formal opportunities for faculty and administrators to discuss teaching practices, and support collective accountability through transparent and evidence-based performance evaluation. Based on the success of the faculty program, we are now defining a performance development program for pilot-testing among support staff.

## Committed to stronger employee relations

President Cheryl Jensen has been dedicated to improving employee relations since her arrival at Algonquin College — and to instilling a shared sense of accountability for success among employees, managers and union representatives. Throughout the year, College leaders met frequently to discuss ways to forge stronger, more productive labour relationships. Union presidents were updated constantly on the outcomes of these meetings. With their input, the College articulated five guiding principles for future labour discussions: fact-based problem solving, transparency, inclusivity, accountability, and focusing on the needs most important to all of us.

To turn these principles into action, we drafted an Employee Relations Plan identifying short-, medium- and long-term objectives. Several activities have already been implemented — a series of workshops for managers on how to accurately schedule work and calculate salaries, for example, and competencies training on problem solving, relationship building and communication. Goals related to these will be embedded in the performance plans of all managers to help make Algonquin College the best place to work.







## Our community of excellence

Many employees were recognized throughout the year for the excellence they bring to the College.

### National Institute for Staff and Organizational Development Excellence Awards

The National Institute for Staff and Organizational Development (NISOD) Awards honour outstanding individuals who exhibit leadership that enriches the post-secondary learning experience. In 2015-2016, the recipients were:

- Lorna Brigden, Academic and Business Manager, School of Business
- Jodi Bucholtz, Marketing and Event Planning Officer, Pembroke Campus
- Margaret Cayen, Program Support Officer, School of Business
- Annie Langdon, Shop Technician, Perth Campus
- Robert Powell, Business Administrator, School of Media and Design
- Jill Reeves, Coordinator Police Foundations, Police and Public Safety Institute
- Janet Scharfe, Professor, School of Health and Community Studies
- Francesco Tangorra, Professor, Algonquin College Centre for Construction Excellence
- Cindy Toffanello, Professor, School of Hospitality and Tourism

## Capital Educators' Awards

The Capital Educators' Awards recognize the achievements of outstanding educators and celebrate public education in our community. The 2015-2016 Capital Educators' Award finalists were:

- Cheryl Dowell, Coordinator Business Management and Entrepreneurship, School of Business
- Amanda Keon, Professor, School of Health and Community Studies
- Susan McCaig, Professor, School of Health and Community Studies
- Bradley Moseley-Williams, Professor, School of Media and Design
- Leann Nicholson, Professor, School of Advanced Technology





- Bruno Rocha, Professor, School of Advanced Technology
- Nader Shureih, Professor, School of Media and Design

## Students' Association Awards

### Faculty Recognition Awards

With the support of the Students' Association, students choose to recognize faculty members who made a significant difference during their stay at Algonquin College. Recipients in 2015-2016 were:

- Louise Lahache, Coordinator Aboriginal Studies, General Arts and Science
- Deborah McConkey, Professor, Perth Campus
- David Orr, Professor, Algonquin College Centre for Construction Excellence
- Noel Pardy, Professor, Pembroke Campus
- Terri Strawn, Professor, School of Health and Community Studies



## Chris Wharburton Award of Excellence

This Students' Association award is given annually to a member of the College community who has made an outstanding contribution to student life. In 2015-2016, the recipients were:

- Victor Buglar, Mechanical Maintenance and HVAC Operations, Physical Resources
- Earl Green, Manager Safety and Security Services, Physical Resources

## Employee Awards

Employees who demonstrate excellence and foster student success by applying the College values of caring, learning, integrity and respect are honoured with these awards.

### Support Staff Award

Presented annually to the employee who worked well with students, colleagues and the public, contributing to student success and the effective operation of his or her department:

- Kelley Grant, School of Hospitality and Tourism

### Part-time Support Staff Award

Presented annually to the part-time employee who worked well with students, colleagues and the public, contributing to student success and the effective operation of his or her department:

- Ryan Mullin, Student Support Services

### Team Award

Presented annually to a team recognized as outstanding advocates for the College by working effectively together, demonstrating innovation and contributing to College success:

- Automated Grade Entry Team

### Administrative Staff Award

This annual award is presented to an individual who is a role model to his or her colleagues, and has made a significant contribution to the College while demonstrating commitment and professionalism:

- Chris Hahn, Algonquin College Heritage Institute
- Christine Brennan, Public Relations and Communications



## Lifetime Achievement Award

Presented to full-time employees who have contributed a minimum of 25 years of distinguished service to Algonquin College:

- Jo-Ann Aubut, Academic Development

## Dianne Bloor Part-Time Faculty Award

This award is presented to an individual who has demonstrated outstanding performance at the College over the past three years:

- Jay Smith, General Arts and Sciences

## Laurent Isabelle Award

This award is given in recognition of excellence in teaching:

- Jack Hollinger, Algonquin College Heritage Institute

## Gerry A. Barker Leadership Award

This award is given in recognition of a team for outstanding leadership demonstrated through the past year on a specific project or activity:

- Jennifer Langlotz, Health, Safety and Community Studies

## Deborah Rowan-Legg Service Excellence Award

Given to a person who has demonstrated outstanding client service in support of student success, embodying the College's core values and expressing a 'Here 2 Help' attitude:

