

2016-2017

Algonquin College

ANNUAL REPORT



ALGONQUIN
COLLEGE
Changing Lives

College at a Glance

266

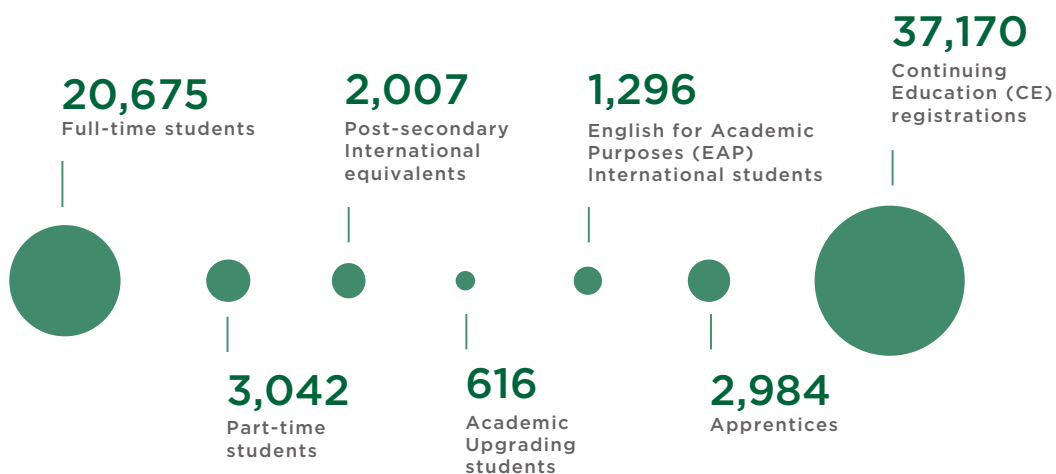
Programs

97	College Certificates
33	Ontario College Certificates
68	Ontario College Diplomas
24	Ontario College Advanced Diplomas
35	Ontario College Graduate Certificates
5	Bachelor's Degrees
4	Collaborative Degrees

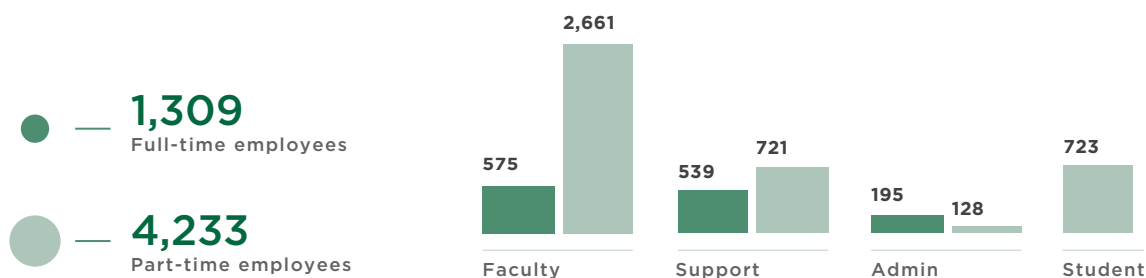
Of these programs:

240	are offered full-time
42	are offered part-time online
21	are offered full-time online
12	are apprenticeship programs
33	offer cooperative education

Students



Employees



Our Strategic Pillars

Applied Education and Training

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

- Installed a new high-efficiency power plant, in partnership with Siemens Canada.
- Completed the eTextbook program.

Student and Client Success

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

- Second in student satisfaction among large Ontario colleges.
- Broke ground for the Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship.

Empowered People

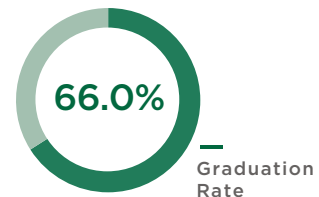
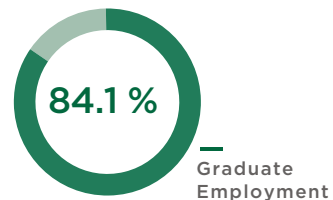
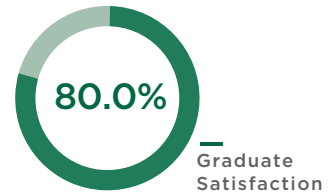
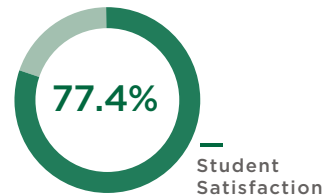
We deliver on our values, providing opportunity for our employees to grow and develop.

- Four-time Top Employer in the National Capital Region.
- Opened a new Employee Collaboration Space, designed as an area for open discussion, conversation, and collaboration.

Financial Sustainability

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

- New partnerships with other post-secondary institutions, community, and private-sector partners.
- Thanks to the new high-efficiency power plant installed by Siemens Canada as part of the ESCO 2 partnership, the College saved over \$2.9 million in 2016-2017.



Campus Locations



Ottawa



Pembroke



Perth



Kuwait City

Our Mission, Vision & Values

**College is a journey.
We're with you every step of the way.**

OUR MISSION

To transform hopes and dreams into lifelong success.

OUR VISION

To be a global leader in personalized, digitally connected experiential learning.

OUR 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.

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Five decades of growth



CHANGING LIVES

In 2017, we marked five decades of transforming hopes and dreams into success. Our 50th anniversary offered an opportunity for us to reflect back on how we have changed, and look forward to how we must continue to change to remain successful.

As I reflect on what our campus once was, I am inspired by what it has become and its potential for the future — we have gone from one building and dozens of students to today's leading research-intensive polytechnic that welcomes more than 20,000 full-time learners.

The programs may change, the buildings may change and the way we deliver courses may change, but the hopes and aspirations of our learners remain the same. As an institution, we have become very good at this kind of change. From students who learn the skills they need to gain employment or create their own jobs, to local businesses seeking our talents to turn their start-ups into future successes, our College changes lives.

We are building a new Innovation, Entrepreneurship and Learning Centre and Institute for Indigenous Entrepreneurship that will transform the heart of our campus. The Institute for Indigenous Entrepreneurship, which will be the first-of-its-kind, will honour Indigenous heritage and allow for the

creation and development of Indigenous businesses. We are also taking a critical step in living up to our name. At Algonquin College, we freely acknowledge that we live, learn, and work on the traditional territory of the Algonquin people. As Canada moves along a path of truth and reconciliation, we will do our part to ensure that Indigenous ideas, knowledge, and culture are an integral part of everything we do.

The Algonquin College of the future will empower its people, be learner driven, innovative, connected, sustainable and committed to the highest standards on all fronts. Algonquin College is mature, confident, and certain of its identity, and it is also ready for change. As we note in our new Strategic Plan, which is our path forward, we know what we want and how to get there.

This plan contains six key goals: Lead the college system in co-op and experiential learning; ensure our College is sustainable and socially responsible; empower our employees; become an integral partner to our alumni and employers; and, lead in quality and innovation — keeping Algonquin firmly connected to the digital world and our communities, wherever they are.

But one goal stands out for its ambition and its importance to Algonquin's future. We have always known that our core strength is the personal relationship between our faculty members and our students.

We must build upon that connection to create a truly personalized experience for every single one of our learners.

This year:

- **Algonquin College received the City of Ottawa's highest honour, the Key to the City, from Mayor Jim Watson. It is a reminder of our commitment to Ottawa and the Ottawa Valley. And it is a testament to the employees, past and present, who built the College, and the entrepreneurial spirit of those who made this College a reality.**
- **For the fourth year in a row, Algonquin College has been named a National Capital Region Top Employer.**
- **This past term, Algonquin College was home to 1,182 self-identified Indigenous students — a number that's growing at about 12 per cent per year.**

- One hundred per cent of our students can access their textbooks digitally.
- The Employment Support Centre Team successfully launched the new AC Career Platform, an online tool offering students and graduates access to career-readiness videos and print resources.
- Five hundred second-career students enrolled in the Experienced Worker Centre.
- The Centre for Continuing and Online Learning achieved 29,600 online course-level enrolments, a record high.

A polytechnic education prepares learners to fully participate in and contribute to a productive workforce. Eighty-four per cent of our graduates seeking work find it within six months of crossing the Convocation stage. We strive to be more collaborative, constantly striving for better outcomes for our students.

As we celebrate this milestone in the history of the College, we reflect on our story, take pride in our past, feel confidence in our present, and have faith in our future.

Sincerely,

A handwritten signature in black ink, reading "Cheryl Jensen". The signature is fluid and cursive, with the first name "Cheryl" and last name "Jensen" clearly distinguishable.

Cheryl Jensen
President and CEO, Algonquin College

Forging a unique path



LEADERS

As Algonquin College and our Nation's Capital prepared for a year of milestones, the 2016-2017 academic year was marked by numerous achievements and much momentum.

This past year the College firmly anchored its place in the innovation ecosystem in Ottawa by breaking ground for its new Innovation, Entrepreneurship and Learning Centre. At the same time, Algonquin College forged a unique path with its commitment to work with Indigenous communities on a new Institute for Indigenous Entrepreneurship — the first of its kind in the province.