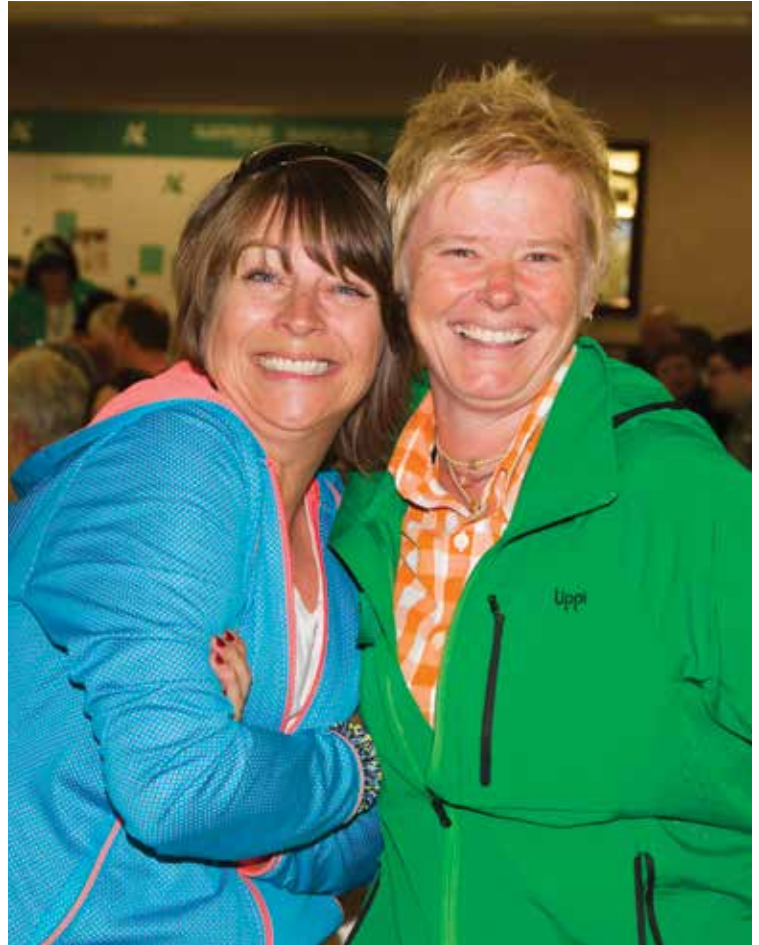
- Nancy Feres, The Print Shop

## President's Star Award

The President's Star Award is presented to employees who have been nominated by their peers for: demonstrating a commitment to excellence in their role within the College community; regularly and consistently demonstrating outstanding service; and performing acts of significant merit. The 2015-2016 recipients were:

- Akram Al-Rahha, Professor, Jazan Campus
- Cat Baron, Coordinator Community and Justice Services, Police and Public Safety Institute
- Cheryl Biggs, Project Management and Support, Corporate Training
- Jamie Bramburger, Manager Student and Community Affairs, Pembroke Campus
- Diane Charlebois, Manager, Information Technology Services
- Cathy Collyer, Coordinator Office Administration, School of Business
- Cam Davis, Senior System Administrator, Information Technology Services
- Mike Delgaty, Professor, School of Advanced Technology
- Cathy Duncan, Client Service Representative, Registrar's Office
- Waseem Frieslaar, Marketing Manager, Algonquin College Jazan
- Amanda Hussey, Client Service Officer, Registrar's Office
- Patrick Lambert, Senior Programmer/ Analyst, Information Technology Services
- Catherine Lee, Course Materials Planner and eTextbook Team Member, Ancillary Services
- Scott Liu, Database Analyst, Information Technology Services
- Michelle McRae, Client Service Representative, Registrar's Office
- Helena Merriam, Coordinator Library & Information Technician Program, School of Health and Community Studies

- Robert More, Technical Client Service Representative, Information Technology Services
- Catherine Morris, Administrative Support Officer, School of Hospitality and Tourism
- Robert Parniak, Academic Referral Advisor, Career & Academic Access Centre
- Diana Partridge, Coordinator Pre-Nursing, General Arts and Science
- Brad Pick, Infrastructure Services, Information Technology Services
- Martine Plouffe, Student Success Specialist, Centre for Continuing and Online Learning
- Tess Porter, Professor, Police and Public Safety Institute
- John Renforth, Technologist, School of Media and Design
- Lisa Roots, Professor, Police and Public Safety Institute
- Brenda Rothwell, (former) Executive Director, Foundation
- Bryan Sangster, Parking, Lockers, Coin-Ops and Card Services, Ancillary Services
- Edna Sebag, (Acting) Coordinator Student Records, Registrar's Office
- Mohammad Tabrez Arfin, Facilities, Algonquin College Jazan
- Jennifer Vanderburg, Library Technician, Student Support Services
- Laura Vena, Professor, School of Business
- Cindy Versteeg, Coordinator, School of Health and Community Studies







## Philanthropy in – and out – of the classroom

In 2015-2016, students and employees continued to show their generosity and support for a wide range of community causes:

- For the fourth year in a row, Algonquin College students raised the most money of any Canadian college for the Spread the Net Student Challenge to fight malaria in Africa
- Bachelor of Science in Nursing students and faculty provided humanitarian support for a week in impoverished Guatemala
- 20 pre-apprenticeship Construction Trades students rebuilt the aging waterfront boardwalk in Pembroke
- Event Management students held 21 fundraising events for the Children's Wish Foundation
- Bartending students fundraised close to \$500 for the Ottawa Humane Society
- Culinary program students and faculty fed over 2,000 people this year with Operation Big Turkey
- Child & Youth Care students and faculty participated in 12 community-service learning projects raising \$9,587
- Corporate Training United Way Walk raised \$5,500 with 13 participants taking 234,000 steps covering 15 kilometers
- Welding and Fabrication Techniques program students created an additional 16 beds for the annual Kiwanis bed race.
- Law Clerk and Paralegal students fundraising drive for the Ottawa Mission raised more than \$2,100
- Introduction to Music Industry Arts program students assisted Ottawa Special Events raising \$1,800 for Toy Mountain this year

## Measuring our performance

Algonquin College has instituted a balanced scorecard approach to measuring strategic performance. Highlights for Empowered People include:

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Target
Employee engagement	3.71	NA	60.0%	NA	TBC
Leadership training	3.44	NA	55.0%	NA	TBC



FINANCIAL  
SUSTAINABILITY

Ensuring financial sustainability in a constantly evolving environment demands an entrepreneurial spirit. We know we must find innovative new ways to control costs, increase revenues and build the strategic business partnerships necessary to meet our capital needs in light of Ontario's challenging economic outlook and current deficit reduction targets.

### A new era of energy savings

As the College continues to grow both physically and digitally, reducing energy costs is critically important. Our 20-year Guaranteed Energy Savings Contract (ESCO 2) with Siemens Canada entered an exciting new phase this past year with the construction and installation of a natural gas combined heat and power generator. This co-generation plant will produce two megawatts of power — enough to cover the baseline heat and electricity needs of the entire Ottawa campus and enabling continued operation during electricity outages. The heat generated by the plant will be retained and used to warm our buildings, further reducing our energy expenses.

ESCO 2 gives us the financial flexibility to address a major portion of otherwise unaffordable deferred maintenance (i.e., our backlog of outstanding repairs). By leveraging the energy savings expected over the duration of the agreement, we can make smart investments to address the needs of our existing physical infrastructure operations. Our collaboration with Siemens and Hydro Ottawa has already allowed us to address 27 percent of our deferred maintenance backlog, most notably in the energy efficiency upgrades to the heating, venting, air conditioning, plumbing and lighting systems in some of our older buildings.

# \$3+ Million

**annual electricity, natural gas,  
water and other savings  
through the ESCO 2 initiative.**

### Charting the evolution of our campus

Algonquin College is responsible for creating and maintaining learning environments for more than 20,000 full-time students each year. To do this in a financially sustainable way, we must consider multiple priorities and respond to changing needs. Two documents key to the development of our Ottawa campus were published last year.

Our Integrated College Development Planning (ICDP) Framework provides a set of principles, processes, scenarios and tools to guide the long-term campus-wide planning





and development of all our physical and digital facilities — from land use and information technology planning to new construction and major renovations.

Building on the ICDP Framework, our Five-Year Master Development Plan outlines short-term projects and initiatives that will set in motion the physical transformation of our Ottawa campus. Many of these are already underway (or soon will be), including the Healthy Living Education initiative. Developed in consultation with College stakeholders, the Master Development Plan centres on four guiding principles: activating our communities for learning, integrating into our community fabric, designing attractive college spaces, and actively stewarding our resources.

## Entrepreneurial decision-making

Our Responsibility Center Management budgeting model went live in April 2015, empowering leaders within each school or department to manage their own revenues and operating expenses — and to choose how best to re-invest any gains back into student success. This decentralized approach to strategic resource allocation promotes collaboration, innovation and entrepreneurship across the College.

The rollout of the Responsibility Center Management model was the result of two years of extensive consultation with all 31 departments within the College, enabling a very smooth transition from our previous financial reporting practices. The development of an operational plan for 2016–2017 as well as strategic recommendations for future applications will further align our delivery of academic excellence with our commitment to financial sustainability.

400 

**The second annual conference drew over 400 participants including employers in Cyber Security and Information Technology, local high school students, our College students and employees.**

## Improved efficiency through automation

Last year, the College's Information Technology Services division delivered several major automation projects to enhance key College processes. For the first time, in Fall 2015 faculty were able to enter grades directly into the Student Information System online portal. By the end of 2015, grades for more than 3,700 courses had been entered this way, eliminating the manual entry of 100,000 grades each term.

Project Fusion — the replacement of our enterprise resource planning (ERP) solution to modernize Human Resources (HR), finance and payroll operations — has now entered its implementation phase. Last year we selected a technology vendor (Workday), established an implementation team, and created communities of practice to give our users a chance to test and provide feedback on the new systems. The revamped HR and Payroll systems are expected to go live by December 2016.

## ON-TARGET WITH ETEXTBOOKS




Our financial sustainability depends on the continued adoption of new digital technologies. With eTextbooks, students can access the materials they need at a fraction of the cost of printed texts and faculty can enrich learning experiences with new functionality. Last year, 14,900 students used eTextbook resources across 110 programs, supported by new processes involving cross-departmental collaboration among our Ancillary Services and academic teams, the Registrar's Office and Learning Teaching Services. The College is well on the way to having 100 percent of our students access textbooks digitally by 2017.

Significant information technology infrastructure enhancements boosted performance across our Canadian campus locations. An upgrade to the wireless system in the Residence helped students maintain connectivity in the newly renovated space. Increasing Internet capacity with fully redundant links across our Ottawa, Perth and Pembroke locations improved performance by as much as 75% — up to 3.4 Gbps. The migration of the Blackboard Learning Management System (LMS) to a new environment significantly improved system response and reliability for students and employees.