Algonquin College also reaffirmed its place as a leader in the post-secondary education sector by offering world-class student experience, ensuring its financial sustainability and demonstrating environmental responsibility. The College's energy savings as part of the Guaranteed Energy Savings Contract (ESCO2) with Siemens Canada allow us to make smart investments to address the needs of our existing physical infrastructure operations. This past year saw \$2,916,113 in savings while also producing enough power to cover the baseline heat and electricity needs of the entire Ottawa campus. ESCO2 gives us the financial flexibility to address a major portion of otherwise unaffordable deferred maintenance.

Being entrepreneurial is a new imperative for the college system in Ontario. We must continue to strive to diversify our business, our options for students, and share our expertise with those who need it. Sometimes, these ventures take us into unknown territory where there is a measure of risk involved. When these ventures do not live up to expected returns, a change of course is required. This was the case with the College's experience in Saudi Arabia. While we had hoped to continue to provide the students in Jazan with a quality applied education, we assessed the situation and made the difficult decision to leave. While these decisions are not always popular, the Board understood that it needed to do what was right for Algonquin College and successfully managed the transfer of the campus.

We on the Board are also proud that the College, for the fourth consecutive year, is among the National Capital Region's Top 25 employers. The College continues to work with purpose to make Algonquin College a healthy, positive, and inspiring place to work. The new People Plan takes into account data we received from employees to

chart a path forward. It is a sign of continuous progress and a strong commitment to our Algonquin College community.

As we look ahead to the next five years through our new strategic plan, we acknowledge how far we have come over the past 50. The Board of Governors approved a new strategic direction that will allow Algonquin to fully engage in what some call the fourth industrial revolution. Our *50+5* Strategic Plan outlines six key goals to ensure we continue to lead the sector in quality and innovation while keeping Algonquin firmly connected to our students, communities, and industry.

The Board of Governors is proud that our College is forward-thinking — and is determined to carry that forward thinking into the business of governance. The Board has made it a priority this year to shift our focus from being a receiver of information to a generator of ideas and solutions in consultation with College administration. Early in the academic year, we set aside a professional development day for generative discussions, placing an emphasis on participation and action rather than reaction.

We have also updated our best practices to include “meetings without management” following every Board meeting. The purpose is to allow our Board the opportunity to assess its relationship with management and give members the ability to speak freely about where there are concerns and room for improvement.

On a personal note, I wish to extend my thanks to all the great people who have committed their time and energy to serving on the Board of Governors this past year and indeed over the past six years that I have been on the Board. It was a privilege to serve as your Chair, and we can all be proud of what we have accomplished. This past year saw us receive more than 40 applications for four open Board positions. Word has clearly spread that the Algonquin College Board of Governors is progressive, engaged, and able to attract talented individuals to contribute their time and expertise in our communities.

As we mark our 50th anniversary, we celebrate how much has been achieved and look forward to 50 more years of transforming hopes and dreams into lifelong success!

Sincerely,


A handwritten signature in black ink, reading "Kathryn Leroux". The signature is fluid and cursive, with the first name "Kathryn" and last name "Leroux" clearly distinguishable.

Kathryn Leroux
Chair, Board of Governors

12.

We know
what we
want,
and how
to get
there





Much has been achieved in the past five decades, and we have great opportunities ahead

CHANGING THE WORLD — ONE LEARNER AT A TIME

In 2016, Algonquin College unveiled a new strategic plan designed to lead the College into the next five years, and ready it for the next 50. Called *50+5*, this exciting new document lays out six aspirational goals that will build on the College's strengths while evolving them for tomorrow's needs.

The College also unveiled a refreshed brand, reflected in this document. This identity starts from the recognition that education changes lives, and Algonquin College — its people, its programs, and its experiences — is the catalyst for that change. This idea is at the centre of everything Algonquin College does.

The College has been on a journey, and as it marks its 50th anniversary, this report demonstrates the many ways in which the College has grown in 2016. Much has been achieved in the past five decades, and we have great opportunities ahead.

This report is a snapshot in time as the College embarks on what will be a transformative five years.

6

ASPIRATIONAL GOALS THAT WILL
BUILD ON THE COLLEGE'S STRENGTHS

We know the best is yet to come

OUR STRATEGY

2016 marked the final year of the College's previous strategic plan — "Connecting people, community, technology, and careers." Through this plan, Algonquin College embraced its role as the connection point between students and opportunity — through high quality hands-on learning opportunities, leading-edge technologies, and experiential learning. It leveraged technology to align with the digital future, deliver exceptional service, modernize the institution, and foster an environment of continuous improvement.

And it built pathways to increase revenue, foster the College's model of leadership competencies, and attract, develop, and retain employees.

The past five years have been characterized by growth and opportunity. In fulfilling its goals, the College has been recognized with one of the leading student satisfaction numbers in the Ontario college system, top employer awards,

and several new partnerships. The College has also been able to invest in longer-term systems and facilities upkeep while maintaining a strong balance sheet.

50 YEARS YOUNG

From one building and dozens of students to today's international institution boasting tens of thousands of learners, Algonquin College can look back with pride on the many achievements of the past five decades. Fiftieth-anniversary celebrations are well underway, with the College taking the opportunity to celebrate its roots, reconnect with alumni, and create legacy pieces that will mark the occasion and signal to the world that Algonquin College has arrived.

A few anniversary highlights from 2016 include the unveiling of the 50th-anniversary logo and launch of the 50th website, the Host 150 partnership with Ottawa 2017, and a legacy gift of a Steinway piano from the Canadian Broadcasting Corporation.

CELEBRATING 50 YEARS OF TRANSFORMING HOPES AND DREAMS INTO LIFELONG SUCCESS

The world is changing. Succeeding in an environment of constant disruption means creating a plan that is flexible, visionary, and aspirational. It means being entrepreneurial.

At the same time, it means staying true to what made Algonquin College successful in its first five decades: hands-on, digitally connected, and career-oriented applied education and training; dedicated employees committed to living out the College's values; and a connection to community.

The College's new Strategic Plan is the blueprint that will guide Algonquin College's evolution. It builds on the work that has come before, all while reflecting the challenges and opportunities that are facing the post-secondary sector, and incorporating the ideas and ambitions of students, employees, alumni, and the College's broader communities.

The Algonquin College of 2017-2022 will be learner driven, innovative, high quality, connected, sustainable,

and empowering to its people. It will send a message that Algonquin College is mature, confident, and certain of its identity, and that it is also ready for change. We know what we want, and how to get there. This is our way forward.

REACHING OUR GOALS

Plans require action, and Algonquin College is a school of action. This annual report sums up the actions the College took to complete our 2012-2017 strategic plan goals, and set a path for the future.

As part of our updated Strategic Plan we set some very ambitious targets; we believe as an institution we are only able to grow if we set our sights high regardless of the issues facing the post-secondary sector, including declining enrolment, labour market pressures, and an ever-changing economy. Although we did not meet all of these targets, we will continue to make changes, consult with our stakeholders, and find ways to improve in order to meet these targets in the future. We are proud of all we have accomplished and will use this as learning opportunity.

16.

Our
principles:
Pride
Connection
Give Back
Diversity





Algonquin College has a number of ongoing initiatives to celebrate our 50th anniversary

50TH ANNIVERSARY AND LOOKING FORWARD

The 50th Anniversary Steering Committee has identified four general celebration themes/principles to guide 50th anniversary planning and events:

Pride

In Algonquin College and its transition from the past to the present

Connection

An opportunity to engage and connect with alumni, past employees, employers, and the community

Give Back

Use this milestone as an event to create goodwill through volunteerism

Diversity

Celebrate the diverse student population and international presence

The College has a number of ongoing initiatives to celebrate our 50th, including: The William G. Davis Innovation Fund, Retail Services Limited Edition 50th Anniversary Merchandise, 50 Compelling Stories Series, and the Pembroke Campus 50th Anniversary Museum event hosted at the Champlain Trail Museum.



Strengthening and celebrating our identity

COAT OF ARMS:

The Canadian Heraldic Authority and Algonquin College have been working together since March 2016 to prepare the College's first Coat of Arms. A Coat of Arms is a form of personal or corporate identification and shows the distinctive heraldic bearings and shield of our institution. Four key components of the design are:

- **Recognizing the importance of the College's Indigenous roots**
- **Our commitment to innovation, student success, and the community**
- **Pride in our athletics**
- **Our commitment to sustainability**

The College's Coat of Arms is scheduled to be revealed during Convocation in June 2017. For the first time, it will have a permanent place on Algonquin College student credentials to commemorate the College's 50th anniversary.

BRAND REFRESH

In fall 2016, Algonquin College debuted a new brand-awareness campaign, emphasizing its commitment to personalized education, experiential learning, innovation, and entrepreneurship.

The campaign focuses on the idea of change on campus as well as changes the College's graduates will bring to the community and beyond.



The main themes will be:

- **Changing Lives**
- **Changing Futures**
- **Changing Expectations**
- **Changing Opportunities**
- **Changing Education**
- **Changing the World**
- **Changing Communities**
- **Changing Countries**

Seen across eastern Ontario, it will feature fresh content throughout 2017. It is now featured prominently on the College's website, at key locations on campus, and also in public spaces such as billboards and on advertising space in public transit.

LEST WE FORGET PROJECT

This past year the College started the "Lest We Forget" project for Remembrance Day, to honour the memory of veterans from any conflict who were related to, or friends of, employees and students at the College. The slide show of more than 40 servicemen and women was shown on digital screens across the College on Remembrance Day, as well as on monitors in the Marketplace Food Court during the ceremonies.

PERTH

You could say it was a foundational year for Perth Campus, with a log cabin, an applied research lab, and bridge all under construction in 2016. The log cabin was presented to the Town of Perth to mark the town's 200th anniversary, while the lab will open its doors in 2017. The campus also partnered on a Habitat for Humanity Build that is scheduled to be complete in spring 2017. And in September, the Perth campus hosted a celebration event to thank its capital campaign donors on the fifth anniversary of the opening of the reconstructed campus.

Every year we recognize the excellence of our Perth campus in this annual report — this year, the Perth campus was recognized in a big way by many outside organizations. The Town of Perth Council gave the College its Award of Excellence in October, and *Ottawa Life* magazine wrote about how the campus is “an integral part of the nation's capital region” after students in the Heritage Masonry program built a legacy dry-stone bridge that should still be standing when Perth turns 400 in 2216.

PEMBROKE

It was a near-record year for enrolment in Pembroke, with close to 1,000 students choosing to study at the Waterfront campus. Additionally, many of these students are now choosing to stay in Pembroke during their studies following construction of three privately-owned residences in the area — contributing to the economic renewal of Pembroke and its downtown core. The Forestry Technician program was wait-listed, while students who applied to wait-listed programs in Ottawa were offered the option of switching to the same program at Perth or Pembroke campuses.

It was not just students making the trip out to Pembroke — the campus hosted a number of VIPs, such as Steve Paikin of TVO's *The Agenda*. Paikin launched his book about former Ontario Premier Bill Davis, founder of the Ontario college system, at an event in October. The campus also played host to Sean Conway, Chair of the Premier's Highly Skilled Workforce Panel, for a community consultation; Canadian Olympian Melissa Bishop; and Ontario Progressive Conservative leader Patrick Brown.

Offering new collaborations, programs, and tools to ensure client success

2016 was a big year for events in Pembroke. The Waterfront campus hosted the first ever TEDx Pembroke event in November, and the Loggersports team participated in the Ottawa Redblack's Grey Cup celebration.

The Applied Research and Innovation initiative at the Pembroke Campus was awarded \$70,000 in funding from the Ontario Ministry of Agriculture, Food, and Rural Affairs for environmental projects over the next two years relating to water quality and agriculture.

KUWAIT

Academic/Enrolment Achievement:

- **Fall 2016 Enrolment: 116**
- **Spring 2017 Enrolment: 128**

In the fall, we opened our first cohorts of the following programs: Business Marketing Diploma and Computer Programmer Diploma.

Campus Highlights include:

Signing a Memorandum of Understanding with the Kuwait National Fund for Small & Medium

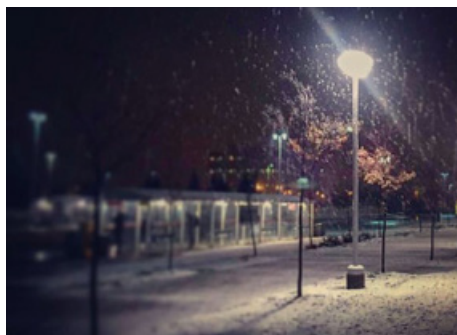
Enterprise Development to work collaboratively on developing and delivering programs and services to help Kuwaitis develop business plans, obtain funding, and ultimately launch successful small businesses. This led to the two organizations collaboratively establishing an Entrepreneurship Hub Pilot Project at the AC-Kuwait campus that quickly attracted 40 clients, making it the largest National Fund-supported entrepreneurship hub in Kuwait.

AC-Kuwait signed Memoranda of Understanding and Collaborative Agreements with two of Kuwait's oldest and most established private universities: Gulf University for Science and Technology and the American University of Kuwait. These agreements provide frameworks for future institutional collaboration, including pathways that would facilitate AC-Kuwait diploma-program graduates pursuing university degrees.

SOCIAL MEDIA + TRADITIONAL MEDIA

2016 was a year of growth and engagement for Algonquin College on social media, as the College saw one of its most successful years in terms of follower growth and content engagement on Facebook, Instagram, Twitter, LinkedIn, and Snapchat.

In order to engage audiences on social media, Algonquin College had to put content creation and outreach at the forefront of its social media plans. From the 2016 spring convocation (Algonquin College's most successful social media campaign in terms of reach), to a revamp of content produced and shared on Instagram, Algonquin College saw large-scale growth on all its social media channels, and placed focus on engaging students and the greater public alike in conversations surrounding the goings on at the College. Here are a few of the most popular posts Algonquin College made over 2016:



Instagram - Most Popular 2016 Post



Facebook - Most popular post



Twitter - Most popular post



Twitter Likes - Emphasis on Spring Convocation

TRADITIONAL MEDIA

Algonquin College created buzz around the world throughout 2016, with multiple projects and initiatives gathering international attention and elevating Algonquin's status in Canada. From the College's partnership with Siemens, which caught the eye of Yahoo Finance, to the Algonquin College grad who has been taking the animation world by storm for his work on Disney films such as *Zootopia*, Algonquin College continues to make its mark in the world of media. Below are some of the top stories featuring Algonquin College:



The announcement of the brand new Institute for Indigenous Entrepreneurship made headlines, being the first of its kind on a college campus in Ontario.

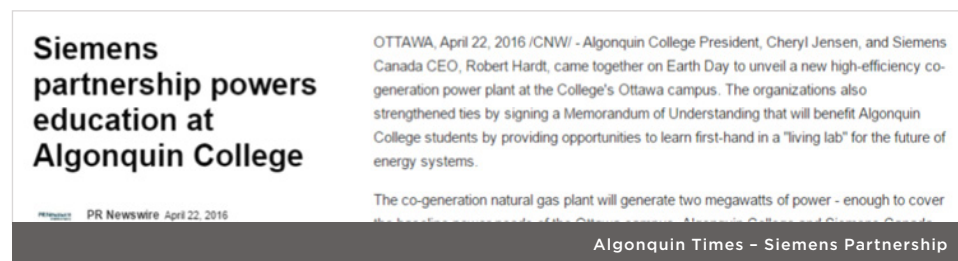
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ALGONQUIN COLLEGE SLEEP
PODS: FURTHEST REACHING
POST ON FACEBOOK

The Algonquin College sleep pods, which were provided by the Student's Association, awakened the inner napper in Canadians everywhere, becoming the College's furthest reaching post on Facebook.



Earth Day 2016 saw Algonquin College and Siemens forming a partnership to unveil a new high-efficiency co-generation power plant at the College's Ottawa campus, catching the eye of business journals and newspapers across Canada.



2016

PARTNERSHIPS IN TECHNOLOGY
TO CREATE A GREENER
SOURCE OF ENERGY

Algonquin College students share national recognition for excellence



Following his Golden Globe and Academy Award wins, Algonquin College alumnus Trent Correy helped propel Algonquin College's presence to a national stage, with feature stories written about him and his work in a number of different publications and featured on radio.

1st

TRENT CORREY AND COLLEAGUES WIN A
GOLDEN GLOBE AND AN ACADEMY AWARD

Algonquin College is government's partner in ensuring Ontario has a highly skilled and resilient workforce



A RECORD YEAR FOR GOVERNMENT ENGAGEMENT AT ALGONQUIN COLLEGE


In 2016-2017, Algonquin College developed and implemented a new Government Relations Framework to guide its interactions with government.

The College was delighted to welcome 16 individual elected officials from all three levels of government to engage with our students, faculty, staff, and administration. We believe that together, institutions and government can find real-world and effective policy solutions that directly affect the affordability, quality, and sustainability of Ontario's post-secondary education system.

As we celebrate our 50th anniversary, Algonquin College students made two successful missions to Queen's Park to demonstrate their leadership in applied research, and culinary excellence. Algonquin College Student Association President Egor Evseev was the only student association president present and was welcomed in the Provincial Legislature Chambers for the declaration of Colleges Week in Ontario.

27.

We help
ignite our
students'
innovative,
creative
spirit



Algonquin College strives to equip our faculty and students with the most advanced tools and technology available in their industries

FACILITY UPDATES

The campus is humming with two megawatts of power, thanks to a new high-efficiency power plant installed by Siemens Canada. The plant, installed as part of the ESCO2 partnership, is not only a power-generator — it is also a learning space for students in the Energy Management graduate certificate program. The plant was unveiled on Earth Day 2016, alongside a Memorandum of Understanding with Siemens Canada and plans for an interpretive centre.

In preparation for the Innovation, Entrepreneurship, and Learning Centre, the College completed updates to A and F Buildings. In addition, the campus transformer and the B Building windows were replaced.

TECHNOLOGY IN THE CLASSROOM

One hundred per cent of our students can access their textbooks digitally, bringing the roll-out of our eTextbook program to its natural conclusion. Our students can access their books anytime, anywhere, and for a fraction of the usual cost of textbooks. This award-winning collaboration between Learning and Teaching Services, Ancillary Services, the Registrar's Office, and our academic departments makes Algonquin College one of the Canadian leaders in technology adoption.

100%

OF OUR STUDENTS CAN ACCESS
THEIR TEXTBOOKS DIGITALLY

Creating new centre of innovation and partnerships

INTERNATIONAL

The College continued operations in Kuwait through a franchise campus, and signed several new agreements that leverage the College's expertise to assist international institutions, and bring international students to Canada to seek further education. The College renewed a collaborative education agreement with Manav Rachna International University in India; became an official supplier for the State of Guanajuato in Mexico; signed nine letters of intent with institutions in Mexico, France, and China; and signed pathway agreements with seven institutions including the Japan College of Foreign Languages. We also signed two new agreements with the Limerick Institute of Technology and the Institute of Technology, Carlow, to facilitate further studies by our students.