### Embracing new technologies and partnerships

Partnering with the business community is another key to financial sustainability. Last year we welcomed Pro Physio to our Ottawa campus, which opened its newest location in the Student Commons in October 2015. Making up part of our broader Healthy Living Education initiative, it offers physiotherapy, sports medicine, acupuncture and orthotics services to the College community and to members of the public. Pro Physio is also providing hands-on work placements at its locations across the city to students in our Massage Therapy, Fitness and Health Promotion, and Occupational Therapist Assistant and Physiotherapist Assistant programs.

**114,624** 

**unique clients used College Wi-Fi on 15,555 devices at an average of 1.4.2 Gbps of bandwidth across Ottawa, Perth and Pembroke campus locations..**

As part our drive for a smarter, more sustainable printing solution, last year we signed an agreement with Konica Minolta for a new fleet of multifunction devices to be installed across campus in 2016. These powerful new devices will reduce the number of printers in our facilities while consuming less paper and energy.

### Measuring our performance

Algonquin College has instituted a balanced scorecard approach to measure strategic performance. Highlights for Financial Sustainability include:

	2012-2013 Actual	2013-2014 Actual	2014-2015 Actual	2015-2016 Actual	2016-2017 Target
Alternate revenues	29.1%	30.0%	31.3%	31.0%	32.0%
Number of organizations served through Corporate Training	296	306	338	406	400
Cash, in-kind contributions and returns from alternative financing	\$4.6M	\$3.05M	\$18.5M	\$15.0M	\$10.0M
College data accessible through a common Business Intelligence (BI) portal	15.0%	50.0%	88.0%	96.0%	100%
Availability of wireless network to all stakeholders	99.0%	95.0%	99.1%	99.9%	99.9%
Availability of College networks and Internet access	99.0%	98.0%	99.7%	99.9%	99.9%

# ALGONQUIN COLLEGE FOUNDATION

The Algonquin College Foundation inspires charitable investments that meet the needs of students and community both today and tomorrow — raising vital funds for scholarships, bursaries, awards, instructional equipment and capital projects that will help us provide quality and accessible education. It also raises funds to advance applied research activities that help solve real-world business problems and create jobs across our region. Algonquin College is uniquely positioned to meet the evolving talent demands of employers with graduates that spark the engine of the local economy. Our donors provide the fuel that is essential to that student success.

## A foundation for success

The community continues to support the Algonquin College Foundation's efforts with exceptional generosity: this past fiscal year, donors gave \$4.4 million in donations and pledges. These funds are vital for priority needs such as scholarships, bursaries, awards, instructional equipment and critical renovations to classrooms and lab space. More than \$2,724,000 in cash and gifts-in-kind (not including endowment portfolio fees or disbursements) was raised in 2015-2016.

The Foundation was especially proud to receive a transformational \$1 million donation from the estate of Anita Garbarino Girard to help fund the development and construction of the Garbarino Girard Centre for Innovation in Seniors Care. As a result of this gift — the first major donation toward the College's Health Living Education initiative — students across the College will be able to enjoy

hands-on learning experiences in an innovative living lab setting.

Last year, 1,348 awards, bursaries and scholarships (worth a combined total of \$1,048,772) were distributed to Algonquin College students. Many of these came in the form of endowed gifts from people and organizations in our community. A total of 12 new endowed bursaries and scholarships were introduced in 2015-2016.

All of this work is now led by the Foundation's new Executive Director, Amy Desjardins. Arriving at Algonquin College in June 2015, she brings with her close to 30 years of experience in the Ottawa philanthropic community, having previously led fundraising initiatives for organizations such as Bruyère Continuing Care, the University of Ottawa, the Canadian Red Cross and the Ottawa General Hospital.

## Paying tribute to local legends

In November, the Foundation hosted the 85th birthday celebrations of legendary Ottawa food journalist Gay Cook. The event served as a launch of the Foundation's "Raising Dough" campaign to build a new bakery that will enhance the facilities used by our Baking and Pastry Arts students — and open up future possibilities for expanded programming in this area. The Foundation also offers a bursary in Gay's name to benefit financially challenged students in the School of Hospitality and Tourism.



 1,348

**Donor-directed Awards, Bursaries and Scholarships were distributed in 2015-2016 at a value of \$1,048,772**



Gordon Esnard, Assistant General Manager of Food Services, announced his retirement this past year. In honour of his 41 years of service at Algonquin College, donors established the Gordon Esnard Bursary to support future students of our Radio Broadcasting program. The bursary stems from Gordon's long-running practice of granting interviews when nobody else was available — making him the go-to source for hundreds of aspiring broadcasters and journalists over the years.



## Recognizing the excellence of our graduates

The Foundation oversees the College's relations with its alumni, who serve as prominent ambassadors by illustrating the value of an Algonquin College education through their career success. Six graduates were nominated by the College for the Colleges Ontario 2015 Premier's Awards:

- Greg Kells, President, Sunbelt Business Brokers Canada (Class of 1970, Business Administration)
- Christine Gaitens, Chief of Child and Youth Services, Toronto District School Board (Class of 1991, Child and Youth Worker)
- Janice Dean, Senior Meteorologist, Fox News Channel (Class of 1992, Radio and TV Broadcasting)

# \$4.4 Million

**This past fiscal year the community supported the College and our students with an exceptional \$4.4 million in donations and pledges.**

- Dean DiMonte, President, Premergency Inc. (Class of 1986, Paramedic)
- Philippe Smith, Owner, Smith and Barber Sculpture Atelier Inc. (Class of 2004, Heritage Masonry)
- Derek Lothian, Vice President, Canadian Manufacturers and Exporters (Class of 2011, Public Relations)

At the convocation ceremony in Pembroke in June 2015, Jason Blaine was named Algonquin College Alumnus of the Year. A 2001 graduate of the Business program, Jason combined his raw musical talent with the business skills he learned at Algonquin College to become one of Canada's leading country musicians.