NEW TECHNOLOGIES

New tools such as Office365 and FindMePrint offered new functionality to College employees in 2016, while Workday development made important strides in preparation for a 2017 development. In addition, the College began work on the Student Information System (SIS), Learning Management System (LMS), and Customer Relationship Management (CRM) projects, designed to enhance our system's capabilities, modernize our processes, and reduce our liabilities.

The Registrar's Office also unveiled self-service kiosks and a new queueing system that made customer service more efficient.





NEW PROGRAMMING

Recognizing the desire of some Indigenous students to both attain career skills and honour their heritage, the College launched a unique one-year pre-apprenticeship cook program. Students learned all the necessary skills to succeed in a commercial kitchen, while also learning how to prepare game meat such as beaver and moose.

New programming was launched in the areas of Digital Health, Regulatory Affairs, Energy Management, and Bookkeeping. The College also received seats for a new Horticulture Apprenticeship program, and launched a new degree program — the Bachelor

of Early Learning and Community Development (Honours).

Some long-standing College programs also received updates and refreshes. Pembroke's updated Applied Nuclear Science and Radiation Safety program is now a two-year program, reflecting the updated needs of the industry. The Paralegal program became a graduate certificate.

New labs, including the Garbarino-Girard Centre for Innovation in Seniors Care, also created new opportunities for students in multiple programs, including Personal Support Worker, Occupational Therapy Assistant/Physiotherapy Assistant, and nursing programs.

INNOVATION, ENTREPRENEURSHIP, AND LEARNING CENTRE AND NEW APPLIED RESEARCH SPACE

Entrepreneurial students at Algonquin College now have new resources to help them launch their businesses, hone their skills, and collaborate. In 2016, the College launched the IgniteAC Centre for Innovation and Entrepreneurship, and renovated F Building to create a new home for the Office of Applied Research and Innovation. Additionally, work continued on the Residential Living Lab at the Perth Campus — a state-of-the-art home offering applied research space in the Ottawa Valley.

Ground was also broken in the fall on a brand-new Innovation, Entrepreneurship and Learning Centre, as well as an updated library and a first-of-its-kind Institute for Indigenous Entrepreneurship. These facilities will open in 2018.

PARTNERSHIPS

The Perth Campus successfully completed a contract in the spring of 2016 with the National Capital Commission to complete an assessment of the barns on National Capital Commission lands. The assessment was completed in partnership with Applied Research as a work-integrated learning opportunity for students.

The Perth Campus, for the second year in a row, completed a contract with Parks Canada that included sending students and a professor to Cape Merry in northern Manitoba in July 2016 to work on the Prince of Wales Fort.

The Pembroke Campus has secured several new contracts through the Ministry of Advanced Education and Skills Development related to its delivery of Employment Ontario contracts. These new contracts include Youth Job Connection, Youth Job Connection-Summer, and Youth Job Link.

Innovative program delivery models are available to students who want to study in environments embedded in high-growth industries such as e-business classes now located in Shopify and healthcare at the Perley and Rideau Veterans Health Education Centre.

As part of its Healthy Living Education Initiative, the College and the Ottawa Hospital will work on the implementation of their Memorandum of Understanding to explore ways to support the use of data in the work of healthcare teams and for Ottawa Hospital staff training needs.

MEASURING OUR PERFORMANCE

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

GOAL 1

Deliver an exemplary applied education and training experience.

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Graduation rate	64.0%	64.5%	65.9%	70.0%	66.0%
Retention rate	86.9%	87.3%	87.5%	89.0%	87.4%

GOAL 2

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

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Enrolment PSE and others	19,853	21,106	21,059	21,107	20,619
Enrolments (online - FTE)	3,086	3,086	3,493	3,500	4,472
Enrolment (PSE international - FTE)	1,138	1,373	1,592	1,400	2,006
Students enrolled in applied degree programs	375	375	500	800	884
Students enrolled in graduate certificates	812	723	826	1,000	1,068

GOAL 3

Leverage technology to enhance the educational experience.

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Online courses offered	120	133	149	150	158
Unique hybrid courses offered	999	1,083	1,183	1,424	1,242
Enrolment (PSE mobile)	82.0%	97.0%	97.0%	100%	100%

GOAL 4

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

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Programs with work-experience opportunities	86.1%	86.3%	96.3%	100%	100%
Students engaged in applied research and development	754	1,035	1,497	950	1,317

34.

Ensuring a
productive
and efficient
student
learning
experience



Ensuring a productive and efficient student learning experience

STUDENT SATISFACTION SURVEY

Algonquin College continues to rank among the top institutions in student satisfaction among large Ontario colleges. This is determined by surveys completed by full-time students that gauge their satisfaction in areas such as program outcomes, service quality, overall learning experiences, and other metrics.

SIMPLIFYING SYSTEMS TO IMPROVE STUDENT LIFE

2016 was a year of evaluation for Algonquin College surrounding our Learning Management System (LMS). An effective and reliable LMS is vital to ensuring a productive and efficient learning environment, and Algonquin College has taken many steps to ensure the College is equipped to provide simple-to-use systems to improve student life. With a number of reliability issues arising in 2016 surrounding Blackboard, a team comprised of staff, students, and faculty has been created in order to find a service that will best suit the College, and provide an LMS system that ensures reliable system response and support for students and employees.

#1

ALGONQUIN COLLEGE RANKS FIRST IN GRADUATE
SATISFACTION AMONG LARGE ONTARIO COLLEGES



A COLLEGE FOR INDIGENOUS LEARNERS

2016 was a year of celebration of Indigenous culture, learners, and entrepreneurship, launching many successful initiatives and programs aimed at nurturing Indigenous education, and engaging students throughout the year. Since signing the Colleges and Institutes Canada Indigenous Education Protocol in 2014, Algonquin College has been seeking ways to provide better service to our Indigenous learners. In the past year, the College held its first traditional Sacred Fire on

campus, signed agreements with Nipissing University and Cambrian College, and announced the creation of an Institute for Indigenous Entrepreneurship — all designed to support the integration and success of our Indigenous learners.

Algonquin College was also thrilled to be able to break ground for the Institute for Indigenous Entrepreneurship, which will open its doors in 2018. This first-of-its-kind institute is being designed in consultation with Indigenous communities, and will highlight Indigenous business principles.

Celebrating Indigenous culture, learners, and entrepreneurship

This initiative will honour Indigenous heritage, and allow for the creation and development of Indigenous businesses.

Algonquin College and Nipissing University signed a letter of intent that supports opportunities for Indigenous students at Algonquin College and Nipissing and explores opportunities to collaborate on the creation of pathways for Indigenous students who want to pursue a diploma and a degree.

The College was proud to be able to launch a one-year Indigenous Cook Pre-Apprenticeship program, aimed at developing work-ready skills, while also celebrating and honouring Indigenous culture. At the Pembroke Campus, support of Indigenous learners has been expanded with an Indigenous Student Counsellor on site twice a month.

Other highlights include:

- CIGan Bronze Award of Excellence in Indigenous Education
- Indigenization of the Entrepreneurship Strategy
- Hired first-of-its-kind Executive Director role in Ontario College System
- A visit by the President to Akwesasne Mohawk Territory
- 9th Annual Honouring Indigenous Graduations Ceremony
- Indigenous-influenced Coat of Arms
- Indigenous student performance “Day of Dialogue 3”
- Research and development for Building Empowerment, Achieving Results (BEAR) transitioning program
- Strategic Investment Priorities for Indigenization
- Research and development of BEAR transitioning program

Recognizing our Volunteers

VOLUNTEER AWARDS

Every year, the AC Hub honours and shows appreciation to its student volunteers by recognizing the time and effort they donate to the Algonquin, local, and global communities. These volunteers are formally recognized at our Annual Volunteer Appreciation Gala. The Gala was exclusive to nominees, nominators, community partners, and students who were connected to the AC Hub.

With a total of 25 nominees, the awards ceremony included the presentation of the four Volunteer Awards that are bestowed by the AC Hub (Community Impact, Dedication and Involvement, Outstanding Leadership, and Volunteer of the Year), as well as two awards that are bestowed by Student Support Services

(the Wybourn and Class Representative Awards). Another exciting change to this year's event is that the recipient of the Volunteer of the Year Award was selected by the Awards Selection Panel from the nominations received for the Community Impact, Dedication and Involvement, and Outstanding Leadership Awards. This change meant that it was a complete surprise to the recipient, and the audience, when the award was announced and presented.



Algonquin College students at the top of their fields

SKILLED STUDENTS

Eleven students took home 10 medals at the Ontario Technological Skills Competition (OTSC) in 2016 — an annual provincial competition for the skilled trades. Algonquin College had winners in the IT Network Systems administration, Restaurant Service, Auto Collision Repair, Cabinetmaking, Horticulture and Landscaping, Auto Painting, Hairstyling, Landscape Design, and Truck and Coach Mechanic categories. Providing the opportunity for students to participate in competitions like OTSC allows our students to measure themselves against the best up-and-coming talent in our province.

While the talents of Algonquin College students come as no surprise to our community, the College had a unique opportunity to invite CBC Ottawa down for a visit in March to learn about our students' skills. The CBC's Giacomo Panico sampled the services available at the College's Massage Therapy Clinic, Salon and Spa, Dental Clinic, and Campus Travel office, before stopping for a bite to eat at Savoir Fare and Restaurant International. And he also made a new best friend in Arya, a dog available for adoption at the College's Veterinary Technician clinic.

10

STUDENTS WON 2 GOLD AND 8 ADDITIONAL MEDALS AT THE ONTARIO TECHNOLOGICAL SKILLS COMPETITION



ENTREPRENEURIAL STUDENTS

Five students entered the Wolves' Den — and all five emerged with a deal. The second annual Wolves' Den, inspired by CBC's *Dragons' Den*, was held in March 2017, and saw students Brennan Lemieux, Graydon Kilpatrick, Katrina Lewis, Mohammed Amoura, and Rachael Martin pitch their businesses to five local industry judges. Thanks to Kyma Professional Corp, WEIfunded, and IgniteAC for their support of our students.

In summer 2016, the second class of the SUMMIT program graduated from the College's entrepreneurship boot camp. Armed with seed funding, daily feedback, and plenty of knowledge from the program's managers and industry representatives, the students are now ready to pursue their dreams. As Programming Manager Patti Church said: "The College is about making hopes and dreams come true. And this program is all about that."

It's not just the entrepreneur community supporting our students — employees and fellow students are also putting their money where their mouths are. Student entrepreneurs had the opportunity to sell their goods on campus locally through "The AC Market" and Perth's "Maker Market" several times over the past year.

In Pembroke, Entrepreneur-in-Residence Chris Doré established a community advisory committee centred on entrepreneurship to help the students, the campus, and the community establish successful new businesses in Renfrew County and beyond.

GOAL 5

Deliver exceptional service to our diverse student and client populations.

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Student satisfaction	80.7%	80.2%	80.4	83.5%	77.4%
Employer satisfaction	93.9%	88.7%	92.0%	93.9%	90.2%
Alumni satisfaction	86.0%	88.1%	80.0%	90.0%	89.0%

GOAL 6

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

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Business processes developed to measurably lower cost and/or improve productivity	33	37	50	50	65

42.

Striving
to provide
a positive
career and
workplace
culture



Four-time National Capital Region Top Employer

ONE OF OTTAWA'S TOP EMPLOYERS

Efforts are underway at the College to strengthen employee career mobility and employee engagement, embed a culture of continuous improvement, and continue to grow a respectful and innovative workplace culture.

Among the highlights of the College's 2016 application to the Top Employers competition, judges noted:

- the College's focus on employee engagement, including the creation of "Tiger Teams" to address employees' top concerns
- tuition support and professional development opportunities
- competitive pay and benefits, coupled with strong wellness programs



Our people are crucial to our success

LABOUR RELATIONS EFFORTS, PEOPLE PLAN

In 2016, the College began a new era in labour relations. Our annual President's Breakfast featured keynote speaker Warren "Smokey" Thomas, President of the Ontario Public Service Employees Union. Thomas urged collaboration and dialogue.

"What I'm trying to reach out to both union locals here is to consider some sort of an approach where you take that leap of faith," he said. "But that means management must change some behaviours, it means the union must change some behaviours."

To that end, the College opened a new Employee Collaboration Space in late November. A neutral space for use by any employee, it is designed as an area for open discussion, conversation, and collaboration.

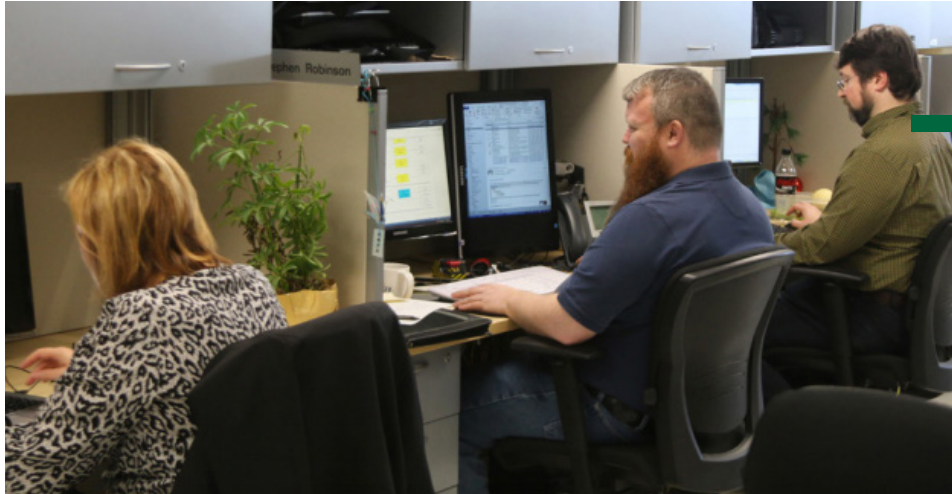
In 2016, a cross-College Advisory Committee was established to help shape the People Plan, a multi-year effort. The People Plan is the first of

the high-level plans to support the Strategic Plan, specifically Goal Six: Be recognized by our employees and the community as an exceptional place to work and enable the achievement of the other Strategic Plan goals.

Our people are critical to our success, and we are committed to developing a people strategy that will set the course for employee engagement and growth. The role of the People Plan committee is to:

- **Confirm the themes and associated risks emerging from information and data analyses**
- **Provide feedback on proposed initiatives for dealing with the risks**
- **Assist in prioritizing initiatives for development and implementation**

A Town Hall was held in mid-December to update staff on the People Plan and seek their input to help the committee finalize priorities for action planning.



PROJECT FUSION

2016 was a busy year for Project Fusion, following our mandate to innovate, streamline, and integrate practices and processes across the College.

Project Fusion is a major business transformation initiative for Human Resources, Finance, and Information Technology services, with the catalyst being the implementation of an innovative enterprise resource planning (ERP) solution. Project Fusion will automate, modernize, and transform our Human Resources, Finance, and Information Technology business processes, creating a foundation for strategic initiatives, and fostering an environment of continuous improvement to, ultimately, contribute to employee and student success.

In just one year, the project team hit several milestones, including:

- **Completing major Workday configuration decisions**
- **Preparing for system testing**
- **Establishing communications, training, and change-management plans**
- **Laying the groundwork for the creation of Workday reports and integrations**

We are very proud of all our students, faculty, staff, and their achievements

AWARDS

Algonquin College was also the recipient of several awards this year:

- President Cheryl Jensen was named one of the Top 25 People in the Capital by *Ottawa Life* magazine.
- Algonquin was honoured with three Awards of Excellence by Colleges and Institutes Canada. The College was recognized with Bronze in Aboriginal Initiatives and International and Silver in Leadership for Jamie Bramburger of our Pembroke Campus.
- The *Algonquin Times* also reclaimed its title as the Best Campus Newspaper in 2016 at the Ontario Community Newspaper Association Awards.
- A team of Algonquin College students won first prize in the inaugural Mayor's Cyber Challenge Cup, beating out seven other teams from Carleton University, the University of Ottawa, and La Cité.
- Algonquin alumnus Trent Correy received both a Golden Globe and an Academy Award for his animation work with the Disney team that created the blockbuster *Zootopia*.
- Algonquin College Paralegal student team was this year's winner of the Durham Mock Trial Competition. Eight teams entered this year's competition from Ontario colleges with accredited Paralegal programs.
- Algonquin College continued its upward performance in the 2016 edition of Canada's Top 50 Research Colleges. The College is now in 20th spot in the rankings, up from 24th in 2015.



EMPLOYEE AWARDS

Awarded to employees who demonstrate excellence and foster student success by applying the College values of caring, learning, integrity, and respect. This year's recipients were:

- **Part-Time Support Staff Award:** Ryan Mullin
- **Support Staff Award:** Kelley Grant
- **Administrative Staff Award (2):** Chris Hahn and Chris Brennan
- **Deborah Rowan-Legg Service Excellence Award:** Nancy Feres
- **Dianne Bloor Part-Time Faculty Award:** Jay Smith
- **Laurent Isabelle Faculty Award:** Jack Hollinger
- **Team Award:** Automated Grade Entry Project Team
- **Gerry A. Barker Leadership Award:** Jennifer Langlotz
- **Lifetime Achievement Award:** Jo-Ann Aubut

43+

FACULTY, STAFF, STUDENT
RECOGNITIONS AND AWARDS
RECEIVED IN 2016

PRESIDENT'S STAR AWARDS

The President's Star Awards are 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. This year's recipients were:

- **Sandra Heron, Academic Operations and Planning**
- **Kent McDonell, Academic Access Centre**
- **Sara Jordan, Student Support Services, Centre for Students with Disabilities**
- **Bethany Wiseman, CSD**
- **Sandra Brown, Library/Student Support Services**
- **Mario D'Angelo, PPSI**
- **Benjamin Roebuck, PPSI**
- **Yahya Alakhan, Algonquin College, Jazan**
- **Sharique Faiz, Algonquin College, Jazan, Human Resources**
- **Felix Silundika, Algonquin College, Jazan**

- Laura Vena, Financial Office & Legal Studies, School of Business
- Mike Delegate, Applied Science and Environmental Technology/FCTT
- Amanda Hussey, Registrar's Office
- Tess Porter, Faculty of Health, Public Safety & Community Studies
- Cat Baron, Police and Public Safety
- Diane Charlebois, ITS
- Cheryl Biggs, Corporate Training Centre
- John Renforth, School of Media and Design
- Akram Al-Rahna, Instructor

THE ALGONQUIN STUDENTS' ASSOCIATION FACULTY RECOGNITION AWARDS

The Algonquin Students' Association Faculty Recognition Awards were established to provide students with an opportunity to show their appreciation to faculty members

who made a significant impact during their stay at Algonquin College. This year's recipients were:

- Kim Drake
- Jane Cunningham
- Norman Hotchkiss
- Shannon Reid
- Graham Longair

CAPITAL EDUCATORS' AWARDS

The Capital Educators' Awards recognize the achievements of outstanding educators and celebrate public education in our community. This year's recipients were:

- Bruno Rocha, School of Advanced Technology
- Amanda Keon, School of Health and Community Studies
- Leann Nicholson, Faculty of Technology and Trades



Giving back to our community

PHILANTHROPY

The AC Event Management program's fall intake of 75 students created, planned, and executed 13 events this year during the month of March. The total funds raised was \$59,173.