At each year's convocation ceremonies, Algonquin College bestows honorary degrees and diplomas on individuals for their lifetime achievements and service to the Ottawa community. The 2015 recipients were:

- Anthony Pollard, President of the Hotel Association of Canada
- Dr. Robert Cushman, Former CEO of the Champlain Local Health Integration Network
- Hon. Vernon White, Senator, Former Chief of the Ottawa Police Service
- Shirley Westeinde, Chair of Westeinde Properties Ltd.
- Harvey Glatt, award-winning music promoter, manager and broadcaster

Our congratulations and appreciation to these very deserving community leaders.

# FINANCIAL REPORT

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## Year Ended March 31, 2016

The Audited Consolidated Financial Statements are part of the public record and made available on the College website at: [www.algonquincollege.com/reports](http://www.algonquincollege.com/reports)

### Revenue

Grants and reimbursements	\$110,658
Student tuition fees	\$104,742
Contract educational services	\$31,982
Ancillary services	\$35,616
Other	\$15,753
Amortization of deferred capital contributions	\$7,784
	<b>\$306,535</b>

### Expenses

Salaries and benefits	\$168,195
Building maintenance and utilities	\$16,142
Instructional supplies and equipment	\$6,595
Bursaries and other student aid	\$7,597
Interest	\$886
Amortization and write-off of capital assets	\$14,600
Ancillary services	\$28,766
Other	\$52,272
<b>Subtotal</b>	<b>\$295,053</b>
Changes in vacation, sick leave and post-employment benefits liabilities	\$(234)
	<b>\$294,819</b>
Excess of revenue over expenses	\$11,716

\*Expressed in thousands of dollars

# BOARD OF GOVERNORS

As of October 1, 2010, in accordance with amendments to Ontario Regulation 34/03, one third of the College's external members of the Board of Governors are to be appointed by the Lieutenant Governor in Council (LGIC) and two thirds by the College Board. Colleges forward requests to the Colleges Unit of the Ministry of Training, Colleges and Universities (MTCU) with three nominees for each vacant position to be filled as an appointee.

Across Ontario, nominees are put forward to MTCU based on a skills matrix and an assessment that includes qualifying interviews (which evaluate skills and willingness to serve, and review role expectations and responsibilities). Members of the public interested in serving on a college board may submit their names directly to the Public Appointment Secretariat (PAS) or by contacting Ontario colleges directly for their consideration.

Governors	Title	First Appointed	Current Term Expires
<b>Kathryn Leroux</b>	Chair	September 1, 2011	August 31, 2016
<b>Mark Sutcliffe</b>	Vice Chair	September 1, 2011	August 31, 2016
<b>Nancy Cheng</b>	Chair, Audit & Risk Management Committee	September 4, 2012	August 31, 2018
<b>Peter Nadeau</b>	Chair, Governance Committee	September 1, 2013	August 31, 2019
<b>James Brockbank</b>	Chair, Academic & Student Affairs Committee	September 1, 2014	August 31, 2019
<b>Fred Blackstein</b>	Governor	September 1, 2012	August 31, 2016
<b>Pam Auchterlonie</b>	Support Staff Representative	September 1, 2014	August 31, 2017
<b>Shubham Bawa</b>	Student Representative	September 1, 2015	August 31, 2016
<b>Lynne Clark</b>	Governor	September 1, 2011	August 31, 2017
<b>Shellee Fournier</b>	Governor	September 1, 2015	August 31, 2018
<b>Sherryl Fraser</b>	Administrative Staff Representative	September 1, 2014	August 31, 2017
<b>Stephen Heckbert</b>	Academic Representative	September 1, 2015	August 31, 2018
<b>Cheryl Jensen</b>	President		
<b>Dr. James Robblee</b>	Governor	September 1, 2014	August 31, 2017
<b>Kelly Sample</b>	Governor	September 1, 2014	August 31, 2017
<b>Michael Tremblay</b>	Governor	September 1, 2015	August 31, 2018
<b>Michael Waters</b>	Governor	September 1, 2013	August 31, 2019



# COMPLIANCE

The Communications, Marketing and External Relations department ensures the community is aware of events and announcements, with media relations, internal communications and advocacy with government representatives. The department promotes corporate and employee events that are often open to students, business and community stakeholders, including the opening of new buildings, keynote speakers and executive town halls, coffee breaks, breakfasts and barbeques. Communications with the student body are achieved through a variety of means including email and announcements in the Algonquin College Student Information System and the Learning Management System, Blackboard. The department coordinates the production of corporate documents to meet the provincial government's governance and accountability requirements such as the Annual Report.

The Algonquin College Marketing department actively builds and enhances the Algonquin College brand and profile inside and outside College doors. With traditional print, outdoor, advertising and the latest in digital technologies the department generates and qualifies leads. The Recruitment department keeps close ties to contacts across regional secondary schools and community groups holding open houses, offsite presentations, on campus visits, tours and outbound calling to reach those interested in our College.