Paralegal and Law Clerk students once again exceeded their fundraising target and raised more than \$2,100, all of which was donated to the Ottawa Lawyers Feed the Hungry Program.

Sixty stylists, 50 volunteers, 290 registrants, and 15 of our own AC Hair Stylist students plus staff contributed to the donation of 4,253 inches of hair for wigs, and \$96,000 towards cancer research.

The College's Dental Hygiene program hosted four dental clinics for Syrian refugees.

On May 24, the Algonquin College Foundation Golf Tournament was held at Loch March. Since its inception in 1994, this tournament has raised more than \$1.1 million to support more than 550 students who were at risk of leaving school due to financial hardships.

The AC Week of Giving 2016 got off to a record-breaking start with the highest number of participants at the Kick-off Breakfast, the most money raised at the silent auction, and the most online and paper pledges submitted of any AC campaign so far. The College collected more than 83 scarves, 268 pairs of socks, 50 hats, and 110 pairs of mittens, and helped change the lives of more than 150 people in the Ottawa area.

96,000

DOLLARS RAISED TO DONATE
TO CANCER RESEARCH

GOAL 7

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

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Employee engagement	NA	60.0%	NA	62.0%	56.0%

GOAL 8

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

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Leadership training completion	NA	50.0%	NA	51.5%	48.0%

51.

Ensuring a strong future to retain our students





Working together to strengthen the Algonquin College community

PARTNERSHIPS

Every day Algonquin College is building on its reputation in this region as a centre of excellence in applied research. In 2016, the College signed a memorandum of understanding with the Ottawa Hospital Research Institute aimed at encouraging and facilitating the development of mutually beneficial linkages in areas such as digital health, clinical trials, and biotherapeutics manufacturing.

Work also continued on the College's first applied research project funded by the Social Sciences and Humanities Research Council (SSHRC). We know victims of violence experience trauma, but we do not know as much about how that trauma can result in personal growth. Dr. Benjamin Roebuck, coordinator of the College's Victimology program, and alumni and student researchers are leading a study into post-traumatic growth, which began seeking participants this past year. The study was conducted in partnership with the Victim Justice Network and the University of Ottawa.

Students and employees, in partnership with Ottawa 2017, created the Host 150 program — a special training course to prepare residents to become ambassadors for the City of Ottawa during the sesquicentennial celebrations.

In partnership with the Ottawa Hospital, the Immunity Warriors comic book was an excellent learning opportunity for students that gave back to an important cause. The digital comic book was designed by four students to encourage others to get vaccinated.

The Ottawa Senators and Algonquin College came together for anniversary celebrations in 2017, with the Senators marking their 25th anniversary as an NHL team. The College partnered with the Sens on an Alumni Hockey Night and an Indigenous Heritage Hockey Night, and various contests for College alumni.

The College also began work on a “classroom of the future” at the Perley and Rideau Veterans’ Health Centre that will help train the next generation of Personal Support Workers. This agreement paves the way for a program that will locate Algonquin College Personal Support Worker students on the Perley Rideau campus to leverage access to classroom, laboratory, clinical, and community learning environments in Ottawa.

Finally, the College signed many new transfer and pathway agreements with institutions and businesses such as Nunavut Arctic College, Siemens Canada, Japan College of Foreign Languages, Yunnan College of Business Management, Nipissing University, Laurentian University, and Jazz Aviation, to name a few, enhancing educational opportunities for both domestic and international students.

STRATEGIC ENROLMENT PLANNING

The Strategic Enrolment Steering Committee is responsible for providing the overall strategy, accountability, communication, and coordination of strategic enrolment management efforts for the College. The Committee provides oversight of the development and implementation of strategies and tactics related to optimizing marketing, recruitment, admissions, and retention of students to ensure a comprehensive approach to student success. Accomplishments include the development of enhanced dashboard reports with a focus on leading indicators to ensure timely and clear communication of trends that enable effective enrolment monitoring and planning, as well as operational improvements in conversion initiatives and recruitment campaigns to strengthen outreach efforts to prospective students.

Given the current demographic landscape, enrolment continues to be monitored closely through weekly meetings of the Strategic Enrolment Steering Committee and weekly reports to the Algonquin College Executive Team to mitigate any potential enrolment shortfall.

THE COLLEGES OF APPLIED ARTS AND TECHNOLOGY (CAAT) PENSION PLAN

The Colleges of Applied Arts and Technology (CAAT) Pension Plan is a multi-employer defined benefit pension plan serving the active and retired employees of the Ontario college system. Algonquin College is one of the employers of the Plan. The Plan is jointly sponsored by its members and employers. The 2016 Annual Report for the CAAT Pension Plan may be viewed here: caatpension.on.ca/en/about-us/annual-report. The CAAT Supplementary Plan (or CAAT Retirement Compensation Arrangement) is administered by the CAAT Pension Plan. The Boards of Governors of each of the Ontario colleges are the sponsors of this Supplementary Plan.

GOAL 9
Align our funded operational expenditures with provincial funding.

	2016-2017 ACTUAL	
Funded operational exp. aligned to provincial funding	Completed	100%

GOAL 10
Expand non-funded opportunities to increase revenue.

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Alternative revenues	30.0%	31.3%	31.0%	32.0%	29.5%
Number of organizations served through corporate training	306	338	406	400	548

GOAL 11

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

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
Cash, in-kind contributions, and returns from alternative financing	\$3.05M	\$18.5M	\$15.0M	\$10.0M	\$13.0M

GOAL 12

Create the technological foundation to align with the digital direction.

	2013-2014 ACTUAL	2014-2015 ACTUAL	2015-2016 ACTUAL	2016-2017 TARGET	2016-2017 ACTUAL
College data accessible through a common BI portal	50.0%	88.0%	96.0%	100%	100%
Availability of wireless network to all stakeholders	95.0%	99.1%	99.9%	99.9%	99.9%
Students engaged in availability of College networks and Internet access	98.0%	99.7%	99.9%	99.9%	99.9%

56.

It's the
support
of our
people
that keeps
us strong



Celebrating gifts that keep on giving



A GIFT OF MUSIC

On February 6, 2017, Algonquin College and its students received a special gift. At a celebration in the College's recording studio, Kelly Dexter, Senior Manager of Resources at CBC, unveiled a legacy gift: a Steinway grand piano in honour of the College's 50th anniversary. This beautiful instrument will provide the Music Industry Arts program at the College with not only a wonderful new tool, but also the opportunity for our students to play and learn on one of the best instruments in the world.

3.1M

WAS DONATED FOR PRIORITY NEEDS
OF THE COLLEGE AND OUR STUDENTS

Our donors are essential to student success

INVESTING IN HOPES AND DREAMS

This gift illustrates well the work that the Algonquin College Foundation does with its donors and community partners. We are committed to ensuring all of our students have the opportunity to transform their hopes and dreams into lifelong success. The Foundation team and its Board of Directors work tirelessly to inspire charitable investments that meet the needs of our students and community both today and tomorrow. We do this by raising vital funds for scholarships, bursaries, awards, capital projects, and vital instructional equipment — like our new Steinway — that will help us provide quality and accessible education. Algonquin College

is uniquely positioned to meet the evolving talent demands of employers with graduates who will spark the engine of our local economy. Our donors provide the fuel that is essential to that student success.

The generosity of our donors continues to inspire us in this work. This past fiscal year, our donors gave over \$3.1 million for priority needs of the College and our students. In this time period, 716 awards, bursaries, and scholarships (worth a combined total of \$1.13 million) were distributed to deserving and grateful Algonquin College students. A total of 44 new endowed bursaries and scholarships was introduced in 2016-2017.

716

AWARDS, BURSARIES AND SCHOLARSHIPS WERE DISTRIBUTED
TO DESERVING AND GRATEFUL ALGONQUIN COLLEGE STUDENTS

A space for learning, entrepreneurship, and innovation



A GATHERING PLACE

This past year the Foundation worked with the College, its stakeholders, partners, and the community to set the stage for a capital fundraising focus for 2017. Throughout the upcoming year, donors will be given the opportunity to help the College renovate and expand our existing, outdated library into an Innovation Centre — a space for learning, entrepreneurship, and innovation.

This new Innovation Centre will provide our community with the chance to create a gathering space that will empower the next generation of learners to build a positive economic future for themselves and their communities. This opportunity includes the ability to recognize our collective Indigenous history and honour the territory Algonquin College calls home.

The College is grateful to all the donors who choose to make a difference in the lives of our students

ALUMNI SUPPORTING THE COLLEGE

Those close to the College recognize and celebrate that AC Pride is infectious. At the Pembroke Convocation in June, the 2016 recipient of Algonquin College's inaugural Fellowship, Fred Blackstein, closed his address with the message "Be Algonquin Proud. Make Algonquin Proud!" The College is both honoured and grateful when this pride translates into a financial investment to the institution and its students. This past year, the Foundation received its largest alumni donation in our 50-year history. Thanks to the generosity of one of our

167,000 plus alumni, a new endowment was created in the School of Business that will support five to 10 students a year in perpetuity. These funds are earmarked to support students who face significant financial challenges while studying at the College. The College is grateful to this donor and to all donors who choose to make a difference in the lives of our students.



167K+

ONE OF OUR 167,000 GENEROUS ALUMNI MADE THE LARGEST DONATION IN OUR 50-YEAR HISTORY

The College celebrated six prominent ambassadors who illustrate the value of an Algonquin education through their life's work

CELEBRATING OUR OWN

The Foundation is proud to steward the College's relationships with its alumni family. This includes celebrating Algonquin College graduates who have enjoyed outstanding career success and have demonstrated exemplary community contributions at the annual College Ontario's Premier Awards.

This past year the College celebrated the following six prominent ambassadors who illustrate the value of an Algonquin education through their life's work.



Premier's Awards
Prix du **2016**
premier ministre

- Loring Phinney, Vice President, Corporate Marketing, Bell Canada (Public Relations Program — Class of 1988)
- Stu Schwartz, Morning Show Host, Majic 100, (Broadcasting-Radio-Program — Class of 1993)
- Donna Doohar, Chef and Owner, Mildred's Temple Kitchen (Culinary Arts, Cook Training — Class of 1983)
- Joanne Schubert, Clinical Manager, Surgical Suites, The Ottawa Hospital (Registered Nursing Program — Class of 1982)
- George Laframboise, President, CEO, Iridian Spectral Technologies Ltd. (Mechanical Engineering Program — Class of 1986)
- Imrun Texeira, Chef de Partie, Atelier (Culinary Apprenticeship Program — Class of 2004)

Honorary credentials were offered to deserving community leaders and Algonquin College ambassadors

At the spring Convocation, alumnus Eli Fathi, CEO Mindbridge, was named Algonquin College Alumnus of the Year. In his address to the 2016 graduates, Eli congratulated our students for their resilience and strength while encouraging them to set out to make their unique difference in the world.

At each year's convocation ceremonies, Algonquin College bestows honorary degrees and diplomas on individuals who display exemplary achievement in education, industry, community service, and leadership. In 2016, President Cheryl Jensen conferred honorary credentials to the following deserving community leaders and Algonquin College ambassadors.

- Allison Fisher, Executive Director, Wabano Centre for Aboriginal Health
- Peter A. Herrndorf, O.C., O. Ont., President and CEO, National Arts Centre
- Orazio La Manna, Regional Executive Chef, Legends Hospitality
- Chantale LeClerc, Chief Executive Officer, Champlain Local Health Integration Network
- Ed Ireland, IBI Group
- Robert Boyer, Estate of Anita Garbarino Girard



63.

Tracking success

Year Ended March 31, 2017

The Audited Consolidated Financial Statements are part of the public record and made available on the College website.

algonquincollege.com/reports

REVENUE

Grants and reimbursements	\$	110,609
Student tuition fees		112,768
Contract educational services		32,378
Ancillary Services		35,118
Other		19,001
Amortization of deferred capital contributions		7,295
	\$	317,169

EXPENSES

Salaries and benefits	\$	176,787
Building maintenance and utilities		18,356
Instructional supplies and equipment		7,678
Bursaries and other student aid		7,465
Investment loss - Algonquin College - Saudi Arabia		4,865
Interest		849
Amortization and write-off of capital assets		13,958
Ancillary Services		27,152
Other		54,273
SUBTOTAL	\$	311,383
Changes in vacation, sick leave and post-employment benefits liabilities		207
	\$	311,590
Excess of revenue over expenses	\$	5,579

Good Standing

For the period April 1, 2016, to March 31, 2017, 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 RECIEVED	HOW RESOLVED OR ADDRESSED	DATE RESOLUTION COMMUNICATED TO STUDENT	WORKING DAYS TO RESOLVE
NIL	NIL	NIL	NIL	NIL

COMPLIANCE

The Communications, Marketing and External Relations department ensures the community is aware of events and announcements, through 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 barbecues. 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. 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 the College doors. With traditional print and outdoor advertising and the latest in digital technologies, the department generates and qualifies leads. The Recruitment department keeps close ties with contacts across regional secondary schools and community groups by 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 agrees that the College communications with students, business, community stakeholders, and with the Ontario provincial government has been ongoing and effective through 2016-2017.

The Board of Governors agrees that the College has operated in accordance with legal and regulatory requirements through the 2016-2017 fiscal year in compliance with the Responsibilities of the Board (BGI-01, 2-6).

Across Ontario, nominees are put forward to the Ministry of Advanced Education and Skills Development based on a skills matrix and assessment

BOARD OF GOVERNORS

As of Oct. 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 Advanced Education and Skills Development (MAESD) with three nominees for each vacant position to be filled as an appointee. Across Ontario, nominees are put forward to MAESD 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.

1/3

OF THE COLLEGE'S EXTERNAL
MEMBERS OF THE BOG ARE TO
BE APPOINTED BY THE LGIC

BOARD OF GOVERNORS 2016-2017

NAME	TITLE	FIRST ELECTED	MAXIMUM TERM OF SERVICE
Leroux, Kathryn	Chair	Sept 1, 2011	Aug 31, 2017
Nadeau, Peter	Vice Chair	Sept 1, 2013	Aug 31, 2019
Cheng, Nancy	Chair, Audit & Risk Management Committee	Sept 1, 2012	Aug 31, 2018
Tremblay, Michael	Chair, Governance Committee	Sept 1, 2015	March 1, 2017
Brockbank, James	Chair, Academic & Student Affairs Committee	Sept 1, 2014	Aug 31, 2020
Clark, Lynne	Governor	Sept 1, 2011	Aug 31, 2017
Sutcliffe, Mark	Governor	Sept 1, 2011	Aug 31, 2017
Waters, Michael	Governor	Sept 1, 2013	Aug 31, 2019
Sample, Kelly	Governor	Sept 1, 2014	Aug 31, 2020
Robblee, Dr. James	Governor	Sept 1, 2014	Aug 31, 2020
Fournier, Shellee	Governor	Sept 1, 2015	Aug 31, 2021
McLaren, Jay	Governor	Sept 1, 2015	Aug 31, 2022
Jensen, Cheryl	President		
Loyst, Sara	Student Representative	Student Representative to the Board of Governors, elected to a first annual term in Spring 2016.	
Heckbert, Stephen	Faculty Representative	Faculty Representative to the Board of Governors, elected Sept 1, 2015 to Spring 2018.	
Fraser, Sherryl	Administration Representative	Faculty Representative to the Board of Governors, elected Sept 1, 2014 to Aug 31 2017.	
Auchterlonie, Pam	Support Services Representative	Support Services Representative to the Board of Governors, elected Sept 1, 2014 to Aug 31 2017.	

AC FOUNDATION BOARD OF DIRECTORS 2016-2017

NAME	TITLE
Executive Committee	
Jensen, Cheryl	President of Algonquin College
Owens, John	Chair <i>Alumnus</i>
Wilson, Rodney	Vice Chair
Vanier, Rod	Secretary
McNair, Duane	Treasurer
Clark, Lynne	Board of Governors Designate
Directors	
Bowen, Rena	Chair, Alumni Advisory Committee <i>Alumna</i>
O'Byrne, Michael	<i>Alumnus</i>
Perrin, Deneen	
Tlvy, Randy	
Turner, Jeff	<i>Alumnus</i>
Evseev, Egor	Students' Association Representative
Brambles, Ashley	
Bulka, Reuven	
Siele, Denise	

ALUMNI AND FRIENDS NETWORKS ADVISORY COMMITTEE 2016-2017

NAME	TITLE
Bowen, Rena	Chair - Nursing Inspector at Ontario Ministry of Health and Long-Term Care
Buckley, Tanya	Vice President, Sales and Marketing, Cardel Homes
Gauthier, Michel	Executive Director, Canadian Tulip Festival
Hosselet, Alex	Marketing and Communications Manager, MediaSmarts
Lee, Richard	President, Lee & Associates
Mitchell, Louise	Retired, Algonquin College Marketing Enrolment
Prescott, Kathy	Software Support Specialist, Renfrew County District School Board
Rusk, Kelly	Digital Director and Partner, Banfield
Tudor-Roberts, Jason	Fitness Program Coordinator, City of Ottawa

AC EXECUTIVE TEAM 2016-2017

NAME	TITLE
Jensen, Cheryl	President
Brulé, Claude	Senior Vice President, Academic
McNair, Duane	Vice President, Finance and Administration
Stanbra, Laura	Vice President, Student Services
Frederick, Cathy	Vice President, Human Resources
Wotherspoon, Doug	Vice President, Innovation & Strategy, International and Strategic Planning
Anderson, Scott	Executive Director, Communications, Marketing, and External Relations
McLester, Ron	Executive Director and Special Advisor on Aboriginal Initiatives