In compliance with the Responsibilities of the Board (BGI-01, 2-5), the Algonquin College Board of Governors agree that the College communications with students, business, community stakeholders, and with the Ontario provincial government has been ongoing and effective through the 2015-2016 fiscal year.

The Board of Governors also agree that the College has operated in accordance with legal and regulatory requirements through the 2015-2016 fiscal year in compliance with the Responsibilities of the Board (BGI-01, 2-6).

# SUMMARY OF ADVERTISING AND MARKETING COMPLAINTS

For the period April 1, 2015 — March 31, 2016, as specified in the Minister's Binding Policy Directive on the Framework for Programs of Instruction, which sets out college program advertising and marketing guidelines, Algonquin College has received no complaints from its students regarding advertising and marketing of College programs.

Nature of Complaint	Date received	How resolved or Addressed	Date Resolution Communicated to Student	Working Days to Resolve
NIL	NIL	NIL	NIL	NIL

# ALGONQUIN COLLEGE FOUNDATION BOARD OF DIRECTORS, 2015-2016

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## Executive

**John Owens**

(Chair), Branch Manager, Revay & Associates Ltd.

**Rodney Wilson**

(Vice Chair) Senior Director, Research Networks, Ciena Corporation Canada

**Rod Vanier**

(Secretary) Partner, Landry, Vanier & Associates

**Duane McNair**

(Treasurer), Vice President, Finance and Administration, Algonquin College

**Lynne Clark**

(Representative, Board of Governors, Algonquin College), Director, Donor Relations, United Way

**Cheryl Jensen**

President, Algonquin College

## Directors

**Rena Bowen**

Director, Nursing Inspector, Ontario Ministry of Health and Long-Term Care

**Deneen Perrin**

Director, Public Relations, Fairmont Chateau Laurier

**Michael Dunlop**

Director, President, MGD Capital Corporation

**Michael O'Byrne**

Director, News at Noon Anchor, CTV Ottawa

**Rabbi Reuven Bulka**

Director

**Sara Grainger**

(Student Association Representative), President, Algonquin College Students' Association

**Vasilios (Bill) Sioulas**

Director, Regional Director, Econo Petroleum

**D. Randy Tivy**

Director, Vice President, CBOMC; Partner, Collins Barrow Ottawa LLP

**Jeff Turner**

Director, Vice President, Chief Development Office, Kind Canada and 2011 Alumnus of the Year

# ALGONQUIN COLLEGE ALUMNI AND FRIENDS NETWORK ADVISORY COMMITTEE, 2015-2016

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**Rena Bowen**

(Chair), Nursing 1977, Nursing Inspector, Ontario Ministry of Health and Long-Term Care

**Tanya Buckley**

Publicité, 1989, Vice President Sales and Marketing, Cardel Homes

**Michel Gauthier**

Études en Loisirs, 1974, Executive Director, Canadian Garden Council

**Alex Hosselet**

Business SME/Business – Marketing, 2009-2010, Digital Marketing Strategist

**Richard Lee**

Business Administration – Accounting, 1990, President, Lee and Associates

**Louise Mitchell**

Retiree representative

**Kathy Prescott**

Electronic Engineering Technician, 2004, Pembroke, Renfrew County District School Board

**Kelly Rusk**

Public Relations, 2006, Communications Director and Partner, Banfield

**Jason Tudor-Roberts**

Recreation Facility Management, 2001

# ALGONQUIN COLLEGE

## EXECUTIVE TEAM, 2015-2016

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<b>Cheryl Jensen</b>	President
<b>Claude Brulé</b>	Senior Vice President, Academic
<b>Marc Fares</b>	Vice President, Digital Technologies and Innovation
<b>Duane McNair</b>	Vice President, Finance and Administration
<b>Cathy Frederick</b>	Vice President, Human Resources
<b>Doug Wotherspoon</b>	Vice President, International and Strategic Priorities
<b>Laura Stanbra</b>	Vice President, Student Services
<b>Scott Anderson</b>	Executive Director, Communications, Marketing and External Relations

# ALGONQUIN COLLEGE

## LEADERSHIP TEAM, 2015-2016

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### Academic

<b>Jo-Ann Aubut</b>	Academic Development
<b>Chris Janzen</b>	Faculty of Technology and Trades
<b>Barbara Foulds</b>	Faculty of Health, Public Safety and Community Studies
<b>Robyn Heaton</b>	Faculty of Arts, Media and Design
<b>Dave Donaldson</b>	School of Business
<b>Jim Kyte</b>	School of Hospitality and Tourism
<b>Chris Hahn</b>	Algonquin College Heritage Institute
<b>Karen Davies</b>	Algonquin College in the Ottawa Valley
<b>Sandra Larwill (Acting)</b>	Centre for Continuing and Online Learning

### Administrative

<b>Mark Leduc</b>	Academic Operations and Planning
<b>Amy Desjardins</b>	Algonquin College Foundation
<b>Brent Brownlee</b>	College Ancillary Services
<b>Joe Ranieri</b>	Business Development
<b>Cathy Dempsey</b>	Finance and Administrative Services
<b>Michael Gawargy</b>	Information Technology Services
<b>Ernest Mulvey</b>	International Education Centre
<b>Diane McCutcheon</b>	Labour Relations
<b>Glenn MacDougall</b>	Learning and Teaching Services
<b>Eric Hollebone</b>	Marketing
<b>Mark Hoddenbagh</b>	Strategic Initiatives
<b>Todd Schoneville</b>	Physical Resources
<b>Krista Pearson</b>	Registrar
<b>Shelley Styles</b>	Student Support Services
<b>Colin Bonang</b>	Risk Management
<b>Cristina Holguin-Pando</b>	Partnerships and Applied Research



# CHAIRS COUNCIL, 2015-2016

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<b>Claude Brulé (Co-chair)</b> <b>Nancy Makila</b>	Office of the Senior Vice President Academic
<b>Margaret Cusson</b> <b>Harpreet Singh</b>	Academic Development
<b>Sandra Heron</b>	Academic Operations and Planning
<b>Katherine Root</b>	Human Resources
<b>Peter Larock</b> <b>Claire Ramsay</b> <b>Sherryl Fraser</b> <b>Andrew Coxhead</b>	Faculty of Arts, Media and Design
<b>Joan Degan</b> <b>Jane Trakalo</b> <b>Marlene Tosh</b> <b>Sandra McCormick</b> <b>Laura Cohen</b>	Faculty of Health, Public Safety & Community Studies
<b>Shaun Barr</b> <b>Andrew Pridham (Co-chair)</b> <b>Eric Marois</b> <b>David Thibodeau</b> <b>Rebecca Trueman</b>	Faculty of Technology & Trades
<b>Michael Bakogeorge</b> <b>Altaf Sovani</b>	School of Hospitality and Tourism
<b>Peter Fortura</b> <b>Mary Grammatikakis</b> <b>Carol Ann Samhaber (Acting)</b>	School of Business
<b>Silvia Garcia</b>	Language Institute
<b>Farbod Karmi</b> <b>Larry Weatherdon</b>	Learning and Teaching Services
<b>Gerry Salisbury</b>	Algonquin College Heritage Institute
<b>Ian Pinneau (Acting)</b> <b>Lynn Jacques (Acting)</b>	Algonquin College in the Ottawa Valley
<b>Pat Lychak</b> <b>Fiona Murray</b> <b>Jodi Joffray</b> <b>Lorna Brigden</b> <b>Wes Wilkinson</b>	Centre for Continuing & Online Learning (Academic Managers)

# COLLEGE ACADEMIC COUNCIL REPORT

The Ministry of Training Colleges and Universities (MTCU) requires the Algonquin College Board of Governors to establish an advisory college council, known as the College Academic Council. The College Academic Council provides a means for College students and staff to offer advice to the College President on matters they deem important to their constituents. The College Board of Governors ensures

that the structure, composition, terms of reference and procedures for the council are established in by-law. The College Academic Council Report 2015–2016 will constitute part of the public record, and as such, with governance approval, will be made available in full on the College website at <http://www.algonquincollege.com/reports/>

<b>Chair</b>	<b>Jeffrey Ross</b>		September 2015	September 2016
<b>Academic Staff</b>	<b>Jeffrey Ross</b>	Algonquin Centre for Construction Excellence	September 2014	August 2016
	<b>Sean Beingessner</b>	School of Advanced Technology	September 2014	August 2016
	<b>Colette Garvin</b>	School of Business	January 2013	August 2016
	<b>Judy Flieler</b>	School of Health and Community Studies	September 2015	August 2017
	<b>Mario Ramsay</b>	School of Hospitality and Tourism	September 2015	August 2017
	<b>Steve Neumann</b>	School of Media and Design	September 2014	August 2016
	<b>Janna Holmes</b>	General Arts and Science	September 2014	August 2016
	<b>Kilmeny West</b>	Career and Academic Access Centre	September 2015	August 2017
	<b>Claire Tortolo</b>	Language Institute	September 2015	August 2017
	<b>Jack Wilson</b>	Police and Public Safety Institute	September 2013	August 2017
	<b>Michelle Osmond</b>	Algonquin College in the Ottawa Valley	January 2012	August 2016
	<b>Rod Bain</b>	Heritage Institute	September 2013	August 2017
	<b>Melissa Spears</b>	Counsellors	September 2014	August 2016
	<b>Brenda Mahoney</b>	Librarians	September 2014	August 2016
	<b>Deborah Buck</b>	Support Staff	September 2013	August 2015
	<b>Rebecca Volk</b>	Centre for Organizational Learning	September 2014	August 2016
	<b>Leslie Wyman</b>	Past Chair	September 2015	August 2016
<b>Students</b>	<b>Sara Grainger</b>	President, Students' Association	May 2015	April 2016
	<b>Chris Kolberg</b>	Director, Students' Association	May 2015	April 2016
<b>Dean</b>	<b>Jim Kyte</b>	School of Hospitality and Tourism	September 2014	August 2016
<b>Chair</b>	<b>Sherryl Fraser</b>	General Arts and Science	September 2014	August 2016
<b>Ex. Officio Members</b>	<b>Claude Brulé</b>	Senior Vice President, Academic		
	<b>Laura Stanbra</b>	Vice President, Student Services		
	<b>Krista Pearson</b>	Registrar		

# STRATEGIC MANDATE AGREEMENT REPORT BACK

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The Differentiation Policy Framework provides a balanced and collaborative approach to better support the government's vision and priorities for post-secondary education, while supporting institutions in demonstrating leadership through their distinct contributions. Reporting by colleges and universities to the ministry continues to be an integral part of the government's relationship with institutions.