AC LEADERSHIP TEAM 2016-2017

NAME	TITLE
President	
Jensen, Cheryl	President
Senior Vice President	
Brulé, Claude	Academic
Vice Presidents	
McNair, Duane	Finance and Administration
Frederick, Cathy	Human Resources
Wotherspoon, Doug	Innovation and Strategy
Stanbra, Laura	Student Services
Executive Directors	
Leduc, Mark	Academic Operations and Planning
Desjardins, Amy	Algonquin College Foundation
Anderson, Scott	Communications, Marketing, and External Relations
McLester (Deganadus), Ron	Special Advisor to the President on Indigenous Initiatives
Directors	
Brownlee, Brent	Ancillary Services
Ranieri, Joe	Business Development
Perry, Grant	Finance and Administrative Services (Acting)
Wotherspoon, Doug	Information Technology Services (Acting)
Mulvey, Ernest	Internal Education Centre
McCutcheon, Diane	Labour Relations
McDonell, Alanna	Marketing

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AC LEADERSHIP TEAM 2016-2017 (cont'd)

NAME	TITLE
Directors	
Holguin-Pando, Cristina	Partnerships, Applied Research, Innovation and Entrepreneurship
Schonewille, Todd	Physical Resources
McDougall, Tracy	President's Office
Pearson, Krista	Registrar
Bonang, Colin	Risk Management
Styles, Shelley	Student Support Services
Deans	
Cusson, Margaret	Academic Development
Hahn, Chris	Algonquin Heritage Institute
Davies, Karen	Algonquin College in the Ottawa Valley
Devey, Patrick	Centre for Continuing and Online Learning
Heaton, Robyn	Faculty of Arts, Media and Design
Foulds, Barb	Faculty of Health, Public Safety and Community Studies
Janzen, Chris	Faculty of Technology and Trades
Donaldson, Dave	School of Business
Kyte, Jim	School of Hospitality and Tourism
Ombudsman	
Cole, George	

CHAIR'S COUNCIL 2016-2017

NAME	TITLE
Membership	
Brulé, Claude	Chair
Makila, Nancy	
Pridham, Andrew	Co-Chair
Coxhead, Andrew	Co-Chair
Chairs & Academic Members	
Larock, Peter	Design Studies
Keyhan, Kimya	(A) Academic Access Centre
Fraser, Sherryl	General Arts and Sciences
Coxhead, Andrew	Media Studies
Seymour, Keith	Marketing and Management Studies
Grammatikakis, Mary	Financial, Office Studies, and Legal Studies
Fortura, Peter	Business Administration – Core Service Courses
Brigden, Lorna	Continuing Education
Salisbury, Gerry	Heritage Institute
Degan, Joan	Allied Health
McCormick, Sandra	Wellness Research and Innovation
Fiset, Valerie	Nursing Studies
Trakalo, Jane	Community Studies
Cohen, Laura	Police and Public Safety Institute
Hoelke, Shayne	Business, Technology, and Outdoor Training
Conway, Megan	Health and Community Studies (Pembroke)
García, Silvia	Language Institute

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CHAIR'S COUNCIL 2016-2017 (cont'd)

NAME	TITLE
Chairs & Academic Members	
Sovani, Altaf	Hospitality and Tourism
Bakogeorge, Michael	Culinary Arts
Surman, Kerry	(A) Applied Science and Environmental Technology
Thibodeau, David	Mechanical and Transportation Technologies
Pridham, Andrew	Information and Communications Technologies
Barr, Shaun	Construction Trades and Building Systems
Marois, Eric	Architecture, Civil and Building Sciences
Karimi, Farbod	Learning and Teaching Services
Singh Sonu, Harpreet	Curriculum Studies
DeVries, Jessica	Academic Development
Fraser, Wilma	Academic Development
Kraska, Micheline	Academic Development
Heron, Sandra	Academic Operations and Planning
Root, Katherine	Human Resources

Providing a means for College students and staff to offer advice to the College President

The Ministry of Advanced Education and Skills Development 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 2016-2017 will constitute part of the public record and, as such, with governance approval, will be made available in full on the College website at:

algonquincollege.com/reports

COLLEGE ACADEMIC COUNCIL MEMBERSHIP 2016-2017

TITLE	NAME	FIRST ELECTED	MAXIMUM TERM OF SERVICE
Chair	Jeffrey Ross	Sept 2016	Sept 2017
Academic Staff			
Algonquin Centre for Construction Excellence	Jeffrey Ross	Sept 2014	Aug 2018
School of Advanced Technology	Sean Beingessner	Sept 2014	Aug 2018
School of Business	Judy Puritt	Sept 2016	Aug 2018
School of Health and Community Studies	Judy Flieler	Sept 2015	Aug 2017
School of Hospitality and Tourism	Mario Ramsay	Sept 2015	Aug 2017
School of Media and Design	Steve Neumann	Sept 2014	Aug 2018
General Arts and Science	Jonathan Parker	Sept 2016	Aug 2018

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COLLEGE ACADEMIC COUNCIL MEMBERSHIP 2016-2017 (cont'd)

TITLE	NAME	FIRST ELECTED	MAXIMUM TERM OF SERVICE
Academic Staff			
Academic Access Centre	Kilmeny West	Sept 2015	Aug 2017
Language Institute	Claire Tortolo	Sept 2015	Aug 2017
Police and Public Institute	Jack Wilson	Sept 2013	Aug 2017
Algonquin College in the Ottawa Valley	Frank Christinck	Sept 2016	Aug 2018
Heritage Institute	Rod Bain	Sept 2013	Aug 2017
Counsellors	Sandra Fraser Pross	Sept 2016	Aug 2018
Librarians	Brenda Mahoney	Sept 2014	Aug 2018
Support Staff	Deborah Buck	Sept 2013	Aug 2017
Students			
President, Students' Association	Egor Evseev	May 2016	Apr 2017
Director, Students' Association	Lev Kozhevnikov	May 2016	Apr 2017
Director, Students' Association	Abby Sun	May 2016	Apr 2017
Centre for Organizational Learning	Rebecca Volk	Sept 2014	Aug 2018
Past Chair	Leslie Wyman	Sept 2015	Aug 2017
Dean – School of Hospitality and Tourism	Jim Kyte	Sept 2014	Aug 2018
Chair – General Arts and Science	Sherryl Fraser	Sept 2014	Aug 2018
Executive Office Members			
Senior Vice President, Academic	Claude Brulé		
Vice President, Student Services	Laura Stanbra		
Registrar	Krista Pearson		

The relationship between the ministry and the institutions

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

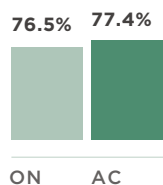
on the principles of access, quality, and accountability. The Report Back also provides colleges and universities with the opportunity to tell their unique story within the context of system-wide priorities and indicate how each college and university is contributing to overall system differentiation with its 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:

algonquincollege.com/reports

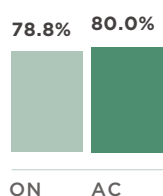
Key Performance Indicator (KPI)

Student Satisfaction



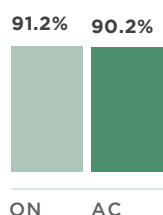
The percentage of overall student satisfaction reflecting the student experience at Algonquin College by summarizing, and giving equal weighting to student responses in June 2016, November 2016 and February 2017 that measure the usefulness of the knowledge and skills they acquire in their College programs for their future careers; quality of College program learning experiences; quality of College facilities and resources; and quality of College services.

Graduate Satisfaction



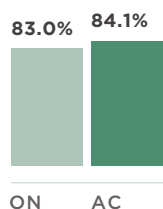
The overall percentage of Algonquin College graduate satisfaction summarizing graduate responses to the question of the usefulness of their College education, six months after 2015–2016 graduation.

Employer Satisfaction



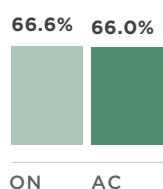
The overall percentage reflecting employer satisfaction with the employee's College preparation for the work the 2015–2016 graduate was hired to undertake.

Graduate Employment



The percentage of Algonquin College graduates who were in the labour force, and who were working during a standard reference week, six months after 2015–2016 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 2014–2015, two-year programs in 2012–2013, three-year programs in 2010–2011, and four-year programs in 2009–2010, and who had graduated by 2015–2016.

INFORMATION

Future Students

algonquincollege.com/future-students

Parents

algonquincollege.com/future-students/parents-guardians

Counsellors

algonquincollege.com/future-students/teachers-counsellors

CONTACT

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Algonquin College of
Applied Arts and Technology

1385 Woodroffe Avenue
Ottawa, Ontario K2G 1V8
Local: 613.727.0002
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TTY: 613.727.7766
Fax: 613.727.7754
InPerson Service: Room C150

algonquincollege.com

Pembroke Campus
Algonquin College
in the Ottawa Valley

1 College Way
Pembroke, Ontario K8A 0C8
613.735.4700

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Perth Campus
Algonquin College
Heritage Institute

7 Craig Street
Perth, Ontario K7H 1X7
613.267.2859

algonquincollege.com/perth

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