The Strategic Mandate Agreements are the mechanism through which colleges and universities articulate their unique mandates, strengths, and aspirations. They outline the relationship between the ministry and the institutions, and how each institution's mission and activities align with Ontario's vision for post-secondary education.

The annual Strategic Mandate Agreement Report Back provides the government with a tool for publicly reporting on the performance of Ontario post-secondary institutions on the principles of access, quality and accountability. The Report Back also provides colleges and universities with the opportunity to tell their unique story within the context of system-wide priorities and indicate how each college and university is contributing to overall system differentiation with their institution-specific indicators.

System-wide metrics reviewed in the annual Report Back include student satisfaction, employer satisfaction, employment in a related job, international student enrolment, proportion of total enrolment receiving funds from the Ontario Student Assistance Program and college financial sustainability.

For more information regarding the Algonquin College Strategic Mandate Agreement, please view the full report here: <http://www.algonquincollege.com/reports/>





# KEY PERFORMANCE INDICATOR (KPI) PERFORMANCE REPORT

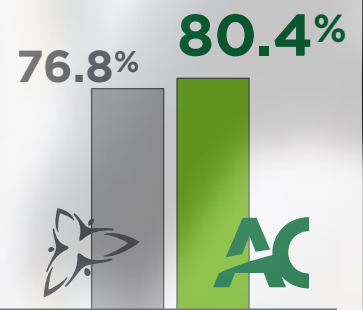
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The provincial government requires all colleges to gather and report on five Key Performance Indicators (KPIs). A common methodology is used to administer the data and calculate the results which are published annually by Colleges Ontario on behalf of the Ministry of Training, College and Universities (MTCU). The Algonquin College KPI performance results are shown here in comparison to the 2015-2016 provincial average. Find out more about key performance indicators tracked by Ontario colleges at [www.collegesontario.org/outcomes/key-performance-indicators.html](http://www.collegesontario.org/outcomes/key-performance-indicators.html)



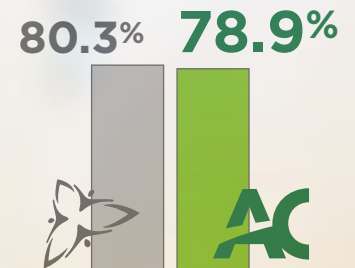
## Student satisfaction

The percentage of overall student satisfaction reflecting the student experience at Algonquin College by summarizing, and giving equal weighting to, student responses in June 2015, November 2015 and February 2016 that measure the: usefulness of the knowledge and skills they acquire in their College programs for their future careers; quality of College program learning experiences; quality of College facilities and resources; and quality of College services.



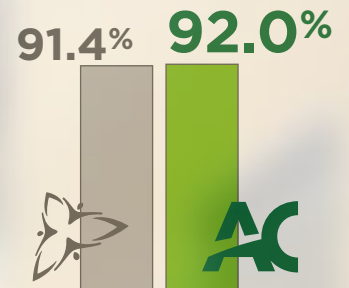
## Graduate satisfaction

The percentage overall of Algonquin College graduate satisfaction summarizing graduate responses to the question of the usefulness of their College education, six months after 2014-2015 graduation.



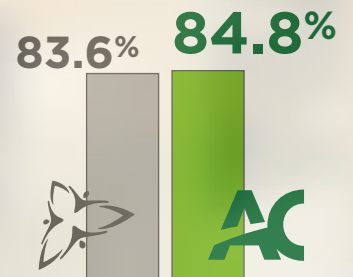
## Employer satisfaction

The percentage overall reflecting employer satisfaction with the employee's College preparation for the work the 2014-2015 graduate was hired to undertake.



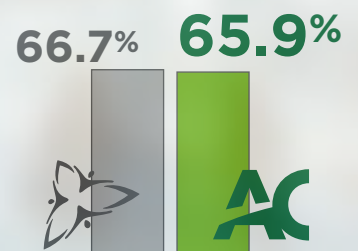
## Graduate employment

The percentage of Algonquin College graduates who are in the labour force, and who are working during a standard reference week, six months after 2014-2015 graduation.



## Graduation rate

The percentage of students who graduated from Algonquin College programs within twice the normal program duration in comparison to the number who started programs. The extended period for graduation accommodates those students who take absences from their studies, complete their program on a part-time basis or have to repeat courses. The results include responses from students who started one-year programs in 2013-2014, two-year programs in 2011-2012, three-year programs in 2009-2010, and four-year programs in 2008-2009, and who had graduated by 2014-2015.



# ALGONQUIN COLLEGE

## **Information for future students**

[www.algonquincollege.com/future-students](http://www.algonquincollege.com/future-students)

## **Information for parents**

[www.algonquincollege.com/future-students/parents-guardians](http://www.algonquincollege.com/future-students/parents-guardians)

## **Information for counsellors**

[www.algonquincollege.com/future-students/teachers-counsellors](http://www.algonquincollege.com/future-students/teachers-counsellors)

## **Ottawa Campus**

1385 Woodroffe Avenue  
Ottawa, ON K2G 1V8

Local: 613-727-0002  
Toll-free: 1-800-565-GRAD (4723)  
TTY: 613-727-7766  
24 hour fax machine: 613-727-7754  
InPerson Service: Room C150

## **Perth Campus**

7 Craig Street  
Perth, ON K7H 1X7  
Phone: 613-267-2859  
Fax: 613-267-3950

## **Pembroke Campus**

1 College Way  
Pembroke, ON K8A 0C8  
Phone: 613-735-4700